



Performance roadmap for Saudi Arabia

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Agenda

Global performance race track



KSA rallies ahead in '22



KSA driving into the future

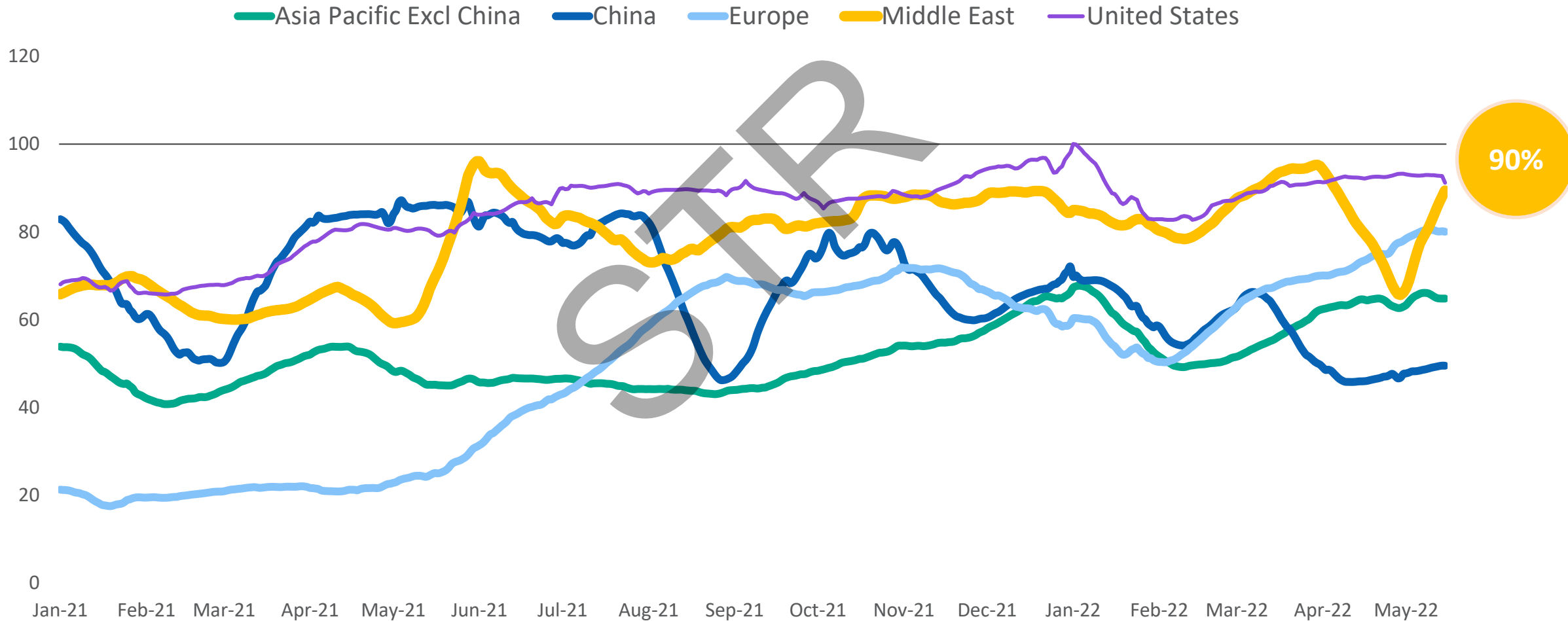


Global performance race track

Middle East hotel occupancy 90% recovered to 2019 levels



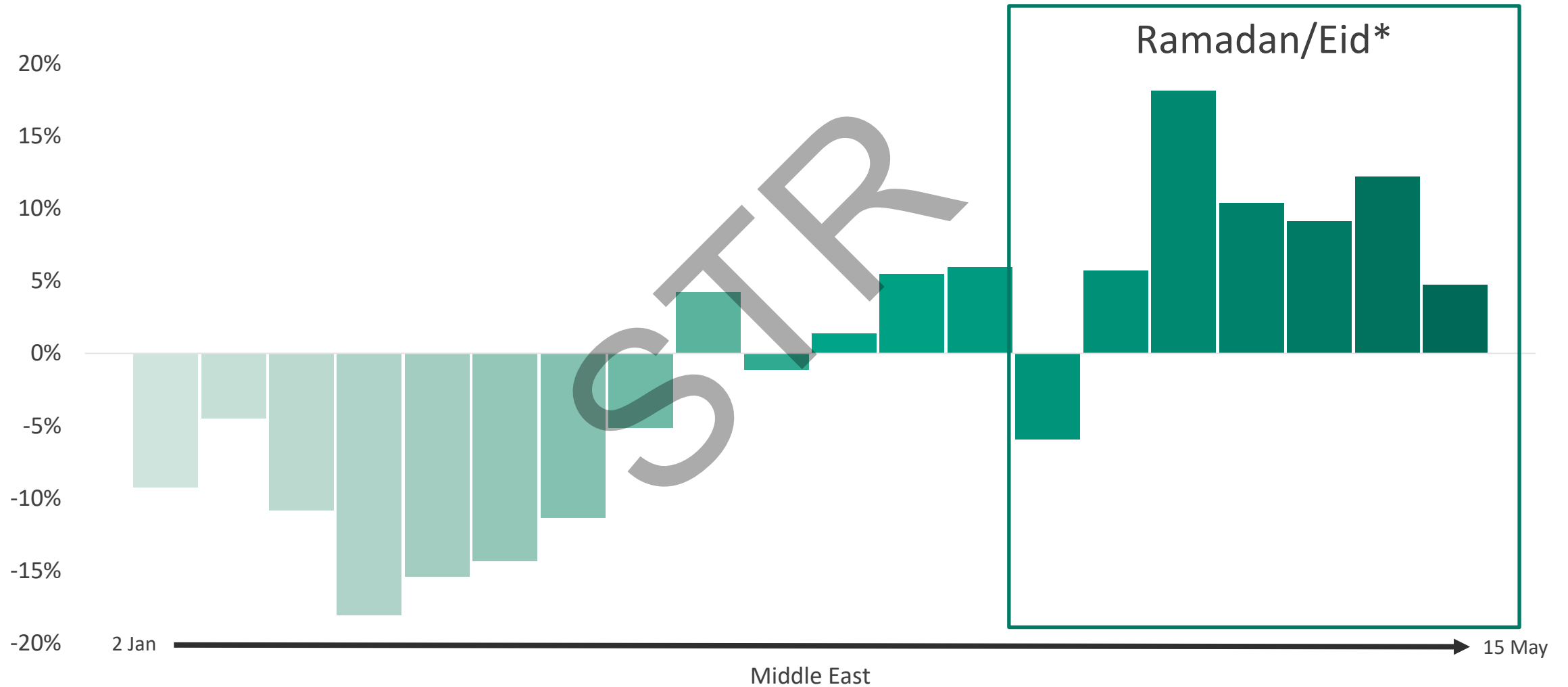
Occupancy (TRI) Rolling 28 days indexed to 2019, Jan 2021 to May 2022



