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We are SEERA, the leading listed regional travel & tourism Saudi champion.

Our dedication to serve families, businesses, holiday-makers, pilgrims and government officials move around the region and the world, has created the largest travel and tourism company in the MENA region over four decades since the start of our journey as Al Tayyar Travel Group.

Seera accelerates its investments in people, digital & technology to enable its competitive edge and growth.



A Snapshot of Seera's Journey

2019

Seera was ending 2019 with amazing milestones in its transformation...

- Established a diversified revenue base
- Greatest GBV on record at SAR 10.8Bn
- Almosafer as the largest consumer travel brand in the region
- Lumi as one of the largest & fastest growing Car rental brands
- Launch of DMC business & strategy
- Completed acquisition of Mawasim, our Hajj
 & Umrah business
- Building advanced digital infrastructure & capabilities
- Significant cash gain from Careem exit
- Divesting large number of legacy investments

2020

...however, COVID-19 halted operations forcing us optimize and pivot our strategies....

- Reduced operating spend and optimized cost structure
- Distributed KSA's first Red Sea cruise offering and other domestic packages
- Secured vehicle lease contracts worth over SAR 300Mn
- Provided travel services to the Ministry of Health and its COVID-19 delegations
- Coordinated repatriation flights and hotel rooms bookings for expats from KSA
- Signed agreements with global brands such as Shangri-La, Atlantis, One & Only, Hyatt and Hilton
- Fully booking our Mövenpick hotel for government quarantine use
- Investing in employee development and completing 50k+ hours of learning

2021

...while positioning ourselves favorably for the rebound in travel.

- Launched luxury concierge service line
- Built Chalet+, an alternative accommodation (C2C) platform
- Revamped the car rental experience for a seamless digital journey
- Scaled adoption of an advanced travel management solution for C&G clients
- Provided travel logistic services for major events including FII, Extreme E, and Dakar Rally
- Partnered with Klook to build an activities marketplace for Saudi
- Completed Maqam portal integration for Hajj
 & Umrah
- Signed with TDF to build a resort in Baha and hospitality assets across KSA



Four guiding principles to leverage the 2022 rebound in the market and accelerate our journey of growth



Effective and disciplined deployment of capital

Ensure rigorous and disciplined resource allocation (financial, talent, time)



Thriving people & culture

Recalibrate the employee experience to promote retention, performance and growth



Effective & efficient scalability

Streamline processes and systems for high performance at scale



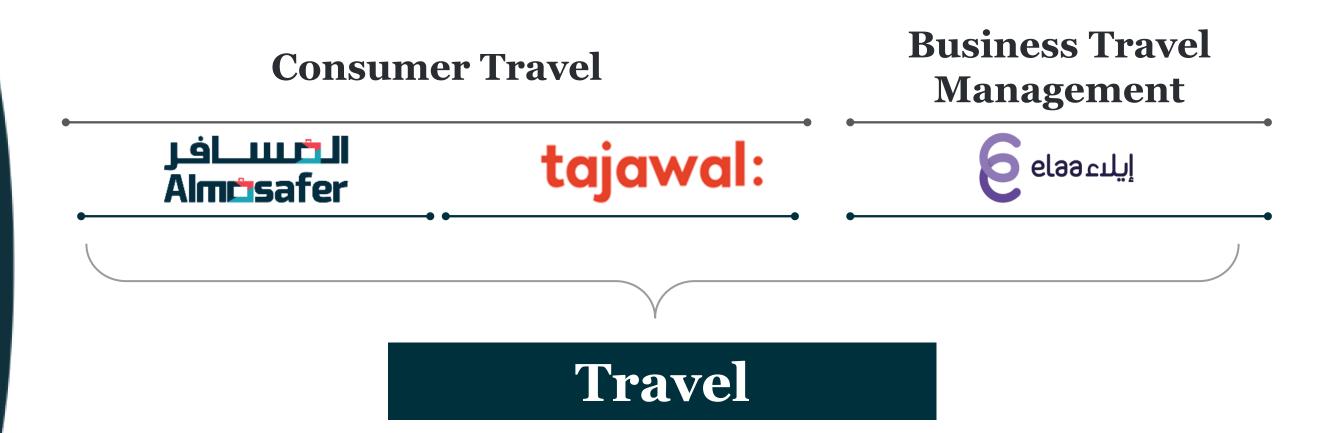
Customer centricity to drive business growth

Institute continuous & holistic discovery and refinement of customer & stakeholder experiences



In order to streamline our operating model, the Consumer Travel & Business Travel Management segments have been combined under one Travel business

We are uniting the strength of two units, their service level offering, reach and market share, to serve consumers and corporate & government clients more cohesively and holistically



The Travel unit will have centralized management of all channels under the Almosafer brand:





elaa brand is now Almosafer Business to serve C&G clients







Destination Management



Hajj & Umrah



Jului SEERA

Unified scalable

businesses

Car Rental



Hospitality



Corporate Ventures



SEERA

Data driven

organization built

on integrated

technology &

sourcing ecosystem

Travel (Consumer & Business)

- Leading travel brand with the largest OTA market share in KSA (80%), second in UAE (25%) and third in Kuwait (27%)
- Achieved 3-digit annual growth for the past 5 years pre-covid of +193% in booking volume reaching SAR 3.9B
- Trusted travel partner of public & private sector entities with an annual GBV of SAR 2.5B and a market share of 25% pre-covid
- Leading provider of chartered flights services in KSA with a net booking value of ∼SAR 250M pre-covid



Destination Management

- Enabling connectivity to regional and global distributors through an online distribution platform and activities marketplace
- Delivering end-to-end travel logistics and on-ground support for large scale events in KSA incl. FII, Formula E, Dakar Rally
- Operates the largest hub in KSA for events, Riyadh Front Exhibitions & Conference Center with an area of 200k m²



Hajj & Umrah

- Wholesale tour operator that commits to inventory, bundles packages and sells to distributors in source markets
- Integrated with Ministry of Hajj & Umrah's Maqam for issuance of Umrah visas and access to religious travel content
- Delivers end-to-end travel arrangements for pilgrims i.e. visa, hotels, flights, on-ground support, etc.



Car Rental

- The fastest growing car rental brand in the region with an annual growth of +50% in revenue achieving SAR 434M and +46% in fleet size achieving ~17K units
- Disrupting the car rental market via digital products and specialized vehicle rentals such as Harley-Davidson motorcycles



Hospitality

- Owns two developed 5-star hotels: Sheraton Makkah: 491 Keys and Movenpick City Star Jeddah: 228 keys
- Owns three newly developed Choice branded hotels with a total of 415 room keys
- Partnering with tourism entities to build assets in KSA incl. a resort in Baha (200 keys) and Clarion hotel in Ula (215 keys)



Corporate Ventures

- Seera owns Portman Travel Group in the UK with an EBITDA of £5M pre-covid across: Luxury Leisure, Sports Logistics, TMC lines
- Seera engages in different investments and achieved proceeds from Careem deal worth ~SAR1.7 B

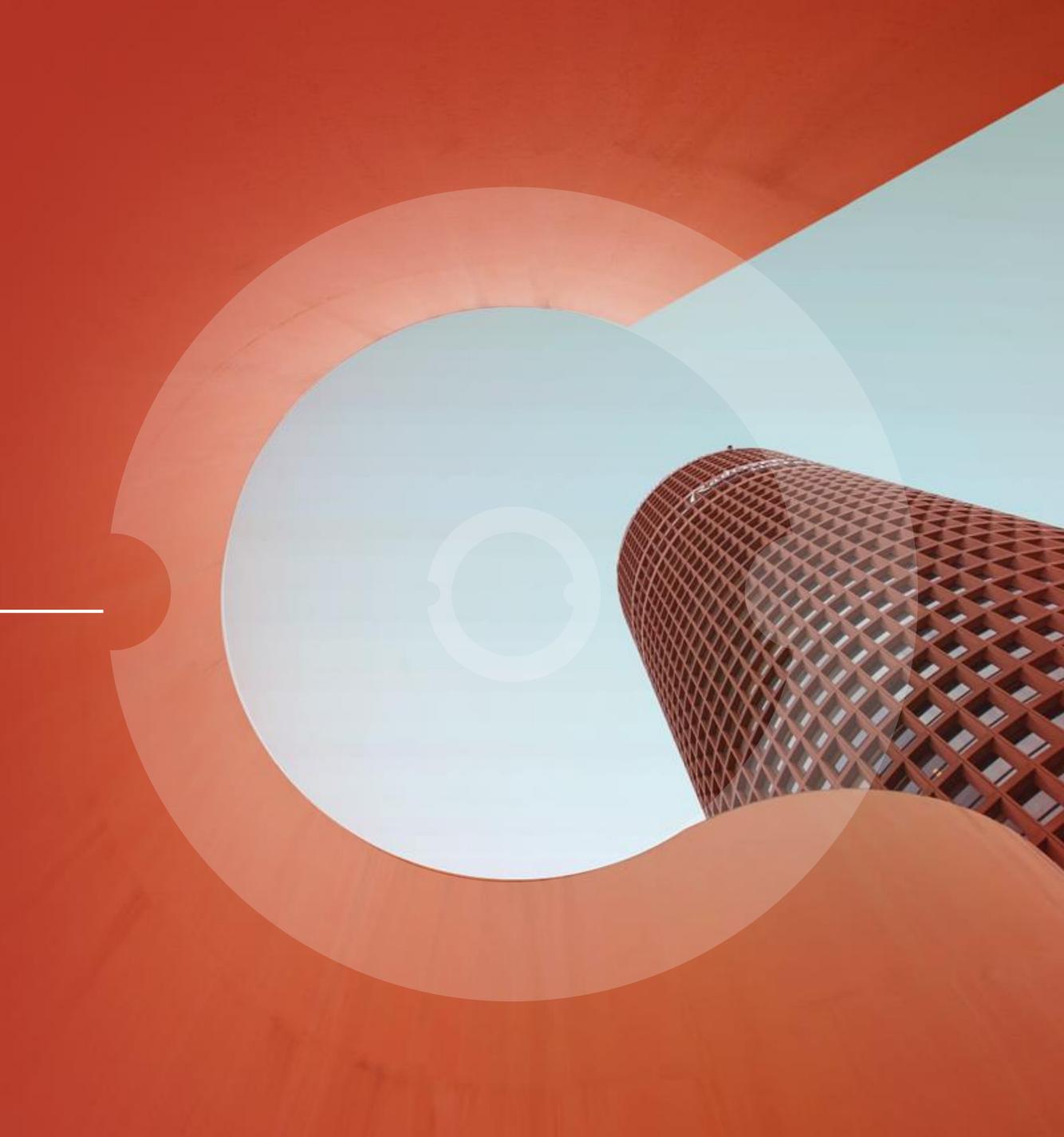
As released in Q3 2021, we are on the path to strong recovery post-COIVD, to achieve booking value of ~SAR16 to 18Bn at 4-5% EBITDA within the next 3-4 years



