



# Seera Group

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Embarking on the Next Chapter in  
Seera's Journey

*November 2023*



# Agenda

Introduction & Part I: Seera Group's Evolution to a Strategic Investor



**Abdullah AlDawood**  
Seera Group  
Managing Director and  
Board Member

Part II: Positioning of Key Segments within the Portfolio



**Muhammad Khalid**  
Seera Group  
CFO



**Muzzammil Ahussain**  
Almosafer Travel & Tourism  
CEO



**Redmond Walsh**  
Portman Travel Group  
CEO

Part III: Capital Allocation Approach



**Abdullah AlDawood**  
Seera Group  
Managing Director and  
Board Member

Overview of Investment in a Fund to Develop Kayanat Central



**Abdullah AlDawood**  
Seera Group  
Managing Director and  
Board Member

Group-wide Financials



**Muhammad Khalid**  
Seera Group  
CFO

Q & A

**In the pursuit of Seera Group's vision to be recognized as a strategic investor in the future of the Nation, with a balanced portfolio of Saudi Champions, delivering sustainable returns for shareholders**

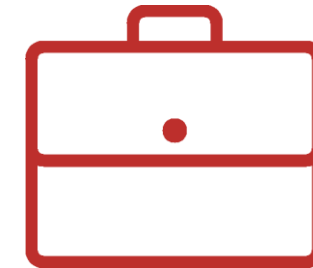
A strategy has been announced and published through Seera Group's profile on the Saudi Exchange, Tadawul

Reference: [Tadawul Link](#)

## Seera Group's strategy has three main pillars



Operate as an engaged investor and steward of companies, governing with strong influence and expertise



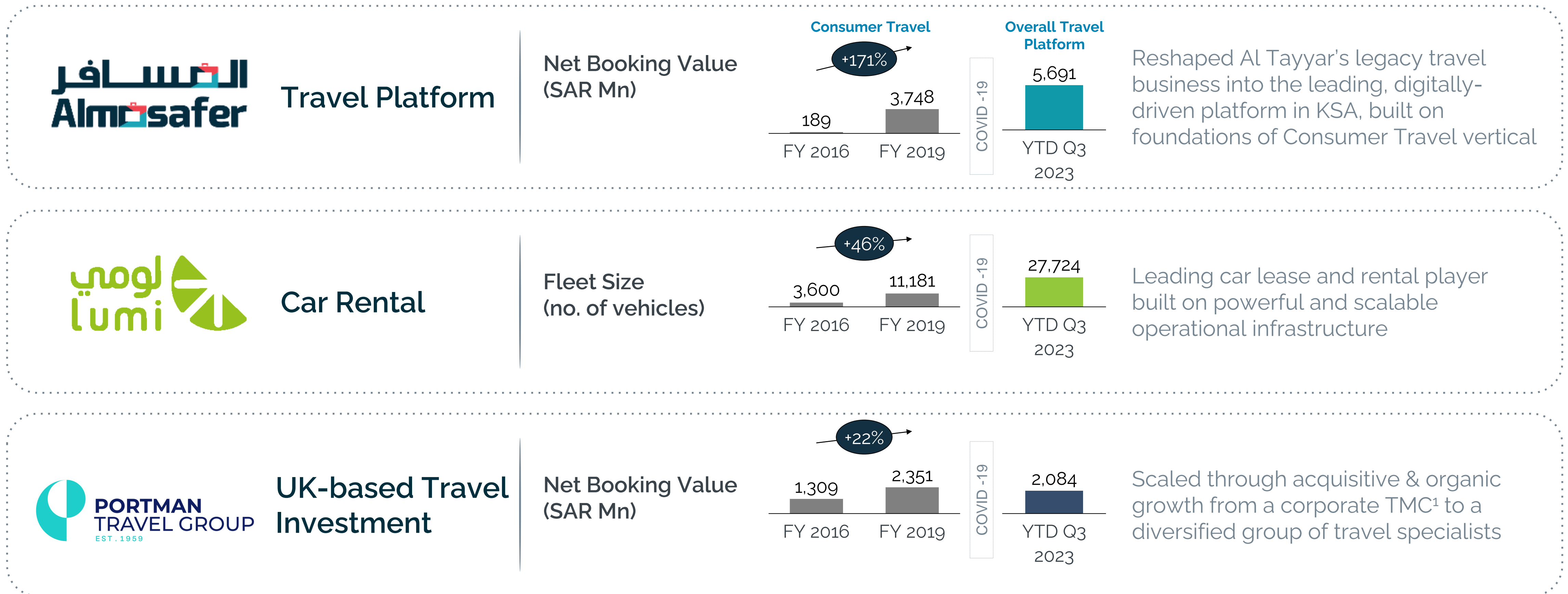
Build & maintain an attractive, unique portfolio that offers long-term and sustainable total shareholder return



Adopt long-term capital strategies to deliver continuous appreciation of Seera's intrinsic value

# Seera Group's Evolution to a Strategic Investor

# The Transformation Program has created fundamental shifts within the portfolio and led to the emergence of market leaders



The Group's Hospitality segment has had limited turnaround success, therefore, the focus has shifted to monetizing assets through divestments

1. Travel Management Company

# Today, as key segments become operationally & financially autonomous, the Group remains an engaged owner influencing strategic priorities



Travel Platform



Car Rental



UK-based Travel Investment



Hospitality

Investments

Corporate functions have been devolved into individual businesses as Seera evolves from an operating holding to a strategic investor with a streamlined structure at the corporate-level influencing key strategic decisions across all segments

# Leadership steering the next phase of growth and value creation



**Abdullah AlDawood**  
*Seera Group*  
Managing Director and  
Board Member



**Muhammad Khalid**  
*Seera Group*  
CFO



**AlWaleed AlNasser**  
*Seera Group*  
VP



**Muzzammil Ahussain**  
*Almosafer Travel &  
Tourism*  
CEO







**Redmond Walsh**  
*Portman Travel Group*  
CEO



# Positioning of Key Segments within the Portfolio


Investment Portfolio





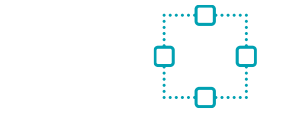
# Seera has a significantly restructured portfolio of diversified business segments offering growth and resilience

