



# SEERA Group

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Investor Presentation | September 2022





# Our Journey So Far

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# Since the launch of the transformation, Seera evolved from a corporate travel company to a diversified portfolio of market leaders

A corporate travel company reliant on government travel...



...to a portfolio of leading travel & tourism companies



2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022

**IPO**

Expansion into new businesses and countries

Economic downturn

**Launched transformation**

Successfully diversified portfolio

Optimize operations and invest for future

**Emerging stronger post-COVID**



Small hotel booking startup



VC investment



Investment in UK



Scaled Consumer Travel segment at 3-digit growth

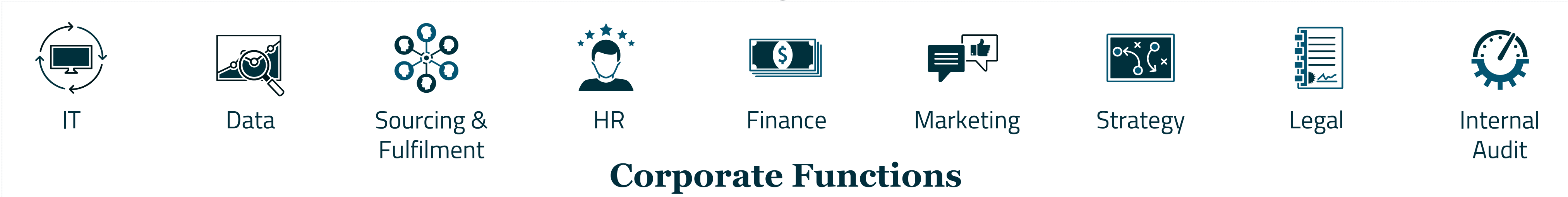


Turnaround and scaled Car Rental business



Successful exit at SAR 1.8Bn on Uber acquisition

Today, Seera has emerged stronger and created market leaders in the travel & tourism industry that are ready to create value for our shareholders



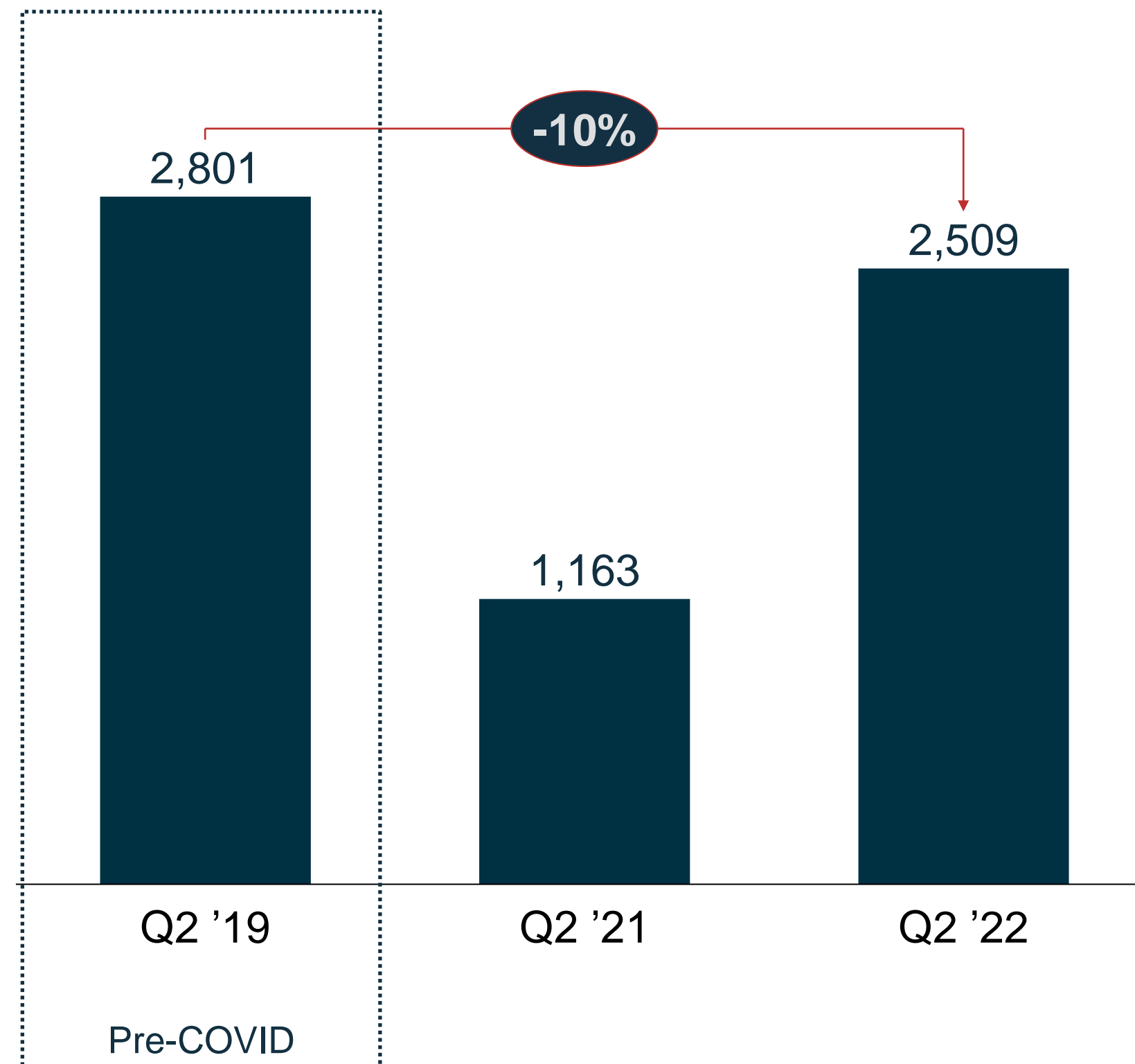
**Positive Market Outlook**  
2030 Vision

**Digitally Enabled**  
SAR ~0.5-0.75Bn in tech spend

**Talent**  
+4,200 employees across 6 countries

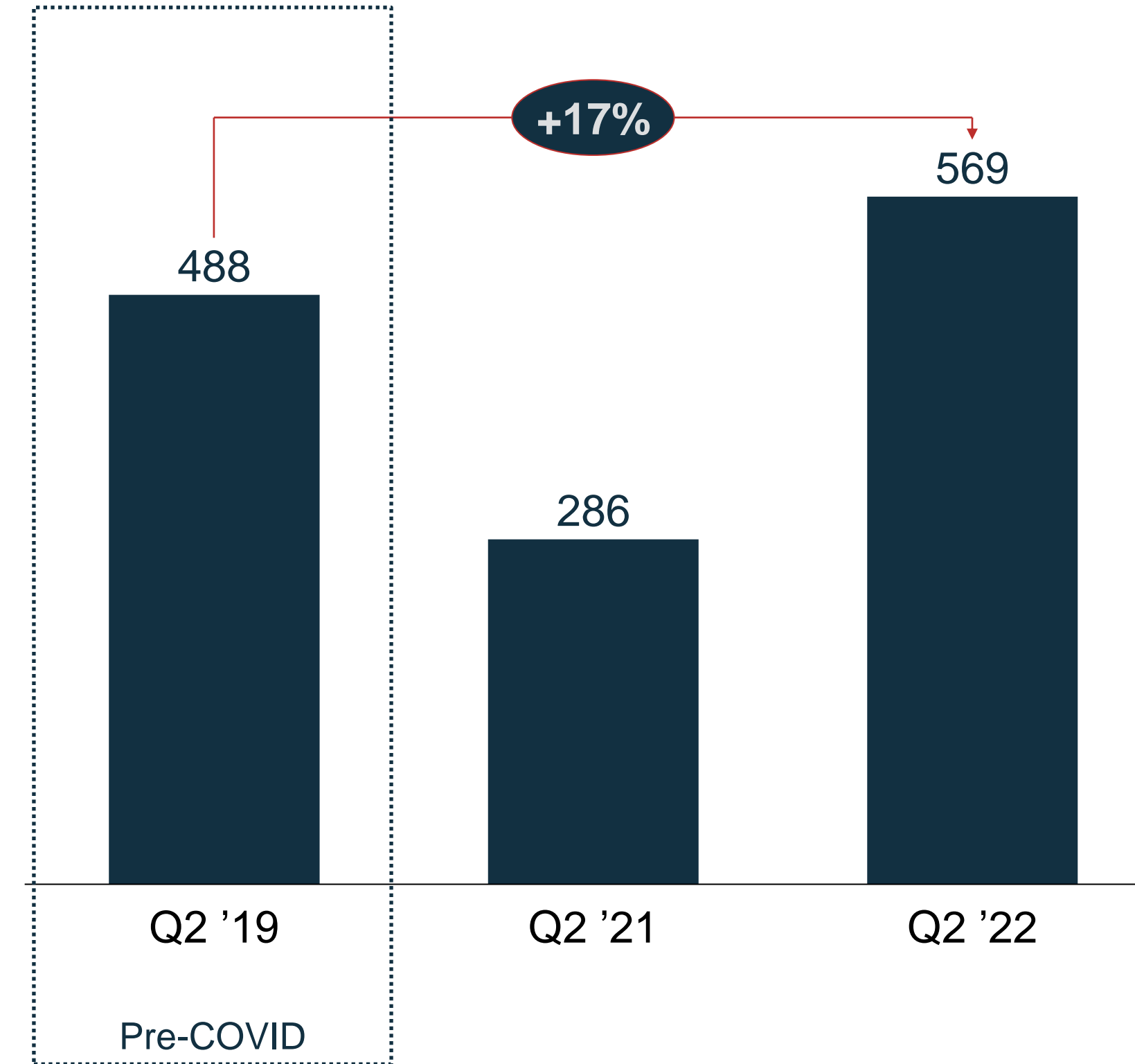
**Strong Q2 2022 sales (GBV),  
Seera's recovery almost at pre-  
COVID levels....**

Gross Booking Value – Group-wide (SAR Mn)



**...however, revenue level has  
exceeded pre-COVID  
achievement by 17%**

Revenue – Group-wide (SAR Mn)







***Announced  
23-03-2022***

**Seera Group and the Car Rental unit, Lumi,  
are currently conducting feasibility studies  
in preparation for a prospective IPO**

The offering is subject to obtaining necessary regulatory approvals, including but not limited to the Capital Market Authority and the Saudi exchange, Tadawul, among others.

Any material developments will be announced in due course.



# The Public Investment Fund has signed a non-binding term sheet with Seera Group to invest up to SAR 1.554Bn\* for a 30% ownership stake in Almosafer

**Announced**  
**13-09-2022**



سيرا  
SEERA

**70%**

Pre-money  
Enterprise Value of  
**SAR 3.75Bn\***

**30%**

Cash injection of up  
to **SAR 1.554Bn\***  
into Almosafer



الموسافر  
**Almosafer**  
Travel Platform

الموسافر  
**Almosafer**

**Almosafer**  
BUSINESS

DISCOVER  
SAUDI

مواسم  
mawasim

Consumer Travel

Business Travel

Destination Mgmt.

Hajj & Umrah

\*Note: A portion of SAR 386Mn of the total investment will be payable on achievement of agreed KPIs



The investment from PIF will be utilized to further **accelerate our growth**

- Almosafer will use the capital increase to **scale our inbound, outbound, religious and domestic tourism operations**
- To become the **leading tourism provider in the region** and serve as a champion for the ambitious plans for tourism in Saudi Arabia







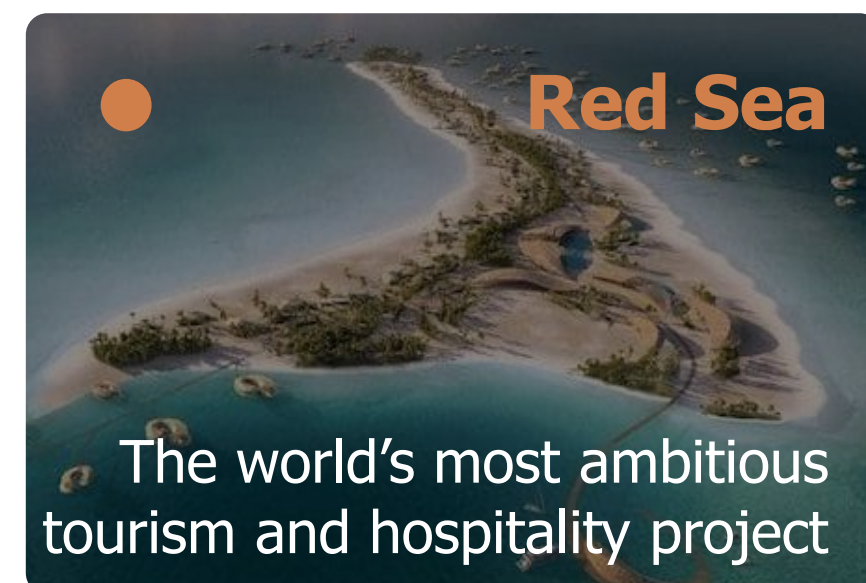
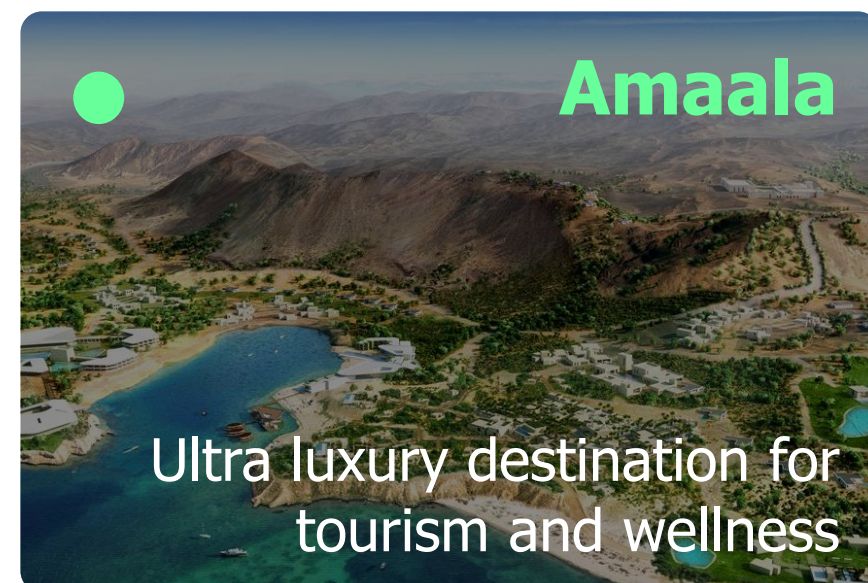
# Travel Platform (Almosafer)

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# Saudi Arabia has committed to develop a portfolio of tourism giga & mega projects



The Kingdom has set ambitious tourism targets for Vision 2030

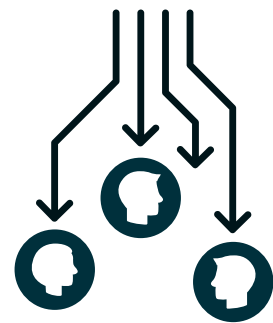
 **Contribution to GDP**  
10%+

 **Total Visitation**  
(inbound and domestic visits)  
100 Million

 **New Jobs Created**  
1,000,000



# Almosafer is well-positioned to enable the achievement of Vision 2030's travel and tourism targets



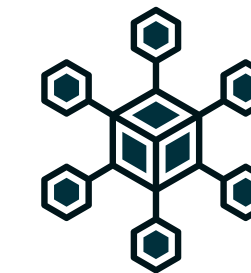
## Scale

- ✓ Unified sourcing & distribution (for B2C & B2B) infrastructure
- ✓ Operating across travel ecosystem: leisure, religious, business segments and domestic, inbound, outbound travel flows



## Local Know-how

- ✓ 40+ years in the Kingdom and GCC
- ✓ Local talent and bespoke products & services
- ✓ Extensive omni-channel network (retail presence, call center & WhatsApp) and on-ground resources



## Innovative & Data-driven

- ✓ Digital platform to deliver differentiated customer experience across touchpoints
- ✓ Customer-centric product innovation
- ✓ Data-enabled decision-making, personalization and monetization



# A fully-fledged travel platform matching supply and demand across the travel ecosystem

## Supply

Regional and Global Reach



Largest travel partner for the top 10 regional carriers from KSA



1M+ Hotels  
26+ Global Chains  
18k+ direct connectivity



Marketplace of 'things to do' in KSA



Proprietary Arabic content for localized product descriptions, reviews, images, etc.

