

Insights Brief Series #5 | October 2026

US-Israel-Iran Regional Crisis 2026

Travel & Tourism Outlook For OIC Countries

Sector profile | Direct & Domino impact | Strategic options

DinarStandard
GROWTH STRATEGY RESEARCH & ADVISORY

Brand name of Strategy Insights, Inc.

Insights Brief Series

Sequential deep-dives across the OIC industry clusters, building on the macro framing of Brief #1

BRIEF #1 APRIL 2026 OIC Overview Macro framing, scenarios, and the 11-cluster impact matrix. ✓ ISSUED	BRIEF #2 MAY 2026 Food & Agriculture Sector profile, direct and domino impact, and options. ✓ ISSUED	BRIEF #3 JUNE 2026 Islamic Finance Banking, sukuk, funds, takaful, the financial rails, and de-dollarisation. ✓ ISSUED	BRIEF #4 JULY 2026 Textile & Fashion Retail Modest fashion, China+1, and nearshoring. ✓ ISSUED	BRIEF #5 OCTOBER 2026 Travel & Tourism OIC travel, aviation, hotels and religious travel. ● THIS EDITION	BRIEF #6 FORTHCOMING Healthcare & Pharma Generic localisation and medical supply chains. FORTHCOMING
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KEY QUESTION

What are the medium-term (1–2 year) and long-term (3–5 year) strategic options for OIC* governments and corporates to achieve economic stability and growth amid the US-Israel-Iran regional crisis?

CONTEXT

On 28 February, eight states closed their airspace, including Bahrain, Kuwait, Qatar and the UAE, cutting off some of the world's largest connecting hubs [1].

OUR STARTING HYPOTHESES

Connectivity

Airspace closures hit hubs and long-haul routes hardest.

Cost

Jet fuel has roughly doubled, pushing up fares. [2]

Confidence

Safety fears hold back bookings even after flights return.

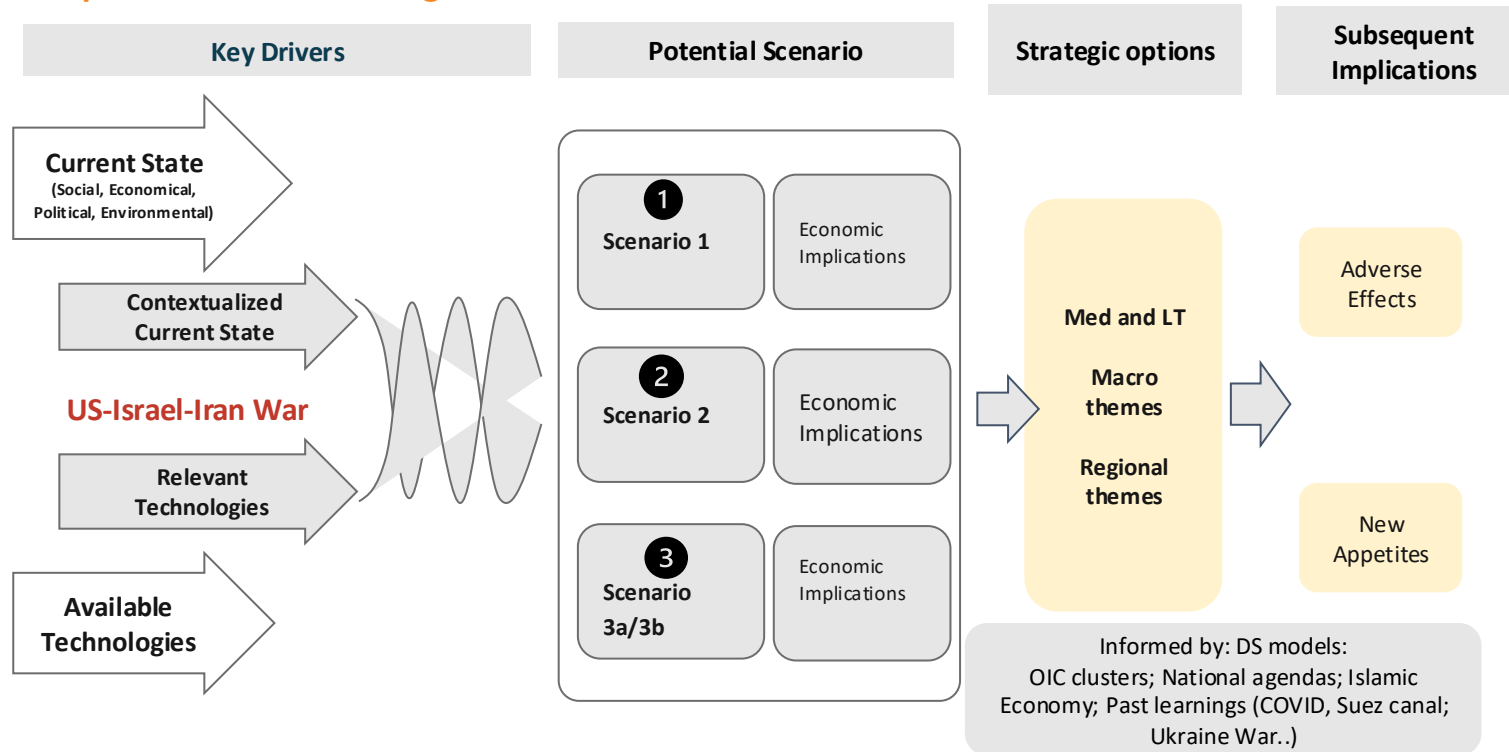
Resilience

Domestic and religious travel may cushion the shock.

FOCUS: medium-term (1–2 yrs) and long-term (3–5 yrs) options | *OIC: Organisation of Islamic Cooperation

Sources: [1] ch-aviation, 2 Mar 2026. [2] IATA/Platts jet fuel index via Aviation Week; IATA Jet Fuel Price Monitor, accessed 11 Oct 2026; DinarStandard calculation.

Adapted DS Innovation Megatrends Framework



INDUSTRY INPUT (ILLUSTRATIVE)

LinkedIn poll comments (24 votes); illustrative only.

SECONDARY RESEARCH

UN Tourism, WTTC, IATA, OAG, national statistics, company reports.

AI USAGE

AI supported research and drafting; analysts reviewed all outputs.

