

المملكة العربية السعودية
السعودية

KINGDOM OF SAUDI ARABIA

**GENERAL AUTHORITY OF CIVIL AVIATION
(GACA)**

ANNUAL REPORT FOR

2023

1444 - 1445 AH

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

“We have approved the Kingdom’s Vision 2030, which highlights the resilience and strength of the Saudi economy and aims to expand the Kingdom’s horizons. The success of this vision depends on the community’s combined efforts”.



Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

“The National Strategy for Transport and Logistics aims to advance Saudi Arabia to fifth place globally for in-transit passengers, and increase international destinations to more than 250”.



His Royal Highness Prince

Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince, Prime Minister

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Preamble

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01

1.4 Introduction

Introduction

With great support from our wise leadership, the hard work of GACA employees, and those in the civil aviation sector, the General Authority of Civil Aviation (GACA) is pleased to present its annual report for the year 2023, which highlights its major accomplishments and works that align with the goals of Saudi Vision 2030 and its ambitious programs. In order to enable all sound plans to build a prosperous economy, we hope that these accomplishments and efforts will be a step toward a prosperous homeland that celebrates growth and prosperity year after year in all economic, social, and developmental fields.

Saudi Civil Aviation

A history of flying that has not stopped.

With one plane, the history of Saudi civil aviation began on May 22, 1945. It was a Dakota 3 - DC, gifted by US President Franklin Roosevelt to the founding King Abdulaziz bin Abdulrahman Al Saud. It was later used to transport passengers between Riyadh, Jeddah and Dhahran.

The founding king subsequently purchased a number of aircraft to support air transport in the Kingdom. Flights were launched in 1946 to Lod Airport in Palestine to transport pilgrims through the Lebanese capital, Beirut. In 1947, the first scheduled domestic flights took place between Jeddah, Riyadh, Hofuf, and Dhahran, in addition to international flights to Amman, Beirut, Cairo, and Damascus.

The journey to develop and build continues throughout the ages, writing a history of flying that has not stopped, reaching the seventh era under the leadership of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and the vision of His Royal Highness the Crown Prince and Prime Minister, Prince Mohammed bin Salman bin Abdulaziz Al Saud. This has enabled the Kingdom of Saudi Arabia to be in the heart of the world with 29 airports in the Kingdom, including 14 international airports and 15 domestic airports.



I am pleased to introduce to you the GACA annual report for 2023, summarizing key achievements made in civil aviation sector.



Foreword by H.E the Minister of Transport and Logistic Services

The air transport sector in the Kingdom of Saudi Arabia plays a pivotal role in achieving the goals of Saudi Vision 2030, which aims to connect the Kingdom to the world through a comprehensive, diversified and innovative transport network. This helps enhance the Kingdom's economic prosperity and its commercial cooperation with its partners from various countries of the world, by achieving the goals of the National Strategy for Transport and Logistics, from which the national strategy for the civil aviation sector has evolved.

Over the past few years, the Kingdom has come a long way in improving the civil aviation sector and transforming the Kingdom into a central global destination in this field, which contributes to attracting international airlines, logistics service providers and multinational companies to come to the Kingdom and benefit from the unique opportunities it provides. This includes the support and follow-up from the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud and His Royal Highness Crown Prince, as well as the efforts of the leadership of the General Authority of Civil Aviation and its employees.

The General Authority of Civil Aviation's annual report for 2023 highlights the various achievements made by GACA over the previous year, which saw significant regulatory changes in economic policy. These changes included the adoption of new economic regulations that helped build the groundwork for regulating the operations of the Kingdom's airport operators to turn the country into a major hub for air cargo and transportation services, as well as safeguarding traveler rights and air safety, raising the standard of services offered to passengers, and broadening the range of services offered to them. Additionally, GACA launched a number of significant initiatives, particularly during the Hajj and Umrah season, which enhanced the experience of the pilgrims and increased their confidence in air transport.

The report also shows the GACA's efforts to enhance international cooperation with regional and global bodies and institutions in the field of civil aviation, which contributed to strengthening relations and exchanging experiences, in addition to creating a qualitative shift in the development of airports and their infrastructure. This enhanced the sector's ability to keep pace with technical developments.

This resulted in the Kingdom's four major airports winning 19 different awards for the second time in a row, and three of them were selected among the top 50 global airports in the Skytrax program.

GACA has made notable advancements that strengthen its standing in the global field of civil aviation and logistics services, such as moving up to the 13th rank in the IATA's Air Connectivity Index—a 14-place increase from 2022. Additionally, it placed second in the world for airspace management in 2022, and over that year, flight and passenger traffic increased by 16,21% and 26,22%, respectively.

The general plan for the new Abha International Airport was launched, with the opening of new lounges and the renovation of existing lounges to improve the passenger experience and operational efficiency at several airports, including King Khalid International Airport and Prince Naif bin Abdulaziz Airport. Among the accomplishments are the establishment of a regional office to oversee aviation safety, demonstrating the dedication to aviation efficiency and safety, and the first-ever logistical connection between seaports and air ports.

Finally, I would like to express my gratitude to HRH 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 unwavering support of this essential industry. I express my gratitude to all those who have played a part in the development of the civil aviation industry in the Kingdom and have made sure that it plays a proactive and constructive role in attaining growth and sustainability, not only for the Saudi aviation sector but also for numerous other sectors that heavily rely on air transportation, such as tourism, commerce, and other areas. I express my gratitude to my industry peers for their tireless efforts in elevating this industry and realizing its goals.

Minister of Transport and Logistic Services

Eng. Saleh bin Nasser Al-Jasser

With great pleasure, we present to you the General Authority of Civil Aviations annual report for 2023, which highlights the year's major events and accomplishments and marks a significant turning point in GACA's progress.



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

It had an impact on GACA's growth and development as well as its efforts to elevate Saudi civil aviation to a leadership position and make it the most prosperous industry in the Middle East. This is to boost the country's economy and create opportunities that, in spite of the difficulties the aviation industry faces globally, can result in accomplishments of which we can be proud.

The Board of Directors of the General Authority of Civil Aviation approved the adoption of the economic policy for the civil aviation sector last year. Additionally, GACA was eager to put into effect the largest economic reforms since the Saudi Vision was introduced. These included the adoption of the economic regulations for ground handling services and air cargo services, the economic regulations for the air transport services, and the economic regulation for the airports. These regulations help to build the framework governing the operations of the Kingdom's airport operators and prepare the country to become a hub for international air travel and cargo services, and provide the infrastructure that stimulates competition and attracts foreign investment. This is in addition to issuing a new regulation with international standards to protect the rights of travelers, guaranteeing them care, support and compensation, and managing any difficulties they may encounter during their flight.

During the Hajj and Umrah season, GACA launched many innovative initiatives to facilitate the journey of the pilgrims and enhance their experience, including the "Traveler Without Bag" initiative and the pre-shipping initiative for Zamzam packages. It also participated in the Mecca Road initiative and in other initiatives where GACA harnessed the development of technology and digital services, to give pilgrims and Umrah performers an exceptional experience.

Due to the combined efforts of all sectors this year, the Kingdom was placed seventh out of the G20 countries with an aviation security compliance rate of 94.41% in the International Civil Aviation Organization (ICAO) audit for 2023. This year's International Conference for Air Services Negotiations (ICAN 2023), the biggest of its kind globally, was held in the Kingdom, represented by the General Authority of Civil Aviation.

This conference set a new record for both attendance and participation, and it was attended by senior executives from the global aviation industry. A number of ministers and heads of civil aviation authorities also attended and participated in the conference. Given the GACA's new role as a strategic regulator, this annual report provides a thorough overview of all sectors' accomplishments over the previous 12 months in order to meet the goals of the National Aviation Strategy, one of the components of Saudi Vision 2030. These accomplishments have strengthened the labor market and created favorable conditions that have attracted investments and provided opportunities for economic growth throughout the Kingdom.

The General Authority of Civil Aviation is excited for the new year to continue working to further improve air transport services and achieve more successes and accomplishments in the Saudi aviation quality industry. This includes striving to offer the highest standards of security and safety for passengers on board our flights, as well as promoting environmental sustainability, lowering carbon emissions, increasing air traffic, and boosting the Saudi aviation market's competitiveness.

Our wise government, led by the Custodian of the Two Holy Mosques and His Highness the Crown Prince, has given this aviation achievement a lot of attention and generous support because it is a major driver of the growth of the national economy. In addition, it makes a significant contribution to the realization of Saudi Vision 2030, which aims to develop the air transport sector, maximize its revenues, and improve the well-being of residents and citizens alike.

Finally, we ask Allah to preserve our country and our leaders and to grant us success in all our endeavors. Also, I would like to express my gratitude to all our colleagues in the aviation ecosystem for their efforts and dedication.

President of General Authority of Civil Aviation

Abdulaziz bin Abdullah Al-Duailej

1.4 Table of Terms & Definitions

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.

International Air Transport Association (IATA)

It is a commercial link that brings together international airlines. It represents (290) air transport companies, or 83% of the total air traffic. It also supports a number of areas of the aviation sector and helps develop its policies related to important aviation issues.

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.

Airports Council International (ACI)

It 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.

Digital Transformation Management Qiyas

A diagnostic tool that helps government entities to know the progress level towards digital transformation based on international indexes in alignment with Vision 2030.

Nafadh Portal

A national initiative by the Ministry of Interior in the Kingdom of Saudi Arabia to issue and manage digital identities for citizens and residents. Many government and private agencies have begun to keep pace with development and provide their services through electronic portals using electronic identifiers (username and password) as a verification tool. This will allow the users access to their electronic service sites. This digital identity is linked to the individual's person and represents their identity in electronic transactions.

ERP

Abbreviation for Enterprise Resource Planning System. It is a software that helps organizations automate and manage core business processes for optimal performance.

Deem Cloud

Saudi government cloud computing platform.

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.

Aviation Training Directory (ATD)

ICAO aviation training directory.

TRAINAIR PLUS Electronic Management System. (TpeMS)

ICAO electronic training system, through which all processes related to memberships, developing, updating and evaluating courses, exchanging training packages, and various training activities are managed.

English Language Proficiency (ELP)

A test that measures the English language level of air crews according to the required operational levels and has become an international requirement of the International Civil Aviation Organization (ICAO).

Oracle Fusion

A complete modern set of cloud ERP that provides teams with advanced capabilities, such as artificial intelligence, to automate manual processes.

(CDU)

The Curriculum Development Unit responsible for identifying training needs and developing and updating courses according to the competency-based training methodology. In addition, it ensures the quality and effectiveness of the training packages, which consist of curriculum developers licensed by the International Civil Aviation Organization (ICAO).

ICAO -Trainer Plus- Full Membership

Membership in ICAO Advanced Aviation Training Program that enables recognized members to join a network of aviation training institutions accredited by the organization, where members exchange expertise, training packages, and best practices in the field of training. This contributes to improving the quality of the training process and positively affect the quality of the product by qualifying specialized personnel with high efficiency.

1.5

GACA Figures

Number of Airports in the Kingdom



Manpower

| | 2022 | 2023 |
|--|--------|-------|
| Vacancies at the end of the current fiscal year | 4,308 | 151 |
| Change in workforce | -2,882 | -274 |
| Jobs filled at the end of the fiscal year | 4,425 | 1,541 |
| Percentage of filled to approved jobs | 26.37% | 135% |
| Jobs filled at the end of the previous fiscal year | 1,543 | 1,450 |
| Jobs adopted for the fiscal year | 5,851 | 1,074 |

Jobs

| | 2022 | 2023 |
|--------------|------|------|
| Retirement | 97 | 55 |
| Resignation | 94 | 79 |
| Recruitments | 108 | 73 |

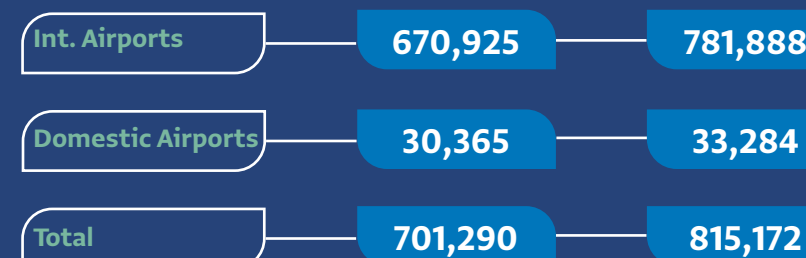
Localization and gender of workforce

| | GACA Employees & Abroad Representatives | | Others (Saudi) | | Others (GACA Non-Saudi Employees) | |
|------|---|--------|----------------|--------|-----------------------------------|--------|
| | Male | Female | Male | Female | Male | Female |
| 2022 | 1,397 | 143 | 3 | 0 | 0 | 0 |
| 2023 | 1,315 | 133 | 2 | 0 | 0 | 0 |

Total **2022: 1,543** **2023: 1,450**

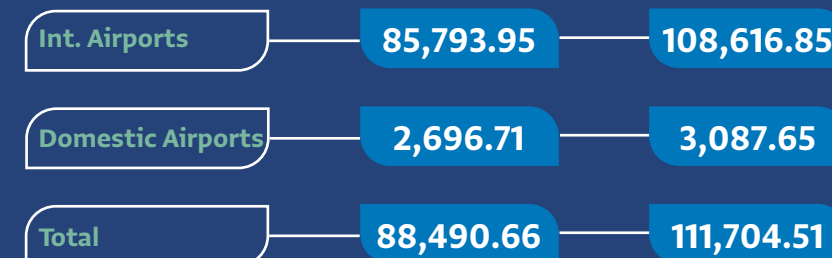
KSA Airports Traffic

Flights



Rate of Change **16.21%**

Passengers (In Thousand)



Rate of Change **26.23%**

Executive Summary

The General Authority of Civil Aviation (GACA) has worked to accomplish all of the goals assigned to it by regulating and improving the operation of the civil aviation sector in the Kingdom and protecting the rights of passengers and service providers at all levels in order to achieve customer satisfaction.

The year 2023 is a turning point in the history and path of the civil aviation sector. GACA and its subsidiaries have succeeded in attaining qualitative achievements within the framework of the work and roles assigned it. This is in alignment with the targeted performance indicators within the operational plan. The following is a summary and comprehensive overview of the key achievements:



VISION

Enable Saudi Arabia's global aviation leadership, by providing passenger-centric and digitally - enabled regulatory services.

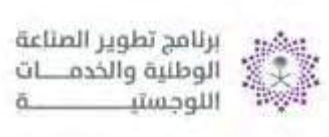


MISSION

A globally leading, innovative, and trusted aviation regulator.

1.7 Key Awards and Certificates

Key Awards and Certificates:



▶ Winning the National Industrial Development and Logistics Program (NIDLP) award for the best government entity in terms of international achievements. The Kingdom ranked **13th** globally in the IATA International Air Connectivity Index, a **-14** place increase from the previous report.



▶ **3** airports achieved advanced positions among the top **50** global airports in the Skytrax program for the second time in a row. They are King Khalid International Airport in Riyadh, King Abdulaziz International Airport in Jeddah, and King Fahd International Airport in Dammam.



▶ A number of the Kingdom's airports obtained the Airport Customer Experience Accreditation Certificate from the Airports Council International (ACI), Level 1, namely: King Abdulaziz International Airport in Jeddah, and Arar International Airport, Alula International Airport, and Prince Sultan bin Abdulaziz International Airport in Tabuk.



▶ King Khalid International Airport in Riyadh and King Fahd International Airport in Dammam obtained the Airport Customer Experience Accreditation Certificate from the Airports Council International (ACI) Level 2.

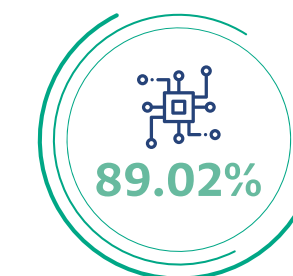
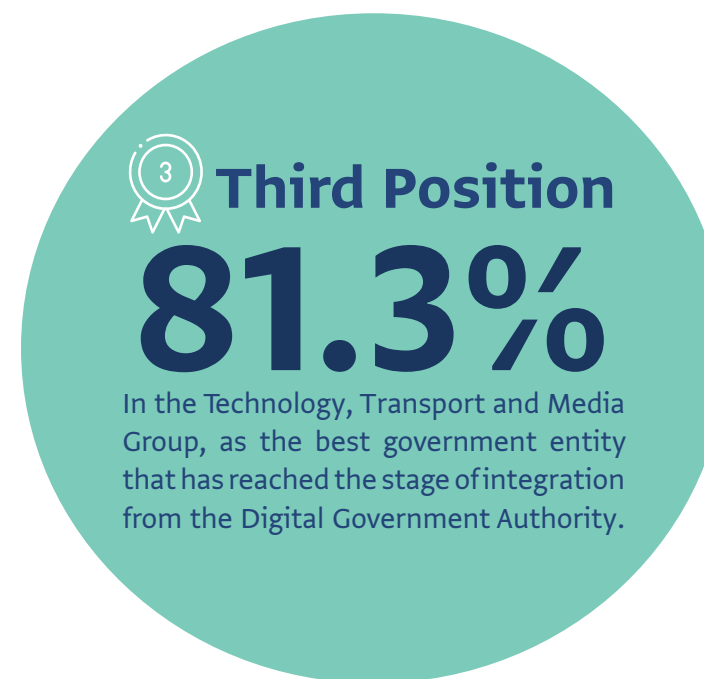


▶ The national carriers (Saudi Airlines - Flynas) remain in the list of the top **100** air carriers around the world in the (Skytrax) rankings for the year 2023.

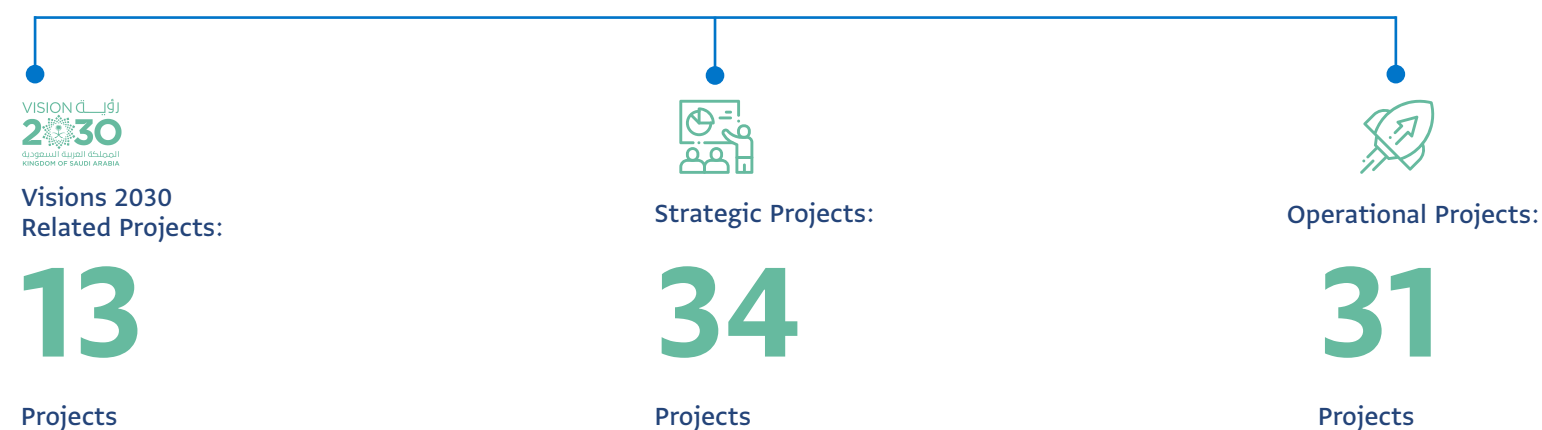


▶ Achieving ISO 9001 certification from the British Standards Institution (BSI) without any comments, which reflects the strength of the quality system developed and its level during the year.

Digital Transformation:



Projects and their Progress:



1.8 Complaints and Compliance

Complaints and Compliance:

| Complaints | Airports | | Carriers | |
|------------|----------|-------|----------|--------|
| | 2022 | 2023 | 2022 | 2023 |
| | 1,176 | 1,630 | 12,030 | 13,474 |
| Compliance | 95% | 98% | 78% | 75% |

The reasons why the compliance percentages decreased in 2023:

- 1- Increase in the number of travelers
- 2- Conducted several awareness campaigns and used various means of communication to educate travelers about their rights
- 3- The entry into force of the new regulations to protect travelers' rights

Passengers' satisfaction with call center services:



1.9 Key Success Stories in 2023

Key Awards and Certificates

Issuing the economic regulations for airports

These aim to develop the framework regulating the work of airports operators in the Kingdom, which supports its privatization, facilitates the procedures for new investors to join the aviation market in the Kingdom, and enables airport operators to set wages according to their plans. The regulations also confirm adherence to the regulatory controls of the General Authority of Civil Aviation which enables airport operators to diversify their revenues flexibly. This includes increasing revenues from non-navigation services, which in turn will also motivate airports to diversify services and commercial activities to attain high standards and attract air traffic.



Issuing the economic regulations for ground handling services and air cargo services

These aim to provide freedom of entry into the market for anyone wishing to provide services at the Kingdom's airports, while setting standards and foundations that govern the airport selection mechanism for ground service providers. This is to provide a fair competitive environment, facilitate the issuance of economic licenses for ground handling and air cargo service providers, attract consultations between various service providers, and clarify the roles and responsibilities of each category of these service providers.



Announcing the economic policy of civil aviation in the Kingdom

This aim to raise the level of operational performance at the Kingdom's airports, and improve the performance of national air carriers, as part of the GACA's efforts to transform the Kingdom into a high destination for transportation and cargo services, and provide an infrastructure that stimulates competition and attracts foreign investment, and achieves growth and enables innovation in the aviation sector.



Issuing the economic regulations for air transport services

These aim to stimulate air traffic by facilitating the requirements for issuing economic licenses for air carriers, and canceling the economic requirements for non-commercial flights, which contributes to enhancing the scope of air connectivity to the Kingdom, in addition to the regulation adopting new controls regarding the distribution of air traffic rights between national carriers on international routes with limited capacity to ensure equal opportunities.



Providing the economic license to Riyadh Air



Which contributes to achieving the national aviation strategic objectives, including:



Improving the traveler experience, enhancing competitiveness in the air transport sector, and strengthening the Kingdom's position as a leading country in air transport.

Signing the bilateral agreement with Greater Luxembourg government

This aims to attract the operations of (Cargolux) company to achieve the goals of Saudi Vision 2030 to make the Kingdom a global logistics hub. The Kingdom aims to reach 4,5 million tons of air cargo. The foreign carriers play a major role in achieving this objective, as their share constitutes approximately

50% of total target air cargo.

Issuing the investment licenses in the private zone for (CG, Shalhoub Group, and SHEIN companies)



To conduct business in the Integrated logistics bonded zone. These licenses aim to enable qualitative investors in the region to conduct their business and provide the best integrated logistics services with high standard of professionalism and quality.

Updating the national fuel emission plan (State Action Plan)



This is in its third edition for the year 2024, with the aim of reducing the emission of greenhouse gases, including carbon dioxide, from the civil aviation activities. This is achieved by improving flight paths, improving operating procedures at airports and ground movement, and the programs to improve the operating efficiency of aircraft and engines with operating companies.

1.9 Key Success Stories in 2023

Key Awards and Certificates

Launching the electronic platform for the integrated logistics bonded zone with the new identity (Riyadh Integrated)

This has the aim of raising the Kingdom's economic prospects and making the most of the Kingdom's leading position in supply chain economies, by attracting quality investments, facilitating economic transactions, and enhancing the future of the Kingdom's logistics sector with high efficiency and flexibility.



Assigning a group of specialists from the General Administration of Air Transport to work at (Diriyah Joint Operations Center)

These specialists followed up on the work of the cell through (coordinating with the Ministry of Foreign Affairs, the Air Force, the embassies of brotherly and friendly countries, and the relevant airports, and issuing permits and scheduling flights) around the clock. They attended daily meetings with government entities, participating in the campaign to facilitate the arrival of citizens and nationals of countries residing in Sudan to the Kingdom of Saudi Arab.



Successful organization of the ICAN 2023 conference



With the participation of (97) countries, including (8) countries participating for the first time, and (4) international and regional organizations, the number of attendees reached more than (750) people and the number of agreements signed on the sidelines of the conference exceeded (521) agreements through (579) bilateral meetings.

During 2023, the Saudi Academy of Civil Aviation succeeded in translating the objectives of the General Authority of Civil Aviation

This contributed to the field of empowering women and qualifying them for the labor market. The academy, in partnership with the Saudi Air Navigation Services Company, the Jeddah Airports Company, and the Red Sea International Company, contributed to the qualification of 87 trainees in the fields of air navigation services, firefighting, rescue, and airport safety and operation.



The Kingdom of Saudi Arabia has achieved its goal of ICAO's recognition



of fossil fuels as part of the organization's future plans to reduce the amount of emissions required to be compensated. This recognition is the result of diligent efforts, coupled with difficult negotiations, continuous work, and high coordination between the Saudi Ministry of Energy, Saudi Aramco, and the General Authority of Civil Aviation for five years. This has culminated in the adoption of Sustainability Criteria for LCAF. The ICAO, in its General Assembly Resolution No. (41) regarding (climate change), has recognized this fuel within the package of measures by (ICAO) to reach the long term global for international civil aviation.

148 international destinations for the year 2023



(including regular passenger flights, Umrah, Hajj and cargo).

Annual increase



Annual increase



The number of destinations in



The success of first edition of the Saudi-Brazilian Aviation Conference in Rio de Janeiro



This included the participation of a high-level delegation, which highlighted the Kingdom's pioneering role in the field of aviation. The delegation was headed by His Excellency, the president of the General Authority of Civil Aviation. The delegation also included:



During the conference, air connectivity between the Kingdom and Latin American countries was supported and enabled, and the investment opportunities available in the civil aviation sector were reviewed. This initiative is to create cooperation and trade and economic growth between the Kingdom and Latin American countries, and to create new partnerships between the global and private sectors in the aviation sector.

6 Bilateral agreements and memorandums of understanding have been assigned

1.9

Key Success Stories in 2023

 Key Awards and Certificates

Increase in overall passenger traffic in 2023

by



Compared to 2019

103,1 Million Passengers.



Increase passenger traffic on international flights in 2023

by



The number of passengers on international flights in 2019 was

48,7 Million Passengers.



Adoption of the Civil Aviation Environmental Sustainability Program

This is considered one of the key aviation sector strategic initiatives approved in the Kingdom, and it aims to develop strategic directions, regulatory frameworks, executive regulations, and guidelines that include all areas of the environment and its aspects, in accordance with best international practices.



Issuing controls and conditions for submitting complaints

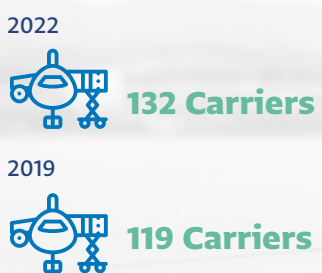
This regulates the handling of passenger complaints with national and foreign air carriers operating in the Kingdom.



Increasing the number of carriers operating in the Kingdom

to **153 passenger carriers**, regular and irregular cargo during the year 2023

Increase by



Developing Quality Management System

This was achieved through a number of internal guides and procedures and the development of standards to measure performance and compliance in the civil aviation sector and environmental sustainability. In addition, we developed procedures that are compatible with the requirements of ISO 9001 for quality management systems, based on which the sector is qualified to obtain the certificate.



Establishing a committee to activate the Environmental Sustainability Program

The committee's role was to ensure the activation of the Environmental Sustainability Program project, apply and implement its plan, provide leadership support in facing challenges, and ensure the provision of the necessary financial resources to ensure the implementation of the program.



Launching the National Plan for Air Navigation

The National Plan for Air Navigation was designed to be a roadmap for developing the Saudi airspace and ensuring its alignment with the objectives of the National Strategy for Transport and Logistic services in the aviation sector, and the plans for aviation development, working with the relevant authorities in the Kingdom.



1.9 Key Success Stories in 2023

Key Awards and Certificates

Establishment of the Regional Aviation Safety Oversight Organization (RSOO)



This is one of the initiatives launched in coordination with the International Civil Aviation Organization and the Arab Civil Aviation Organization to enhance and develop safety operations in a timely and effective manner.

Launching the short number 1929



This was launched in order to facilitate access to the Customer Care Center and serve customers around the clock with regard to submitting complaints and suggestions, in addition to answering incoming inquiries. It aims to improve the quality of services provided to GACA's beneficiaries.

Improving the quality of services provided in the Kingdom airports

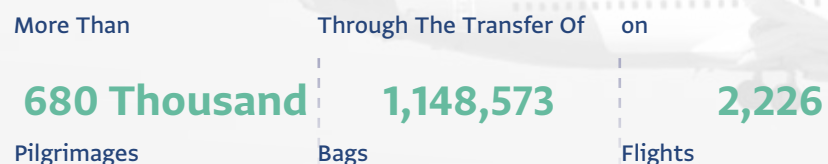


The "Traveler Without Bag initiative", launched by GACA, contributed to revolutionizing the field of air travel, by developing procedures and requirements that facilitate airports' dealing with passengers' luggage directly and transporting them from their places of residence to the plane. The initiative has been divided into three different work models. Each work model includes a set of controls and procedures that must be adhered to. This initiative was implemented experimentally during the Hajj season in 1444 AH.

