

وزارة الرياضة
Ministry of Sport

Fitness Sector Development Report - Kingdom of Saudi Arabia

October 2025

FIBO ARABIA | CAA portas

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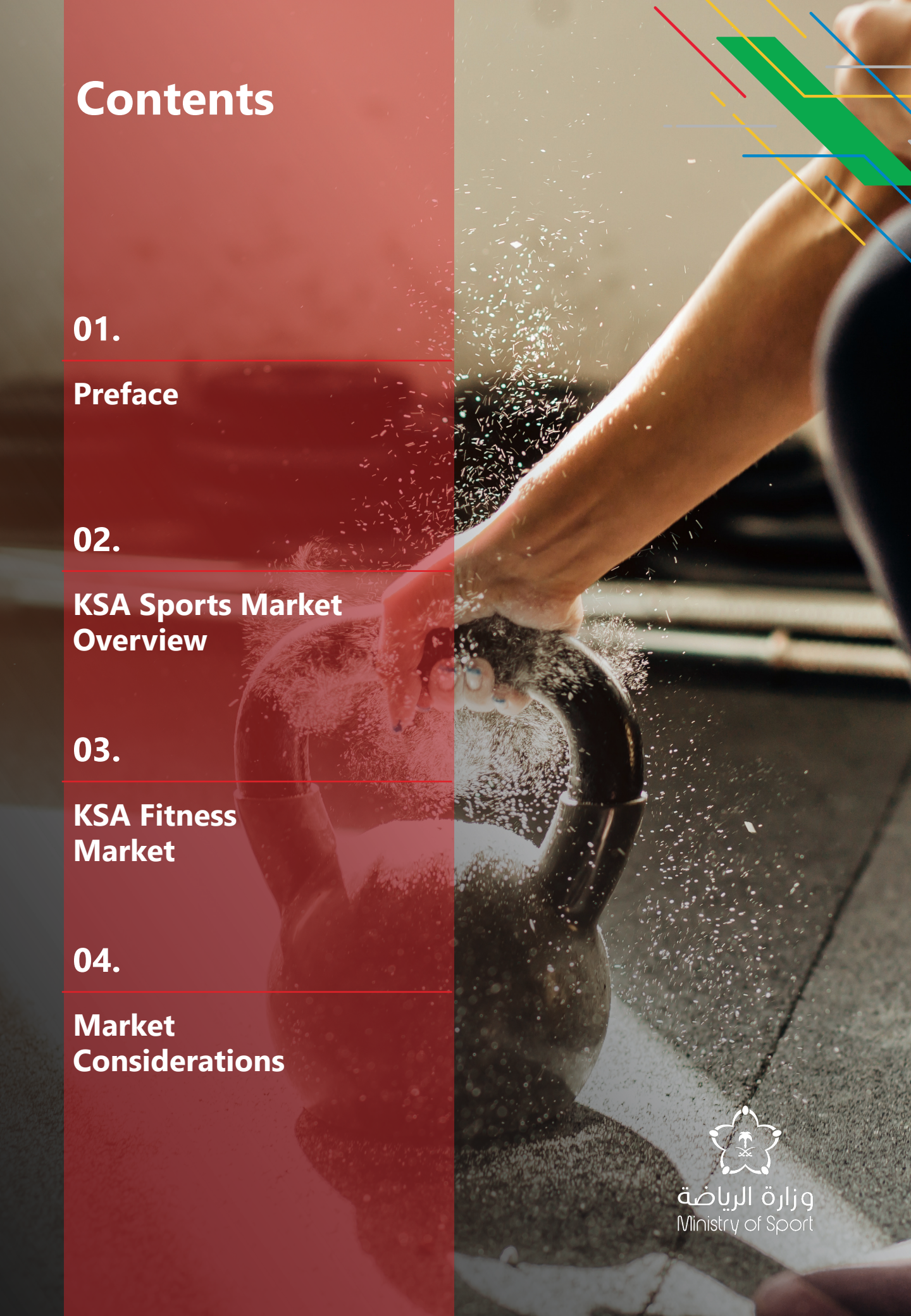
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The Ministry of Sport is pleased to present the Fitness Sector Development Report, prepared to guide the continued growth and transformation of the Kingdom's fitness industry. This report is based on comprehensive market research, stakeholder consultations, and global comparisons, offering a detailed view of the sector's current landscape, prospects, and pathways for sustainable expansion.

The fitness sector has emerged as one of the standout areas where private sector development has accelerated under the Vision 2030 plans for sport. As a result of regulatory changes—such as simplifying the registration process for fitness centres and the introduction of the NAFES licensing platform—the industry has more than doubled in value, from approximately SAR 3.4 billion in 2017 to SAR 7.7 billion in 2024, with growth expected to reach SAR 15.5 billion by 2030[1]. This expansion has been driven by significant local investment as well as international investment.

As the national steward of the sector, the Ministry is committed to expanding participation across all segments of society, enhancing the sector's contribution to public health, and enabling its role as a driver of economic growth.

In its role of facilitating private sector growth, the Ministry seeks to support investors through regulatory enablement and incentives, as well as providing market data and insights. This report is one of several initiatives designed to stimulate further private sector investment in the Kingdom's sports industry.

The findings and recommendations aim to inform policy decisions, guide investment strategies, and foster collaboration between public and private entities—ensuring the fitness sector contributes meaningfully to the Kingdom's health, social, sporting and economic goals.

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Sources: (1): CAA Portas Fitness Industry Analysis

CAA Portas



The Ministry of Sport has been instrumental to a remarkable transformation of the sports and fitness landscape in Saudi Arabia, particularly through easing the licensing process for investors in the fitness space. CAA Portas would also like to provide a special thanks to the Ministry for its continued leadership in shaping the sector's growth, as well as to the local fitness operators for their vision and foresight over the past 10 years, which has facilitated a remarkable increase in the levels of physical activity and sports participation in the Kingdom.

CAA Portas is proud to partner with the Ministry of Sport and FIBO in presenting Saudi Arabia's fitness sector development report. This report reflects our shared ambition to accelerate the growth of Saudi Arabia's health and fitness sector.

Drawing on over a decade of in-market experience, we have combined proprietary datasets, extensive fieldwork, and insights from our work with leading operators, investors, and policymakers. This unique perspective ensures the findings of this report are both evidence-based and tailored to the Kingdom's context.

We are delighted to continue contributing to this journey by supporting the Ministry of Sport, industry leaders, and investors in expanding opportunities for participation across all segments of society. We look forward to contributing to the health and fitness sector's continued growth and its impact on the Saudi Arabian sports landscape.

CAA portas

Our support to the sector

CAA Portas brings deep expertise in the sports and fitness sector, advising clients across the full ecosystem on strategy and execution. Within the health and fitness space, our support includes business planning and strategy, operating model support, investment advisory, market entry and expansion, as well as implementation and delivery support.

- Supported multiple IPOs in the Saudi fitness sector, including detailed market sizing and competitor analysis
- Assessed the KSA gym market and conducted a feasibility study for launching a gym franchise
- Developed market entry strategy and due diligence for a family office entering the KSA gym market
- Created the business plan for an investor to create a chain gym proposition in the KSA market, with potential to scale quickly

FIBO



FIBO Arabia is proud to introduce the Fitness Sector Development Report for Saudi Arabia, an initiative dedicated to advancing knowledge, fostering dialogue, and shaping the future of fitness within the Kingdom.

This report reflects our ongoing commitment to delivering essential and cutting-edge insights into the fitness sector. It has been made possible through the valued partnership of the Ministry of Sport, whose pioneering leadership and unwavering commitment to advancing the fitness sector have been central to shaping the insights presented in this report. Their vision and dedication provide the framework upon which the sector can continue to grow and flourish.

We are equally honoured to collaborate with CAA Portas, a world-leading sports consultancy, whose expertise and global perspective have been instrumental in ensuring this report meets the highest standards of research and analysis.

For more than 40 years, FIBO has been at the forefront of the global fitness movement, uniting industry leaders, innovators, and communities in pursuit of progress and growth. This report is a continuation of that mission, underscoring our global commitment to strengthening the fitness sector and supporting its evolution in new and dynamic markets.

Together, we have sought not only to map the current landscape of fitness in Saudi Arabia but also to provide insights that will inform investment, innovation, and long-term development. This report is designed to serve policymakers, industry leaders, entrepreneurs, and stakeholders as a trusted resource in understanding both the opportunities and challenges that lie ahead.

At FIBO Arabia, we believe that fitness is more than an industry—it is a catalyst for healthier lifestyles, stronger communities, and sustainable economic growth. Guided by our mission for a strong & healthy society, we are proud to release this report at the inaugural edition of FIBO Arabia, in partnership with our esteemed collaborators, as we embark on an exciting journey to support the ambitious vision of the Kingdom of Saudi Arabia.

FIBO ARABIA

KEY TERMS AND DEFINITIONS

Consumer Spending

The expenditure by gym members on memberships, personal training, and related fitness services

Economic Impact

The combined contribution of the fitness sector to GDP and employment, including direct, indirect, and induced effects

Fitness Facility / Gym

Licensed, fee-based venues offering structured exercise services such as gyms, health clubs, and fitness studios

Market Penetration

The percentage of the addressable population actively holding a paid gym membership

Non-Gym Customer

Individuals who are physically active outside the formal fitness sector, such as through compound gyms, walking, or home-based exercise

Disability-Adjusted Life Years (DALYs)

A measure of disease burden combining years lost due to premature mortality and years lived with illness or disability

Female / Mixed Participation

The share of women participating in fitness or sports, including events that integrate both male and female competitors

Gym Customer / Member

An individual with an active, paid membership at a fitness facility. This excludes casual users, free trials, or informal fitness activity. Gym customers and members are used interchangeably

NAFES Platform

Ministry of Sport led platform to issue licenses for private sport clubs, sport academies and sport and fitness centers

Social Return on Investment (SROI)

A broader measure of value that captures health, social, and community benefits generated per unit of investment



RESEARCH SOURCES AND METHODOLOGY

Our analysis draws on four complementary source types to build a full market picture

1. Primary Research

- Survey responses
- Stakeholder interviews (operators, investors, regulators)
- Gym site visits and facility audits
- Working with 3 fitness facilities on market studies for their IPOs

2. Government & Regulatory

- Ministry of Sport gym licensing database (via NAFES)
- General Authority for Statistics (demographics, income, activity)

3. Global Comparators

- IBISWorld, Statista, and proprietary Portas benchmarking
- Penetration rates, pricing, segmentation from the US, UK, Spain, Germany, UAE
- EuropeActive – European Health & Fitness Market Report 2025;
- HFA Global Report;
- Official statistics and national association data

4. Operator Disclosures

- Annual reports and investor decks (Leejam, Armah, Saudi Sports Company)
- Pricing models and service features from gym websites
- Online audits of publicly accessible gym and aggregator platforms

A 4-layer methodology was applied to assess the fitness sector's current and future potential, grounded in robust analytical levers:

Market Sizing & Segmentation

Estimated total market revenue and number of members using both top-down and bottom-up approaches. Revenue was calculated by multiplying gym count, average number of members per gym, and average monthly price by segment. Segmented the market by price tier, gender, and gym type[1]. Prices use advertised 3-month online discounted rates, though in-club and seasonal offers often lower realized revenues.

01

Forecast Modelling

Projected growth to 2030 based on observed CAGRs from 2017–2022, adjusted for future drivers and risks. Key forecast inputs included expansion of female gym licensing, rollout of low-cost formats, increased digitisation, and macroeconomic and regulatory tailwinds (e.g. Vision 2030, NAFES reforms).

02

Benchmarking & Validation

Benchmarked KSA gym metrics—such as penetration rate, spend per member, and pricing structure—against mature and emerging fitness markets including the US, UK, Germany, Spain, UAE, and Brazil. Validation included reconciling with global data, regional operator trends, and comparable market trajectories.

03

Fieldwork & Expert Input

Tested assumptions and filled data gaps through field observations and stakeholder input:

- Gym visits across major cities
- Expert interviews
- Survey responses to understand user preferences, pricing tolerance, and demand patterns
- Cross-referenced findings with online market scans and public platform data

04

Notes: (1) Membership prices calculated using pro-rated membership rates weighted at 3 months (50%), 6 months (30%), 12 months (20%). Additional estimated in-branch reductions applied baselined to available gym revenues.



