Beyond Applications – VC Flows, PE Bets, and the GCC Innovation Rails

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EXECUTIVE SUMMARY

Beyond Applications – VC Flows, PE Bets, and the GCC Innovation Rails

This publication offers a strategic lens on the GCC+Egypt venture ecosystem—not to spotlight flaws, but to illuminate asymmetries that shape risk, resilience, and opportunity. The region's progress is remarkable: inbound venture capital is surging, sovereign wealth funds are global powerhouses, and universities have aligned curricula with Vision 2030 and UAE's innovation mandates. The talent is real, the ambition is clear, and the infrastructure aspirations are well defined.

Yet beneath this momentum lies a structural imbalance. Entrepreneurs gravitate toward application layer ventures—SaaS, FinTech, Ecommerce—while sovereign capital builds infrastructure abroad. The rails that power innovation remain externally priced, governed, and owned. This is not a critique; it is a call to calibrate.

This publication maps dependency channels, quantifies market dynamics, and presents three strategic scenarios:

Application Hub Continuity, Infrastructure Localization, and Hybrid Corridor. Each scenario is translated into an actionable ecosystem framework—capital allocation, procurement posture, talent funnels, and policy focus. The final dashboard distills asymmetry into executive ready panels, making the case for alignment across sovereigns, corporates, entrepreneurs, and regulators.

The message is simple: Vision 2030 is not just a policy document—it is a strategic invitation. The educational sector has delivered. The venture market must now absorb. Autonomy will not be achieved by sovereigns alone. It requires ecosystem collaboration, patient capital, and founders willing to build the rails, not just ride them.

Strong inflows, but skewed toward application layer

\$1.35B



Sovereigns finance rails abroad, leaving domestic ventures tethered

~\$30-40B

Annual sovereign infra allocations abroad



Volatility imported; resilience exists but autonomy missing.

FX volatility, hyperscaler pricing shifts, compliance shocks.

Capital Asymmetry into the region of GCC + Egypt

Inbound Capital (2021-H1 2025)

The story of inbound venture capital into GCC+Egypt over the past four years is one of resilience wrapped in dependency. Funding volumes rose from roughly \$1.7B in 2021 to a peak of \$2.4B in 2022, before contracting to \$1.9B in 2023 as global liquidity tightened and mega deals retreated. By 2024, the market stabilized at similar levels, and in H1 2025 we saw a sharp rebound: \$1.35B deployed across 258 deals, marking a 96% YoY surge in funding and a 9% rise in deal count.

The composition of this capital tells the deeper story. **FinTech has consistently dominated**, capturing between 30–40% of annual funding. In H1 2025 alone, it absorbed ~\$516M across 85 deals, reflecting the region's appetite for payments, BNPL, and neobanking solutions. Enterprise software and

Ecommerce/Retail followed, together accounting for another third of activity. By contrast, Energy/Sustainability, Transport/Logistics, and Healthcare remained smaller slices—episodic in their growth and often tied to sovereign linked initiatives rather than broad venture momentum.

Stage composition reinforces this application-layer bias. Seed activity has softened, with ~100 deals annually but declining share, while Series A and B rounds remain resilient, supported by domestic LPs and sovereign backed funds. Mega deals (> \$100M) have retreated from ~\$1.2B in 2022 to ~\$0.6B in H1 2025, underscoring caution in late stage capital deployment.

Country leadership is clear:

 Saudi Arabia has emerged as the heavyweight, raising \$860M in H1 2025 (+116% YoY), powered by

- sovereign vehicles and event driven momentum from LEAP.
- UAE maintains consistent deal velocity, with 114 transactions (+10% YoY), buoyed by international participation.
- Egypt, despite FX fragility, posted a remarkable +90% YoY rebound to \$185M, showing the resilience of its entrepreneurial base.

