

A background image showing a group of diverse call center agents. A woman in the foreground is wearing a headset and a dark blue turtleneck sweater. Behind her, several other agents are visible, some also wearing headsets. The image has a blue color overlay.

Raya Contact Center

Investor Presentation

December 2020

A group of diverse employees, including men and women of various ethnicities, are smiling and looking towards the camera. In the center, a woman is holding a white rectangular sign with the Raya Contact Center logo. The logo features the word 'RAYA' in a large, bold, sans-serif font, with 'Contact Center' in a smaller font below it, and the tagline 'Passion. Value. Results.' at the bottom. The background is a blurred indoor setting, possibly a hallway or office area.

I. Introduction to Raya Contact Center

RAYA
Contact Center
Passion. Value. Results.

A Leading Egyptian Provider of Business Process Outsourcing (“BPO”) Services

Company Synopsis

Raya Contact Center (“RCC” or the (“Company”)) is a leading Egyptian Provider of Business Process Outsourcing Services (“BPO”). Founded in 2001 by Raya Holding for Financial Investments, the Company offers a variety of services to clients in Europe, Middle East & Africa (“EMEA”) Region

- ❑ Comprehensive provider of BPO services, offering i) **Contact Center Services**, ii) **Professional Services**, iii) **Back Office Services**, and iv) **Inside Sales Channel Management Services**
- ❑ Recent expansion in the GCC in 2014 and Eastern Europe in 2015 through launching **2 onshore/nearshore facilities in Dubai, UAE and Warsaw, Poland** that became operational in 2015 and 2016, respectively
- ❑ Awarded **several highly accredited quality standards and certificates (COPC, ITIL framework and PCI-DSS)**

RCC’s Vision and Mission

Vision

- ❑ *To be the preferred Business Process Outsourcing Partner in EMEA*

Mission

- ❑ *Committed to provide world class service through:*
 - ❑ *Focus on client and end user satisfaction*
 - ❑ *Competent and motivated people*
 - ❑ *Deployment of state-of-the-art technology*
 - ❑ *Streamlined processes & continuous improvement of quality management system*
 - ❑ *Industry best practices*
 - ❑ *Cost-effective operations*
 - ❑ *Maximize shareholder value*

Goals

- ❑ *Become a distinctive Multi-regional & Multilingual BPO player within EMEA*
- ❑ *Build a sustainable leadership position as a "Champion" in the GCC region*
- ❑ *Extend leadership by becoming a "Challenger" in the European market*
- ❑ *Aspire to pursue a "Global Challenger" path*

Key Metrics

#1

Market Position in the Egyptian CCO Market⁽¹⁾

~20%

Market Share in the Egyptian CCO Market⁽¹⁾

10

Facilities in Egypt, UAE and Poland

c.8,300

of installed workstations

>120 Clients

Served in EMEA Region

>25 Languages

Offered

EGP 733.8M

FY2020 Revenues

59.3%

USD Based Revenue in FY2020

EGP 75.3M

FY2020 EBITDA

10% Margin

EGP 36.4M

FY2020 Net Profit

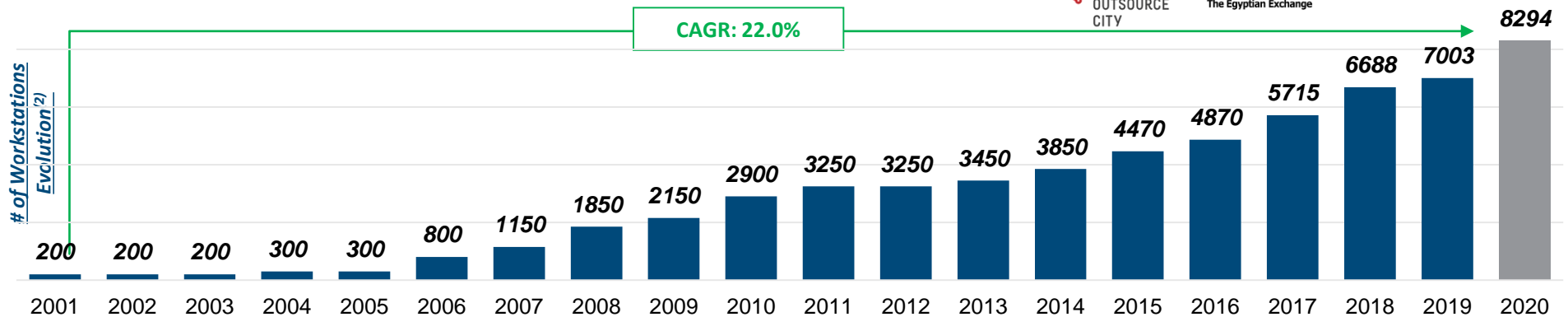
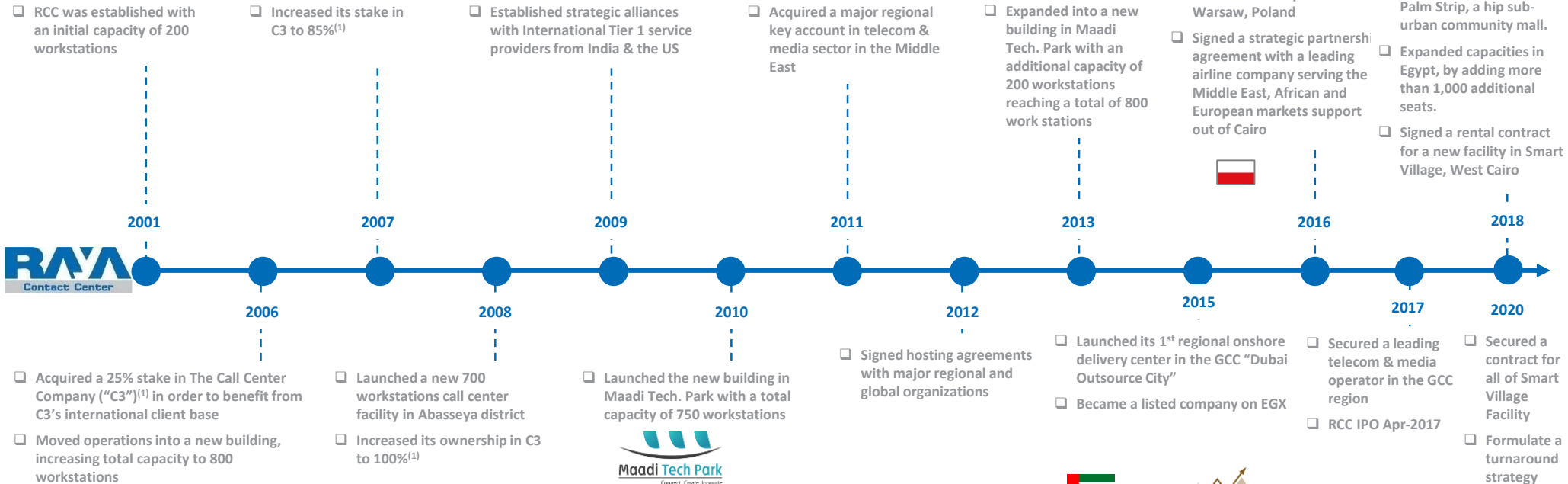
5% Margin

Operational Metrics

Financial Metrics⁽²⁾

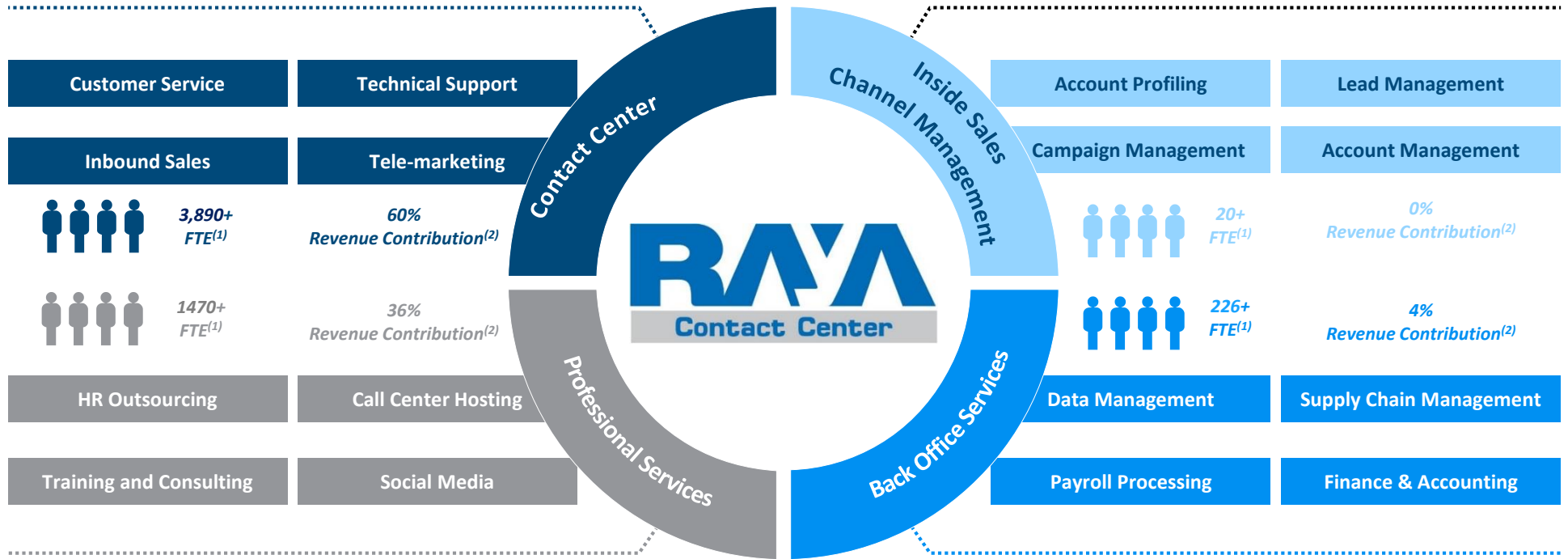
Note(1): According to Everest Group, Contact Center Outsourcing Offshore Market Overview and Country-Specific Supply Market Analysis Report, 2017; Note(2): All numbers based on Egyptian Accounting Standards;

