Umm Al Qura for Development and Construction Conducts its First Capital Markets Day

- UAQ successfully conducted inaugural Capital Markets Day (CMD) with participation from investors and financial analysts.
- Management presented UAQ's expansion strategy to transition from a single destination into a scalable growth platform.
- The event highlighted MASAR's progress, including the destination's operational activation and reiterated its disciplined approach to long-term value creation and growth.
- UAQ outlined a cumulative outlooks for 2026–2030 driven by continued MASAR land monetization and expanding recurring revenues.

MAKKAH, Saudi Arabia, July 23, 2026: Umm Al Qura for Development and Construction Company ("UAQ" or "the Company"), the owner, developer and operator of MASAR Destination ("the Project" or "MASAR"), conducted yesterday its first Capital Markets Day, bringing together investors and analysts to discuss the Company's strategic evolution, 2026 – 30 growth plans beyond MASAR Destination, progress on MASAR development, Masar destination activation initiatives and long-term value creation roadmap.

Yasser AbuAteek, Chief Executive Officer, Umm Al Qura, commented: *"Our first Capital Markets Day reflects UAQ's commitment to transparency and active engagement with the investment community. It provided an opportunity to showcase our 2026–2030 growth strategy, highlight the progress of MASAR's development and activation, and reaffirm the disciplined principles underpinning our business model. As we pursue growth opportunities, UAQ is not simply developing projects—we are destination makers. MASAR is no longer only a development project; it is a destination and a platform for long-term value creation*."

2026 - 30 Strategy Overview

Management outlined UAQ's 2026–2030 strategy, reflecting its evolution beyond a single-project model. Building on the success of MASAR, the Company aims to expand beyond MASAR into new Destinations in the western region, leveraging similar market fundamentals and growth drivers.

The strategy is centered on disciplined expansion, primarily through a development manager model, while retaining flexibility to selectively pursue master developer opportunities where attractive returns can be achieved. Through this approach, UAQ aims to build a scalable portfolio of destinations, diversify its revenue streams and create sustainable long-term shareholder value.

MASAR - in focus

Management provided an update on MASAR, UAQ's flagship destination and core value creation platform, highlighting progress across infrastructure delivery and commercialization, destination management and ongoing developments. The presentation showcased MASAR's scale and momentum, with over SAR 40 billion of investment attracted, more than 30 strategic partnerships established, 81 plots actioned for development which approximately represents 40% of the land bank within MASAR Destination.

Management also provided an update on the current sales pipeline and future development plans, while showcasing the strength of UAQ's partnership ecosystem in supporting investment attraction, project execution and long-term value creation.

MASAR Activation

Management showcased MASAR's transition into a live destination through successful Ramadan and Hajj 2026 pilot activations, testing mobility, access, digital platforms and visitor services.

Management also highlighted active offerings including Park & Ride and the MASAR App, alongside future activations such as Soueqa which are all aimed at further enhancing smart mobility and the visitor experience.

Financial Performance and Outlook

Management outlined a growth outlook and the capital deployment program which included current borrowing capacity to fund future growth while maintaining financial discipline.

Management also highlighted the significant embedded value within MASAR which represents an uplift versus book value. Management noted that this reflects the value created through infrastructure delivery, zoning enhancements and destination development, with further value realization expected as MASAR continues to mature and monetize.

At the core of UAQ's investment proposition is a unique demand foundation in Makkah, supported by long-term pilgrimage, tourism, urban development growth drivers, as well as a favorable regulatory environment in particular foreign ownership laws . Building on this foundation, MASAR has evolved into a low-risk, operational platform with substantial progress achieved across infrastructure, activation and monetization. Through a disciplined expansion strategy, UAQ is now leveraging the capabilities, partnerships and expertise developed through MASAR to pursue selective opportunities across the Western Region, positioning the Company to deliver near-term cash generation and scalable long-term value creation.

Presentation materials from the Capital Markets Day will be made available through the Company's Investor Relations website.

Contact: Investor Relations

Email: IR@ummalqura.com.sa
Tel: +966 920011030

About Umm Al Qura:

Umm Al Qura for Development and Construction (Umm Al Qura) is the owner, developer and operator of MASAR Destination. Umm Al Qura was established in 2012 by a High Order as a closed joint stock company with a share capital of 916,213,460, divided into 91,621,346 ordinary shares with an equal nominal value 10 per share, the share capital of Umm Al Qura has evolved since then to reach in 2025 14,386,475,610 divided into 1,438,647,561 ordinary shares. Umm Al Qura is headquartered in Makkah. MASAR Destination is one of the largest redevelopment projects in the region extending across 1.2 million square meters of land in Makkah.

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