

2ND GULF INVESTMENT & TECHNOLOGY Magazine

Groundbreaking Insights

*Strategic Opportunities from **Germany***

Boost Saudi SME Contribution to **GDP** through
*Peer-Learning with **BVMW***

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NEW BUSINESS OPPORTUNITIES**

WAM SAUDI 2026 *The Regions Most Anticipated Event*

- Discover BVMW and Meena Business Consultancy Services.
- Exclusive Interview with the Ministry of Investment, **Saudi Arabia**.
- Transform Your Industrial Vision into Reality with **MODON**.
- Exploring German Innovations for **Vision 2030**.



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WELCOME MESSAGE

Dear Colleagues, Partners, and Friends,

It is with great pleasure that I welcome you to WAM Saudi 2026 and the BVMW Grow SME Pavilion—an exciting platform showcasing German Mittelstand innovation and global technology standards. Saudi Arabia is undergoing a historic transformation, with over \$1 trillion in investments and plans for 26,000 new factories by 2035. This dynamic industrial landscape offers German SMEs and international partners the chance to contribute expertise, build lasting relationships, and align with Vision 2030.



WHY BVMW?

For 50 years, BVMW has been a staunch advocate for small and medium-sized enterprises, the heart of Germany's economy. With 85 international offices and 30,000 members worldwide, we bring decades of SME development experience. Our mission aligns seamlessly with Saudi Arabia's goal to strengthen its own SME sector. Innovation from Germany and BeyondOur pavilion highlights the best of German industrial innovation, from automation and AI-driven manufacturing to quantum computing and 3D construction printing. We are also proud to partner with global organizations like the OPC Foundation, ensuring that Saudi Arabia's industrial Infrastructure is built on cutting-edge technology and global best practices.

Beyond the Trade Fair-Seamless Market Access

Seamless Market Access At Meena Business Consultancy Services, we go beyond the exhibition floor to provide end-to-end support. Our services include office-in-office solutions, buyer credit facilitation, business matchmaking, market analysis, employee leasing, and government meetings. We're here to make your market access smooth and hassle-free.

German SMEs: Access Federal Funding

German SMEs can access 50-80% funded market entry services through federal grant programs. Contact us for eligibility details and application support.

Join Us at BVMW Future Day

We also invite you to join us at BVMW Future Day in Berlin—an event welcoming over 8,000 visitors from more than 40 countries, with 120+ exhibition booths. It's the perfect place to connect with the global Mittelstand community. Visit: www.future.meenasonline.com | www.zukunftstag-mittelstand.de/en

I encourage you to visit the Grow SME Pavilion and explore how German and international innovations can support Saudi Arabia's industrial goals. Together, we're shaping the future of global industrial partnerships.

A handwritten signature in black ink that reads "kevin steckel".

KEVIN STECKEL
Bvmw Country Representative
for Saudi Arabia

WAM SAUDI 2026

Where Innovation Meets Industrial Transformation The Kingdom's Premier Industrial Platform

WAM Saudi 2026 is Saudi Arabia's leading industrial trade fair, accelerating the Kingdom's transformation into a global manufacturing and logistics hub. Under the patronage of the Ministry of Industry and Mineral Resources, and in partnership with MODON, this event brings together the world's most innovative technologies, solutions, and industrial leaders.

Vision 2030: A \$1 Trillion Industrial Revolution

As part of Vision 2030, Saudi Arabia is investing over \$1 trillion into industrial infrastructure, technology, and economic diversification. Plans to establish 26,000 new factories by 2035 create unparalleled opportunities for global manufacturers and technology providers. WAM Saudi connects these opportunities with Saudi Arabia's industrial future.

Who We Invite

WAM Saudi 2026 Targets Decision-Makers & Innovators Across the Industrial Value Chain:

- Manufacturing Tech Providers: Advanced machinery, automation, and Industry 4.0 solutions
- Industrial Equipment Suppliers: Production systems, quality control, and precision engineering
- Logistics & Supply Chain Innovators: Warehousing, transport, and digital logistics solutions
- Industrial Services: Consulting, project management, engineering, and maintenance
- Technology Leaders: AI, IoT, quantum computing, and digital transformation solutions
- Infrastructure Developers: Industrial real estate, utilities, and facility management

Your Gateway to the GCC's Fastest-Growing Industrial Market

WAM Saudi unites the most innovative minds and technologies from around the world to shape the future of industry in Saudi Arabia and the GCC. Whether you seek partnerships, investment opportunities, or wish to showcase your solutions, WAM Saudi 2026 is the place where industrial transformation happens.

Join us in Riyadh and be part of Saudi Arabia's industrial renaissance.

For more information visit us at:

www.meenaswamsaudi.com



www.wamsaudi.com



THE ORGANIZERS

MEENAS BUSINESS CONSULTANCY SERVICES

Complete Business Solutions for Your Success in Emerging Markets



Who We Are

Meena Business Consultancy Services is the official representative of BVMW (German SME Association) in Pakistan, Saudi Arabia, UAE, Iraq, and Qatar. We offer comprehensive business solutions to help German and international companies establish, operate, and grow in Middle Eastern and South Asian markets.

Led by Kevin Steckel and Nisrin Khalil, we leverage BVMW's 50-year legacy of SME advocacy with extensive expertise in our target regions.

OUR BMW CONNECTION

As official BVMW representatives, we provide:

- Direct access to 30,000 BVMW members worldwide and 85 international offices
- Federal funding support: German SMEs can access 50-80% funded market access services
- BVMW Future Day Berlin: We organize Europe's largest SME event, with over 8,000 visitors from more than 40 countries
- Political advocacy: Utilize BVMW's expertise in advocating for SME interests at federal and EU levels

Our Comprehensive Services for AI & IT Companies

Outsourcing Services

01 Customer Support Solutions:

- Phone Support
- Email Support
- Social Media Support
- Live Chat Support

02 Back-Office Support for Operational Excellence:

- Virtual Assistant Services
- Marketing Support
- Accounting Support
- Help Desk Support
- Human Resource Management

03 Technical Support:

- Multitiered Technical Support
- IT Infrastructure Support
- Application Support
- Network Support

04 Why Partner with us for Outsourcing?

- 24/7 Multilingual Support
- Data-driven Approach
- Cost-effective Solutions
- Global Talent Pool

05 Corporate Services

- **Company Setup:** Full registration and licensing across GCC and South Asia.
- **Employee Leasing /Outstaffing:** Pre-vetted talent in the GCC region.
- **Legal Services:** Regulatory Compliance and contract support.
- **Accounting & Payroll:** Complete financial management and reporting.
- **Pro Services:** Government relations and documentation.

