

COMPANY PROFILE

BayRock

Solid at the water's edge.

A strong rock in the Arabian Gulf, steady through changing tides,
built on firm foundations.

Real Estate Investment & Development

Riyadh, Saudi Arabia · 2026

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MANIFESTO

A strong rock in the Arabian Gulf

Tides change. Markets move. Cities grow and reinvent themselves. Through all of it, some things hold.

BayRock was named for the two forces that define us. The Bay is the Arabian Gulf: the water that shaped Al Khobar, the horizon our first towers face, and the coast whose communities we have served from the beginning. The Rock is what we aspire to be within it: solid, dependable, unmoved by the currents of a single season.

We are a real estate investment and development company. We acquire land with care, plan it with discipline, build it to international standards and manage it for the long term. We do not chase every wave. We choose projects we can stand behind for decades, in places where people want to live, work and gather.

This profile describes who we are, how we think and what we have built. It is written for the partners, investors, public bodies and families who will decide whether to build with us. We hope it reads the way we work: clearly, without exaggeration, and with a long view.

“Our ambition is simple to say and demanding to keep: to be the developer people trust when the decision matters.”

OUR IDENTITY

The meaning of BayRock

A strong rock in the Arabian Gulf.
Steady through changing tides.
Built on firm foundations.

Bay

Our connection to the Arabian Gulf and the communities around its shores. It is our home, our horizon, and the setting for the places we build. The Bay also stands for openness: the trade, movement and exchange that have always flowed through the Gulf and that now flow through Riyadh.

Rock

A symbol of strength, dependability and the discipline to build lasting value: assets that stand firm through every market cycle. The Rock is also a promise about conduct: we say what we will do, we do it to standard, and we are still here when the work is finished.

BRAND SYSTEM



Navy 1A2A4F · White FFFFFFFF · Sky 86A4C1
Lora Bold for every title, label and paragraph.
The wordmark stands alone, with no symbol and no ornament.
Generous white space, hairline rules, photographs of real projects.

OUR CHARACTER

Four qualities of a rock

The metaphor is not decoration. It sets the standard for how we behave with partners, buyers, authorities and each other.

01

Solid

Decisions grounded in feasibility, market evidence and engineering, not in optimism. Every project passes the same tests before we commit capital.

02

Steady

A consistent pace through cycles. We size our commitments so that a slow year does not become a crisis, and a strong year does not become a gamble.

03

Enduring

We build for the second and third owner, not only the first. Materials, structure and management are chosen for a fifty-year life.

04

Grounded

Rooted in place. We design for the Gulf climate, the Saudi family and the way people actually live, work and gather here.

Strength is quiet. It shows in schedules kept, specifications met and promises honoured long after the ribbon is cut.

LEADERSHIP MESSAGE

A message from the Chairman

Saudi Arabia is in the middle of one of the most ambitious national transformations of our time. Under Vision 2030, the Kingdom is building new cities, new industries and new ways of living, and real estate sits at the centre of all of it. Homes for a growing population, workplaces for a diversifying economy, and destinations that bring people together.

BayRock exists to take part in that transformation with discipline. We began on the shores of the Arabian Gulf, where our waterfront residences in Al Khobar taught us what quality means to Saudi families and how much they value a developer who delivers what was promised. Today, from our base in Riyadh, we bring the same conviction to the capital and beyond.

Our approach is deliberately measured. We do not pursue scale for its own sake. We pursue projects whose fundamentals are sound, whose design we are proud of and whose returns are built to last. We work with public bodies, financiers and technical partners who share that view, and we treat governance and transparency as the foundation of every relationship.

I invite you to read this profile not as a brochure but as a statement of how we intend to work with you. We look forward to building long-term value together.

Chairman of the Board

BayRock · Riyadh

AT A GLANCE

BayRock in brief

What we do

Real estate investment and development, project development and management, investment advisory and structuring, asset management, and public-private partnerships.

Where we work

Headquartered in Riyadh, with a delivered and ongoing portfolio on the Arabian Gulf coast in Al Khobar, Eastern Province.

What we build

Residential communities, waterfront towers, apartments, commercial properties and mixed-use developments.