 <p>Part of Seera Group</p> <p><b>Travel Platform</b></p>	 <p>Part of Seera Group</p> <p><b>Car Rental</b></p>	 <p><b>UK-based Travel Investment</b></p>	 <p><b>Hospitality</b></p>	<p><b>Investments</b></p>
<ul style="list-style-type: none"> <li>• <b>Asset-light, scalable</b>, platform-based business model</li> <li>• <b>Hyper-growth potential</b> given market size &amp; government investment</li> <li>• Scale enabled via shared sourcing &amp; distribution infrastructure</li> <li>• Differentiation, <b>personalization key for market capture</b></li> <li>• High degree of <b>operating leverage</b> i.e. high incremental bottom-line</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Rapid growth</b></li> <li>• Powerful operational capacity</li> <li>• <b>High EBITDA margins</b></li> <li>• <b>Balanced business model:</b> B2B vs. B2C, high-margin/ high-risk vs. secured revenue</li> <li>• Opportunities for innovation and <b>digital disruption in mobility sector</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hypergrowth driven by M&amp;As and organic growth</b> of travel specialists across key travel verticals (corporate, luxury leisure &amp; sports)</li> <li>• <b>Scale enabled</b></li> <li>• Diversified, <b>serves overall UK &amp; European travel ecosystem</b></li> <li>• Brand leaders, i.e. Clarity, Elegant Resorts, Destination Sports, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Asset base</b> in strategic locations</li> <li>• Development scale limited by high capex</li> <li>• <b>Diversified asset portfolio</b> tapping into demand in all segments: high-end, mid-market and budget hotel units</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunistic <b>investments</b></li> <li>• Potential for synergies with core portfolio segments</li> <li>• Passive sources of income and <b>strategic liquidity</b></li> </ul>
63% of NBV (SAR 5.7Bn)	9% of NBV (SAR 791Mn)	23% of NBV (SAR 2.1Bn)	2% of NBV (SAR 143Mn)	3% of NBV (SAR 302Mn)
25% of Revenue (SAR 564Mn)	35% of Revenue (SAR 791Mn)	31% of Revenue (SAR 716Mn)	6% of Revenue (SAR 143Mn)	3% of Revenue (SAR 59Mn)
8% of EBITDA (SAR 49Mn)	69% of EBITDA (SAR 400Mn)	8% of EBITDA (SAR 46Mn)	11% of EBITDA (SAR 65Mn)	4% of EBITDA (SAR 27Mn)
9% of Total Assets (SAR 891Mn)	24% of Total Assets (SAR 2.5Bn)	8% of Total Assets (SAR 845Mn)	35% of Total Assets (SAR 3.6Bn)	24% of Total Assets (SAR 2.5Bn)
■ % of Q3 YTD 2023 NBV	■ % of Q3 YTD 2023 Revenue	■ % of Q3 YTD 2023 EBITDA	■ % of Q3 YTD 2023 Total Assets	

# Travel Platform is characterized by an asset-light and scalable business model serving tourism flows across the Saudi travel ecosystem

## Business Overview

  
**التمسافر**  
**Almosafer**  
 Part of Seera Group

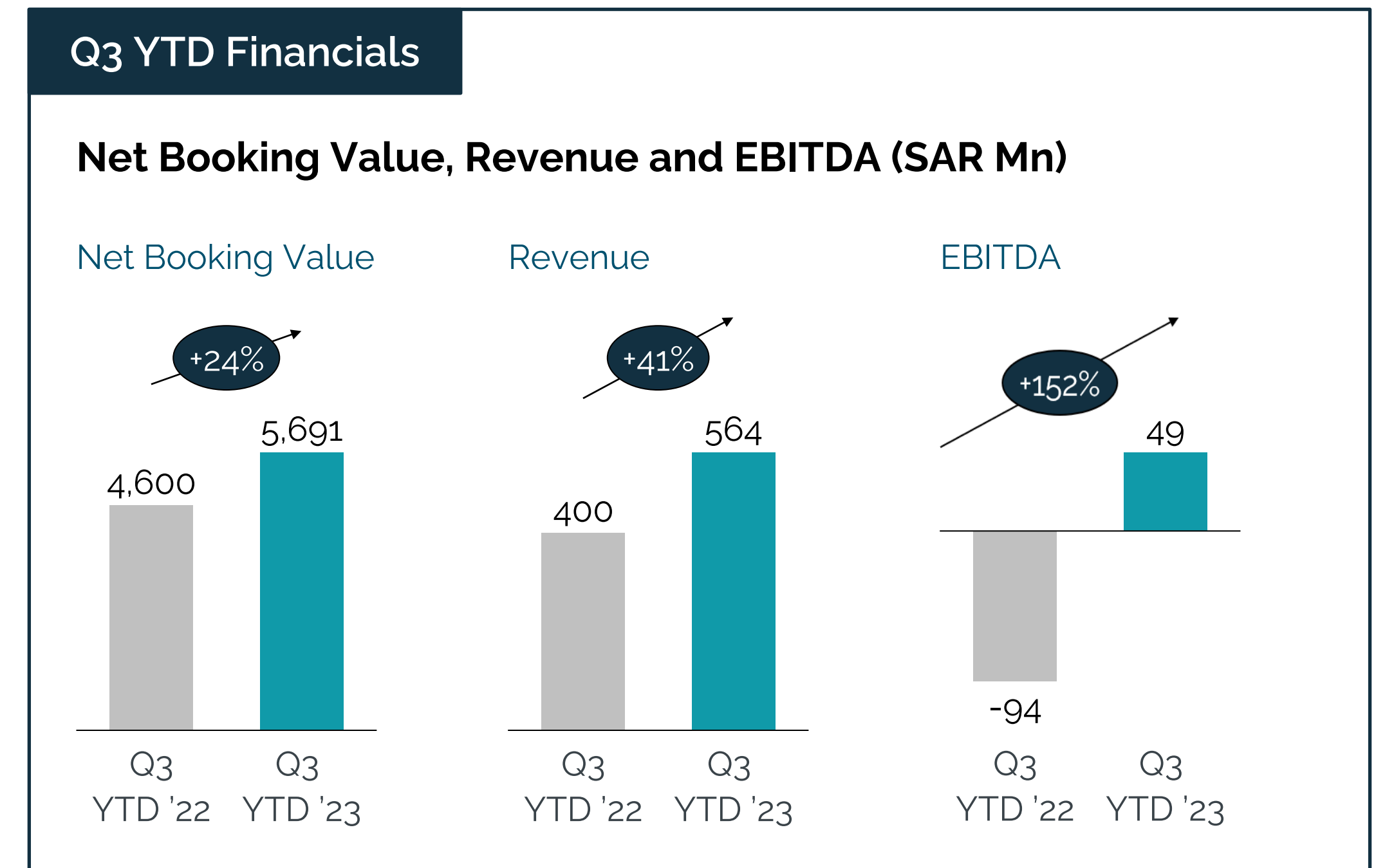
 <b>Consumer Travel</b> <small>B2C   Leisure &amp; Religious   Outbound &amp; Domestic   KSA, UAE, Kuwait &amp; others</small>	 <b>Business Travel</b> <small>B2B   Business   Outbound &amp; Domestic   KSA</small>	 <b>Destination Management</b> <small>B2B   Leisure &amp; MICE   Inbound &amp; Domestic   KSA</small>	 <b>Hajj &amp; Umrah</b> <small>B2B   Religious   Inbound   KSA</small>	 <b>Online Distribution</b> <small>B2B   Leisure &amp; Others   Inbound   Global</small>
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Unified sourcing & distribution

Shared data infrastructure for market intelligence, customer insights and demand aggregation

Highly performant tech platform to enable scale and connectivity with suppliers & distributors

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




## Outlook

On a standalone basis, Almosafer is set to surpass historic performance levels and **exceed SAR 10 billion in booking value by 2025 with an expected 1.5% EBITDA margin** (determined as % of booking value)

Note: As announced on 17/02/1444H (corresponding to 13/09/2022G), Seera Group signed a non-binding term sheet with the Public Investment Fund ("PIF") to invest up to SAR 1.554Bn for a 30% ownership stake in Almosafer (a portion of the total investment will be payable on achievement of agreed KPIs)

# Car Rental offers a balanced model with lease locking in future growth, while rental captures high-margin yet with seasonally-driven performance