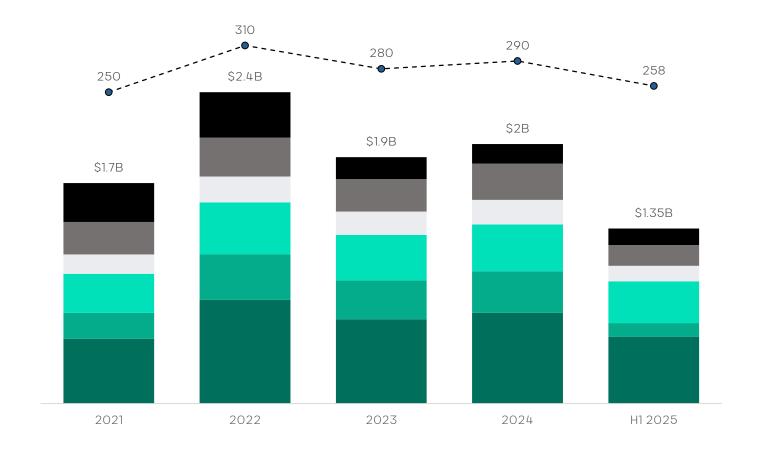
The insight is stark: inbound capital is vibrant, but it is application-layer heavy. Startups are scaling consumer platforms, SaaS, and fintech rails, but they remain dependent on imported infrastructure—cloud, compute, payments, logistics—to sustain growth. The rebound in H1 2025 proves resilience, but the composition underscores the asymmetry: local innovation thrives, yet it is fastened to external foundations.

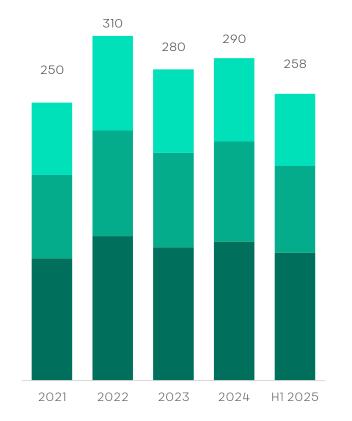
GCC + Egypt : Inbound Capital by sector



of deals by Stage







Saudi Arabia – Inbound

Focus Lens

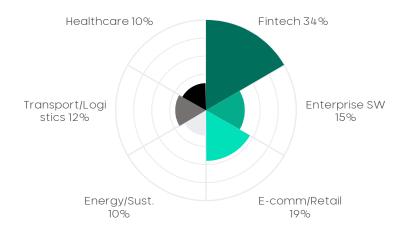
Saudi Arabia's venture rhythm has shifted from episodic surges to sustained momentum, anchored by sovereign backed capital, policy continuity, and event driven origination. The funding arc now blends late stage confidence with expanding mid stage depth. In H1 2025, Saudi raised ~\$860M across 114 deals, a 116% YoY jump that reflects the consolidation of domestic LPs, the gravitational pull of LEAP, and programmatic backing from SVC and Jada that keeps Series A/B pipelines active. The center of gravity is Riyadh, where corporate adoption cycles and government programs converge, but the corridor logic increasingly links Rivadh-NEOM-Eastern Province for industrial tech adjacency.

Resilience is driven by a tight loop between capital, demand, and national

programs. Sovereign vehicles de risk fund formation and catalyze co investments. Ministries and giga projects generate predictable demand for SaaS, fintech rails, loaistics, and applied AI. Corporate incumbents pull startups into transformation mandates—payments, identity, procurement, workforce platforms shortening sales cycles and improving retention. The practical outcome: venture dollars flow to applicationlayers that map directly to public and corporate procurement, while infra adjacent plays (data platforms, edge compute, industrial software) begin to surface where giga project needs justify them.

The risk is concentration. Momentum still leans on headline events, sovereign anchoring, and a handful of dominant buyers. To convert resilience into autonomy, Saudi's next step is to

operationalize foundation layer ownership—compute capacity, data fabrics, trusted ID/payment rails—inside national corridors, so application builders are no longer price takers on external standards. This is already hinted at by datacenter and AI commitments; the measure of success will be when application startups can run mission critical workloads domestically without FX or vendor policy whiplash



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Highlights Table – Saudi Arabia