Addressing the challenges of fuel supply chains in coordination and cooperation with the Ministry of Energy



This was in coordination with Saudi Aramco, airport operators, and fuel companies, and contributed to maintaining a reserve stock sufficient for more than 15 days at King Abdulaziz International Airport in Jeddah and Prince Muhammad bin Abdulaziz International Airport in Madinah during the Umrah season in the month of Ramadan, and the Hajj season in 1444 AH.



The General Authority of Civil Aviation intends to provide this service throughout the year, after making some necessary amendments to its regulations to provide smooth and distinctive experiences that serve all categories of travelers.

Launching the new regulations for protecting travelers' rights



These entered into force on November 20, 2030, to replace the executive regulations for protecting customer rights, which were issued on February 23, 2017. One of its key goals is to enhance the preservation of travelers rights, with the aim of obtaining organized, safe transportation that takes into account the needs of the travelers.

Raising the level of evaluation of governance work and compliance in the General Civil Aviation Authority



The aim of the project was to develop and improve governance, and compliance in the entities included in the jurisdiction of the Oversight and Anti-Corruption Authority (Nazaha). At the beginning of the program, GACA is evaluated at

50% successful implementation of Nazaha's recommendations to improve governance

85% successful implementation of General Authority of Civil Aviation's governance and compliance, within **5 months**.

Achieving the requirements of digital transformation and improving the digital environment at the General Authority of Civil Aviation



This is within the framework of the Qiyas program provided by the Digital Government Authority, which issues measurements, indicators, tools and reports to assess the performance of government entities and their capabilities in the field of digital government and the satisfaction of beneficiaries. The evaluation score has been raised very significantly in one year.

GACA obtained a rating of **45.09%** for the year 2022.



This is classified as the integration stage, and GACA **Ranked Third** at the level of the Technology, Transport and Media Group among government entities.

1.9

Key Success Stories in 2023



Key Awards and Certificates

The International Civil Aviation Organization (ICAO)



ICAO issued an international training license to eight trainers from the Saudi Academy of Civil Aviation, the training arm of the General Authority of Civil Aviation. This was alongside a course on licensing trainers with ICAO in the field of aviation security, which was hosted by Jeddah under the supervision of the ICAO. This reflects the status of the Kingdom and its weight in the field of training and confirms the ability of qualified Saudi cadres and youth in various fields. It also highlights the role of the General Authority of Civil Aviation as an effective partner in the civil aviation industry at the international level.

GACA contributed to the success of the operations of transportation of pilgrims



By air for the Hajj season 1444/2023, the percentage of pilgrims arriving by air reached:

96% and securing **3.4 MILLION**

seats for Hajj departure/arrival. It also issued instructions for transporting pilgrims by air for the Hajj season 1444 AH and the timeframe for operating flights, approved all operating requests, and scheduled all charter/regular flights for 102 airlines. GACA ensured the participation of all national carriers to transport the share of the Kingdom from (41) countries, and contributed to the success of the arrival of (272,242) pilgrims through the Mecca Road Service Initiative from (7) countries benefiting from this initiative, and supported and facilitated the return of more than (680,000) pilgrims through more than (2,200) flights through the "Traveler Without Bag" initiative from (4) countries

The Kingdom achieved a 100% compliance rate in the international auditing



The 100% compliance rate came from the International Civil Aviation Organization (ICAO) on air transport facilities, following the visit of the organization's international audit team to the Kingdom in June 2023 and ensuring the Kingdom's compliance with the standard rules and recommendations approved by the International Civil Aviation Organization.

Issuing instructions for handling air cargo (goods) complaints



These are derived from the Convention for the Unification of Certain Rules for International Carriage by Air, known as Montreal Convention 1999. These instructions specify the scope of their application and the obligations of the service provider.

The Saudi Civil Aviation Academy received a full membership renewal (gold) certificate



This was given for the Advanced Aviation Training Program (Trainer Plus Gold). This was recognised at the meetings of the International Civil Aviation Organization (ICAO), which were held in Seoul, South Korea, from May 29 to June 1, 2023.

During 2023, the Saudi Academy of Civil Aviation succeeded in translating the objectives of the General Authority of Civil Aviation



This contributed to in the field of empowering women and qualifying them for the labor market. The academy, in partnership with the Saudi Air Navigation Services Company, the Jeddah Airports Company, and the Red Sea International Company, contributed to the qualification of 87 trainees in the fields of air navigation services, firefighting, rescue, and airport safety and operation.

Detailed Report

- 2.1 Introduction
- 2.2 Strategic Direction
- 2.3 Performance Summary
- 2.4 Key Works & Achievements

02

2.1

About the General Authority of Civil Aviation

Introduction

The annual report of the General Authority of Civil Aviation for the year 1444 - 1445 / 2023 AH was prepared with the aim of informing the honorable reader of the key works and achievements by GACA during the year, according to clear strategies and pivotal projects that ensure the progress and prosperity of the Saudi aviation sector.

The report is in accordance with the guidelines for preparing annual reports for government entities, which were approved by Council of Ministers Resolution No. 233 dated 18/4/1443 AH. It includes a comprehensive presentation of all aspects of the work and achievements of the various sectors of the GACA and its subsidiaries in an integrated manner. It includes pillars, targets, and future plans, which are compartmented into different experiences in order to relay eminent and accurate results.

The report took into account alignment with the aviation ecosystem and the solidarity of efforts that led to these results. The report presents the achievements and developments that constituted important and pivotal turning points in its journey during the year, in line with the National Strategy for Transport and Logistic Services and the National Aviation Strategy. It also highlighted initiatives to achieve impact on the journey of qualitative transformation, and the aspirations and ambitions it seeks to achieve the goals of Saudi Vision 2030.



2.2 Strategic Direction

Overview on 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.





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 30/7/1437 AH, which was followed by the Royal Decree No. 17049 dated 11/4/1438 AH. This separated the organizational side from the operational side of GACA 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
 Enable Saudi Arabia's global aviation leadership, by providing passenger-centric and digitally-enabled regulatory services.

Objectives





GACA strategy related main objectives:

-  Ensuring the highest levels of safety and security in the civil aviation sector in the Kingdom.
-  Promoting and developing sustainable measures to reduce environmental impact.
-  Promoting and developing sustainable measures to reduce environmental impact.
-  Activating and closely monitoring the implementation of the aviation sector strategy, and enabling the adoption of modern technologies.
-  Developing a flexible organizational structure that includes the best talent and adopts a customer-first culture.
-  Developing economic policies to enable the growth of air traffic, quality of service, fair competition, and connectivity.
-  Transforming into a digitally-enabled organization that adopts the best processes and procedures.
-  Achieving financial sustainability





Strategic aspirations of the General Authority of Civil Aviation:

-  Maintaining global levels of security and safety.
-  Promoting environmental sustainability/ reducing carbon emissions.
-  Enabling air traffic growth and market competitiveness.
-  Supervision and follow-up to activate and implement the aviation sector strategy.
-  Transforming into an effective and sustainable enterprise.

Sector strategy related objectives:

-  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 cargo 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 Objectives:

-  Increasing the level of the connectivity network in the Kingdom of Saudi Arabia to include more than 250 destinations through 29 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 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 cargo at the same level as regional counterpart countries.
-  Moving from monopoly to fair competition and enhancing competitiveness to raise the level of services.


2.2 Strategic Direction

Vision 2030 related objectives:

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

 The Strategic Objectives which GACA contributes to achieving for the National Industry Development and Logistics Program:

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

 The Strategic Objectives which GACA contributes to achieving for Pilgrims Service Program:


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

National strategies related objectives:

The objectives of the General Authority of Civil Aviation are in alignment with the objectives of national strategies, which are one of the main enablers for achieving the objectives of Saudi Vision 2030, according to:

 National Strategy for Transport and Logistic Services:

- One of the ambitions 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. The key challenges facing the transport sector include: difficulties related to enabling the efficient and effective transport of goods and individuals inside and outside the Kingdom, whether at the level of regulations and legislation, or at the infrastructure level.

 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 | Reasons for delay | Actual value | Target value | Measurement period | Relevant Vision Realization Program (VRP) |
|--|---------------------|------------|--|--------------|--------------|--------------------|---|
| <p>Strategic Objective: 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.</p> | | | | | | | |
| Arrangement of connecting airports in the Kingdom (WEF/ IATA) | 2022 | ● | | 13 | 24 | Annual | National Industry Development and Logistics Program |
| <p>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. Type: Strategy related to the vision.</p> | | | | | | | |
| The share of the Kingdom's airports out of the total transit passengers in the region | 2023 | ● | Submit a change request to replace the indicator with an indicator that directly serves the program's objectives | | 2 | Annual | National Industry Development and Logistics Program |
| <p>Strategic Objective: Measuring the extent to which government entities 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. Type: Common indicator for authorities based on royal orders.</p> | | | | | | | |
| The commitment of the General Authority of Civil Aviation to the quality of job data | 2023 | ● | | 100% | 99.34% | Quarterly | |
| <p>Strategic Objective: Measuring the commitment of government entities 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. Type: Common indicator for authorities based on royal orders.</p> | | | | | | | |
| The General Authority of Civil Aviation's commitment to the criteria for delivering the final account | 2022 | ● | | 86 Days | 90 Days | Annual | |

| Name of KPI | Target for the year | KPI status | Reasons for delay | Actual value | Target value | Measurement period | Relevant Vision Realization Program (VRP) |
|--|---------------------|------------|-------------------|--------------|--------------|--------------------|---|
| <p>Strategic Objective: An indicator that measures the financial performance of the budget after adjustment by public agencies at the end of the year. Type: Common indicator for authorities based on royal orders.</p> | | | | | | | |
| Actual budget expenditure | 2022 | ● | | 98.69% | 100% | Annual | |
| <p>Objective: Measuring the performance of the entities in the efficiency of spending. Type: Common indicator for authorities based on royal orders.</p> | | | | | | | |
| Evaluating spending efficiency opportunities | 2023 | ● | | 2.4 points | 3 points | Quarterly | |
| <p>Strategic Objectives: measuring the extent of the transformation of electronic transactions in the General Authority of Civil Aviation through a measurement survey. Type: Common indicator for authorities based on royal orders.</p> | | | | | | | |
| The percentage of compliance by the General Authority of Civil Aviation with digital transformation standards | 2023 | ● | | 81% | 70% | Annual | |

Colors of indicator status

- Completed
- 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 started.

2.3 Performance Summary

2. GACA's Approved Initiatives:

| Initiative | Initiative Status | Reasons of delay | Start date | Progress Summary | Actual completion percentage | Planned completion percentage | End date | Vision realization program |
|---|-------------------|------------------|------------|--|------------------------------|-------------------------------|------------|--|
| <p>First Objective: 3.5.2 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: Strategic Objective related to National Industry Development and Logistics Program.</p> | | | | | | | | |
| Developing navigation systems and procedures to raise the efficiency of Saudi airspace | ● | On track | 01-12-2017 | Documents have been delivered for due milestones | 26.08% | 26.08% | 31-12-2025 | National Industry Development and Logistics Program (NIDLDP) |
| Reshaping the international and local network in the Kingdom to support economic development on a larger scale | ● | On track | 01-03-2022 | Documents have been delivered for due milestones | 76% | 51% | 30-03-2025 | National Industry Development and Logistics Program (NIDLDP) |
| Establishing airports to align with the increase in capacity | ● | Completed | 01-01-2018 | Documents have been delivered for due milestones | 100% | 100% | 30-06-2022 | National Industry Development and Logistics Program (NIDLDP) |

| Initiative | Initiative Status | Reasons for delay | Start date | Progress Summary | Actual completion percentage | Planned completion percentage | End date | Vision realization program |
|--|-------------------|-------------------|------------|---|------------------------------|-------------------------------|------------|--|
| <p>First Objective: 3.5.1 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: Strategic Objective related to National Industry Development and Logistics Program.</p> | | | | | | | | |
| Improving the overall customer experience at airports | ● | On track | 30-12-2019 | <ul style="list-style-type: none"> Documents have been delivered for due milestones for the project of procedures reengineering. The milestones of the project to develop the digital system for managing and following up on passenger traffic have been delivered. The project to study updating the implementing regulations for protecting customer rights has been completed. | 43% | 46% | 30-12-2024 | National Industry Development and Logistics Program (NIDLDP) |
| Achieving the highest levels of aviation security and safety, including full compliance with international safety standards | ● | On track | 01-01-2017 | Documents have been delivered for due milestones | 72.07% | 74.07% | 30-11-2024 | National Industry Development and Logistics Program (NIDLDP) |
| A comprehensive digital platform to serve GACA's clients in its various sectors, facilitate procedures and improve performance. | ● | On track | 03-01-2016 | Documents have been delivered for due milestones | 30.07% | 30.07% | 28-08-2025 | National Industry Development and Logistics Program (NIDLDP) |
| 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 | 71% | 57% | 31-12-2025 | National Industry Development and Logistics Program (NIDLDP) |
| 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 | 39% | 39% | 31-12-2025 | National Industry Development and Logistics Program (NIDLDP) |

2.3

Performance Summary

| Initiative | Initiative Status | Reasons of delay | Start date | Progress Summary | Actual completion percentage | Planned completion percentage | End date | Vision realization program |
|--|-------------------|------------------|------------|--|------------------------------|-------------------------------|------------|--|
| <p>First Objective: 3.5.1 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: Strategic Objective related to National Industry Development and Logistics Program.</p> | | | | | | | | |
| Improving legislation and operations efficiency for air cargo services | ● | On track | 01-03-2023 | Documents have been delivered for due milestones | 65% | 60% | 30-03-2024 | National Industry Development and Logistics Program (NIDLDP) |
| Supporting the aviation sector strategy and its implementation | ● | On track | 01-03-2023 | Documents have been delivered for due milestones | 78% | 70% | 30-12-2024 | National Industry Development and Logistics Program (NIDLDP) |
| Enhancing the competitiveness of carriers | ● | Completed | 01-03-2022 | Documents have been delivered for due milestones | 100% | 100% | 30-03-2023 | National Industry Development and Logistics Program (NIDLDP) |

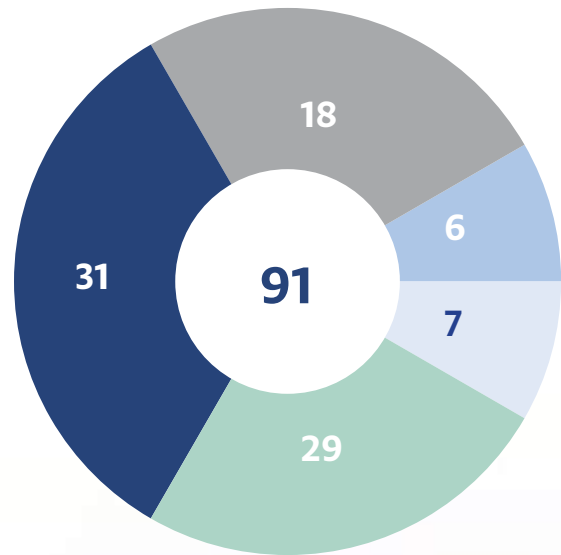
| Initiative | Initiative Status | Reasons for delay | Start date | Progress Summary | Actual completion percentage | Planned completion percentage | End date | Vision realization program |
|--|-------------------|---|------------|--|------------------------------|-------------------------------|------------|----------------------------|
| <p>First Objective: 2.2.1 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: Strategic Objective related to Pilgrims Service Program.</p> | | | | | | | | |
| Re-engineering procedures and studying the development of the joint management system for the outlets related to the pilgrims | ● | Completed | 05-05-2022 | Documents have been delivered for due milestones | 100% | 100% | 28-04-2023 | Pilgrims Service Program |
| Development and improvement project at Prince Muhammad bin Abdulaziz International Airport | ● | Completed | 05-04-2022 | Documents have been delivered for due milestones | 100% | 100% | 28-04-2023 | Pilgrims Service 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 | The maritime cargo crisis, which continued to impact global supply chains, led to the initiative being delayed, and a change order has been submitted to correct the course of the initiative. Automation of several airports has been also initiated. | 20% | 30% | 31-03-2024 | Pilgrims Service Program |

Colors of indicator status

- Completed ● 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 started.

2.3 Performance Summary

Overview on the General Authority of Civil Aviation (GACA):



Project Status

Total Number of Projects

91 projects for the established project management office, including:

31 Completed **18** Planned projects

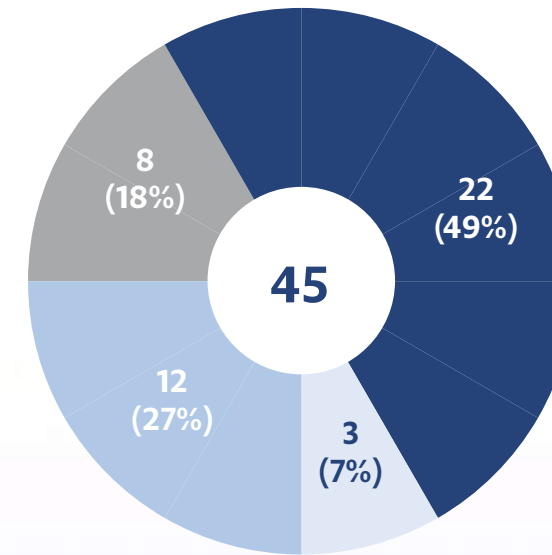
6 Projects in the scoping stage

7 in the bidding stage **29** Implemented



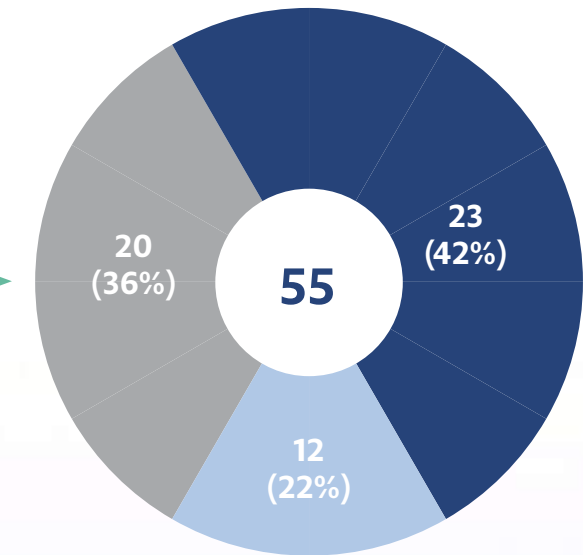
Key performance indicators for the sector and companies - an overview of 2022 performance.

Companies' Kpis

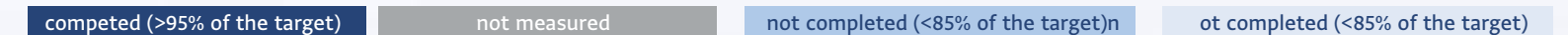


In 2022, **42%** of the sector's KPIs and **49%** of companies' KPIs were completed.

The Sector's Kpis



8 Interfered KPIs



2.3 Performance Summary

3. International Indexes and KSA Ranking

| 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) |
|---------------------|---------------------|--------|---------------|--------------|--------------|--------------|--------------------|---|---|
|---------------------|---------------------|--------|---------------|--------------|--------------|--------------|--------------------|---|---|

Objective: Preparing the Kingdom's network to meet passenger flows in an ideal manner.
Determine the type of target (4): Sector's national aviation strategy.

| | | | | | | | | | |
|---|------|------|------|--------------------------------------|----|----|--------|------------|--|
| The Kingdom's ranking on IATA Air Connectivity Index (Descending Index) | 2022 | IATA | 2022 | ● | 13 | 20 | Annual | 24 13 | Index linked with National Industry Development and Logistics Program (NIDLDP) |
|---|------|------|------|--------------------------------------|----|----|--------|------------|--|

Colors of indicator status

- Completed
- On the track, the difference is 5% or less.
- Behind the track, 5% to 15% more.
- Far behind the track, more than 15%.H
- as not started.

4. Customer Satisfaction

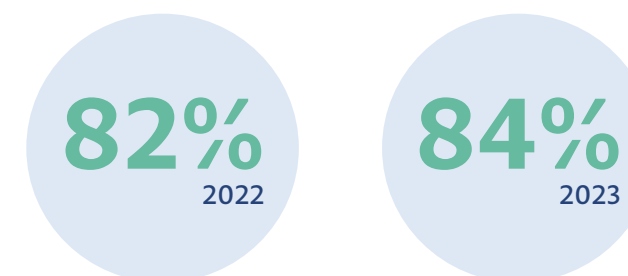
The General Authority of Civil Aviation received **267,997** interactions during 2023 through various customer care channels that operate 7/24, namely the toll-free phone "1929", the international phone, email, as well as social media platforms and direct conversations with customer service representatives, as follows:



Average of closed passenger complaints in days:

| | 2022 | 2023 |
|---------------------------------------|---------|---------|
| Average closure of airport complaints | 5 Days | 4 Days |
| Average closure of carrier complaints | 14 Days | 11 Days |

Passengers' satisfaction with call center services:



2.3 Performance Summary

First: Airports

Total number of complaints and compliance percentage:

| Category | 2022 | 2023 |
|--------------|---------------|---------------|
| Airports | 1,178 95% | 1,630 98% |
| Air Carriers | 12,030 78% | 13,474 75% |

Top 5 classifications of airport complaints and compliance percentage:

| Classification | 2022 | | 2023 | |
|--------------------------------|----------------------|---------------|----------------------|---------------|
| | Number of Complaints | Compliances % | Number of Complaints | Compliances % |
| Travel Procedures | 215 | 78% | 469 | 90% |
| Public Services And Facilities | 392 | 89% | 453 | 97% |
| Luggage | 120 | 84% | 201 | 94% |
| Transportation | 120 | 84% | 190 | 97% |
| Security Procedures | 181 | 78% | 174 | 94% |

Number of complaints and compliance percentage for each airport:

| Airport | 2022 | | 2023 | |
|---|----------------------|---------------|----------------------|---------------|
| | Number of Complaints | Compliances % | Number of Complaints | Compliances % |
| King Abdulaziz International Airport - Jeddah | 445 | 75% | 526 | 86% |
| King Khalid International Airport - Riyadh | 275 | 77% | 380 | 96% |
| King Fahd International Airport - Dammam | 103 | 89% | 147 | 94% |
| King Abdullah Airport - Jazan | 73 | 96% | 52 | 95% |
| Prince Muhammad bin Abdulaziz Airport - Madinah | 44 | 97% | 79 | 100% |
| Abha International Airport | 47 | 100% | 97 | 97% |
| Prince Sultan bin Abdulaziz Airport - Tabuk | 30 | 100% | 69 | 100% |
| Taif International Airport | 23 | 89% | 31 | 98% |
| Najran Airport | 18 | 100% | 27 | 100% |
| Prince Naif bin Abdulaziz Airport - Qassim | 15 | 100% | 36 | 100% |
| Al-Jouf Airport | 9 | 100% | 33 | 100% |
| King Saud Airport - Al-Baha | 9 | 100% | 17 | 100% |
| Hail Airport | 21 | 100% | 15 | 100% |
| Bisha Airport | 16 | 100% | 15 | 100% |
| Abdulmohsen bin Abdulaziz Airport - Yanbu | 9 | 100% | 10 | 100% |
| Arar Airport | 3 | 100% | 15 | 100% |
| Qaisumah Airport | 7 | 100% | 16 | 82% |
| Wadi Ad-Dawasir Airport | 3 | 100% | 5 | 100% |
| Gurayat Airport | 2 | 100% | 7 | 100% |
| Sharurah Airport | 9 | 100% | 34 | 100% |
| Al-Ahsa International Airport | 1 | 100% | 4 | 100% |
| Rafha Airport | 2 | 100% | 5 | 100% |
| Turaif Airport | 7 | 54% | 2 | 100% |
| Al Wajh Airport | 1 | 100% | 1 | 100% |
| Dawadmi Airport | 1 | 100% | 3 | 100% |
| Prince Abdulmajeed bin Abdulaziz International Airport - Al - Ula | 5 | 100% | 3 | 100% |
| Neom Bay Airport | 0 | 0 | 1 | 100% |

2.3 Performance Summary

Statistics of the number of complaints

Second: Air Carriers

Number of complaints and compliance percentage for each air carrier:

| Carrier | 2022 | | 2023 | |
|----------------|----------------------|---------------|----------------------|---------------|
| | Number of Complaints | Compliances % | Number of Complaints | Compliances % |
| Saudi Airlines | 4,297 | 95% | 5,008 | 99% |
| Flynas | 3,164 | 88% | 2,839 | 88% |
| Flyadeal | 3,160 | 74% | 4,391 | 87% |
| Other | 1,409 | 54% | 1,236 | 28% |

Top 5 classifications of air carrier complaints and compliance percentage:

| Category | 2022 | | 2023 | |
|---|----------------------|---------------|----------------------|---------------|
| | Number of Complaints | Compliances % | Number of Complaints | Compliances % |
| Flights | 3,581 | 77% | 4,293 | 73% |
| Baggage Services | 3,362 | 76% | 4,246 | 72% |
| Tickets | 4,073 | 81% | 2,785 | 80% |
| Boarding Services | 754 | 79% | 1,568 | 82% |
| The quality of services provided on board | 7 | 86% | 249 | 92% |

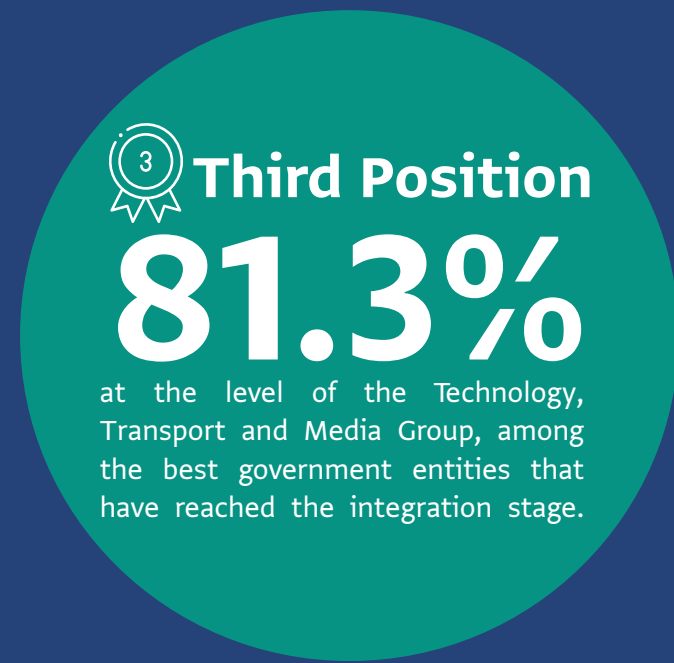
2.3 Performance Summary

4. Digital Transformation Measurement

According to the digital transformation measurement report released by the Digital Government Authority for government entities for the year 2023, the General Authority of

Civil Aviation achieved third place with a percentage of **81.3%** at the level of The Technology, Transport and Media Group, among the best government entities that have

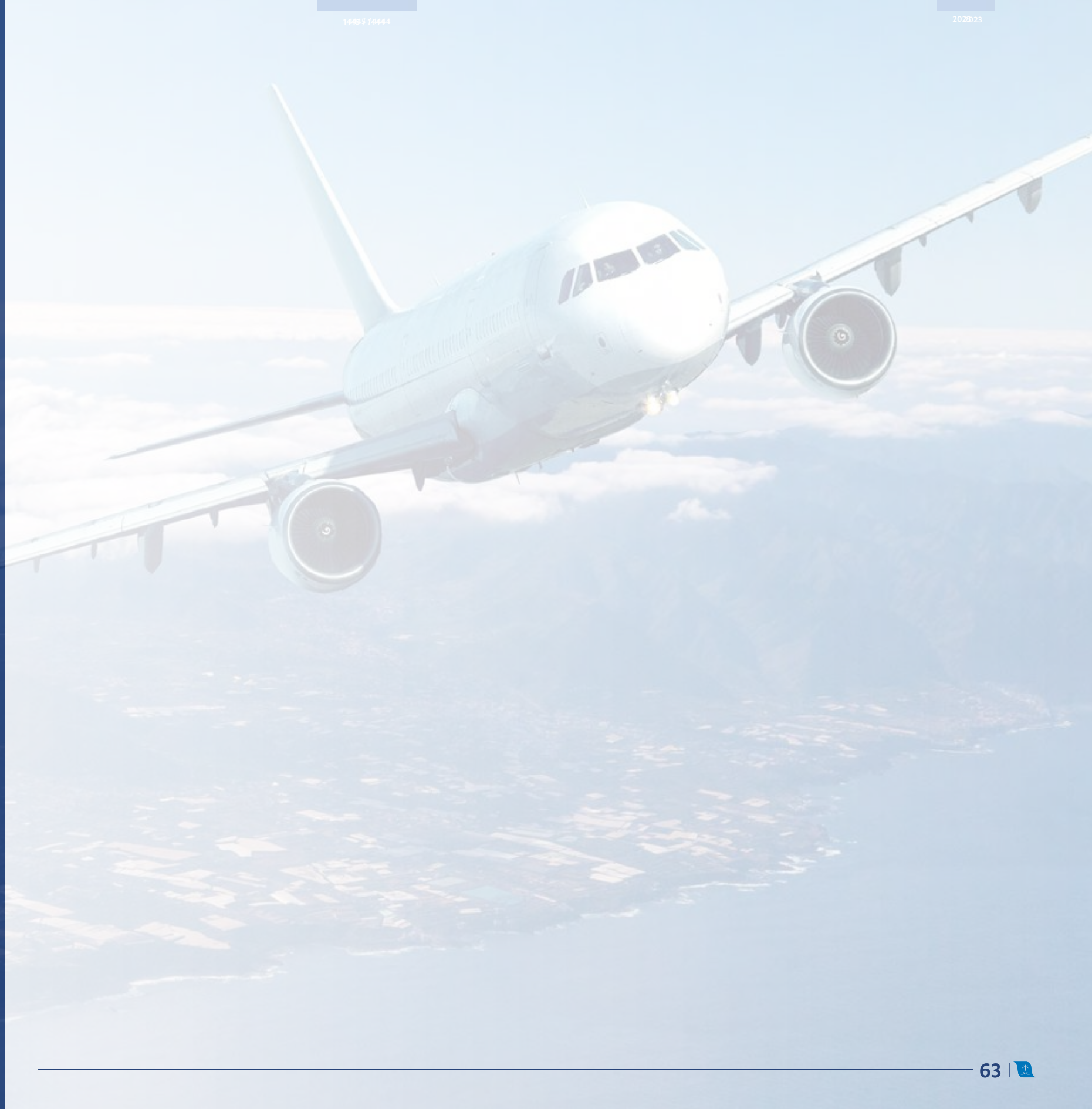
reached the integration stage, emphasizing its strategic vision in embracing innovation and implementing comprehensive digital projects.



compliance with standards derived from royal decisions, orders, and circulars.



compliance with standards of digital transformation.



