

The KSA Giga Projects Program

Key trends, challenges and opportunities

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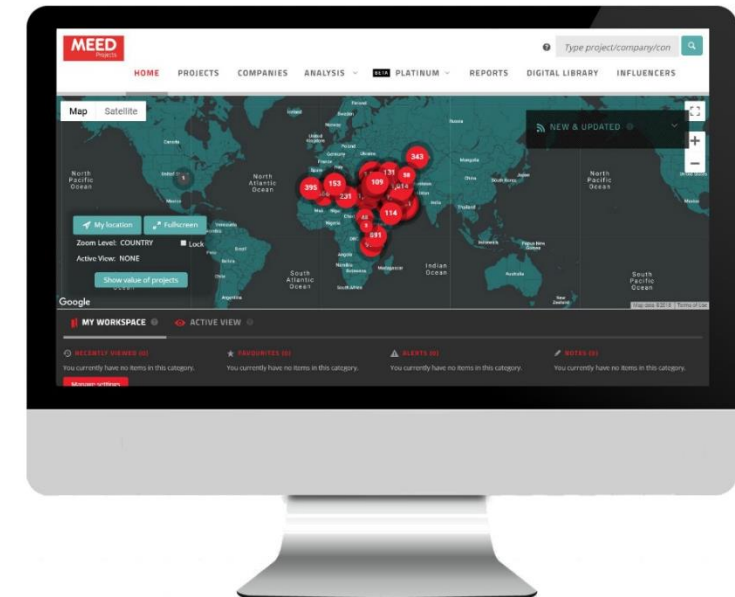
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MEED Projects



- The Saudi Arabia Giga Project Program consists of a series of geographically diverse touristic, residential, commercial and industrial projects designed to stimulate and diversify the economy and support the Kingdom's economic transformation efforts. Emphasis on green and sustainable development.
- The giga projects are a core component of Vision 2030 and will be catalysts for the opening of new areas of economic activity, create jobs and highlight efforts for social and cultural diversification. In the government's own words they are "the crown jewels" of Vision 2030 and are therefore intrinsically linked to Saudi Arabia's future.
- The giga projects themselves are split between those directly owned and financed by the Public Investment Fund from its own \$500bn+ worth of assets, and those owned and funded by the government through public entities.
- Once basic infrastructure is completed each giga project is expected to attract private sector investment, although to date this has been limited. Recently, the various project companies have started to raise their own finance and are expected to become less dependent on state funding over time. Some of the giga projects are expected to be privatized through an IPO process over the next three years
- All giga projects are being implemented on a fast-track basis and are scheduled to have their first phases completed between 2023 and 2025. However, with some exceptions, it is fair to say progress has been a little slower than first anticipated.

The Giga Projects

PIF Subsidiaries



نيوم NEOM



السودة للتطوير
Soudah Development



Non-PIF



الهيئة الملكية لمحافظة العلا
Royal Commission for AlUla



الهيئة الملكية لمدينة الرياض
ROYAL COMMISSION FOR RIYADH CITY



Total value = \$719bn
Total work awarded = \$29.8bn



نيوم NEOM
City, tourism destination and industrial hub
\$500bn (\$13.4bn)

الهيئة الملكية لمحافظة العلا
Royal Commission for AlUla



AL ULA
Tourism development
\$15bn (\$433m)



Entertainment complexes in multiple cities
\$5bn (\$197m)

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Projects



Boutique Group
Luxury boutique hotels
\$1.5bn



Roshn
Affordable residential housing for nationals
\$90bn (\$687m)



AMAALA
Luxury coastal resort project
\$5.1bn (\$1.7bn)



Red Sea Project
28,000 km² luxury coastal development
\$16bn (\$6.6bn)



Qiddiya
334 km² entertainment city
\$8.8bn (\$2.3bn)



الهيئة الملكية لمدينة الرياض
ROYAL COMMISSION FOR RIYADH CITY

King Salman International Park
Green Riyadh
Sports Boulevard
\$23bn



رؤك المدينة القابضة
Rua Al Madinah Holding

Rua Al Madinah
Islamic & cultural destination for pilgrims
\$10bn (\$1.03bn)

Jeddah Central
Urban Revival
\$20bn (\$300m)



السودة للتطوير
Soudah Development



ASIR PROJECT
Tourism development
\$3bn (\$300m)

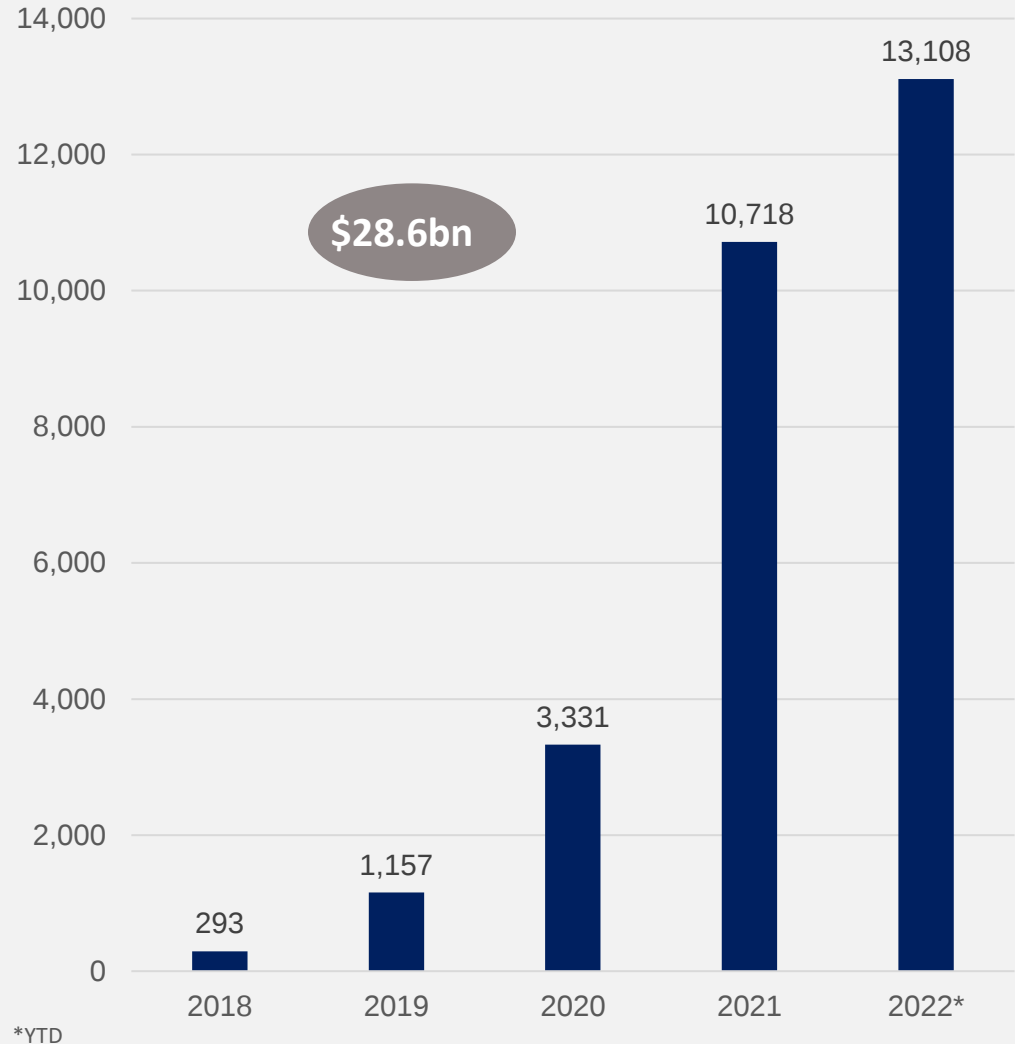


Diriyah Gate
Residential, cultural and retail destination
\$20bn (\$2.9bn)

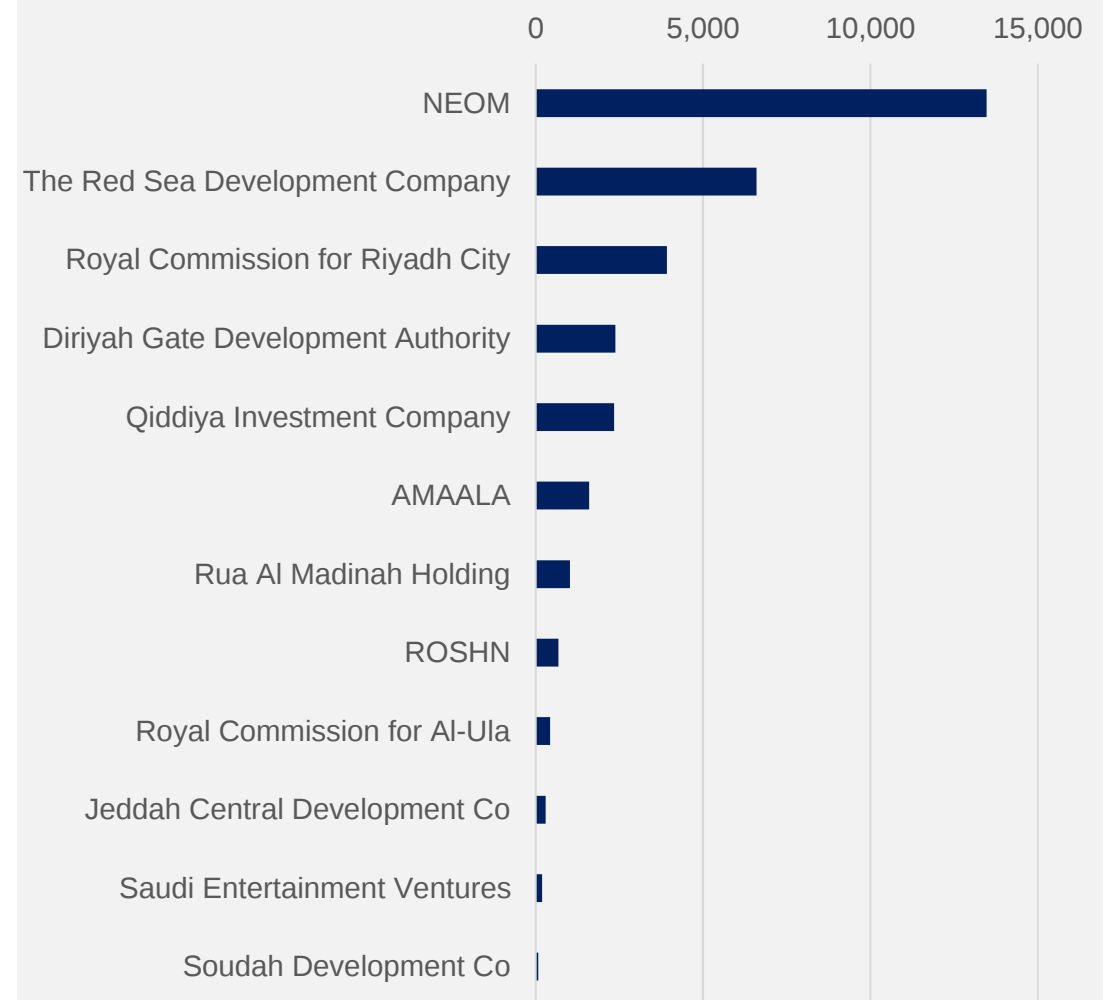
Progress

In terms of value NEOM is has already the highest value of work. The Red Sea Project is the most advanced

Total value of construction contracts awarded 2018-2022 (\$m)



Total value of construction contracts awarded by client (\$m)



