

الهيئة العامة
لتنظيم الإعلام
GENERAL AUTHORITY
OF MEDIA REGULATION



The State of Media Sector in the Kingdom of Saudi Arabia and Opportunities for Investment

EXECUTIVE SUMMARY

2024



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His Excellency the Minister of Media,
Kingdom of Saudi Arabia.

Chairman of the Board of Directors,
General Authority of Media Regulation.

Foreword by the Ministry of Media of the Kingdom of Saudi Arabia

In recent years, Saudi Arabia's media sector has undergone a radical transformation, underpinned by Vision 2030's ambitious goals of economic diversification and promoting innovation. This evolution extends beyond economics, encompassing state-of-the-art infrastructure upgrades and robust regulatory framework development to ensure sustainable growth in the domestic media sector.

As Saudi Arabia progresses towards its Vision 2030 targets, we attract global attention, offering a platform to showcase the boundless potential of our media sector to provide unprecedented opportunities to companies and investors eager to participate in this transformative journey.

2024 marks the year of transformation in Saudi Arabia's media sector, which adapts to emerging transformational factors, most notably the shifting audience preferences, and provides fair and inclusive access to funding. The focus on nurturing young Saudi talents – creative minds capable of global influence – combined with strategic planning and resource allocation, and cutting-edge infrastructure, well positions us to dramatically elevate Saudi media's presence on the global stage. This approach is set to exceed all expectations.

This report is an important step in cementing Saudi Arabia's position as a leader in the future of regional media, under the leadership of the Ministry of Media. It serves as both an inaugural edition of an annual report series and a comprehensive reference documenting the sector's progress. Moreover, it spotlights success stories and opportunities available to investors, media professionals, and consumers, inviting them to join Saudi Arabia's media ecosystem as it gains deserved international recognition.

We are committed to providing an effective regulatory environment that balances innovation with consumer protection. This approach not only increases investment flows but also ensures the creation of distinguished media content that resonates with societal needs and values.

We welcome all those who wish to join us on this unique journey to explore the tremendous opportunities offered by Saudi Arabia's media sector and contribute to achieving a bright and prosperous future for this vital sector.

Glossary

a-b

AdTech. Technologies and platforms used to automate, optimize, and analyze the process of delivering advertisements to target audiences across various digital channels, including display, video, mobile, and social media

Advertising Video on Demand (AVOD). Streaming service that provides free content to viewers supported by advertisements

AR. Augmented Reality

ARPU. Average revenue per user

c-d

CAGR. Compound Annual Growth Rate

Digital audio advertising. Pre and in-stream audio ads that appear in music and podcast streaming services

Digital classifieds. Online platforms where individuals or businesses can advertise goods, services or job opportunities. These platforms are typically websites or apps that allow users to create and post ads for a fee or for free

Digital media. Digital newspapers & magazines, OTT video, and music streaming

e-l

E-books. Digital versions of printed books that can be read on electronic devices

Electronic Sell-Through (EST). Refers to individual purchases of films or series as direct downloads, analogous to the purchase of a DVD or Blu-ray

E-Sports. Competitive video gaming at a professional level, often organized into leagues and tournaments with substantial prize pools

ICT. Information and Communication Technology

IP. Intellectual Property

Internet of Things (IoT). Network of interconnected devices embedded with sensors, software, and other technologies to exchange data

m-r

Machine Learning (ML). Subset of artificial intelligence where systems learn from data to improve performance on a specific task

No Objection Certificate (NOC). Official document issued by KSA authority to indicate no objection to a request or proposal made by an individual or organization

Out-of-Home (OOH). Advertising or marketing efforts targeted at consumers when they are outside of their homes, such as billboards, transit ads, and street furniture advertising

Over-the-Top (OTT). Content delivery directly to viewers via the internet, bypassing traditional cable or satellite television platforms

Role-Playing Game (RPG). A genre of video game where players assume the roles of characters in a fictional setting, typically with the goal of completing quests, exploring worlds, and developing their characters' abilities and attributes

s

Search Engine Optimization (SEO). Process of improving a website's ranking on search engines to create higher visibility and increase organic traffic

Software as a Service (SaaS). Software delivery model where applications are hosted by a third-party provider and accessed by users over the internet, typically on a subscription basis

Subscription Video on Demand (SVOD). Streaming service that offers unlimited access to a library of video content for a recurring fee

t-z

Third-Party Game (TPG). Video game developed by a company or individual other than the platform holder

Traditional media. Print media, linear TV, and traditional radio

Transactional Video on Demand (TVOD). Streaming service that allows users to rent or purchase individual pieces of content on a pay-per-view basis

Triple-A Games (AAA Games). High-budget video games developed by major studios with significant resources, typically featuring advanced graphics, expansive worlds, and polished gameplay

User-Generated Content (UGC). Content created by users rather than traditional content producers

For the purpose of currency conversion in this report, 1 USD = 3.75 SAR

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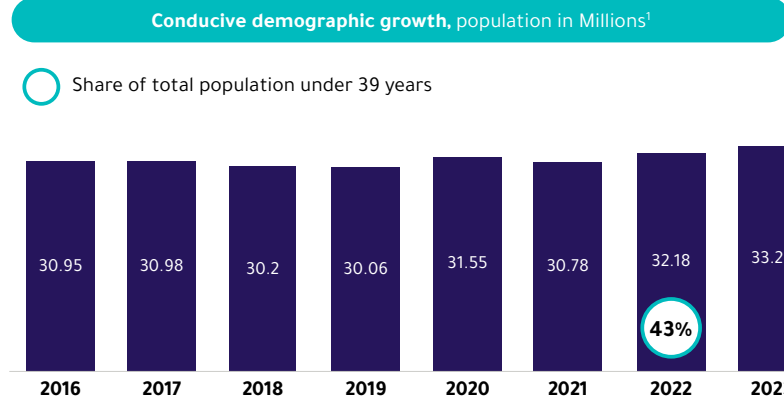
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An impressive story of national transformation

Saudi Arabia is demonstrating foundational traits and impressive achievements that bode well for the targeted multiyear transformation led by Vision 2030

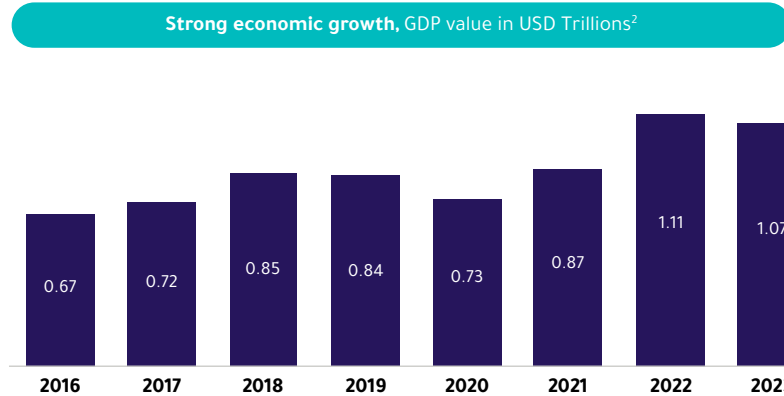
Young population

The demographic growth of Saudi Arabia has been notable over the past years (32.18 M in 2022¹), with its population characterized by a large young demographic. As of 2022, 43% of Saudis are under the age of 39.



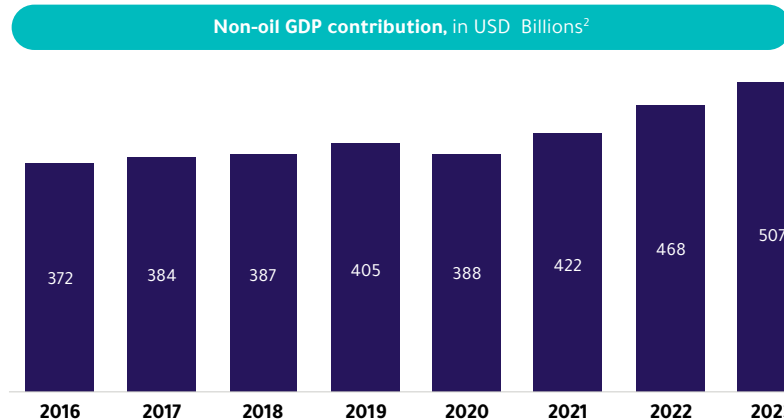
\$1 Trillion of added GDP

Saudi Arabia is one of the fastest-growing economies worldwide, especially among G20 countries. The Kingdom's economy achieved a notable landmark, surpassing the \$1 trillion mark in nominal GDP since the announcement of Vision 2030.



The economic diversification journey

Saudi Arabia's non-oil sector growth is a testament to the country's successful economic diversification. The share of non-oil related activities expanded by 4.7%³ in 2023, now accounting for almost 50% of the GDP.



1. GASTAT
2. Saudi Arabia: A Story of Transformation (2016 - 2023) report
3. Based on constant 2010 prices

Media sector as a driver of economic growth

Ensuring the growth of the media sector is a critical enabler of Vision 2030

Following years of business as usual, the Saudi media sector found itself on the brink of transformative change with the introduction of Saudi Vision 2030. With the announcement of the nation-wide transformation, the primary objective is to cultivate the media sector to enhance the lives of the Saudi population and establish itself as the region's content hub.

This new vision is centered around a series of strategic objectives that Saudi Arabia is actively pursuing, including:

- Enhancing entertainment options and quality
- Safeguarding national heritage and values
- Enhancing KSA's image locally and globally
- Boosting economic contribution