KSA

Sports Market Overview

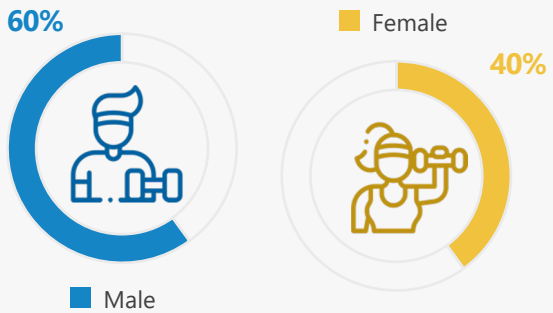
MACRO INDICATORS REFLECT A MARKET ON THE RISE

Saudi Arabia is undergoing rapid demographic and economic change. A growing population, rising GDP, increasing disposable income, and improving health awareness are reshaping the national landscape. These macro trends provide critical context for understanding the broader transformation underway in the fitness sector, and set the foundation for shifts across consumer behavior, and lifestyle choices.

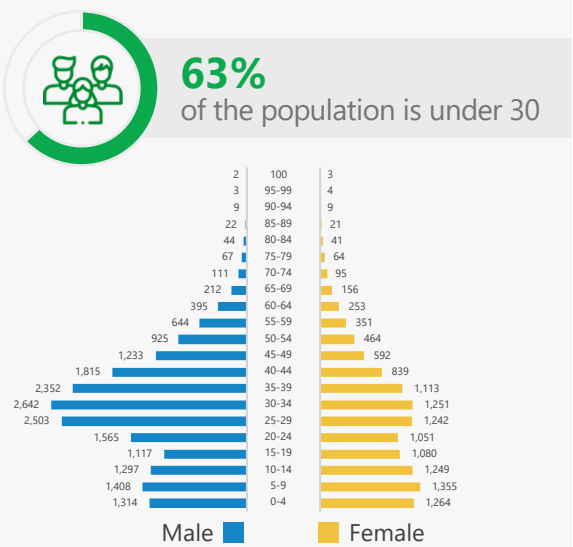
1. Population Growth Fueling Demand

Saudi Arabia's population has experienced substantial growth over the past decade, positioning the Kingdom as one of the fastest-growing markets in the region. From approximately 30.8 million in 2021 to over 35 million in 2024[1], this increase reflects both natural demographic expansion and the inflow of residents supporting national development.

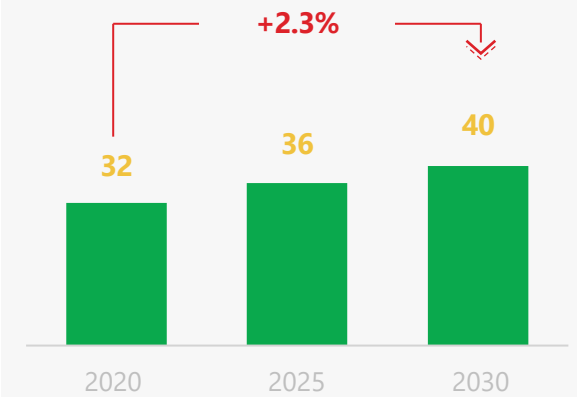
Gender Split



Age Distribution by Gender

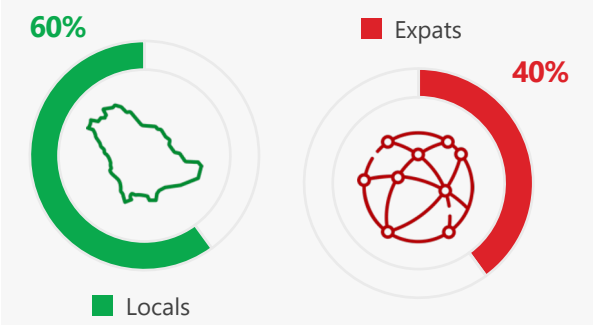


Total Population Growth Over Time (in millions)



The population is also comparably young, with 63% under the age of 30[2], and features a significant gender split, as men make up nearly 60% of the population[3] due to the Kingdom's large male-dominated labor force. In addition, Saudi Arabia hosts a large expatriate community, with non-citizens accounting for around 40% of the total population.[4]

Nationality Split



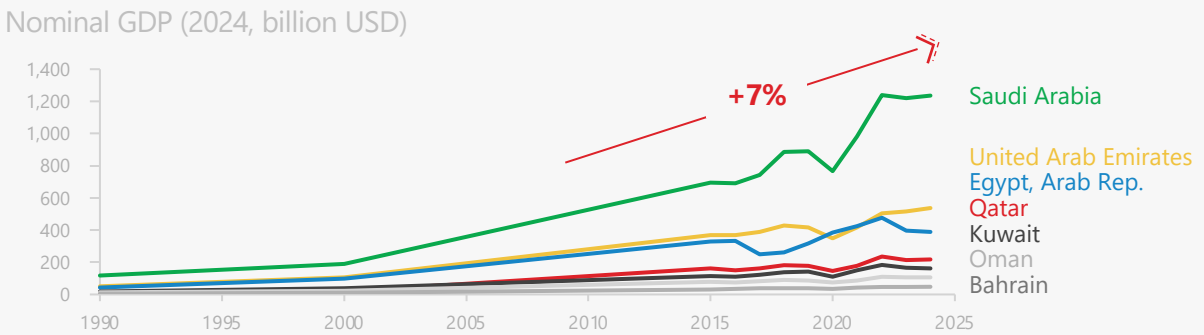
Sources: (1): Saudi Arabia: GASTAT; 2024 ; (2): GASTAT; 2023; (3): Quality of Life Program. Annual Report 2023: Vision 2030; 2023; (4): International Organization for Migration. Migration in the Middle East and North Africa

MACRO INDICATORS REFLECT A MARKET ON THE RISE

2. Steady GDP Growth Enabling Sector Expansion

Saudi Arabia continues to demonstrate strong economic momentum, driven by both oil revenues and non-oil diversification efforts. In 2022, the Kingdom recorded real GDP growth of 8.7%, the highest among GCC peers. While growth dipped to 0.8% in 2023, a recovery is forecasted in 2024 (+2.0%) and 2025 (+2.5%) in nominal terms, and growth is expected to continue beyond 2025, in line with Vision 2030 goals. Saudi Arabia leads the GCC with a projected GDP of USD 1080 billion in 2024, surpassing the UAE (USD 528B) and Qatar (USD 365B). This positions KSA as the region's largest economy and a key driver of regional development.

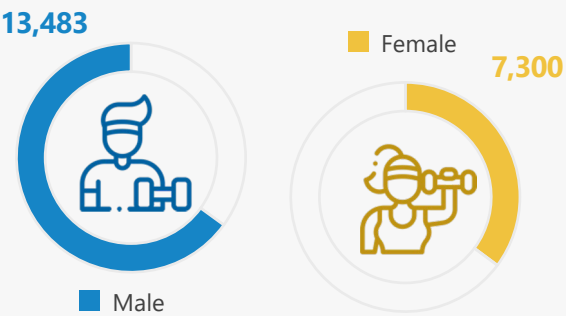
Nominal GDP Growth of Selected MENA Countries (1990–2025)



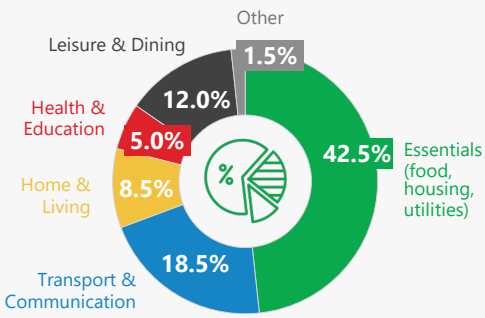
3. Rising Disposable Income Shaping Consumer Behavior

Disposable income in Saudi Arabia has increased steadily, supported by labor reforms and broader economic growth. Average monthly household income stands at SAR 14,823, with a clear gap between males (SAR 13,483) and females (SAR 7,300).[4] Spending is concentrated on essentials (42.5%), followed by transport and communication (18.5%), and leisure and dining (12%)[5], a category that includes growing spend on fitness, gyms, and wellness. While 31% of households reported income declines in 2023[6], overall trends point to a rising middle class with a shifting lifestyle towards more free time.

Average monthly income (SAR)



Household monthly expenditure



Sources: CAA Portas, (1): General Authority for Statistics. Economic Indicators Report Q4 2022; (2) International Monetary Fund. World Economic Outlook Database April 2024; (3) World Bank. Saudi Arabia Country Economic Update 2024; (4) General Authority for Statistics. Household Income and Consumption Expenditure Survey 2023; (5) Ministry of Economy and Planning. Consumer Spending Trends Report 2024; (6) The Saudi Consumer Sentiment Survey, April 2024

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VISION 2030 SPORT GOALS

1. Vision 2030 Goals for Physical Activity

Vision 2030's Quality of Life Program sets a clear target: increase the percentage of the population engaging in at least 150 minutes of physical activity per week to 40% by 2030[1], underscoring the Kingdom's commitment to healthier living. To support this, the Sports for All Federation (SFA) was established in 2018 to drive inclusive community participation. Its programs aim to embed fitness into daily life and normalize active lifestyles across all segments of society.

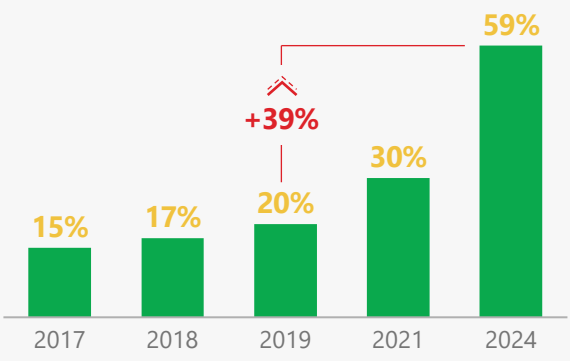


2. Physical Activity participation progress to date

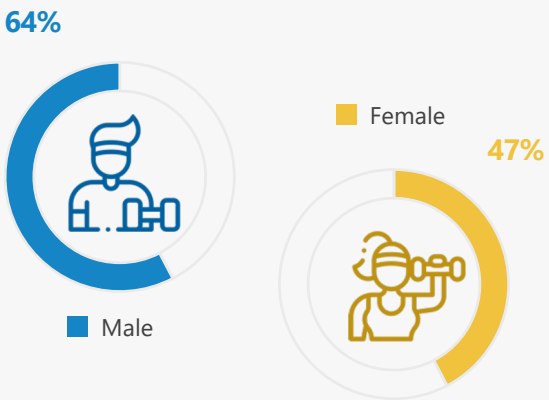
Saudi Arabia has made significant progress toward its physical activity targets. According to the General Authority for Statistics (GASTAT), 58.5% of the population is now physically active[1]. Furthermore, The Vision 2030 goal of 40% meeting WHO activity levels has already been achieve underscoring rapid progress in driving participation. A higher aspiration has now been set targeting 64%[2] of the population to be active by 2030.

While this reflects the success of government-led campaigns and infrastructure investments, the latest 2024 data shows improved gender equity, with 64% of males and 47% of females now meeting WHO physical activity guidelines. Continued focus on inclusion, accessibility, and equitable programming will be essential to sustaining this momentum and reaching new aspiration of a higher participation target.[3]

Progress in Physical Activity Participation in Saudi Arabia (2017–2024)



Physical activity participation rates by gender (2024)

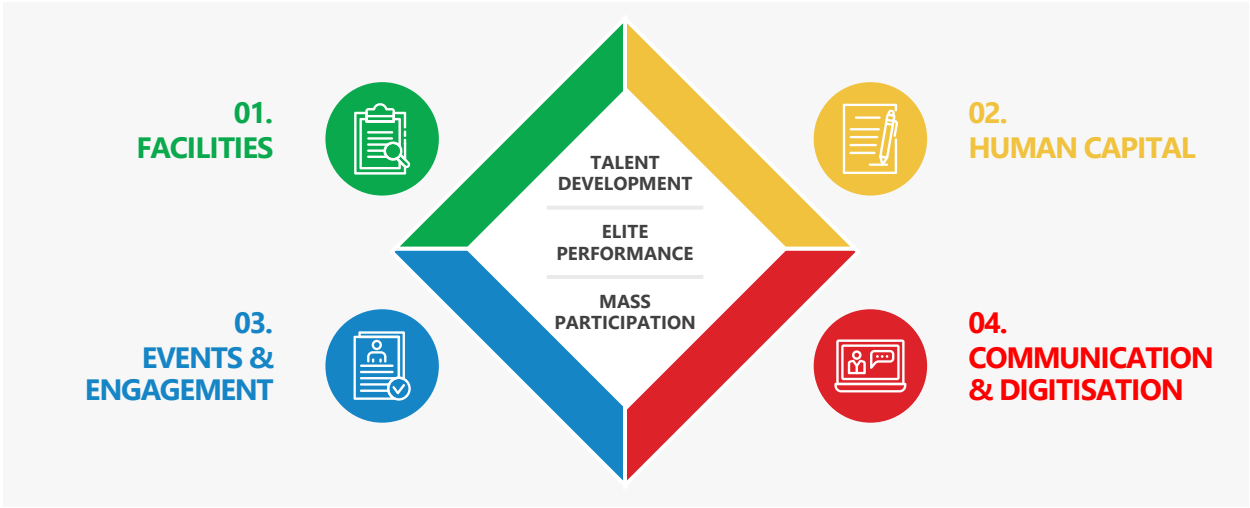


*Official target not published yet.
Sources: CAA Portas, (1): General Authority for Statistics. Sports Practice Survey 2024; (2) Sports for all Strategy March 2024; (3): World Health Organization. Global Status Report on Physical Activity 2022

NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

Building on the momentum of Vision 2030 and the significant rise in sports participation over the past five years, the Kingdom's sports sector objectives provide a unified framework to accelerate progress across the sector.[1] It is anchored around three core pillars: mass participation, talent development, and elite performance.