Who we serve

Home buyers and residents, private investors and family offices, financial institutions, government entities and development partners.

How we work

End-to-end: from land and feasibility through design, construction oversight and handover, to long-term asset management.

05

SERVICE LINES

06

FEATURED PROJECTS

02

REGIONS

01

STANDARD OF QUALITY

PURPOSE

Vision & Mission

Vision

To be a leading real estate investment company in the Kingdom, developing high-quality, sustainable projects that support economic growth and generate attractive long-term returns.

Mission

To deliver innovative real estate and investment solutions grounded in expertise, governance and quality, through long-term strategic partnerships.



What this means in practice

- We select locations with durable demand: established urban districts and waterfronts with limited supply.
- We set the specification before the price, so quality is designed in rather than negotiated out.
- We align every project with the Kingdom's housing, quality-of-life and economic-diversification goals.
- We measure success over the life of the asset, not the launch weekend.
- We prefer fewer, better partners and build with them repeatedly.

CORE VALUES

The principles we build on

-
- | | | |
|----|-----------------------------------|--|
| 01 | Quality & Excellence | We pursue high-quality outcomes to international standards, from structural engineering to the finish of a door handle. |
| 02 | Integrity | We work with transparency and ethical responsibility. Our contracts are clear, our reporting is honest and our word holds. |
| 03 | Sustainability | We create long-term value through sustainable development, in materials, energy, water and the life of the community. |
| 04 | Professionalism | We bring expertise and discipline to every project, with experienced technical teams and documented processes. |
| 05 | Investment Diversification | We diversify strategies across asset classes, locations and holding periods to manage risk and support stable growth. |
-

CORE VALUES

How our values show up

Values are tested on site, in the boardroom and at handover. These are the behaviours we hold ourselves to.

On site

- Independent inspection at every structural milestone
- Health and safety briefings before every shift
- Materials verified against specification on delivery
- Snagging closed before a key is handed over

With investors

- Feasibility built on verified market comparables
- Conservative base cases with explicit sensitivities
- Regular reporting against budget and programme
- No surprises: early disclosure of risks and changes

With residents

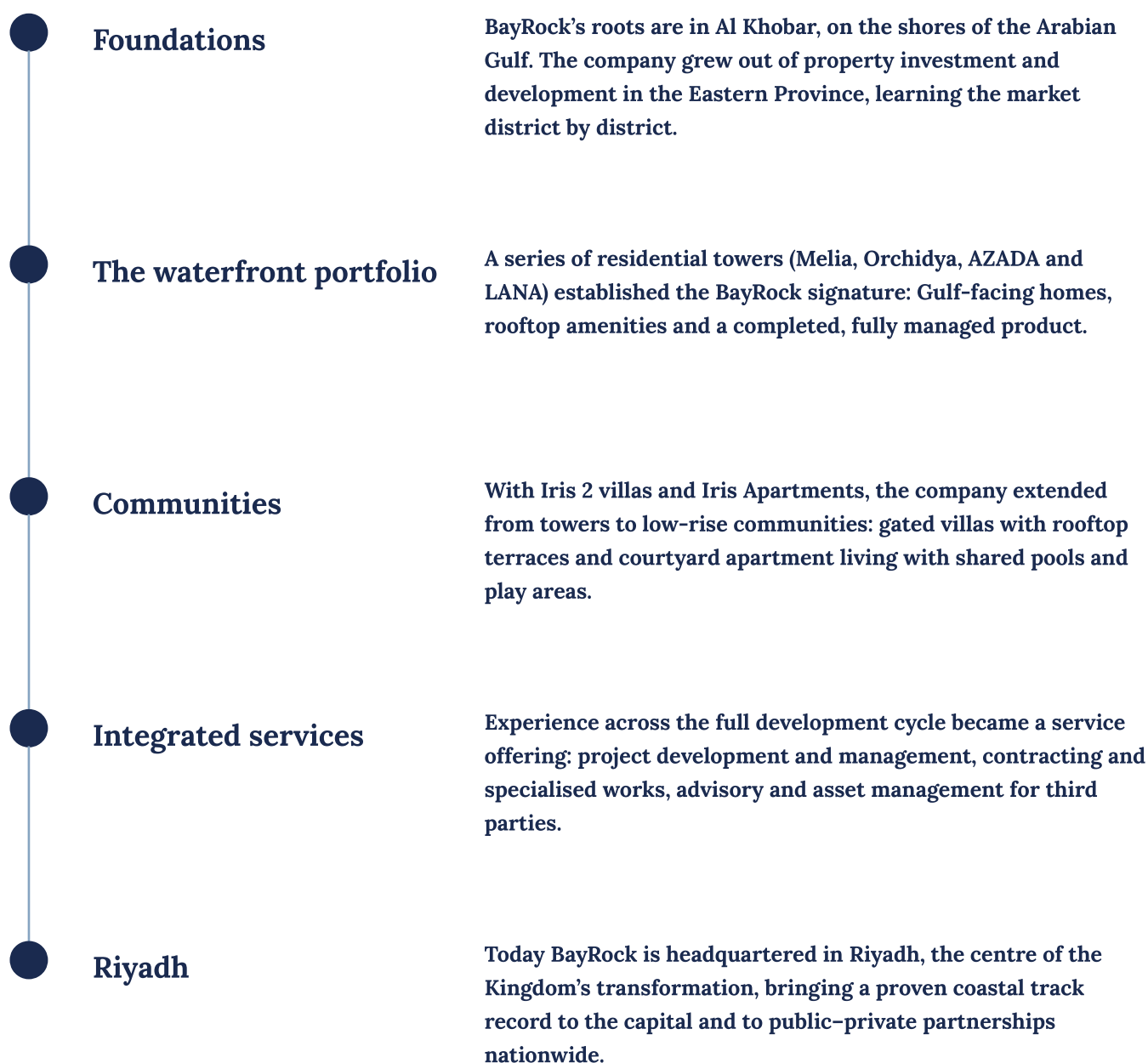
- Layouts designed around Saudi family life
- Managed communities with on-site maintenance
- Clear service charges and transparent management
- A response to every request, tracked to closure