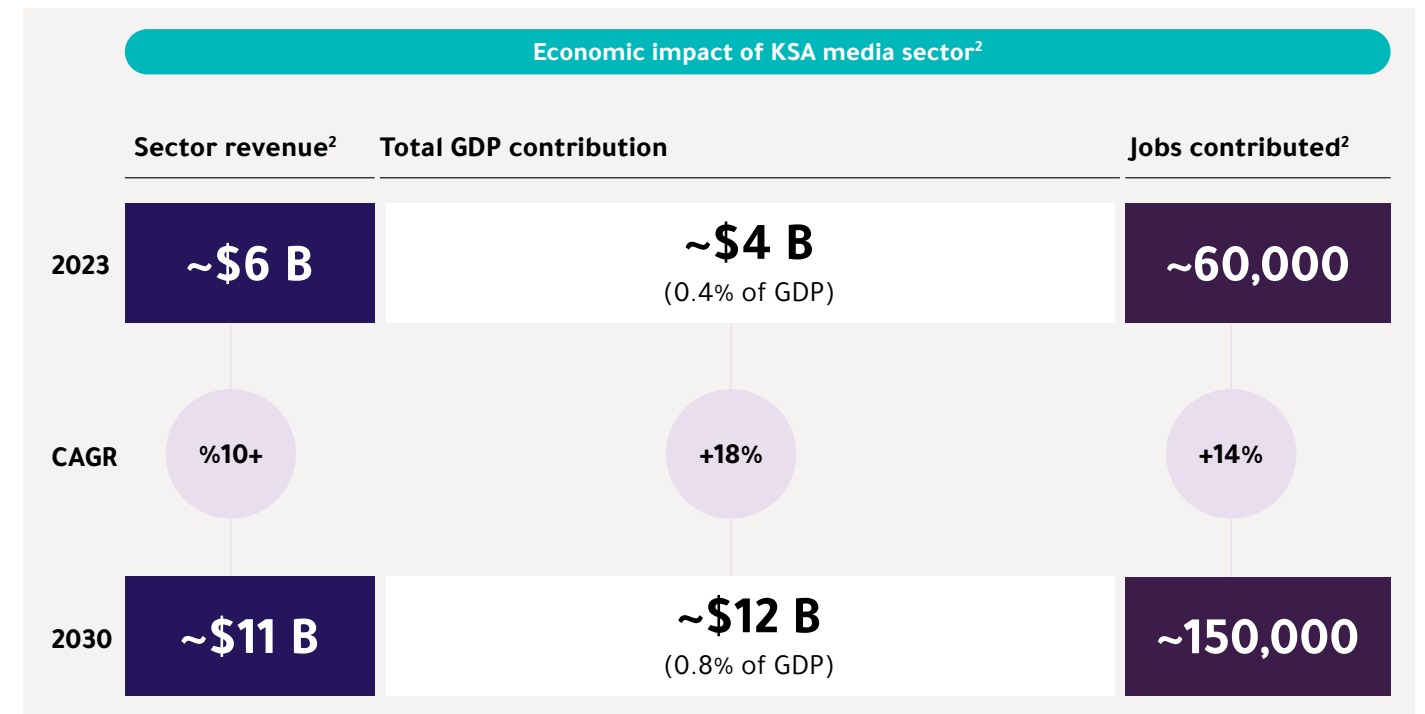
Vision 2030 is set to revolutionize the national media industry, transforming it into a hub of activity that

not only attracts and fairly compensates talent from around the world but also fosters innovation and plays a vital role in expanding the economic foundation.

Saudi Arabia's media sector is poised for significant growth, driven by its youthful demographic profile. With the highest population growth rate among G20 nations and 43% of its population being youth, the Kingdom is at the forefront of an evolving media landscape and digital revolution. This demographic dividend not only stimulates innovation and creativity but also propels the sector's growth.

The media sector in Saudi Arabia holds immense potential for socio-economic development and is strategically vital. The General Authority of Media Regulation (Gmedia) estimates that by 2030, the media sector will contribute roughly USD 12 billion (SAR 47 billion) to the national GDP, with significant growth in domestic job creation.

Media sector economic impact¹

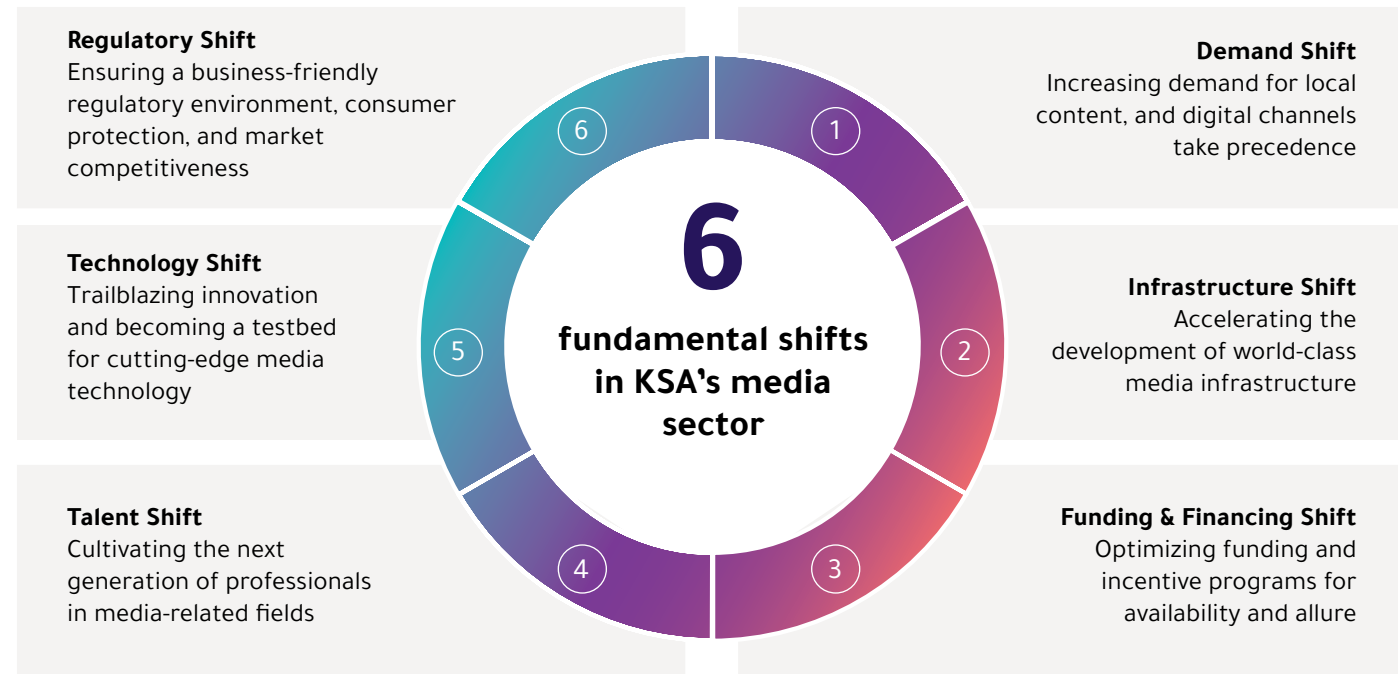


1. Numbers shown are rounded and in USD
2. Arthur D. Little estimate

Decoding the six sectoral shifts that are shaping the media sector in KSA and opportunities for media investors

Within the media landscape of Saudi Arabia, six significant transformations are reshaping the sector, each influenced by the unique starting conditions and cultural attributes of the Kingdom.

These transformations are driving profound changes and unlocking strategic opportunities for both new entrants and international investors.



Opportunities for regional and international media investors

A Drive local content development monetization	<ul style="list-style-type: none"> Establish partnerships for content co-development and production, sharing platforms, and content libraries to meet the growing demand for local content, blockbuster films, and Arabic music streaming content. Collaborate with adjacent sector players to leverage media convergence and capabilities, particularly in the gaming segment.
B Support leading-edge media infrastructures	<ul style="list-style-type: none"> Forge long-term strategic and operational partnerships with giga-projects to leverage the growing demand for film studios, cinema theaters, opera houses, and gaming venues. Collaborate to co-develop and operate state-of-the-art media infrastructures incorporated with environmentally sustainable solutions and components.
C Drive best-in-class media talents development	<ul style="list-style-type: none"> Collaborate with domestic academic institutions and giga-projects to develop media education programs through partnerships. Establish campuses and facilitate academic exchanges in KSA, focusing on video, music, and gaming fields to enhance student opportunities and ensure financial sustainability.
D Financially support national media crown jewels	<ul style="list-style-type: none"> Provide Private Equity's customized and flexible private credit lending solutions to facilitate financing media businesses and support content creation and distribution, and adjacent agencies. Support companies with VC's early to mid-stage funding structures to enhance business and operating models.
E Localize next-generation technologies	<ul style="list-style-type: none"> Partner with public stakeholders and industry participants to deliver and co-develop highly innovative and scalable technological solutions tailored to the specific needs of media verticals.

01: Demand Shift

Increasing demand for local content and digital channels takes precedence

In line with global trends, the post-pandemic world in Saudi Arabia has changed consumer behaviors, accelerated digital disruption and it leading to industry tipping points in the years ahead. Many ongoing shifts – such as the relentless rise of streaming, transition to digital news media, and the growing influence of gaming and user-generated content—have gained momentum. The changes brought by Vision 2030 have significantly shifted audience demand towards content that clearly aligns with the values and narratives of the Kingdom. Given the growing demand for Saudi-centric media content with an emphasis on local culture and values, the media audience in Saudi Arabia is rapidly creating opportunities at the intersection of local content that can be accessed anytime and anywhere through digital mediums.

Media consumers in Saudi Arabia are clear-minded about what they want to watch, read, listen to, and play, and they are now firmly in control of how they spend their two largely finite resources - time and money. This has led to the growth of specific content formats, such as podcasts, which are supported by the influenc-

er economy. Saudi Arabia is the leader in podcast content in the Arab world, with over 67% of its adult population listening to at least one hour of podcasts per week.

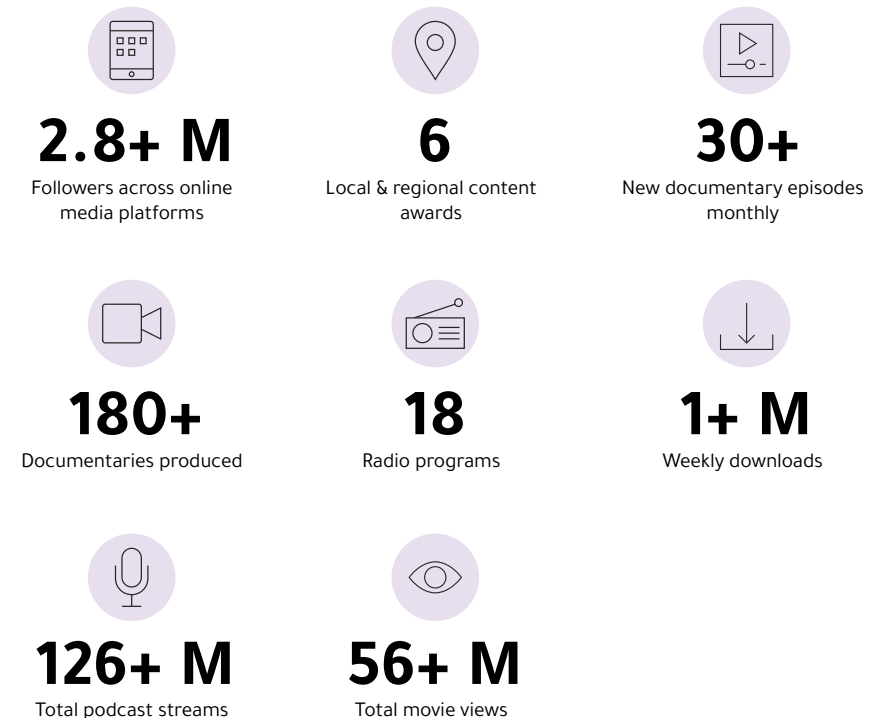
Thmanyah, a Saudi content producer, has rapidly become the most popular podcast producer in the Arab world within a short timespan of eight years. This massive addressable market represents an opportunity for digital audio platforms, key opinion leaders, and media organizations.