**Business Overview**



**Lease**  
 B2B | Offered for 2 – 5 Years

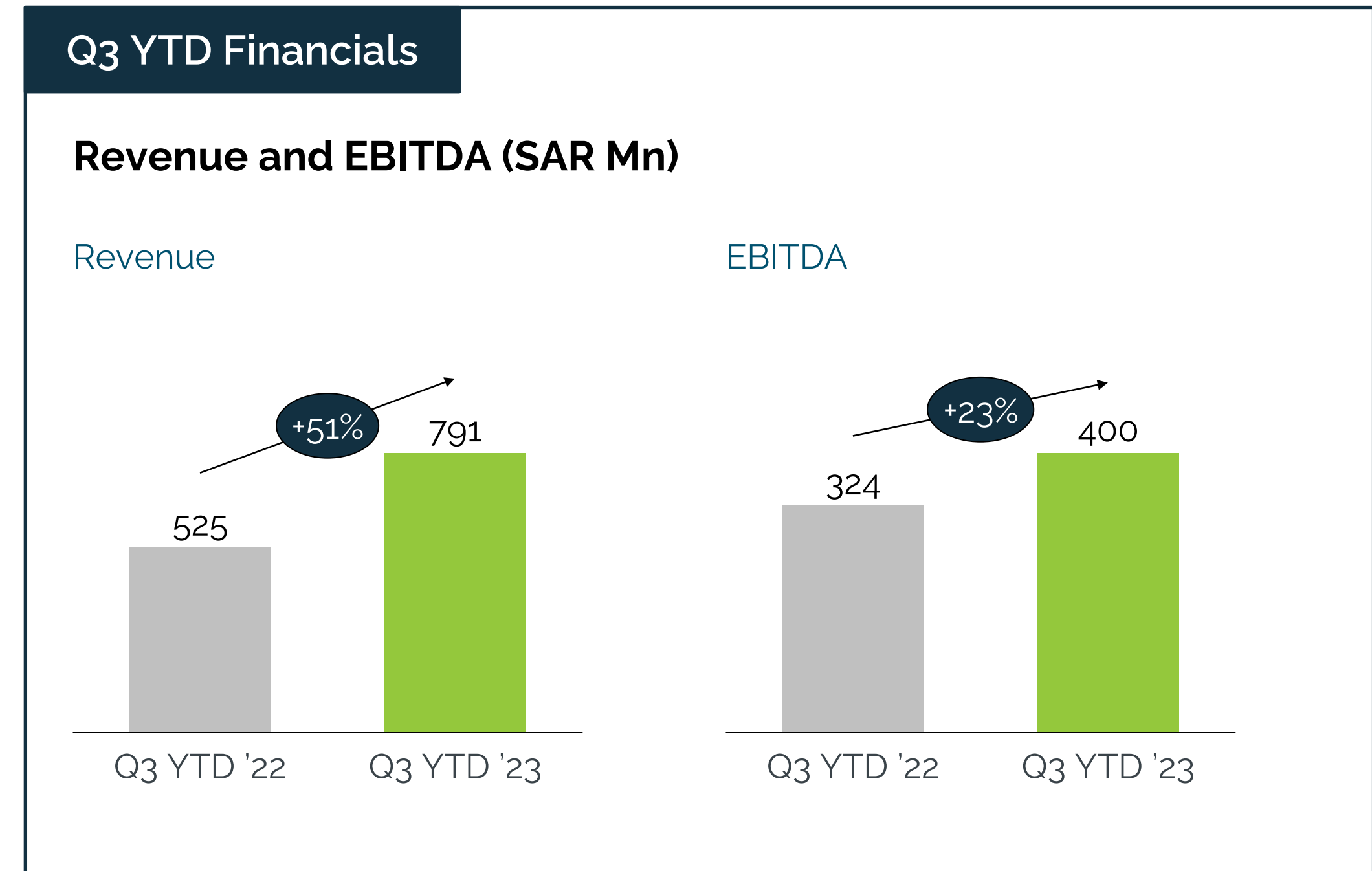
- 3-4 years cycle
- Flexible & customizable fleet
- Hedging transportation costs for clients

**Rental**  
 B2C & B2B | Offered for < 12 Months

- 2 years cycle
- Standardized fleet
- Acceleration through digitalization

**Used Car Sales**  
 B2C & B2B | Dispose vehicles from above segments

- Maintain fleet efficiency
- Reduce dependency on intermediaries to maximize purchase price recovery





**Outlook**

Lumi is expected to grow its fleet size to approximately **35,000 vehicles by 2025 with an expected EBITDA margin of 50%**

# The UK-based Travel Investment is on track to achieve the critical mass of a formidable player in the European travel & tourism market


## Business Overview






**Business Travel**

One of the **top 10 UK travel management companies** serving private and public sector clients through a technology suite, exceptional levels of service, and a strong account retention record



**Luxury Leisure Travel**

Award-winning **B2C and B2B luxury tour operator**, catering to high-value customers in the UK and Europe on luxury trips to the Middle East, India Ocean, Caribbean, Europe and worldwide destinations