With the public sector

- Alignment with national housing and urban goals
- Full regulatory compliance and permitting discipline
- Local hiring and local supply where possible
- Long-term stewardship beyond the contract

OUR JOURNEY

From the waterfront to the capital



OUR MARKET

A Kingdom building its future

Vision 2030 has made housing and urban development a national priority. The scale is historic.

47%

HOME OWNERSHIP, 2016

65.4%

HOME OWNERSHIP, EARLY 2025

70%

TARGET BY 2030

SAR 2.5tn

REAL ESTATE TRANSACTIONS, 2024

622,000+

DEALS RECORDED, 2024

Home ownership has risen from 47% in 2016 to 65.4% in early 2025, against a 2030 target of 70%. In 2024 the Ministry of Justice recorded a record SAR 2.5 trillion of real estate transactions across more than 622,000 deals. From January 2026 a new law allows non-Saudis to own property in designated zones, widening the pool of buyers and investors.

For a developer, the message is clear: demand for well-located, well-built homes and workplaces is structural, not cyclical. The question is not whether to build, but how well.

Sources: Vision 2030 housing tracker; Ministry of Justice via Asharq Al-Awsat; Saudi Gazette / MEED on the 2026 foreign-ownership law.

OUR MARKET

Why Riyadh

The capital is where the Kingdom's population growth, corporate relocation and giga-project investment converge.

Riyadh is the administrative, financial and cultural centre of Saudi Arabia and the focus of the country's largest urban programmes. Demand for quality rental and owner-occupied housing has outpaced supply: in the year to Q3 2025, JLL recorded apartment rents in Riyadh rising 19.6% and villa rents 17.2%, before a five-year rent-freeze was introduced to protect residents. Prices have moderated after the strong growth of 2022–2024, creating a healthier entry point for disciplined developers.

BayRock's base in Riyadh positions the company at the heart of this market, close to regulators, financiers and the public bodies shaping the city, while its Gulf-coast portfolio continues to serve the Eastern Province.

What we look for in the capital

Established districts

Infill sites in mature neighbourhoods with schools, retail and transport already in place.

Under-served segments

Mid-to-upper residential and well-managed rental communities where quality supply is thin.

Mixed-use nodes

Locations where homes, offices and retail reinforce each other along new transit corridors.