Unit	2019	2020	Mid-term	n Target	Our Strategy	Other Opportunities (not considered in mid-term target)
الصسافر Almosafer	3.9Bn Booking Value (SAR)	1.2Bn Booking Value (SAR)	7.5-8.0Bn Booking Value (SAR)	1.5-2.5% EBITDA Margin	Realize omnichannel vision and become the full travel journey companion through personalized experiences, superior products and proactive service	Expand to GCC & middle east, and capture value along travel journey, e.g. financing solutions
	2.5Bn Booking Value (SAR)	1.5Bn Booking Value (SAR)	2.5-2.8Bn Booking Value (SAR)	2-3% EBITDA Margin	Optimize cost base & operations through digitalization and scale partners; and increase high-margin, tailored and value-add services	Expand to GCC through global partnerships or acquisitions
DISCOVER Saudi	80Mn Booking Value (SAR)	140Mn Booking Value (SAR)	1.2-1.5Bn Booking Value (SAR)	4-5% EBITDA Margin	Promote KSA as a destination, enable digital connectivity to regional and global distributors, deliver large scale tourism events & invest in tourism assets	Develop asset portfolio including, desert camps or light assets such as scuba diving equipment
مواسیم mawasim	170Mn Booking Value (SAR)	14Mn Booking Value (SAR)	0.3-0.6Bn Booking Value (SAR)	2-3% EBITDA Margin	Partner with distributors in source markets, commit to inventory for supply capture and deliver comprehensive offerings with on-ground support	Invest in on-ground assets including large scale inter-city transport (e.g. mega busses)
لومي lumi	343Mn Booking Value (SAR)	434Mn Booking Value (SAR)	0.8-1.0Bn Booking Value (SAR)	18-20% EBIT Margin	Achieve scale, profitability and growth along traditional lease & rental business and leverage digital expertise to disrupt the market	Pursue new digital opportunities e.g. mobile workshop services or C2C used car sales platform
Hospitality	150Mn Booking Value (SAR)	54Mn Booking Value (SAR)	250-350Mn Booking Value (SAR)	30-32% EBIT Margin	Develop hospitality infrastructure in line with KSA's leisure & religious tourism agenda through franchise agreements with global hotel brands	Expansion of Hospitality offerings in the Middle East
PORTMAN Travel Group Est. 1959	2.4Bn Booking Value (SAR)	0.7Bn Booking Value (SAR)	3.0-3.5Bn Booking Value (SAR)	5-6% EBITDA Margin	Scale via acquisitive growth across three verticals: luxury leisure, sports and business travel; leverage inbound synergies & benefit of future profitable exit	Partner with or acquire travel technology players and specialists
ســيرا SEERA	10.8Bn Booking Value (SAR)	3.9Bn Booking Value (SAR)	16.0-18.0Bn Booking Value (SAR)	4-5% EBITDA Margin	Leverage shared data, technology & sourcing infrastructure to create economies of scale and value	- 9



Business Updates

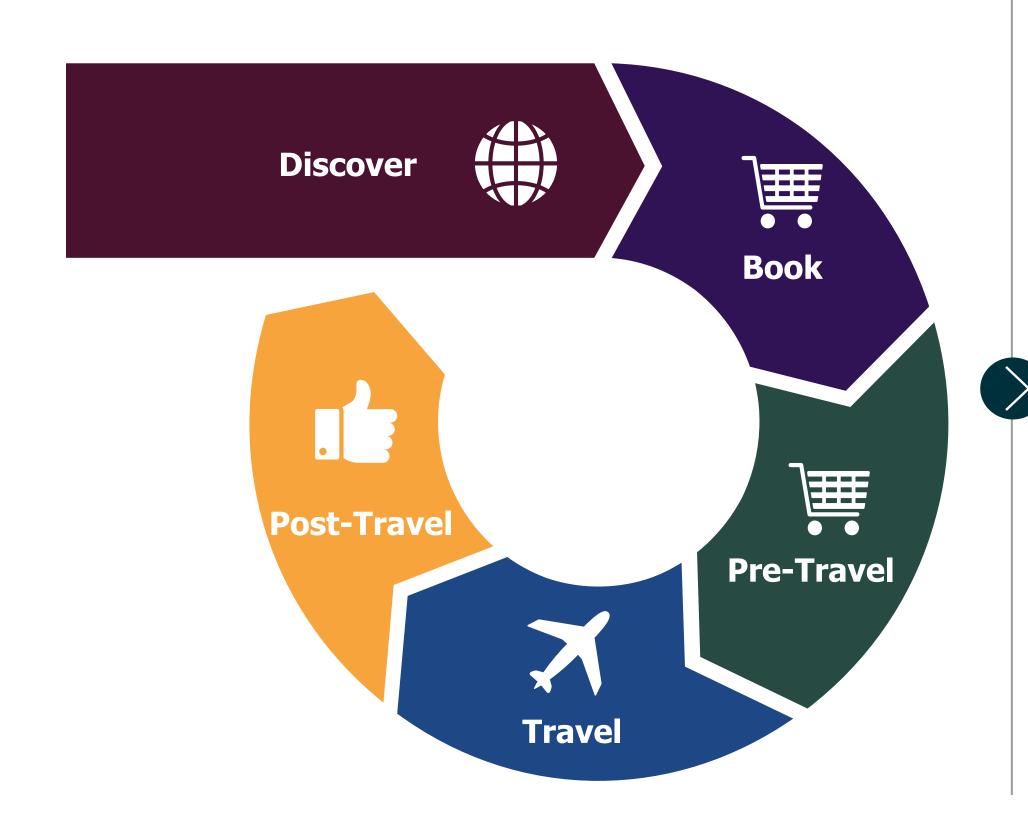






Almosafer has invested in an omni-channel strategy to serve customers across all touchpoints and enhance overall journey...

Journey stages



Almosafer's key areas to focus on to enable a harmonized customer experience across all touchpoints

Discover

Inspire customers

with travel possibilities, enabling them to visualize their trip

Personalize recommendations to customers that meet their specific travel needs

Act as the trusted source for customers, providing comfort and security to them along their travel journey

Book

Give customers confidence that what they see is what they get, their travels will go smoothly, and they are getting the best value for their money

Address customers as individuals, tailoring options to their specific needs and cultural requirements

Pre-travel

Go beyond

by serving customers' additional travelrelated needs and help them prepare for their journey

Anticipate

what else customers may require along their travel journey, and be proactive in making them aware

Travel

Be the point of reference

for customers' indestination needs by showcasing expertise in their travel location

Post-travel

Create a community of travelers

that share experiences and uplifting memories

Reward customers for their loyalty



...achieving several milestones in its adoption



Developed Almosafer's Omni-channel vision



Developed "Unify" platform to connect offline & online channels



Launched WhatsApp channel and introduced wallet functionality



Built a COVID-19 travel safety & regulations advisory platform



Continuing to develop superior products & Services e.g. Chalet+

Q1 2019

Q2 2019

Q3 2019

Q4 2019

Q1 2020

Q2 2020

Q3 2020

Q4 2020

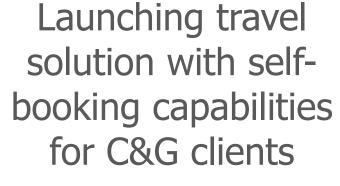
Q1 2021

Q2 2021

Q3 2021

Began renovation of retail stores across KSA Launched
Academy to train
next generation
of travel advisors