## Travel Platform



Largest omnichannel and digitally-driven consumer travel brand in the region



Trusted B2B & B2G corporate travel management platform



Leading Go-to Saudi content provider leveraging massive distribution network



Specialized and comprehensive religious tourism operator



Data & Tech

Data-driven organization built over fully integrated and localized technology

## Demand

#1 B2C & B2B Travel Community in the Region

Present in **KSA, UAE and Kuwait**  
**1M+** Customers (as of Q2' 22)  
**51M+** Online sessions (Q2' 22)  
**Consumers**



**Corporate & Government clients**



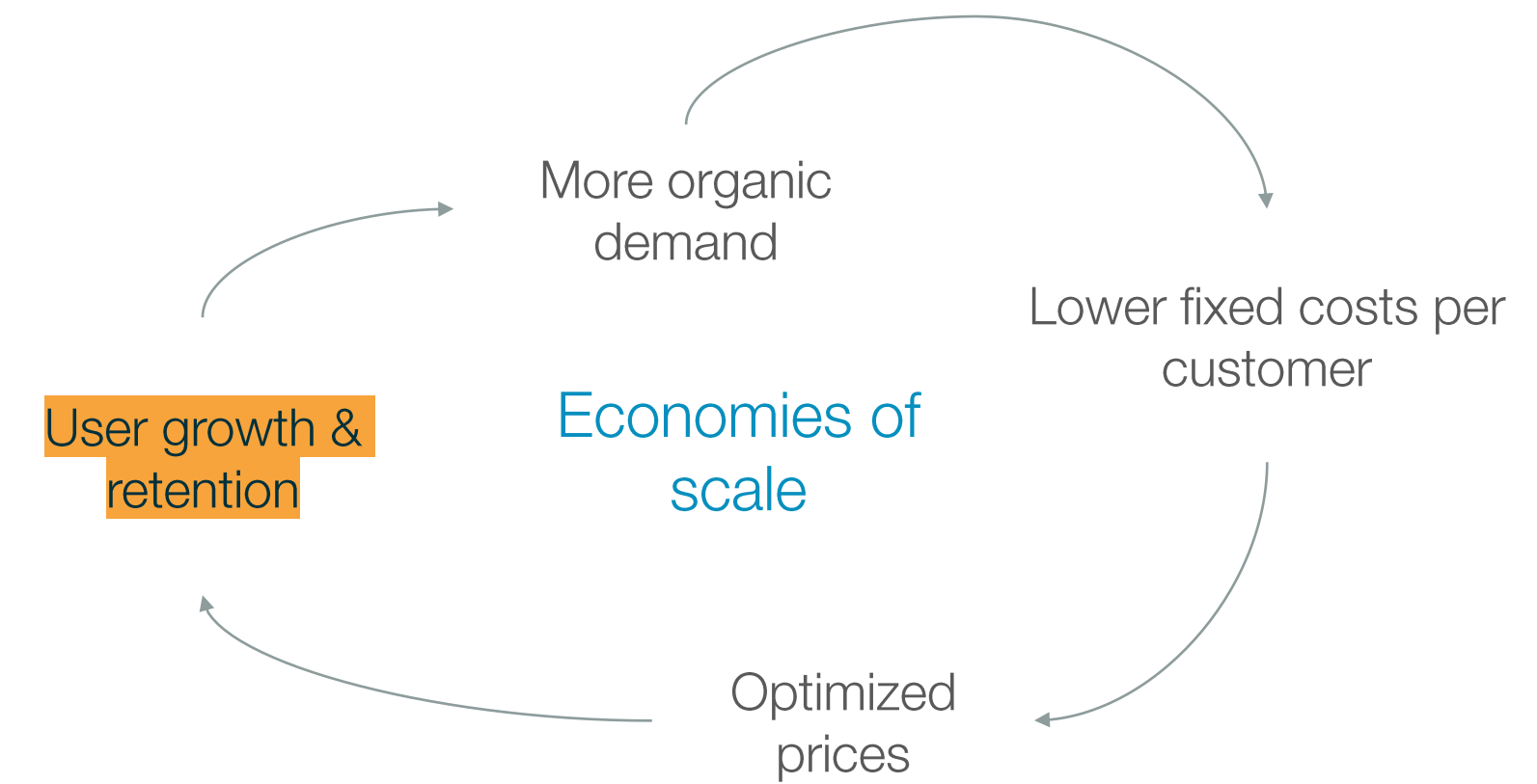
**Top inbound source markets**  
(umrah & leisure)



**Travel Partners**



# Economies of Scale



Growing **user retention...**



**Customer Retention**  
% of booking value from customers who have transacted with us in last 365 days

...leads to **higher organic sales...**



**Unpaid Share**  
% of booking value from organic channels, i.e. no marketing spend

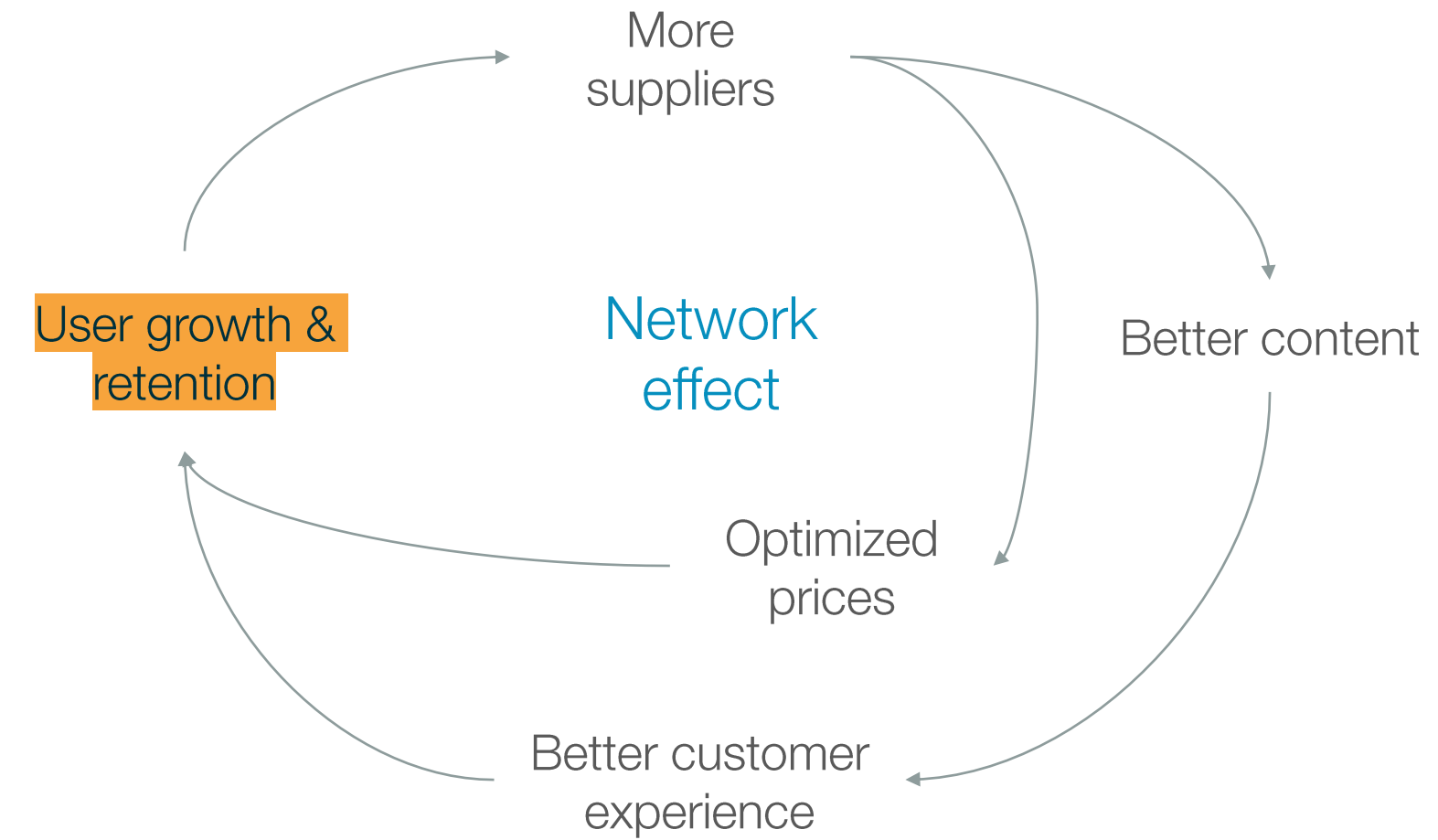
..and **lower cost per customer**



**Customer Acquisition Cost (CAC)**  
Marketing cost per customers who booked



# Network Effect



Strong customer base leads to **more suppliers...**



## Airlines with Commercial deals

No. of airlines with negotiated deals and incentives



## Global Hotel Chains Signed

No. of chains contracted for access to global branded properties

...and better content

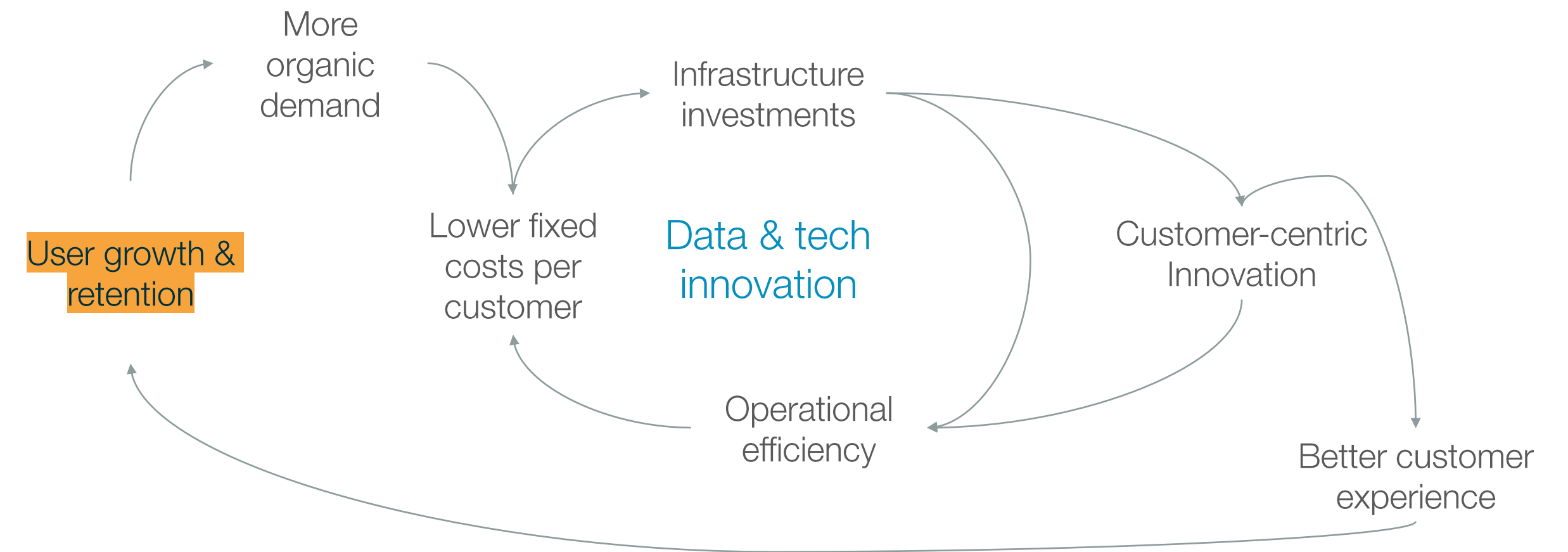


## Direct Accommodation

% of hotel booking value from directly contracted accommodation providers



# Data & Tech Innovation



Shifting customers to **digitally-enabled offline channels** resulted in a **higher AOV**



## Omni-channel Customers

% of customers that are multi-channel i.e. online, retail, call center, WhatsApp, etc.

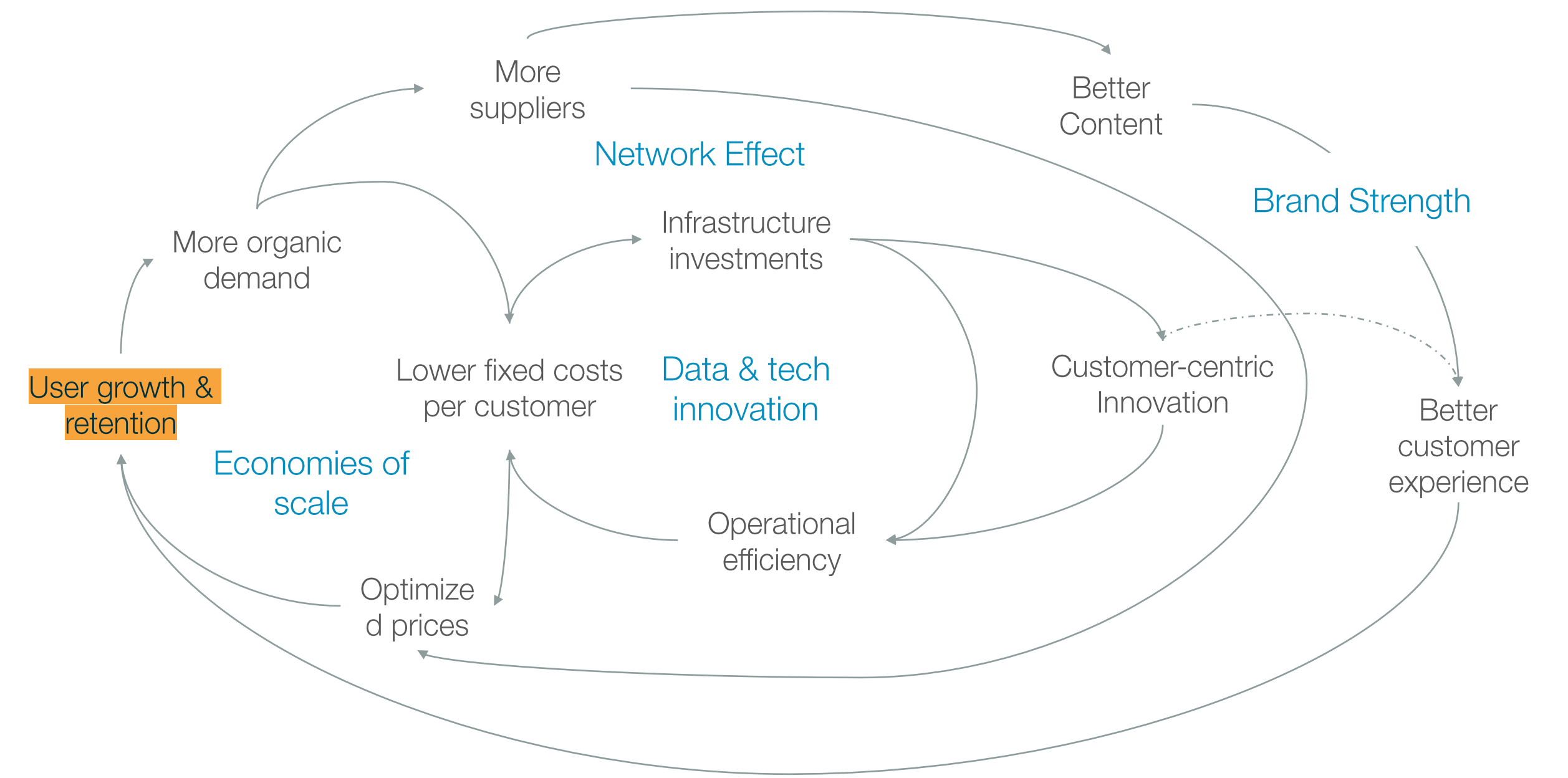


## Average Order Value

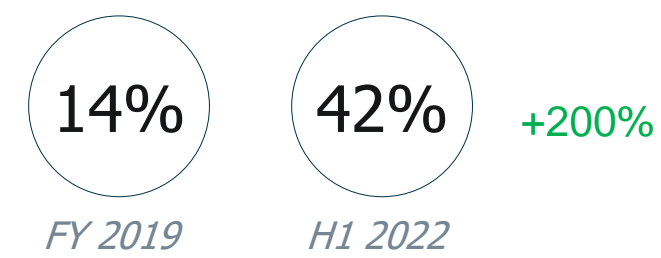
% of booking value from offline channels i.e. retail, call center, WhatsApp, etc.



