PETRA
FOR REAL ESTATE INVESTMENTS
شركة البترا للاستثمارات العقارية
DAMASCUS · SYRIA

FEASIBILITY STUDY · SEPTEMBER 2026 · FOR HOTEL OPERATORS AND HOSPITALITY INVESTORS

The Pause. A Garden Resort on the Damascus Airport Corridor.

A 250-key upscale resort in low-rise wings around a walled garden, with 80 branded residences, a ballroom and a spa — 47,000 m² on 103,066 m² of single-title land, 10 km from the airport and 7 km from the capital.

Arrival, shade, courtyard and stay.

103,066 m²	250	US$73.9 M	US$31.7 M	US$3.9 M
Registered area · one title · one owner	Keys · 80 branded residences · 47,000 m² GFA	Development cost excluding land	Residence sales — funds a third of the project	Hotel net operating income at base

The proposition. A garden resort rather than an airport tower: three low-rise wings of rooms around a walled garden with pools at its heart, a spa in the courtyard, a 1,000-guest ballroom and conference wing at the arrival, and eighty branded residences in three clusters at the quiet northern end. Landscape on 40% of the site. The residences, sold to diaspora and Gulf buyers who want a serviced home in the capital, fund about a third of the project before the hotel opens.

Why now. Visitor arrivals more than doubled to 3.52 million in the first half of 2026; delegations, investors and contractors come first, diaspora families holding weddings and reunions second, regional leisure third. Damascus's upscale stock is old, small and in the city; there is no resort hotel between the airport and the centre and no branded residences. A US$4BN airport programme is announced ten kilometres away; the Pause does not depend on it.

The asset. 103,066 m² registered and held in full by PETRA for Real Estate Investments: a near-rectangular main body of 101,366 m² with highway frontage, ten minutes from the airport and ten from the old city, and a 1,700 m² southern portion. Open land, one signature, room for a garden.

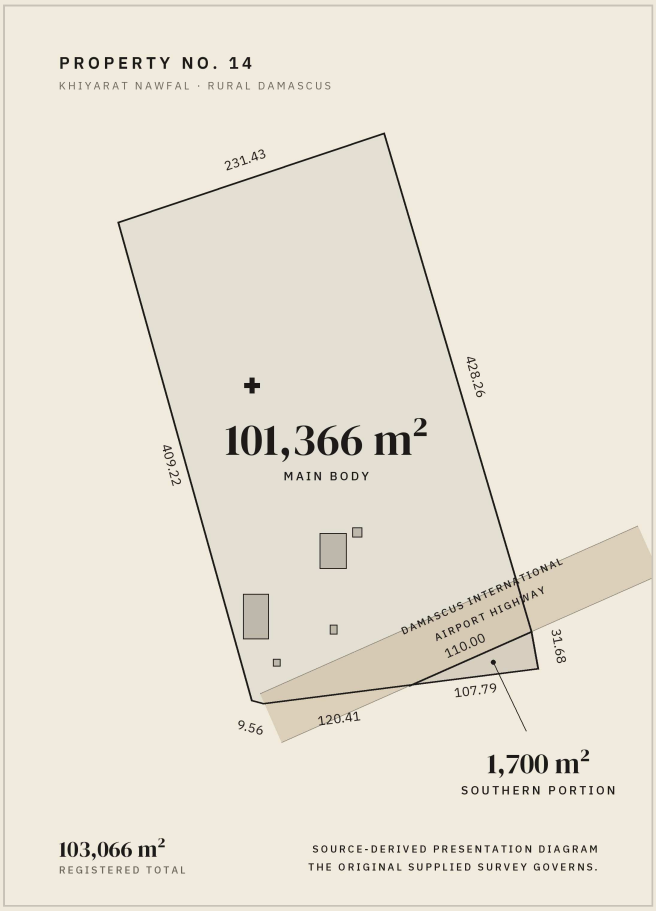
The numbers. Development cost is estimated at US$73.9M excluding land (≈ US$1,570 per m² GFA), or US$98.9M all-in at the asking price. Residence sales of about US$31.7M reduce the capital left in the hotel to ≈ US$68M all-in — about US$323,000 per key — or ≈ US$43M of cash construction cost where the land is contributed as equity. Hotel net operating income at base (US$150 average rate, 60% occupancy, 30% margin) ≈ US$3.9M: 5.8% on all-in and 9.1% on cash, tested from US$120 at 55% to US$180 at 65%.

