



Kingdom of Saudi Arabia

General Authority of Civil Aviation (GACA)

Annual Report

20

22

1443 - 1444 AH

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

“ The Kingdom of Saudi Arabia is moving towards achieving everything that enhances the citizen’s prosperity and the prosperity, progress, security and stability of the homeland, and facilitating the citizen’s efforts to fulfill the various requirements that guarantee him a decent life ”



Custodian of the Two Holy Mosques
King Salman bin Abdul Aziz Al Saud



“ The National Strategy for Transport and Logistic Services will strengthen human and technical capabilities in the transport and logistics sector in the Kingdom. It will enhance the connection with the global economy and enable our country to invest its geographical position in the middle of the three continents in diversifying its economy ”



His Royal Highness Prince
**Mohammed bin Salman
bin Abdulaziz Al Saud**
Crown Prince, Prime Minister



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Preamble

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Foreword by H.E Minister of Transport and Logistic Services

GACA Chairman of Board of Directors

“

I am pleased to introduce to you GACA annual report for 2022, summarizing key achievements made in aviation sector and high recovery achieved by aviation transport sector after corona pandemic

”



The aviation sector witnessed a great celebration of the launch by His Royal Highness Prince Mohammed bin Salman bin Abdulaziz, Crown Prince and Prime Minister, the master plan for King Salman International Airport in Riyadh, which constitutes a major strategic addition to the aviation sector in the Kingdom and a global gateway to transport, trade and tourism. During the year 2022, two travel terminals (3-4) were inaugurated at King Khalid International Airport in Riyadh, with the aim of raising the capacity of the Kingdom's airports, improving the passenger's experience, and improving the services provided in the air transport sector. The past year witnessed realization of a package of key achievements represented in the high efficiency of services provided at airports, as the Kingdom's airports continued their progress in international indicators for the year 2022 to be among the top 10 airports in the Middle East, with 4 Saudi airports achieving advanced positions in the global Skytrax classification. National air operators also have achieved advanced positions in the air transport market services in coincidence with the increase in operational capacity in the air cargo sector, doubling the traffic rate, increasing the passenger traffic by 182% compared to 2021, as 86% of traffic rates were recovered in 2019.

As a consolidation of the Kingdom's position as international aviation hub and a center for air connectivity between the three continents, many of the Kingdom's airports witnessed a wide range of development projects that kept pace with the growth of traffic and the flow of more than (42) million international passengers to and from the Kingdom's airports, equivalent to 270% compared to the year 2021, and a recovery of 95% of traffic rates in the year 2019.

The year 2022 also witnessed the launch of the first Integrated logistics bonded zone at King Khalid International Airport in Riyadh and the announcement of Apple international company as the first international investor in the zone. It constitutes a qualitative addition to the cargo sector and the logistics industry in the Kingdom. It also contributes to raising the volume of air cargo in the Kingdom to 4.5 million tons annually, and raising the contribution of the transport and logistics sector to the Kingdom's gross domestic product from 6% to 10%, according to the objectives of the aviation strategy emanating from the National Strategy for Transport and Logistic Services, which supports the national economy and contributes to achieving sustainable development.

In the field of administrative reform and strengthening of governance, the institutional transformation of 25 airports has been completed, structuring projects have been completed, and the operational side has been separated from the organizational side in airports with the aim of raising operational efficiency, increasing capacity, and activating the role of airports in supporting the national economy.

As a consolidation of the Kingdom's position in the international aviation sector, the year 2022 witnessed the Kingdom's victory in the elections of the Council of the International Civil Aviation Organization (ICAO) for the period from 2023-2025, as part of the work of the General Assembly (41) of the organization, which was held in Montreal, Canada. Riyadh also hosted the international conference, "Future Aviation Forum 2022", which witnessed great success, and achieved wide positive impacts regionally and internationally. The Kingdom won the hosting of the Airports Council International (ACI) office in Riyadh, which establishes the Kingdom's position as an international hub for aviation and a center for air connectivity between the three continents.

In continuation of the role of the General Authority of Civil Aviation in promoting investment in the Saudi human capital, and empowering qualified national cadres, the Air Transport Sector Jobs Localization Initiative was launched, which included a number of various jobs in various fields of the aviation sector, empowering Saudi women and enhancing their presence in this vital sector.

In conclusion, I extend my thanks and appreciation to the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud, and HRH Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister, for their great support for the sectors of the transport and logistics ecosystem to achieve the ambitious goals of the projects and programs of the National Strategy for Transport and Logistics Services, and the aviation strategy, to consolidate the Kingdom's position as a global logistics hub and an international hub for air transport in alignment with the Kingdom's Vision 2030. I also thank fellow members of the Board of Directors of the General Authority of Civil Aviation and all its employees for their efforts, looking forward to more achievements and realizing the aspirations of the wise leadership.

H.E Minister of Transport and Logistics

Saleh bin Nasser Al-Jasser

Foreword by H.E the Head of General Authority of Civil Aviation (GACA)

“

We are pleased to put in your hands the annual report of the General Authority of Civil Aviation for the year 2022, highlighting the key achievements and events for this year, which was a milestone in the Authority's march and achievements with all its figures indicating the successful recovery of the sector after the corona pandemic.

With the grace of God, and the support of our wise government led by the Custodian of the Two Holy Mosques and HRH the Crown Prince, because of the great interest and generous support they give to the aviation sector as a major support engine towards the national economy growth and its major contribution to achieving the Kingdom's Vision 2030 aimed at developing the air transport sector and maximizing its revenues.

We, at the General Authority of Civil Aviation, are determined to push the aviation sector to promising horizons to implement its strategic goals, and keep pace with events and changes in the region.

”



The aviation sector in the Kingdom witnessed many achievements during the year 2022, in which indicators increased significantly in the vital parts of the sector in the Kingdom, including the doubling of air traffic to reach more than (88) million passengers and (711) thousand flights compared to 2021. Also, the passenger traffic recovered to reach (87%) compared to 2019 due to the growth of international traffic and the flow of more than (42.3) million international passengers to and from the Kingdom's airports, with a recovery rate of up to (95%) compared to 2019. The opening of the terminals 3 and 4 at King Khalid International Airport contributed to raising the additional capacity of the airport by approximately (13) million passengers annually, which supports the achievement of the objectives of the national strategy for transport and logistic services. This is in addition to the opening of Al Qaisumah Airport Expansion project Hafar Al Batin and raising the capacity by 367% annually. Also, Privatization projects have been completed for four airports (Abha International Airport, Taif International Airport, Prince Nayef bin Abdulaziz International Airport in Al-Qassim, Hail International Airport) through the partnership model with the private sector (PPP).

On the other hand, the Kingdom's airports leveraged the addition and reoperation of (29) new destinations compared to the year 2021. The average satisfaction rate of beneficiaries with the services provided at airports reached 89% during the year due to the development of national competencies and the multiple training programs for the sector's employees, such as the Disability Care Program, which was carried out in cooperation with the Authority for the Care of Persons with Disabilities for aligned and inclusive society. Also, periodic workshops have been conducted to improve the travelers' experience and several memorandums of understanding have been signed to provide services, research studies and solutions in the field of civil aviation in accordance with international best practices.

With regard to the strategy for transforming the Kingdom into a global logistics hub, the Integrated logistics bonded zone was launched in Riyadh as the first of its kind in the Kingdom aimed at attracting qualitative investments, followed by the launch of the electronic platform as one of the objectives of the Authority's Vision 2030-related initiatives to make Riyadh one of the key and largest economic cities in the world. Also, several memorandums of understanding have been signed with government agencies with which the investors' business intersects, in order to facilitate the investor's experience and enable the region's business.

In terms of international participation and conferences, the most prominent of which was the General Authority of Civil Aviation's holding of the Future Aviation Forum in Riyadh, which contributed to announcing several strategic objectives for the civil aviation sector emanating from the National Strategy for Transport and Logistics Services to become a unique international event. It offered good opportunities for exchanging knowledge and ideas and defining the best experiences and accelerated practices in the aviation

market. It included more than 40 dialogue sessions with the presence of more than 2,000 guests and the participation of 150 speakers from various sectors and countries.

The Kingdom of Saudi Arabia was also elected to the membership of the Council of the International Civil Aviation Organization (ICAO) for the period 2023-2025 in the second category, after achieving 156 votes, which represents 91% of the total votes, as part of the work of the 41st General Assembly of the Organization that was held in Montreal, Canada, to win the membership of the Council and thus providing an audible voice for the Arab and Islamic world. The key results of the participation include the announcement of the Kingdom's donation of one million dollars to support the "No Country Left Behind" (NCLB) initiative as well as the announcement that the Kingdom would host the new office of the International Airports Council for the Asia and Pacific region in Riyadh, and the announcement that the Kingdom would host International Conference on Air Services Negotiations in December 2023.

In terms of international awards, and for the first time in the Kingdom, King Khalid International Airport, King Abdulaziz International Airport, and King Fahd International Airport achieved advanced ranks in the list of the top (50) international airports within the Skytrax program. It should be noted that the Kingdom's airports won (16) different awards this year.

The authority received the award of the National Industry Development and Logistics Program (NIDL) for Excellence as the best entity in achieving national achievements at the international indexes for the year 2022. The Authority continues working according to ambitious plans based on Vision 2030, which was launched by HRH the Crown Prince, which set for us a clear roadmap for the development of the aviation sector and passenger protection.

Finally, we cannot help but affirm that the achievements made by the General Authority of Civil Aviation during the year 2022 would not have been possible without the unlimited support given by our wise leadership. Also extending my thanks and appreciation to all the entities that cooperated with the Authority, in addition to all the employees of the Authority who have been making unremitting efforts to realize the achievements reviewed in this report.

Head of GACA

Abdulaziz bin Abdullah Al-Duailej

Table of Terms & Definitions

Logistic Position

KSA position at logistics performance index

International Air Transport Association (IATA)

It is the trade association for the world's airlines, representing some 290 airlines or 83% of total air traffic. It also supports a number of areas in the aviation sector, and helps in developing their policies related to important aviation issues.

International Civil Aviation Organization (ICAO)

It is an international organization that sets standards and regulations necessary for the safety, security, efficiency, and regularity of aviation, as well as for protecting the environment from the negative impact of civil aviation. The organization represents a platform that brings together 193 member states for cooperation in all fields of civil aviation.

Network Domain Names

A name used on the Internet and networks to prove the identity of a particular entity electronically

Logistic Zone

An Integrated logistics bonded zone designed with the aim to attract qualitative investments in which specific activities are carried out, namely:

- Goods maintenance, repair, treatment, modification, development, assembly and storage.
- Sorting, packing, repacking, wrapping, trading, distributing, handling and using goods or other goods, including simple manufacturing operations, in any form.
- Import, export and re-export.
- Value-added services, logistic services and after-sales services.
- Recycle waste and electronic waste

International Fire Service Accreditation Council (IFSAC)

It is an international council established in 1990 in the United States of America. It is one of the entities concerned with licensing training centers for fire and rescue services around the world. It is also concerned with auditing these centers and their compliance with NFPA international standards for the quality of fire and rescue training.

Network Servers

Servers acting as a bridge or intermediary between two points of contact on the Internet

Incident

Every incident related to the aircraft's operating that affects or is likely to affect the safety of operation, and is different from an accident

Serious Incident

Each incident indicating, by its circumstances, that there is a high probability of the accident

Airports Council International (ACI)

ACI was established in 1991 and is concerned with the advancement of airports and the promotion of professional excellence in their management and operation by enhancing cooperation between airports, international aviation organizations and business partners to provide safe and highly efficient air transport systems.

Deem Cloud

Saudi government cloud computing platform

Accident

- Every incident related to the aircraft's operating at any time starting from the first person gets on the aircraft for flying purpose till the last person on board gets off, and during that period any person is seriously or fatally injured as a result of the following:
 - The presence of the person on board.
- A person's direct contact to any of the parts attached to or detached from the aircraft, or if his/ her direct exposure to the burning jet exhaust, excluding: Injuries resulting from natural causes or those caused by the person himself/ herself or by other persons
- Aircraft substantial damage or structural failure.
- Aircraft loss or loss of communication with the aircraft.
- An emergency landing at an airport, regardless of injuries and damages.

Appendix (17)

A document issued by ICAO as one of the annexes to the Convention on International Civil Aviation (Chicago 1944), and includes standard rules and security requirements with the aim of protecting aviation from acts of unlawful interference

Government Safety Inspectors (GSI) Programs

A series of intensive training programs to qualify aviation safety inspectors (GSI Training) in coordination and accreditation of the International Civil Aviation Organization (ICAO) in the training programs.

Firewalls

Hardware and systems firewalls against viruses

Public Key Directory (PKD)

A tool to enhance and strengthen security and facilities for passengers across borders by verifying electronic passports, the validity of passports, and authentication of digital signatures and the content of the electronic chip on the passport.

Air Freight Handling Ground Services

A process intended to handle goods and containers to and from aircraft in the airport's airside.

Medical Certificate

A certificate ensuring that its holder has met the medical requirements to perform his work in the field of aviation.

Transferred Cargo

Cargo departing on an aircraft other than that on which it arrived.

SCADA

Supervisory Control and data acquisition System

Table of Terms & Definitions

International Standards Organization (ISO)

An organization that issues standards. It has representatives from several national standards organizations. It was founded in 1947 and issues international commercial and industrial standards.

EMOS ISO (21001:2018)

ISO standard for the management system of educational organizations

ISO (10002:2018)

ISO international standard for quality management of complaints and customer satisfaction

ISO (9001:2015)

ISO quality management system standard.

ICAO -Trainair Plus- Full Membership

ICAO Advanced Air Training Program

Aviation Medical Examiner Designation

Authorization from the General Authority of Civil Aviation for aviation doctors inside and outside the Kingdom to conduct medical examinations for applicants.

GACA Figures



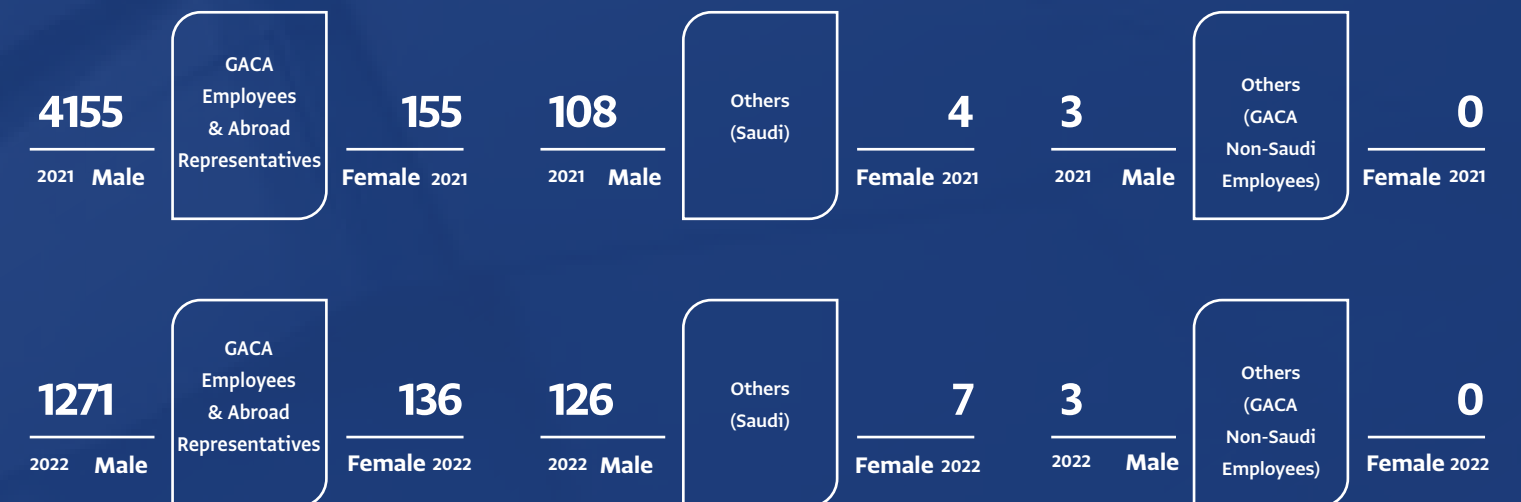
Manpower

| | 2021 | 2022 |
|---|--------|--------|
| Jobs approved for the fiscal year | 5837 | 5851 |
| Jobs filled at the end of the fiscal year | 4425 | 1543* |
| Percentage of filled to approved jobs | 75.80% | 26.37% |
| Jobs filled at the end of the fiscal year | 4606 | 4425 |
| Change in workforce | 181 | -2882 |

* The decrease in the number of job filled at the end of 2022 is due to the separation of the regulatory scope of work from airport operations and the transfer of GACA's operations-related personnel to Matarat and its subsidiaries.

| Numbers | 2021 | 2022 |
|-------------|------|------|
| Promotions | 1050 | 350 |
| Assignments | 93 | 103 |
| Resignation | 151 | 83 |
| Retirement | 125 | 98 |
| Dismissal | 4 | 3 |

LOCALIZATION AND GENDER OF WORKFORCE



| Total | 2021 | 2022 |
|-------|------|------|
| | 4425 | 1543 |

KSA Airports Traffic in 2022



| Year | Freight & Mail (tons) | | Passengers (thousands) | | Flights | |
|-------------------|-----------------------|------------------|------------------------|---------------|----------------|----------------|
| | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 |
| Int. Airports | 579,610.46 | 623,700.7 | 46,581 | 85,853 | 469,620 | 670,930 |
| Domestic Airports | 278.14 | 2.8 | 2,141 | 2,697 | 27,372 | 30,365 |
| Total | 579,888.60 | 623,703.5 | 48,721 | 88,550 | 496,992 | 701,295 |

Rate of change



Executive Summary

The General Authority of Civil Aviation (GACA) continues its ambitious efforts to implement the strategic targets, through planning, development and empowerment of national cadres in an effort to contribute to the support and achievement of the targets of the National Strategy for Transport and Logistic Services and the aspirations and programs of Saudi Vision 2030. During the fiscal year 2022 - 1443/1444 AH, GACA made key achievements and played an important role at all organizational and financial levels, which is reflected in this annual report. GACA achievements can be summarized as follows:

About the General Authority of Civil Aviation (GACA):

The General Authority of Civil Aviation (GACA) was established in 1948 under the name Civil Aviation Authority, which at that time included both Saudi Airlines and the Civil Aviation Department. In 1959, the Saudi Airlines was separated from the Civil Aviation and its name became Directorate of Civil Aviation. Its name changed in 1977 to Presidency of Civil Aviation. Pursuant to the Council of Ministers Resolution No. 13 dated 17/1/1425 AH, the Presidency of Civil Aviation was transformed into a public entity with legal personality and financial and administrative independence to operate according to commercial principles and standards under the name of the General Authority of Civil Aviation.



Vision
A globally leading, innovative, and trusted aviation regulator



Mission
To enable the Kingdom's leadership in aviation, by providing passenger-centric and digitally-enabled regulatory services

GACA Key Achievements in 2022:



Special Integrated Logistics Zone

The launch of the Special Integrated Logistics Bonded Zone (ILBZ) as the first private logistics zone of its kind in the Kingdom, which aims to attract quality investments and contribute to making the Kingdom a global logistics hub.



Launching the electronic platform for ILBZ as one of the targets of GACA initiatives related to Vision 2030 to make Riyadh one of the key and largest economic cities in the world.



Signing memorandums of understanding with government entities in order to facilitate the investor's experience and enable the region's business



Completing institutional transformation of all airports in the Kingdom, in addition to separating the operational side from the regulatory side, and transferring the task of operating airports to Matarat Holding company.



GACA won the award for the National Industry Development and Logistics Services Program for Excellence as the best entity in achieving national achievements on international indexes for the year 2022.



King Khalid International Airport, King Abdulaziz International Airport and King Fahd International Airport achieved high rankings in the top 50 airports in Skytrax program, for the first time in the Kingdom.



The two national carriers, "Saudi Airlines, Flynas" maintained their positions in the top 100 international airlines around the world, where Saudi Airlines ranked 34 and Flynas ranked 58.

14 monthly standards

Collecting and measuring 14 monthly standards of operational performance, which represent the minimum service required for the key stages of the passenger at the Kingdom's airports.



Opening and operating terminals 3 and 4 at King Khalid International Airport in Riyadh.



GACA organized the Future Aviation Forum with the participation of 150 representatives from various sectors and countries through 44 dialogue sessions and the presence of more than 2,000 guests from different countries, and 50 VIPs, ministers, and heads of civil aviation. The conference discussed the future of aviation in the wake of the Corona pandemic and addressed the key pressing issues in the sector, such as commercial growth, sustainability, and passenger experience, and the Kingdom's efforts and ambitions to be a major hub linking the three continents by 2030.

156 votes

The Kingdom was reelected for the second category of the Council of the International Civil Aviation Organization (ICAO) with 156 votes, (approximately 91% of the total votes).



Air freight increased by 13% as a result of the increased demand for travel and the easing of precautionary restrictions.



Achieving the electronic integration of job data with the Ministry of Human Resources and Social Development, and maintaining the index at 100%.

353 jobs for women

Empowering women in GACA's sectors and airport subsidiaries with 353 jobs for women in all functional areas, with the aim to raise the target percentage to more than 40%.

7,000

 Licenses

Issuing and renewing more than 7,000 licenses in various safety work and aviation standards.

225

 Nominees

Nominating 225 of GACA's employees in the joint training programs between the International Civil Aviation Organization (ICAO) and the regional offices.

15

 MoUs

Signing of 15 MoUs and air transport services agreements, and the entry into force of agreements with Qatar, Hungary, and Iraq in line with the national aviation strategy, with the aim of facilitating the operations of national carriers.

254

 Licenses

Issuing and renewing 254 licenses for air freight agencies in 2022, and following up on the fulfillment of air freight agencies of the requirements of air freight licenses.



Getting higher results in 10th measurement (Qiyas) of e-transactions by the Digital Government Authority, achieving 30.91% at the availability index, and 45.09% at the improvement index.

20%

 Expanding and raising

the capacity in the Cargo Village by 20%, i.e. 695,000 tons.

4

 New departments

Signing a contract for the construction and development of the Aviation Investigation Bureau laboratories and establishing 4 new departments, including avionics, metal analysis, photography, handling and preservation of aircraft debris.



The Saudi Academy of Civil Aviation obtained 3 ISO certificates in quality management systems, management of educational organizations, and quality management systems and customer complaints and satisfaction management

1,101

 Conducting 1,101 English Language Proficiency tests (ELP)

tests for aircrews in Jeddah, Riyadh, Dammam, and Abha, fulfilling one of the regulations of the General Authority of Civil Aviation, meeting the requirements of (ICAO), and achieving one of the requirements for licensing aircrews.

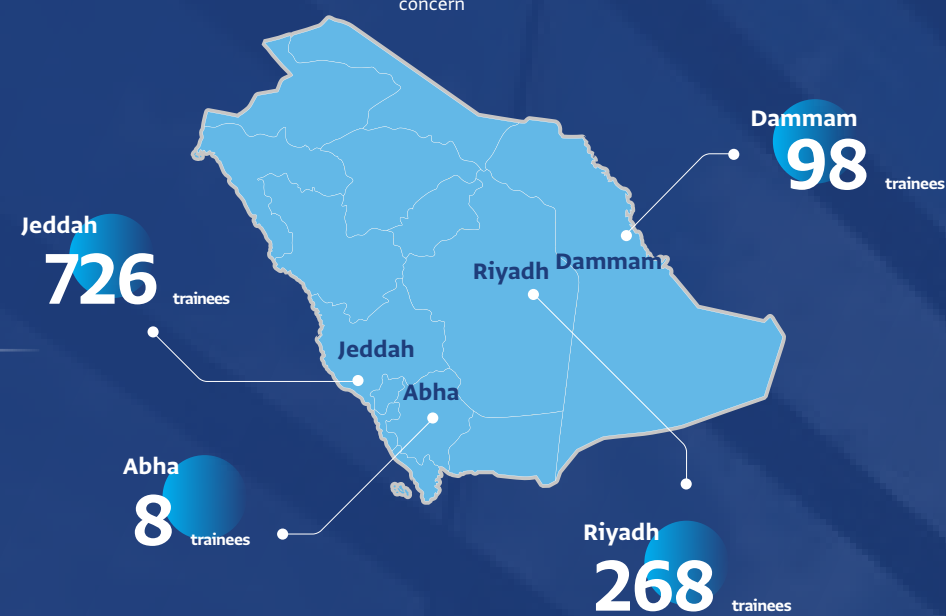


Approving the administrative regulations and the new salary scale approved by the Ministry of Finance and the Ministry of Human Resources and Social Development, approving the detailed procedures and rules for implementing the provisions of the administrative regulations, and completing the organizational structure for the second organizational level (N-2) and below. GACA has finished evaluating its functions according to Willis Towers Watson (WTW) GGS.

Aviation Investigation Bureau Figures & Statistics

| Received Reports | | Conducted Investigations | | Issued Reports | | Issued Recommendations | |
|--|---|--|--|---|--|--|---|
| 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 |
| 1581 | 1761 | 5 | 18 | 9 | 10 | 15 | 10 |
| <ul style="list-style-type: none"> (0) Accident (2) serious incidents (255) incidents (1324) other reports | <ul style="list-style-type: none"> (3) Accidents (0) serious incidents (248) incidents (1510) other reports | <ul style="list-style-type: none"> (2) serious incidents (3) incidents | <ul style="list-style-type: none"> (3) accidents (0) serious incidents (15) incidents | <ul style="list-style-type: none"> (2) Appendix 13 (4) limited reports (1) initial reports (2) final drafts | <ul style="list-style-type: none"> (1) Appendix 13 (4) limited reports (1) draft limited reports (3) initial reports (1) Safety related concern | <ul style="list-style-type: none"> (10) safety recommendation (5) safety study recommendations | <ul style="list-style-type: none"> (9) safety recommendation (1) safety study recommendations |

ELP Test for Aircrew

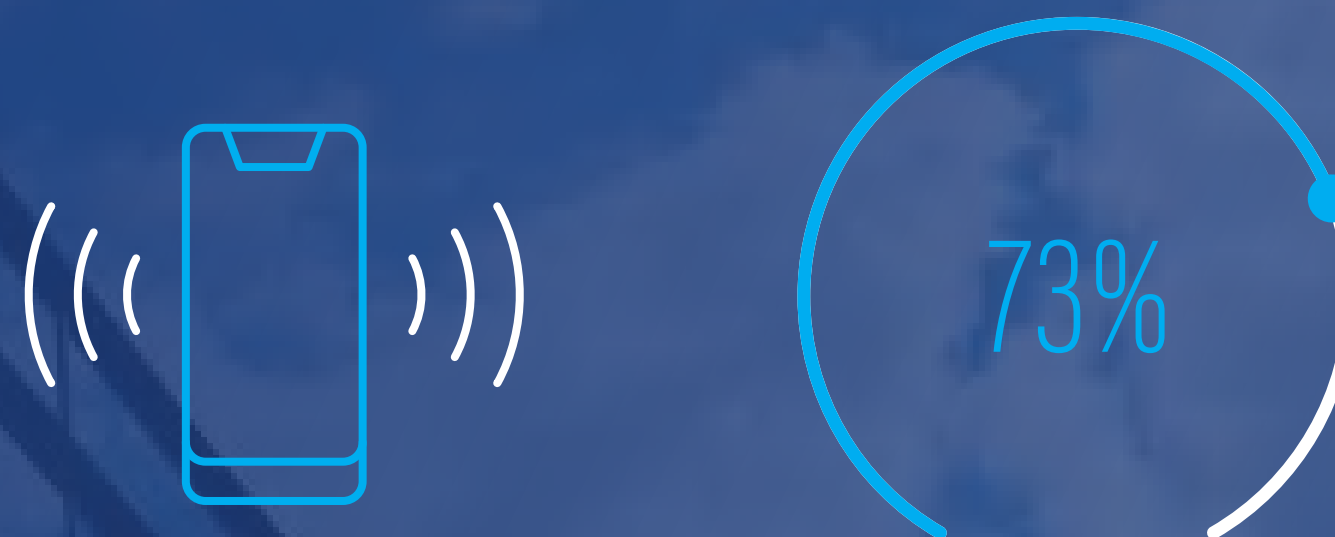


Beneficiary Satisfaction with Airports Services*



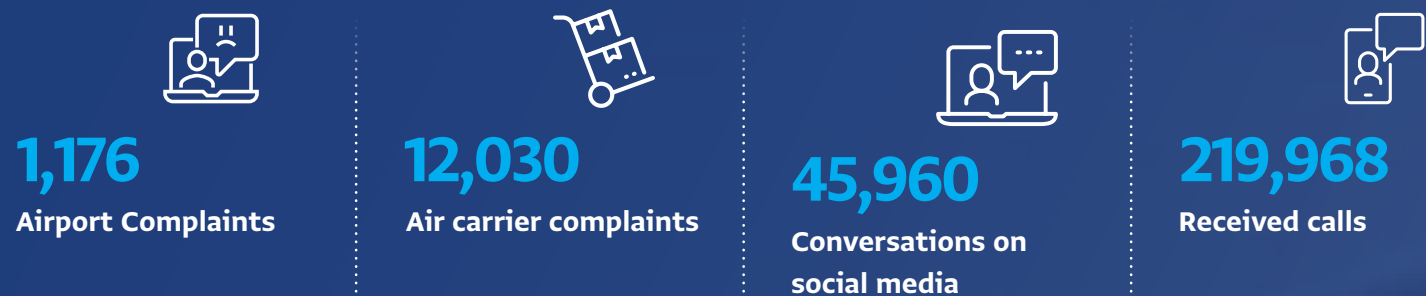
*Source: Aadaa

Beneficiary Satisfaction with Call Center Services:



Services provided to passengers through communication channels

GACA has served more than 360,563 passengers through the various communication channels of passenger care around the clock, which contributes to protecting the rights of passengers, providing the best services to customers, and educating passengers about their duties and rights.



