



The One integrated mobility network connecting the Kingdom

for journeys across Saudi Arabia.

Demo: waslo.net

Saudi Arabia has built the network. The journey is still fragmented.

A STRONG TRANSPORT NETWORK

World-class transport infrastructure

Metro · Rail · Intercity bus · Coach · Ride-hailing · Flights

Saudi Arabia has rapidly expanded both urban and intercity mobility

BUT NO SINGLE JOURNEY

The passenger is the integrator

For one intercity journey,
8–9 providers
4+ tabs / apps

Separate searches & checkouts
45–90 min planning

THE CONSEQUENCE

Friction changes travel choices

Missed connections are the passenger's problem

Public/shared options become harder to use
Simpler alternatives win even when they cost more

Waslo turns separate transport services into one door-to-door journey.

Sources: Saudi Vision 2030. The calculations for the cost of manual journey planning are detailed further in this presentation.

Demo: waslo.net

Let’s plan an intercity trip!

Riyadh → Al-Khobar

Three options, across 8-9 providers

🚕+🚄 **Ride-Hailing > Intercity Rail > Ride Hailing**
Total average door-to-door: **6h15m**

Saudi Railways Company Website
In the city: Uber App, Careem App or Local Metered Taxi

~SAR 215

🚕+✈️ **Ride-Hailing > Airplane > Ride Hailing**
Total average door-to-door: **5h15**

flyadeal Website / Flynas Website / Saudia Website
In the city: Uber App, Careem App or Local Metered Taxi

~SAR 425

🚕+🚌 **Ride-Hailing > Intercity Bus > Ride Hailing**
Total average door-to-door: **7h45**

SAT Alsa Transport Website / SAPTCO Website
In the city: Uber App, Careem App or Local Metered Taxi

~SAR 225

Demo: waslo.net

The Planning Burden: One Journey, Isolated Systems

Discovery Stage
The *Tab Fatigue*

Tabs open: 4+
Fragmented data entry
The passenger compares all choices side-by-side.

The Mental Math
The Evaluation Trap

The passenger must manually cross-reference ride-hailing apps to calculate hidden first-mile costs and station isolation times.

The Broken Checkout Chain
Fragmented Checkout

Isolated Apps
Requires multiple checkouts

The Anxiety Timeline
Real-Time Vulnerability

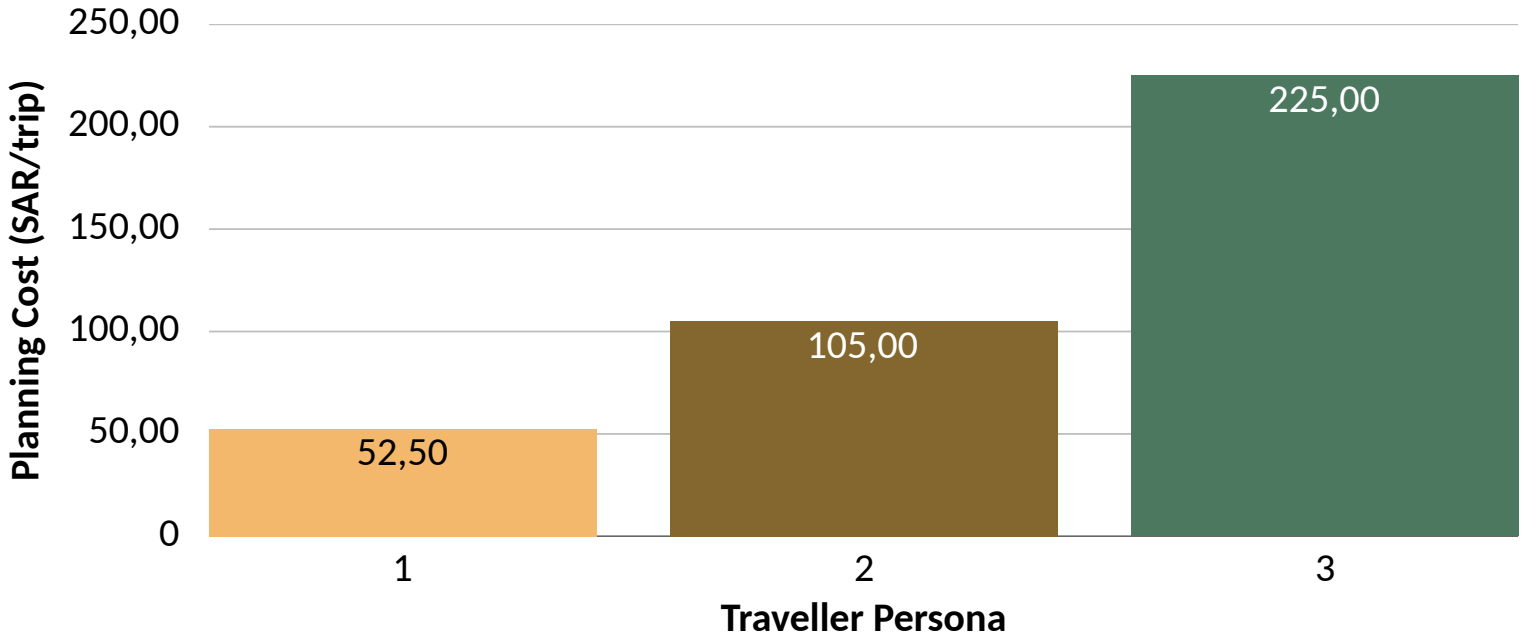
100% of operational risk falls on the passenger:
if a connection is missed, the remaining journey has to be planned again.