Three routes. (A) A hospitality group acquires the land and builds its Damascus flagship. (B) Land-as-equity: PETRA contributes the land as ≈ 25% of the owning company, an investor funds construction, an international operator manages — the route we recommend. (C) Residences first: eighty branded units sold off-plan against a signed brand fund the hotel.

What must be verified. Tourism licensing and permitted use; an operator's own underwriting of rate and occupancy; residence sales absorption; water and power resilience. This study is a basis for conversation, not a valuation, an offer or investment advice.

02 · THE ASSET

One registered property.
One specific geometry.



ITEM	DETAIL
Property	No. 14, Khiyarat Nawfal, Rural Damascus Governorate, Syria
Registered area	103,066 m² (10.31 ha · 25.5 acres)
Main body	101,366 m² north of the Damascus International Airport highway
Southern portion	1,700 m² across the highway, within the same property
Frontage	Damascus International Airport highway (survey line 110.00 m)
Shape	Near-rectangular: ≈ 231 m across, 409–428 m deep
Owner	PETRA for Real Estate Investments — held in full
Condition	Open land; no structures requiring relocation
Location	maps.app.goo.gl/vQzMSnBKpf5MP9EP6
Asking price	US$25,000,000 (US$242.56 per m²)

Why ownership matters here

Land at this scale on the Damascus corridor is almost always held in fragments — inherited shares, co-owners, adjoining plots that must be assembled. Property No. 14 is held in full by one owner. For an operator announcing a brand, that removes the single largest schedule risk in a land transaction: assembly — and eighty residences sold to diaspora buyers inherit one clean title.

The presentation diagram is rebuilt from the supplied cadastral survey for clarity. The original supplied survey governs; it is available in the data room together with ownership documentation.

Ten minutes from both.

10 KM
Damascus International Airport — arriving guests, ten minutes

7 KM
The old city — what they came to see

4 KM
International Exhibition Centre — delegations, fairs, conferences

1.2 KM
Jaramana — weddings, staff, the local market for the ballroom

Where an arriving guest first needs a room. Ten minutes from the airport, the resort is the natural first and last night for delegations and diaspora families — and ten minutes from the old city, it is close enough to be the base for the whole stay.

Weddings and events. A ballroom with gardens around it, in a culture whose largest celebrations are outdoors and whose families are returning from the Gulf and Europe to hold them. The Exhibition Centre four kilometres away supplies the conference calendar.

Room for a garden. On open land seven kilometres out, a hotel can have pools, lawns, courtyards and a walled garden — the resort experience no city site in Damascus can offer — and stay two and three storeys under the airport approach.

Distances are stated from the property boundary, as in the supplied PETRA investment material.

ROAD DISTANCE FROM PROPERTY NO. 14		APPROX.RELEVANCE TO THE RESORT
Jaramana	1.2 km	Wedding and event market; staff; residents' services
Sayyida Zainab · International Exhibition Centre	4 km	Pilgrimage visitors; fair and conference delegates
Central Damascus · the old city	7 km	The destination; business and government
Damascus International Airport	10 km	Arrivals; airline crews; transit stays

Arrivals doubled. The rooms did not.

3.52M	3.3M	~1,000	0
Visitor arrivals H1 2026, up from 1.67M	Returnees since Dec 2024 — reunions, weddings, visiting family	Exhibitors from 60 countries, Damascus International Fair 2026	Resort hotels or branded residences on the corridor today

Demand

Arrivals more than doubled in the first half of 2026 as flights and card payments returned. Three segments in order: official and business travel — delegations, investors, contractors, international organisations; diaspora families visiting, holding weddings and reunions, and buying a serviced home; and regional leisure from Lebanon, Jordan, Iraq and the Gulf as the destination reopens. The study assumes 250 keys at US$150 and 60% occupancy at stabilisation, deliberately below Beirut and Amman upscale rates.