Driver	Insight	Impact on Venture
► Sovereign LP anchoring	SVC, Jada, and sovereign vehicles seed and scale local funds	More Series A/B, faster closes, lower cost of capital domestically
► Event-driven origination	LEAP funnels deals, partnerships, and visibility into Saudi pipelines	Accelerates discovery; concentrates momentum around Q1/Q2
► Corporate procurement	Banks, telcos, retailers, logistics roll out transformation agendas	Demand for fintech rails, SaaS, workflow automation
► Giga-project corridors	NEOM, industrial zones, energy/logistics clusters	Infra-adjacent ventures (industrial tech, edge/IoT) find footholds
► Exit channel depth	Strong Tadawul listings (non-VC) signal liquidity capacity	Confidence for future tech exits; improves recycling outlook
► Concentration risk	Reliance on sovereign and a few large buyers	Vulnerability to policy or budget cycles without diversified demand

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United Arab Emirates – Inbound

Focus Lens

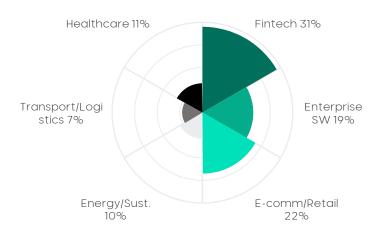
The UAE remains the region's velocity engine: consistent deal flow, international investor participation, and cross border corridors that make Dubai and Abu Dhabi the on ramps for capital, talent, and customers. In H1 2025, the UAE recorded 114 deals and ~\$447M in funding, marking a notable rebound supported by rising international deployment levels (the highest since H1 2020) and a diversified sector stack led by fintech, enterprise software, and ecommerce. The geography is dual core: Dubai as the commercial hub for go to market speed; Abu Dhabi as the institutional anchor—sovereign capital, policy, and deep tech adjacency.

The engine here is platform pragmatism. Regulatory agility (sandbox programs, licensing), infrastructure readiness (free zones,

payment rails, cloud availability), and a dense network of accelerators and corporate venture arms lower friction for company formation and regional scaling. International funds treat the UAE as a base of operations for MENA and adjacent markets (South Asia, Africa), pulling in cross border founders and enabling faster syndication. Family offices and corporate treasuries provide flexible capital—bridges, venture debt, revenue based financing—complementing equity rounds and smoothing cash cycles.

Yet the UAE's strength—global openness—also encodes a structural dependency. Startups optimize for the application-layer on top of imported infrastructure. That is a feature when speed matters; it becomes a vulnerability when external standards shift (Al model governance, data localization, export controls) or USD

priced infrastructure costs rise. The next leg of the UAE's story is already forming: targeted localization of compute and data—with policy alignment—so founders keep speed without inheriting volatility. In practical terms, this means multi cloud architectures, regional data fabrics, and sovereign linked co builds for AI and payments infrastructure.



Highlights Table – United Arab Emirates

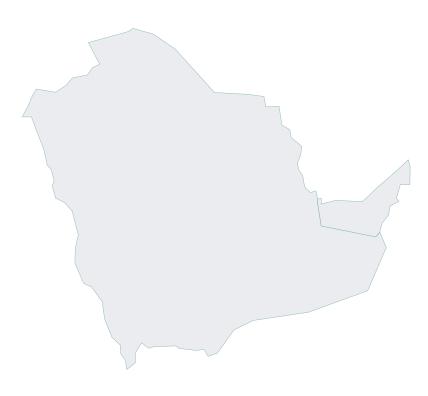
Driver	Insight	Impact on Venture
▶ International participation	Highest deployment levels since H1 2020	Broader syndicates, better pricing, faster closes
► Regulatory agility	Sandboxes, licensing, free zones	Lower time to market; cross-border company formation
► Capital instruments	Family offices, venture debt, revenue-based financing	Smoother cash cycles; extends runway without dilution
► Corridor positioning	Dubai/Abu Dhabi as regional base for MENA-SEA-Africa	Access to multi-market customers; diversified revenue
► Application-layer bias	Optimize on top of imported infra for speed	Exposure to FX, vendor, and standards volatility
► Localization vector	Compute/data fabrics and payments/ID rails	Reduces dependency; enables infra-adjacent venture growth

Inbound Capital: Saudi Arabia vs. UAE

Both models favor application layer ventures—fintech rails, SaaS, consumer platforms—but they invite different risks. Saudi's concentration risk (few large buyers, policy cycles) contrasts with the UAE's standards/FX risk (external infrastructure exposure)

.