Demo: waslo.net

45–90 minutes of planning has a measurable cost

Phase 1: Find options (20–30 Minutes)
Phase 2: Compare fares & connections (15–30 Minutes)
Phase 3: Book across providers (10–30 Minutes)

Planning cost = Value of Time (VOT) x 1.5 Hours



Illustrative Traveller Personas

1 / Value-Conscious Traveller:
Flexible leisure traveller
VOT: ~SAR 35/hour

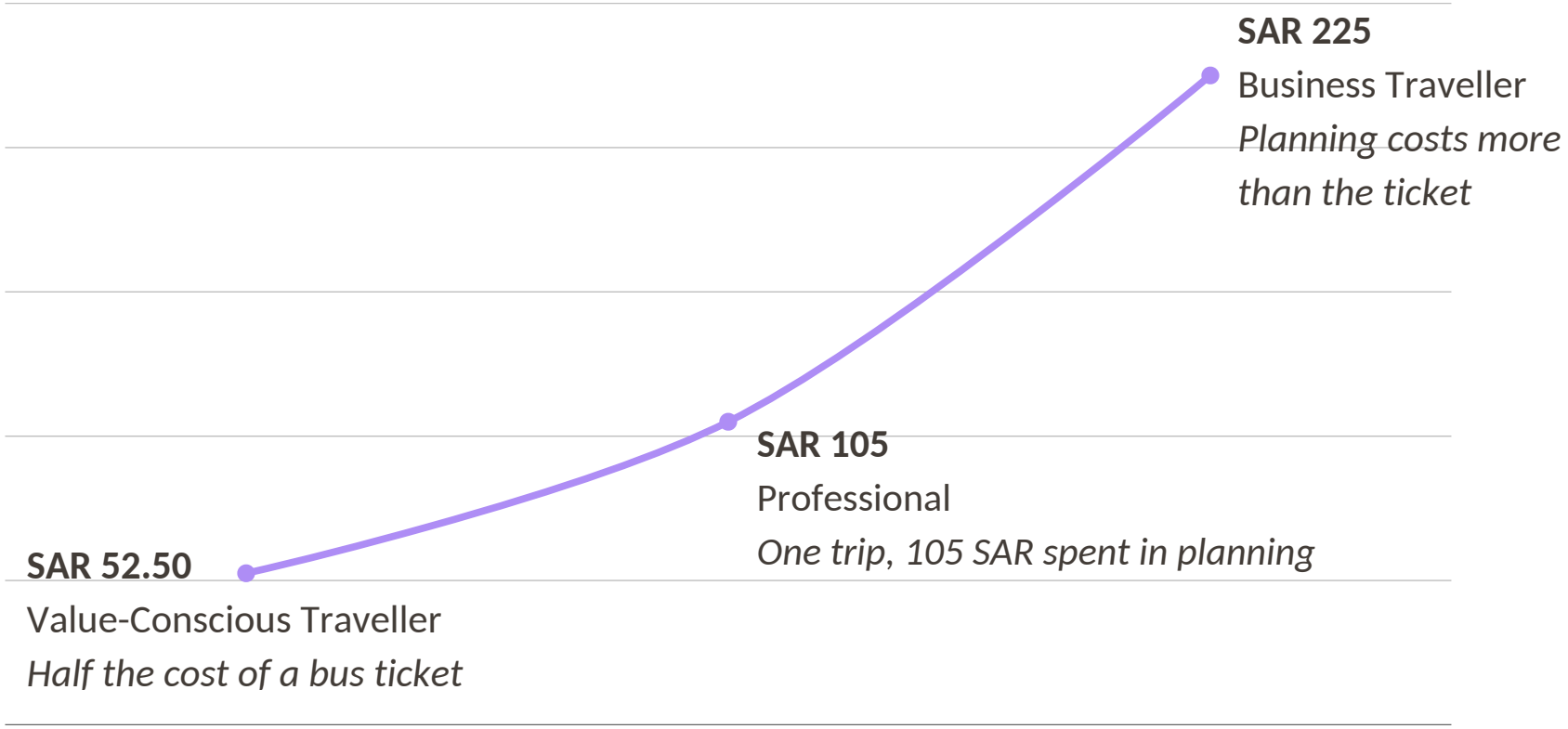
2 / Time-Constrained Professional:
Salaried professional
VOT: ~SAR 70/hour

3 / High-Value Business Traveller:
Senior professional / executive
VOT: ~SAR 150/hour

llustrative opportunity-cost model using the upper end of the 45–90 minute planning range.

Demo: waslo.net

The same 90 minutes becomes increasingly expensive



The ticket price is only part of the journey cost. Fragmentation adds a hidden cost before travel even begins.

Demo: waslo.net

Saudi mobility has reached national scale...