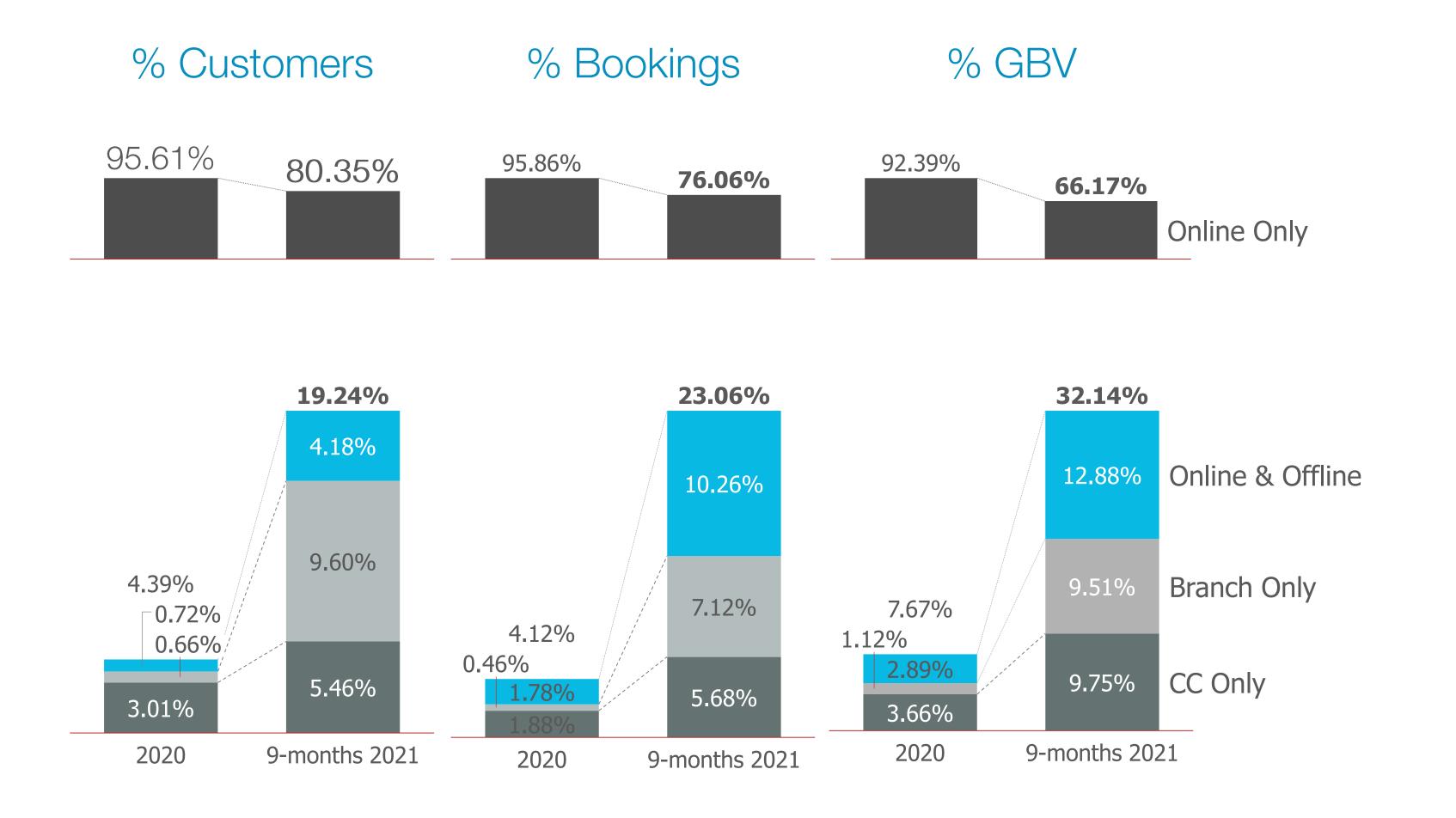


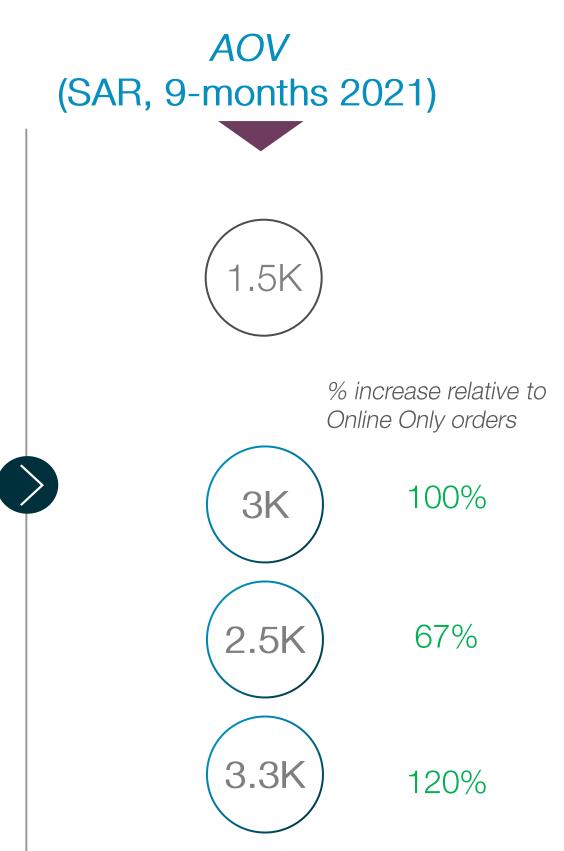




Despite COVID-19, we have seen a ~15% shift of engagement to agent driven channels to access more differentiated, higher-value offerings

Shifting online only customers to online & offline channels resulted in a higher AOV, as offline channels cater for less commoditized products, i.e. non-air offerings







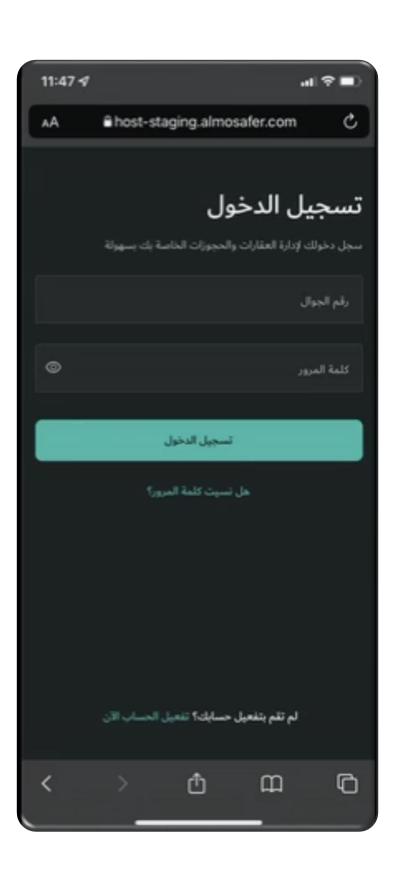
We expanded our product offering via Chalet+, a C2C alternative accommodation platform serving both Hosts and Guests in KSA

We currently have ~1000 active properties on Chalet+, sourced from 300+ Hosts covering major cities in KSA including: Riyadh, Jeddah, Dammam, Khobar, Al Ula, Dhahran, and Taif soon



New website & application for Hosts...

- Manage offline/online bookings
- Sync reservations with guard/employees
- Content services including 3D virtual tours modeling of property
- Social reputation i.e. mutual rating between guest and host
- Dynamic revenue generation



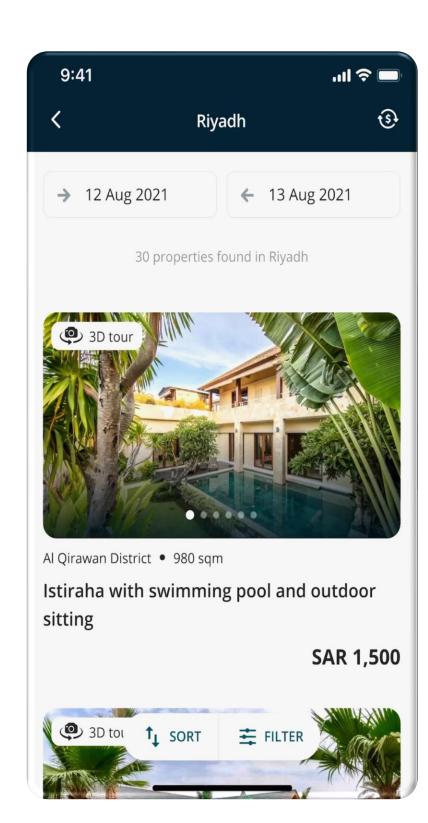


New tab on Almosafer

- 3D virtual tours of accommodation
- Properties by occasion/event
- Focus on children, activities & safety
- Reviews and Q&A

app/website...

- Easy, safe payment
- Rewards & Loyalty (Alfursan, Qitaf, Wallet, etc..)
- 24/7 Call Center Support



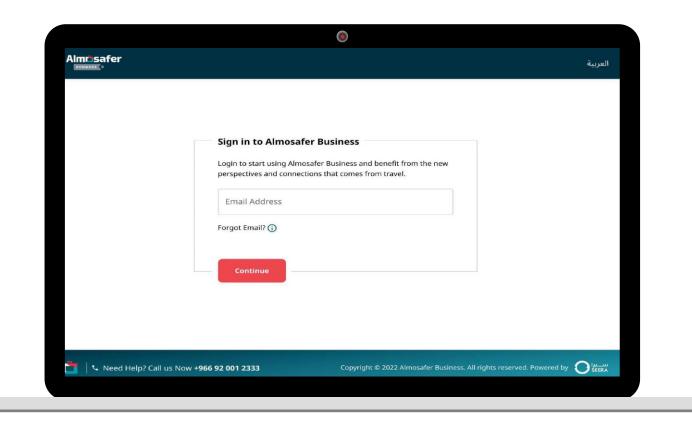


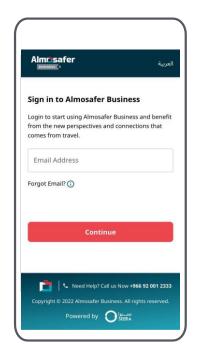
Since the launch of our self-booking tool in Jan 2021, 30+% of C&G client booking transactions have shifted online

Roll-out of the Almosafer Business booking engine has enabled...

- Automated tracking of travel orders and reduce fraud 100% of travel orders tracked electronically
- Self-booking to reduce overheads and operational costs from client implants reduced implant headcount by 21% and instituted hybrid working model
- Capabilities to effectively serve scale clients as operational complexity is reduced ~50 new client accounts onboarded at minimal incremental cost

...by empowering clients with advanced travel services through our travel management solution







Raise a travel request, get it approved & book the trip in minutes



Control travel activities based on internal travel policy



Analyze reports on employee trips and travel expenses in real-time



Link travel request flows to multiple payment types seamlessly



Leveraging our expert destination knowledge, we launched a concierge line offering personalized luxury travel experiences

Concierge services



VIP service offerings



Customized
Journeys



Personal Concierge



Private Air Travel



Luxury Stays



Tailor-made Transportation



Exclusive Benefits

Average Order Value: SAR 35k

Customers



Government and Royal protocol (e.g., Royal family)



Corporate VIPs (e.g., CEOs of International companies)



High net worth & ultra high net worth clients



Overall, we are emerging from COVID-19 with amazing market capture and organic growth