Projects and their classifications



2. Detailed Report

2.1 Introduction

2.2 Strategic Direction

2.3 Performance Summary

2.4 Key Works & Achievements

2.5 Challenges & Required Support



02

2.1 Introduction

The preparation of the annual report of the General Authority of Civil Aviation for the year 2022/1443-1444 AH comes in response to the requirements of Article (29) of the Council of Ministers Law, issued by Royal Decree No. 13/A dated 3/3/1414 AH. The report is in accordance with the guideline for preparing annual reports for government agencies, which was approved by Council of Ministers Resolution No. 233 dated 4/18/1443 AH. It includes a comprehensive presentation of all aspects of the work and achievements of the various sectors of GACA and its subsidiaries in an integrated manner. It includes pillars, targets, future plans, which are compartmented to different experiences in order to reach distinguished and more accurate results. The report takes into account alignment with the aviation ecosystem entities.

In its work plan, the report aims to set milestones in the record of achievements, by measuring the developments in the transport and logistics sector, which constituted important and pivotal turns in its path during the year. It also highlights GACA initiatives and achievements, as well as challenges and difficulties faced by GACA to achieve impact in the journey of qualitative transformation, and the aspirations and aspirations it seeks to reflect the capabilities of our country and the realization of the Kingdom's Vision 2030.

2.2 Strategic Direction

About General Authority of Civil Aviation (GACA):

The General Authority of Civil Aviation (GACA) was established in 1948 under the name Civil Aviation Authority, which at that time included both Saudi Airlines and the Civil Aviation Department. In 1959, the Saudi Airlines was separated from the Civil Aviation and its name became Directorate of Civil Aviation. Its name changed in 1977 to Presidency of Civil Aviation.

Pursuant to the Council of Ministers Resolution No. 13 dated 17/1/1425 AH, the Presidency of Civil Aviation was transformed into a public entity with legal personality and financial and administrative independence to operate according to commercial principles and standards under the name of the General Authority of Civil Aviation.

The General Authority of Civil Aviation works under the supervision of the Ministry of Transport and Logistic services according to the Royal Decree No. A/133 dated 7/30/1437 AH, which was followed by the Royal Decree No. 17049 dated 4/11/1438 AH separating GACA's regulatory scope of work from the airport operations to deepen its role as a regulator of the air transport industry in the Kingdom, standing at the same distance from all operators and workers in the sector.



| | | |
|--|-----------------------|--|
| | Vision | A globally leading, innovative, and trusted aviation regulator |
| | Mission | To enable the kingdom's leadership in aviation, by providing passenger-centric and digitally enabled regulatory services |
| | Strategic Plan | <p>An Overview on the Strategic Plan:</p> <p>The General Authority of Civil Aviation's strategy has been aligned with the aviation sector strategy, which is fully aligned with the national strategy for tourism, the national strategy for transportation and logistic services, and related sectoral strategies to achieve the vision of the Kingdom of Saudi Arabia 2030.</p> <p>Royal Decree No. 17049 dated 11/4/1438 AH was issued requiring the General Authority of Civil Aviation to take the following:</p> <ul style="list-style-type: none"> • Separation of regulatory (supervisory) activities from operational activities. • Making a list of lands belonging to airports, lands for future expansions, and lands for development • Transferring ownership of all airports and their lands to Matarat Holding Company. • Establishment of airport companies, similar to the Riyadh Airports Company owned by Matarat Holding • Transferring all GACA's employees whose work is related to operational aspect to the companies established by GACA, including assets, contracts, and relevant rights and obligations. • Coordinating with the Public Investment Fund to take the necessary legal measures to transfer the ownership of Matarat Holding Company completely to the Fund. <p>Accordingly, GACA's updated strategic plan has been approved by the board of directors and issued to keep abreast of developments and changes and fulfill the requirements of Royal Order 17049 in alignment with the national strategy for the aviation sector.</p> <p>GACA Strategic Aspirations:</p> <ul style="list-style-type: none"> • Maintaining high levels of security and safety • Enhancing environmental sustainability/reducing carbon emissions • Enhancing passenger experience • Enabling air traffic growth and market competitiveness • Supervising and following up the activation and implementation of the aviation sector strategy • Transforming into an effective and sustainable entity <p>The strategic plan ensures the achievement of GACA's main strategic targets and a set of key indicators and initiatives.</p> |



Targets

Sector strategy related targets:

Aviation sector aspirations:

- Enabling Vision 2030, for the aviation sector in the Kingdom to become the first sector in the Middle East region
- Enabling the national strategy for tourism (300 million passengers) and meeting the national air freight needs (2.5 million tons)
- Promoting the Kingdom of Saudi Arabia to become a global hub for air transit transportation (30 million passengers) and a global hub for air cargo (with a transit transportation capacity of 2 million tons)

Aviation Sector Main Strategic Targets:

- Increasing the level of the connectivity network in the Kingdom of Saudi Arabia to include more than 250 destinations through 28 airports, with the operation of Riyadh Airport and Jeddah Airport as global centers for connecting passengers over long distances and global air cargo centers by taking advantage of the transport capacity through passenger aircrafts.
- Increasing the share of national carriers for domestic flights and enhancing the competitiveness of national carriers on international flights, with Jeddah airport as a hub airport for Saudi Arabian Airlines and Saudi Airlines for cargo, and Riyadh airport as a hub airport for the new national carrier.
- Developing infrastructure and operational processes, including airport capacity, improving the passenger experience in line with the national strategy for tourism, and enabling air freight at the same level as regional counterpart countries.
- Moving from monopoly to fair competition and enhancing competitiveness to raise the level of services

GACA strategy related main targets:

1. Ensuring the highest levels of safety and security in the civil aviation sector in the Kingdom
2. Developing sustainable measures to reduce environmental impact and carbon emissions
3. Developing economic policies to enable the growth of air traffic, enhance air connectivity, quality of service provided to passengers, protect passengers' rights, and ensure fair competition
4. Enhancing the Authority's oversight role and supervising the implementation of the aviation sector's strategy and applying international best practices in technology and innovation

Vision 2030 related targets:

The General Authority of Civil Aviation contributes to achieving some of the strategic targets related to the two key programs of Vision 2030.



Targets

The strategic targets which the Authority contributes to achieving for the National Industry Development and Logistics Program:

1. Establishing and improving the performance of logistics centers
2. Improving the local, regional and international connectivity of trade networks

The strategic targets which the Authority contributes to achieving for Pilgrims Experience Program

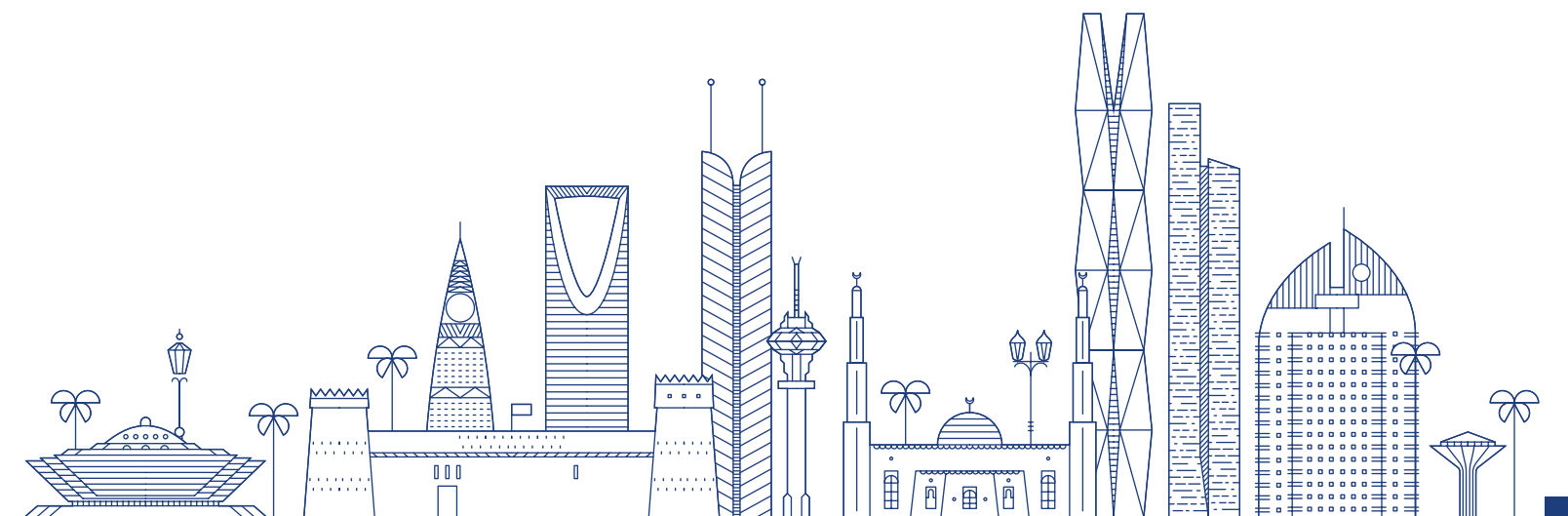
1. Providing high quality services to pilgrims and Umrah performers
2. Facilitating hosting more pilgrims and facilitating access to the Two Holy Mosques

National strategies related targets:

1. National strategy for transport and logistics

One of the aspirations and enablers of the sector for the year 2030, which the aviation sector contributes to achieving:

- Enhancing the Kingdom's position as a global logistics hub
- 2. National strategy for tourism
- Enabling the national strategy for tourism to accommodate the volume of the target demand (300 million passengers)



2.3 Performance Summary

1. GACA Key Performance Indicators (KPIs)

| Name of KPI | Target for the year | KPI status (1) | Reasons of delay | Actual value | Target value | Measurement period | Relevant Vision Realization Program (VRP) (if available) |
|---|---------------------|----------------|--|---------------------------|--------------|--------------------|--|
| Strategic target: Improving the local, regional and international connectivity of trade networks Description: Raising the connectivity between the Kingdom and the world, and reducing the cost of transporting goods and passengers to accommodate the increase in the volume of traded goods Object type: Strategy related to the vision | | | | | | | |
| Arrangement of connecting airports in the Kingdom (WEF/ IATA) | 2022 | | The report of the Competitiveness Forum for the year 2021 has not been issued, and it is the approved data source for the indicator. Alignment has been achieved with Aada Center and the measurement has been suspended until the report is issued next year. | Suspended | 24 | Annual | National Industry Development and Logistics Program |
| Strategic objective: Establishing and improving the performance of logistic centers Description: Increasing the volume of goods handled through the Kingdom's ports to 40 million standard containers, and raising the number of passengers through the Kingdom's airports to 330 million passengers by 2030, which contributes to: enhancing the Kingdom's position as a global logistics hub; making the Kingdom the top leading country in the region in terms of goods handled and quality of services; increasing the Kingdom position on the logistical performance index to the 10th rank by 2030. Objective type: Strategy related to the vision | | | | | | | |
| The share of the Kingdom's airports out of the total transit passengers in the region | 2022 | | | No actual value available | 2 | Annual | National Industry Development and Logistics Program |
| Description: Measuring the extent to which government agencies are committed to linking and providing their functional data with the Ministry of Human Resources and Social Development, in order to ensure the completeness of the data of the agencies and verify their accuracy, which helps to make the necessary and correct decisions. Objective type: Common indicator for authorities based on royal orders | | | | | | | |
| The commitment of the General Authority of Civil Aviation to the quality of job data | 2022 | | | 100% | 99.34% | Quarterly | |
| Description: Measuring the commitment of government agencies to submit the closing account to the Ministry of Finance on the specified dates to prepare the comprehensive final account for all agencies and submitting it to the Council of Ministers on the specified date. Objective type: Common indicator for authorities based on royal orders | | | | | | | |
| The General Authority of Civil Aviation's commitment to the criteria for delivering the final account | 2022 | | | 87 days | 90 days | Annual | |

| Name of KPI | Target for the year | KPI status (1) | Reasons of delay | Actual value | Target value | Measurement period | Relevant Vision Realization Program (VRP) (if available) |
|---|---------------------|----------------|--|--------------|--------------|--------------------|--|
| Description: An indicator that measures the financial performance of the budget after adjustment by public agencies at the end of the year Objective type: Common indicator for authorities based on royal orders | | | | | | | |
| Actual budget expenditure | 2022 | | | 99.34% | 100% | Annual | |
| Description: Measuring the performance of the entities in the efficiency of spending Objective type: Common indicator for authorities based on royal orders | | | | | | | |
| Evaluating spending efficiency opportunities | 3 points | | | 2.4 points | 3 points | Quarterly | |
| Strategic objective: Description: The extent of the transformation of electronic transactions in the General Authority of Civil Aviation through a measurement survey Objective type: Common indicator for authorities based on royal orders | | | | | | | |
| The transformation percentage of electronic transactions in the General Authority of Civil Aviation | Not available. | | It is not currently measured, as it is suspended by Aada Center and the Digital Government Authority | 45.09% | 0 | Annual | |

Colors of indicator status

- On the track, the difference is 5% or less.
- Behind the track, 5% to 15% more.
- Far behind the track, more than 15%.
- (The indicator measurement has not started yet)
It is not currently being measured
- Indicator targets and/or actual values are not available

2. GACA's Approved Initiatives:

| Initiative | Initiative Status ⁽¹⁾ | Reasons of delay | Start date ⁽²⁾ | Progress Summary (Description) | Actual completion percentage | Planned completion percentage | End date | Vision realization program (if any) |
|---|----------------------------------|---|---------------------------|--|------------------------------|-------------------------------|------------|---|
| First Objective: Improving the local, regional and international connectivity of trade networks Description: Maximizing competitiveness, and raising the connectivity of activity centers in the Kingdom with global and regional activity centers, supply chains, and global value chains, and raising the capacity of transportation assets Objective type: Strategy related to the vision | | | | | | | | |
| Developing navigation systems and procedures to raise the efficiency of Saudi airspace | ● | RFP was delayed, leading to a delay in tendering the project. | 01/12/2017 | | 14.08% | 100% | 31/12/2022 | National Industry Development and Logistics Program |
| Reshaping the international and local network in the Kingdom to support economic development on a larger scale | ● | On track | 01/03/2022 | Working with the initiative owner to deliver the due milestone documents | 10% | 10% | 30/03/2025 | National Industry Development and Logistics Program |
| Establishing airports to align with the increase in capacity | ● | Completed project | 01/01/2018 | Completed | 100% | 100% | 30/06/2022 | National Industry Development and Logistics Program |

| Initiative | Initiative Status ⁽¹⁾ | Reasons of delay | Start date ⁽²⁾ | Progress Summary (Description) | Actual completion per | Planned completion percentage | End date | Vision realization program (if any) |
|--|----------------------------------|--|---------------------------|---|-----------------------|-------------------------------|------------|---|
| Second Objective: Establishing and improving the performance of logistics centers Description: Raising the quality and efficiency of operations, and raising the Kingdom's competitiveness position to facilitate the attraction of international shipping and aviation companies, and raising the capacity of transport assets. Objective type: a strategy related to the vision | | | | | | | | |
| Improving the overall customer experience at airports | ● | On track | 30/12/2019 | <ul style="list-style-type: none"> Due milestones have been completed. The tendering of project to develop the digital system for managing and following up on passenger traffic has been started A change request for the entire initiative has been submitted to change the period and adding deliverables on 08-16-2022, and under approval procedures A contract for re-engineering procedures was signed, and a change request was submitted to extend the life of the initiative by less than 3 months to correct the status of the initiative, due to the delay in signing the contract as a result of the participation of external parties, such as Matarat Holding Company and its affiliated airports in the contracting procedures. | 43% | 45% | 30/12/2024 | National Industry Development and Logistics Program |
| Achieving the highest levels of aviation security and safety, including full compliance with international safety standards | ● | The initiative contract will not be signed until it is approved by the Ministry of Finance due to the initiative's life span | 01/01/2017 | <ul style="list-style-type: none"> A contract for the construction of the Aviation Investigation Bureau was signed. A contract was signed for the project of "Providing Security Requirements for Phase 2 Airports (Security Buildings)" A change request for the initiative was submitted to add projects to performance card, and extending the life of the initiative on 11/1/2022, and is pending approval by the Strategic Committee | 70.57% | 100% | 31/12/2022 | National Industry Development and Logistics Program |

| Initiative | Initiative Status ⁽¹⁾ | Reasons of delay | Start date ⁽²⁾ | Progress Summary (Description) | Actual completion percentage | Planned completion percentage | End date | Vision realization program (if any) |
|--|----------------------------------|------------------|---------------------------|---|------------------------------|-------------------------------|------------|---|
| A comprehensive digital platform to serve the Authority's clients in its various sectors, facilitate procedures and improve performance. | ● | Far behind | 03/01/2016 | <ul style="list-style-type: none"> The funding request for the implementation of the digital platform project has been approved The project is under tendering procedures | 5.07% | 5.07% | 31/12/2022 | National Industry Development and Logistics Program |
| Establishment and development of the integrated logistics zone at King Khalid International Airport (Phase One) | ● | On track | 01/03/2022 | Documents have been delivered for due milestones. | 67% | 25% | 31/12/2025 | National Industry Development and Logistics Program |
| Establishment and development of the integrated logistics zone at King Khalid International Airport (Phase Two) | ● | On track | 02/08/2022 | Documents have been delivered for due milestones. | 30% | 30% | 10/04/2024 | National Industry Development and Logistics Program |
| Improving legislation and operations efficiency for air freight services | ● | On track | 01/01/2023 | Air freight regulations and special economic zones regulations are in progress | 70% | 70% | 01/07/2023 | National Industry Development and Logistics Program |

| Initiative | Initiative Status ⁽¹⁾ | Reasons of delay | Start date ⁽²⁾ | Progress Summary (Description) | Actual completion percentage | Planned completion percentage | End date | Vision realization program (if any) |
|---|----------------------------------|--|---------------------------|---|------------------------------|-------------------------------|------------|---|
| Supporting the aviation sector strategy and its implementation | ● | On track | 01/03/2022 | A change request has been submitted to delete the project "International Standards and Practices to Ensure Optimum Implementation of Projects" and to change the strategic milestones, pending the approval of the Strategic Committee. | 70% | 56% | 24/02/2024 | National Industry Development and Logistics Program |
| Enhancing the competitiveness of carriers | ● | The controls are not approved by the Ministry of Finance | 01/03/2022 | Documents have been delivered for due milestones. | 65% | 50% | 30/03/2023 | National Industry Development and Logistics Program |
| Third Objective: Providing high quality services to pilgrims and Umrah performers Description: Raising the quality of services provided to pilgrims and Umrah performers, qualifying human cadres, and increasing options and alternatives that contribute to providing high-quality service. Objective Type: Strategy related to the vision | | | | | | | | |
| Studying raising the capacity of air transport flights available to pilgrims | ● | Completed project | 01/10/2021 | Completed project | 100% | 100% | 04/05/2022 | Pilgrims Experience Program |
| Re-engineering procedures and studying the development of the joint management system for the outlets related to the pilgrims | ● | A change request to change the strategic milestones has been submitted and is pending approval | 05/05/2022 | <ul style="list-style-type: none"> Funding approved. In contracting phase | 10% | 20% | 28/04/2023 | Pilgrims Experience Program |

| Initiative | Initiative Status ⁽¹⁾ | Reasons of delay | Start date ⁽²⁾ | Progress Summary (Description) | Actual completion percentage | Planned completion percentage | End date | Vision realization program (if any) |
|---|----------------------------------|---|---------------------------|---|------------------------------|-------------------------------|------------|-------------------------------------|
| Completion of departure procedures for pilgrims from their homes (Iyab initiative) | ● | The funding request has not been approved | 01/05/2022 | <ul style="list-style-type: none"> The funding request for 1443 AH was not approved because the scope of work is not in alignment with the program's implementation plan. The Digital Government Authority did not approve the establishment of the platform due to the existence of a similar platform at the Ministry of Hajj | 0% | 70% | 29/01/2023 | Pilgrims Experience Program |
| Development and improvement project at Prince Muhammad bin Abdulaziz International Airport | ● | On track | 05/04/2022 | <ul style="list-style-type: none"> The project has been approved in the program's executive plan It will be implemented by the private sector Work is underway to deliver the completion document for the restoration of bathrooms in the arrival and departure terminals at Madinah Airport. | 40% | 40% | 28/04/2023 | Pilgrims Experience Program |
| Developing the digital system to manage and follow-up the movement of pilgrims at the contact points inside the airport | ● | Due to the delay in approving the funding request | 01/05/2022 | <ul style="list-style-type: none"> Funding was approved on 11/08/2022 In the tendering phase. A change order to change the strategic milestones has been submitted | 0% | 20% | 01/06/2022 | Pilgrims Experience Program |

Colors of indicator status

- On the track, the difference is 5% or less.
- Behind the track, 5% to 15% more.
- Far behind the track, more than 15%.
- Has not launched yet
- Completed

Projects & Classification

Projects related to the sectoral and corporate strategy



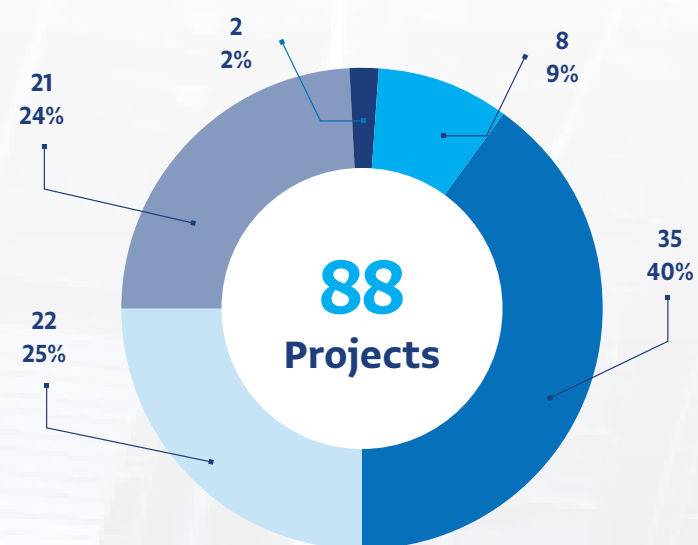
88 Projects

21 Awarded

2 In tendering phase

2 In scoping phase

Projects status



Total number of projects related to the Vision Realization Office (VRO):



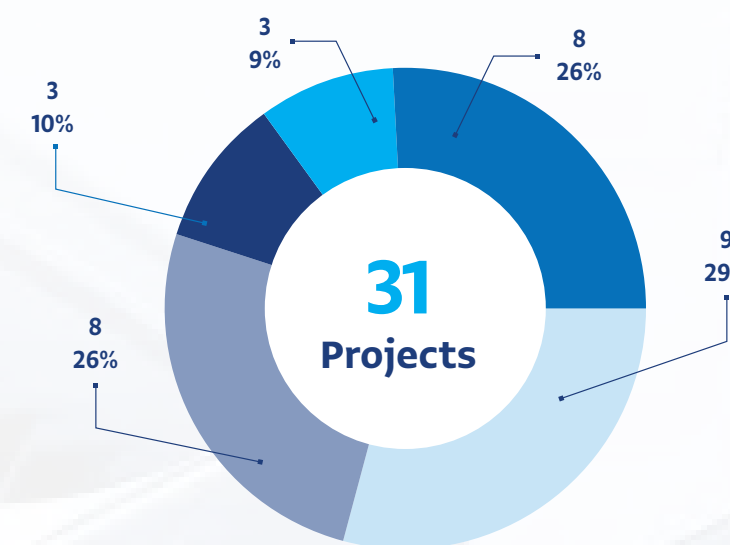
31 Projects

8 Awarded

3 In tendering phase

3 In scoping phase

Projects status



Projects & Classification

Total number of GACA institutional projects:

13 Awarded

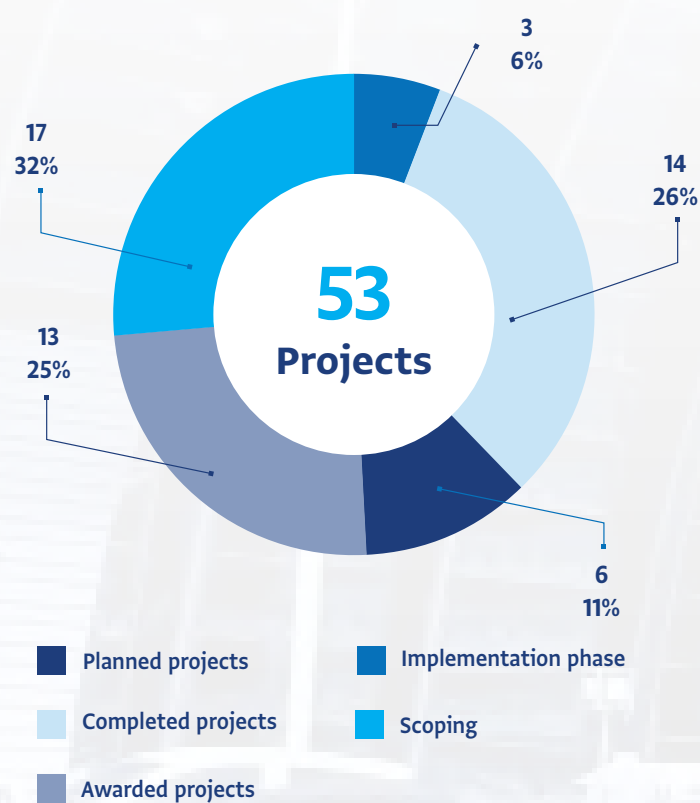
6 In tendering phase

17 In scoping phase



53 Projects

Projects status



3. International Indexes and KSA Ranking

| Name of International Index | Target for the year | Source | Issuance year | Index status | Actual value | Target value | Measurement period | Ranking and value of the Kingdom during the last five years | Relevant Vision Realization Program (VRP) (if available) |
|-----------------------------|---------------------|--------|---------------|--------------|--------------|--------------|--------------------|---|--|
|-----------------------------|---------------------|--------|---------------|--------------|--------------|--------------|--------------------|---|--|

First Objective: Ensuring highest levels of safety and security in the Saudi aviation sector
Description Improving safety and performance regulations, set high security standards and supervise their adoption
Objective type: Vision-related objective

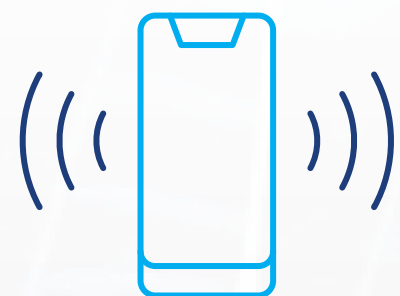


Colors of indicator status

- On the track, the difference is 5% or less.
- Behind the track, 5% to 15% more.
- Far behind the track, more than 15%.