The opportunity is mutual: Saudi's corridor projects can seed infra adjacent startups, while the UAE's localization of compute and data can harden application ventures against volatility. A joint arc—sovereign backed infrastructure in Saudi, globally connected commercialization in the UAE—would move the region from application hub to genuine innovation hub, anchoring foundations locally while scaling products globally.



Saudi Arabia

scales **depth** through sovereign anchoring and programmatic demand

UAE

scales **speed** through openness and international corridors

Capital Asymmetry into the region of GCC + Egypt

Outbound Capital (2021-H1 2025)

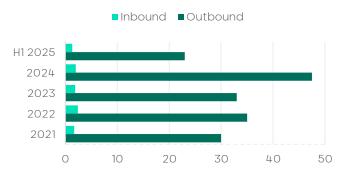
GCC sovereign wealth funds have turned energy revenue windfalls into strategic global expansion, deploying at their highest pace in roughly 15 years. In H1 2024 alone, GCC sovereigns deployed ~\$38.2B across 58 deals, and by the first nine months of 2024 had signed \$55B across 126 transactions. accounting for ~40% of global sovereign deals. This is not episodic; it signals a durable outbound posture targeting Al/data centers, energy transition infrastructure, healthcare platforms, and global logistics foundational assets that shape standards, cost curves, and geopolitical corridors.

Deloitte's 2025 perspective reinforces this arc: diversified beyond oil, with a forward tilt toward Asia's tech and sustainability plays and selective expansion into Africa for returns and influence. State Street echoes the reform momentum—GCC economies channeling diversification and AI adoption into resilient market growth, which in turn fuels outbound capacity and institutional credibility.

The practical implication for our thesis is direct: outbound capital buys the rails—compute, data, clean energy, and platforms—often in external jurisdictions where scale and supply chains already live. Meanwhile, inbound venture into GCC+Egypt scales application-layers on top of those rails. The asymmetry is not just about money; it is about control. Outbound builds leverage abroad; inbound builds demand at home. The risk transmission channel lies precisely in that gap.

Allocations Across Global Markets
The outbound arc shows durable

escalation: sovereign dry powder and well defined diversification mandates translate into consistent, high volume deployments into foundational assets—Al/data centers, energy transition infrastructure, healthcare platforms, and global logistics. The pattern is structural, not episodic: capital buys standards and capacity abroad while the region's startups monetize local demand at the application-layer. The asymmetry is the point—outbound out scales inbound, and it tilts toward assets that set rules, costs, and corridors.