Track Record of Growth



Note(1): Acquisition of C3 was made by Raya Holding for Financial Investments in 2008 while RCC acquired 100% stake of C3 in April 2014 ; Note(2): Workstations presented here are the number of workstations at end of year

A Wide-Ranging Provider of BPO Services



+25 Languages Provided



Note(1): Full-Time Equivalent workers; Note(2): Based on Sep-19 Figures

Serving Multiple Clients Across Various Industries

A Sample of RCC's Client Base

One of the largest fast food chains globally



Retail, FMCG & Fast Food

Fortune 500 Company

American multinational technology conglomerate (#1 leader in networks & security)



Technology & Consumer Electronics

Fortune 500 Company

One of the top 3 multinational automotive manufactures



Automotive

> 9.5mn Vehicles Produced Annually

One of the leading European companies in the aviation industry



Travel

> 87mn Passengers Transported Annually

One of the leading multinational telecommunications service provider



Telecom & Media

> 150mn Customers Served

Taiwanese consumer electronics giant



Technology & Consumer Electronics

> US\$4bn in Revenues

Leading online food ordering company in the GCC



Retail, FMCG & Fast Food

Operates in 6 Countries

One of the oldest and largest banks in Egypt



Banking and Financial Services

> 300 Locations across Egypt

Multinational car booking service company



Technology & Consumer Electronics

Operating in Over 40 Cities

A leading direct-broadcast satellite provider



Telecom & Media

Covers the Whole MENA Region

Note(1): Other industries includes home appliance, real estate, government and contact center services

From Multiple Facilities in the EMEA Region

7,762
workstations

8
Facilities

4,350+
Employees

2001
Establishment Year /
Operational Year

300
workstations

1
Facility

245+
Employees

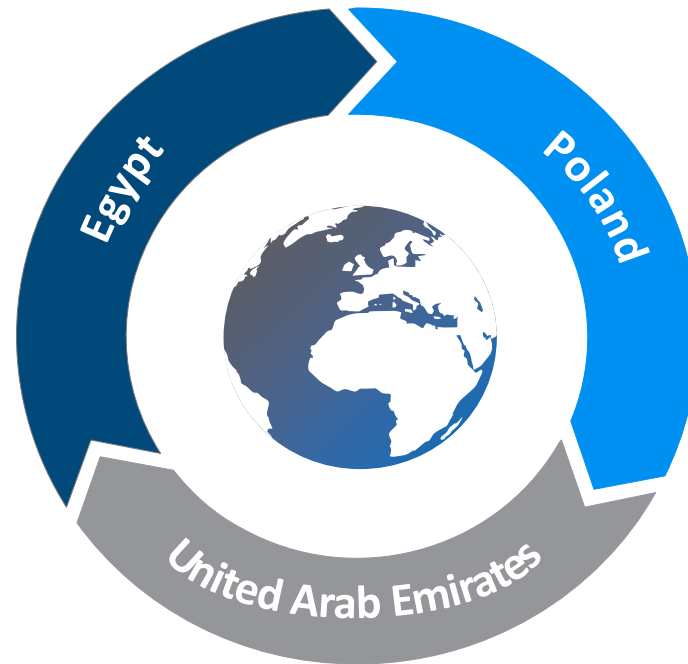
2014 / 2015
Establishment Year /
Operational Year

135
workstations

1
Facility

26+
Employees

2015 / 2016
Establishment Year /
Operational Year



Facilities Overview

Overview of RCC's Facilities

1 **Raya HQ – 6th of October, Cairo**




Year Established	2001
# of seats	1,469
Utilization (%)	84%
# of Agents	321
Languages Spoken	15
Markets Served	Europe, ME ⁽¹⁾ , Africa

2 **Raya October City, Cairo**



Year Established	2006
# of seats	779
Utilization (%)	100%
# of Agents	N/A ⁽²⁾
Languages Spoken	7
Markets Served	NA ⁽¹⁾ , Africa

3 **Downtown, Cairo**



Year Established	2007
# of seats	1070
Utilization (%)	59%
# of Agents	948
Languages Spoken	3
Markets Served	Egypt, ME ⁽¹⁾

4 **Maadi Park 1 -Maadi, Cairo**



Year Established	2010
# of seats	759
Utilization (%)	100%
# of Agents	1,593
Languages Spoken	5
Markets Served	ME ⁽¹⁾

5 **Maadi Park 3 – Maadi, Cairo**



Year Established	2013
# of seats	1,319
Utilization (%)	100%
# of Agents	546
Languages Spoken	5
Markets Served	ME ⁽¹⁾ , Africa

6 **Downtown, Hurghada**



Year Established	2014
# of seats	618
Utilization (%)	18%
# of Agents	194
Languages Spoken	7
Markets Served	Egypt, ME

7 **Dubai, UAE**



Year Established	2014
# of seats	300
Utilization (%)	100%
# of Agents	307
Languages Spoken	5
Markets Served	ME ⁽¹⁾

8 **Warsaw, Poland**




Year Established	2015
# of seats	135
Utilization (%)	16%
# of Agents	28
Languages Spoken	18
Markets Served	Europe

9 **Palm Strip 6th of October, Giza**



Year Established	2018
# of seats	460
Utilization (%)	60%
# of Agents	N/A ⁽²⁾
Languages Spoken	2
Markets Served	ME

10 **Smart Village 6th of October, Giza**



Year Established	2019
# of seats	1,500
Utilization (%)	0%
# of Agents	TBD
Languages Spoken	10
Markets Served	-

Note(1): NA: North America; ME: Middle East

Note(2): Raya October City & Palm Strip facility has no FTE since this facility is used for hosting services

RCC's Differentiators

RCC Differentiators Compared to Global Competition

1 Flexibility in Providing Tailored Services

2 Better Cost Structure / Optimized Overheads

3 Large Scale in Arabic / Multilingual Support

RCC Differentiators Compared to Regional / Local Competition

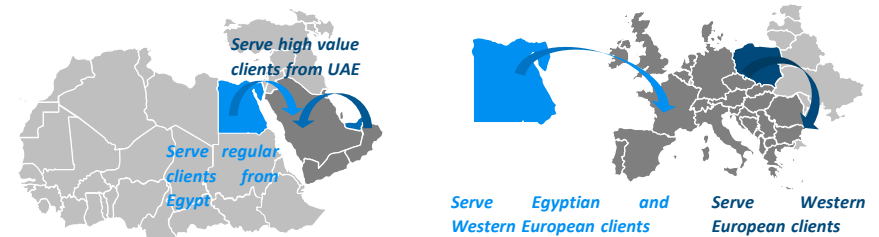
1 Capitalize on Successful Track Record Over Local / Regional Peers



2 Accommodate High Value Client Segment from On-Shore Destinations



3 Serving European Clients with a Blended "Smart-Shoring" Capability



II. Key Investment Highlights





Key Investment Highlights



- I** A Growing Industry Supported by Key Fundamentals Trends
- II** Leading Market Position in Increasingly Attractive Delivery Locations
- III** Scalable Operational Platform Supported by a Low Capital Intensity
- IV** Comprehensive Provider of BPO Services
- V** Longstanding Client Relationship
- VI** Highly Skilled Talent Pool Leveraging on State of the Art Technology
- VII** Segment Reporting | Offshore & Local Revenue

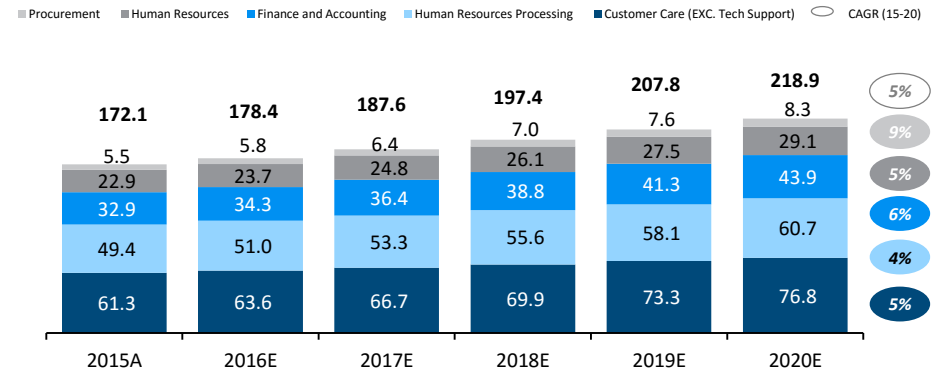
A Growing Industry Supported by Key Fundamental Trends

Attractive Market Segment

With the growth witnessed in the BPO market, obvious trends towards nearshoring and offshoring coupled with robust growth in vertical segment industries, the contact center market is expected to benefit greatly especially since the BFSI⁽¹⁾, telecom and media, and technology industries are experiencing significant growth



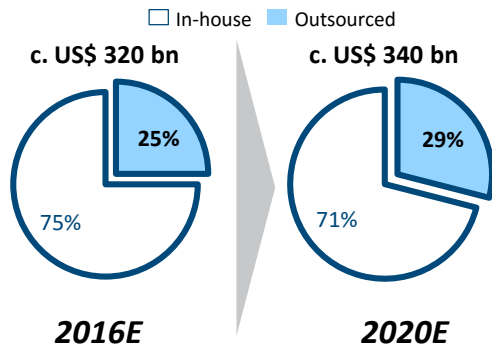
BPO Market by Service (US\$ bn)



Source: IDC Research

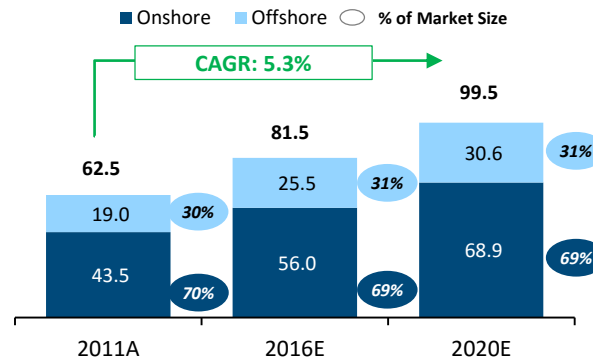
Growing Contact Center Market

Rising Outsourced Contact Center Market...



