

# HEALTHCARE ROUNDTABLE

### **Summary Report**

**Opportunities in the Growing Healthcare Sector Under Vision 2030** 

# **15 April 2025** Riyadh, Saudi Arabia



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# Executive Summary and Outcomes

The Healthcare Roundtable, organised by the European Chamber of Commerce in the Kingdom of Saudi Arabia (ECCKSA), convened key stakeholders from Saudi institutions and European healthcare companies to explore opportunities for strategic collaboration in line with Vision 2030 and the Kingdom's healthcare transformation agenda.

### Key Highlights:

### • Towards a Collaborative Framework:

A **central outcome was the proposal to establish an ECCKSA Healthcare Committee.** This new platform will enable member companies to coordinate efforts, exchange intelligence, and put forward joint policy recommendations. Its official launch is anticipated shortly, with ECCKSA encouraging active participation from interested members.

### • Healthcare Sector Transformation:

As part of Saudi Arabia's ambitious Vision 2030, **the transformation of the healthcare sector is progressing rapidly to build a more efficient, resilient, and high-performing system.** A key pillar of this transformation is the **redefinition of institutional roles,** with the Ministry of Health transitioning into a regulatory authority.

This shift supports the **strategic expansion of private and insurance-based healthcare models**, with plans to privatise over 300 public hospitals by 2028 and extend insurance coverage to the entire population, including civil servants. **These reforms are designed to unlock greater efficiency, stimulate competition, and enhance patient outcomes.** 

Driven by a **growing and youthful population**, Saudi Arabia faces rising demand for chronic disease management, digital healthcare services, and personalised care. Coupled with the Kingdom's strategic geographic position and expanding infrastructure, the healthcare sector presents significant opportunities for investment, innovation, and international partnership.

### • Key Investment Priorities:

The roundtable identified several sectors where European expertise could have a transformative impact:

- Expansion of hospital infrastructure and bed capacity;
- Boosting local production of medical devices and MedTech (currently over 90% imported);
- Development of **digital health solutions,** including telemedicine, AI diagnostics, and remote monitoring tools.
- **Eight high-growth sub-sectors** were highlighted: pharmaceuticals, healthcare provision, infrastructure, MedTech, biotechnology, insurance, medical tourism, and healthcare IT.

### Regulatory Reform & Innovation Incentives:

The Kingdom is modernising its regulatory environment to encourage innovation, including fasttrack approvals, pricing flexibility, and fee waivers. These measures aim to increase access to highvalue therapies and position Saudi Arabia as a regional hub for medical innovation.

### • Procurement & Service Delivery Reform:

Public procurement is being streamlined through centralised digital platforms for prescriptions and outsourced services such as diagnostics and home care. The aim is to improve efficiency and deliver better outcomes. European firms, already active suppliers, are encouraged to expand their role.

The roundtable reaffirmed strong mutual interest in advancing EU-Saudi healthcare cooperation. The upcoming ECCKSA Healthcare Committee will serve as a critical platform to align efforts, shape policy dialogue, and support Saudi Arabia's evolving, investment-ready health sector.





Kristijonas Gedvilas Chief Executive Officer European Chamber of Commerce in the Kingdom of Saudi Arabia

Mr. Kristijonas Gedvilas, CEO of ECCKSA, welcomed the speakers and attendees, and reaffirmed the **Chamber's mission to strengthen ties between European businesses and the Saudi market.** He noted that ECCKSA was founded with the support of the European Union and the Saudi Ministry of Investment to foster economic partnership and promote mutual growth.

### **Objectives of the Roundtable**

The roundtable sought to encourage discussion among European healthcare companies and Saudi stakeholders in the sector, facilitate knowledge-sharing to better navigate Saudi Arabia's evolving regulatory environment, and create a platform for exchanging insights to boost market competitiveness. Mr. Gedvilas underlined the alignment of these efforts with Vision 2030, highlighting the role of foreign investment and private sector engagement in supporting the Kingdom's economic diversification.

### Formation of the Healthcare Committee

One of the key outcomes of the event was the **proposal to establish a Healthcare Committee within ECCKSA.** Mr. Gedvilas invited all participating organisations to join the initiative, highlighting the importance of private sector engagement in shaping the healthcare landscape amidst the Kingdom's rapid transformation. The official launch of the committee will take place once member companies have jointly structured and formalised it.