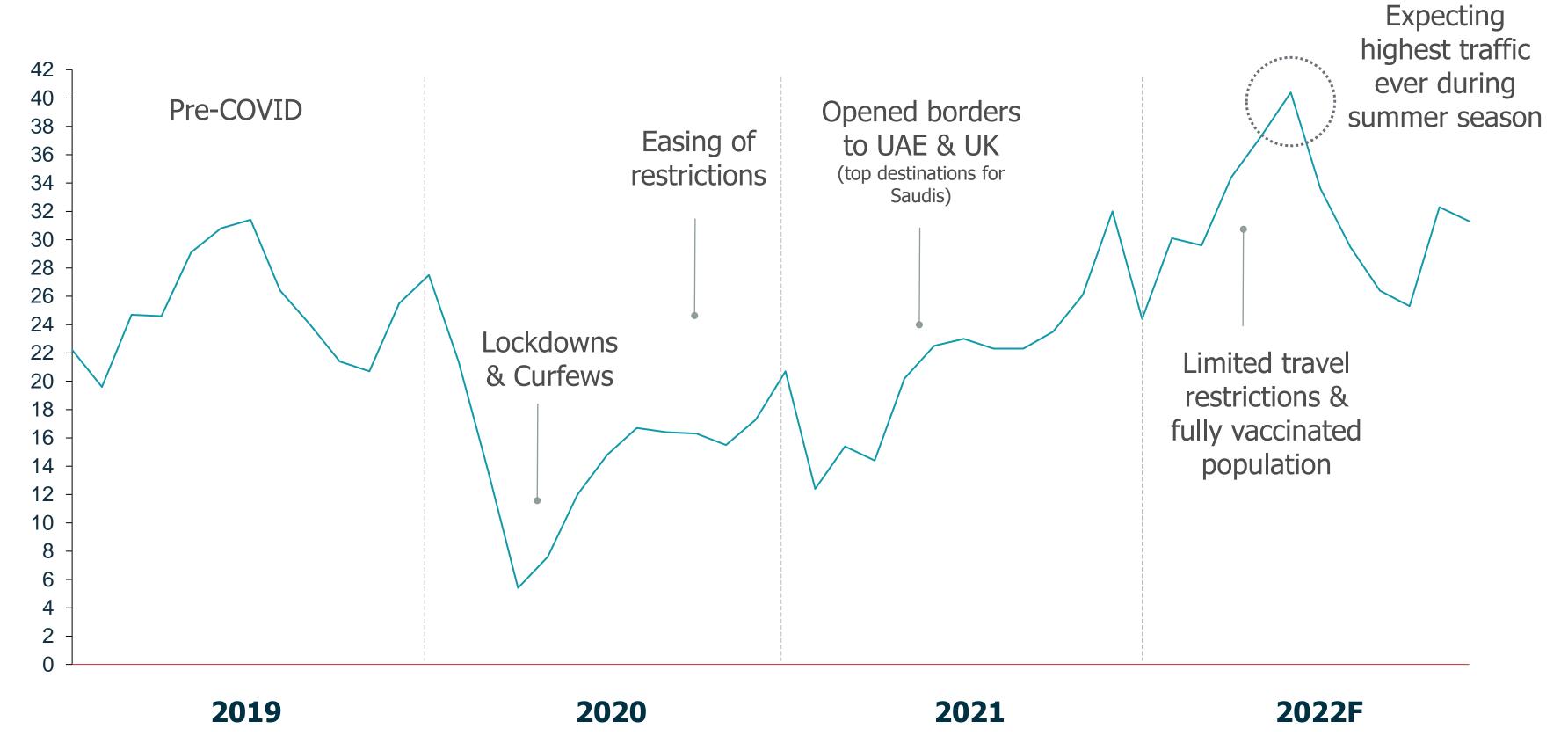
	2019	2021	0/0
KSA OTA Market Share % share of Online Travel Agent market including bookings directly via airlines	58%	80%	+38%
Unpaid Share of Bookings % of booking value from organic channels, i.e. no marketing spend	49%	66%	+35%
Customer Retention Rate % of booking value from customers who have transacted with us in last 365 days	47%	67%	+43%

Was able to achieve a sustainable and growing scale in bookings post-COVID due to effective digital product and retention strategies

18

We've seen increasing demand for travel and predict tremendous rebound that exceeds pre-COVID levels





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Summer 2022 will be the 'busiest travel season ever'.

77

Expedia CEO predicts
February 2022

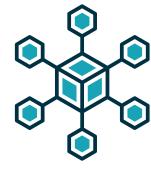
In 2022, we will continue to scale and provide differentiated offerings guided by the following key priorities



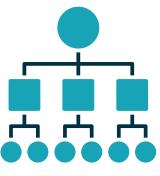
Position Almosafer as the leading travel brand in the region



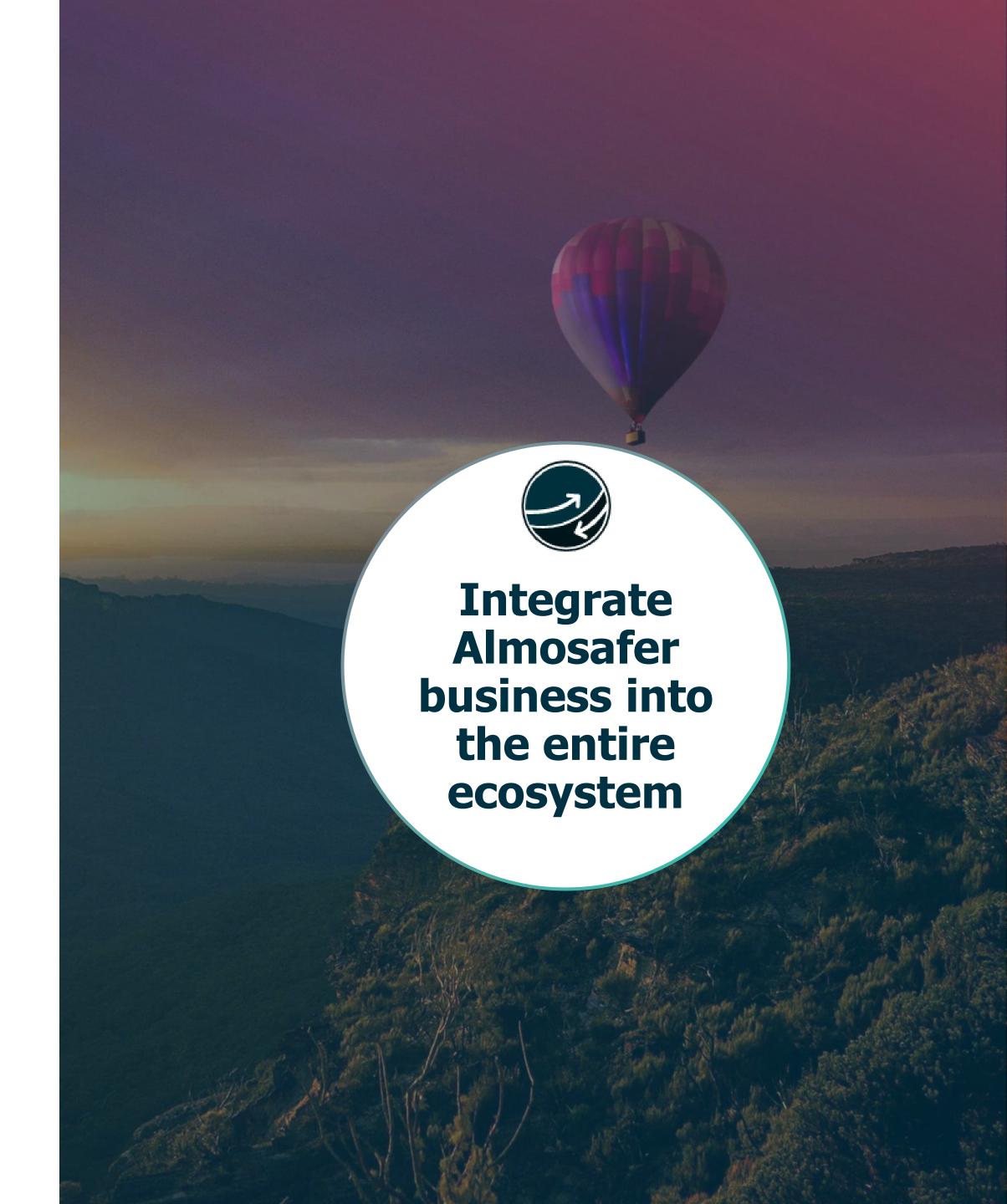
Maximize revenue as efficiently as possible



Build out new revenue streams



Enable org and operations for scale





Including pursuing fintech opportunities to boost average order value, capture more customer segments and collect holistic journey insights



Instant Financing (Buy now, Pay Later)

Offering customers instant POS financing allows for the capture of more customer segments and boost's average order value to generate more revenue.



Prepaid/ Credit Cards

Prepaid/ credit cards for customers to leverage awards and discounts with our global partners, while earning Almosafer points and cashback rewards.

This payment method will also provide access to personalized travel data and preferences.





Fragmented supplier market

Market is mostly small and medium sized suppliers, with limited capabilities in reaching customers, technology, service levels, etc.



Limited technical ability of suppliers

No technical capabilities available for suppliers to manage inventory and availability, manage different payment options, manage customer profiles, etc.



Non-standard and limited supplier quality

No uniform quality standard for suppliers, with some suppliers providing low quality services or inaccurate information to customers

Customers have a limited awareness of options, prices, details of activities, etc. and a fragmented, offline booking experience



...therefore, Almosafer is partnering with Klook, a world leading activities marketplace, backed by the SoftBank Vision Fund to launch an activities marketplace in KSA to

- Build technology to enable endto-end online booking for activities, tours, events, etc.
- Accelerate the development of the in-destination activities and tours ecosystem in KSA
- Improve access to global inbound tourism markets

Live in Q4 2022

The marketplace will capture local activities & tours supply to seamlessly distribute Saudi content regionally and globally for enriched traveler experiences

Supply



City tours



Nature experiences



Culture & arts



Entertainment



Other tourism activities

Small & medium sized suppliers will sign up once for access to a merchant portal for:

- Uploading content
- Managing bookings
- Checking payment status
- Fulfilling orders
- Accessing reports, etc.

Activities & Tours Marketplace



Develop and maintain supply & demand platforms:

- Manage and review uploaded content from suppliers for accuracy and detail
- Translate all content from KSA merchants
- Manage inventory of suppliers including pricing, availability and supplier information
- Handle technology and data infrastructure e.g., distribution APIs, white label, etc.

Distribution

Part of Seera Group



For B2B distribution



For B2C distribution

International agents





Domestic and inbound travelers will benefit from:

- Seamless online bookings & payment, with instant confirmation
- Central platform with all activity and tour offerings across KSA
- Access to reviews of all products and 24/7 customer support





Discover Saudi continues to drive inbound tourism to KSA serving ~20,000 passengers since 2019...

...and partnering with the Saudi Tourism Authority (STA) to host fam trips for int'l agents

We co-hosted the ongoing familiarization (FAM) Trips with STA for agents from USA and Canada, GCC countries, UK & Ireland, Benelux countries, Western Europe, Eastern Europe, Asia and received positive feedback on all of them



Italy Fam Trip

UK Fam Trip





Ukraine Fam Trip

US Fam Trip

"The idea I have now about Saudi Arabia is completely different from the one I had prior to this well crafted familiarization trip. Saudi Arabia is a "One of a kind" destination."