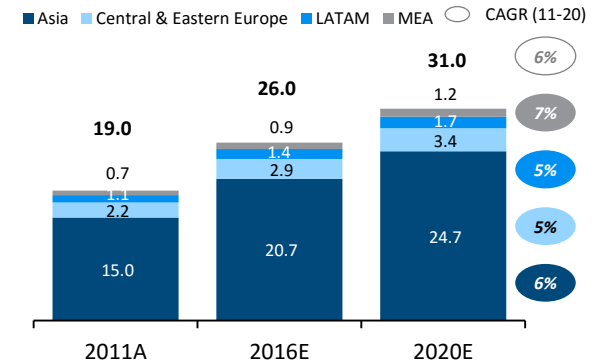
Source: Everest Group

... In Both Onshore and Offshore Markets (US\$ bn)



Source: Everest Group

... Across Different Regions



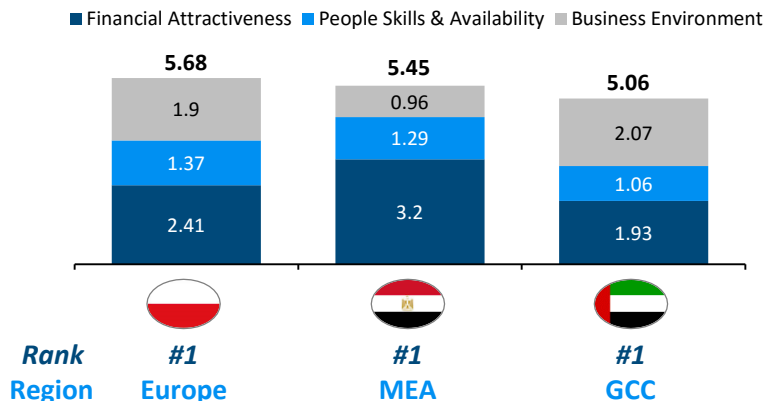
Source: Everest Group

Note(1): Banking, Financial Services and Insurance

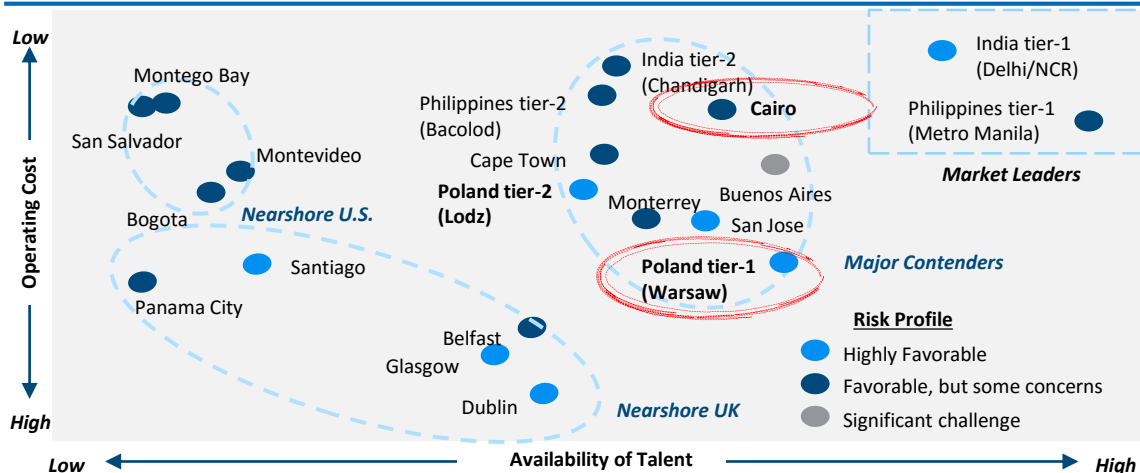
Leading Market Position in Increasingly Attractive Core Egyptian Market and Strong Presence in Favorable UAE and Polish Markets

Location Portfolio Diversity within the Top 20 Favorable Countries...

AT Kearney 2017 Global Services Location Index

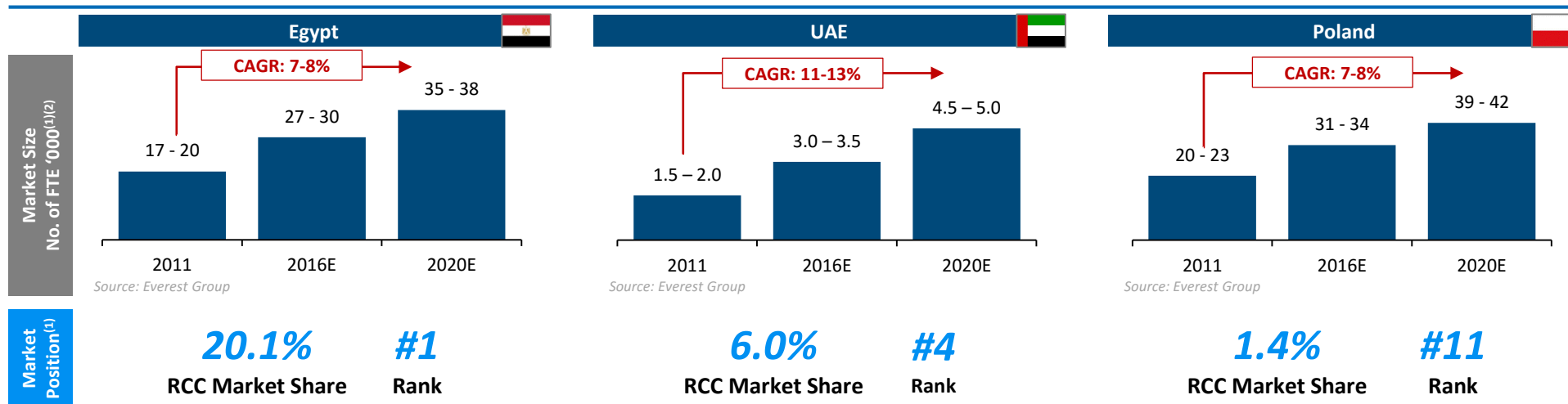


... With High Availability of Talent and Low Operational Cost



Source: Everest Group

Market Specific Details



Note(1): Everest Group, CCO Offshore Market Overview and Country-Specific Supply Market Analysis Report, January, 2017; Note(2): FTE stands for Full Time Equivalent which is the number of working hours that represents one full-time employee during a fixed time period, usually one year; Source: AT Kearney 2016 Global Services Location Index, Everest Group

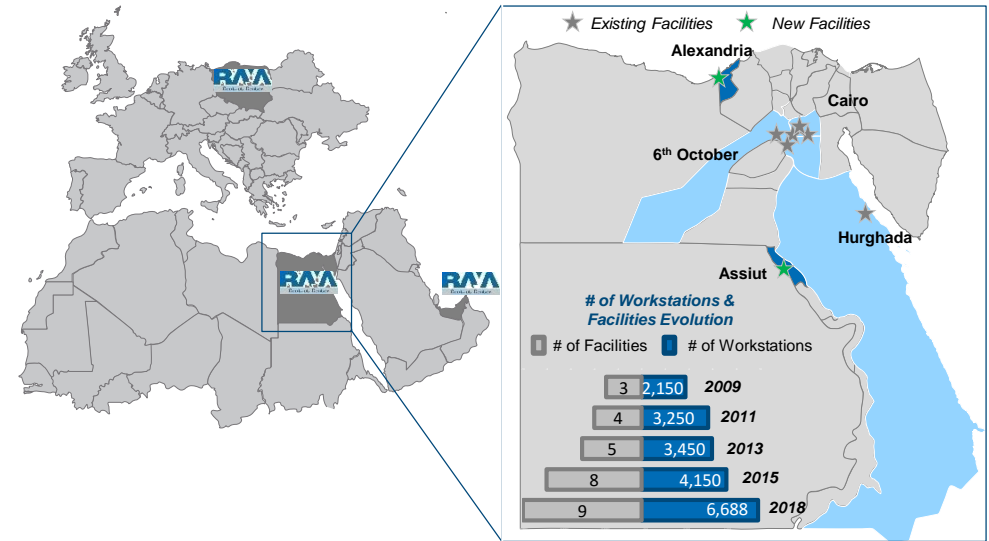
Scalable Operational Platform Supported by a Low Capital Intensity

RCC operates an asset light business model and rents all of its facilities, which has allowed for growth with limited Capex

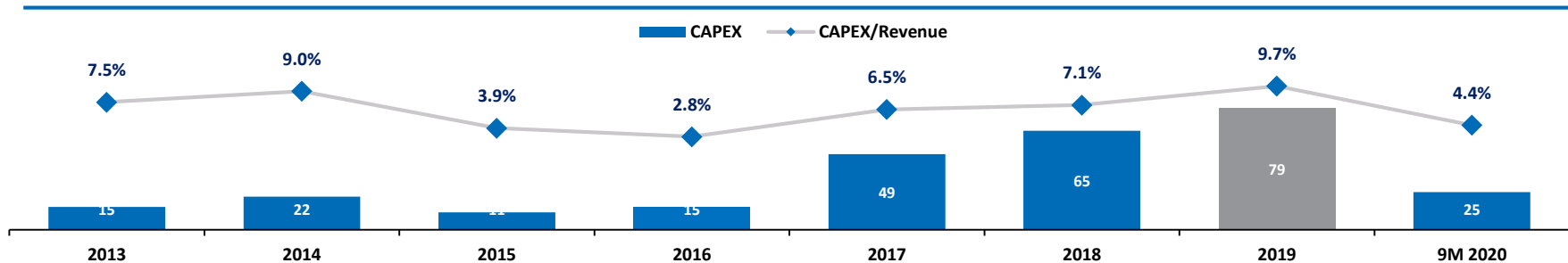
Key Highlights of RCC's Facilities

Facility	Country	Year Est.	# of Workstations	# of Agents	# of Lang. Spoken
			9M 2020		
Raya HQ	Egypt	2001	1,471	1,142	6
Maadi Park 1	Egypt	2010	751	662	2
Maadi Park 3	Egypt	2013	1,000	981	6
Raya Oct. City	Egypt	2006	779	584	N/A
Downtown Cairo	Egypt	2007	1070	808	2
Palm Strip	Egypt	2018	440	127	2
Smart Village	Egypt	2018	1467	-	-
Hurghada	Egypt	2014	624	121	2
Dubai Facility	U.A.E.	2014	303	212	2
Warsaw Facility	Poland	2015	139	22	10