Public partnership

Opportunities to deliver housing and amenities alongside government entities.

Sources: JLL Saudi Arabia Q3 2025 via Global Property Guide; GASTAT residential price index.

OUR MARKET

Why the Gulf coast



Al Khobar and the Dammam metropolitan area form the Kingdom's eastern gateway, home to the energy industry, the King Fahd Causeway to Bahrain and some of Saudi Arabia's most sought-after waterfront. Supply along the water is finite by definition. The finger-peninsulas, corniche and canal districts where BayRock has built cannot be replicated inland, and that scarcity underpins both rental demand and long-term capital values.

Our coastal projects share a set of advantages: direct Gulf views, proximity to the causeway and the central business district, and a resident profile of professionals, families and expatriate executives that values managed, amenity-rich buildings.

7 min

LANA TO AL KHOBAR CBD

15 min

TO DHAHRAN / KFUPM

28 min

TO KFIA AIRPORT

HOW WE CREATE VALUE

An integrated model

Five service lines, one chain of responsibility. We can take a project from land to long-term operation, or step in at any stage for a partner.

01

Invest & develop

Land, feasibility, capital

02

Develop & manage

Design, build, deliver

03

Advise & structure

Models, structures, partners

04

Manage assets

Operate, optimise, preserve

05

Partner

Public-private delivery

The model works because knowledge flows in both directions. What we learn managing a completed tower changes how we design the next one; what we learn structuring a deal changes which sites we pursue. Partners gain a single accountable counterpart, and residents gain a developer that is still present years after handover.

STRATEGY

Six strategic pillars

01

Disciplined capital

Conservative leverage, staged commitments and diversified exposure across asset classes and holding periods.

02

Location first

Sites with durable demand: established districts, waterfronts and transit corridors with limited competing supply.

03

Design-led product

Architecture and planning that solve for climate, family life and long-term maintainability.

04

Operational excellence

Documented processes, independent inspection and transparent reporting from feasibility to handover.

05

Partnership

Repeat relationships with financiers, consultants, contractors and public bodies who share our standards.

06

Riyadh growth

Extending a proven coastal track record into the capital's residential, mixed-use and PPP opportunities.

HOW WE CREATE VALUE

Value for every stakeholder

→	Investors	Risk-adjusted returns from well-located assets, with transparent reporting, conservative underwriting and exit options designed in from day one.
→	Residents & tenants	Homes and workplaces that are well built, well managed and hold their value, with amenities that are used, not merely marketed.
→	Public sector	Delivery capacity for national housing and urban goals, full compliance, and a partner that remains accountable after completion.
→	Financiers	Bankable projects: verified comparables, realistic programmes, clear security packages and disciplined drawdowns.
→	Communities	Local employment and procurement, public realm that is open and maintained, and buildings that respect their surroundings.

OUR APPROACH

How a BayRock project comes together

- | | | |
|----|------------------------|--|
| 01 | Land & feasibility | We underwrite before we fall in love with a site. Zoning, infrastructure, demand evidence and exit routes are tested against a conservative base case. |
| 02 | Brief & design | The brief fixes the specification, the target resident and the budget together. Architects and engineers design to that brief, not around it. |
| 03 | Procurement | Contractors and suppliers are selected on capability and track record, with clear scopes and milestone-linked payments. |
| 04 | Construction oversight | Our teams are on site. Programme, cost, quality and safety are reported weekly and reviewed monthly by leadership. |
| 05 | Handover & operation | Inspection, snagging and commissioning precede every handover. Management begins on day one and continues for the life of the asset. |

DESIGN PHILOSOPHY

Designed for the Gulf, built for generations



Climate

Deep shade canopies, orientation for prevailing breezes, high-performance glazing and shaded outdoor rooms that extend the usable season.

Water

Where there is a view of the Gulf, every principal room is turned to face it. Rooftops become the social heart of the building.



Family

The Majlis, the family living room and the private roof terrace are planned as distinct spaces, so hospitality and privacy coexist.

Longevity

Marble, stone and engineered systems chosen for durability and ease of maintenance, specified once, not value-engineered later.

“A building should look better at twenty than it did at opening.”