Supply

Damascus's upscale hotels are old and in the city; none has gardens, pools or a ballroom with lawns; none is a resort; there are no branded residences. The airport corridor has no hotel at all. The first resort on the road in sets the benchmark for rate and for events.

Branded residences

Diaspora buyers from the Gulf, Türkiye and Europe want a serviced home in the capital with clean title and a brand behind it. Eighty units at about US$2,200 per m² — a premium over the neighbourhood study's base price for a hotel-serviced product — is a small release into a large pool of demand.

Operators and capital

International and regional operators are watching Syria reopen; the UAE–Syria forum in May 2026 named tourism a target sector. Gulf hospitality groups and family offices are the natural owners; a management agreement with an international brand is the natural structure.

What this means for the resort

The Pause is a flagship: the first resort in the capital, on the road every visitor travels. The residences make it financeable; the brand makes it bankable.

What the land would hold.

COMPONENT	INDICATIVE SCALE	NOTE
Hotel — upscale, 4–5 star	250 keys · 26,000 m^2 GFA · 3 storeys	Three wings around a walled garden; restaurants, lounges, pool bar, kids' club
Branded residences	80 units · ≈ 14,400 m^2 sellable	Three low-rise clusters at the northern end; hotel-serviced; sold
Ballroom and conference wing	4,000 m^2 GFA	1,000-guest ballroom, garden terraces, six meeting rooms
Spa and wellness	3,000 m^2 GFA	Hammam, treatment rooms, gym; courtyard position
Pools, gardens, sports, courts	≈ 40,000 m^2	Landscape as the amenity; roughly 40% of the site
Parking	≈ 600 bays	At grade, screened, either side of the arrival
Gross floor area above ground	**≈ 47,000 m^2**	**Plot ratio ≈ 0.47 · 2–3 storeys**

Specification

Structure	RC frames, 2–3 storeys; no towers; no airport height risk
Envelope	Limestone, deep loggias, timber shutters, walled gardens — Damascene rather than generic
Rooms	Operator brand standard; 40–45 m^2 keys; every room facing the garden or the courtyard
Energy	Rooftop PV; battery back-up; N+1 generation
Water	Storage; on-site treatment with reuse for irrigation; native planting
Landscape	Pools, lawns, courts, water channels; event lawn beside the ballroom

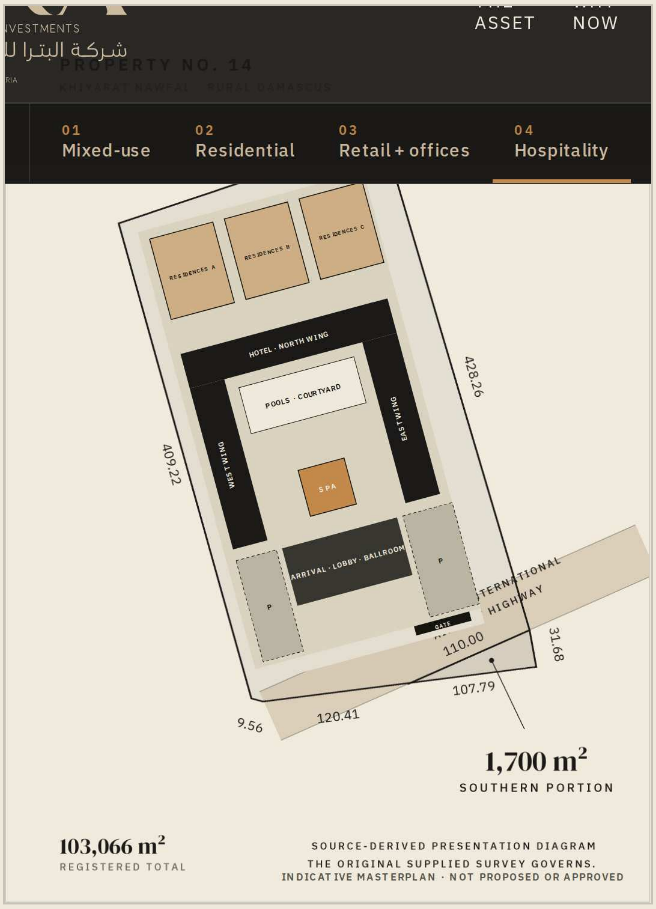
Phasing

PHASE	SCOPE
1	Hotel wings, ballroom, spa, pools, gardens, utilities, parking
2	Branded residences A–C — or ahead of the hotel under Route C