Location of RCC's Facilities



RCC Capex / Sales (%)



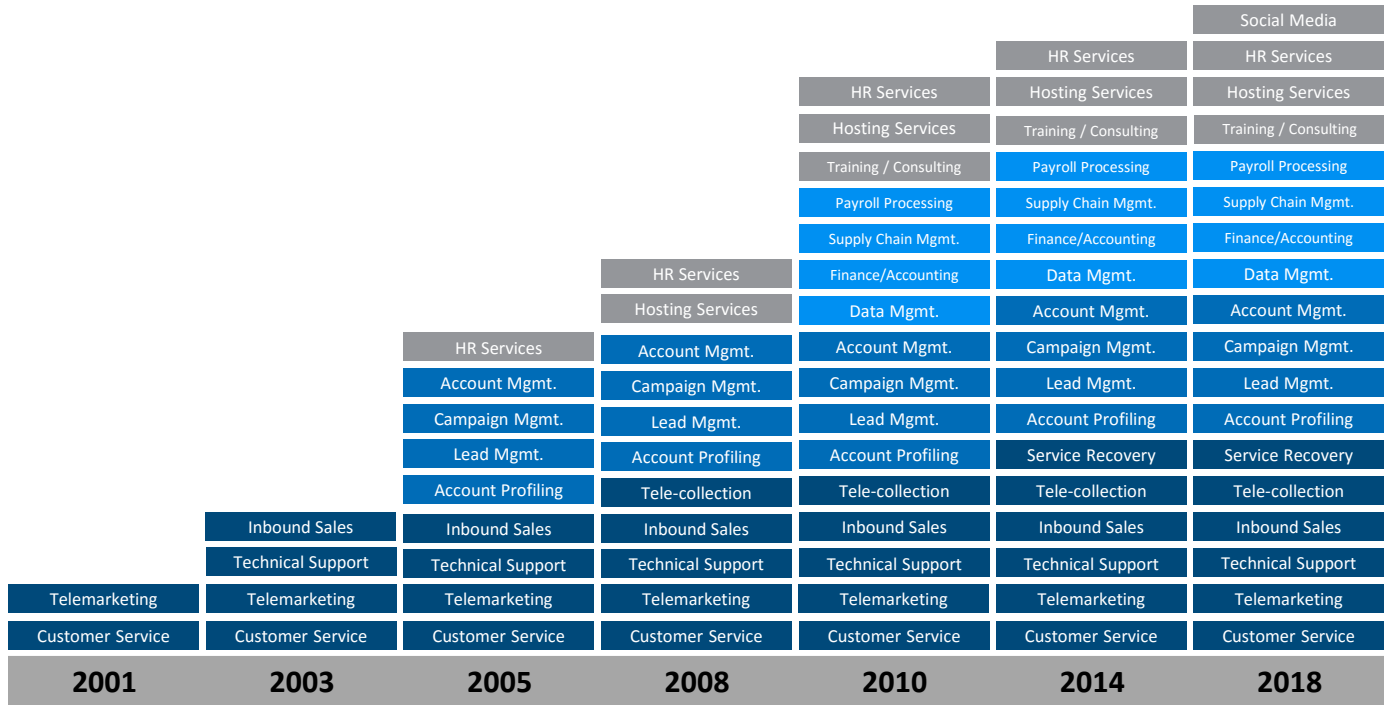
All facilities operated by RCC are rented, with most of the investments dedicated to technical equipment

Note(1): Utilization is calculated based on average productive workstations utilized / average workstation capacity

Note(2): Raya October City facility has no agents since this facility is used for hosting services

IV A Comprehensive Provider of BPO Services

One of the Only Regional Players that Provides Extensive Solutions ...



Revenue Contribution H1 2020

① Contact Service	59%
② Professional Services	41%

□ *RCC's capabilities, denoted by the range of services offered and the technology necessitated by those services enable it to compete with global providers for onshore and nearshore customers*

... Across Numerous Channels

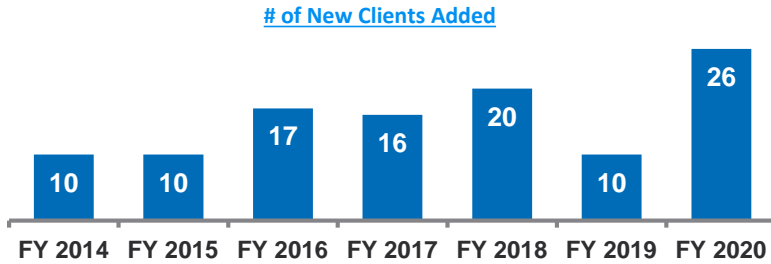


□ *RCC's services are delivered through a multi-channel platform - allowing customers to engage through numerous channels of interaction*

Note (1): Based on management and companies' website
 Note (2): Everest Group, CCO offshore market overview and country specific supply market analysis report, 2017

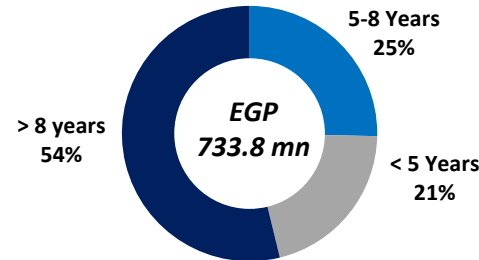
V Longstanding Client Relationship

Continuously Securing New Clients ...



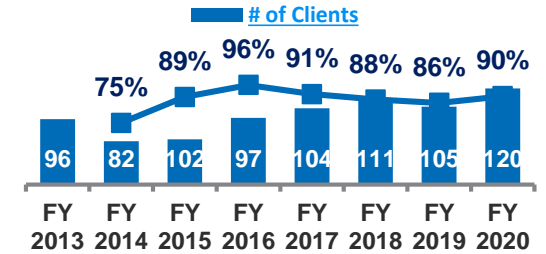
- ❑ RCC has long-term relationships with most of its 100+ clients providing great predictability of revenues
- ❑ Significant diversification of revenue stream to include multiple industries such as telecom and media, technology and consumer electronics, as well as multi-sector companies that encompass BFSI, retail, FMCG, healthcare, automotive, among others

... While Maintaining Strong Relationship with Existing Clients...



- ❑ Loyal client base, with **79%** of FY 2020 revenues coming from clients with over 5 years of relationship with the Company

...Resulting in High Retention Rates⁽¹⁾



- ❑ Historically high retention rate based on:
 - High satisfaction due to strong execution
 - High level of integration with clients' operations
 - High switching costs

RCC Competitive Advantage

I Delivery Against SLA

- ❑ RCC makes sure that it is continuously outperforming the targeted service level agreements and the required threshold



II Process Re-Engineering

- ❑ RCC provides flexible service portfolio that accommodates customized solutions for its clients



III Ability to Ramp-Up

- ❑ RCC has the ability to hire and train large agent workforce in a short period of time relative to its competitors, paving the way for its clients to access the market in a timely manner



IV Domain Expertise

- ❑ RCC clients are able to make informed business decisions capitalizing on RCC's 17 years of experience and profound data analytics / knowledge transfer platform



V Cost Optimization

- ❑ RCC presents very competitive pricing schemes with high level of service quality



VI Latest Technology

- ❑ RCC continuously invests in and deploys new technology that optimizes service delivery to its clients



Note(1): Retention rates defined as the percentage of existing clients that have stayed with RCC for more than 1 year

Efficient HR Management and State of the Art Infrastructure

Endorsed by Various Renowned Certificates

Key Support Platform Highlights

Information Technology

- Security**
 - Information security policies guarantee the protection of clients' customer data and prohibit the exposure of such data
 - ISO 27001 Information security management are applied along with PCI DSS
- Reliability**
 - RCC applies high level of redundancy and business continuity plans against power outage, telecommunication failure and hardware failure
 - RCC has partnerships with top tier vendors ensuring high quality service
- Quality**
 - RCC IT operations are strictly governed by management process and plans to actively plan, monitor and ensure continuity of high quality IT services

Human Resources

- A Talent Acquisition**
 - RCC has access to multiple recruiting channels including their website, social media, employment fairs and agencies
 - Panel interview to assess negotiation and problem solving skills
- B Training & Development**
 - Comprehensive training programs covering soft skills, culture specific trainings, process trainings and technical trainings for technical support agents
 - Highly specialized training tailored for clients matching their service and product offerings
- C Staff Retention**
 - Clear career progression defined for each position
 - Incentivized salary packages split between fixed and variable parts linked to performance assessment



Operational Quality Assurance

- Performance Management**
 - RCC is constantly identifying KPIs and guide employees towards successfully meeting the company's objectives
- Quality Monitoring**
 - The quality monitoring division is responsible for ensuring that a standard performance management practice is applied
- Business Analysis & Reporting**
 - The reporting team provide insights regarding daily performance and operation efficiency, business analysis and performance assessment, and quality performance assessment

Human Capital & Training

- I Onboarding Training**
 - Introduction to RCC's history, soft skills culture specific and technical trainings
- II Ongoing Training**
 - Refreshment trainings with skill gap assessment is continuously performed
- III Client Specific Training**
 - For sophisticated client processes and products, special trainings are carried out
- IV Low Attrition Rate**
 - RCC has lower attrition rate compared to peers reflecting employee satisfaction and development
- V Organization Structure**



Accredited Certifications

- COPC - OSP:** Performance management
- ITIL:** Information Technology framework
- ISO 27001:** Information security
- PCI-DSS:** e-Payment Security

A black and white photograph of a person sitting at a desk, writing in a notebook. The person's hands are visible, holding a pen and writing on a lined notebook. The notebook has the logo 'RNA' and the text 'Person View Results' on the cover. In the background, there is a computer monitor displaying a flowchart, a keyboard, and a mouse. The scene is dimly lit, with the person's face partially visible in profile. A blue semi-transparent overlay is present on the left side of the image, containing the text 'III. Strategy'.