Geographical Mix



Tech / AI / Healthcare

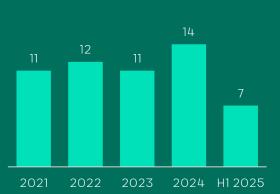




Tech / AI / Healthcare

Other regions 10%

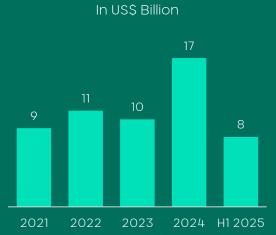
North America In US\$ Billion



Europe In US\$ Billion

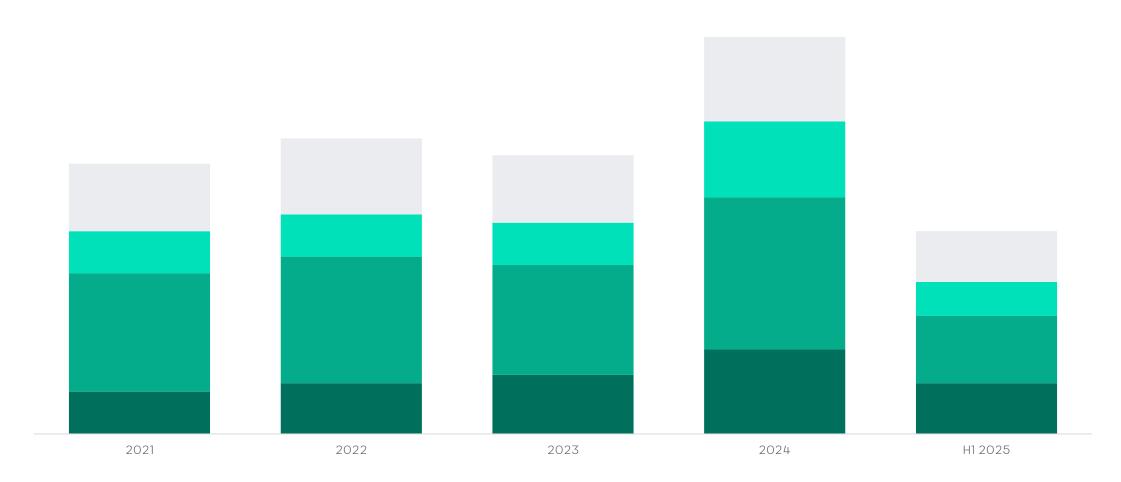


Asia



Portfolio mix by Sector





Outbound consistently sits in the low to mid tens of billions annually, with deal volumes exceeding 100 in strong years



Highest global deal making pace in ~15 years

\$38.2B across 58 deals in H1 2024

Structural outbound capacity; not a one off



Dominant share of global sovereign deals

\$55B across 126 deals, ~40% global share (9M 2024)

GCC is a primary price setter in sovereign capital



Strategic diversification beyond oil

Asia tilt to tech/Al/sustainability; selective Africa push

Corridors align with infrastructure and standards setting



Domestic reform momentum

Diversification, Al adoption, fiscal discipline

Reinforces outbound credibility and dry powder

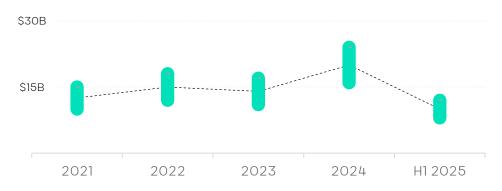
Saudi Arabia – Outbound Capital

PIF Led, with Domestic Corridor Linkage

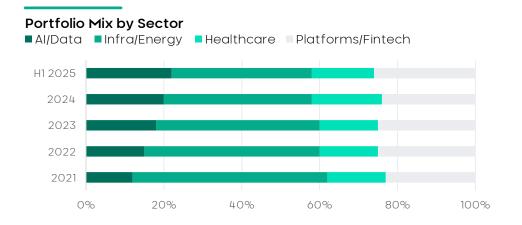
Saudi Arabia's outbound capital is defined by PIF's scale and corridor logic. Between 2021 and H1 2025, annual allocations ranged from \$10-24B, with deal volumes of 25-55. The portfolio tilts toward assets that reinforce national programs—energy transition, industrial logistics—while building leverage in global standards like Al/data centers and platforms. Riyadh's thesis is coherence: outbound rails that can eventually be operationalized domestically to serve giga projects like NEOM and industrial zones.

Range of Outbound Capital in US\$ Billions

Figures differ by source







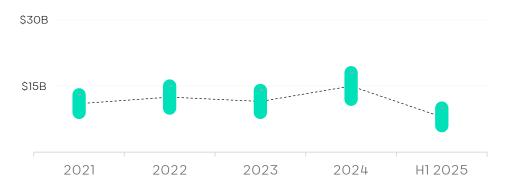
UAE- Outbound Capital

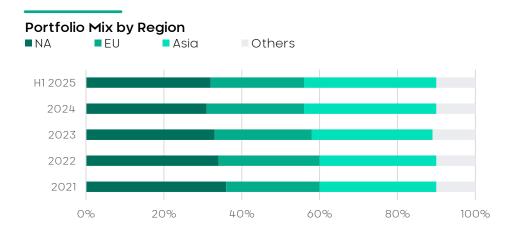
Multi Vehicle, Corridor First

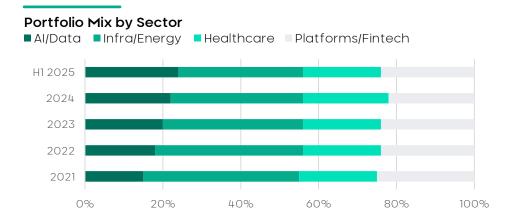
The UAE's outbound allocation is multi vehicle and corridor first. ADIA provides institutional diversification, Mubadala tilts toward tech and healthcare platforms, and ADQ anchors industrial champions. Between 2021 and H1 2025, annual allocations ranged from \$9-18B, with deal volumes of 22-45. Abu Dhabi's thesis is strategic ownership and global scaling, while Dubai provides commercialization corridors into MENA, South Asia, and Africa.