4. Customer Satisfaction

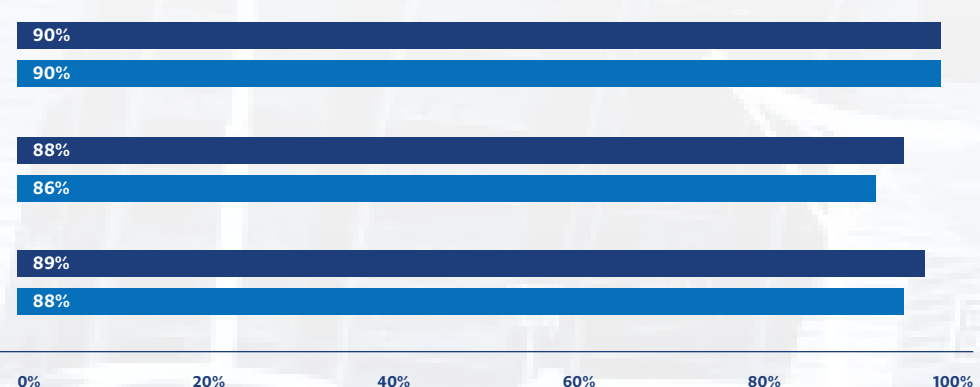
Passengers' satisfaction with call center services:



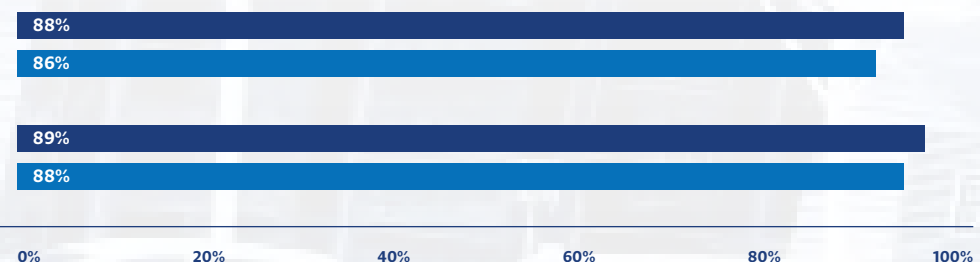
Passengers' satisfaction with the services provided at airports*

■ Satisfaction Index for 2022
■ Satisfaction Index for 2021

Satisfaction for arrival area



Satisfaction for departure area

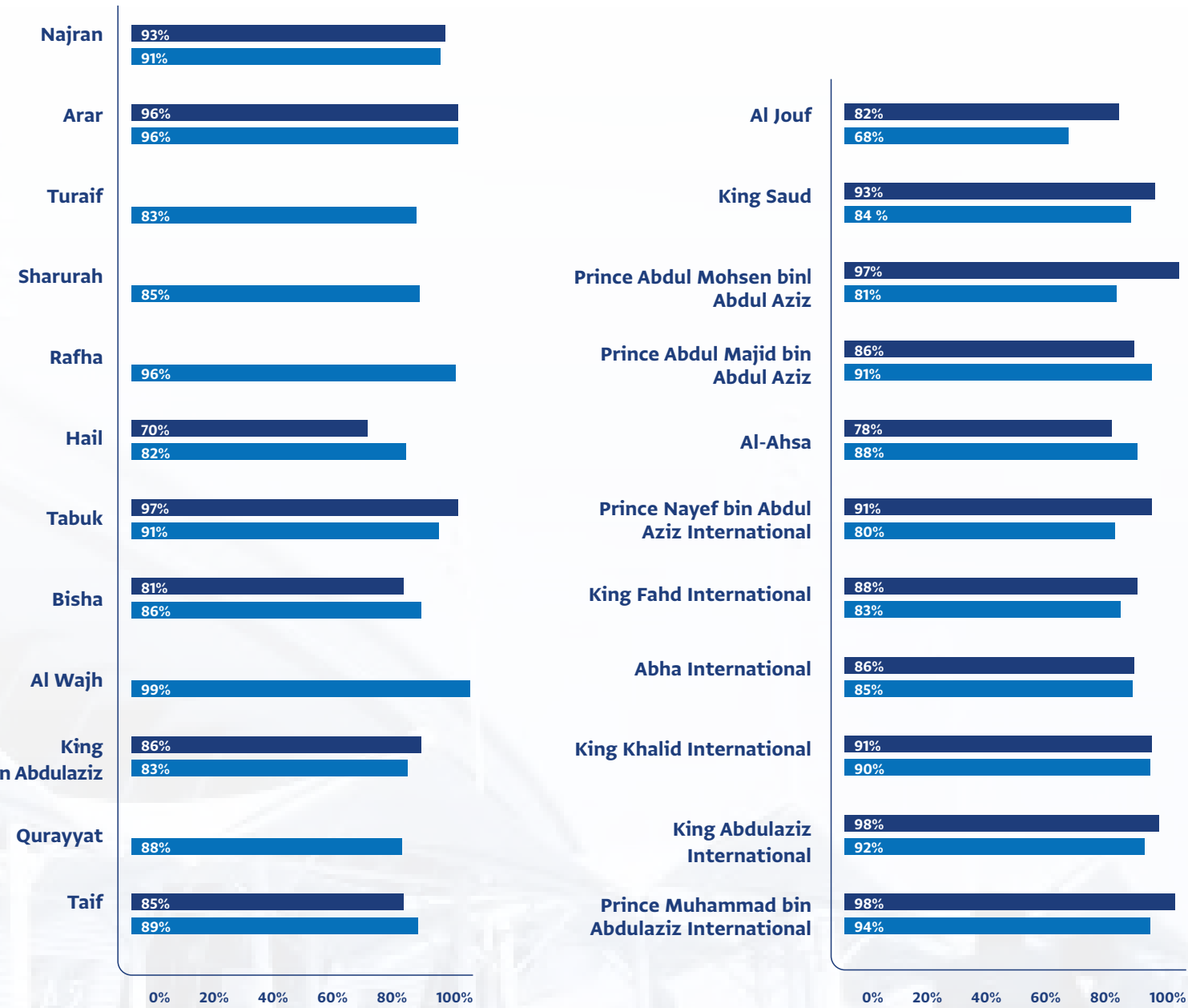


General Satisfaction Index



Passengers' satisfaction with the services provided at airports*

■ Satisfaction Index for 2022
■ Satisfaction Index for 2021

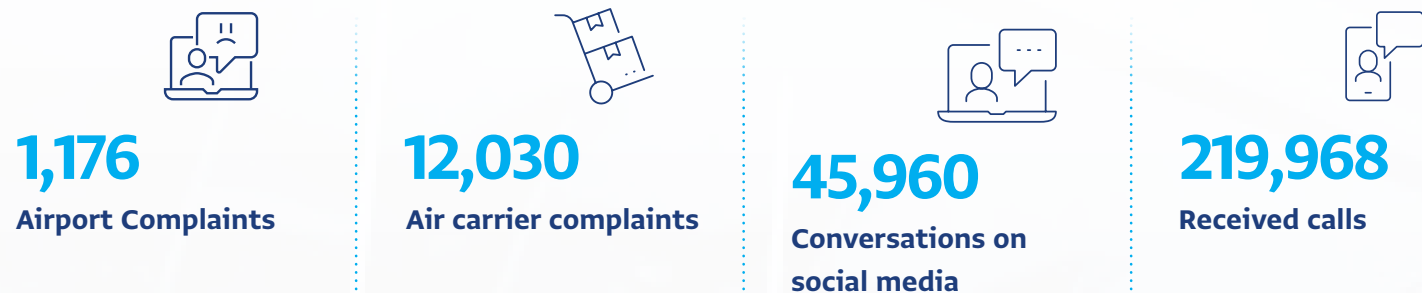


*Source: Adaa



Services provided to passengers through communication channels

Serving more than (360,563) passengers through the various communication channels of passenger care around the clock, which contributes to protecting the rights of passengers, providing the best services to customers, and educating passengers about their duties and rights.



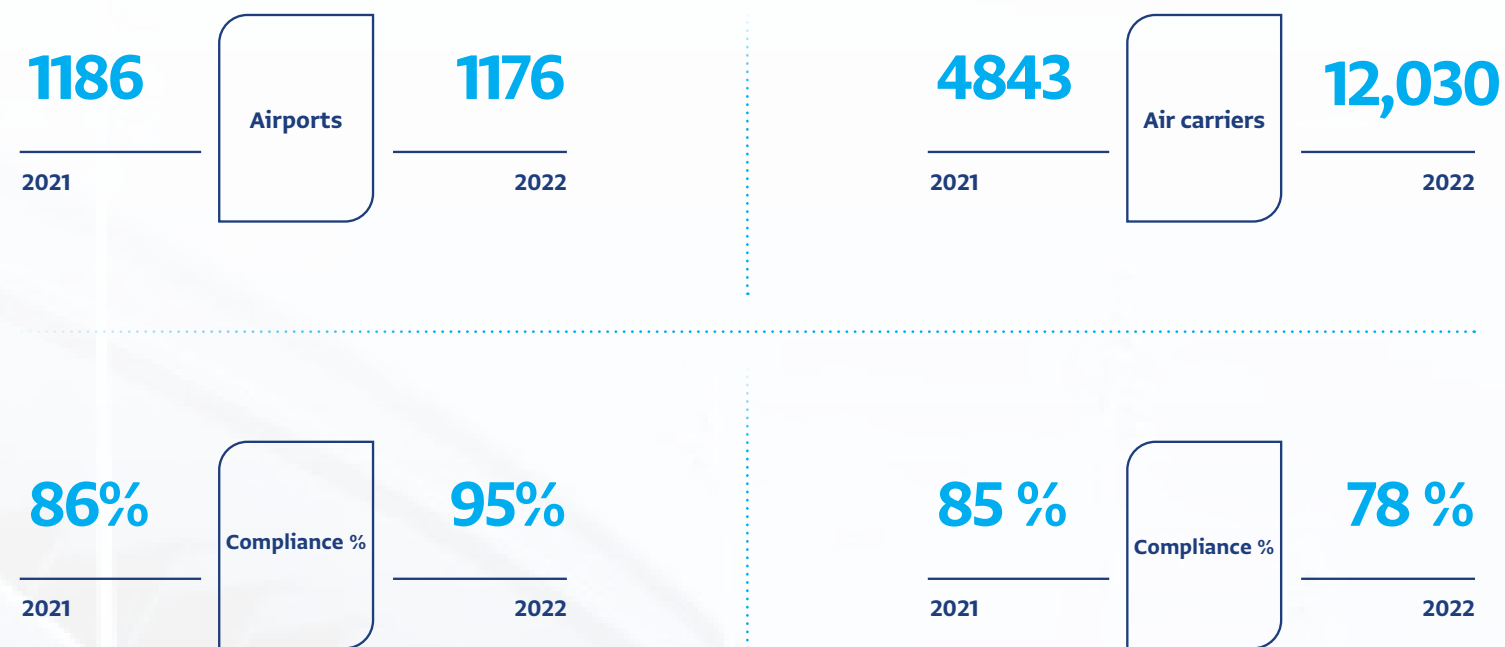
Average of closed passenger complaints in days



Statistics of the number of complaints



Total number of complaints and compliance percentage:



Statistics of the number of complaints



| Airport | Number of complaints | | Compliance % | |
|---|----------------------|------|--------------|------|
| | 2021 | 2022 | 2021 | 2022 |
| King Khalid International Airport - Riyadh | 568 | 445 | 65% | 75% |
| King Fahd International Airport - Dammam | 201 | 275 | 59% | 77% |
| King Abdullah Airport - Jazan | 68 | 103 | 74% | 89% |
| Abha International Airport | 57 | 73 | 97% | 96% |
| Prince Muhammad bin Abdulaziz Airport - Madinah | 54 | 47 | 88% | 100% |
| Prince Sultan bin Abdulaziz Airport - Tabuk | 37 | 44 | 66% | 97% |
| Prince Sultan bin Abdulaziz Airport - Tabuk | 38 | 30 | 94% | 100% |
| Taif International Airport | 21 | 23 | 69% | 89% |
| Hail airport | 21 | 21 | 67% | 100% |
| Najran airport | 21 | 18 | 79% | 100% |
| Bisha airport | 20 | 16 | 72% | 100% |
| Prince Nayef bin Abdulaziz Airport - Qassim | 14 | 15 | 100% | 100% |
| King Saud Airport - Al-Baha | 14 | 9 | 88% | 100% |
| Al-Jouf Airport | 15 | 9 | 95% | 100% |
| Abdul Mohsen bin Abdulaziz Airport - Yanbu | 6 | 9 | 89% | 100% |
| Sharurah Airport | 6 | 9 | 100% | 100% |
| Turaif airport | 5 | 7 | 75% | 54% |
| Qaisumah airport | 4 | 7 | 92% | 100% |
| Al-Ula International Airport | 4 | 5 | 92% | 100% |
| Wadi Ad-Dawasir Airport | 4 | 3 | 100% | 100% |
| Arar airport | 3 | 3 | 92% | 100% |
| Rafha airport | 2 | 2 | 100% | 100% |
| Al-Ahsa International Airport | 2 | 1 | 92% | 100% |
| Al Wajh airport | 1 | 1 | 92% | 100% |

Statistics of the number of complaints

Top 5
classifications
of airport
complaints and
compliance
percentage

| Category | Number of complaints | | Compliance % | |
|--------------------------------|----------------------|------|--------------|------|
| | 2021 | 2022 | 2021 | 2022 |
| Public services and facilities | 450 | 392 | 69% | 89% |
| Travel procedures | 176 | 215 | 62% | 78% |
| Security measures | 171 | 181 | 65% | 87% |
| Preventive precautions | 88 | 126 | 82% | 85% |
| luggage | 78 | 120 | 67% | 84% |



Top 5
classifications
of air carrier
complaints and
compliance
percentage

| Carrier | Number of complaints | | Compliance % | |
|-----------------|----------------------|------|--------------|------|
| | 2021 | 2022 | 2021 | 2022 |
| Saudia Airlines | 1388 | 4297 | 82% | 95% |
| Flynas | 901 | 3164 | 93% | 88% |
| Flyadeal | 1244 | 3160 | 85% | 74% |
| Other | 1310 | 1409 | 79% | 54% |

| Category | Number of complaints | | Compliance % | |
|-----------------------|----------------------|------|--------------|------|
| | 2021 | 2022 | 2021 | 2022 |
| Tickets | 2974 | 4073 | 83% | 81% |
| Flights | 1153 | 3581 | 80% | 77% |
| Baggage services | 318 | 3362 | 92% | 76% |
| Boarding services | 281 | 754 | 76% | 79% |
| Internal Announcement | 80 | 144 | 74% | 77% |

2.4 Key Works & Achievements

1. GACA Works & Achievements in 2022



Implementing Airport Total Quality Score Program through the Kingdom's airports

The Airport Total Quality Score program includes (4) programs that are collected and measured:

- Operational Performance Standards Program:
- 14 standards of operational performance are collected and measured monthly, which represents the minimum service required for the key stages of the passenger.
- Passenger satisfaction survey program: A survey directed to passengers in cooperation with all airports in the Kingdom, which provides a better understanding of passengers and shows their level of satisfaction
- Airport Facilities and Services Quality Evaluation Program: A list of quality assessments for all airports, which includes more than 1,500 quality assessment elements based on international best practices
- Passenger Complaints Program: The performance of airports in dealing with complaints is monitored through 4 standards that represent the minimum required for airports

Based on these programs, periodic reports were issued during 2022, as follows:



Improving the experience of passengers with disabilities

- The Authority for the Care of Persons with Disabilities, in cooperation with the General Authority of Civil Aviation, organized a training program for airport employees for a harmonious and comprehensive society, with the participation of the General Authority of Civil Aviation and a number of airports in the Kingdom, to educate airport employees about dealing with people with disabilities at airports, and how to use their medical devices.
- The role of the Committee for Addressing Deficiencies in Procedures for Persons with Disabilities has been activated, by holding workshops with passengers with disabilities to identify the main difficulties and challenges they face, and to work with airports and national carriers to address them, with the aim of:
 - Reviewing and improving the conditions for accepting passengers with disabilities at national carriers.
 - Coordinating with relevant authorities operating at airports regarding these procedures and listing all requirements for facilities for people with disabilities at the Kingdom's airports.
 - Reviewing and updating procedures related to the departure and arrival of people with disabilities in accordance with international standards.
 - Providing procedures facilities for people with disabilities in the Kingdom's airports



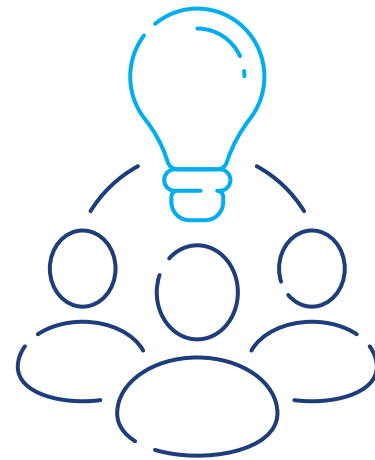
Signing a memorandum of understanding with Prince Sultan University

The General Authority of Civil Aviation and Prince Sultan University signed a memorandum of understanding to provide services, research studies and solutions in the field of civil aviation, in accordance with international best practices.



Holding regular workshops to improve passenger experience

Regular workshops were held to improve passenger experience, share the Authority's relevant directions, exchange the experiences between the national carriers, the Saudi Ground Services Company and some of the Kingdom's airports, as well as unifying efforts to achieve the common goal of improving the passenger experience.



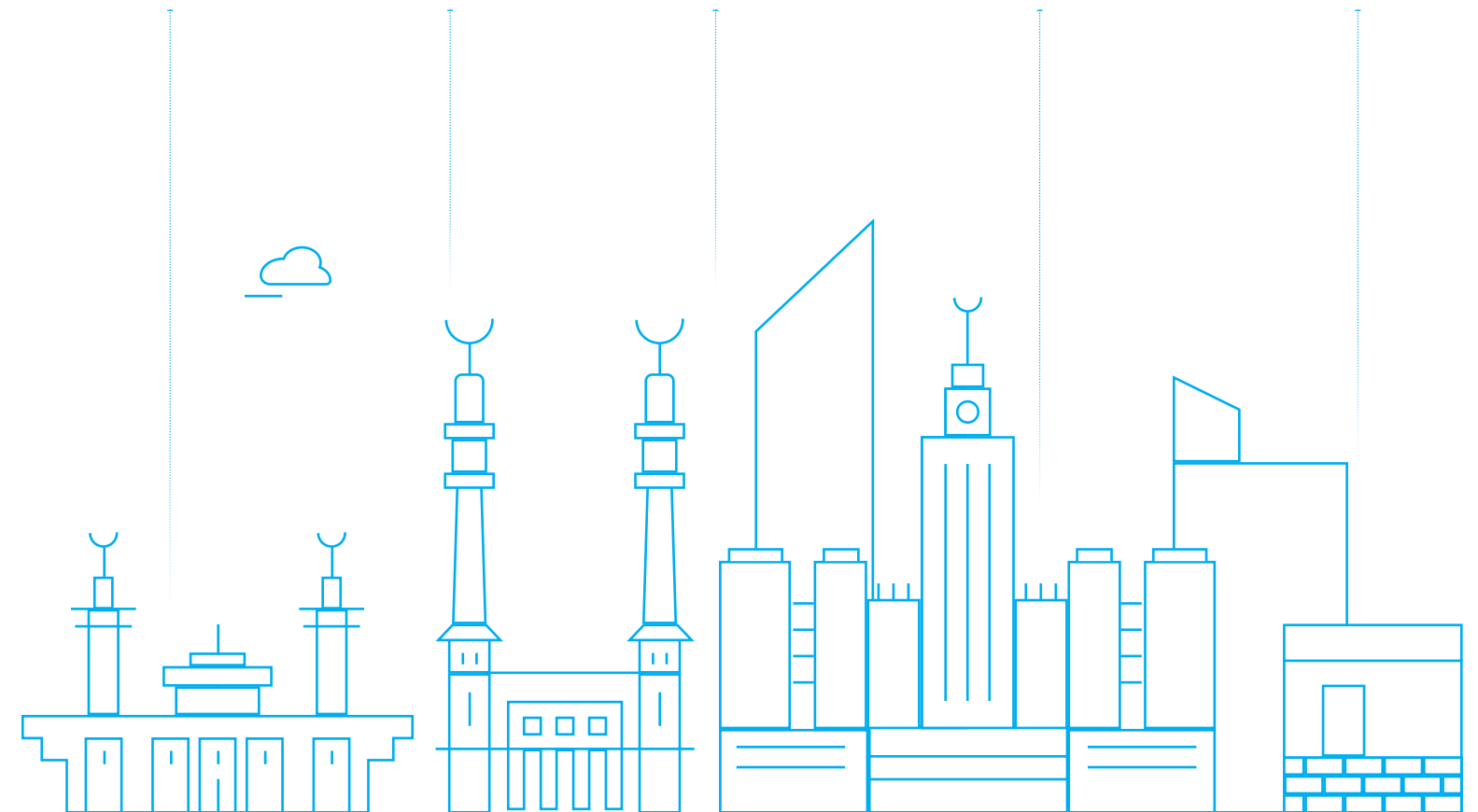
Launching an instant chat service with a customer service representative in both Arabic and English

An instant chat service was launched with a customer service representative in both Arabic and English languages to provide customer services electronically via social media: "Twitter, WhatsApp", and the Authority's website, where the service allows immediate response to customers' questions, assistance and response to their inquiries, with the aim of preserving their rights and improving their experience.



Pilgrims Service during the seasons of Umrah and Hajj

Providing high-quality services to the pilgrims during the Umrah and Hajj seasons at King Abdulaziz International Airport in Jeddah, and Prince Muhammad bin Abdulaziz Airport in Madinah, and sharing detailed daily and weekly reports with the relevant authorities and sharing the final report for the Hajj season 1443 as follows:



Adopting a number of regulations and procedures during 2022

GACA approved the Administrative Regulations and the new salary scale approved by the Ministry of Finance and the Ministry of Human Resources and Social Development, in addition to approving the detailed procedures and rules for implementing the provisions of the Administrative Regulations. The organizational structure for the second organizational level (N-2) and below has also been completed, and GACA has finished evaluating its functions GGS methodology.

Developing reports, plans and guidelines for the workforce

GACA has developed an integrated report that includes detailed manpower plans for sectors and departments for the next three years based on the approved organizational structure and strategic plan. A guideline for behavioral competencies (basic and leadership), a guideline for technical (specialized) competencies, and career path plans have also been prepared and approved.

Achieving electronic integration of functional data

GACA achieved electronic integration of job data with the Ministry of Human Resources and Social Development, and the index remained at 100%. It also worked with a number of targeted companies to localize professions, in order to achieve the targets of the Authority until the end of 2025.



Organizing training courses ending with employment

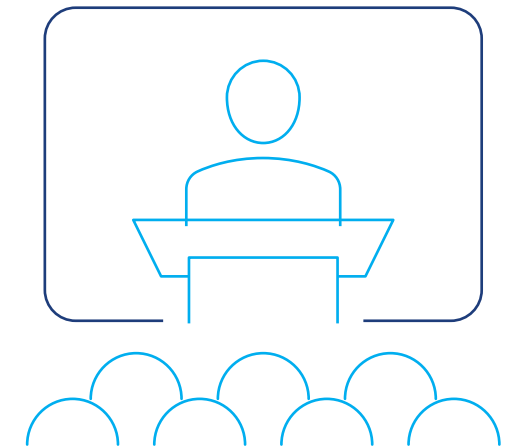
GACA organized training programs ending with employment for the targeted professions, such as: Co-pilot program (100 trainees for flynas company) – and aircraft maintenance technician (200 trainees for SAEI company), and an agreement was signed with the Human Resources Development Fund (Hadaf) and the Saudi Academy of Civil Aviation to support training that ends with employment in specializations (maintenance of navigational devices – airport control – paramedics qualification program) and leverage the services and benefits provided by the fund.



100 trainees
for flynas company



200 trainees
for SAEI company





Improving the Authority's index with the Authority for the Efficiency of Spending and Government Projects

Achieving a high expenditure rate, 90% in 2022, and improving the Authority's index with the Authority for Spending Efficiency and Government Projects from red to green by analyzing, listing and raising a number of opportunities that meet the requirements of "efficiency of spending" and submitting and supporting documents.

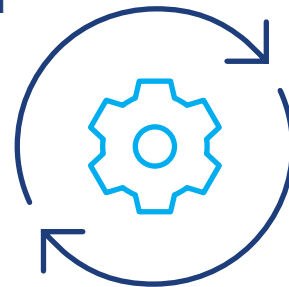


Expenditure rate



Developing the electronic integration ecosystem for the Authority's systems

Electronic integration of all systems of the Authority for content management, electronic archiving, document management and electronic correspondence has been completed.



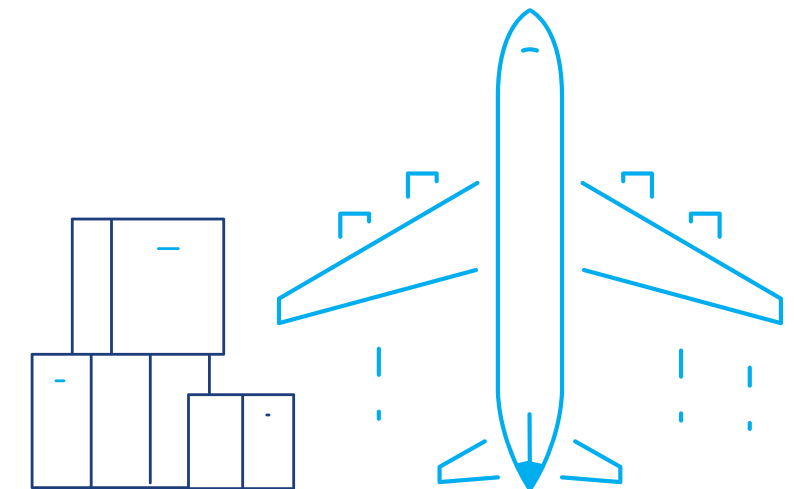
Adoption of the regulation of the Integrated logistics bonded zone (Investment Regulations, Customs Rules Regulations)

Complementing the development of an attractive regulatory framework for qualitative investments specific to the region; Customs rules regulation has been developed to define customs procedures and services to be provided within the zone, including conditions for entry and storage of goods, and investment regulations has been developed to set criteria for qualifying investors in the Integrated logistics bonded zone, including procedures for applying for a license, licensing fees and licensing conditions.



