

# GÁBOR NAGY

MANAGING DIRECTOR, ICON REAL ESTATE MANAGEMENT



He is the father of a 17-year-old daughter and an almost four-year-old son. Perhaps partly for this reason, sustainability is a subject close to him, both personally and professionally.

**WHICH REAL ESTATE PROJECT THAT YOU HAVE WORKED ON ARE YOU MOST PROUD OF, AND WHICH COMPETITOR PROJECT ARE YOU MOST ENVIOUS OF?**

I'm convinced that genuine expertise always finds its proper value in this sector. What I'm most proud of at Icon Real Estate Management is the diverse range of properties we look after: offices, shopping centers, logistics and industrial properties, a stadium, a port and more, often at the highest operational and certification standards, serving discerning, quality-focused tenants.

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As for the second part of the question: I've always looked up to those who worked at stadiums of top-division teams, and now that Vasas has been promoted, we finally have that opportunity. And that's a great platform for us to show other top clubs that we're capable of delivering our services at this level.

**WHAT EFFECTS DO THE CONFLICT IN IRAN AND THE BLOCKING OF THE STRAIT OF HORMUZ, AND THE CONTINUED WAR IN UKRAINE, HAVE ON THE REAL ESTATE BUSINESS IN HUNGARY?**

At Icon, we strive to ensure seamless operations so that our clients can focus their full attention on their investments. Geopolitics is only part of the picture; the economy is also subject to numerous other pressures. In this turbulent world, we aim to be the stable foundation our clients can rely on.

**BACKGROUND INFO**

Gábor Nagy, managing director of Icon Real Estate Management, holds degrees in mechanical engineering and economics. Before establishing Icon, he led several companies that went on to become market leaders in their respective fields.

Outside of work, sport holds an important role in his life. After years of playing football, he turned to long-distance running and has since completed several international marathons, including one of his favorites, the Edinburgh Marathon in Scotland. He also plays squash regularly, often at dawn. Although he is naturally right-handed, he has recently taken up playing squash with his left hand, partly as a way to keep his right brain active.

At the same time, it is important to note that this uncertainty is also reshaping demand for office space: fewer tenants are willing or able to commit to long-term leases. Our flexible office solution addresses precisely this challenge, and clearly defines the market segment where companies can turn to us.

**HOW DO YOU JUDGE THE PUBLIC PERCEPTION OF THE REAL ESTATE INDUSTRY IN HUNGARY? DO STEPS NEED TO BE TAKEN TO IMPROVE IT?**

We work in commercial real estate, a B2B business, and it is quite different from what most people imagine when they hear “real estate,” which, for the general public, usually means the residential market. We have always believed that expertise and high-quality service are the only viable path forward, and the market consistently confirms that for us, so we don't see this as a perception problem. Our job is to stand alongside investors and property owners, navigating market uncertainty together by training our people, connecting and streamlining processes, and delivering efficient solutions, including flexible office options.

We view Icon as a stable foundation operating behind the scenes, dedicated to tailoring our processes to each client's needs and reducing their operational risks. But this reliability isn't only outward-facing; Icon is also a great place to work, and we're proud that this same core value defines our own team.

**WHICH ARE THE MOST ACTIVE REAL ESTATE SECTORS IN 2026, AND WHY?**

Property and facility management remain relatively cycle-resistant areas of the real estate market: the work has to be done every single day, so instead of sharp swings, we tend to see steady, solid growth. Across the market as a whole, the office sector is currently seeing the most activity, or rather, the most change. The economic uncertainty mentioned earlier is increasing demand for flexibility, and creating this operational flexibility in the office market has become



one of the key issues of the period. The challenge is to understand how office users want to work today, and to find the right solutions for those changing needs.

**DOMESTIC AND CEE MONEY HAS DOMINATED THE INVESTMENT LANDSCAPE IN HUNGARY IN RECENT YEARS. WHAT IS REQUIRED TO BRING BACK SIGNIFICANT INTERNATIONAL FUNDING?**

In addition to the right market and regulatory conditions, international players also need to find reliable, high-quality, professional service providers locally. For us, the client's origin makes no difference: whether we work with a Hungarian or an international client, we provide the same standard of service. And if real estate development activity picks up again, that's good news for all of us, as it expands the market and creates more opportunities across the sector.

**IF YOU COULD CHANGE ANYTHING ABOUT BUDAPEST'S URBAN CITYSCAPE TO IMPROVE IT, WHAT WOULD IT BE?**

I'd still point to the rail link between the city and the airport. It is one of those infrastructure gaps that may sound technical, but would bring about real, everyday change in the life of Budapest.

Business Name	ICON Real Estate Management Kft.
Top Executive	Gábor Nagy
In Charge of Position Since	2018
Description of Business or Services	Real estate management
Year Founded in Hungary	2018
Total net Revenue in 2025 (HUF mln)	9,139
HQ in Hungary	1026 Budapest, Riadó utca 5-11.