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

FEASIBILITY STUDY · SEPTEMBER 2026 · FOR DEVELOPERS AND HOTEL OPERATORS

The Gateway. Two Towers on the Damascus Airport Corridor.

A 220-key hotel with serviced apartments, 24,000 m² of Grade A offices, a two-level retail podium and a public plaza — 70,000 m² on 103,066 m² of single-title land, 10 km from the airport and 7 km from the capital.

PETRA FOR REAL ESTATE INVESTMENTS · PROPERTY NO. 14 · CONCEPT VISUALISATION, NOT A PHOTOGRAPH

PETRASYRIA.COM/POSSIBILITIES/MIXED-USE

The first building a visitor sees.

103,066 m²	70,000 m²	US$98.6 M	US$10.9 M	8.8 %
Registered area · one title · one owner	GFA · hotel, offices, retail podium	Development cost excluding land	Stabilised net operating income, base	Yield on all-in cost at base · 11.1% on cash

The proposition. The corridor between an international airport and a capital is where cities place their gateway. The study proposes two distinct towers on a shared two-level podium: Tower A, a 220-key upscale hotel with 100 serviced apartments above; Tower B, 24,000 m² of Grade A offices; a podium of 18,000 m² of retail and dining around a shaded court; a public plaza on the highway; 1,600 parking bays beneath; and a gateway park on the northern half that holds a phase-three reserve.

Why now. Visitor arrivals more than doubled to 3.52 million in the first half of 2026. Twelve agreements worth US$14BN were signed in Damascus in August 2025; the first Syrian-UAE investment forum followed in May 2026. Every delegation, visiting board and returning family needs an international-standard hotel, a compliant office and a public place to meet — and none of the three exists on the corridor today. A US$4BN airport programme is announced ten kilometres away; the Gateway 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 and a 1,700 m² southern portion. Open land, one signature, and two towers visible from the airport road for kilometres in both directions.

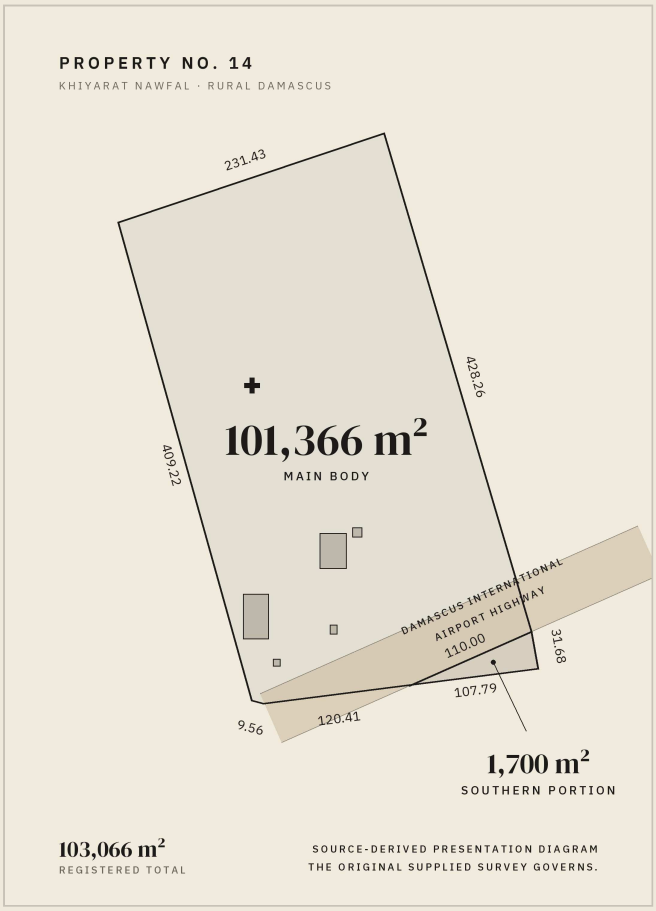
The numbers. Development cost is estimated at US$98.6M excluding land (≈ US$1,410 per m² GFA), or US$123.6M all-in at the asking price. Stabilised net operating income at base assumptions — a US$140 hotel rate at 62% occupancy, offices at US$220 and retail at US$300 per m² a year at 85% occupancy — is about US$10.9M: an 8.8% yield on all-in cost, or 11.1% on cash construction cost where the land is contributed as equity. Income is tested from 80% to 120% of base.