Launching the electronic platform for the Integrated logistics bonded zone

The Authority launched the electronic platform for the Integrated logistics bonded zone, which is a unified portal for investors to register and conduct business in the zone through only one platform linking all relevant government agencies.





Signing memorandums of understanding with government agencies related to the Integrated logistics bonded zone

The Authority signed memorandums of understanding with a number of government agencies related to business within the Integrated logistics bonded zone, with the aim of facilitating and standardizing procedures within the zone and creating an attractive investment environment.



Issuance of regulations for dealing with leftover items at air ports

The Authority issued regulations for dealing with leftover items at the air ports, which aims to govern the handling of leftover items at the air ports, avoid the risks resulting from the accumulation of leftovers, contribute to the smooth flow of freight traffic and raise the capacity of the cargo handling stations.



The opening of (Aramex) building in the Cargo Village at Riyadh Airport and the start of operations

The year 2022 witnessed the opening of the "Aramex" company building inside the Cargo Village at Riyadh Airport, and the start of operations for handling express parcels, which enhances the growth of air freight traffic and achieves the relevant targets of the National Aviation Strategy.



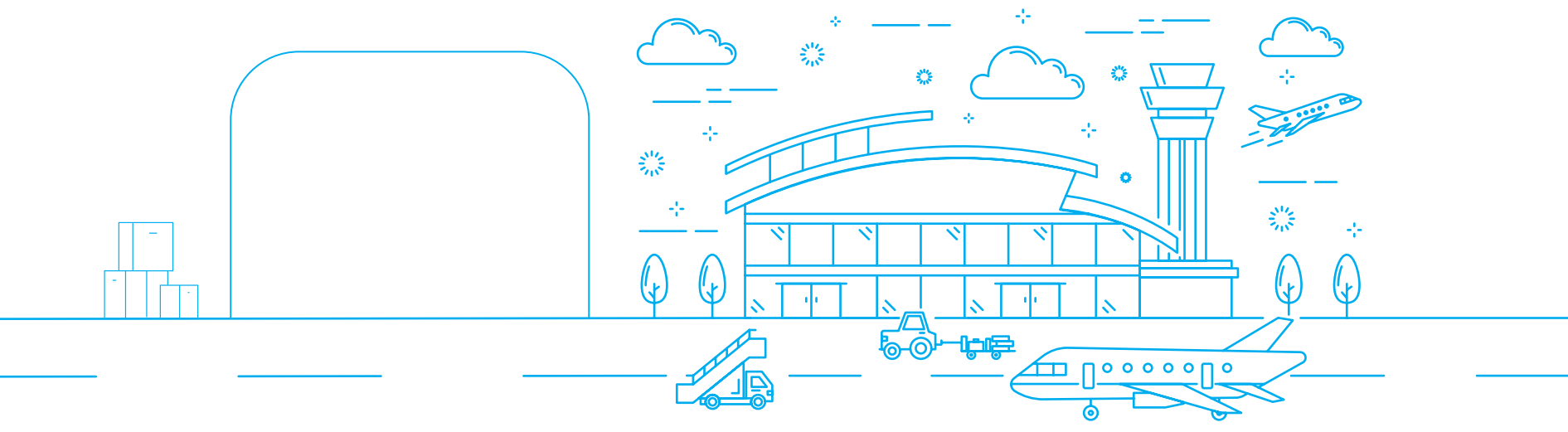
Completion of the study of air freight regulations

Based on the regulatory and operational gaps defined in the air freight sector, the Authority has developed a plan for developing regulations and operational processes and has completed a study of air freight regulations.



Operating Apple Distribution Center

The Integrated logistics bonded zone witnessed the start of operations at the Apple Distribution Center, and shipments were received within it.





Starting operations of "SMSA" in the Cargo Village at King Khalid International Airport in Riyadh

The start of operations at the "SMSA" building in the Cargo Village at Riyadh Airport, which contributes to the growth of air freight traffic and the achievement of the targets of the National Aviation Strategy in relation to air freight.



Operating the terminal of the Singapore Shipping Company "SATS" as freight handling operator

The construction works of the Singaporean Shipping Company "SATS" terminal within the Cargo Village in Riyadh have been completed, which will enhance ground services for air freight, and contribute to creating a competitive environment that leads to achieving the targets of the national strategy regarding air freight.



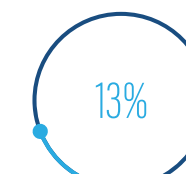
Licensing the Singapore Shipping Company "SATS" as a freight handling operator at King Abdulaziz International Airport in Jeddah

A ground handling license has been granted to the Singaporean Shipping company "SATS" at King Abdulaziz Airport in Jeddah with the aim of creating a competitive work environment for ground services for air freight at King Abdulaziz Airport in Jeddah in order to achieve the targets of the national aviation strategy with regard to air freight.



Air freight rates increased by 13%

During the year 2022, air freight operations increased by 13% due to the increase in the demand for travel and the easing of precautionary restrictions.

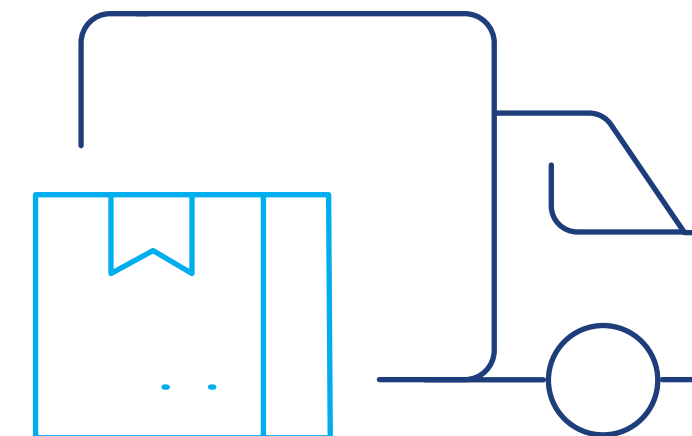


increase in air freight operations during 2022



Activating the "RFS" service for land transport of air cargo between airports

The year 2022 witnessed the activation of the "RFS" service for land transporting of air cargo between airports, which will contribute to raising the capacity of international air freight, activating local air freight by land, and reducing the cost and transportation time for cargo at the local and Gulf countries levels.





Activating the feature of collecting shipments

The shipment collecting feature has been activated in order to enable shipping companies to collect shipments for air freight, which leads to attracting major international shipping companies to invest in the Kingdom's airports.



Facilitating travel for visitors to the Kingdom in exhibitions and conferences

Coordination has been made with the Ministry of Health and the Public Health Authority to provide requirements and protocols for events, exhibitions and conferences, and coordination with the Tawakkalna to reflect the health conditions of visitors.



Updating the National Facilities Program (Second Edition)

Updating the National Program (First Edition) according to the latest updates and amendments to the Annex (9).



Launching the health eligibility initiative for facilitating travel procedures through the technical link with Tawakkalna - the internal (fast) track

An initiative to link health information for passengers with the boarding pass through Tawakkalna application.



Developing specific international rules and recommendations to effectively deal with pandemic situations in a globally coordinated manner

The Authority submitted a proposal to the International Civil Aviation Organization (ICAO) regarding the addition of international rules and recommendations for health measures in Annex (9) "Facilities". The proposal was supported by ICAO and a new chapter was included in the annex.



Subscribing to the Public Key Directory (PKD)

The guideline is one of the strategies of the Passenger Identity Program (TAG/TRIP). This strategy provides a framework for significant facility enhancements by combining elements of identification management and building on ICAO's leadership on issues related to Machine Readable Travel Documents (MRTDs) and (e-Passport).



Nomination of 225 of the Authority's employees in the joint training programs between the International Civil Aviation Organization (ICAO) and the regional offices.

The participation of the Authority's employees in these programs contributes to raising the level of competencies and expertise among the Authority's employees by providing the best training programs through ICAO.



Signing memorandums of understanding and air transport services agreements and the entry into force of the agreements with Qatar, Hungary, and Iraq

The Authority has signed 15 MoUs and an air transport services agreement, and the entry into force of agreements with Qatar, Hungary, and Iraq in line with the national aviation strategy, with the aim of facilitating the operations of national carriers.



The Kingdom obtained 94.41% in the audit of the International Civil Aviation Organization (ICAO), achieving the seventh position among the G20 countries.

The International Civil Aviation Organization (ICAO) conducts an aviation security audit on member states and publishes the evaluation results on its various media platforms, which will have an impact on strengthening the Kingdom's position and attracting investments in the civil aviation sector and more air carriers, for which security is one of the crucial elements in its market trends.



Developing air traffic services at Al-Ahsa Regional Airport, including all air information services and air traffic control services.



Signing a memorandum of cooperation between the Authority and the General Authority of Civil Aviation in the United Arab Emirates in the field of civil aviation security.

The memorandum aims at bilateral cooperation between the two countries in the field of aviation security, in a way that contributes to the development of the administrative, organizational, operational and technical fields. The memorandum dealt with several areas, particularly exchange of experiences to develop and improve the infrastructure for civil aviation security, apply best practices and applications used in the field of software systems, as well as leveraging qualified technical personnel between the two countries and other items that enhance bilateral cooperation between the two sides.



Issuance of the fifth update of the National Program for Civil Aviation Security

Developing the national program for civil aviation security in align with the royal directives to separate aspects of an organizational nature from work of an operational nature, and with the emergency updates to Appendix (17). 2 national programs for training and quality control have been updated, and 15 guidelines have been created.



Developing regulations for security procedures for transferred air cargo in civil aviation

Approving the risk analysis methodology for transferred cargo, and amending the regulation for examining all transferred cargo by 100%, in order to contribute to raising the shipping capacity to 4.5 million tons of goods by 2030, in order to achieve the targets of the National Strategy for Transport and Logistic Services.



Training and operating monitoring and control centers at airports (Prince Sultan bin Abdulaziz International Airport, Prince Abdul Majeed bin Abdulaziz International Airport, and Al Wajh Airport)

Operating monitoring and control centers at airports (Prince Sultan bin Abdulaziz International Airport - Prince Abdul Majeed bin Abdulaziz International Airport - Al Wajh Airport) and training employees as required by security needs and following them up to ensure tight security on all airport facilities.



Adopting security inspection using AI technology at airports

The use of artificial intelligence (ICMOR) technology to speed up the process of detecting prohibited items in baggage (carried/ weighed) with high efficiency, achieve additional security control over the flow of baggage, and enhance the capabilities of the civil aviation sector to meet the expected growth in passengers and facilitate the flow of passengers and baggage.



Updating the security guards regulations

Updating and changing the requirements of the Security Guards Regulations





Developing and improving the air freight platform (Washaj) by adding electronic security declaration

Adding and applying the electronic security declaration in the (Washaj) platform, so that the security status of the shipment is issued and tracked electronically between the parties participating in the secure supply chain, including airlines, to ensure the application of security measures.



Conducting (150) inspection visits to air freight agencies during 2022

With the aim of ensuring compliance with the security standards and procedures of the parties participating in the air freight supply chain and catering according to the requirements of the General Authority of Civil Aviation, identifying deficiencies and appropriate corrective measures, and reviewing the security evidence and procedures applied by air freight and catering companies and air freight agencies.



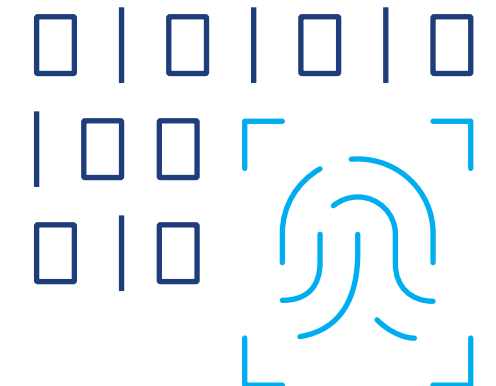
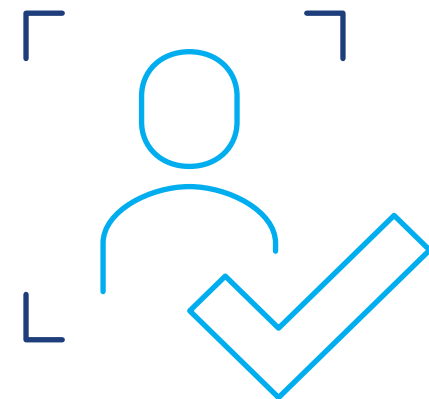
Adding (Hajj permits - Umrah permits - Hajj and Umrah Terminals) service in the unified security permit system

Analyzing and designing the security permit service for (Hajj - Umrah permits - Hajj and Umrah terminals), and applying best practices that ensure the application of the best security standards.



Launching the Digital Testing Center

Launching a digital testing center and conducting more than 2000 tests (for example: Testing pilots for working as "trainer and examiner")





Developing and updating the ERP system for finance and supply chains to be on the cloud

The current enterprise resource planning (ERP) system has been updated and developed with regard to finance and supply chains, which contributes to shifting to accrual accounting and providing complete, accurate and appropriate information on the financial position, as well as the results of activities and cash flows, strengthening control over revenues, expenses, assets and liabilities, developing financial departments and supporting decision-making process, and strengthening planning processes, improving the quality of financial information, and contributing to building a unified financial center for the state in achievement of one of the pillars of Vision 2030 concerned with improving the quality of financial data and enhancing transparency.



Updating the drone platform

An updated version of an integrated electronic platform was issued during 2022, which aims to facilitate the issuance, follow-up and management of drone licenses for individuals and entities in cooperation with the relevant authorities. The platform adopts an integration mechanism with the Single Entry Portal (Nafath) for individuals to enter the system in an easy way.



Transferring email services to Deem cloud

Email has been successfully migrated and tested to Deem cloud with the aim of enhancing the operational and cyber capability of email services



Getting higher results in 10th measurement of e-transactions by the Digital Government Authority

The Authority achieved higher results of in 10th measurement of e-transactions by the Digital Government Authority, with 30.91% in the availability indicator, and 45.09% in the improvement indicator.



Completion of the final draft of the project for updating of the civil aviation system and the organization of the General Authority of Civil Aviation

The Authority has completed the final draft of the project for updating the civil aviation system and the organization of the General Authority of Civil Aviation, in order to complete the requirements of Council of Ministers Resolution (713) dated 11/30/1438 AH, and is in the process of submitting the draft to HRH King Salman bin Abdul Aziz Al Saud for approval, and issuance is expected in the first quarter of 2023.



Issuing 216 violations of the Civil Aviation Law

The Authority issued 216 violations of the Civil Aviation Law, in light of raising the level of commitment relevant entities to the provisions of the Law and its regulations, and ensuring the application of penalties related to the provisions of the Civil Aviation Law, and their safety from legal aspect.



Developing the internal audit department in line with international standards

The Department has developed its work in accordance with international standards of internal auditing, including updating all policies and procedures, and restructuring the department in accordance with the strategic directions of the authority. A quality assurance and continuous improvement program has also been developed and awareness-raising of the department's work has been established through awareness programs directed at stakeholders.



Automation of internal audit management processes

The Department has developed the Internal Audit Dashboard to enable the Authority's sectors/ departments to follow up on the observations of their sectors/departments.



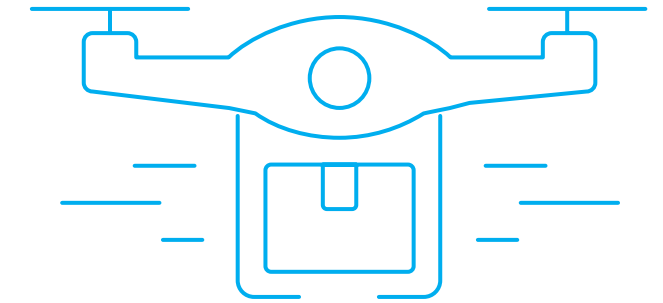
Signing a regional memorandum of understanding

The Authority signed a multilateral memorandum of understanding between the Bureau and the investigation authorities in the countries of the Middle East and North Africa (MENA ARCM) entitled "Regional Cooperation Mechanism for the Investigation of Aircraft Accidents", according to which a workshop was hosted by inviting all parties, and a meeting was held to renew the aspects of cooperation to be targeted in order to improve communication with stakeholders



Developing the capabilities of aerial photography

An internal training course was organized with the aim of qualifying employees to obtain an aerial photography license, which contributes to improving the quality of evidence collection. The course covers both theoretical and practical education, and ended with (4) members obtaining the license approved by the General Authority of Civil Aviation to fly aircraft remotely.



Memorandum of technical executive cooperation with the Central Administration for Air Accidents at the Egyptian Ministry of Civil Aviation.

A memorandum of technical executive cooperation was signed between the Saudi Aviation Investigation Bureau and the Central Administration for Air Accidents at the Egyptian Ministry of Civil Aviation to investigate in the field of aviation accidents with the aim of enhancing technical cooperation, information exchange and mutual assistance between the two parties to achieve the requirements of Annex (13) of Chicago Convention on International Civil Aviation



Signing a memorandum of understanding between the Aviation Investigation Bureau, the Public Prosecution and the Ministry of Health to investigate deaths resulting from aviation accidents.

A memorandum of understanding was signed between the Bureau, the Public Prosecution and the Ministry of Health to investigate deaths resulting from aviation accidents, which contributes to improving communication with stakeholders and raising the efficiency of procedures.



Organizing a workshop on the requirements of investigation and removal of stuck aircraft in the traffic area (runway)

A workshop on the requirements of investigation and removal of aircraft stuck in the traffic area (runway) was held with the aim of discussing the fulfillment of international and local requirements, with the participation of representatives from the General Authority of Civil Aviation and international airports in the Kingdom. Several recommendations were developed through the workshop to meet relevant international and local requirements.



Signing an executive cooperation memorandum between the Aviation Investigation Bureau and its Nigerian counterpart

The Saudi Aviation Investigation Bureau and its Nigerian counterpart signed a memorandum of cooperation and coordination between the two sides in the field of aviation investigations.



Organizing a joint workshop with the Moroccan Bureau for Enquiry and Investigation for Civil Aviation Accidents (BEAM).

The Saudi Aviation Investigation Bureau (AIB) and its counterpart the Moroccan BEAM held a remote workshop with the aim of exchanging experiences and enhancing joint cooperation between the two countries.



Aviation Investigation Bureau Figures & Statistics



Saudi Academy of Civil Aviation

Renewal of the Academy's (ICAO) membership in the Advanced Air Training Program (Trainair Plus)

ICAO renewed the Academy's membership in the Advanced Air Training Program (Trainair Plus), which contributes to improving the safety and efficiency of air transport by developing competency-based training, and promotes the exchange of experiences with various member states.

Renewal of the (ICAO) accreditation of the Academy as an internationally accredited security training center

ICAO has renewed the accreditation of the Academy as an internationally accredited security training center that helps in designing international training materials of high standards, organizing international training courses, in addition to using all ICAO logos in courses and training materials.

Accreditation by the International Air Transport Association (IATA) of the Academy as an Internationally Accredited Training Center (ATC)

The International Air Transport Association (IATA) has approved the Academy as an internationally accredited training center (ATC), which allows the Academy to organize international (IATA) courses, and allows trainees to obtain internationally accredited certificates and implement joint programs, in addition to accrediting the Academy's trainers with the International Air Transport Association.

Obtaining ISO 10002:2018 certification for the quality management system

Obtaining the ISO 10002:2018 certificate for the quality management system helps the Academy to effectively meet the needs of customers, ensure the performance of operations with the least errors, add more profits, and enhance competition for the highest levels in the business sector.



Obtaining ISO EOMS 21001:2018 certificate for the management system of educational organizations.

The Academy's ISO EOMS 21001:2018 certificate for the management system of educational organizations contributes to enabling educational institutions to effectively demonstrate their commitment, improve alignment of targets and activities, and evaluate increased effectiveness and efficiency.



Obtaining ISO 9001: 2015 certificate for quality management systems and customer complaints and satisfaction management

The Academy's ISO 9001: 2015 certificate for the quality system and complaints management enhances customer satisfaction levels, doubles effective communication levels, as well as identifying and addressing customer needs in line with their aspirations, and contributes to resolving all incoming complaints.



Accreditation by the International Fire Safety Consulting (IFSC) of the Academy to provide training packages

The International Fire Safety Consulting (IFSC) approved the academy to provide (4) training packages, in addition to providing (11) packages through its electronic portal, which contributes to developing the performance of all workers in the field of fire and rescue services, and upgrades the services provided in accordance with the highest international standards.



Organizing international courses in cooperation with ICAO

The Academy organized (6) international courses in cooperation with ICAO attended by 71 trainees from the employees of the General Authority of Civil Aviation, which contributes to satisfying the training needs for the various aviation sectors and supports security and safety standards.



Organizing a workshop in cooperation with ICAO

The Academy organized a workshop in cooperation with ICAO, National Aviation Security Licensing System, for members of aviation security training centers in the Middle East, attended 20 trainees, which contributes to enhancing the exchange of experiences with the International Civil Aviation Organization and supports security and safety standards



Developing training packages in a number of areas related to security and safety

The Academy has developed (3) training packages in the areas of security management system, visual familiarity with the airport, safety and operations for the controlled movements areas, which helps invest all international recognitions and supports the localization of the aviation industry, in addition to ensuring the provision of appropriate training content for various disciplines.



Renewing the license of the Air Navigation Services Training Center (Air Control Department)

The Academy renewed the license of the Air Navigation Services Training Center (Air Control Department) by the General Authority of Civil Aviation until May 2027, in line with local regulations and requirements to ensure compliance with the highest standards.



Organizing training courses for member states of the Arab Civil Aviation Organization (ACAO)

The Academy has organized (3) training courses for some member states of the Arab Civil Aviation Organization (ACAO) under the initiative of the General Authority of Civil Aviation, which contributes to the investment of all international recognitions to support the training needs of sister countries, and reflects the status and weight of the Kingdom in the air transport ecosystem.



Conducting English Language Proficiency (ELP) tests for aircrew

The Academy conducted 1,101 English Language Proficiency (ELP) tests for aircrews in Jeddah, Riyadh, Dammam, and Abha, fulfilling one of the regulations of the General Authority of Civil Aviation, meeting the requirements of the Organization (ICAO), and achieving one of the requirements for licensing aircrews, as follows:

| Jeddah | Riyadh | Dammam | Abha |
|--------------|--------------|-------------|------------|
| 726 trainees | 268 trainees | 98 trainees | 8 trainees |



Implementation of (791) training courses for (14,147) trainees, as follows:

| Field | Number of courses | Beneficiaries |
|----------------------------------|-------------------|---------------|
| Aviation security | 257 | 4,194 |
| Air navigation services | 84 | 824 |
| Operation and safety of airports | 341 | 7,301 |
| Fire and rescue | 91 | 1,548 |
| Basic training | 18 | 280 |

2. Issued License & Permits



Licensing of the Aviation Security Training Center at Prince Sultan Aviation Academy

Granting a training license to the Aviation Security Training Center at the Prince Sultan Aviation Academy for expanding training centers in the Kingdom



Issuing and renewing (254) licenses for air freight agencies during 2022

The services are concerned with following up the fulfillment by air freight agencies of the requirements of air freight licenses, as follows:



48

License issued



206

License renewed



Issuance of flight permits:

Flight permit issues include: Daily special flights, military flights, diplomatic and annual flights, annual special permits, issuance of special diplomatic flights for first aid, issuance of non-scheduled permits for commercial operators, and issuance of annual military permits for first aid, totaling:



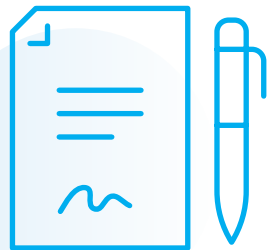
156,418
permits



Updating policies, rules and regulations

Updating key policies, rules and regulations to keep pace with the latest international standards

licenses



Issuing and renewing more than

7000 licenses

(For example: Air Traffic Controller License, Air Transport Pilot License)

Certificates



Issuing and renewing more than

10,000 certificates

(For example: Flight Doctor Authorization Certificate, Medical Certificate)

Licenses provided to companies

Completion of Bisha airport licensing procedures

Issuance of **(6)** licenses for foreign airlines under the item of air occupancy

Renewal of **(7)** licenses for national companies in non-scheduled private and commercial aviation and air occupancy

Licensing **(9)** new foreign companies during 2022

Licensing Flying club Al-Suhab Al-Farida Company

Licensing the activities of "Dakar Rally and Al-Ula Balloons"

Issuance and renewal of **(119)** licenses for repair stations outside the Kingdom

Training

Approval of **(16)** training courses at the Fire and Rescue Training Center of the Saudi Academy of Civil Aviation

Training of **(2)** inspectors of the General Department of Airspace Standards

Establishing a training program entitled "Training in Aviation Safety / Training of Specialists"

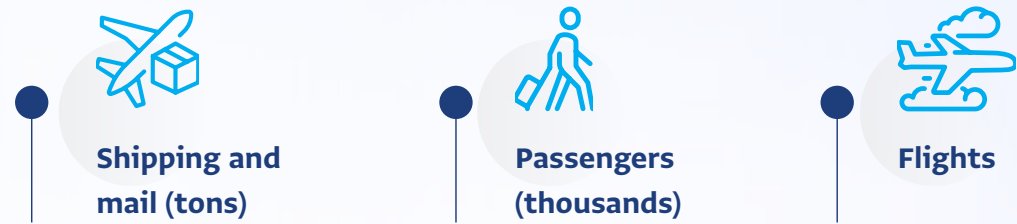
Designing an internal training program to implement the national safety program at **(3)** levels (executive / general managers / specialists)

Organizing a series of intensive training programs to qualify Government Safety Inspectors (GSI) in "Aviation Operations, Airworthiness, and Air Personnel Licensing"

Approval of **15** training courses for the National Institute for International Training

3. Air Traffic Statistics

Total air traffic at the kingdom's airports (arrival/departure)



| Year | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 |
|------------------------|-------------------|------------------|---------------|---------------|----------------|----------------|
| International airports | 579,610.46 | 623,700.7 | 46,581 | 85,853 | 469,620 | 670,930 |
| Domestic airports | 278.14 | 2.8 | 2,141 | 2,697 | 27,372 | 30,365 |
| Total | 579,888.60 | 623,703.5 | 48,721 | 88,550 | 496,992 | 701,295 |



1. Passenger air traffic for 2022

Passenger numbers increased by

82%

exceeding 88 million passengers

Number of domestic passengers exceeded

46 million,

with a growth of **34%**

Number of international passengers reached

41.7 million,

with a growth of **200%**

King Abdulaziz and King Khalid international airports shares reached

66%

of the total number of passengers

Top international destinations was

Egypt and UAE

Top Domestic routes was between

King Khalid and King Abdulaziz international airports

Monthly average number of passengers increased by

85%

reaching 7.4 million passenger per month

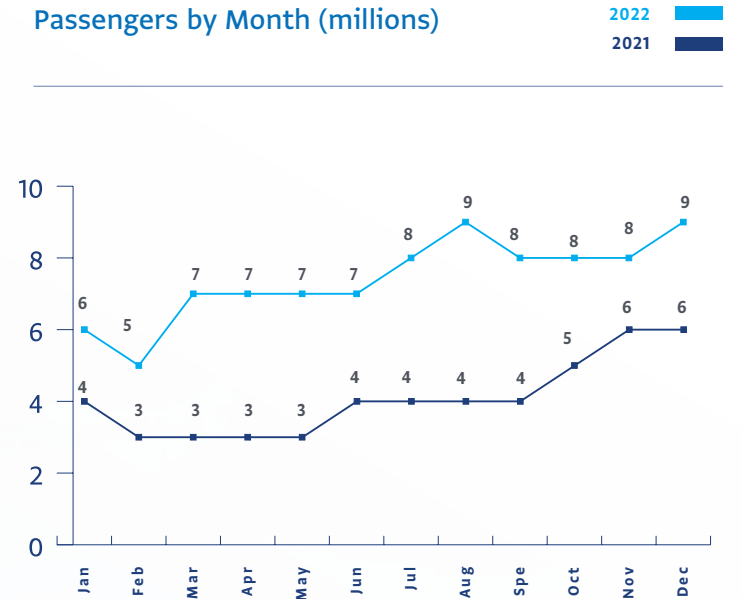
Top Passengers' Routes - Int'l (millions)



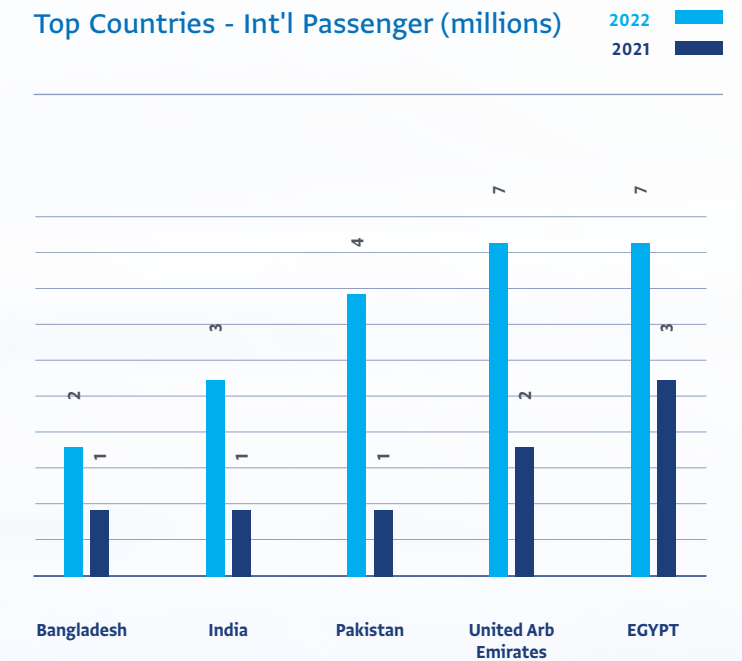
Top Passengers' Routes - Dom (millions)



Passengers by Month (millions)



Top Countries - Int'l Passenger (millions)



1. Flights air traffic for 2022

Flight number increased by

41%

reaching 700k flights

Number of domestic flights reached

412K

with a growth of 11.3%.