06 Financial & Investment Services

- **Investment & Risk Management:** Strategic financial advisory
- **Export Loans & Letters of Credit:** Trade finance facilitation
- **Due Diligence:** Comprehensive partner and opportunity vetting

07 Market Entry & Growth Services

- **Market Access Reports:** In-depth market intelligence and opportunity analysis
- **Business Partner Matchmaking:** Curated introductions to partners, buyers, and distributors
- **Digital Marketing Services:** Market-specific strategies and execution

OUR TARGET MARKETS

- Saudi Arabia: Vision 2030's \$1 trillion investment, 26,000 factories by 2035
- Pakistan: 240 million consumers, growing tech and manufacturing sectors
- UAE: Gateway to the GCC with world-class infrastructure
- Iraq: \$88 billion reconstruction opportunities
- Qatar: Strategic regional hub for operations

Federal Funding for German SMEs

German companies can access 50-80% federal grants for market entry services. We assist with eligibility assessment and application support to maximize approval rates.

Why Choose Meena?

- BVMW Network: Unmatched global Mittelstand connections
- End-to-End Solutions: From market research to full operations
- On-the-Ground Presence: Active teams in all target markets
- Cost Efficiency: Competitive pricing with federal funding options
- Proven Track Record: Successful partnerships across industries and regions

Get Started Today!

Whether you need outsourcing solutions, market entry support, or complete operational setup, Meena Business Consultancy offers the expertise and services to succeed in emerging markets.

Contact us for a confidential consultation at: www.meenasonline.com

Meena Business Consultancy Services F.Z.C.

Official BVMW Representative: Pakistan | Iraq | Saudi Arabia

Managing Directors: Kevin Steckel | Nisrin Khalil

nisrin.khalil@meenasonline.com



German SME Association | 50 Years of SME Advocacy |
30,000 Members | 85 International Offices

BVMW at WAM Saudi 2026: The Grow SME Pavilion

German Mittelstand Meets Saudi Arabia's Industrial Transformation

ABOUT BVMW

The Bundesverband mittelständische Wirtschaft (BVMW) represents over 900,000 companies, with 30,000 members globally. Celebrating 50 years, BVMW is a leading voice for SMEs in Germany & internationally.

Advocacy and Global Mission

BVMW advocates for SMEs at the federal and EU levels, shaping policies that foster growth. With 85 international offices, BVMW strengthens SMEs by transferring German frameworks, facilitating partnerships, and creating business opportunities in growth markets.

Why SMEs Matter

SMEs are key to economic success. Saudi Arabia's Vision 2030 aligns with BVMW's focus on strengthening its own SME sector, following Germany's example. SMEs drive innovation, job creation, and economic resilience.

Peer-to-Peer Learning

BVMW offers Saudi Arabia peer-to-peer learning, sharing successful German strategies for financing, export promotion, and innovation support. This knowledge transfer supports the Kingdom's SME ecosystem development.

The Grow SME Pavilion: Your Gateway to Saudi Arabia's \$1 Trillion Industrial Revolution

Saudi Arabia is investing over \$1 trillion in industrial infrastructure and plans 26,000 new factories by 2035. The Grow SME Pavilion showcases German technologies crucial to the Kingdom's industrial transformation.

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www.bvmw.de/en | www.meenasonline.com

AGENDA

14 – 18 Feb, 2026

Saturday, Feb 14

(UPON ARRIVAL)

Arrival in Riyadh – Airport pickup and hotel transfer

Afternoon/Evening

Check-in at the hotel followed by an informal welcome briefing.

Sunday, Feb 15

08:00

Group pickup from the hotel to begin the day's activities.

9:00 – 12:00

Workshop at the Ministry of Investment

11:30

MOU Signing Ceremony between BVMW and Ministry of Investment

12:00

Pickup for participation at WAM SAUDI – Day 1

14:00

Panel Discussion at the Industry stage
“Innovative Solutions for Industry – Made in Germany”

19:00

Explore Diriyah, the historic district of Riyadh.

Monday, Feb 16

08:00

Pick-up from hotel

09:00 – 10:00

Briefing session at the Embassy of the Federal Republic of Germany

10:00 – 18:00

Attend the second day of WAM Saudi, engaging in B2B-Meetings and workshops.

19:00

King Abdullah Financial District

Tuesday, Feb 17

06:30

Group pickup from the hotel to begin the day's activities.

08:00 – 10:00

Explore the industrial cities with the MODON authority representatives.

12:00 – 19:30

Attend the third day of WAM Saudi, participating in key discussions and events.

20:00

Join a networking dinner with key industry leaders and partners.

Wednesday, Feb 18

Morning

Check-out from hotel and individual departures

AFNAN ABABTAIN

Director of Innovation & Entrepreneurship at the
Ministry of Investment of Saudi Arabia



Investing in the Industrial Sector for SMEs

How would you describe the ongoing economic, cultural and societal changes in the Kingdom of Saudi Arabia?

Saudi Arabia is going through a very deep transformation. Vision 2030 guides this process and gives clear priorities for investment, reforms and new sectors.

In daily life you see more international and local companies, more mixed teams, more women in leadership roles and a young population that is very connected and ambitious. This creates a dynamic environment that is open to partnerships and new solutions. For SMEs it means they are looking at a market that is changing quickly, with many new projects and institutions, and that is actively interested in reliable partners from abroad.

What effect does this have on the industrial landscape, in particular for SMEs from Germany and other European countries?

The industrial landscape is becoming broader and more technology driven. Alongside the energy sector we now see strong growth in advanced manufacturing, mobility, logistics, aerospace, renewables, healthcare, tourism and digital industries.

For SMEs this creates very tangible opportunities. Many projects need specialized know-how, not just standard equipment. There is a strong push for localization and for building real partnerships. Quality, reliability and service over the full life cycle are very important. This is exactly where many German and European SMEs are strong, because they combine high quality products with engineering support and long term service.

How would you characterize the current level of engagement of German and European SMEs in Saudi Arabia?

