

CITY PASS

INVESTMENT OPPORTUNITY SCORECARD

TOURISM & QUALITY OF LIFE

September 2021



TOURISM & QUALITY OF LIFE CITY PASS

Restricted / مقيد

High Potential

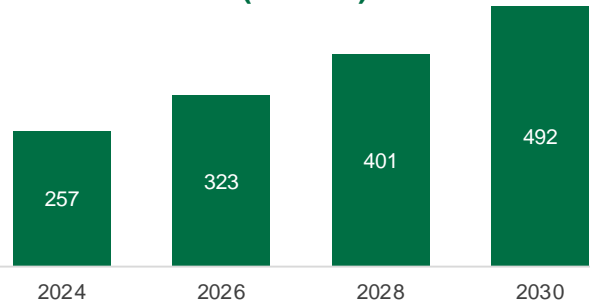
Moderate Potential

Low Potential

OPPORTUNITY'S DESCRIPTION: Design an all-in-one sightseeing package providing all you need to discover the heart and soul of Makkah while also: Providing Convenience, Saving Money, Time, and Stress. Also, providing guidance and information.

DEMAND

MARKET SIZE- DEMAND FOR BUYING CITY PASS IN A YEAR - (In 000s)



City Pass Customers in a year Max Coverage

INVESTMENT OVERVIEW

INVESTMENT HIGHLIGHTS

- Investment Ticket SAR 31,272,512
- ROI: %28.1
- IRR: %24.2
- NPV: 50,110,205
- Payback Period: 8.6 Years

VALUE PROPOSITION

- Investor:
 - Reasonable Cash Flows: Investors will be able to generate cash flows within few years after investment
 - Low Competition: No Similar Experience currently in Makkah
- Customers:
 - One Touch point: Convenient & Easy To Use, Cost Efficient, Highlights Main Attractions in one place, and Cost efficient
- Government owner:
 - Several Dimensions: Increase Commutability options for pilgrims, and Uplift the pilgrim's experience

KEY DEMAND DRIVERS

- Non-Optimal Commutability for Pilgrims in Makkah: Pilgrim's Journey pain point analysis has shown that ease of transportation in Makkah is one of the main pilgrims' pain points.
- Trigger to Perform Umrah
- Pilgrims are willing to bundle Umrah with other activities and sightseeing (individuals/groups/families), therefore providing multiple convenient transportation services options is a must.
- The number one thing that visitors look for when traveling is convenience, and such service does the job since it offers many advantages all in one pass which will help visitors save money and time.

MARKET OVERVIEW

MARKET READINESS

- Around 21.5 M Domestic and International Hajj and Umrah pilgrims visited Makkah in 1440/2019 (2.5 M Hajj +19 M Umrah).
- Vision 2030's Target is to reach 30M International Umrah Pilgrims by the year 2030.
- Enriching the experience is one of the goals of the Vision 2030. Initiatives have already started and are expected to increase demand and willingness to come.

GLOBAL TRENDS

- Primary market research shows that satisfying transportation is one of the top 10 triggering factors affecting pilgrims' decision to perform Umrah and willingness to come again.
- Experience is the name of the game in travel today. In fact, 67% of high-income travelers said they would rather spend their money on activities than a nicer hotel room. (Skift, 2019)

GLOBAL BENCHMARKS



DEFINITIONS

#	SCORECARD SECTION	DEFINITIONS
1	Market size	Size of market in value/volume in KSA and/or Region (MENA/GCC) covering future projections based on available estimates from published /government sources
2	Demand drivers	A select number of factors that will influence future demand for the related product/service
3	Investment highlights	An overview of key financial metrics summarizing the investment opportunity along with the expected return based on the suggested investment size
4	Value proposition	Summary of key differentiators that position KSA as a strategic choice over other regional/global peers
5	Market readiness	An overview of KSA market structure, market maturity and level of participation by local and global players
6	Competitor analysis	List of the local & international players manufacturing the underlying product in Saudi Arabia and their market share
7	Global trends	Latest business developments within the sector/product category
8	Scalability and localization	Ease of scaling the business across the value chain or into new adjacent products or geographies that would maximize the opportunity's investment returns and the ability and potential to locally manufacture the product and its components
9	Import dependency	An overview of the countries from which Saudi Arabia is importing the product and their value/volume and share in total imports
10	Value chain analysis	The process or activities that would potentially need to be carried out to deliver the underlying product or service
11	Key stakeholders	Government institutions, organizations, and/or authorities that participate or influence the market for the underlying product/service
12	Enablers	Factors that enable investment in the underlying opportunity
13	Cost of doing business in KSA	Key factors that position KSA as a competitive destination for investment in the region. Productivity adjusted wages do not include cost of \$1.23/hour towards annual recurring charges including work permit, resident identity (iqama) and health insurance

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