2.4 Key Works & Achievements

1- GACA Works & Achievements in 2023

In 2023, the General Authority of Civil Aviation made significant progress toward remarkable goals that are now observable and tangible. This progress is reflected in the increase in passenger volume and the advancements Saudi airports have witnessed as a direct consequence of the GACA's innovative approach. This aligns with both the National Strategy for Tourism and the National Strategy for Transport and Logistics Services. It also aligns with an ambitious vision to propel the country into the international arena and bring the Kingdom's airports front and center for the world.

This year, GACA made full use of its resources to improve travel both domestically and internationally. It did this by concluding reforms, expanding investment opportunities, and persistently striving to improve traveler experiences during the Hajj and Umrah seasons as well as when the Kingdom hosted official conferences, political summits, events, and business and tourism gatherings. Because of these numerous accomplishments, which will be discussed in more detail later in this section, the Kingdom is now a popular travel destination. It also shows how GACA worked tirelessly to support the citizens and residents, in addition to making wide-ranging contributions and initiating numerous projects that boost the country's economy.



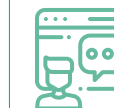
Enhancing the independence of travelers with disabilities by increasing the numbers boarding Saudi Airlines, and evaluating the Kingdom's airports, and their suitability for travelers with disabilities, in addition to holding training programs for airport employees in cooperation with GACA for the Care of Persons with Disabilities within the work of the Committee for addressing deficiencies in procedures for people with disabilities and with limited mobility.

Signing a memorandum of cooperation with the National Civil Aviation Agency in the Federal Republic of Brazil, with the aim of exchanging information, experiences, knowledge, practices, systems, regulations, publications, directives, and other aspects related to improving the traveler experience that serve both parties, and examining the possibility of cooperation and participation in preparing and presenting working papers/information papers on programs and regulations related to improving the traveler experience and presenting them to the international and local organizations.



Signing a bilateral agreement with the Civil Aviation Authority of the State of Luxembourg with the aim of attracting the company's operations in order to achieve the goals of Saudi Vision 2023 by reaching 4,5 million tons of air cargo, making the Kingdom a global logistics hub.

Signing agreements of understanding with Hikvision and Val-cambi during the Special Economic Zones Conference in Riyadh, with the aim of enabling their investments within the Integrated Logistics Bonded Zone.



Issuing instructions for handling air cargo (goods) complaints, which are derived from the Convention for the Unification of Certain Rules for International Air Transport, known as the Montreal Convention 1999, and these instructions specify the scope of their application and the obligations of the service provider.

Completing the technical connection with the Zakat, Tax and Customs Authority, which contributes to facilitating the process of creating a tax file for investors in the Integrated Logistics Bonded Zone, and benefiting from the services provided once this file is created.



2.4 Key Works & Achievements



About **500** reports were issued, and more than one million samples were received for the comprehensive assessment program for the quality of airport services, which includes **(4)** programs that are collected and measured:

Operational Performance Standards Program:

Collecting and measuring **(11)** monthly operational performance standards, which represent the minimum level of service required for the key stages of the traveler through:

Traveler Satisfaction Survey Program: A survey directed at travelers in cooperation with all airports in the Kingdom, which provides better understanding and shows the level of satisfaction.

Airport Facilities and Services Quality Assessment Program: A quality assessment list for all airports, including more than **(1,300)** quality assessment elements developed in accordance with international best practices.

Passenger Complaints Program: Monitoring the performance of airports in dealing with complaints according to **(4)** standards that represent the minimum level required from airports. Based on this programs, periodical reports were issued in 2023 as follows:

| | |
|---|--|
| 336 Monthly reports on operational performance standards and Traveler Satisfaction Survey. | 28 Semi-annual reports on the results of the comprehensive assessment program for the quality of airport services. |
| 104 Quarterly reports on operational performance standards and the Traveler Satisfaction Survey. | 27 Annual reports to review the results of the comprehensive assessment program for the quality of services provided through airports for 2022. |

Collecting
1,166,098
 Samples for operational performance standards.

Monitoring the quality of services provided to pilgrimages during the Hajj and Umrah seasons at King Abdulaziz International Airport in Jeddah and Prince Muhammad bin Abdulaziz Airport in Madinah, and participating with detailed daily and weekly reports in cooperation with the relevant authorities, and sharing the final report of the Umrah season in Ramadan, and the final report of the Hajj season.

Key statistics for the Ramadan season in 1444 AH:

| | |
|---|---|
| 3 Airports covered during the season. | 40 Days coverage period during the season. |
| 573 Samples collected during the season. | 15 Quality inspectors and performance analysts to collect samples and surveys and record and analyze observations. |
| 1,512 Working hours during the season. | |

Key statistics for the Ramadan season in 1444 AH:

| | |
|---|---|
| 4 Terminals covered during the season. | 15 Quality inspectors and performance analysts to collect samples and surveys and record and analyze observations. |
| 67 Days coverage period during the season. | 3,472 Working hours during the season. |
| 1,310 Samples collected during the season. | 4,025 Surveys for the Hajj season. |



Signing contracts and issuing investment licenses for two companies, CG and Chalhoub, in the Integrated Logistics Bonded Zone, contributing to enabling qualitative investments and providing the best integrated logistics services in the zone.

Issuing and providing the economic license to Riyadh Air in accordance with relevant directives, which contributes to achieving the goals of the National Aviation Strategy by reaching more than **250** international destinations through **29** airports and achieving **330** million passengers by 2030, in addition to improving the passenger experience, enhancing competitiveness in the air transport sector, and establishing the Kingdom's position as a leading country in air transport.



Launching the policy retail service at airports to enable freight brokers to collect a number of shipments under one (main) policy, sort them, and divide them when they arrive in the receiving country. Activating the service at the Kingdom's airports contributes significantly to enhancing and increasing the volume of air cargo in line with the objectives of the National Aviation Strategy.

Approving the funding for the power station project in the Integrated logistics bonded zone, which contributes to confirming the integration of infrastructure, providing all services to Integrated Logistics Bonded Zone, and attracting quality investments.



Completing a study on establishing integrated logistics zones at King Abdulaziz Airport in Jeddah and King Fahd Airport in Dammam, presenting it to the Supreme Committee for Transport and Logistics, and recommending the committee for approval.

Approving flight tariffs at Red Sea International Airport to be competitive with the airports of tourist destinations in the region, and providing fare exemptions for seaplanes to encourage companies to operate in the Kingdom.



Approving the addition of air cargo aircraft to the incentive program approved by the General Authority of Civil Aviation in line with the objectives of the National Aviation Strategy to reach **4,5** million tons by 2030, Attracting cargo airlines by providing incentives that can be applied at every airport, which would enhance air cargo traffic at the Kingdom's airports, making it a stimulating environment to attract investments in air cargo.

Starting the operations SATS station at King Khalid International Airport in Riyadh, which contributes to raising the quality of air cargo services in the Kingdom.



2.4 Key Works & Achievements



Approving the structure of rental prices for airport cargo stations, based on the economic regulations for airports, and the airport services fees clause in Chapter 4, which gave the General Authority of Civil Aviation GACA to set standards on the fares of facilities or warehouses.

Obtaining the General Traffic Department's approval to lift the ban on "RFS" trucks, which contributes to eliminating double freight operations in the Kingdom, and allows transport companies to spread in other external areas that enhance import and transit operations instead of internal air transport. In addition, this results in enhancing logistical movement and reducing leakage of goods, and achieves fast arrival to final destination.



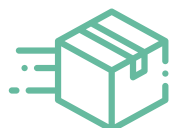
Approval of the Board of Directors of the General Authority of Civil Aviation to adopt the economic policy for the civil aviation sector, and the approval of the economic regulations for both ground handling services and air cargo services (air transport services - airports), which contributes in developing the foundations regulating the work of the Kingdom's airport operators, as part of GACA's efforts to transform the Kingdom into a global destination for air transport and freight services. It provides an infrastructure that stimulates competition, attracts foreign investment, achieves growth, and enables innovation in the aviation sector, as well as enhancing the scope of air connectivity to the Kingdom, in addition to establishing new controls regarding the distribution of air traffic rights between national carriers on international routes with limited capacity. This to ensure equal opportunities, and enable airport operators to set wages according to their plans.

Issuing an economic license to the Saudi Ground Services Company as a provider of ground services at the Red Sea Airport, which contributes to enhancing the operational phase of the airport and achieving the desired goals.



Issuing economic approval for the Arabian Petroleum Supply company (APSCO) as a provider of aircraft fuel and oil handling services at the Red Sea International Airport, with the aim of enhancing and supporting the operational journey of the Red Sea Airport and contributing to achieving the desired goals of the Red Sea Airport.

The Board of Directors of the General Authority of Civil Aviation approved updating the main airport fees, amending the airport incentive program, and approving the costs for economic licenses, with the aim of enhancing the competitiveness of airports and supporting the financial sustainability of the aviation sector and achieving the principles of economic policy for the civil aviation sector.



Completing the activation of the transit service, which contributes to reducing the leakage of air cargo orders estimated at 1 million tons, which directly affects achieving the object for air cargo volume in the Kingdom by 2030, estimated at 4,5 million tons.

GACA contributed to ground handling service providers obtaining 4 major international air cargo ground handling certificates: TAPA, EU GDP, CEIV, ISO, which is one of the sector's contributions to achieving one of the indicators stated in the aviation sector strategy.



Approving the guide for security requirements and procedures for the integrated logistics bonded zones, specifying the roles of the security authorities and the security requirements and procedures, based on Article (17) of the bylaw of the Integrated Logistics Bonded Zone.

Processing
172,671

security clearance requests through the unified security clearance system.



Launching the electronic platform for the Integrated Logistics Bonded Zone with the new identity (Riyadh Integrated), with the aim of raising the Kingdom's economic prospects and making the most of its leading position in supply chain economies. This is achieved by attracting quality investments and facilitating economic transactions which enhances the future of the logistics sector in the Kingdom with high efficiency and flexibility.



Approving the controls and procedures of the administrative executive regulations, which include detailed procedures for implementing the regulations and applying them to employees, as well as the requirements, controls and standards for entitlement to allowances, benefits and privileges approved by the administrative regulations.

Approving the organizational and functional structure, which includes all organizational levels, tasks and responsibilities for all organizational units.



Applying the bottom-up methodology to calculate the workforce needed for GACA based on collecting demand drivers and functional workload.

Preparing the rules for hiring employees and their procedures according to the new administrative regulations and salary scale, including the rules on placement standards and procedures for applying them to employees, as well as the placement of employees according to the numbers of the approved workforce of GACA.



2.4 Key Works & Achievements



Preparing a dictionary of behavioral competencies, including basic and leadership competencies, and a dictionary of specialized technical competencies, including job families. An integrated framework was also prepared for career paths and employee movement mechanisms within the paths.

Providing more than **1,500** training seats for GACA's employees during the reporting year to meet training needs in various administrative, leadership, and specialized fields, in cooperation with a number of international training organizations and bodies specialized in the field of civil aviation, including: Harvard, INSEAD, the London School of Management. As a service for the community, more than **100** cooperative and summer training opportunities were provided for students of educational institutions in various specializations.



Developing a unified strategy for human capital departments in alignment with the National Strategy for Transport and Logistics Services, and achieving alignment with the corporate strategies of the ecosystem's entities, which contributes to building a workforce capable of meeting needs and achieving aspirations. Accordingly, GACA obtained the highest level in the transport and logistics services ecosystem at a level of maturity at the transformation level within the stage of measuring the level of maturity of human resources in the ecosystem, and **66** human capital employees were assigned for specialized programs and professional certificates.

Automating all human resources procedures and services provided to employees, according to the cloud developed human resources system (Oracle Vision). This links human resources operations to one integrated system, with the possibility of developing it according to business requirements, and enables its users to complete procedures related to human resources, recruitment, attraction, qualification of employees, benefits, leave management, workforce management, attendance and departure, record keeping, and reporting.

Developing a central database for airports that contains all plans, cadastral surveys, buildings, and infrastructure in 3D format, which helps in providing geospatial information to all users, thus contributing to speedy decision-making.



Completing the leasing and investing of all administrative buildings designated for investment in the GACA's new headquarters in exchange for annual financial returns that contribute to enhancing GACA's vision and financial policies. This is aimed at achieving financial sustainability for the coming years, and maintaining financial stability and balance.

Implementing the financial system (Oracle Vision) to ensure the continuity of GACA's business and the governance of financial procedures in line with international accounting standards in the public sector and relevant laws and regulations.



Approving the financial statements according to the cash basis and the accrual basis of accounting for the year 2022, completing the inventory and coding of fixed assets, and creating a complete record that helps the GACA raise the level of supervision.

Developing an electronic correspondence system, including confidential transactions, to meet cybersecurity requirements and standards. Also, workshops were held for all sectors of GACA and were directed to use electronic transactions.



Raising the disbursement rates from the approved budget to more than **99%** to achieve optimal utilization of all allocated budgets, which reflects the quality of budget planning and implementation. Automation of budget planning and implementation procedures on the Oracle system has also been completed.

Issuing the approval of the GACA's Board of Directors on the outcomes of the GACA's financial sustainability study and reviewing the targeted spending ceiling during the coming years, as well as working to increase revenues by recalculating legislative wages and re-pricing the services provided by GACA, taking into account international best practices.



Updating GACA's future capital projects portfolio in preparation for its approval by the Spending Efficiency and Government Projects Authority, in addition to improving the spending efficiency opportunities index from the red to green.



Issuing the training guide for aviation safety and environmental sustainability sector inspectors, which organizes and specifies the necessary technical training in accordance with the requirements of the International Civil Aviation Organization (ICAO).

Reformulating quality policies and developing business risk procedures, quality manuals, and quality audit procedures within the aviation safety and environmental sustainability sector, and managing sector manuals and models, in addition to internal work procedure manuals for all departments. Also, internal work models were approved and developed.



13 services and **51** procedures were approved for GACA, including the issuance of licenses for commercial pilots, pilots, and air crews. The structure of procedures was also reviewed and monitored.

Holding a training course to introduce quality for **130** employees in the fields of aviation safety and environmental sustainability. They participated in workshops on national safety, and implementing international aviation safety standards in cooperation with the International Civil Aviation Organization (ICAO).



Overall passenger traffic in 2023 has recovered by **8%** to reach **111,6** million travelers, compared to **103,1** million travelers in 2019.

Passenger traffic on international flights in 2023 has recovered by **124%** to reach to **60,3** million passengers compared to **48,7** million passengers in 2019.



2.4 Key Works & Achievements



Reviewing the procedures for implementing international aviation safety standards by conducting weekly workshops to review and ensure the application of international aviation safety standards (USOAP CMA) and dividing them into 3 stages, which have been completed.



Implementing 73 oversight flights to promote pilots to the rank of captain for national operators, and implementing 21 oversight flights to qualify test pilots or renew pilot permits for national operators.



Reviewing and auditing 32 aircraft operating manuals, and flight operations training manuals, as well as lists of minimum aircraft equipment.

Reviewing, auditing and authorizing 34 airports for air operators according to the type of aircraft (C70), two aircraft maintenance manuals, and general manuals for operators, as well as reviewing and auditing aircraft operating manual, flight operations training manuals, and Minimum Equipment List (MEL).



Adding a risk assessment and applying it to outbound air shipments on the platform, for a direct link with the National Center for Passenger Security.



Renewing the simulators of the Royal Saudi Air Force and the Prince Sultan Academy of Aviation Sciences, licensing a new simulator, approving a device belonging to Egypt Air, and renewing simulators at the Oxford Academy and Infinity Academy.

Issuing a license for a training center for flight dispatchers (PLEXUS ACADE-MY), renewing the licenses for 18 Training Center Laboratories (TCE), 3 Aircrew Program Designee (APD), 3 Designated Pilot Examiners (DPE), and 6 flight dispatchers.



Licensing the operation of 2 commercial airline companies, a number of non-commercial companies, and 6 aviation clubs, 8 balloon activities, and 6 air jobs for a foreign operator to work in a specific job (subQ133).

Approval was issued for the establishment of 5 water airports for the Red Sea International Company project: Umhat Island, Lhhiq Island, Shaybara Island, Aqat Island, and Thuwal Island, as well as the approval for the establishment of 3 airstrips in the Employees Village, Shaybara Island, and Umhat Island.

Completing 280 inspection visits to air cargo handling agencies and contractors, catering companies, and duty free shops during the year 2023, These confirmed compliance with the security standards and procedures of the parties participating in the air cargo, catering, and duty free supply chains in accordance with the minimum requirements of the General Authority of Civil Aviation, identifying deficiencies and appropriate procedures, and reviewing applied security evidence and procedures.



Authorizing the establishment of 3 airstrips in King Fahad Medical City, Wadi Ashar in Al-Ula, and Trojena project in NEOM, and authorizing the establishment of 5 temporary airstrips: 2 airstrips for the Formula (1) event in Jeddah, 3 airstrips for the “Knights” event organized by Royal Commission for Al-Ula, and 1 airstrip for the electric vertical take-off aircraft (EVTOL) test event in NEOM and Ras Al-Khair. Providing 37 workshops to the airstrips owners on the requirements and models of the Executive Regulations for Aviation Safety, Part (138).

Organizing audit visits to 6 airstrips for the Ministry of Health in the Mecca region, and submitting a report to the concerned authorities about the visit and the observations made, with the aim of ensuring operational safety for the Hajj season in 1444 AH.



Providing permits for two airports: the Red Sea and the Saudi Aviation Club in Al Thumama, and work is now underway to authorize another airport, Amala Executive Airport. Also, two applications are being studied and reviewed to establish two airports: the new King Abdullah in Jizan, and the Saudi Aviation Club in Al-Rass.

Holding 5 workshops to introduce the importance of runway safety at airports (Runway Safety Team) for employees of companies: Riyadh Air, Cluster 2 Company, Taiba Airport Operation Company, Dammam Airports, and Jeddah Airports Company.



Accepting 76 training programs on fire and rescue services at the Saudi Academy of Civil Aviation, Nevada Company for Training and Development, the Arab Fire Safety & Security Academy, and the International Institute for Fire and Rescue (SERCO).

Launching the safety initiative by the Saudi Ground Services Company, under the supervision of the General Authority of Civil Aviation, represented by the General Administration of Airport Safety.



Holding two workshops entitled “Introducing the rules and regulations related to training and its methods” for firefighting and rescue personnel at airports. Also, safety forum for ground services, safety forum for aircraft fuel suppliers, and a forum for the reliability of maintenance of ground equipment were organized to introduce the GACA’s regulations in this field, and the extent of its contribution to developing and raising operational safety standards.

Organizing a workshop for all airports in the Kingdom to introduce the mechanism of auditing and inspection of ground service providers to enhance the airport’s supervisory role over ground service providers, and its operational safety standards. Also, an awareness program regarding the GACA’s regulations was held on 12\11\2023 for officials of 8 stations in Abu Sarhad Company to spread awareness of the General Authority of Civil Aviation’s regulations for ground service providers, parts (151-68). The company is in the process of operating buses and medical cranes at 8 domestic airports.

2.4

Key Works & Achievements



Launching a project to develop environmental sustainability plan for civil aviation and reduce greenhouse gas emissions, which aims to develop a new regulatory and legal framework that would enable the enforcement of environmental practices and sustainability for civil aviation in the Kingdom. The project will assess the current impact of greenhouse gas emissions in the Kingdom, determine a plan to gradually reduce such emissions in the coming years, and support the sectors' contribution to international sustainability principles. The project outputs also include the development of an environmental sustainability framework in the civil aviation sector, and the preparation of a plan to reduce greenhouse gas emissions from the civil aviation sector, and defining and developing environmental regulations in the civil aviation sector.

Organizing a virtual workshop in cooperation with the Environment Committee of the Arab Civil Aviation Organization, with the participation of 81 experts representing member states to introduce the concept of the circular economy and the voluntary carbon market. An interactive workshop was also held on the plan to offset and reduce carbon from international flights (CORSIA), prepare the final report of the plan, in cooperation with the national carrier companies, which are: Saudi Air, Flynas, NasJet, Flyadeal and Alpha Star.



Carrying out 50 inspection tours of repair stations and conducting 227 tests for students of aircraft maintenance schools.

Launching initiatives to develop a platform for following up on corrective plans for air navigation (2018-2023), updating job descriptions in the General Administration of Air Navigation, and developing a database for registering spectrum frequencies for air navigation.



Increasing the number of operating carriers in the Kingdom to 153 carriers for passengers, regular and non-scheduled cargo during 2023, an increase of 16% compared to 2022, 132 carriers, and improvement from 2019, 119 carriers.

Inauguration of the Regional Office for Air Safety Monitoring for the Middle East and North Africa (MENA SROO) in Riyadh, with the aim of helping member states develop and implement national training and safety programs, and enhancing their capabilities to monitor air safety, in addition to achieving aviation safety standards.



Following up on the operation of control and monitoring centers at airports (Abha, Taif, Bisha, Jazan, Al-Baha, and Wadi Al-Dawasir), and carrying out 664 monitoring activities on the quality of aviation security at airports, their operating entities, and airlines, including security audits, security inspections, and tests.

Establishing a temporary (seasonal) security permit printing center at Prince Muhammad bin Abdulaziz Airport in Madinah.



The Aviation Investigation Bureau was honored by the visit of His Excellency the Minister of Transport and Logistic Services and Chairman of the Board of Directors of the General Authority of Civil Aviation, His Excellency Engineer Saleh Al-Jasser, where he was briefed on the procedures and capabilities of the bureau in exercising its duties, and its contribution to raising the level of aviation safety.



Appointing the Kingdom's permanent representative to ICAO as third vice-president of the organization's council, in accordance with the bylaws of the organization's council. The members of the Council elect 3 vice-presidents for a period of one year, by a majority of the votes of the Council members. It is the custom to choose the most effective and active members of the Council. This has been the practice of the Kingdom's permanent representative during the Council meetings, which led to his election as the third vice-president of the Council during the year 2023, by the President of the Organization's Council and its members.

The Kingdom won the presidency of the Aviation Security Committee of the Council of the International Civil Aviation Organization (ICAO) for the year 2023-2024. The result was announced during the sixth session of the Organization's Council in its session No. (229), and he also served as Vice-Chairman of the same committee for the past year 2022-2023. The committee develops general policies, legislation, and strategies related to global civil aviation security, and evaluates security threats to civil aviation in the world. This clearly reflects the prestigious international position that the Kingdom enjoys in international forums related to civil aviation, which also applies to regional organizations. The Kingdom chairs several committees in the Arab Civil Aviation Organization, including the Aviation Security Committee.



The General Authority of Civil Aviation has been keen to take advantage of secondment opportunities to develop the capabilities and skills of its employees, and to give them more knowledge in the field of work, and as result (5) of the GACA's employees are now working in the secondment program in various specializations, and (4) employees are working at the ICAO headquarters in Montreal, and 1 employee working in the regional office in Cairo.



GACA worked, in cooperation with the air transport sector, international cooperation, and the General Administration of Information Technology and Digital Transformation, to develop an electronic program that facilitates the work procedures of the Hajj Flight Scheduling Committee.

Preparing and implementing a monitoring and inspection program to develop the facilities work for (17) internationally operated airports in order to facilitate the movement of aircraft, crew members, passengers, goods, etc., through a set of laws and measures. This was achieved through field visits to international airports (48) visits during the year 2023, to ensure the application of international rules and recommendations in the national program for facilitation, as well as arrangements for the flow of passengers, cargo, and baggage.



Activating the role of local facilitation committees in international airports, by holding more than (48) meetings during the year 2023 to address operational challenges of all entities operating at airports, and to develop and approve operational procedures, through follow-up and inspection of these committees.

Introducing the first award of its kind in the Kingdom for air transport facilities for the best airport for the year 2023, which aims to enhance competition between airports to develop air transport facilities, in addition to enhancing competitiveness in the field of innovation and compliance with international standards. This award aims to encourage airports to adhere to the National Facilities Program and take the necessary measures to facilitate the movement of aircraft, crew members, passengers, cargo, etc. The evaluation criteria include: the airport's compliance with the rules and recommendations contained in the National Program for Air Transport Facilities, preparing corrective actions for observations in the required form, and adhering to the deadline for completing those procedures. This is in addition to preparing the airport facilities program in the required form, and adhering to delivery time, holding local committee meetings with all parties, and preparing standard operating procedures that ensure the effective, smooth and rapid flow of passengers and luggage.

2.4 Key Works & Achievements



Appointing foreign and international carriers. The number of approvals for the shared code was 32 foreign carriers. Appointing national carriers in 37 countries, and 51 shared code requests were approved.

Reaching 148 international destinations by 2023 (including regular passenger, Umrah, Hajj and cargo flights), with an increase of 37% compared to 2022, and an increase of 22% compared to the year 2019. The number of destinations in 2022 was 108 and in 2019 was 121.



The Kingdom achieved a compliance rate of 94.41% in the International Civil Aviation Organization (ICAO) aviation security audit for the year 2023. It ranked seventh among the G20 countries.

Implementing the initiative to unify the route of security checkpoints for both genders at a number of the Kingdom's international airports by merging the security checkpoint routes for men and women into one route, with the aim of improving the traveler's experience and reducing the time spent on security procedures.



Raising the level of commitment to implementing basic cybersecurity controls issued by the National Cybersecurity Authority to 90%.

Raising the level of awareness of cybersecurity for the GACA's employees by preparing a security awareness program, providing training, holding workshops, publishing awareness messages, and simulating email phishing operations.



Hosting a regional symposium entitled "Best Security Practices in the Field of Air Supply Security" in cooperation with the Arab Civil Aviation Organization (ACAO), and the Cooperative Program for Aviation Security in the Middle East (CASP-MID) at the level of the Middle East region, with the participation of 75 civil aviation security officials from 7 member states of the Arab Civil Aviation Organization, with the aim of exchanging experiences and best practices regionally in the field of air supply security.

Developing a guideline for duty-free security and airport supplies to demonstrate how to implement appropriate security procedures for merchandise and airport supplies.



The election of the Permanent Representative of the Kingdom as Chairman of the mini-working group of the Council of the Organization, which is concerned with the leadership of (ICAO) in the economic development of air transport. The mini-working group aims to identify challenges and gaps in the leadership role in implementing the strategic goal of the economic development of air transport, and to analyze these challenges and gaps, and provide the necessary recommendations regarding them to the Organization's Council.

Selection of the Commissioner of Air Navigation and Alternate Representative of the Kingdom to the Council of the Organization as Chairman of the Extensive Studies Working Group (WG-Prioritize & Implementation) of the Air Navigation Commission, which arranges priorities related to the business cards of the expert committees. Review the reports of the regional groups (ANPIRG & RASG) for all regions of the world, and submit reports to the Commission regarding the outcomes of the discussion and review.