# Brand Strength



## Leading **travel brand** in KSA

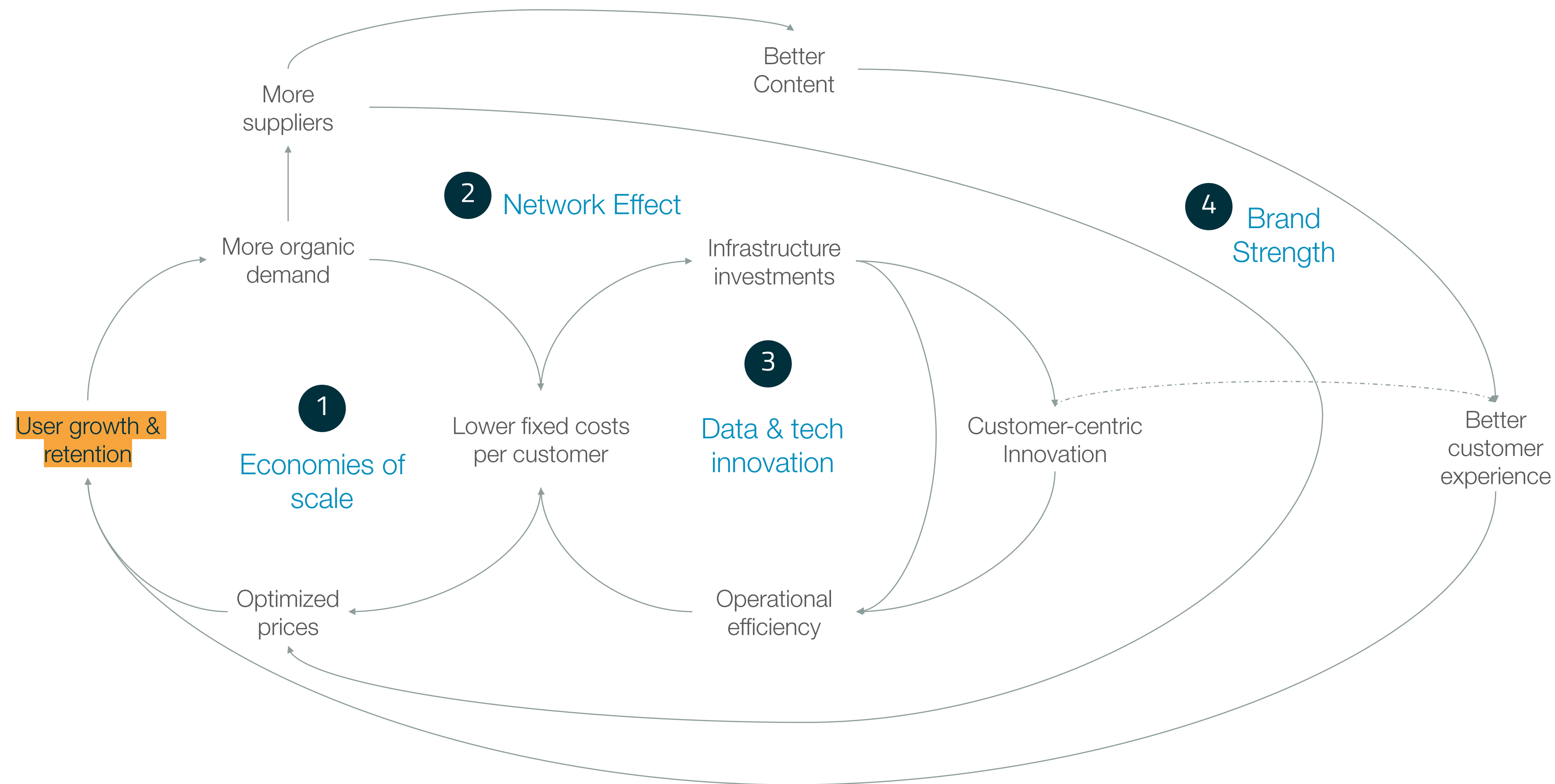


### Top of Mind Awareness Score (KSA)

% of responses where Almosafer brand was Top of Mind when recalling travel/ tourism



# Travel platform pillars: Economies of Scale, Network Effects, Data & Tech Innovation and Brand Strength



Self-sustaining flywheels running in parallel create a moat to deliver long-term competitive advantage and profitability





## Car Rental (Lumi)

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# Car Rental has grown massively, achieving revenue CAGR of 44% and are on a trajectory to become a SAR 1Bn revenue business





# Lumi has an extensive network across KSA, supported by a robust maintenance coverage, offering award winning services



**32+**  
Rental  
Branches

**~19,000**  
Vehicles  
As of H1 2022

**165+**  
Corporate  
clients

**775+**  
Team  
Members

**3**  
Inhouse  
Workshops

**30+**  
Mobile Carwash  
& Workshops

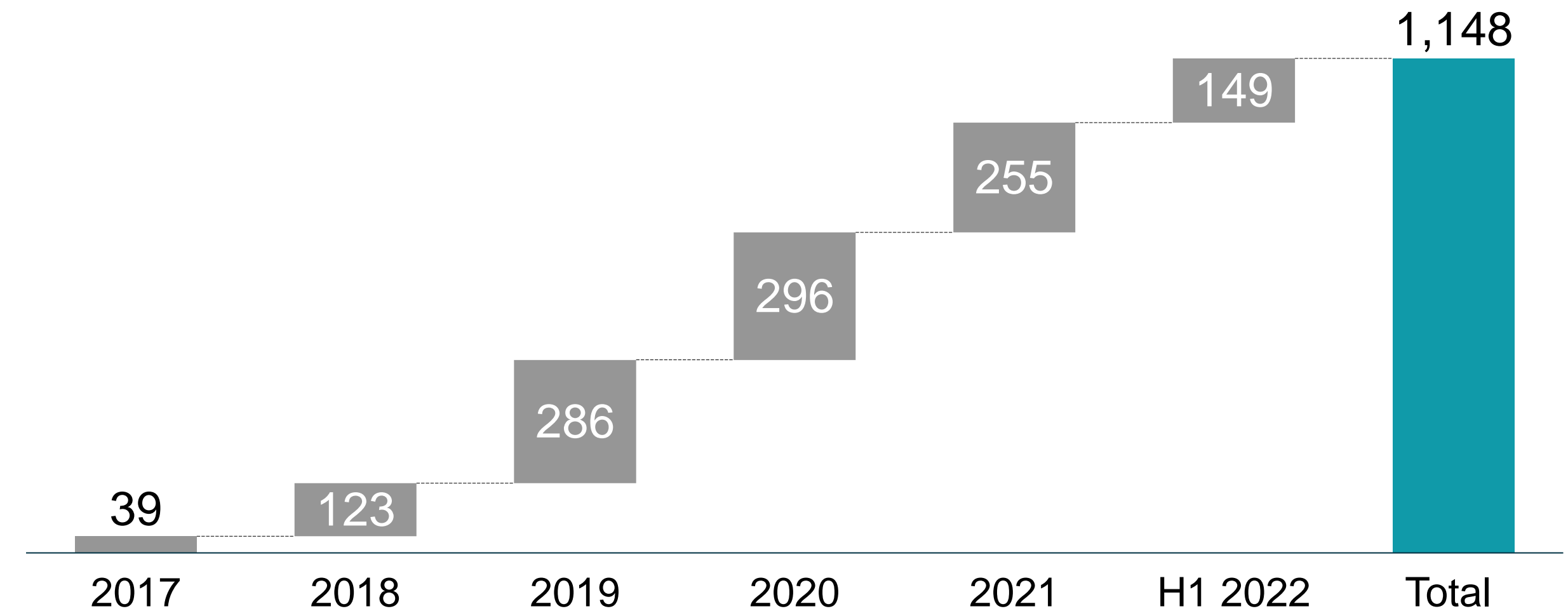
**650+**  
Maintenance  
points

**24/7**  
Roadside  
Assistance





## Contract value delivered (SAR Mn)



SAR  
**458Mn**

~**11k**  
Vehicles

**Of residual contract value and vehicles secured for upcoming years**  
As of H1 2022

**53%**

**Government lease win rate**  
As of H1 2022  
\*Based on % of vehicles up for bid

**90+%**

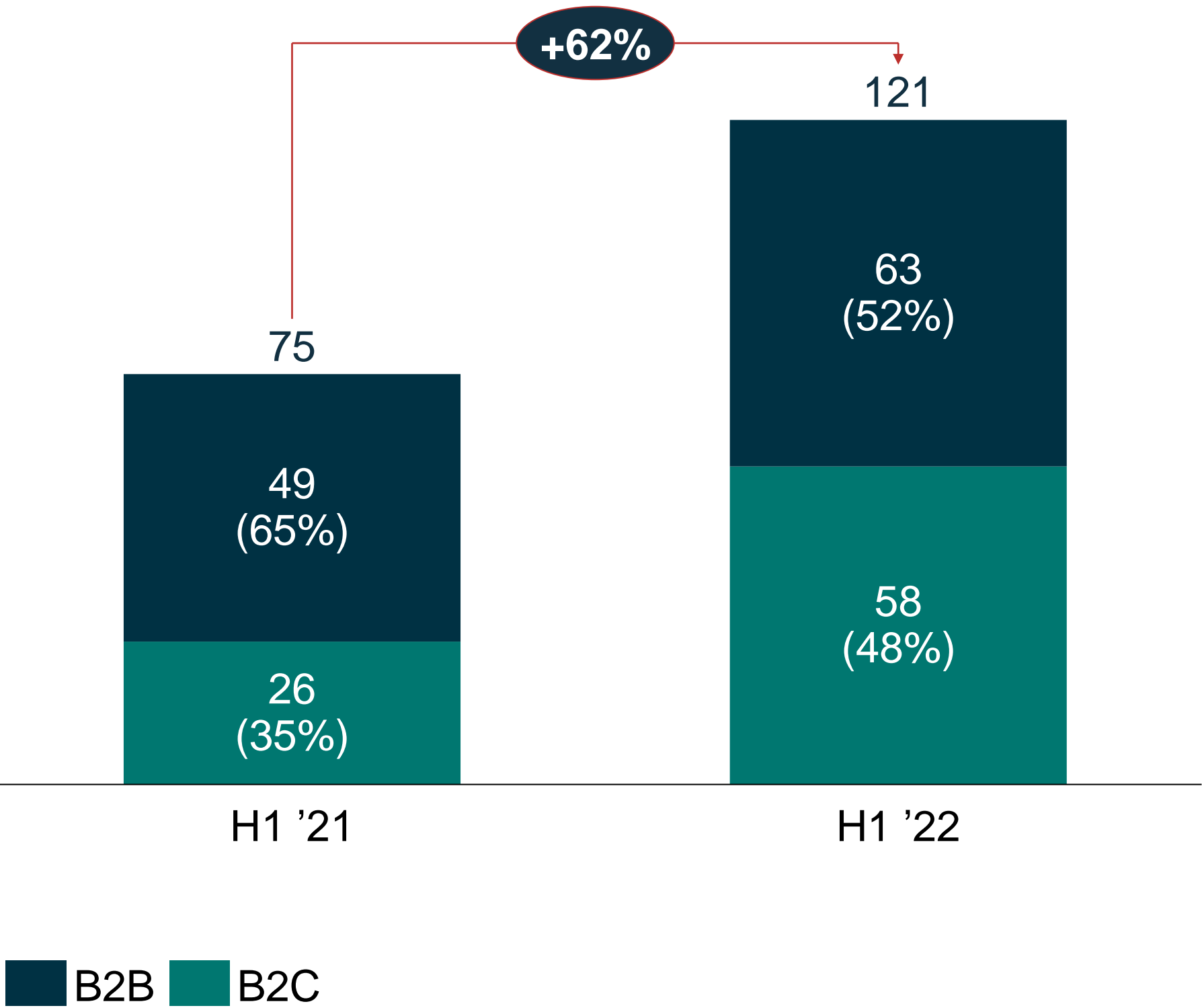
**Lease contract renewal rate**  
As of H1 2022

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



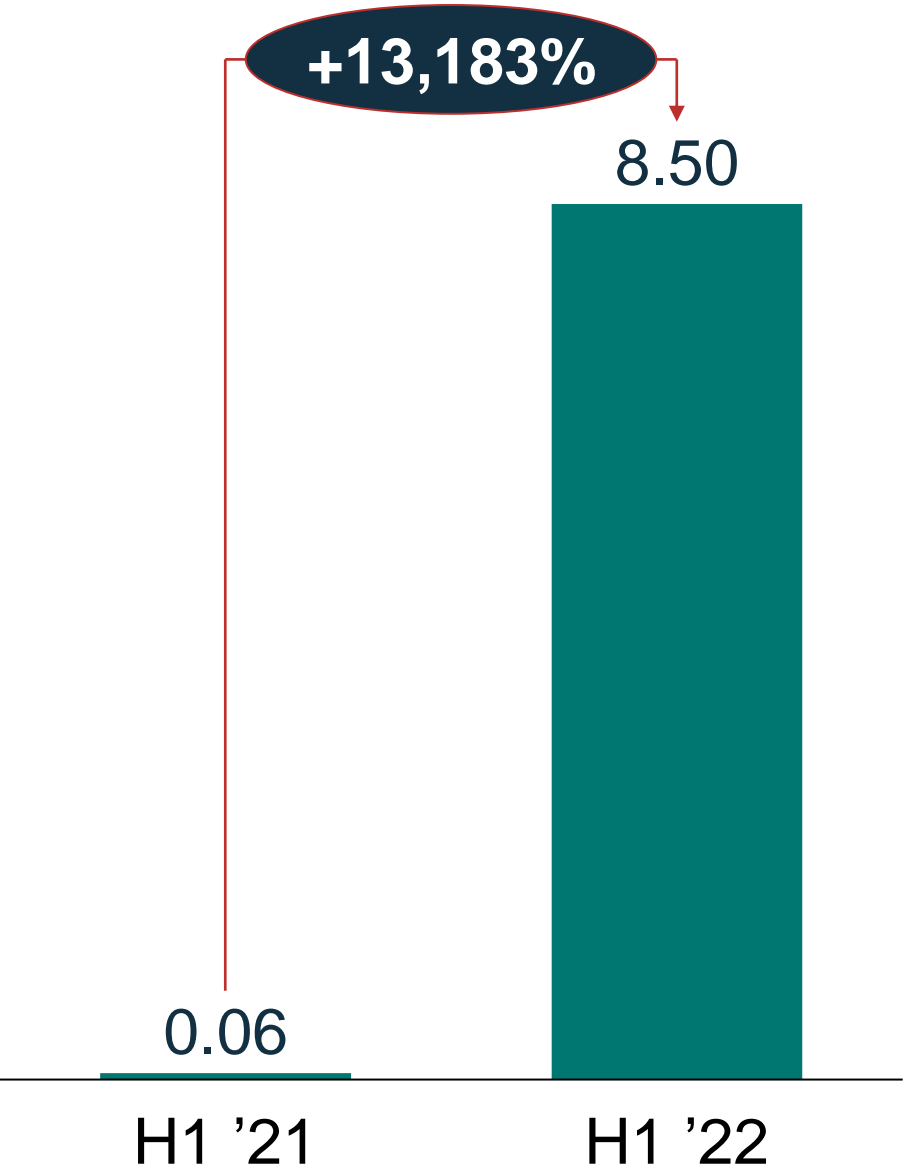
# Rental sales are scaling, with a growing contribution from B2C...