These are supported by key enablers: facilities, human capital, events and engagement, and digital communication. Oversight and implementation are led by national bodies including the Ministry of Sport, working in coordination with federations, clubs, mega projects and private sector partners to deliver impact at scale[2]



Mass Participation

Saudi Arabia has made mass participation in fitness a national priority, with a strong focus on inclusion and accessibility. Digital campaigns such as the Step Challenge logged 12 billion steps in 2022[1]. Neighborhood Clubs offer group classes and family activities, providing sport, educational, and recreational opportunities for people of all ages and abilities, with a focus on expanding access across communities[3].

The Riyadh Marathon has become another major pillar in driving mass participation: the 2025 edition saw 40,494 participants from 131 countries, —2x the 20,000 participants in 2024, with ~67% being Saudi nationals and 40% being women[4].

Access for women and youth has expanded significantly. Since 2018, PE has been mandatory for both girls and boys in over 8,000 schools, and the Saudi Sports Federation for Universities has boosted student participation through competitions and funding[45].

Female participation has more than doubled from 8% in 2015 to 47% in 2024, driven by initiatives like female-only gyms, dedicated gym hours, and the Women's Fitness Program[6]

Female Participation



Inclusive access remains a national priority. In 2023, over 1,200 individuals with disabilities were reached through tailored programs. Broader strategies now address barriers related to gender, age, geography, and physical ability, embedding fitness as a right for all[7].

Sources: CAA Portas, (1): Vision 2030. Sector objectives and priorities summary; (2): Ministry of Sport. Strategy Implementation Overview; (3): Quality of Life Program. Neighborhood Clubs Initiative; (4); Ministry of Education. Physical Education in Public Schools – Progress Report 2022; (5): Saudi Sports Federation for Universities Saudi Sports Federation for Universities (6) Sports for All Federation. Women's Fitness Program Summary; (7): Ministry of Sport. Inclusive Access and Equity Report 2023;

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NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

Talent Development Pathways

Significant strides have been made to develop talent pathways to identify, train, and elevate athletes across the Kingdom. Central to this is the Mahd Sports Academy, launched in 2020 to position Saudi Arabia as a global hub for talent development. Since its inception, Mahd has engaged nearly 290,000 participants, nominated 635 athletes, and secured 44 medals across competitions. With its growing footprint and expert-led programs, the Academy is embedding a structured pathway to nurture youth talent nationwide[1].

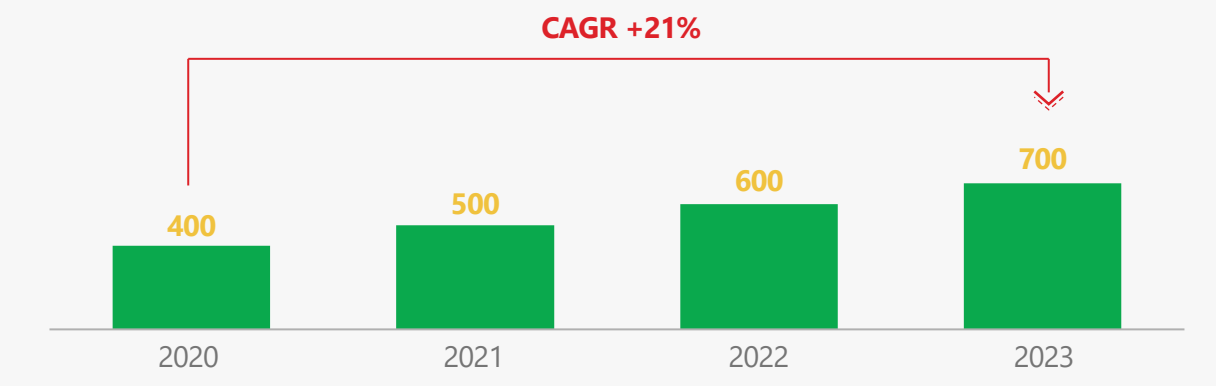
Additionally, the Saudi Games serve as a key platform for talent discovery, engaging thousands of athletes across a wide range of sports. The 2024 edition brought together 9,000+ athletes across 52 sports, with 21% youth participation. It featured 50 female and mixed competitions, underscoring gender diversity, and welcomed 300+ international guests, reflecting its growing global profile. Female participation reached 20%, while Para/Deaf sports accounted for 13% of total events—notably higher than the Canada Games (7%) and Commonwealth Games (4%).

The 2024 Saudi Games edition also enabled the identification of 7 elite athletes, the introduction of 48 youth events, and a tripling of expat athlete participation to 1,191.

Elite Performance

Saudi Arabia's investment in elite athlete development is reflected in upgraded Olympic Training Centers in Riyadh and Jeddah. These elite hubs now serve over 700 national-level athletes from 26 federations, offering year-round coaching, medical, and nutritional support[2]. This progress has translated into stronger international performances—Saudi Arabia delivered one of its strongest Asian Games results in recent years at Hangzhou 2023, winning 10 medals (4 Gold, 2 Silver, 4 Bronze), reinforcing the impact of its high-performance strategy[3].

Number of National-Level Athletes Trained at Olympic Centers



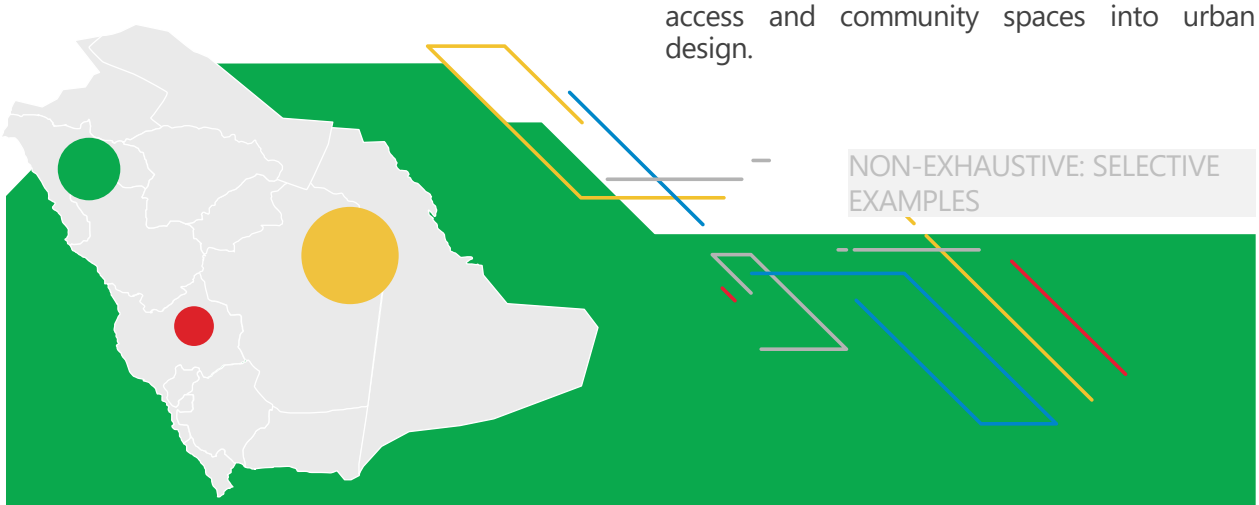
Sources: CAA Portas, (1): Mahd Academy; (2): Saudi Olympic and Paralympic Committee. National Training Centers Progress Report (3):Asian Games Official Site. Saudi Arabia Medal Tally 2023

NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

1. FACILITIES

Saudi Arabia has made unprecedented investments in the last few years in sports and fitness infrastructure, aiming to boost participation and attract global events. As of 2023, the Kingdom is home to over 14,780 dedicated sports and fitness facilities, including gyms, parks, tracks, stadiums, and mixed-use hubs.[1]. In Riyadh alone, according to the city's sports strategy, there are 781 facilities, underscoring the capital's role as a leading hub for fitness and sporting activity

The expansion is broad and strategic. Qiddiya is set to become a global sports and entertainment hub with the creation of 32 sports and entertainment venues. Roshn is also delivering large-scale projects with integrated wellness and fitness amenities as part of its plan to build over 400,000 homes by 2030, creating walkable communities that embed active living into daily life. Other giga-projects—such as NEOM, Red Sea, and Diriyah, and Sports Boulevard are embedding fitness access and community spaces into urban design.



NON-EXHAUSTIVE: SELECTIVE EXAMPLES



Riyadh Sports Boulevard

A 135km urban trail integrating running, cycling, and horse-riding paths, along with community fitness zones that total 50 different sports facilities[2]



NEOM

Home to state-of-the-art facilities including a multisport complex, water sports marina, and an outdoor adventure hub in Trojena



Qiddiya Entertainment & Sports City

Designed as a future sports capital, Qiddiya will host elite training venues, stadiums, and entertainment zones, including the 45,000-seat Prince Mohammed bin Salman Stadium



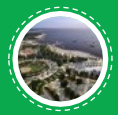
King Abdullah Sports City

A major complex with a 60,000-seat stadium and adjacent training grounds, regularly hosting national and international competitions



AlUla Sports Oasis

A desert-integrated facility supporting yoga, climbing, and trail running, blending heritage with wellness and outdoor sport



Jazan Waterfront Sports Hub

A regional hub offering aquatic sports facilities, beach sports, and recreational areas aimed at boosting sports tourism.

These developments are expected to drive the sports facility operations market to SAR 26B by 2030[3], unlocking major opportunities for private sector involvement in planning, delivery, and management.

Source: (1) xMap.ai. Sports & Fitness Locations in Saudi Arabia . xMap.ai; 2025; (2) Vision 2030. Sports Boulevard Project. Saudi Vision 2030 (3): MISA Analysis

NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

2. HUMAN CAPITAL

Saudi Arabia is advancing efforts to build a high-quality sports and fitness workforce. Nationalization requirements are driving gyms and academies to develop in-house training programs. Though gaps remain, the Leadership Development Institute is playing a leading role by unifying professional standards, building capabilities, and providing training and development courses. Active steps are being taken through a variety of initiatives.

Local Talent Development

The development of local coaches, trainers, and leaders is accelerating. Many fitness entities are building internal academies and upskilling programs to reduce reliance on expatriate labor

Career Progression

Efforts are underway to create clearer career pathways for sports professionals, offering more structured and long-term roles to attract and retain talent with the goal to create 100,000 sports jobs in the Kingdom by 2030

Gender Inclusion

More women are entering the sector, and an increasing number of female professionals are taking leadership roles in the sector. Initiatives aim to boost female sports and fitness participation, especially in major cities

Training & Certification

In recent years there has been significant improvement in the training and certification standards for workforce in the Kingdom, with global and regional providers entering the market, helping raise training quality and address professional gaps. The Prince Faisal bin Fahd Award for Sports Research further advances knowledge, funding international projects with grants of USD 80K–120K each (~USD 1M total)[1]

Adjacent Sector Growth

Sectors like sports medicine, conditioning, and data science are still emerging. National strategies are supporting workforce development in these critical areas

Tech & Data Roles

As the sector digitizes, demand for specialists in sports analytics, performance tracking, and fan engagement tech is growing, with new training initiatives addressing this gap



Source: CAA Portas, (1) European Association for Sport Management (EASM)

NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

3. EVENTS & ENGAGEMENT

Saudi Arabia's events ecosystem has evolved considerably, with high-profile international sporting events already hosted in the Kingdom — including Formula 1, Formula E, and the 2023 FIFA Club World Cup. Looking ahead, events such as 2027 AFC Asian Cup, FIFA World Cup 2034, and the Asian Games 2034 are confirmed, underscoring the continued professionalisation and growth of the sector. While building local event-management expertise and standardising delivery remain priorities, the momentum is strong and the infrastructure is increasingly robust — positioning Saudi Arabia to sustain long-term impact in hosting world-class sports events.