Large German and European companies are already well established in the Kingdom. Engagement from high-tech SMEs is increasing, but compared to the potential it is still at an early stage.

When I speak with SME leaders, I often hear similar concerns. They have limited internal resources for new markets. They are unsure about regulations, contracts and payments. They are not sure how to identify serious local partners. Once these questions are answered and they experience Saudi Arabia in person, the picture usually changes. They see concrete project opportunities and professional partners. The real challenge is to structure this first step in an efficient, low risk and predictable way.

Why is Saudi Arabia particularly interesting for German SMEs and increasingly also for other European SMEs?

Saudi Arabia is particularly attractive because today it is not just a market, but a destination for ambition. The Kingdom has a clear direction, a long-term vision, and the scale to turn ideas into reality. It is on a transformation path that is already delivering results, and many global players see it as one of the most important success stories of this decade.

For German and European SMEs, this matters a lot. Many of these companies are highly innovative, often leaders in their niche, and they do not want to remain small forever. They are looking for environments where they can grow, scale, and become global champions. Being part of a country that is building new industries, new cities, and new value chains gives them that opportunity.

Saudi Arabia offers exactly this combination: ambition at a national level, large and complex projects, and a strong willingness to work with partners who bring technology, know-how, and long-term commitment. For SMEs in robotics, advanced manufacturing, automation, and other high-tech fields, the Kingdom is not just a place to sell products, but a place to grow with the market and be part of something much bigger.

What is the role of the Ministry of Investment (MISA) in this context from your perspective as the Director of Innovation & Entrepreneurship?

Our Ministry is the main entry point for investors and international companies that want to explore opportunities in Saudi Arabia. Our task is to make the market entry journey as clear and as smooth as possible.

For SMEs, we provide sector specific information instead of general country presentations. We help clarify licensing and regulatory questions at an early stage. We connect these companies with relevant Saudi partners, industrial zones and ecosystem players. We also guide them through incentives and local content programs.

We understand that SMEs need clear steps and a single point of contact. This is the role we want to play at MISA, in close cooperation with partners such as BVMW and other SME associations.

You mentioned that the Ministry of Investment is working on a project called ‘SME Innovation Bridge’. Could you explain the idea in more detail and what it offers to SMEs in concrete terms?

The SME Innovation Bridge is an initiative that we designed specifically with the needs and reality of innovative SMEs in mind. In this initiative, we provide selected SMEs with priority support and hands-on guidance in their expansion to the Kingdom.

This is done in collaboration with a network of partner associations and institutions in the respective countries. Our idea is to move quickly from general interest to realistic opportunities and a clear way forward on how to engage in the Kingdom. The SMEs benefit from a partner throughout their entire journey in Saudi Arabia. MISA is not only a central point of contact that helps with curated matchmaking and structured visits, it also coordinates innovation

What are typical first steps you recommend to an SME that wants to explore the Saudi market without taking big risks?

We usually propose three steps.

First, our team engages in a conversation about the company, its products, its capacity and its expectations. Sometimes we see that the timing or the fit is not right. It is better to realize this early.

Second, if there is a good match, we identify concrete use cases or potential partners. Based on this we design a focused visit (individual or as part of a business delegation) or a workshop program in Saudi Arabia.

Third, we encourage a pilot or a smaller anchor project. This allows both sides to learn how they work together and to build trust before they scale up. In this way the SME can test the market step by step instead of committing large resources from day one.

What can SMEs realistically expect when they reach out to you and MISA for support?

They can expect a straightforward and transparent dialogue. We cannot promise quick wins, but we will share a realistic view of opportunities in their sector and what it would take to enter the market.

The SMEs can expect a clear market entry point at MISA. This includes guidance in navigating the system and avoiding typical first-time mistakes, and introductions to relevant partners, platforms and programs. Where helpful, we coordinate with other Saudi entities to address practical obstacles that SMEs raise through our partners. Our goal is simple. Any time an SME invests into exploring Saudi Arabia should lead either to a concrete opportunity or to a clear decision, based on facts and direct experience.



وزارة الاستثمار
Ministry of Investment

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NISRIN KHALIL

Managing Director
Meena Business Consultancy Services
and
Representative of the
BVMW e.V.



Driving German-Saudi Collaboration in High-Growth Sectors

What motivated BVMW to partner with WAM Saudi, and how does it align with your mission to promote international business cooperation?

Saudi Arabia is a dynamic and rapidly expanding market in the GCC, making it an ideal partner for German SMEs seeking international growth. German companies, particularly SMEs, are leaders in Industry 4.0 and advanced manufacturing, and their expertise is crucial to supporting Saudi Arabia's Vision 2030. As the backbone of the German economy, SMEs drive innovation and economic resilience. Our partnership with WAM Saudi aligns with BVMW's mission to open new markets for our members and promote international cooperation. Saudi Arabia's strategic geographic location and economic openness make it a prime opportunity for German SMEs, as it offers a gateway to broader regional markets.

How do you see German SMEs contributing to Saudi Arabia's Vision 2030 transformation, especially in advanced manufacturing and smart logistics?

German SMEs are well-equipped to support Vision 2030, particularly in advanced manufacturing and smart logistics. Companies like KUKA, TRUMPF, and Festo—known as "Hidden Champions" lead innovations in industrial automation, precision engineering, and factory solutions. These technologies are essential to Saudi Arabia's industrial goals. By bringing German expertise in automation, precision, and robotics, we aim to help Saudi Arabia build state-of-the-art manufacturing facilities and smart logistics solutions, driving industrial transformation aligned with Vision 2030.

How will you help your member companies maximize WAM Saudi's networking and matchmaking opportunities?

To support our members, we offer a tailored SME package that includes booth setup, accommodation, local transportation, and exclusive meetings with government officials and stakeholders. We also organize site visits to industrial cities, providing members with firsthand insights into the market. This comprehensive four-day program enables SMEs to network, engage in business deals, and gain market knowledge in a cost-effective and structured manner, making it easier to explore and enter the Saudi market.

What makes Saudi Arabia an attractive market for German SMEs today, and which sectors are most promising?