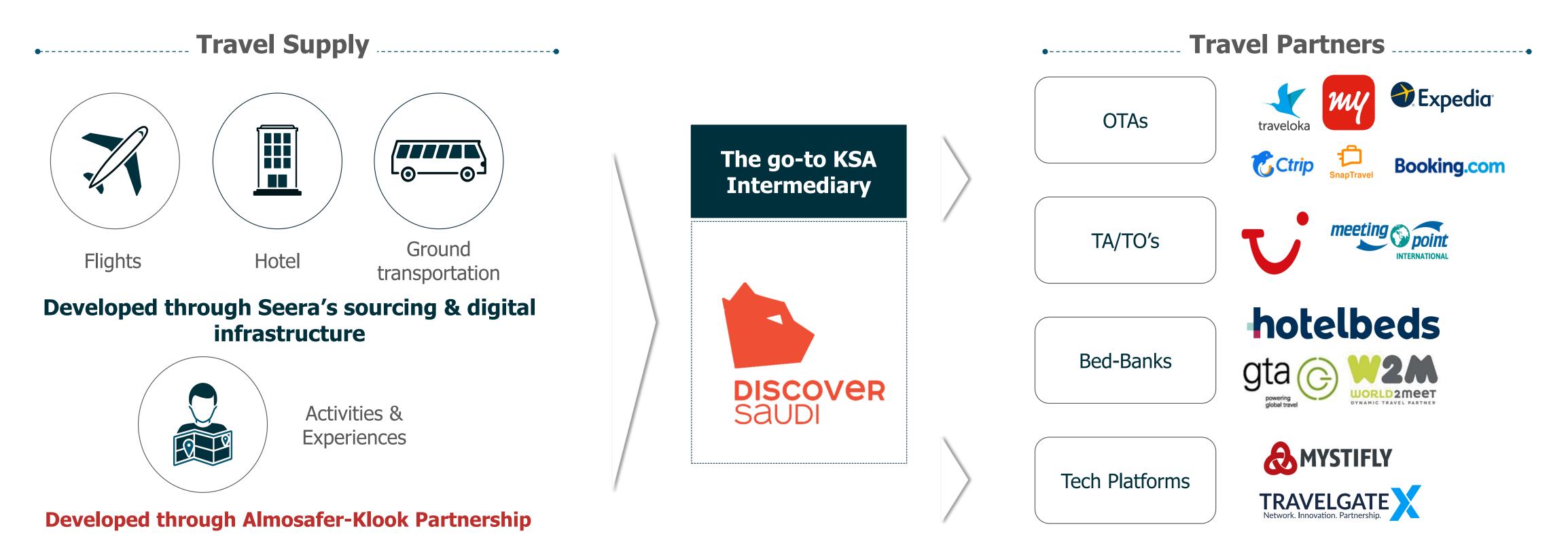
"The organization was not only professional, but full of delightful surprises and a very friendly atmosphere."

TransEagle Vacation, US

UTG, Ukraine



We launched an online distribution platform to provide travel partners with access to Saudi content through API integrations





20+ partners have been integrated into our online distribution platform or are in the pipeline. We've showcased our capabilities to source for international players at the ATM 2021 & WTM 2021.



We continue to successfully deliver travel logistics services for large-scale tourism events in KSA...

We supported major events in KSA in 2021 with travel, hotel and meet & assist services ...

...and have a growing pipeline of events and special projects in place for 2022









Future Investment **Initiatives**

Rally Dakar

Extreme - E

United Nations World Tourism Organization

Provided online platform for FII transfers

Managed hotel availability & clients to book rates, transport, flights, hotels & ground support travel and tour and VIP tours

Booked transfers, chauffeured services

Operated tour services for delegates and guests of the **UNWTO**







Jada, Fund of Funds, established by PIF for PE and VC



Hosted by the General **Authority for Military Industries**



SAR 100+Mn in booking value secured so far for 2022



...while hosting events in the Riyadh Front Exhibition & Conference Centre, the largest hub in KSA with an area of 200k+ m²



Sample of international and regional conferences, events and exhibits



Riyadh International Book Fair (1-10 October 2021)





Riyadh Season Events including the RUSH Gaming Event (22-26 October 2021) and Riyadh Toys Festival (12-21 November 2021)





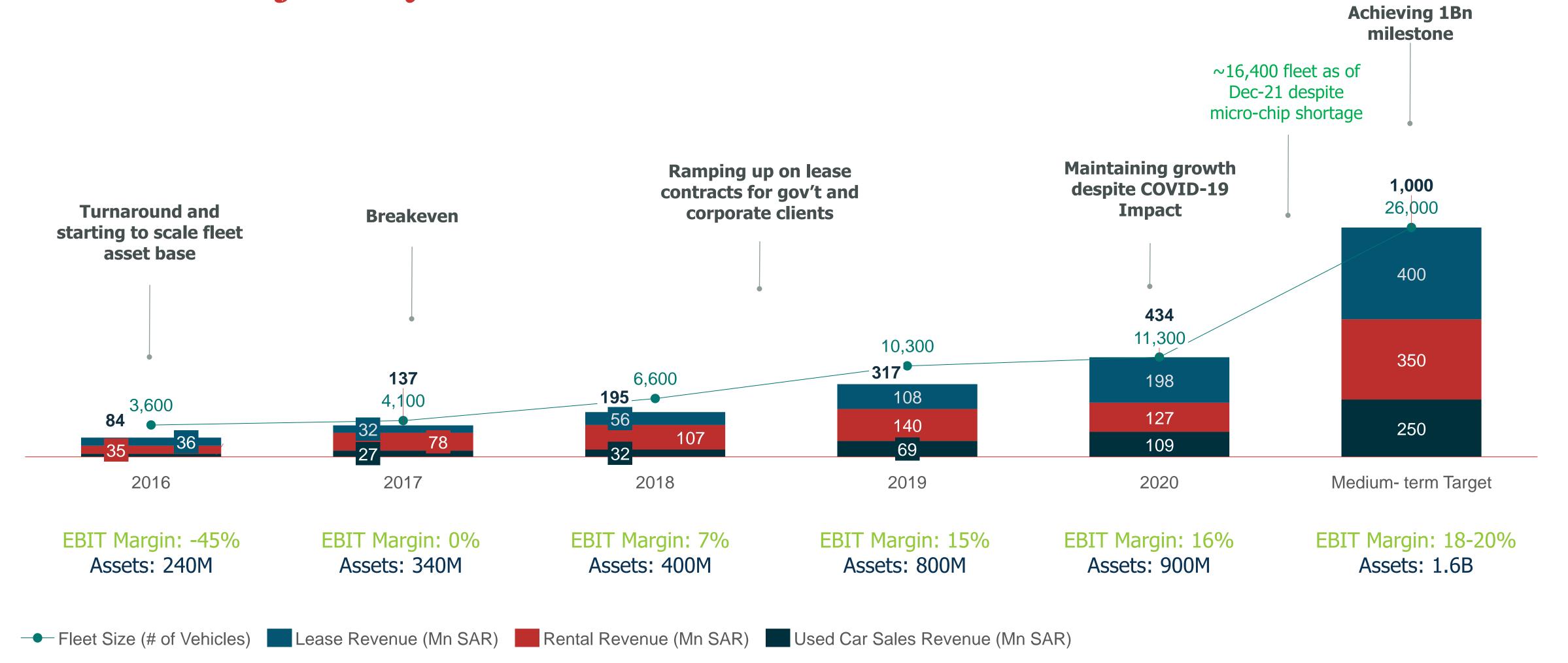
LEAP Conference (1-3 February 2022)







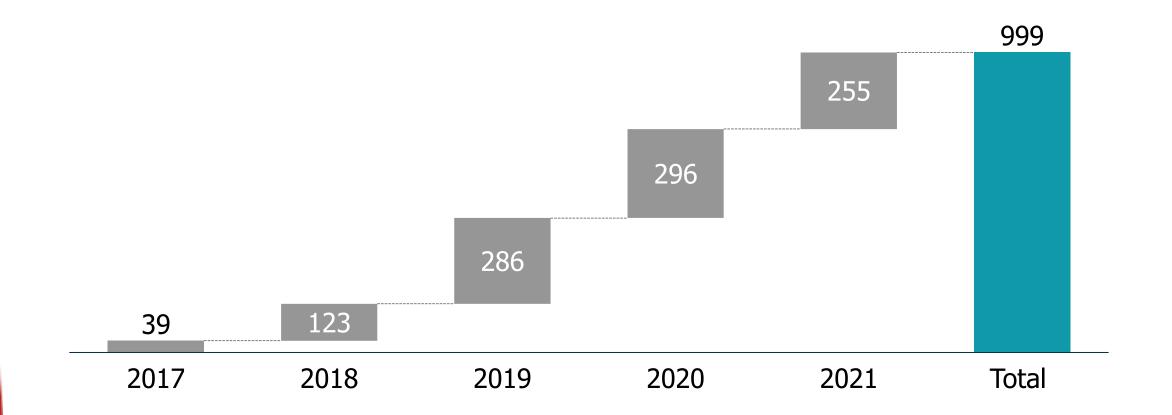
Lumi has grown tremendously achieving a CAGR of 50% and are on a trajectory to become a SAR 1Bn revenue business





Contract value (SAR Mn)

We have maintained a consistent pipeline of lease contracts for corporate & government clients





Of residual contract value secured for upcoming years



Vehicles delivered for corporate & government customers



Government lease win rate

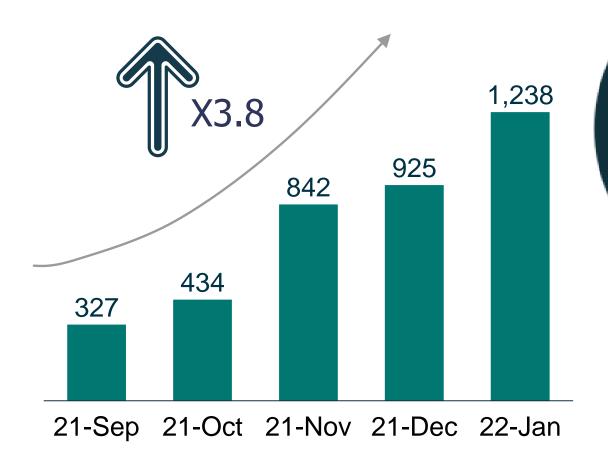


Lease contract renewal rate



Since the launch of the revamped rental app in September 2021, daily rentals have more than tripled ...