Largest awarded contracts and contractors

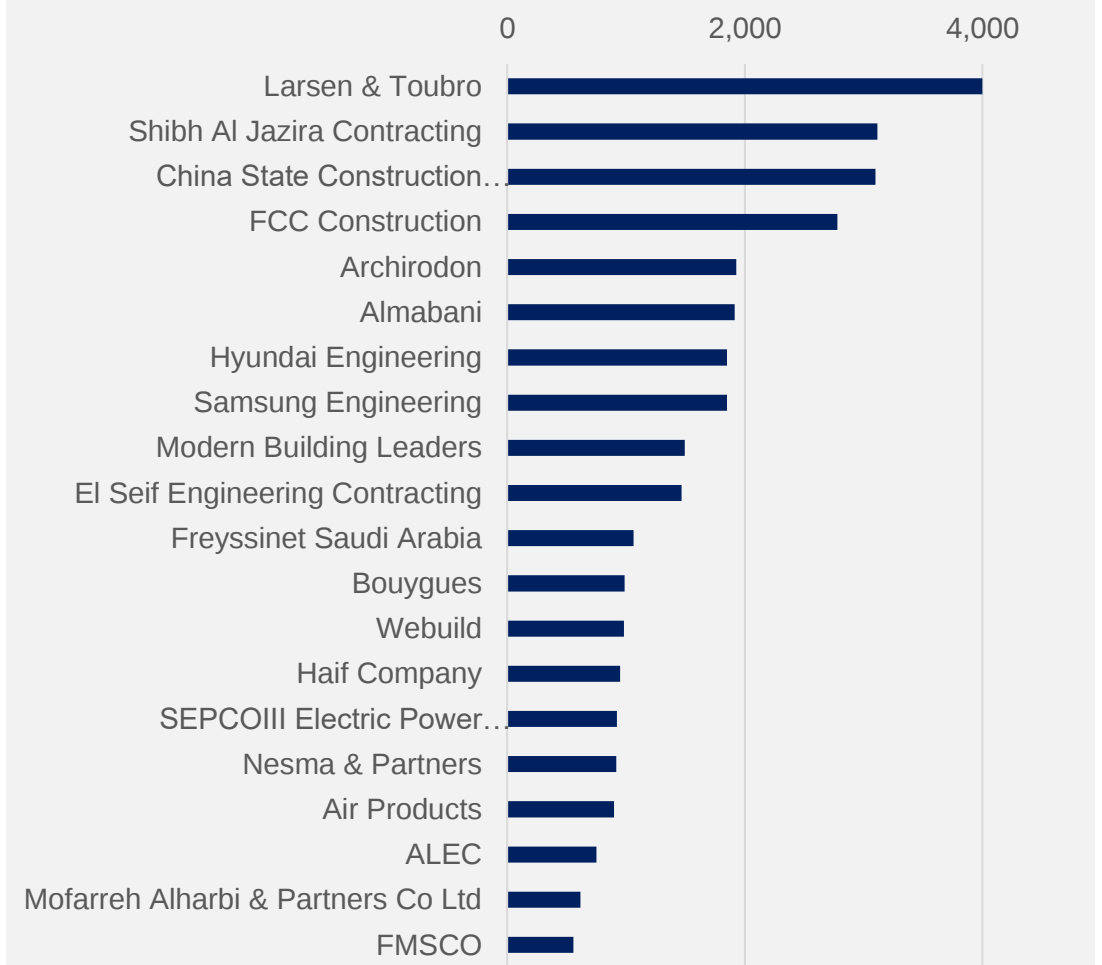
Majority of work awarded to date focused on basic infrastructure. International contractors well represented

Selected awarded giga projects (\$m)

Contract	Value (\$m)
NGHC - NEOM Helios Green Fuels: Renewable Energy Project	4,000
NEOM – NEOM City: Backbone Infrastructure: Drill and Blast Running Tunnels	2,780
NEOM– NEOM City: Backbone Infrastructure: Cut and Cover Tunnel Section	1,850
RCRC - King Salman International Park: Royal Art Complex	1,333
QIC - The Qiddiya Project: Six Flags Theme Park in Riyadh	988
DGDA - Diriyah Gate Development: Super Basement	983
RMH - Rua Al Madinah Development: Infrastructure Package 1 & 2	974
NGHC – NEOM City: Helios Green Fuels Project: Ammonia and Hydrogen Plants	900
TRSDC - Red Sea Tourism Project: Utilities Infrastructure	900
QIC - The Qiddiya Project: Water Park	750
RCRC - Riyadh Sports Boulevard: Zone 5A	689
RCRC – King Salman International Park: Infrastructure Works	625
Amaala - Water Supply Network System	400
NGHC – NEOM City: Helios Green Fuels Project: Electrolysis Plant	400
RCRC - King Salman International Park: Main Tunnels and Bridges	373
ROSHN -Sedra District Community Homes: Phase 1A: Package 1: 3,000 Homes	350
DGDA - Diriyah Gate Development: Infrastructure works for Area B	320
NEOM – NEOM City: NEOM Bay Square: Access and Internal Ring Road	320
DGDA - Diriyah Gate: Western Ring Road: Tunnel Works	311

Source: MEED Projects

Top Giga Project Contractors by value of work under execution (\$m)



NEOM



Neom

A \$500bn driven greenfield urban megaproject scheme wholly owned by PIF



نيوم NEOM

Neom is planned as high-tech, carbon neutral city the size of Belgium. It is believed to be the world's single largest project. It comprises of three regions:

THE LINE

- A **Megacity** of 9 million people, 170km long, made up of 135 modules on top of a transit system capable of moving people from one end to the other in 20 minutes



أوكساچون
OXAGON

- Will be a **floating industrial complex** and serve as a fully automated port for shipping routes through the Red Sea. The 7km wide Northern cluster will be the world's largest floating structure and includes the port. The Southern cluster will centre around a green hydrogen complex

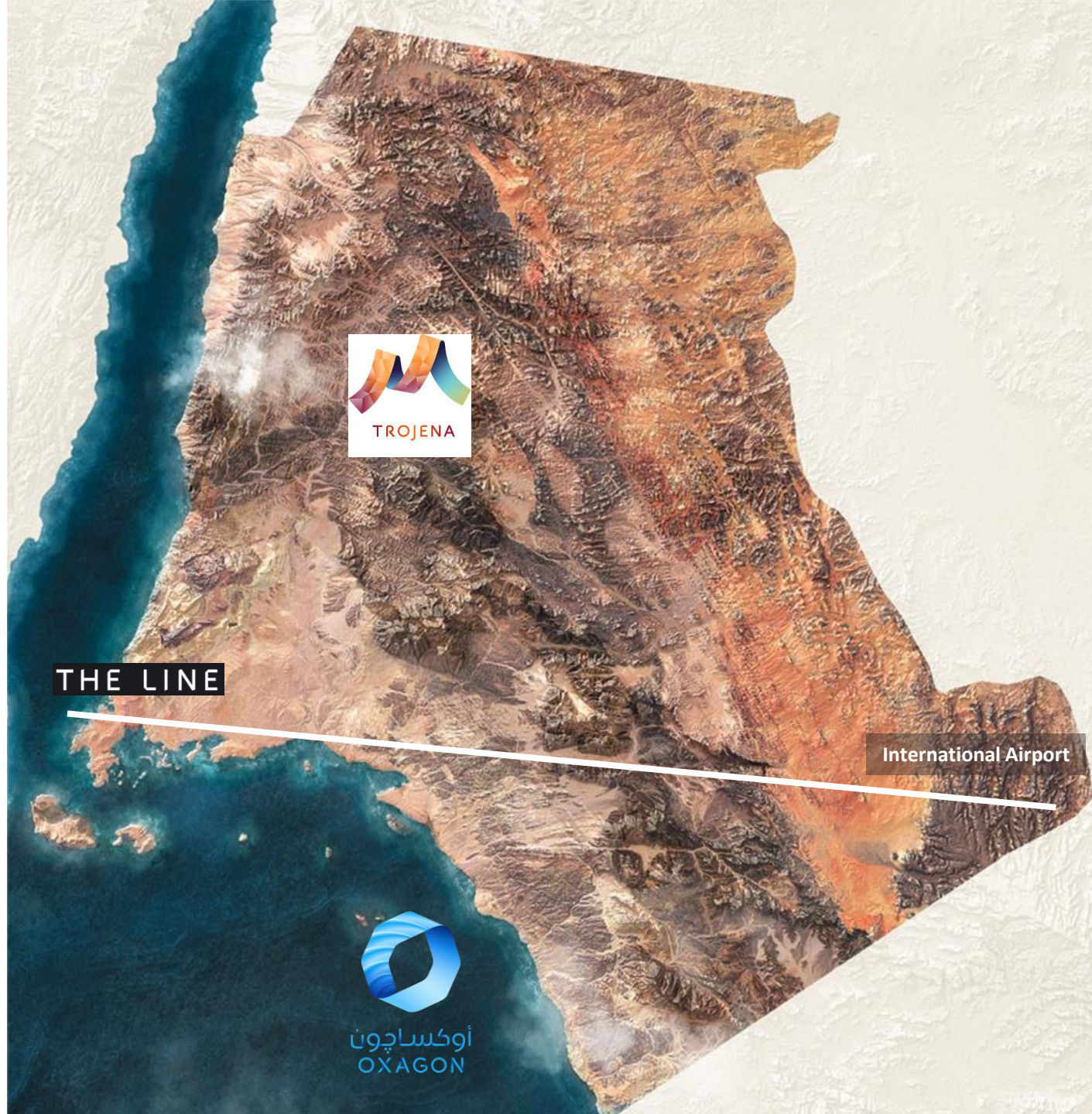


TROJENA

- A sustainable **mountain tourism destination** made up of 6 districts including a man-made lake, ski village and vertically folded village

Phase 1

- Expected to run until 2030
- Cost \$320bn, half of which will be funded by PIF



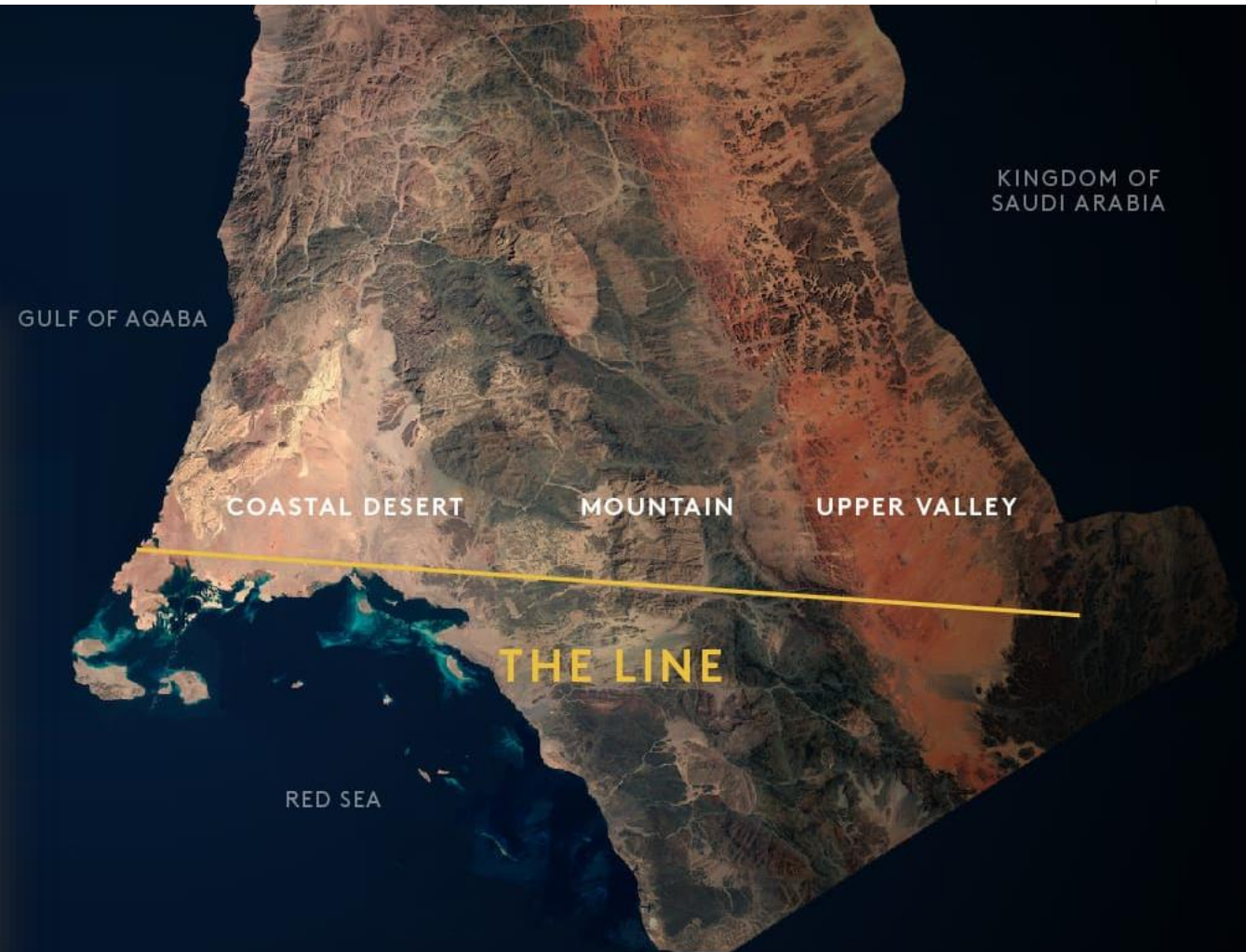
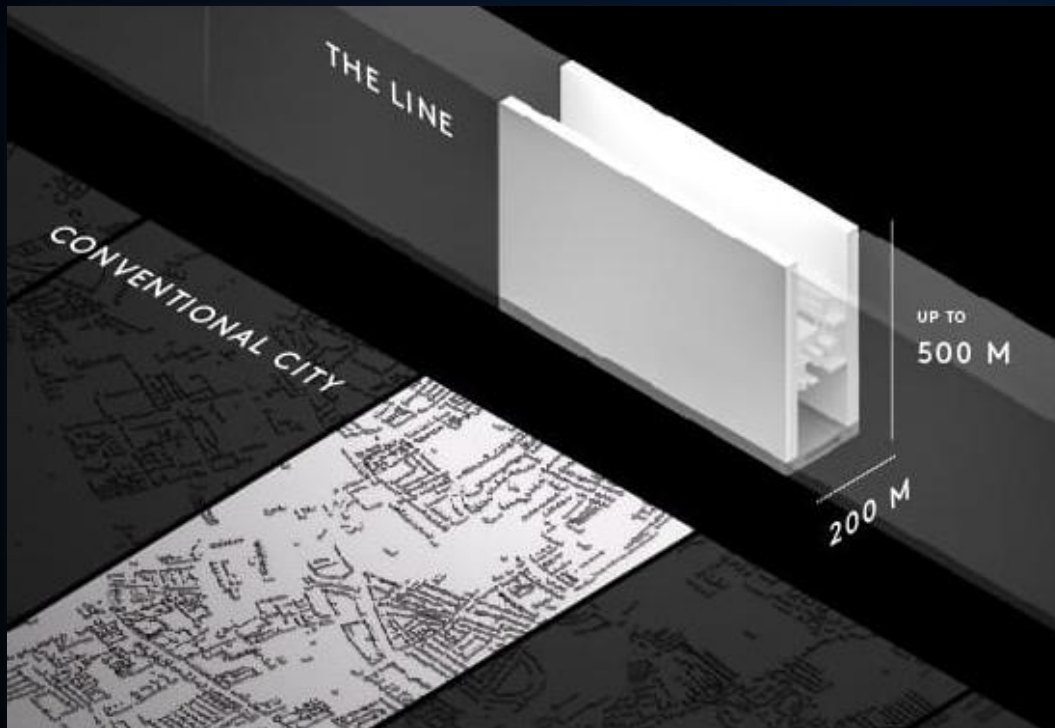
The Line