Adjusted for Ramadan, significantly ahead of 2019 occupancy levels



Middle East Hotels, Occupancy % change to 2019, weeks ending 2 Jan – 15 May 2022

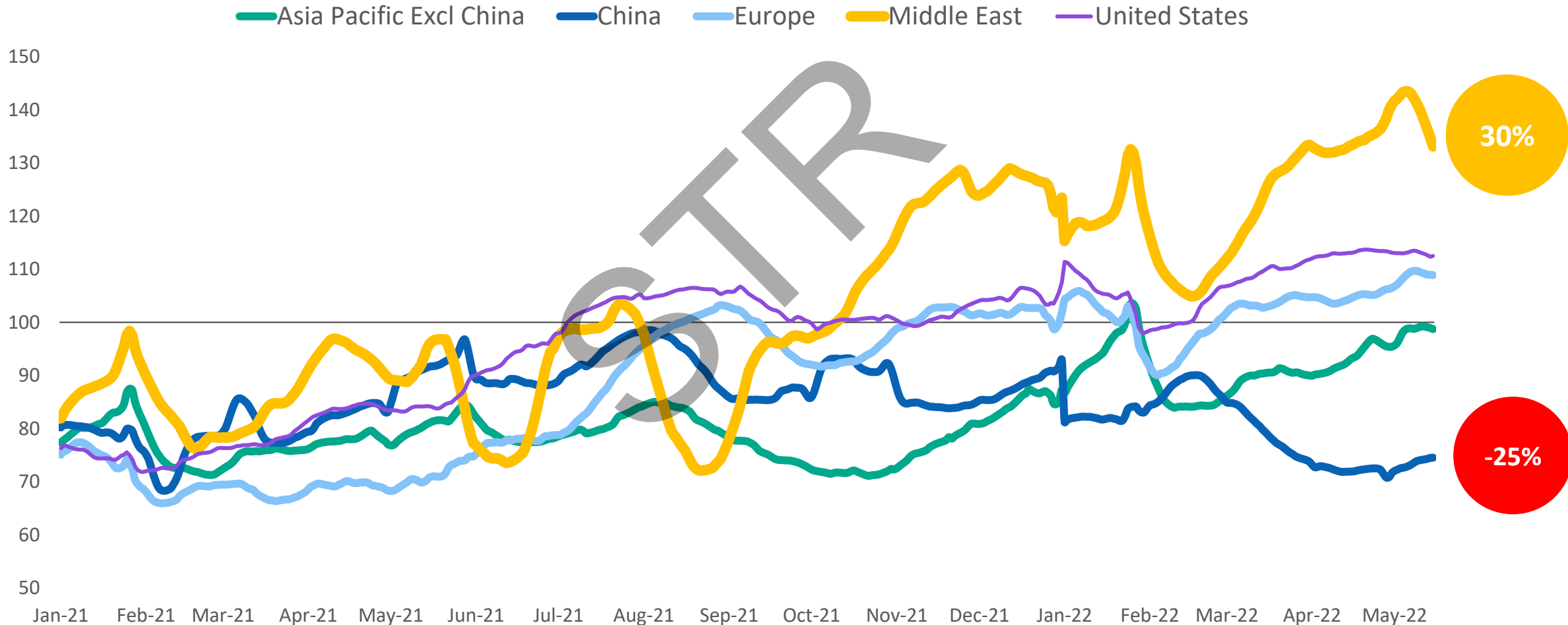


* For Ramadan/Eid 2022, comparable used is Ramadan/Eid 2019

Middle East ADR's growth is well ahead of the rest of the world



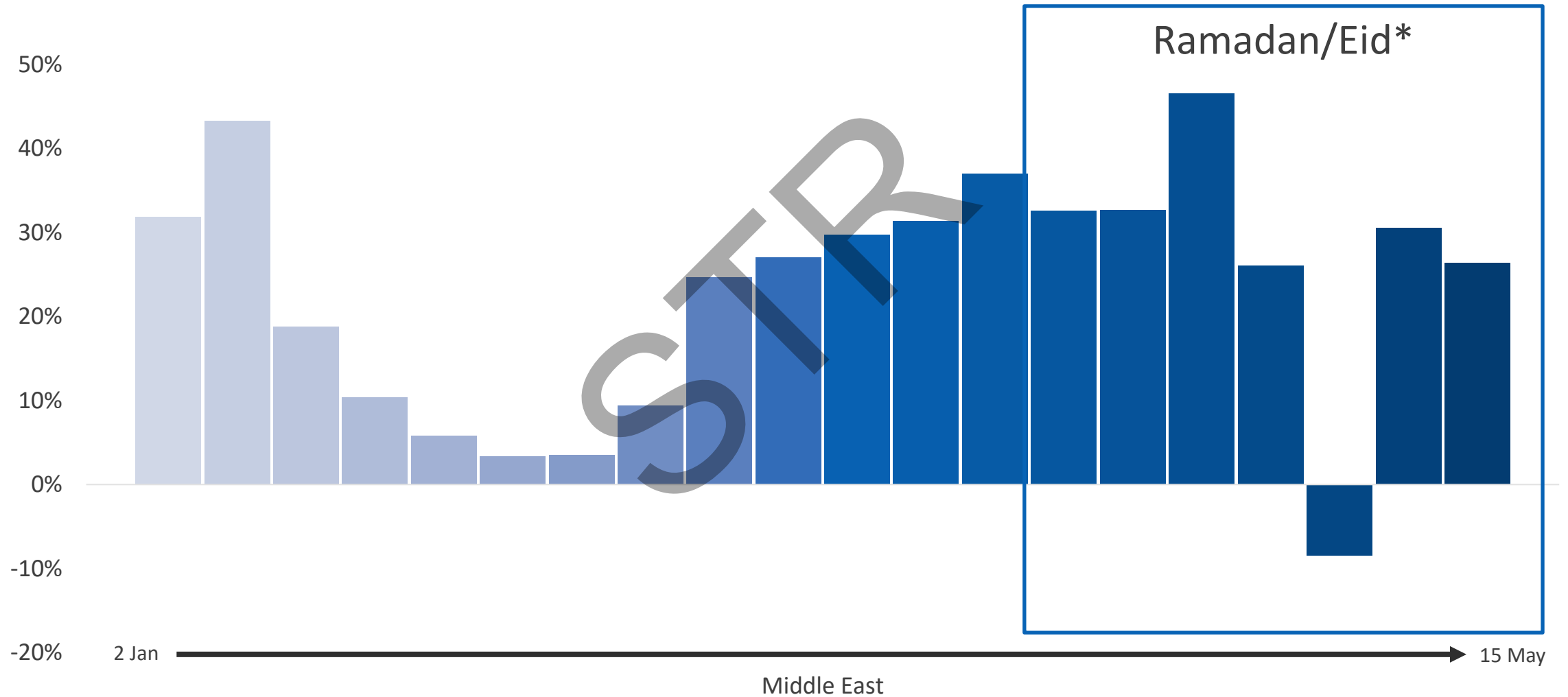
ADR R28 (USD) Constant Currency, indexed to 2019, Jan 2021 – May 2022



Adjusted for Ramadan – ADR tracking at 30% ahead of 2019



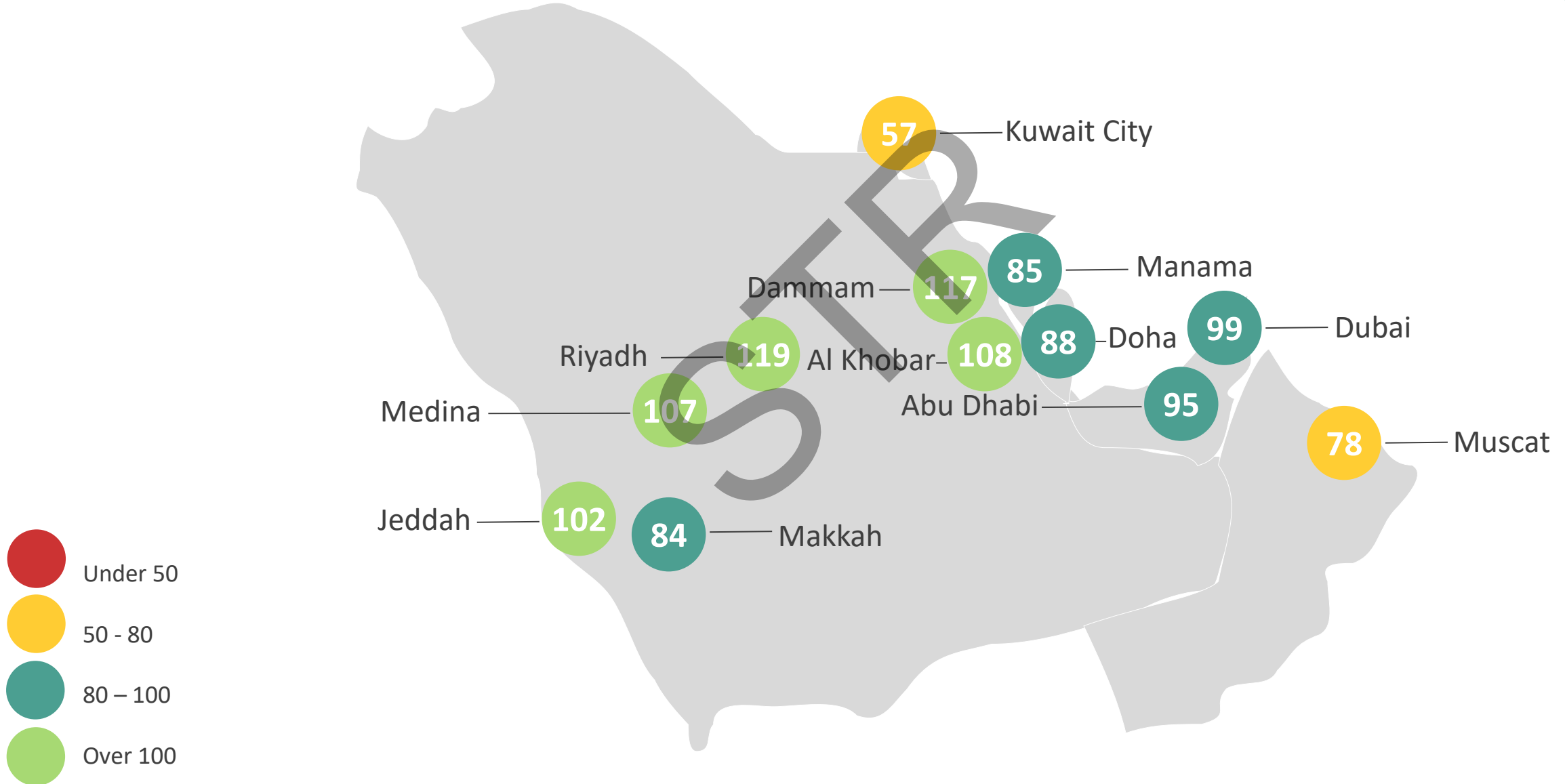
Middle East, ADR % change in USD to 2019, weeks ending 2 Jan – 15 May 2022