Range of Outbound Capital in US\$ Billions

Figures differ by source







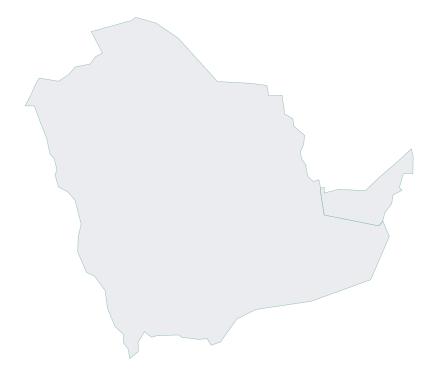
Outbound Capital: Saudi Arabia vs. UAE

Driver

National programs and giga project adjacency incentivize assets that can be localized later.

Risk

Reliance on USD priced infrastructure imports volatility; localization of compute and data is the mitigation vector.



Driver

Institutional diversification with platform and infra tilt; strong alignment to commercialization corridors.

Risk

Exposure to external standards and FX volatility; mitigated through vendor diversification and multi market revenue bases.

Dependency & Risks

Structural Dependency

The resilience of GCC+Egypt's venture ecosystem is undeniable, but it is structurally tethered to external foundations. Startups consume infrastructure—cloud. compute, payments, logistics rather than build it. Application layer ventures thrive, yet they remain price takers on standards, FX, and vendor policies set abroad. This dependency is not incidental; it is systemic. Sovereign capital finances infrastructure globally, while local startups monetize demand on top of those rails. The result is a duality: innovation vibrancy at home, but control abroad.

Standards risk

Al model governance, data residency, and cybersecurity frameworks are set externally. Local ventures must comply, often without influence, creating sudden shifts in cost and compliance

Exit bottlenecks

IPO and M&A cycles are global.
When windows narrow, late
stage ventures in GCC+Egypt
face delayed liquidity,
recycling slows, and capital
costs rise

FX/rate channel

Infrastructure is priced in USD.
When FX volatility spikes or
rates rise, local startups face
higher opex and tighter cash
cycles, even if demand is
strong

Vendor concentration

Hyperscalers and payment rails dominate. Dependence on a handful of providers creates fragility; outages, policy changes, or pricing shifts ripple directly into local ventures

Risk Transmission Channels

Standards risk

Al model governance, data residency, and cybersecurity frameworks are set externally



Sudden compliance shifts; local ventures must adapt without influence, raising cost and complexity

FX/rate channel

Infrastructure (cloud, compute, payments) priced in USD



FX volatility and rate hikes increase opex; tighter cash cycles even with strong demand

Exit bottlenecks

IPO and M&A cycles are global; windows narrow under volatility



Late stage ventures face delayed liquidity; recycling slows; capital costs rise

Vendor concentration

Hyperscalers and payment rails dominate infrastructure provision



Dependence on few providers creates fragility; outages, policy changes, or pricing shifts ripple inward

Volatility Transmission

Dependency is not just technical; it is strategic.