200+

international sports events hosted since 2018

80+ countries

participated in World Combat Games Riyadh 2023

9,000+

participants attended the 2024 Saudi Games



Source: CAA Portas, Saudi Games 2024, Visit Saudi

NATIONAL OBJECTIVES FOR THE SPORTS SECTOR ARE A DRIVING FORCE

4. COMMUNICATION & DIGITISATION

Saudi Arabia is rapidly transforming its sports ecosystem through technology, embedding digital solutions across athlete performance, fan experience, and operations. These efforts are accelerating under Vision 2030, with growing investment and innovation from both public and private sectors. Saudi Arabia intends to make 66 of the 96 direct and indirect goals of Vision 2030 dependent on data/AI, aiming to train a large specialist workforce and become a global AI leader[1].

Performance & Fan Experience

Significant progress has been made in developing talent pathways and leveraging digital tools to support the sports ecosystem. Technologies such as athlete tracking systems, performance dashboards, and online ticketing platforms are now widely adopted.

These innovations enhance training efficiency, support injury prevention, and improve event accessibility, while also delivering more personalised and engaging experiences for fans.

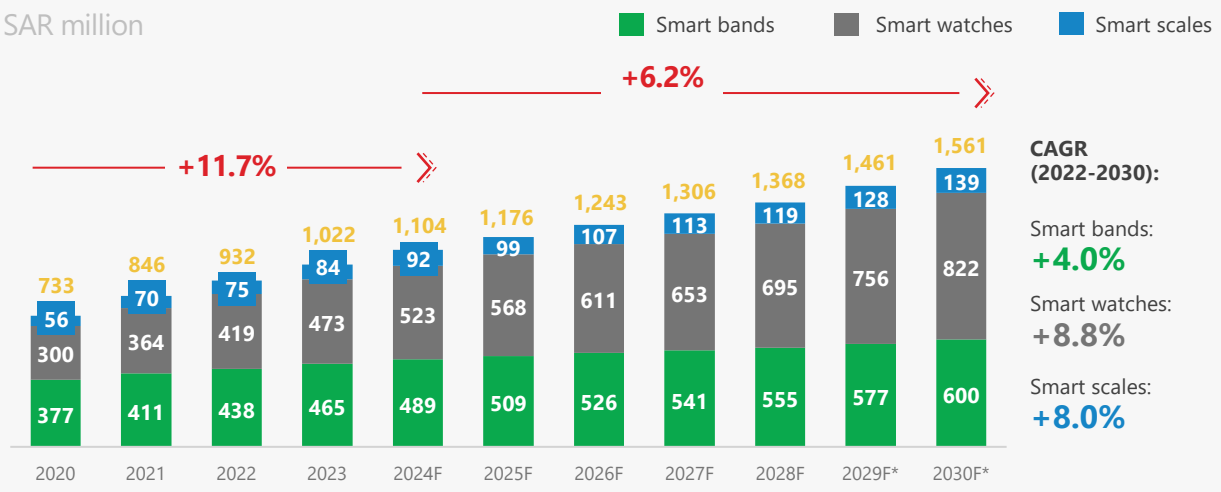
AI & Data Innovation

To address past gaps in data use and customer engagement, Saudi is investing in advanced analytics and artificial intelligence. PIF-backed companies like Humain are leading the shift, developing AI-powered tools to improve fan targeting, streamline operations, and unlock real-time insights across events and venues.

Infrastructure & Digital Talent

Despite growing adoption, challenges remain around system fragmentation and digital talent shortages. National initiatives are now focusing on unifying platforms and developing local capabilities through training programs, partnerships, and workforce upskilling.

KSA fitness tracker market (2020-2030)



+1 Billion SAR

Fitness tracking market in Saudi Arabia current worth

Sources: CAA Portas; (1) Saudi Data & Artificial Intelligence Authority (SDAIA) – Saudi Data & AI Strategy

KEY PLAYERS DRIVING THE INITIATIVES

KSA Sport And Fitness Market Overview

ILLUSTRATIVE

SPORT GOVERNING BODIES

FEDERATIONS AND SPORTS COMMITTEES

COMPANIES, LEAGUES, ACADEMIES AND CLUBS

ENTERTAINMENT AND EVENTS

ROYAL COMMISSIONS

CORPORATE PARTNERS

MUNICIPALITIES

INVESTORS

GIGA PROJECTS

OPERATORS

OTHER MINISTRIES & AUTHORITIES

TECH, MEDIA & ENTERTAINMENT

Public Sector Policymaking

The public sector drives the ecosystem by setting policy, funding programs, and shaping national strategies. The Ministry of Sport has played a key role since its 2017 reformation, enabling female gym licensing. NAFES was later launched to ease entry for fitness and sports operators. The Ministry of Municipalities and Housing (MoMAh) has also played a role in this regulatory reform by making the licensing process easier for fitness businesses. Beyond regulatory reforms, the Ministry of Sport — along with other entities such as MoMAh — provides land grants and infrastructure support to advance sports and fitness projects in line with national development priorities.

The Ministry leads Vision 2030 and the Kingdom's sector objectives, while federations and deputyships manage implementation. Government bodies also promote mass participation and regulate private sector alignment with national goals1. As part of its role in building the ecosystem, the Ministry of Sport also supports private sector investment across the sports value chain.

Private Sector Activation

The private sector is expanding its role by developing gyms, wellness centers, and sport-tech ventures. Players support government programs, sponsor events, and attract global fitness brands. Some gyms are entering through a local partner, while others are now entering independently—showing the increasing ease of doing business and the opportunities available to investors to choose the right route to market. With rising demand and improved regulation, the sector is becoming more commercial and diverse.[2]

Sources: CAA Portas; (1):Vision 2030. Sector objectors and priorities; (2): General Authority for Investment (MISA). Sports Investment Guide

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SUMMARY OF KEY INSIGHTS

	Key Takeaways	Implication
Macro Context & Demand Potential	**Disposable income is increasing, but gym spend remains low**	Build stronger value propositions and targeted offers to capture increased household income
	The majority of the population remains physically inactive despite awareness	Expand gym access and offerings to meet rising consumer demand in a growing population
	KSA has a youthful, urban population with high growth potential	Targeting youth in major cities can unlock long-term demand
	Mega projects and development are embedding fitness into urban design	Anchor flagship gyms and concept studios in high-profile venues
Gender	**Female gym participation is growing fast, with room for further expansion**	Scope to scale women-centric gyms and inclusive offerings
Workforce & Tech	**Tech and data solutions are increasingly adopted across the fitness landscape**	Leverage digital tools to personalize services, boost engagement, and enable operational gains
	Strong policy momentum to grow and professionalize the workforce	Upskill and standardize staff to lift service quality and reduce reliance on expats
Talent Pathway	**New national talent hubs are being built and private academies expanding**	Operators have opportunity to take advantage of the increased demand for youth sports academies

Sources: CAA Portas



KSA

Fitness Market

HISTORICAL MARKET GROWTH AND REVENUE TRENDS

Saudi Arabia's gym sector grew, with female inclusion rising significantly

I. Historical performance

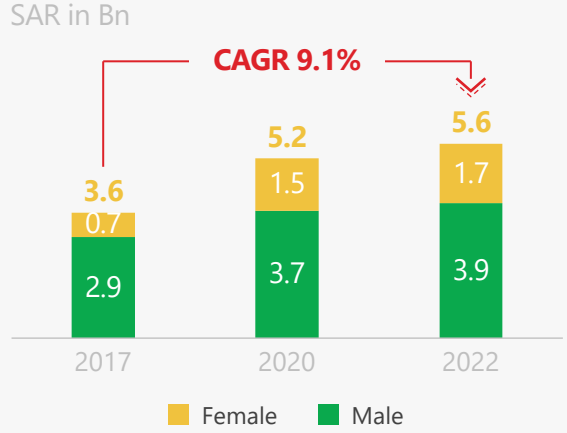
Between 2017 and 2022, Saudi Arabia's gym market grew at a compound annual growth rate (CAGR) of 9.1%, driven by a substantial increase in licensed gym facilities and membership uptake[1]. This is largely driven by growth in the female gym market which grew considerably faster with a 19.5% CAGR compared to 5.9% in the male sector (see next page for further details).

The KSA fitness market has been less affected by COVID-19 lockdowns compared to other major markets. The 4% CAGR from 2020 to 2022 contrasts favorably with markets like the US and UK, where gym participation declined. This is partly explained by the government's policy approaches and the avoidance of multiple lockdowns.

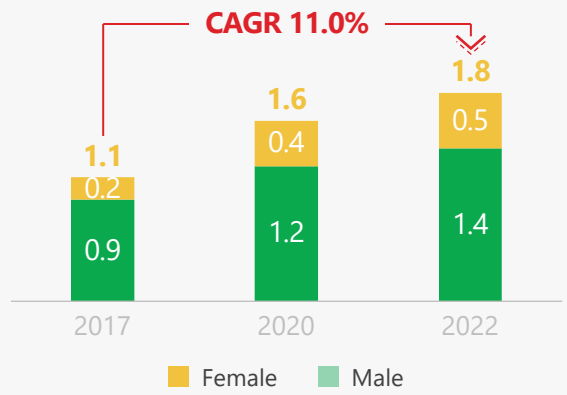
The stability in revenue per member alongside topline growth suggests that operators expanded primarily through volume rather than pricing power. This dynamic offers an opportunity for differentiation through pricing models, member engagement strategies, or value-added services targeting customer retention and upselling[2].

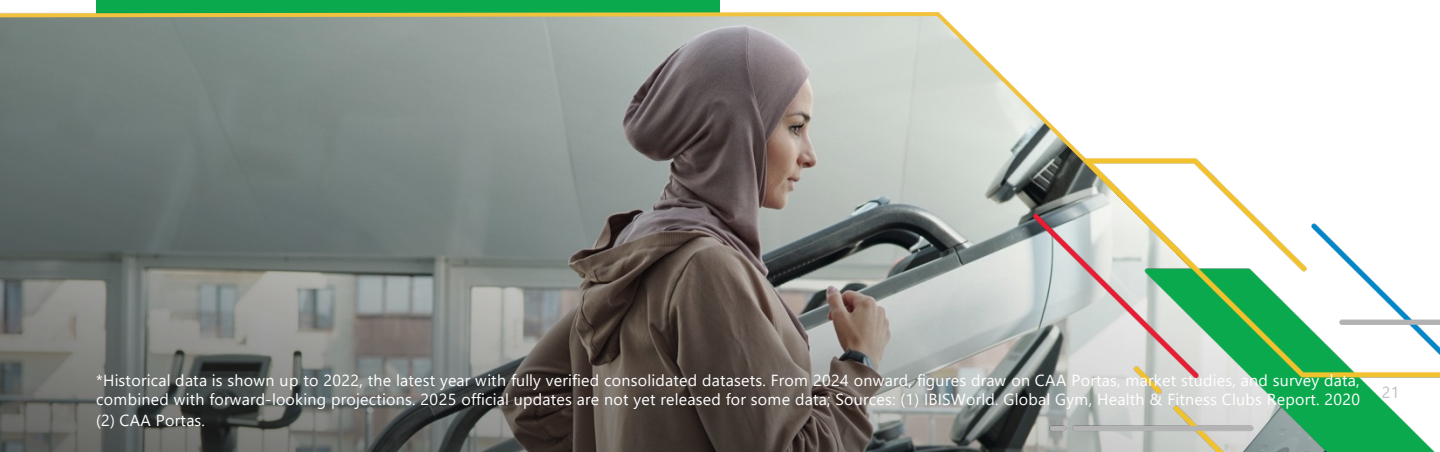
Operators and investors can expect policy tailwinds to continue supporting expansion, particularly in underserved regions or formats (e.g., low-cost and female-oriented facilities)[2].

Saudi Arabia Gym Market Size (2017-2022)*



Total number of members (2017-2022)





*Historical data is shown up to 2022, the latest year with fully verified consolidated datasets. From 2024 onward, figures draw on CAA Portas, market studies, and survey data, combined with forward-looking projections. 2025 official updates are not yet released for some data; Sources: (1) IBISWorld. Global Gym, Health & Fitness Clubs Report. 2020 (2) CAA Portas.

