

GROUP TRANSPORTATION PLATFORM

INVESTMENT OPPORTUNITY SCORECARD

TOURISM & QUALITY OF LIFE

September 2021



TOURISM & QUALITY OF LIFE

GROUP TRANSPORTATION PLATFORM

Restricted / مقيد

High Potential

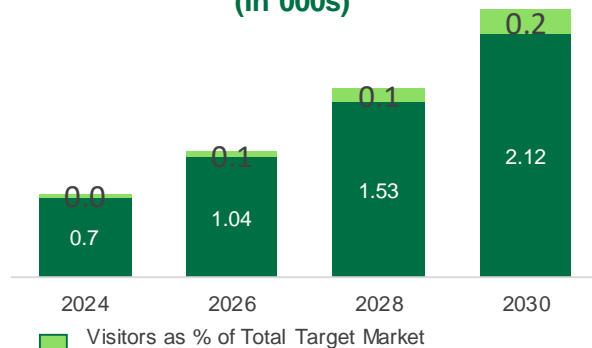
Moderate Potential

Low Potential

OPPORTUNITY'S DESCRIPTION: A Transportation Platform targeting all pilgrims looking for an Elevated Experience with focus on families and small groups.

DEMAND

MARKET SIZE - DEMAND FOR GROUP TRANSPORTATION USERS IN A YEAR – (In 000s)



INVESTMENT HIGHLIGHTS

- Investment Ticket SAR 41,511,318
- ROI: %15
- IRR: %29
- NPV: SAR 57,663,801
- Payback Period: 7 Years

INVESTMENT OVERVIEW

VALUE PROPOSITION

- Investor:
 - Reasonable Cash Flows: Investors will be able to generate cash flows within few years after investment
 - A Considerable Market to Target: Pilgrims' commutability is far from optimal in Makkah. There is a significant market to target.
- Customers:
 - One Touch point: Convenient & Easy To Use, Cost Efficient, Links the Main Attractions, and Transportation to any location in Makkah as per group's needs
- Government owner:
 - Several Dimensions: Increasing commutability options for pilgrims, Enhancing pilgrims' experience, Decrease Traffic especially in central area and during high seasons (Hajj & Ramadan), and Enhance Makkah's Public Image

KEY DEMAND DRIVERS

- 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.
- Vision 2030's Target is to reach 30M International Umrah Pilgrims by the year 2030

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 of reaching 30 M International Umrah Pilgrims International by 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.
- 59% of all Global Segments are either Strongly with (23%) or are with (36%) associating Umrah with tourism

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.

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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