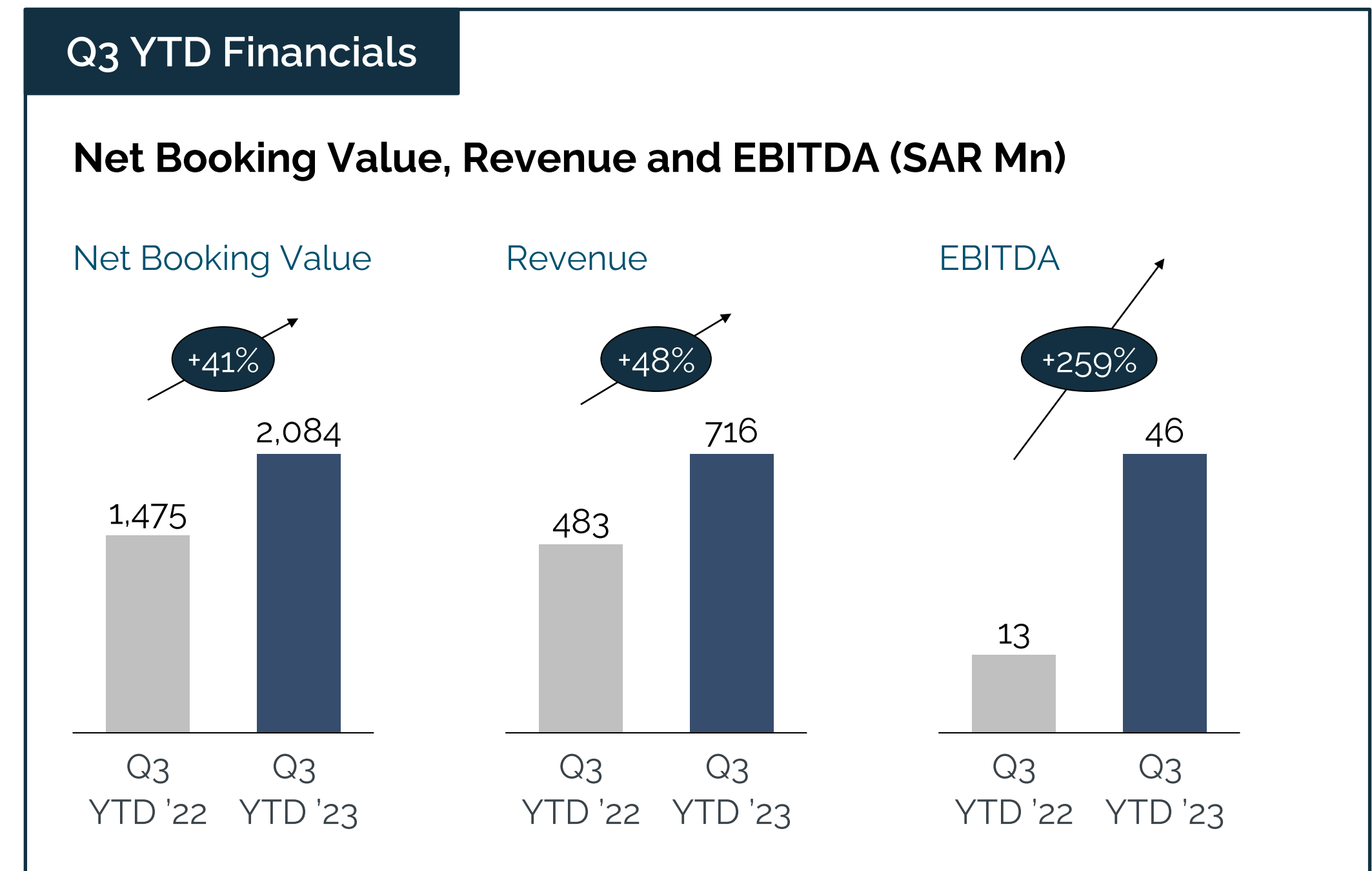


**Sports Travel**

Global travel for **professional sports teams, participation events** (e.g. marathons), and **sports fan travel experiences** for domestic and international games via DMCs<sup>1</sup> across Europe, US, Australia, etc.

Portman Travel has scaled significantly through M&As of travel specialists and organic growth, currently completing the acquisition of major travel brands expected to contribute incremental annual EBITDA of SAR 65Mn post-integration:

- Agiito, a UK corporate travel specialist
- Mike Burton Travel, active in travel for worldwide sporting events

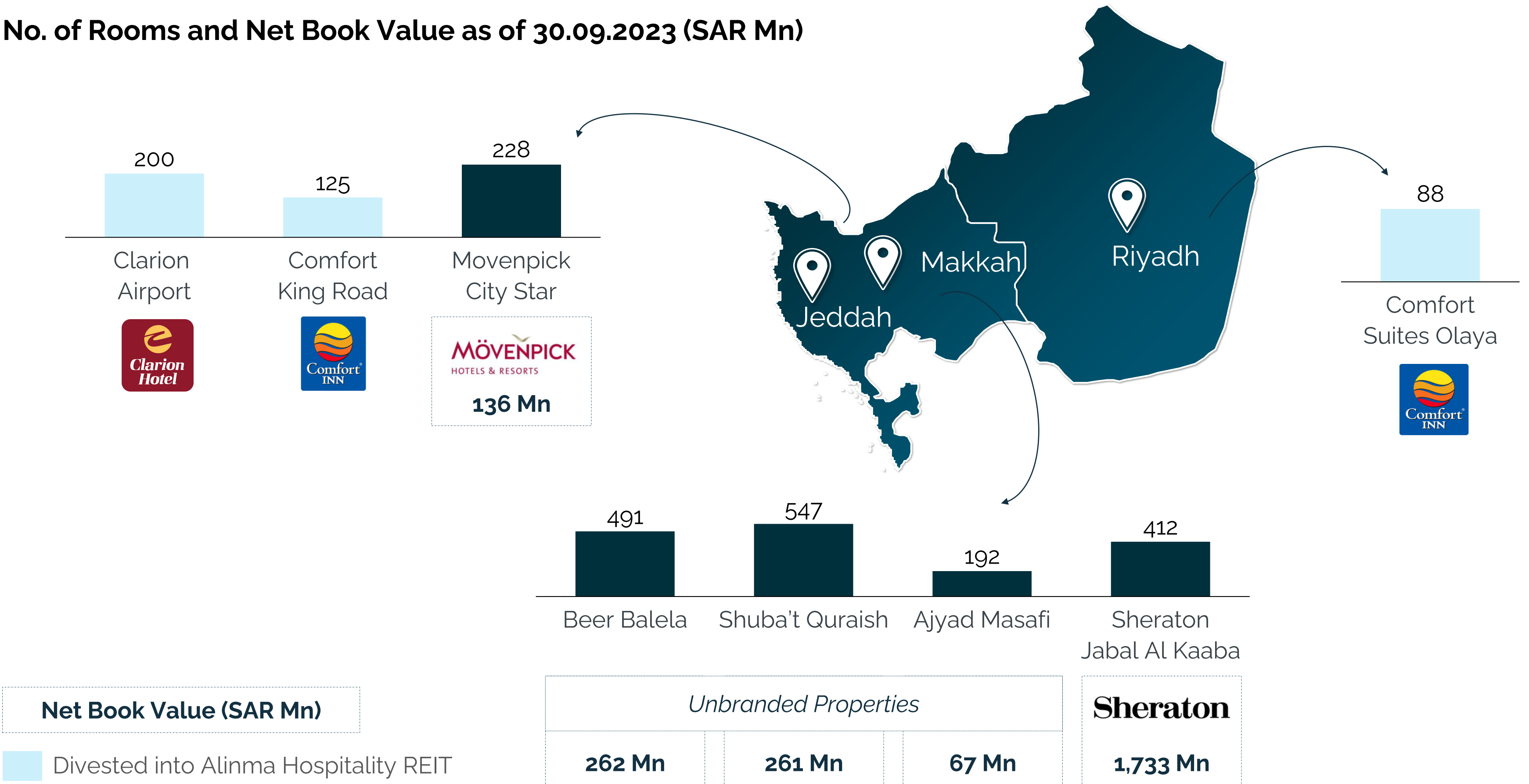


## Outlook

Portman is set to **exceed SAR 6 billion in booking value by 2025 with an expected 3% EBITDA margin** (determined as % of booking value)

# Unproductive Hospitality and legacy real estate assets to be divested to enable a more capital-efficient structure

No. of Rooms and Net Book Value as of 30.09.2023 (SAR Mn)



Divestments will be made under **optimal conditions** through the **appropriate exit mechanisms**

Seera aims **to maximize the exit value** for each asset to serve as the primary source of liquidity **to fulfill the Group's capital allocation strategy**

Note: To divest approximately up to SAR 850Mn in net book value of other legacy lands and properties owned by Seera Group that are not listed above

# Investments segment enabled Seera to fulfill its vision of investing in Saudi champions and has shifted to opportunities with a sustainable return profile

Seera adopted a buy-to-build philosophy towards investments and actively nurtured them into sector leaders...