* For Ramadan/Eid 2022, comparable used is Ramadan/Eid 2019

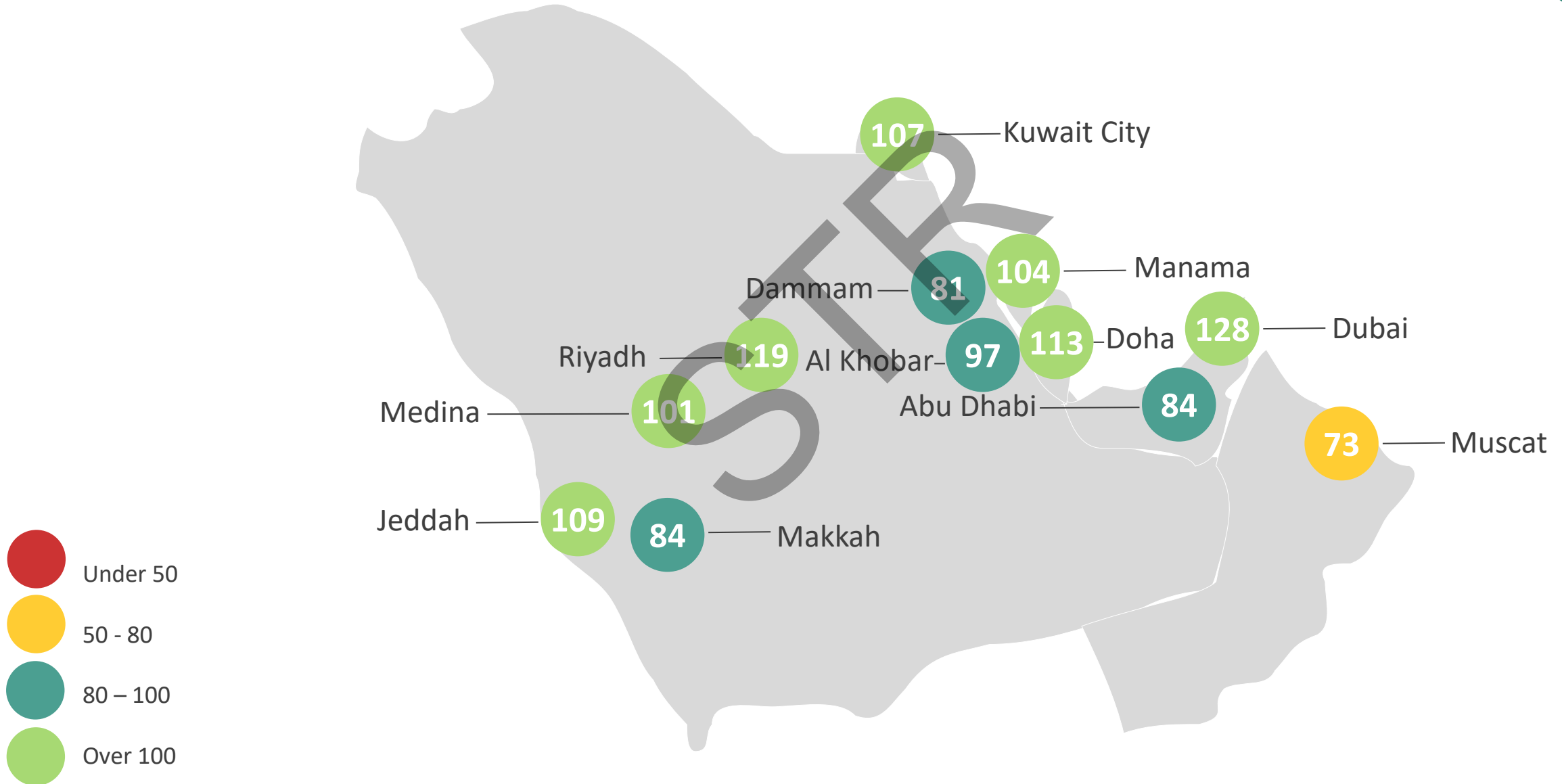
Saudi cities showing strongest occupancy recovery in Q1...