How we built the travel analysis

Baseline: 2025 arrivals in eleven OIC markets (national sources)

2026 impact: same months of 2026 vs 2025

Planning basis: Scenario 3a (protracted war)

01

Scenarios

Scenario 3a, a protracted war, is the most likely path; the risk of multi-front escalation (3b) is rising

LOWEST DISRUPTION

1

Scenario 1: Ceasefire — New Normal

Hormuz deal; blockade lifted; phased reopening

Key indicators:

Brent band: \$75–85/b

Hormuz: Reopens over 3–6 months

Red Sea / Bab el-Mandeb: De-escalates with Yemen track

GCC 2026 GDP: Contraction narrows; strong 2027 rebound

Likelihood at cut-off: Low–medium

MODERATE DISRUPTION

2

Scenario 2: Civil Unrest in Iran

Internal fracture in Iran; fragmented authority

Key indicators:

Brent band: \$90–115/b, volatile

Hormuz: Intermittent incidents

Red Sea / Bab el-Mandeb: Largely unaffected

GCC 2026 GDP: Mild additional drag

Likelihood at cut-off: Low

HIGH DISRUPTION

3

Scenario 3a: Protracted War

Contested Hormuz; U.S. blockade and convoys; attacks on tankers

Key indicators:

Brent band: \$95–115/b

Hormuz: Partially open, far below pre-war flows

Red Sea / Bab el-Mandeb: Episodic attacks on Saudi-linked ships

GCC 2026 GDP: About –4% to –5%

Likelihood at cut-off: High

SEVERE DISRUPTION

3

Scenario 3b: Multi-Front Escalation

Hormuz plus Red Sea; Houthi-Saudi war; Hezbollah and Iraqi militia fronts

Key indicators:

Brent band: \$115–150/b

Hormuz: Constrained; bypass also disrupted

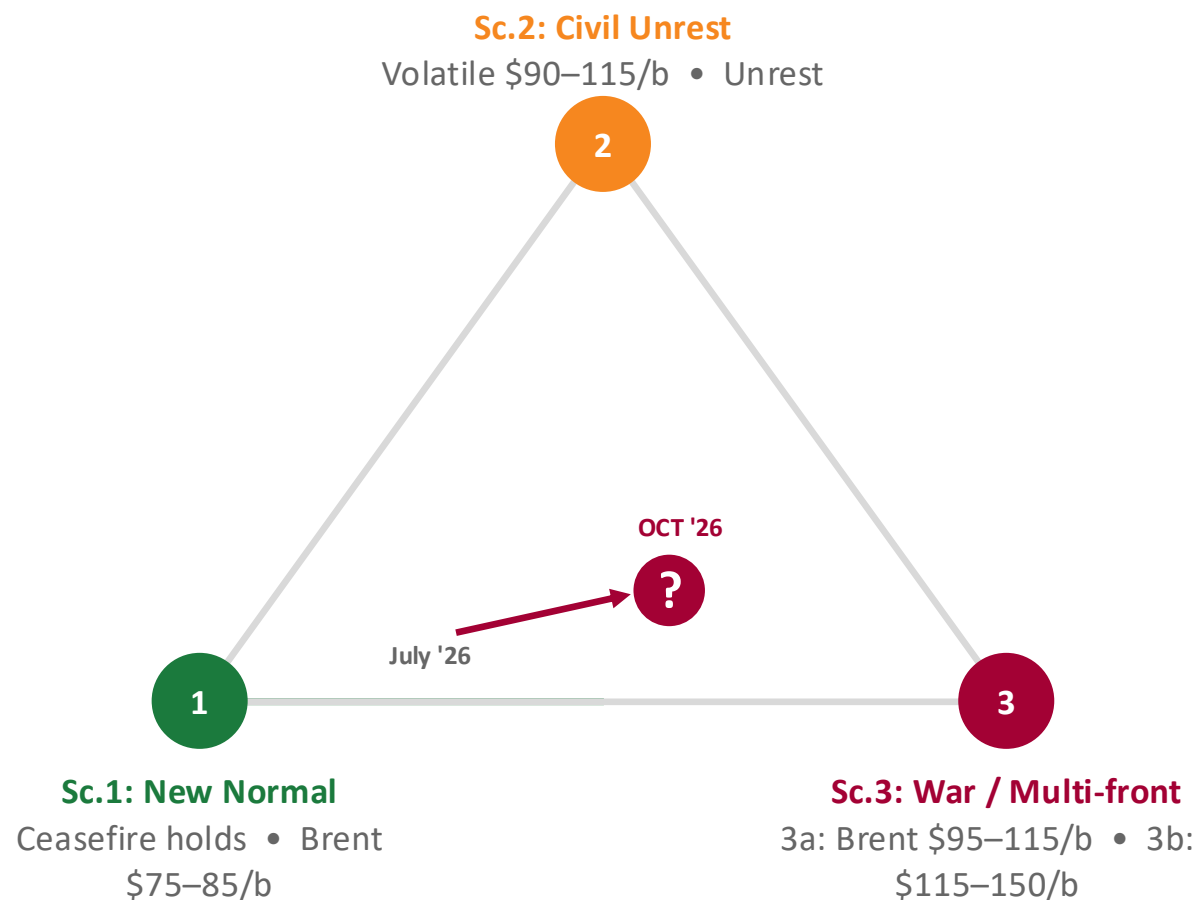
Red Sea / Bab el-Mandeb: Sustained disruption; pipeline repeatedly hit

GCC 2026 GDP: About –8% to –14%

Likelihood at cut-off: Medium, rising

Source: DinarStandard analysis, OIC Economic Outlook 2026

Pulse check: the war has spread to the Red Sea and Saudi airports, tilting Scenario 3a towards 3b



MAJOR DEVELOPMENT

SEP–OCT

Brent averaged \$114/b in September and peaked at \$131/b after the pipeline attack; above \$100/b again in October.

Source: EIA STEO, 6 Oct 2026; CBS News, 8 Oct 2026

OCT 5–12

Houthi strikes hit airports in Jizan, Najran, Abha and Riyadh; Riyadh's King Khalid airport closed until 17 Oct.

Source: Al Jazeera, 11–12 Oct 2026; AP via PBS, 12 Oct 2026

SEP

The Houthis seized much of Yemen's Red Sea coast and struck Saudi Arabia's East-West pipeline.

Source: Al Jazeera, 11 Sep 2026; EIA STEO, 6 Oct 2026

OCT

Tanker attacks in Hormuz hit a wartime high; the US blockade of Iranian ports continues.

Source: CNBC, 9 Oct 2026

TRAJECTORY: Most indicators point to Scenario 3a. Red Sea, pipeline, tanker and airport attacks are pushing towards 3b (multi-front escalation).