Rental Revenue Contribution by B2B vs. B2C (SAR Mn)  
As of H1 2022



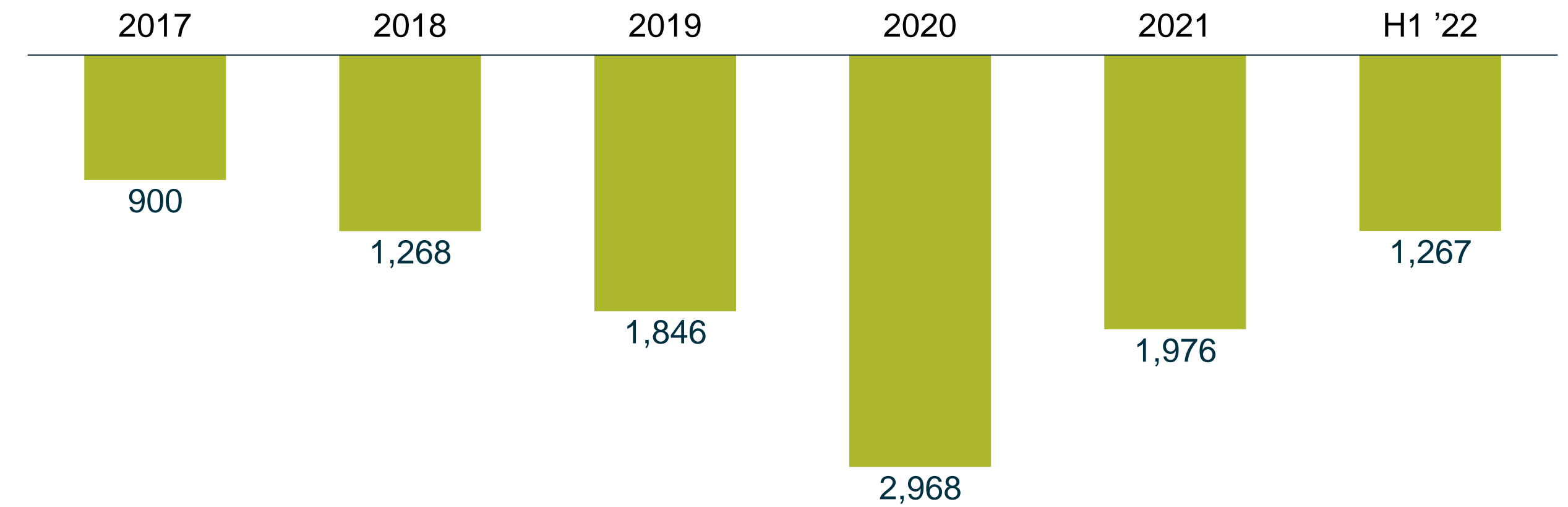
# ...presenting a major opportunity for digital disruption in B2C rental

B2C Digital Sales (SAR Mn)  
As of H1 2022



- Scaled in rental sales through digital channels despite limited marketing campaigns
- B2C digital rental plans facilitated through Auto Vehicle Locator (AVL) capabilities to optimize asset utilization, monitor driver behavior and secure asset
- Potential to develop a car sharing and distributed, self-service rental network model

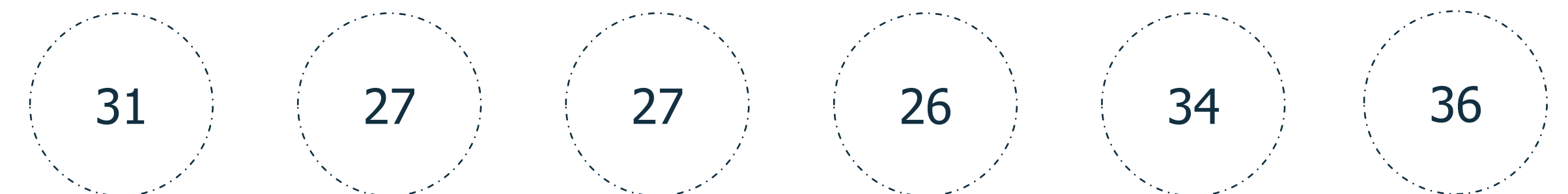
## Total vehicles sold (#)



## Purchase price recovery (%)



## Age of vehicles (# of months)



**In the past few years, as we off-load vehicles to keep our fleet young & efficient, have maintained a competitive purchase price recovery**



# Vehicle sales showroom opened in Riyadh to cater to B2C segment, with plans for expansion to other key regions



**Riyadh**

Opened

**Jeddah**

Q4 - 2022

**Dammam**

Q1 - 2023





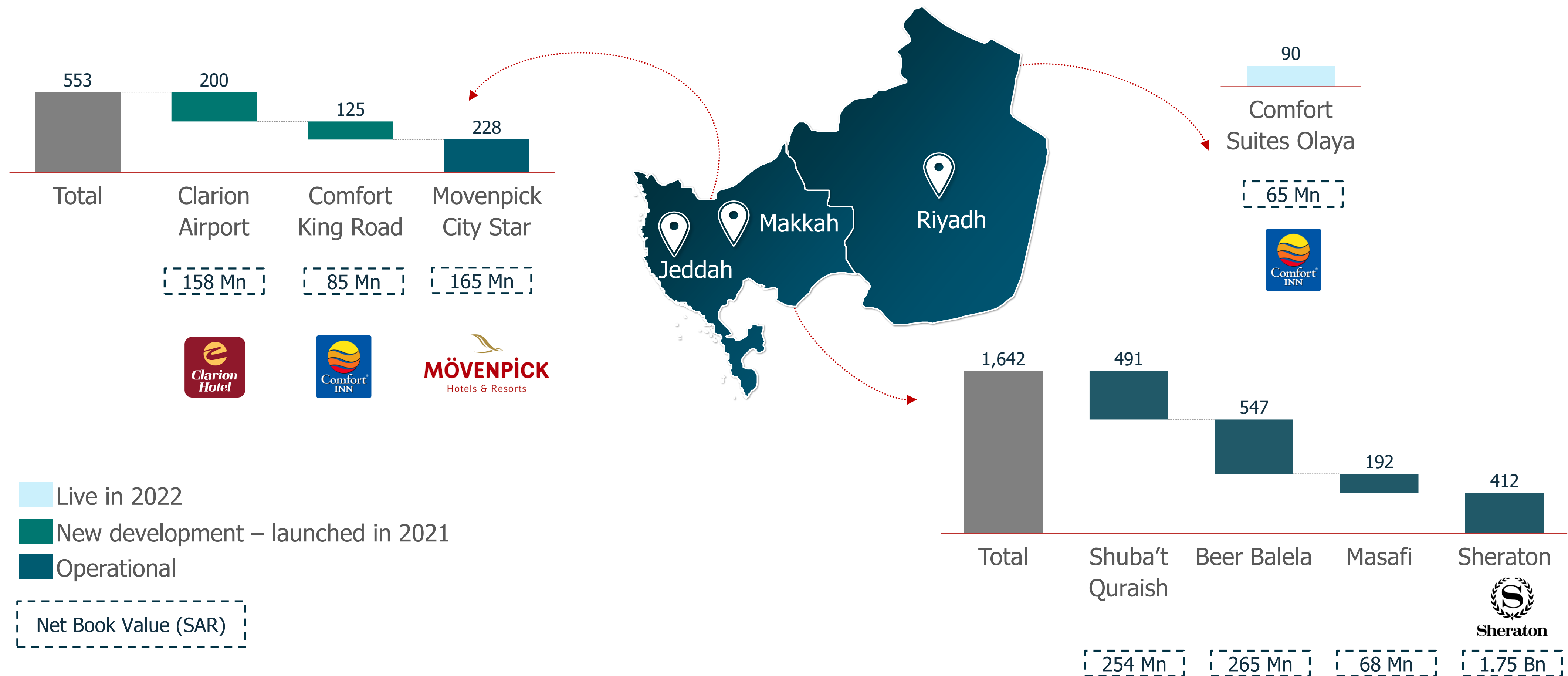
# Hospitality

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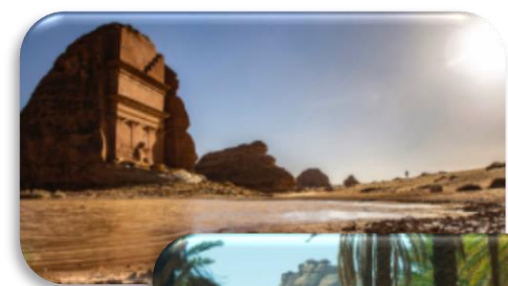
**Seera owns 8 hotels with 1,055 branded room keys, of which 40% are new, and 1,230 unbranded pilgrims-focused keys**



**By the end of 2022, ~2,300 rooms worth SAR ~3.5Bn in NBV will be operational across 3 cities**

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

**Ula:** One of the oldest cities in the Arabian Peninsula



Tombs at Hegra



Oasis of Al Ula



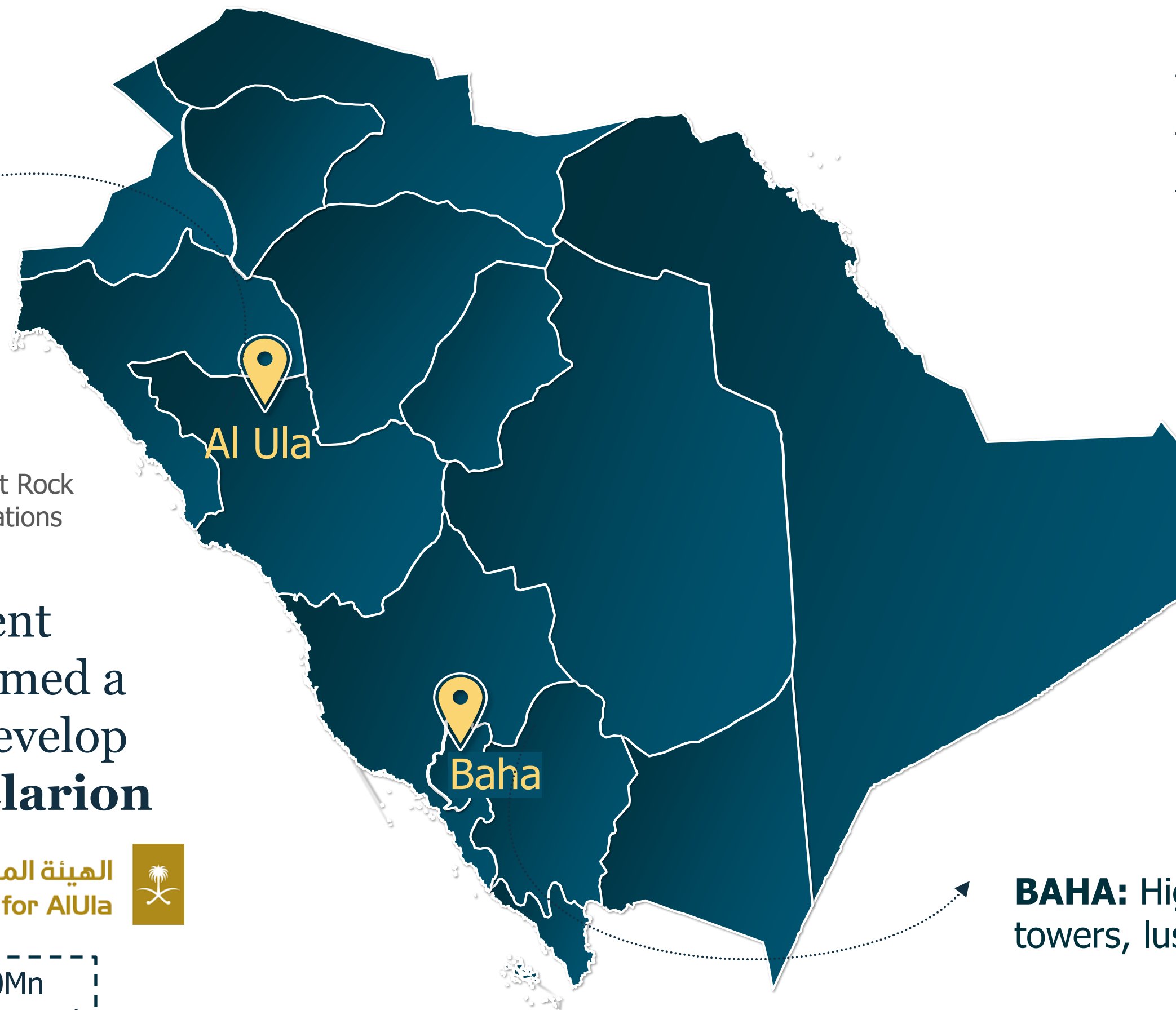
Desert Rock Formations

**In Al Ula,** AlUla Development Company and Seera have formed a Joint Venture Company to develop and operate a **~200-Keys Clarion Hotel in AlUla**

الهيئة الملكية لمحافظة العلا  
Royal Commission for AlUla



Estimated Development Cost: SAR 310Mn  
49% equity contribution by Al Ula Development



**In Al Baha,** Seera is partnering with the Tourism Development Fund (TDF) to build a 50k m<sup>2</sup> **mountain resort with ~160 guest rooms & suites**

صندوق التنمية السياحي  
Tourism Development Fund

Estimated Development Cost: SAR 270Mn  
70% equity contribution by TDF or SAR 200Mn