420.6M

public transport passengers in 2025

+129% compared with 2019

65.1M

domestic air passenger movements

+9.8% compared with 2024

123M

domestic and inbound tourists

SAR 304B tourism spending

...and road costs push towards alternative travel modes

SAR 137.6B

estimated economic cost of road crashes in 2022

66 hours

lost by a Riyadh rush-hour driver in 2025

128.8Mt CO2e

road-transport emissions in the latest submitted inventory year, 2021

Sources: TGA via SPA, GASTAT Air Transport 2025, Ministry of Tourism 2025

Demo: waslo.net

Unlocking value for operators and communities



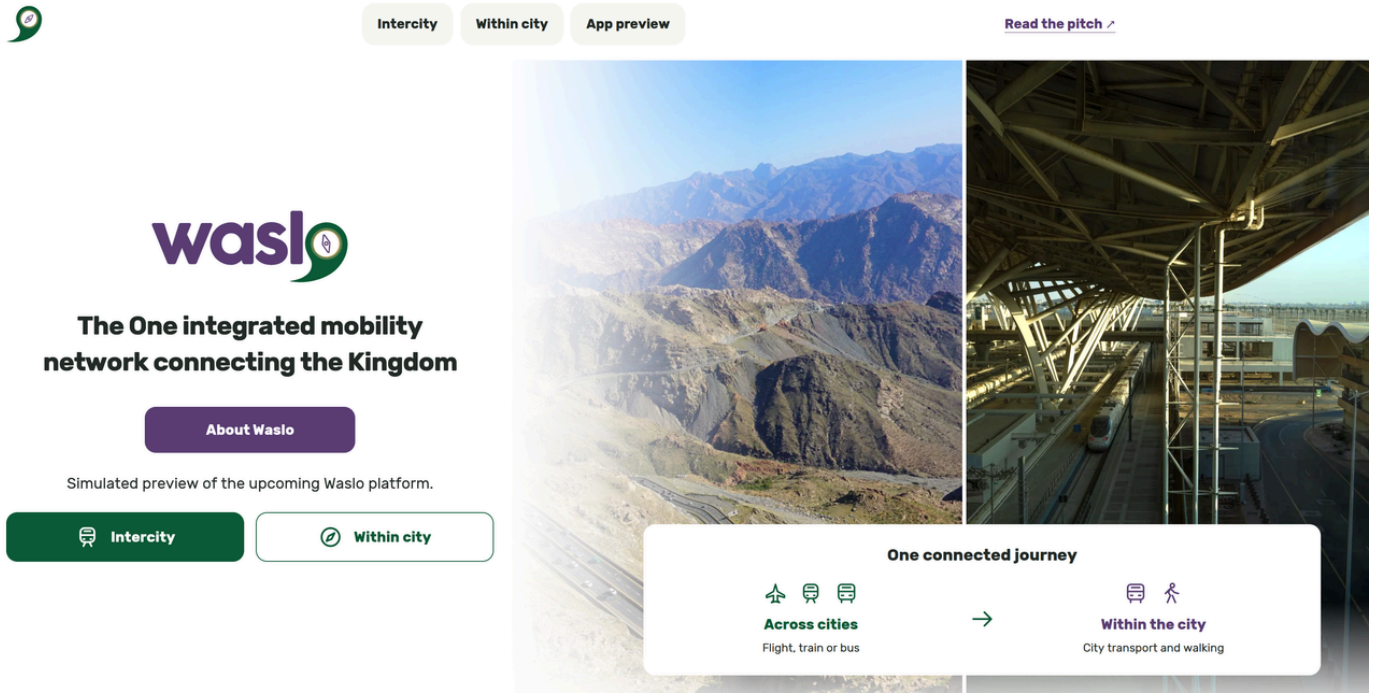
Our travel aggregator empowers local transport operators with instant digital visibility while driving tourism and economic discovery to hidden-gem destinations.

Demo: waslo.net

Waslo brings existing services into one journey

Saudi Arabia has built the transport assets.

Waslo will let travellers compare and book participating intercity services, then navigate the city travel that completes the trip.



Licensed operators would continue to run services and set fares. Waslo would not own vehicles or employ drivers.

Waslo is a technology and passenger-information layer, subject to regulatory confirmation.

Demo: waslo.net

Waslo means connection and arrival



The verb وَصَلَ (*waṣala*):

- to arrive, to reach a destination,
- to connect/link one thing to another

مُوَاصَلَات

(Muwāṣalāt): Transportation, transit systems, or public transport.

Waslo acts as a digital *waṣlah* (link) that provides *muwāṣalāt* (transportation) to help travellers achieve wuṣūl (arrival) while fostering *tawāṣul* (connection) with local communities.

Demo: waslo.net

The proposed passenger journey

One request: starting address, final address, travel time and access needs

Compare

Intercity choices by total time, fare and transfers

Book

Tickets from participating licensed operators

Navigate

City transport and walking at both ends

Recover

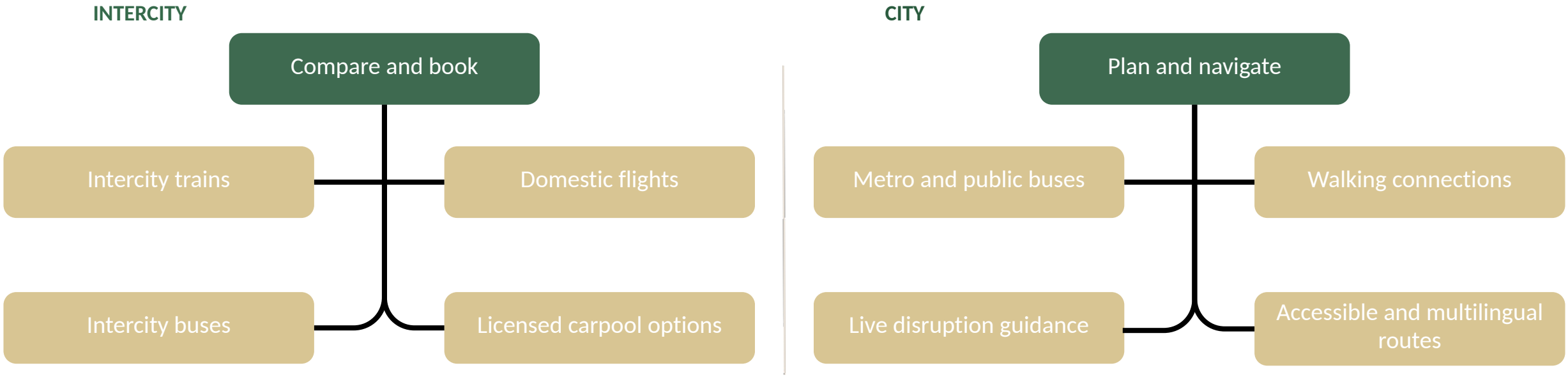
A revised route when unexpected changes occur

No Waslo fee. Operator fares still apply.