Sources: U.S. EIA Short-Term Energy Outlook (6 Oct 2026); Al Jazeera (11 Sep; 11–12 Oct 2026); AP via PBS NewsHour (12 Oct 2026); CNBC (9 Oct 2026); CBS News (8 Oct 2026); DinarStandard analysis, OIC Economic Outlook 2026.



02

Pre-Crisis Baseline

OIC destinations ended 2025 on strong momentum: record arrivals in Dubai, Egypt and Morocco, and double-digit growth in Indonesia and Uzbekistan



GCC

Dubai

19.6m⁵

+5% compared with 2024



North Africa

Morocco

19.8m⁴

+14% compared with 2024



Levant

Jordan

5.4m⁹

+11% compared with Jan–Nov 2024



Central Asia & Türkiye

Uzbekistan

11.7m⁸

+47% compared with 2024



South & SE Asia

Indonesia

15.4m⁷

+10.8% compared with 2024



Sub-Saharan Africa

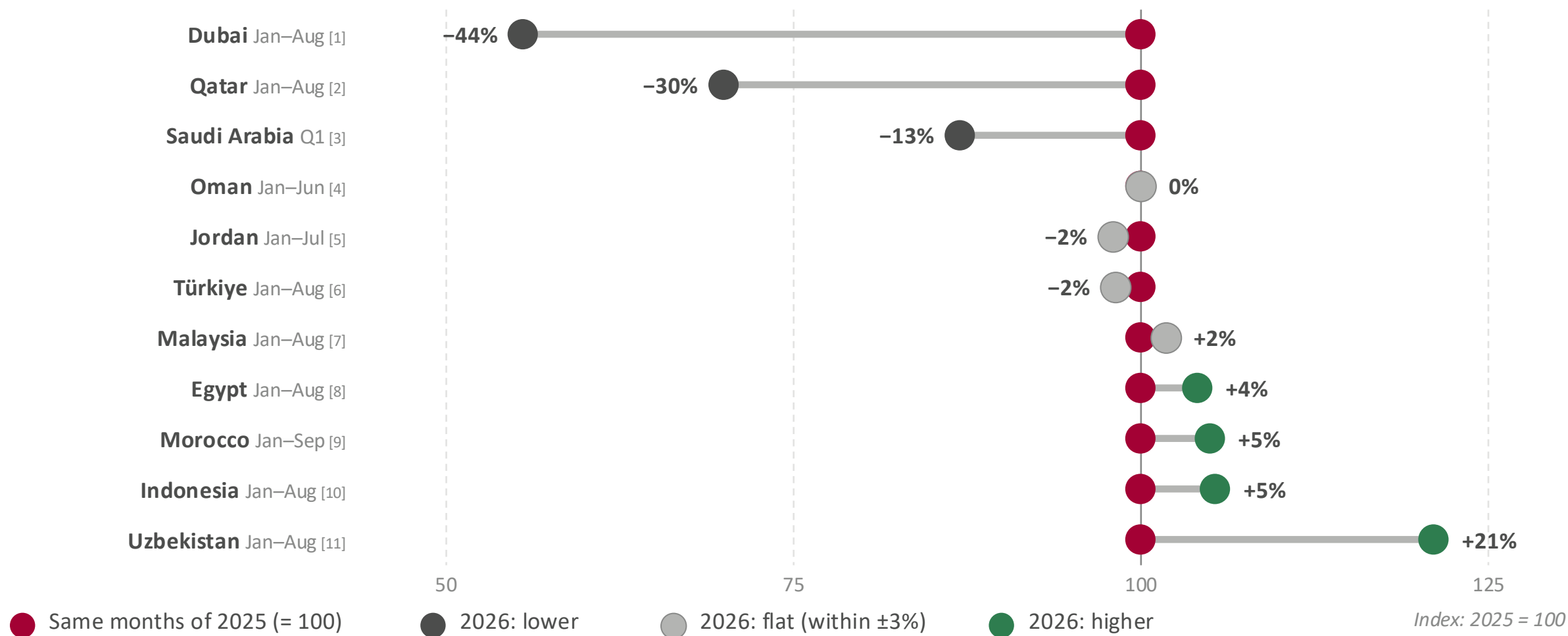
Nigeria

~1.2m¹¹

2023, latest available

Sources: 1 TurkStat via BloombergHT, foreign visitors = DinarStandard calc.; 2 Saudi Ministry of Tourism; 3 DOSM Tourism Satellite Account 2025; 4 Morocco Ministry of Tourism; 5 Dubai Media Office/DET; 6 Egypt MoTA via Egypt Independent; 7 BPS; 8 Uzbek Statistics Committee; 9 Jordan Ministry of Tourism via Jordan News; 10 Qatar Tourism via QNA; 11 Nigeria Minister of Tourism via Federal Ministry of Information. Full citations in notes.

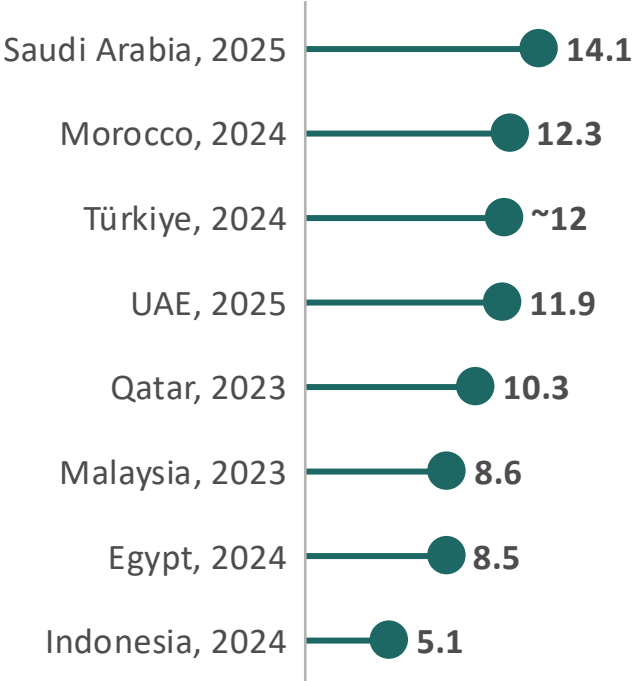
In 2026, visitor numbers fell sharply at the GCC hubs, while Central Asia, Southeast Asia and North Africa continued to grow



Sources: 2026 compared with the same months of 2025; same visitor definition within each country. Dubai: The National / Dubai Media Office; 2025 base via Malay Mail citing DET [1]; Qatar Tourism via QNA, Skift [2]; Saudi Ministry of Tourism via Sabq, Consultancy-me [3]; Oman official data via Muscat Daily [4]; Jordan Ministry of Tourism via Jordan News [5]; Türkiye Ministry of Culture & Tourism via Hürriyet [6]; Tourism Malaysia via Malay Mail [7]; Egypt Cabinet via Ahram [8]; Morocco Ministry of Tourism via TelQueel [9]; BPS via IDX Channel [10]; Uzbek Statistics Committee [11]. Index: DinarStandard calculation.