Dhee Ayn



Raghadan Forest Park



Sheda Village



**BAHA:** High-altitude city with storied towers, lush forests and valleys





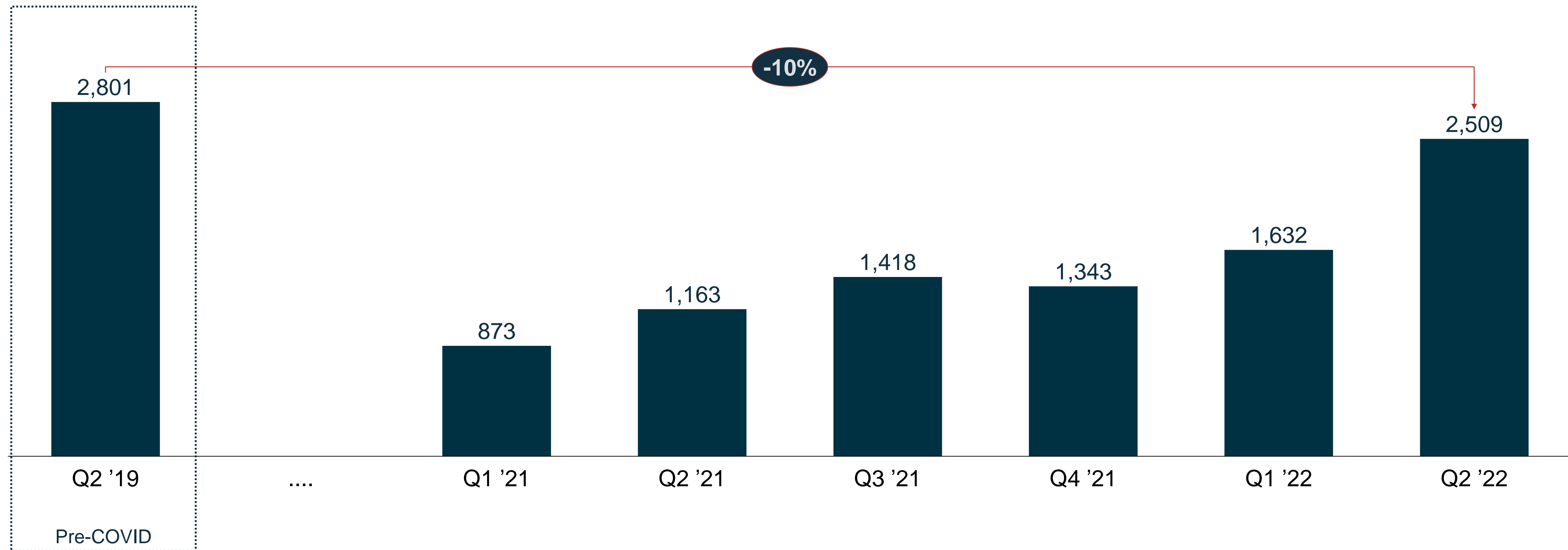
# Financials

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# Strong Q2 2022 gross booking value, Seera's recovery almost at pre-COVID levels

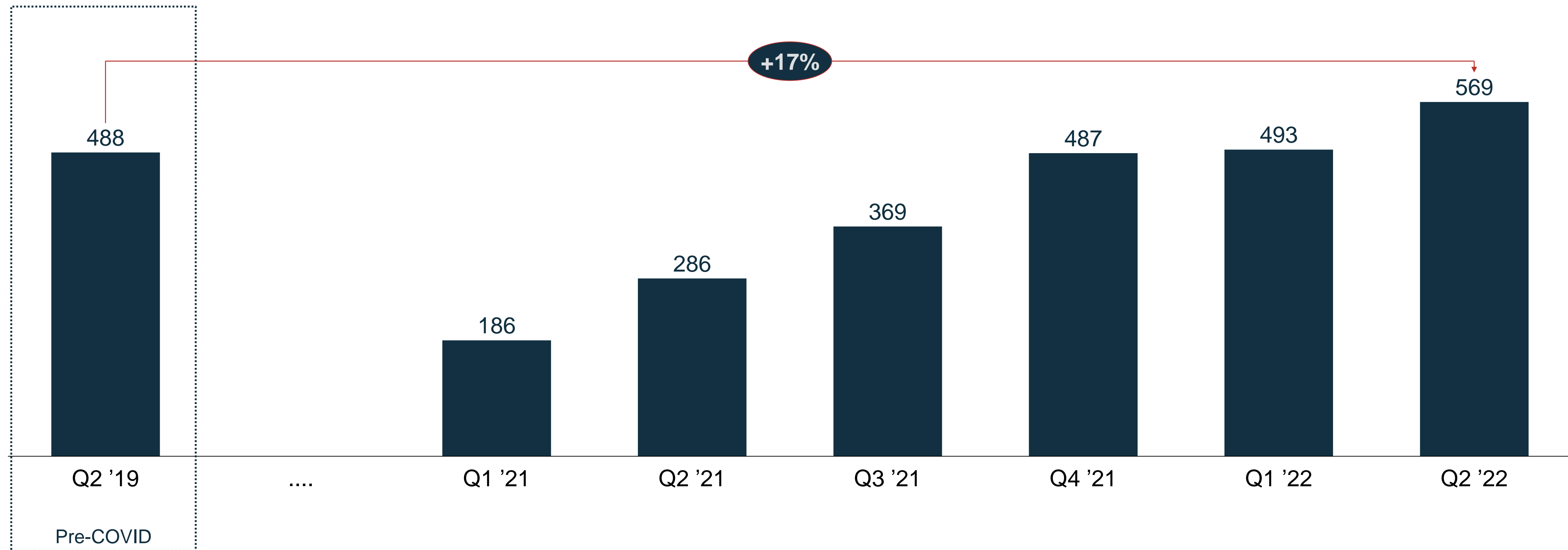
Gross Booking Value – Group-wide (SAR Mn)





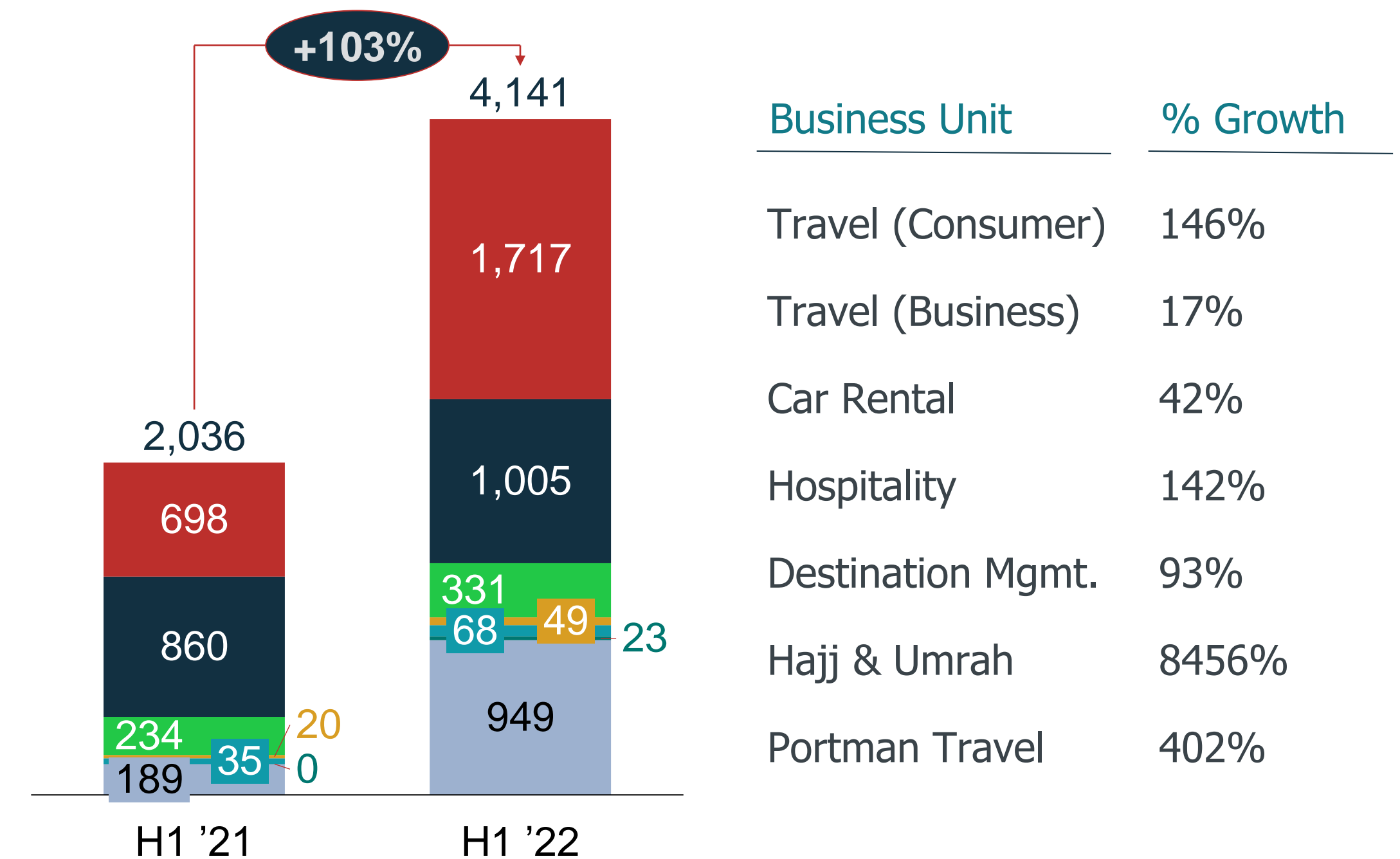
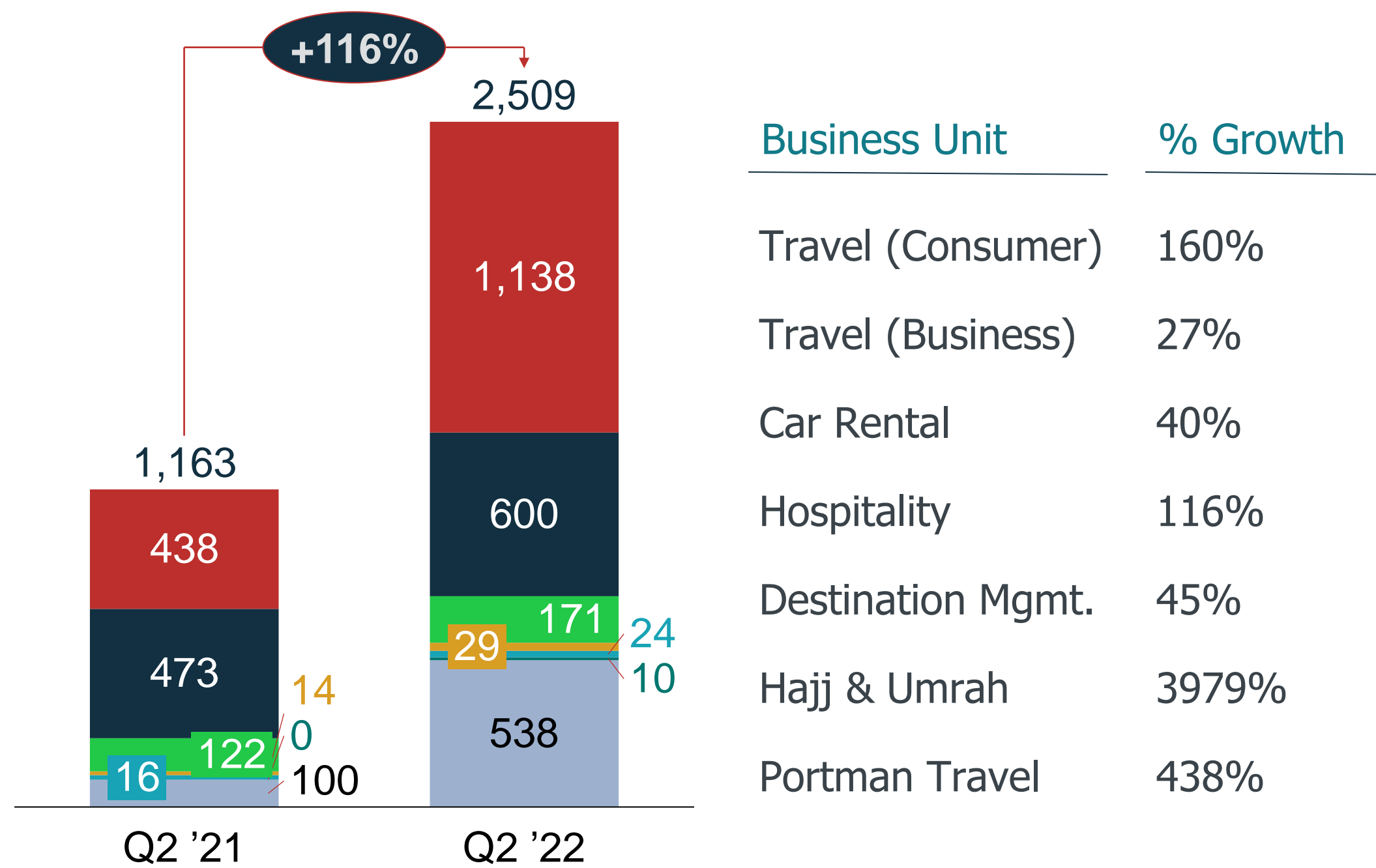
## However, revenue level exceeded pre-COVID by 17%, reflecting continuous growth in Car Rental

Revenue – Group-wide (SAR Mn)



# Travel units (Consumer and Portman) contributed most to overall growth in Seera's gross booking value

Gross Booking Value – Business Unit (SAR Mn)