Once established, **the Healthcare Committee will serve as a platform for delivering sector-specific insights and recommendations,** contributing to Saudi Arabia's economic and social objectives and supporting sustainable growth and innovation in the healthcare industry.

The ECCKSA Healthcare Roundtable marked a key milestone in strengthening collaboration within the healthcare sector. The establishment of the Healthcare Committee is expected to foster continued dialogue and active engagement, supporting Saudi Arabia's healthcare ambitions and broader Vision 2030 goals.







Omar AlDaweesh ECCKSA Vice-Chair



**Omar AlDaweesh, Vice-Chairman** of the European Chamber of Commerce in the Kingdom of Saudi Arabia (ECCKSA), opened the Healthcare Roundtable by **welcoming distinguished guests and setting a constructive tone for the discussions ahead.** His remarks reflected ECCKSA's commitment to strengthening ties between European businesses and Saudi stakeholders in the healthcare sector.

**Mr. AlDaweesh highlighted the importance of fostering strategic dialogue between the public and private sectors,** particularly in the context of Saudi Arabia's Vision 2030 and the Health Sector Transformation Program. He underscored the value of partnerships with European companies in supporting the Kingdom's efforts to build a patient-centred, resilient healthcare system.

He also emphasised that the **Healthcare Roundtable serves as an important platform** to identify common challenges, share expertise, and explore new opportunities for collaboration. Such exchanges are essential to building trust, accelerating investment, and supporting sustainable development in the healthcare domain.

In conclusion, Mr. AlDaweesh reaffirmed ECCKSA's role as a facilitator of meaningful engagement between the European private sector and Saudi institutions. He expressed his confidence in the healthcare sector's potential as a key area for joint value creation and reiterated the Chamber's readiness to support its members in navigating this dynamic and fast-evolving market.





Dr. Thomas Juergensen Minister Counsellor, Head of the Trade Section European Union Delegation to Saudi Arabia, Oman, & Bahrain

Dr. Thomas Juergensen, Minister Counsellor and Head of the Trade Section at the Delegation of the European Union to Saudi Arabia, Oman and Bahrain, opened the Healthcare Roundtable by underlining the strategic ambition of the European Chamber of Commerce in the Kingdom of Saudi Arabia (ECCKSA).

He emphasised that this third roundtable was more than an event, it was a testament to the ECCKSA's core mission: fostering meaningful connections among European companies operating in the Kingdom. By bringing key players together, the ECCKSA contributes to building a strong European business presence aligned with the ambitions of Vision 2030. Dr. Juergensen highlighted that this vision serves as a guiding framework not only for Saudi Arabia's transformation but also for the engagement of European firms committed to innovation, sustainability, and partnership.

In conclusion, he reiterated the **EU Delegation's strong support for the ECCKSA's efforts,** and expressed confidence that continued dialogue and collaboration in key sectors such as healthcare will lead to shared success and long-term impact for both European and Saudi stakeholders.



### Dr. Hatem Mohammed H. Khan Manager of Small & Medium Entrepreneurs Department *Ministry of Health (MoH)*



Dr. Hatem Khan presented the significant healthcare investment opportunities emerging in Saudi Arabia under Vision 2030. He underlined the country's ambition to position itself among the top healthcare systems globally, driven by the need for innovation, private sector participation, and infrastructure expansion.

### Vision 2030 and Key Drivers

Healthcare plays a central role in Vision 2030. Saudi Arabia's strategy stands out for its long-term vision, aiming to **grow the population to 40 million by 2030**. Major events such as **Expo 2030 and the World Cup** will further accelerate healthcare demand, ensuring the sustainability of investments beyond these milestones. The government actively encourages private partnerships to meet the rising needs.

### **Privatisation and Sector Transformation**

Saudi Arabia is fundamentally transforming its healthcare system. The Ministry of Health will act as a regulator, while a dedicated holding company will manage healthcare clusters, including medical cities. Over 300 public hospitals and Hajj-related healthcare facilities will transition to private sector management. Healthcare insurance in the Kingdom is expected to grow steadily to reach the \$10 billion threshold by 2028, and this promising forecast is attributed to a compound annual growth rate (CGAR) of 6.1% during the period from 2023 to 2028. The transformation focuses on expanding access to care, improving quality, accelerating digitalisation, preparing for emergencies, ensuring financial sustainability, and achieving a top-10 healthcare system ranking among G20 countries.