Achieving electronic integration with the unified electronic access service to verify the digital identity of citizens and residents by accessing GACA's online external systems.

Developing the second phase of the Civil Aviation Violations platform to link violations with the National Violations Platform (Ifaa). This enables individuals and companies to view violations at any time, and facilitating receiving and following complaints that reach the review committee by automating the internal procedures of the committee's work, issuing reports of violations, obtaining regulatory approvals, and issuing financial fines.



Developing the second phase of the drone system, which aims to manage the issuance and identification of drone system certificates, through electronic linkage with various external parties. New features and characteristics were added, such as commissioner management, which allows the entity to add a number of commissioners, and entity management, which allows the entity to manage its subsidiary entities.



The Aviation Investigations Bureau participated in Safety Drive forum organized by the Saudi Ground Services Company in Riyadh, with the aim of exchanging safety-related topics and industry best practices in the field of ground handling between experts and specialists.

The Aviation Investigations Bureau received the Nigerian Safety Investigations Council team, within the framework of the technical cooperation program between the two parties, to exchange experiences in the field of aviation safety investigations.



The Aviation Investigations Bureau participated in an emergency drill for a plane crash outside King Fahd International Airport in Dammam, with the aim of determining the bureau's preparations to deal with such cases, and to ensure the application of the highest safety standards in such emergency situations.

The Aviation Investigations Bureau participated in a practical exercise for the National Maritime Disaster Response Plan (Search and Rescue 44) in the waters of Saudi Arabia, with the aim of simulating a cruise ship being exposed to danger at sea, and identifying the readiness and deployment of all concerned parties to deal with such cases. The participating parties have shown high standards of professionalism in coordinating joint work according to the tasks of each party in carrying out search, rescue, evacuation, fire extinguishing, maritime pollution control operations, transportation and providing assistance to those affected.



Implementing a database encryption project and activating the "secret" feature in the electronic correspondence system.

Achieving electronic integration between the licensing platform in the Integrated Logistics Bonded Zone and the Ministry of Human Resources and Social Development, with the aim of facilitating the procedures for obtaining work permits for workers in the region automatically through the platform.



Completing electronic integration between the correspondence systems of the General Authority of Civil Aviation and the Ministry of Transport and Logistic Services, with the aim of facilitating and accelerating electronic correspondence within the transportation system and sending and receiving electronic transactions automatically.

Completing electronic integration for the second phase of drone system in the General Authority of Civil Aviation, the Zakat, Tax, and Customs Authority, and the Ministry of Commerce, with the aim of obtaining information about the entities' commercial records, verifying them automatically, and facilitating and accelerating customs clearance procedures for import requests for drones automatically through the system.

2.4

Key Works & Achievements



The Aviation Investigations Bureau participated in the third meeting of the Regional Cooperation Mechanism for Accident Investigation in the Middle East and North Africa region (MENA ARCM) in Dubai, United Arab Emirates, during which a statistical analysis of the technical capabilities within the regional investigation authorities was presented, and the latest developments in the database were reviewed. Following the meeting, the bureau participated in "The Future of Aviation Safety and Air Accident Technology" conference, which was held in the same city (Dubai) in the period (3 - 4/5/2023), and many topics related to aviation safety and related technology were discussed, through an elite of international experts, representatives of the International Civil Aviation Organization (ICAO), and regional and international aviation organizations.

The Aviation Investigations Bureau participated in the 2023 Safety Forum, which was organized by the Arabian Petroleum Supply Company (ASPCO), in cooperation with the General Authority of Civil Aviation (GACA), and under the patronage of the president of GACA, with the aim of discussing aviation safety management and regulation with regard to aviation fuel handling and systems at the Kingdom's airports.



Achieving electronic solidarity between the Ministry of Hajj and Umrah and Hajj lounges operator with the aircraft permit system and transit system for receiving requests from airlines and agents regarding the issuance of aircraft permits. The "Abour" and "Fawtarh" systems were linked to allow electronic payment through credit cards or bank transfer. The "Abour" system, the Ministry of Foreign Affairs, and the Royal Air Force were linked electronically to issue permits for diplomatic and military aircraft.

The "Abour" system aims to integrate with the systems of the Ministry of Hajj and Umrah to provide information on permits and flights that are updated in real time, and necessary to manage the operations of sending pilgrims Umrah performers, in addition to integration with the operator of the Hajj lounges at King Abdulaziz International Airport in Jeddah to achieve integration with the systems that operate the Hajj lounges, and provide information on crisis flight permits to manage and operate Hajj and Umrah flights from the Hajj lounges at King Abdulaziz Airport in Jeddah.

Completing the electronic integration between the General Authority of Civil Aviation's violations system and the national violations platform (Efaa), with the aim of enabling citizens, residents, visitors, and business owners to know all their violations and easily review them with GACA.



Establishing a disaster and crisis follow-up center, and linking it to crisis management centers in government entities and service providers to meet national requirements for dealing with crises and disasters.



The Saudi Academy of Civil Aviation organized "Virtual Security Culture" workshop of the International Civil Aviation Organization, in cooperation with ICAO, with 20 participants from representatives of sisterly Arab countries, with the aim of introducing the principles of international security culture, the best practices for applying them in a safe and sustainable manner, and reviewing the procedures that can be used to enhance and change behavior.

The Saudi Civil Aviation Academy has developed 5 training packages in the field of hazardous resources, using a competency-based training methodology, in accordance with the requirements of the International Air Transport Association (IATA), in order to keep pace with international and local updates on hazardous resources, and to ensure the application of best practices.



Adopting the policies and procedures manual, which provides reliable standards for measuring performance, defining responsibilities, and helping to achieve the objectives assigned to the sector, in accordance with GACA's strategic and operational plan.

Improving the salary scale, and including a number of new benefits after applying the administrative regulations approved by the Board of Directors of the General Authority of Civil Aviation and the Unified Committee for Administrative Regulations.



The Aviation Investigations Bureau and the Air Accident Investigation Board in the Islamic Republic of Pakistan concluded an Executive Cooperative Program Agreement, within the framework of cooperation and coordination between the two sides in the field of aviation accident investigations.

The Aviation Investigations Bureau hosted the 2023 Middle East and North Africa Association of Aviation Investigators Conference in Jeddah, with the aim of enhancing air safety by exchanging ideas and experiences in the field of air investigation, which leads to continuous improvement in the performance of this task, and enhances the safety elements in this industry. The activities of the conference, that lasted 3 days and was attended by more than 200 experts and specialists in the field of aviation safety from 60 local and international bodies, included many workshops and presentations on safety topics, as well as some expert dialogue sessions. The conference concluded with the adoption of a decision to launch an organization emanating from the International Association of Air Investigators for the Central and West Africa region.



Within the framework of the knowledge enhancement initiative, the Aviation Investigations Bureau team visited the Advanced Electronics Company, the leading company in the field of modern electronics in the Kingdom of Saudi Arabia, which covered the company's avionics, maintenance, repair and support sectors. The team members were briefed on the latest technologies and devices used in these sectors, which helps them in developing technical capabilities in the project to establish and develop the Bureau laboratories, one of the projects of Saudi Vision 2030. Aspects of cooperation between the bureau and the Advanced Electronics Company were also discussed during the visit, with the aim of enhancing safety in the Kingdom's airspace.

The Aviation Investigations Bureau participated in the Asia-Pacific Accident Investigators Meeting on Transportation Data Recorders (Asia - Oceania AIR), with the aim of exchanging technical expertise, and discussing solutions to challenges in dealing with recorders and electronics of various means of transportation. Participation included representatives of 8 countries: Japan (host), the Kingdom of Saudi Arabia, Singapore, Korea, Taiwan, Malaysia, Indonesia, and New Zealand. The meeting was an important opportunity to communicate with specialists in the field of transportation safety from all over the world, and exchange experiences and knowledge. This contributes to identifying the latest technologies and technical capabilities used in other means of transportation with regard to collecting, analyzing, and extracting data from damaged devices, photographing evidence, simulation, and underwater research. In addition, it led to discussing the possibility of the Kingdom hosting this meeting in 2025.



The Aviation Investigations Bureau participated in the fourth meeting of the Cooperation Mechanism Committee in the field of aviation accident investigations in the Middle East and North Africa, which was hosted by the Moroccan Ministry of Transport and Logistic Services in Rabat. The meeting was organized and supported by the Regional Office of ICAO and the Arab Civil Aviation Organization.

The Aviation Investigations Bureau participated in the meeting and workshop of the Middle East Aviation Accident Investigation Group, which was held in Rabat, Morocco. This took place in the presence of participants from 9 Arab countries and 16 organizations representing parties in the aviation safety industry, aviation accident investigation authorities, and civil aviation authorities, as well as airlines, the International Federation of Airline Pilots Associations, manufacturers, operators, air navigation and airports. The meeting was organized and supported by the regional office of (ICAO and the Arab Civil Aviation Organization) and helped the participants (112 participants) to discuss the preventive measures of aircraft accidents and their incidents, by gathering safety data information and analysis.



Preparing a strategic plan for internal audit by specifying the targeted audit work based on a documented risk record, and having it approved by the Audit Committee of GACA's Board of Directors, after presenting and discussing it with the President of GACA and the Audit Committee.

Providing advisory services to various administrative levels in GACA, in addition to participating in many special tasks, such as (investigation or verification committees).

2.4

Key Works & Achievements



Establish governance, compliance, risk and business continuity management, with the aim of emphasizing that the role played by GACA is based on legislation, policies and rules, enabling it to enhance performance to achieve quality and excellence. This will include building a risk register and constantly updating it, in addition to directing employees' behaviors and decisions towards the desired standards, and integrating tasks and responsibilities of risk management and business continuity within GACA's activities to achieve the desired results. There will involve a move from a reactive to a proactive outlook, as well as preparing a plan to ensure applicable business continuity in line with the policies of the National Risk Council, and operating a center for following up on disasters and crises.

Raising the level of awareness in governance, compliance, risks, and business continuity by holding 15 awareness workshops on the concept of governance, risks, compliance, and business continuity, and preparing designs that contain educational and awareness-raising information for GACA's employees.



Concluding a memorandum of understanding between the General Authority of Civil Aviation, represented by the Committee for Reviewing Violations of the Provisions of the Civil Aviation Law, with the Ministry of Health, represented by the Committee for Reviewing Violations of the Provisions of the Health Control Law at Ports of Entry. This is to ensure the harmonization of competencies between the work of the Committee for Reviewing Violations of the Provisions of the Civil Aviation Law at GACA, and the Committee for Reviewing Violations of the Provisions of the Health Control Law at Ports of Entry at the Ministry of Health. In addition, this collaboration will facilitate exchanging experiences and practices with regard to controlling health violations at air ports of entry, and referring them to competent committees to impose statutory penalties, and to avoid imposing the same penalty twice.



Renewing the Aviation Security Training Center license in the Saudi Academy by GACA until 2026, which contributes to developing the performance of all workers in the field of aviation security, and improving the services provided in accordance with the highest international standards in the field of aviation security.

The Saudi Civil Aviation Academy qualified 10 paramedics within the program (Preparing paramedics to work at airports) in cooperation with Jeddah Airports Company, which contributes to raising the level of security awareness, dealing with various emergency situations at airports, and ensuring safety procedures and airport operation.



Following up on the observations issued by the audit reports, and the extent of the concerned departments' commitment to the agreed-upon correction plans, in addition to holding meetings with various administrative levels in GACA to overcome obstacles and difficulties, while periodically reporting the follow-up results to the president of GACA and the Audit Committee.

Developing a reporting and anti-fraud policy to enhance the values of transparency and integrity, and build an effective control environment. In addition, this provides information that will guide employees, customers, and all stakeholders on how to report violations and actions that violate laws, or that violate GACA's policies and instructions. Developing a plan for the process of raising awareness about the policy on an ongoing basis.



Preparing an ongoing awareness plan throughout the year, which aims to raise awareness of the administration's work, by sending messages, and conducting an internal media campaign during May (the month for internal audit) for all GACA's employees.



The Kingdom achieved a 100% compliance rate in the audit from the International Civil Aviation Organization (ICAO) for air transport facilities, following the visit of the organization's international audit team to the Kingdom in June 2023, and ensuring the Kingdom's compliance with the application of the standard rules and recommendations approved by the International Civil Aviation Organization.

Directing a group of specialists from the Flight Permits Department and the Carriers Affairs Department at the Diriyah Joint Operations Center, and following up on the cell's work through coordination with the Ministry of Foreign Affairs, the Royal Saudi Air Force, the embassies of brotherly and friendly countries, and the airports concerned. Issuing permits and scheduling flights throughout the year, as well as attending daily meetings with government entities participating in the campaign to facilitate the arrival of citizens and nationals of countries residing in Sudan to the Kingdom of Saudi Arabia.



Increasing the quality of internal audit reports by applying international standards issued by the International Institute of Internal Auditors, as part of GACA's endeavor to implement best practices for internal auditing and adherence to international auditing standards.

Preparing and approving a number of documents, including the policies and procedures manual for the General Department for Internal Audit; the charter of the General Department for Internal Audit; the escalation mechanism for requesting data and documents related to internal audit; the escalation mechanism for implementing corrective plans for observations issued by internal audit reports, and the mechanism for implement corrective procedures for the observations issued by the reports of the General Department for Internal Audit.



The Saudi Academy of Civil Aviation approved 3 comprehensive training packages in cooperation with the International Civil Aviation Organization (ICAO) entitled: Dangerous Goods Legislation for Passenger Services, a refresher package for approach control for non-routine cases, and human factors for remote airport operators, with the aim of keeping pace with international updates to ensure the application of best practices dealing with dangerous goods. This will lead to the application of best practices and the use of the best technologies in the field of air traffic control to ensure the safety of air traffic.

The Saudi Academy of Civil Aviation provided 849 training courses for 13,375 trainees, including: 285 courses in aviation security for 3,975 trainees, 124 courses in air navigation services for 1,482 trainees, 377 courses in airport operation and safety for 6,935 trainees, and 63 courses in firefighting and security for 983 trainees.



Issuing 462 decisions by the committee examining violations of the provisions of the Civil Aviation Law, with financial fines of SAR (27,952,900) million, in light of raising the level of compliance of those practicing the activities under the Civil Aviation Law to the provisions of the law and its implementing regulations, and ensuring the application of penalties related to the provisions of the Civil Aviation Law and their legal integrity.

Completing the amendment of the GACA's law and statute in accordance with the requirements of the Royal Order No. (17049), dated 11/4/1438 AH, in accordance with the civil aviation regulations and the the General Authority of Civil Aviation statute, and preparing draft civil aviation law and the General Authority of Civil Aviation statute, and submitting them to His Royal Highness for approval.

2.4 Key Works & Achievements



Concluding a memorandum of cooperation with the Public Prosecution, with the aim of exchanging experiences, areas of training and development, and spreading the legal culture in aspects related to civil aviation crimes, based on the fact that the GACA's employees have the capacity to investigate crimes and violations in accordance with the Civil Aviation Law, and in view of Article 172 of the Civil Aviation Law that stipulates that filling criminal case shall be based on GACA's request, which requires strengthening cooperation from the Public Prosecution, and establishing a joint working mechanism regarding criminal cases that fall within the scope of civil aviation, which is achieved through this memorandum.

Representing the Kingdom in the Legal Committee of the International Civil Aviation Organization (ICAO) to study the proposed amendments to the Civil Aviation Convention, its annexes, and the legal issues referred by the Organization's Council, as well as to review and update the organization's dispute settlement rules.



The Saudi Academy of Civil Aviation carried out 1,683 international tests provided by the Academy in cooperation with the International Fire Services Accreditation Council (IFAC), with the aim of developing the performance of workers in the field of fire and rescue services at various airports in the Kingdom, and improving the services provided in accordance with the highest international standards.

The Saudi Academy of Civil Aviation has completed the qualification of 108 trainees within the Airport Service Diploma Program in partnership with the Red Sea International Company, with the aim of qualifying national cadres to work in airports.



The Saudi Academy of Civil Aviation has maintained its golden membership with the ICAO in the Advanced Aviation Training Program (Trainer Plus", which grants it a license from ICAO to be an accredited training center for international competency-based courses in the field of aviation "ATD", and entitles it join an international network in the field of aviation training under the supervision of ICAO, as well as licensing and accrediting the Academy's Curriculum Development Unit (CDU) to design, develop and specify international training packages based on competency, and hosting all of the organization's courses located on the library of the electronic training system (TPeMS). It also gives it GACA to market and sell the courses available on the organization's electronic training system (TPeMS) and to use the organization's logo, and print certificates with the full membership logo.

The International Civil Aviation Organization (ICAO) has approved 8 trainers from the Aviation Security Training Center as ICAO-certified trainers, which enhances the Kingdom's leading role in the field of aviation security, and supports the training and capacity building program organized by the ICAO while it also highlights GACA's role and weight in the field of training and developing national cadres in accordance with the highest international standards, along with Academy's trainers supervising the training courses held by ICAO in various parts of the world, and activating existing cooperation with ICAO in the field of exchanging experiences.



The Saudi Academy of Civil Aviation implemented 1,557 language proficiency tests (ELP) for air crews, including 1,099 tests in Jeddah, 280 tests in Riyadh, 115 tests in Dammam, 4 tests in Abha, 19 tests in Tabuk, 6 tests in Al-Baha, 7 tests in Taif, 27 tests in Madinah, in compliance with the regulations of the General Authority of Civil Aviation, and based on ICAO requirements, and fulfilling one of the requirements for licensing air crews.

The Saudi Academy of Civil Aviation organized two international courses in cooperation with ICAO entitled "Hazardous Materials Legislation for Passenger Services" with the participation of 12 trainees and Licensing of Trainers at ICAO with the participation of 17 trainees. The aims were exchanging experiences with the International Civil Aviation Organization in the field of aviation security, introducing hazardous materials and goods and their classifications, and the mechanism of air transport of such materials, in addition to providing trainees with the necessary skills to identify prohibited dangerous goods and how to deal with them, and comply with the principles of dangerous goods safety. This is in accordance with developing and training national cadres according to the highest international standards.

The Saudi Academy of Civil Aviation completed the airport control program in partnership with the Saudi Air Navigation Services Company, with the participation of 29 trainees as part of the trainee qualification programs to work in the field of air traffic control in airports.



The Saudi Academy of Civil Aviation qualified 4 batches of 62 graduates who completed the fire and rescue technician program as part of the trainee qualification programs to work in the field of fire and rescue services, navigational equipment maintenance and technical support.

To work in the Saudi Air Navigation Services Company.



Completing the implementation and operation of the remote work system (MDM) so that the employees of the General Authority of Civil Aviation can benefit from services from outside GACA's network.

Launching the Sharek system in cooperation with the Saudi Data and Artificial Intelligence Authority, which aims to share files at the user level of the Deem Cloud.



Localizing 10,350 job opportunities in the air sector out of a total annual target of 11,500 opportunities, with a completion rate of 90%, and employing 3,095 out of a total annual target of 2,000 jobs, with a completion rate of 154%, according to the initiative to localize jobs in the air transport sector, under the supervision and follow-up of The National Office of Employment Plan of the Council of Economic and Development Affairs.

Raising the percentage of women's empowerment in leadership positions in GACA during the reporting year to 17%, with a total of 24 leaders at various administrative and specialized levels.



2.4 Key Works & Achievements

2- Issued Licenses and Permits

Issuing and renewing

4,006



Licenses for air traffic controller, air dispatcher, air transport pilot, commercial pilot, private pilot, sports pilot, student pilot, air instructor, ground instructor, air attendant, aircraft mechanic, aircraft technician, and drone operator.

Issuing

4,696



Medical certificates for applicants from the civil and military sectors, and 17 Aviation Medical Examiner Designation certificates.

Issuing

2



Designated Pilot Examiners licenses to Flynas and 4 licenses to Saudi Air.

Issuing

29



Operational Safety License Part (151), and reissuing 3 operational specifications associated with the same license.

Issuing and renewing

160



Repair station certificates, approving 67 authorizations (one-time authorization), and approving 983 aircraft technician licenses.

Issuing

1,416



Approvals for aircraft registration certificates, aircraft identification number (MODS), certificates of airworthiness and radio, flight authorization certificates under (91), temporary flight permits, Minimum Equipment List (MEL), and reviewing of service difficulty reports (SDAR), and conformity checks for aircraft, and certificates for exporting and registering Emergency Locater Transmitters (ELT).

Issuing 1 recreational drone operator license and approving the issuance of

1,663



Commercial operator licenses, 3,349 drone registration certificates (recreational - commercial), and 623 operational permits for the use of drones.

Clearing

687



Shipments of drones in cooperation with the Zakat, Tax and Customs Authority, and processing 40 cases of violation of the civil aviation law.

2.4 Key Works & Achievements

3- Air Traffic Statistics

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

| Kingdom's Airports | Flights | | Passengers (In Thousand) | |
|------------------------|---------------|---------|--------------------------|------------|
| | 2022 | 2023 | 2022 | 2023 |
| International Airports | 670,925 | 781,888 | 85,793.95 | 108,616.85 |
| Domestic Airports | 30,365 | 33,284 | 2,696.71 | 3,087.65 |
| Total | 701,290 | 815,172 | 88,490.66 | 111,704.51 |
| Change % | %16.21 | | %26.23 | |

Air traffic at the Kingdom's international airports (arrival/departure flights)

| International Airports | Flights | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| | Domestic | | International | | Total | |
| | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 |
| Abha Airport | 26,550 | 26,488 | 1,382 | 3,323 | 27,932 | 29,811 |
| Al-Ahsa International Airport | 6,321 | 6,857 | 70 | 277 | 6,391 | 7,134 |
| Prince Sultan bin Abdulaziz Airport - Tabuk | 11,408 | 11,680 | 1,464 | 3,202 | 12,872 | 14,882 |
| Prince Abdulmohsen bin Abdulaziz Airport - Yanbu | 3,001 | 3,112 | 876 | 1,709 | 3,877 | 4,821 |
| Prince Abdulmajeed bin Abdulaziz Airport | 3,765 | 4,883 | 534 | 904 | 4,299 | 5,787 |
| Prince Mohammed bin Abdulaziz Airport | 18,609 | 17,790 | 28,214 | 44,745 | 46,823 | 62,535 |
| Prince Naif bin Abdulaziz Airport - Qassim | 6,441 | 5,935 | 4,571 | 6,109 | 11,012 | 12,044 |
| Al-Jouf Airport | 3,776 | 3,865 | 1,050 | 1,215 | 4,826 | 5,080 |
| Taif International Airport | 7,624 | 7,377 | 1,642 | 3,354 | 9,266 | 10,731 |
| King Khaled International Airport | 124,486 | 125,193 | 94,787 | 113,481 | 219,273 | 238,674 |
| King Abdulaziz International Airport | 96,472 | 96,872 | 114,940 | 165,497 | 211,412 | 262,369 |
| King Abdullah bin Abdulaziz Airport | 19,302 | 19,008 | 279 | 776 | 19,581 | 19,784 |
| King Fahad International Airport | 48,196 | 53,445 | 37,590 | 46,123 | 85,786 | 99,568 |
| Hail Airport | 6,350 | 6,624 | 1,225 | 2,044 | 7,575 | 8,668 |
| Total | 382,301 | 389,129 | 288,624 | 392,759 | 670,925 | 781,888 |

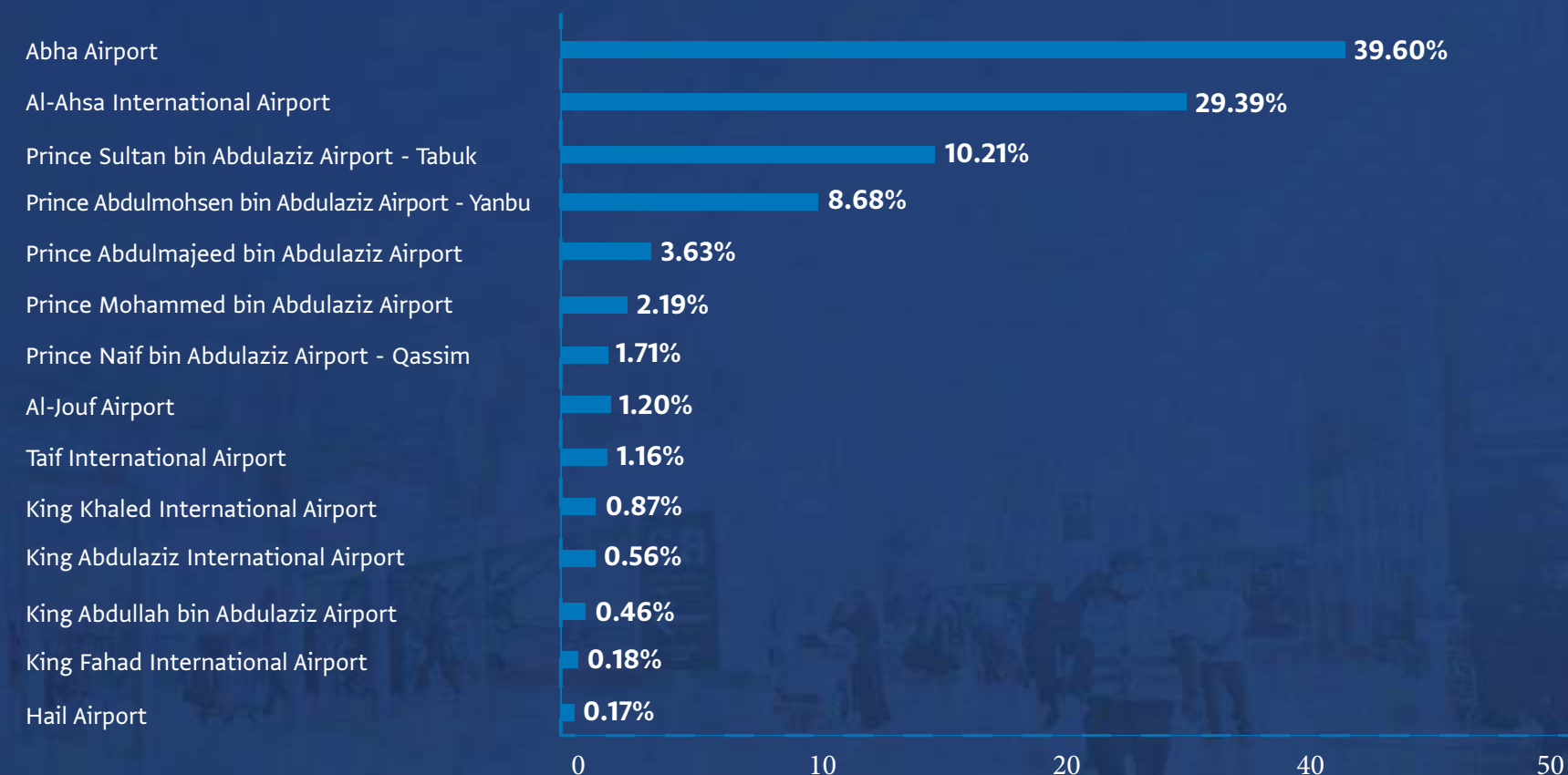
2.4 Key Works & Achievements

3- Air Traffic Statistics

Air traffic at the Kingdom's international airports (Passengers - arrival/departure)

| International Airports | Passengers (In Thousand) | | | | | |
|--|--------------------------|---------------|---------------|---------------|---------------|----------------|
| | Domestic | | International | | Total | |
| | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 |
| Abha Airport | 3,377 | 3,519 | 161 | 421 | 3,538 | 3,940 |
| Al-Ahsa International Airport | 140 | 154 | 2 | 29 | 142 | 182 |
| Prince Sultan bin Abdulaziz Airport - Tabuk | 1,248 | 1,462 | 180 | 399 | 1,429 | 1,861 |
| Prince Abdulmohsen bin Abdulaziz Airport - Yanbu | 266 | 300 | 92 | 195 | 358 | 495 |
| Prince Abdulmajeed bin Abdulaziz Airport | 133 | 162 | 12 | 31 | 145 | 193 |
| Prince Mohammed bin Abdulaziz Airport | 1,874 | 2,053 | 4,467 | 7,370 | 6,341 | 9,423 |
| Prince Naif bin Abdulaziz Airport - Qassim | 610 | 615 | 489 | 684 | 1,099 | 1,299 |
| Al-Jouf Airport | 413 | 456 | 127 | 154 | 540 | 610 |
| Taif International Airport | 828 | 885 | 193 | 373 | 1,021 | 1,258 |
| King Khaled International Airport | 15,003 | 16,433 | 12,057 | 15,491 | 27,060 | 31,924 |
| King Abdulaziz International Airport | 12,266 | 13,482 | 19,367 | 29,535 | 31,633 | 43,017 |
| King Abdullah bin Abdulaziz Airport | 2,181 | 2,296 | 31 | 83 | 2,212 | 2,379 |
| King Fahad International Airport | 5,164 | 5,541 | 4,389 | 5,550 | 9,552 | 11,091 |
| Hail Airport | 601 | 711 | 123 | 234 | 724 | 945 |
| Total | 44,104 | 48,069 | 41,690 | 60,548 | 85,794 | 108,617 |