Regulatory validation will determine the final payment and ticketing flow.

Demo: waslo.net

Two services would meet in one itinerary



The city legs would connect to the intercity booking

One itinerary connects national transport booking with city journey planning.

The pilot scheme would test value for four groups



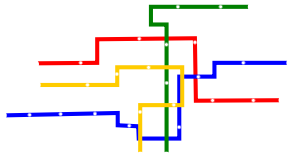
Traveller

Less search, clearer comparison and one journey to follow



Operator

More discoverability, conversion and access to demand outside its own channel



City

Higher use of existing services and better evidence on access gaps



Kingdom

More network value from transport investment and stronger visitor mobility

Operator value depends on incremental demand, not simply shifting a direct booking to Waslo.

Operators gain new demand without losing their direct customer channels.

Demo: waslo.net

Why start the pilot scheme now

Transport use is growing. The next step is to test how complete a passenger journey can become.



Scale

420.6M reported public transport passengers

Evidence

Latest annual transport and tourism data available

Riyadh Expo

A test of visitor movement across services

World Cup

Multi-city journeys put reliability in focus

Expo runs October 2030 to March 2031; event readiness is a reason to test, not evidence of Waslo demand.

Intercity travel is the first booking pool

81.8M+

selected intercity passenger movements in 2025

65.1M

Domestic air passenger arrivals and departures at airport

General Authority for Statistics aviation release, 18 May 2026

14M+

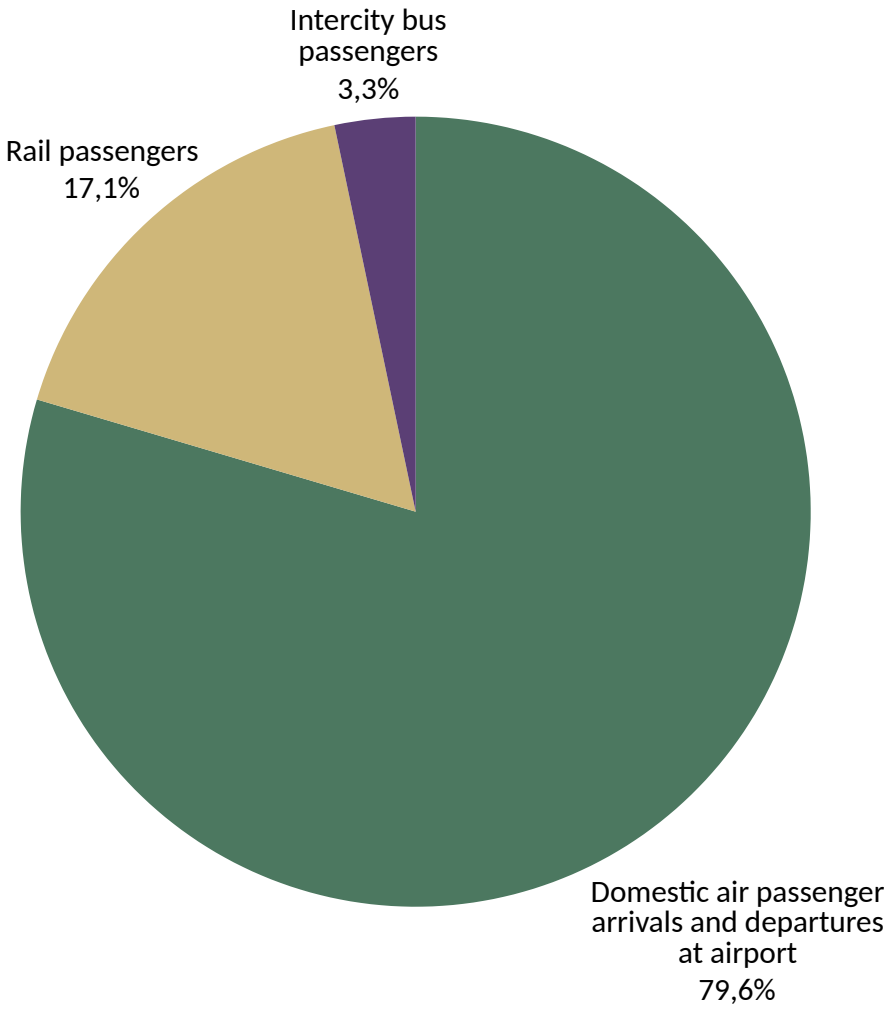
Rail passengers

Vision 2030 Annual Report 2025, printed pages 126-127

2.7M+

Intercity bus passengers

Vision 2030 Annual Report 2025, printed pages 126-127



Demo: waslo.net

Current tools solve separate parts of the journey

Operator platforms	Intercity platforms	City journey planners	Proposed Waslo
Direct booking One operator or mode Limited network comparison	Compare travel between cities Multi-operator booking Some local transfers also available	Urban multimodal routes Live navigation Limited national intercity booking	Proposed intercity + city itinerary Local guidance at both ends Licensed carpool option

The proposed distinction is one itinerary spanning intercity booking and city travel.