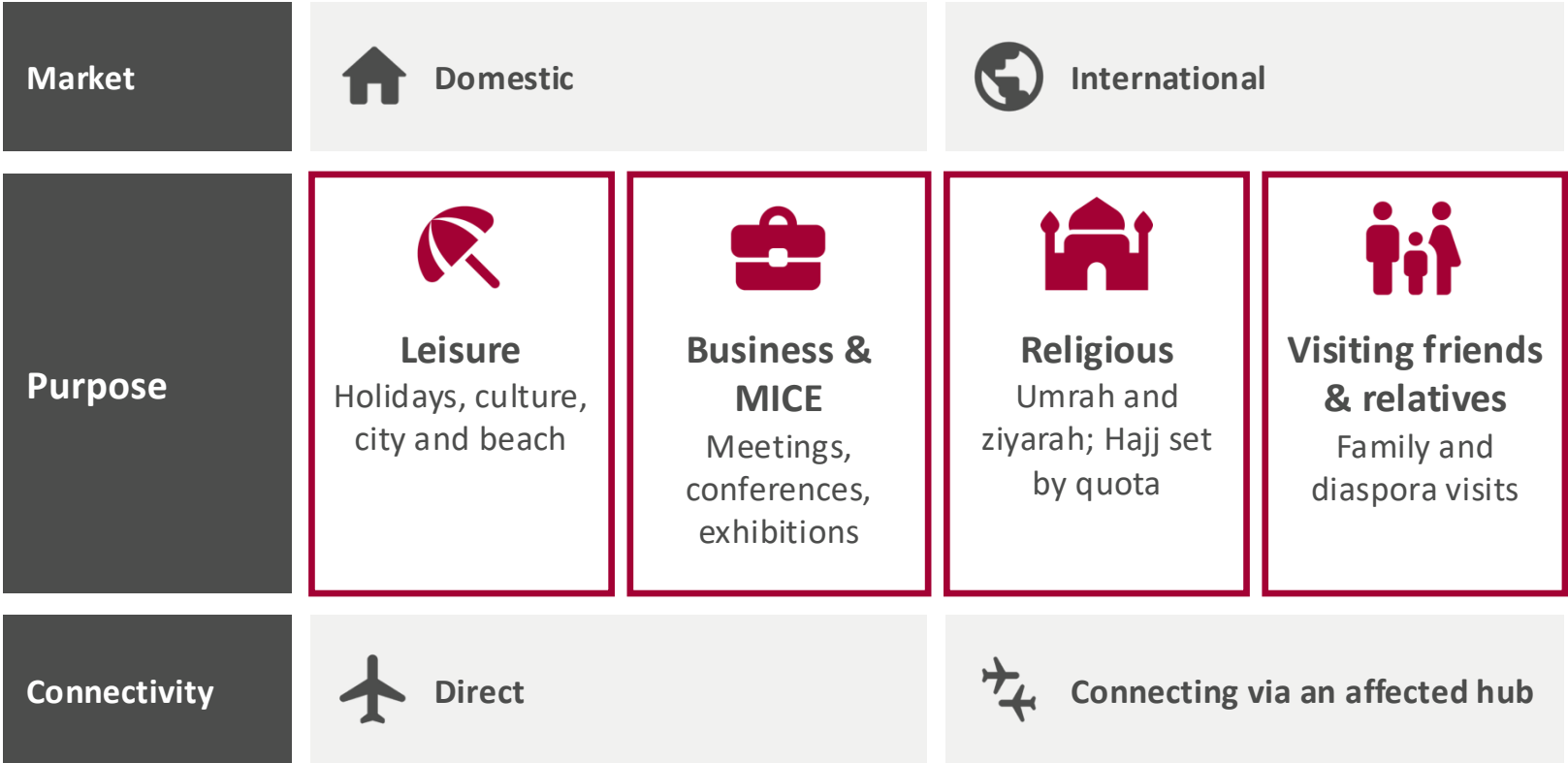
Exposure to the crisis varies by market, travel purpose and route

Travel & tourism, % of GDP (WTTC, total contribution)



Latest WTTC actual for each country (2023–2025); years differ. Jordan and Uzbekistan: no public WTTC figure.

DINARSTANDARD GLOBAL TOURISM FRAMEWORK



Sources: WTTC Global Trends Report – Middle East, Aug 2026 [1]; WTTC Qatar, May 2024 (2023 actual) [2]; WTTC Egypt [3]; WTTC via Le Matin [4]; WTTC Türkiye [5]; WTTC Malaysia [6]; WTTC Indonesia [7]. Travel purposes adapted from DinarStandard for COMCEC, 2016. Full citations in notes.



03

Crisis Impact

Airspace closures hit airlines first; the losses spread to hotels, events and travel agents



Transportation

Home carriers are rebuilding, but many foreign airlines are still away



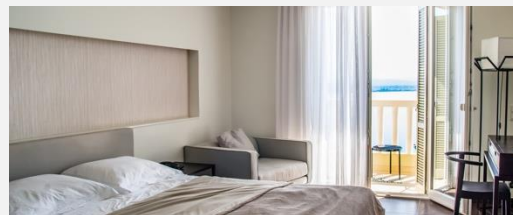
- Up to 77% of Qatar Airways and 32% of Emirates flights disrupted in the first weeks [2]



Accommodation

Hotels cut room rates to keep guests, squeezing margins

- Dubai hotel occupancy fell to 22.8% in the week to 14 March, against 84.8% in January–February [3]



Activities & events

Cancelled events removed high-spending, peak-season demand



- The Bahrain and Saudi Formula 1 races were cancelled [4]
- IAAPA Expo Middle East (Abu Dhabi) moved to April 2027; TOKEN2049 Dubai postponed to 2027 [4]



Travel services

Agents moved toward domestic and religious travel



- Malaysia: about 2,800 inbound tour packages cancelled in week one [5]
- Almosafer Q2 net bookings: Hajj & Umrah +43%, corporate & government –25% [6]