HISTORICAL MARKET GROWTH AND REVENUE TRENDS

II. Female members

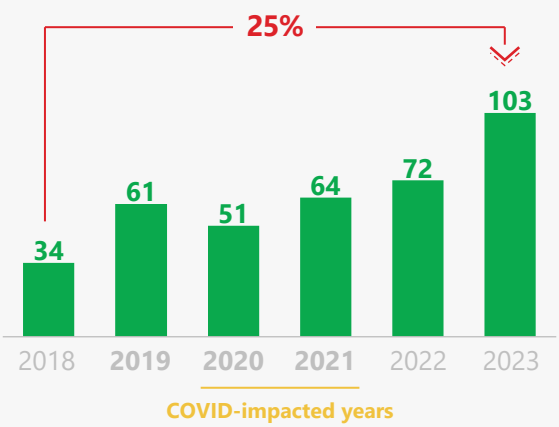
Female members have been a key growth driver, expanding at a 25% CAGR between 2018 and 2023

This rapid increase reflects both cultural shifts and regulatory reforms (e.g., licensing of women-only gyms). For operators, this indicates a clear business case to invest in women-specific offerings such as female-only clubs, childcare-equipped facilities, and targeted programming. There is also growing opportunity to position women as high-value customers, given their increasing share of overall revenue. Operators who fail to develop female-oriented formats or adapt service models to women's preferences risk missing out on a major market in the fastest-growing customer segment. The industry is bifurcating—between players who can operate diversified formats, and those who cannot.

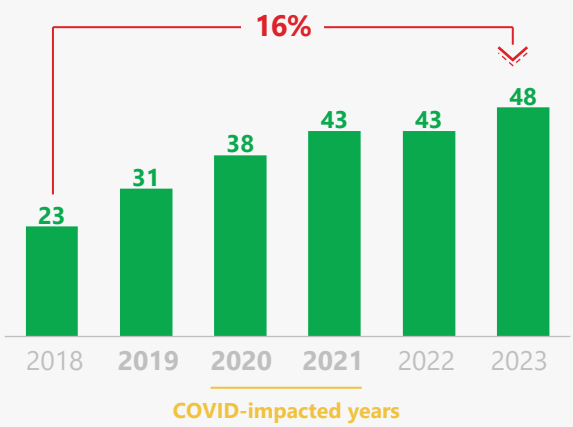
INSIGHT

Female gym membership still lags behind male participation, highlighting significant growth potential. As women become more financially independent and active, their distinct consumption habits will be increasingly important for operators to address.

Number of female members (k)



Number of female chain gyms



Sources: CAA Portas.

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GYM SUPPLY TRENDS IN KSA

The Secondary market of non-commercial access-controlled facilities is growing

The role of secondary fitness spaces

Saudi Arabia's gym infrastructure can broadly be segmented into two categories:

Primary market

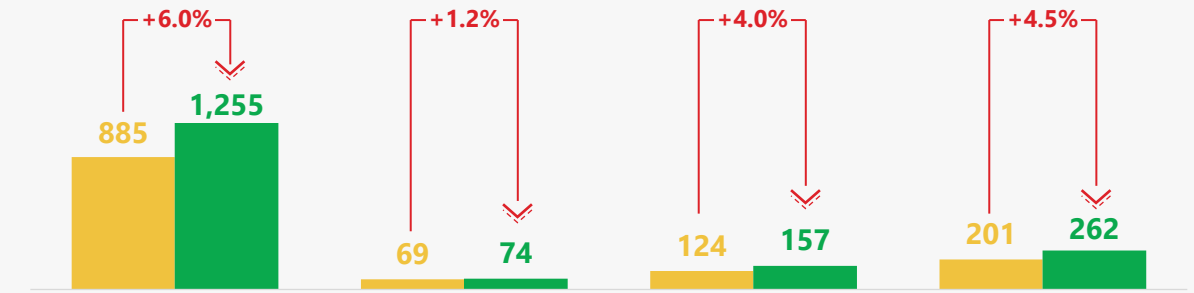
Licensed, fee-paying gyms open to the public (e.g., independent gyms)

Secondary market

Non-commercial, access-controlled fitness spaces (e.g., hotel gyms)

Beyond the core gym market, secondary fitness spaces—such as hotel gyms, and residential compounds—are playing a growing role in broadening access and normalizing fitness participation[1]. While secondary spaces often do not generate revenue directly, they shape consumer behavior and expand the addressable market for commercial gyms. The operator partnerships represent opportunity to provide either white labelled or branded service offerings within these spaces and potentially funnel users into paid fitness services.

Secondary segment KSA gyms market growth (2024-2030)[1]



Hotel gyms

KSA government investing US$110 billion to grow tourism over the next 5 years[1], requiring an increase in the number of hotels

Military gyms

KSA military affiliated fitness facilities will grow at a conservative rate, limiting the number of new gyms needed

Residential gyms

Residential projects are expanding—spanning non-Saudi compounds and new apartment developments with built-in fitness facilities

University gyms

University places expected to grow, with additional gyms required to meet higher demand



INSIGHT

There is an opportunity to monetize secondary facilities (e.g., partnerships with hotels and universities); however, if growth in this segment accelerates, it could pose competition to the primary market.

Sources: (1) CAA Portas.

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GYM SUPPLY TRENDS IN KSA

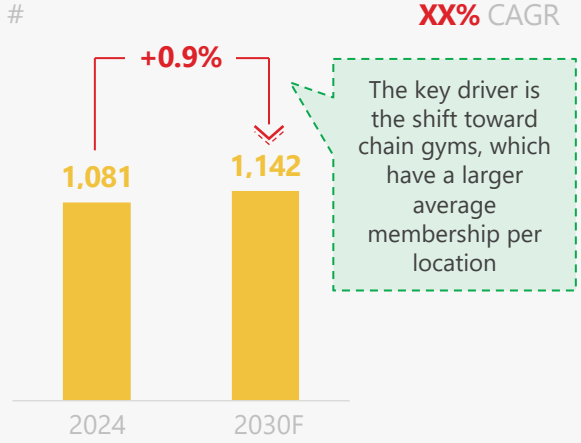
Saudi Arabia's gym market is heavily concentrated in major cities, but populations are expected to grow in new areas

II. Geographic gaps and opportunities

KSA's fitness supply is heavily skewed — nearly 65% of gyms are in just three regions (Riyadh, Makkah, and Eastern Province)[1], while cities like Najran and Al Baha remain underserved[1].

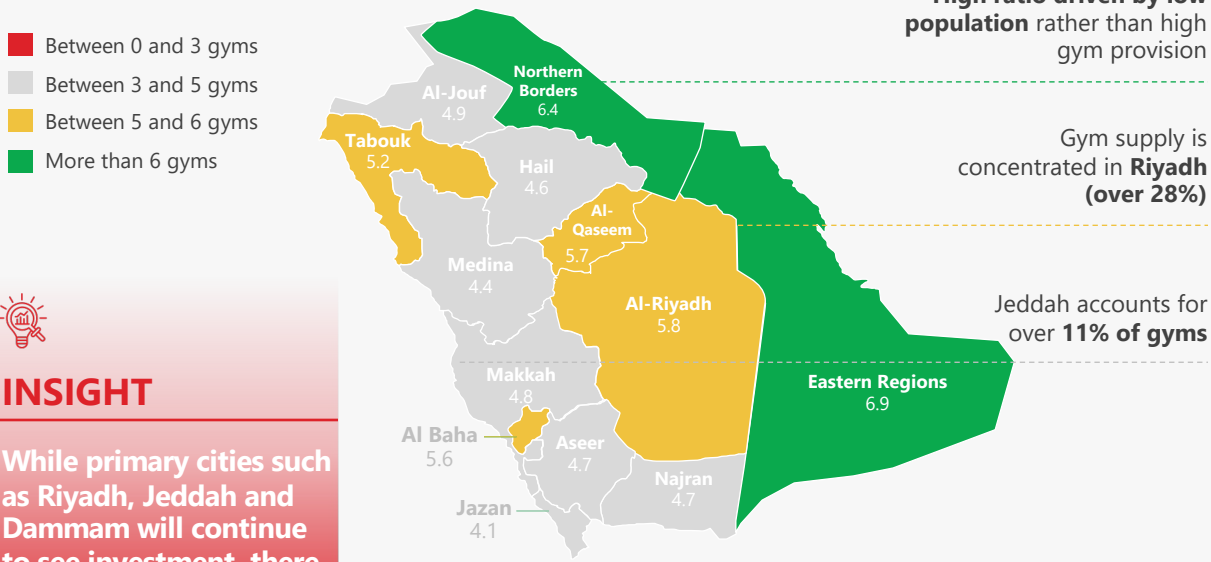
There is an opportunity for operators to shift focus beyond core cities to smaller regional markets which require lean, localized formats. Expanding in the secondary market (e.g., branded compound gyms or partnerships with hotels) can enable low-CAPEX growth and early entry in less-regulated environments[1]. Developers and landlords can monetize underused space by integrating branded fitness in high-traffic developments.

Average number of members per KSA location



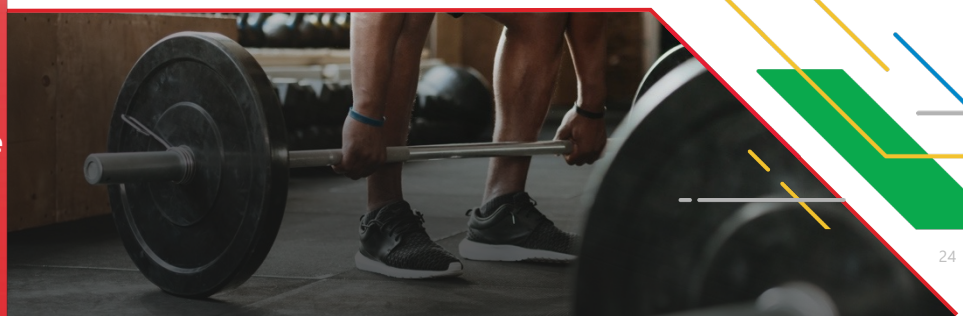
Geographic spread of gyms in the KSA, 2024[1]

Number of gyms per 100k people



INSIGHT

While primary cities such as Riyadh, Jeddah and Dammam will continue to see investment, there is an opportunity and a need for operators to expand their operations and capture growing demand across the entire Kingdom



Sources: (1) CAA Portas

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OVERVIEW OF THE ECOSYSTEM

Segments of the fitness market

I. Saudi Arabia's gym market is structured around five distinct segments

Each of these serve different customer profiles and price points. This segmentation reflects an evolving ecosystem reflecting growing consumer sophistication and rising demand for both affordability and specialization driven by higher-margin formats and increasing consumer demand

Five distinct gym segments	Avg. monthly membership rates[1]
HVLC Gyms Target budget-conscious and beginner users with low-cost, self-service facilities, minimal staffing, and fast rollout models focused on scale and accessibility.	<SAR 300
Mid-Tier Gyms Cater to professionals and families with moderate pricing, offering staffed support, group classes, and amenities like pools and studios for a balanced fitness experience.	SAR 300 – 700
Premium Gyms Serve affluent clients seeking luxury, with upscale design, wellness services, and personalized support, positioning themselves as lifestyle destinations.	>= SAR 700
Independent Gyms Are small, owner-run facilities (1–2 branches), often niche-focused (e.g., bodybuilding), with varied service quality and branding.	SAR 200 - 250
Concept Gyms Focus on one or two activities (e.g., HIIT, spin), offering immersive, community-driven group experiences built around strong brand identity.	SAR 550 - 600

Sources: (1) CAA Portas.

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SEGMENT OUTLOOK

Saudi Arabia's fitness market is shifting from independent gyms to chain formats.

II. Mapping the gym landscape

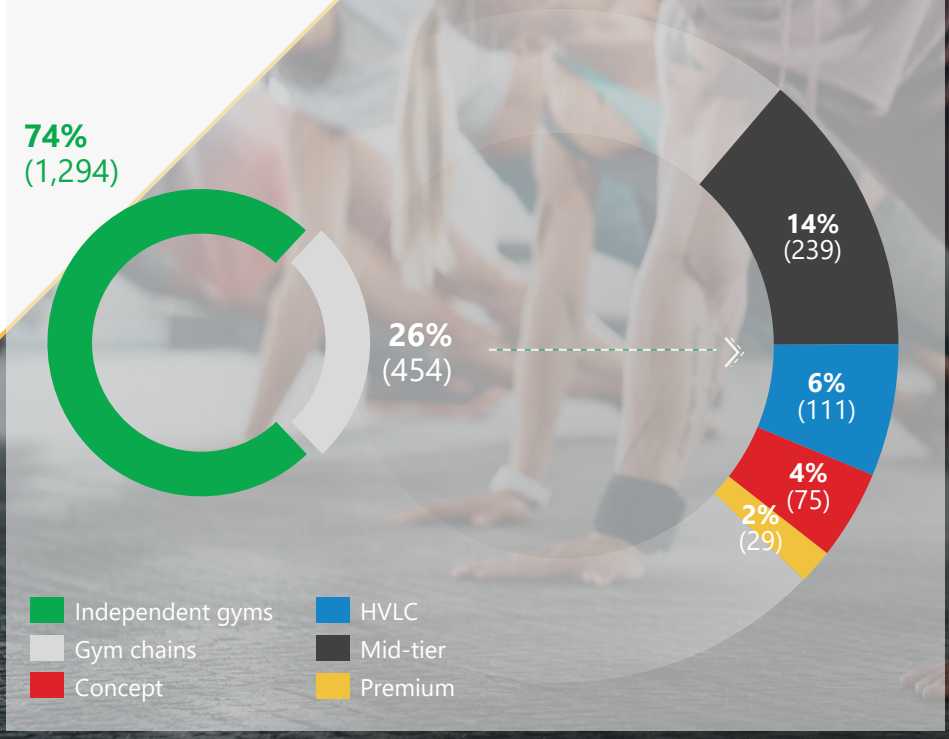
The market is highly fragmented—74% of the 1,748 primary gyms are independents—but momentum is shifting rapidly toward chain-led growth. Based on market growth trends, the number of gyms in Saudi Arabia is expected to increase by 8% annually, reaching 2,720 gyms by 2030.