Case Study - User statistics of Thmanyah¹



Established in Saudi Arabia in 2016, Thmanyah has swiftly emerged as a top-tier producer of Arabic podcasts and documentaries, garnering acclaim throughout the MENA region. Boasting an unrivaled library of premium Arabic content, its podcasts like "Socrates," "Swalif Business," "Things That Changed Us," and the immensely popular "Fnjan" talk show, boasting over 1.6 million average monthly listeners, have captivated audiences. Thmanyah's commitment to excellence in content creation sets it apart as a leader in the industry.



1. Thmanyah website

02: Infrastructure Shift

Accelerating the development of world-class media infrastructure

With the reopening of the cinema scene in 2018, Saudi Arabia has entered a new era in media infrastructure. This development has not only revitalized content exhibition but also led to exponential growth in media-related production infrastructure. Giga-projects such as NEOM and AIUla are driving this growth, contributing to what is now over 35 film studios across the country. The development of physical media infrastructure remains a top priority for public stakeholders and a crucial enabler for the flourishing private sector. The acceleration of technical infrastructures, such as studios equipped with capabilities required across the entire production cycle, is fueled by the continuous growth of new media companies localizing their businesses in the Kingdom. Additionally, the number of physical distribution channels, including cinema theaters, music venues, and gaming centers, is increasing to meet the growing demand of media consumers and communities.

Both NEOM's Media Village and Bajdah Studios provide state-of-the-art infrastructure tailored to the diverse needs of filmmakers, offering a total of 12,750 sqm of production space in addition to support and backlot facilities. With the capacity to collectively accommodate over 350 people, the Media Village and Bajdah Studios combine effectiveness and convenience, making NEOM a premier destination for filmmakers and investors. NEOM houses popular TV shows such as the Top Chef Middle East and Million Dollar Land which are aired on MBC.

AIUla and NEOM



Media facilities at AIUla

AIUla is an area of outstanding natural beauty and cultural significance, covering over 22,500 square kilometers, and serves as the perfect backdrop for a wide range of filming endeavors. The film production complex and audio recording studio at AIUla offer a range of services and facilities for high-quality productions.

This full-service facility comprises two 2,415 sqm soundstages and control rooms, alongside a variety of supporting facilities. Ads for international companies such as Bentley and Porsche were also shot here.



Media facilities in NEOM

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235+ TV series, docufilms, and commercial promos till 2023	5 feature films wrapped till 2023	35+ major productions	2 world-class production hubs
355 permits issued till 2023	Lucrative production incentives program	Lucrative production incentives program	



The film industry has leveraged AIUla and NEOM as production settings for several local and international productions. Source: Organizations' websites

Source: Film AIUla, NEOM

03: Funding/Financing Shift

Optimizing funding and incentive programs for availability and allure

As the Kingdom's media market undergoes rapid evolution, it is establishing itself as one of the most advanced media ecosystems in terms of the availability and attractiveness of funding and incentive programs. The diverse range of funding and financing programs not only supports businesses across the media value chain but also encourages them to consider relocating

their operations to Saudi Arabia. These efforts aim to foster a culture of financial accountability within the private sector and fiscal responsibility at the public sector level, thus ensuring a healthy media ecosystem and maximizing economic contribution, in alignment with Vision 2030.

Funding & financing initiatives for KSA Media sector							
			Development	Production	Aggregation	Distribution	Monetization
Rebates	KSA Film Commission: Cash rebate covering up to 40% of qualifying expenditure for selected projects; grant schemes supporting emerging talents and facilitating film production in KSA.		✓	✓			
	NEOM: Highly competitive cash rebate covering at least 40% of qualifying expenditure related to the production films.		✓	✓			
	Film AIUla: Cash rebates covering up to 40% of qualifying expenditure, including location scouting, government liaison, talent & crew recruitment services and logistical assistance.		✓	✓			
Funding	IGNITE: \$1.1 B program to boost digital content creation in KSA, including: <ul style="list-style-type: none"> Financial support of \$243 M (SAR 908 M) to Culture Development Fund of which \$234 M (SAR 879 M) goes to Film Sector Financing Program. Financial support for talent development programs and digital content producers. Funding for digital content infrastructure development. Funds for intellectual property (IP) protection. 		✓	✓			✓
Govt. Financing	Cultural Development Fund: <ul style="list-style-type: none"> Launched a \$234 M (SAR 879 M) Film Sector Financing Program, funded via IGNITE, with 30% of financing dedicated to establishing film companies and facilities, and 70% to content development, production, and distribution. Launched with MEFIC Capital and Roaa Media Ventures a \$100 M (SAR 375 M) Saudi Film Fund to attract filmmakers and forge partnerships with major international studios, fostering a vibrant cinematic ecosystem within Saudi Arabia. 		✓	✓			✓
Other	The Royal Commission for Riyadh City and the Ministry of Investment: As part of the Regional Headquarters Program , media players are given incentives to relocate their regional headquarters to KSA, including 30-year exemption from corporate income tax.		✓	✓	✓	✓	✓

With the availability of a wide range of funding and financing mechanisms including Kafalah, Saudi Arabia's media ecosystem presents vast opportunities for private equity and venture capital (PE/VC) investments. For example, funds can support the media industry by providing private credit as bespoke and flexible lending solutions for financing media businesses and supporting content creation and distribution. This lending

spectrum extends from studios producing TV shows and movies to related businesses such as streaming services and talent agencies. Furthermore, PE and VC can find multiple opportunities to back companies with early to mid-stage funding to enhance their business and operating models, expanding into adjacent spaces like live entertainment and sports, especially as production value becomes increasingly sophisticated.

Source: Publication analysis, organizations' websites, Arthur D. Little analysis

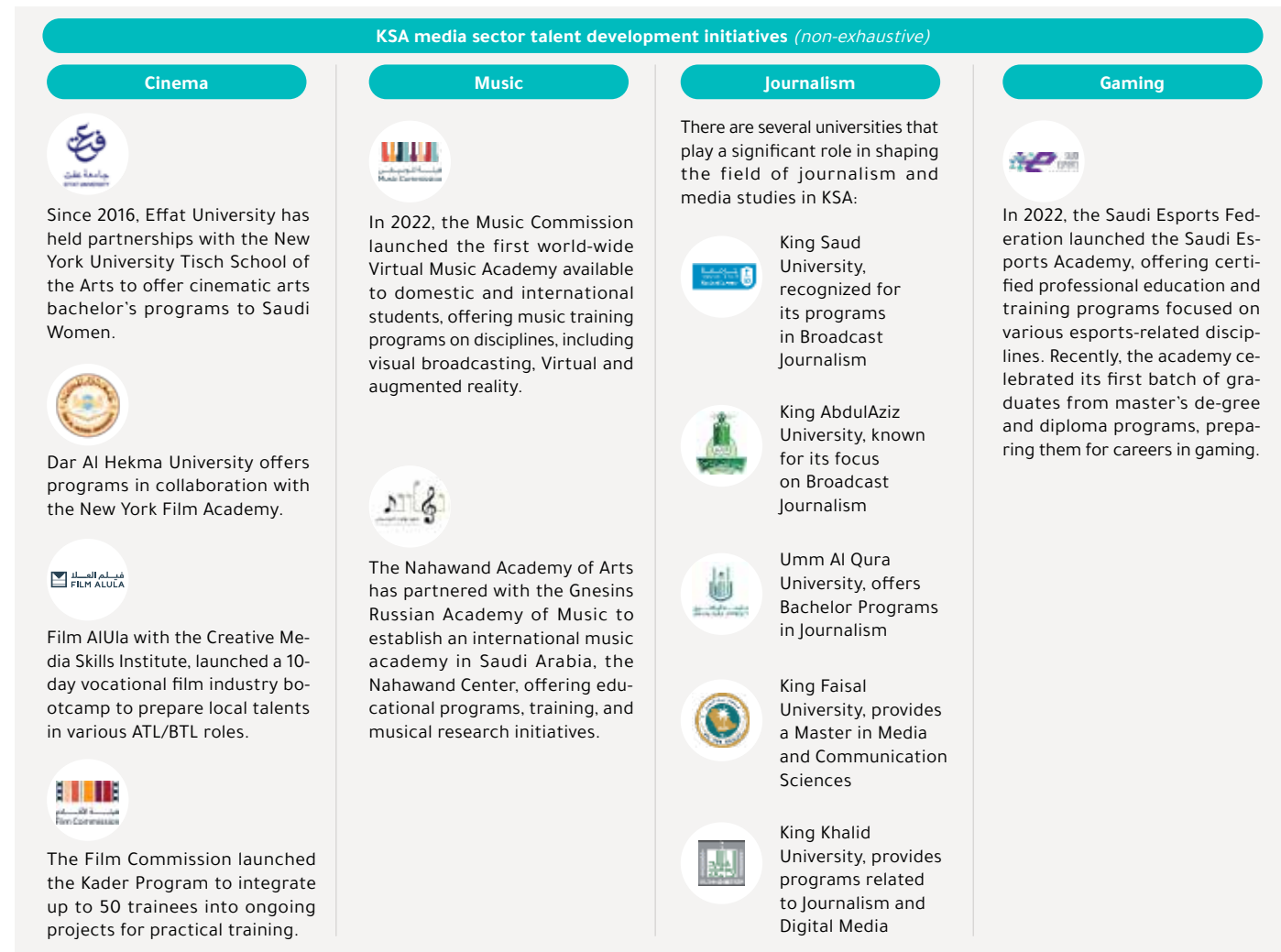
04: Talent Shift

Cultivating the next generation of professionals in media-related fields

Saudi Arabia is actively fostering development of its local workforce through initiatives aimed at reforming education, expanding vocational training, and incentivizing Saudization policies. These initiatives encompass comprehensive reforms targeting educational quality enhancement and alignment with dynamic labor market demands. Investments in the expansion of vocational training are further bolstering skill acquisition among Saudi youth across diverse sectors. These efforts not only support the growth and development of

the local workforce but also contribute to creating a more inclusive and diverse business environment in the Kingdom.

In the media sector, stakeholders are actively assisting talent development efforts by offering specialized programs and vocational training to empower aspiring professionals. These initiatives demonstrate a concerted effort to cultivate and support a thriving media ecosystem in the Kingdom.



Despite recent significant developments in media education, there is still a gap between the supply of educational programs and the demand driven by a young population increasingly interested in pursuing a career in the growing media sector. Partnerships for education delivery have emerged as effective approaches for academic institutions in the Middle East to address

capacity constraints and enhance the quality of education offered, providing investment opportunities to foreign academic institutions and operators. These partnerships involve aspects like back-office functions, infrastructure and logistics, and co-development of academic programs and curriculums.