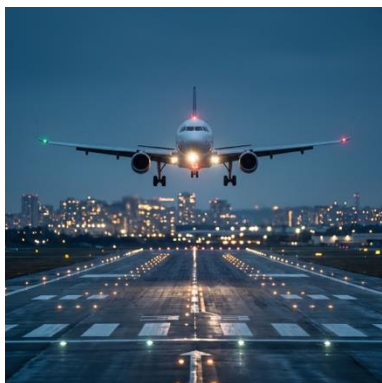


Government & destination bodies, across the chain: Saudi visa extensions for stranded visitors; AED 2.5bn Dubai relief, incl. Tourism Dirham exemption [7]

Sources: Value chain: DinarStandard for COMCEC, 2016 [1]; Cirium, 9 Apr 2026 [2]; CoStar (STR data) [3]; Semafor, 16 Mar 2026; Skift Meetings, 11 Mar 2026 [4]; Malay Mail, 30 Mar 2026 [5]; Seera Group Q2 2026 results [6]; Saudi Press Agency; Dubai Media Office [7]. Company figures illustrate a link in the chain, not a market-wide trend.

The crisis cut supply overnight, but demand has been slower to recover

SUPPLY: access, capacity and cost



Access cut. On 28 February, eight states closed their airspace [1].



Costs up. Jet fuel is about twice its pre-war price; war-risk insurance is rising [2][3].

AFFECTS BOTH SUPPLY AND DEMAND

Airspace closures remove seats and tell travelers the region is unsafe.

Higher fuel costs raise fares, which reduces willingness to travel.

Bottom line: supply effects appeared within days and some capacity has returned, but access and cost constraints persist. Demand is recovering more slowly.

DEMAND: confidence, affordability and intent



Business travel paused. Half of organizations in a global GBTA poll (25 Mar–8 Apr) suspended all travel to or within the region [4].



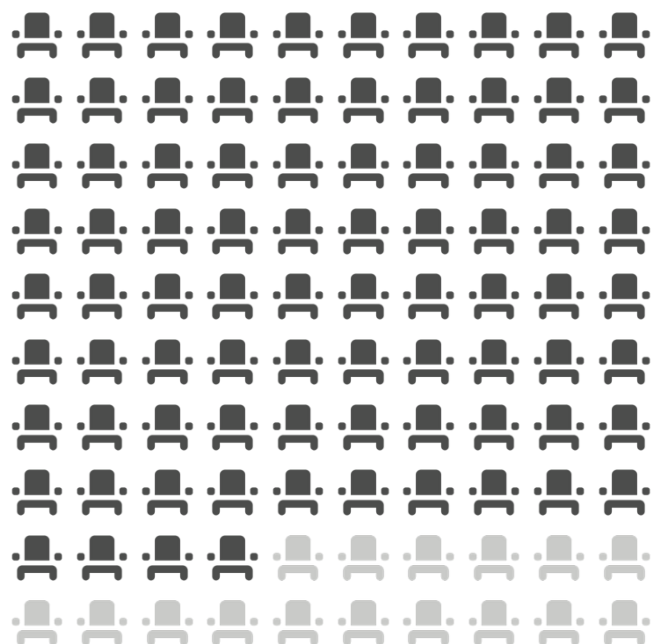
Negative news. Qatar's score on Mabrian's Perception of Security Index fell 55 points (out of 100) in the first days of the war [5].

Sources: ch-aviation [1]; IATA/Platts via Aviation Week, IATA Jet Fuel Price Monitor, DinarStandard calc. [2]; WTW via Insurance Business [3]; GBTA poll, 22 Apr 2026 (n=539) [4]; Mabrian, 6 Mar 2026 [5]. Further examples and citations in notes.

Airline capacity recovered faster than passenger traffic, leaving more seats empty than in 2025

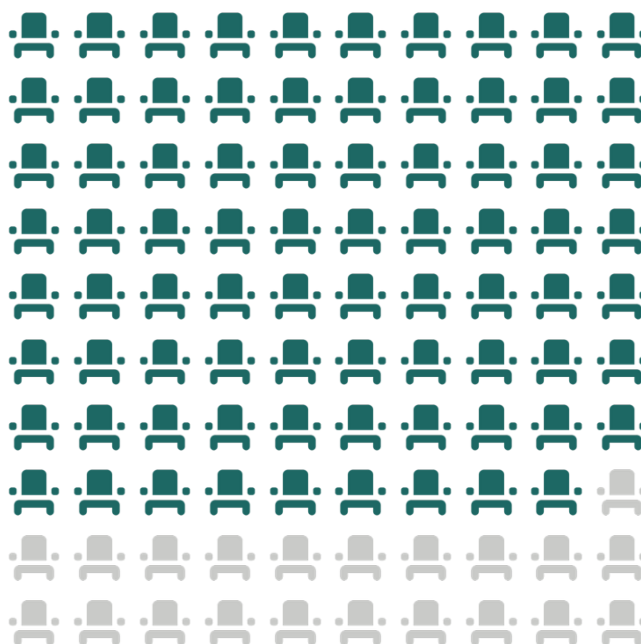
August 2025

84% of seats filled



August 2026

79% of seats filled



 Filled seat, 2026

 Filled seat, 2025

 Empty seat

Grids illustrate load factor (share of seats filled), not actual flights. Regional* carriers, international flights; load factor 3–13 points below 2025 each month, March–August.

Sources: * IATA “Middle East” carrier region (mostly GCC carriers); no GCC-only series is published. IATA monthly passenger releases, Mar–Aug 2026 (international markets); 2025 load factors = 2026 value plus reported change, DinarStandard calculation. Full citations in notes.



Capacity recovered faster

Capacity went from –57% in March to –9% in August, compared with 2025.

Passenger traffic lagged

Traffic went from –61% to –14%; August fell back after July.



Capacity = seats × km flown; traffic = paying passengers × km flown; load factor = traffic ÷ capacity.