Saudi Arabia is becoming increasingly attractive due to its Vision 2030 plan, which aims to diversify the economy and boost SME contributions to GDP. The government offers incentives like tax breaks and foreign ownership in various sectors. With over \$1 trillion in investments across sectors such as manufacturing, logistics, energy, and technology, Saudi Arabia is rapidly growing as a market for innovative SME solutions. Key sectors for our members include:

- Advanced Manufacturing (Industry 4.0, automation)
- Renewable Energy & Sustainability (solar, wind technologies)
- Construction & Infrastructure (mega projects like NEOM)
- Aerospace & Defence (localization and defense initiatives)
- Pharmaceuticals & Biotechnology (growing healthcare demands)
- Oil & Gas (modernization and diversification)
- Mining & Minerals (natural resources exploitation)
- Logistics & Supply Chain (regional trade hub)
- Information Technology & Digital Services (smart cities)

What outcomes do you hope to achieve through your participation in WAM Saudi?

Our main goal is to help German SMEs build meaningful connections and secure strategic partnerships in the Gulf region. We aim to provide these companies with market insights, enabling them to enter the Saudi market smoothly. Additionally, we hope to forge stronger collaborations with industrial zones, free zones, and special economic zones in Saudi Arabia. We are also developing digital platforms to streamline connections between Saudi and European SMEs, fostering a seamless exchange of business data, financing, and opportunities. Saudi Arabia has the potential to become the industrial hub of the Middle East, similar to Germany's role in Europe. We are committed to supporting this transformation by facilitating ongoing knowledge exchange and technology transfer between German and Saudi businesses. Through these efforts, we aim to foster deeper economic ties and create mutual benefits for both regions.



MEENA BUSINESS CONSULTANCY SERVICES

Get Started Today!

Contact us for consultation at:

www.meenasonline.com

Meena Business Consultancy Services F.Z.C.

Official BVMW Representative: Pakistan | Iraq

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JOCHEN HUNDT

Managing Partner
Hundt Legal Consultancy LLC



Regulatory Framework in Saudi Arabia for Foreigners

What makes Saudi Arabia an attractive destination for foreign investors, particularly foreign SMEs, in 2026?

Starting from an already attractive framework (100% ownership in most fields, one-stop-shop, profound digitalization, extremely simple tax environment), 2025 saw further improvements especially benefitting SMEs. For instance, the new Investment Law enabled investors to combine fundamentally different activities in one 'registration' (such as services & industrial); the yearly fee (15k Euros approximately) has been suspended; and local branches or subsidiaries employing only one person are not subject to Saudization of staff requirements.

Can you provide a brief overview of the current regulatory framework for foreign businesses entering the Saudi market?

The cornerstone regulations are the Investment Law and the Companies Law, along with other regulations such as the Income Tax Law, the Trade Name Law, the Public Sector Participation Law, and many others. As mentioned, the Investment Law allows 100% foreign ownership in most areas, with no legal minimum capitalization requirements, except in the field of trading/commerce.

What are the different business structures available for foreign investors in Saudi Arabia, and which do you recommend for foreign companies?

The Companies Law regulates many company types as well as branches of foreign companies but only branches and two company types are available for FDI projects: the LLC and the joint stock company. Out of these two, the LLC is used for most projects. The LLC has several advantages over a branch. It not only features limitation of liability but offers also the possibility to register complex management structures. Also, being a legal entity, an LLC can be sold or acquired or be transformed into a joint-venture construct. Branches, however, are slightly faster to establish. In terms of operations, audit and taxation, however, there are absolutely no differences between the two legal forms.

What is the typical process and timeline for obtaining necessary business licenses and permits?

The Ministry of Investment of Saudi Arabia (MISA – it's not called MOI because this commonly refers to the Ministry of Interior), often boasts that the licensing – now called 'investment registration' – process takes only a few days. While this is true, there are further steps related to drawing up and notarizing the company contract, reserving the trade name and registration in the Commercial Register that require additional weeks of work. Preparing the required set of documents abroad including obtaining the apostille adds another approximately two weeks to the process. Therefore, two to three months for an LLC formation until commercial registration is normally a safe guess. Establishing a branch, which doesn't require a notarized company contract, is faster by about two to three weeks.

Vision 2030 Reforms

How has Saudi Vision 2030 impacted the regulatory environment for foreign businesses?

Since its inauguration in 2016, Vision 2030 has profoundly altered and indeed improved the regulatory environment. Dozens of laws have either been introduced new (such as on personal data privacy, public-private partnerships, VAT...) or reformed, streamlined and brought in line with international best practices. Notable is especially the progress that has been made in the judiciary, which is now not only fully digitalized but also features extremely sophisticated rules in terms of procedure and evidence that have dramatically limited the formerly very large powers of the judges. The most important change, however, is without a doubt the new Civil Transactions Law 2023, which has for the first time in history codified the very basics of Saudi civil law, drawing not only on traditional Islamic law (such as the prohibition of interest) but also on western concepts derived often from jurisdictions influenced by continental European and especially French law.

Residency, Work Permits & Employment

What are the requirements for obtaining work visas and residency permits for foreign employees and their families?

The employer must apply for the employee's work visa against a governmental fee of SAR 2,000. The employee must pass a medical test and submit academic certificates, a provisional employment contract and proof of health insurance in his home country. Upon arrival the work permit and residence permit ('iqama') are issued. The work permit fee is SAR 9,600 per year except in the industrial sector where this fee has recently been waived. The final employment contract must be signed electronically using the QIWA platform. Once the employee has obtained his iqama, he can apply for dependent visas for his family members. To obtain their residence permits, the employee must pay for each dependent a governmental fee (which is pretty much a tax) of SAR 4,800 per year.

How does the Saudization (Nitaqat) program affect foreign companies, and what should they know about compliance?

This program regulates the work force localization requirements. It is a complex system in which the percentage quotas required vary by business activity and size, and then result in a color scheme (ranging from red and yellow to light green, medium green, dark green and finally, platinum) in which the color code of the business indicates a number of advantages or limitations in terms of business and obtaining visas. To reach the minimum required code (i.e. light green), the business must achieve quotas around 30-50% except certain industries (such as construction and heavy industries), in which lower levels apply. Some fields have special, very high required levels, such as banking (100%) and law firms (70%).

Taxation & Financial Regulations

What is the current tax structure for foreign companies operating in Saudi Arabia, and are there any incentives available?