Capability comparison; individual providers may offer additional functions

Demo: waslo.net

The revenue earning steps

TRAVELLER

No Waslo fee

Operator fares still apply
No Waslo markup
City guidance without a Waslo fee

REVENUE STEPS

01	**Operator commission**	A share of completed sales under agreed operator terms.
02	**Institutional tools**	Booking, approval and reporting for business or public accounts.
03	**Embedded booking**	Distribution tools for hotels, pilgrimage and tourism partners.
04	**Planning insight**	Aggregated demand evidence under consent and public-sector rules.

State rail and urban public transport are treated as completeness partners, not primary commission sources.

Demo: waslo.net

The revenue model: four layers, no fee to the traveller

1 Operator commission

A small percentage of each completed ticket, paid by the operator. Air 3%, rail 6%, bus 8%.

SAR 5.6M

2 Ancillaries

Hotels, insurance and ride legs booked in the same journey. 20% of commission.

SAR 1.1M

3 Institutional accounts

Booking, approval and reporting tools for companies and public bodies. 150 accounts x SAR 60,000.

SAR 9.0M

4 Public data contract

Anonymised, consented demand evidence for authorities, under PDPL. Flat annual contract.

SAR 3.0M

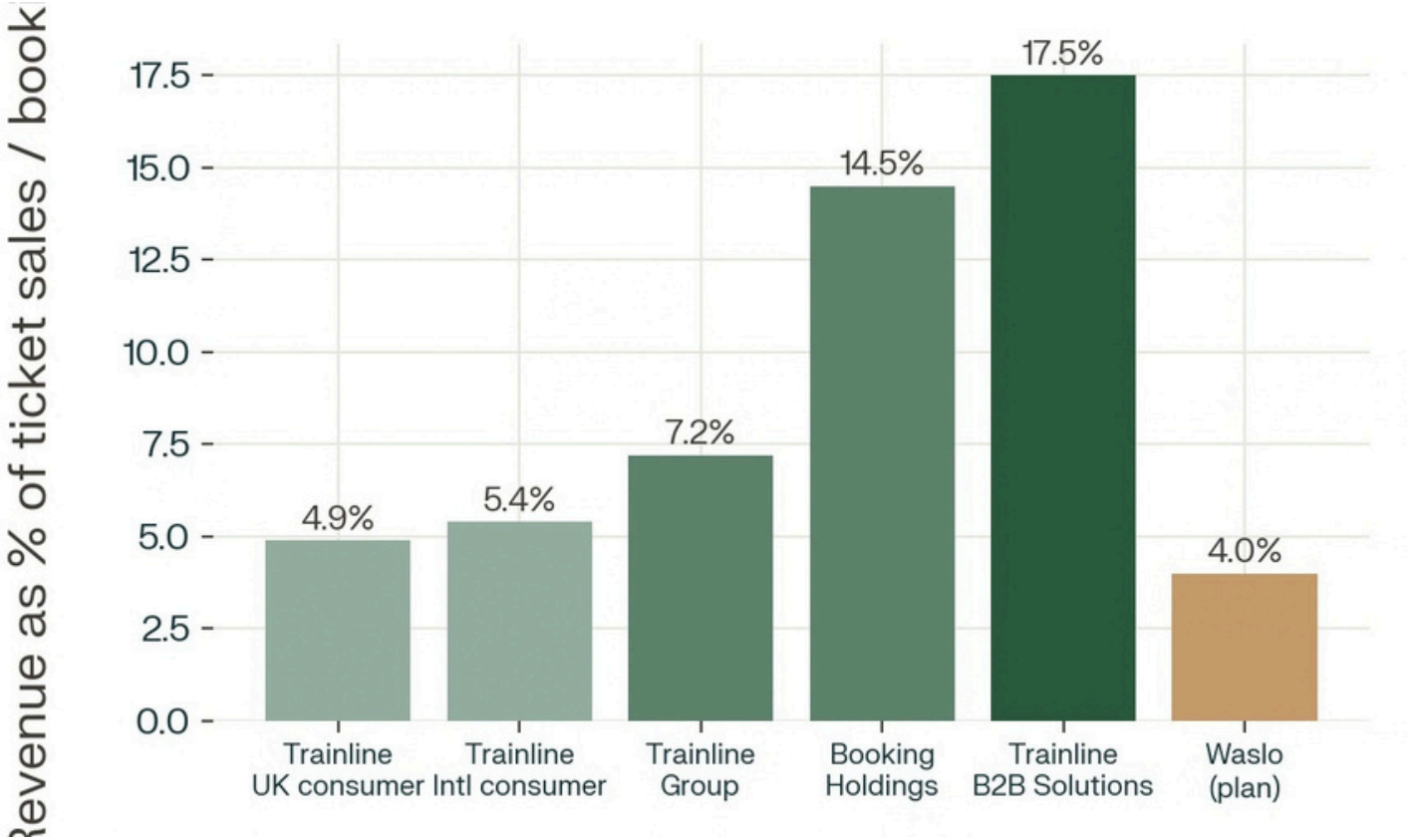
Base-case annual revenue: SAR 18.75M

Commission is only 30% of the total. Layers 3 and 4 are 64% and carry the most risk (assumptions).

Operator fares still apply. Waslo adds no markup. Regulatory validation will determine the final payment and ticketing flow.

Source: Waslo pitch deck; Trainline FY2026 results; Booking Holdings FY2025; SAMA; VIDEC; IMARC. Figures marked assumption are planning inputs, not facts.

What comparable aggregators earn



How the benchmarks read

Trainline kept about 7.2% of its GBP 6.3B net ticket sales as revenue (GBP 453M, FY2026). Its UK base commission was cut to 4.5% in April 2025.

Its B2B Solutions arm earns about 17.5% because it sells technology, not just tickets (own calculation).

Booking Holdings earned USD 26.9B on USD 186.1B bookings, about 14.5%, mostly hotels.