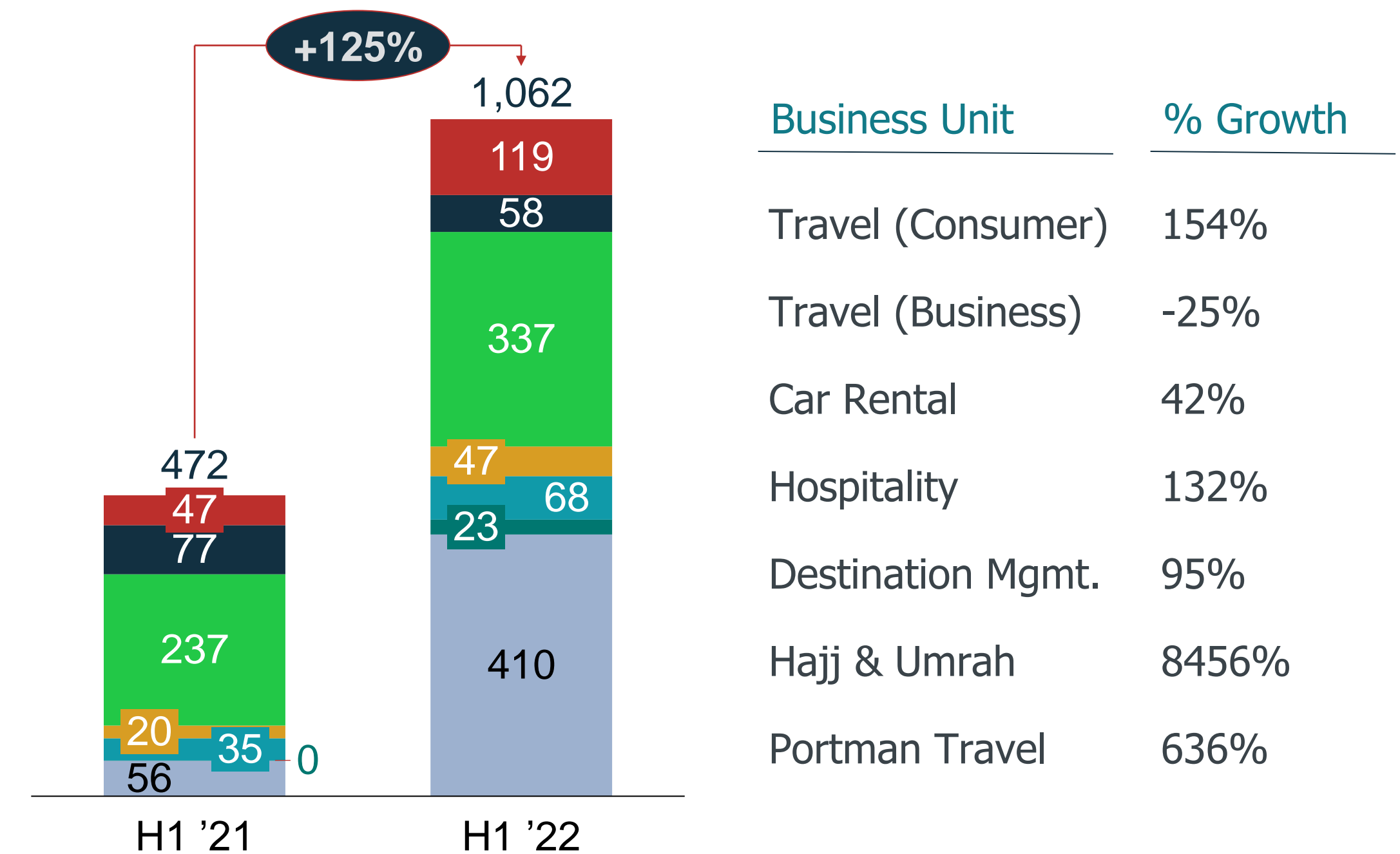
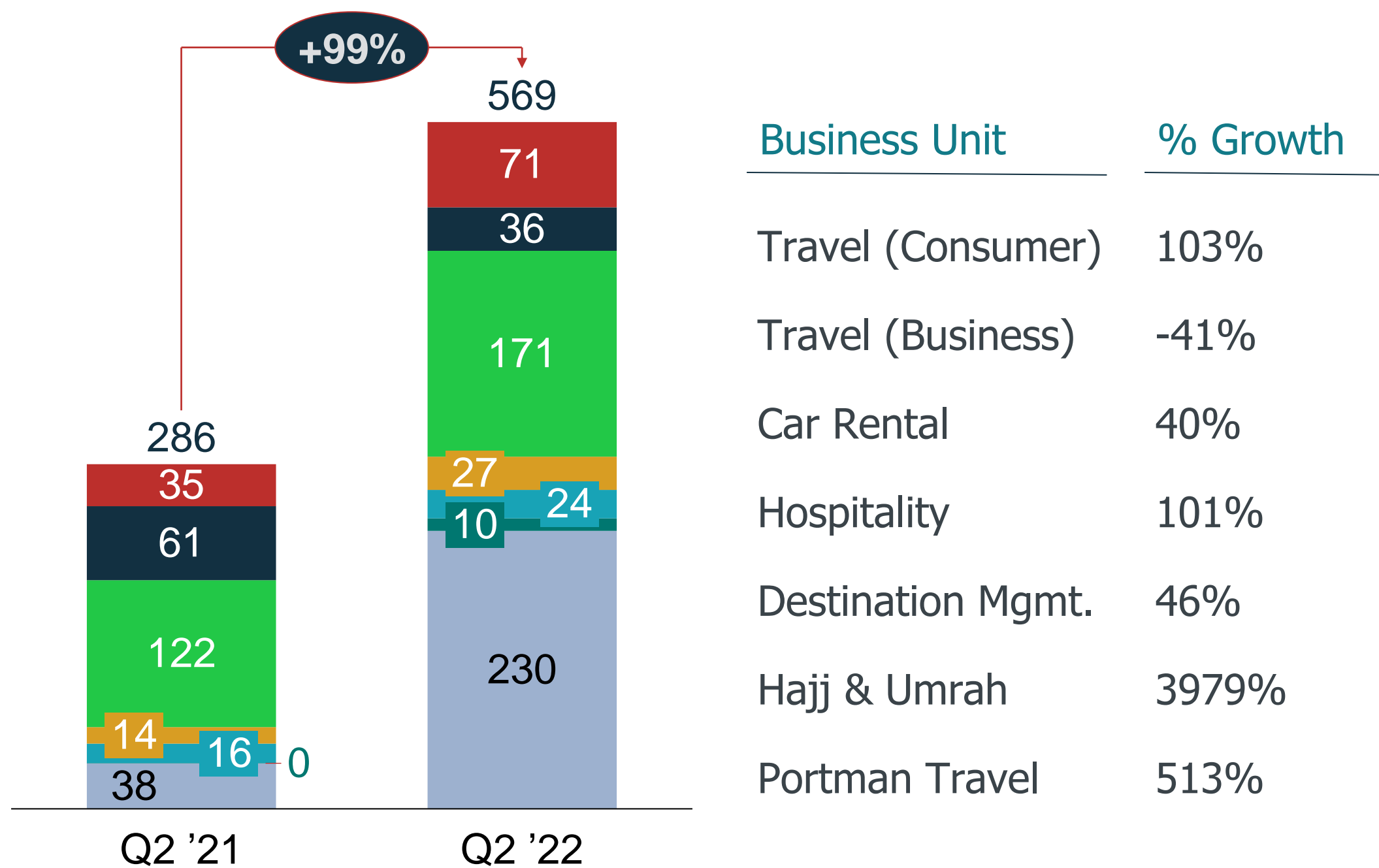


■ Travel (Consumer) 
 ■ Travel (Business) 
 ■ Car Rental 
 ■ Hospitality 
 ■ Destination Management 
 ■ Hajj & Umrah 
 ■ Portman Travel Group



# Portman Travel and Car Rental, followed by Consumer travel have driven significant revenue growth

Revenue – Business Unit (SAR Mn)

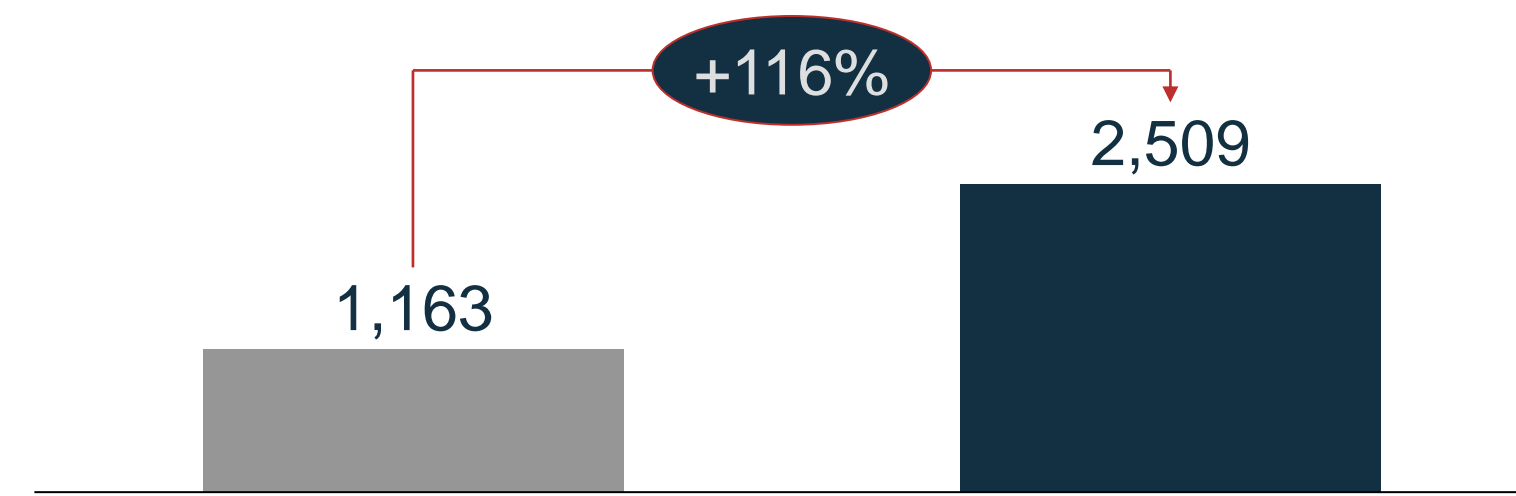


■ Travel (Consumer) 
 ■ Travel (Business) 
 ■ Car Rental 
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 ■ Hajj & Umrah 
 ■ Portman Travel Group

# Gross profit growth invariably impacted by large revenue contribution from units acting as principal, i.e. Portman Travel and Car Rental

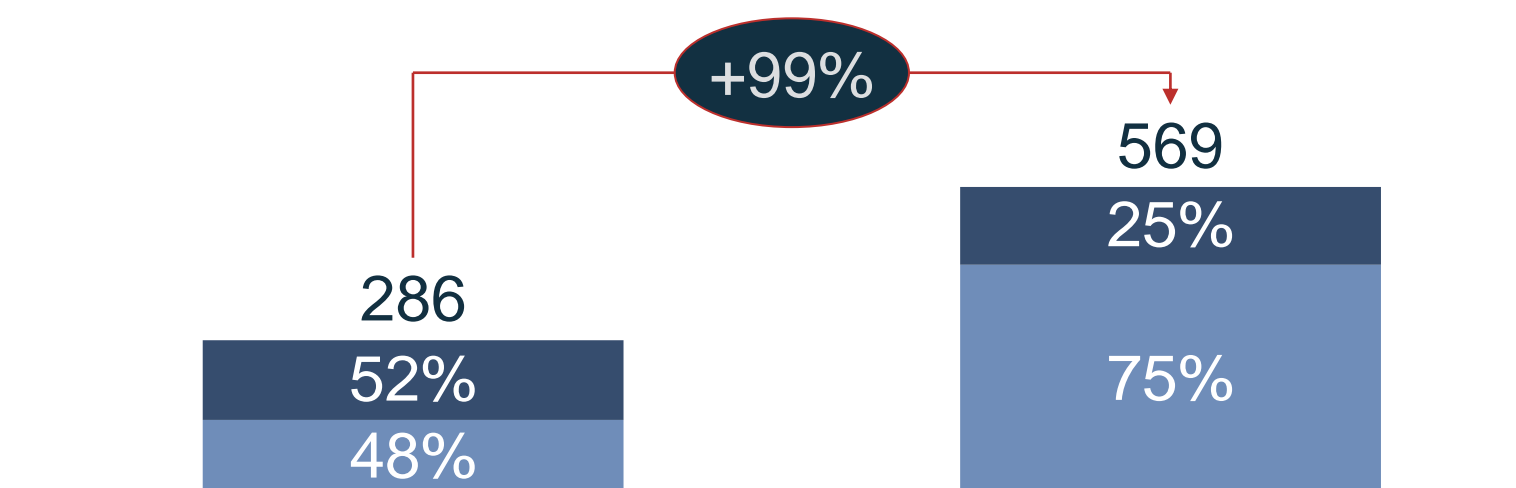
Gross Booking Value, Revenue and Gross Profit – Group-wide (SAR Mn)