Market share for international airports (Passengers)



Total
100%

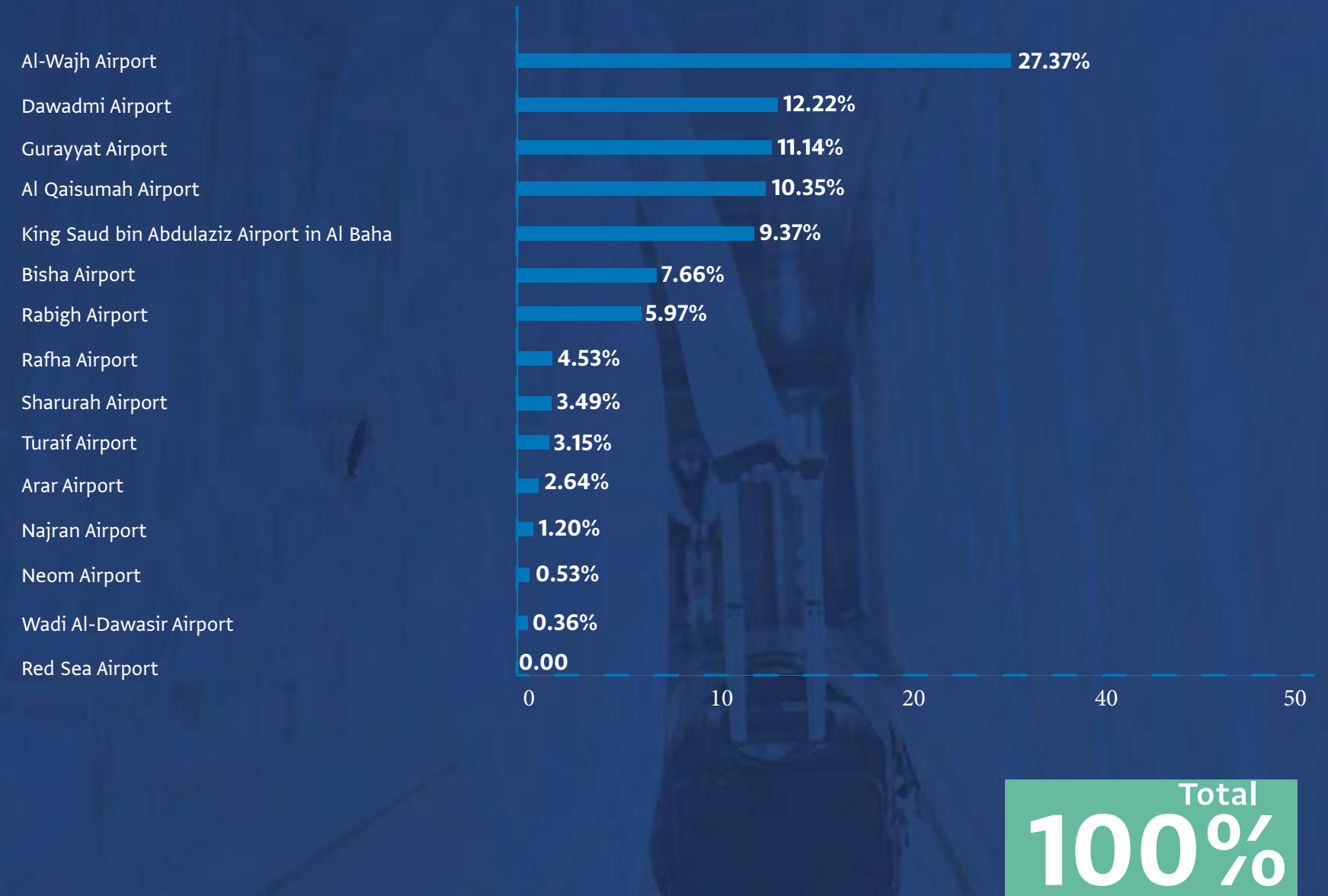
2.4 Key Works & Achievements

3- Air Traffic Statistics

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

| Domestic Airports | Flights | | | | | |
|--|---------------|---------------|----------------|-----------------|-----------------|----------------|
| | Domestic | | | International | | Total |
| | 2022 | 2023 | Rate of Change | 2022 | 2023 | Rate of Change |
| Al-Wajh Airport | 2,063 | 1,862 | -9.74% | 48.754 | 37.143 | -23.82% |
| Dawadmi Airport | 1,032 | 1,247 | 20.83% | 14.214 | 16.409 | 15.44% |
| Gurayyat Airport | 1,778 | 1,620 | -8.89% | 193.329 | 184.452 | -4.59% |
| Al Qaisumah Airport | 2,506 | 3,266 | 30.33% | 226.074 | 289.219 | 27.93% |
| King Saud bin Abdulaziz Airport in Al Baha | 3,856 | 3,709 | -3.81% | 340.606 | 343.982 | 0.99% |
| Bisha Airport | 3,266 | 3,176 | -2.76% | 369.844 | 377.427 | 2.05% |
| Rabigh Airport | 6 | 33 | 450.00% | 0.013 | 0 | 100% |
| Rafha Airport | 631 | 758 | 20.13% | 69.109 | 81.618 | 18.10% |
| Sharurah Airport | 2,714 | 2,608 | -3.91% | 218.531 | 236.638 | 8.29% |
| Turaif Airport | 784 | 983 | 25.38% | 64.906 | 97.24 | 49.82% |
| Arar Airport | 2,952 | 3,156 | 6.91% | 284.296 | 319.622 | 12.43% |
| Najran Airport | 5,826 | 6,578 | 12.91% | 722.565 | 845.234 | 16.98% |
| Neom Airport | 1,607 | 2,825 | 75.79% | 37.055 | 139.808 | 277.30% |
| Wadi Al-Dawasir Airport | 1,344 | 1,267 | -5.73% | 107.41 | 107.629 | 0.20% |
| Red Sea Airport | - | 196 | - | - | 11.233 | - |
| Total | 30,365 | 33,284 | 9.61% | 2,696.71 | 3,087.56 | 14.50% |

Market share for domestic airports (Passengers)



2.4 Key Works & Achievements

3- Air Traffic Statistics

Air Cargo Volumes

King Khalid International Airport in Riyadh

443,766

Tons

King Abdulaziz International Airport in Jeddah

359,759

Tons

King Fahd International Airport in Dammam

105,943

Tons

Gurayyat Airport

9

Tons

Hafar Al-Batin Airport

26

Tons

Arar Airport

18

Tons

Wadi Al-Dawasir Airport

0

Tons

Prince Mohammed bin Abdulaziz International Airport in Medina

4,563

Tons

Prince Abdul Majeed bin Abdulaziz International Airport in Al-Ula

21

Tons

Taif International Airport

174

Tons

Bisha Airport

12

Tons

Abha Airport

290

Tons

Hail Airport

18

Tons

Al-Ahsa, Hofuf

0

Tons

Prince Sultan bin Abdulaziz Airport in Tabuk

194

Tons

King Saud bin Abdulaziz Airport in Al Baha

5

Tons

Prince Abdul Mohsen bin Abdul Aziz Airport in Yanbu

1

Tons

Buraydah Airport

71

Tons

Al-Jouf Airport

26

Tons

Dawadmi Airport

0

Tons

King Abdullah bin Abdulaziz Airport in Jazan

190

Tons

Al-Wajh Airport

33

Tons

Najran Airport

39

Tons

Rafha Airport

0

Tons

Sharurah Airport

0

Tons

Turaif Airport



0

Tons

2.4 Key Works & Achievements

4- Aviation Investigation Bureau Statistics




Reports received by Aviation Investigation Bureau in 2023 compared to 2022:

| Year |  Accident |  Serious Incident |  Incident |  Other Reports | Total |
|------|--|--|--|---|-------|
| 2022 | 3 | 0 | 248 | 1,510 | 1,761 |
| 2023 | 2 | 7 | 355 | 2,025 | 2,389 |

Recommendations issued by the Bureau in 2023 compared to 2022:

| Year |  Serious Incident |  Independent Safety Recommendations | Total |
|------|--|--|-------|
| 2022 | 9 | 1 | 10 |
| 2023 | 15 | 6 | 21 |

Investigations made by the Bureau in 2023 compared to 2022:

| Year |  Accident |  Serious Incident |  Incident | Total |
|------|--|--|--|-------|
| 2022 | 3 | 0 | 15 | 18 |
| 2023 | 1 | 2 | 14 | 17 |

Reports issued by the Bureau in 2023 compared to 2022:

| Year |  Appendix 13 |  Limited Reports |  Initial Reports |  Safety Concerns | Total |
|------|---|---|---|---|-------|
| 2022 | 1 | 4 | 3 | 1 | 9 |
| 2023 | 4 | 3 | 2 | 2 | 11 |

2.4 Key Works & Achievements

5- Human Capital Development

Scholarships and delegations

| Data | Scholarship/Delegation | | | Graduates | | |
|------------|------------------------|---------------|-----------------------------|---------------|---------------|-----------------------------|
| | Target number | Actual number | Actual to target percentage | Target number | Actual number | Actual to target percentage |
| Bachelor's | - | - | - | - | - | - |
| Master's | 4 | 4 | 100% | - | - | - |
| PhD | - | - | - | - | - | - |
| Total | 4 | 4 | 100% | - | - | - |

Persons enrolled in the training programs:

| Data | Enrolled | | |
|------------------------|----------|----------|-------------------------------|
| | Target | Achieved | Achieved to target percentage |
| Administrative courses | 844 | 808 | 96% |
| Specialized courses | 657 | 627 | 95% |
| Leading courses | 117 | 109 | 93% |
| Total | 1,618 | 1,544 | 95% |

Number of Scholarship employees to obtain master's degree (4) employees, as follows:apital Development



Risk Management and Safety Sciences
- Specialization changed



Public policy management



Drones systems science



National security

2.4 Key Works & Achievements

6- Social activities, conferences, awards, and international and local certificates

First - Social activities and conferences:

► **To enhance its role in the field of civil aviation, the General Authority of Civil Aviation participated and represented the Kingdom in a number of local, regional and international conferences, seminars and committees, including:**

14 Local, regional and international conferences,

6 International meetings,

29 joint committees

During the year 2023, the key of which were:

► **The Kingdom's participation in the supervisory committee conference**

For the African Plan (Aviation Security Week for Africa), held in the Kenyan capital (Nairobi).

► **The Kingdom's participation with a delegation of specialists**

And Saudi air navigation services at the Air Navigation World conference, which was organized by ICAO at its headquarters in Montreal.

► **The Kingdom's participation in a delegation from several entities, including the General Authority of Civil Aviation**

At the 18th ICAO Symposium to identify travelers (TRIP), and the joint biometrics forum with the International Criminal Police Organization (INTERPOL) at the organization's headquarters in Montreal.

► **The Kingdom's participation in the fifty-eighth meeting of Directors General of Civil Aviation**

For the countries of the Asia-Pacific region, which was held in the Bangladeshi capital, Dhaka, during which it was announced that the Custodian of the Two Holy Mosques donated USD **(1,000,000)** to ICAO to support the program and initiative (Leaving No Country Behind), and allocated USD **100,000** for the search and rescue system in small island developing states in the Pacific Ocean. These donations are one of the most important soft power factors that benefit the Kingdom. The Kingdom participated in these meetings with an information paper on the development of the safety program in the Kingdom of Saudi Arabia.

► **The Kingdom's participation with a high-level delegation**

included a number of government sectors, including the General Authority of Civil Aviation and parties related to security and cybersecurity during the EPCAO Security Week on aviation security and cybersecurity of the Civil Aviation Organization Council, which was held at the organization's headquarters in Montreal.

► **The Kingdom's participation with a high-level delegation that included the General Authority of Civil Aviation**

and the Ministry of Energy in the preparatory consultation meetings for the Third ICAO Aviation and Alternative Fuels Conference (ICAO-pre-CAAF/Outcomes Consultations), which was held in Montreal, with the aim of conducting consultations and coordination between countries and bringing together viewpoints.

► **The Kingdom's participation with an official delegation**

in the (DRONE ENABLE CONFERENCE 2023), in the Kingdom of Saudi Arabia.

► **The Kingdom's participation in the regional symposium of the International Civil Aviation Organization**

(ICAO TRIP), which was held in the State of Kazakhstan, with a delegation that included several parties, including the General Authority of Civil Aviation. This regional symposium is considered a continuation of the main symposium of the ICAO program for identifying travelers (ICAO TRIP).

► **GACA's participation in the Third ICAO Aviation and Fuel Conference (3/CAAF)**

in Dubai, United Arab Emirates, organized by the International Civil Aviation Organization (ICAO), as the conference is an important platform for discussing the future of aviation fuel of all types, and coming up with decisions aimed at achieving climate neutrality (Zero) in 2025, in compliance with the resolution of the (41st) ICAO General Assembly for the year 2022.

► **The Kingdom's participation with a delegation that included several parties, including the General Authority of Civil Aviation, in the thirtieth meeting of the Council of Members of the Public Key Directory (ICAOPKD) in the Curacao**

Which is considered the safest by ICAO for verifying electronic passports at the borders (ePassport), and the meeting is considered a continuation of the previous meetings in this regard to discuss and apply this guide system to the largest possible number of countries and re-elect the seven countries of the Council's Board of Directors.

2.4

Key Works & Achievements

Second - Local and international awards and certificates:



► For the second time in a row, 3 airports achieved advanced positions among the top 50 international airports in the Skytrax program, namely:

- King Khalid International Airport in Riyadh advanced to rank (27) in 2023 compared to the previous rank (29) in 2022.
- King Abdulaziz International Airport in Jeddah advanced to rank (41) in 2023 compared to rank (44) in 2022.
- King Fahd International Airport in Dammam advanced to rank (44) in 2023 compared to rank (50) in 2022.



► A number of the Kingdom's airports have obtained the Airport Customer Experience Accreditation Certificate from Airports Council International, which are:

First Level

- King AbdulAziz International Airport in Jeddah.
- Arar International Airport.
- Al-Ula International Airport.
- Prince Sultan bin Abdulaziz International Airport in Tabuk.

Second Level

- King Khalid International Airport in Riyadh
- King Fahd International Airport in Dammam.



► National carriers continue to be in the list of the top 100 air carriers in the world, in the Skytrax rankings for the year 2023, which are:

- Saudi Air is ranked (23), improving by 11 places compared to 2022.
- Flynas is ranked (51), improving by 7 places compared to 2022.



► Key certificates obtained:

- Achievement of ISO 9001 certification from the British Center for Quality Standards (BSI) without any comments, which expresses the strength of the quality system developed and its level during the year.



► For the second time in a row, 3 airports achieved advanced positions among the top 50 international airports in the Skytrax program, namely:

Main awards

Abha International Airport won the main award

► for the comprehensive assessment of the quality of airport services - the category of international airports from 2 million to 5 million passengers annually.

King Khalid International Airport in Riyadh

► achieved the main award for the comprehensive assessment of the quality of airport services - international airport category more than 15 million passengers annually.

Secondary awards

Najran Airport won 3 awards:

► Best airport for check-in, Best airport for baggage delivery, and Best improved airport for 2022.

King Khalid International Airport in Riyadh won an award for:

► The best security inspection services.

Prince Mohammed bin Abdulaziz International Airport in Madinah won:

► The main award for the comprehensive assessment of the quality of airport services - the category of international airports from 5 million to 15 million passengers annually.

Najran Airport won the main award for the comprehensive evaluation

► For the quality of airport services - Domestic Airports Category.

King Fahd International Airport in Dammam won two awards:

► Best airport for customs inspection services, and best services for people with disabilities.

Prince Naif bin Abdulaziz Airport in Al-Qassim won the main award for the comprehensive evaluation

► for the comprehensive assessment of the quality of airport services - the category of international airports from less than million passengers annually.

Prince Mohammed bin Abdulaziz Airport in Madinah won:

► Best airport for passport services.

2.4 Key Works & Achievements

7- GACA Key VRP Related Works



Approving requests to fund the National Industrial Development and Logistics Program initiatives.

Empowering and supporting GACA's sectors in implementing the General Authority of Civil Aviation's strategy to achieve results and create impact.

Approval of funding requests for the following initiatives:



1. Establishing and developing the Integrated Logistics Bonded Zone at King Khalid International Airport, the first phase

The contract has been concluded and the initiative is under construction. The financing amount has been transferred to the account of the Matarat Company.



2. Establishment and development of the Integrated Logistics Bonded Zone at King Khalid International Airport, phase two

(Contracted, implementation stage).



3. A project to develop a comprehensive digital platform to serve GACA's customers

in its various sectors and to facilitate procedures (and improve performance). The contract was signed with Elm Company.



4. Study the Strategy of King Abdulaziz International Airport

(Contracted, implementation stage).



5. Evaluating the Kingdom's airports and travelers' experience to determine service levels

(Implementation Stage).



7. Security buildings

(Contracted, Implementation Phase).



9. National Center for Air Cargo Security

(Tendering).



6. Providing security requirements for airports, the first stage

(Completed Project).



8. Establishment of Aviation Investigation Bureau laboratories

(Contracted, Implementation Stage).



10. Security services project to detect air transport shipments

(Tendering).

2.4 Key Works & Achievements

7- GACA Key VRP Related Works



11. Developing the digital transformation strategy for the General Authority of Civil Aviation.



12. The future concept of Saudi airspace (Contracted, Implementation Stage).



Approval of requests for funding Pilgrimage Service Program initiatives:

Empowering and supporting GACA's sectors in implementing the General Authority of Civil Aviation's strategy to achieve results and create impact.

1. Re-engineering procedures, updating air transport systems, and studying the development of joint management system of Pilgrims ports (Completed).
2. Developing the digital system to manage and follow up on the movement of the pilgrims in the contact points inside the airport (Contracting Phase).



13. Developing a reconnaissance information network (Contracted, Implementation Stage).



Assigning new initiatives to National Industry Development and Logistics Program.

Empowering and supporting GACA's sectors in implementing the General Authority of Civil Aviation's strategy to achieve results and create impact.

Assigning the following initiatives:

1. Security services project to inspect air transport shipments.
2. The National Center for Air Cargo Security Project
3. National Conference of Civil Aviation Project (2024)

Overview on GACA Current Situation

- 3.1 Organization Structure
- 3.2 Manpower Current Situation
- 3.3 Project Contracts & Work Progress
- 3.4 Private Sector Contributions to GASA Works



03

3.1 Organization Structure



3.1 Organization Structure

An introductory overview of GACA'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. It 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: Passenger First.

Strategy and Business Intelligence

A sector that supervises the implementation of the initiatives and projects of the National Aviation Strategy and GACA's corporate strategy, in coordination with internal sectors and external parties within the aviation system. This is to achieve the desired goals and the main performance indicators of the strategy, as well as carrying out the tasks of managing external communication, including marketing, managing events and conferences, and the media center. It also carries out, through the Data Management and Decision Management Office, the task of data governance, management, use of data, and preparing statistical indicators, as well as the development of business intelligence panels based on strategic, regulatory, operational, financial, and supervisory needs. In addition, the sector includes the Privatization Enablement Department, which follows up on the progress of airport privatization, ensures the availability of organizational support, generates opportunities for a partner program, and supports decision making through data analysis and business intelligence development.

Shared Services

A sector that aims to provide support and assistance to the GACA's sectors, and enables it to achieve its strategic and operational goals through several important areas, including human capital, finance, budget, revenues, investment, procurement, facility services, security and safety. It also works to achieve financial sustainability and develop work environment, and raise the rate of job satisfaction and loyalty.

Economic Policies and Logistics Services

A sector whose mission is to determine economic policies, establish economic regulations and legislation for the civil aviation sector, develop economic licensing requirements, implement economic control work in the aviation sector, and develop integrated special logistics zones at airports in the Kingdom.

Air Transport and International Cooperation

A sector responsible for regulating air transport and organizing facilities with regard to civil aviation in the Kingdom. It also works to adapt the appropriate environment to stimulate air transport in all its operational modes (regular / occasional), especially with regard to Hajj and Umrah flights, and permits for flights operated in the Kingdom, after completing operational requirements. It clarifies the Kingdom's position in international arenas and platforms to protect its interests and empower it in the field of civil aviation at the regional and international levels, through building strategic relationships, signing international agreements and treaties with countries, and ensuring appropriate representation in the regional and international organizations and joint committees in civil 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 national level between government security agencies and at international level between GACA and its counterparts in sister countries in the field of civil aviation security. The sector also supervises securing infrastructure and security equipment with quality and specifications consistent with international standards, issues professional licenses, and supervises the qualification and training of national human cadres in the field of aviation security.

Aviation Safety and Environmental Sustainability

A sector in charge of the policies and procedures that ensure the safety of the Kingdom of Saudi Arabia's aviation sector. The sector's scope of work encompasses updating laws and regulations to reflect advancements in international aviation safety systems, as well as issuing and renewing licenses, accreditations, and certificates for the safety of the civil aviation industry in compliance with legal requirements.

It monitors and ensures the highest standards of aviation safety and elevates the level of environmental sustainability through routine inspections. In addition to working to raise the civil aviation industry's share of the Kingdom's GDP, the sector takes part in the development of the General Authority of Civil Aviation's strategy.

Bureau of Aviation Investigations

A sector that contributes to enhancing civil aviation safety by conducting accident and incident investigations, and organizing reliable, impartial, and independent safety studies. In 2022, the Council of Ministers issued Order No. (340) dated 05/05/1444 AH stipulating the establishment of the National Center for Transportation Safety, as an independent body concerned with transportation safety and investigation in accidents and incidents involving air, sea, and rail transportation, under the supervision of the Board of Directors of the National Center for Transportation Safety. With the activation of the Center, the duties of the Aviation Investigations Bureau will be transferred to the National Center for Transportation Safety.

3.1 Organization Structure

General Department for 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.

General Department for Governance, Compliance, Risk and Business Continuity

A department that ensures that the roles performed by GACA are based on legislation, policies and rules which provide a disciplined framework to enable GACA to achieve quality and excellence in performance. It takes all necessary steps to build a risk register and constantly update it, to direct employee behaviors and decisions towards the desired standards, and to integrate the tasks and responsibilities of the risk management and business continuity within GACA's activities. This is to achieve the desired results, to move from a reactive model to move from reaction to a proactive outlook, to prepare a plan to ensure applicable business continuity in line with the policies of the National Risk Council, and to operate a disaster and crisis follow-up center.

General Department for 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 GACA. 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, GACA's property and its employees, as required to perform its mandates.

General Department for Legal Affairs

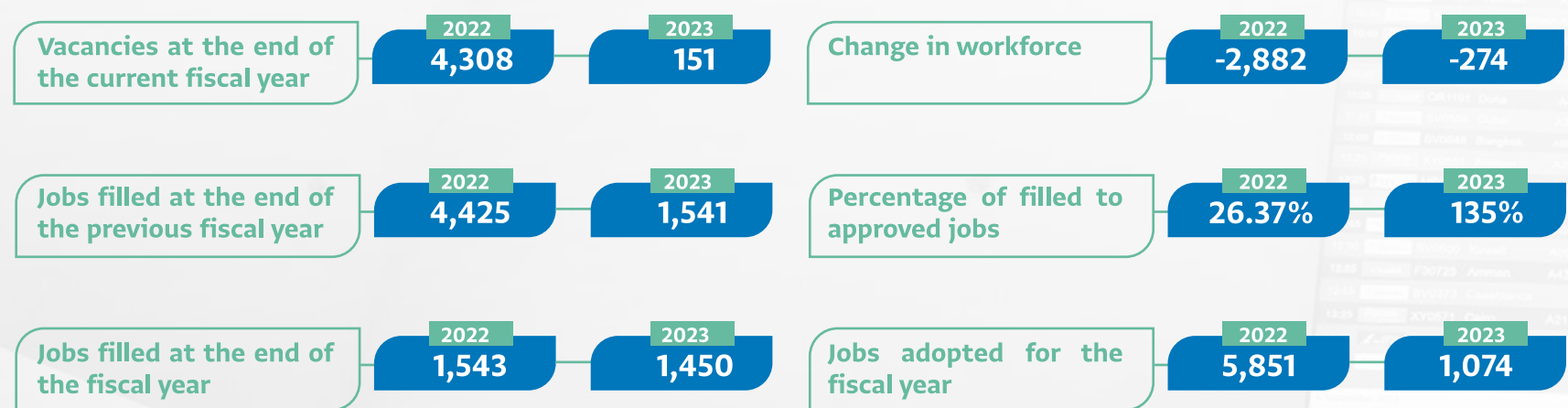
A department concerned with all responsibilities related to providing support and legal advice to all sectors, airports and departments of GACA. Its responsibilities include studying the rules, regulations, contracts and agreements referred to by all sectors and departments and giving a legal opinion regarding the inquiries referred to it. The department studies the topics in an integrated legal manner in accordance with the applicable regulations. It also defends GACA in all cases, those brought by GACA, or those brought against GACA in the various relevant courts of the Kingdom, with the aim of ensuring and protecting the interests and rights of GACA.

Saudi Academy of Civil Aviation

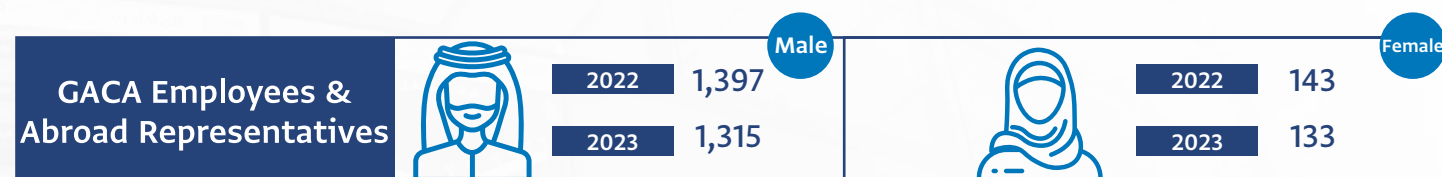
A leading educational entity in the Kingdom that was established in 1962 as a technical training institute, and in 2007 it was transformed into a specialized academy that provides a group of specialized training programs and courses that are compatible with the needs of the aviation sector, and contributes to the qualification and training of working human cadres to support the air transport industry in the Kingdom. It also conducts specialized tests, such as language proficiency tests (ELP) for air crews and firefighting tests. The academy includes 4 training centers: the Air Navigation Services and English Language Proficiency Training Center, the Fire and Rescue Training Center, the Airport Safety and Operations Training Center, and the Aviation Security Training Center.