FlixBus plans the network, prices and markets for small operators and shares revenue, with a minimum revenue guarantee.

Waslo plans about 4.0% on tickets because the traveller pays nothing extra, so extra revenue must come from B2B and public layers.

Sources: Trainline FY2026 results (trainlinegroup.com); Booking Holdings Q4 2025 release; AFR and Bus News on FlixBus. Booking and Trainline B2B rates are own calculations.

Demo: waslo.net

One ticket: how Waslo earns

Example: Riyadh to Al-Khobar train ticket at SAR 120

Traveller pays	Operator pays Waslo	Payment fee	Support and fraud	Waslo keeps
SAR 120.00	SAR 7.20	- SAR 1.80	- SAR 1.24	SAR 4.16
Same price as booking direct	6% commission on SAR 120	1.5% of SAR 120	SAR 1 + 0.2% of SAR 120	About 3.5% of the ticket

Formula: Waslo keeps = ticket price x commission rate - payment fee - support - fraud allowance

The same logic repeats for every ticket. The annual model simply multiplies this by the number of tickets Waslo sells in each mode.

Assumption note: the SAR 1 support cost and 0.2% fraud allowance are planning inputs. The payment fee is set just under SAMA's 1.75% online mada ceiling.

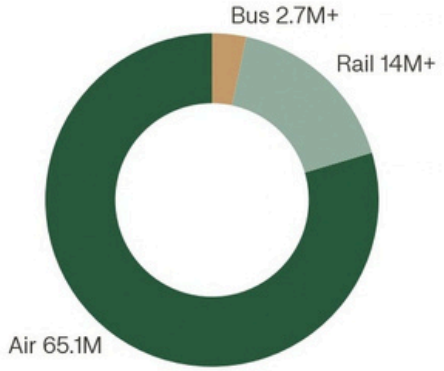
Source: Waslo pitch deck; Trainline FY2026 results; Booking Holdings FY2025; SAMA; VIDEC; IMARC. Figures marked assumption are planning inputs, not facts.

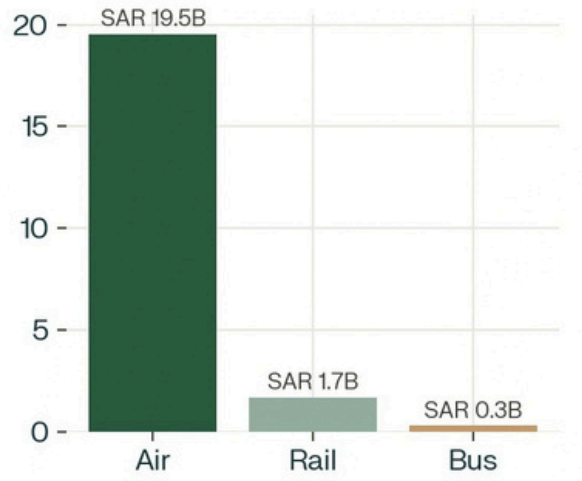
Demo: waslo.net

Step 1: Commission, calculated for one year (base case)

Booked trips = national trips x Waslo share | Ticket sales = booked trips x fare | Commission = ticket sales x rate

Mode	National trips	Share	Booked trips	Fare (SAR)	Ticket sales	Rate	Commission
Air	65.1M	0.5%	325,500	300	SAR 97.7M	3%	SAR 2.93M
Rail	14M	2%	280,000	120	SAR 33.6M	6%	SAR 2.02M
Bus	2.7M	3%	81,000	105	SAR 8.5M	8%	SAR 0.68M
Total	**81.8M**		**686,500**		**SAR 139.8M**	**4.0%**	**SAR 5.63M**





Why these inputs

Trip volumes come from the deck (GASTAT; Vision 2030 Annual Report 2025). Rail and bus fares come from the deck.

Shares are assumptions: air is lowest because airlines push direct booking and a few agencies dominate (Almosafer holds 61% of agency air sales, VIDEC).

The SAR 300 air fare and all commission rates are assumptions to replace with TGA fare data and signed operator terms.

Source: Waslo pitch deck; Trainline FY2026 results; Booking Holdings FY2025; SAMA; VIDEC; IMARC. Figures marked assumption are planning inputs, not facts.