Without localized infrastructure, GCC+Egypt remains an application hub tethered to external rails. The resilience of inbound venture proves entrepreneurial strength, but the imported risks show the limits of autonomy. The next section will explore scenarios for breaking—or managing this dependency

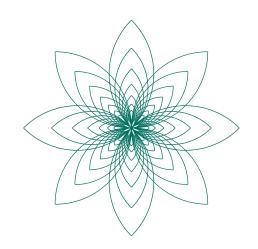
The asymmetry between outbound and inbound capital amplifies these risks. Sovereign wealth funds own infrastructure abroad—Al/data centers, energy transition, healthcare platforms—while local startups depend on those same infrastructures to scale. When standards or pricing shift in external jurisdictions, sovereign assets may remain accretive, but local ventures absorb the shock first. This is

the volatility transmission channel: outbound builds leverage abroad, inbound builds demand at home, and the gap between them imports fragility

Infrastructure vs. Application Dynamics

The dependency becomes sharper when we examine the economics of infrastructure versus application markets. Global cloud infrastructure the rails startups consume—is a \$295B market in 2025, dominated by hyperscalers (AWS, Azure, Google Cloud) who set pricing and standards largely in USD. By contrast, SaaS and FinTech—the application-layer where GCC+Eaypt startups thrive—are vibrant but structurally reliant on those rails. SaaS revenues are projected at \$429B in 2025, and FinTech at \$11B, yet both inherit costs, compliance, and volatility from external providers.

Sovereign wealth funds deploy ~\$30-40B annually into infrastructure abroad, while inbound venture (~\$15B/year) builds applications at home. The asymmetry is not just about capital; it is about control. When hyperscaler pricing shifts or FX volatility spikes, sovereign infra assets abroad remain accretive, but local ventures absorb the shock immediately



Outlook & Scenarios

Transformation Strategies explicitly call for localization of technology, data, and infrastructure. Initiatives such as Saudi's National Data & AI Strategy, investments in NEOM's compute corridors, and the UAE's NextGenFDI program and AI Strategy 2031 are designed to anchor innovation domestically.

Yet despite these ambitions, the venture market remains application layer heavy. Entrepreneurs gravitate toward SaaS, FinTech, and consumer platforms because they are faster to scale, easier to fund, and closer to procurement demand. The harder path—building infrastructure rails—requires patient capital, sovereign alignment, and risk tolerance that most private founders avoid.

Market dynamics dictate the bias – The gap is not intent; it is execution.

Application Hub Continuity - Resilience persists, but dependency remains.

What is It About?

The region continues to attract inbound venture concentrated in applications. Sovereign capital remains outward focused

Strategic Lens

Ambitions for local infrastructure remain aspirational; entrepreneurs stick to applications.

Challenges

Lack of patient capital and technical depth for infrastructure startups.

Infrastructure Localization - Autonomy increases, volatility imports decrease

What is It About?

Sovereign capital bridges inward, co investing in local infrastructure—compute, data centers, payment rails

Strategic Lens

Direct alignment with Saudi's giga projects and the UAE's Al/data localization mandates.

Challenges

Talent gaps, high capex, and limited exit channels for infrastructure ventures.

Hybrid Corridor - Dual positioning—global leverage + domestic resilience

What is It About?

Sovereigns continue global infrastructure bets while selectively building domestic rails

Strategic Lens

Balanced approach— Saudi builds corridors for giga projects, UAE anchors commercialization hubs

Challenges

Coordination across sovereigns, corporates, and startups; risk of fragmented infrastructure build.

Collaboration Framework

Positive Alignment, Missing Bridge

Saudi and UAE universities have already aligned their curricula with national visions. Programs in cybersecurity, cloud engineering, and data science are embedded in institutions such as KFUPM, KSU, KAU, Khalifa University, and the University of Dubai. These efforts are not peripheral—they are central to Vision 2030's digital transformation and the UAE's AI Strategy 2031.

The call to action is collaboration:

- Government: provide infrastructure incentives (compute credits, localization mandates).
- Sovereigns: co invest domestically, not just abroad.
- Corporates: pull infrastructure startups into procurement cycles.
- Entrepreneurs: take the harder path—innovate in the rails, not just the apps

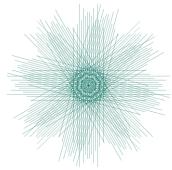
The Numbers prove it

- Saudi Arabia: Over 27 universities now offer cybersecurity and IT programs. King Saud University alone enrolls ~61,000 students, with thousands graduating annually in computer science, IT, and cybersecurity. KFUPM and KAU run specialized MSc programs in cybersecurity and data science.
- UAE: At least 17 universities are ranked for cybersecurity education. Khalifa University leads with advanced programs in AI, data science, and cloud computing. The University of Dubai's MSc in Cybersecurity produces graduates directly aligned with infrastructure needs.