Three routes. (A) A developer acquires and builds all three phases. (B) A land-as-equity joint venture in which PETRA contributes the land as ≈ 20% of the project — the route we recommend. (C) Component forward sales: Tower B pre-sold as a headquarters and the serviced apartments sold, the hotel and podium retained.

What must be verified. Airport-safeguarding height limits and permitted use; utility capacity; a hotel operator's own underwriting of rate and occupancy; office pre-let appetite. 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 a developer working to a hotel opening date, that removes the single largest schedule risk in a land transaction: assembly — and a hotel operator signs against a title that needs no explaining.

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.

Between the capital and the world.

10 KM	**7** KM	**4** KM	**1.2** KM
Damascus International Airport — every arriving delegation and family passes the site	Central Damascus — the old city, ministries, the business district	International Exhibition Centre — trade-fair and conference traffic	Jaramana — the podium's everyday customers

The address. The Gateway sits on the road every visitor to Syria travels between the airport and the capital. Two towers on open land beside that highway are seen from kilometres away in both directions; for a hotel brand or a corporate headquarters that visibility is a marketing budget the site provides for free.

Ten minutes either way. Ten minutes from the airport for arriving executives and diaspora families; ten from the old city and the ministries for business. The International Exhibition Centre, four kilometres away, brings a thousand exhibitors a year who need rooms and meeting space.

Everyday demand. Jaramana and the south-eastern districts supply the podium's daily customers — a resident population next door that a city-centre mall would have to compete for.

The airport programme. A US$4BN expansion with stated capacity of up to 31 million passengers a year has been announced with UCC Holding. PETRA does not control it; the Gateway's first phase is underwritten on current Damascus demand and the airport is upside.

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

ROAD DISTANCE FROM PROPERTY NO. 14	APPROX.	RELEVANCE TO THE GATEWAY
Jaramana	1.2 km	Resident customers for the retail podium
Sayyida Zainab · International Exhibition Centre	4 km	Pilgrimage and trade-fair visitors; conference demand
Central Damascus	7 km	Ministries, banks, the old city; office tenants' clients
Damascus International Airport	10 km	Hotel arrivals; airport-related offices

Arrivals doubled. The addresses did not.

3.52 M
Visitor arrivals H1 2026, up from 1.67M a year earlier

US$14 BN
Investment agreements announced in Damascus, August 2025

~1,000
Exhibitors from 60 countries at the 2026 Damascus International Fair

0
International-standard hotels or Grade A offices on the corridor today

Hotel demand

Arrivals more than doubled in the first half of 2026 as international card payments returned and the country reopened. The demand mix is business and official first — delegations, contractors, investors, UN and NGO staff — then diaspora families and, later, leisure. The city's upscale stock is old and small; there is no international-brand hotel between the airport and the centre. The study assumes 220 keys at an average rate of US$140 and 62% occupancy at stabilisation, deliberately below Beirut and Amman upscale rates; a hotel operator's own underwriting should replace these figures.

Offices

Companies re-entering Syria — Gulf and Turkish groups, contractors for a US$216BN reconstruction, banks, telecoms — need offices that meet international compliance, fire and IT standards and that a visiting executive can reach from the airport in ten minutes. Almost none exist. The study assumes US$220 per m² a year at 85% occupancy, mid-range against Amman, with a 40% pre-let target before Tower B starts.

Retail and dining

The podium serves three audiences at once: hotel guests and office workers in the day, Jaramana families in the evening, and trade-fair visitors from the Exhibition Centre. The study assumes US$300 per m² a year at 85% occupancy on ≈ 15,000 m² lettable.

Capital

Sanctions were revoked in June 2025 and the Caesar Act repealed in December 2025; the UAE–Syria forum in May 2026 named tourism, infrastructure and services as target sectors. Gulf and Turkish developers are the natural counterparties for a flagship of this kind.

What the land would hold.