Under Route C the residences launch off-plan against a signed brand and their proceeds fund the hotel; under Routes A and B they follow the hotel's opening.

06 · INDICATIVE MASTERPLAN

Three wings, one garden.



- **Hotel wings — three storeys · arrival, lobby and ballroom**
  North, west and east wings enclose the garden; ballroom at the entrance
- **Pools and courtyard**
  The heart of the resort
- **Spa**
  In the courtyard
- **Branded residences A–C — 80 units**
  Quiet northern end; hotel-serviced; sold
- **Gardens, lawns, sports**
  Roughly 40% of the site
- **Parking**
  600 bays either side of the arrival, screened

Site metrics

Main body	101,366 m²
Building footprint	≈ 19,000 m²
Site coverage	≈ 19%
Pools, gardens, sports	≈ 40,000 m²
Parking and roads	≈ 15,000 m²
Reserve within the title	≈ 25,000 m²

The parcel outline is the source-derived presentation diagram of the supplied survey; the blocks are indicative and drawn for discussion. Arrival access to be confirmed with the roads authority.

What it costs to build.

COST ITEM	BASIS	US$
Hotel, 26,000 m² GFA	US$1,150 / m² — including FF&E to operator standard	29,900,000
Branded residences, ≈ 17,000 m² GFA	US$900 / m² — fitted	15,300,000
Ballroom and conference wing, 4,000 m² GFA	US$1,000 / m²	4,000,000
Spa and wellness, 3,000 m² GFA	US$1,200 / m²	3,600,000
Pools, gardens, sports, landscape	US$110 / m² over ≈ 40,000 m²	4,400,000
Parking, roads	600 bays at grade	900,000
Utilities	Substation and grid connection; water and storage; sewage treatment and reuse; fire; telecoms	4,500,000
Hard cost		**62,600,000**
Professional fees and permits	8% of hard cost	5,010,000
Contingency	10% of hard cost	6,260,000
Development cost, excluding land	**≈ US$1,570 per m² GFA**	**73,870,000**
Land at our asking price	103,066 m² at US$242.56 / m²	25,000,000
All-in cost	**≈ US$2,100 per m² GFA**	**98,870,000**
Less residence sales, net of 3% marketing	80 units · 14,400 m² at US$2,200 / m²	(30,700,000)
Capital left in the hotel	**≈ US$323,000 per key all-in · ≈ US$43M cash where land is equity**	**68,170,000**

By phase (ex land)

PHASE	US$
1 — hotel, ballroom, spa, pools, gardens, utilities, parking	≈ 55.8M
2 — branded residences	≈ 18.1M

Basis of estimate

Unit rates are 2026 benchmarks for Jordan, Egypt and the Gulf with an allowance for import conditions in Syria; the hotel rate includes furniture, fittings and equipment. Excludes operator pre-opening and key money, finance costs, taxes and VAT. Residence pricing is a study assumption for a hotel-serviced product. All figures are indicative and pre-design.

Three ways this can be done.

Hotel assumptions. 250 keys at an average rate of US$150 and 60% occupancy at stabilisation; total revenue 1.6 × rooms revenue — a resort earns from food and beverage, events and the spa; net operating income 30% of revenue after management fees and FF&E reserve. Revenue ≈ US$13.1M; NOI ≈ US$3.9M. Residence sales of ≈ US$31.7M (US$30.7M net) return capital before the hotel stabilises.

Reading the table. Hotel NOI is shown against the capital left in the hotel after residence sales: on all-in cost including land at the asking price, and on cash construction cost where the land is contributed as equity. Hotels are 20-year assets whose rates rise with the destination; the airport programme is upside not in the base.