Number of international flights reached

289K

with a growth of 128%.

King Abdulaziz and King Khalid international airports shares reached

61%

of the total number of flights

Top international destinations was

Egypt and the UAE

Top Domestic routes was between

King Khalid and King Abdulaziz international airports

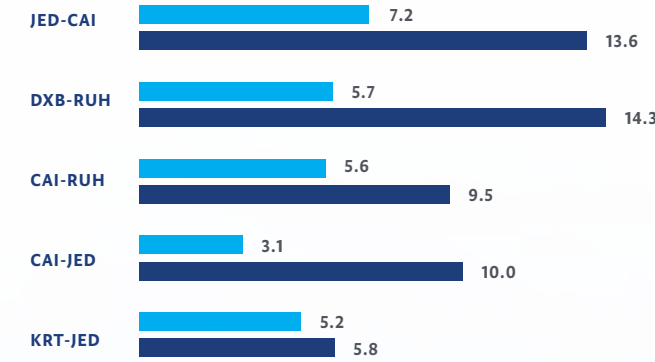
Monthly average number of flights increased by

40%

reaching 58k flights per month

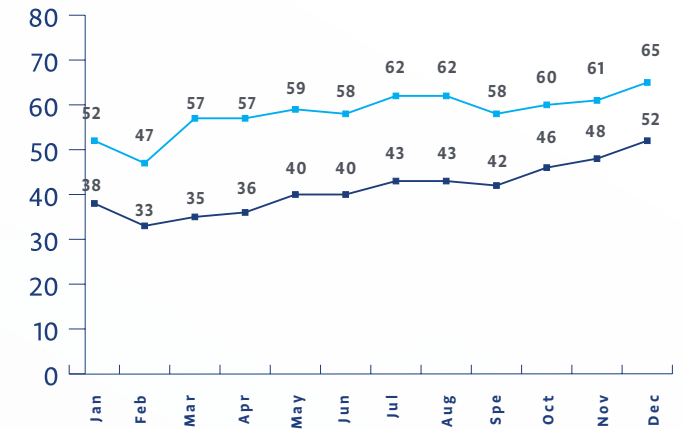
Top int'l Flight Routes (thousands)

2022
2021



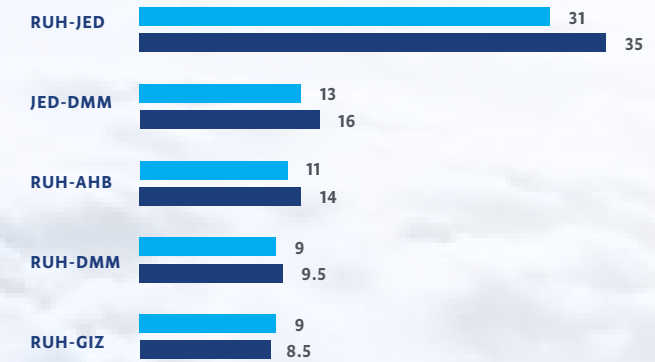
Flights by Month (thousands)

2022
2021



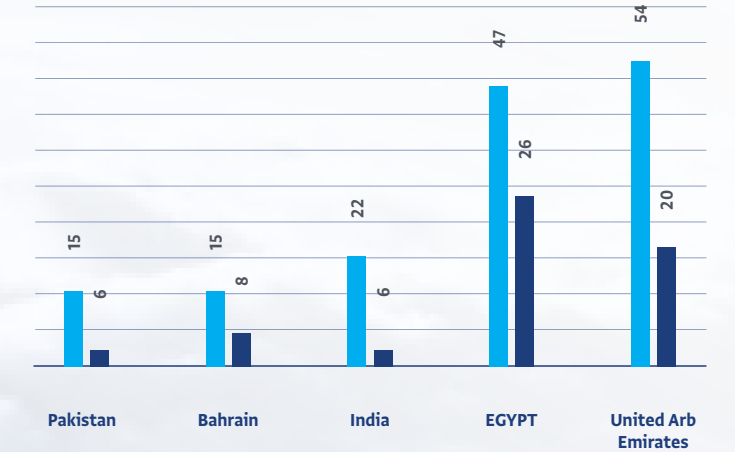
Top Dom Flight Routes (thousands)

2022
2021



Top Countries - Int'l Flights (thousands)

2022
2021



1. Cargo air traffic for 2022

Cargo increased by

7.6%

reaching 624k tons.

Domestic cargo decreased by

26%

reaching 58k tons.

International cargo increased by

12.9%

reaching 563k tons.

King Khalid and King Abdulaziz international airports shares reached

90.3%

of total cargo.

Top international destinations was reached

UAE and the Netherlands

Top Domestic routes was between

King Khalid and King Abdulaziz international airports

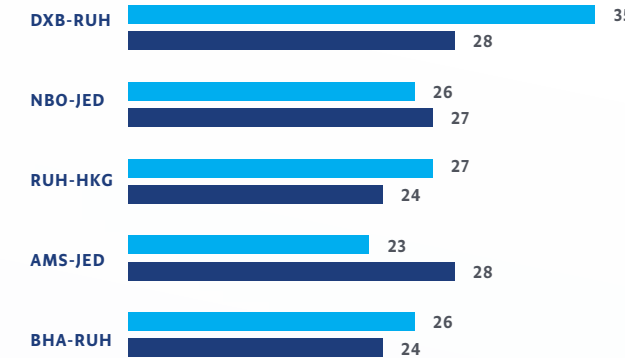
Monthly average cargo increased by

12%

reaching 47k tons by month

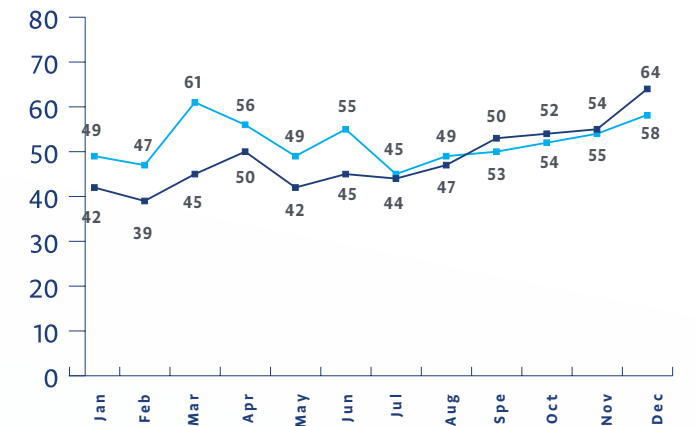
Top Int'l Cargo Routes (thousands)

2022
2021



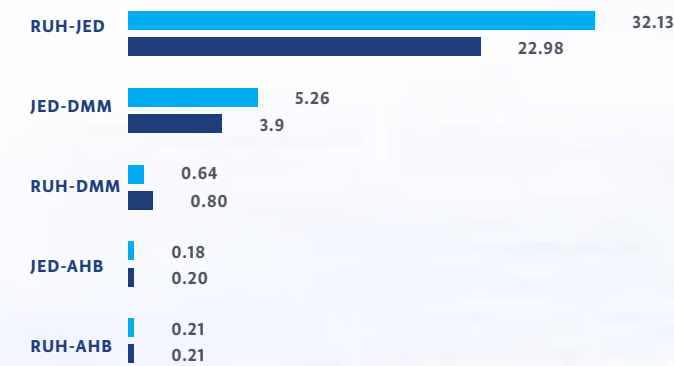
Cargo Month (thousands)

2022
2021



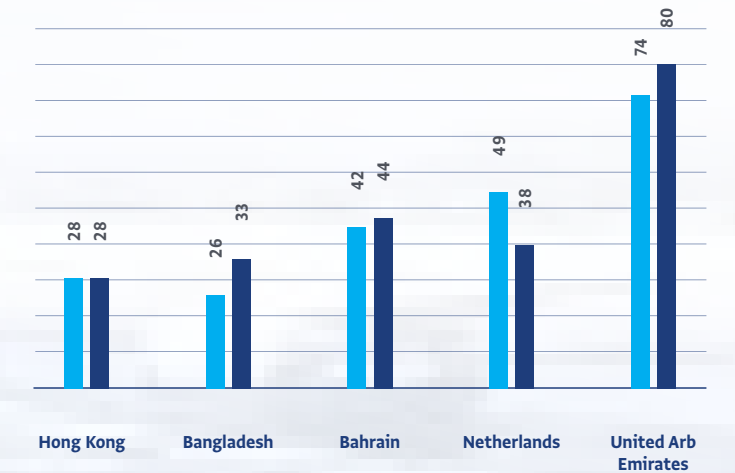
Top Countries - Dom Cargo (thousands)

2022
2021



Top Int'l Cargo Routes (thousands)

2022
2021



1. Scheduled international destinations* for 2022

Scheduled international destination number increased by

54 destinations

reaching 134 int. destination.

Top scheduled int. destinations (arr. & dep.)

Cairo
15%

Dubai
14%

Kuwait
5%

King Abdulaziz international airport ranked first by

116 destinations

followed by King Khalid international airport by 84 destinations.

1. Market share of air carriers for 2022

Passenger air carrier number increased by

101

reaching 16, air carriers.

Saudia airlines share reached

59%

of total domestic flights.

National air carriers shares reached

39%

of total international flights.

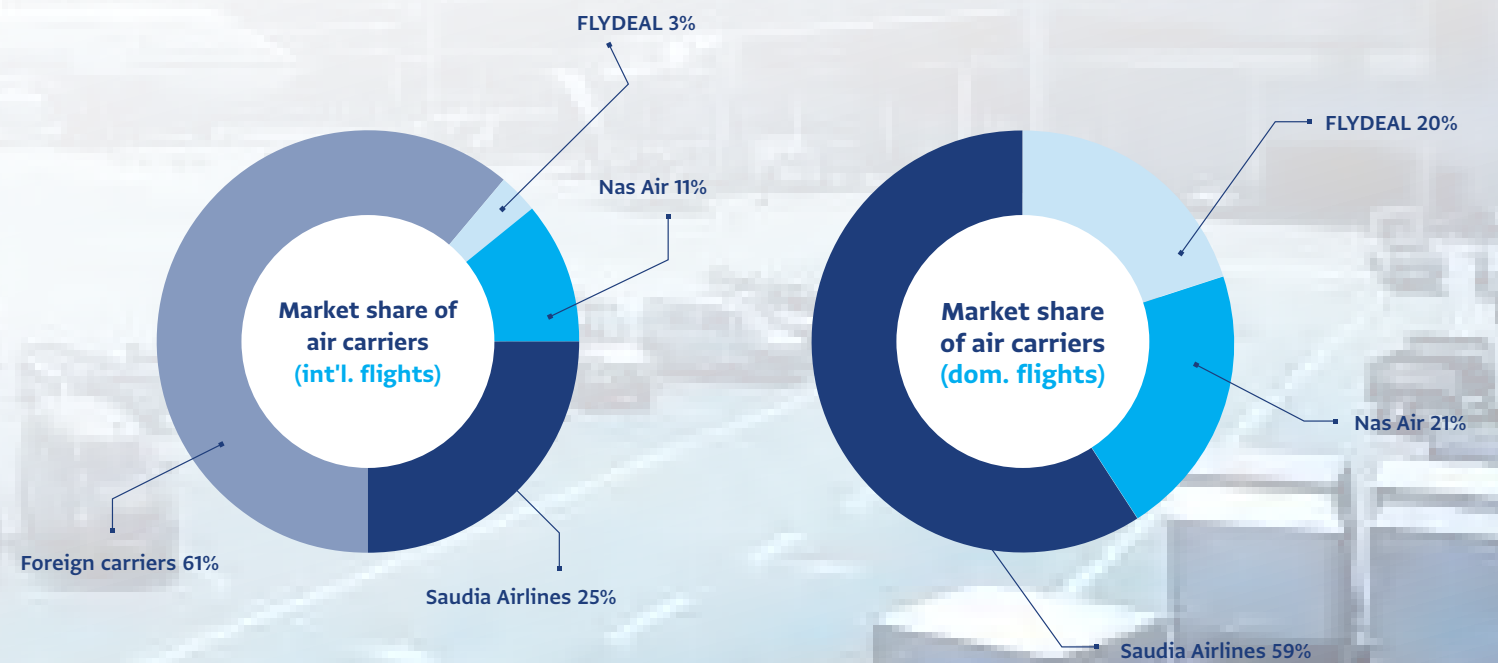
*Scheduled flights: are regular flights with scheduled timeline (day and time) as per flight scheduling permits

Destination by Month

54 ▲ **134** Airport

50 ▲ **129** City

10 ▲ **56** Country



4. Human Capital Development

1. Scholarships, delegations, and graduates:

| Data | Scholarship/delegation | | | Graduates | | |
|-------------------|------------------------|---------------|---|---------------|---------------|---|
| | Target number | Actual number | Actual to target percentage in the number of scholarships / delegates | Target number | Actual number | The actual percentage to target for the number of graduates |
| Bachelor's | 0 | 0 | 0 | 5 | 5 | 100% |
| Master's | 4 | 4 | 100% | 4 | 4 | 100% |
| PhD | 0 | 0 | 0 | 0 | 0 | 0 |

(26) students within the “Your Job Your Scholarship” program.

2. Persons enrolled in the training programs:

| Data | Enrolled | | |
|-------------------------------|----------|----------|-------------------------------|
| | Target | Achieved | Achieved to target percentage |
| | 2022 | 2022 | 2022 |
| Administrative courses | 806 | 667 | 82.7% |
| Specialized courses | 295 | 153 | 51.8% |
| Total | 1101 | 820 | 74.5% |

6. Social Activities, Conferences, and Local and International Awards

1. Social Activities and Conferences:



The Kingdom wins a seat on the Council of the International Civil Aviation Organization (ICAO)

The Kingdom was reelected for the second category of the Council of the International Civil Aviation Organization (ICAO) with 156 votes, approximately 91% of the total votes, for the first time during its career in the Council of the International Civil Aviation Organization (ICAO) since 1986



Participation in the second meeting of the Regional Cooperation Mechanism for the Investigation of Aircraft Accidents and Incidents in the Middle East and North Africa (MENA ARCM)

The Kingdom hosted the second meeting of the Committee for Cooperation Mechanism for Air Accident Investigations in the Middle East and North Africa, which was organized by the Regional Office of the ICAO and the Arab Civil Aviation Organization in the presence of 14 countries with the aim of agreeing on cooperation mechanisms between members and leveraging capabilities and expertise to enhance capabilities in the field of investigation of aviation accidents, which contribute to raising and enhancing the level of aviation safety, including technical, procedural and organizational aspects of investigation operations.



Participation in the second meeting and workshop of the Accident and Incident Investigation Group (AIIG) in the Middle East

The Kingdom hosted the second meeting and workshop of the Accident and Incident Investigation Group (AIIG) in the Middle East, in the presence of several Middle Eastern countries, as well as the Arab Civil Aviation Organization, airlines and the International Federation of Airline Pilots Associations (IFALPA)



Participation in the Council of the International Civil Aviation Organization (ICAO) General Assembly meeting

Participation in the meeting of the General Assembly of the International Civil Aviation Organization (ICAO) at its headquarters in Canada



The Kingdom hosts the headquarters of the Airports Council International (ACI)

The Kingdom won hosting the headquarters of the Airports Council International (ACI), indicating the importance of the Kingdom in hosting the headquarters of international organizations. This hosting supports the development of the Kingdom's airports and the passenger's experience to create an attractive environment for tourism in the Kingdom



Hosting the second meeting of the Executive Committee of the members of the Regional Safety Oversight Organization (RSOO) in the Middle East.

To enhance and safely and effectively develop the Kingdom's leading role in civil aviation inside and outside the organization's member states, to develop guidance materials and conduct studies, training and consultations, to assist member states in developing and implementing the State Safety Program, as well as to help them fulfill their obligations and responsibilities related to air safety oversight under the Chicago Convention and its annexes and other procedures and requirements related to air safety.



Organizing Future Aviation Forum

The General Authority of Civil Aviation held the Future Aviation Forum at the King Abdulaziz International Convention Center in Riyadh, which included (44) dialogue sessions, with the participation of 150 representatives from various sectors and countries and the presence of more than 2,000 guests from different countries, and 50 VIPs, ministers, and heads of civil aviation to discuss the future of aviation in the wake of the Corona pandemic and address the key pressing issues in the sector, such as commercial growth, sustainability, and passenger experience. During the conference, the Kingdom of Saudi Arabia's endeavors and aspirations to be a major hub linking the three continents by 2030 were emphasized.

The conference witnessed the signing of partnership memorandums between Cluster 2 Company and Saudi Logistics Services (SAL) company and the National Bank of Saudi Arabia, and the "Airport Total Quality Score Program" awards for the quality of airport services for the year 2021 were awarded in its first edition to (4) airports: (Abha - Taif - Turaif- Dawadmi), and the Riyadh Airports Company also won (3) awards: "The best airport in its category, the best security inspection area, the best customs area." The National Air Navigation Services Company (NANSC) and Atanfeethi Company participated in the conference as sponsors and strategic partners.



Participation in the 41st session of the General Assembly of the International Civil Aviation Organization

A working paper was presented at the 41st session of the General Assembly, and at the session of the Economic Committee, entitled: "Airport Total Quality Score Program" to review the Kingdom's experience in improving the passenger's experience, as the Economic Committee welcomed the information contained in the working paper and took note of the viability of the program and the practical aspects of the basic pillars in the working paper that countries wishing to establish a similar program can benefit from. The paper was supported by the Arab Civil Aviation Organization, Airports Council International, and member states: Brazil, Oman, Emirates, and Tunisia.



Participation in Bahrain International Airshow

The Aviation Investigation Bureau participated in the sixth edition of Bahrain International Airshow, with the aim of demonstrating the role played by the Bureau in enhancing the safety of air transport internally and externally, and strengthening strategic relations between the Kingdom and relevant entities in the aviation sector.



Participation in a number of conferences and exhibitions

Participation in a number of conferences and exhibitions related to the work of the Authority, including:

- The International High Level Civil Aviation
- WINGS INDIA
- ACAO Executive Council
- MRO Middle East
- Changi Aviation Summit
- 94th Annual AAIE Conference & Exposition, Seattle USA
- Farnborough Int'l Airshow 2022
- ACI Customer Experience Global Summit
- MRO Asia-Pacific
- ICAO 2022, Innovation Fair
- ICAO 41st Assembly
- World Cargo Symposium
- World Routes 2022
- DGCA MID6 in Abu Dhabi
- Bahrain International Airshow

2. International and Local awards:

(3) airports achieved advanced positions in the top 50 best airports in the world within the program of the (Skytrax) organization for the first time in the Kingdom:

The Kingdom's four major airports won (16) different awards, and (3) airports for the first time achieved advanced rankings in the top 50 international airports within the (Skytrax) program, namely:

- King Khalid International Airport ranked (29)
- King Abdulaziz Airport ranked (44)
- King Fahd International Airport is ranked (50)



Winning the incentive program award for contract and procurement employees

The Authority received the Excellence Award from the Spending Efficiency Authority, for raising the efficiency of procurement employees and complying the government tenders and procurement law and its regulations to achieve the targets of the law.

(3) Saudi airports obtained several certificates from the Airports Council International:

- King Khalid International Airport and King Fahd International Airport have been awarded the Customer Experience Accreditation Certificate by Airports Council International.
- Prince Muhammad bin Abdulaziz International Airport won a certificate for the best hygiene measures by region.



The national carriers remain in the list of the best (100) airlines around the world:

National carriers achieved more than 10 different positions in the (Skytrax) classifications for 2022, as follows:

- Saudi Airlines ranked (34) globally, with a decline of about (8) ranks from the previous year. The General Authority of Civil Aviation is currently supervising and continuously monitoring the development of services provided by the national carrier to improve its level of progress globally.
- Flynas ranked (58) globally.

Holding the awards ceremony for the Airport Total Quality Score Program for 2021:

To highlight the efforts of Saudi airports in implementing the Airport Total Quality Score Program of the Authority and to enhance competitiveness among the Kingdom's airports, Saudi airports achieved a number of basic awards, as follows:

1. Main Awards:

- **King Khaled International Airport:**
- The main award for the Airport Total Quality Score program for the airports category (international airports with more than 15 million passengers annually).

Prince Muhammad bin Abdulaziz Airport:

- The main award for the Airport Total Quality Score program for the airports category (international airports with 5 million to 15 million passengers annually).

Abha International Airport

- The main award for the Airport Total Quality Score program for the airports category (international airports with 2 million to 5 million passengers annually).

Taif International Airport

- The main award for the Airport Total Quality Score program for the airports category (international airports with less than two million passengers annually)

Qaisumah airport

- The main award for the Airport Total Quality Score program for the airports (domestic airports)

2. Secondary Awards:

King Khaled International Airport:

- Best Airport Award in Customs Inspection Services.
- Best Security Inspection Services Award.

Prince Muhammad bin Abdulaziz Airport:

- Best airport check-in services award.
- Best Airport Award in Passport Services.
- Best services for people with disabilities award.

Dawadmi Airport

- Best Improved Airport Award for the year 2021.

5. Key GACA Vision Program-Related Achievements



Approval of the executive plan for the Pilgrims Experience Program



Ensuring the alignment of the General Authority of Civil Aviation's strategy with all sectoral strategies and stakeholders to contribute to the realization of Saudi Vision 2030.



Approving requests for financing the initiatives of Pilgrims Experience Program

Enabling and supporting the Authority's sectors in implementing the General Authority of Civil Aviation's strategy to achieve results and make an impact. Approving financing requests for the following initiatives:

| | |
|---|----------------|
| Re-engineering procedures, enhancing air transport systems, and studying the development of a joint management system for ports related to pilgrims | Awarding phase |
| Developing the digital system for managing and monitoring the movement of the pilgrims at the internal communication points inside the airport | |



Approving requests for financing the initiatives of the National Industry Development and Logistics Program

Enabling and supporting GACA's sectors in implementing its strategy to achieve required results and impact, and approving requests for financing the following initiatives:

| | |
|---|---|
| International Civil Aviation summit: | The contract has been concluded, the project has been completed, and the remaining amount is pending. |
| Establishing and developing the Integrated logistics bonded zone at King Khalid International Airport (Phase One) | The contract has been concluded, the initiative is under development. |
| Establishing and developing the Integrated logistics bonded zone at King Khalid International Airport (Phase Two) | The contract has been concluded, the initiative is under development. |
| Studying the establishment of a comprehensive digital platform to serve the Authority's clients in its various sectors, facilitate procedures and improve performance | The contract has been concluded and the study has been completed |
| Studying the strategy of King Abdulaziz International Airport | The contract has been concluded and the project is under implementation. |
| Consulting study to improve the overall customer experience at airports | The contract has been concluded and the project has been completed. |
| Assessing Kingdom's airports and the experience of passengers to define the levels of service. | The contract has been concluded and the evaluation has been completed. |
| Re-engineering procedures and establishing appropriate service level agreements and related monitoring and implementation mechanisms to ensure the best services provided by the entities operating at the airport. | Contracting |
| Providing security requirements for phase (2) airports - Security buildings | Contracted. |
| Establishing Air Investigation Bureau laboratories. | Awarding phase |
| Developing the digital transformation strategy of the General Authority of Civil Aviation | |
| The future concept of Saudi airspace | |
| National Safety Program | |
| Rebuilding regulatory frameworks for aviation safety | |

Assigning new initiatives to the National Industry Development and Logistics Programs

Enabling and supporting GACA's sectors in implementing its strategy to achieve required results and impact. Assigning the following initiatives:

| | |
|---|--|
| Airports Assessment and Passenger Experience (ASQ/ACI) | Zero Project |
| Developing the digital system to manage and follow up the movement of passengers at the contact points inside the terminal. | Funding has been approved |
| National Center for Air Cargo Security | Initial approval has been obtained from the program to assign the project to the initiative, and the costs are being approved. |
| Security apparatus project to inspect air cargo. | A team was formed from the Authority, Matarat Holding and the program to study all operational aspects of the project and raise the recommendation and the required costs. |
| A project to develop a comprehensive digital platform to serve the Authority's clients in its various sectors, facilitate procedures and improve performance. | Funding approved. |

Approving the private aviation development plan and the media plan of the national strategy for the aviation sector

Approving the private aviation development plan by the Supreme Committee for Transport and Logistics headed by His Royal Highness the Crown Prince, and approving the comprehensive and continuous media plan for the aviation sector by the Supreme Media Committee.