Saudi Arabia applies a 20% corporate income tax, with an additional 4% withholding tax on repatriated dividends, bringing the total tax on profits to 24%. Services billed by the parent or affiliates incur a 5% withholding, while royalty payments are taxed at 15%. VAT is filed quarterly, with holding tax monthly, and corporate tax annually. While most European countries have OECD-standard double taxation treaties with Saudi Arabia, Germany does not.

Compliance & Legal Considerations

What are the most common compliance challenges that foreign companies face, and how can they be avoided?

In addition to the already mentioned challenges in the areas of localization, banking and tax, an important new field of compliance is personal data protection where the law including hefty penalties are now fully implemented. Central to this is appointing, internally or externally, a data protection officer who must be properly trained. Another important sector of compliance is corporate governance, which always requires professional legal advice and guidance.

How are commercial disputes typically resolved in Saudi Arabia, and what protection exists for foreign investors?

The Saudi judiciary is often underestimated in the West due to prejudice against Islamic-law systems. While differences exist in family and criminal law, “Saudi courts” are comparable to Western systems in civil and business matters. They are fully digitalized, faster than before, and have a strong record of non-discrimination against foreign parties, making Saudi court jurisdiction clauses a viable and sometimes ideal contractual choice. International arbitration is also possible as Saudi law is fully aligned with the UNCITRAL standard. Non-Arabic language, external rules and even foreign law can be made applicable to an arbitration by simple agreement between the parties. To handle disputes with a governmental party, Saudi Arabia has a fully-fledged 3-tier system of administrative courts.

Practical Advice

What are the three most important things foreign investors should know before entering the Saudi market?

First – unless you are entering the Riyadh startup scene – have a very clear idea with all homework already been done in terms of market, business operation, financial and HR planning. Second, expect a culturally welcoming but at the same time a financially challenging environment, especially in terms of cutting deals and securing revenue. Third, develop and keep open alternative options as long as reasonably defensible, which will then allow you not only to properly prepare for business but also choose the most appropriate time for your moves.

What advice would you give specifically to foreign entrepreneurs considering expansion to Saudi Arabia?

In addition to what has already been said, I would advise foreign investors to prioritize investing in the young and often very dynamic and enthusiastic human resources of the Kingdom because at the very basis, this is what distinguishes the ‘New Saudi Arabia’ from the ‘Old Saudi Arabia’ and thus stands at the very center of the country’s recent success and enormous growth potential for at least the next 15-20 years to come.



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The Operational Backbone of Saudi Industry

For international investors and industrial leaders, Saudi Arabia's Vision 2030 represents one of the most significant growth opportunities in the global market today. At the center of this transformation is the Saudi Authority for Industrial Cities and Technology Zones (MODON). Operating under the umbrella of the Ministry of Industry and Mineral Resources, MODON acts as the operational backbone for the Kingdom's industrial ambitions, offering a proven ecosystem designed to minimize risk and maximize speed to market. Established in 2001 and headquartered in Riyadh, the Authority has grown into a comprehensive industrial network comprising 42 industrial cities and eight technology zones. These hubs currently host over 7,700 factories on approximately 236 million square meters of developed land, providing the essential "plug-and-play" infrastructure that allows businesses to tap into the region's largest economy with confidence.

Strategic Geography: A Network Built for Logistics

The primary advantage of investing with MODON lies in its strategic geographic footprint, which is engineered to serve distinct logistical and commercial needs across five key sectors. The Central Sector, including Riyadh, Sudair, Al-Kharj, Dhurma, Zulfi, Shaqra, and Qassim, unlocks direct access to the Kingdom's largest consumer base. The Eastern Sector, anchored by industrial cities in Dammam, Al-Ahsa, and Hafar Al-Batin, leverages proximity to oil and gas resources and the King Abdulaziz Port for seamless GCC exports. In the West, cities in Jeddah, Makkah, Madinah, Yanbu, Rabigh, and Taif provide a gateway to the Red Sea corridor and European markets. This network extends to the Northern Sector, where cities such as Wa'ad Al-Shamal, Ha'il, Arar, Tabuk, and Al-Jouf support mining and cross-border trade, and the Southern Sector, utilizing the maritime access of Jazan, Asir, Najran, and Al-Bahah. This diversity allows investors to align their location precisely with their supply chain requirements, whether that means proximity to raw materials or access to specific export routes.

A Hub for Diverse Industries:

MODON's ecosystem supports a wide range of high-growth industries, from food processing to petrochemicals, textiles, and automotive components. It also includes 8 tech zones with 24 data centres, fostering innovation in the digital economy. With strong logistics, warehousing, and sustainable regulatory updates, MODON offers the ideal environment for both traditional and tech-focused investments.

From Ready-Built Units to Serviced Land

MODON accelerates investment with over 2,200 "ready-built" factories and warehouses, offering flexible real estate solutions for rapid market entry. These facilities bypass long construction timelines, allowing immediate production. Custom-built industrial land is also available at competitive rates for tailored operations. This approach is ideal for SMEs and foreign investors looking to preserve capital while establishing a strong presence in Saudi Arabia.

Specialized Clusters: Efficiency Through Integration

To further enhance operational efficiency, MODON has moved away from isolated zoning toward a model of specialized industrial clusters. By grouping complementary industries—such as the world-record-holding food cluster in Jeddah, the dairy hub in Al Kharj, the aviation cluster in Jeddah Oasis, or the automotive and machinery clusters in Dammam—MODON creates environments where supply chains are integrated and collaboration is seamless. The Authority welcomes a broad spectrum of activities within these zones, from petrochemicals and building materials to food processing and logistics. This clustering effect reduces overheads and fosters innovation, allowing investors to benefit not just from physical infrastructure, but from a thriving community of like-minded partners and suppliers.

Streamlined Market Entry: Digital and Financial Enablement

MODON accelerates the industrial lifecycle through a dedicated investor management ecosystem designed to move projects from concept to production with minimal friction, anchored by its flagship digital portal and integrated financial solutions. This journey is centered around the "Shareek" portal, a unified digital platform that allows global investors to manage their entire footprint from initial land allocation and permit issuance to contract renewals—completely remotely, thereby significantly reducing bureaucratic friction and speed-to-market. To further bridge the gap between physical assets and operational capital, MODON provides streamlined access to national financing through strategic partnerships with programs like Wa'ed and the Saudi Industrial Development Fund (SIDF). Initiatives such as the "Land and Industrial Loan" allow investors to secure financing and industrial land through a single application, providing the integrated support and agility required to scale operations effectively within the Kingdom's rapidly evolving industrial landscape.