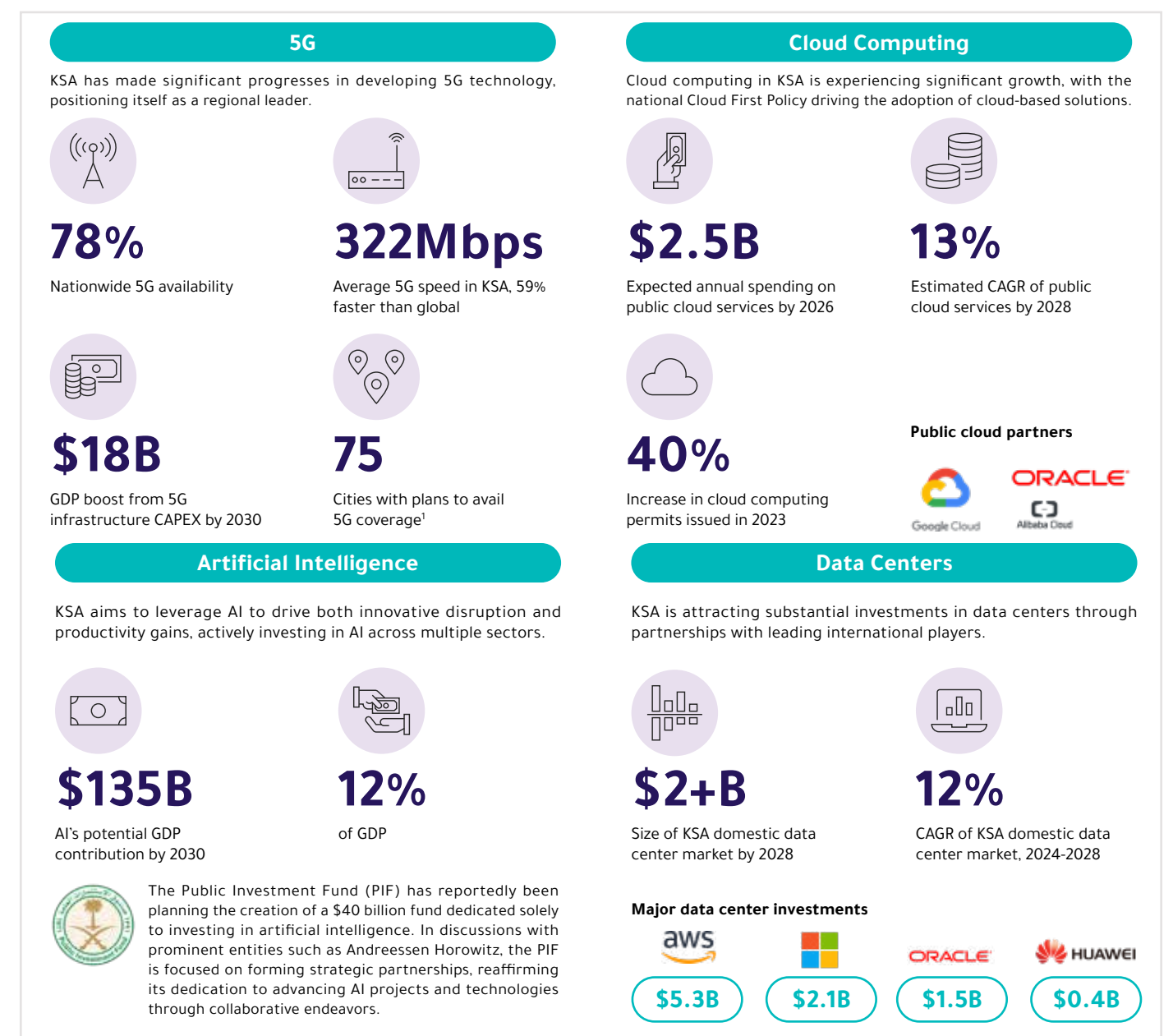
Source: Publication analysis, organizations' websites, Arthur D. Little analysis

05: Technology Shift

Trailblazing innovation and becoming a testbed for cutting-edge media technology

Technological advancements have profoundly impacted Saudi Arabia's media landscape, driving a transformative shift towards embracing next-generation technologies and services. Aspiring to become one of the world's most innovative media hubs, Saudi Arabia recognizes the critical role played by cutting-edge technology in empowering the media sector. These technologies facilitate seamless connectivity and efficient content delivery, fostering innovation and develop-

ment within the sector. Saudi Arabia has made significant strides in developing 5G technology, AI use cases, cloud computing, and data centers. Apart from direct investment and business localization in the Kingdom, there are vast opportunities for investors to leverage the growth of all these enabling technologies for co-developing innovative technology solutions dedicated to media businesses with domestic technology and media players.



KSA is investing significantly in next-generation technology to grow its media sector. Source: GSMA Intelligence, Ookla, IDC, Ministry of Commerce, Statista, Arab News, PIF, CIO, Research and Markets

1. stc Group to expand 5G network in over 75 Saudi cities

06: Regulatory Shift

Ensuring a business-friendly regulatory environment, consumer protection, and market competitiveness

Regulations serve as the cornerstone for promoting clarity, transparency, and ease of doing business for both domestic and foreign media entities and investors alike. To advance the vision of the media sector in Saudi Arabia and strengthen its narrative of growth, pivotal regulatory initiatives have been set in motion. These

initiatives are designed to provide industry participants with a holistic governance framework, comprehensive regulatory guidelines, and a robust compliance system rooted in public mandates, national legislation, and sector-specific regulations.

Sector Governance	Regulatory Framework	
 <p>Ministry of Media Governs and sets the vision and strategy for media and communications sectors aligning with national goals.</p>	 <p>Legal framework of KSA KSA Law as foundational system of laws and regulations generally applicable in the Kingdom.</p>	 <p>Saudi Data & AI Authority Develops regulations and enforces compliance in the data and AI related aspects of media sector.</p>
 <p>Ministry of Culture Orchestrates the development, supported by its commissions on Film, Music, and Literature, Publishing & Translation.</p>	 <p>Gmedia Regulates the media content across the 5 media segments and ensures compliance with the policies.</p>	 <p>Local Content & Government Procurement Authority Develops regulation on local media content and content quotas.</p>
 <p>Ignite Supports the governance and orchestration of digital media activities (e.g., overseeing progress).</p>	 <p>Ministry of Human Resources and Social Development KSA Labor Law as foundational systems of regulations governing employment in the Kingdom.</p>	 <p>General Authority for Competition Ensures pluralism in the media ecosystem.</p>
 <p>Ministry of Investment Oversees ease-of-doing business conditions and access to investment incentives.</p>	 <p>Ministry of Investment Regulates the process and requirements for foreign investors.</p>	 <p>Zakat, Tax & Customs Authority Oversees the taxation, zakat and customs related aspects for the media companies.</p>
 <p>Ministry of Commerce Facilitate the establishment and practice of enterprises in the media sector.</p>	 <p>Ministry of Media Aligns on the media sector policy, goals, and direction.</p>	
 <p>Monsha'at Provide support and possible incentives to small and medium enterprises in the media sector.</p>	 <p>Communications, Space & Technology Commission Regulate and license technological aspects of media sector incl. broadcasting spectrum, digital platforms, etc.</p>	
 <p>Public Investment Fund Invests in strategically and commercially attractive opportunities in the media sector (among others).</p>	 <p>Film Commission¹ Regulates and supports the film sector, taking sector enabling initiatives.</p>	
 <p>Ministry of Human Resources and Social Development Oversees the media jobs classification and skills/competences development.</p>	 <p>Music Commission¹ Regulates and oversees the development of the music sector, thus empowering the musical talent and industry stakeholders.</p>	
 <p>Ministries of Sport, Tourism and General Entertainment Authority Enable the adjacent sectors supported by media content.</p>	 <p>Literature Publishing and Translation Commission¹ Regulates and supports the literature, publishing and translation sectors in KSA.</p>	
 <p>Local development authorities Drive the development of regional vision and strategic objectives for their media sector.</p>	 <p>Saudi Authority for Intellectual Property Develops and enforces regulations and laws that govern the media IP.</p>	

Source: Publication analysis, organizations' websites, Gmedia, Arthur D. Little analysis

1. The regulatory and licensing responsibilities for different media segments are being reallocated between Gmedia and the respective MoC commissions

Gmedia is poised to play a critical role within the media regulatory landscape to establish KSA as the regional Media hub. Through strategic revision of media law, Gmedia aims to enhance local content production, bolster child online safety measures, and promote educational programs.

This proactive approach seeks to cultivate transparency, attract investment, and safeguard consumer interests across all media segments. Furthermore, Gmedia is committed to ensuring equal opportunities in the media industry, fostering diverse representation and accessibility across media platforms.

By promoting accountability and transparency, Gmedia aims to create a conducive environment for both local and international media professionals. To stimulate foreign investment and foster localization, Gmedia is developing regulations for media special economic zones and enhancing press freedom. These initiatives aim to create favorable conditions for global investment in Saudi Arabia's media sector.

Additionally, Gmedia is facilitating the growth of the media workforce through training academies and institutions, preparing the next generation of professionals for diverse careers in the field. In tandem with this effort, Saudi Arabia has launched the National Intellectual Property Strategy to establish a comprehensive, well-balanced IP value chain that promotes innovation competitiveness and economic growth.

The Saudi Authority of Intellectual Property has undergone a strategic overhaul to align with this strategy, prioritizing service excellence and fostering a dynamic IP ecosystem crucial for driving innovation and economic growth in the media sector.