Updating airport fees for the three major airports

Updating airport fees in the Kingdom by reducing the fees at King Abdulaziz International Airport in Jeddah, King Khalid International Airport in Riyadh, King Fahd International Airport in Dammam, by up to 35%, and work is underway to study updating the fees for the remaining airports in the Kingdom.

Approving a new ceiling for aircraft fuel handling services prices

A ceiling has been set on the prices of aircraft fuel handling and supply services within these airports.

Completing the institutional transformation of the Kingdom's airports

Completion of the institutional transformation of all airports in the Kingdom in early 2022, in addition to separating the operational side from the regulatory side, and transferring the task of operating airports to Matarat Holding Company.

3. Overview on GACA Current Situation

- 3.1 Organization Structure
- 3.2 Manpower Current Situation
- 3.3 Budget Allocations
- 3.4 GACA Revenues
- 3.5 Project Contracts & Work Progress
- 3.6 GACA Facilities Current Situation
- 3.7 Private Sector Contributions to GACA Works



3.1 Organization Structure



An introductory overview of the Authority's sectors and departments



Quality and passenger experience

A sector that works to improve the passenger's experience, setting standards according to international best practices related to the level of services provided to passengers, and contributes to raising the efficiency of operational performance through effective proactive monitoring, creating a leading operating model for transforming the experience of passengers, centralization, protecting passengers' rights, and applying a smooth experience within a transparent framework.



Strategy and business Intelligence

A sector that supervises the implementation of the initiatives and projects of the national strategy for the aviation sector and the corporate strategy of the Authority in coordination with the internal sectors and external parties within the aviation ecosystem, to achieve the desired targets and key performance indicators of the strategy.

In addition, the sector manages the external communication of the General Authority of Civil Aviation, including marketing, managing events and conferences, and the media center. The sector, through the Office of Data Management and Decision Support, undertakes the task of data governance and management, the use of data and the preparation of statistical indicators, in addition to developing business intelligence dashboards based on strategic, organizational, operational, financial and control requirements.



Shared Services

A sector that aims to ensure the optimal application of the organizational structure of the Authority. It is responsible for financial affairs, revenues, human resources, training, contracts and procurement, administrative communications, documents and archives management, resource management, and inventory management, while supervising operational targets and ensuring the optimal operation of the sector's departments and satisfaction of relevant requirement.



Logistics & Special Economic Zones

A sector that develops regulations and strengthens the necessary governance for the air freight sector and logistics to achieve the targets of the national strategy for the aviation sector, develop partnerships with private sector through policies that attract investment, in addition to coordination between all relevant government agencies in order to contribute to making the Kingdom a global logistics platform for air freight by 2030.



Economic Policies & International Cooperation

A sector responsible for regulation and oversight of the economics of the aviation industry in the Kingdom, and the creation of an attractive investment environment, through development, update, and ensuring the application of regulations, laws, and economic policies related to air transport, licensing and authorizing air carriers operating on the territory of the Kingdom, and supporting the Kingdom's positions, protecting its interests, and empowering it in the international arena in the field of civil through international agreements and treaties, building strategic relations with other countries, and ensuring appropriate representation in regional and international organizations and joint committees related to aviation.



Aviation Security

A sector responsible for providing a safe civil aviation environment at the Kingdom's airports in accordance with national regulations and international requirements. It is also responsible for developing and updating the laws and regulations on civil aviation security procedures, while ensuring compliance of all stakeholders with relevant laws and procedures at the Kingdom's airports. The sector also manages continuous coordination at the national level between government security agencies and at the international level between the Authority and its counterparts in sister countries in the field of civil aviation security. The sector also issues professional licenses and supervises the qualification and training of national human sources in aviation security.



Safety & Aviation Standards

A sector that sets regulations for aviation safety and standards, and manages risks, through three main pillars, namely: Safety oversight, safety management, and environmental standards for aviation, including developing regulations and licensing, as well as continuous monitoring and enforcement of various activities related to safety and the aviation industry, while continuously enhancing safety aspects.



Technology & Digital Transformation

A department responsible for the comprehensive transformation process by redesigning business models into modern models that uses data and digital technologies by creating digital initiatives and ensuring their alignment with the General Authority of Civil Aviation's strategy for optimal utilization of digital assets and investments to serve all internal and external customers. It also applies international technical best practices in the field of aviation and develops infrastructure and information technology networks in line with the digital transformation strategy.



Flight Investigation Bureau

A bureau that contributes to the promotion of civil aviation safety by conducting accident and incident investigations, and carrying out reliable, impartial, independent safety studies



Saudi Academy of Civil Aviation

A leading educational entity in the Kingdom of Saudi Arabia, established in 1962 as a technical training institute, and transformed in 2007 into a specialized academy that offers a set of diploma programs and specialized training courses in align with the needs of the aviation sector and contribute to qualifying and training human resources in the Kingdom's airports.



Internal Audit

A department that works objectively and independently to test and evaluate internal control systems with the aim of adding value to the Authority, improving its operations and helping it achieve its targets by following a systematic method to evaluate and improve the effectiveness of governance, risk management and control processes in the Authority. The Department is functionally linked to the Audit Committee emanating from the Board of Directors, and administratively to President of the General Authority of Civil Aviation. The Internal Audit Department has full and unrestricted access to any (manual or electronic) records, the Authority's property and its employees, as required to perform its mandates.



Legal Affairs

A department providing legal support and advice to all sectors, airports, and departments of the General Authority of Civil Aviation, and its responsibilities include studying the laws, regulations, contracts, and agreements referred to it by sectors and departments, and expressing a legal opinion on the inquiries referred to it, as well as defending the Authority in relevant courts of the Kingdom, ensuring and protecting the interests and rights of the Authority.



Governance, Compliance, Risk and Business Continuity

A department that develops the methodologies, frameworks, standards and targets of corporate governance and ensure their implementation, in line with the Authority's strategy. It supervises all relevant internal initiatives to ensure their alignment with the define frameworks. It also supervises the follow-up of the implementation of the Authority's regulatory decisions and follow up on compliance with such decisions. It develops business continuity plans for the civil aviation sector by aligning and defining all emergency plans and preparing periodic reports about the capabilities of civil aviation authorities in business continuity. It also ensures the application of the necessary national rules, laws and regulations to achieve the best levels of performance to monitor risks, crises and business continuity in the civil aviation environment. It supervises the operation of the Disaster and Crisis Follow-up Center in the civil aviation sector, evaluate the plans and capabilities of the civil aviation sector, bridges gaps, and ensures compliance with relevant standards.

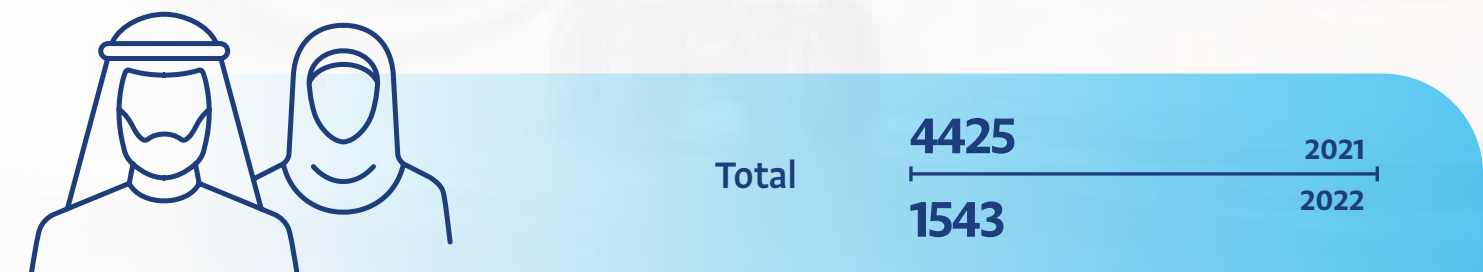
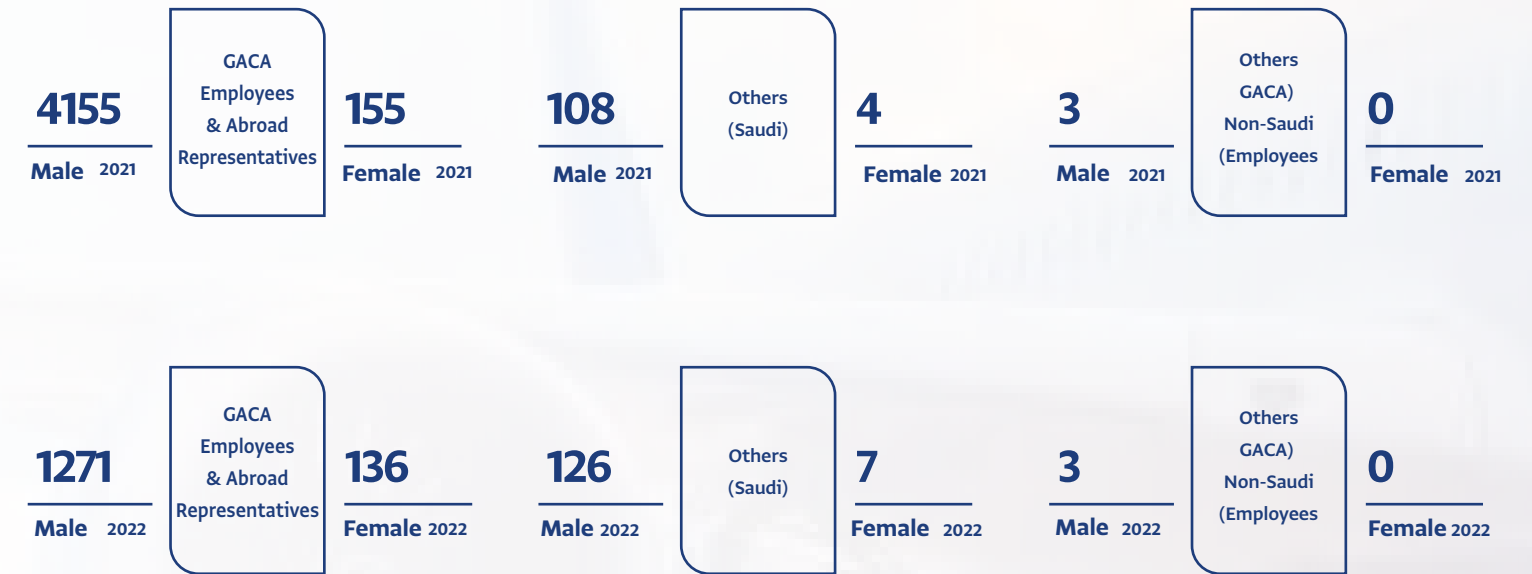
3.2 Manpower Current Situation

| | 2021 | 2022 |
|---|--------|--------|
| Jobs approved for the fiscal year | 5837 | 5851 |
| Jobs filled at the end of the fiscal year | 4425 | 1543* |
| Percentage of filled to approved jobs | 75.80% | 26.37% |
| Jobs filled at the end of the fiscal year | 4606 | 4425 |
| Change in workforce | 181 | -2882 |
| Vacancies at the end of the current fiscal year | 1412 | 4308 |

* The decrease in the number of jobs filled at the end of 2022 is due to the separation of regulatory scope of work from airport operations and the transfer of all GACA's operations-related personnel to Matarat and its subsidiaries

| Numbers | 2021 | 2022 |
|-------------|------|------|
| Promotions | 1050 | 350 |
| Assignments | 93 | 103 |
| Resignation | 151 | 83 |
| Retirement | 125 | 98 |
| Dismissal | 4 | 3 |

LOCALIZATION AND GENDER OF THE WORKFORCE



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3.3 Project Contracts & Work Progress

A. Vision realization related strategic projects

| Contract name/number | Contracting entity | Name Contractor/Contracting entity | Completion (%) |
|--|--------------------|--|----------------|
| Communication plan for the aviation sector strategy of the General Authority of Civil Aviation | External | Saudi Consolum Company SPC (Single Person Company) | 95% |
| Feasibility study for managing and operating the royal terminals | External | Saudi &Strategy Company | 100% |
| Development of General Authority of Civil Aviation strategy based on the aviation sector strategy | External | Boston Consulting Group International Inc | 100% |
| A contract to develop private aviation strategy based on the aviation sector strategy in the Kingdom | External | Saudi A.T Kearny Ltd | 100% |
| Forming a team for laying the foundations for the implementation of the aviation sector strategy to ensure the quality of implementation | External | Saudi &Strategy Company | 75% |
| Studying the strategy of the Saudi Academy of Civil Aviation and its alignment with the air transport strategy in accordance with the Kingdom's Vision 2030, and studying the privatization of the Saudi Academy of Civil Aviation as a profit or non-profit company | External | Saudi Accenture Ltd | 35% |

B. Non-strategic projects

| Project | Contracting entity | Completion (%) |
|---|--------------------|----------------|
| Studying the termination or restructuring of the construction, transfer of ownership and operation agreement for the Hajj Terminals Complex concluded with the Company for the Construction and Development of the Hajj and Umrah Terminals Complex. | Internal | 100% |
| Studying the consequences of not completing the declarations related to the provisions of the Convention on International Guarantees on Mobile Equipment and the Protocol attached to it on matters relating to aircraft equipment approved in Cape Town (South Africa) on November 16, 2001. | External | 85% |
| Reviewing the civil aviation system and the organization of the Authority and submitting them to the Council of Ministers | Internal | 99% |
| Translating laws, regulations and requirements for the business sector | External | 95% |
| Providing advisory support and services regarding international air transit agreements on the IASTA platform | Internal | 100% |
| Information security governance and risk management | External | 100% |

| Project | Contracting entity | Completion (%) |
|---|--------------------|----------------|
| Cyber Security Services | External | 100% |
| Operation of the unified call center of the General Authority of Civil Aviation1 | External | 99% |
| Preparing, designing, producing and printing the Authority's annual report for 2021 | External | 100% |
| Evaluation of the Kingdom's main airports by Skytrax for 2021 | External | 100% |
| Preparing, designing, producing and printing the Authority's annual report for 2022 | External | 24% |
| Operation of the unified call center of the General Authority of Civil Aviation2 | External | 57% |
| Development of the Authority's internal correspondence system | External | 99% |
| Content management and electronic archiving | External | 100% |
| Guideline for classifying and evaluating classified and confidential documents in the Authority | Internal | 99% |
| Establishment of the Regional Aviation Safety Organization | External | 25% |

| Project | Contracting entity | Completion (%) |
|--|--------------------|----------------|
| Studying raising the capacity of air transport flights for pilgrims | External | 100% |
| The local cloud environment for the General Authority of Civil Aviation | External | 65% |
| Automation of procedures for the Human Resources Relations Department | Internal | 20% |
| Training Management System (TMS) | Internal | 100% |
| Drone Application | Internal | 100% |
| Hardware and software of the NAC system and the automatic decoding and re-encoding system | External | 65% |
| First Phase: Upgrading and updating ERP systems (financial and procurement) in the cloud environ- | External | 98% |
| Transferring the Authority's environment from 230 to the Saudi Data and AI Authority (SDAIA) IaaS | Internal | 70% |
| Renewal of technical support and licenses (multiple projects) | Internal | 100% |
| Management of licenses and certificates | Internal | 40% |
| Aviation Medicine System | Internal | 40% |
| Electronic platform for economic licenses | Internal | 70% |
| A consulting study to provide a comprehensive digital platform to serve the Authority's clients in | Internal | 100% |
| Transfer the e-mail to the Saudi Data and AI Authority (SDAIA). | Internal | 100% |
| Developing and updating Domain Name System (DNS), Internet servers and firewalls | External | 100% |
| Supplying, developing and updating systems and devices for backup and archiving e-mail | External | 100% |
| Supplying and establishing a data encryption system for database tables | Internal | 67% |
| User services technical support system (Remedy) | External | 40% |
| Development of the consideration committee platform | Internal | 100% |

3.4 Private Sector Contributions to GACA Works

| | | |
|---|--|--|
| 1 | Starting studies to tender Abha International Airport | The necessary financial, technical and legal consultancy contracts have been awarded to tender the airport to the private sector |
| 2 | Starting studies to tender Taif International Airport | The necessary financial, technical and legal consultancy contracts have been awarded to tender the airport to the private sector |
| 3 | Starting studies to tender Hail Airport and Al-Qassim International Airport | Work is underway to award financial, technical and legal consultancy contracts necessary to tender the airport to the private sector |

4. Aviation Ecosystem Companies

- 4.1 Matarat Holding Company
- 4.2 Jeddah Airports Company
- 4.3 Riyadh Airports Company
- 4.4 Dammam Airports Company
- 4.5 Cluster 2 Company
- 4.5.1 Tiba Airports Company
- 4.6 Saudi Air Navigation Services (SANS)
- 4.7 Atanfeethi Company



4.1 Matarat Holding Company

About the Company

Matarat Holding has leading role in transforming the airports sector into investment opportunities with a clear vision. It is committed to transforming and developing the Kingdom's airports by leading the process of privatizing the sector in order to achieve sustainability and prosperity. Matarat Holding Company guides, supports and helps operating companies to ensure that each airport is transformed into a center that provides innovative customer experience and a global standard in management, a center for operational efficiency and revenue generation, and a center for building cooperation and partnerships.

مطارات
القاينة



Vision:

To transform and promote Saudi airports into thriving economic gateways by leading the privatization and transformation efforts to enable a sustainable sector



Missions:

To facilitate and oversee the development of Saudi airports by adopting best-in-class Private Sector Participation (PSP) models and attracting local and international investors to achieve outstanding customer experience, efficient operations, sustainable infrastructure, and distinctive value to all stakeholders

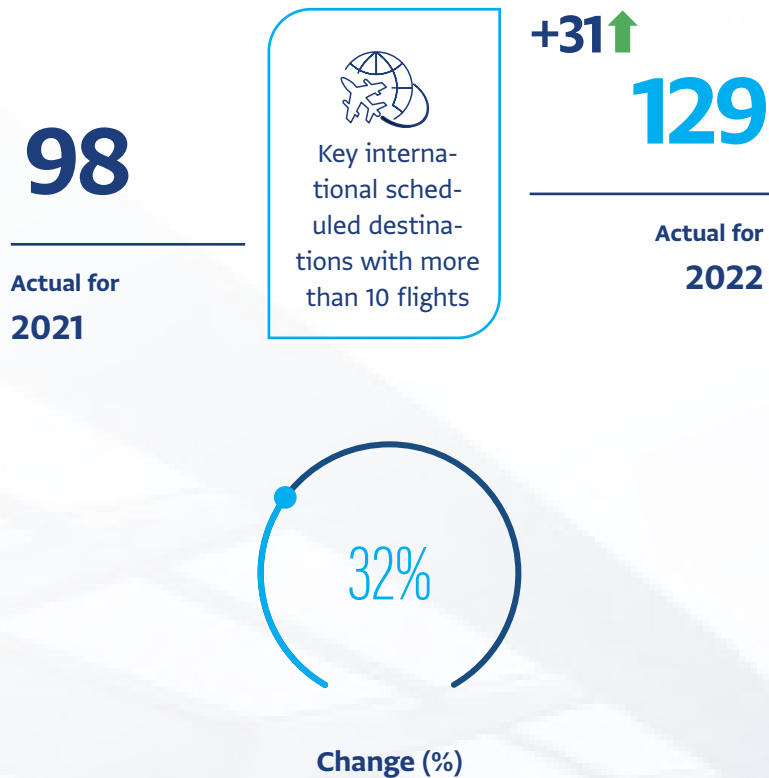
Key Achievements:

Airport operation:

The year 2022 is considered the year of recovery par excellence in Saudi airports, with the restrictions imposed by the global pandemic being completely lifted during the first half of the year, which was crowned with a number of achievements, including:

- Traffic has doubled annually to reach more than (88) million passengers and (711) thousand flights
- Passenger traffic recovered to reach (87%) from 2019 levels due to the growth of international traffic
- More than (42.3) million international passengers flowed to and from the Kingdom's airports, with an increase of (8%) over 2019 levels.
- The Kingdom's airports benefited from the addition and restart of 30 new destinations, most notably Denver and San Francisco in the United States, Incheon in South Korea, and Toulouse in France.
- The launch of Wizz Air operations from: "Jeddah, Riyadh, and Dammam, contributed to raising international traffic, as the airline launched (20) new destinations with a capacity of one million seats from: Bucharest, Budapest, Catania, Larnaca, Milan, Naples, Rome, Tirana, Varna, Venice and Vienna.
- King Abdulaziz Airports in Jeddah and Prince Muhammad bin Abdulaziz International Airport in Madinah succeeded in receiving more than (730) thousand pilgrims on board more than (12,000) flights during the Hajj season 1443 AH.

Airport operating numbers:



- ▶ Holding a workshop to discuss the current situation of ground services with stakeholders from the subsidiaries of the Matarat Company and the General Authority of Civil Aviation to discuss challenges and create a common understanding, and launch initiatives to improve the performance of ground services and raise the level of service.

- ▶ Developing a three-year transformation strategy, after completing the institutional transformation and transferring the Kingdom's airports under the umbrella of the Matarat Holding Company, based on (11) basic pillars, as follows:

Increasing the quality of service provided to customers, raising operational efficiency, raising financial efficiency, reducing costs, raising safety standards in airports, raising standards for sustainability and preserving the environment, raising the quality of capital projects implementation, raising and developing standards and tools for information analysis and digitization of the airport sector, raising the level of competencies and the environment work, activating and implementing change management in transformation projects, and activating transformation to reach the sector's targets." Several projects were also launched according to the time plan of the strategy.

- ▶ Work with the General Authority of Civil Aviation, airports and experts to improve the performance of ground services and develop (20) initiatives as a roadmap based on three dimensions, namely: General strategy and approach to ground services, legal frameworks, regulations and governance of the relationship between stakeholders, concession contracts between airports and ground service providers.

- ▶ Establishing command and control center to enhance readiness and planning by enabling airports to achieve alignment between operational plans and effective coordination between stakeholders and oversight of operational operations. The center works on five main dimensions, as follows: Airport Operations, Facilities and Buildings Management, Passenger Experience, Systems and Information, and Stakeholder Alignment.

- ▶ Launching the role of following up and monitoring the operational performance of the subsidiaries through weekly reports targeting (5) main dimensions, namely: Movement of passengers and flights, adherence to the total schedules of flights (arrival and departure), the effectiveness of ground service providers, speed of baggage delivery, and follow-up of serious accidents.

- ▶ Scheduling (344,446) air traffic with (70,470,352) seats for the winter season for all airports in the Kingdom, in coordination with airports and their operational capacity, equivalent to 93.7% of the available slots.

▶ Smoothly transferring the time slots service from (ACA) to (ACL).

▶ Develop a detailed report on (PowerBi) to manage the time slots for (27) airports in the Kingdom with (68) automated reports and (18) dashboards. It also displays the airline's performance, air link analysis, double time slots, flight performance, monitoring time slots and equipment status.

▶ Defining operational performance indicators for subsidiaries and sharing general monthly reports with the Board of Directors and Executive Committee of Matarat Company.

▶ Ensuring the readiness of the Kingdom's airports for the 2022 World Cup in Qatar, and fully planning the fans' journey, including development of operational plans that ensure the smooth running of flights in Riyadh, Dammam and Jeddah, including:

- Opening and operating terminals (3 and 4) at King Khalid International Airport in Riyadh for World Cup flights
- Allocating part of the Hajj and Umrah terminal complex at King Abdulaziz International Airport in Jeddah for World Cup flights
- Allocating (3) gathering areas to manage the crowd of fans to the airports
- Ensuring the operational readiness to accommodate (+640,000) passengers and (+2,350) flights to support the event
- Preparing special areas for fans in the international travel terminals

▶ Preparing to host the second Airports Council International (ACI), through:

- Achievement of the POA authorization and issuance of a license for the second Airports Council office inside KSA in cooperation with the Ministry of Investment
- Signing an agreement between Matarat and Airports Council International.
- Completing the preparation of the area for the ACI team in the Authority's new building
- Completing the payment of all financial dues of the Airports Council International form Matarat and its subsidiaries
- Preparations are underway for the ACI ceremony in March 2023

▶ Activating the customer experience department in the Matarat Holding Company and its subsidiaries, by developing the necessary plans to develop customer experience strategies and applications for the year 2023.

▶ Providing positive solutions to support airports with carrier airlines in the following proportions:

- Addressing the challenges of Saudi Airlines and flyadeal with Riyadh airports by (74%), and with Jeddah airports by (68%)
- Addressing the authority's topics with Saudi Airlines, by (81%)
- Transferring out-of-service aircraft
- Completion of Saudi Airlines contracts with (Jeddah, Riyadh, Dammam airports and airports cluster 2)
- Establishing a mechanism for continuous coordination with all stakeholders and partners

▶ Developing the recruitment mechanism for senior positions in Matarat company and its subsidiaries, recruiting competencies at higher administrative levels, and launching training programs for Matarat's employees.

▶ Reviewing and unifying the policies and procedures for managing human capital in Matart company and its subsidiaries, and unifying the compensation and benefits policies in company and its subsidiaries.

▶ Activating the roles of Governance, Risk and Compliance Department, including updating governance policies at the level of the Matarat company and its subsidiaries, and activating the role of risk management, which will in turn create a clear system for managing business continuity and group risks.

▶ Launching a project to develop airline networks and forecast the number of passengers at the level of the Kingdom's airports, including the development of an integrated and systematic plan to achieve the targets of the National Aviation Strategy 2030 (numbers of passengers and destinations), defining all enablers with stakeholders based on an annual work mechanism until 2030.

- ▶ Establishing a mechanism to follow up the status of commercial operation with the commercial operation sectors of the subsidiaries to follow up and exchange knowledge and develop activities.
- ▶ Completing the establishment and activation of a department for the affairs of the Board of Directors and its committees, and defining and applying performance indicators to all subsidiaries.
- ▶ Updating the unified authority matrix for the group, and the regulations of the boards and their committees in Matarat company and its subsidiaries.
- ▶ Cooperating with the Government Procurement and Local Content Authority to implement local content policies in Matarat and its companies.
- ▶ Developing cybersecurity policies, procedures and standards for Matarat, and raising the assessment of the National Authority for Cybersecurity for Matarat from (0.94%) to (44%), as well as developing the monitoring and response center for cyber incidents for Matarat.
- ▶ Activating the two initiatives for efficient spending in employment and service contracts, and security awareness and occupational safety at work sites.
- ▶ Raising the efficiency of spending in supply and service contracts by increasing competition and reducing direct purchase, and unifying procurement policies and supply chains in Matarat company and its subsidiaries.
- ▶ Automating all procurement procedures, from purchasing to paying the supplier, and developing a supplier classification mechanism to increase competitiveness.