Future-Proofed Industrial Excellence

Choosing MODON ensures long-term resilience and market leadership. The Authority enhances competitiveness by aligning operations with global standards and meeting 13 of the 17 UN Sustainable Development Goals. Through strict environmental monitoring and green technology adoption, MODON transforms its cities into efficient, future-proofed environments designed for the global stage.

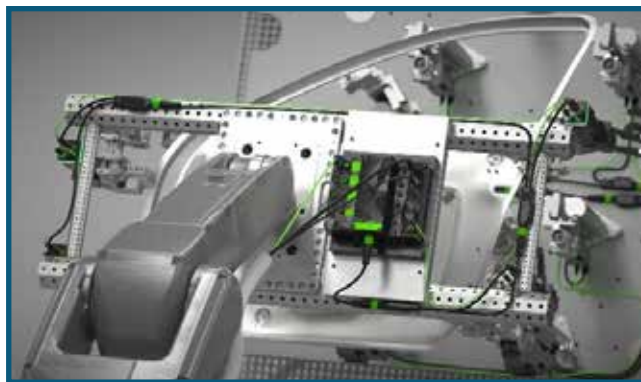
Why MODON: The Competitive Edge

Investing in MODON offers a strategic advantage by connecting production to key hubs with cost-efficient supply chains. Its "plug-and-play" infrastructure accelerates market entry while preserving capital, all managed through a seamless digital interface. Built on sustainability, MODON ensures your operations meet global export standards, providing the land and operational leverage to lead the market.



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Murrelektronik is a global leader in decentralized electrical installation and automation technology. Simplifying industrial automation with smart, seamless, and cost-effective solutions is deeply ingrained in our DNA. For over 50 years, we've driven innovation—helping manufacturers eliminate control cabinets by efficiently connecting signals, data, and power from the cloud to the production floor. Trusted by companies across many industries worldwide, Murrelektronik delivers cutting-edge solutions designed to streamline automation processes. Headquartered in Oppenweiler, Germany, we are a family-owned company with a global team of 3,000 experts across more than 50 countries. Our strategically located production and logistics facilities ensure that we're always close to our customers, ready to solve complex challenges with speed and intelligence. From connectors and I/O systems to power supplies, network technology, and our modular, cabinet-free automation solution, Vario-X, Murrelektronik offers a comprehensive portfolio built on internationally recognized standards. Our plug-and-play approach extends beyond hardware—we also provide holistic digital services that simplify installation, commissioning, and maintenance.



Brilliantly simple – simply brilliant: With its unique Vario-X system, Murrelektronik has developed a comprehensive solution to make industrial automation as simple, seamless and cost-effective as possible.



Decentralized installation technology and the digital guide uKonn-X: When these two revolutionary ideas are combined, the potential savings in installation costs are particularly high, regardless of the size and complexity of the system. Because in that way testing and documentation costs are also eliminated.



To help delta robot users achieve record installation and commissioning speeds and enjoy many other benefits, Murrelektronik has developed a sophisticated, ready-to-use solution. Among its many benefits, predefined software modules allow users to quickly adapt to different production scenarios without programming experience.



Murrelektronik's latest generation of Xelity managed switches, available with 5 or 10 ports and with data transfer rates from 100 Mbit to 2.5 Gbit, offers an efficient, secure and robust solution with a highly attractive price/performance ratio for fast and smooth data traffic. Thanks to the plug-and-play principle with pre-assembled connection and junction cables based on internationally recognized standards, simple, convenient configuration via the web server and preset parameters, installation and commissioning are completed in no time at all.

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MAindTec is a technology company founded in 2024 in Ingolstadt, Germany, and a pioneer of AI for engineers. As a young startup operating at industrial standards, we combine the speed, courage, and creativity of a startup with the reliability, quality, and responsibility demanded by industrial environments. Today, a team of 16 dedicated experts is working to sustainably transform the working world of engineers.

At the core of our work is an intelligent software platform developed by MAindTec that supports engineers in their daily work like a digital co-pilot. It helps them understand complex tasks, consolidate knowledge and reach sound decisions more quickly. What was previously time-consuming, fragmented and error-prone becomes clear, structured and manageable.

This is made possible by agentic artificial intelligence. Simply put, these are digital assistants that can autonomously take on tasks, understand relationships and think in terms of processes. They work in a context-aware manner, continuously learn and provide step-by-step support. Similar to an experienced team member who thinks ahead and comes prepared.

MAindTec is built on the conviction that engineers should once again have more room for what drives them. Creating solutions, taking responsibility and advancing innovation. In a world of growing complexity and limited resources, our platform relieves them of routine tasks and overload, creating focus, clarity and speed.

We do not see artificial intelligence as a replacement for human expertise and amplifier. MAindTec is building the technological foundation for Engineer 4.0 and that requires human intelligence to create intelligent solutions.

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xis.ai can provide value to companies in **Saudi Arabia and the GCC** by enabling **AI driven visual inspection and quality automation** across **manufacturing**, helping manufacturers reduce defects, improve consistency, and increase operational efficiency. Its scalable, no code computer vision platform integrates with existing production lines and industrial systems, delivering **real time defect detection and actionable insights** without disrupting operations.

With experience working with **Automotive OEMs** and **well-known global manufacturing brands**, xis.ai brings proven industrial rigor and scalability that can be transferred to the region, while also being applicable to **food and FMCG environments**, where high throughput, quality, and compliance are essential.

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xis.ai

3R Solutions GmbH

3R delivers integrated piping software and turnkey pipe-shop solutions that turn complexity into productivity.



The 3R piping software framework covers the entire lifecycle of pipe fabrication: from pipeline design and feasibility checks to spooling, nesting, warehousing and CNC fabrication. It seamlessly integrates scheduling and monitoring, material and QA/QC weld tracking, and generates complete, traceable documentation - all within one coherent system.

Backed by more than 40 years of hands-on experience in pipe spool fabrication, 3R designs automated pipe-shop solutions that combine smart workshop layouts with carefully selected equipment. The result: cost-efficient, tailor-made pipe shops engineered to meet your specific output targets and quality requirements.