Occ (Std) Q1 2022 indexed Q1 to 2019



... and Saudi ADR growth in line with the region

ADR (Local Currency) Q1 2022 indexed Q1 to 2019



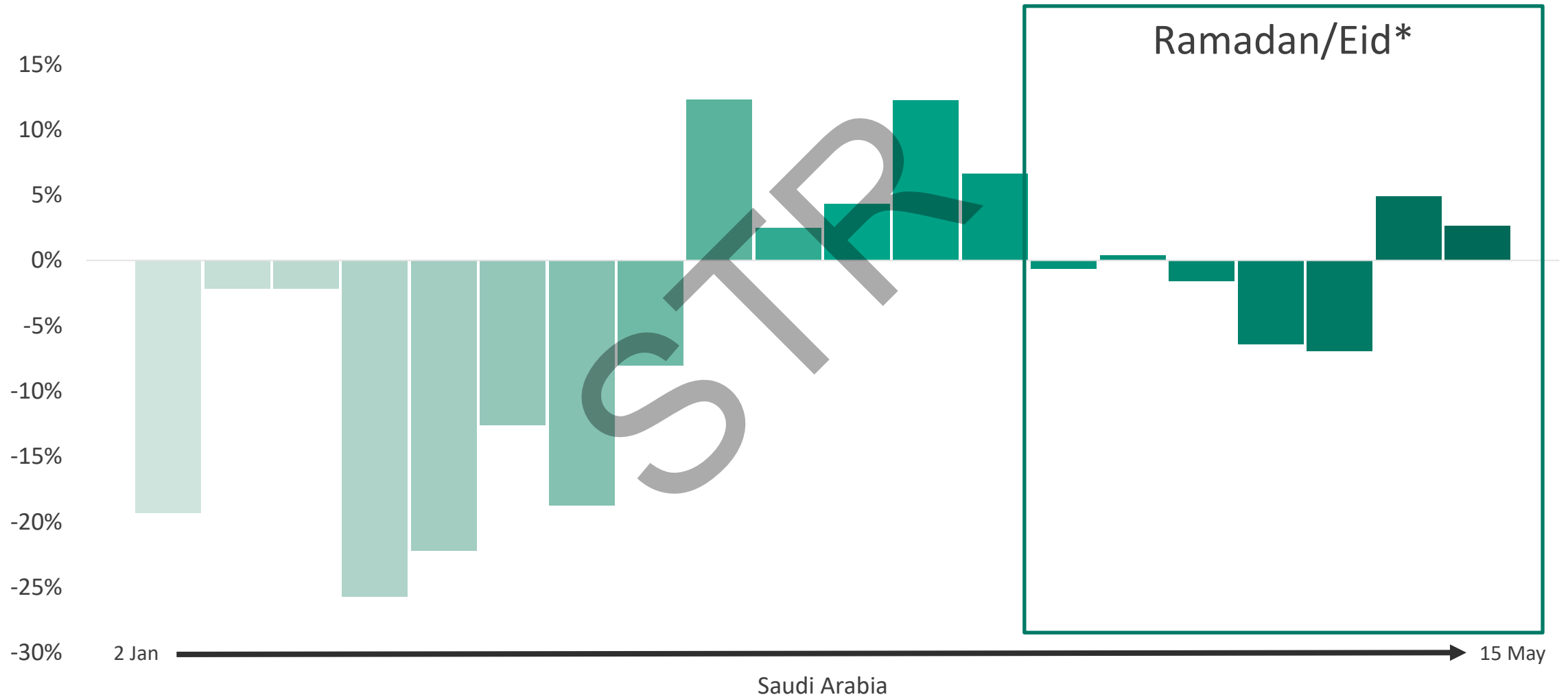


**KSA rallies
ahead in '22**

KSA occupancy – adjusted for Ramadan - fully recovered to 2019



Saudi Arabia, Occupancy % change to 2019, weeks ending 2 Jan – 15 May 2022

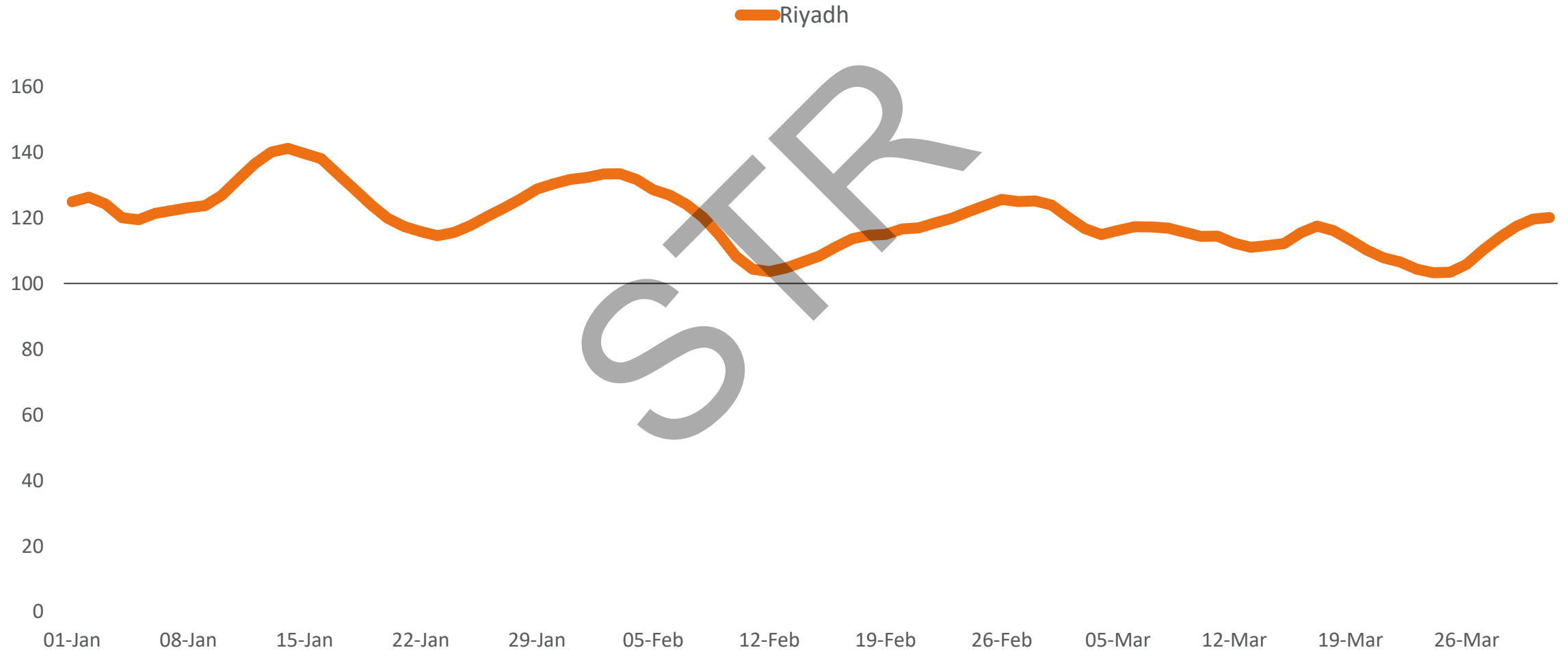


* For Ramadan/Eid 2022, comparable used is Ramadan/Eid 2019

Riyadh on cruise control - consistently out performing 2019

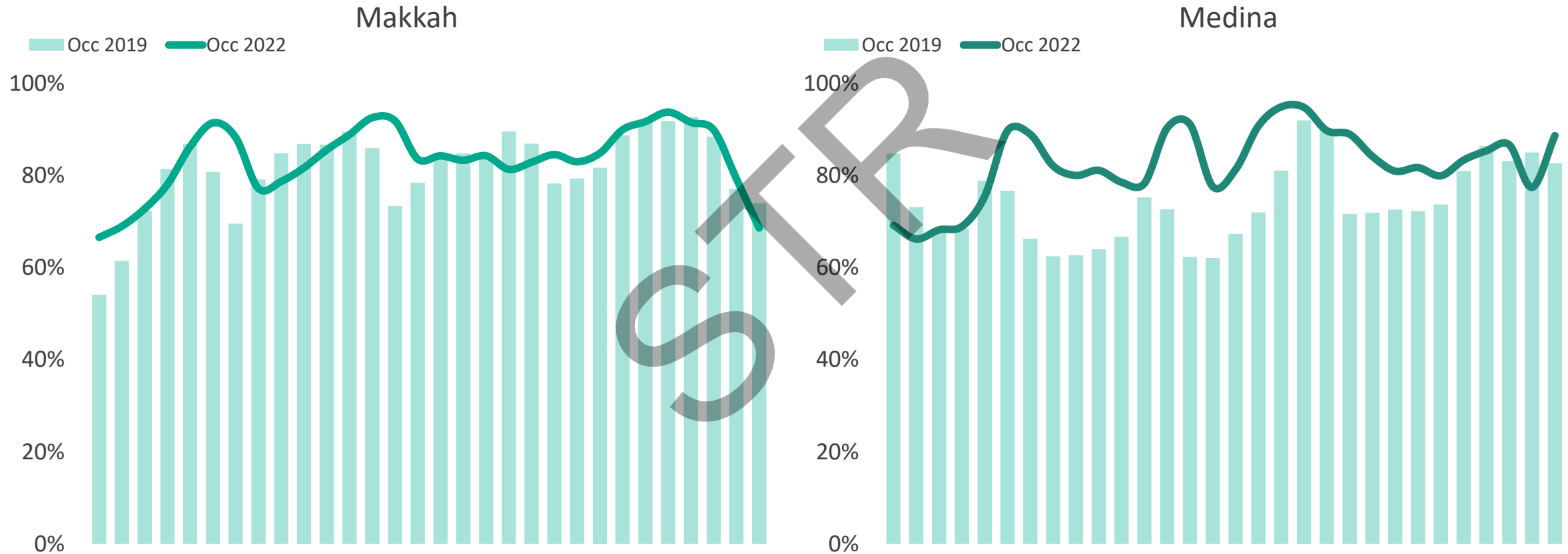


Occupancy R7 (STD), indexed to 2019, Jan 2022 – Mar 2022



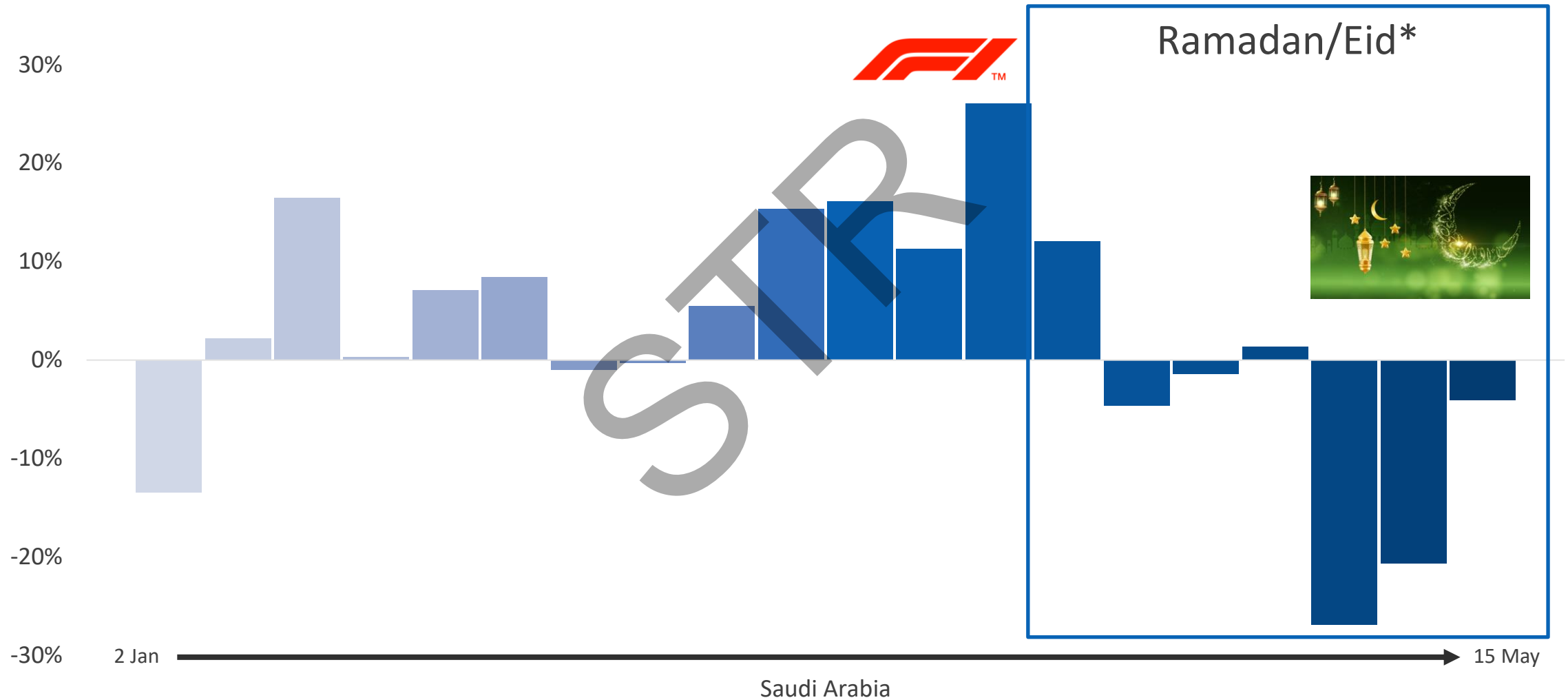
During Ramadan, Makkah reaches 2019 occ, Medina surpasses...