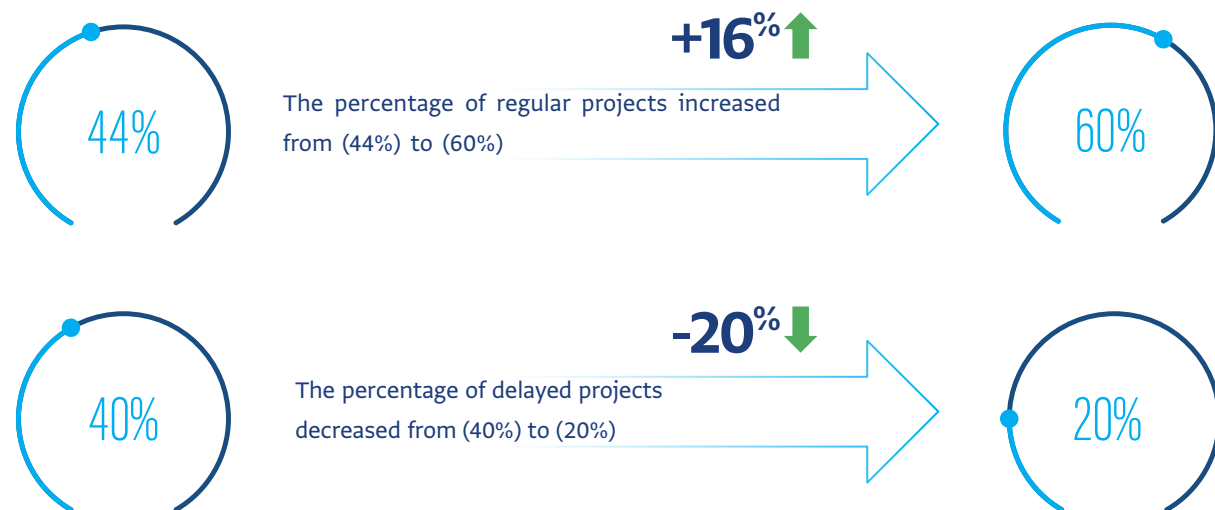


Company summary in figures:

Completing the development of the database and the dashboard for total 115 projects in Matarat's subsidiaries, distributed as follows:



Implementing monitor and improvement mechanisms for ongoing projects to enhance the positive impact as follows:



Recruiting more than

85 competencies.

Increasing the percentage of females to

21% of the total number of employees.

Training more than

80% of the company's employees.

Adding and qualifying

130 new suppliers and providing more classifications for suppliers





Privatization:

Abha International Airport:

- Increasing the capacity of the current airport from (1.1) million passengers to more than (8) million passengers by 2030.
- Tendering a design project with 22 international and national architectural offices to develop the architectural design of the airport to ensure consistency with the heritage and nature of the terrain of the Asir region.

Taif International Airport:

- Increasing the capacity of the current airport from (0.6) million passengers to more than (5) million passengers by 2030.




Qassim and Hail airports:

- Increasing the capacity of the two airports in line with the national strategy for transportation and logistics for the current Qassim Airport from (0.6) million passengers to more than (5) million passengers, and to (3) million passengers at Hail Airport by 2030.



Manpower:

Number of male and female employees

| | | Saudi | Non-Saudi | Total | % Saudization |
|---|---------|-------|-----------|-------|---------------|
|  | males | 99 | 16 | 115 | 86% |
|  | females | 30 | 1 | 31 | 96% |
|  | Total | 129 | 17 | 146 | 88% |

4.2 Jeddah Airports Company

About the Company

Jeddah Airports Company was established in 2021 as a limited liability company to supervise all facilities and services at King Abdulaziz International Airport in Jeddah. The company main role is to supervise the performance of, and the services provided by such facilities to passengers and airlines, as well as providing an appropriate work environment for employees and stakeholders, including airlines, investors and operators. It is also responsible for supervising the performance of service providers to ensure high level of services provided to passengers.

jedco Jeddah
Airports



Vision:

To be the best hub airport in the world in its class, to provide a qualitative leap in the airport experience, and to act as a gateway to serve the Two Holy Mosques, while enabling tourism and international trade.



Missions:

Providing a seamless airport experience, driving growth and operation of a sustainable airport, and developing talent and innovation within the aviation ecosystem.



Key Achievements:

- ▶ King Abdulaziz International Airport jointed the best (100) airports in the world for 2022. It is ranked 44 globally according to "Skytrax" assessment for the quality of services provided at airports, and 4 in the safest airports in the Middle East, and obtained the quality management certification according to international certification requirements.
- ▶ Participating in operating the flights for the 2022 World Cup season, by transporting more than (120) thousand passengers on board (645) flights, at a rate of (20) flights and (3) thousand passengers per day.
- ▶ Developing the entrance road to the Hajj and Umrah complex, the security and operational support facilities, widening the main road, constructing parking lots for cars and buses with more than (570,000 m2) of asphaltting , more than (2,080) bus stops and (4,000) parking spaces, as well as constructing and rehabilitating 11 buildings with 6,000 m2, including the new security gate 17 and the sorting point for pilgrims and Umrah performers, and supplying and installing 114 surveillance cameras for buildings, roads and parking lots, and 250 poles and lighting towers for roads and parking lots.
- ▶ Establishing and operating air-conditioned waiting areas for pilgrims, with 20 closed and air-conditioned sitting and waiting areas in the public area of the Hajj and Umrah terminal complex, with a total area of 24,500 m2, which can accommodate 8,000 pilgrims and Umrah performers.
- ▶ Removing all elements of visual pollution from the entrance to the complex of Hajj and Umrah terminals, automating the distribution of Zamzam water for Hajj and Umrah performers, and shipping more than (220) thousand Zamzam water bottles for the season of 1443 AH.
- ▶ The domestic Hajj flights service in Terminal (1) achieved operational discipline rate of (97%).
- ▶ Jeddah Airports Company signed 5 new contracts for maintenance and implementation of works and activities at specified locations, as well as 3 operation and maintenance contracts for information and communication technology, including: "Infrastructure, communication networks, management of airport services and systems, basic airport operating system and its accessories" based on supplier performance indicators.
- ▶ Opening the new freight road that serves the air cargo area to accommodate the increase in truck traffic.
- ▶ Operating the gates for American and London flights according TSA controls, and activating the Risk Management Center for Crises and Emergencies in Airport Operations (Silver Room)
- ▶ Activating all security inspection areas for domestic and international departures, developing and building the double security fence surrounding the flight apron in accordance with the National Aviation Security Program, with a total length of 17,800 m, equipped with lighting, surveillance cameras, and motion sensors.
- ▶ Launching 70 electronic gates with eye and hand print check-in and out technology, and an electronic reader for the passport and national identity for citizens of the Arab Gulf countries.
- ▶ Establishing the Executive Joint Operations Committee daily for arrival and departure phase of the Hajj season, which contributed to the smooth movement and finding solutions to all challenges in a timely manner.

- ▶ Completing the technical requirements document for the electronic safety management systems. Preparing a document for the governance of the safety management system and its associated committees, approving the safety policy of the Jeddah Airports Company, and the requirements for licensing aircraft parking lots "G".
- ▶ Training on driving systems and rules inside the flight yard for (78) security personnel, and testing and evaluating (250) applicants to obtain a driving license in flight yard.
- ▶ Issuing (4,595) driving licenses inside the flight yard, and carrying out (7,071) technical inspections of the equipment, vehicles and mechanisms used inside the flight yard.
- ▶ Launching the carbon neutrality initiative, supervising the company's employee training program (first aid / evacuation plans / cardiopulmonary resuscitation) and contributing to the implementation and evaluation of the assumptions of evacuation plans.
- ▶ Operating facilities and opening shops in terminal (1) and ensuring their compliance with occupational health and safety specifications and standards.
- ▶ Increasing the quality of the passenger experience by developing informational signs on external roads, increasing the efficiency of traffic safety, improving informational signs inside terminal (1) and providing additional screens for flight information.
- ▶ Contracting a strategic partnership with Roshn, led by the Public Investment Fund, to develop the scheme of the General Headquarters of King Abdulaziz International Airport, and to develop an updated plan covering the Cargo Village, the expansion of terminals and facades, along with proposals to develop airport land and surrounding area to implement the national strategy for transport and logistics by receiving (114) million passengers and handle (2.5) million tons of logistical freight by 2030.
- ▶ Launching awareness campaigns for passengers, and reaching 25 million views on social media: The campaigns focus on "introducing passengers to using electronic payment methods for parking lots, the method of accessing the parking lots in terminal (1), adhering to the size and weight of luggage according to the requirements of air carriers, introducing methods of purchasing and shipping instructions for Zamzam water, and sending (2) text messages to welcome pilgrims in four languages.
- ▶ Launching and operating an airport taxi in terminal (1) for passengers, and opening more than (30) commercial units for food, beverages, retail, exchange, and travel agencies.
- ▶ Participating in the success of the "Formula-1" by facilitating the transportation of cars and equipment for the racers, and the Red Sea Film Festival in coordination with all stakeholders in receiving guests.
- ▶ Operating the airport hotel and the main dispensary, and cooperating with SAPTCO to activate the express transportation service to and from the center of Jeddah.
- ▶ Launching the golf cart service in terminal (1), to provide a free service to transport passengers within terminal (1) to/from the passenger boarding gates.

- ▶ Launching an alignment project with Saudi Arabian Airlines to provide an efficient and easy baggage handling system in accordance with international standards.
- ▶ Developing and approving a high-level strategy for the company based on 5 key strategic pillars: "Air Traffic and Business Development, Non-Air Business Development, Airport Experience, Operational Excellence, Individual and Institutional Excellence".
- ▶ Awarding a 5-year contract for Dublin Aerospace for the management and operation of King Abdulaziz International Airport.
- ▶ Completing the institutional transformation of King Abdulaziz International Airport and transferring all employees, 1083, of the General Authority of Civil Aviation working at King Abdulaziz International Airport to Jeddah Airports Company.
- ▶ Launching e-learning platform, Jeddah Airports Academy, with 907 trainees, 80% of the total number of employees.
- ▶ Inaugurating a media center inside King Abdulaziz International Airport, broadcasting dozens of television and radio interviews, and strengthening the relationship with various mass media.
- ▶ Launching two projects to unify airport management systems, including unifying the airport management system between terminals, and baggage card reader devices, to increase the efficiency of operations.
- ▶ Implementing the immediate plan for IT and IT security, and launching Correspondence Management System for exchange letters between departments and stakeholders in a secure manner.

 **Company summary in figures:**

Annual capacity

44,400,000 passengers



Runways

3



Taxiways

20



check-in platforms

569 platforms



Self-service platforms

86 platforms



Passenger bridges gate

104 gates



Bus gate

27 gates



Total terminal area

955,676 m²



Total airport area

88,565,592 m²



Parking

23,995 Parking lots



Bus stop

183 Parking lots



Pilgrims waiting areas (Plaza)

20 areas



Total area for each (plaza)

160,000 m²



Commercial areas

45,000 m²



Restaurants and cafes

7,500 m²



Shops area

13,000 m²



Mosque (area)

1,462 m²






Total number of Prayer rooms inside terminals

130



 **Manpower:**

| | Saudi | Non-Saudi | Total | % Saudization |
|--|-------|-----------|-------|---------------|
|  males | 1095 | 1 | 1096 | 99% |
|  females | 41 | 0 | 41 | 100% |
|  Total | 1136 | 1 | 1137 | 99.9% |

4.3 Riyadh Airports Company

About the Company

The company was established in 2016 as part of the aviation sector privatization program in the Kingdom of Saudi Arabia. Riyadh Airports is currently working to manage the operation of King Khalid International Airport in the capital, Riyadh, as well as developing the infrastructure of King Khalid International Airport and conducting an expansion of new services and facilities in addition to the existing facilities.



Vision:

To be a leading company in the airports sector with high standards of operating and developing airports and providing a strong passenger experience.



Missions:

Providing a quality and innovative passenger experience as well as highly efficient services to enable the national strategies for civil aviation and tourism under the umbrella of Vision 2030 to ensure achieve the highest standards of safety, quality of services and operational sustainability.



Key Achievements:

▶ Obtaining (4) certificates in of safety, health, environment and quality:

- Occupational Health and Safety Lead Auditor 45001:2018
- Environmental Management System Lead Auditor 14001:2018
- Quality Management System Lead Auditor 9001:2015
- ACI Level 2 Airport Carbon

▶ Achieving (7) local and international awards and certificates:

- King Salman Award for Disability Research, Comprehensive Access
- Skytrax International Award for "Best Improved Airport".
- ACI Certification for Level 1 Customer Experience
- ACI Voice of the Customer Recognition certificate
- Moody Award in the category of digital creativity
- Two awards for "global customer experience" for the best customer strategy and the best call center in the aviation sector.

▶ Improving the level of safety and ensuring the quality of the airport by establishing an automated system for tracking observations, violations and analyzing risks, as well as setting up vehicle tracking system (VTS) to maintain the safety of the airport apron, and creating and developing a new version of driving safety regulations guide.

▶ Obtaining environmental permits from the National Center for Environmental Compliance, and signing agreements with some government agencies that contribute to the alignment on legislation between the relevant government stakeholders and filling legislative gaps and its impact on the effectiveness and efficiency of operational safety.

▶ Successfully operation of the Umrah and Hajj seasons for 1443 AH in the domestic and international terminals, and supporting the operation of King Abdulaziz Airport in Jeddah with an administrative and supervisory team.

▶ Developing and approving the short-term expansion plan for King Khalid International Airport.

▶ Signing a memorandum of understanding with "Dublin International" to research and develop investment opportunities in MENA region.

▶ Opening the international terminals (3 and 4), completing redeployment and operation works, and inaugurating the unified Airport Operation Control Center (AOCC).

▶ Operating commercial terminals at full capacity and smoothly in several occasions, with more than (90) thousand passengers per day.

▶ Operating (14) new counters with the Carpark check-in system in the International Terminal (2).

▶ Accommodating and operating all 2022 World Cup flights, receiving (100) private planes to attend the Future Investment Forum event, and operating Dakar Rally.

- ▶ Increasing the capacity in the Cargo Village by (20%), equivalent to (695) thousand tons, after opening the express parcel handling terminals of Aramex and SMSA.
- ▶ Operating and developing international terminals No. (1, 2, 3 and 4) as well as including (10) new destinations and (17) new air services.
- ▶ Completing the development of the business opportunities platform to automate and facilitate tender and contracting procedures, and the preparing and transferring (200) offices of government agencies and investors to terminals (3 and 4).
- ▶ Launching the fourth edition of guideline for commercial projects and opening (26) commercial stores
- ▶ Developing a modern identity for the airport, launching the sign language interpreter application and online purchasing service, and developing the system for complaints and suggestions.
- ▶ Providing (18) new commercial services, including self-serving machines for drinks and snacks, banking services, car rental service, and providing a new private taxi fleet, etc.
- ▶ Launching the digital platform for airport operations management "Ofoq", and expanding the infrastructure of technical assets and systems.
- ▶ Completing the project to improve the infrastructure of the drinking water and fire extinguishing water network.
- ▶ Providing support for the Green Riyadh project of the Royal Commission for Riyadh, and completing the afforestation project for airport roads and squares.
- ▶ Completing the initial designs for the south Terminal 5, the design and expansion of Terminal 4 (Concourse H), and construction and operation of a new electricity substation in the cargo area.
- ▶ Launching the "park INTERNATIONAL" product for international parking lots with a new identity, increasing the number of followers by (6%) for the account of King Khalid International Airport through social media platforms, and launching (30) marketing and interactive campaigns for passengers.
- ▶ Launching "Hayakum" airport reception and welcome product, which includes (5) services: Reception, welcome, lounge access, fast track service, luggage transfer, and passenger transportation to and from airport.

- ▶ Adding artificial intelligence (AI) and proactive prediction technologies to improve baggage handling systems.
- ▶ Executing and operating the infrastructure project and linking the systems of the Airport Operations Control Center "AOCC".
- ▶ Piloting the smart shopping cart experience, which provides several digital shopping services.
- ▶ Adding vehicle guidance systems in the economic parking spaces of the indoor terminal.
- ▶ Signing an agreement with SITA to develop and improve passenger escalation systems
- ▶ Launching accident alerts and public announcements systems, unified communications (IVR), risk management and alerts, and unified inspection.
- ▶ Uploading and automating all previously concluded contracts in SAP system, linking them to purchase orders, and following up on their completion.
- ▶ Converting the vehicle workshop operation and maintenance contract into a commercial contract, leading to reduce operating expenses, raise the quality of services, and enable the airport authorities to obtain high-quality vehicle maintenance services.
- ▶ Transferring (4) capital contracts for terminals (3 and 4) from the General Authority of Civil Aviation to the Riyadh Airports Company.
- ▶ Building defense capabilities in cybersecurity, improving their efficiency, and raising the level of maturity from (1.15 - 3.2) according to the global capability index.
- ▶ Launching 8 new features in interactive services through social media platforms, and adding and renewing (650) informative boards to enhance the passenger's experience.
- ▶ Launching an awareness campaign for passengers about the dangers of cybersecurity in Terminal 5, as the first campaign of its kind in the world.

- 
- ▶ Automating the operations of the company's vehicle fleet of by applying vehicle tracking systems to monitor driving and operating behavior and applying geographical boundaries, which contributes to imposing the highest safety standards, reducing risk rates, raising operating efficiency and safe driving, and applying the company's vehicle electronic fuel control system to govern the management of fuel consumption.
 - ▶ Improving the financial system (SAP), automating control procedures, and developing a mechanism for accrued expenses in alignment with the system to improve the quality and accuracy of monthly reports.
 - ▶ Riyadh Airports Company won the "Best Executive & Leadership Development Program" award among the best seven companies in MENA region.
 - ▶ Expanding the investment circle with regional banks and investment institutions to maximize returns.
 - ▶ Honoring Riyadh Airports at the Gulf Conference for Human Resources
 - ▶ Finalizing the "Commercial Excellence" program covering 5 key dimensions, including: Developing aviation business, analyzing revenue opportunities, and focusing on passenger experience.
 - ▶ Providing all employee-related services through the internal platform "Masar", and implementing a complete recruitment chain through the "Masar" system, from job application to appointment.
 - ▶ For the Career Succession Program and Assessment Center, the following achievements have been realized:
 - Launching the Leaders Preparation Program in cooperation with the Center for Creative Leadership (CCL) as one of the deliverables.
 - Completing the Airport Duty Manager Development Program in cooperation with Airports Council International.
 - Launching individual development and training programs by implementing an individual development and training plan for each candidate.
 - ▶ Recruiting (225) candidates, with an increase of about (60%) over the year 2021; It currently constitutes 20% of the total workforce.
 - ▶ Completing the project to redesign the organizational structure of Riyadh Airports Company to achieve the targets and aspirations of the company, and update all internal policies and procedures for human resources.

 **Company summary in figures:**

Annual capacity

39,000,000 passengers



Runways

2



Taxiways

34



Check-in platforms

126 platforms



Passenger bridges gate

32 gates



Bus gate

12 gates



Total terminal area

190,287,00 m²



Total airport area

237,446,591 m²



Parking

7,297 Parking lots



Bus stop

5 Parking lots



Commercial areas

10,537 m²



Restaurants and cafes

3,243 m²



Shops area

7,681 m²



Mosque (area)

12,400.00 m²






Prayer rooms

43



 **Manpower:**

| | | Saudi | Non-Saudi | Total | % Saudization |
|---|---------|-------|-----------|-------|---------------|
|  | males | 790 | 14 | 804 | 98.25% |
|  | females | 80 | 0 | 80 | 100% |
|  | Total | 870 | 14 | 884 | 98.41% |

4.4 Dammam Airports Company

About the Company

In alignment with the Kingdom's Vision 2030 and as an extension of the National Transformation Program plan, on July 1, 2017, the management of King Fahd International Airport was privatized and transferred to the Dammam Airports Company (DACO) in Dammam, to be an integral part of the future vision for the advancement of the airport industry, starting from operating King Fahd International Airport, until assigning the operation of Al-Ahsa International Airport and Qaisumah to the company's ecosystem in May 2021.

The company seeks to expand its services to other local and international airports in the future, by developing infrastructure, operating, developing and maintaining airport facilities, managing trade and investment relations, air operation, and increasing the operational capabilities and efficiency of airports to align with the development of the aviation industry.



Vision:

Developing airports and redefining the travel experience



Missions:

We are committed to exceeding the expectations of our customers, partners and investors by facilitating procedures, focusing on customer needs, and creating advanced infrastructure and services at the latest levels.



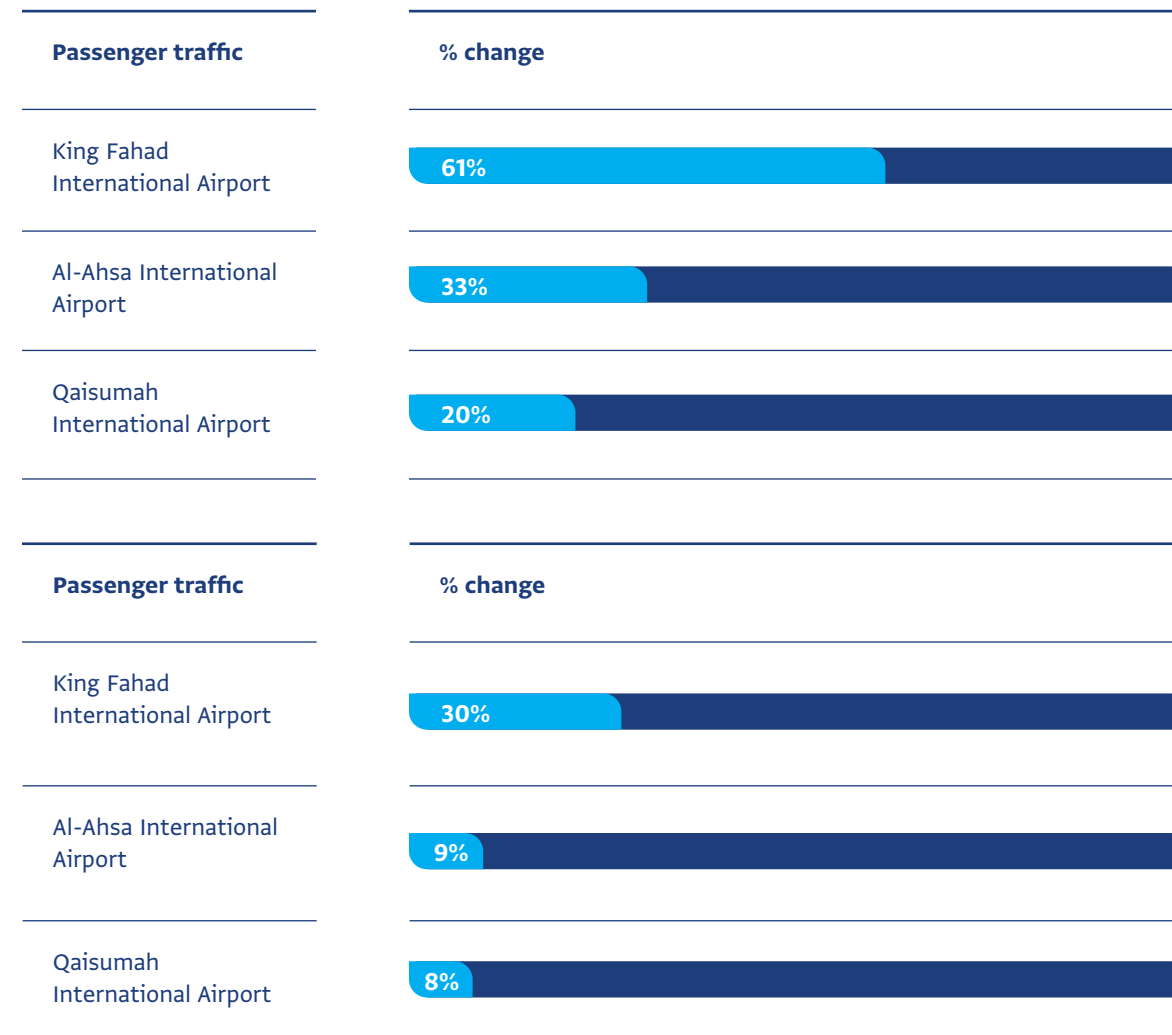
Key Achievements:

- ▶ Completing the project to develop the infrastructure of the Cargo Village at King Fahd International Airport, including first and second phase, and the provision of all logistical services.
- ▶ **Design and implementation of Qaisumah Airport Expansion Project, including:**
 - Raising the capacity by (367%) to reach (700) thousand passengers per year
 - Increasing the area of the Domestic travel terminal by (305%) to (1600) square meters, including (3) gates for Domestic departure.
 - Introducing an international travel terminal with an area of (2,400) square meters to receive international flights, including (200) seats, 3 gates for international departure, and (9) passport platforms to complete travel procedures at arrival and departure, replacing the baggage belt system, and adding commercial areas to improve the passenger's experience and government offices to facilitate all procedures.
- ▶ Implementing the Hajj season preparation plan by preparing an area to welcome and farewell pilgrims, and adding a number of special platforms to supervise the services provided, medical services and receive Hajj campaigns as well as providing hospitality.
- ▶ Implementing the seasonal preparation plan (school end-of-year vacation, Eid al-Fitr holiday, and Eid al-Adha holiday) at each of King Fahd International Airport, Al-Ahsa International Airport, and Qaisumah International Airport by increasing operational capacity and harnessing capabilities to ensure a comfortable experience for the passenger, as well as organizing a number of relevant events.
- ▶ Cooperating with the Saudi Red Crescent Authority in launching the air ambulance in Al-Ahsa Governorate.
- ▶ Completing the project to increase the capacity of the baggage handling systems at King Fahd International Airport and the replacement of (3) baggage belts for incoming domestic flights, and (4) baggage belts for incoming international flights, and the establishment of the first area that includes (28) platforms for completing international and domestic travel procedures from out of three areas on the departure floor.
- ▶ Achieving the requirements of the Regulations of the General Authority of Civil Aviation by holding a awareness and operational course for 40 rescuers at King Fahd International Airport on dealing with hazardous materials and a "two rescuer" course for 20 rescuers at Al-Ahsa International Airport, and a "one and two rescuer" course for 20 rescuers at King Fahd International Airport.
- ▶ King Fahd International Airport obtained international accreditation from the Airports Council International as the first airport in the Kingdom within the Airport Customer Experience Accreditation Program and the Customer Voice Certificate, as well as joining the membership of the Airports Council International.
- ▶ Holding fire prevention awareness sessions for more than (200) trainees at King Fahd International Airport.
- ▶ King Fahd International Airport won the following global Skytrax awards: The 1st place in "the best regional airport in the Middle East" and the 50th place in the best (100) international airports, and the best developed airport in the world "Level-3", and the 6th place in the best airport staff in the Middle East", and 7th place in the best airport in the Middle East.
- ▶ Qaisumah Airport won the award for the best domestic airport "less than 2 million passengers" through the comprehensive evaluation program for the quality of airport services from the General Authority of Civil Aviation.