This suggests that operators must adapt—those without scale, specialization, or brand differentiation are being outcompeted by chains with efficient rollout models. With the mid-tier dominated by the established market players, investors can consider concept gyms, which offer superior revenue per m^2 with lower upfront costs.

INSIGHT

Chain gyms have an opportunity to expand their presence by leveraging scale advantages through investment, market consolidation, franchising, and expansion into health & wellness and other sports

Share of gym (%) branches by primary gym classification (2024)[1]



Sources: 1) CAA Portas.

SEGMENT OUTLOOK

Saudi Arabia's gym market is shifting from independent-led to chain-driven growth. Each segment offers unique opportunities based on scale, and monetization potential.

HVLC Formats

Projected to grow from 100 HVLC gyms to more than 250 by 2030

HVLC gyms are ideal for franchise-led expansion, particularly in underserved smaller regional cities. Operators targeting affordability at scale can secure national reach and cost leadership early.

Mid-Tier Gyms

Largest segment by revenue and number of branches with over 400 gyms by 2030

The KSA mid-tier market is still growing, but at a slower pace; operators must differentiate through service, programming, and customer experience to retain members against emerging segments.

Premium Gyms

Projected to grow from a low base today at 22% CAGR

This is a margin-driven play. Operators must focus on exclusivity, personalization, and top-tier amenities to justify pricing.

Independents

Account for most of the market, but their market share is expected to decline by 2030 – as they struggle to compete on price, branding, and digital integration

This creates an opportunity for investors for roll-ups and regional consolidation. For operators who focus on customer experience, there is still an opportunity to win against the growing number of chain gym offerings entering the market.

Concept Gyms

Projected to grow at 24% CAGR and by 2030 as consumer demand for personalized, class-based offerings increases

Larger players are already entering, but fast movers can still secure defensible positions by focusing on brand, community, and differentiated experiences.

INSIGHT

Mid-tier gyms have historically dominated in KSA, but new offerings are growing. Despite this bifurcation (as seen in mature markets), the mid-tier model is expected to remain the largest segment for now

The rapid projected growth of HVLC, Premium, and Concept segments reflects both strong demand and the fact that these formats are still nascent in Saudi Arabia. Starting from a low base, even modest expansion results in disproportionately high percentage growth.

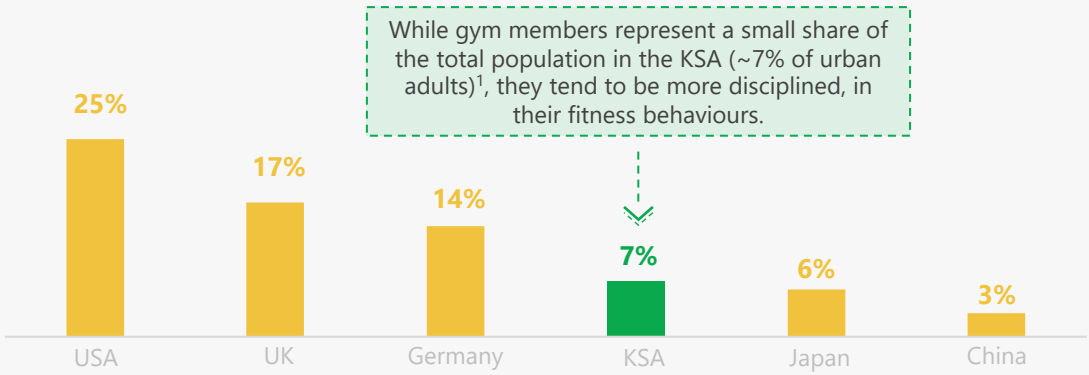
Sources: 1) CAA Portas.

UNDERSTANDING GYM CONSUMERS

Saudi Arabia's gym market is growing fast, but market penetration* is still below mature markets

Gym market penetration[1]

% of population (15–79) with paid gym membership



Saudi Arabia's fitness market today is characterized by a sharp divide between two distinct groups. Though both may share an interest in health and activity, their behaviours, motivations, and barriers are significantly different—and so are the opportunities they represent for operators.

GYM CUSTOMERS**

Individuals who actively pay for and use licensed, fee-based fitness facilities.

These users typically access structured workouts, personal training, or group classes. Most have made an active commitment to their health by purchasing a membership or class package and integrating the gym into their lifestyle[2].

NON-GYM CUSTOMERS

Individuals who use free or informal fitness options to stay active (e.g., compound gyms).

These customers account for most urban adults—around 20 million—who don't use paid gyms but often stay active through walking, home workouts, or free facilities like residential clubs, which are typically under-equipped or inconsistent[2].

For operators, it presents a fundamental strategic choice: either continue serving a small base of high-commitment users—or unlock the vastly larger population that remains outside the formal gym economy. Understanding the behaviors and expectations of both segments is the first step in designing fitness offerings that convert intent into participation. The Ministry of Sport is actively playing its role by increasing the demand for physical activity through its policies, programs and initiatives.



*Penetration rates reconciled across IHRSA (HFA) Global Report 2024 and EuropeActive EHFMR 2025, ensuring like-for-like membership definitions. **Gym customers and members are used interchangeably; Sources: (1) Health & Fitness Association (HFA). 2024 Global Report, EuropeActive EHFMR 2025 (2) CAA Portas

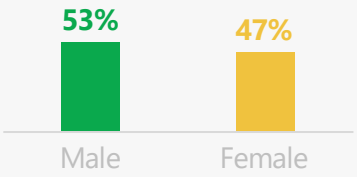
UNDERSTANDING GYM CONSUMERS

Gym-goers and non-gym customers differ widely—making Saudi Arabia's fitness market highly segmented.

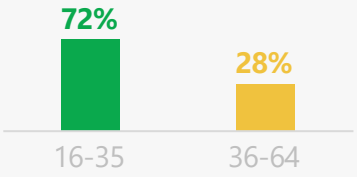
GYM CUSTOMERS

Size* **1.9M**

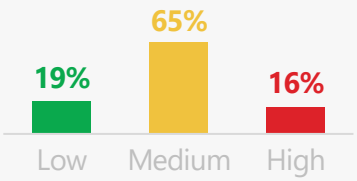
Gender



Age

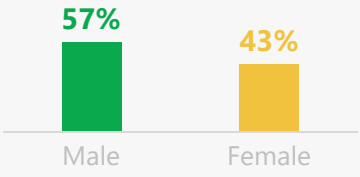


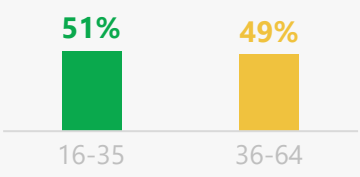
Income

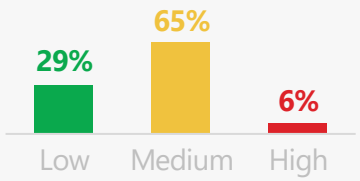


NON-GYM CUSTOMERS

20M







Gender is no longer a barrier in Saudi Arabia's fitness market. Women's gym members have grown significantly over the last 5 years, though many non-users indicate a lack of suitable options[1].

While gym participation currently skews young, adults aged 36 to 64 remain underserved despite strong health-driven motivation. Inclusive formats like mid-day classes and joint mobility programs, along with messaging that prioritizes health over aesthetics, can help engage older users[1].

Income also influences participation, but not always predictably. Low- and middle-income users are underrepresented, not due to lack of interest, but because they seek clear value and affordability. Flexible pricing and short-term commitments can attract budget-conscious users[1].

Ultimately, there is no average gym user—demand varies widely. Operators must adopt multi-segment strategies that align format, pricing, and programming with distinct consumer profiles to scale sustainably[12].

INSIGHT

Operators must deepen their understanding of evolving customer segments. Tailored marketing, product mix, and location strategies are key to engaging the growing and shifting population and driving higher revenues

*Retrieved from UN population data for greater accuracy due to small survey sample size
Sources: (1) CAA Portas.

THE SOCIAL VALUE OF FITNESS IN KSA (1/2)

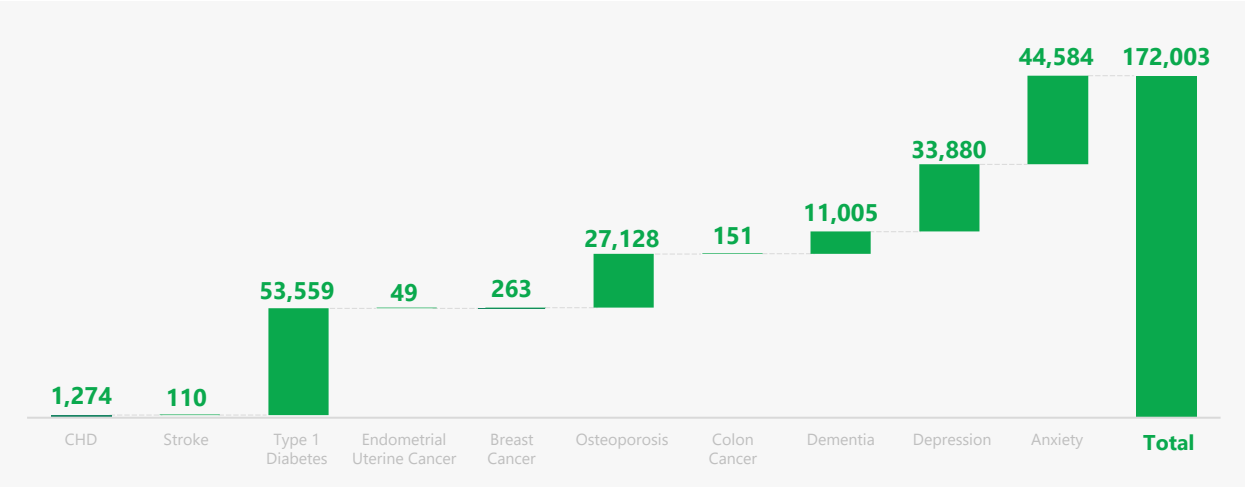
A recent study of price sensitivity in global fitness[1] shows that the KSA market is very price sensitive and a reduction in price could lead to a significant increase in participation, driving positive social outcomes

A 2025 study by the Health & Fitness Association (HFA)[1] and the Global Health & Fitness Alliance (GHFA), supported by CAA Portas, examined the price sensitivity of fitness across 10 markets, including Saudi Arabia. The report, Reversing the Physical Inactivity Crisis – Fitness Affordability as Strategic Policy, drew on surveys of current and prospective gym users to assess whether reducing gym membership prices could meaningfully expand participation and deliver broader health, social, and economic returns. The research found that cost is the most significant barrier to participation, cited by 60% of non-members. Modeling shows that even a modest 10% reduction in membership prices could unlock significant social return on investment through improved health outcomes, higher life satisfaction and trust, increased consumer spending, and job creation.

1. Health Impact

From a public health perspective, lower gym membership prices could translate directly into higher participation and better population health.

Based on a sample survey, it is estimated that a 10% price* reduction in gym membership in KSA, equivalent to approximately SAR 2.1bn** in foregone sector revenue, would encourage significantly higher participation. This expanded activity could generate an estimated SAR 3.3bn in combined benefits, including SAR 738m in reduced healthcare costs and SAR 2.5bn in productivity gains. The health impact is equally substantial, with projections indicating the prevention of around 172,000 disease cases, more than 32,000 disability-adjusted life years saved, and approximately 580 deaths avoided each year.