### **Investment Opportunities**

Dr. Khan identified eight key domains offering promising investment potential, each with annual growth rates between 9% and 15%, sometimes even higher:

- 1. Pharmaceuticals
- 2. Healthcare providers
- 3. Healthcare infrastructure
- 4. Health technology
- 5. MedTech
- 6. Biotechnology
- 7. Health insurance
- 8. Health tourism

He also noted the pressing need for new medical machinery and equipment, representing additional opportunities for European companies.

### **Healthcare Model Shift**

Saudi Arabia is moving from a hospital-centred model to a person-centred healthcare system, with the Insurance Authority overseeing a new framework focused on value-based care, prevention, community services, and digital innovation. This model strengthens collaboration between public and private sectors, enhancing patient outcomes and efficiency.

### **Economic Context**

With the 19th largest economy globally, strong GDP growth, the lowest debt-to-GDP ratio among G20 countries, and high levels of foreign direct investment, Saudi Arabia provides a highly resilient and attractive environment for investors. The healthcare sector is a core part of the country's broader economic diversification under Vision 2030.

Saudi Arabia's healthcare sector presents exceptional opportunities for private investors, combining demographic expansion, robust reforms, and a strategic commitment to global competitiveness. Contact Information: Saudi Health Business Contact Centre at: 920018090.





### Dr. Mobarak A. Almulhim Sector Investment Development Deputyship Ministry of Investment (MISA)

Dr. Mobarak Almulhim delivered an insightful presentation highlighting the investment potential within Saudi Arabia's healthcare sector, which is undergoing profound transformation under Vision 2030. This transformation, coupled with Saudi Arabia's economic strength and strategic location, presents a highly compelling proposition for investors seeking growth and impactful engagement.

### Key Drivers and Opportunities

The **Health Sector Transformation Programme, a pillar of Vision 2030,** is reshaping the healthcare sector in KSA. Within few years, the Ministry of Health is expected to fully assume regulatory responsibilities, while the Health Holding Company and the Private sector become the principal provider of healthcare services and the Health Insurance (CNHI & Private) will be the payers. A new version of the Healthcare Transformation Strategy is currently under review and approval, aimed at updating sector ambitions and further redefining healthcare roles.

**Saudi Arabia's young population is a critical driver of this ambition.** With a median age significantly lower than many G20 countries, the demographic dividend supports a dynamic and evolving healthcare demand, offering extensive room for investment.

### Focus Areas for Healthcare Investment

MISA encourages investment in the three principal healthcare segments across the value chain:

- 1. Health Care Provision (Hospitals, Specialised Services and Ancillary Services) Expansion of healthcare infrastructure and increased bed capacity driven by private sector contributions.
- 2. Medical Devices and Medtech With 94% of medical devices currently imported, there is a significant opportunity for localisation and domestic manufacturing.
- 3. Digital Health Rapid advancements in digital platforms, including telemedicine applications and e-health services, provide avenues for innovation and efficiency.

Since the COVID-19 pandemic, Saudi Arabia has accelerated the deployment of high-tech healthcare solutions, expanding access to care through digital platforms for both citizens and residents. The healthcare system's digital maturity continues to improve annually, supported by the Kingdom's robust IT infrastructure.

### Market Trends and Demographic Dynamics

When designing investment opportunities, MISA closely analyses market trends and supply-demand dynamics. The following factors are particularly influential:

- **Demographic Shift:** Although currently only 5% of the population is over 60 years of age, this proportion is projected to rise significantly, generating increased demand for geriatric and chronic disease care.
- Chronic Disease Burden: Non-communicable diseases such as diabetes and dementia are prevalent and tend to present at an earlier age compared to other G20 countries. Addressing this burden requires investment in specialised healthcare services.
- **Population Growth:** Ongoing population growth amplifies demand across healthcare segments, particularly for preventive care, diagnostics, and affordable high-quality services.

### **Government Support and Incentives**

The Ministry of Investment (MISA) acts as a full-service facilitator for investors, providing end-to-end support across the investment journey:

- Provision of market intelligence and insights
- Matchmaking services tailored to investors' business plans
- Assistance in securing locations, licences, and incentives
- Stakeholder engagement facilitation
- Support in resolving operational or regulatory challenges

The Saudi government has established a robust framework of incentives and post-establishment support to attract investment.