QUALITY STANDARD

The BayRock specification

Every residence we deliver is finished to a published standard. This is what a buyer can expect.

Structure & envelope

- Reinforced concrete frame to Saudi Building Code
- Thermal insulation and high-performance glazing
- Waterproofing warranted and inspected

Interiors

- Marble or marble-effect flooring throughout
- Custom millwork and fitted wardrobes
- Designer lighting and premium sanitaryware

Systems

- Efficient VRF or ducted cooling
- Smart-ready wiring and fibre connectivity
- Fire detection and suppression to code

Community

- Rooftop or courtyard pools
- Shaded children's play areas
- On-site parking, management and maintenance

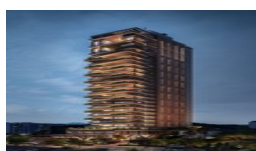
Specifications vary by project; each sales contract carries its own schedule of finishes.

OUR PORTFOLIO

Six projects, one standard

A portfolio built on the Arabian Gulf coast of Al Khobar (towers, villas and apartments) and the foundation for what we will build in Riyadh.

PROJECT	TYPE	LOCATION	HIGHLIGHTS
Iris 2	Villas	Al Khobar	6 villas, three levels, rooftop terraces
Iris Apartments	Apartments	Al Khobar	Courtyard community with pool and play area
Melia Tower	Residential tower	Al Hamra Al Shabeely	15 floors, 77 residences, 100% complete
Orchidya Tower	Residential tower	Al Hamra Al Shabeely	9 floors, 31 residences, Gulf views
AZADA Tower	Waterfront residences	Al Khobar Waterfront	Private beach, boardwalk, rooftop gardens
LANA Tower	Waterfront tower	North of the Corniche	15½ storeys, sculptural curved façade



PROJECT · VILLAS

Iris 2



06

VILLAS

Contemporary homes by the Gulf

Six villas. One coherent vision. The design language of Iris 2 is rooted in refined contemporary architecture: clean geometric volumes, deep shade canopies and floor-to-ceiling glazing that dissolves the boundary between interior and landscape. Façades in warm ivory and stone are softened by layered planting and framed by the coastal palms of the boulevard.

PROJECT · VILLAS

Iris 2, The residences

Two villa typologies, each arranged across three thoughtfully planned levels.

5

BEDROOMS

2

CAR GARAGE

44 m²

ROOFTOP TERRACE



Standard residences, Units 1-4

A ground-floor Majlis, a separate family living room and an open kitchen anchor the plan. The first-floor master suite includes a dedicated dressing room, while upper bedrooms capture sea views through full-height windows. Rooftop terraces extend living skyward with unobstructed views across the Gulf. Every unit is finished to international specification: marble floors, custom millwork and designer lighting.

PROJECT · APARTMENTS

Iris Apartments



Community living, elevated

Apartments designed for real living: marble-effect flooring, fully fitted open kitchens with generous worktops and layouts that make efficient use of every square metre. Wide windows frame the sky and the landscaped courtyard below. Residents enjoy a private pool in the central courtyard, a retreat from the Saudi summer, and a shaded, enclosed playground within the same green buffer.

- Private courtyard swimming pool
- Shaded, enclosed children's playground
- On-site parking
- Fully managed, with maintenance
- Natural light in every home

PROJECT · RESIDENTIAL TOWER

Melia Tower

Al Hamra Al Shabeely, Al Khobar, Eastern Province



15

FLOORS

77

RESIDENCES

100%

COMPLETION

A completed, fully delivered asset in one of the Eastern Province's most sought-after residential corridors.

PROJECT · RESIDENTIAL TOWER

Melia Tower, Life by the waterfront



Positioned to capture panoramic views of the Arabian Gulf and the King Fahd Causeway, Melia Tower offers residents a rare connection to Al Khobar's defining waterfront. The development meets the expectations of a discerning market: quality construction and a curated suite of communal amenities.

- Rooftop swimming pool
- Multi-purpose hall
- Dedicated event hall
- Gulf and causeway rooftop seating
- Canal-facing outdoor seating
- Children's play area

PROJECT · RESIDENTIAL TOWER

Orchidya Tower

9

FLOORS

31

RESIDENCES

Al Hamra Al Shabeely, Al Khobar. A boutique residential development sharing the prestigious waterfront orientation of its sister tower, with direct views of the Arabian Gulf and the King Fahd Causeway.