Daily occupancy for Ramadan 2019 and 2022



ADR growth was strong until Ramadan – expect bounce back

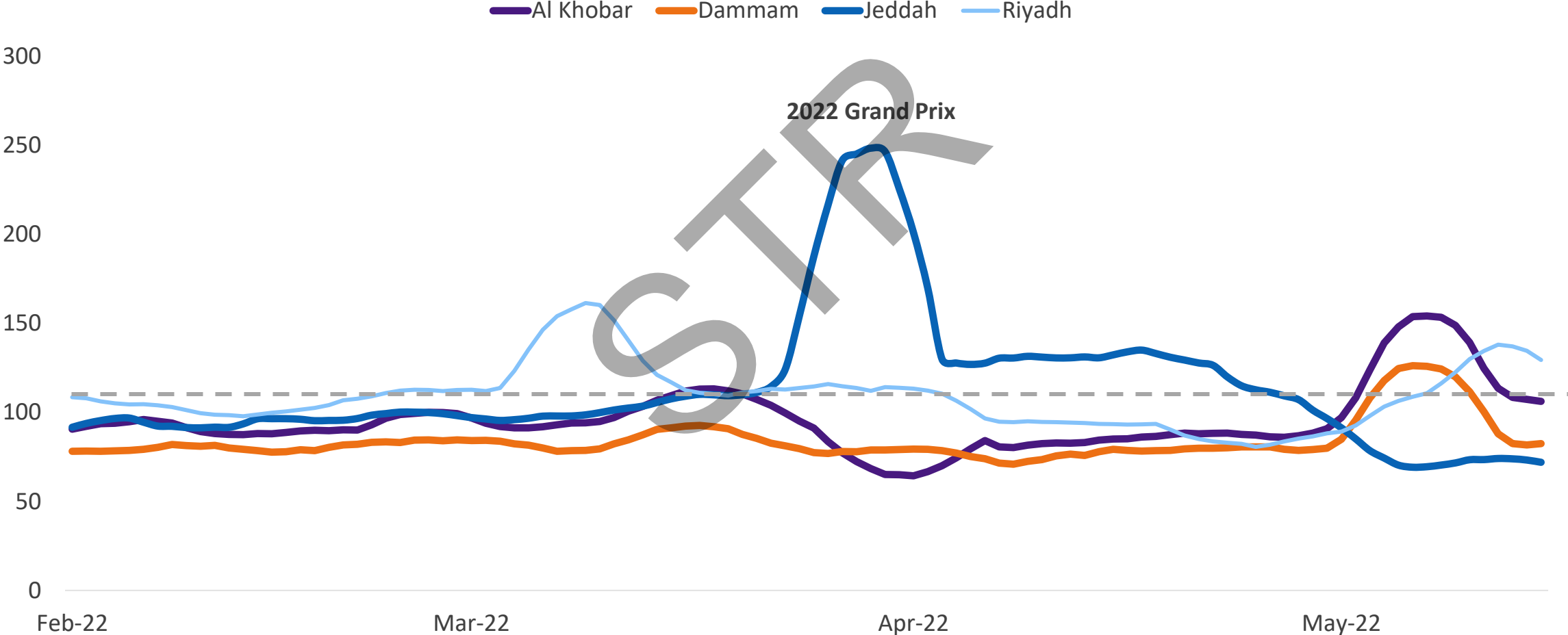
Saudi Arabia, ADR % change in SAR to 2019, weeks ending 2 Jan – 15 May 2022



* For Ramadan/Eid 2022, comparable used is Ramadan/Eid 2019

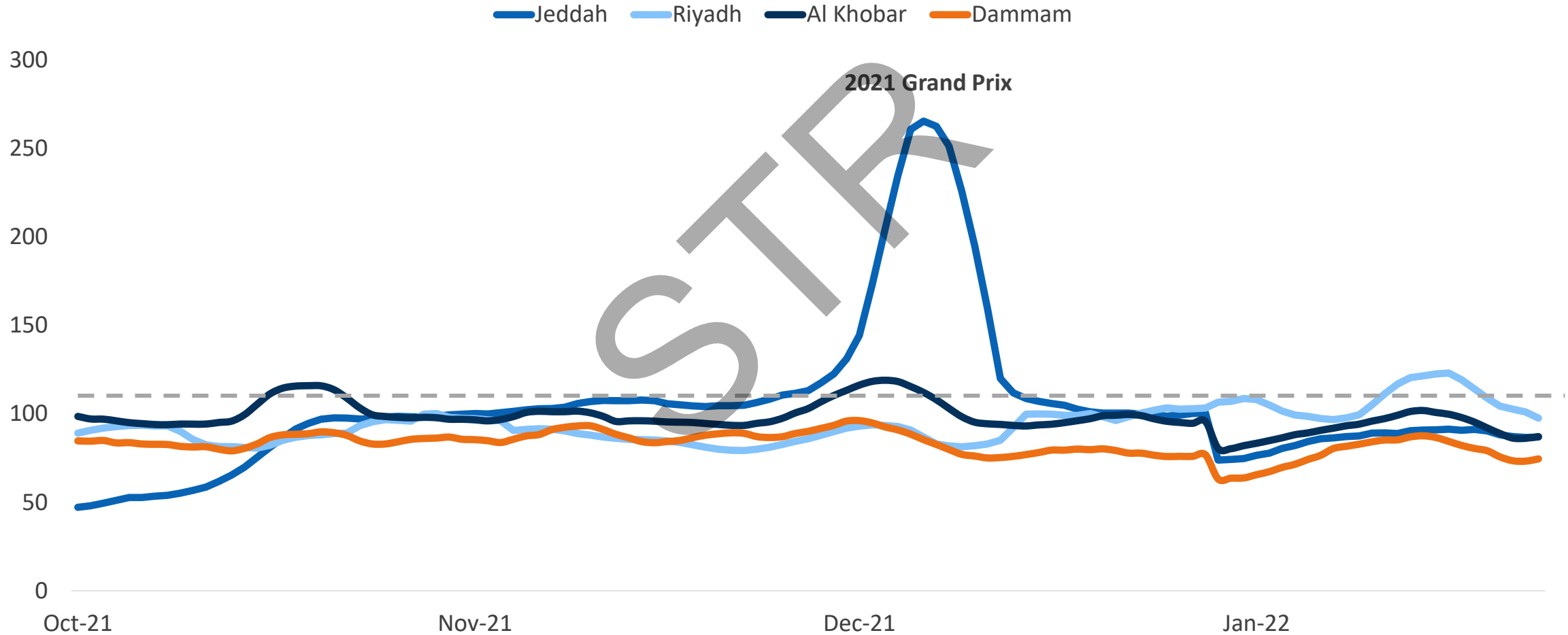
Jeddah Mar'22 ADR in pole position thanks to F1...