August 20, 1981	KSA's Media Policy Issued by Council of Ministers (Resolution #169 dated 20/10/1402)
November 29, 2000	Law of Printed Materials & Publication Issued by Royal Court (Resolution M/32 dated 03/09/1421)
March 4, 2012	Law of Printed Materials & Publication update Issued by Royal Court (Resolution M/20 dated 11/04/1433)
September 3, 2012	Gmedia's Mandate Issued by Council of Ministers (Resolution #332 dated 16/10/1433)
December 13, 2017	Audiovisual Media Regulation Issued by Royal Court (Resolution M/33 dated 25/03/1439)
April 26, 2018	Executive Regulations of E-Publishing Issued by Ministry of Culture and Information (Resolution #72589 dated 10/08/1439)
June 30, 2018	Gmedia's Mandate update Issued by Council of Ministers (Resolution 265 dated 27/05/1439)
July 22, 2018	Executive Regulations of Law of Printed Materials & Publication Issued by Ministry of Culture and Information (Resolution #91513 dated 09/11/1439)
November 24, 2018	Executive Regulations of Gmedia Issued by Gmedia
2025	Ongoing revamp of KSA Media Law

The media law in Saudi Arabia is undergoing a revamp, driving forward crucial updates to foster the evolving media landscape. Source: Gmedia

Gmedia Strategy	National IP Strategy		
Vision: To provide clear and fair regulatory environment that enables a vibrant media sector, while promoting KSA's identity	Vision: Robust IP ecosystem fostering innovation-driven economy		
Mission: To create an investor friendly regulatory environment that fosters a competitive media ecosystem, which is transparent and accountable and that enhances the country's soft power	Mission: To establish a comprehensive well-balanced IP value chain that promote innovation competitiveness and economic growth		
Strategic Pillars			
Support KSA in becoming the regional media hub and provider of talent and infrastructure for the media segment, attracting major regional media houses	Update Media Law, develop investor-friendly regulatory framework with liberalized licensing regime, delivered through a one-stop-shop	Build and adopt best-in-class monitoring mechanisms and tools to safeguard consumers	Become an efficient and effective organization which can attract and retain talent
Objectives	Develop creative individuals based on imagination and challenge	Foster enterprises based on IP	Achieve society based on respect for creation effort
Overall economic impact	Growth of technology-based industries and the expansion of the intellectual property services industry	Create new professional jobs with IP expertise	Contribute to improve profit-making capabilities of companies

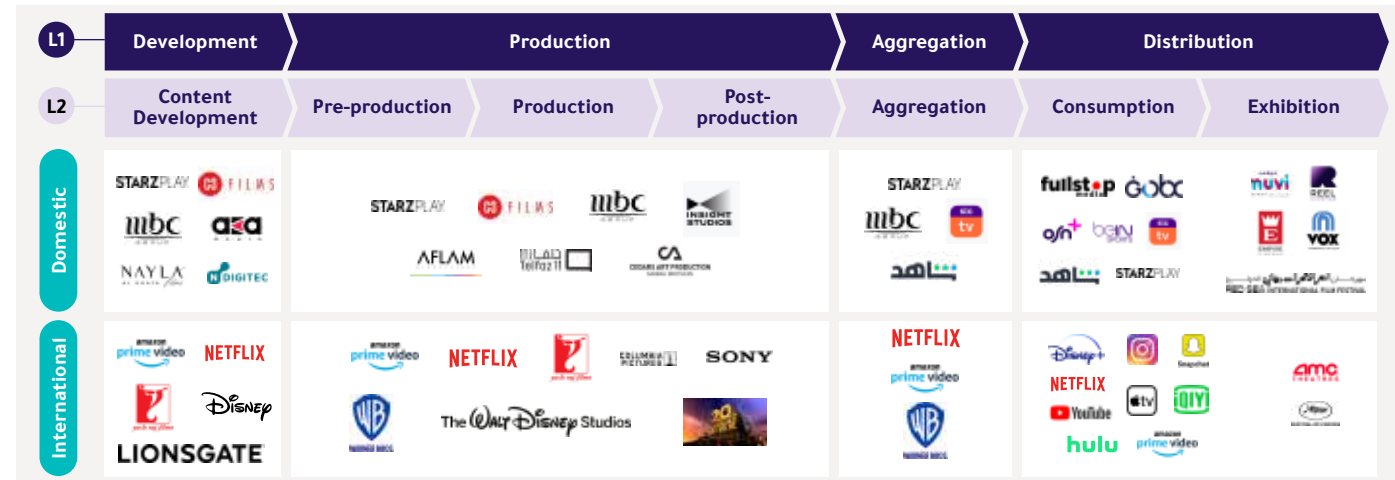
Video Segment

Saudi Arabia's video segment features a mix of local and international players such as Netflix and Shahid from MBC Group, which had a successful IPO in 2024. Reality TV show such as Arabs Got Talent and Comedy series such as Al-Hosn aired on MBC are popular amongst the audience. There is a trend of creating original content for the local audience, seen in platforms such as Netflix, Starzplay, and Shahid. Telfaz11, a Riyadh-based studio, gained prominence with its local content, notably with the success of its film "Sattar", surpassing even the viewership of "Avatar: The Way of Water" in Saudi Arabia.

Key national objectives

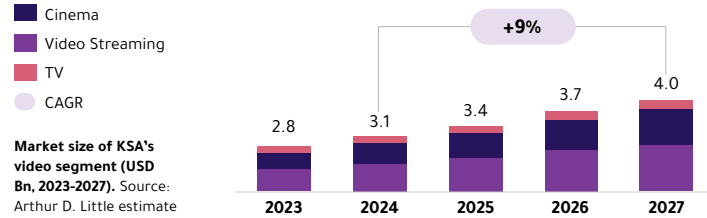
- A** Foster infrastructure development for a comprehensive video production ecosystem.
- B** Establish inclusive educational programs to empower individuals and attract diverse talent.
- C** Implement robust financial incentives and funding mechanisms to stimulate growth in the video segment.
- D** Develop a strong video content distribution ecosystem across platforms and strengthen distribution partnerships.

Business overview



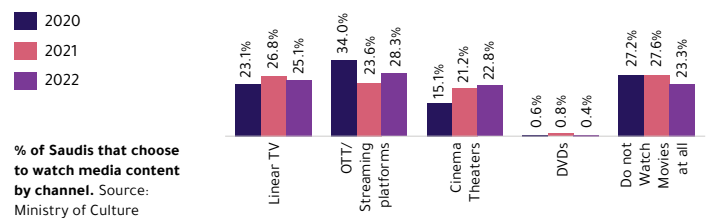
KSA video segment's value chain. Illustrative and non-exhaustive. Source: Arthur D. Little

By 2027, the video segment in KSA is expected to reach a market size of ~USD 4 billion (SAR 15 billion), growing at a CAGR of ~9%. This growth is primarily driven by the rapid expansion of the cinema sector (CAGR of ~19%), and video streaming (CAGR of ~10%), compensating the decline in the TV subscription market (CAGR of ~-6%).

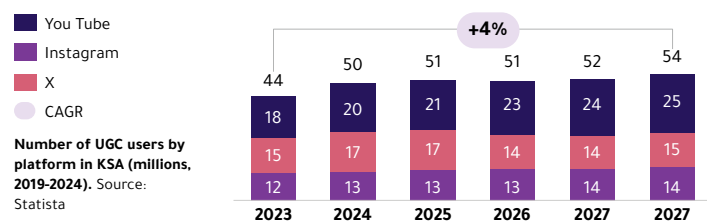


The cinema sector in Saudi Arabia has experienced significant growth in recent years, driven by cinema operators such as Muvi Cinemas and AMC Cine-mas, among others. Meanwhile, the growth in OTT is fueled by renowned international players such as Netflix and Starzplay, alongside Shahid.

Consumer behavior in Saudi Arabia has significantly changed, reflecting a preference for digital, immersive, and cinematic experiences. There has been a decline in movie viewership via television channels, while virtual streaming platforms such as Shahid and Netflix are becoming increasingly popular. Additionally, cinemas have experienced a consistent rise in popularity during this time.



From 2019 to 2023, the total number of UGC users on major platforms such as YouTube, Instagram, and Twitter grew from 44 million to over 50 million, at a CAGR of approximately 4%. This growth is mainly fueled by the rise in YouTube users. YouTube's popularity is evident in the number of hours of video uploaded annually, serving as a reliable indicator of UGC user activity due to its prominence as the primary platform for posting user-generated content.



Enabling factors overview

Regulatory framework

Among the opportunities within Saudi Arabia's video segment, investors can find a robust foundation for growth and innovation supported by a comprehensive regulatory framework. Designed to foster accountability, ensure fair competition, and safeguard consumer interests, this regulatory environment serves as a catalyst for investors' confidence and market stability.

Prospective investors will find a streamlined process for entry into the Kingdom's video market, with clear guidelines outlining the necessary licenses, permits, registrations, or no-objection certificates required for operation. For instance, the Film Saudi incentive program offers support to obtain licenses and approvals for film production projects.

This framework not only provides a roadmap for compliance but also underscores the government's commitment to nurturing a thriving and dynamic video industry.

Infrastructure

Media Village: Established in 2022, Media Village features four industry-standard sound stages ranging from 750 sqm to 2,400 sqm, along with comprehensive back-of-house facilities.

Bajdah Studios: Established in 2022, Bajdah studios features two expansive 3,000 sqm stages, equipped with state-of-the-art technology to capture the region's stunning landscapes and facilitate seamless production projects.

Studio facilities: Two soundstages of 2,415 sqm

Seasoned international studio management team: Dedicated location crew possessing vast knowledge of AIU's unique landscapes

Support facilities: Facilities such as production offices, catering, film clusters, and a backlot (5,713 sqm)

Funding and Financing

Sources of funding and financing mechanisms for the video segment in KSA

- | Funding | Financing |
|---|--|
| <p>Non-recoupable funding mechanisms through various entities:</p> <ul style="list-style-type: none"> Government offsets for broadcasters Grants for equipment such as camera and lights through the Light for Film Support Program. Grants for film projects, workshop, production and post-production activities Rebate for production projects and production support Warranty guarantee for lenders on filming related loans | <p>Recoupable financing mechanisms through the Cultural Development Fund include:</p> <ul style="list-style-type: none"> Loans for SMEs and production projects Co-investments into medium-sized film sector companies |



Source: Arthur D. Little analysis

Technology

Investment in next-gen tech is transforming Saudi Arabia's landscape, boosting user experiences and innovation.

Partnerships between platforms like Shahid and telecom companies have resulted in significant subscription growth and enhanced user experiences

OSN+ are integrating AI-driven systems for improved content discovery

AI-driven algorithms are also enhancing user engagement by delivering personalized content recommendations

NEOM designed development plans integrated with VR/AR for enhanced experience.

Talent development

- Dar Al-Hekma University offers programs in collaboration with the New York Film Academy.
- Netflix has partnered with KSA-based Studio Production Training to introduce "Below The Line KSA," a program designed to upskill professionals through on-set training and workshops focused on art department and production roles.
- 12-week intensive program in the field of screenwriting and development, which attracted over 1,800 applicants and development of more than 190 draft scripts
- Filmmakers program provides 20 training workshops and 6 master classes to beginners and mature professionals aspiring to work in the film industry
- The Ministry of Media launched the Vocational Training Initiative, part of the IGNITE program, to provide on-the-job training and skill development for fresh graduates

Collaboration and Partnership

- Netflix has partnered with Telfaz11, to co-produce fourteen films that would appeal to both Arab and global audiences
- MBC and Film Commission agreed to co-produce films and series, expanding Saudi Arabia's creative influence internationally.
- Ministry of Culture and MBC collaborated to launch 'Cultural TV' Channel to showcase KSA's rich cultural heritage.
- SRMG, owners of Manga Arabia, partnered with Warner Bros to launch Asharq Discovery, a pan-Arabic-language platform featuring exclusive shows previously unavailable for free in Arabic.
- Saudi Entertainment Ventures partnered with AMC to enhance institutional capacities and support growth in KSA's cinema industry through knowledge transfer and technical expertise.
- Image Nation Abu Dhabi, Majid Al Futtaim and MBC Studios for-med an Alliance to launch a production partnership for film and TV projects in the Middle East, with a particular focus on KSA.