A refined residential experience within a boutique-scale building: a compact, community-focused footprint with a full complement of premium amenities: rooftop pool, multi-purpose and event halls, Gulf and causeway seating, canal-facing outdoor seating and a children's play area.

PROJECT · WATERFRONT

AZADA Tower

Al Khobar Waterfront



At AZADA, the Arabian Gulf is not a view, it is the doorstep. Set directly on the water's edge, moments from King Fahd Road and the gateway to the Bahrain Causeway, the tower rises from its own private stretch of beach and boardwalk, where the tide reaches the foot of the building and the horizon runs uninterrupted to the sea.

Generously proportioned residences, full master suites, private terraces and dressing rooms framed by floor-to-ceiling glass. A crisp architecture of pale stone and charcoal detail steps back toward a crown of planted rooftop gardens, while a landscaped promenade wraps the base in palms and shaded seating.

PROJECT · WATERFRONT

LANA Tower

Al Khobar Waterfront



15½

STOREYS

Across fifteen and a half storeys, LANA's white façade is drawn in continuous curves: sculpted balcony lines that ripple from base to crown, softening the geometry of a high-rise into something closer to a wave caught mid-motion. By day the form reads as luminous sculpture against the Gulf; by night, an illuminated crown signals the address from across the water.

PROJECT · WATERFRONT

LANA Tower, Location



LANA is sited on one of the finger-peninsula landforms extending into the Arabian Gulf, north of the Al Khobar Corniche. The position delivers multi-aspect Gulf water exposure, a rare feature commanding the highest price-per-square-metre premiums in the city. King Abdulaziz Air Base to the north-west functions as a permanent buffer preserving the waterfront character, and Highway 80 (Corniche Road) runs directly adjacent.

7 min

AL KHOBAR CBD

15 min

DHAHRAN / KFUPM

28 min

KFIA AIRPORT

Scarcity is the thesis. Waterfront peninsulas cannot be manufactured; a tower that faces water on several sides will remain rare however much the city grows.

OUR SERVICES

01

Real Estate Investment & Development

We acquire, plan, finance and deliver residential communities, commercial properties and mixed-use developments, holding or selling according to the strategy of each asset.



RESIDENTIAL



COMMERCIAL



MIXED-USE

Three segments

A	Residential communities	Villas, townhouses and apartment communities designed around Saudi family life: gated where appropriate, always managed, with pools, play areas and shaded public realm. From boutique towers to low-rise neighbourhoods.
B	Commercial properties	Offices and retail in locations with proven footfall and tenant demand: efficient floor plates, flexible fit-out, strong parking ratios and professional management that protects income over the lease cycle.
C	Mixed-use developments	Places where homes, workplaces, retail and hospitality reinforce one another. This is the format most aligned with the Kingdom's new urban districts and transit corridors, and the one we expect to grow fastest in Riyadh.

Investment strategies

- Develop-to-sell: residential product in locations with demonstrated end-user demand
- Develop-to-hold: income-producing assets managed for yield and long-term appreciation
- Value-add: repositioning under-managed buildings through refurbishment and operations

How we select a project

Every opportunity is screened against the same questions before a feasibility study begins.

01

Location

Is demand structural? Is supply constrained by geography, zoning or infrastructure?

02

Product

Do we know this buyer or tenant? Can we design something clearly better than what exists?

03

Capital

Does the base case work without aggressive assumptions? What breaks it, and at what point?

04

Partners

Who are the counterparties (landowner, financier, authority) and have we worked with them before?

05

Exit

How and when is value realised: sale, lease-up, refinancing or long-term hold?

06

Legacy

Will we be proud of this building in twenty years? Would we live or work there ourselves?

OUR SERVICES

02

Project Development & Management

End-to-end oversight of a project from concept to handover, for our own developments and on behalf of landowners, investors and public entities.