Saudi Arabia, R7 ADR (SAR) indexed to 2019, 1 Feb 2022 –15 May 2022



.... A second pole position in less than 4 months

Saudi Arabia, R7 ADR (SAR) indexed to 2019, 1 Oct 2021 – 23 Jan 2022

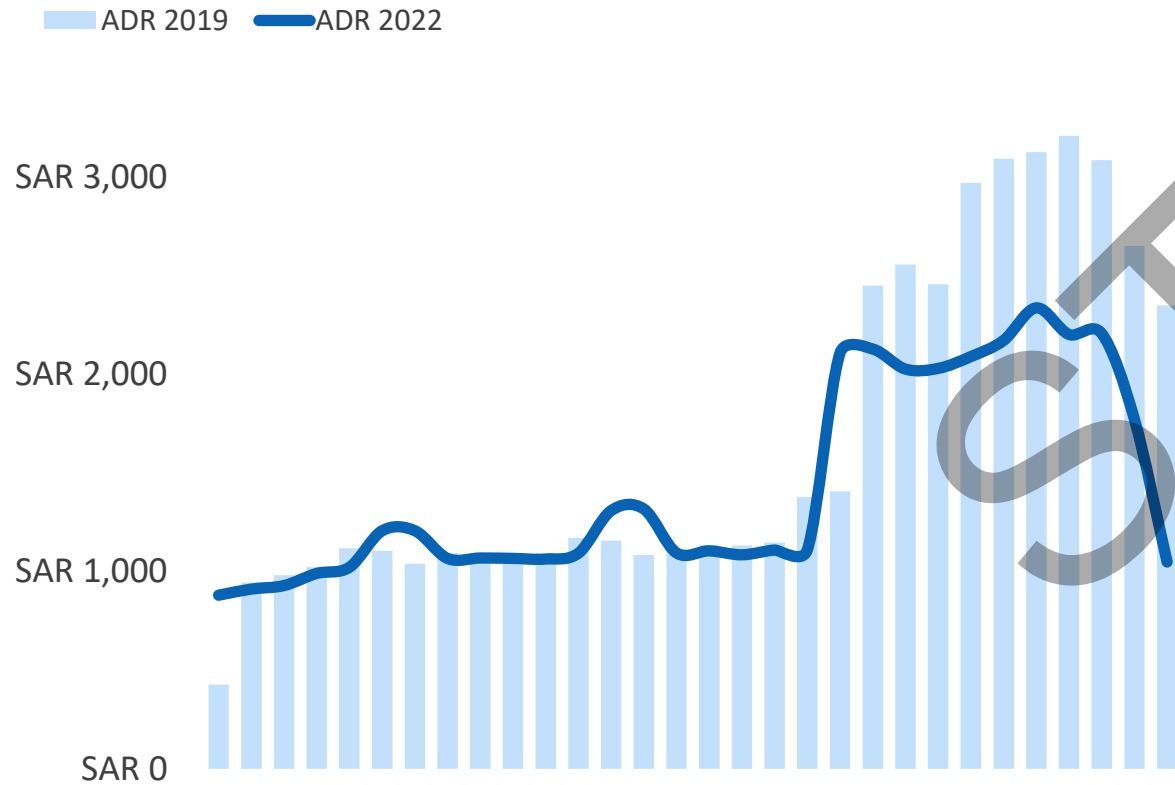


Makkah ADRs 25% lower whilst Medina's ADRs 25% higher

Daily ADR (Local currency) for Ramadan 2019 and 2022

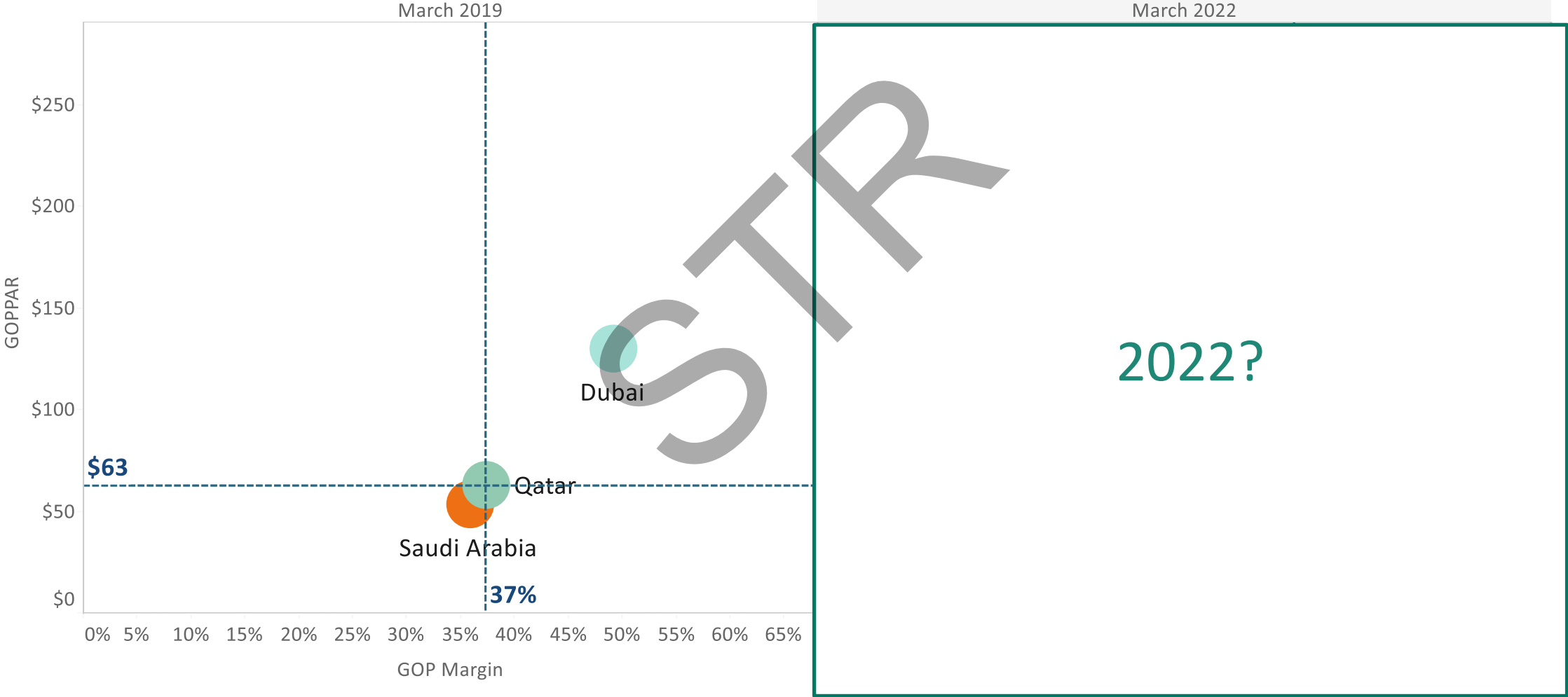


Makkah



Saudi GOPPAR and margins continue to outpace 2019

Top Middle East markets, Profitability Matrix, Mar 2019 and Mar 2022, USD CC





**KSA driving
into the
future**