GCC hub airlines, hub-city hotels and events took the deepest hit; businesses serving domestic and religious travel held up better

Value chain	Subsector	Supply exposure	Demand exposure	Overall impact	Main evidence
 Transportation	GCC hub airlines	High	High	Severe, easing	Up to 77% of flights disrupted
	Hub airports	High	High	Severe, easing	Dubai passengers -31%, H1
	Airlines on other routes	Medium	Low	Low, gaining	Turkish load factor +2.1 pts
 Accommodation	Hub-city hotels	Medium	High	Severe	Dubai occupancy 56%, H1
	Domestic-led hotels (KSA)	Low	Medium	Moderate	Domestic tourists +16%, Q1
 Activities & events	MICE and events	Medium	High	Severe	Events cancelled, postponed
 Travel services	Inbound tour operators	Medium	High	High	2,800 cancellations, week 1
	Online travel platforms	Low	Medium	Moderate	Group demand steady
	Umrah operators	Medium	Medium	Mixed	International -12%, domestic +9%

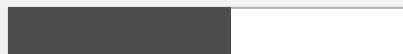
Sources: Ratings are DinarStandard judgements; no numeric score because subsectors report different metrics. Supply exposure = reliance on disrupted airspace, hubs and fuel; demand exposure = reliance on international and transit travelers. Evidence: Cirium; Dubai Airports; Turkish Airlines KAP; CoStar/STR, JLL; Saudi Ministry of Tourism, GASTAT; Semafor; Malay Mail; Booking Holdings; GASTAT Umrah. Full citations in notes.

The GCC hubs took the hardest hit: Dubai's visitors fell 44% and Qatar's 30% in January–August



UAE (Dubai)

–44%



2026 = 56% of 2025

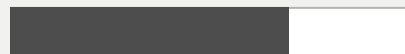
International overnight visitors, Jan–Aug [1]

Biggest fall among OIC hubs; recovery began in August



Qatar

–30%



2026 = 70% of 2025

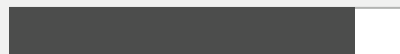
Visitors, Jan–Aug [2]

Transit hub cut off for weeks



Saudi Arabia

–13%



2026 = 87% of 2025

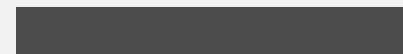
Inbound tourists, Q1 [3]

Domestic tourists +16%; total tourism spending –2%



Oman

0%



2026 = 100% of 2025

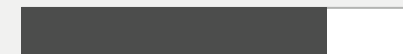
International visitors, Jan–Jun [4]

Steady overall, though June fell 16%



Kuwait

–23%



2026 = 77% of 2025

Airline seats, Oct 2026 vs Oct 2025 [5]

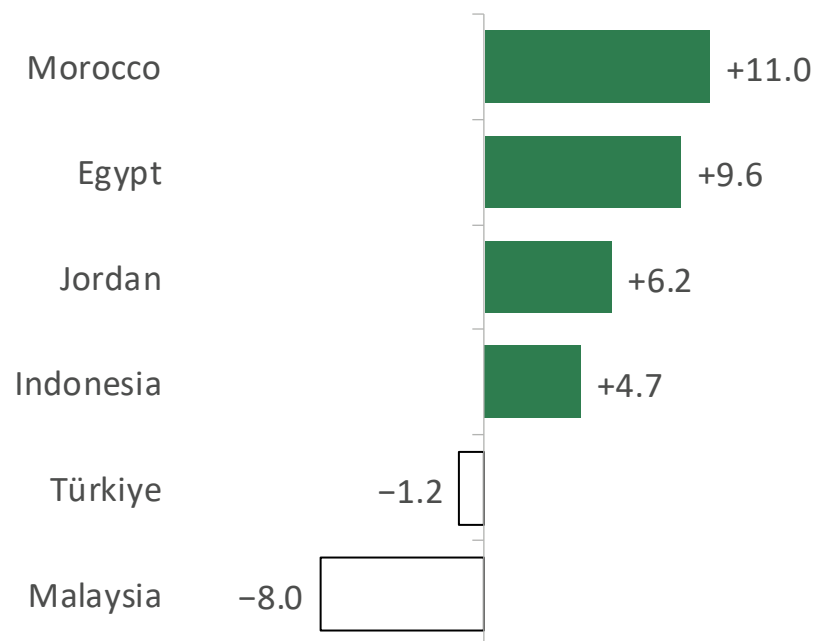
Steepest seat cut in the GCC; no arrivals data

2026 compared with the same months of 2025. Bar: 2026 level as a share of the same months of 2025 (dark gray). Bahrain has published no 2026 arrivals data.

Sources: The National / Dubai Media Office; DET via Malay Mail [1]; Qatar Tourism via QNA; Skift [2]; Saudi Ministry of Tourism via Sabq; Consultancy-me [3]; Oman official data via Muscat Daily [4]; OAG, Oct 2026 schedules (departing seats) [5]. Full citations in notes.

Outside the GCC, most markets continued to grow; the data reviewed do not yet show clear gains from diverted travel

Airline seats, October 2026 vs October 2025 (%)



Scheduled departing seats, domestic and international (OAG) [1]

Continued to grow

-  **Uzbekistan +21%:** visitors mainly from neighboring countries
-  **Indonesia +5%:** growth led by Malaysian visitors
-  **Morocco +5%, Egypt +4%:** growth slower than in 2025

Flat or slightly lower

-  **Türkiye -2%:** fewer visitors from GCC markets
-  **Jordan -2%:** spending by Western visitors down, by Arab visitors up
-  **Malaysia +2%:** fewer seats; GCC connections cost more

Access disrupted

-  **Nigeria:** GCC carriers suspended flights; transit passengers stranded

Arrivals in 2026 versus the same months in 2025 (see slide 10); seats are October schedules. Nigeria has no 2026 arrivals data.

Sources: OAG Aviation Market Data, Oct 2026 schedules [1] (Uzbekistan not available; Nigeria +44.5%, mostly domestic, not shown); arrivals: national sources on slide 10; Jordan visitor spending: Central Bank of Jordan via Petra; Nigeria: Peoples Gazette, The Guardian Nigeria, ICIR. Full citations in notes.

Domestic travel held up best and religious travel was mixed; business and connecting trips were hit hardest

DINARSTANDARD GLOBAL TOURISM FRAMEWORK



Domestic: Saudi Arabia’s domestic tourists rose 16% in Q1 2026 [1].

Religious: international Umrah performers –11.6%, domestic +8.8% in Q1 [2].