Project delivery process

01	Concept & Planning	Project objectives are defined and supported by market analysis and feasibility studies to establish a clear, commercially viable development strategy.
02	Design & Pre-construction	Design coordination, consultant management and cost planning are integrated to optimise efficiency while safeguarding quality and design intent.
03	Execution & Construction	BayRock oversees contractor performance and on-site activities, maintaining strict control over schedules, budgets, quality standards and health and safety.
04	Delivery & Handover	Projects are completed to specification, fully inspected and smoothly transitioned into operation, ready to perform over the long term.

Each stage closes with a formal gate review: leadership signs off scope, budget and programme before the next stage is funded.

Contracting & specialized works



BayRock provides selected contracting services and specialized works to support project delivery requirements. Backed by experienced technical teams, these services are delivered in accordance with international standards and best practice, ensuring quality execution while complementing the company's broader development and management capabilities.

- Fit-out and interior works
- Façade and specialist finishes
- Landscape and external works
- MEP coordination and commissioning
- Refurbishment of operating assets

Quality, health & safety

A rock is only as strong as what it is made of. Quality and safety are managed systems, not slogans.

Quality management

- Inspection and test plans for every trade
- Material submittals approved against specification
- Independent third-party inspection at structural milestones
- Non-conformance tracked to closure

Health & safety

- Site-specific safety plans and daily briefings
- Permit-to-work for high-risk activities
- Incident reporting and root-cause review
- Welfare standards for every worker on site

Programme & cost

- Baseline programme with critical path monitoring
- Earned-value reporting monthly
- Change control with leadership approval
- Contingency released only by gate review

Documentation

- As-built drawings and O&M manuals at handover
- Warranties registered and tracked
- Defects-liability management
- Digital archive for the life of the asset

OUR SERVICES

03

Investment Advisory & Structuring

We help investors and developers align investment strategy with project fundamentals, supporting informed decisions and long-term value creation.

01

Financial modeling

Full development and operating models that test assumptions, phasing and returns under multiple scenarios.

02

Feasibility analysis

Market, technical and financial viability of a site or project, with verified comparables and realistic cost plans.

03

Investment structures

Optimised ownership, financing and exit structures aligned with project fundamentals and investor objectives.

04

Strategic partnerships

Advising on joint ventures, landowner arrangements and public partnerships that strengthen delivery and returns.

Our advisory method

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- | | | |
|----|-------------------|--|
| 01 | Understand | The investor's objectives, constraints, time horizon and appetite for risk, before any number is modelled. |
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| 02 | Evidence | Market data, transaction comparables, cost benchmarks and regulatory review assembled into a single fact base. |
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| 03 | Model | A transparent model with explicit assumptions and sensitivities, built so the client can own and interrogate it. |
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|----|------------------|---|
| 04 | Structure | Capital stack, ownership vehicle, partner terms and exit routes designed around the fundamentals. |
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|----|---------------|---|
| 05 | Decide | A clear recommendation with the trade-offs stated, and the discipline to advise against a project that does not work. |
|----|---------------|---|
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Our models are built to be challenged. An assumption that cannot be defended does not belong in the base case.

OUR SERVICES

04

Asset Management

BayRock manages assets throughout their operational lifecycle, focusing on performance and the preservation of long-term value, keeping assets competitive, efficient and aligned with evolving market conditions.



- Proactive oversight
- Performance optimization
- Operational efficiency
- Preservation of long-term value

The asset lifecycle

01	Stabilise	Lease-up or sales completion, commissioning of systems, establishment of service charges and management contracts.
02	Operate	Facility management, preventive maintenance, tenant and resident relations, and compliance with all statutory requirements.
03	Optimise	Rental strategy, occupancy management, energy and water efficiency, and cost control reviewed against market benchmarks.
04	Preserve	Planned capital expenditure, refurbishment cycles and upgrades that keep the asset competitive for decades.
05	Realise	Refinancing, partial sale or disposal timed to the market and to the investor's strategy.

Reporting to owners is monthly and standardised: occupancy, collections, arrears, expenditure against budget, maintenance status and a forward view of risks.

OUR SERVICES

05

Public-Private Partnerships

BayRock works with government entities and private-sector stakeholders to structure, develop and manage partnerships that deliver economically viable projects, social impact and long-term development goals.