- National Incentives Committee: Chaired by the Minister of Investment, this body assesses and approves major incentive allocations tailored case by case addressed by health, economic & values criteria
- Incentive Programmes: Two main categories of incentive programmes exist:
  - Standard programmes such as those offered by the Saudi Industrial Development Fund (SIDF).
  - Bespoke, deal-specific incentives for strategically significant projects.

Dr. AlMulhim concluded by affirming that Saudi Arabia's healthcare sector represents a unique and promising investment landscape, characterised by ambitious reforms, strong governmental backing, a supportive regulatory environment, and a maturing market. MISA's proactive, investor-centric approach further enhances the Kingdom's attractiveness, positioning it as a key destination for healthcare investment within the coming decade.



Yahya Al-Nujaym Executive Director of Investment Development Saudi Food and Drug Authority (SFDA)



During the session, Mr. Yahya Al-Nujaym from the Saudi Food and Drug Authority (SFDA) presented two key initiatives designed to enhance the availability of innovative and essential medicines within the Kingdom: the Breakthrough Medicine Program and the Incentive List for Unregistered or Unavailable Pharmaceutical Products.

### <u>1. Breakthrough Medicine Program</u>

The Breakthrough Medicine Program aims to accelerate patient access to innovative and promising therapies addressing serious or life-threatening conditions for which existing treatments are inadequate.

To achieve this, the SFDA has established a fast-track framework that notably shortens regulatory review timelines. A key target of the program is to issue a decision on registration files within 60 working days. Applicants also benefit from dedicated scientific consultations provided by the SFDA and an expert Scientific Committee, supporting the evaluation and approval processes.

To qualify for breakthrough designation, a medicine must meet strict eligibility criteria:

- Address an Unmet Medical Need, specifically for serious or debilitating conditions.
- Demonstrate a Significant Therapeutic Advantage over currently available treatments.
- Present a Favorable Benefit-Risk Balance, ensuring that the potential benefits outweigh any associated risks.
- Not Be Previously Registered with any regulatory authority at the time of application.

The program, currently in its Version 1.0, was officially issued and implemented on October 26, 2023.

### 2. Incentive List Initiative

The Incentive List complements the Breakthrough Medicine Program by **encouraging pharmaceutical companies to** register medicines that are either unregistered or for which limited alternatives exist in Saudi Arabia.

The primary goals of this initiative are to enhance product availability and ensure high standards of quality, safety, and efficacy across the market.

Several incentives have been put in place to facilitate participation:

- Priority Registration, ensuring faster processing of eligible applications.
- **Pricing Flexibility** to support the commercial viability of products entering the market.
- Substantial Fee Reductions, notably a 95% discount on registration and inspection service fees.
- Technical Support and Exemptions, where applicable, to ease the regulatory burden during the registration process.

Through these initiatives, the SFDA demonstrates a strong commitment to fostering innovation, improving healthcare access, and supporting the pharmaceutical sector's growth in alignment with Saudi Arabia's Vision 2030 healthcare objectives.







HEALTHCARE ROUNDTABLE

Abdulla M. Al Musalam Senior Director, Unified Procurement National Unified Procurement Company (NUPCO)

# NUPCO was established in 2009 as the Saudi Government Procurement Organization (GPO). It caters to the public healthcare sector by providing a comprehensive range of pharmaceutical and medical supplies, along with Medical equipment.

Initially focused on distributing pharmaceutical products, NUPCO rapidly expanded its scope. By 2017, it had integrated logistics and warehousing services, enabling the receipt, storage, and distribution of a wide range of medical supplies. In 2018, the company further extended its catalog, today **offering over 65,000 items across three main categories:** Pharmaceuticals, Medical Supplies, Laboratory Supplies, and Equipment.

### Innovating Healthcare Procurement and Service Delivery through Digital Platforms

A major innovation has been the creation of a marketplace designed for healthcare providers, similar to Amazon, **a platform that enables healthcare facilities to swiftly address urgent and small-scale procurement needs**. Additionally, NUPCO launched an **E-Prescription platform named "Wasfaty,"** connecting outpatients directly to retail pharmacies for prescription fulfillment, thereby reducing medication waste, easing the burden on primary healthcare centers, and facilitating quicker access to treatment, even for patients unable to visit pharmacies in person.