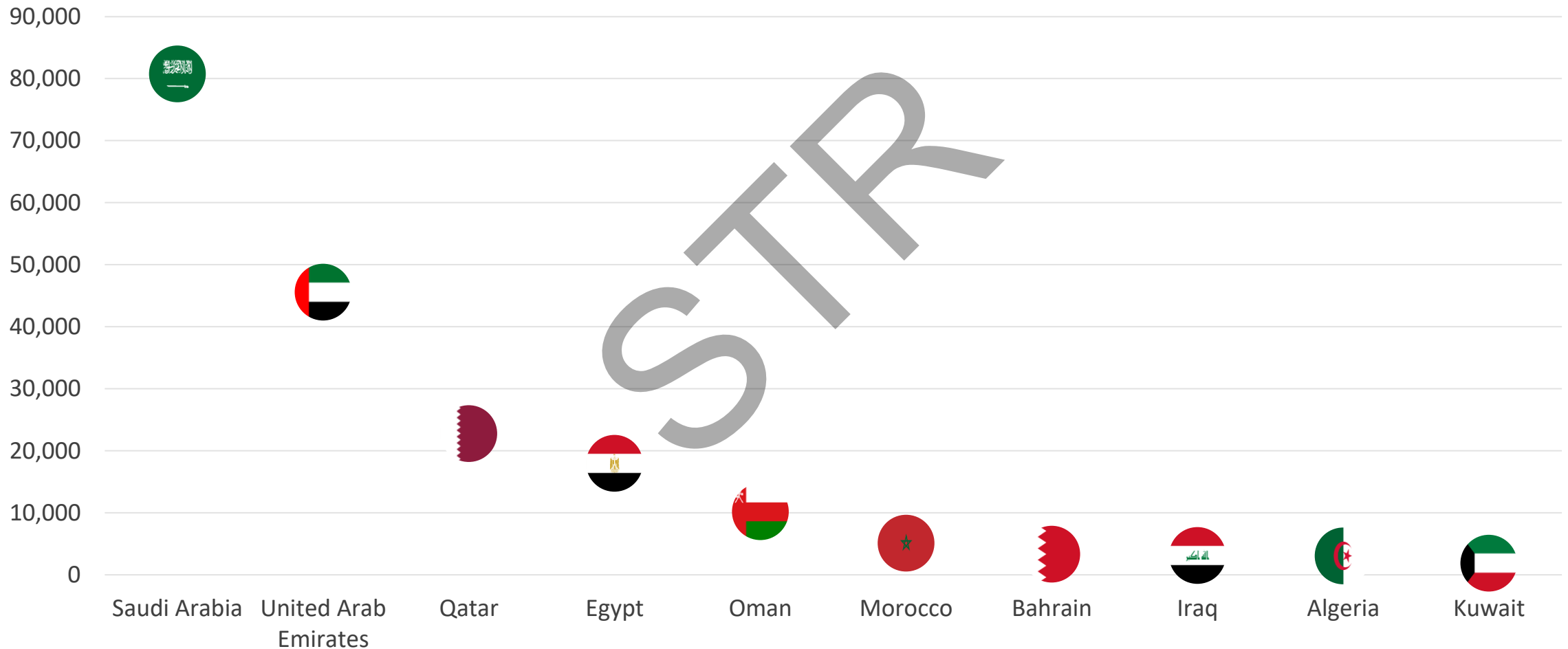
KSA 5th on world leader board

Global countries, Rooms in the pipeline, April 2022



80k rooms in the pipeline, almost double the UAE

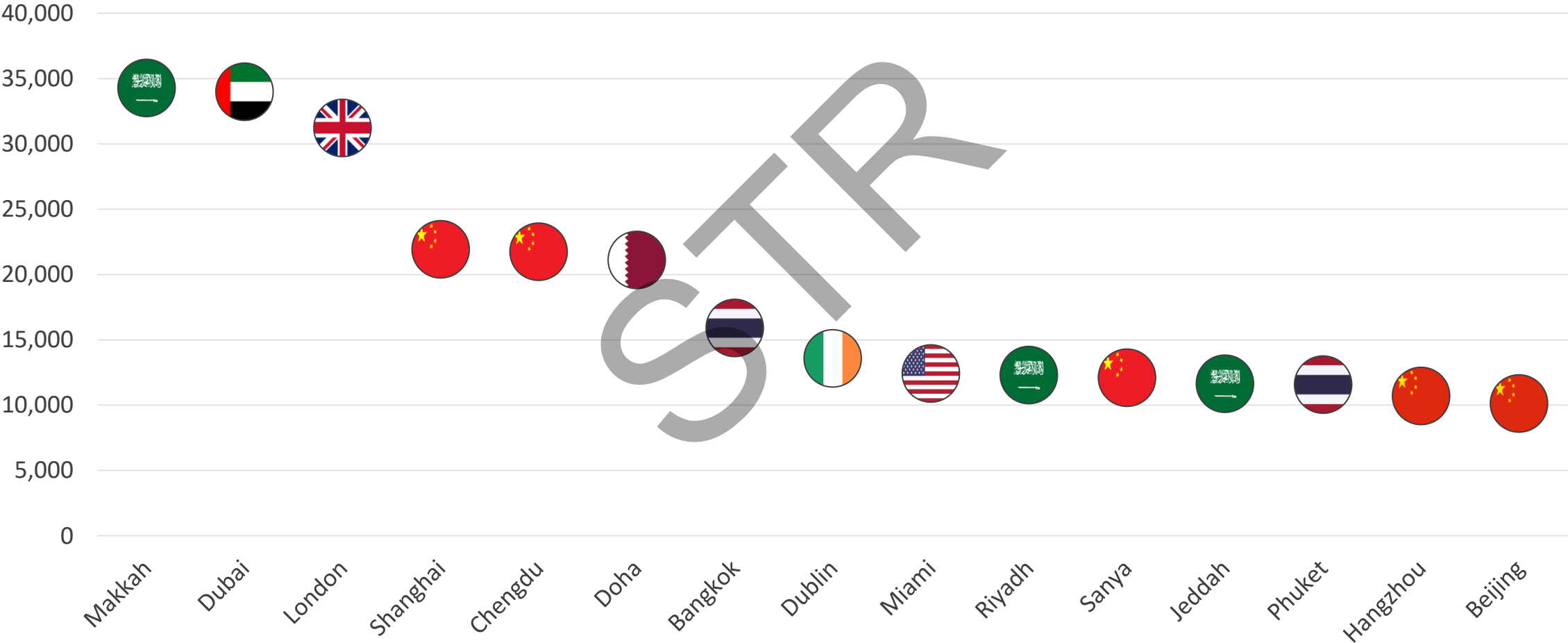
Middle East & Northern Africa countries, Rooms in the pipeline, April 2022 update



Taking the top spot and appearing 3 times on the city global ranking

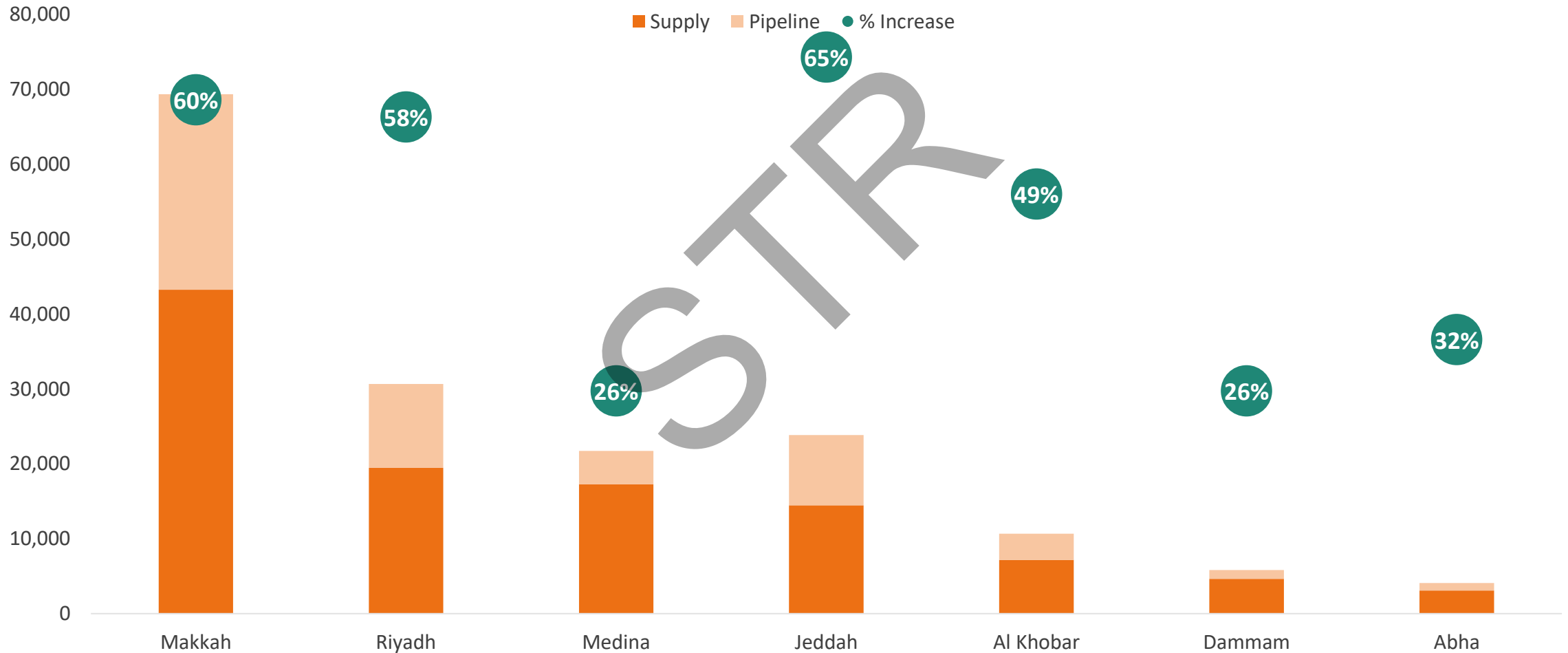


Global cities, Rooms in the pipeline, April 2022



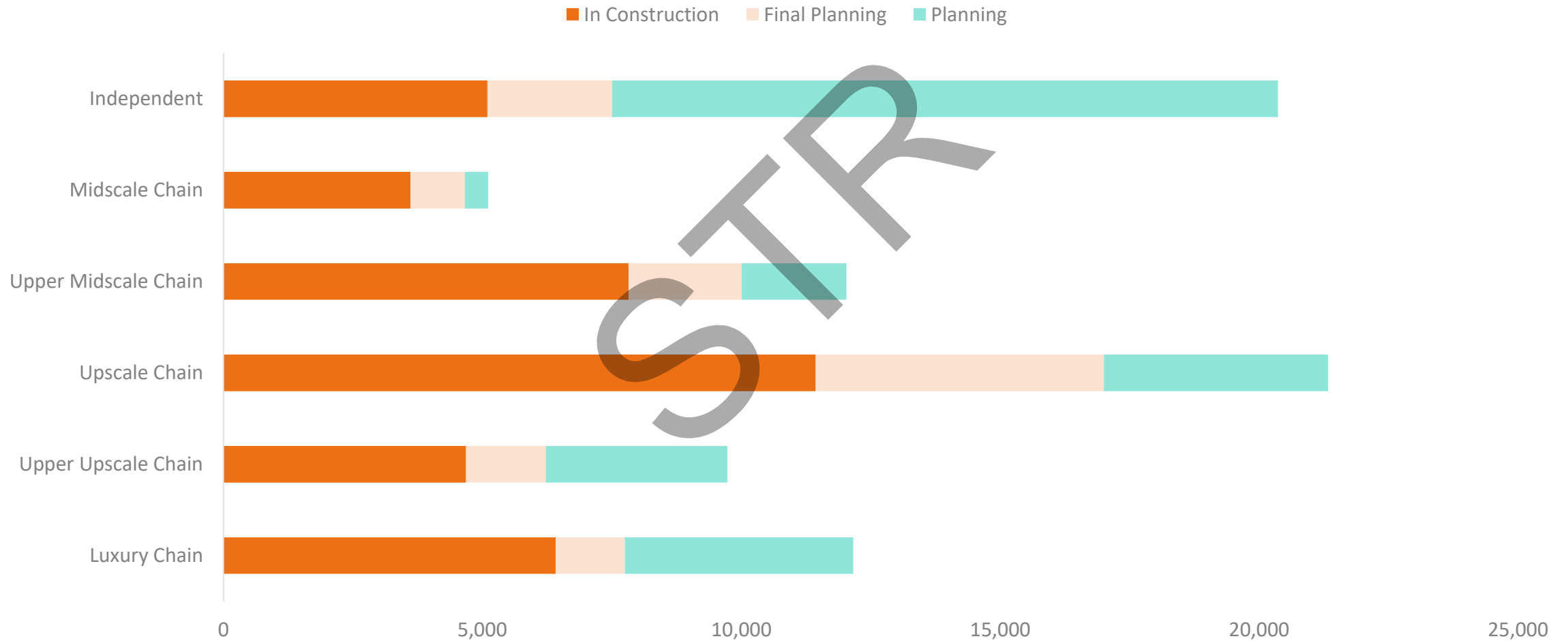
Active pipeline represents a significant increase in supply...