THE LINE

MEED
Projects

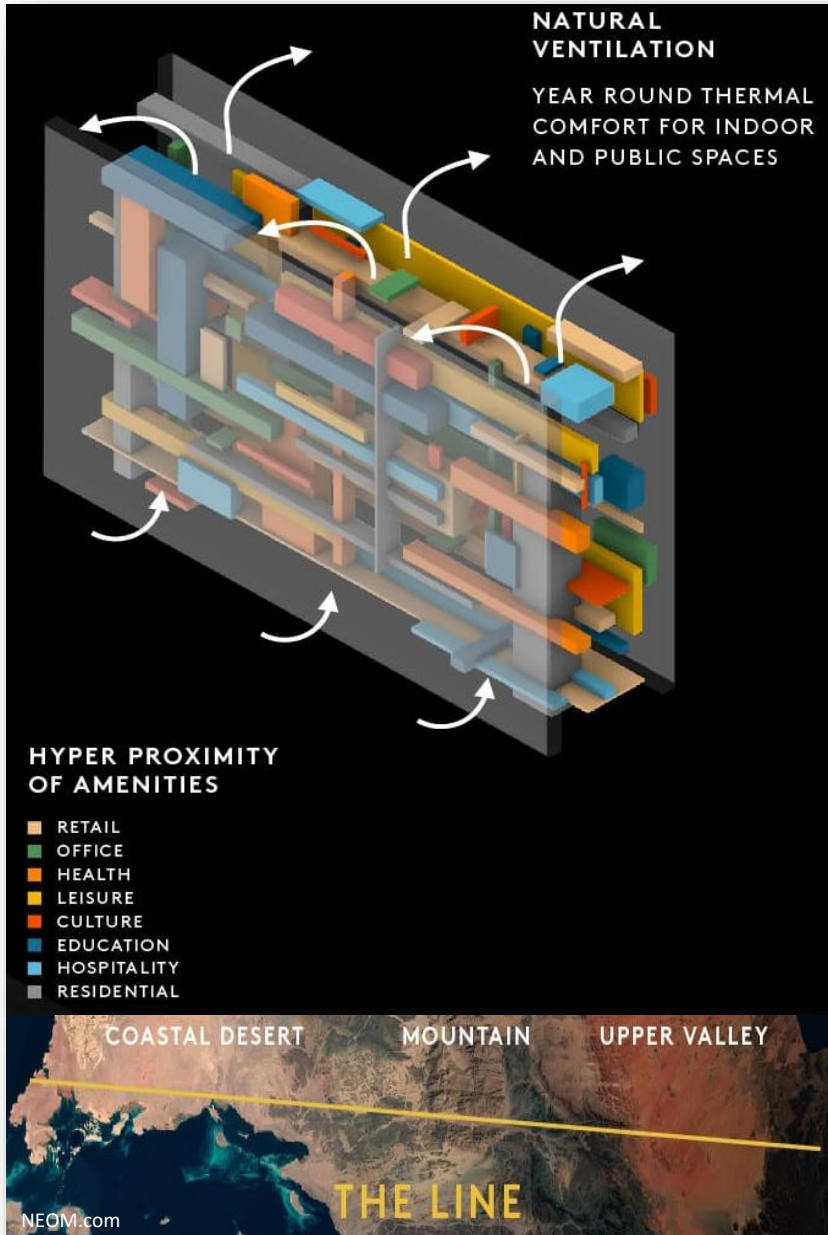
The Line will be 200 meters wide and 170 kms long. Parts of it will be 500 meters above sea level and able to accommodate 9m people. It will be made up of 135 modules and built on a footprint of 34 square kilometers

170KM LONG, IT CROSSES THREE DISTINCT REGIONS,
EACH WITH THEIR OWN DIVERSE ECOLOGIES THAT
MAKE THEM IDEAL FOR DIFFERENT PURPOSES.



The Line

THE LINE



1 The Spine

- Covers the construction of high-speed rail, local rail, freight rail, roads, bridges, tunnels, utilities, and railways on The Line, also connects to other parts of NEOM
- Neom Corridor in 10 Phases
 - To Neom Mansions
 - To the airport
 - To Neom Industrial City Railway network
- Earthworks package
- Tunnelling packages

2 Water Transmission Network

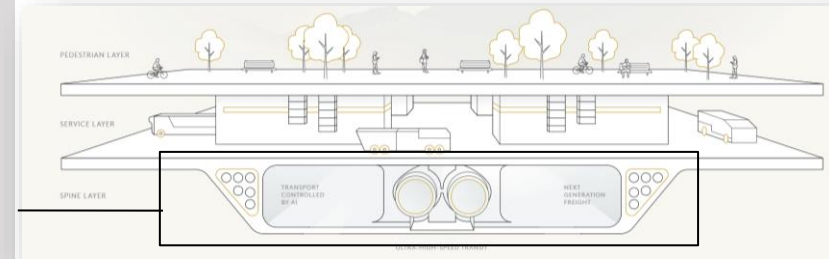
- 600 km water transmission network
 - Western
 - Eastern
 - To the mountain reservoir
- Solar Dome Desalination Plant

3 Sindalah Island

- Luxury resort

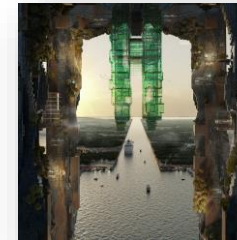
4 Mirror Towers

- A 200-metre-wide building with a mirrored facade that acts as a vertical city
- 170 km long with 135 modules, each approximately 1.3km long
- Piling works by Sinohydro and Power China initiated



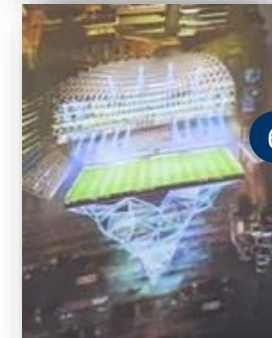
5 The Hidden Marina

- Gateway Structure will be the main attraction with a glass façade
- Shipping and trading will commence upon completion
- Residential units, university, seaports



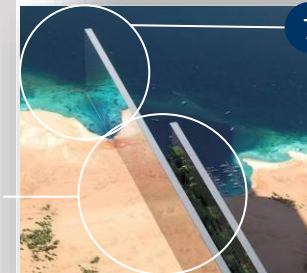
6 The Stadium

- Football stadium



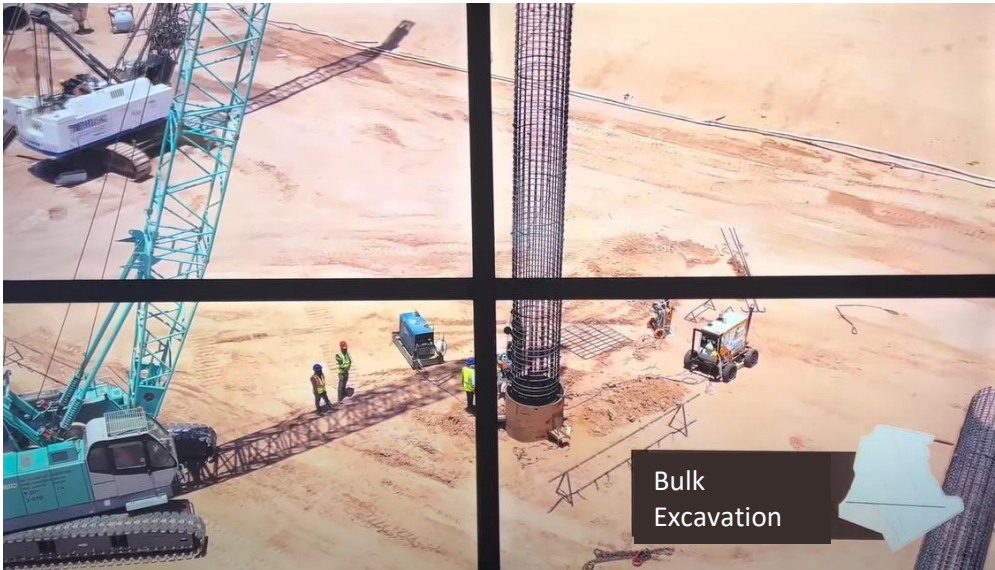
7 Cantilever

- Partly over the sea
- Offices, retail and residential units
- Hanging gardens



The Line – Current works

THE LINE



Trojena

1.2million square meter masterplan mountain destination for tourists and residents set for completion by 2026

Ski Village

2,400m high village
Adventure Sports
5-star hotel
Outdoor entertainment/
events



All the excavated material removed carefully from the hillside to form The Vault will be recycled and crushed down to form the dam structure



The Vault

Folded-vertical village
Microclimate
Water features
3,000 seat auditorium

The Wildlife Reserve
Resorts
Heritage sites



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Projects

The Bow

A big cantilever and is hollow inside adaptable space underneath the lake for events
5-star hotel
Residences and restaurants

The Lake

Engineered lake with
Outdoor water edge space

The Ultra-Luxury Mansions

Tailored mansions
Panoramic views



The Observatory

Iconic pavilion
Entertainment
Dining

Oxagon

Maritime city and automated port with an integrated supply chain network

- World's largest floating structure
- Onshore development will be complete by 2030 and the beginning of the offshore development will be underway at that point
- The containerization of the port is underway
- The first new hotels are expected to open in the near future
- High-speed rail to THE LINE and NEOM airport



Southern Cluster

Largest green hydrogen project involving Air Products, ACWA Power and NEOM in joint venture



3

Renewable Energy Project - \$6bn

- 2,930MW solar power generation plant
- 1,370MW wind power farm
- 400MW battery energy storage system
- Transmission network extending 190 km

Air Separation Unit - \$200m

- Steam condensers, air filtration columns, steam turbine driven compressors

Ammonia & Hydrogen Plants - \$900m

- Capacity of 1.2 million tonnes per year, hydrogen production plant with a capacity of 650 tonnes per day
- Ammonia storage tank (2 Nos.) (Height-40m & Diameter-76m)

Electrolysis Plant - \$400m

- EPC: ThyssenKrupp
- 2GW electrolysis plant, with storage units

Marine Facilities - \$150m

- PMC: Parsons
- Deepening the berth and quay walls to enable the export of Hydrogen & Ammonia

Infrastructure Facility - \$150m

- PMC: Parsons
- Enabling road access to the Plant

Ammonia Storage tanks - \$60m

- SPG Steiner and local partners MAN Enterprise and Al Majal Al-Arabi Group
- 2 ammonia storage tanks, pumping station, control room

1

Mass Modular Construction

- Offsite building construction

2

Desalination Plant

- Aiming to produce its early water in 2024, developed by ENOWA and MoU ITOCHU, and Veolia
- The new plant will meet the water needs of NEOM with a production capacity of 500,000m3 of desalinated water per day by project completion in 2025, approximately 30% of NEOM's forecasted total water demand.