ROUTE A

Operator group acquires and builds.

A Gulf or regional hospitality group buys the land at the asking price and builds its Damascus flagship under its own brand, selling the residences to fund a third of the project. A freehold resort at ≈ US$323,000 per key net of residences.

US$323k
per key all-in · 5.8% NOI on all-in at base

ROUTE B · RECOMMENDED

Land-as-equity with an operator.

PETRA contributes the land at the asking price as ≈ 25% equity; a hospitality investor funds construction; an international operator manages. Residence sales return capital early; PETRA holds a share of a flagship hotel.

9.1%
NOI on cash cost net of residences · PETRA 25%

ROUTE C

Residences first.

Eighty branded units sold off-plan against a signed brand fund the hotel's construction. Lowest capital at risk; the brand is announced on day one and the hotel opens on the residence proceeds.

≈ US$31.7M
residence sales, phase one · brand signed first

AVERAGE RATE · OCCUPANCY	HOTEL REVENUE	HOTEL NOI	NOI ON ALL-IN COST NET OF RESIDENCE SALES (US$68M)	NOI ON CASH COST, LAND AS EQUITY, NET OF RESIDENCES (US$43M)
US$120 · 55%	US$9.6M	US$2.9M	4.2%	6.7%
US$150 · 60% · base	**US$13.1M**	**US$3.9M**	**5.8%**	**9.1%**
US$180 · 65%	US$17.1M	US$5.1M	7.5%	11.9%

The operator's view

Flagship hotels are built for the brand and the next twenty years, not for year-three yield. What an operator weighs is whether the site can carry a resort — it can, and no other site on the corridor can — whether the capital structure is survivable, which the residences and Route B make it, and whether the destination will grow into the rate, which 3.5 million arrivals and a US$4BN airport suggest. Route B keeps the landowner in the room for the two decisions that matter: the brand, and the residence launch.

What could go wrong.

RISK	MITIGANT	RATING
Zoning and Ministry of Tourism licensing	Confirm permitted use and tourism classification first; low-rise scheme under airport height limits; apply through the investment-authority one-stop shop	High — gating
Rate and occupancy are untested	Management agreement with an international operator before construction; the operator's underwriting replaces the study; residences reduce capital at risk	High
Residence sales absorption	Brand signed before launch; 80 units is a small release; diaspora and Gulf demand; escrow for deposits	Medium
Water for a landscape-heavy resort	On-site treatment and reuse, storage, native planting; capacity letters before commitment	Medium — mitigable
Power reliability	Rooftop PV, battery back-up, N+1 generation	Medium — mitigable
Construction cost inflation and FF&E import	10% contingency; phased build; fixed-price packages for FF&E and MEP	Medium
Political and compliance risk; targeted sanctions remain	Counterparty screening; international arbitration; political-risk insurance where available	Medium — external
Airport programme timing is outside PETRA's control	Base case rests on current arrivals; the airport is upside	Low

What this study is and is not

This is a feasibility-level concept prepared by the landowner to open a conversation with hotel operators and hospitality investors. It is not a valuation, an offer, a planning submission or investment advice. Cost, rate and sales figures are study assumptions built from regional benchmarks; they are not quotations. Independent legal, planning, technical, environmental and financial review is required before any decision. Nothing in this document creates any obligation on PETRA for Real Estate Investments.

The sequence from here.

#	STEP	WHAT IT PRODUCES
01	NDA	Access to the data room
02	Data room	Title, survey, ownership documentation, this study's model
03	Site visit	Walk the frontage, the access and the highway
04	Planning & access confirmation	Permitted use; highway access consent; utility capacity letters
05	Operator requirements	Brand standard; key count and mix; residence programme; phasing
06	Indicative terms	Route A, B or C; heads of terms
07	Design & QS estimate	Concept design; quantity-surveyor cost plan
08	Documentation & approvals	Legal, technical, compliance; investment-authority approvals
09	Transfer / JV formation / management agreement	Closing