Monthly rental agreements opened (#)





...with plans to scale marketing and product development initiatives in 2022

Expand service & vehicle offering on application including rental vehicle delivery service to a specified location & addition of Harley Davidson motorcycle rentals

April 2022

Oct 2022

July 2022

Launching online & offline marketing campaigns and scale performance marketing efforts, i.e. SEO, CRM and direct marketing, etc.

Develop loyalty program to drive customer retention & avg. ticket spend via partnerships with corporate programs e.g. STC Qitaf



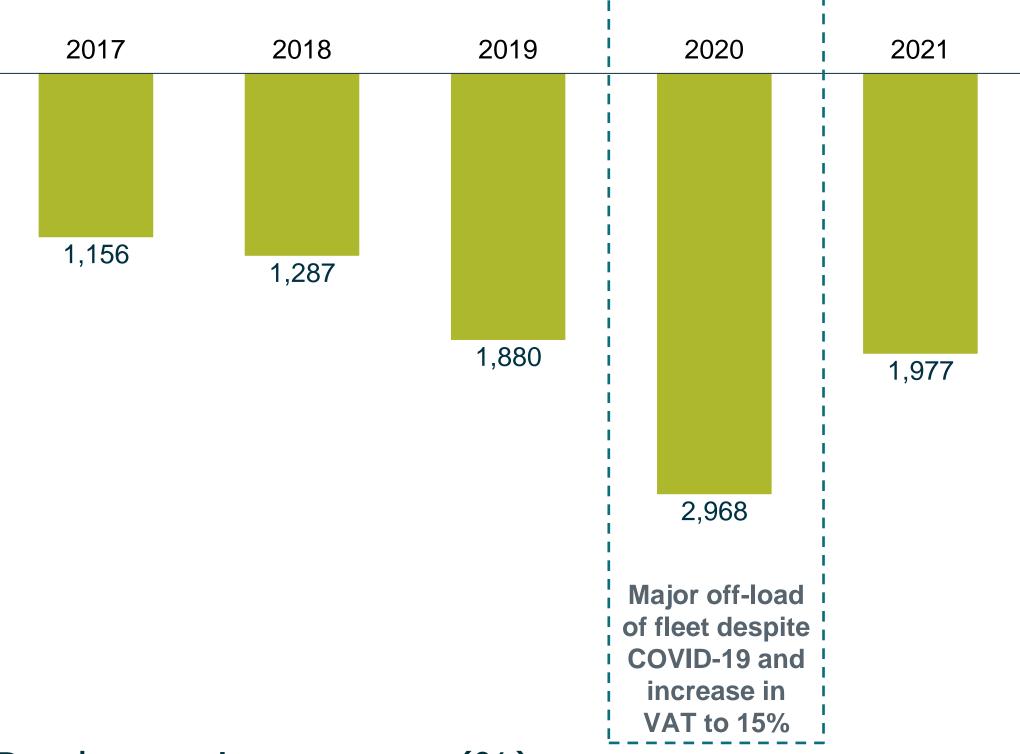
A digitally-enabled Lumi benefits significantly from Seera's distribution advantage





In the past 5
years, as we offload vehicles to
keep our fleet
young & efficient,
the purchase
price recovery
increased by 40%

Total vehicles sold (#)

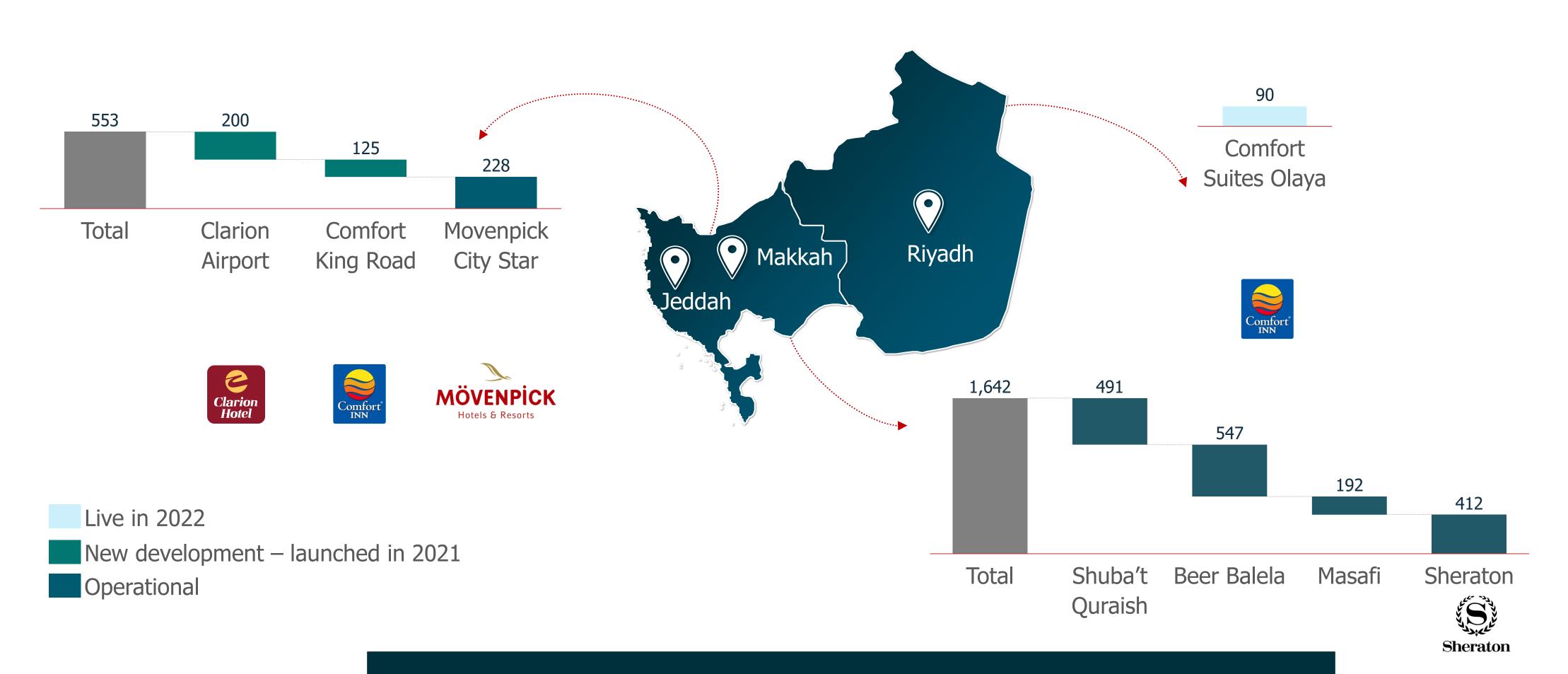


Purchase price recovery (%)





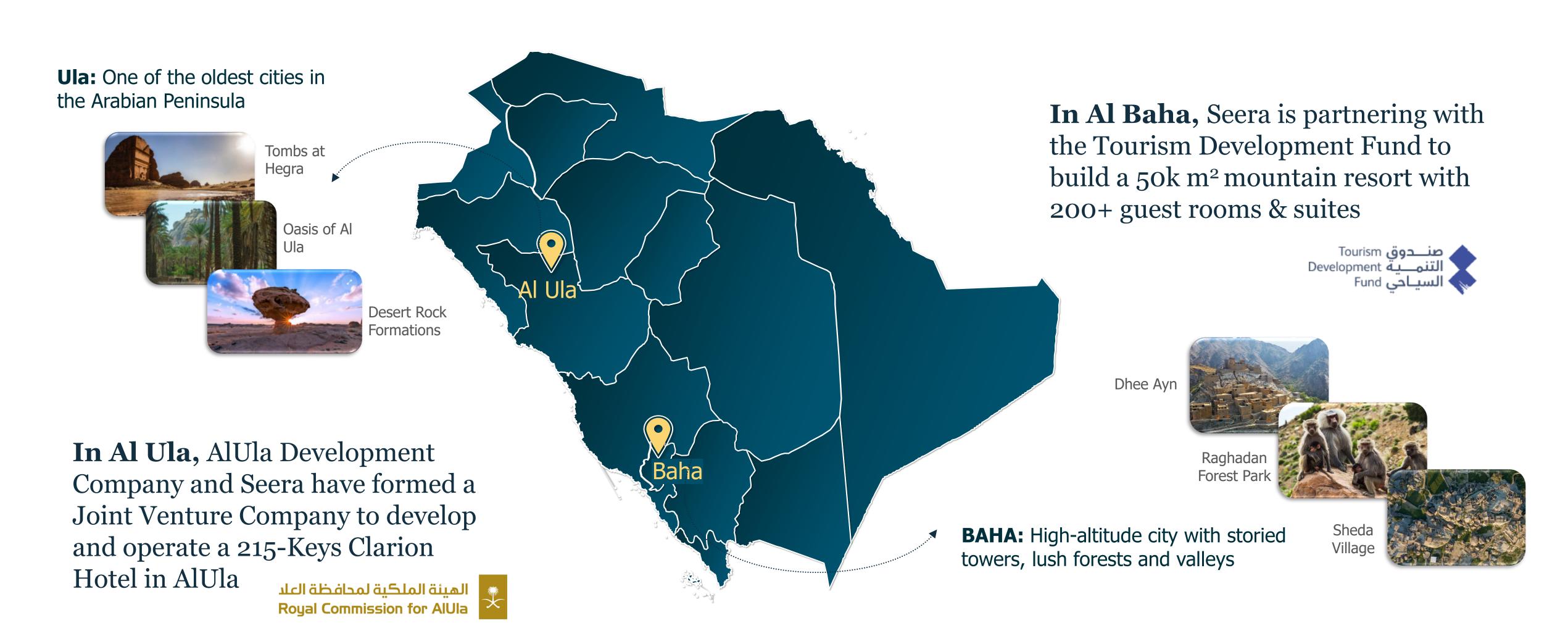
Seera owns 8 hotels with 1,055 branded room keys, of which 40% are new, and 1,230 unbranded pilgrims-focused keys



By the end of 2022 ~2,300 rooms will be operational across 3 cities



We have partnered with tourism authorities to activate Choice branded hotels in destinations across KSA







The Portman
Travel Group
(PTG) has had a
successful track
record of
acquiring and
integrating travel
specialists under
its umbrella

The Portman Travel Group has grown to three divisions...



2014: Seera purchase Elegant Resorts and Clarity Travel Management

2016: Clarity Travel Management acquires the TMC Portman Travel

2019: Ian Allan Travel (TMC) and If Only (luxury leisure)

2019: Established new Sports Travel division.