Generated SAR ~1.8Bn exit value upon its acquisition by Uber Technologies in 2019



Began as a small hotel booking startup in 2014 and scaled to the #1 travel brand in KSA



Established to support internal Seera divisions prior to expansion plans and IPO of 30% at SAR 1.089Bn



PE investment in a TMC that grew into a group of corporate, luxury leisure & sports travel specialists



Exposure to potentially game-changing opportunities was managed in a ring-fenced manner to support business scale-up while limiting risk and were broadly:

- ✓ Local and/or international investments
- ✓ Businesses at various stages of growth
- ✓ Operating in travel, tourism and adjacent sectors

Additionally, Seera undertakes passive investments such as managed funds for diversification and as sources of liquidity if needed





...Seera's strategy shifted to investments with a sustainable return profile

To support further cash flow generation, the Group has invested in a private real estate fund to develop the **Kayanat Central** ("Kayanat") business park



*Details included in the following section*

# Moving forward, as Seera continues to unlock value for shareholders, expect a growing and unique portfolio that retains core holdings

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<p>Strategic, Core</p>	<p>Strategic, Core</p>	<p>Strategic, Non-core</p>	<p>Non-strategic, Non-core</p>	<p>Strategic or Non-strategic, (based on the investment opportunity) Non-core</p>
<p>Value Creation stage</p>	<p>Value Realization stage</p>	<p>Value Creation stage</p>	<p>Optimize to Exit</p>	<p>-</p>
<p>As the leading, tech-driven, travel &amp; tourism company in Saudi Arabia, <b>presents an attractive IPO opportunity within the next 2 to 3 years</b></p>	<p>Post IPO of 30%, Lumi will remain highly profitable and a source of cash flow, <b>Seera to continue as a major shareholder in the future</b></p>	<p><b>Partially or fully exit through an appropriate divestment mechanism within 3 to 5 years</b>, including a potential IPO in relevant market</p>	<p><b>Divest under optimal conditions via appropriate mechanisms</b>, exit value to serve as the main source of liquidity for capital allocation</p>	<p><b>Maximize value in short to long-term, focused on investments with sustainable returns</b> to support further cash flow generation</p>

Note: As announced on 17/02/1444H (corresponding to 13/09/2022G), Seera Group signed a non-binding term sheet with the Public Investment Fund ("PIF") to invest up to SAR 1.554Bn for a 30% ownership stake in Almosafer (a portion of the total investment will be payable on achievement of agreed KPIs)



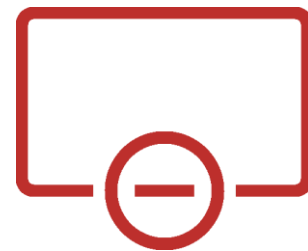
# Capital Allocation Approach

# Capital allocation strategy to shift from investing in the current portfolio to maximizing free cash flow per share

Capital allocation decisions will aim to maximize free cash flow (FCF) per share through the following key levers



# Proceeds received from the IPO of Lumi have been allocated in adherence with the revised capital allocation approach



## Deleveraging the Balance Sheet

Deleveraging of the Group's balance sheet given the current high-interest rate environment



## Re-investment in the UK-based Travel Investment

Acquisitions of major travel brands including Agiito and Mike Burton Travel to generate significant **incremental EBITDA of SAR 65 million annually**



## New Investment in Kayanat Central

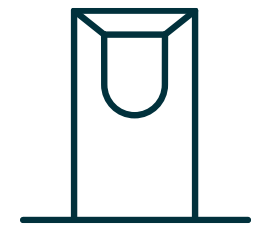
Investment in a private real estate fund to develop the Kayanat Central business park project in the city of Riyadh, an **investment with an IRR of 15% and sustainable return potential**

*Details included in the following section*



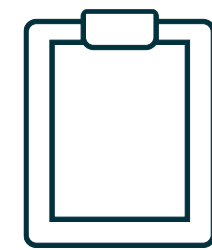
# Overview of Investment in a Fund to Develop Kayananat Central

# Commercial real estate in Riyadh is experiencing unprecedented demand with growth in business activity and rising urbanization



## City of Riyadh

- Riyadh aims to be one of the **top 10 largest economic cities** in the world under the ambitious plans of Vision 2030
- Government focus on developing the **city as a regional hub** for international companies
- Many **multinational companies have set up head offices in Riyadh** under the Kingdom's Regional Headquarters program (RHQs)



## Job Market

- Scale of major Riyadh projects as well as the relocation of international companies to Riyadh to **increase job opportunities** in the capital city and **positively impact demand in the office sector**



## Population

- Royal Commission for the City of Riyadh aims to **increase the population of Riyadh from approximately 7 million to 15-20 million by 2030**
- Riyadh is **one of the fastest growing cities in the region**, mainly driven by a growing population, coupled with growing urbanization, will likely further increase the demand for retail



## Real Estate Demand

- Demand is high for **Grade A offices, reported 97% occupancy in 2022**, while Grade B offices reported 85% occupancy
- Historically, **Riyadh has one of the lowest retail gross leasable area (GLA) per capita** compared to other capital cities around the globe

# Seera is the primary investor in a private real estate fund to develop the Kayanat Central business park strategically located in Northern Riyadh

Invested in a **100% privately-owned real estate fund** affiliated with Alistithmar Capital and compliant with sharia standards

Currently the fund is developing the **Kayanat Central business park** - a large scale, mixed-used development in Riyadh located in a prime area

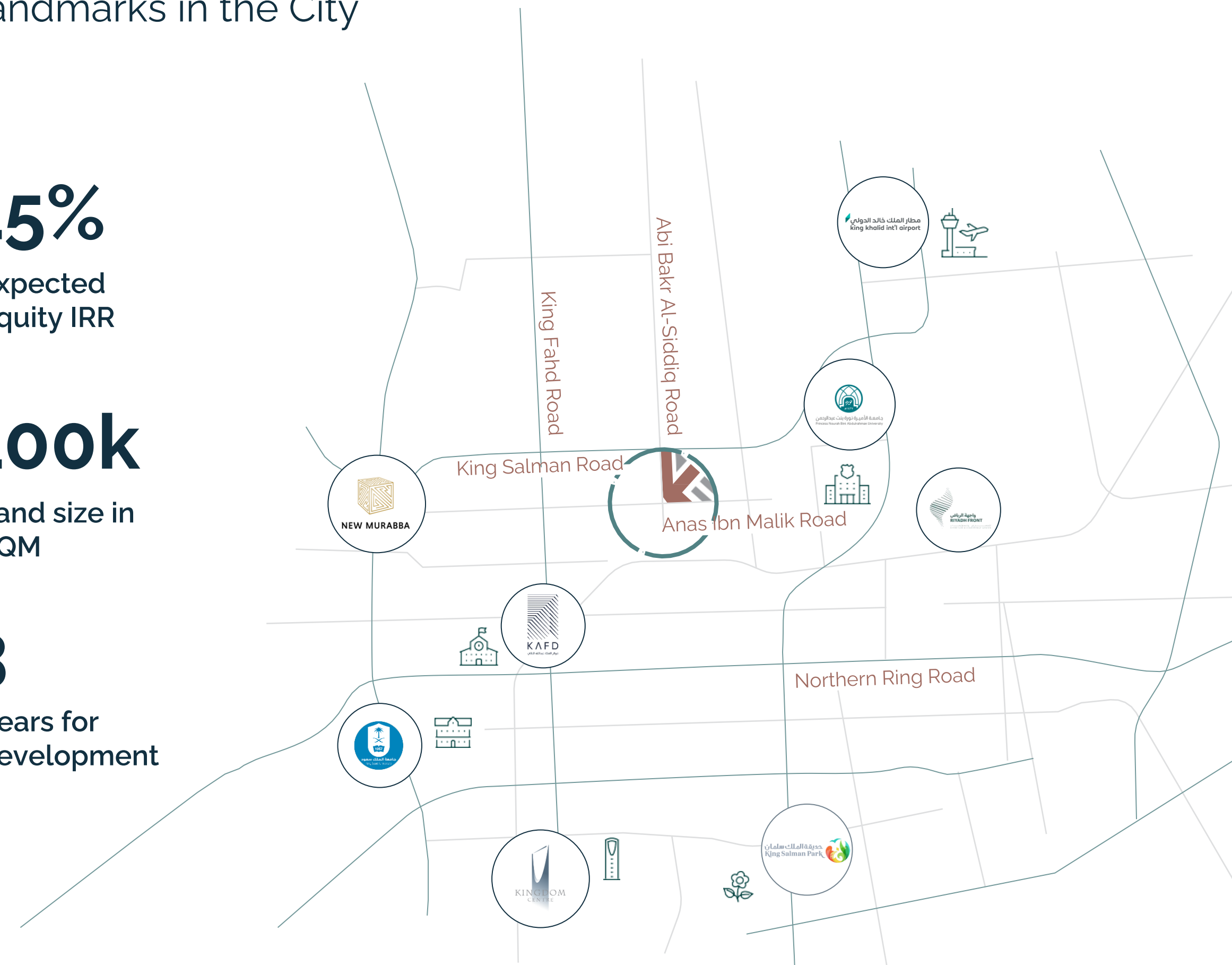
To be developed into high-end commercial property, tapping into the supply gap for Grade A real estate