GBV

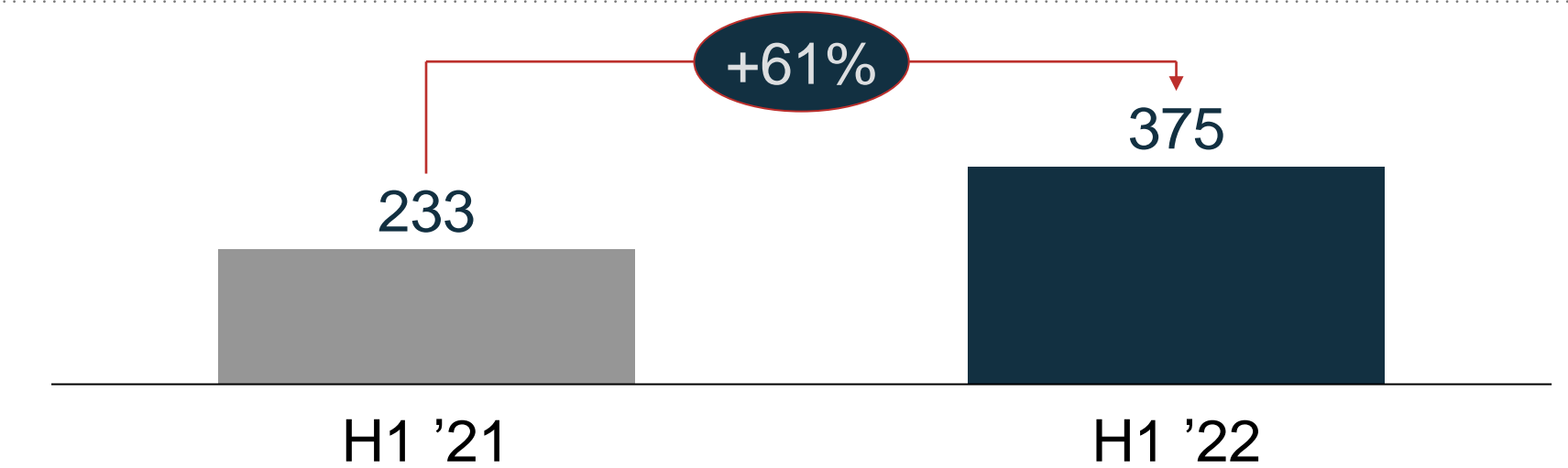
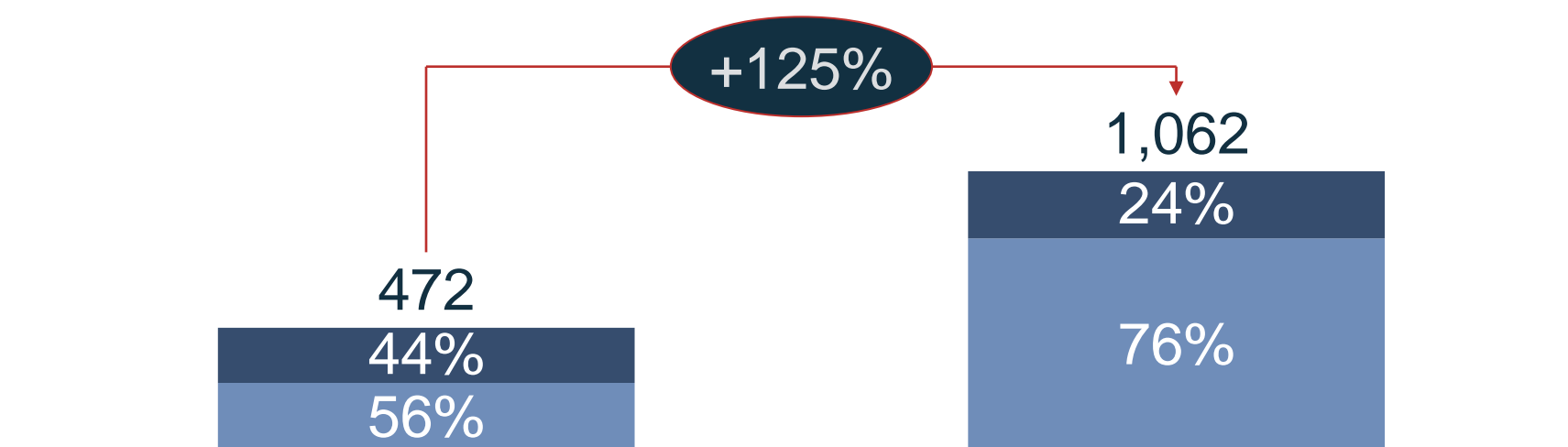
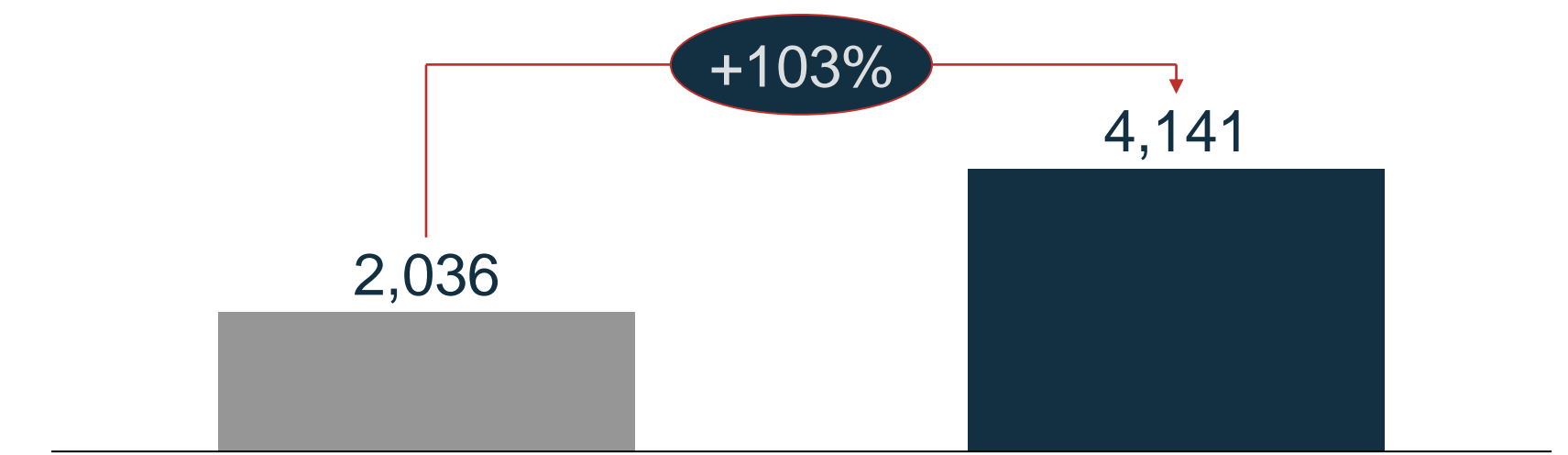
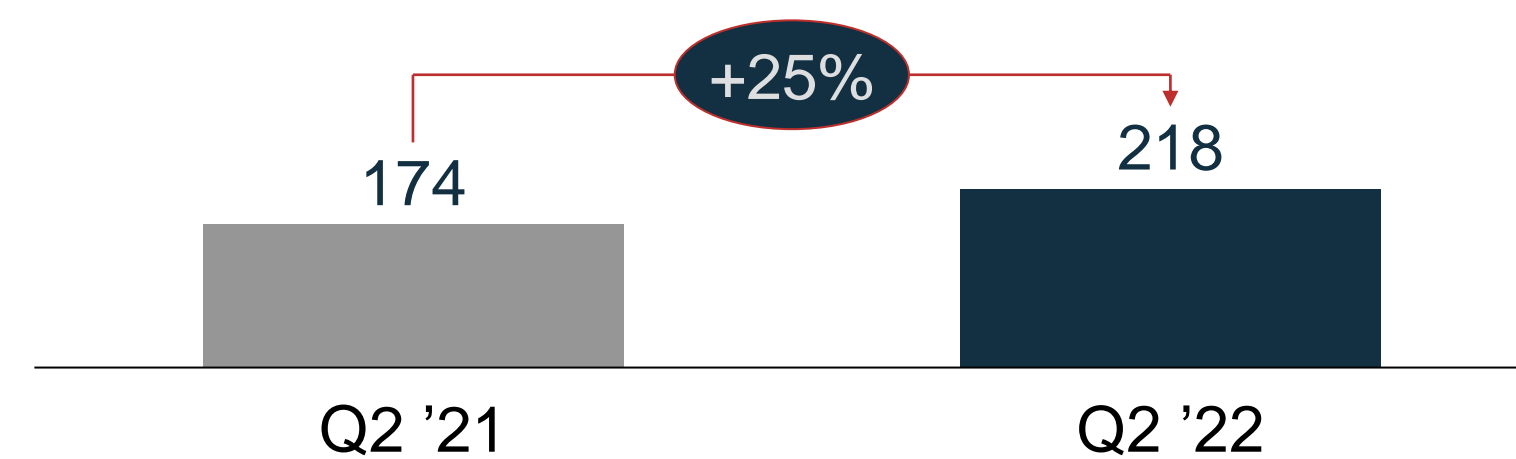


Revenue

■ Commission (Agent)  
■ Other Revenue (Principal)



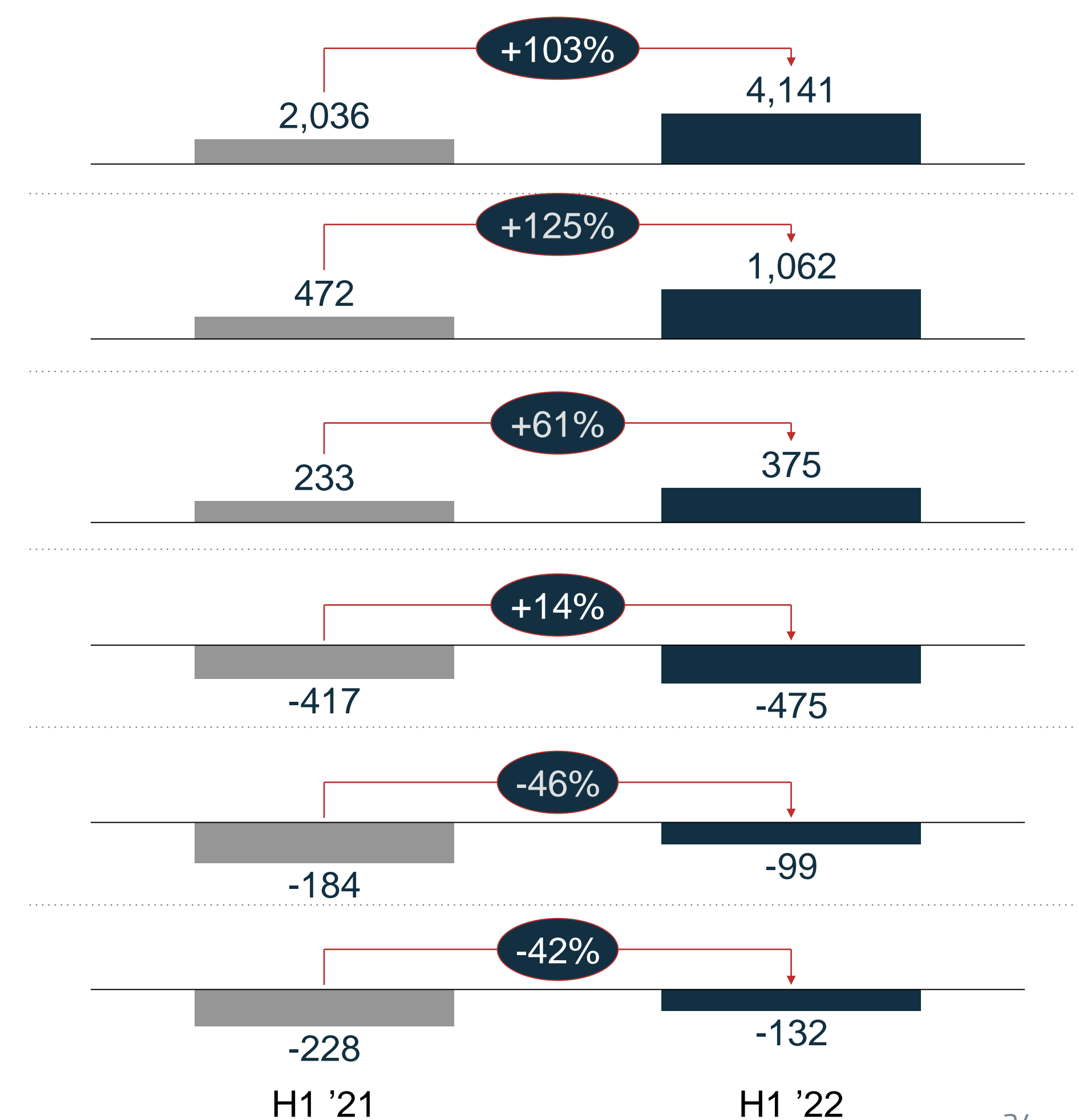
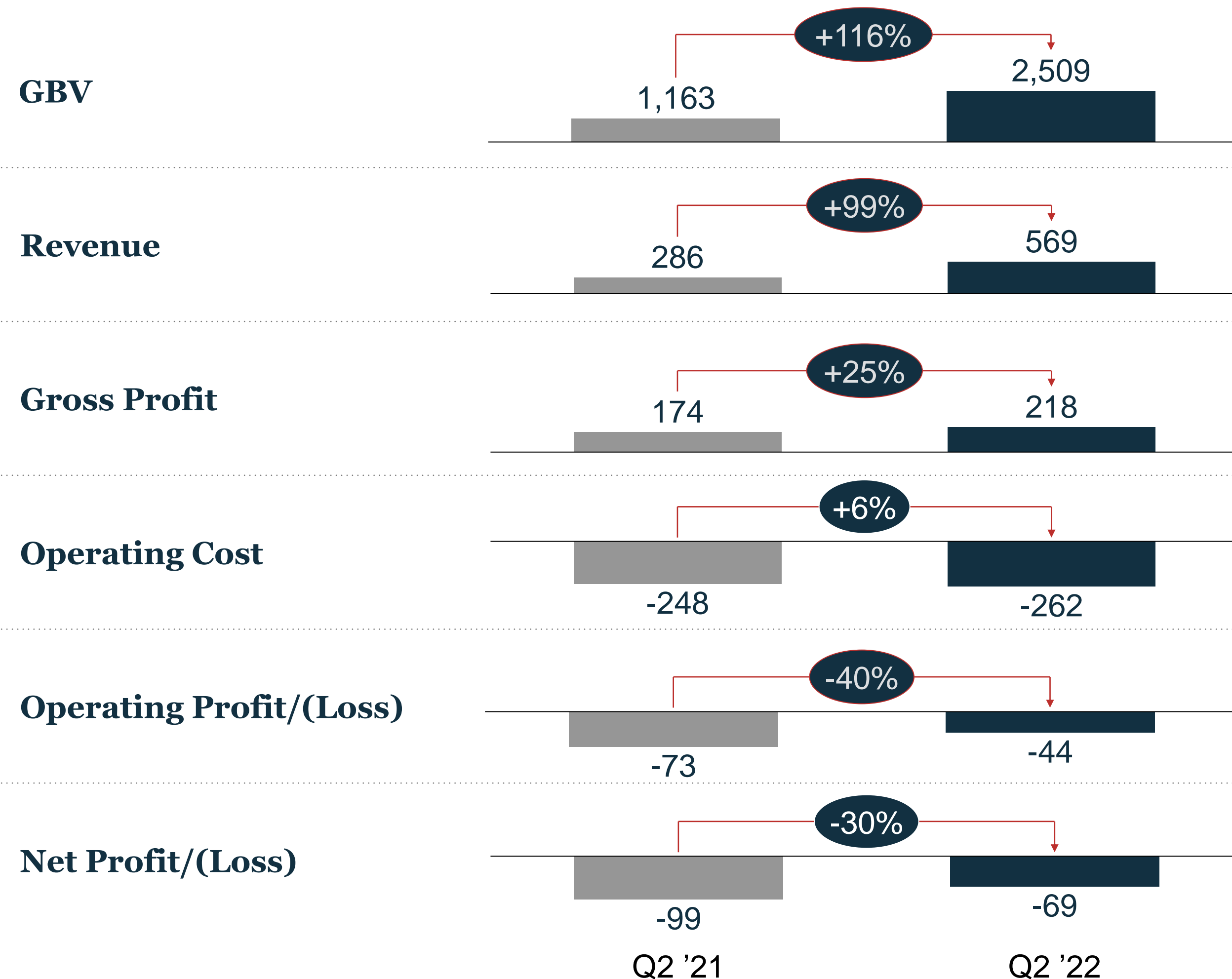
Gross Profit