Saudi Arabia existing supply and active pipeline by submarket – Number of Rooms



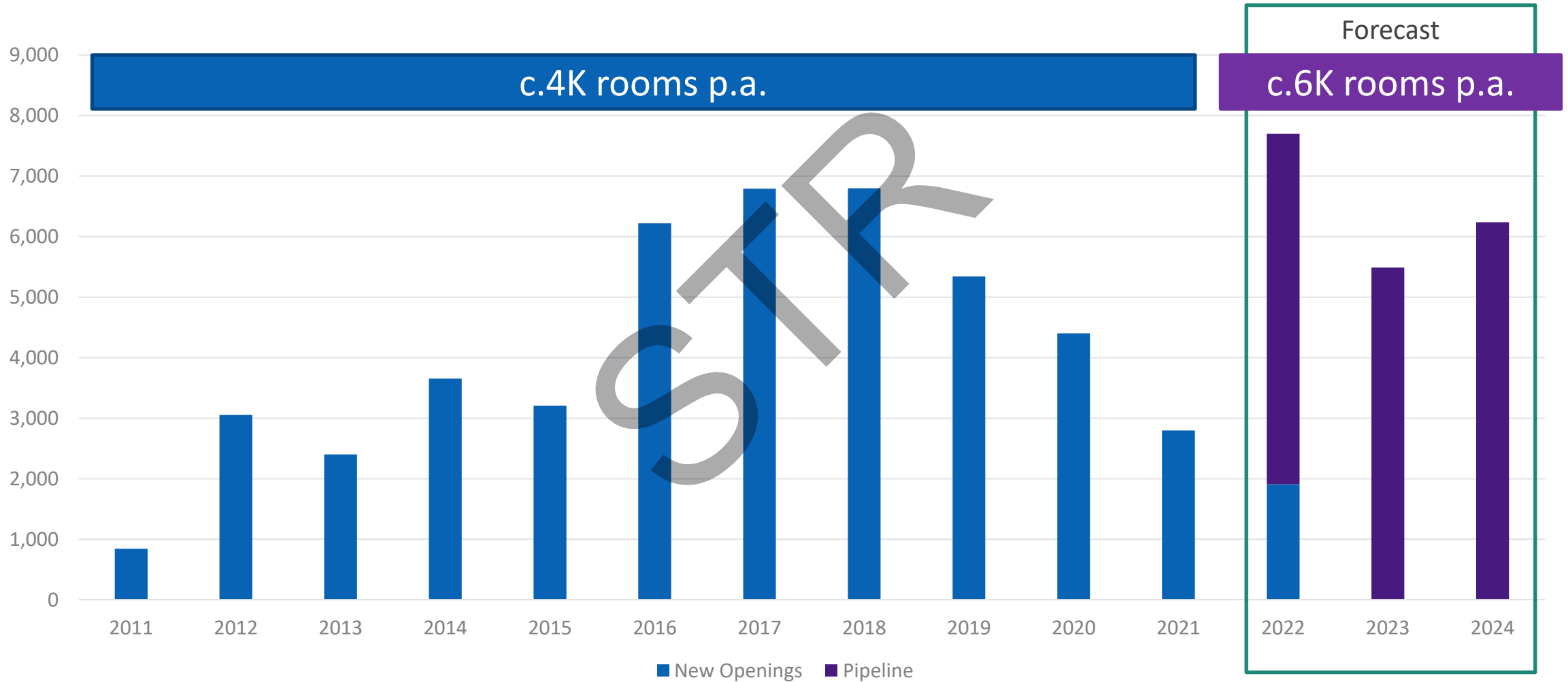
But, out of the 80k pipeline rooms in KSA, 35k are in construction...

Saudi Arabia, Pipeline of Rooms by Chain Scale



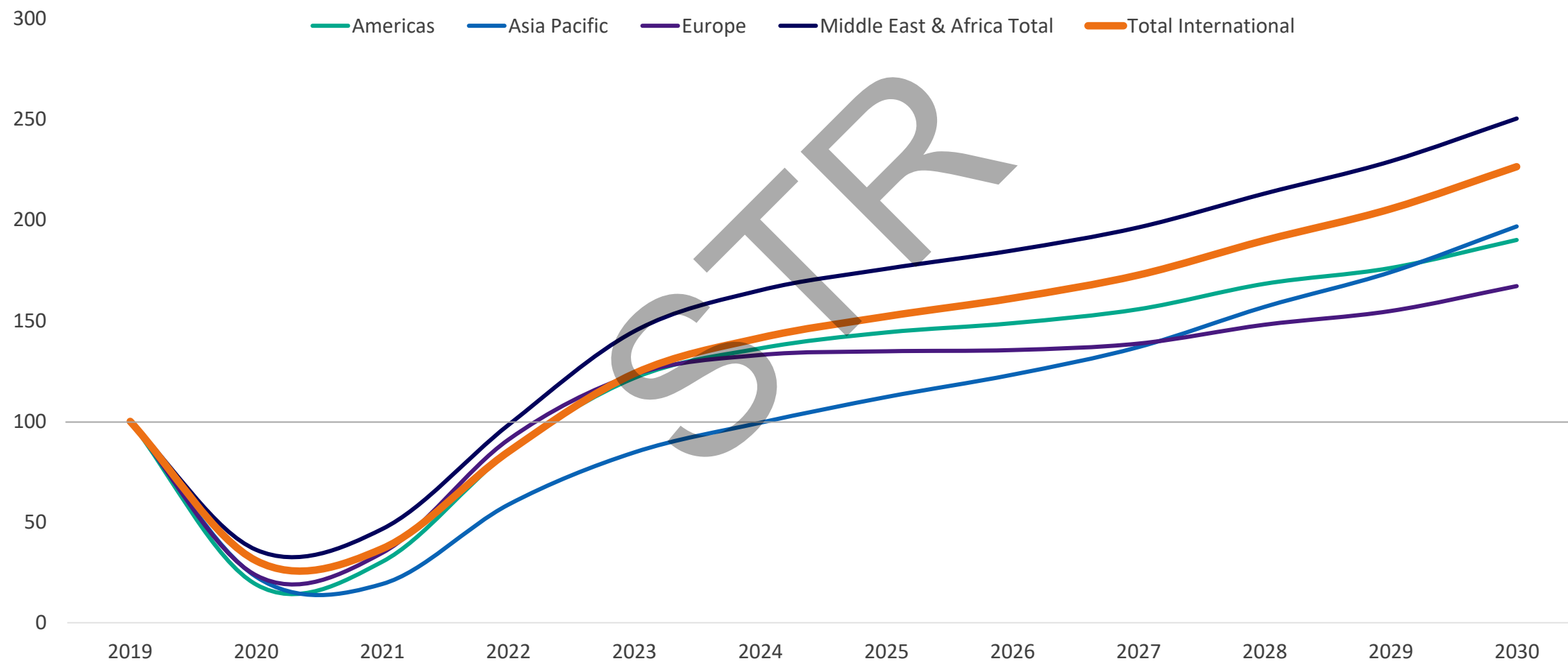
... and we expect 18k to open over next 3 years

Saudi Arabia, New Openings & Pipeline (ME Completion & Delay Rates Applied), 2011-24



Demand is forecast be double 2019 levels by 2030

Overnight arrivals by origin indexed to 2019, 2019 - 2030





Thank you!

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