Kayanat is located in the northern region of Riyadh at the Intersection of Abu Bakr Al Siddiq and Anas Bin Malik roads, with access to other major landmarks in the City

**15%**  
Expected Equity IRR

**100k**  
Land size in SQM

**3**  
Years for development



# Kayanat is being built on 100,000 SQM as an integrated mixed-use development incorporating offices, retail and hotel components

Land Area (SQM): 100,000  
Expected Built-up Area (SQM): 350,000+  
Leasable Area (SQM): 150,000+  
Parking Capacity: Over 4,000 spots on average



## Land Use Overview



Note: SQM stands for square meters

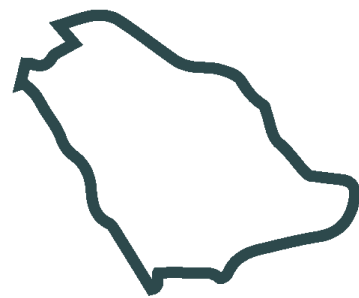
# Kayanat will provide a distinctive space that promotes an effective work environment, improves the quality of life and drives economic growth





# The Kayanat Central investment presents an opportunity for sustainable returns and will build robustness into Seera Group's portfolio

## Capital Expenditure



The Fund will raise capital through the appropriate financing means

**Total Project Construction CAPEX** | Estimated at SAR 1.3 billion

**Seera Group's Contribution** | SAR 600 million

## Expected Returns



To distribute returns based on net cash post project completion after commencement of operations

**Expected Equity IRR** | 15%

**Annual Operating Cashflows** | Estimated at SAR 230 million (impact likely to start in the second half of 2026)



Investment in Kayanat will fulfill several strategic imperatives for Seera Group as outlined below

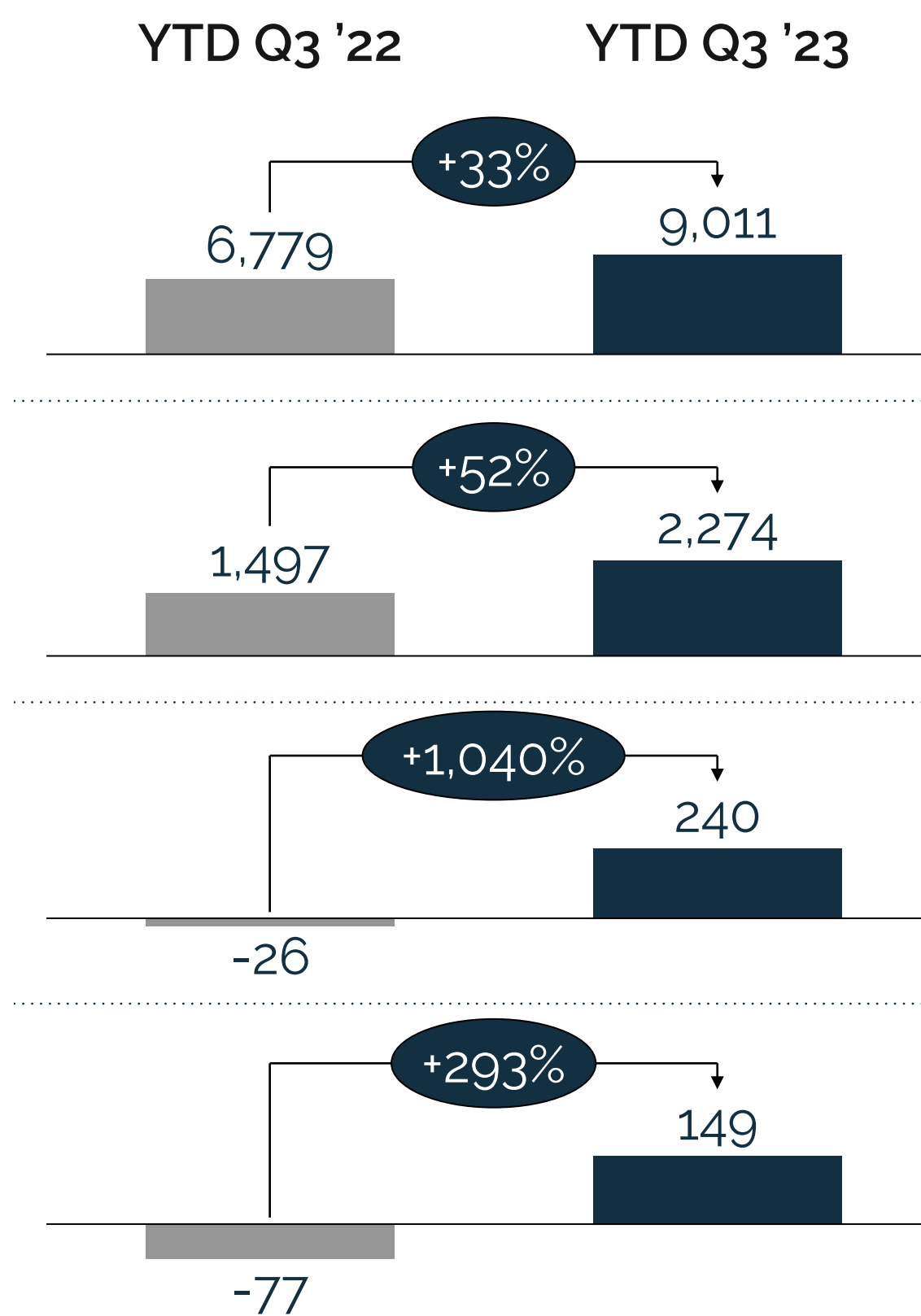
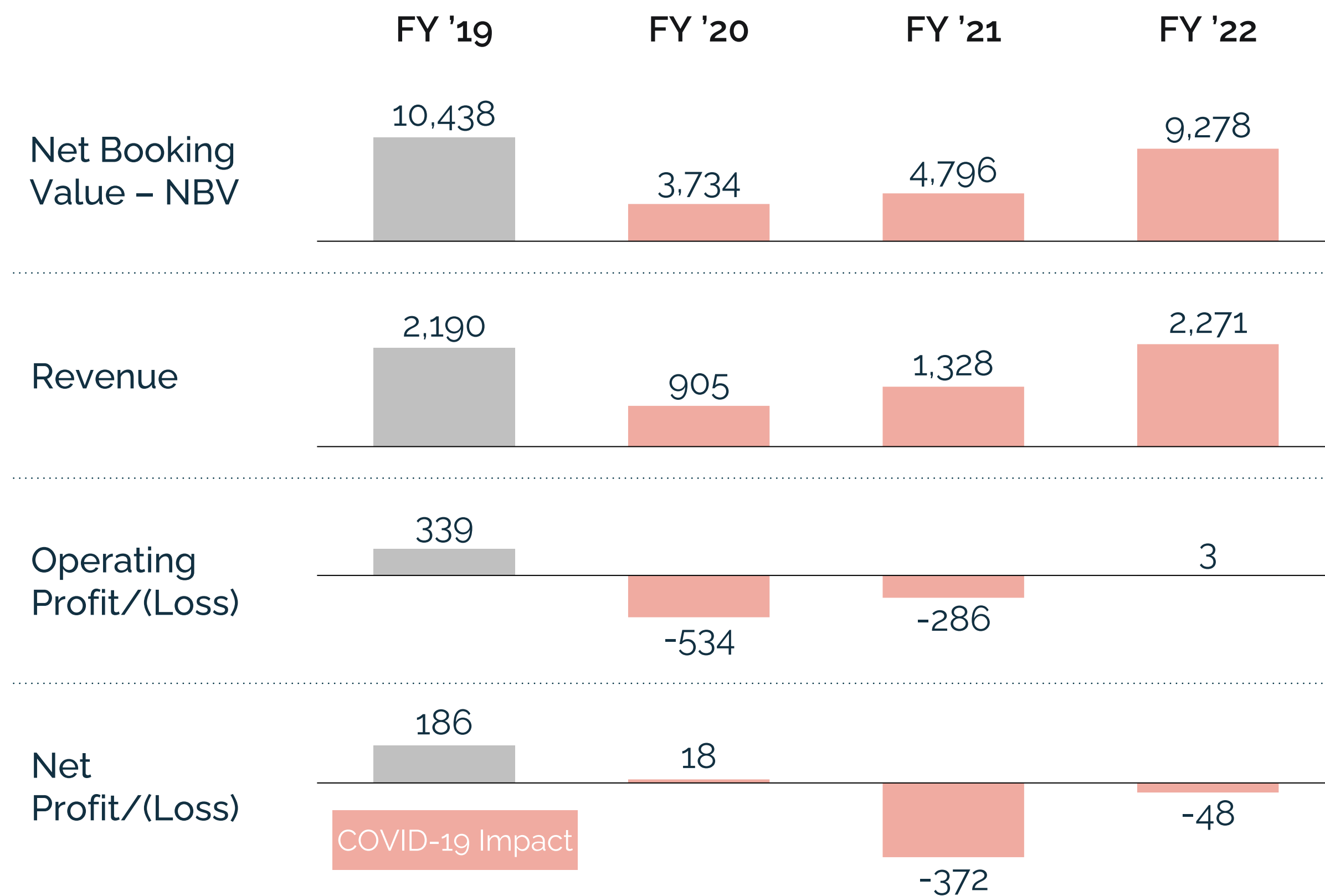
- ✓ **Build resilience within the portfolio** to withstand unexpected circumstances that impact profitability or cash flows
- ✓ **Boost the Group's financial position** by generating a sustainable source of returns and cash flows in the long-term
- ✓ **Adopt a sustainable, long-term investment structure** for enhanced stability and future capital returns