2021: Portman acquires InspireSport, an education sports travel specialist

2014-21: Multiple M&A and integrations executed, building value and critical buying power in Portman Travel Group.

PTG continued its recovery in 2021...

Luxury Leisure Travel:

- Leading luxury tour operator catering to highvalue customers in the UK and Europe
- Top three seller of luxury cruises in the UK
- Clients book higher room categories and spend more in resort than other UK tour operators, with 48% increase in average booking value from £14,000 to £22,000 in 2021

Sports Travel:

- Network of DMCs across Europe & the US
- Global sports travel business for Professional Team Travel, Logistics Management with DMCs across Europe
- Supports premier football clubs such as ManU, Man City, Chelsea, Newcastle, etc.

Business Travel:

- Drives scale for the group via long-lasting client relationships in the public & private sector
- Global travel partner base providing capacity for worldwide events

...with global growth plans for travel from the UK & European markets



Luxury Leisure Travel



- Increase share of direct B2C bookings, in ER 85% book directly and 15% book through a travel agent
- Excitement building for Al Ula and Red Sea Project and new alliances formed with STA, in addition to collaborative efforts with Seera's DMC business to drive inbound to the Kingdom

Sports Travel



- Extend the international growth of our fan-based travel business in sportsbreaks.com
- Develop the current plans for participation sports: marathon, cycling & triathlon events
- Develop products for Elite sports season and pre-season tours to KSA and extend this into educational sports tours

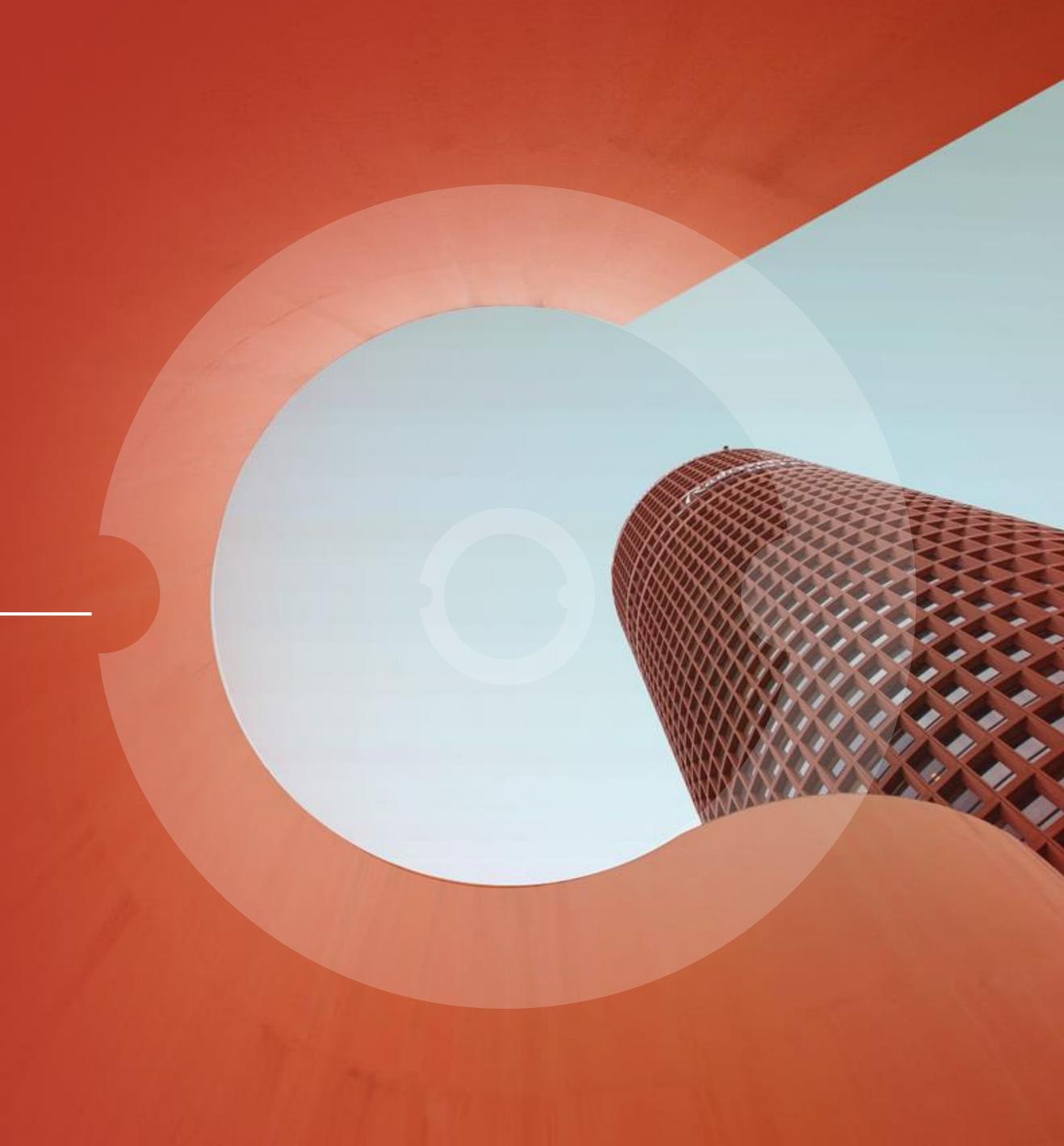
Business Travel



- Healthy sales pipeline for 2022 with opportunities in Government worth in excess on £120M annually
- Continued investment to re-platform the TMC, developing a market-leading user experience
- To build global delivery capabilities through organic growth or acquisition of existing platforms



Financial update



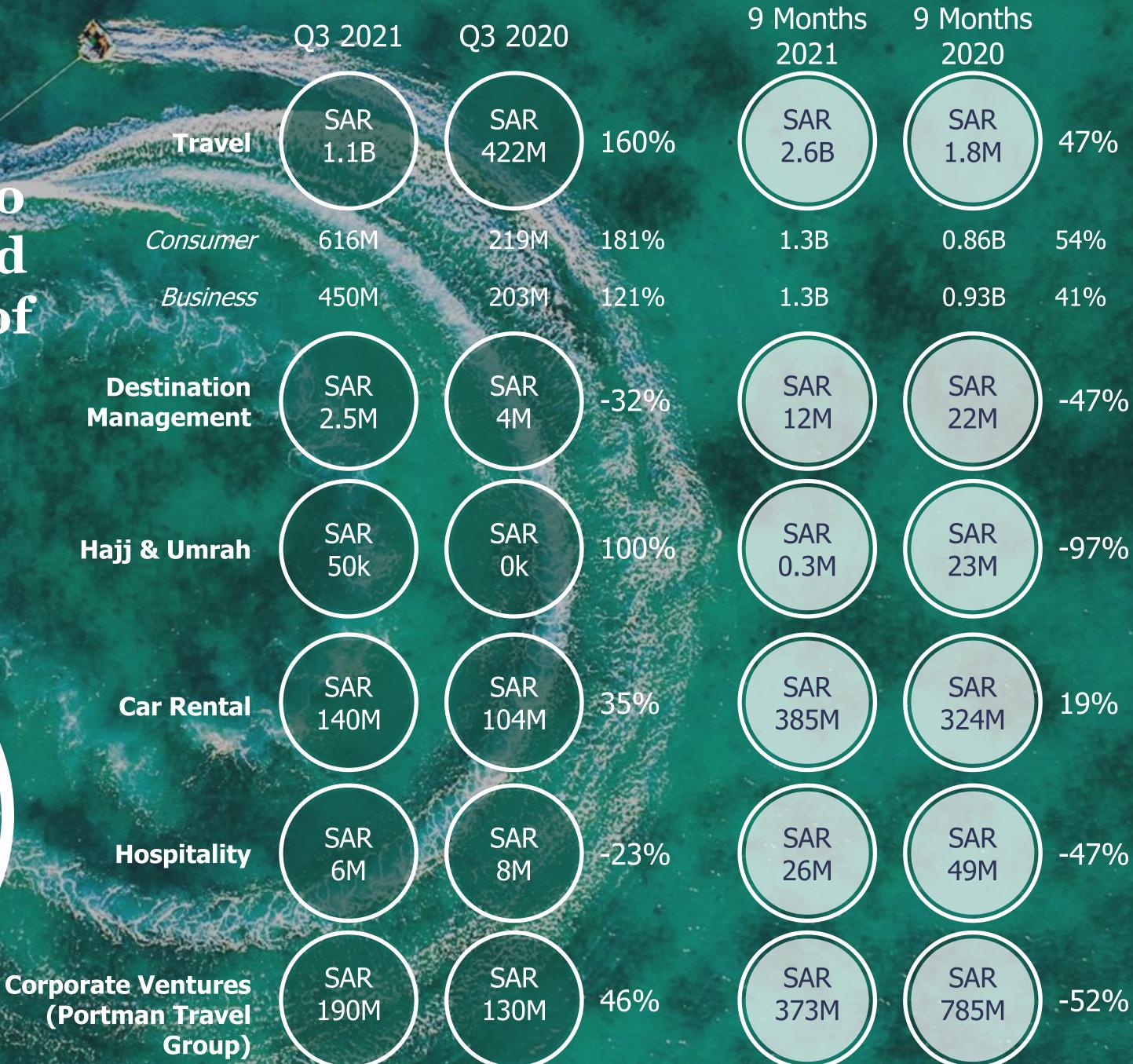
Driven by easing of travel restrictions, Seera achieved 2x GBV in Q3 2021 relative to the same period in 2020, and a 16% growth for 9-months of 2021 relative to 2020