- ▶ Implementing the 2022 World Cup plan at King Fahd International Airport, by allocating reception areas to complete the procedures for fan passengers, including all amenities and entertainment services, as well as allocating free parking for fans' cars.
- ▶ Signing two cooperation agreements with the Aéroport de Paris-ADP group in the field of developing operational and digital systems and improving passenger experience to improve performance efficiency and provide support in developing a roadmap for the concept of a smart airport, and in the field of developing a culture of innovation and creativity and exchanging knowledge in various fields of aviation and adopting ideas and leading projects to contribute to the improvement of airport services.
- ▶ Signing a cooperation agreement with the University of Hafr Al-Batin to achieve the targets of the Dammam Airports Company innovation laboratory initiatives, and to enhance efforts in education and training and cooperation in preparing studies and joint projects, spreading knowledge and organizing scientific events and workshops in air transport industry.
- ▶ Preparing the Dakar Rally reception plan at King Fahd International Airport and Al-Ahsa International Airport, by facilitating the procedures for the arrival and departure of the teams and organizers, as well as providing logistical support to facilitate the procedures for transferring equipment from the flight yard, and allocating stations for the departure and accommodation of aircraft.
- ▶ Signing a cooperation agreement with Bagpoint Company in the field of improving the passenger's experience to enhance the operational efficiency, by providing services for completing travel procedures and transporting passengers' baggage to and from the airport, with the possibility of expanding the scope of work to fixed locations in hotels and strategic places.
- ▶ Signing a memorandum of cooperation with the National Centre for Water Efficiency and Rationalization covering: Raising awareness of water rationalization for passengers and workers, installing gray water treatment units at King Fahd International Airport, and including requirements and specifications for sustainability in commercial operation and maintenance contracts with regard to rationalizing water, power and waste, and preserving the environment of the sites.
- ▶ Signing an experience exchange agreement with the Saudi Ground Services Company to achieve the targets of the Innovations Lab and implement a number of joint projects to improve the passenger experience and increase operational efficiency.
- ▶ Developing facilities guideline for King Fahd International Airport
- ▶ Implementing a plan to raise safety awareness in coordination with the General Authority of Civil Aviation for all companies and government agencies operating at the company's airports through safety awareness campaigns.
- ▶ Completing safety and operation procedures at Al-Ahsa and Qaisumah airports, and automating the safety management system through a contract with a specialized company.
- ▶ Holding a training course for 84 employees from the Airport Security Unit, the Presidency of State Security, and Customs for on how to use security inspection devices to raise the level of operational performance.
- ▶ Signing a cooperation agreement with the Saudi Academy of Civil Aviation for providing training courses to develop the performance of employees and improve the services provided in the field of operation, safety and airports, as well as contributing to the development of training curricula and training students on the job at the airport.


Air traffic development:

During the reporting year, Dammam Airports Company achieved growth in air traffic rates at the following airports: King Fahd International, Qaisumah International, and Al-Ahsa International airports compared to last year. The rates of change are as follows:





Expansion of seasonal flights in King Fahd International Airport

New airlines: Flights

| | |
|--|---|
|  Georgian Airways | Operating two weekly flights to Tbilisi, Georgia. |
|  AZERBAIJAN AIRLINES | Operating 3 weekly flights to Baku, Azerbaijan. |

Existing airlines: Flights

| | |
|---|--|
|  flynas طيران ناس | Operating 4 weekly flights to Baku, Azerbaijan. Operating 3 weekly flights to Batumi, Georgia. Operating 4 weekly flights to Tbilisi, Georgia. Operating 1 weekly flight to Sharm El-Sheikh, Egypt. |
|  flyadeal طيران أديل | Operating 3 weekly flights to Baku, Azerbaijan. Operating 2 weekly flights to Tbilisi, Georgia. Operating 2 weekly flights to Sharm El-Sheikh, Egypt. |



Expansion of scheduled flights at King Fahd International Airport

The year 2022 witnessed the addition of many new destinations to flynas and Flyadeal, and the joining and resumption of operations of a number of airlines, as follows:



| Country | City | Airport | Number of flights |
|---------|-------|-----------------------------|-------------------|
| UAE | Dubai | Dubai international airport | 1 daily flight |



| Country | City | Airport | Number of flights |
|--------------|-----------|------------------------------------|-------------------|
| Saudi Arabia | Al-Qassim | Prince Nayef bin Abdulaziz Airport | 3 weekly flights |
| Saudi Arabia | Hail | Hail International Airport | 3 weekly flights |
| Saudi Arabia | Neom | Neom Bay Airport | 2 weekly flights |
| Egypt | Cairo | Cairo International Airport | daily flight |



| Country | City | Airport | Number of flights |
|---------|-------|-----------------------------|-------------------|
| Egypt | Cairo | Cairo International Airport | 3 weekly flights |



| Country | City | Airport | Number of flights |
|---------|-------|-----------------------------|-------------------|
| Egypt | Cairo | Cairo International Airport | 2 weekly flights |
| Egypt | Sohag | Sohag International Airport | 1 weekly flight |



| Country | City | Airport | Number of flights |
|---------|-----------|---------------------------------|-------------------|
| Italy | Rome | Rome Fiumicino Airport | 2 weekly flights |
| Austria | Vienna | Vienna International Airport | 2 weekly flights |
| UAE | Abu Dhabi | Abu Dhabi International Airport | 4 weekly flights |



Resumption of flights of a number of airlines during 2022 at King Fahd International Airport



| Country | City | Airport | Number of flights |
|---------|-------|-----------------------------|-------------------|
| Egypt | Cairo | Cairo International Airport | 2 weekly flights |



| Country | City | Airport | Number of flights |
|----------|-------------|--|-------------------|
| Ethiopia | Addis Ababa | Addis Ababa Bole International Airport | 3 weekly flights |



| Country | City | Airport | Number of flights |
|---------|----------|-------------------------------------|-------------------|
| Turkey | Istanbul | Sabiha Gokcen International Airport | 1 daily flight |



Al-Ahsa International Airport

In 2022, two new airlines joined to Al-Ahsa International Airport, as follows:



| Country | City | Airport | Number of flights |
|--------------|--------|--------------------------------------|-------------------|
| Saudi Arabia | Jeddah | King Abdulaziz International Airport | 4 weekly flights |



| Country | City | Airport | Number of flights |
|---------|-------|-----------------------------|-------------------|
| UAE | Dubai | Dubai international airport | 2 weekly flights |

 **Company summary in figures:**

Annual Capacity

12,500,000 passengers



Runways

2



Taxiways

21



Check-in platforms

56 platforms



Self-service platforms

7 platforms



Passenger bridges gate

11 gates



Bus gate

5 gates



Total terminal area

283,350 m²



Total airport area

767,907,566 m²



Parking

10,000 Long term lots



Bus stop

104 Parking lots



Shops area

760.97 m²



Restaurants and cafes

3,619.40 m²



Commercial areas

7,240.10 m²



Mosque (area)

3,265 m²



Total number of Prayer rooms inside terminals




12



Airport hotel

250 rooms accomidating 6,400 guests

 **Manpower:**

| | | Saudi | Non-Saudi | Total | % Saudization |
|---|---------|-------|-----------|-------|---------------|
|  | males | 376 | 2 | 378 | 99.47% |
|  | females | 35 | 0 | 35 | 100% |
|  | Total | 411 | 2 | 413 | 99.52% |

4.5 Airport Cluster 2 Company

About the Company

Airports Cluster 2 Company was established as a “limited liability company” on January 1, 2022 to operate (22) airports and supervise Prince Muhammad bin Abdulaziz Airport in Medina, including all facilities and services of the 23 airports, including the development and upgrading of infrastructure, and the operation and development of airport facilities and maintenance, managing trade and investment relations, operating and developing air cargo facilities, and raising operational capabilities and efficiency to keep pace with developments in the air transport industry. The company mandates cover also accurate and continuous follow-up of the level of performance of airports and the services provided to passengers and airlines, the promotion of commercial and investment growth opportunities, the provision of a healthy and suitable work environment for its employees, government stakeholders, airlines and investors, and enabling tourism by raising the level of services for categories of passengers.

Cluster 2
تجمع مطارات الثاني



Vision:

Developing a network of international airports according to international standards that stimulate tourism, enhance the efficiency of human resources and contribute to the development process of the Kingdom.



Missions:

Transforming the Kingdom's international and domestic airports into a specialized company to raise economic returns, attract investment resources, and upgrade and operate airport infrastructure, focusing on providing a distinctive travel experience for passengers.






Key Achievements:

- ▶ Establishing Airports Cluster 2 Company, “a limited liability company”, completing the institutional transformation and governance requirements, transferring all employees to the organizational structure of the company, and settling their their privileges and entitlements with the General Authority of Civil Aviation.
- ▶ Awarding (21) locations at various airports in the services of restaurants and cafes, and direct contracting procedures are under way for (17) locations at various airports for food and beverage services. Direct contracting procedures are also being completed to operate the (food court) zone at Abha International Airport.
- ▶ Renewing (22) contracts for car rental tables at airports and concluding (11) new contracts for car rental tables at airports. Direct contracting procedures for airport fare activity to serve (21) airports are also being completed.
- ▶ Signing a contract to operate vehicle routing for "Careem" and "Rehla" companies, awarding a contract for surface transport activity, medical cranes and wheelchairs for people with disabilities, as well as completing the self-operation of car parks for (7) airports.
- ▶ Signing a contract with Saudia Aerospace Engineering Industries (SAEI) for (19) airports, and inaugurating and operating (12) Hayyak terminals at airports.
- ▶ Inaugurating the main gate of Al-Ula International Airport after the completion of development and rehabilitation works, with a design inspired by the nature and ancient culture of Al-Ula Governorate, in partnership with the Royal Commission for Al-Ula.
- ▶ Signing a contract with "Swissport" to provide ground handling services at Prince Nayef bin Abdulaziz International Airport in Qassim.
- ▶ Contracting with “Travel Sada” company to provide ground handling services for private aviation at Prince Nayef bin Abdulaziz International Airport in Qassim.
- ▶ Joining as a success partner in the "Forsa" platform, in order to achieve the Kingdom's 2030 vision by enabling SMEs to apply for public and private sector purchases.
- ▶ Participation in a number of exhibitions and conferences, including: “The Global Defense Exhibition and the Airport Operational Excellence Conference to leverage experiences and highlight Cluster 2 company identity, leading to increase the quality of services provided to passengers.
- ▶ Achieving 100% in operational performance standards for (17) airports
- ▶ Achieving 41% of the company's airports passenger movement passengers and more than (13) million passengers at the company's airports and (120) thousand trips during 2022. (Excluding Prince Muhammad bin Abdulaziz International Airport in Madinah).

- ▶ Signing a memorandum of cooperation with the Authority for the Care of Persons with Disabilities to strengthen the bonds of joint cooperation between the two parties, improve and enhance the services provided to persons with disabilities at airports, and leverage relevant experiences of the General Authority of Civil Aviation.
- ▶ Transferring e-mail of all employees to the server of Airports Cluster 2 Company, launching "Hadir, ERP, CTS" systems to comply with regulatory requirements aligned with cybersecurity requirements, improving internal messaging systems, and raising levels of administrative operations.
- ▶ Contracting with "Pathfinder" to supply a digital system for managing the company's sales and contract archiving systems, and implement it in some airports.

Operating Flights:

| | | | | |
|---|-------------|----------------|------------------|----------------|
|  | Destination | Al-Jouf-Riyadh | Al-Baha - Riyadh | Hail- Abha |
|  | Destination | NEOM - Dubai | | |
|  | Destination | Hail - Amman | Taif - Kuwait | Al-Ula - Cairo |

| | | | | | | |
|---|-------------|-------------------|----------------|-----------------|----------------|-----------------|
|  | Destination | Taif - Cairo | Tabuk - Cairo | | | |
|  | Destination | Abha - Cairo | Abha - Sharjah | Tabuk - Sharjah | Taif - Sharjah | Yanbu - Sharjah |
|  | Destination | Yanbu - Dubai | Taif - Dubai | Abha - Dubai | Tabuk- Dubai | |
|  | Destination | Qassim - Kuwait | Taif - Kuwait | Abha - Kuwait | | |
|  | Destination | Qassim - Doha | | | | |
|  | Destination | Al Jawf - Tbilisi | | | | |
|  | Destination | Al-Qassim- Bosnia | | | | |

Company summary in figures:

Company summary in figures for (22) airports

Annual capacity

11,500,000 passengers



Runways

24



Taxiways

22



Check-in platforms

150 platforms



Self-service platforms

50 platforms



Passenger bridges gate

10 gates



Bus gate

114 gates



Total terminal area

291,909 m²



Total airport area

843,575,578 m²



Parking

8000 Parking lots



Existing sites and investment opportunities (car rental, shops, ..)

93



Restaurants and cafes

36



Number of mosques in all airports

20



Total number of Prayer rooms inside the airport terminals

43



Manpower:

| | | Saudi | Non-Saudi | Total | % Saudization |
|--|---------|-------|-----------|-------|---------------|
| | males | 1,710 | 2 | 1,712 | 99.9% |
| | females | 44 | 0 | 44 | 100% |
| | Total | 1,754 | 2 | 1,756 | 99.9% |

4.5.1 Taibah Airports

About the Company

Taibah Airports Company is working in partnership with the General Authority of Civil Aviation through an agreement concluded on October 29, 2011 to design, finance, build, transfer ownership and operate Prince Muhammad bin Abdulaziz International Airport for a period of 25 years (2012-2037). It is the first airport in the Kingdom of Saudi Arabia to be built and operated on a commercial basis. Taibah Airports was also established to manage, operate and continuously develop facilities and services to meet the requirements and expectations of pilgrims, passengers and agencies operating at Prince Muhammad bin Abdulaziz International Airport.

المطارات
طبيبة
TIBAH
Airports

شركة طبية لتشغيل المطارات
Tibah Airports Operation Co.



Vision:

To be the leading airport company in the Middle East for providing exceptional services to our customers, partners and our community.



Missions:

Achieving the highest value for all business partners in airport operations through a management approach focused on customer satisfaction.



Key Achievements:

- ▶ Obtaining the international certificate in the management of carbon emissions for airports within the "Airport Carbon Accreditation" program of the Airports Council International (ACI), making the Prince Muhammad bin Abdulaziz International Airport the first airport in the Kingdom to achieve the "LEVEL 2".
- ▶ Developing and upgrading the system of entrances and exits of car parks to ensure the speed and smooth use of parking lots for passengers and airport users, as well as changing the paths of entrances and exits for cars, buses and taxis to ensure smooth movement in front of the terminals.
- ▶ Completing the asphaltting project for the runway (18/36) by rehabilitating the runway at the intersection with TWY A and TWY C to ensure the safety and security of aircraft landing at the runways of Prince Muhammad bin Abdulaziz International Airport and to provide safe paths for land traffic within the air arena.
- ▶ Prince Muhammad bin Abdulaziz International Airport has won (5) international awards, ranks and certificates, including:
 - The 58th place in the "Skytrax" list of the best (100) airports in the world, jumping (10) places ahead from the 2021 classification.
 - The second place for the best regional airport in the Middle East by "Skytrax" for excellence in passenger service and the provision of all airport services in accordance with applicable international standards.
 - The third place internationally by Skytrax for the best international airport for airports that have served 2 million passengers.
 - Certificate of health accreditation from the "AHA" program of the International Airport Council for the third year in a row.
 - The Best Airport Award in the Middle East for precautionary measures in light of the Corona pandemic by the Airports Council International.
- ▶ Developing and upgrading the main power station, substations and distribution network, and providing backup generators (medium and low voltage) to ensure the continuity of the operational process at Prince Muhammad bin Abdulaziz International Airport.
- ▶ Completing the project to develop UPS systems and enhancing the reserve source of electric power at Prince Muhammad bin Abdulaziz International Airport to ensure the continuity of the operational process and the safety of sensitive systems and services for airport users.
- ▶ Completion and operation of the project to develop the baggage belt system (BHS) to comply with the requirements of the modern passenger baggage inspection system at Prince Muhammad bin Abdulaziz International Airport, as well as building a special room for security inspection of baggage and adding an inspection device for weighed baggage.
- ▶ Renewing the passenger waiting chairs with comfortable cushions and attractive colors to increase the comfort and aesthetics of waiting areas and boarding areas.

Company summary in figures:

Annual capacity

8,000,000 passengers



Runways

2



Taxiways

13



Check-in platforms

64 platforms



Self-service platforms

24 platforms



Passenger bridges gate

32 gates



Bus gates

9 gates



Total terminal area

156,000 m²



Airport total area

4,000,000 m²



Parking

2000 Parking lots



Bus stop

200 Parking lots



Pilgrims waiting areas (Plaza)

6 areas



Total area for each plaza

1,625 m²



Commercial areas

6,000 m²



Restaurants and cafes

2,200 m²



Shops area

3,000 m²



Mosque (area)

2,000 m²



Mosque (Person)

1000 Persons



Total number of Prayer rooms inside terminals

41

Manpower:

| | Saudi | Non-Saudi | Total | % Saudization |
|---------|-------|-----------|-------|---------------|
| males | 256 | 178 | 434 | 59% |
| females | 22 | 0 | 22 | 100% |
| Total | 278 | 178 | 456 | 61% |

4.6 Saudi Air Navigation Services (SANS) Company

About the Company

The Saudi Air Navigation Services has been established under the decision of the General Authority of Civil Aviation No. (T / 260) dated 28 Jumada Al-Awwal 1436 AH, and started its work on July 1, 2016, corresponding to 26 Ramadan 1437 AH, to provide safe and efficient services in line with international standards for air navigation service providers, implement new and proactive methodologies in safety and security, provide services to customers in line with the highest international standards, achieve financial and administrative independence, invest in national competencies, and develop Saudi youth capabilities, in close alignment with the ambitious Vision 2030.



Vision:

To be a globally best-in-class air traffic services, solutions, and innovative technologies provider



Mission:

Providing outstanding Air Navigation services at a global level across mandated and commercial business, enabled by its recognized leadership in safety, efficiency, and technology innovation.

General information about the company:

1. Key clients in 2022

| Airlines | Flights % |
|--|-----------|
|  SAUDIA | 25% |
|  flynas | 10% |
|  QATAR AIRWAYS | 6% |
|  flyadeal | 6% |
|  Emirates | 4% |
|  EGYPTAIR | 3% |
|  flydubai | 3% |
|  AirArabia | 3% |
|  Saudi Aramco | 2% |
|  GULF AIR | 2% |

2. 51% domestic airlines air traffic compared to 49% foreign airlines, as follows:

| Air sector | Flights % |
|--|-----------|
| business aviation | 8% |
| Air Freight | 1% |
| Military and government aviation for air cargo | 4% |
| Commercial aviation | 87% |

3. Air Navigation Systems Infrastructure

Saudi Air Navigation Services (SANS) operates more than 1100 advanced auxiliary equipment, applies the latest technology to provide high-level maintenance services covering (56 sites) across all sectors of the Kingdom, and is managed by a highly qualified staff that adheres to the highest standards of quality and safety requirements.

4. Geographical Presence:

| Sector | Number of sites |
|------------------------|-----------------|
| Western region sector | 10 |
| Central region sector | 11 |
| Eastern region sector | 10 |
| Medina sector | 7 |
| Southern region sector | 10 |
| Northern region sector | 8 |
| Total | 56 |

5. Technical performance indicators:

| Sector | Completed |
|------------------------|--------------------------------------|
| SYSTEM AVAILABILITY | 99.86% of the required target 99.78% |
| SERVICE AVAILABILITY | 99.85% of the required target 99.85% |
| Preventive maintenance | 7,902 maintenances |
| Corrective maintenance | 2,039 maintenances |

| Presence Type | Number of sites |
|-------------------|-----------------|
| Airports | 28 |
| military airports | 10 |
| other | 18 |
| Total | 56 |



6. Key achievements

- ▶ Participating in the first virtual employment fair for the transportation and logistics sector in Riyadh, from 3 to 5 January, 2022.
- ▶ Participating in the Cybersecurity Conference for Important Assets for the Middle East Region in February 2022 in the United Arab Emirates, in the presence of more than 100 specialists.
- ▶ Participating in the Global Defense Exhibition from 6 to 9 March 2022, which was hosted by the Kingdom for the first time, as the largest event in the field of defense and security around the world, as well as managing the air traffic during the exhibition period.
- ▶ Participating in the forum of the On-the-Job Training Program (Tamheer) exhibition, organized by the Jeddah Chamber of Commerce and the Human Resources Development Fund, at the Jeddah Center for Forums and Events, from 27 to 30 June, 2022.
- ▶ Participating in the International Air Traffic Management Conference in Madrid from 22 to 25 June, 2022, which is one of the key conferences in air navigation.
- ▶ Participating in the Kingdom Jobs Exhibition at King Abdullah University of Science and Technology, from 8 to 9 June 2022.
- ▶ Launching an initiative to map all the company's policies and procedures to the matrix of general and internal authority matrix to control compliance all departments to the powers and responsibilities towards all stakeholders, and to ensure the integration of accountability, transparency, fairness and accountability in the company's decision-making process, according to which the oversight role over the company's business can be achieved.
- ▶ Building an indicator of compliance with the corporate governance framework and the authority matrix by measuring the level of departments' compliance with all governance requirements for executive management functions and applying the authority matrix to all procedures related to the functions of executive management.
- ▶ Raising awareness on Governance, Risk and Compliance management across departments, training and enabling employees to comply with the department's policies and ensuring an effective basis for alignment of the department's operations across (SANS), leading to a better decision making in a risk aware environment.
- ▶ Developing an implementation plan for the deliverables of the organizational culture survey to ensure participation by all employees in the survey, in order to define and measure the employee satisfaction with the company and its systems.
- ▶ Applying and implementing the Normal Operation Safety Survey (NOSS) initiative. The initiative contributes to defining points of pain, risks and challenges in the daily operations of the air traffic controllers, by conducting surveys of the normal daily operations of the air traffic control centers
- ▶ Completing the Safety Risk Register based on the requirements of the safety management system and applying a business continuity standard by reviewing all risks across air control units and maintenance units, and developing risk mitigation plans.

▶ Signing an agreement between the Saudi Air Navigation Services (SANS) and Indra Sistemas, a Spanish company, for supplying, installing and operating the first remotely operated virtual air control tower in the Middle East, in Al-Ula International Airport.

▶ Planning the airspace and upgrading the service provided to Al-Ah-sa International Airport to qualify the airspace for 2022 World Cup flights, and signing international agreements to facilitate mutual movement to and from Doha

▶ Upgrading the communication systems of the air control towers at King Abdullah bin Abdulaziz Airport in Jazan and Prince Muhammad bin Abdulaziz International Airport in Medina.






Saudi Air Navigation Services (SANS) in figures





Manpower

| Gender | Saudi | Non-Saudi | Total | % Saudization |
|---|-------|-----------|-------|---------------|
|  males | 1569 | 51 | 1620 | |
|  females | 79 | 0 | 79 | 97% |
|  Total | 1648 | 51 | 1699 | |

4.7 Atanfeethi Company

About the Company

The company manages and operates all executive terminals in the Saudi airports. It has been established in March 2021 as part of the program to privatize the air transport sector in the Kingdom of Saudi Arabia. It operates and manages (27) terminals in (26) airports inside the Kingdom and employs about 722 male and female Saudi national competencies in all its departments.



Vision:

To be the number one company in the world to manage executive and VVIP terminals and services



Mission:

Together to provide the world an opportunity to live an unparalleled Saudi experience



التنفيذي
ALTANFEETHI



Key Achievements:

- ▶ Developing an executive terminal at Abha Airport, with an area of 600 square meters, leading to 100% increase in capacity.
- ▶ Launching 1,080 square meter executive terminal at Arar Airport, leading to 100% increase in the capacity, as well as developing and launching executive terminal at Hafr Al-Batin Airport in Qaisumah, increasing in the area by 150%, and capacity by 100%, as a part of rehabilitating terminals to higher quality of services according to the best international standards.
- ▶ Launching new services for the Company's clients, including: Private driver, completion of registration procedures, shipment of baggage, as well as: Developing Twitter interactive platform and launching luxury commercial areas with jewelry and perfume shops in executive terminals in Riyadh and Jeddah.
- ▶ Launching the Atanfeethi Academy, an educational website providing online courses in business, computer software, finance, and safety.
- ▶ Launching the operating program "Meras" to train operating staff, increase performance, and develop skills and capabilities to properly perform all operational tasks and ensure an exceptional experience for Atanfeethi clients.
- ▶ Signing a memorandum of understanding with the Royal Commission for Al-Ula to manage and operate the executive terminal at Al-Ula International Airport.
- ▶ Signing a memorandum of understanding with the Red Sea International Company to provide hospitality services, operate terminals, and improve the travel experience.
- ▶ Signing a memorandum of understanding with SAR to manage and operate VIP terminals and provide reception and hospitality services at SAR train stations.
- ▶ Signing a cooperation agreement with Saudi Airlines (SAUDIA) to exchange benefits and commercial services.
- ▶ Signing an agreement with the Saudi Ground Services (SGS) to provide executive ground handling services, improve the experience of executive terminal clients, and increase operational efficiency.
- ▶ Signing a joint cooperation agreement with Jetex to provide various first-in-class services to Atanfeethi and private aviation clients at the Kingdom's airports and international airports, as part of the strategic targets for expanding and upgrading a luxurious and integrated travel experience.
- ▶ Signing an agreement with Saudi Catering to provide catering and hospitality services in the executive terminals at the Kingdom's airports.

- ▶ Signing an agreement with Forward to provide vouchers on the special sales platform and deliver them to Atanfeethi clients.
- ▶ Signing an agreement with American Express to provide executive services with exclusive benefits to its customers.
- ▶ Signing agreements with several private airlines to provide executive terminal services for the clients of Saudi Private Airlines (SPA), Jet Aviation and Alpha Star
- ▶ Signing a cooperation agreement with CCC By STC to leverage the company's expertise in customer experiences and to provide professional experiences for Atanfeethi clients
- ▶ Signing cooperation agreements with several universities to provide training programs for students of King Saud University and King Abdulaziz University in tourism, hospitality and event management in the executive terminals.
- ▶ Winning Contact Center World Award and achieving first place for the best call center award, best customer service, and second place for the best use of social media channels for client service.
- ▶ Winning CHSA award for the best use of digital channels and social media to serve clients, with 50 participating companies.
- ▶ Obtaining Customer Experience Live Show UK award for operational excellence, reflecting the company leadership and excellence strategy for providing the highest and best services to its client.
- ▶ Obtaining Customer Experience Live Show UK award as the best guest experience, reflecting the company leadership and excellence strategy for providing the highest and best services to its client.
- ▶ Winning the Best Work Environment award for 2022 in the Kingdom, according to Great Place To Work organization.



Company summary in figures:

Number of terminals:

27 terminals

Number of Atanfeethi travel clients for 2022:

598K passengers

Number of Atanfeethi travel clients during the Hajj period for 2022:

32K passengers



Manpower

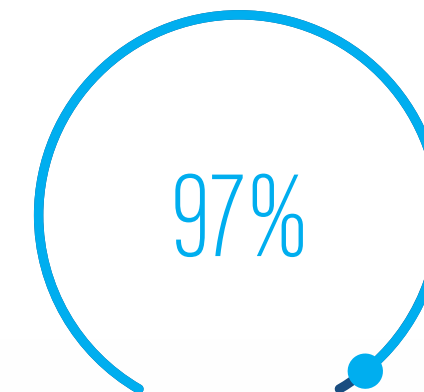
| | | Saudi | Non-Saudi | Total | % Saudization |
|--|---------|-------|-----------|-------|---------------|
| | males | 591 | 10 | 601 | |
| | females | 121 | 0 | 121 | 98.6% |
| | Total | 712 | 10 | 722 | |



Training statistics



37,529 training hours



trained employees

Conclusion

Finally, the civil aviation sector is a key pillar of the economic transformation plan in Vision 2030. In line with Vision 2030, the sector main defined targets include: increasing the capacity of air freight in the Kingdom's ports to 4.5 million tons and the number of passengers in the Kingdom's airports to 330 million passengers by 2030, which contributes to making the Kingdom a global logistics hub; reaching the first place regionally for the volume of goods and the quality of services; and supporting the Kingdom to rank 10th at the logistics performance index (LPI) by 2030.





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