This means the talent is there— Yet the entrepreneurial lens remains skewed where founders chase "fast money"

Capital Allocation

- Sovereigns & LPs: Balance outbound infrastructure bets with selective domestic co investment. Incentivize infra adjacent venture funds, not only application layer VC.
- Private investors: Expand risk appetite beyond SaaS/FinTech into infrastructure startups. Patient capital vehicles—venture debt and infra focused PE—can bridge gaps.
- Entrepreneurs: Seek blended capital structures (equity + infra credits + sovereign co builds) to reduce dependency on hyperscalers.



Collaboration Framework

Procurement Posture

- Corporates: Pull startups into transformation mandates that include infra adjacency—data fabrics, edge compute, industrial software.
- Government: Anchor demand through giga projects and national programs, ensuring infrastructure startups have predictable procurement cycles.
- Entrepreneurs: Align product roadmaps with procurement corridors—NEOM, Abu Dhabi industrial zones, telco transformation agendas.

Talent Funnel

 Universities & accelerators: Saudi and UAE universities have already aligned with Vision 2030 and AI Strategy 2031, producing thousands of graduates in cybersecurity, cloud,

- and data science. The talent is real, but the bridge is missing: accelerators and venture pipelines must absorb these graduates into startups that tackle infrastructure, not just the easy cake of applications.
- Corporates: Sponsor infrastructure talent pipelines, not just application developers.
- Entrepreneurs: Recruit infrastructure talent early, even if costlier, to reduce reliance on external vendors.

Policy Focus

- Government: Incentivize infrastructure localization—compute credits, data residency mandates, sovereign cloud initiatives.
- Regulators: Create sandboxes not only for FinTech but for infrastructure

- innovation—Al governance, data fabrics, edge compute
- Entrepreneurs: Engage policy dialogues to shape standards, rather than passively inheriting them.

The ecosystem framework makes it clear: autonomy cannot be achieved by sovereigns alone. Entrepreneurs must step into infrastructure innovation, corporates must pull them into procurement, governments must incentivize localization, and investors must expand risk appetite. Without this alignment, transformation programs agenda risk remaining aspirational. With it, the region can evolve from an application hub tethered to external rails into a true innovation ecosystem—resilient, autonomous, and anchored in localized foundations.



Ecosystem Framework Levers

Lever	Sovereigns / LPs	Corporates	Entrepreneurs	Government / Regulators
► Capital Allocation	Balance outbound with domestic infra co-invest	Expand infra venture appetite	Blend equity + infra credits	Incentivize infra-adjacent funds
▶ Procurement Posture	Catalyze demand via giga-projects	Pull infra startups into mandates	Align with corridor procurement	Anchor demand through national programs
► Talent Funnels	Support infra-focused accelerators; fund scholarships	Sponsor infra talent pipelines	Recruit infra talent early; tap university grads	Universities already aligned (KFUPM, KSU, KAU, UAEU, Khalifa, Dubai); bridge talent to venture
▶ Policy Focus	Co-build sovereign cloud/data fabrics	Adopt localized infra standards	Engage policy dialogues	Incentivize infra localization; infra sandboxes

Strong inflows, but skewed toward application layer

\$1.35B

Sovereigns finance rails abroad, leaving domestic ventures tethered

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Annual sovereign infra allocations abroad



Volatility imported; resilience exists but autonomy missing.

FX volatility, hyperscaler pricing shifts, compliance shocks.

IMPORTANT NOTE

This publication is intended as a strategic lens to illuminate structural dynamics within the region venture ecosystem. It does not seek to critique or spotlight flaws, but rather to celebrate progress while offering a risk-aversion framework that enables more sustainable innovation pathways. All data, insights, and scenarios are presented for informational and strategic purposes only. They do not constitute investment advice, nor do they reflect any official position of ACUV Strategy or its affiliates. Readers are encouraged to interpret the findings within their own strategic contexts before makina decisions

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