COMPONENT	INDICATIVE SCALE	NOTE
Tower A — hotel, upscale (4–5 star)	220 keys · 14 floors	Operator-managed; ballroom and conference in the podium
Tower A — serviced apartments	100 units · ≈ 8,000 m²	Long-stay executives and diaspora families; leased
Tower B — Grade A offices	24,000 m² GFA · 12 floors	Floorplates of 1,600–2,000 m²; ≈ 20,000 m² lettable
Podium — retail, dining, services	18,000 m² GFA · 2 levels	≈ 15,000 m² lettable around a shaded court
Public plaza and arrival	≈ 8,000 m²	Highway edge; drop-off, taxis, coaches
Gateway park and event lawn	≈ 30,000 m²	North half; phase-three reserve within it
Parking	≈ 1,600 bays	Two basement levels, ≈ 51,200 m²
Gross floor area above ground	**≈ 70,000 m²**	**Plot ratio ≈ 0.7 · subject to airport height limits**

Specification

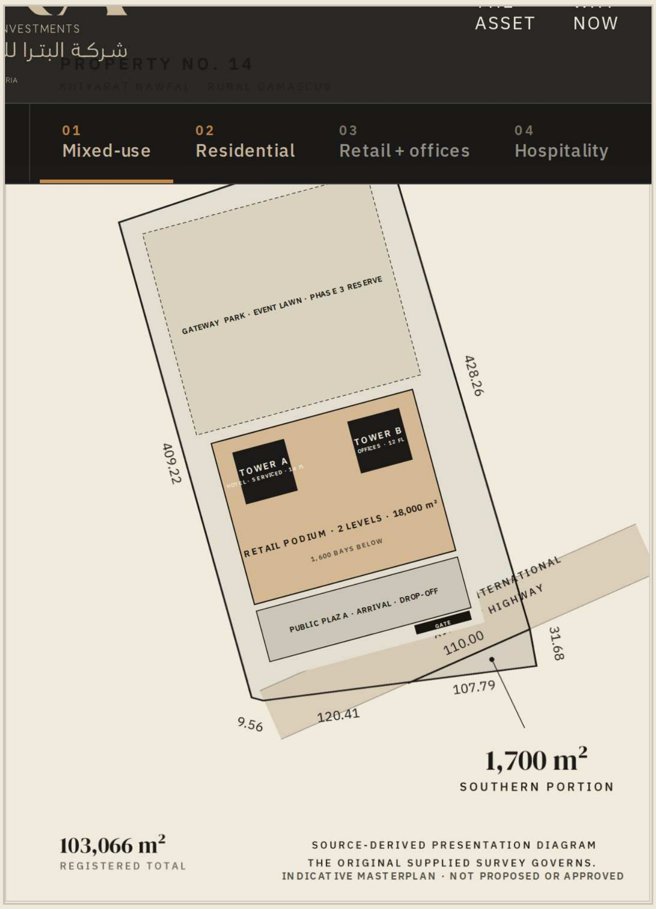
Structure	RC cores and frames; towers 14 and 12 floors; seismic design to code
Envelope	Stone-clad podium, unitised façades on the towers with deep shading; no mirror glass
Hotel	Operator brand standard; ballroom 1,200 m², six meeting rooms, pool and spa on the podium roof
Offices	Grade A: 2.9 m clear, raised floors, 100% standby power, dual telecom feeds
Energy	Rooftop PV on the podium; battery back-up; N+1 generation
Water	Storage; on-site sewage treatment with reuse for the park

Phasing

PHASE	SCOPE
1	Podium, two basement levels, plaza, utilities, Tower A (hotel + serviced apartments) — ≈ 71% of hard cost
2	Tower B offices, after 40% pre-let
3	Gateway park reserve — residential or a second office tower, market-led

The hotel and podium create the address; Tower B lets against it. The park reserve stays inside the same title.

Two towers, one plaza.



- Tower A — hotel and serviced apartments · Tower B — offices
  45 × 45 m footprints on the podium
- Retail podium — two levels, 18,000 m²
  Shaded court; 1,600 bays on two basement levels
- Public plaza — highway edge
  Arrival, drop-off, taxis and coaches
- Gateway park and event lawn — north half
  Landscape now; phase-three reserve
- Southern portion — 1,700 m²
  Gateway signage and entrance marker, subject to access approval

Site metrics

Main body	101,366 m²
Podium footprint	≈ 24,500 m²
Site coverage	≈ 24%
Plaza	≈ 8,000 m²
Park and reserve	≈ 30,000 m²
Basement (parking, plant)	≈ 51,200 m²

The parcel outline is the source-derived presentation diagram of the supplied survey; the blocks are indicative and drawn for discussion. Tower heights are subject to airport safeguarding.

What it costs to build.