Automated material transport, optimized nesting strategies and full software integration create a continuous, transparent workflow - minimizing machine downtime, reducing manpower idle time and maximizing overall efficiency.

Whether you are planning a new pipe shop, optimizing an existing facility, or looking for advanced piping software, **3R delivers highly customized solutions from a single source - precisely aligned with your operational needs.**

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Driving Digital Transformation in Logistics, Supply Chains, and Manufacturing

BusinessCode GmbH is a German software and IT consulting company that specializes in the digital transformation of logistics, supply chains, and manufacturing. The company designs, builds, and operates tailored software solutions that optimize complex operational processes and provide real-time data for better decision-making across enterprises and global supply chains.

In addition to software development, **BusinessCode** offers comprehensive consulting and implementation services. These include requirements analysis, solution design, IT landscape integration, and long-term application management. The team also helps clients modernize legacy systems, connect heterogeneous data sources, and implement cloud-based, API-driven architectures for future growth.

Headquartered in **Bonn**, BusinessCode manages national and international projects for leading logistics and manufacturing companies, such as **DHL Express, Aramex, Novelis, and Henkel**. The company is renowned for its partnership-oriented approach, fixed-price commitments, adherence to delivery timelines, and close collaboration with business and IT stakeholders.

For customers and partners in the **GCC** region, **BusinessCode** brings proven domain expertise, real-time visibility solutions, and scalable services that promote sustainable growth and efficient collaboration between shippers, carriers, and manufacturers.

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Expert in International Expansion

kPLANING & PROJECTS, based in Bermatingen on Lake Constance, specializes in supporting companies with international expansion. Led by Ursula Rimmele-Konzelmann, the company has over 26 years of experience in helping businesses enter new markets across various industries.

Services Provided

kPLANING offers a comprehensive range of services, including project planning, strategic development, product adaptation, and market entry strategies. They assist with marketing, sales strategies, quality management, financing through funding programs, and personnel development through training and coaching.

Industries Served

The company works with industries such as mechanical engineering, hospitality, gastronomy, construction, pharmaceuticals, cosmetics, protective clothing, and commercial real estate. The healthcare sector is also a key focus area.

Successful Global Projects

kPLANING has supported companies in numerous international projects, such as:

- Expanding a vocational education institute into the UAE and Vietnam
- A pharmaceutical company's successful product launch in South Africa
- Introducing exclusive Tuscan wines in Vietnam and Thailand
- Implementing efficient lighting technology in Vietnam
- Developing smoke-free airport concepts in the UAE and Thailand

Why Choose kPLANING?

With over 400 successful projects, kPLANING offers clients cost and time savings through expertise and quality assurance via certified processes (DIN ISO EN 9001:2015). The company's in-depth market analysis, risk reduction, and direct access to decision-makers in target countries ensure successful market entry and long-term growth.

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Vitrinen und Glasbau REIER GmbH



Pioneering Scalable Quantum Solutions for Industrial Applications

Vitrinen und Glasbau REIER is a leading manufacturer of high-quality, complex display cases. The company specializes in advanced solutions for museums and exhibitions worldwide. REIER is recognized for precision craftsmanship and innovative glass construction. Its expertise combines technical excellence with refined aesthetic design. The company's mission is to bring museum and exhibition visions to life. Every project is custom-developed to meet specific curatorial needs. Architectural requirements are carefully integrated into each design. REIER works in close collaboration with museums and exhibition designers. This partnership approach ensures accuracy, quality, and creative alignment. International projects form a core part of the company's portfolio. Saudi Arabia and the GCC represent key strategic growth markets. This focus is driven by strong cultural investment under Vision 2030.

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Area9 Lyceum combines over two decades of learning research with advanced computer science to create next-generation learning platforms for K-12, higher education, and corporate education. A leader in personalized and adaptive learning, Area9 Lyceum offers a comprehensive infrastructure for learning design, delivery, and analytics. Its mastery-based learning approach helps learners gain proficiency in relevant knowledge and skills, empowering teams and organizations worldwide. Area9's technologies are used by millions of learners across the globe.

In the Saudi and GCC markets, Area9's adaptive learning solutions play a key role in supporting national transformation agendas, particularly Saudi Arabia's Vision 2030.

Aligned with Vision 2030, Area9 Lyceum helps by:

- Closing the Skills Gap: Providing proven methods for reskilling and upskilling the young workforce (under 35 years).
- Accelerating Competency: Achieving quick competency in a cost-effective manner, essential for meeting deadlines and targets in private-sector firms.
- Building 21st-Century Skills: Fostering skills such as communication, creativity, and collaboration with the Rhapsode™ platform.
- Personalized Training at Scale: Offering scalable solutions for large companies and smaller firms to ensure proficiency and lasting career impact.

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up2parts GmbH is a medium-sized German software company that specializes in AI-based solutions for manufacturing companies. The company develops **AI-driven software** for process automation in milling and turning, becoming a company-specific manufacturing co-pilot through continuous data input and user training. The software integrates 3D models with PMI from 2D drawings to generate valid suggestions for work plans, calculations, and CAM programming. Strategic investors include **DMG MORI AG**, **Sandvik SE**, and **Schaeffler AG**.

Serving the Saudi and GCC Markets

up2parts combines deep production expertise with cutting-edge software development to offer future-proof manufacturing solutions. The software enhances efficiency in manufacturing, especially for batch-size-one production and series production, addressing the challenge of skilled worker shortages. By leveraging AI, **up2parts** streamlines manufacturing processes, making it a perfect fit for the **Saudi** and **GCC** markets, which are embracing advanced technology under **Vision 2030**.

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Pioneering Scalable Quantum Solutions for Industrial Applications

QUDORA Technologies, founded in **2021**, is a leading full-stack system integrator of **trapped-ion quantum computers** based in Germany. The company's proprietary **Near Field Quantum Control (NFQC)** technology enables scalable, industrial-grade quantum computing solutions using advanced semiconductor manufacturing capabilities. QUDORA's quantum computing (QC) systems are designed for seamless integration with existing infrastructure, including **on-premises deployments** for **HPC** and **data centers**. The company's mission is to make quantum computing accessible to a broad range of industries and applications.

QUDORA's NFQC technology overcomes traditional trapped-ion system limitations by utilizing microwave-controlled digital quantum gates, enabling the scaling up of qubits and paving the way to **fault-tolerant quantum computing**. This approach results in long **coherence times**, enhancing error correction and enabling hybrid computing applications.