Audio Segment

The audio segment strives to position KSA as a cultural hub, where audio content celebrates national heritage, encourages global dialogue, and shares the unique voices of Saudi Arabia worldwide. This is accomplished by fostering a vibrant and inclusive audio landscape through collaborative efforts, nurturing creative talents, ensuring financial sustainability, and promoting diverse participation to engage global audiences.

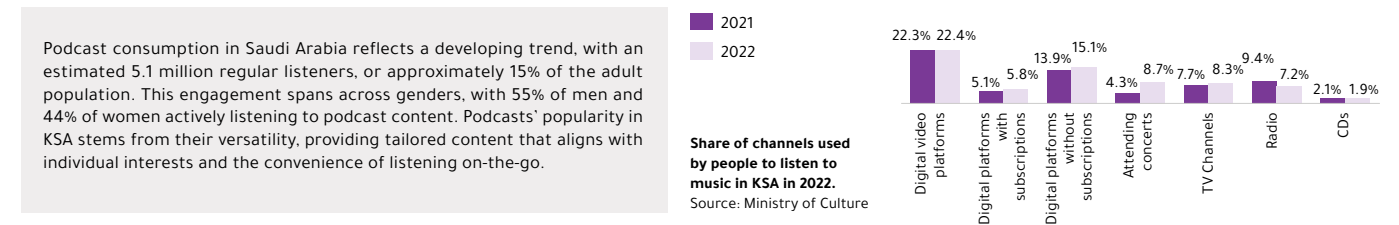
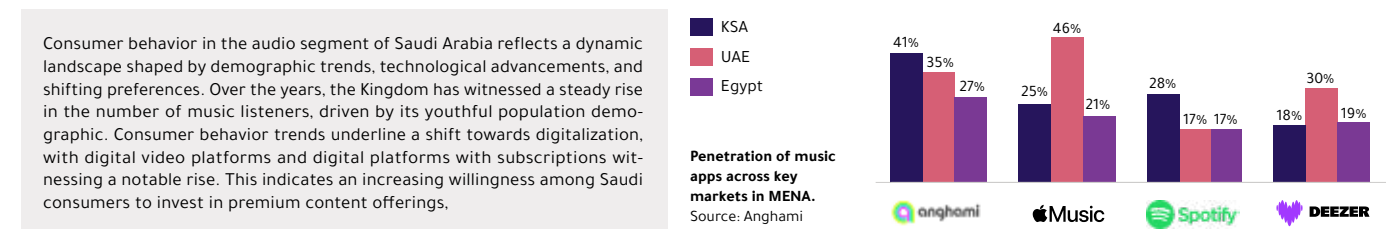
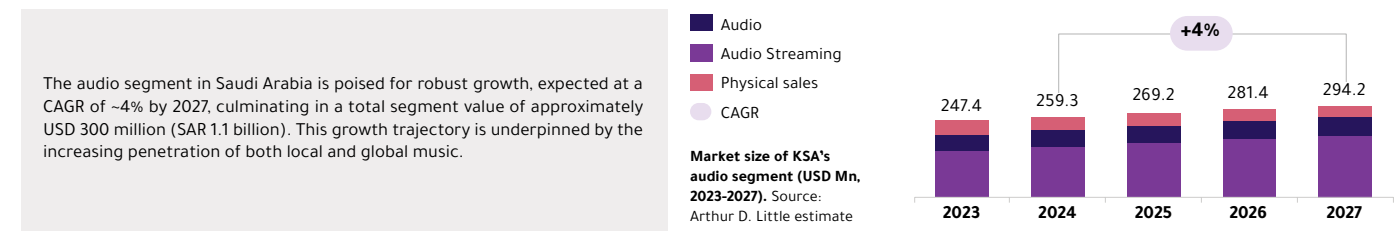
Key national objectives

- A** Foster creation of a comprehensive audio production ecosystem through strategic partnerships and infrastructure development.
- B** Implement inclusive educational programs and initiatives to empower individuals from diverse backgrounds and attract local and global talent.
- C** Implement robust financial incentives and funding mechanisms to stimulate growth in the audio segment.
- D** Implement stringent IP protection mechanisms to safeguard the creations of audio professionals.

Business overview



KSA audio segment's value chain. Illustrative and non-exhaustive. Source: Arthur D. Little



Enabling factors overview

Regulatory framework

In Saudi Arabia's audio segment, investors encounter a regulatory framework tailored to foster fair competition, uphold accountability, and safeguard consumer interests. Clear guidelines delineate the necessary licenses, permits, or approvals for market entry, providing clarity and certainty to stakeholders navigating the sector. Reflecting the government's commitment to nurturing a vibrant audio ecosystem, this regulatory environment offers a solid foundation for growth, innovation, and investment within the Kingdom's audio industry.

Infrastructure

Launched in October 2022 in Riyadh, Merwas stands as the world's largest music production studio, spanning over 4,000 sqm and featuring 22 cutting-edge studios, an academy, and international facilities dedicated to video and audio activities. Recognized with a Guinness World Record Certificate for its scale and excellence, Merwas has welcomed numerous international artists and produced various shows, series, and podcasts. Its academy has curated multiple training programs and workshops, empowering over 1,000 students and enthusiasts across KSA.

Launching in 2024, Film AlUla will host a state-of-the-art music recording studio catering to film score production, music videos, and orchestral work. It will feature a 190 sqm studio area, a 47 sqm control room, and 2 ISO booths, integrating the latest audio technology.

Diriyah Gate Development Authority and the Royal Commission for Riyadh City announced the ambitious Royal Diriyah Opera House project, set to inaugurate in 2028. It will feature 45,000 sqm with a main 2,000-seat opera theater and 3 additional venues with an approximate capacity of 3,500 seats.

As one of the most renowned cultural institutions in Saudi Arabia, the King Fahad Cultural Centre serves as a hub for cultural, literary, and artistic events. It spans an area of 100,000 sqm and offers a variety of facilities and amenities, including a main concert hall, and a main theater for various exhibitions, especially the Zarqa Al Yamama opera.

Funding and Financing

Sources of funding and financing mechanisms for the audio segment in KSA

Funding

Non-recoupable funding mechanisms include:

- Government offsets for radio broadcasters through Saudi Broadcasting Authority (SBA)
- Grants for audio production projects, workshops, and training programs through MISK Foundation

Source: Arthur D. Little analysis

Technology

Technology is playing a pivotal role in shaping the landscape of the audio segment in KSA, revolutionizing the way content is created, distributed, and consumed.

In KSA, Anghami benefits from low-latency and faster downloads without buffering or lagging. This allows Anghami to serve users who opt for premium services, thus delivering high-quality audio experiences.

Thmanyah leverages AI to enable the development, generation, recommendation, and distribution of curated and customized audio content, while also creating unique musical 'cheers' for sports events.

NEOM designed development plans to integrate for VR/AR for enhanced and immersive in-venue music and entertainment experience.

Talent development

The Music Commission launched the San'ah program, which offers a comprehensive 6-month virtual training program encompassing various fields such as artist management, DJ skills, sound engineering, and studio management.

The Music Commission launched training to 36,000 kindergarten teachers poised to introduce music education at the academic level for the first time.

The Nahawand Academy of Arts has partnered with the Gnesin Russian Academy of Music to establish KSA's first international music academy and provide educational programs, training, and certifications for musicians.

Collaboration and Partnership

Cultural Development Fund collaborated with Merwas to establish an investment fund focused on the music sector, contributing to the growth of the audio segment, and create opportunities for the talent in the field.

Deezer entered into a long-term partnership with Rotana to distribute the KSA based company's audio and visual content in MENA and build future market leader positions in different markets within MENA, including KSA.

NEOM announced a partnership with MDLBEAST to ensure end-to-end pre-launch and management of the destination of a new ultra-modern beach club in the island of Sindalah.

Publishing Segment

KSA's publishing sector has undergone an incremental transformation, evolving from traditional outlets to online platforms, driven by electronic media and increased smartphone usage. This shift enables advertisers to connect more effectively with audiences. The move towards online advertising has opened new avenues for expansion and creativity, leading businesses and marketers to adapt and utilize electronic platforms' capabilities.

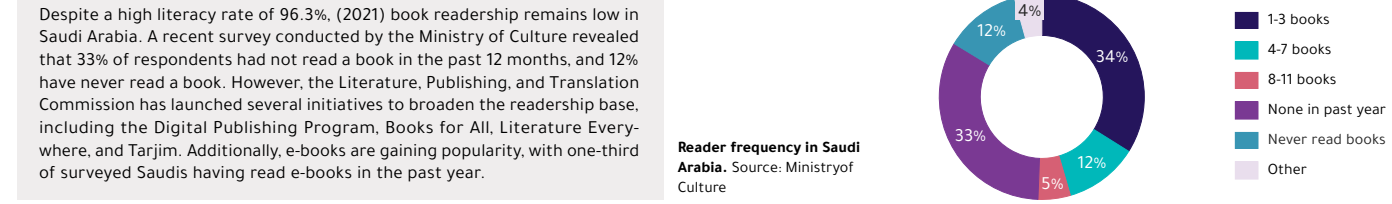
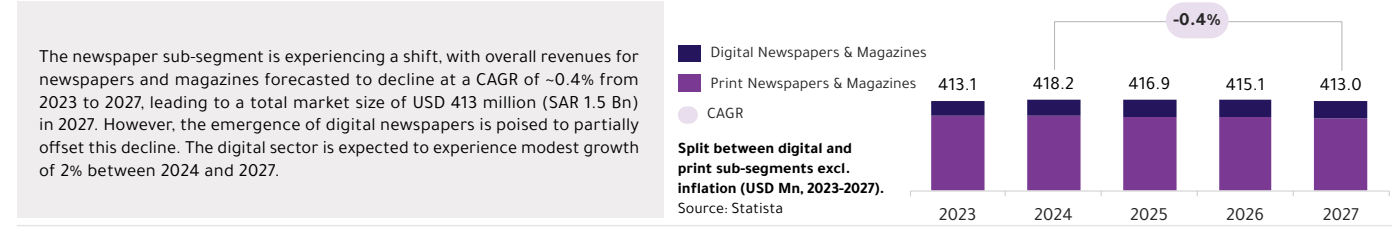
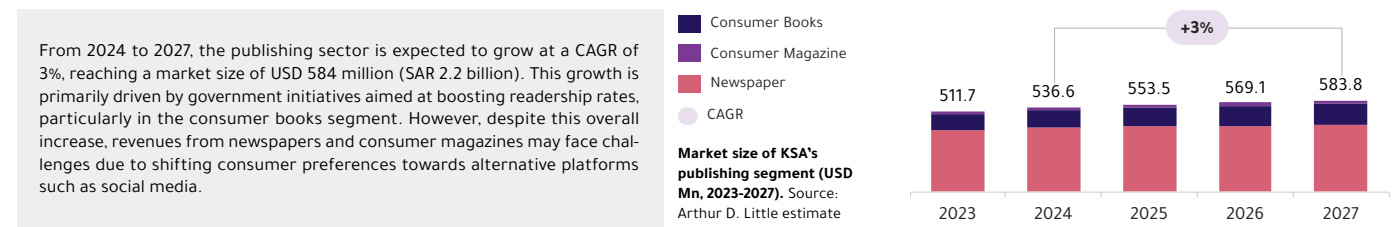
Key national objectives

- A** Leverage digital infrastructures and technologies to facilitate the seamless production, distribution, and consumption of digital content.
- B** Promote the publication of diverse voices and perspectives, showcasing the Saudi culture.
- C** Empower individuals from all backgrounds with essential skills, fostering a culture of learning.
- D** Establish partnerships and exchange programs with international publishers, literary agents, and cultural organizations to amplify the reach of Saudi literature and promote intellectual exchange on a global scale.