4

Telco Park - \$53.6m

- Data center campus enablement, system integration, infrastructure services, and physical security solutions

Hyperscale Data Centre - \$500m

- In partnership with infrastructure developer Ezdihar Advanced Company for Information Technology (EzdiTek) – will be operated by a new company known as ZeroPoint DC.
- Initial capacity of 36MW

AlUla





\$15bn program to develop the AlUla UNESCO world heritage site implement in conjunction with the French state under intergovernmental agreement

- **5 districts**
 - District 1 – AlUla Old Town
 - District 2 – Dadan
 - District 3 – Jabal Ikma
 - District 4 – Nabataean Horizon
 - District 5 - Hegra Historical City
- **9km** rejuvenated Cultural Oasis
- **20km** public realm, the Wadi of Hospitality
- **46km** low-carbon tram system
- **10 million m²** of green and open spaces
- **+5,000** hotel keys
- **9,400** unit keys
- **5,000MW** Renewable Energy
- **32,000 cm/d** of potable water production

ALULA 5 districts

Wadi of Hospitality

A 20km long green corridor connecting 5 districts following the same route used by pilgrims on the Hijaz Railway. It has a 46km low-carbon tram, wadi path and trails.

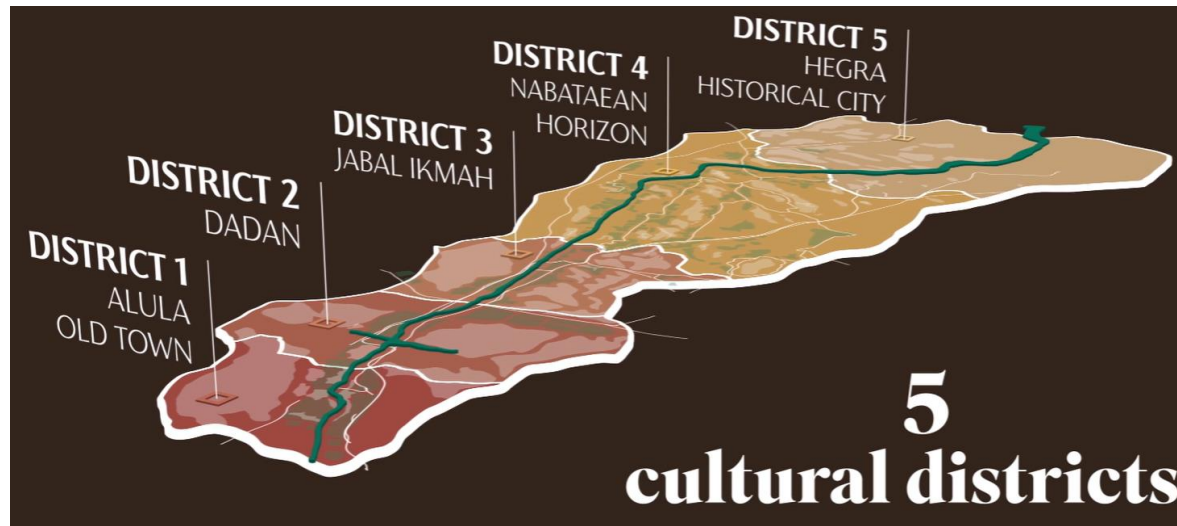


District 3 - Jabal Ikma

A natural testimony of past times reveals the tracks and writings of the civilisations of Alula.

District 1 - Alula Old Town

Set within interlinking pathways of Old Town and the Cultural Oasis, Old Town is a nexus of community, cultural production and artistic explorations..



District 4 - Nabataean Horizon

The rock formations across a sweeping landscape of Alula on the way to Hegra will become the fourth district of Journey Through Time, Nabataean Horizon. The 500 seat Maraya Concert Hall is the world's largest mirror-clad building designed by Gio Forma and Black Engineering



District 2 - Dadan

With soaring red rocks, Dadan contributes greatly to Alula's legacy and heritage. District 2 will establish the Kingdoms Institute as a bold statement for knowledge, discovery and inspiration.



District 5 - Hegra Historical City

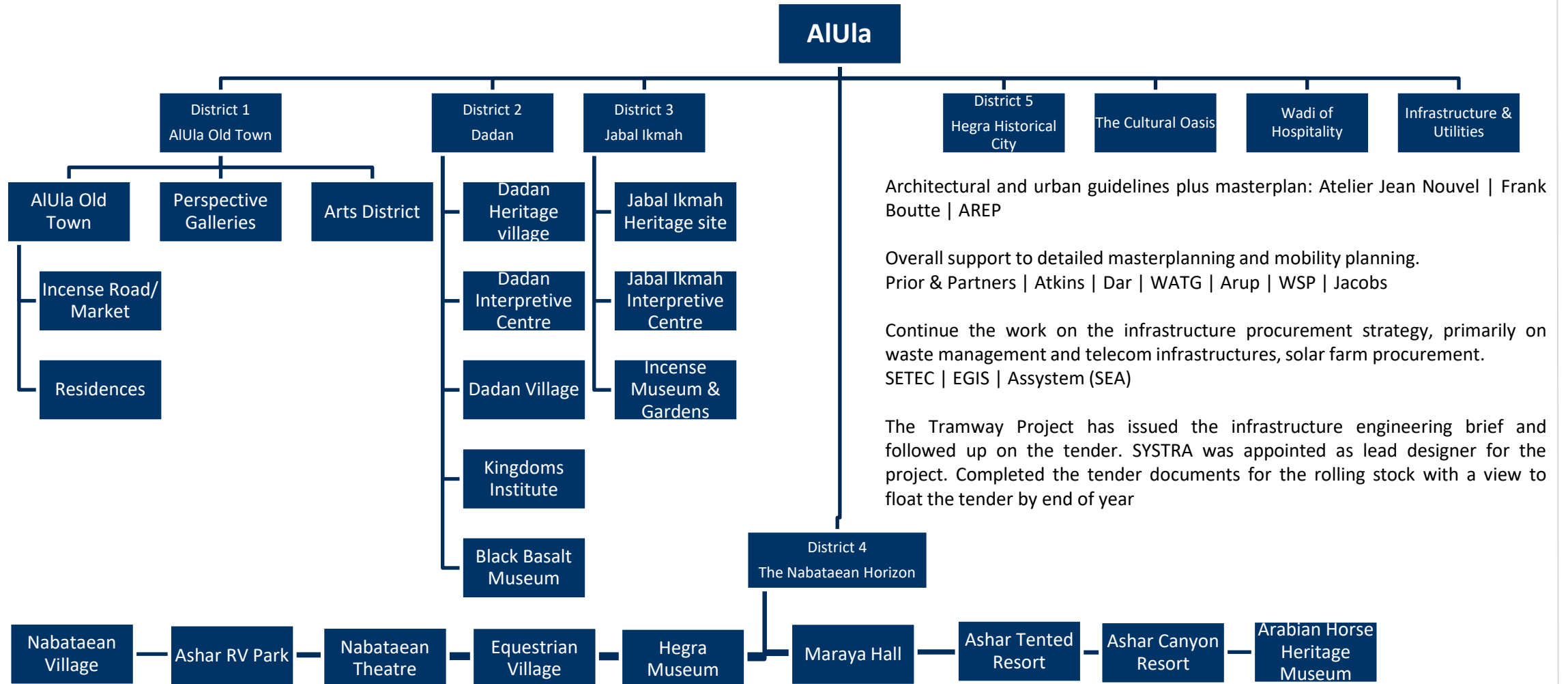
Hegra, the southern capital of the Nabataean civilisation, and Saudi Arabia's first UNESCO World Heritage Site.



The Cultural Oasis

Involves the regeneration of The Ancient Oasis that connects Alula Old Town, Dadan and Jabal Ikma.

AlUla – 5 districts key project elements



District 3 & 4 – Jabal Ikmaah and The Nabataean Horizon

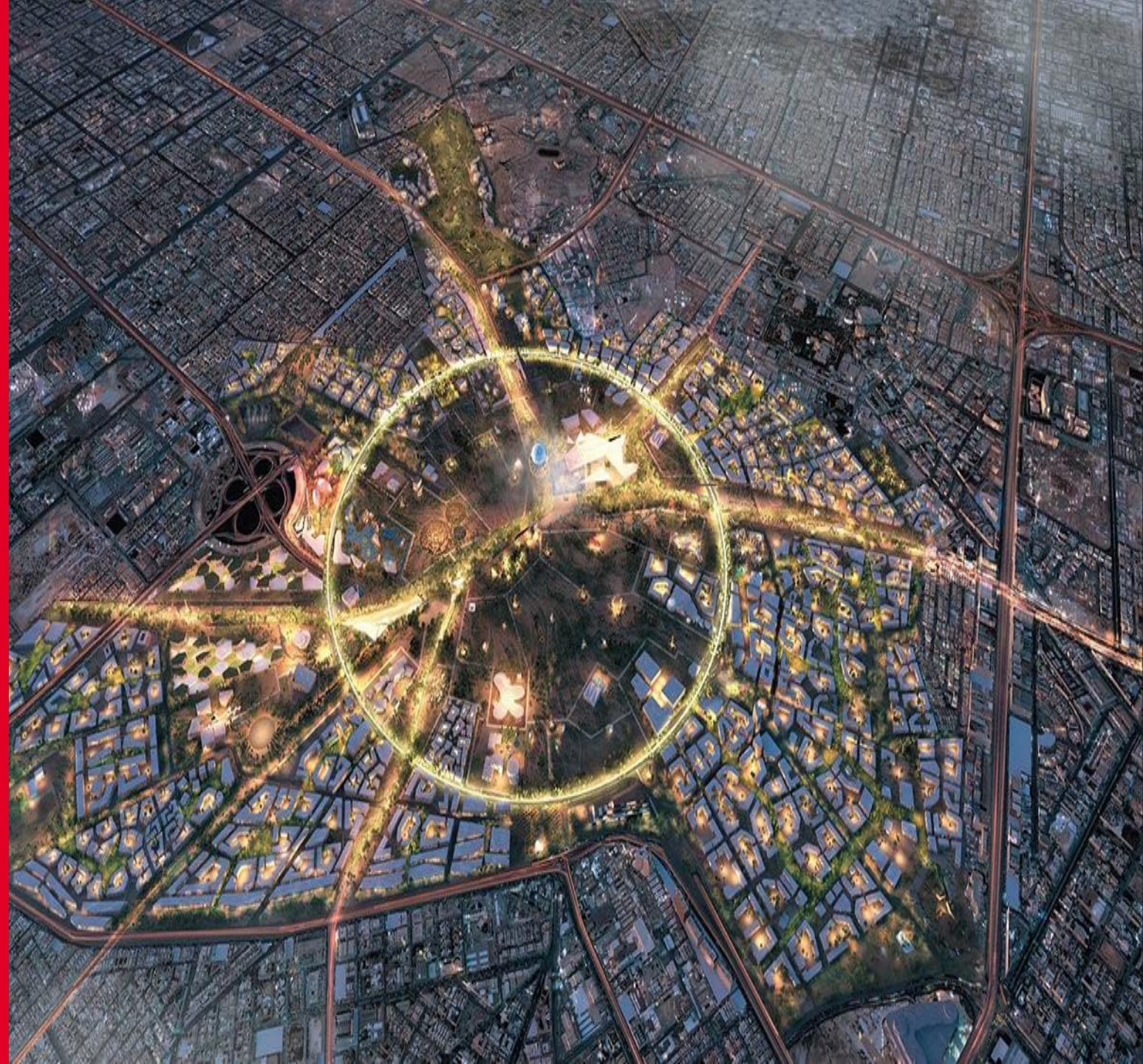


Consists of multiple elements including:

- 7 hotels
- Heritage Museum
- Ashar Resort
- Nabatean Village
- Equestrian Village
- Tram line
- Wadi Farms
- Maraya Hall



Other Giga Projects



RIYADH SPORTS BOULEVARD - \$5bn

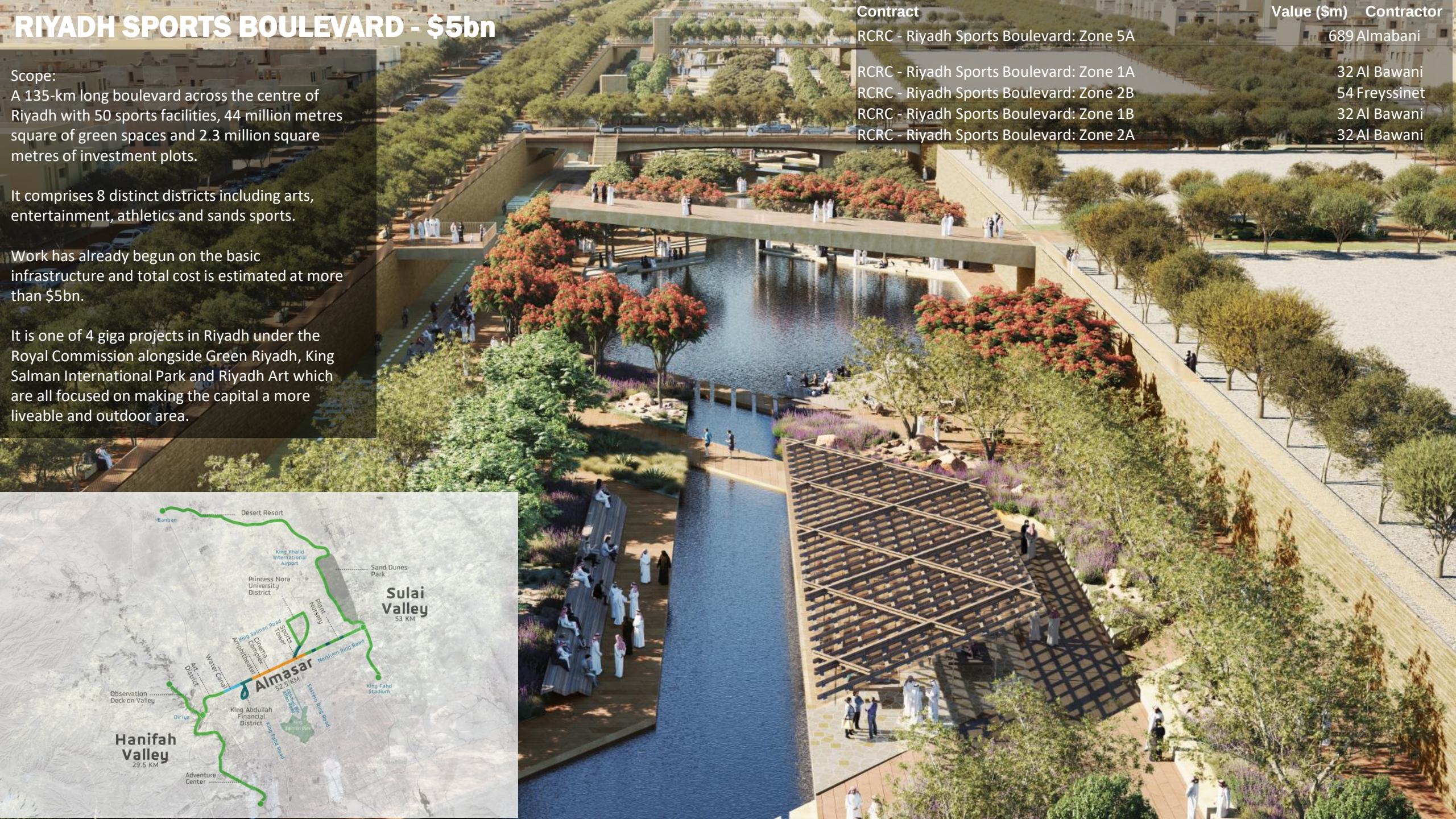
Scope:
A 135-km long boulevard across the centre of Riyadh with 50 sports facilities, 44 million metres square of green spaces and 2.3 million square metres of investment plots.

It comprises 8 distinct districts including arts, entertainment, athletics and sands sports.

Work has already begun on the basic infrastructure and total cost is estimated at more than \$5bn.

It is one of 4 giga projects in Riyadh under the Royal Commission alongside Green Riyadh, King Salman International Park and Riyadh Art which are all focused on making the capital a more liveable and outdoor area.

Contract	Value (\$m)	Contractor
RCRC - Riyadh Sports Boulevard: Zone 5A		689 Alrabani
RCRC - Riyadh Sports Boulevard: Zone 1A		32 Al Bawani
RCRC - Riyadh Sports Boulevard: Zone 2B		54 Freyssinet
RCRC - Riyadh Sports Boulevard: Zone 1B		32 Al Bawani
RCRC - Riyadh Sports Boulevard: Zone 2A		32 Al Bawani



Scope

The Red Sea Project is the most advanced of the Saudi giga projects. A tourism-focused masterplan developed on Saudi Arabia’s west coast, it covers some 28,000 square kilometres. Most of the hotel assets are located around a lagoon area of 90 islands of which about 15 are being developed. There are also inland resorts.

Work on the first phase of development is well underway and is on track to be completed by the end of 2023. The project has surpassed significant milestones, with over 1,000 contracts signed to date, worth in excess of \$6.6bn.

The first phase includes a Coastal Village, the Desert Rock and Southern Dunes hotels, Shaura, Sheybarah and Ummahat islands, and The Red Sea International airport.

THE RED SEA TOURISM PROJECT - \$16bn

Contract	Value (\$m)	Status
TRSDC - Red Sea Tourism Project: Airport: Landside Package	300	Bid Evaluation
TRSDC - Red Sea Tourism Project: Maritime Museum & Underwater Archaeology Center	100	Study
TRSDC - Red Sea Tourism Project: Phase 2: Wadi Village	100	Design
TRSDC - Red Sea Tourism Project: Phase 2: Volcano Village	100	Design
TRSDC - Red Sea Tourism Project: Phase 2: Northern Bowl	100	Design
TRSDC - Red Sea Tourism Project: Phase 2: High Peak	100	Design
TRSDC - Red Sea Tourism Project: Phase I: InterContinental Resort	100	Bid Evaluation
TRSDC – RSTP: Phase I: Shurayrah Island: Edition Hotel	60	Design
TRSDC - RSTP: Phase 1: Shurayrah Island: Hotel West 2	50	Design
TRSDC - RSTP: Phase 1: Shurayrah Island: Hotel West 4	50	Design
TRSDC - Red Sea Tourism Project: Laheq Island: Laheq Residences	50	Design
TRSDC - RSTP: Phase I: Hotel East 3 (The Dune Camp)	50	Bid Evaluation



ROSHN - \$90bn

Scope

Roshn is developing residential communities in nine cities across four regions of the kingdom as part of the Vision 2030 target of 70% Saudi home ownership.

The first project to progress is a community of 30,000 homes in Riyadh called Sedra. Contracts totaling nearly \$1bn for the construction of the first phase have already been awarded. The project will be implemented in 8 phases, across 20 million square metres, with over 300 amenities across retail, mosques, schools and healthcare.

Phase 1 of Sedra spans more than 3 million square metres and is said to include more than 4,000 homes across the townhouse, duplex and villa layouts.

Construction is under way on two packages as part of phase 1. India's Shapooji Pallonji is working on the contract to deliver 3,000 homes under one package, while the local Rezaik al-Gedrawy is working on the 1,082-unit second residential package.

The next major development will be Alarous in Jeddah comprising 4 million square metres and 18,000 new homes the work for which will start soon.

Procurement now also under way for smaller housing developments in Al Kharj, Hofuf, Qatif and Asir.

Last year Roshn CEO, David Grover, stated that annual capital expenditure would jump from more than SR10bn to about SR35bn in 2022 and then peak at more than SR50bn in 2025 as part of its 10-year investment plan



Contract	Value (\$m)	Status
Community Homes in Eastern Province: Hofuf	2,670	Bid Evaluation
Sedra District Community Homes: Phase 2: Package 3A, 3B & 3C: 2,171 Homes	400	Bid Evaluation
Sedra District Community Homes: Phase 1A: 1,950 Homes	400	Study
Community Homes in Asir	300	Design
Community Homes in Eastern Province: Qatif	200	Bid Evaluation
Al Arous Community Homes: Zone A, B & C	150	Bid Evaluation
Community Homes in Eastern Province: Hofuf: Phase 1	150	Bid Evaluation
Sedra District Community Homes: Phase 4	150	Bid Evaluation
Community Homes in Mecca Phase 1	120	Bid Evaluation

AMAALA - \$5.1bn

Package	Value (\$m)	Status
Utilities Package	1,200	Bid Evaluation
The Coastal Development	845	Design
Airport: Landside Works	200	Design
The Triple Bay : Marine Life Institute	100	Bid Evaluation
The Triple Bay: Primary Roads & Infrastructure Package 1	100	Bid Evaluation
Triple Bay: Miraya Island North & South Marinas	100	Bid Evaluation
The Triple Bay: Guest Accommodations	60	Design
The Triple Bay: Six Senses Hotel	50	Design
Staff Village Residential Building: Zone 6A	50	Bid Evaluation
Staff Village Residential Building: Zone 4	50	Bid Evaluation
Staff Village Residential Building: Zone 5	50	Bid Evaluation
The Triple Bay: Wellness Core	50	Design
The Triple Bay: Rosewood and Six Senses: Secondary Infrastructure	50	Bid Evaluation

Scope

AMAALA involves the development an ultra-luxury destination along the Red Sea coast. It is set in the Prince Mohammad bin Salman Natural Reserve across three unique communities covering 4,155 square kilometres . It will comprise 3,000 hotel rooms across around 25 hotels as well as private residential villas, apartments and estate homes, alongside 200 high-end retail establishments, fine dining, wellness and recreational facilities. Its developer is the Red Sea Development Company. To date, more than 300 contracts have been awarded worth more than \$1.7bn. Some \$1.6bn further worth of work is currently out to bid.



SAUDI DOWNTOWN COMPANY - \$TBC

Scope

Launched last week, Saudi Downtown covers the development of mixed-use projects across 12 smaller cities in the Kingdom covering a total area of more than 10 million square metres.

The Saudi Downtown Company will act as master developer so it is expected that other private sector investment will be expected to come in to develop their own projects within the overall scheme.