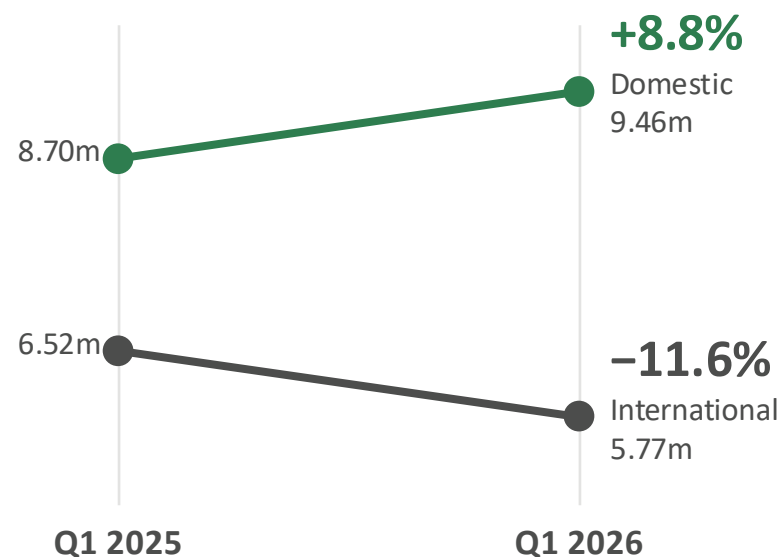
Key insight: obligation-driven and domestic trips held up better than discretionary and connecting trips.

Sources: Saudi Ministry of Tourism, Q1 2026 [1]; GASTAT Umrah Statistics Q1 2025 and Q1 2026, DinarStandard calc. [2]. Impact ratings are DinarStandard judgements from slides 18–23; further evidence in notes.



International Umrah performers fell 11.6% in Q1 2026, while domestic performers rose 8.8%

Umrah performers, Q1 2025 to Q1 2026 (millions) [1][2]



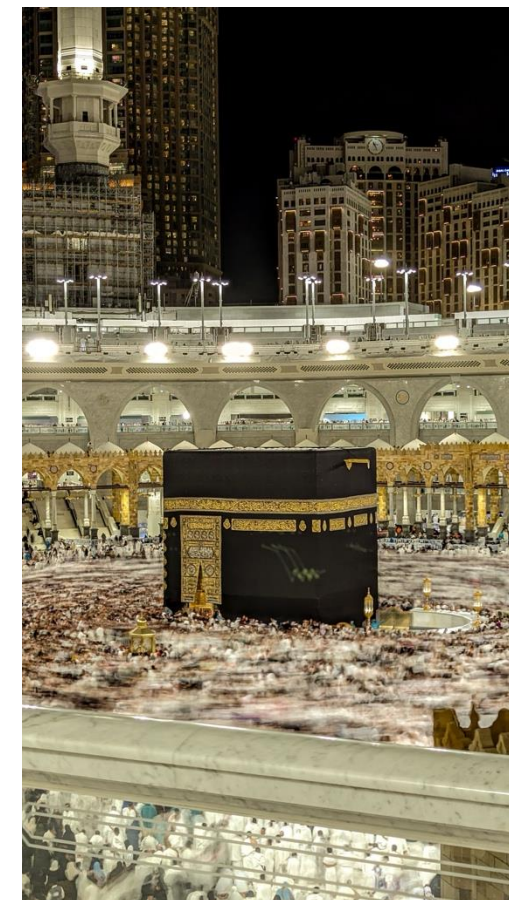
Total: 15.22m → 15.23m, broadly flat
International fell while domestic rose

Measures taken in response

-  Uzbekistan postponed organized Umrah trips from 2 March [3]
-  Indonesia urged pilgrims about to travel to postpone [4]
-  Saudi Arabia let stranded visitors extend expired visas [5]

“Umrah guests are still travelling, but require more flexibility in the booking conditions.”

Naeem Patelia, Travel Counsellors, Dubai [6]



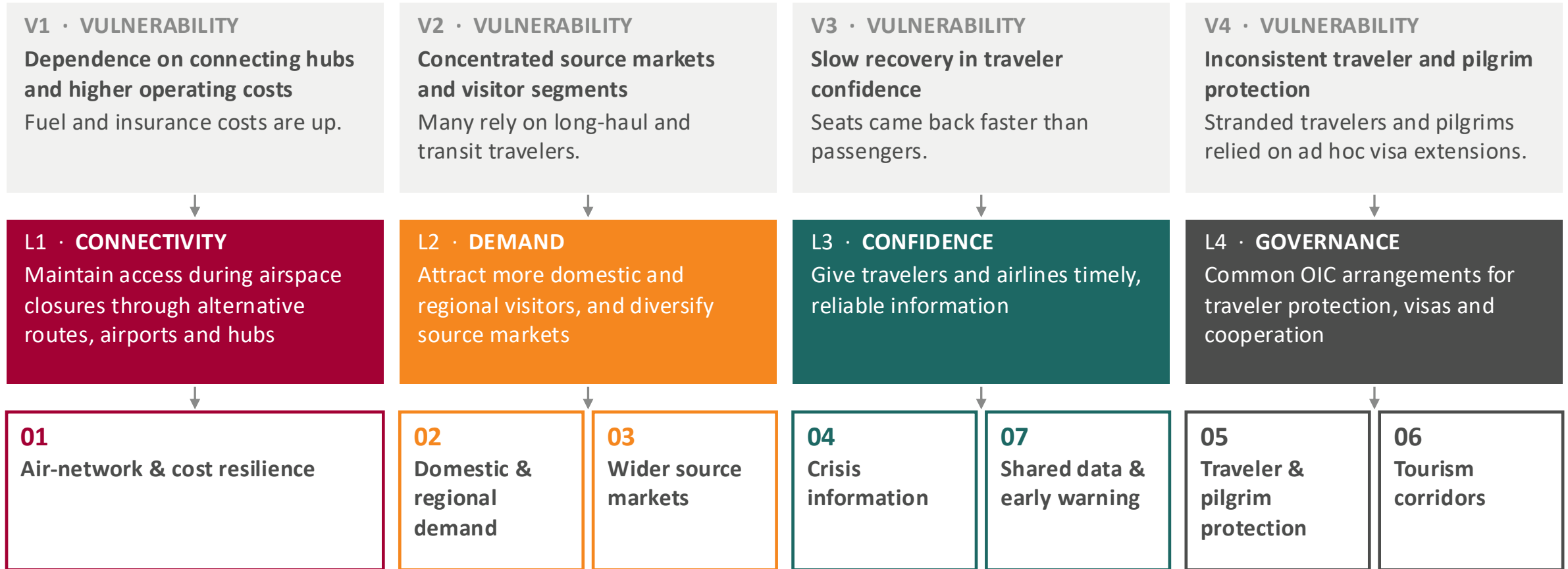
Q1 includes January–February, before the war, so not all of the change is a war effect.