COST ITEM	BASIS	US$
Tower A — hotel and serviced apartments, 28,000 m² GFA	US$1,100 / m² — including FF&E to operator standard	30,800,000
Tower B — offices, 24,000 m² GFA	US$750 / m² — Grade A shell and core, Cat A floors	18,000,000
Retail podium, 18,000 m² GFA	US$650 / m² — shell, court, F&B services	11,700,000
Basement parking, ≈ 51,200 m²	US$300 / m² — 1,600 bays, two levels	15,360,000
Plaza, park, landscape	US$90 / m² over ≈ 30,000 m²	2,700,000
Utilities	Substation and grid connection; water; sewage treatment; fire; telecoms	5,000,000
Hard cost		**83,560,000**
Professional fees and permits	8% of hard cost	6,680,000
Contingency	10% of hard cost	8,360,000
Development cost, excluding land	**≈ US$1,410 per m² GFA**	**98,600,000**
Land at our asking price	103,066 m² at US$242.56 / m²	25,000,000
All-in cost	**≈ US$1,765 per m² GFA**	**123,600,000**

By phase (ex land)

PHASE	US$
1 — podium, basements, plaza, utilities, Tower A	≈ 70.0M
2 — Tower B	≈ 21.5M
3 — park and reserve landscape	≈ 7.1M

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, tenant fit-out, finance costs, taxes and VAT. All figures are indicative and pre-design; a quantity-surveyor cost plan should follow concept design.

Three ways this can be done.

Income assumptions. Hotel: 220 keys, average rate US$140, occupancy 62%, total revenue 1.45 × rooms revenue, net operating income 28% of revenue after management fees and FF&E reserve — ≈ US$2.8M. Serviced apartments: 8,000 m² at US$200 per m² a year, 85% occupancy — ≈ US$1.4M. Offices: 20,000 m² lettable at US$220, 85% occupancy, 90% net — ≈ US$3.4M. Retail: 15,000 m² lettable at US$300, 85% occupancy, 88% net — ≈ US$3.4M. **Stabilised NOI ≈ US$10.9M a year.**

Reading the table. Two yields answer two questions: the return on everything spent including land at the asking price, and the return on cash construction cost when the land is contributed as equity. Values are shown at an 8.5% capitalisation rate. No comparable Damascus evidence exists; the sensitivity is the point.

ROUTE A

Developer acquires and builds.

A developer buys the land at the asking price and delivers all three phases, signing a hotel operator under a management agreement. It holds a landmark income asset on the corridor.

8.8%
yield on all-in cost at base · US$124M

ROUTE B · RECOMMENDED

Land-as-equity joint venture.

PETRA contributes the land at the asking price as ≈ 20% equity; a developer and a financial partner fund construction; an operator manages Tower A. PETRA holds a share of a stabilised income asset.

11.1%
yield on cash construction cost at base · PETRA 20%

ROUTE C

Component forward sales.

Tower B pre-sold to a corporate or bank as its headquarters; serviced apartments sold; hotel and podium retained. Less capital at risk; part of the stabilised yield traded away.

2 of 4
components pre-sold · hotel + podium retained

INCOME VS BASE	NET OPERATING INCOME	YIELD ON ALL-IN COST (US$123.6M)	YIELD ON CASH COST, LAND AS EQUITY (US$98.6M)	VALUE AT 8.5% CAP
80%	US$8.7M	7.1%	8.9%	US$103M
90%	US$9.8M	8.0%	10.0%	US$116M
100% · base	**US$10.9M**	**8.8%**	**11.1%**	**US$128M**
110%	US$12.0M	9.7%	12.2%	US$141M
120%	US$13.1M	10.6%	13.3%	US$154M

The developer's view

The Gateway is a hold, not a trade: its value is a stabilised income stream on a landmark site. Route B lowers day-one capital by the price of the land and puts the landowner on the same side of the table for the two decisions that matter — which operator, and when to start Tower B. Route C is the fallback if capital is scarce: the office tower sells as a headquarters, the hotel and podium remain the asset.

What could go wrong.