Who this is for

- International and regional hotel operators
- Gulf hospitality groups and family offices
- Hospitality investors seeking a Damascus flagship
- Branded-residence developers
- Diaspora investor groups
- Development-finance institutions with tourism mandates

A direct line

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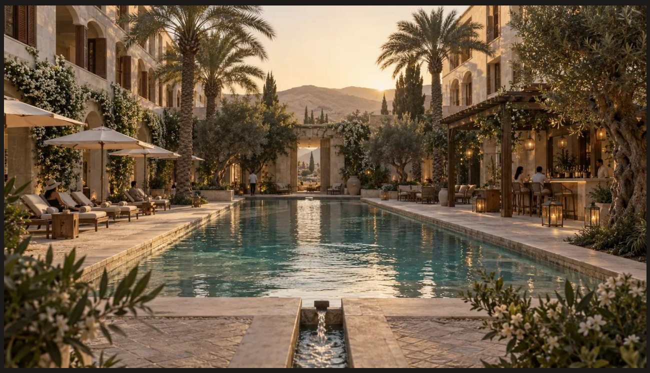
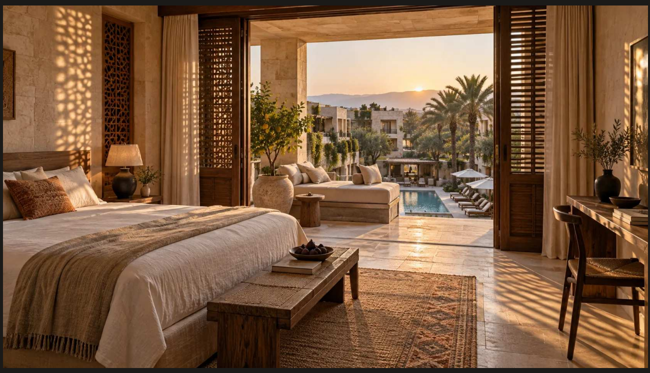
Confidential access is subject to qualification and approval.

THE PAUSE, VISUALISED

What a guest would see.





Concept visualisations of the indicative masterplan — the resort and its gardens, the pool courtyard at dusk, and a guest room opening onto it. Not photographs of the property; the land is open today.

APPENDIX

Assumptions register and sources.

Assumptions register

ASSUMPTION	VALUE
Keys · branded residences	250 · 80 (14,400 m² sellable)
GFA — hotel / residences / ballroom / spa	26,000 / 17,000 / 4,000 / 3,000 m²
Construction rates	US$1,150 / 900 / 1,000 / 1,200 per m²
Fees / contingency	8% / 10% of hard cost
Land (asking price)	US$25.0M
Residence sale price · marketing	US$2,200 / m² · 3%
Average rate · occupancy (base)	US$150 · 60%
Total revenue / rooms revenue	1.6×
Hotel NOI margin	30% after fees and FF&E reserve
Route B — PETRA equity share	≈ 25%
Price basis	2026 · US$ · excludes VAT, taxes, finance, pre-opening

Sources

1. Syria Ministry of Tourism via The National, 26 August 2026 — visitor arrivals 3.52 million in H1 2026, up from 1.67 million; international card payments returning.
2. Syrian Investment Authority / SANA, 6 August 2025 — US$4BN Damascus International Airport programme; up to 31M passengers a year (as reported by AP).
3. Arab News, 12 May 2026 — first Syrian-UAE Investment Forum; tourism among target sectors.
4. SANA, 29 August 2026 — 63rd Damascus International Fair, ~1,000 entities from 60 countries.
5. UNHCR, March 2026 — over 3.3 million refugees and IDPs returned since December 2024.
6. U.S. Department of State — Executive Order 14312 (30 June 2025); Caesar Act repealed (18 December 2025).
7. PETRA for Real Estate Investments — supplied cadastral survey and investment material for Property No. 14.

Rate, occupancy, margin and cost-per-key benchmarks (Amman, Beirut, Cairo, Riyadh, Dubai) are PETRA study estimates from published operator and consultant evidence, 2025–26, rounded; they should be replaced by operator underwriting at the time of any transaction.