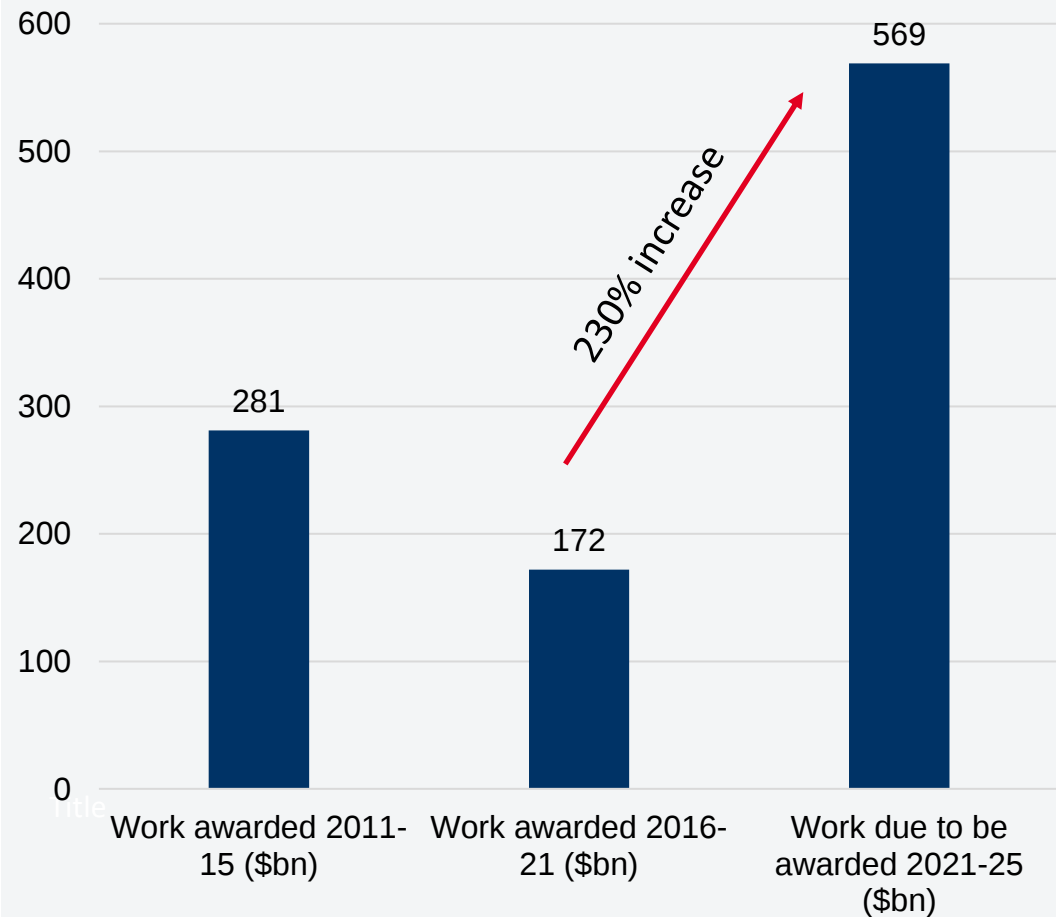
The project is clearly a means of ensuring that the giga projects program is not limited to just the major cities and high-end tourist resorts but also to ensure that all areas of the Kingdom can benefit from it.



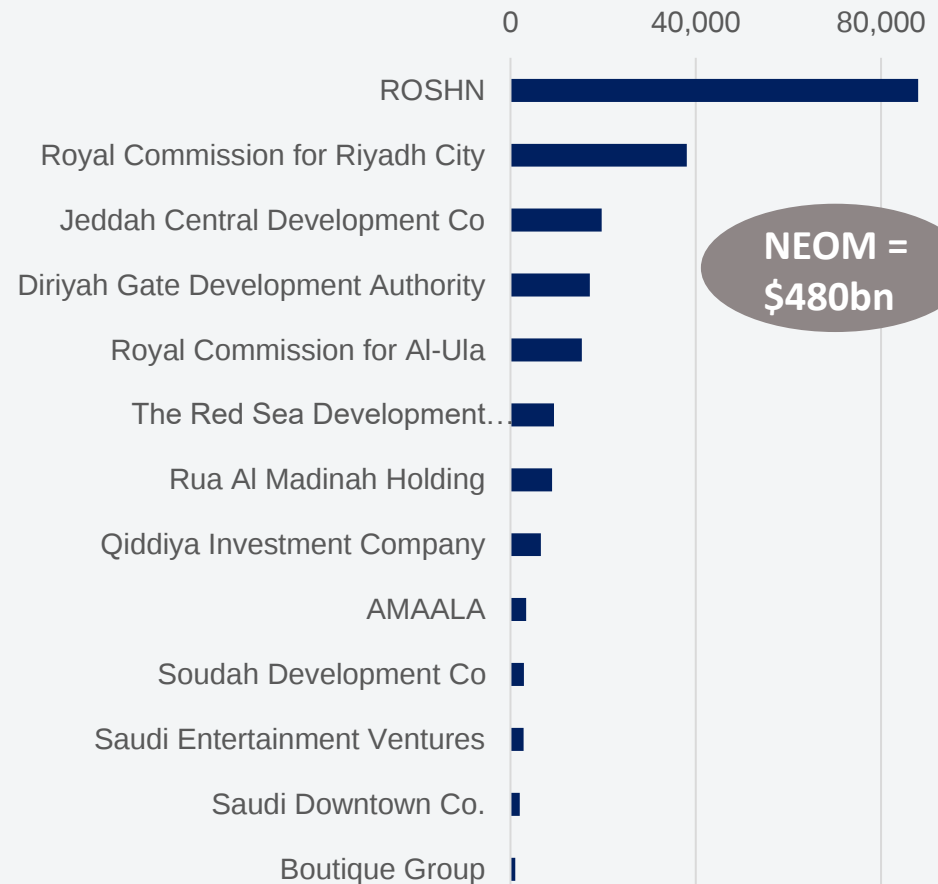
Future spending

A significant acceleration of capital expenditure expected. Can the market cope?

Value of KSA all projects/sectors awarded 2011-21 vs 2021-25 (\$bn)



Estimated value of remaining work planned by client (\$m)



Top Future Contracts

Thousands of contracts to be tendered over next 5 years

Selected giga project packages in bid (\$m)

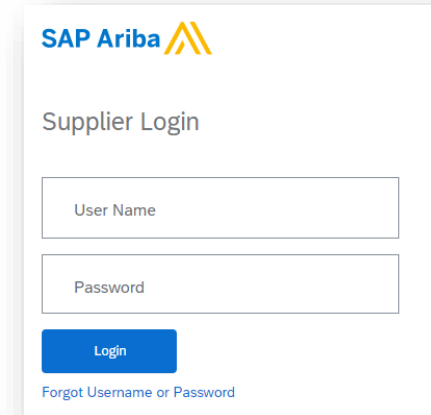
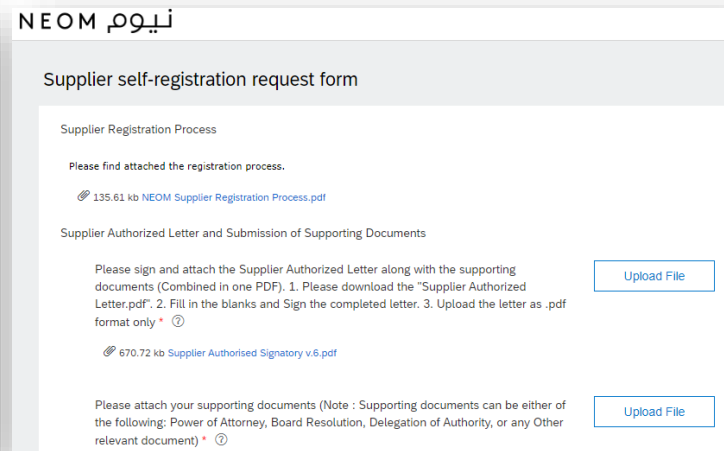
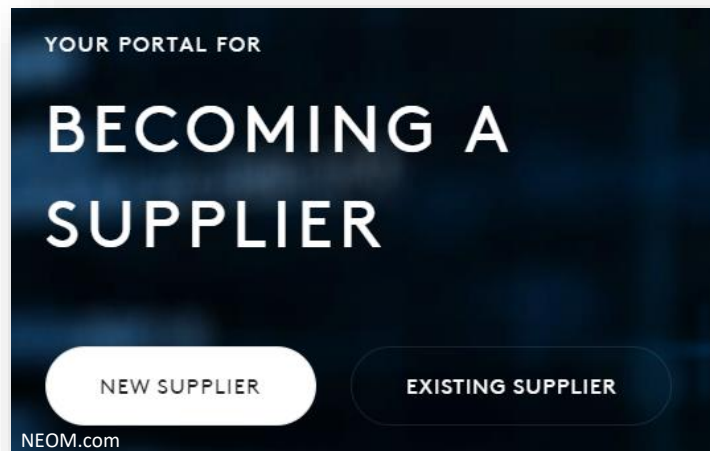
Project	Value (\$m)
Amaala - Utilities Package	2,780
RCU - Al Ula Tourism Development: Infrastructure: Tramway	1,850
QIC - The Qiddiya Project: Motion Core	1,333
Amaala - Water Transmission Pipeline From Neom to Amaala	1,100
NEOM – NEOM City: Islands Infrastructure Framework Project	1,000
QIC - The Qiddiya Project: City Center	1,000
QIC - The Qiddiya Project: Public Utilities Infrastructure Package	983
QIC - The Qiddiya: Golf Course and Residential Facilities	974
ROSHN – Sedra District Community Homes: Phase 2: Package 3A, 3B & 3C: 2171 Homes	946
Royal Commission for Al-Ula - Al Ula Tourism Development: Infrastructure	900
TRSDC - Red Sea Tourism Project: Airport: Landside Package	836
QIC - The Qiddiya Project: Sports Complex	800
NEOM - NEOM City: Transmission Pipeline From Neom Industrial City To Gayal	800
NEOM – NEOM City: Oxagon: Dredging and Quay Wall: Package 16C	750
NEOM – NEOM City: The Line: Eastern Water Transmission Line	640
NEOM - NEOM City: Water Transmission Line from RE3 to Mountain Reservoir	625
NEOM – NEOM City: The Spine Western Water Transmission Line	560
ROSHN – Community Homes in Eastern Province: Qatif	542

Selected giga project packages in design (\$m)

Project	Value (\$m)
NEOM – NEOM City: The Line: Mirror Towers: High Rise Buildings	1,500
DGDA - Diriyah Gate: Wadi Safar Resort Development	1,283
JCDC - Jeddah Central Project: Phase 1	1,260
NEOM - NEOM City: The Line: The Spine: Railway Network	1,250
JCDC - Jeddah Central Project: Phase 3	1,000
RCU - Al Ula Tourism Development: Renewable Energy Plant Phase 1	1,000
RCU - Al Ula Tourism Development: Infrastructure: Water Supply & Treatment Plant	1,000
RCU - Upgradation of Electrical Network of AlUla	932
JCDC - Jeddah Central Project: Phase 2	850
Amaala – The Coastal Development	845
DGDA - Diriyah Gate Development: Phase 1: Mixed-Use Development	800
QIC - The Qiddiya airport: Aerodrome and Airfield	500
JCDC - Jeddah Central Project: Phase 1: Residential Units	500
DGDA - Diriyah Gate: Phase I: Gardens and Diriyah South Districts	500
QIC - The Qiddiya Project: Eco Core	400
ENOWA - NEOM City Development Program: Water Desalination Plant (IWP) : Phase 3	400
ENOWA - NEOM City: Oxagon: District Cooling Plant	400
ENOWA - NEOM City Development Program: Water Desalination Plant (IWP) : Phase 2	400

Supplier Registration

Most giga projects follow the same process with companies having to individually register as a vendor with each separate client



- The Saudi Arabia giga projects program is an immense challenge as would be expected of a \$750bn-plus capital expenditure plan. In addition to the usual issues around construction and delivery risk, the giga projects themselves face some unique challenges to overcome.
- Some of the more remote projects such as NEOM, AlUla and The Red Sea Project are far from material supply resources and have had or have to ensure a mechanism for procurement of key materials such as rebar and cement which may lead to cost increases and delays.
- The fast-track nature of the program also presents its own challenge as the project clients seek to meet tight deadlines. Similarly on some projects that has been a high turnover of staff that disrupts project continuity.
- With such a significant ramp-up in contract spending, it is unclear whether there is enough contracting capacity to be able to deliver the program within the specified timeframes. The PIF investment in key national contractors will help support them, but the need to deliver so much at the same time in many different locations will present a massive challenge. Likewise, is there enough material supply locally and regionally to meet the requirements?
- To date, there is still little announced local or international investment in the giga projects. Their success will ultimately hinge on attracting private sector investment, and this an issue that remains to be seen.
- Likewise, down the line, the projects are expected to become more self-financed. Questions remain on future funding models and how successful each project will be in securing funds. Recent experience from TRSDC \$3bn+ loan facility suggests it can be done, even without recourse to PIF