3.2 Manpower Current Situation

Manpower Current Situation

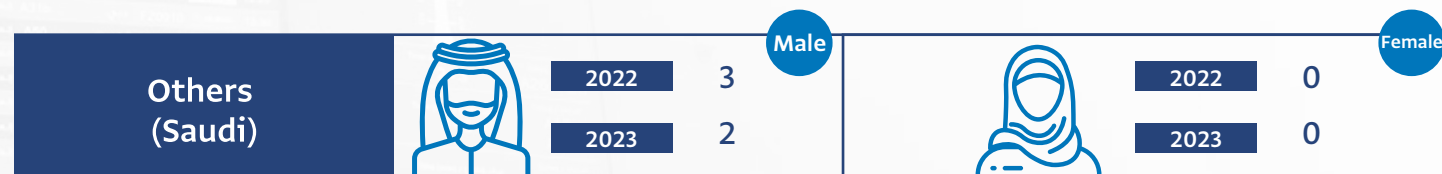


Localization and gender of the workforce

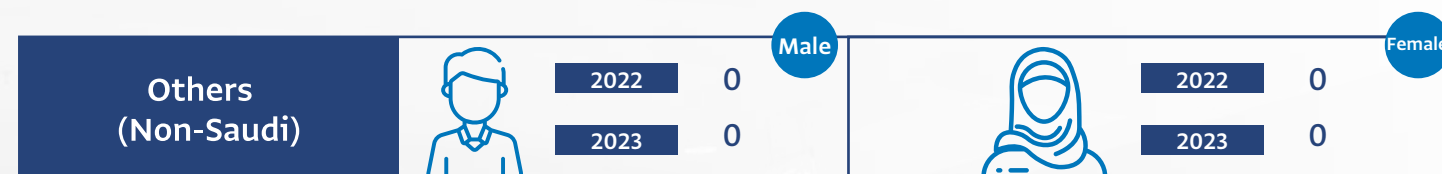


The number included 43 employees of the Aviation Investigations Bureau

The number included 3 employees of the Aviation Investigations Bureau



The number included 1 employee of the Aviation Investigations Bureau



Jobs



Total



3.3

Project Contracts & Work Progress

Vision 2030 realization related projects

| Contract name/number | Contract type | Completion (%) |
|--|---------------|----------------|
| Re-engineering procedures, updating air transport systems, and studying the development of the joint management system for pilgrimages ports. | Vision 2030 | 100% |
| Project re-engineering procedures, developing appropriate service level agreements, associated monitoring and implementation mechanisms, to ensure the best services provided by entities operating at airports. | Vision 2030 | 30% |
| Developing a comprehensive digital platform to serve GACA's clients in its various sectors, facilitate procedures, and improve performance. | Vision 2030 | 100% |
| Developing a survey information network. | Vision 2030 | 10% |
| The future concept of Saudi airspace. | Vision 2030 | 10% |
| A project to establish and develop the laboratories of the Aviation Investigations Office. | Vision 2030 | 23.11% |
| Construction of the National Center for Air Cargo Security building in Riyadh. | Vision 2030 | 5% |
| A project to establish and develop the laboratories of the Air Accident Investigation Office. | Vision 2030 | 23.11% |

| Contract name/number | Contract type | Completion (%) |
|--|---------------|----------------|
| Construction of the National Center for Air Cargo Security building in Riyadh. | Vision 2030 | 5% |
| Providing inspection devices for transit air cargo. | Vision 2030 | 5% |
| Developing the digital system to manage and follow up on the movement of contact points within the airport (25). | Vision 2030 | 14.26% |
| Developing the digital system to manage the movement of pilgrims and follow up on them at contact points inside the airport. | Vision 2030 | 19.16% |
| Establishing and developing the Integrated Logistics Zone at King Khalid International Airport - the first phase. | Vision 2030 | 67% |
| Establishing and developing the Integrated Logistics Zone at King Khalid International Airport - the second phase. | Vision 2030 | 39% |
| A contract for a project on security needs for the Air Force at airports. | Vision 2030 | 66.23% |

3.3

Project Contracts & Work Progress

Strategic projects

Signed project contracts, their topics, costs and workflow compared to the Agency's vision realization strategic plan

| Contract name/number | Contract type | Completion (%) |
|---|---------------|----------------|
| A project to review and detail the National Aviation Strategy and update the institutional strategy of the General Authority of Civil Aviation. | Strategic | 10.0% |
| A consultancy study project to activate the general management of institutional excellence and the second phase of developing and improving work procedures for the General Authority of Civil Aviation. | Strategic | 0% |
| A contract for the project of guide, controls, and documents for auditing and compliance with the Integrated Special Logistics Zones systems. | Strategic | 0% |
| Supply chain impact assessment project. | Strategic | 100% |
| A project to determine the mechanism for implementing and applying updated and new economic regulations, and to develop the mechanism for issuing economic licenses, and improve the investor experience. | Strategic | 9.0% |
| A project to appoint an external auditor for the final account and financial statements of the General Authority of Civil Aviation for the years 2021 - 2022 . | Strategic | 100% |
| A contract for a project to develop the governance, compliance, risk and business continuity model. | Strategic | 26.2% |

| Contract name/number | Contract type | Completion (%) |
|---|---------------|----------------|
| A contract for a project to update the executive regulations to protect customers' rights. | Strategic | 100% |
| Study to review the legal framework for air freight regulations, special economic zones, logistics sector and special economic zones. | Strategic | 100% |
| A contract for a project to study special economic zones in the Kingdom's airports. | Strategic | 100% |
| Contract for the electronic platform project for the integrated logistics special zones. | Strategic | 24.0% |
| A project to develop a strategy to enable customization based on the aviation sector strategy. | Strategic | 97.7% |
| A contract for the project of the system of operational performance standards at airports and air carriers. | Strategic | 65.6% |
| Project to study the financial sustainability of the General Authority of Civil Aviation. | Strategic | 92.4% |

3.3

Project Contracts & Work Progress

| Contract name/number | Contract type | Completion (%) |
|--|---------------|----------------|
| Updating the regulations of employees of the General Authority of Civil Aviation and its annexes. | Strategic | 100% |
| A competition project to build a comprehensive program for evaluating national carriers. | Strategic | 100% |
| Preparing controls and mechanisms to overcome potential obstacles to the entry of maintenance, repair and operation (MRO) and original equipment manufacturing (OEM) companies into the Kingdom of Saudi Arabia. | Strategic | 28.8% |
| A contract for the project to develop the systems, strategies and operational framework of the Economic Monitoring Department. | Strategic | 100% |
| A contract for the project to review and modernize economic regulations to improve efficiency and attract foreign direct investment. | Strategic | 100% |
| A project to develop an environmental sustainability plan for civil aviation and reduce greenhouse gas emissions. | Strategic | 100% |
| A project to print national programs for civil aviation security. | Strategic | 100% |

| Contract name/number | Contract type | Completion (%) |
|---|---------------|----------------|
| Advanced Air Mobility Roadmap Project. | Strategic | 90.4% |
| A framework agreement to provide consulting services for the project to rebuild aviation safety regulatory frameworks - the first phase. | Strategic | 100% |
| Providing consulting services for the National Safety Program project (within the framework agreement to provide consulting services for the project to rebuild regulatory frameworks for aviation safety - the first phase). | Strategic | 57.1% |
| A project to provide consulting services to establish and activate the management of special projects in the strategy and business intelligence sector. | Strategic | 20% |
| Developing a strategic digital transformation strategy for the General Authority of Civil Aviation. | Strategic | 28% |
| A project to develop and launch a human capital development plan for the aviation sector. | Strategic | 30% |
| A project to provide consulting services to establish and activate the Personalization Enablement Department in the strategy and business intelligence sector. | Strategic | 40% |

3.3

Project Contracts & Work Progress

| Contract name/number | Contract type | Completion (%) |
|---|-------------------------|----------------|
| Establishing a specialized team to lay the foundations for implementing the aviation sector strategy to ensure quality implementation. | Strategic | 100% |
| A project to study the strategy of the Saudi Academy of Civil Aviation and align it with the air transport strategy in accordance with Saudi Vision 2030, and to study the allocation of the Saudi Academy of Civil Aviation as a profit or non-profit company. | Strategic | 100% |
| Organizing the ICAO Air Services Negotiation Event (ICAN) in the Kingdom of Saudi Arabia in December 2022. | Operational | 2.7% |
| Activate Business intelligence project. | Studies and Supervision | 1.6% |
| Conducting a consultancy study project to develop and improve the internal and external work procedures of the General Authority of Civil Aviation. | Studies and Supervision | 100% |
| A contract for the project of the communication plan for the aviation sector strategy at the General Authority of Civil Aviation. | Strategic | 100% |

3.3

Project Contracts & Work Progress

Operational Projects

| Contract name/number | Contract type | Completion (%) |
|--|---------------|----------------|
| Cybersecurity Program Services Project (Phase Two) | Operational | 45.3% |
| A project to upgrade and modernize shared services systems for cloud computing - the second phase. | Operational | 82% |
| Supply and establishment of a data encryption system for database tables. | Operational | 84.5% |
| A competition for the technical support system project for user services. | Operational | 100% |
| A project to develop updates and provide technical support for the intermediate system (Sarf). | Operational | 49.2% |
| A project to upgrade and develop communications systems protocols for infrastructure networks. | Operational | 85.5% |
| A project to modernize and support Oracle cloud systems, phase two. | Operational | 100% |
| A project to align administrative communications (ETS) with the new structure. | Operational | 100% |
| A project to modernize and develop permit systems and linking mechanisms with external entities. | Operational | 97% |

| Contract name/number | Contract type | Completion (%) |
|---|-------------------------|----------------|
| A contract for the project to provide and operate the unified communication system service to take care of the customers of the General Authority of Civil Aviation. | Operational | 100% |
| A competition for a project to translate laws, regulations and requirements for the business sector. | Operational | 90% |
| Cape Town Agreement Project 2001. | Studies and Supervision | 98% |
| A project to provide and operate a unified communication system service to care for customers of the General Authority of Civil Aviation. | Operational | 13.3% |
| A project to develop billing systems and the unified electronic payment portal. | Operational | 63.9% |
| Supplying control and monitoring systems, and infrastructure automation. | Operational | 83.8% |
| A project to renew technical support for the internal correspondence system. | Operational | 27% |
| A contract for the project to establish (5) purification stations, with capacity of (20) m3/day each. | Construction | 21.6% |
| A contract for the project to establish a reserve water tank with a capacity of (150,000) liters, and a fire water tank with a capacity of (350,000) liters, with pumps, in the Royal Terminal at King Abdulaziz International Airport in Jeddah. | Construction | 45% |

3.3

Project Contracts & Work Progress

| Contract name/number | Contract type | Completion (%) |
|--|---------------|----------------|
| A contract for the project to replace central air conditioning units in the Royal Terminal at King Abdulaziz International Airport in Jeddah. | Operational | 24.7% |
| Transporting and returning furniture from the Royal Terminal at King Fahd bin Abdulaziz International Airport in Dammam to the Royal Terminal at King Abdulaziz International Airport in Jeddah. | Operational | 100% |
| Preparing designs and soil tests for the rehabilitation project of the Royal Terminal at Prince Muhammad bin Abdulaziz International Airport in Madinah (first phase). | consulting | 19.8% |
| Project to replace escalators and elevators in the Royal terminal at King Abdulaziz International Airport in Jeddah. | Operational | 10.8% |
| A project to supply and install backup generators and change the lighting system to LED technology for the Royal Terminal at King Khalid International Airport in Riyadh. | Operational | 19% |
| A project to replace air conditioning units and water coolers in the Royal Terminal at Prince Muhammad bin Abdulaziz International Airport in Madinah | Operational | 13.8% |
| A project to establish (5) water stations for the following Terminals (Riyadh - Jeddah - NEOM - Tabuk - Al-Wajh). | Construction | 3% |
| Competition to purchase and supply computers, accessories and software | Operational | 100% |
| Mobile device management software application project VMWare Workspace ONE. | Operational | 100% |

| Contract name/number | Contract type | Completion (%) |
|--|-------------------------|----------------|
| A project for the operation, maintenance, cleaning and landscaping services for the Royal Terminals Complex at King Abdulaziz International Airport in Jeddah. | Operational | 27% |
| A project to modernize (2) passenger bridges in the Royal Terminal at King Abdulaziz International Airport in Jeddah. | Operational | 34% |
| A project to supply purple lavender royal carpets for official receptions. | Operational | 81.7% |
| Providing television surveillance systems in the Royal Terminal at King Abdulaziz International Airport in Jeddah. | Operational | 100% |
| A project to prepare, design, produce and print the annual report of the General Authority of Civil Aviation for 2023. | Studies and Supervision | 67.5% |

3.4

Private Sector Contributions to Finance GACA Works

► Establishment of the new Taif Airport

Approval to partially finance the project by the Ministry of Finance, provided that a feasibility study is submitted according to their requirements.

► Expansion of Hail and Qassim International Airports

The project will start as soon as the Spending Efficiency and Government Projects Authority approves the funding.

► Expansion of Abha International Airport

Completion of the development of the feasibility study regarding the expansion of Abha International Airport, in preparation for the design approval by the Supreme Committee for Transport and Logistics Services.

► Expansion of Prince Mohammed bin Abdulaziz Airport in Madinah

Starting the Prince Mohammed bin Abdulaziz Airport expansion project at a cost of, bringing the capacity to 17 million passengers.

Aviation Ecosystem Companies

- 4.1 Saudi Air Navigation Services (SANS)
- 4.2 Altanfeethi Company
- 4.3 Matarat Holding Company
- 4.4 Jeddah Airports Company
- 4.5 Riyadh Airports Company
- 4.6 Dammam Airports Company
- 4.7 Cluster 2 Company
- 4.8 Tibah Airports Company
- 4.9 Special Integrated Logistics Zone Company



04

4.1

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.

The company provides safe and efficient services in line with international standards for air navigation service providers, implements new and proactive methodologies in safety and security, and provides services to customers in line with the highest international standards. It aims to 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.



SANS

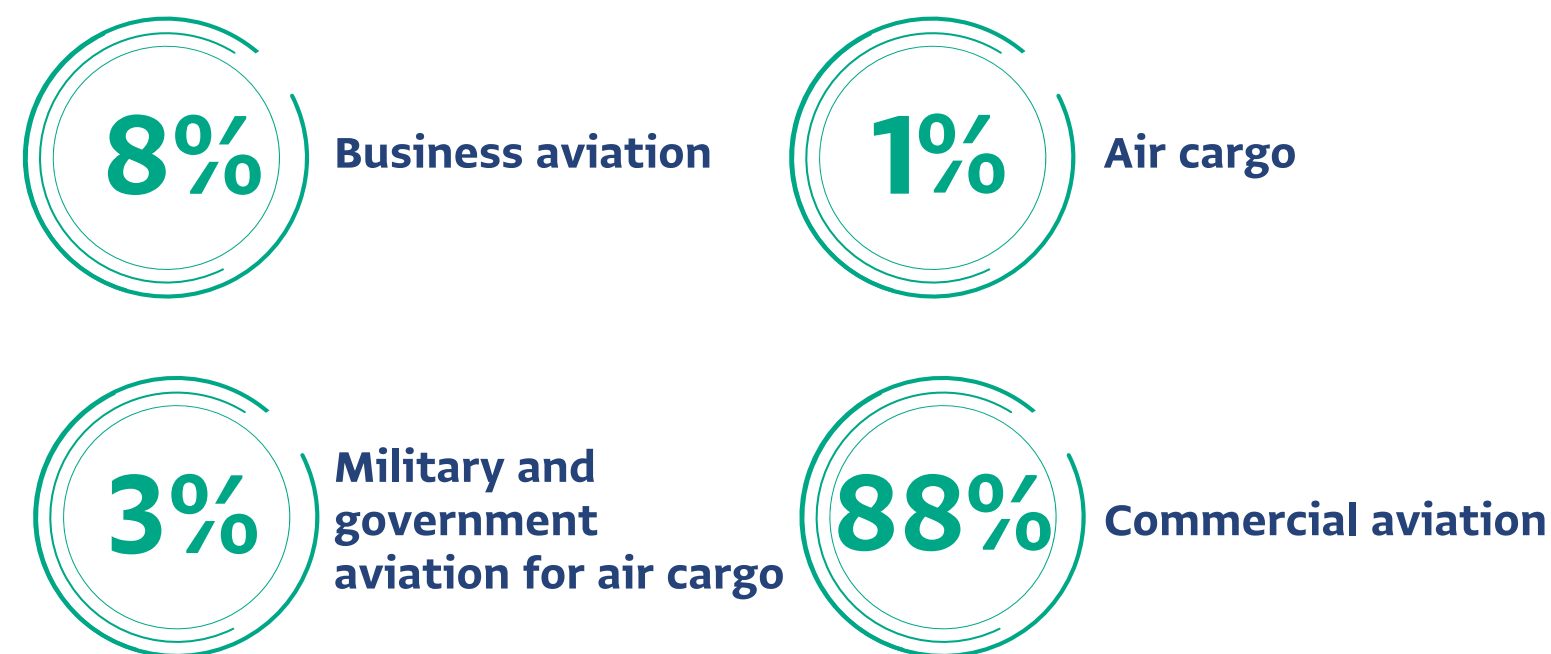
خدمات الملاحة الجوية السعودية
Saudi Air Navigation Services

4.1 Saudi Air Navigation Services (SANS) Company

Key clients:

| | | |
|---|--|--|
| <p>Saudi Airlines</p> <p>Flights 21%</p>  | <p>Flynas</p> <p>Flights 10%</p>  | <p>Flyadeal</p> <p>Flights 6%</p>  |
| <p>Qatar Airways</p> <p>Flights 6%</p>  | <p>EgyptAir</p> <p>Flights 3%</p>  | <p>Fly Emirates</p> <p>Flights 3%</p>  |
| <p>Flydubai</p> <p>Flights 3%</p>  | <p>AirArabia</p> <p>Flights 3%</p>  | <p>Turkish Airlines</p> <p>Flights 2%</p>  |
| <p>Jazeera</p> <p>Flights 2%</p>  | | |

(46%) domestic airlines air traffic compared to (54%) foreign airlines, as follows:



Number of air traffic flights for 2023:
836,226



4.1 Saudi Air Navigation Services (SANS) Company

Air Navigation Systems Infrastructure

Saudi Air Navigation Services (SANS) operates more than **1,300** advanced auxiliary equipment, applies the latest technology to provide high-level maintenance services covering **57** sites across all sectors of the Kingdom, and is managed by eminently qualified staff and adheres to the highest standards of quality and safety requirements.

Geographical Presence

| Sector | Number of sites |
|------------------------|-----------------|
| Western region sector | 18 |
| Central region sector | 11 |
| Eastern region sector | 10 |
| Southern region sector | 10 |
| Northern region sector | 8 |
| Total | 57 |

Technical performance indicators

| Indicator | Completed |
|------------------------|-----------|
| SYSTEM AVAILABILITY | 99.85% |
| SERVICE AVAILABILITY | 99.88% |
| Preventive maintenance | 10,494 |
| Corrective maintenance | 1,899 |

Presence Type

| Presence Type | Number of sites |
|-------------------|-----------------|
| Airports | 29 |
| Military airports | 10 |
| Other | 18 |
| Total | 57 |

4.1 Saudi Air Navigation Services (SANS) Company

Key achievements:

▶ Winning second place globally in the Airspace Management Award

for the year 2022 for the dual air traffic management system project to ensure business continuity, from the Civil Air Navigation Services Organization (CANSO) in cooperation with Air Traffic Management (ATM) Magazine.

▶ Obtaining the Best Place to Work certificate

for the year 2024, in third place in the category of (large companies - 1000 employees or more) among 26 major companies, and twelfth place for all categories out of 105 participating companies.

▶ Increasing the capacity of Saudi airspace

in line with global developments, by raising the level of control over Saudi airspace to 60,000 feet in 2023, as part of the objectives of the Saudi Future Airspace Concept (SFAC) Project

▶ Launching NERA company, the business arm

to establish a company that works in technical and innovative solutions with the aim of marketing innovative products globally.

▶ Signing an agreement with NATS

to enhance the capacity of King Khalid International Airport in Riyadh.

▶ Obtaining the Top Employer Certificate

according to the certificate's classification, in order to implement the best practices related to human resources and employee experience among (121) countries participating in the survey.

▶ Obtaining ISO certificate (9001:2015)

in the quality of administrative work, emphasizing the reliability of all the company's operations and services with safety and high quality.

▶ Obtaining Content Certificate

from the Local Content and Government Procurement Authority, emphasizing the company's role and effort to develop local content and enhance development and financial goals that support national strategies.

▶ Obtaining (CANSO LEVEL C)

from the Civil Air Navigation Services Organization as a standard of excellence in safety management system.

▶ Improving operational procedures and increasing capacity

so the number of developed procedures reached more than 70, in addition to raising the capacity of King Abdulaziz International Airport in Jeddah from (56: 82) air movements per hour, and King Khalid International Airport in Riyadh from (33: 56) air movements per hour.

▶ Launching training programs leading to employment

in air traffic control and navigation systems maintenance, with the aim of qualifying and training the Saudi citizens and providing them with specialized job opportunities. The number of beneficiaries reached 131 people from both genders.

▶ Launching the "SANS Fikrahthon" competition

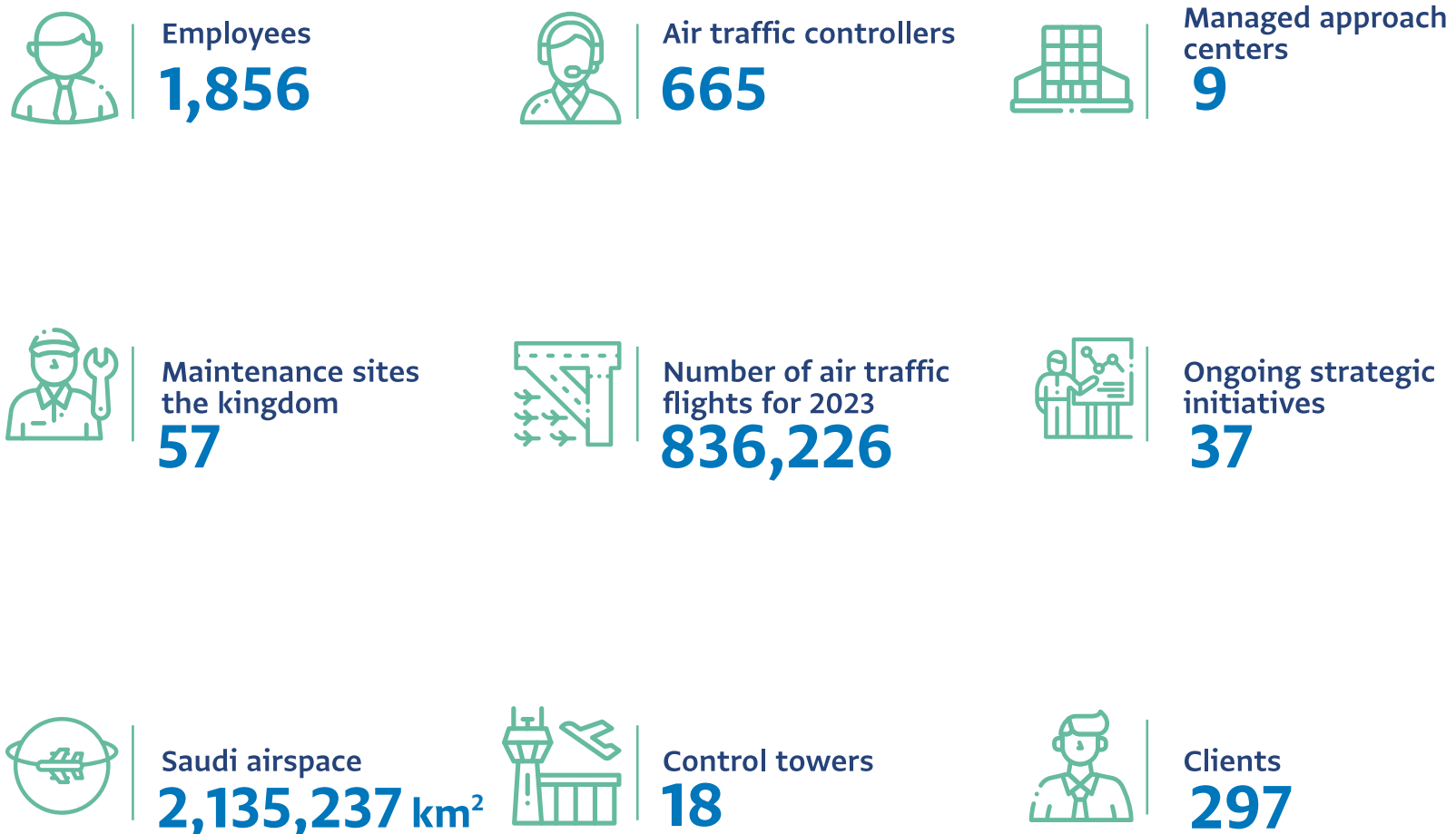
with the aim of qualifying and employing Saudi university students and highlighting their creative capabilities in finding solutions that serve the field of air navigation. 36 male and female students were accepted from 8 Saudi universities out of 655 male and female students who applied for the competition from 37 universities around the Kingdom.

▶ Launching the search and rescue system

via medium-orbit satellites (ME-OSAR), which is the latest in the world in the field of search and rescue. The system has been approved and passed the tests of the Spanish Center in its capacity as supervisor of the central-southern information distribution region of the world.




4.1 Saudi Air Navigation Services (SANS) Company

Saudi Air Navigation Services (SANS) in figures:



Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|---|-------|-----------|-------|--------------|
|  males | 1,687 | 51 | 1,738 | 97% |
|  females | 118 | 0 | 118 | 100% |
|  Total | 1,805 | 51 | 1,856 | 97% |

4.2

Altanfeethi Company

About the Company

The company is responsible for managing and operating all executive terminals and offices in the Kingdom's airports. It was recently established as part of the program to privatize the civil aviation sector in the Kingdom. It includes a huge network of 27 executive VIP terminals, and provides its services at both international and domestic airports in the Kingdom of Saudi Arabia. It also includes many luxury services with the highest quality standards to provide a unique and unforgettable experience for its guests. The company seeks to benefit from a market that is witnessing continuous growth to become the world's leading company, by providing products and services that exceed its guests' expectations.



VISION

Become # 1 executive and private terminal operator and luxurious services provider with a strong international footprint.



MISSION

Jointly, enabling people to live in a world of unmatched Saudi experiences.



التنفيذي
ALTANFEETHI

4.2 Altanfeethi Company

Key achievements:

▶ **Signing a memorandum of understanding and joint cooperation with the Architecture and Design Commission**

It aims to adopt the Custodian of the Two Holy Mosques King Salman Charter for Architecture and Urbanism in highlighting the urban identity, enriching the cultural content, and enhancing the guest experience in the “Altanfeethi” lounges in the Kingdom.

▶ **Signing a cooperation agreement with several universities to provide**

training programs for students of Umm Al-Qura University, Prince Mugrin University, and the Colleges of Excellence for Training to support and enhance young people in professional development and qualify them for the labor market.

▶ **Signing a strategic cooperation agreement with the Ministry of Hajj and Umrah**

to provide awareness brochures in various languages to the company clients when performing Hajj.

▶ **Launching the company's electronic new application**

which comes as a continuation of achieving the company's goals of raising the level of service provided to its clients, automating the services provided, and improving the client experience.

▶ **Developing the area between Terminal 2 and Terminal 3 at King Khalid International Airport in Riyadh**

to keep pace with the development of airport infrastructure, and provide the best services for the company's clients.

▶ **Launching the “Lounge T3” in Commercial Terminals 3 at King Khalid International Airport in Riyadh**

one of the new products of the company, which comes within the framework of its strategic plans, which aim to expand business, enhance competitiveness, and improve the quality of services provided.

▶ **Signing an agreement to provide commercial services with Saudi Airlines**

to diversify product delivery channels, expand the guest base, and provide executive services to Saudi Airlines clients, to provide an exceptional travel experience.

▶ **Signing a partnership with the Saudi Research and Media Group**

one of the leading integrated publishing groups in the MENA region. This is to enhance various partnerships and provide services to its clients in the terminals.

▶ **Obtaining 3 certificates from the International ISO Organization**

in quality, environment, safety and occupational health, after meeting all special requirements. This aims to raise the level of advanced services and achieve operational excellence in accordance with the company's strategy.

▶ **Adding new services to the Company Terminals, as follows:**

luggage transportation, car parking, expanding transportation services, operating duty-free shops in the international terminals, and adding new commercial areas containing food, beverage, jewelry, and breakfast stores in the company terminals.

▶ **Launching the official website for Lounge T3.**

one of its new products that comes within the framework of its strategic plans, which aim to expand business, enhance competitiveness, and improve the quality of services provided to clients.

▶ **Sponsorship of the Saudi Cup Championship with the Horse Racing Club for the year 2023**

more than 650 clients were hosted from more than 13 different destinations.

▶ **Hosting the ninth meeting of the Steering Committee to activate the National Aviation Strategy**

the meeting was held under the chairmanship of His Excellency the president of the General Authority of Civil Aviation, and in the presence of leaders of the aviation system. It reviewed the key developments in the activation of the National Aviation Strategy and the system's achievements during the first half of the current year 2023.

▶ **Signing a memorandum of understanding with the Helicopter Company (THC)**

It aims to research common aspects in the field of air transport and guest transportation services, which comes within the strategic objectives of enriching the clients' experience through the executive terminal at all of the Kingdom's airports.

▶ **Signing a memorandum of understanding with “Brazil Exclusive Travels”**

It aims to expand areas of cooperation, exchange experiences in the field of developing the guest experience, discuss investment opportunities, benefit from successful pioneering experiences, and expand the provision of services to its clients in Brazil.

▶ **Signing a memorandum of understanding with the Royal Institute for Traditional Arts**

it aims to enhance cooperation, exchange experiences, reflect Saudi traditional arts through the company terminals, and support talented Saudi craftsmen.

▶ **Commitment to social responsibility for training university students**

out of its commitment to social responsibility, more than 205 contracts were signed in cooperation with more than 7 universities. This is to equip job opportunities for university students and equip them with required experience .

▶ **Signing commercial services agreement with GoKto Company**

to provide reception and guidance services, including preparing and designing events for individuals and companies and booking activities for the company clients in the European Union and Switzerland, as part of the company expansion strategy.

4.2 Altanfeethi Company

Key achievements:

▶ Launching the smart electronic gates system

the gates were installed in a number of the company terminals based on the digital transformation in all services provided to the company clients, in Riyadh, Jeddah, Madinah, Taif, and Tabuk.

▶ Obtaining 3 operating licenses - GACAR-151

to provide ground services to three new stations in Jeddah, Dammam, and Madinah

▶ Launching the digital membership card

based on the digital transformation in all services provided to the company clients, membership cards have been converted into digital cards.

▶ The company achieved first place and won the Best Customer Experience Award

for the second year in a row. The award is given to the best companies in providing their services in the world, where 150 international companies competed at Customer Experience Live Show in London.