Business overview



KSA publishing segment's value chain. Illustrative and non-exhaustive. Source: Arthur D. Little



Enabling factors overview

Regulatory framework

The publishing segment in KSA boasts a robust regulatory framework characterized by its emphasis on accountability, fair competition, and consumer protection. By fostering a level playing field and safeguarding the interests of all stakeholders, this regulatory framework contributes to the integrity and sustainability of the publishing sector in the Kingdom. Regarding licenses, the publishing segment specifically requires permits for activities such as printing, distribution, and copyright permissions.

Infrastructure

King Fahd Glorious Qur'an Printing Complex (KFGQPC)
Saudi Arabia stands out as a global leader in the preservation and dissemination of the Qur'an and its Sciences. The King Fahd Glorious Qur'an Printing Complex (KFGQPC) is a key facility using technologies in printing, audio and digital applications to produce the Holy Quranic Text across mediums.

- Established in 1985
- One of the largest printing facilities dedicated to the Quran globally

Saudi Publishing House
Saudi Publishing House is a Saudi publishing entity owned by the Literature, Publishing, and Translation Commission; It aims to support and empower the publishing industry in KSA, stimulating local publishing activity, improving output quality in terms of content and final production, and supporting publishers, practitioners, and cultural institutions.

- Established in 2021
- Invests in modern publishing technologies

Funding and Financing

As part of its efforts and initiatives dedicated to the promotion of literary work in Saudi Arabia, the Literature, Publishing, and Translation Commission organizes programs such as 'Mu'allaha 45', a Competition on Arabic poetry, which includes monetary awards ranging from SAR 1 M to SAR 250,000 for competition winners. The 'Third Cover', a program highlighting literature and narrative creativity in the Kingdom will also be sponsored by the Literature, Publishing, and Translation Commission.

Source: Arthur D. Little analysis

Technology

The news industry is increasingly leveraging AI to transform content generation, streamlining reporting processes and elevating the quality of news coverage. These trends provide a useful reference point as Saudi Arabia's publishers position itself to capitalize on emerging AI initiatives.

In AI news content generation, Reuters deploys AI to automate news article creation, particularly for topics such as financial markets. BBC integrates AI into its production process for generating weather reports and sports updates.

AI-powered fact-checking is gaining momentum. Bloomberg harnesses AI to analyze big data, ensuring the accuracy and credibility of their news articles and reports. CNN utilizes AI-powered tools to authenticate images and videos shared on social media platforms, and swiftly debunk false information.

Talent development

The Saudi Press Agency has inaugurated its pioneering News Training Academy in February 2024, marking a milestone as the first institution dedicated to news training.

SRMG Academy, a newly launched training program based in Riyadh, dedicated to uncovering fresh media talent and nurturing emerging journalists through world-class vocational training within the Kingdom and beyond.

NEOM has recently launched its graduate development program, designed to develop young Saudis' understanding of all aspects of contemporary media, working with them to explore today's media and communications environment and discover the future of media in Saudi Arabia.

Several prominent Saudi universities play pivotal roles in shaping the field of journalism and media studies in the Kingdom, by providing a diverse array of undergraduate and graduate programs.

Collaboration and Partnership

SRMG and NEOM have signed a Memorandum of Understanding to collaborate across a range of publishing activities. Key outcomes include increased content production in NEOM, media technology development and integration, and media training programs.

The Literature, Publishing, and Translation Commission supports accelerators to empower Saudi publishing houses in both print and digital publishing fields. These publishers are provided with training programs, advisory sessions, shared services, and networking opportunities with investment partners.

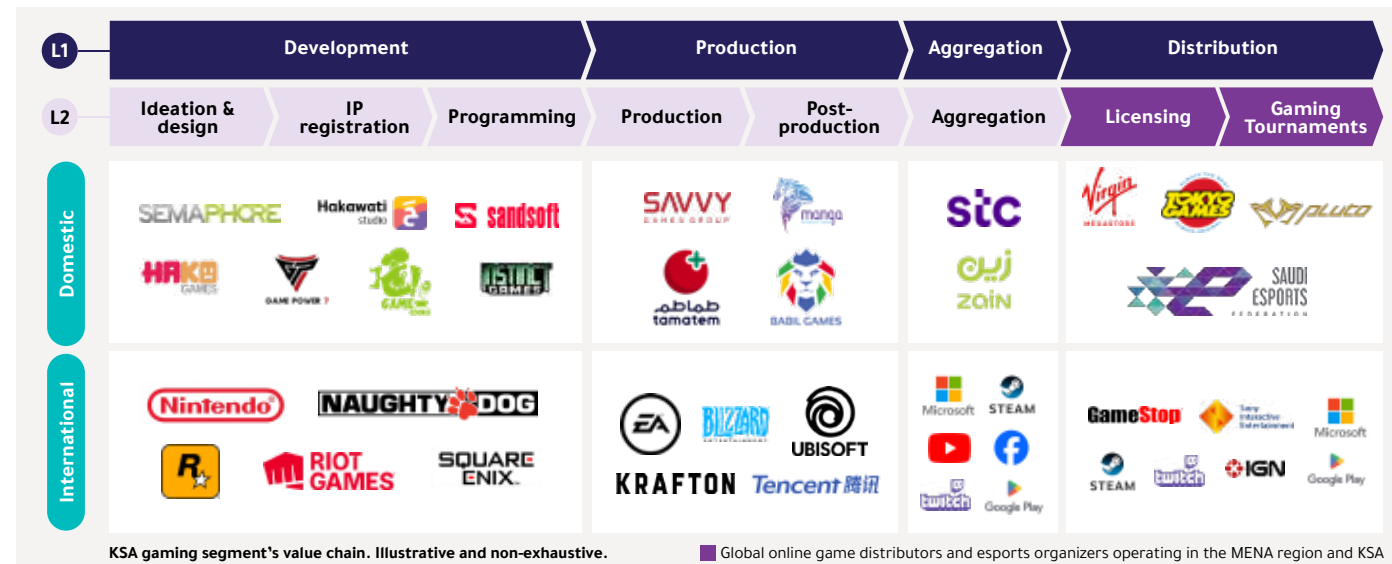
Gaming Segment

KSA has embarked on an ambitious plan to build a vibrant, globally leading gaming and esports segment. By developing this segment, it aims to drive innovation and redefine interactive entertainment globally. To achieve this goal, KSA has made strategic investments in infrastructure, engaged the gaming/esports community, and empowered gamers, developers, and industry stakeholders to thrive, driving innovation and excellence in interactive entertainment.

Key national objectives

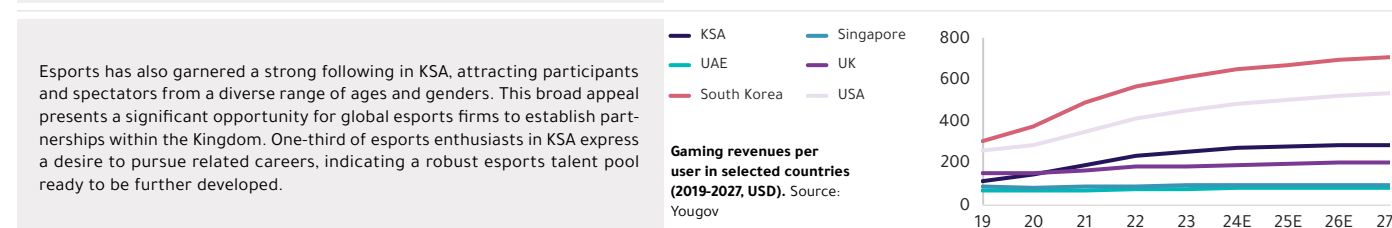
- A Develop a regulatory and governance framework to coordinate the roles of public stakeholders.
- B Create best-in-class technical and physical infrastructures to support esports growth.
- C Provide best-in-class funding and financial support to expand the gaming and esports ecosystem.
- D Become the world's testbed for game-tech innovation.
- E Become a world-class center for education in gaming and esports.
- F Foster collaboration and partnerships to scale national gaming and esports initiatives.

Business overview



KSA gaming segment's value chain. Illustrative and non-exhaustive. ■ Global online game distributors and esports organizers operating in the MENA region and KSA

Source: Arthur D. Little



Enabling factors overview

Regulatory framework

In line with other prominent gaming centers, KSA has established a comprehensive regulatory and licensing framework aimed at ensuring sectoral accountability, fostering fair competition, protecting consumers, and supporting the development of the gaming and esports industries within the social and cultural norms of the Kingdom. The regulatory regime primarily addresses classification and clearance, as well as the advertising and broadcasting of esports events. There is a streamlined process in place for the development, production, and distribution of games, which encourages foreign entities to introduce and adapt content specifically for the KSA audience. Conversely, for esports participants and organizations, the requirements for broadcasting activities are comparatively minimal.

Infrastructure

- Qiddiya:** The Giga-project Qiddiya unveils plans for a mixed-use gaming and esports district covering 500,000 sqm, consisting of 4 e-sports venues capable of hosting up to 25 e-sports teams at any time.
- NEOM:** NEOM is developing an integrated campus for interactive entertainment, featuring development studios and offering various business incentives such as incubators and accelerators, aimed at fostering the growth of the next generation of gaming enterprises.
- True Gamers:** True Gamers, a UAE-based esports network, announced its plan to invest \$ 45 million to establish 150 gaming centers across KSA by 2030, aiming to notably enhance the gaming experience within the Kingdom.

Funding and Financing

Funding

Non-recoupable funding mechanisms include:

- Grants for esports teams through the Saudi Esports Federation
- Prize money and awards for esports tournaments

Financing

Recoupable financing mechanisms include:

- Co-investments into gaming players via Savvy Games, an investment arm of the Public Investment Fund (PIF)
- Co-investments into VCs, incubators and accelerators

Source: Arthur D. Little analysis

Technology

Domestic telecommunications companies such as the Saudi Telecom Company (stc), Mobily, and Zain have introduced specialized 5G gaming packages and cloud gaming services, significantly supporting the expanding of gaming users.

stc and NVIDIA have partnered to build AI and deep learning cloud infrastructure in KSA, with stc becoming the first NVIDIA-certified cloud service provider (CSP) in the Kingdom.