In line with Saudi Arabia's goal to optimise healthcare delivery, **NUPCO has recently initiated the procurement of clinical services such as home healthcare, long-stay patient care, and laboratory testing.** These services aim to reduce costs, standardise service delivery, and encourage healthcare institutions to centralise procurement through NUPCO while focusing on their core medical activities.

### Strengthening Partnerships with Europe and Advancing Local Healthcare Production

The relationship between NUPCO and European companies is robust and growing. Over the past decade, nearly **\$25 billion worth of procurements have been made from hundreds of European companies across more than 25 countries.** NUPCO anticipates further growth, targeting an **annual procurement increase of 7% over the next five years.** European firms are actively encouraged to engage with NUPCO, which serves as a source of market intelligence, providing insights into consumption trends, competitor activities, and supply needs.

In response to global supply chain disruptions, **NUPCO strongly supports the localisation of production in Saudi Arabia.** Collaboration with the Ministry of Investment (MISA), the Local Content Authority, and the Saudi Food and Drug Authority (SFDA) aims to **facilitate and incentivise the local production of medical goods, supporting the companies that choose to invest in local manufacturing.** Notably, agreements have already been signed with companies for the local production of critical healthcare products, including vaccines and blood products.

### Beyond public healthcare, NUPCO extends its services to the private sector, offering a wide range of services and assisting companies in registering their products and accelerating their market entry into Saudi Arabia.

Through this new model, NUPCO is not just facilitating procurement—it's driving innovation and growth, solidifying its role as a key catalyst for investment in the Kingdom's healthcare future.



### Thomas Heynisch

Deputy Head of Unit Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) *European Commission* 

Mr. Heynisch explained that COVID-19 pandemic fundamentally shifted perceptions of the pharmaceutical sector, highlighting its strategic importance for both public health and economic resilience. Recognising the sector as a cornerstone of the European economy, the European Commission has placed renewed emphasis on boosting the industry's competitiveness.

### Key Strategic Recommendations from Major Reports

### Enrico Letta Report – Strengthening the EU Single Market

The Letta report calls for strategic use of the EU Single Market to enhance Europe's global position. A proposed "fifth freedom" would promote the free movement of research, innovation, education, data, and technology.

Specific recommendations for health include:

- Achieving greater self-sufficiency in raw materials, vaccines, antibiotics, and essential medicines.
- Fast-tracking EU Health Technology Assessment (HTA) processes for breakthrough innovations.
- Maximising the potential of health data, notably through the European Health Data Space (EHDS).
- Facilitating access to innovative and orphan medicines

### Mario Draghi Report – Enhancing European Competitiveness

The Draghi report identifies the pharmaceutical sector as one of the EU's critical industries for competitiveness. Key recommendations include:

- Reforming and expanding Important Projects of Common European Interest (IPCEIs).
- Making Research & Innovation a collective European priority.
- Increasing common EU spending to stimulate innovation.
- Recognising the importance of the life sciences sector/pharmaceutical industry as a driver for growth and innovation in the EU an as an asset vis-a-vis its main competitors.

### Legislative Initiatives

Mr. Heynisch highlighted several political guidelines of the European Commission aimed at enhancing the EU's health landscape:

#### Critical Medicines Act (CMA) and the Critical Medicines Alliance

The CMA aims to strengthen the EU's security, resilience, and availability of critical medicines. Its key priorities are:

- Reducing shortages by securing and diversifying supply chains and reducing dependencies on third countries.
- Introducing the concept of strategic projects to facilitate access to finance and streamlining administrative procedures for the production of critical medicines.
- Reducing supply chain vulnerability
- Using the full potential of the EU procurement frameworks to ensure equitable access across Member States and ensuring the availability of critical medicines in the EU.

#### Biotech Act

The Biotech Act is designed to position biotechnology as a strategic driver of Europe's competitiveness and sustainability. Its priorities include:

- Simplifying and harmonising regulation to facilitate faster market access.
- Strengthening investment and value chains from research to production.
- Promoting digital transformation through AI initiatives and access to high-performance computing.
- Enhancing international cooperation to drive competitiveness.