▶ Signing a strategic sponsorship contract for hospitality and reception of the guests of Riyadh Season

as the company is committed to contributing to achieving the goals of the joint strategy to serve Riyadh Season guests and provide an ideal travel experience through its terminals.

▶ Participating, as a strategic sponsor, in the presentation accompanying the ICAO Air

services Negotiation Event (ICAN 2023), with the aim of organizing and managing the air transport sector, with the participation of a number of countries.

▶ Developing the executive terminal at Taif Airport

the terminal has been 100% redesigned, to accommodate 134 guests per hour, as part of the terminal's rehabilitation plan, and to provide high-end services with the best international standards.

▶ Launching the Company Passion Program

the program aims to empower and develop national skills and competencies and raise the level of localization in the transportation sector.

▶ Developing the executive terminal at Tabuk Airport

the terminal has been 100% redesigned to accommodate 82 guests per as part of the terminal's rehabilitation plan, and to provide high-end services with the best international standards.

▶ Hosting the first Red Sea flight

as a continuation of the successful partnerships and achievement of strategic goals, in partnership with the Red Sea company and Saudi Airlines.

▶ Signing the partnership agreement between Altanfeethi Company and Beyond Company

with the aim of strengthening ways of cooperation and achieving common goals by launching a new flight route between Riyadh and the Maldives through Altanfeethi terminal.

▶ Signing commercial partnership with NAS

and welcome and reception service providers at airports in the Middle East and Europe to provide their services to the company clients.

▶ Launching the new official website

which comes as a continuation of achieving the company's goals in raising the level of service provided to its clients and automating the services provided.

▶ The company participated in receiving the astronauts

in its terminal after their return to the homeland.

4.2 Altanfeethi Company

Company summary in figures:

Number of terminals:
27 Terminals

Number of Atanfeethi clients during the Hajj season for 1444:
42,831 Passengers

Number of Atanfeethi clients during the year:
986,650 Passengers

Number of Atanfeethi clients during Ramadan season:
69,000 Passengers

Number of conferences served by Atanfeethi:
58 Conferences

Manpower:

Number of male and female employees at airports

| | Saudi | Non-Saudi | Total | Saudization% |
|--------------|------------|-----------|------------|--------------|
| males | 559 | 13 | 572 | 97.7% |
| females | 113 | 0 | 113 | 100 % |
| Total | 672 | 13 | 685 | 98.1% |

Training hours at the Saudi Academy of Civil Aviation, and the number of trained employees:

Training Hours:



Trained Employees :



Percentage of trained employees :



4.3

Matarat Holding Company

About the Company

Matarat Holding has a 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 airport operators to ensure that each airport is transformed into a center which 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.



VISION

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



MISSION

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.



مطارات

القايزة

4.3

Matarat Holding Company

Key achievements:

▶ Adopting the new operating model

for the airport sector in the Kingdom, which includes Matarat Holding Company and its role as a strategic leader of the sector, after alignment with the Ministry of Transport and Logistic Services, the General Authority of Civil Aviation, and the Public Investment Fund.

▶ Adopting the new powers matrix

for Matarat Holding Company, and the completion of a study project to raise revenues and reduce costs for airports.

▶ Developing an integrated strategy for airports,

and developing the group's weighted scorecard framework for 2024, in alignment with subsidiaries, in order to raise the operational and financial efficiency of airports.

▶ Launching the operations management office

which aims to raise the level of airport operations, and to reshape and enhance ground handling services, in addition to improving the level of compliance, and unifying safety and security activities.

▶ Start working on the unified customer experience strategy

for all airports, from which outputs and projects will emerge to improve the customer experience at the Kingdom's airports, The most important of which is "the smart traveler experience", and working on an understanding agreement with the Ministry of Investment regarding the customer experience. The Key performance indicators for the customer experience have also been developed for all airports.

▶ Signing consulting services contract (PMO)

with Egis to provide a set of consulting services for a period of 3 years, including project governance and management, developing design standards, and establishing a mechanism to monitor the progress of work in existing and new projects to ensure the quality of support provided to the projects and technical affairs sector.

▶ Providing subscriptions to global data centers

in the field of aviation, for the company's stakeholders and subsidiaries to enable them to develop research and study aviation sector data and business intelligence. A project was also awarded to study the impact of airports' contribution to the local economy.

▶ Organizing the Customer Experience Summit,

for the first time, in coordination with the General Authority of Civil Aviation and the Air Connectivity Authority, in the presence of representatives of customer experience departments in various fields of aviation with the aim of aligning and coordinating the objectives of the National Aviation Strategy 2030 regarding customer experience.

▶ Launching customer experience initiatives

in cooperation with the Saudi Tourism Authority to ensure alignment with the same vision to achieve common goals: establishing a steering team to ensure the readiness of all entities for the "Ready for China" project, and holding weekly and monthly meetings to provide support and guidance on the milestones required to reach the desired readiness.

▶ The master plan of the new Abha International Airport

His Highness Prince Mohammed bin Salman, Crown Prince and Prime Minister, launched the master plan for the new Abha International Airport. Matarat Holding Company, represented by the sectors of projects and technical affairs, privatization, marketing and corporate communication, legal, and shared services, contributed to the success of this work.

▶ Launching the Institutional Resource System Project (SAP)

for Cluster 2 Company and (SLIZ), and starting the work of the digital strategy activation project, which aims to make an assessment of the current situation, create a digital transformation strategy, and define the initiatives and their requirements, in addition to developing policies and procedures for managing information technology and digitization.

▶ The Project to "establish the data office"

which aims to assess the current situation, develop a strategy for the data office, and define initiatives and their requirements, in addition to developing policies and procedures.

▶ Scheduling 787,284 flights

at a rate of 155,857,497 seats for the winter and summer season of 2023 for all airports in the Kingdom, in coordination with the airports and their operational capacity, which constitutes an increase of 14% compared to 2022.

▶ Raising the level of commitment to arrival timing

(Arrival OTP) from 73% in 2022 to 76% in 2023 through periodic coordination with the Kingdom's airports and aviation operators.

▶ The Project to "establish the data office"

which aims to assess the current situation, and then create a strategy for the data office, define initiatives and their requirements, in addition to developing policies and procedures.

▶ Preparing the new building for Matarat Holding Company

technically, launching the new digital channels (for Matarat Holding Company), in addition to launching the internal portal to improve employee services and ease of access to all corporate applications.

4.3

Matarat Holding Company

Key achievements:

▶ Continuous coordination and cooperation with the General Authority of Civil Aviation

on initiatives that serve the customer experience through the customer satisfaction team, within the work of the Executive Committee of the Transport and Logistics Ecosystem during the 1444 Hajj season, as well as cooperating with GACA and other entities to support the establishment of a service quality program for airline companies, in addition to working within the team to improve the experience of people with disabilities.

▶ Signing an agreement with the Saudi Data and Artificial Intelligence Authority (SDAIA)

to document the roles and responsibilities of the stakeholders in airport operation.

▶ Awarding the Jeddah Airports Duty Free Shops Project

and establishing the Saudi Duty Free Company in ongoing coordination and cooperation with the Public Investment Fund regarding the establishment of the Saudi Duty Free Company at the Kingdom level.

▶ Confirming the readiness of the Kingdom's airports for the Hajj season 1444 AH

and planning for the two stages of arrival and departure of 1,592 million pilgrims, through King Abdulaziz International Airports in Jeddah, Prince Mohammed bin Abdulaziz International Airports in Madinah, King Khalid International Airports in Riyadh, King Fahd International Airports in Dammam, and Taif International Airports, with the development of operational plans and coordination with all parties to ensure a distinctive experience for pilgrims.

▶ Activating the command and control center at the airports serving the pilgrims

during the Hajj season 1444 AH, to ensure coordination and alignment between airports and entities related to the pilgrim's journey, and to provide a distinctive travel experience for pilgrims.

▶ Providing support and consultation to the initiatives of subsidiaries for non-navigation activities, such as

Jeddah Airports Company's competition for duty free shops, Cluster 2 Company's competition for duty free and non-customs duty free shops, and Riyadh Airports company's competition for food and beverage activity.

▶ Launching "traveler without bag service" during the Hajj season 1444 AH

which was provided to 680 thousand pilgrims, representing 40% of the total number of pilgrims, departing from King Abdulaziz International Airport in Jeddah and Prince Muhammad bin Abdulaziz International Airport in Madinah via 12 national and foreign air carriers to more than 14 international destinations.

▶ Contributing to the success of the transportation ecosystem's work during the Hajj season 1444 AH

through the supervisory and executive committees, and the leadership and membership of the teams emanating from the Executive Committee for the work of the Transportation Ecosystem.

▶ Preparing and developing the agreement to provide consulting services

for the Project Management Office (PMO), the agreement to provide services for the SAP system, the agreement to provide consulting services for the airport master plan, and the contract for the design of the new Abha Airport terminal.

▶ Opening of the new domestic lounge at Prince Naif bin Abdulaziz International Airport in Qassim

inaugurating the new domestic travel lounge at Prince Naif bin Abdulaziz International Airport in Qassim, under the patronage of His Royal Highness Prince Faisal bin Mishaal bin Saud bin Abdulaziz, Governor of the Qassim Region, and in the presence of the Minister of Transport and Logistics Services, the president of the General Authority of Civil Aviation, CEO of Matarat Holding Company, and CEO of Cluster 2 Company.

▶ Conducting comprehensive review of all feasibility studies (BC) submitted by subsidiaries

reviewing about 400 feasibility studies to ensure that they were carefully studied from a technical standpoint, and to meet current and future needs, in addition to raising the quality of projects and making optimal use of the budget.

▶ Raising the level of commitment to departure timing (Departure OTP)

from 77% in 2022 to 79% in 2023, through periodic coordination with the Kingdom's airports and aviation operators.

▶ Launching an electronic platform to automate internal services

including: (information technology services, human resources, legal consulting, internal and external events management, and general services), with the aim of improving the level of service for all beneficiaries, in addition to preparing the platform to launch services related to the passenger experience through the Kingdom's airports.

▶ Launching the work of the digital system project to monitor passenger movement - (QMS)

and signing an agreement between Matarat Holding Company and the Saudi Data and Artificial Intelligence Authority.

▶ Raising the level of commitment of the National Data Management Office

and creating a detailed report (PowerBi) for the summary of pilgrims for 2023.

▶ The new water and firefighting network project at King Khalid International Airport

inaugurating the new water and firefighting network project at King Khalid International Airport, with the aim of supplying all the airport's buildings and facilities, more than 100 buildings and facilities with a total length exceeding 150 km, with water through a high-tech network equipped with electronic monitoring systems, in accordance with the latest international standards.

4.3 Matarat Holding Company

Key achievements:

▶ Achieving returns on cash investments

with a value of SAR 41.3 million during the year 2023.

▶ Reviewing and developing a unified account tree

for Matarat Holding Company and its subsidiaries for the periodic financial reports.

▶ Issuing the fair value of Terminal (1)

at King Abdulaziz International Airport in Jeddah.

▶ Summarizing the news of the Saudi aviation sector

and its achievements through a weekly video clip entitled: Moments from Airports.

▶ Participation in national activities

it received widespread interaction and admiration on the Foundation Day, the Flag Day, and the National Day.

▶ Organizing an opening ceremony

for the office of Airports Council International in Asia, Pacific and Middle East office in Riyadh.

▶ Launching the role of following up and monitoring financial performance

for Matarat Holding Company and its subsidiaries, through monthly reports targeting (4) main dimensions: revenues, operational costs, profits, and financial performance indicators.

▶ Defining financial performance indicators

and the financial targets of Matarat Holding Company and its subsidiaries for 2023, and measuring them periodically.

▶ Unifying the group's revenue classification

to be in line with the classification followed by the national strategy for the aviation sector.

▶ Leading communication efforts

for launching the master plan for the new Abha International Airport by the Crown Prince.

▶ Announcing the new Abha International Airport

internationally through Burj Khalifa in Dubai and Harrods in London, in conjunction with the International Airshow in Dubai, and the International Tourism Fair in London.

▶ Holding several meetings with media professionals

to build and improve relationships and the mental image of airports and their subsidiaries.

▶ Completing the readiness phase of the asset transfer project

for subsidiaries, and the project to transfer Al-Ahsa and Qaisumah airports to Cluster 2 Company.

▶ Developing air traffic and network

completing a study on developing the air traffic and network in accordance with the national strategy for the aviation sector. The target destinations and routes have been identified, air traffic estimates for the coming years have been prepared, and the main enablers and implementation plan have been identified.

▶ Developing air traffic and network

developing several assumptions to implement the air traffic and network development plan, to support the strategies and capital projects of Matarat Holding Company's subsidiaries.

▶ Updating the work regulations

it aims to enhance cooperation, exchange experiences, reflect Saudi traditional arts through the company terminals, and support talented Saudi craftsmen.

▶ Launching the electronic recruitment website

and contracting with a competency assessment center, in addition to launching a partnership between Matarat Holding Company and WalaPlus to increase the loyalty of the Company's employees.

▶ Attracting 60 male and female employees during the year

and launching leadership development programs in partnership with well-established universities.

4.3

Matarat Holding Company

Key achievements:

▶ Preparing a technical study for the smart traveler system

that identifies technical needs at airports, their specifications, and integration requirements. This study was also aligned with colleagues at the National Information Center and the General Authority of Civil Aviation.

▶ Leading communication efforts

for the airport ecosystem in different seasons, campaigns and participations.

▶ Success and excellence of communication campaigns

for the Saudi airport system during the Hajj and Umrah seasons.

▶ Launching a design competition

With the participation of international and local architectural offices to present the architectural design of Abha International Airport, ensuring alignment with the heritage and nature of the topography of the Asir region. The master plan for the new Abha International Airport was also announced by His Royal Highness Prince Mohammed bin Salman, the Crown Prince and Prime Minister, which aligns with the objectives of the National Aviation Strategy, the National Strategy for Transport and Logistic Services, and the Asir Region Strategy.

▶ Completing the Business Case of Taif International Airport

And submitting it to obtain the approval of the relevant authorities to offer the project to the private sector, and prepare the master plan for the airport in accordance with the objectives of the National Civil Aviation Strategy, and the National Strategy for Transport and Logistics Services.

▶ Developing and launching 4 airports

Which are (Abha, Taif, Qassim, and Hail) in partnership with the private sector. Work is currently underway to prepare the technical, financial, and legal studies necessary to develop these airports in order to achieve the objectives of the National Aviation Strategy and the strategy for private sector participation in the transportation sector, in cooperation with the National Center for Privatization, the General Authority of Civil Aviation, and the Ministry of Transport and Logistic Services.

▶ Governance of the media appearance of Matarat Holding Company

and its subsidiaries, and crisis management governance for affiliated airports.

▶ Establishment of the Media Monitoring and Forecasting Center

for Matarat Holding Company to improve the traveler experience and deal effectively with challenges in the Saudi airport ecosystem.

▶ Representing the Saudi civil aviation sector

in several foreign forums, and sponsoring several local and international exhibitions and conferences.

▶ Completing the need assessment study

For Qassim and Hail airports, and submitting it to GACA for Expenditure Efficiency and Government Projects for approval to proceed with the project allocation study, and developing the master plan for the two airports in accordance with the objectives of the National Aviation Strategy, and the National Strategy for Transport and Logistics Services, as well as completing the Business Case to obtain the approval of the relevant authorities to offer the project to the private sector.

▶ Completing the Business Case of Abha International Airport

And obtaining the approval of the Ministry of Finance, the Supervisory Committee for the Transport and Logistics Sector, and starting the allocation process by launching the expression of interest stage for the private sector to establish the new Abha International Airport.

▶ Developing semi-annual and annual reports

on measuring communication performance and public impressions of the Saudi airport ecosystem, with the aim of improving communication and media work and operations to improve the traveler's experience.

▶ Strengthening the relationship with media professionals and media institutions

and increasing travelers' awareness of airport branding and intensifying media exposure.

▶ Highlighting the efforts of the Saudi airport system

in improving the travel experience.

4.3 Matarat Holding Company

Key achievements:

▶ Achieving 174%

In excess of the requirements of the 2023 procurement plan, where the planned supply orders are 74, while 98 supply orders have been implemented, and 31 supply orders are still being implemented.

▶ Achieving financial savings

Of SAR 101,3 million at the company level (at the lowest price of tenders).

▶ Obtaining the local content certificate for the first time,

With a rate of 52% audited by the Local Content Authority, and completing the local content development project by achieving 100% compliance with the timetable and outputs of the project, which aims to create an integrated program for Matarat Holding Company and its subsidiaries.

▶ Reviewing and developing work contracts

And offers for Matarat Holding Company offers, and developing the agreement to provide infrastructure for the outputs of the airport campus identification project with surveying to build a geospatial gateway for airports, and transferring the ownership of the system between the General Authority of Civil Aviation and Matarat Holding Company.

▶ Participating in committees with the General Authority of Civil Aviation

And the internal committees at Matarat Holding Company, and approving the work regulations.

▶ Developing cybersecurity policies

And their procedures and standards for Matarat Holding Company, in addition to tendering and approving several projects to raise the level of cybersecurity at Matarat Holding Company.

▶ Signing of a joint memorandum of understanding

With the airports of the Sultanate of Oman, to exchange experiences and future cooperation in the field of supply chains, training and development.

▶ Responding and preparing 273 requests

Including legal consultations, memorandums of understanding, contracts, and agreements received by the General Department of Legal Affairs from Matarat Holding Company, its subsidiaries, and the General Authority of Civil Aviation.

▶ Developing air traffic and network

Identifying the study as a single source of air traffic and network data and information for all privatization projects and master plans.

▶ Developing the roadmap

For the commercial sector strategy for non-aviation activities.

▶ Participating in privatization projects

By developing navigational and non-navigational activities, such as privatization projects for (Abha, Hail, and Qassim) airports.

▶ Providing legal support

For hosting the Airports Council International office in Asia, the Pacific, and the Middle East (ACI) and developing an agreement of understanding between Matarat Holding Company and the Brazilian Airports Association.

▶ Offering business activities at the level of Subsidiaries

by participating in introducing and launching commercial initiatives and activities, and providing support and consultations, including developing air traffic and the network, and developing non-aviation revenues.

▶ Operating duty-free shops in arrivals terminal

In intensive and continuous coordination and cooperation with the Zakat, Tax and Customs Authority to complete the regulations and requirements for operating duty-free shops in arrival terminals at airports in the Kingdom of Saudi Arabia.

▶ Standardizing trainee registration documents

For: Tamheer Program / Cooperative Training Program.

▶ The master plan (Abha Airport design)

The master plan of Abha Airport, including the design competition for the first and second phases.

▶ The master Plan (Abha Airport Design)

The first round of the design competition, technical review, and the participation of the Arbitration Committee.

▶ Air Cargo Strategy

Defining the main parts of the air cargo strategy at the level of Kingdom of Saudi Arabia, and preparing and offering a competition for developing the strategy.

4.3

Matarat Holding Company

Key achievements:

▶ Environment and sustainability for the Hajj season

Obtaining a certificate of appreciation from the Minister of Transport and Logistic Services for participating with the team that was formed from various parties under the umbrella of the Ministry of Transport and Logistic Services for adopting modern technologies and environmentally friendly transportation practices, and building a plan to use modern and environmentally friendly practices in the Hajj season of 144AH and the coming years. This was in addition to creating new ideas that can be applied for the first time to consolidate and enhance the position of the transportation ecosystem during the Hajj season.

▶ New Jazan Airport Project

Following up on change orders for the King Abdullah bin Abdulaziz Airport project in Jazan by holding periodic meetings with the follow-up committee, the bid examination committee and the legal department in order to approve and submit them to senior management when support is needed. These meetings resulted in the approval of many change orders.

▶ The master plan (Abha Airport Design)

The second round of the design competition, leading the technical process with (BCG) and (ALG) to ensure that the designs were delivered in a timely and appropriate manner to His Royal Highness Prince Mohammed bin Salman, Crown Prince, the Prime Minister, and His Royal Highness Prince Turki bin Talal bin Abdulaziz Al Saud, Governor of the Asir region.

▶ Developing air traffic and network

Adopting the study as a source of data and estimates for the incentive program provided to support airlines, airports and ground services. The General Authority of Civil Aviation, the Air Connectivity Program, the Saudi Tourism Authority, Matarat Holding Company, and other parties worked together to implement the program, determine priorities, and coordinate with the targeted destinations and airlines.

4.3 Matarat Holding Company

Company summary in figures:

▶ Increasing the capacity of Abha International Airport from 1.1 million passengers to more than 10 million passengers by 2030.

▶ Increasing the capacity of Hail International Airport to more than 3 million passengers by 2030, with funding from the private sector and investments exceeding SAR 900 million.

▶ 6 marketing and media campaigns

Were launched on Founding Day, National Day, Flag Day, the Hajj and Umrah seasons, and Ramadan. In addition, we launched the master plan for the new Abha International Airport, and participated in 17 local, regional and international events.

▶ Approving the master plan for the new Abha International Airport by His Royal Highness Prince Mohammed bin Salman, the Crown Prince and Prime Minister, in alignment with the heritage and nature of the topography of the Asir region, with funding from the private sector, and expected investments of SAR 2.3 billion.

▶ Increasing the capacity of Qassim International Airport to more than 5 million passengers by 2030, with funding from the private sector and expected investments exceeding SAR 1.8 million.

▶ Increasing the capacity of Taif International Airport from 0.6 million passengers to more than 2.5 million passengers by 2030, with funding from the private sector and expected investments of SAR 2 billion.

▶ Launching 6 initiatives

to activate social responsibility about the following initiatives (The Year of Arabic Poetry - The Book for All - Blood Donation, Sponsorship of the King Salman Club Cup 2023, and Human Rights in partnership with the Human Rights Commission, and support government agencies through Saudi airport screens).

Recurring

60 Male and female employees

With more than 6,200 training hours for the company's employees.

Organizing

+35 Events for company employees

And managing procurement and contract operations of more than SAR 73 million.




Organizing

94 New suppliers

And qualifying 345 suppliers, including 83 suppliers from SME, for small and micro enterprises and listing them in the tenders.

Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|---|-------|-----------|-------|--------------|
|  Males | 117 | 20 | 137 | 85% |
|  Females | 36 | 1 | 37 | 97% |
|  Total | 153 | 21 | 174 | 88% |

4.4

Jeddah Airports Company

About the Company

The Jeddah Airports Company seeks to develop King Abdulaziz International Airport through its implementation plans in accordance with the Jeddah Airports Strategy, under the auspices of the National Strategy for Transport and Logistic Services, and in alignment with the goals of Saudi Vision 2030. The Company aims to accomplish all of the goals assigned to it, guarantee operational efficiency with the highest international standards, and establish the airport as a desirable travel destination for the visitors to the Kingdom.



VISION

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



MISSION

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.

jedco Jeddah
Airports

4.4 Jeddah Airports Company

Key achievements:

▶ Improving the quality of traveler experience

by Improving the information signs in terminal (1) and parking lots for cars, buses, and taxis.

▶ King Abdulaziz International Airport in Jeddah jumped to the (41 st) position globally

within the evaluation of Skytrax for the quality of services provided at airports and obtained the second level for customer experience from the Airports Council International (ACI).

▶ Full activation of 4G network coverage

for mobile phones in parking areas and service tunnels, and reducing 70% of the annual spending of internet lines costs.

▶ Unifying airport operating systems

and connecting with the airport operating system in Hajj Terminal (One AMS), activating self-service procedures for some airlines, and providing and operating self-service baggage machines in Terminal (1).

▶ The company succeeded in overcoming the increase

in the old commercial contract problems and reducing them by 50% compared to 2022.

▶ Transferring the network in the main building from the General Authority of Civil Aviation network

To the Jeddah Airports Company network, in addition to 74 buildings in King Abdulaziz Airport, in cooperation with the Infrastructure Department of the Information Technology Department.

▶ Transferring the contract for operating and maintaining the mobile phone service system

in the buildings into a revenue-sharing commercial contract, and completing the mobile phone 5G coverage in the North Terminal Building, and completing 60% of the mobile phone 5G network coverage in the Hajj Terminal.

▶ Appointing a consultant for PMC project

to unify the patterns of progress and completion of projects according to the methods used for project management and the best practices, and appointing a consultant for DMO project to provide short and medium-term solutions to improve the operations in the airport terminals.

▶ Developing the cloud infrastructure for Jeddah Airports company

and connecting the security gate control system of the Saudi Airlines operations building with the security gate control system at King Abdulaziz International Airport.

▶ Approving the duty-free tender and the food and beverage tender

And opening a number of new food and beverage units.

▶ King Abdulaziz International Airport

in Jeddah received a rating of (4.57) in the third quarter of 2023 in the Airport Service Quality (ASQ) program of the Airports Council International (ACI).

▶ Opening new sites for Duty Paid

with an area of more than 2,000 square meters in the domestic departure terminal in November 2023.

▶ Starting the implementation of the central data warehouse project

that collects and stores data from multiple sources at Jeddah Airports Company to enhance the decision-making process and improve operational efficiency.

▶ Increasing total commercial invoices by 100%

compared to 2022, while non-air revenues decreased compared to total revenues by 35% based on the new classification of revenues by the General Authority of Civil Aviation.

▶ Implementing the sorting points for Hajj and Umrah

for Terminal (1) and the North Terminal and ensuring their readiness for the Umrah and Hajj seasons for 1445 AH. The Terminal (1) project won second place in the project governance system from PMI Global Excellence Award.

▶ Completing the initial master plan for King Abdulaziz International Airport in Jeddah

and gaining approval for it from the Supreme Committee for Transport and Logistic Services. The project is still in the process of launching the architectural competition by Roshen Company.

▶ Launching a care center to serve pilgrims and Umrah performers

and signing a new contract for duty-free activity in the fourth quarter of 2023, and its development will be completed by the end of 2024.

▶ Achieving growth at the level of all local carriers

and increasing the number of passengers from 31.7 million passengers in 2022 to 42.8 million passengers in 2023, and the first year of aviation (Wizz Air) was successfully completed in the Kingdom.

▶ Providing information center connection (DC)

to provide unified services to the airport, and activate the free Wi-Fi network service for passengers.

▶ Increasing the value of development projects

of the airport by 61% in 2023 compared to 2022.

▶ Serving 116 destinations in 2023

compared to 94 destinations in 2022, and 59 airlines in 2023 compared to 53 airlines in 2022.

4.4 Jeddah Airports Company

Company summary in figures:

(Annual) capacity
44 Million passengers

Taxiways
19 Main taxiways

Runways
3 Runways

Check-in platforms
443 Platforms

Self-service platforms
80 Platforms

Passenger bridges gate
56 Gates

Bus gate
27 Gates

Total terminal area
955,676 m²

Total airport area
75 km²

Parking
13,945 Slots

Bus stop
2,223 Slots

Shops
13,000 m²

Pilgrims waiting areas (Plaza)
20 Places

Total area for each (plaza)
140,000 m²

Commercial areas
45,000 m²

Restaurants and cafes
7,500 m²

Mosque (area)
1,462 m²

Total number of small mosques inside terminals
130 Small mosques

Capital projects to expand the airport
1.4 Billion SAR

Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|----------------|-------|-----------|-------|--------------|
| Males | 1,052 | 0 | 1,052 | %100 |
| Females | 61 | 0 | 61 | %100 |
| Total | 1,113 | 0 | 1,113 | %100 |

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 currently manages and operates King Khalid International Airport in Riyadh and develops its infrastructure of services and 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.



MISSION

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 we achieve the highest standards of safety, quality of services and operational sustainability.

مطارات الرياض
riyadh airports

4.5

Riyadh Airports Company

Key achievements:

▶ Riyadh Airports Company won HR Team of the Year award

from The Future Workplace Awards Performa for its commitment to human capital development.

▶ Riyadh Airports Company won HR Team of the Year Award

at the level of the Gulf countries at the 2023 Gulf Government Human Resources Conference in Abu Dhabi for adopting the best approved standards and practices in human resources.

▶ King Khalid International Airport achieved International Accreditation Organization Certificate

in managing airport carbon emissions - the third level (improvement) from ACA program, to be the first airport in the Kingdom to achieve such a certificate.

▶ The success of the trial application of vital features

in completing travel procedures and starting the application of preparedness for the requirements for Chinese travelers.

▶ Completing the design of improving the arrival area and creating connecting areas

and designing and offering the project to improve the arrival area by expanding the passport waiting area from 255 m2 to 575 m2 and raising the capacity of the passport area from (24) to (32) counters to manage and improve the arrival area for passengers in Terminals (3) and (4).

▶ Increasing the number of passengers in King Khalid international Airport

by 30% during Eid al-Fitr season and 10% during the Ramadan season compared to the same period of 2022.

▶ Riyadh Airports Company won Regional Excellence Award

in Digital Experience Live Show 2023 for providing the best experience for travelers in accordance with the highest approved standards.

▶ King Khalid International Airport won the Air Transport Facilities Award.

as the best airport in compliance with the National Facilities Program, at the International Conference on Air Services Negotiations (ICAN) of the International Civil Aviation Organization (ICAO).