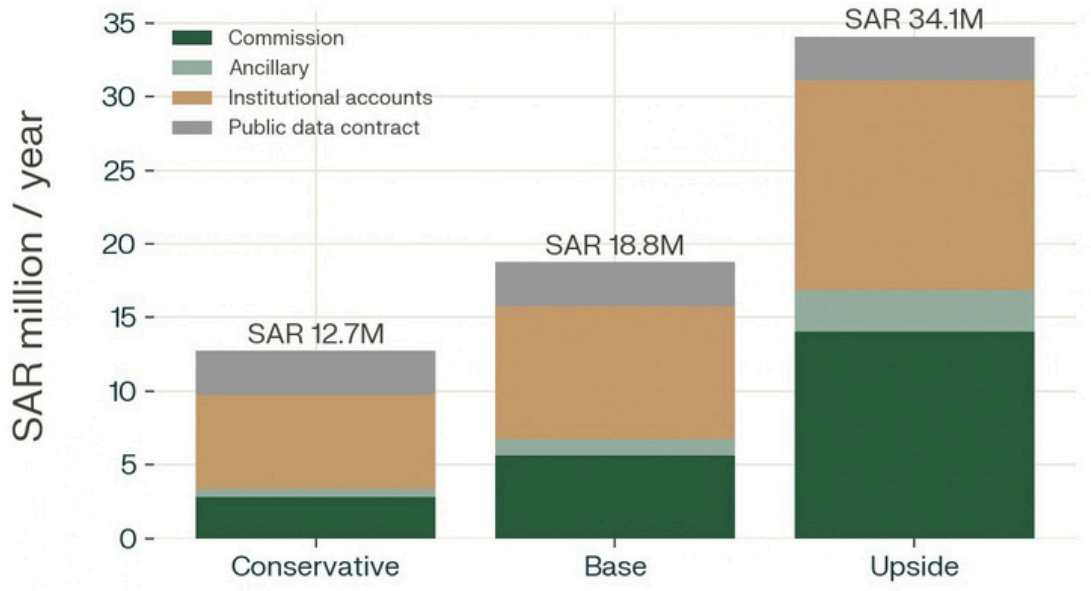
Step 2: Add the other revenue layers

Layer	Formula	Base case
Commission	Step 1	SAR 5.63M
Ancillaries	20% x commission	SAR 1.13M
Institutional accounts	150 accounts x SAR 60,000	SAR 9.00M
Public data contract	Flat annual fee	SAR 3.00M
Total revenue	**Sum**	**SAR 18.75M**

Why these inputs

Ancillaries: Trainline reports ancillary products growing in double digits; the 20% rate is an assumption.

Institutional accounts and the data contract have no Saudi benchmark. Trainline's B2B arm shows the segment can earn more than consumer sales, but account count and price are assumptions to confirm with letters of intent.



Scenarios scale volume 0.5x / 1x / 2.5x; institutional revenue scales with the square root of volume.

Source: Waslo pitch deck; Trainline FY2026 results; Booking Holdings FY2025; SAMA; VIDEC; IMARC. Figures marked assumption are planning inputs, not facts.

Demo: waslo.net

Waslo’s deployment strategy



Feasibility

Confirm regulator, payment, data and operator requirements.

National Intercity Travels

Test routes, transfers and destination guidance.

One city

Connect selected intercity services to the city layer.

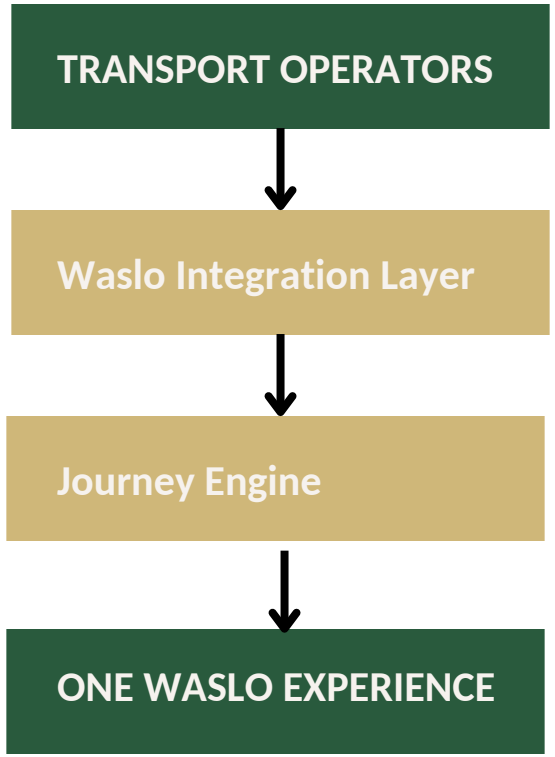
Scale decision

Expand after accuracy and passenger value are proven.

A national rollout would depend on pilot evidence, operator agreements and regulatory approval.

Demo: waslo.net

One platform connecting travellers and transport operators



Search → compare → book → navigate
One interface across local and intercity transport.

Plan → combine → adapt
Waslo connects transport options into a single door-to-door journey and updates it when conditions change.

Operators keep their existing systems; Waslo standardises schedules, availability and booking information.

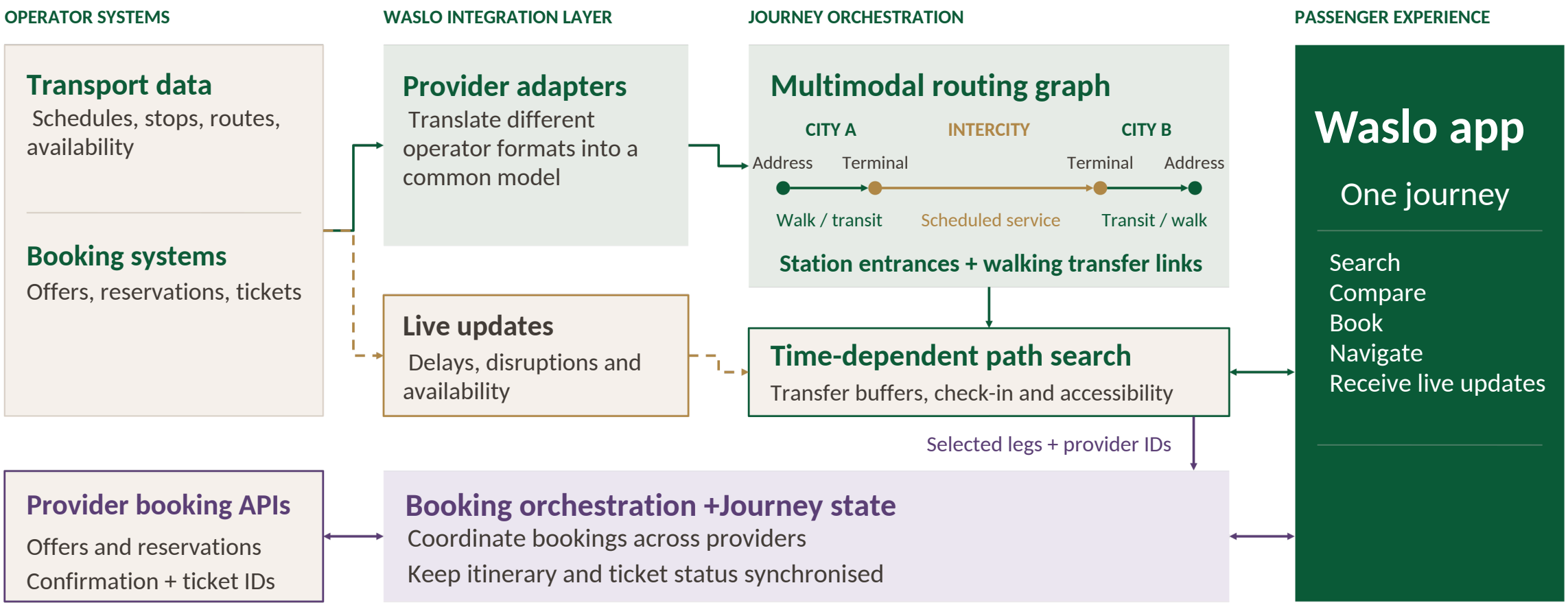
Operators do not need to rebuild their technology to join the network.