At the 2022 Gamers8 tournament in KSA, AI was utilized to enhance esports experiences, with generative AI quickly generating content summaries in both English and Arabic, streamlining content delivery but also seamlessly integrated advertising within the gaming context.

Talent development

- Ministry of Media:** Ministry of Media launched the Vocational Training Initiative, one of the initiatives under the IGNITE program, in cooperation with the Ministry of Communications and Information Technology. It aims to provide on-the-job training opportunities and develop professional skills of up to 120 fresh graduates in cooperation with 30 private sector companies.
- Saudi Esports Academy:** The Saudi Esports Academy, established by the Saudi Esports Federation, offers master's degrees in gaming and esports business to cultivate a new generation of professionals in the sector. This educational institution collaborates with technology entities GGTech and Gen.G Global Academy to deliver comprehensive training and opportunities for students.
- Premier universities:** Premier universities such as King Abdulaziz University (KAU), King Abdullah University of Science and Technology (KAUST), and King Saud University (KSU) offer specialized education and professional certification in gaming.

Collaboration and Partnership

- Sandbox and Sandsoft:** The Sandbox and Sandsoft have partnered on talent development and attraction in the local video games sector by empowering local creative talent through trainings and onboarding them in job opportunities within the ecosystem.
- Saudi Esports Federation (SEF):** The Saudi Esports Federation (SEF) has partnered with the British Esports Association and the Japan Esports Union (JeSU) to drive talent development and foster growth in the esports industry across their respective countries.
- Populous:** KSA partnered with global design firm Populous to plan the esports and gaming district in the city of Qiddiya. As part of the sector building, Populous also commissioned a report with YouGov titled Esports growth & venue development in KSA in late 2022.

Advertising Segment

KSA's advertising sector has seen remarkable growth, evolving from traditional outlets to online platforms, driven by electronic media and increased smartphone usage. This shift enables advertisers to connect more effectively with audiences. The move towards online advertising has opened new avenues for expansion and creativity, leading businesses and marketers to adapt and utilize electronic platforms' capabilities and reach.

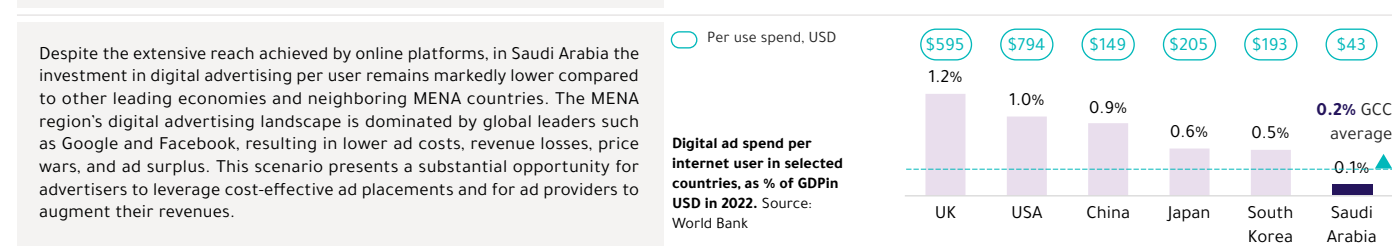
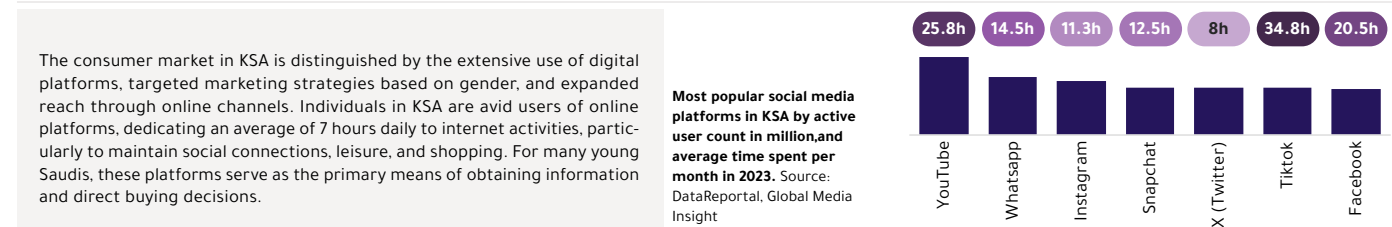
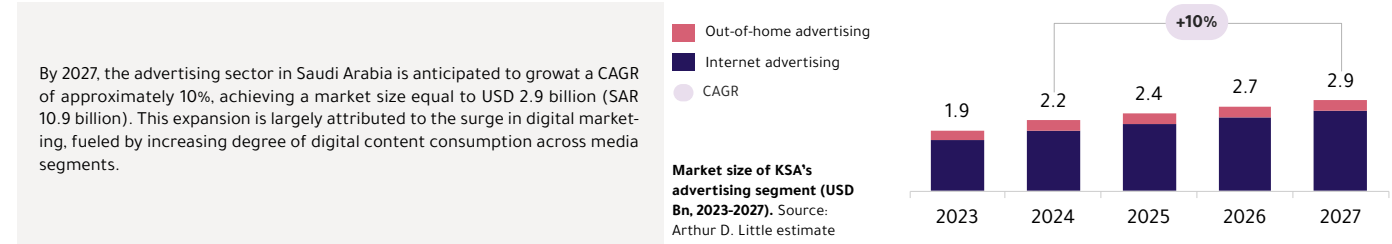
Key national objectives

- A** Streamlining the regulatory framework and approval processes for entry requirements and to scale the localization of advertising firms.
- B** Facilitating the transition toward digital advertising through digital infrastructure development.
- C** Limiting revenue leakage in the advertising sector.
- D** Empowering individuals with essential digital skills and fluency.
- E** Fostering partnerships between global digital advertising platforms and local content creators.

Business overview



KSA advertising segment's value chain. Illustrative and non-exhaustive. Source: Arthur D. Little



Enabling factors overview

Regulatory framework

The regulatory framework for advertising activities in KSA has significantly facilitated sectoral growth and innovation by simplifying approval processes. Current regulations promote the establishment of international and domestic firms by streamlining entry requirements, particularly focusing on licensing for advertising agencies and marketing offices.

Additionally, regulations authorize promotional content for cinema screenings and grant permissions for advertising material dissemination on individual social media accounts.

Infrastructure

The Media Rating Council (MRC) is the licensed entity for the measurement of television viewership in Saudi Arabia, and it has established a collaboration with the multinational measurement company Nielsen. Nielsen provides the technology and innovative measurement approaches for a multi-channel viewership system that collects data across more than 2,200 domestic households, 150 collective channels, spanning 24 cities in Saudi Arabia. This system provides advertising companies with important analytical insights that improve their ability to reach consumers and increase conversions.

In April 2023, the Royal Commission for Riyadh unveiled a city-level advertising masterplan, collaborating with Remat Al-Riyadh Development Company to introduce new out-of-home (OOH) advertising space on building fronts, major roads, and public transportation routes. This initiative aims to complement existing OOH billboards and digital ad boxes.

Funding and Financing

Funding

One of IGNITE's tenets is to nurture KSA's advertising market. This includes funding to develop a Saudi digital advertising champion, serving as a one-stop advertising aggregation platform and capture ad value within KSA.

Financing

Saudi Venture Capital Company (SVC), a KSA Government-backed VC established in 2018 by Monsha'at (General Authority for Small and Medium Enterprises), has invested roughly \$700 million in early-stage investments in Saudi start-ups, including in the advertising and marketing sector.

Source: Arthur D. Little analysis

Technology

AI technology in Saudi Arabia is empowering companies like Taswiq.ai, an AI-driven SaaS platform, to revolutionize the marketing sector.

By deploying generative AI, Taswiq.ai analyzes an online store's inventory to generate customized marketing content that aligns seamlessly with the store's branding and message, effectively reaching audiences across various channels.

Leveraging technology similar to ChatGPT, Taswiq.ai designs marketing strategies, autonomously scheduling content across multiple platforms, optimizing search engines, and managing social media engagements, pairing products with suitable influencers and forecasting the impact of these partnerships.

Talent development

The Communication Academy, established in July 2023 under the Ministry of Media, provides digital advertising courses aimed at nurturing skilled professionals in the sector and enhancing consultancy and research proficiencies.

The Saudi Ad School, founded in September 2023 as the first vocational institute in Saudi Arabia solely dedicated to advertising, offers specialized training in copywriting, production, planning, and marketing. As a sister institution to the Cairo Ad School, it represents a significant milestone in the Kingdom's advertising education landscape.

As part of the IGNITE Initiative, the KSA government is facilitating skill development sessions in digital content production through "Tawasul+," aimed at digitally upskilling professionals, including those in the publishing sector.

Collaboration and Partnership

The Athar Festival, held for the first time in November 2023, marked a significant milestone for KSA's creative industry, attracting over 1,000 marketing and creative professionals. This four-day festival featured more than 100 speakers, offering 12 workshops tailored for creative professionals. Additionally, it included a program specifically designed to support networking, partnership development, and knowledge exchange among women in the industry.

The Step Startup Festival, renowned for spotlighting tech and start-up innovations in KSA, introduces a dedicated session on advertising technology within its digital segment. In 2023, this session brought together over 20 digital and creative industry leaders, sharing insights on digital marketing strategies, online advertising channels, and customer engagement tactics, with a focus on experts and influencers from the MENA region.

Conclusion

The media sector in the Kingdom of Saudi Arabia is emerging as a promising field with considerable growth potential for international media firms. The synergy between government stakeholders and the private sector creates an attractive landscape for ambitious international investors eager to explore the dynamic changes underway.

Initially, overseas media entities have adopted a phased approach to entering the Saudi market, forming strategic alliances with local players and government bodies. These collaborations aim to integrate their innovative solutions with a nuanced understanding of the local market and its unique segments, thereby achieving gradual progress. Currently, Saudi Arabia offers an ideal setting for more decisive and bold initiatives by international investors, encouraging them to establish a presence and launch their ventures within the thriving Saudi media landscape.

As delineated in this report, the outlook for Saudi Arabia's media sector is exceptionally promising. Those looking to engage with what is rapidly developing into one of the most dynamic media landscapes globally will find no cause for regret.

Disclaimer

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Acknowledgments

The Ministry of Media, the General Authority of Media Regulation, and Arthur D. Little express their gratitude for the contributions and input provided by sector participants and public stakeholders in the development of this report. We extend our sincere appreciation to:

Communications, Space and Technology Commission

Cultural Development Fund

Film AIUa

Film Commission

King Fahd Glorious Qur'an Printing Complex

MBC Group

Media Rating Council

Merwas

Ministry of Investment

Ministry of Media

Music Commission

National Center for Privatization & PPP

NEOM Media

PIF

Savvy Group

Qiddiya Investment Company

Rotana Group

Saudi Broadcasting Authority

Saudi Entertainment Ventures

Saudi Research and Media Group

stc Group

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