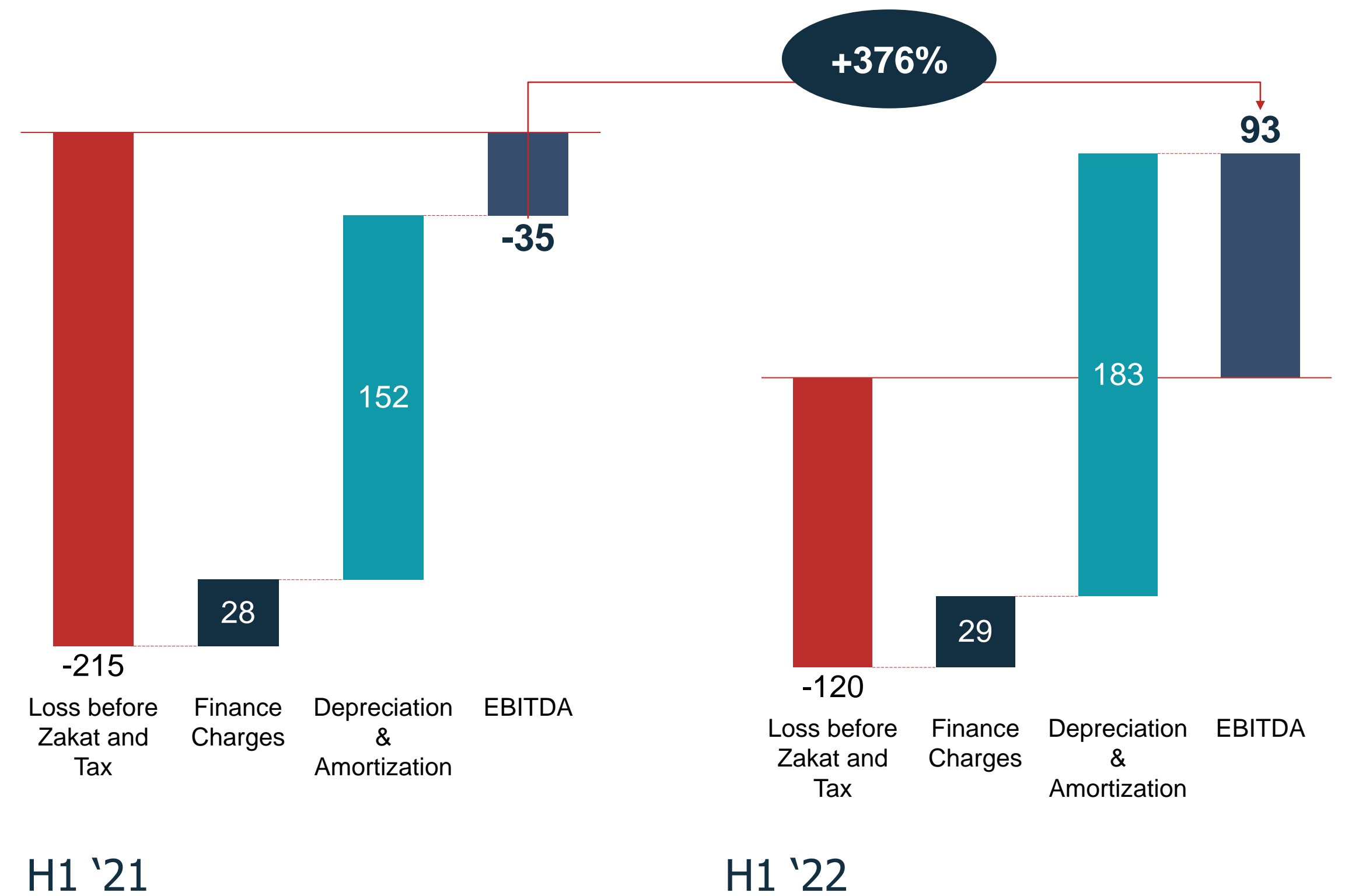
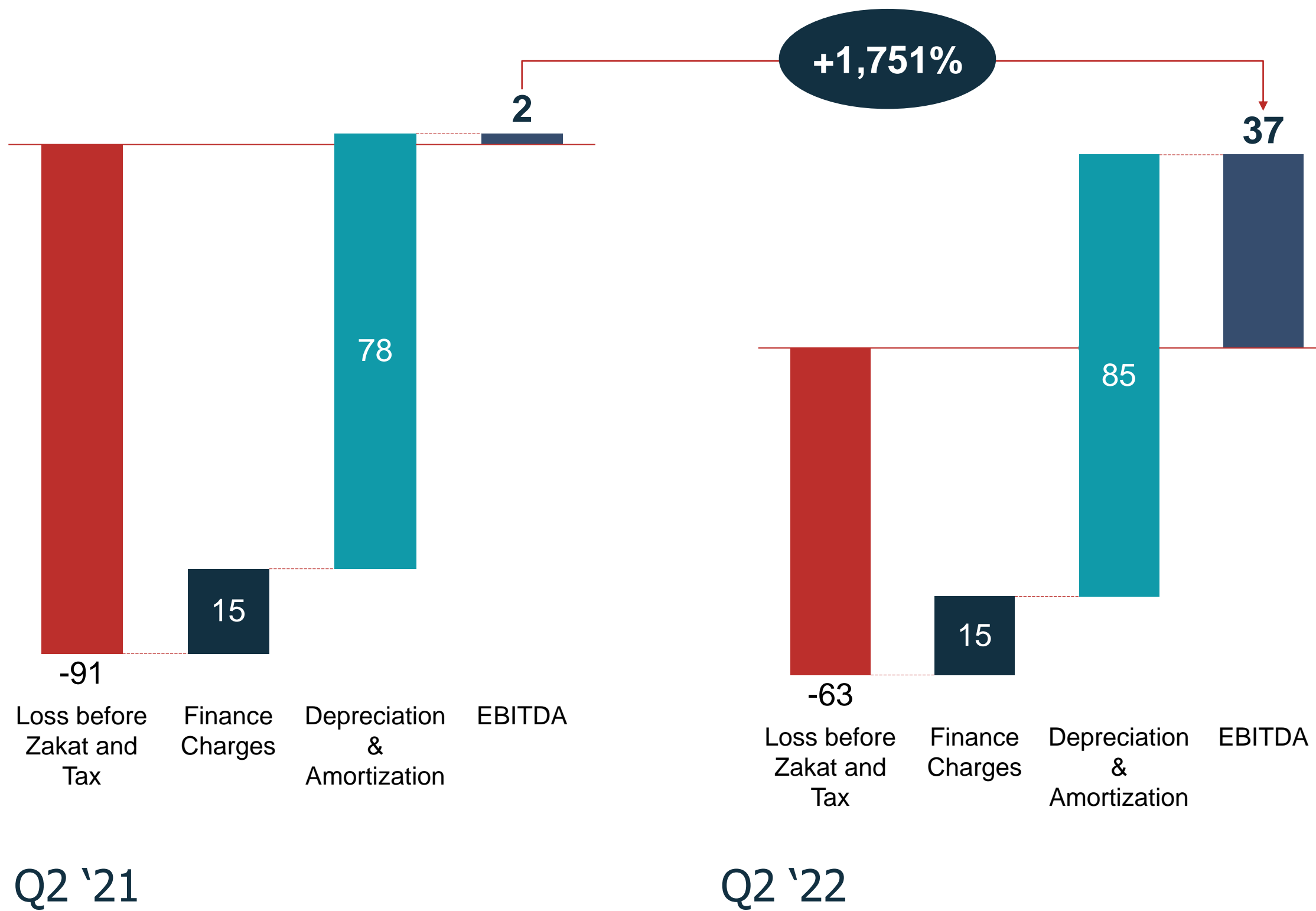
# Operating costs increased minimally as sales scaled up resulting in substantial improvements on bottom line

Income Statement – Group-wide (SAR Mn)



# Compared to last year Seera has generated positive EBITDA

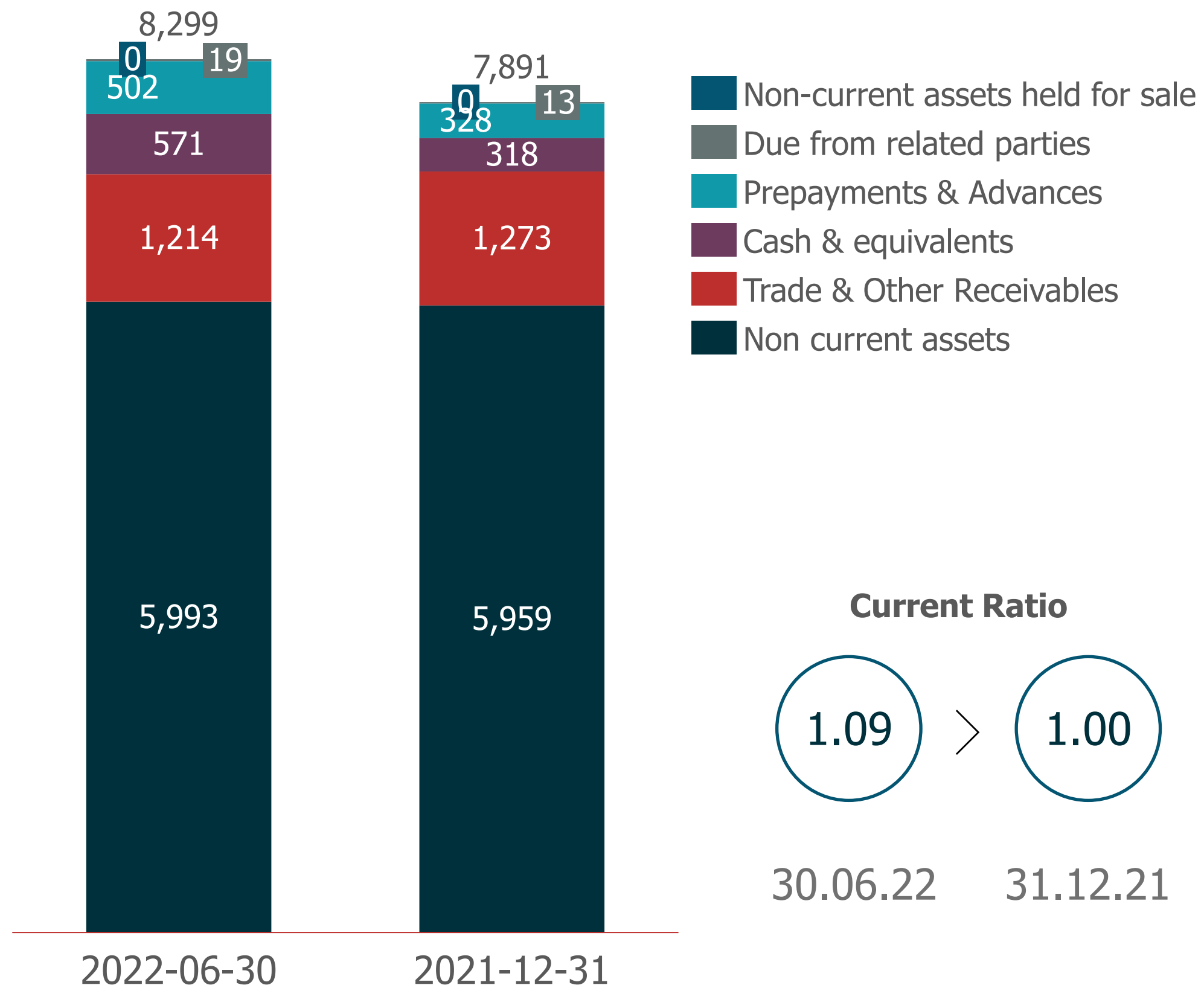
## Adjusted EBITDA – Group-wide (SAR Mn)



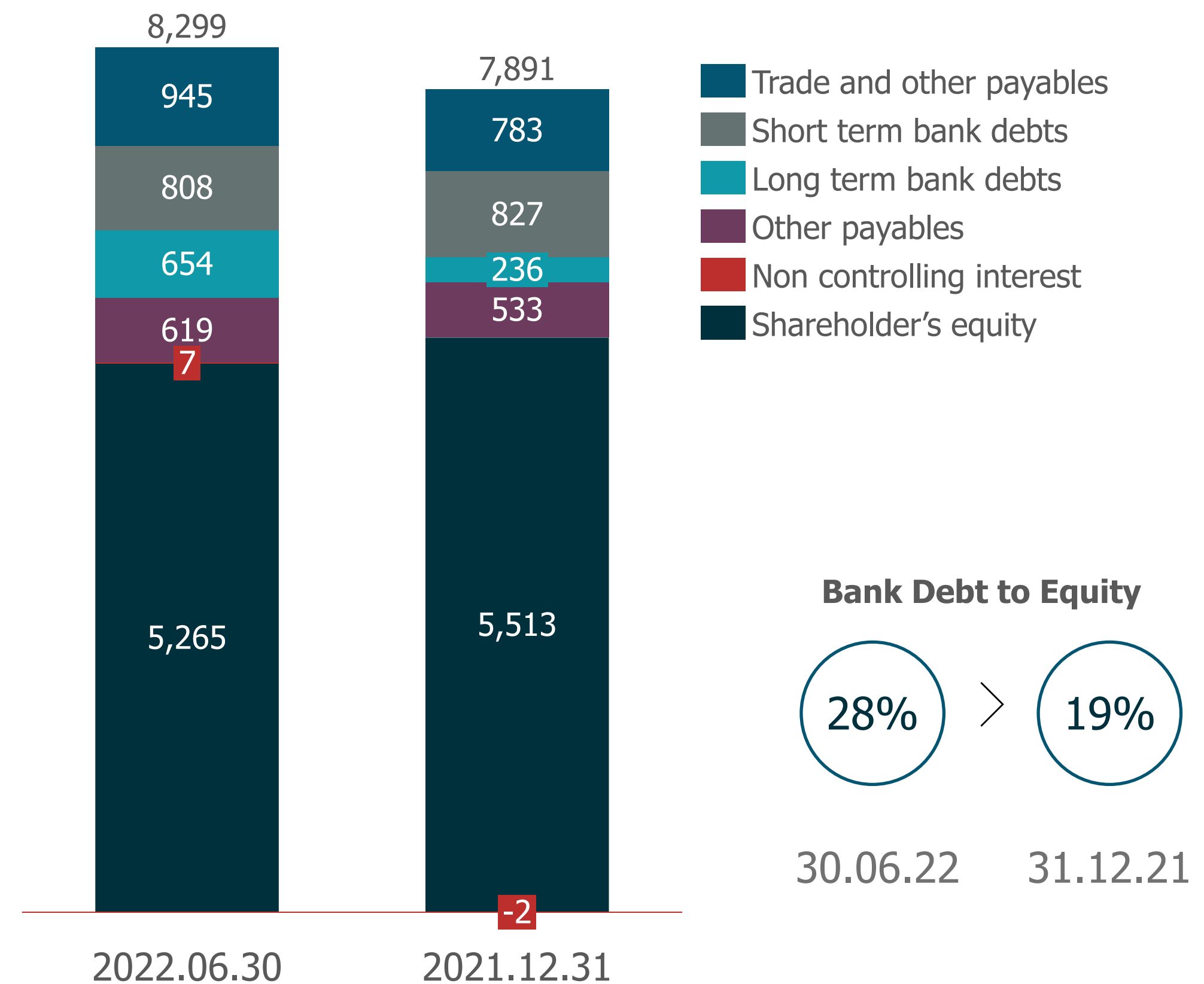


# Maintaining a strong financial position through healthy liquidity and leverage levels

Total Assets (SAR Mn)



Total Equity and Liabilities (SAR Mn)



# Appendix: Definitions

Item	Details
Gross Booking Value (GBV) <i>(non-IFRS measure)</i>	Represents the total value of transactions booked, recorded at the time of booking reflecting the total price due for travel by travelers, including taxes, fees and other charges, adjusted for amendments and refunds.
Revenue	<p>With respect to the recognition of revenue, IFRS requires an assessment of whether the business acts as an agent or principal for each good and service provided to a customer. The following factors indicate that a business acts as an agent rather than principal:</p> <ul style="list-style-type: none"> <li>• Another service supplier is primarily responsible for fulfilling the contract;</li> <li>• The business does not have inventory risk;</li> <li>• The business does not have discretion in establishing prices for the other supplier's services and, therefore, the benefit that the Group can receive from those services is limited; and</li> <li>• The business's consideration is in the form of commission.</li> </ul>
Gross Profit	Represents the total revenue after direct cost of sales incl. sales agents, promotions, depreciation, etc.
Operating Profit/(Loss)	Represents the gross profit after operating costs i.e. overheads or other expenses and after other indirect revenue.
Net Profit/(Loss)	Represents the operating profit/(loss) after finance charges and tax, other income/ losses.

## Illustrative Income Statement

Agent	Principal
<b>Gross Booking Value (GBV)</b> + Amendments – Refunds (cancellations)	<b>Gross Booking Value (GBV)</b> + Amendments – Refunds (cancellations)
– Supplier Payments e.g. Hotels, Airlines, etc. <b>= Commission Revenue</b> <i>Revenue is a fixed service charge or percentage of GBV</i>	<b>= Other Revenue</b> <i>Revenue is directly equivalent to GBV</i>
– Cost of Sales e.g. credit card purchase fees, commissions, etc. <b>= Gross Profit</b>	– Cost of Sales e.g. depreciation, supplier payments, commissions, etc. <b>= Gross Profit</b>
– Operating Costs + Indirect Revenue – Indirect Costs <b>= Operating Profit/(Loss)</b>	– Operating Costs + Indirect Revenue – Indirect Costs <b>= Operating Profit /(Loss)</b>
– Finance Costs – Zakat and Tax ± Other income/loss <b>= Net Profit/(Loss)</b>	– Finance Costs – Zakat and Tax ± Other income/loss <b>= Net Profit /(Loss)</b>





Thank you.

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