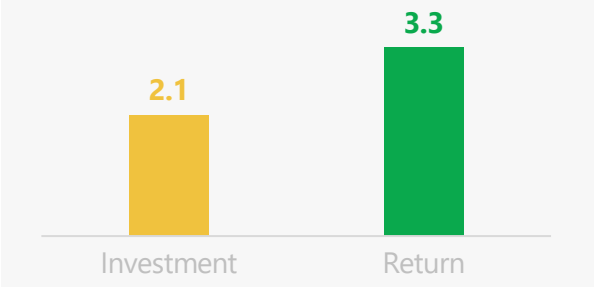
THE SOCIAL VALUE OF FITNESS IN KSA (2/2)

A recent study of price elasticity in global fitness[1] shows that the KSA market is very price elastic and a reduction in price could lead to a significant increase in participation, driving positive social outcomes.

2. Social Impact

Beyond physical health, the increase in fitness facility participation would significantly enhance social wellbeing across the Kingdom. Projections suggest that 849,000 more people could report higher life satisfaction, and 912,000 individuals could express stronger trust in their communities. These outcomes highlight the wider societal value of accessible fitness, particularly in urban areas where health disparities are most pronounced.

ROI of 10% Price Reduction in Gym Access



3. Economic Impact

The economic return of expanding gym participation is substantial. A 10% price reduction could add 5.2m new gym members, each spending an average of SAR 6,000 per year, generating an additional SAR 31.2bn in annual consumer spending across the sector. This expansion also drives job creation, with estimates of 71,000+ direct roles in gyms and related services, and a further 31,000 indirect jobs across the supply chain—amounting to over 102,000 new employment opportunities. Together, these outcomes underline the fitness sector's potential as both a consumer-driven growth engine and a significant contributor to Saudi Arabia's labor market diversification under Vision 2030.



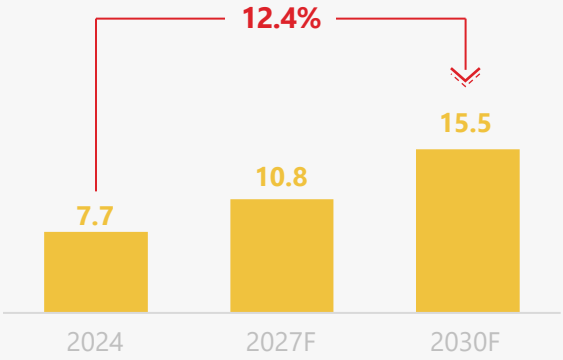
Sources: CAA Portas, (1) Health & Fitness Association (HFA). 2024 Global Report, Hudson K. HFA calls for public investment to reduce the price of gym memberships. Health Club Management. 28 January 2025

PROJECTED GROWTH OF THE FITNESS MARKET

Saudi Arabia's fitness market is undergoing a transformation, with its value projected to double from SAR 7.7 billion in 2024 to SAR 15.5 billion by 2030. This expansion is being driven by increasing physical activity, public sector transformation, increasing value per members, shifting format mix, and an evolving customer base

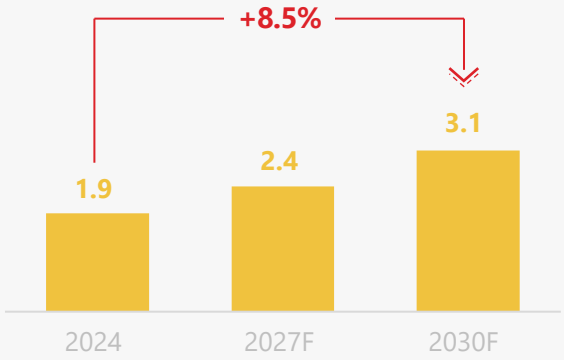
KSA Gym Market Size (2024-2030)[1]

SAR in Bn — **XX%** CAGR



KSA Number of gym members (2024-2030)

Millions of members — **XX%** CAGR



Pro-business reforms are leading to broad market expansion, supported by Vision 2030. The sector is formalizing fast, drawing significant private investment.

Value per member is rising faster than volume. Membership is projected to reach 3.1M by 2030 but revenue growth is being fueled by upselling and premium services[12].

Shifting format mix. Mid-tier gyms still lead by value, but HVLC, concept, and premium formats will drive over half of the market growth in terms of number of new branches as opposed to revenue growth.

Evolving customer base. Growth is coming from women, wellness users, and first-timers, while independents are losing share—from 38% to 28% by 2030.

Operators must move early to secure prime locations and cost advantages. Investors should act now to build scale before competition intensifies.

Operators should focus on revenue per member through upselling, loyalty, and personalization. For investors, models with strong margins and monetization efficiency will outperform.

Operators must diversify portfolios—scaling HVLC, engaging lifestyle users through concept gyms, and capturing urban margins via premium formats.

Operators must respond with inclusive, flexible offerings tailored to new user expectations. Chains and investors have a clear opportunity to consolidate independents, especially in underserved secondary cities.

Sources: (1) CAA Portas.

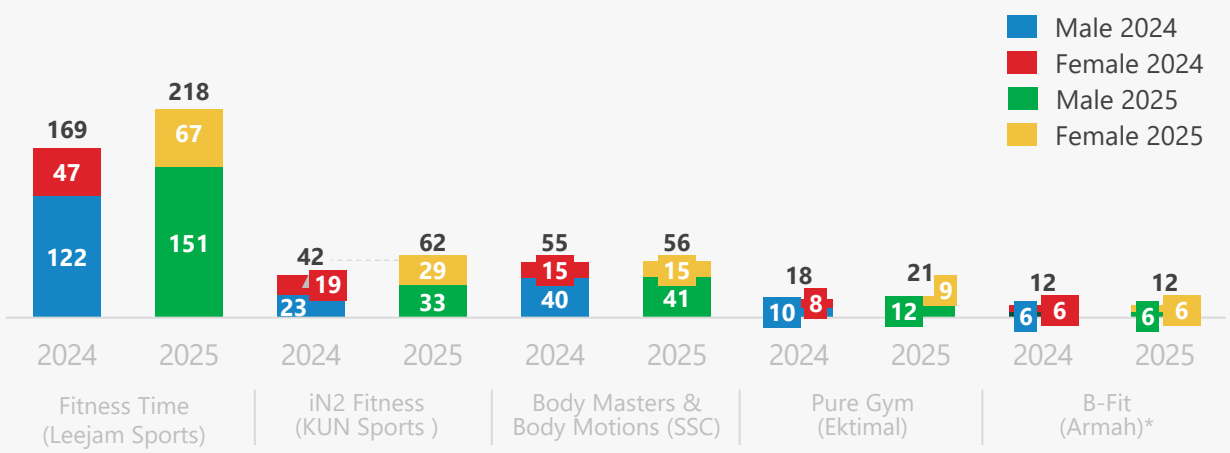
KEY PLAYERS IN THE MARKET

KSA's gym market is led by a few key players, with Leejam Sports dominating the landscape through scale and diversified formats.

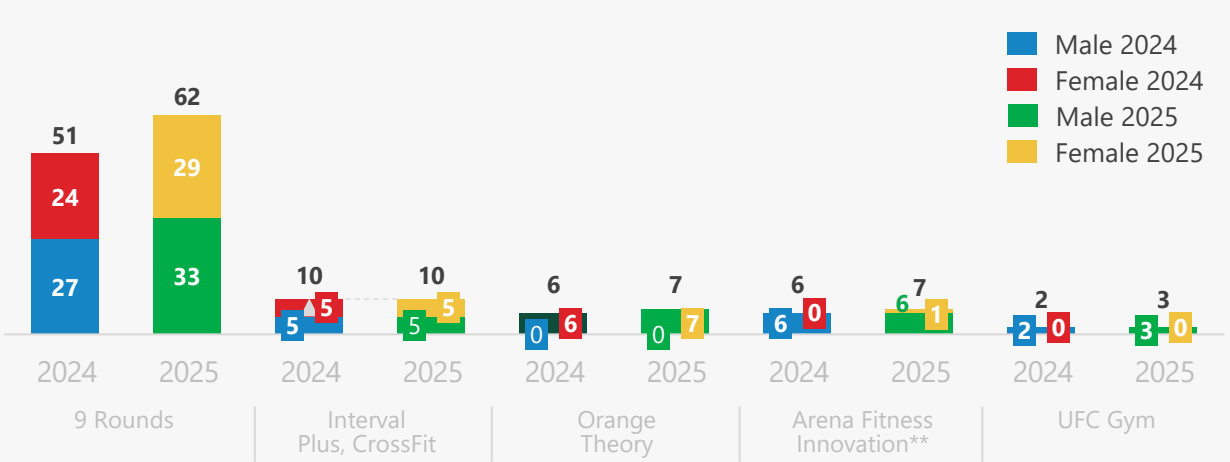
The fitness market in Saudi Arabia remains led by major operators, with Leejam Sports, which runs the Fitness Time brand, holding the largest and most diversified portfolio, expanding from 169 gyms in 2024 to 218 in 2025 (+29%), including 67 female-only sites. iN2 Fitness (KUN Sports) recorded the fastest growth (+48%), rising from 42 to 62 gyms and nearly doubling female-only locations. Body Masters & Body Motions (SSC) expanded to 56 gyms, while PureGym (Ektimal) and B_Fit (Armah) each added two new clubs[1]. Notably, B_Fit's expansion leaned toward women-only sites, reflecting the surge in female gym[1].

Concept gym brands show mixed expansion. 9Rounds increased from 51 to 62 gyms, Interval Plus CrossFit remained at 10, and Orange Theory stayed at 6. Arena Fitness Innovation has streamlined its footprint moving from 6 to 3 gyms, while UFC Gym maintained 2 locations. Female-only presence is limited among concept gyms compared to traditional chains.

Total number of gyms in leading fitness chains in KSA[2]



Total number of concept gyms in leading fitness chains in KSA[2]



*13 new clubs announced to be operational in 2025 (source: Argaam). **Kids' gyms are grouped under male. Innovation had 6 gyms in 2024 (3 kids + 3 male), rising to 7 in 2025 (3 kids + 3 male + 1 female)

Sources: (1) Argaam, Mar 2025 – Armah mulls to open 9 new clubs by 2026-end: CEO (2) CAA Portas.

EXPANSION OF SERVICES

Vertical Integration

Large operators in KSA have started exploring expansions into adjacent verticals such as sports academies, wellness services, and lifestyle retail. This opportunity is being supported by growing awareness around health & wellbeing, as well as growing interest in participation across a variety of sports.

The next growth frontier is not just more gyms—it's owning the broader fitness and wellness ecosystem. Vertical integration will be a key advantage for those with the capital and brand to execute.

NOT EXHAUSTIVE



Personal training (PT) sessions

One-to-one sessions with certified trainers

9% of the KSA benchmarked revenues came from personal training in 2022, which still **lags US global chains (20%** in 2022), showcasing **room for growth**[3]

Group fitness classes

Group classes focused on specific areas (e.g., yoga, Zumba, HIIT)

Young consumers look for opportunities to socialize alongside exercising, with **81%** of new gym-goers globally **interested in group exercise activities** - a key opportunity for **KSA's young population**[2]

Nutritional counselling

Nutrition consultation / meal planning services by certified nutritionists / dietitians

KSA government ambitions to **improve health and reduce obesity rates** is fueling **growth** of the KSA sports nutrition & supplements market at a **24%** CAGR from 2022-2030[1]

Spa and wellness

Providing spa treatments, massages, sauna and steam room access on a pay-per-use basis or as part of a premium package

Appetite for **premium gym offerings** are increasing, with premium gym segment expected to **grow** at a **22%** CAGR from 2024-2030[1]

Retail

Sales of fitness apparel, accessories, supplements and other merchandise at the gym's retail store / online platform

Demand for sports apparel in KSA is rising, with expected **growth** at a **15%** CAGR from 2022-2030[1]

Memberships

Sale of memberships to provide access to facilities and services with opportunity to reduce churn and discounting being primary considerations in the coming years*

*Prices calculated using pro-rated membership rates weighted at 3 months (50%), 6 months (30%), 12 months (20%). Additional estimated in-branch reductions applied baselined to available gym revenues

Sources: (1) Ministry of Investment, Kingdom of Saudi Arabia. Sports and Fitness Sector Report; 2023 (2) Statista. Global fitness trends – Group fitness participation rate among gym members; 2022 (3) Anytime Fitness. Franchise Disclosure Document; 2022

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INVESTMENT ACTIVITY

IPO activities and strategic acquisitions are reshaping Saudi's gym market, pushing operators to scale, specialize, and adapt.

