

Fuel Stations

INVESTMENT OPPORTUNITY

Energy Sector



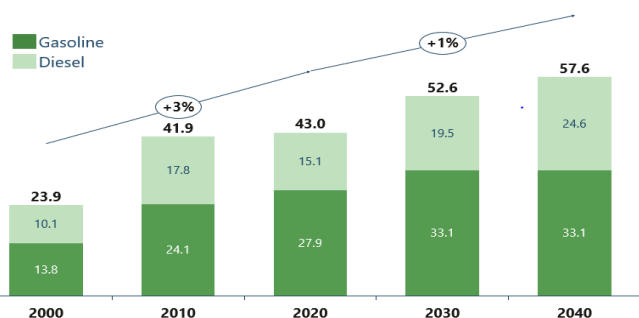
# Oil & Gas Fuel Stations

**OPPORTUNITY DESCRIPTION: Set-up new fuel stations around the kingdom.**

## DEMAND

Fuel demand is expected to continue to grow in the next twenty years.

**Fuel Demand by Type (Bn Liters, 2021 - 2030)**



### KEY DEMAND DRIVERS

- population growth.
- Economic growth.
- Clear Government Procedure
- Clear regulatory frameworks

## INVESTMENT OVERVIEW

### INVESTMENT HIGHLIGHTS

- Expected Investment size of USD (1,150,000,000)
- Expected IRR: 1%
- Payback period: 20 years
- Job Creation: 500
- Location (Region): Kingdom-wide
- GDP Impact: USD ( 128,000,000 ) Annually

### VALUE PROPOSITION

- Access to raw materials and readiness of best-in-class infrastructure.
- 70% of current fuel stations are fragmented (unqualified) that need to be consolidated.
- Gap of fuel stations distribution at kingdom wide “ New locations to invest “
- Value add services aspirations by consumers.
- No demand impact during economic fluctuations.

## MARKET OVERVIEW

### RAW MATERIALS

- Iron
- Aluminum
- Plastic
- Rubber
- Copper
- Electrical cables

### GLOBAL TRENDS

- Modernized and Humanized Fuel Stations
- Self-Service
- One-stop for all consumers services



# Oil & Gas Fuel Stations

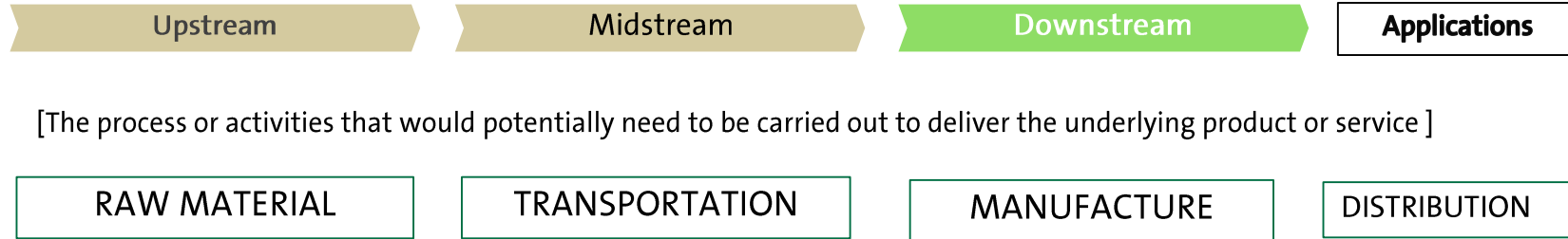
## SUPPLY

### SCALABILITY AND LOCALIZATION

Grade: Low Medium High

### IMPORT DEPENDENCY

### VALUE CHAIN



### KEY STAKEHOLDERS

- MINISTRY OF ENERGY
- MINISTRY OF INVESTMENT

## ENABLING FACTORS

### ENABLERS

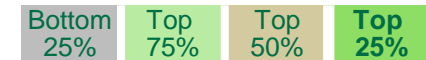
- Clear Government Procedure
- Clear regulatory frameworks
- Fixed Tariff that reviewed periodically.

### INCENTIVES

- Tax exemption for 5 Years

### COST OF DOING BUSINESS IN KSA

Factor	Ranking amongst regional peers
Electricity tariffs for industrial players	\$48 /MWh
Productivity adjusted wages	\$3.3 /hour
Logistics Performance Index (1-5)	3.2
Construction Costs (Indexed to US, % 0 is cheapest)	74
Ease of getting credit (0-100)	50



# 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	Business 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	Global trends	Latest business developments within the sector/product category
7	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
8	Import dependency	An overview of the countries from which Saudi Arabia is importing the product and their value/volume and share in total imports
9	Value chain analysis	The process or activities that would potentially need to be carried out to deliver the underlying product or service
10	Key stakeholders	Government institutions, organizations, and/or authorities that participate or influence the market for the underlying product/service
11	Enablers	Factors that enable investment in the underlying opportunity
12	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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