III. Strategy

Well Defined Growth Strategy with Significant Room for Further Expansion

A

Sustain #1 Position in Egypt

B

Grow into #1 Player in GCC

C

Develop a Challenger Platform in Europe

These strategic pillars are achieved through the below growth strategies

1.

Internal Development

- Focusing on higher margin services, primarily non-voice services (which are generally more profitable for us to provide) and providing our existing clients with increased “value-added” services
- Existing client portfolio cleansing and resource and organizational optimization
- Upgrade or replace operational management layer and inject new blood if needed

2.

Market Penetration Strategy

- Optimizing our existing facilities in Egypt, Dubai and Warsaw by increasing our existing facilities’ capacities (including adding workstations and agents)
- Growing our client base by offering our BPO services to new clients in existing industries and penetrating new industries such as healthcare and government sectors
- Expanding our off-shore revenue stream with a focus to serve the US and European markets

3.

Market Development Strategy

- Expanding our footprint in and beyond the region, especially in the GCC, through the reviving of our acquisition program according to our expansion strategy criteria

IV. Financial Overview





Financial Overview

Factors Affecting RCC's Profitability

Key Factors Affecting the Company's Top Line Growth and Margin Profile

I Capacity and Utilization

The Company's top line growth is greatly affected by its total capacity (denoted by the evolution of its total number of workstations), as well as change in the average productive utilized workstations

II Agent / Workstation Efficiency

A key operational efficiency metric in this industry is the agent / workstation metric. Any increase (decrease) in the agent / workstation refers to greater (lower) operational efficiency which in turn implies higher profitability

III Revenues in Foreign Currency

A majority of the Company's revenue is in U.S. Dollars, while a significant portion of its expenses is in Egyptian Pounds. Accordingly, changes in EGP:USD exchange rate would affect the Company's top line growth and its profitability

IV Revenue Breakdown (Service Mix)

The Company's profitability is determined by the mix of services that is provided (hosting, insource and outsource). For example, any increase in the offshore outsourcing and / or hosting services revenue (the more profitable business lines) would increase the Company's profitability

V Employee Cost and Turnover

Given the nature of the industry that RCC operates in, employee costs (salaries and wages) constitute the majority of the Company's cost of service. Additionally, employee turnover is extremely high in the industry resulting in limiting the overall annual increase in salaries on a consolidated level



2020 Highlights

Achievements and negative impacts

Business

+ **EGP 360 Million** in awarded contracts

+ **56.6%** YoY growth in upselling & new business

43% YoY decline in downsizing & terminations

~**29%** enhancement in losing accounts' profitability as a percentage of revenue

- **48 Million** in extraordinary items hitting the bottom line including FX and Social Insurance

In 2020, Raya Contact Center has won the best BPO Award for the Automotive Industry

2020 witnessed a drastic increase in non voice services where it accounted for **48%** of the composition of awarded contracts, compared to a 10% in previous years.

Operations

Introduce a CX automation offering

Introduce WFH Model which reached 85% of total headcount during the peak of the pandemic. WFH is currently offered as a permeant solution with a minimum targeted utilization of 25% of total headcount.

Create a full fledged Marketing and Client Success functions

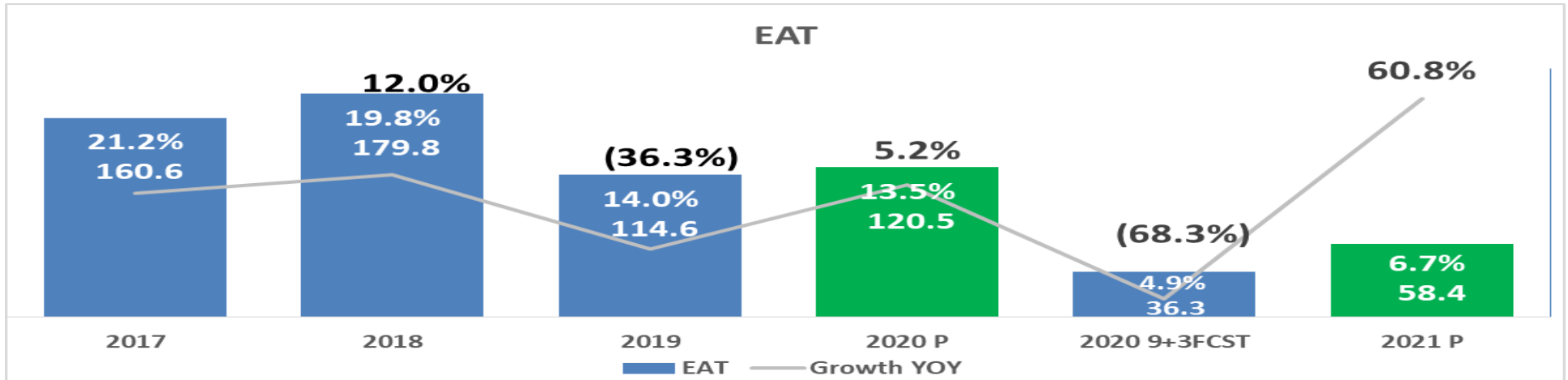
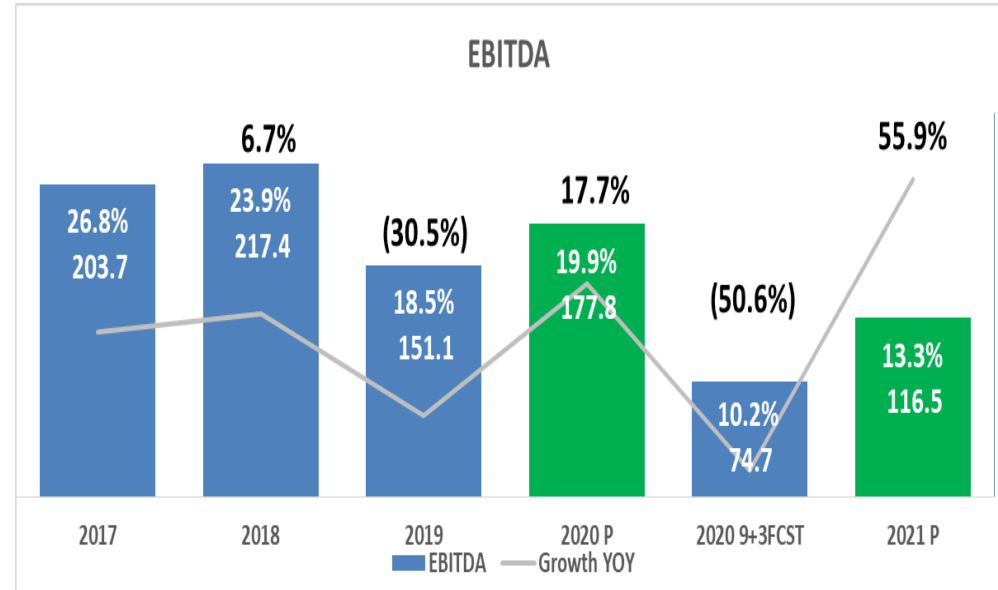
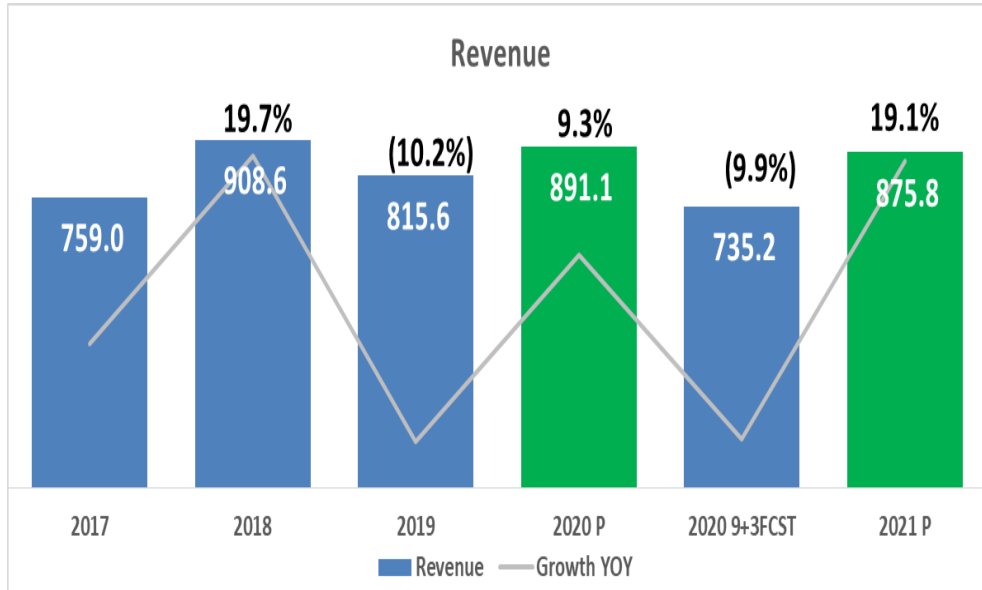
Expansion

Creation of an Acquisition Program and kicking it off with an acquisition transaction in the GCC that is expected to conclude by Q1 2021.

The Transaction will further expand our footprint in the GCC and establish a solid position in the KSA Market.

2021 Guidance

YoY Revenue Growth and Marginality



2021 – 2023 Strategy

2021

Sustain market dominance in the Egyptian market, while capture more market share in the GCC

Expand Footprint in the US Market through partnerships and acquisitions to leverage hybrid delivery model

2022

Leverage presence in Europe through onshore/nearshore delivery model

Focus on high growth verticals such as;

- ❖ Ecommerce,
- ❖ Healthcare,
- ❖ Born Digital (Fintech, Insurtech, Health-tech)

2023

Expand foot print through further acquisitions in new geographies

Be positioned as the ultimate boutique global provider.