Saudi Gigaprojects 2022

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Q&A



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OCTOBER 2022

SAUDI GIGAPROJECTS 2022

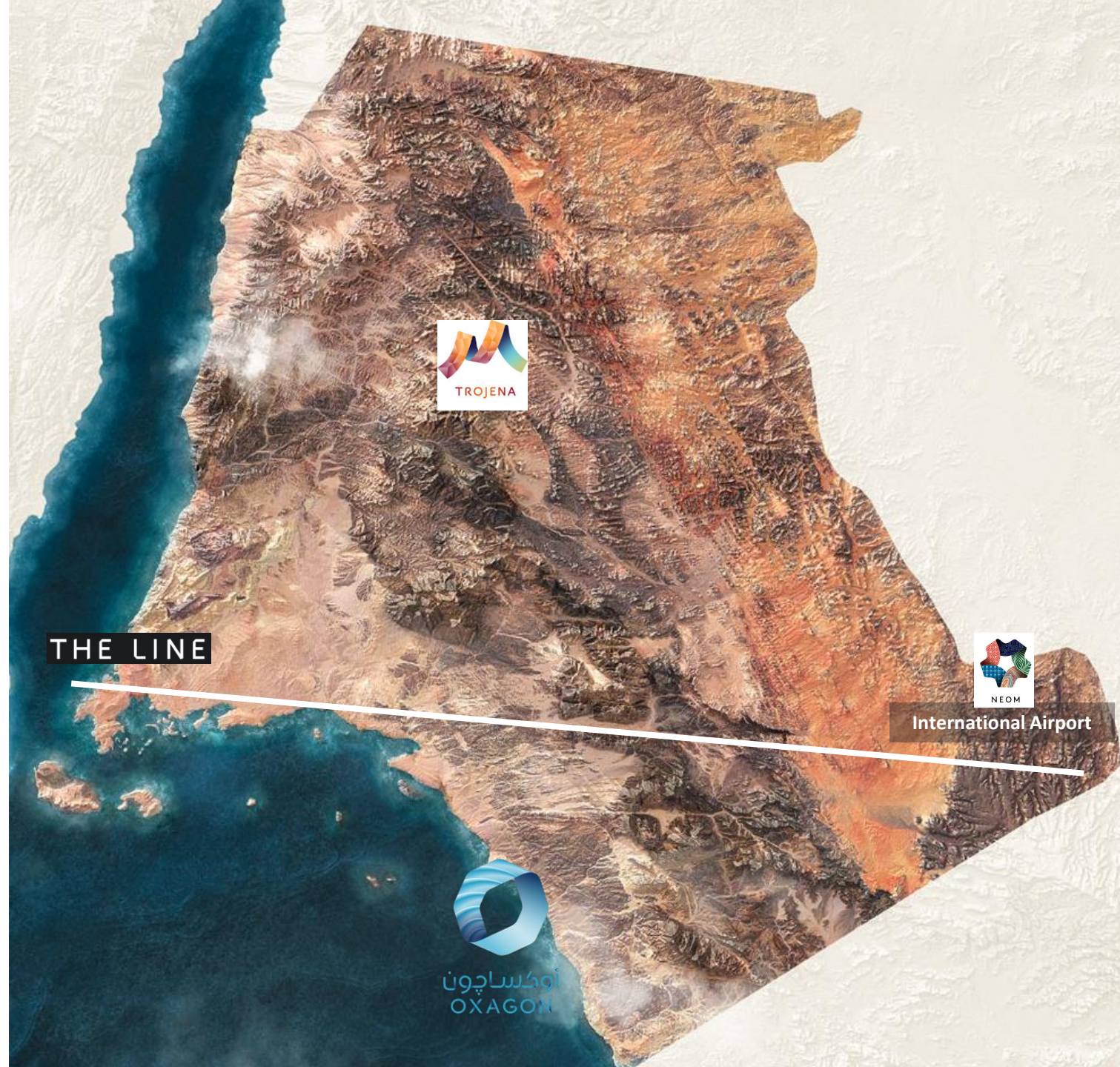
A comprehensive overview and outlook of the KSA gigaproject program and its contracting and supplier opportunities

Neom

\$500bn Tech-driven greenfield urban megaproject scheme wholly owned by PIF



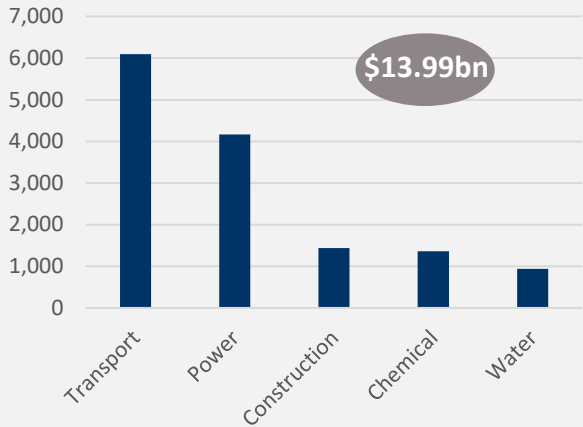
- Neom is planned as high-tech city the size of Belgium, that reimagines daily life. It is situated in the Tabuk Province, Northwestern Saudi Arabia. It will be made up of
 - The Line
 - **Megacity** of 9 million people, 170km long, made up of 135 modules on top of a transit system capable of moving people from one end to the other in 20 minutes
 - Oxagon
 - Will be a **floating industrial complex** and serve as a fully automated port for shipping routes through the Red Sea. The 7km wide Northern cluster will be the world's largest floating structure and includes the port. The Southern cluster will produce green hydrogen & ammonia.
 - Trojena
 - Sustainable **mountain tourism destination** made up of 6 districts including a man-made lake, ski village and vertically folded village
- Phase 1
 - Expected to run until 2030
 - Cost \$320bn, half of which will be funded by PIF



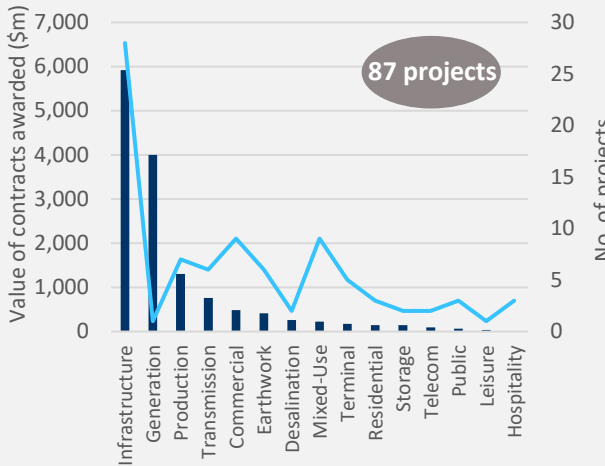
NEOM Contracts Awarded

The highest value of work has been awarded to Transport followed by Power and Construction projects

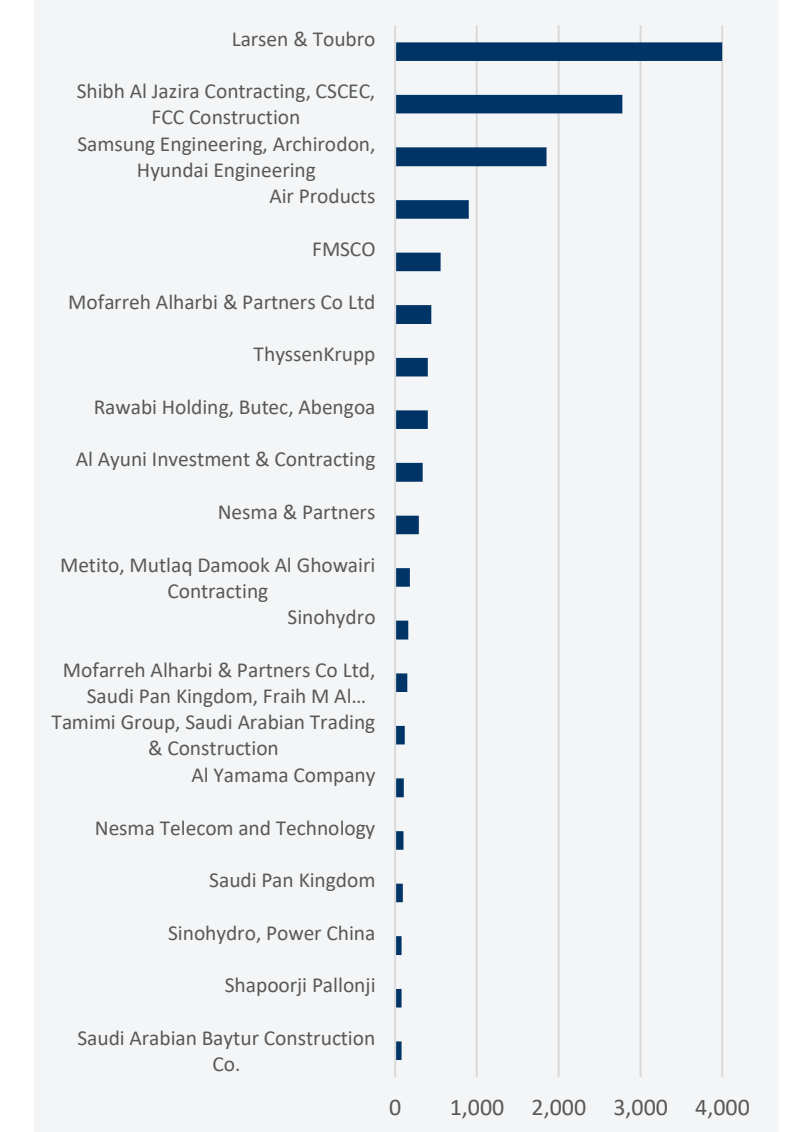
Value of projects awarded (\$m)



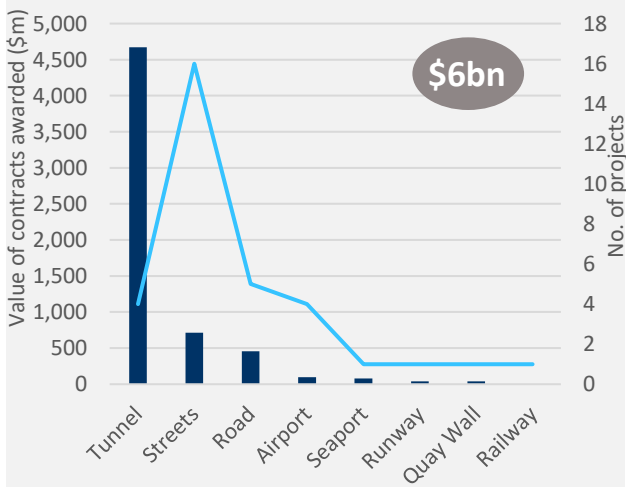
Construction contracts awarded



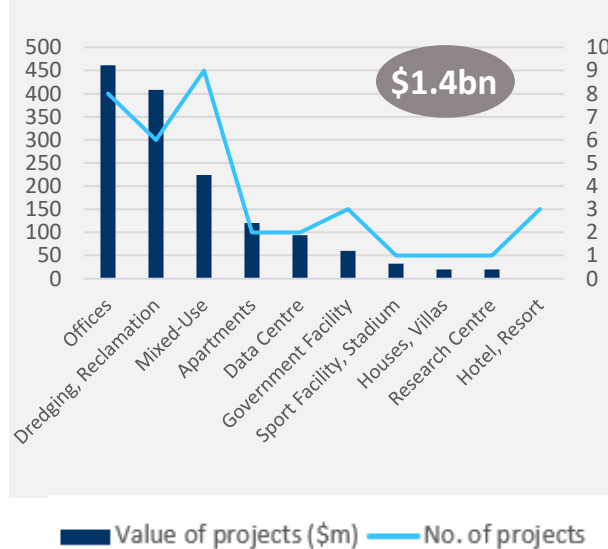
Top 20 Contractors



Transport contracts awarded



Water contracts awarded





About

The Line was launched in Jan 2021 as a city that redefines the concept of urban development. The Line will be 200m wide and 170km long. It will implement zero gravity urbanism: the idea of layering city functions vertically and moving up/down/across. The Spine, an ultra-high-speed transit system will run under the city and connect to the Neom International Airport and the rest of Neom.



Transport

Covers the construction of high-speed rail, local rail, freight rail, roads, bridges, tunnels, utilities, and railways on The Line, also connects to other parts of Neom. Package A, covering spring and connector projects, entails the rolling stock, signalling, telecommunications and power systems. Package B entails civil works and other related utility components.



Goals

The Line will accommodate 9m people and be built on a footprint of 34km². Residents will have access to all facilities within a 5-minute walk in addition to the end-to-end transit of 20 minutes using The Spine. It will run on 100% renewable energy. The Line expects to create 380,000 jobs by 2030. There are multiple island developments nearby.