Over the past five years, the Saudi fitness market has matured into a more structured, investment-ready ecosystem. A wave of IPOs and acquisitions has reshaped the market. These movements are not just signals of growth, they are catalysts for operational transformation, and investor activity. Understanding these shifts is critical for those building gym networks, or regulating industry growth.

Leejam's IPO in 2018 laid the foundation for capital-backed expansion, transforming a privately held operator into a listed company with a market capitalization of approximately SAR 7.75 billion as of mid-2025[1][2].

Leejam's acquisition of Al-Tatheer Sports Company (T-Sport) in 2023 unlocked a new vertical of boutique concept gyms, adding 10 specialized centers (including BOX12 and 3Days) that are now part of its growth plan.

In 2018, Arcapita acquired NuYu, a leading Saudi women-only chain. The deal underscored investor appetite in female fitness and commitment to women's growth.

By the time of this publication, Leejam has expanded its Fitness Time Ladies network to 67 clubs, cementing its position as the Kingdom's largest women-only operator.

Armah Sports Company's 2024 IPO marked another milestone, successfully raising SAR 138 million on Nomu, a stock exchange for smaller and growing companies. The strong subscription underscored investor appetite for mid-sized fitness chains and positioned Armah as a credible challenger in the fast-growing boutique and women's fitness segments.

Sport Clubs Company (Body Masters and Body Motions) July 2025 IPO raised SAR 257 million. The IPO was oversubscribed 44x and the stock closed its first day up 24% at SAR 9.30, giving the company a valuation of over SAR 1 billion. These transactions signal sustained investor confidence in fitness as a scalable and profitable asset class.

3

Major gym chains have listed through IPOs since 2018

Since 2018, fitness operators have raised

SAR 1.2bn+

in investment capital through IPO listings (Leejam, Armah, and SSC combined)[2]



For operators, this environment raises the bar: scale-up strategies must now be underpinned by institutional-grade governance, diversified revenue streams, and multi-segment offerings capable of defending valuations in a more competitive, investor-driven market.

Since 2018, three major Saudi fitness chains have gone public with combined IPO valuations exceeding SAR 4.5 billion**. On the acquisitions front, deal activity has increasingly targeted niche segments (female-only, boutique, and wellness-integrated formats), with transaction values in 2024–2025 estimated at over SAR 400 million, signaling a shift toward strategic, portfolio-enhancing buys These moves underscore that investors see fitness in Saudi Arabia as a scalable, profitable asset class—where capital-backed operators with diversified offerings and brand depth are best positioned to capture growth and defend valuations in an increasingly competitive market.

*Leejam (SAR 827M), Armah (SAR 138M), and SSC (SAR 257M) raised a combined SAR 1.2B through IPOs, based on each IPO's disclosed offer size. **At IPO, Leejam alone was valued ~SAR 2.7 bn, and with Armah (~0.9 bn) and SSC (~0.9–1.0 bn)

Sources: (1) CAA Portas; (2) Retail subscription for Leejam's IPO starts today (argaam), Saudi Exchange Armah Prospectus, ZAWYA Saudi Sports Club IPO

NEW GLOBAL ENTRANTS TO THE MARKET

Foreign players are exporting proven gym formats into Saudi Arabia forcing local brands to raise their game.

In recent years, there have been market entrants across concept, mid-tier, and premium brands—each bringing distinct models and aggressive expansion plans

The KSA fitness market has attracted interest from international, regional and local operators and investors.

From an international perspective, Equinox who operate in the luxury fitness space, has established partnerships with Amaala and the Red Sea.

Regional and KSA franchise rights to brands such as UFC Gym and Body Fit Training have been purchased with plans to grow in the KSA market.

Operators that have had success in the GCC, such as GymNation in the UAE, and Oxygen Gyms in Kuwait, have already started their expansion plans in the Saudi fitness market.

Saudi Arabia's fitness market is entering a new phase of competition, where operators must evolve or risk being outpaced. Growth is accelerating across all segments, driven by the entry of well-capitalized international and regional brands with proven formats and ambitious expansion plans. While market entry has become easier, as seen with PureGym's franchise deal with Ektimal and GymNation's direct entry, the competitive landscape has intensified. Success now hinges on brand clarity, rapid rollout, and consistent execution, local players needing to solidify their first mover and local knowledge advantage to ensure they can compete with proven overseas models entering the market. Crucially, localisation is essential. Success in Saudi Arabia requires adaptation to local knowledge, Saudization requirements, Kingdom specific cultural norms and extensive use of traditional payment methods. The stalled entry of some major global brands who announced Saudi expansion plans previously underscores that without such alignment, even established global brands can falter. Operators must design for the Saudi market, not simply import existing models.

INSIGHT

Local knowledge is essential for new entrants, as success hinges on understanding the local customers and culture, making it important for new operators to carefully consider their route to market

Sources: (1) CAA Portas



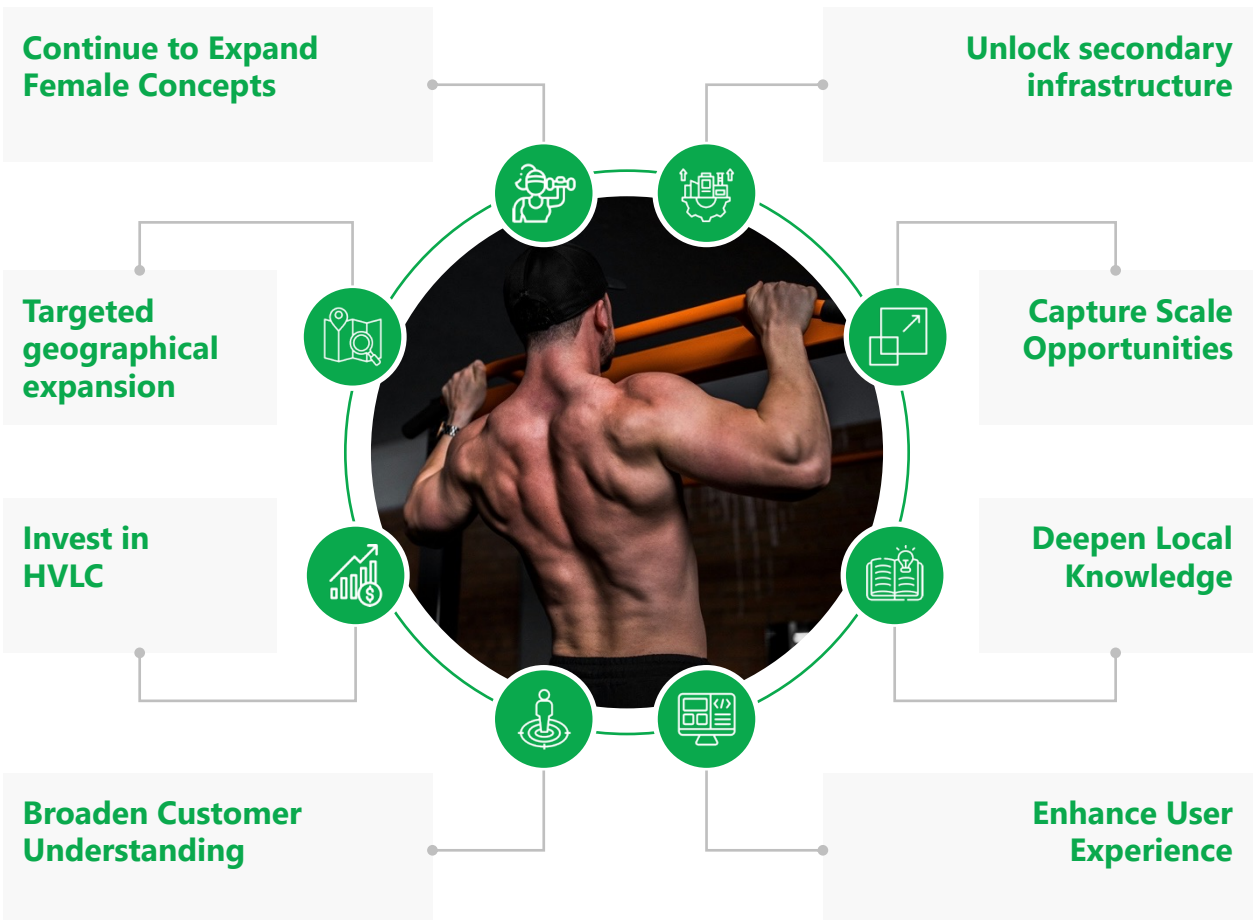
Market Considerations

STRATEGIC GROWTH DRIVERS SHAPING THE FUTURE OF THE MARKET

Eight strategic considerations will shape where and how gym market growth will unfold in Saudi Arabia.

To visualize the combined effect of demand shifts, policy levers, and business model innovation, the infographic below captures eight considerations shaping the future of Saudi Arabia's gym market through 2030. These forces operate across both macro and micro levels—from national reforms like NAFES and female inclusion mandates to private-sector advances in franchising and digital platforms[1]. Together, they signal a structural transformation in how fitness is accessed, monetized, and scaled across the Kingdom. The Ministry of Sport, through its mandate to implement the Vision 2030 sports goals and facilitate private sector engagement, will seek to support the sector on this growth journey.

For investors, and operators, these drivers highlight not only where growth will occur—but also how to capture it. They underscore the importance of affordability, regulatory alignment, customer segmentation, and agile delivery models in unlocking the next wave of market penetration[1,2] Whether entering underserved regions, targeting female users, or activating underutilized infrastructure, success will hinge on anticipating and responding to these trends with tailored, scalable solutions.



Sources: (1) CAA Portas

HOW INDUSTRY CAN DRIVE THIS



01

Continue to Expand Female Concepts

Female participation is now a core growth driver. To succeed, operators must go beyond basic female-only formats and invest in tailored offerings, such as privacy-conscious layouts, female trainers, wellness-led programming, and childcare-equipped facilities. Expansion should prioritize underserved regions and integrate cultural preferences into design and staffing. Partnerships with female-led wellness brands and influencers can also boost engagement and brand trust.

02

Unlock secondary infrastructure

Secondary infrastructure—spaces not traditionally monetized offer a low-CAPEX route to market expansion. Operators should explore partnerships with developers, hotels, and universities to embed branded fitness zones. These spaces can serve as acquisition funnels for paid memberships or be monetized through hybrid models (e.g., pay-per-use, digital access). A data-driven approach to usage and conversion will be key to unlocking value.





03

Targeted geographical expansion

Geographic diversification is essential to capture emerging demand. Operators should prioritize smaller regional cities using lean formats like HVLC or compound gyms. The location within these cities should be selected based on local population and traffic data. Local partnerships with municipalities or real estate developers can ease entry and reduce costs. Success will depend on tailoring pricing, staffing, and programming to local demographics and cultural norms.

Source: (1) Ministry of Sport. May 2024 (2) CAA Portas (3) Geo-mapped gyms database, GASTAT, Based on 2022 population data

HOW INDUSTRY CAN DRIVE THIS

04

Capture Scale Opportunities

Scale is becoming a competitive advantage. Operators should consider franchise-led growth, regional roll-ups, or multi-format portfolios to consolidate market share. Institutional-grade governance, brand consistency, and operational efficiency will be critical to attracting investment and defending valuation. Early movers can secure prime locations and cost leadership before saturation.





05

Invest in HVLC

HVLC formats offer affordability and scalability, making them ideal for activating inactive populations. Operators should focus on rapid rollout, digital integration, and self-service models to minimize costs. Exploring modular design concepts could accelerate national growth. Finding ways to work with municipalities and other government entities on joint efforts to achieve social ROI (e.g., obesity reduction) will further support expansion.

06

Deepen Local Knowledge

Success in Saudi Arabia requires deep cultural and regulatory alignment. Operators must build local knowledge and networks, comply with Saudization requirements, and adapt to Kingdom-specific cultural norms and payment practices.

Regulatory enablers such as the NAFES licensing platform and land/zoning allocations also shape market entry. Community engagement and market research should guide every stage of expansion.



Source: CAA Portas

HOW INDUSTRY CAN DRIVE THIS



07

Broaden Customer Understanding

The real opportunity lies in converting intent into participation. Operators must go beyond segmenting users by age, gender, income, and motivation to tailor their offerings. Flexible pricing, targeted messaging, and digital engagement tools can help reach non-gym users. Data analytics and customer feedback loops should guide product development and retention strategies.

08

Enhance User Experience

Broader wellness and technology are reshaping fitness expectations. Operators should invest in digital platforms, mobile apps, and smart equipment to enhance training, retention, and personalization. Seamless onboarding, gamification, and real-time progress tracking can boost engagement. Integration with wellness services (e.g., nutrition, mental health) will further differentiate the experience.





Source: (1) CAA Portas, Health & Fitness Association (HFA). 2024 Global Report



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