Local/Regional Player



Global Customer Experience Provider

Tech Initiatives – Analytics & AI

Tech Initiatives

- Multi-touchpoints Engagement platform (Omni-channel + Channels deflection + CRM Integration)
- Reports Automation, RPA, Advanced Analytics, AI & Data Science
- AI-powered Intelligent Virtual Agents & Chat-bots
- Cloud-based Services (Moving away from On-premises)
- Speech Analytics & Real-time Agents Coaching

Build Reporting Analytics & Data Science

- For automating Real-time/historical insightful data analytics
- Finding, collecting, cleaning, organizing, shaping, storing, managing, analyzing data and presenting data
- Automating tedious repetitive tasks
- Predicting outcomes and recommend effective business models

Recruitment Automation Platform

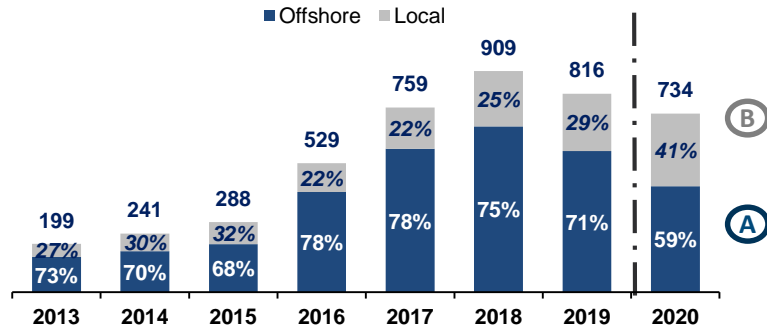
- Sourcing, Filtration and Assessments with less human mistakes, no wasted time on data-entry or extracting/searching profiles
- Accurate reports regarding Payments to agencies and recruiters bonus
- Cover the whole selection process "HR interview - Technical interview - Assessment center"
- Integration with the current HR system (CZ) and any future platform
- Fully support Contact Center mass hiring

Introduction of AI Enabled Services

- Automate interactions, improve customer service & reduce resolution time/AHT
- Transcribe calls and show caller sentiment to coach agents in real-time
- Build AI conversational interfaces for any queue
- Mine customer engagement data to show insights and spot trends

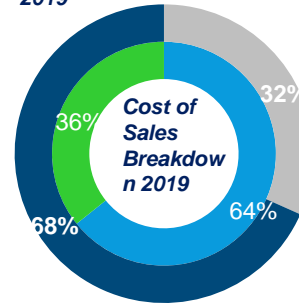
VII Segment Reporting | Offshore & Local Revenue

Revenue breakdown by service type (EGP mn)



Revenue and Expense Currency Mismatch

Revenue Breakdown 2019

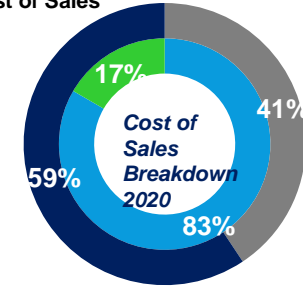


Egypt Cost of Sales

UAE and Poland Cost of Sales

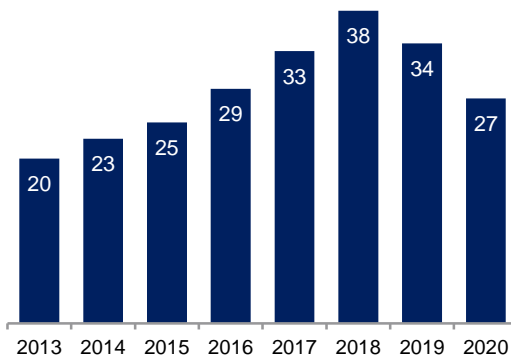
Foreign Currency Revenue

EGP Revenue

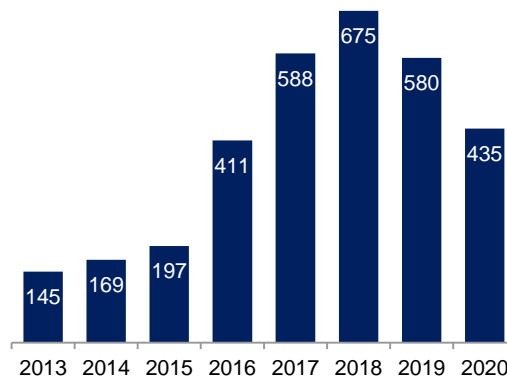


Offshore Revenue

Offshore Revenue (USD mn)

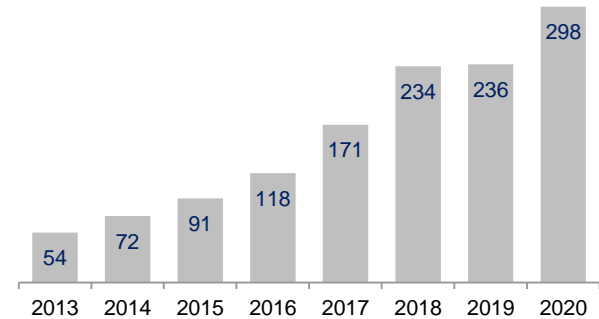


Offshore Revenue (EGP mn)



Local Revenue

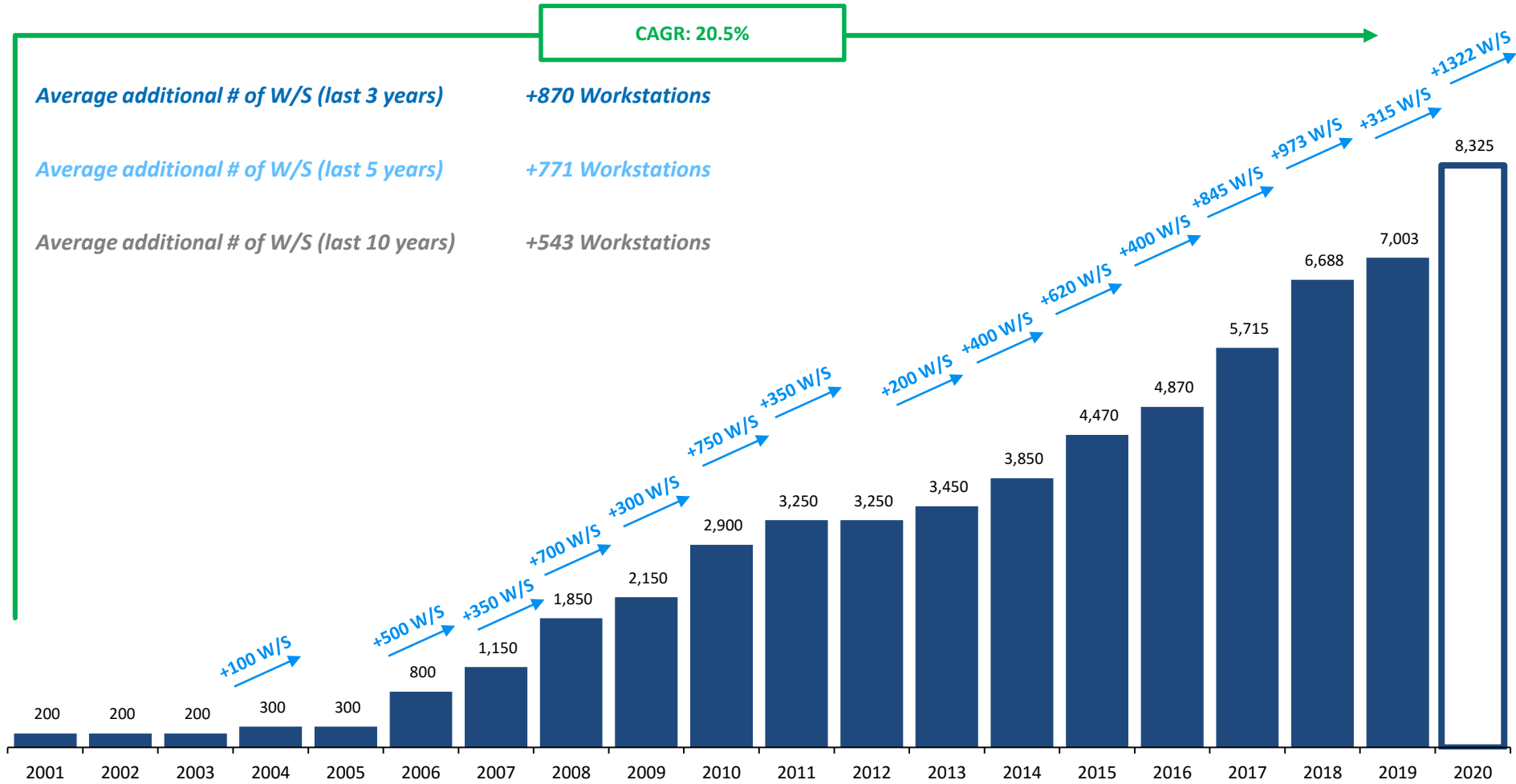
Local Revenue (EGP mn)