Sources: GASTAT Umrah Statistics Q1 2025 [1] and Q1 2026 [2] (surveys, administrative records and statistical models; international and domestic = GASTAT’s ‘external’ and ‘internal’ performers; domestic includes non-Saudi residents), DinarStandard calc.; Muslim Board of Uzbekistan notice via gov.uz, 1 Mar 2026 [3]; Ministry of Hajj and Umrah via Antara, 1 Mar 2026 [4]; Saudi Press Agency, 25 Mar 2026 [5]; LinkedIn poll comment, Oct 2026 (24 self-selected votes) [6].

04

Strategic Options

Four vulnerabilities point to four strategic levers and seven options



Sources: Synthesis of evidence on slides 9–20. Additional: GCC Secretariat General and QNA on the unlaunched GCC unified visa [1]; ICAO MIDANPIRG/23 WP/75 on airspace contingency [2]; Dubai Media Office (DCAA consumer directive) [3].

Strategic options (1/2): keep networks running, broaden demand and rebuild confidence

#	Strategic option	Lever	Medium term (1–2 yrs)	Long term (3–5 yrs)	Lead organizations
01	Air-network & cost resilience	Connectivity	Airspace contingency procedures and diversion capacity [2]; fuel efficiency, margin monitoring, liquidity buffers	Multi-hub networks with pre-agreed rerouting; investment phased to demand recovery	Aviation authorities, ICAO, airlines, airports, hotel owners
02	Domestic & regional demand base	Demand	Year-round domestic and GCC campaigns where resident markets are large [5]	Domestic products that hold up when inbound travel falls	Tourism authorities, hotels, online travel platforms
03	Source-market & segment diversification	Demand	Shift marketing to resilient markets, e.g. Arab visitors for Jordan [6]	A balanced mix of leisure, religious, MICE and long-stay travel	Tourism boards, airlines, tour operators
04	Crisis information & confidence monitoring	Confidence	Standing crisis protocol: live status, advisories and schedules in one channel	Continuous tracking of safety perception and bookings	Tourism authorities, airlines, embassies

Sources: ICAO WP/75 [2]; Saudi Press Agency [5]; Central Bank of Jordan [6]. Strategic options proposed by DinarStandard; precedents are early-stage.

Strategic options (2/2): agree common rules on traveler protection and corridors, and share early-warning data

#	Strategic option	Lever	Medium term (1–2 yrs)	Long term (3–5 yrs)	Lead organizations
05	Traveler & pilgrim protection standards	Governance	Common rebooking and refund rules [3][4]; standing visa-extension protocol [5]	OIC protection framework; disruption insurance and takaful	Aviation and consumer regulators, airlines, Hajj and Umrah authorities, insurers and takaful operators
06	OIC multi-destination corridors	Governance	Pilot joint itineraries: Jordan–Egypt route [7], Central Asia ring [8]	Visa facilitation and joint branding [9]	Tourism and immigration authorities, OIC, tour operators
07	Shared tourism data & early warning	Confidence	Quarterly shared tourism indicators across major OIC destinations	OIC tourism dashboard with real-time air and booking signals [10]	Tourism authorities, statistics offices, SESRIC, ICAO

Sources: DCAA [3]; GACA [4]; Saudi Press Agency [5]; Petra [7]; Uzbektourism [8]; Gulf Times (QNA) [9]; SESRIC [10]. Strategic options proposed by DinarStandard; precedents are early-stage.

Regional focus differs: network resilience in the GCC, demand and pilgrim protection in Asia, corridors in North Africa and the Levant

Strategic option	GCC	South & SE Asia	North Africa	Levant	Central Asia & Türkiye	Sub-Saharan Africa
01 Air-network & cost resilience	●●●	●●	●●	●●	●●	—
02 Domestic & regional demand	●●*	●●●	●●	●●	●●	—
03 Source-market diversification	●●●	●●	●●	●●●	●●●	—
04 Crisis information & confidence	●●●	●	●●	●●●	●●	—
05 Traveler & pilgrim protection	●●●	●●●	●●	●●	●●	—
06 Multi-destination corridors	●●	●●	●●●	●●●	●●●	—
07 Shared data & early warning	●●	●●	●●	●●	●●	—
Priority segments	Hub airlines, hotels, MICE	Umrah, VFR, domestic	Leisure, tour operators	Leisure, faith tourism	Transfer traffic, leisure	To be assessed

Dots show the proposed relative emphasis for each region: ●●● high · ●● medium · ● low · — insufficient evidence to rate. *GCC overall ●●; Saudi Arabia ●●● (large domestic market). Basis: DinarStandard assessment of exposure (slides 10–20).

Sources: Ratings are DinarStandard judgements drawn from slides 10–20; precedents on slides 23–24. Iran is an OIC member and a party to the conflict, so it is excluded from regional emphasis.

How DinarStandard can help OIC tourism authorities and businesses

1. Consulting: travel & tourism strategy

- **Tourism master planning:** destination strategy, product priorities and investment roadmaps
- **Scenario-based strategic planning:** plans calibrated to our four crisis scenarios
- **Visitor growth marketing:** reaching new source markets and traveler segments
- **Muslim-friendly travel positioning:** products and services for the Muslim travel market
- **Destination resilience and crisis readiness:** protocols, traveler communication and recovery plans
- **ImpactIntell signal monitoring:** early warning on air capacity, bookings and policy shifts

2. Policy Architect

ImpactIntell

DinarStandard's Proprietary Data Intelligence Platform

Predictive analytics dashboard covering the global Islamic and OIC economy — real-time market sizing, investment tracking, trade flow analysis, and sector benchmarking across 57 OIC member states. Powering the SGIE Report, GIFT Report, and custom client intelligence.

3. Live Sensing



Signal Sensing Tool

FEATURED CAPABILITY

Continuous live monitoring of economic, trade, and geopolitical signals across OIC markets. Detects early-warning shifts in supply chains, investment flows, commodity pricing, and policy changes — enabling governments and corporates to move from reactive crisis management to proactive strategic positioning.

Trade & Supply Chain Alerts

Checkpoint disruptions, freight shifts, corridor rerouting

Investment Flow Tracking

FDI, SWF movements, startup funding across OIC

Policy & Sanctions Monitor

Regulatory changes, sanctions risk, currency shifts



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Thank You

Insights Brief Series #5

US-Israel-Iran Regional Crisis 2026:
Deep Dive — Travel & Tourism

For questions or to schedule a discussion:

info@dinarstandard.com