Delivering with the public sector

Vision 2030 depends on private capability joining public ambition. We bring development capacity, capital discipline and long-term stewardship to that partnership.

Housing delivery

Affordable and mid-market communities on public land, delivered to national quality standards and timelines.

Urban regeneration

Repositioning under-used districts with mixed-use development, public realm and managed assets.

Public assets

Design, build, finance and operate models for civic, commercial and community facilities.

Destination projects

Waterfront and leisure destinations that combine public access with sustainable private investment.

What a public partner can expect

- A structured collaboration with clear roles, risk allocation and reporting
- A commercially viable scheme. We do not propose what we could not finance
- Full regulatory compliance and transparent procurement
- Local employment and supply chains wherever possible
- A partner that remains accountable for the asset after completion

RESPONSIBILITY

Sustainability

Long-term value and sustainable development are the same objective seen from two angles.

Environment

- Passive design: shade, orientation and envelope performance before mechanical cooling
- Water-efficient fixtures and landscape suited to the Gulf climate
- Efficient cooling, LED lighting and smart-ready systems
- Construction waste segregated and tracked

Social

- Homes planned around family privacy, safety and community
- Shaded play areas, pools and gathering spaces in every community
- Welfare and safety standards for every worker on our sites
- Local hiring and local procurement wherever possible

Governance

- Clear accountability from board to site
- Transparent reporting to investors and partners
- Full regulatory compliance and anti-corruption policies
- Risk reviewed at every project gate

We align our work with the Kingdom's quality-of-life and environmental ambitions, and we measure what we claim.

RESPONSIBILITY

Governance & transparency

BayRock is governed by a Board of Directors that sets strategy, approves capital commitments and oversees risk. Management is accountable to the Board through documented delegation of authority, and every project passes formal gate reviews before funds are released.

Transparency

Clear contracts, honest reporting and early disclosure of risks to partners and investors.

Accountability

Named owners for every budget, programme and quality outcome, from board to site.

Responsibility

Decisions weighed for their effect on residents, communities and the environment, not only returns.

Integrity

Zero tolerance for corruption; procurement that is competitive, documented and auditable.

Compliance

Full adherence to Saudi regulation, building codes and the requirements of our public partners.

Sustainability

Capital and operating decisions tested against the long life of the asset.

Board members and executive leadership are introduced on request and in project-specific documentation.

RESPONSIBILITY

People & culture



A developer is its people: the engineers who inspect a slab at dawn, the analysts who refuse to round an assumption upward, the managers who answer a resident's call on a Friday. BayRock brings together experienced technical, commercial and operational teams, and invests in the next generation of Saudi real estate professionals.

Expertise

Multidisciplinary teams across development, engineering, finance and operations.

Discipline

Documented processes, clear authority and a culture of saying no to the wrong project.

Development

Training, mentoring and Saudi talent programmes aligned with national workforce goals.

Respect

Safe, fair and inclusive workplaces, on site and in the office.

RESPONSIBILITY

Partners & stakeholders

We build with a stable circle of partners who share our standards, and we return to them project after project.

Financial institutions

Banks and financiers who fund our projects on the strength of verified feasibility and disciplined drawdown.

Design consultants

Architects, engineers and landscape designers who understand the Gulf climate and the Saudi family.

Contractors & suppliers

Builders and specialist trades selected on capability, safety record and track record.

Public entities

Ministries, municipalities and development authorities with whom we deliver national objectives.

Investors

Private investors, family offices and institutions who co-invest in our developments.

Communities

The residents, tenants and neighbours who live with what we build.

Partner and financier references are available on request.

RESPONSIBILITY

Community



A building is a public act. Its façade, its shade, its edges and its lights are shared with everyone who passes. We take that seriously: the public realm around our projects is designed to be open, planted and maintained, and our communities are managed so that the quality on opening day is still there a decade later.

Our commitments

- Landscaped, shaded and accessible public realm around every project
- Support for local trades, suppliers and young professionals
- Community spaces (halls, play areas, rooftops) that residents actually use
- Respect for the character of the neighbourhoods we build in
- Participation in civic and cultural initiatives in the cities where we work

BayRock

**We look forward to building
long-term value together**

Solid at the water's edge.

BayRock · Riyadh, Saudi Arabia

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