Financial Overview

Growth Track Record

Evolution of RCC's # of Workstations⁽¹⁾

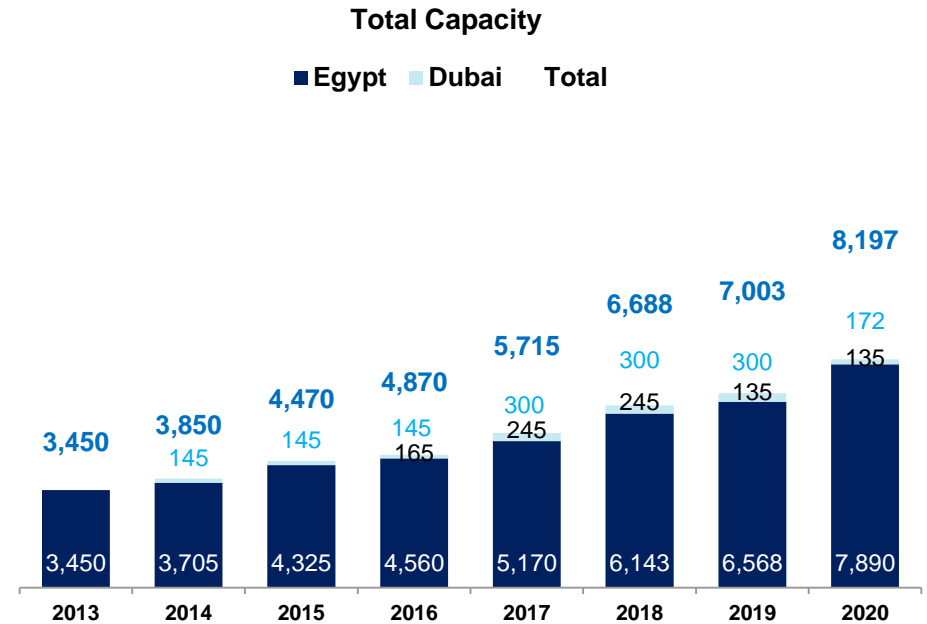
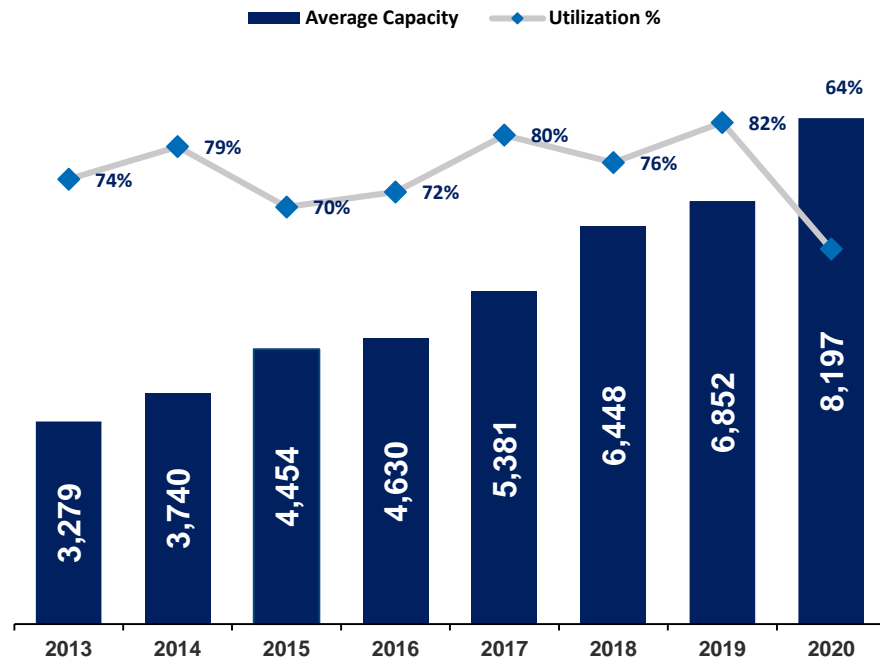


Note(1): Workstations presented here are the number of workstations at end of year; W/S stands for workstations

Financial Overview

Capacity and Utilization Analysis







Evolution of RCC's # of Workstations & Utilization Percentages



Financial Overview

Segmental Reporting | Overview

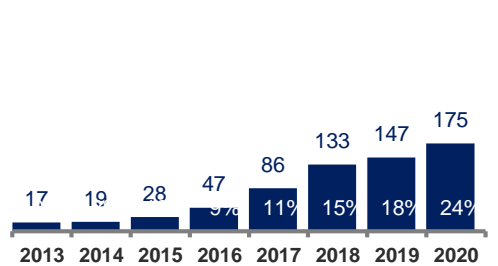
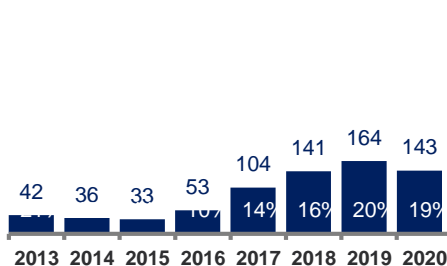
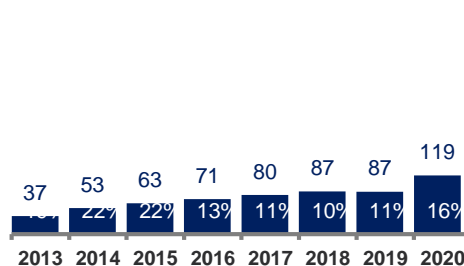
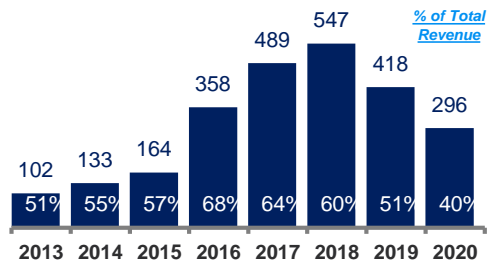
Segments Key Facts

	1 Outsourcing 	2 Hosting 	3 Insourcing 
Description	<ul style="list-style-type: none"> Outsourcing model is providing voice and non-voice services to clients from RCC facilities using RCC's agents 	<ul style="list-style-type: none"> Providing the needed contact center facility and infrastructure for hosting clients' operations 	<ul style="list-style-type: none"> Performing all activities of human resources management from screening, to hiring qualified personnel, to operate at clients' facilities
Revenue Contribution (9m-2020)	57%	19%	24%
Services Offered	<ul style="list-style-type: none"> ✓ Contact Center Services ✓ Back office ✓ Inside sales ✓ Professional services 	<ul style="list-style-type: none"> ✓ Professional services 	<ul style="list-style-type: none"> ✓ Professional services
Delivery Countries (9m-2020)			
Offered Resources	<ul style="list-style-type: none"> ✓ Agents ✓ Workstations 	<ul style="list-style-type: none"> ✗ Agents ✓ Workstations 	<ul style="list-style-type: none"> ✓ Agents ✗ Workstations
Service Segment Highlight	<ul style="list-style-type: none"> 76% in Foreign Currency 24% in Local Currency 	<ul style="list-style-type: none"> 97% in Foreign Currency Negligible HR Cost 	<ul style="list-style-type: none"> 99.3% in Local Currency Negligible CAPEX

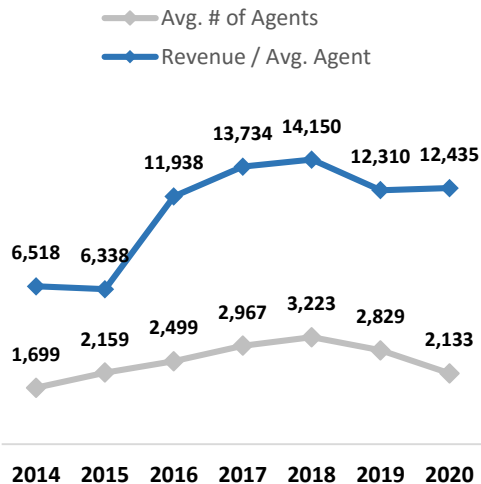
Financial Overview

Segmental Reporting | Overview

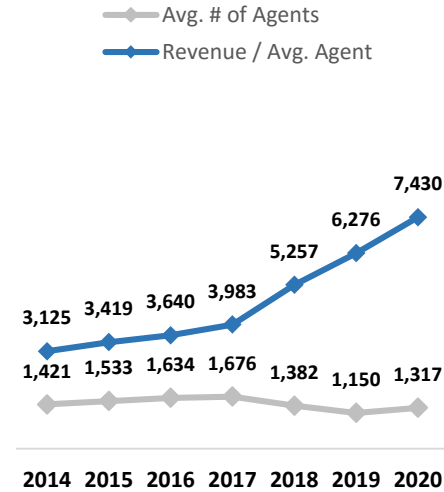
Offshore Outsourcing	Local Outsourcing	Hosting	Insourcing
Revenue evolution	Revenue evolution	Revenue evolution	Revenue evolution



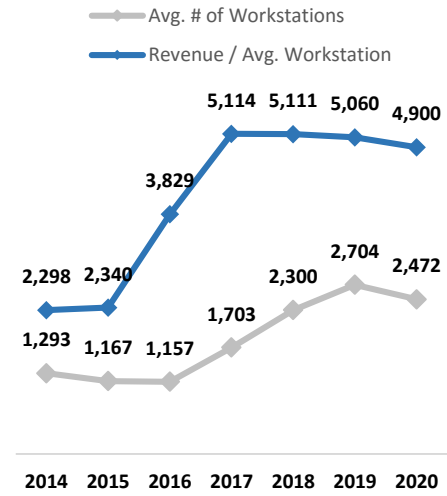
Revenue Analysis



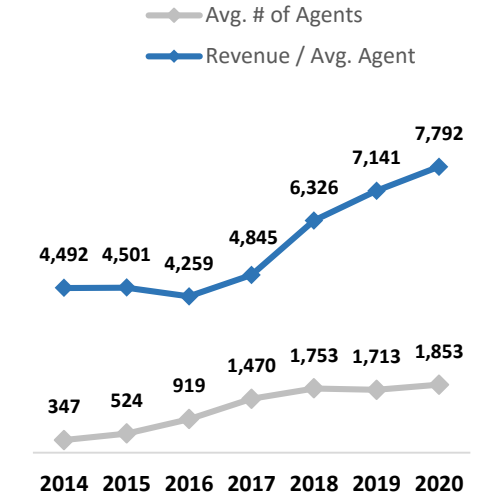
Revenue Analysis



Revenue Analysis



Revenue Analysis



Note(1): Revenue / average agent presented in this section refers to the revenue / average agent / month ;

Note(2): Revenue / average workstation presented in this section refers to the revenue / average workstation / month