GBV SAR 1.4Bn Q3 2021

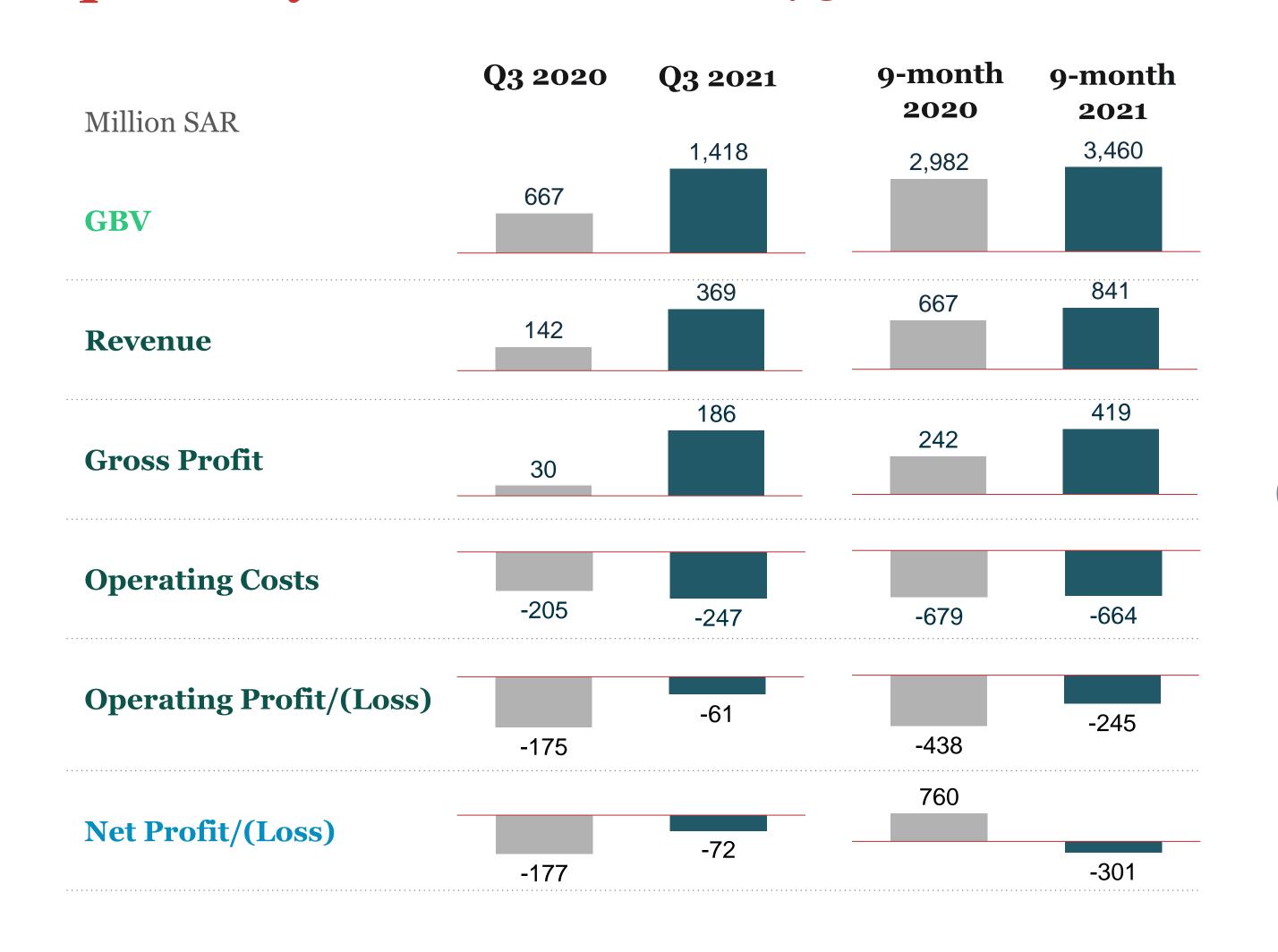
A growth of ~112% from 0.7Bn riyals in Q3 2020

GBV SAR
3.5Bn
9 Months 2021

A growth of ~16% from 3.0Bn riyals in 9 Months 2020



On the road of recovery, Seera managed to keep losses at lowest level, posting an operating loss of ~SAR 245Mn vs ~SAR 438Mn, a 60% drop on quarterly basis from SAR 175Mn to SAR 60Mn



Commentary

GBV: The COVID-19 pandemic had a significant negative impact on our business, however, as travel recovers the GBV for the entire group increased by approximately 16% in YTD 2021 and 112% quarterly recovery

Revenue: An increase of 26% in YTD 2021 compared to YTD 2020 and 160% relative to Q3 2020

Gross Profit: An increase of 73% in YTD 2021 (6 times compared to Q3 2020) in the gross profit and GPM grew from 8% to 12% driven by higher contribution of non-air business

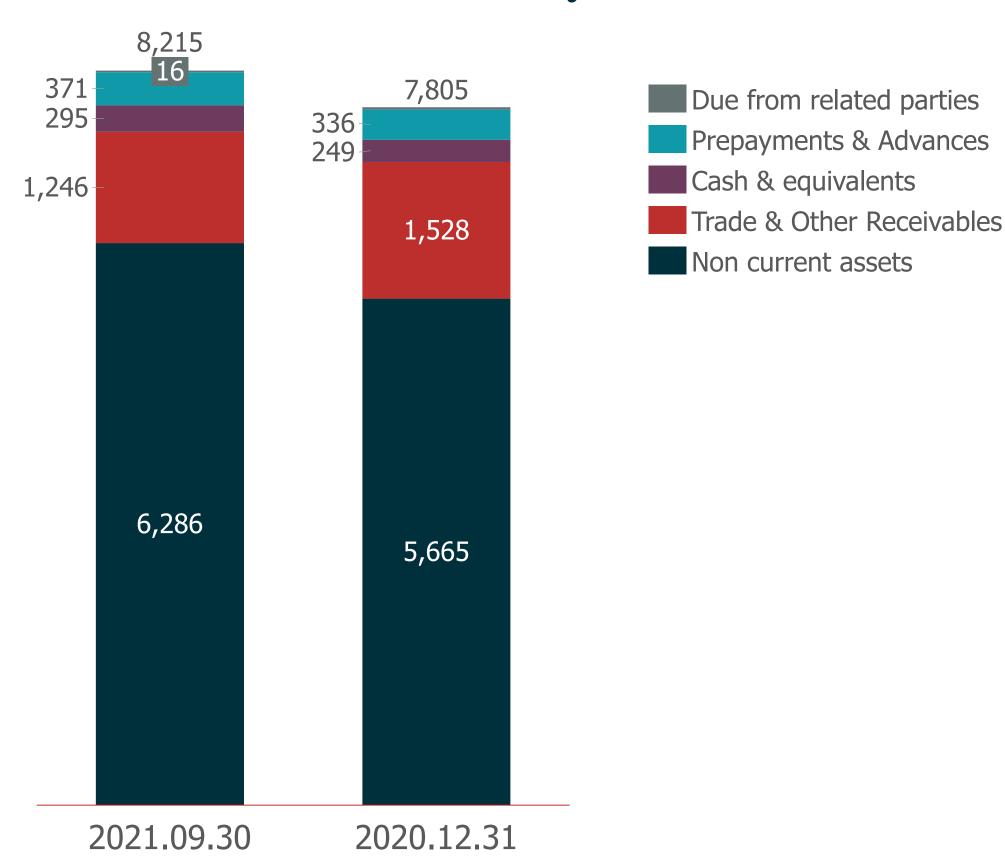
Operating Loss: The Group accumulated operating loss amounted to SAR 245 million in YTD 2021 compared to a loss of SAR 438 million in YTD 2020 due to: reductions and rationalizations of all expenses and administrative costs, in addition to a higher GPM. Management has demonstrated strong control over spend and achieved a 60% drop on quarterly losses for Q3 2021 vs Q3 2020

Net Loss: YTD 2020 results recorded a net gain of SAR 760 million due to exceptional items including gain on Careem, impairments on Goodwill, intangibles and other assets, etc.

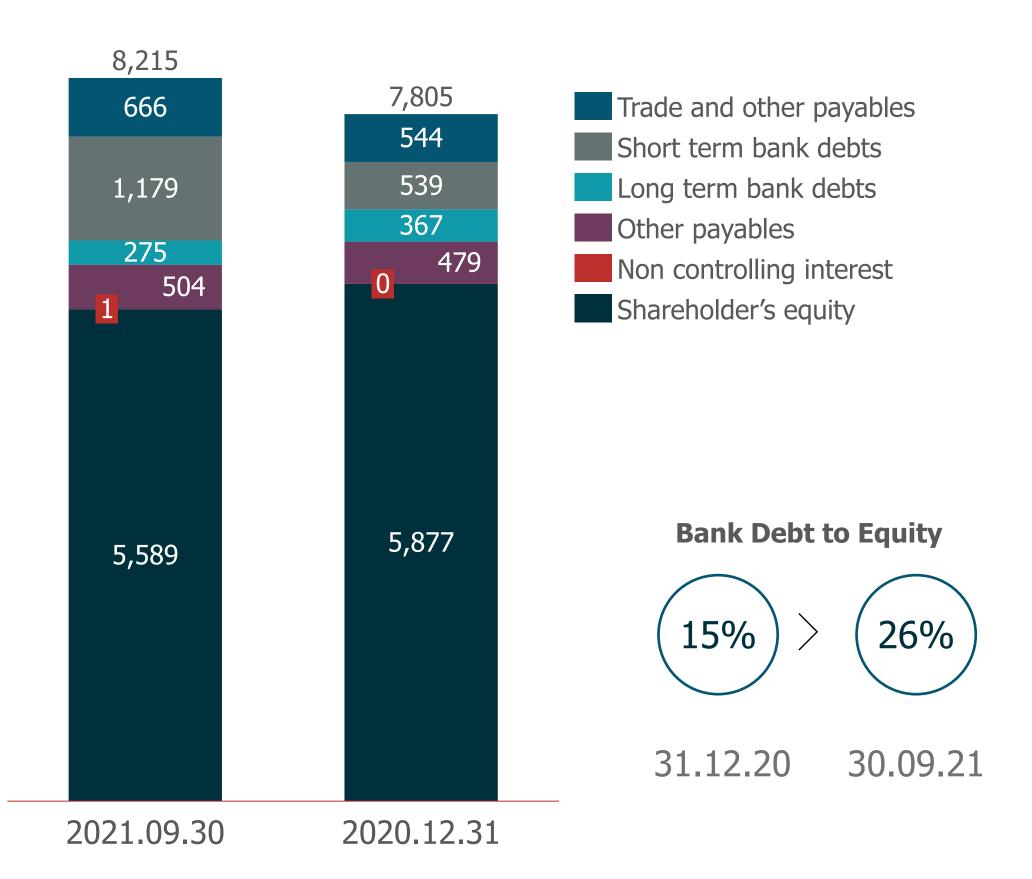


Maintaining a strong balance sheet has enabled the Group to weather the impact of COVID-19

Total Assets (Million Riyals)



Total Equity and Liabilities (Million Riyals)







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