Pilot discovery will confirm operator systems, data formats and integration requirements.

Demo: waslo.net

How Waslo connects fragmented transport systems

Different operator systems are standardised into one routing, booking and journey layer.



Built around standard mobility feeds and provider APIs, with adapters for heterogeneous operator systems and real-time updates.

Proposed design. Integrations and booking capabilities depend on provider agreements. References: GTFS, routing, OSDM.

Identified risks and mitigations

Operator access	Secure regulator support and prove incremental demand before scaling.
Payment regulation	Confirm whether Waslo acts only as a technical layer or needs a licensed payment partner.
Data quality	Audit city and operator feeds; publish only journeys that meet accuracy thresholds.
Coverage trust	Launch corridor by corridor; do not present a partial answer as complete.
Privacy	Use consent, minimisation and aggregation under Saudi PDPL requirements.

Regulatory confirmation is a launch dependency.

Sources: TGA regulations, SAMA Payments Law regulations, Saudi Personal Data Protection Law.

Demo: waslo.net

Connected and credible: live data built on verified provider input

1

Operator feeds

Schedules, fares and availability must stay up-to-date.

2

City detail

Stops, walking links and access needs must match reality.

3

Recovery

A change must update the remaining journey.

4

Demand evidence

Failed searches can reveal where a service is missing.

Through direct tech integrations and trusted operator partnerships, our platform synchronizes live transit data to guarantee 100% reliable route coverage.

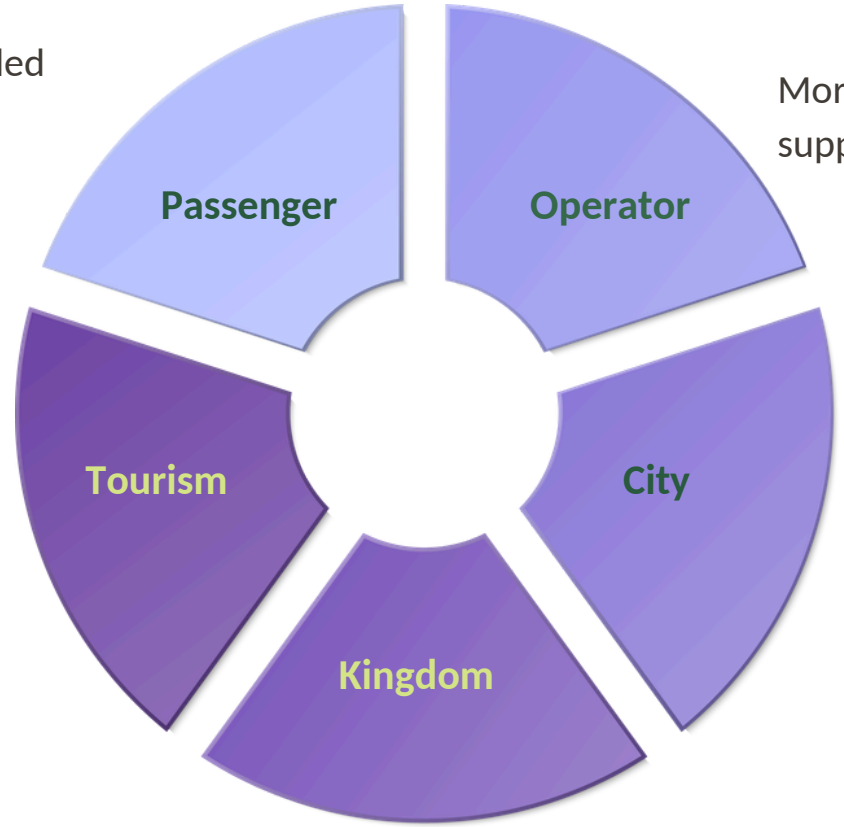
The pilot must prove data quality before Waslo claims a durable advantage.

Demo: waslo.net

Success is measured in completed journeys and better access

Time saved, fewer failed connections, lower recovery spending

More bookings, fuller seats, lower support and integration effort



More completed activities, wider destination dispersion, lower support demand

Public transport ridership, destinations reachable within 30 or 45 minutes

Better value from existing assets, tested mode shift, safety and emissions effects

The pilot will measure Waslo's contribution before attributing safety or emissions effects.

Demo: waslo.net

Saudi Arabia has built the transport assets.

Waslo proposes one connected journey

Across cities and within them. No Waslo fee.