Financial Overview

Consolidated Income Statement Overview

Income Statement Summary

In EGP million unless otherwise stated	2016	2017	2018	2019	2020
Revenue	528	759.1	908.6	815.6	733.8
<i>y-o-y growth</i>	83.72%	43.77%	19.69%	-10.23%	-10.03%
Cost of Revenue	-261.4	-412.9	-526.8	-477	-453
Gross Profit⁽¹⁾	266.7	346.2	381.8	338.8	280.5
<i>Gross Profit Margin, %</i>	50.51%	45.60%	42.00%	41.54%	38.22%
G&A Expenses	-47.1	-73.4	-77.7	-68.9	-82.6
<i>% of Revenue</i>	8.90%	9.70%	8.60%	8.45%	11.26%
S&M Expenses	-3.9	-5	-4.5	-4.5	-6.8
<i>% of Revenue</i>	0.70%	0.70%	0.50%	0.55%	0.92%
Rent Expense	-33.6	-63.9	-80.2	-111.3	-115.6
<i>% of Revenue</i>	6.30%	8.40%	8.80%	13.65%	15.75%
Impairment of A/R - Net	-2.5	0.9	-2	-2.0	-0.1
EBITDA	179.6	204.7	217.4	152.1	75.4
<i>EBITDA Margin, %</i>	33.90%	27.00%	23.90%	18.64%	10.27%
Provisions	(0.70)	0.00	0.00	(0.09)	0.00
Depreciation & Amortization	-20.3	-22.4	-25.8	-35.9	-39.9
EBIT	158.5	182.3	191.5	116.1	35.4
<i>EBIT Margin, %</i>	29.90%	24.00%	21.10%	14.23%	4.83%
Net Finance Income / (Expense)	-2.3	16.9	29.8	23.2	12.3
Other Income / (Loss)	0	0	-0.7	1.2	-1.4
EBT	156.2	199.2	220.7	140.4	46.4
<i>EBT Margin, %</i>	29.50%	26.20%	24.30%	17.22%	6.32%
Income Tax Expense	-37.8	-40.7	-40.2	-25.9	-9.9
<i>Effective Tax Rate, %</i>	24.20%	20.40%	18.20%	18.42%	21.35%
Net Profit	118.500	158.500	180.500	114.575	36.487
<i>NP Margin, %</i>	22.40%	20.90%	19.90%	14.05%	4.97%

Note(1): Gross profit excludes depreciation

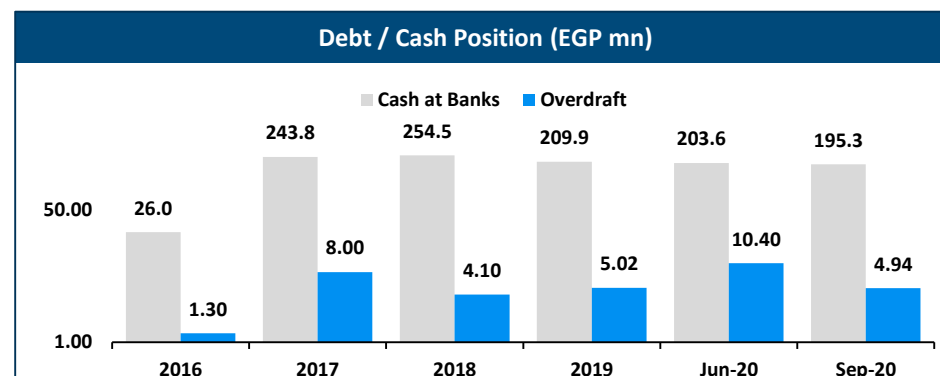
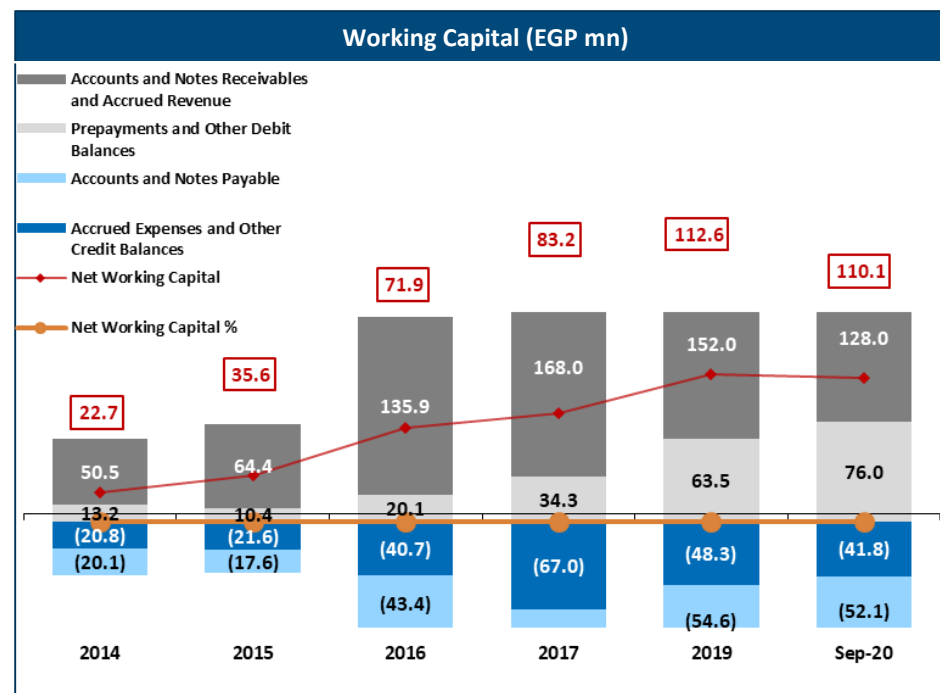
Key Highlights

- ❑ Consolidated revenues in 2020 recorded EGP 733.8 million, down (10%) y-o-y — The decline in our top line is mainly attributable to one of our top contributor clients who is being served from both our Egypt and UAE offices, who has terminated part their operations that has been serviced out of Dubai, due to a newly imposed law by the Government that has forced the Client to move the operation in house. Moreover, the change in FX recognition rate, on the back of the EGP appreciation against the USD still carried some negative on to 9M 2020 figures.
- ❑ Gross profit recorded EGP 280.5 million, down 13% y-o-y, and yielding a GP margin of 38.2%. first and foremost, the decline in margins is due to a change in our revenue mix as we witnessed an increase in our Insourcing business, which offers the lowest margins due to the higher HR costs, on the expense of the Outsourcing and the Hosting businesses, both of which offer much higher margins. Moreover, the newly imposed social insurance law has a major role in the hit to our GP margin, as a chunk of the one off expense was directed to Salaries.
- ❑ EBITDA recorded EGP 75.4 million, with an 10% EBITDA margin, reflecting a 51% decline y-o-y, due to the aforementioned increase in COGS and operating expenses.
- ❑ Net profit recorded EGP 36.4 million with a net profit margin 5.0%, down from reflecting a 69% decline from the same period last year.

Financial Overview

Consolidated Balance Sheet Overview

Balance Sheet Summary					
<i>In EGP mn, unless otherwise stated</i>	2016	2017	2018	2019	2020
Accounts and Notes Receivables and Accrued Revenue	135.9	168	212.2	152.0	118.5
Prepayments and Other Debit Balances	20.1	34.3	48.8	63.5	53.3
Due from Related Parties	62.8	0	0	0.0	0.0
Cash at Banks	26	243.8	254.5	209.9	216.2
Total Current Assets	244.8	446.1	515.5	425.4	388.0
Fixed assets	30.6	57.5	96.4	140.2	174.3
Goodwill	26.6	26.6	26.6	26.6	26.6
Other Non-Current Assets ⁽¹⁾	2.9	1.9	3.2	0.1	0.2
Total Non-Current Assets	60.1	86	126.1	166.9	201.1
Total Assets	304.9	532.1	641.6	592.3	589.1
Bank Overdrafts	1.3	8	4.1	5.0	4.4
Accounts and Notes Payable	43.4	52.1	62.4	54.6	33.8
Accrued Expenses and Other Credit Balances	40.7	67	64.7	48.3	65
Due to Related Parties	-	6.9	8.7	7.2	7.6
Provisions	1.9	1.9	1.9	2.0	2.0
Income Tax Payable	36.4	32.5	28.9	14.2	10.6
Dividends Payable	0.3	2	8.5	16.2	4.7
Current Portion of Long-term Loans	-	-	-	-	10.4
Total Current Liabilities	124	170.5	179.2	147.6	138.4
Long-term Loan	-	-	-	-	52.1
Deferred Tax Liabilities	-	2.9	7	6.5	5.1
Other Long-term Liabilities	1.4	3.7	6.7	6.8	1.8
Total Non-Current Liabilities	1.4	6.6	13.7	13.3	59.1
Total Liabilities	125.3	177.1	193	160.9	197.5
Capital	50	53	53	53	106.1
Additional Paid in Capital	-	75.3	75.3	75.3	44.9
ESOP Program	0	0	0	0	5.3
Legal Reserve	4.5	31.1	31.1	31.1	31.1
Merger Reserve	-2.8	-2.8	-2.8	-2.8	-2.8
Foreign Currency Translation Reserve	11.2	10	10.7	-3.2	-6.2
Retained Earnings	-2	29.6	100.5	163.1	226.7
Profits for the Period	117.8	157.3	179	113.2	35.6
Treasury stock	-	-	-	-	-50.2
Minority Interest	0.9	1.5	2	1.8	1.2
Total Shareholders Equity	179.6	355	448.7	431	391



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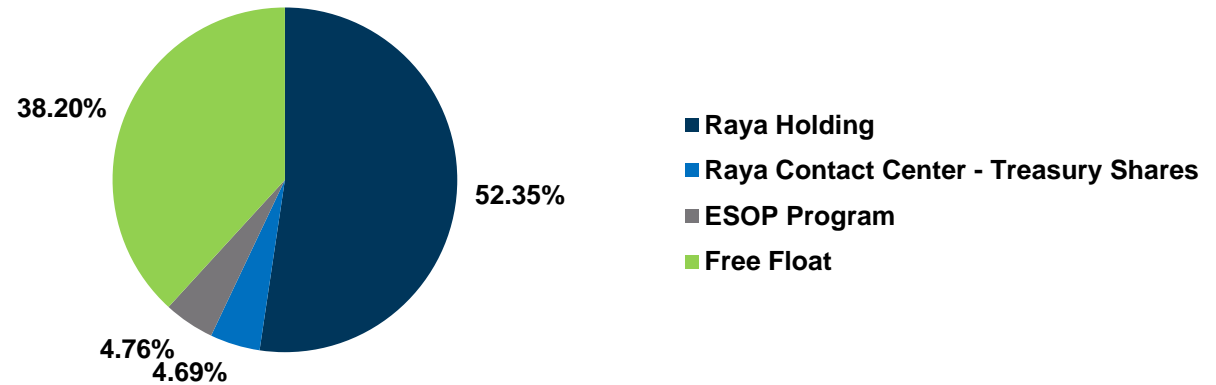
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Shareholding Structure (As of December 31st, 2020)





Thank you