# Group-wide Financials

YTD Q3 2023

# Seera Group has emerged stronger post the global pandemic and is set for superior growth and returns in 2023 relative to pre-COVID

## Group-wide Income Statement (SAR Mn)



YTD 2023 financial performance is on a strong growth trajectory.

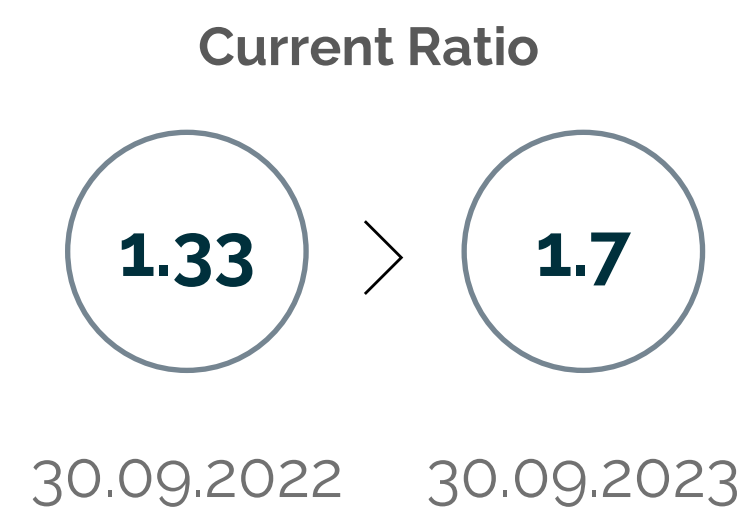
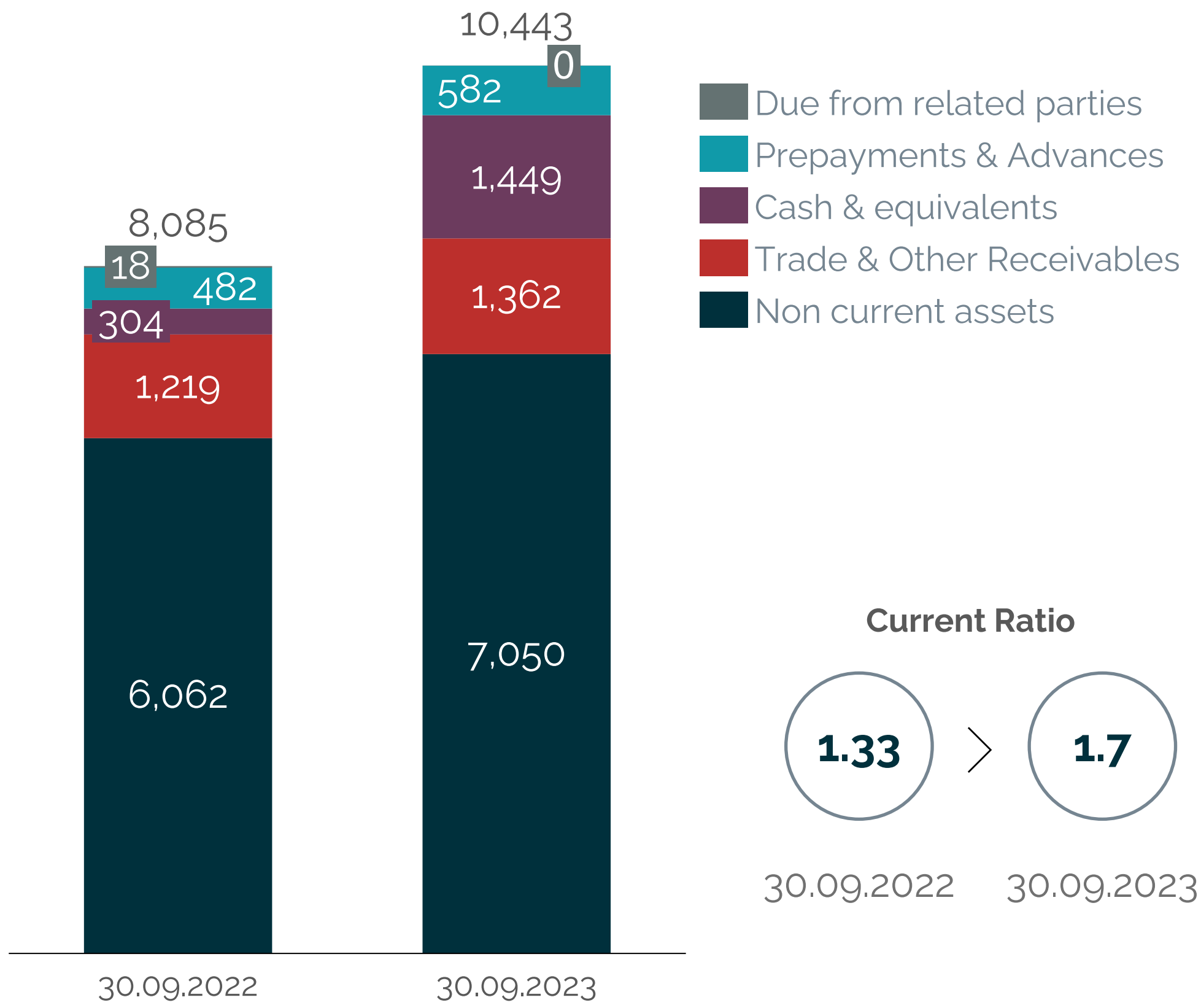
FY 2023 results are set to surpass previous periods.