Agreements

Neom signed a framework agreement with the UK's Keller for The Line, which includes 135 modules, each containing eight buildings on large-diameter piles. The geotechnical contractor is mobilising for an anticipated first works order on a portion of module 40 of The Line, which has an expected value of about \$61.3m and is due to complete in 12 months.



Facts

The Line will have 3 terrains including the red-desert expanses, mountains the upper valley. A section of The Line will run through the mountain. The Spine will comprise of the high-speed railway and utility corridors. This will enable a car-less city and connect all the 135 modules which make up The Line. Sindalah Island is the most advanced project.



Developments

Contractors have been invited to prequalify for contracts to complete the first concrete structures for the tall buildings that comprise The Line. The prequalification exercise is understood to be for the construction of concrete cores for the first 10 modules of buildings which include towers of about 500 metres in height.

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The masterplan focuses on the Northern Cluster consisting of the port and Southern cluster consisting of the hydrogen plant

Northern Cluster



Hyzon Motors is deploying proven fuel cell technology globally.

Desert Technologies, is a first mover in solar manufacturing – including batteries, storage and electric vehicle infrastructure

Southern Cluster



NEOM.com



Northern Cluster

The world's largest floating structure with a fully automated port and industrial development covering seven sectors including manufacturing and innovation

1 Port and Logistics Park

Oxagon Port - \$1bn

- Onshore - Logistics center, admin building, terminal expansion
- Offshore – Dredging, quay wall
- Expansion of Duba Port
 - Contractor: Nesma & Partners
 - PMC: Parsons
 - Consultant: Aecom

2 Oxagon Village - \$900m

- Residential
- Two 4-star hotels, 5-star hotel tower, 3-star hotel
- Infrastructure

3 Manufacturing

- Hydrogen-powered vehicle assembly
 - 10,000 vehicles per annum
 - Hyzon and Modern Industrial Investment Holding Group signed an MoU

4 Energy, Water & Food Innovation Hub

- Zone A Mineralisation Plant
 - Seawater intake for innovation hub (22A-7)
 - Water Bottling facility (22A)



7 Cruise Terminal

- MoU was signed between the Jeddah Central Project's master developer Jeddah Central Development Company (JCDC), and Cruise Saudi

Blue Economy Industries

- Fish Hatchery, marine biotechnology
- **Oceanographic Research Center**

Off-shore Community Wadi

5 Jabal Village

- Earthworks, site clearance, infrastructure - \$10m
 - Contractor – Nesma & Partners
 - Foundation – Trevi SpA
- Zone D Site Works 1D&1D1 - \$10m
 - Excavation, site preparation, clearing of site
 - Contractor and MEP: Mofarreh Alharbi

6 Research & Innovation Campus

- Hydrogen Innovation and Development Center (HIDC) in partnership with Saudi Aramco and ENOWA. Scheduled to open in 2023
- Gather operational data from the facility's first 20 MW electrolyzer from thyssenkrupp Nucera
- A filling station and distribution technology

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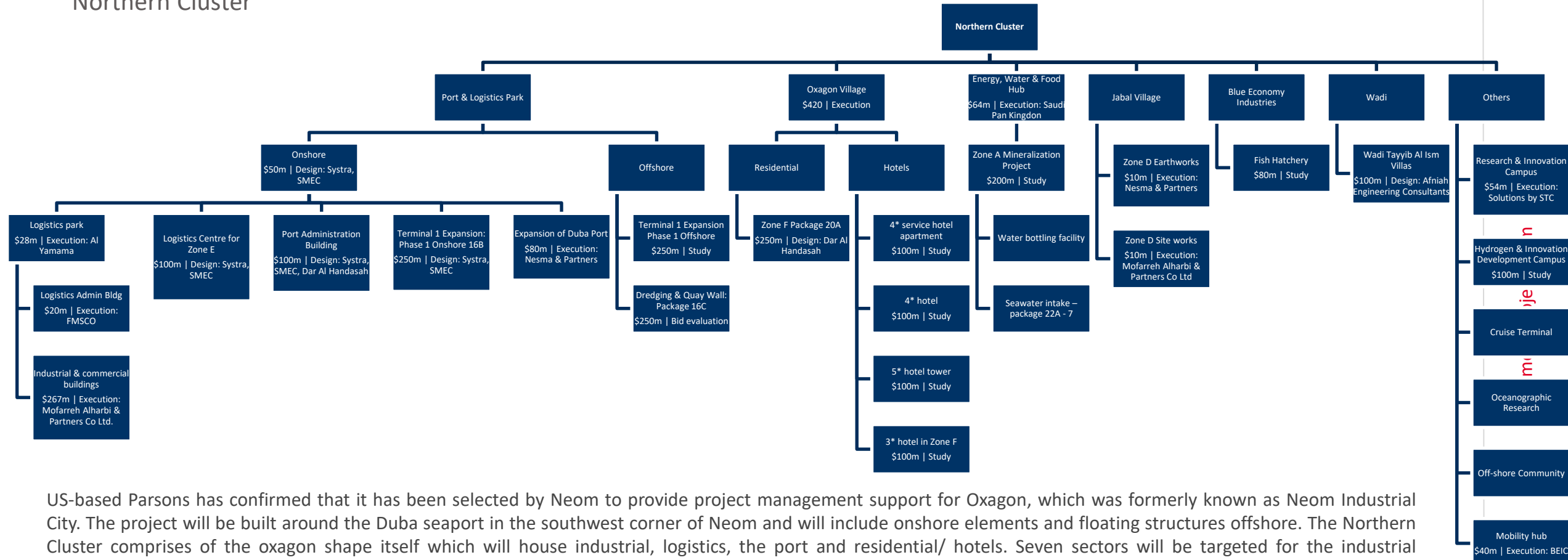
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US-based Parsons has confirmed that it has been selected by Neom to provide project management support for Oxagon, which was formerly known as Neom Industrial City. The project will be built around the Duba seaport in the southwest corner of Neom and will include onshore elements and floating structures offshore. The Northern Cluster comprises of the oxagon shape itself which will house industrial, logistics, the port and residential/ hotels. Seven sectors will be targeted for the industrial development. They are sustainable energy; autonomous mobility; water innovation; sustainable food production; health and wellbeing; technology and digital manufacturing, including telecommunications, space technology and robotics; and modern construction methods.

"We have done a significant amount of preparation of the city itself over the last year, and the primary focus has been getting prepared for our manufacturing sites. There are some key early investors that will be starting work in the early part of 2022," Vishal Wanchoo, CEO of Oxagon and head of manufacturing at Neom, told MEED last year. "The modular factory construction will begin in the early part of 2022. And the hydrogen plant is, of course, the world's largest plant. [Regarding] the land preparation for that, and all of the grading and the design – the first phase is completed and the second phase will be completed by early 2022. Work will begin in full force [in 2022]."

Planned and unawarded projects

Project	Industry	Estimated Value (\$m)	Status	Main Contract Tender Issue (ITB, RFP)	Scope
NEOM – NEOM City: Oxagon Port: Offshore	Transport	0	Bid Evaluation	Q2 2022	Offshore component of the port
NEOM – NEOM City: Oxagon: Business Community Accommodation Units	Construction	30	Bid Evaluation	Q1 2022	Staff accommodation
NEOM – NEOM City: Oxagon: Dredging and Quay Wall: Package 16C	Construction	250	Bid Evaluation	Q2 2022	Earthworks and quay wall
NEOM – NEOM City: Oxagon: Oxagon Port	Transport	1000	Bid Evaluation	Q2 2022	Industrial port
NEOM – NEOM City: Oxagon Port: Onshore	Transport	50	Design	Q3 2022	Onshore component of the port
NEOM – NEOM City: Oxagon Port: Terminal I Expansion: Phase I Onshore 16B	Transport	250	Design	Q3 2022	Port expansion
NEOM – NEOM City: Oxagon Village: Residential Village Zone F Package 20A	Construction	250	Design	Q1 2022	Housing
NEOM – NEOM City: Oxagon: Oxagon Port Logistics Centre for Zone E	Industrial	100	Design	Q3 2022	Port office buildings
NEOM – NEOM City: Oxagon: Port Administration Building	Construction	100	Design	Q1 2023	Port office buildings
NEOM – NEOM City Gulf of Aqaba: Wadi Tayyib Al Ism Villas	Construction	100	Design	Q1 2023	Housing
NEOM – NEOM City: Oxagon: Hydrogen and Innovation Development Center	Chemical	100	Study	Q4 2023	Office buildings
NEOM – NEOM City: Oxagon: Oxagon Village	Construction	0	Main Contract Bid	TBC	Residential and mixed use facilities
ENOWA - NEOM City: Oxagon Village Water Recycling Plant	Water	1000	Main Contract PQ	Q4 2022	Water recycling plant
ENOWA - NEOM City: Oxagon: District Cooling Plant	Water	400	Main Contract PQ	Q4 2022	District cooling plant
NEOM – NEOM City: 400MW to 800MW Renewable Power Grid	Power	300	Main Contract PQ	Q3 2022	Transmission grid
NEOM – NEOM City: Hydrogen-Powered Vehicle Assembly Plant	Industrial	200	Study	Q4 2022	Manufacturing plant
NEOM – NEOM City: Oxagon Port: Terminal 1 Expansion Phase 1 Offshore 16B	Transport	250	Study	Q4 2022	Port expansion
NEOM – NEOM City: Oxagon Village: 3 Star Hotel in Zone F	Construction	100	Study	Q1 2023	Hotel
NEOM – NEOM City: Oxagon Village: 4 Star Hotel	Construction	100	Study	Q1 2023	Hotel
NEOM – NEOM City: Oxagon Village: 4 Star Serviced Hotel Apartment	Construction	100	Study	Q1 2023	Hotel apartments
NEOM – NEOM City: Oxagon: Oxagon Village: 5 Star Hotel Tower	Construction	100	Study	Q1 2023	Hotel
NEOM – NEOM City: Zone A Mineralisation Plant	Water	0	Study	Q4 2023	
NEOM – NEOM City: Zone A Mineralisation Plant: Seawater Intake for Innovation Hub: Package 22A–7	Water	100	Study	Q4 2023	
NGHC – NEOM City: Helios Green Fuels Project: Air Separation Unit	Gas	50	FEED	Q3 2022	Part of the hydrogen plant
NGHC – NEOM City: Helios Green Fuels Project: Site Establishment Package	Transport	30	Bid Evaluation	Q2 2021	Hydrogen plant site establishment
NGHC – NEOM City: Helios Green Fuels: Infrastructure Facility	Water	150	FEED	Q2 2022	
NGHC – NEOM City: Helios Green Fuels: Marine Facilities	Transport	150	Design	TBC	
NEOM – NEOM City: Zone A Mineralisation Plant: Water Bottling Facility: Pkg 22A	Industrial	100	Study	Q4 2023	
NEOM – NEOM City: Fish Hatchery	Industrial	80	Study	Q4 2023	
NEOM – NEOM City: Volumetric Modular Assembly Plants	Industrial	1,000	Design	Q4 2022	Modular manufacturing plant
ENOWA – NEOM City: Water Desalination Plant (IWP) : Phase I	Water	400	Study	Q2 2023	Desalination plant
ENOWA - NEOM City Development Program: Water Desalination Plant (IWP) : Phase 3	Water	400	Study	TBC	Desalination plant
ENOWA - NEOM City Development Program: Water Desalination Plant (IWP) : Phase 2	Water	400	Study	TBC	Desalination plant

Trojena



Trojena is a premium mountain tourism destination consisting of 6 districts that include a man-made lake, ski village and vertically folded village. It is currently at a very early stage and the major packages are expected to go out to bid in 2023. It is located on Saudi Arabia's highest mountains.



Trojena

1.2million square meter masterplan mountain destination for tourists and residents set for completion by 2026

Ski Village

2,400m high village
Adventure Sports
5-star hotel
Outdoor entertainment/
events



All the excavated material removed carefully from the hillside to form The Vault will be recycled into the Dam. It will be crushed down and used in the dam.



The Vault

Folded-vertical village
Microclimate
Water features
3,000 seat auditorium

The Wildlife Reserve

Resorts
Heritage sites



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The Bow

A big cantilever and is hollow inside adaptable space underneath the lake for events
5-star hotel
Residences and restaurants

The Lake

Engineered lake with
Outdoor water edge space

The Ultra-Luxury Mansions

Tailored mansions
Panoramic views



The Observatory

Iconic pavilion
Entertainment
Dining

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