### • A New Life Sciences Strategy for Europe

A comprehensive new Life Sciences Strategy is being developed **for adoption in 2025. It will be an all comprehensive strategy.** This initiative was announced in the Political Guidelines stated by the Commission president and in the more recent Competitiveness Compass. A call for evidence was launched in March and interested parties were called upon to provide input.

#### • Ongoing Revision of the EU Pharmaceutical Legislation

The European Commission is also undertaking the **most significant revision of EU pharmaceutical legislation in two decades**. The proposed "EU Pharma Package" includes:

- A new directive and regulation replacing outdated frameworks.
- Changes to data and market protection periods to balance innovation incentives with providing predictability for generics.
- Measures to simplify and accelerate the authorisation process for medicines.
- Strengthened frameworks for availability, accessibility, and affordability of medicines across the EU.

This reform seeks to modernise Europe's pharmaceutical regulatory environment and ensure it remains globally competitive and responsive to future challenges.



Dr. Verdiana Morando ECCKSA Board Member / CEO KSA GKSD Healthcare



**Discussion Session:** Engagement Strategies and Opportunities in the Growing Healthcare Sector Under Vision 2030

Following the presentations, an open discussion session was held, **moderated by Dr. Verdiana Morando, CEO of GKSD Healthcare Arabia** (part of the San Donato Group, Italy). This open exchange enabled participants to explore opportunities for collaboration with the Saudi authorities in advancing shared strategic objectives and fostering long-term partnerships.

Dr. Verdiana emphasised the **importance of coming together as a united group of European companies when engaging with Saudi stakeholders. This approach was particularly well received by the Saudi authorities,** who expressed a strong interest in building collaborative and structured relationships with European businesses through the Healthcare Committee.

### Key Discussion Points

### • Public-Private Partnerships (PPP):

The National Committee is currently reassessing the management and methodology of PPP projects. Authorities noted that further information would be shared soon. Companies highlighted challenges in risk sharing under current PPP arrangements.

### • Procurement and Tendering Processes:

Pharmaceutical procurement is being reorganised around newly formed clusters, which will take procurement decisions. NUPCO is positioning itself as a key procurement actor by adding value through pricing and quality improvements.

### • Digital Health and Data Regulation:

European companies raised questions regarding data protection regulations, including GDPR-equivalent standards and AI-related rules. Saudi authorities indicated that healthcare software solutions must comply with cybersecurity regulations overseen by MISA and SDAIA, requiring certification through official procedures. Investments are ongoing in data centres across the Kingdom, offering opportunities for companies with compliant digital solutions.

### Challenges in Software Procurement:

Companies underlined the importance of clear ownership for digital solutions within the procurement system. The Ministry of Finance is playing an increasingly strategic role by streamlining procurement through its centralised platform, enhancing transparency and efficiency while reshaping the registration process.

### Investment Incentives and Establishment Procedures:

Saudi authorities explained incentives available for foreign companies setting up operations in the Kingdom. It was clarified that eligibility for certain programmes is often linked to a strong and substantial presence in the Saudi market.

Saudi authorities expressed openness to engaging in constructive dialogue with European companies and receiving structured feedback from European businesses. Participants agreed on the need to consolidate and present a comprehensive set of observations and recommendations during future workshops and dialogues.



### **PHOTOS**











### **PHOTOS**









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### **ABOUT US**

Saudi Arabia is the EU's largest trading partner in the Gulf region, while the EU is Saudi Arabia's second-largest trading partner. In 2023, bilateral trade exceeded €70 billion. The EU is the leading source of foreign direct investment (FDI) into Saudi Arabia, with European investments accounting for 66% of total FDI inflows and 39% of total FDI stock in 2022.

In this strategic context, the European Chamber of Commerce in the Kingdom of Saudi Arabia (ECCKSA) serves as the **pivotal bilateral chamber fostering dialogue and collaboration between European businesses and Saudi stakeholders.** With strong government ties and EU diplomatic support, ECCKSA provides a dynamic business network and facilitates key meetings and seminars with top-tier speakers from Saudi Arabia, the GCC, and Europe. ECCKSA offers essential services to support European business in Saudi Arabia, including connecting with potential partners, and offering market intelligence and research.

As the preferred platform for European business representation, **ECCKSA is committed to strengthening economic ties** and advancing the European business community in Saudi Arabia.