RISK	MITIGANT	RATING
Height limits under the airport approach; zoning does not permit the mix	Confirm airport-safeguarding heights and permitted use first; the scheme can flatten to 8–10 floors with a larger podium; apply through the investment-authority one-stop shop	High — gating
Hotel rate and occupancy are untested	Management agreement with an international or regional operator before construction; the operator's underwriting replaces the study assumptions	High
Office demand lags the hotel	Tower B behind a 40% pre-let; floorplates designed for single-tenant headquarters sale (Route C)	Medium
Utilities for a 70,000 m² programme	On-site sewage treatment, water storage, standby generation, rooftop PV on the podium; capacity letters before commitment	Medium — mitigable
Construction cost inflation and import conditions	10% contingency; phased build; fixed-price packages for façade, lifts and hotel FF&E	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	Phase one underwritten on Damascus demand; the airport is upside	Low
Highway access and traffic at peak events	Access consent with the roads authority; deceleration lane, coach bays, plaza drop-off designed from the outset	Medium — gating

What this study is and is not

This is a feasibility-level concept prepared by the landowner to open a conversation with developers, operators and investors. It is not a valuation, an offer, a planning submission or investment advice. Cost, rate and rent 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 and developer requirements	Hotel brand standard; office floorplates; phasing; energy
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

- Regional developers with hospitality and office experience
- Gulf and Turkish development groups seeking a Damascus flagship
- International and regional hotel operators
- Corporates and banks seeking a Damascus headquarters (Tower B)
- Family offices and sovereign investors focused on Syria's reconstruction
- Development-finance institutions

A direct line

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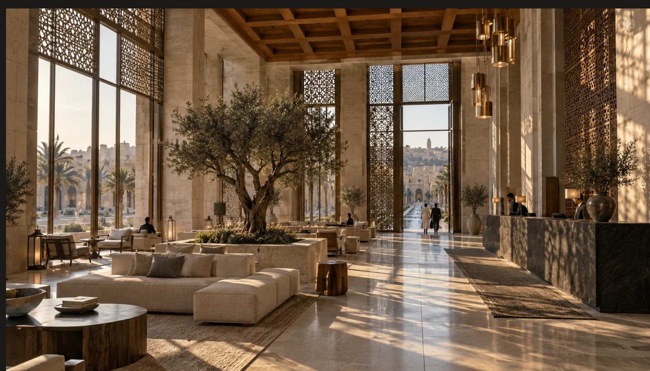
Confidential access is subject to qualification and approval.

THE GATEWAY, VISUALISED

What a visitor would see.



Concept visualisations of the indicative masterplan — the two towers from the corridor, the arrival plaza, and the hotel lobby in limestone and walnut. Not photographs of the property; the land is open today.

APPENDIX

Assumptions register and sources.

Assumptions register

ASSUMPTION	VALUE
GFA — hotel / offices / retail podium	28,000 / 24,000 / 18,000 m²
Hotel keys · serviced apartments	220 · 100 (8,000 m²)
Lettable — offices / retail	20,000 / 15,000 m²
Parking	1,600 bays · 51,200 m²
Construction rates	US$1,100 / 750 / 650 / 300 per m²
Fees / contingency	8% / 10% of hard cost
Land (asking price)	US$25.0M
Hotel ADR · occupancy · NOI margin	US$140 · 62% · 28% of revenue
Serviced apartments rent	US$200 / m² / yr · 85% occ.
Office rent · occupancy · net	US$220 · 85% · 90%
Retail rent · occupancy · net	US$300 · 85% · 88%
Capitalisation rate (tested)	8.0% – 8.5%
Price basis	2026 · US$ · excludes VAT, taxes, finance, fit-out

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.
2. Syrian Investment Authority / SANA, 6 August 2025 — US$4BN Damascus International Airport programme with UCC Holding; up to 31M passengers a year (as reported by AP).
3. Reuters / Arab News / Al Jazeera, 6 August 2025 — 12 agreements totalling US$14BN signed in Damascus.
4. Arab News, 12 May 2026 — first Syrian-UAE Investment Forum; target sectors include tourism, infrastructure, logistics and services.
5. SANA, 29 August 2026 — 63rd Damascus International Fair: ~1,000 entities from 60 countries.
6. World Bank, October 2025 — Syria reconstruction estimate US$216BN.
7. U.S. Department of State — Executive Order 14312 (30 June 2025); Caesar Act repealed (18 December 2025).
8. PETRA for Real Estate Investments — supplied cadastral survey and investment material for Property No. 14.

Hotel, office and retail benchmarks (Amman, Beirut, Cairo, Riyadh, Dubai) are PETRA study estimates from published operator and broker evidence, 2025–26, rounded; they should be replaced by operator underwriting and broker advice at the time of any transaction.