### Notes on Net Profit/ (loss) exceptional items:

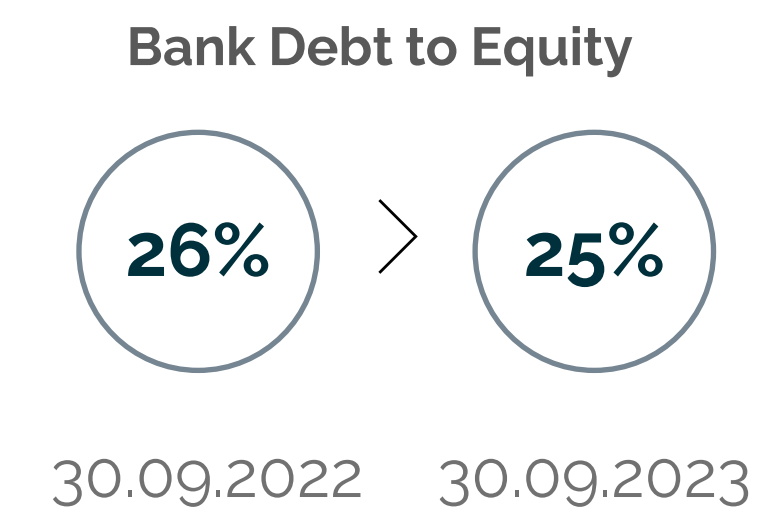
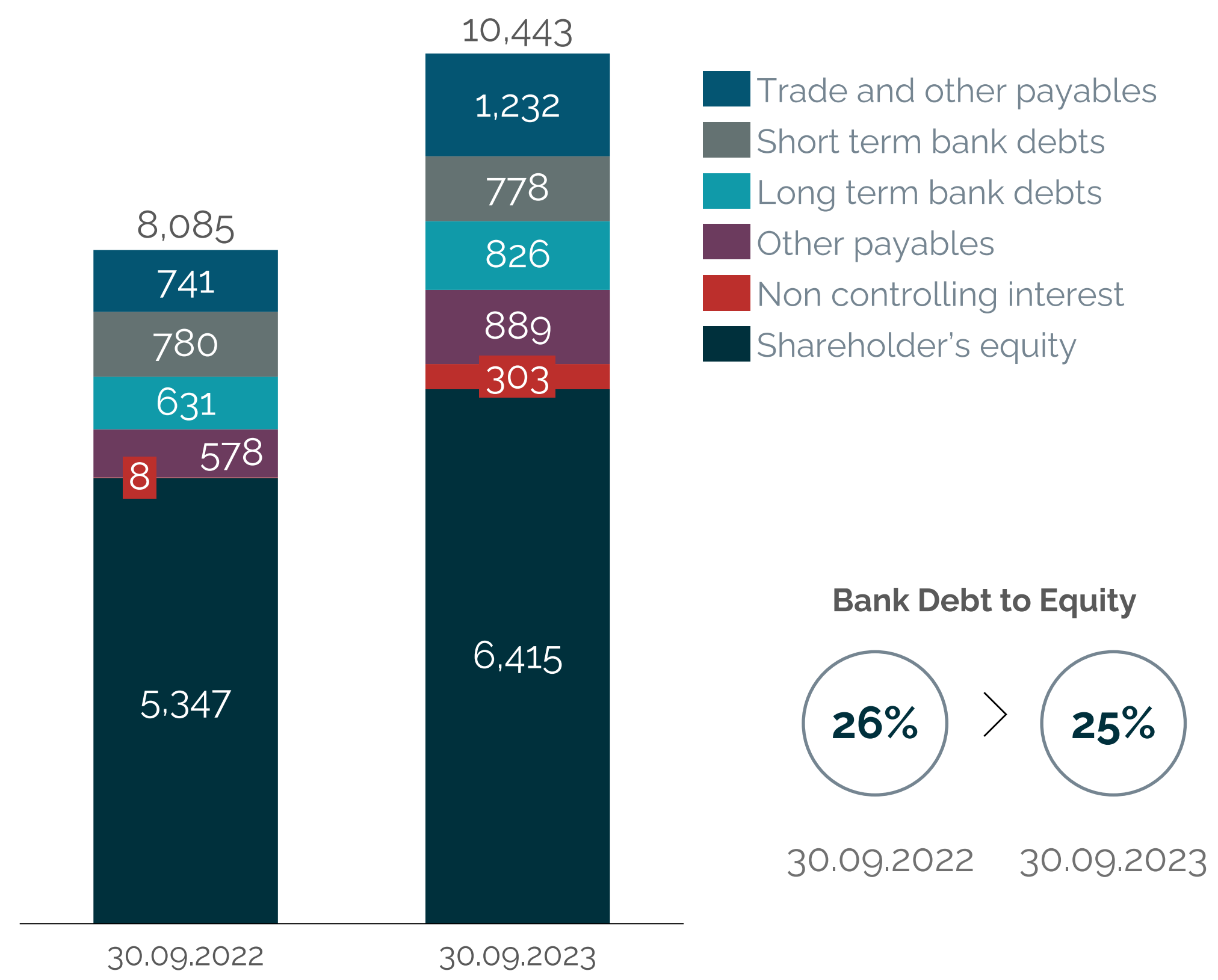
- For FY 2020: posted a normalized net loss of SAR 599 million excluding gain on Careem divestment of SAR 1.6 billion and impairments driven by covid-19 impact amounting to SAR 956 million.
- For FY 2021: posted a normalized net loss of SAR 404 million excluding holdbacks from Careem of SAR 68.5 million and zakat provision for historical periods amounting to SAR 36 million.
- For FY 2022: posted a normalized net loss of SAR 128 million excluding holdbacks from Careem of SAR 48.5 million, gain on disposal of assets amounting to SAR 28 million and reversal of old accruals of SAR 4 million.
- For YTD Q3 2023: posted a normalized net profit of SAR 154 million excluding Lumi IPO expense of SAR 21 million and income from Careem Holdback of SAR 14.9 million in YTD 2023

# Seera maintains a strong balance sheet to weather all climates through healthy liquidity and leverage levels

Group-wide Assets (SAR Mn)



Group-wide Equity and Liabilities (SAR Mn)





# Thank You.

For access to this presentation please visit:  
<https://www.seera.sa/en/investors/reports/>