Whether deployed on-premises at **HPC facilities** and **data centers** or accessed through the cloud, QUDORA's systems integrate smoothly with existing infrastructure. With locations in **Braunschweig**, **Hannover**, and **Hamburg**, and a presence in **Tokyo**, QUDORA serves customers globally.

Serving the Saudi Arabian and GCC Markets

QUDORA Technologies is expanding its footprint to the Saudi Arabian and Middle Eastern markets. The company is prepared to install on-premises quantum computing systems at local HPC facilities and data centers, enabling regional organizations to utilize cutting-edge quantum technology. Additionally, customers across Saudi Arabia and the GCC can access cloud services, providing immediate entry into quantum computing.

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We transform cutting-edge AMC lightweight solutions from niche to industry-wide applications!

Based in Chemnitz, **CMMC GmbH** specializes in high-strength, wear-resistant light metals, crucial in industries such as mechanical engineering, vehicle construction, aerospace, and defense. Their innovative materials combine the benefits of aluminum and ceramics into a single material known as **Aluminium Matrix Composite (AMC)**.

CMMC's business model offers application-oriented material solutions, from semi-finished products (ingots, rods, powder) to prototypes, with rapid production and full technology integration for the mass market—all from a single source. Their expertise in AMC materials is recognized globally through publications, nominations, and awards, including the **Top 50 Startup** seal at **SWITCH/Singapore 2024** and **Top 40 Finalist** at **KSGC 2025** in **Korea**.

Supported by **EXIST Forschungstransfer** from the Federal Republic of Germany, CMMC pushed forward its foundation in 2021 and 2022, with a highly motivated team combining engineering excellence and deep financial expertise.

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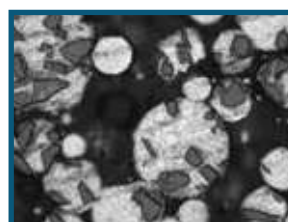
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Leading the Way in Industrial Interoperability

Since **1996**, the **OPC Foundation** has been at the forefront of developing and promoting open, secure, and reliable industrial interoperability standards. As the steward of **OPC specifications**, the Foundation enables vendors, end-users, and developers to seamlessly connect automation and manufacturing systems across various devices, platforms, and the cloud.

OPC UA is the key to semantic interoperability, providing a consistent and meaningful understanding of data. Recognized as the international **IEC 62541** standard, OPC UA serves as a foundational technology for scalable digital transformation and AI-driven industrial solutions. It has been adopted as a national or regional standard in countries like China, Singapore, and Korea, reinforcing its global acceptance.

With over **427 publicly available Companion Specifications and information models**, OPC UA provides the largest standardized collection for modeling industrial data. These models cover the entire value chain—from field devices and machines to **MES, ERP**, and cloud platforms—enabling vertical interoperability across **OT** and **IT**. They also support the full asset lifecycle, from engineering to operation and decommissioning. By defining shared semantics, OPC UA ensures plug-and-play interoperability, reduces integration efforts, and lowers engineering costs.

Backed by over **1,000 member companies worldwide**, **OPC technology** drives innovation in industries such as industrial automation, **IoT/IIoT**, **Industry 4.0**, **energy**, **pharmaceuticals**, **petrochemicals**, **building automation**, and **machine tools**.

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As a forward-thinking construction company with over two decades of experience, **Lindstädt Bau GmbH** stands for quality, reliability, and innovation in the construction industry. Our guiding principle is clear: We combine time-honored craftsmanship with the latest technologies to make construction projects more efficient, sustainable, and customized. We believe the future of construction lies in the symbiosis of experience and technological innovation.

History: Founding and Development into a GmbH (Limited Liability Company)

Our success story began in 2003 with the founding of the company as a sole proprietorship, focusing on industrial and commercial construction, as well as the construction of single-family homes. In 2007, the company was converted into a GmbH.

Construction Services, Specializations, and WHG (Water Resources Act) Certification

Our core competencies encompass industrial and commercial construction, turnkey construction of high-quality single-family homes, and barrier-free new construction and renovation of buildings. As a specialist company certified under the German Water Resources Act (WHG), we meet the highest standards in handling water-polluting substances, ensuring safety and environmental protection on every construction site.

Innovation: 3D Concrete Printing as a Milestone

In 2025, we took a pioneering step by acquiring a 3D concrete printer from COBOD—the first and largest of its kind in Eastern Germany. This integration sets us apart from competitors and opens up new perspectives for our customers and partners, such as faster construction times, reduced material waste, and the ability to implement custom designs economically.

Vision: Self-Sufficient 3D-Printed Residential Quarter

We are planning the development of a self-sufficient, 3D-printed residential quarter in Finsterwalde, a unique project in Europe. It aims to serve as both an innovative construction method and a sustainable, resource-efficient model for future generations

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If You Hate It, Automate It!

Exelentic is a leading Central European provider of Intelligent Automation, Agentic AI, Robotic Process Automation (RPA), and process digitalization. Since 2019, we have delivered robust, secure, and sustainable automation solutions, creating measurable business value for enterprises and public institutions.

With a strong presence in Germany's government sector, particularly in justice departments and public pension systems, Exelentic meets the highest standards of compliance, data protection, and operational resilience. We also serve banking and insurance institutions, delivering mission-critical automation solutions with full auditability and proven returns on investment within 6 to 18 months.

In collaboration with our strategic partner EFESO, Exelentic leads transformation programs in manufacturing and defense, combining operational excellence with AI-driven automation to improve productivity and resilience in complex, asset-intensive environments.

Exelentic offers end-to-end expertise, from process analysis and solution design to development, deployment, and operation. Our in-house team of German engineers and development experts ensures the highest quality, security, and reliability, without outsourcing.

With over 400 successful projects across Germany, Austria, and Switzerland, Exelentic is trusted by leading enterprises. As a certified partner of market-leading technology providers like UiPath, we deliver scalable, future-proof solutions.

For Saudi Arabia, Exelentic is committed to localization, knowledge transfer, and capability building aligned with Vision 2030. Together with partners EFESO and UiPath, Exelentic plans to open a local office in 2026, focusing on developing local talent and enabling Saudi organizations to scale intelligent automation and AI solutions.

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