▶ King Khalid International Airport achieved the Customer Experience Accreditation Certificate

the third level from the Airports Council International, emphasizing the improvement of the customer experience at the airport and developing all its aspects in accordance with the highest standards to provide a distinctive experience for travelers.

▶ Signing a memorandum of understanding with the Airports Council International

to train national cadres and launch smart shopping carts inside the airport.

▶ Completing the design and construction of the connecting area in Terminal (5)

and moving it in Terminals (3) and (4) to designated areas, which will have a positive impact on improving passenger flow to the terminals.

▶ Providing legal support

in Muscat, which aims to promote innovation in the future of air travel to improve the travel experience and practical practices in the aviation and airports sector.

▶ Riyadh Airports Company won the Award of Best Customer Journey Mapping

during its participation in Experience Live Show 2023, which was held in London, which reflects the company's constant endeavor to improve passenger service and provide the best travel experience.

▶ King Khalid International Airport obtained the Customer Experience Accreditation Program Certificate

the second level, from the Airports Council International during its participation in the International Customer Experience Summit, which was held in Incheon, South Korea.

▶ The Initial takeover of the project to connect Terminals (1) and (2),

and the establishment of a passenger terminal with a total area of 3,700 square meters within the current service level of the parking building.

▶ Activating self-service devices for Saudi Airlines,

and completing the project for the unified baggage handling operations control center and the unified center for managing the baggage handling system for all terminals at King Khalid International Airport.

▶ Riyadh Airports Company participated in the eighteenth regional conference

for 2023, held in Kobe, Japan, "The launch of the Asia-Pacific and Middle East region from recovery to global leadership."

▶ Riyadh Airports Company participated in the Paris Air Show 2023

In its fifty-fourth edition, under the umbrella of the General Authority of Civil Aviation and the participating delegation, with the aim of discussing joint opportunities with relevant authorities and reviewing the key achievements of King Khalid International Airport.

4.5

Riyadh Airports Company

Key achievements:

▶ Launching the national carrier and strategic partner (Saudi Airlines)

first flights from King Khalid International Airport to Nice International Airport in France, and the launch of the first direct flights of the national carrier (Flynas) from King Khalid International Airport to the Maldives and Sphinx Airport in Cairo.

▶ Signing a strategic partnership contract with Master Works Company

to implement Turnaround Management System project to activate the role of digital transformation in various ground operations in the flight deck of King Khalid International Airport, with the aim of enhancing operational efficiency and raising the level of safety.

▶ King Khalid International Airport in Riyadh achieved a new record in Hajj season 1444 AH

in the number of passengers exceeding 106,000 passengers in one day compared to the previous record of 103,000 passengers and achieved a new record for air traffic by operating 738 flights in one day.

▶ Honoring Riyadh Airports Company for its participation as a silver sponsor

for the ninth annual conference of the Middle East and North Africa Association of Air Safety Investigators to enhance safety levels and advance its role in accident investigations and prevention through the exchange of experiences and best practices.

▶ Hosting the Civil Aviation Security Culture Initiative in a Week

for establishing the culture of aviation security and exchanging expertise, experiences and best practices for workers in the sector by holding workshops to raise the level of security awareness and enhance the level of interconnection between relevant authorities under the umbrella of the General Authority of Civil Aviation.

▶ Launching the comprehensive baggage system “360 Baggage” experimentally

at King Khalid International Airport, which relies on artificial intelligence and aims to serve the operational teams at the airport to manage baggage handling operations and predict their arrival times within the travel route.

▶ Announcing the hosting of the International Conference and Exhibition of the Airports Council International

and the nineteenth regional conference and exhibition in Asia, the Pacific and the Middle East in the next edition for 2024 in Riyadh.

▶ Signing Accredited Training Partner Agreement with Airports Council International

and receiving a accreditation certificate to provide and host training programs in the aviation sector to contribute to achieving sustainable development of national cadres and improving their capabilities in order to achieve the strategic goals of the aviation sector in the Kingdom.

▶ Riyadh Airports Company signed a memorandum of understanding with CyberX Company

to enhance cyber security at King Khalid International Airport and raise awareness of the importance of cyber protection and encourage safe digital behaviors.

▶ Riyadh Airports Company signed a memorandum of understanding with ADBSAFEGATE company

to collaborate innovatively in developing and piloting a selection of the most technically advanced aviation solutions.

▶ Inauguration of the new water and fire-fighting network project at King Khalid International Airport

for supplying all airport buildings and facilities with water through a high-tech network equipped with electronic monitoring systems in accordance with the latest international standards.

▶ Riyadh Airports Company signed a memorandum of understanding with Prince Sultan University

to enable recent graduates in the field of aviation science management by providing them with training and employment opportunities while benefiting from the expertise of Riyadh Airports staff in this field.

▶ Hosting the first session of the professional accreditation program

in airport management (AMPAP) and international air traffic systems (GAMS) in cooperation with the training partner, Airports Council International, for the first time in the Kingdom of Saudi Arabia.

▶ Riyadh Airports Company and King Khalid International Airport Traffic Division signed

the first update to the service level agreement in order to keep pace with regulatory and operational changes in the work environment with the progress of existing expansion and development projects at the airport, and to achieve its goals related to the quality of traffic services provided to passengers and partners.

▶ Opening Riyadh Airports Academy for training programs and courses

in various fields of the aviation sector, to contribute to the development of national cadres, achieve the strategic goals of the sector in the Kingdom, and enhance its leadership role in the field of human capital development.

▶ Riyadh Airports Company participated in the Dubai Air Show

held under the slogan “The Future of the Aviation Industry.” This participation represents an opportunity to explore the best developments and solutions in air transport, communicate with the key global experts, learn about the latest innovations, and strengthen partnerships that support the growth and development of the sector.

4.5 Riyadh Airports Company

Key achievements:

▶ Trial launch of the travel baggage tracking service

through WhatsApp messages at King Khalid International Airport, and (ProSafet) program, for automating safety operations and reports.

▶ Obtaining (ISO 27001:2013)

in cybersecurity management and accrediting the second stage of passenger experience by Airports Council International.

▶ Starting the development and expansion work for terminal (1 and 2)

and completing the award procedures for building (concourse) in terminal (4).

▶ King Khalid International Airports maintained the (27) rank

in the Skytrax International Organization's classification of the top (100) airports in the world, and ranked 4 as the best new terminals (3 and 4) for 2023 for the top 100 airports in the world, and ranked 4 in the top 100 airports of the category (20 - 30) million passengers.

▶ Launching Ask Me Robot service experimentally

at King Khalid International Airport, which allows inquiries about flight information, internet services, directions to the airport, and making calls with (Ask Me) team.

▶ Launching a mobile check-in service

to issue boarding passes and luggage tags using dedicated and mobile devices on an experimental basis in the terminals of King Khalid International Airport, in an effort to improve the travel experience and provide technical solutions for travelers.

▶ Riyadh Airports Company won the Best

Customer Service Support and the Best Social Media Program awards from Customer Experience Live Awards.

▶ King Khalid International Airport obtained "Welcome Chinese" certificate

accredited by Chinese Tourism Academy (CTA) and "Select Holding Ltd" for achieving the standards of travel services provided to Chinese travelers.

▶ Riyadh Airports Company signed a memorandum of understanding

with Airports Council International and Airports Council International for Asia, the Pacific and the Middle East to host the 10th ACI World Exhibition and Conference (WAGA) in Riyadh, in 2024.

▶ Opening of the waiting lounge (Hayak Lounge)

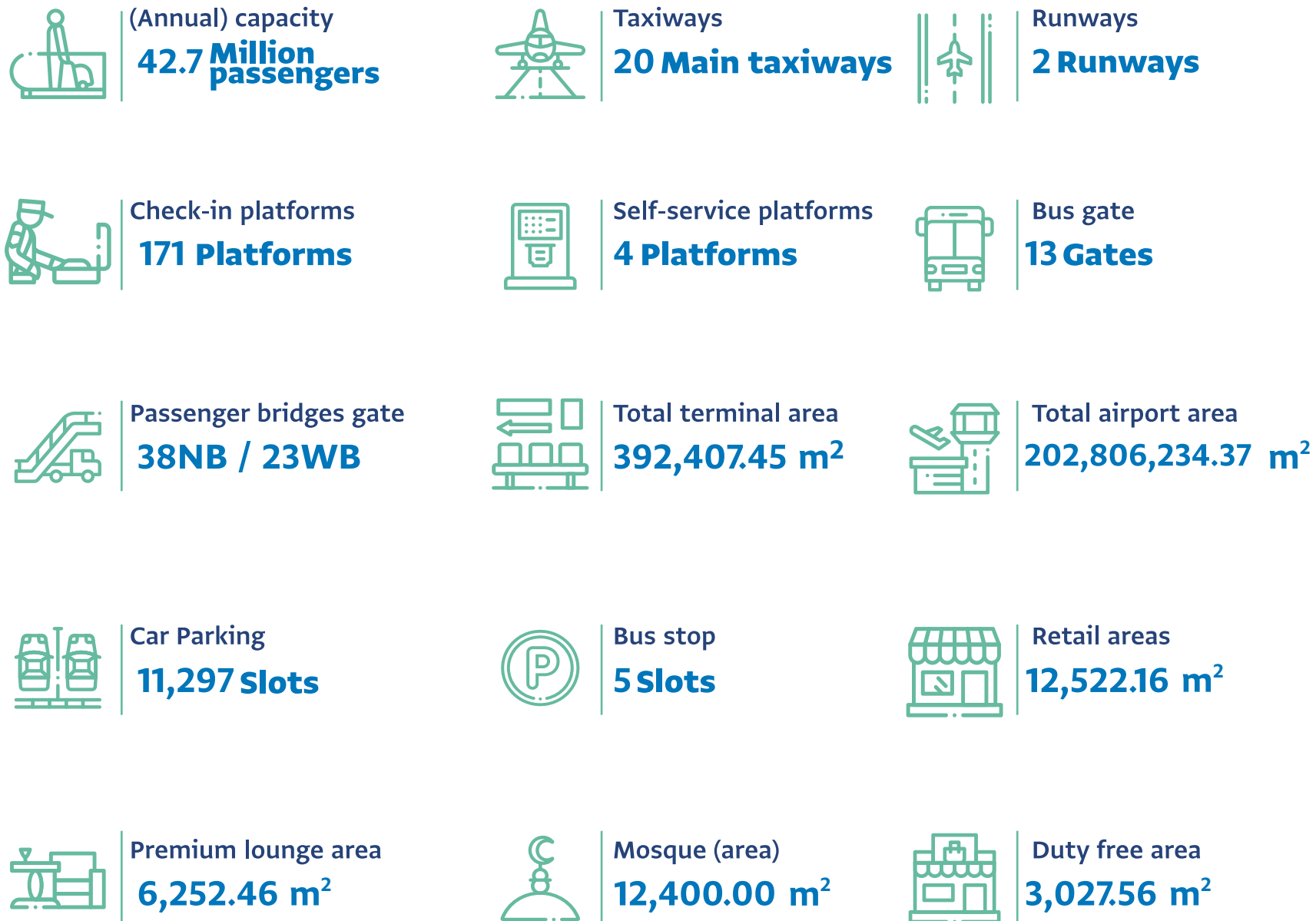
at King Khalid International Airport in international terminal 3, with a capacity of more than 180 people, with the aim of improving the passengers' experience and enhancing comfort options during waiting times.

▶ Celebrating the arrival of the first air cargo flight

of the German company Lufthansa to King Khalid International Airport as a contribution to supporting national efforts for achieving the aspirations of the National Strategy for Transport and Logistic Services.

4.5 Riyadh Airports Company




Company summary in figures:



| Terminal | Passenger parking (short-term, long-term) | Parking for the Executive Office Passenger Terminal |
|-------------------------------|---|---|
| Domestic Terminal 5 | 3,297 | 60 |
| International Terminal 1 | 2,000 | - |
| International Terminal 2 | 2,000 | 40 |
| International Terminals 3 & 4 | 4,000 | - |
| Total | 11,297 | 100 |

Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|--|------------|-----------|--------------|--------------|
|  males | 847 | 20 | 867 | 97.7% |
|  females | 142 | 0 | 142 | 100% |
|  Total | 989 | 20 | 1,009 | 98.1% |

4.6

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 the assignment of 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.



To be the ideal choice for travelers in the region.



Providing a smooth customer experience through human cadres who are passionate, innovative, and work in a safe and sustainable environment.



شركة مطارات الدمام
Dammam Airports Company

4.6

Dammam Airports Company

Key achievements:

▶ King Fahd International Airport received two first-place awards from the General Authority of Civil Aviation

Saudi Airports Award and the first place for the top regional airports for the second year in a row from Skytrax.

▶ Dammam Airports Company achieved the first place among the Kingdom's airports

in the National Cybersecurity Authority's assessment of cloud computing, a record percentage of 99.3% in handling passenger complaints, in addition to achieving the third level of maturity according to the National Institute for Standards and Technology in cybersecurity.

▶ Developing the company's strategy and approving it by DACO Board of Directors

and submitting it to the Holding Company Board of Directors for approval and fulfilling all the requirements of the General Authority of Civil Aviation for Qaisumah International Airport and Al-Ahsa International Airport to obtain an international operating license based on the legislative and technical aspects.

▶ King Fahd International Airport obtained the ISO (10002)

for the customer complaints management system and the ISO (9001) for the quality management system.

▶ King Fahd International Airport ranked (44)

among the top 100 airports in the world, ranked (5) among the best airports in the world for the category of (5-10 million passengers), ranked (6) for the best employees in the Middle East, ranked (7) for the best clean airports in the Middle East, and ranked (9) for the best regional airports in the world and ranked 1 in the award for the best regional airports in the Middle East from the Skytrax.

▶ King Fahd International Airport received customer experience accreditation certificate

level 2 and level 3 from Airports Council International (ACI), the first Airport in the Kingdom of Saudi Arabia to do so.

▶ Completing the first phase of the western runway and taxiway rehabilitation project

in 4 months, and receiving first flight on November 26, 2023.

▶ Operating the first class and business class lounge

In the international and domestic departure terminal at Qaisumah International Airport, and completing the environmental survey and assessment of King Fahd International Airport for the first time in its history, in addition to launching the Airport Operations Diploma Program in cooperation with the Airports Council International (ACI).

▶ Completing the first, second and third stages of the baggage handling system rehabilitation project

And improving the handling of abandoned baggage by (38%) compared to 2022.

▶ Completing (71)% of the Al-Ahsa International Airport development and rehabilitation project

and developing and operating long-term parking lots at King Fahd International Airport.

▶ Dammam Airports Company launched "Our Green Airport" initiative

in partnership with Zero Neutrality Company to plant one million digital trees for a sustainable environment.

▶ Dammam Airports Company achieved second place

in various fields of the aviation sector, to contribute to the development of national cadres, achieve the strategic goals of the sector in the Kingdom, and enhance its leadership role in the field of human capital development.

▶ Signing 30 commercial contracts in various fields

related to passenger service at King Fahd International Airport, Al-Ahsa International Airport and Qaisumah International Airport, and signing a contract with SAL Company for improving and developing the facility.

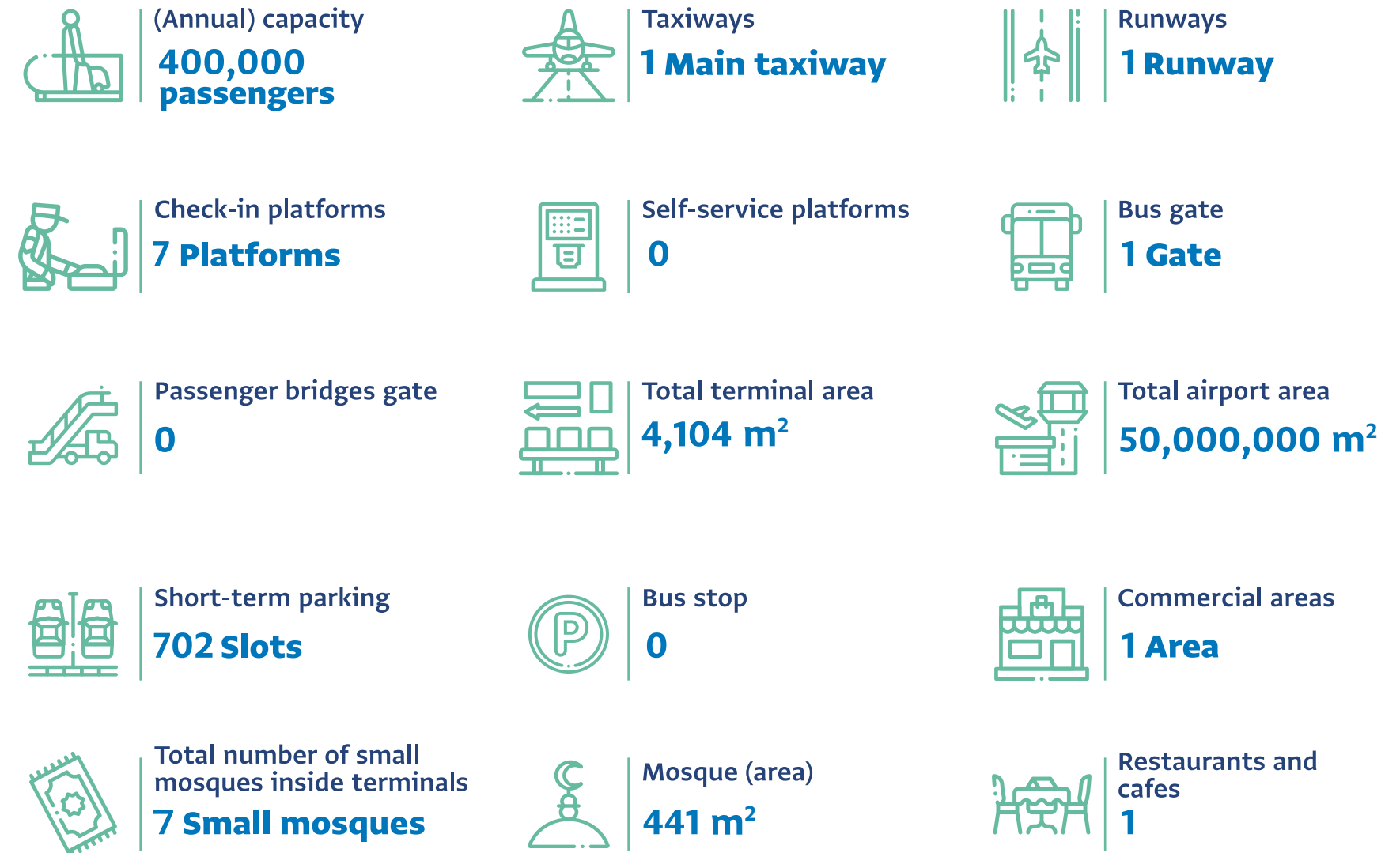
4.6

Dammam Airports Company

Company summary in figures:



Al-Ahsa International Airport summary in figures:






4.6 Dammam Airports Company

Qaisumah International Airport summary in figures:



Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|--|------------|-----------|------------|--------------|
|  males | 407 | 7 | 414 | 98% |
|  females | 37 | 0 | 37 | %100 |
|  Total | 444 | 7 | 451 | 98% |

About the Company

Cluster Company launched on the 1st of Jan 2022 as the last milestone of the Kingdom of Saudi Arabia airports corporatization program. Cluster2 was assigned to manage and operate 22 airports across the Kingdom. These 22 airports span across regional, domestic, and tourism airports. Cluster 2 vision is to develop a thriving, safe, and sustainable, network of interconnected regional and domestic airports, enabling tourism, and raising the level of comprehensive operational efficiency of airports. The company is administratively affiliated with the Matarat Holding Company, which was established by royal decree to transform and develop airports and create investment opportunities in alignment with the requirements of Saudi Vision 2030.



VISION

Develop a thriving, safe and sustainable, network of interconnected regional and domestic airports, enabling tourism, the Kingdom's development, and promoting a capable workforce.



MISSION

Converting the international, domestic, and tourism airports in the Kingdom into a business that strives to increase revenue, draw in capital, modernize airport infrastructure, and run airport operations continuously and safely while emphasizing the provision of a unique travel experience for passengers.

Cluster 2
تجمع مطارات الثاني

4.7

Cluster 2 Company

Key achievements:

▶ Signing more than 20 agreements and memorandums of understanding

with several public, private, charitable and service companies to achieve qualitative development in the performance of airports, to facilitate travel, achieves the desired goals, and benefit the entities that serve these vital and modern sectors. They have become an urgent necessity in the areas of economic building and qualitative development. The key contracts and memorandums of understanding include:

▶ Signing a contract with the Sustainable Green Solutions Company

to implement a project to install electric car chargers in all airports.

▶ Signing a Memorandum of Cooperation With Saudi Logistics Services Company (Sal)

▶ Memorandum of Understanding With Apsco to Provide Sustainable Energy Solutions.

Contract Areas

Targeted Airports

Saudi Airlines Private Tours Company

All airports except Rabigh Airport

Hadiyah Tidhkariah (Afkar) Company

Abha International Airport, King Abdullah International Airport in Jizan, Prince Sultan bin Abdulaziz International Airport in Tabuk, Hail International Airport, Taif International Airport, Prince Abdul Mohsen bin Abdulaziz International Airport in Yanbu, Prince Naif bin Abdulaziz International Airport in Qassim, King Saud bin Abdulaziz Airport in Al Baha, Najran International Airport

Med Trading Company

Al-Jouf International Airport, Taif International Airport, Najran International Airport, Prince Naif bin Abdulaziz International Airport in Qassim, Prince Abdul Mohsen bin Abdulaziz International Airport in Yanbu

Half Million Company

King Abdullah bin Abdulaziz International Airport in Jazan, Prince Naif bin Abdulaziz International Airport in Qassim

Sader International Trading Corporation

Taif International Airport, Prince Abdul Mohsen bin Abdulaziz International Airport in Yanbu

Al Rajhi ATM

Hail International Airport, Prince Naif bin Abdulaziz International Airport in Qassim, Taif International Airport

National Center of Meteorology

Rabigh Airport

Americana National Restaurants Company - Krispy Kreme

Taif International Airport, Prince Sultan bin Abdulaziz Airport in Tabuk

Al-Wefaq Transportation Solutions Company - Yelo

Hail International Airport, Arar Airport

Shahia Food Limited Company

AlUla International Airport, Prince Sultan bin Abdulaziz Airport in Tabuk

Tihama Food and Beverage Services Company

Abha International Airport, Taif International Airport, AlUla International Airport, Najran International Airport, Hail International Airport, Bisha Airport, Arar Airport, Prince Abdul Mohsen bin Abdulaziz International Airport in Yanbu, Prince Sultan bin Abdulaziz International Airport in Tabuk, Sharurah Airport, Gurayyat Airport, King Abdullah bin Abdulaziz International Airport in Jazan, Prince Naif bin Abdulaziz International Airport in Qassim, King Saud bin Abdulaziz Airport in Al Baha

Sabq Al Imtiaz Trading Company

Abha International Airport

Al Tala'a International Transportation Co. Limited (Hanco)

Prince Sultan bin Abdulaziz International Airport in Tabuk, Prince AbdulMohsen bin Abdulaziz International Airport in Yanbu

Bin Hadi Company

Abha International Airport

4.7 Cluster 2 Company

Key achievements:

| Contract Areas | Targeted Airports |
|---|---|
| Abdullah Mufleh Musaed Al Shahrani Car Rental Establishment | Bisha Airport |
| Telecommunications Towers Company - Tawal | All domestic airport |
| Specialized Hospital Company | Najran International Airport |
| United International Transportation Company - Budget | King Saud bin Abdulaziz Airport in Al Baha, Taif International Airport, Najran International Airport, Prince Sultan bin Abdulaziz Airport in Tabuk, Turaif Airport |
| Saudi Mobile Telecommunications Company - Zain | Najran International Airport, Prince Naif bin Abdulaziz Airport in Qassim, Hail International Airport, Arar Airport, Prince Sultan bin Abdulaziz International Airport in Tabuk |
| Amtaar Cafe for serving drinks - Iluvia Café | Prince Sultan bin Abdulaziz International Airport in Tabuk, Hail International Airport |
| Alshaya International Trading Company (Starbucks) | Abha International Airport |
| ZID QAHUTI Beverage Establishment | Hail International Airport |
| Saudi Ground Services Company | Abha International Airport, Prince Sultan bin Abdulaziz International Airport in Tabuk, Taif International Airport, Najran International Airport, Hail International Airport, Al-Jawf International Airport, Bisha Airport, Prince AbdulMohsen bin Abdulaziz International Airport in Yanbu, Gurayyat Airport, Wadi Al-Dawasir Airport, Rafha Airport, Turaif Airport, Al-Wajh Airport, Dawadmi Airport, Neom International Airport |
| Shyam Car Rental Company | Wadi Al-Dawasir Airport |
| Jumeirah Trading Company Limited - Baskin Robbins | King Abdullah International Airport in Jazan, Prince Sultan bin Abdulaziz International Airport in Tabuk |

Assumptions

Security and safety are an integral part of every work we do. Safety is the proper civilized and humanitarian thought and requires continuous guidance of the safety management by developing multiple plans and programs to raise the level of air and ground safety and ensure everyone's commitment to the principles and instructions and their implementation in accordance with the plans set by the organization at all levels. These programs include plans for emergency, evacuation, and shelter as follows: 19 plans at Hail International Airport, Al-Jawf International Airport, Turaif Airport, Rabigh Airport, Gurayyat Airport, Sharurah Airport, and Al-Wajh Airport.

Operational Traffic

New routes and destinations



Qatar Airways lunches (Tabuk - Doha) - (AIUla - Doha) - (Neom - Doha) - (Yanbu - Doha)

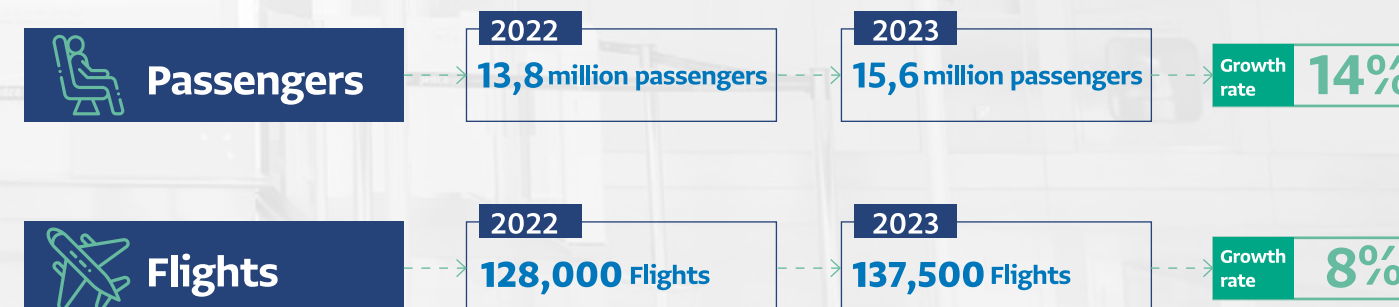


The national carrier, Flynas, launches (Medina and Abha - Tabuk) flights



Inaugurating the additional terminal at Prince Naif bin Abdulaziz International Airport in Qassim

Air traffic statistics



4.7 Cluster 2 Company

New and existing projects:

Establishing the new King Abdullah bin Abdulaziz Airport in Jazan

The area of King Abdullah bin Abdulaziz Airport is 50,134,155 square meters. It includes administrative, service, and security buildings, housing for families and individuals, travel lounge, control tower, and other buildings.

Completion Rate **61.02%**

Developing the additional terminal at Prince Naif bin Abdulaziz Airport in Qassim

The terminal area is 7,400 square meters to accommodate 700,000 passengers. It also includes 577 parking spaces, and a service road will be built to connect the old and new terminal.

Completion Rate **100%**

Al-Jouf Airport

The Cluster 2 Company aims to increase the capacity of its airports. A new terminal with a capacity of one million passengers is currently being constructed. It includes aircraft parking, service and administrative buildings, and a fire station.

Completion Rate **48.37%**

Developing King Saud Airport in Al Baha

The project will establish a travel lounge with an area of 20,310 square meters to accommodate the new capacity of 1 million passengers annually. It will also include several service buildings and a fire station.

Completion Rate **22.27%**

The National Project for Airport Security and Protection

The project aims to protect airports. It includes the security operations building, a commands platform for unifying policies, procedures and other instructions, as well as analysis programs, networks and security equipment.

Completion Rate **86.14%**

Security needs for border airports (Jazan, Najran, Sharurah, Gurayyat, Arar, Turaif, Rafha, Al-Jawf)

This project is among the essential ones to safeguard the Kingdom's border regions.

Completion Rate **88.48%**

4.7 Cluster 2 Company

Quality and Performance Indicators

The average percentage of compliance with operational performance standards for airports during the fourth quarter of 2023 is

97.4%

Commercial Activities

| Number of locations available for investment | Vacancies | Rented |
|--|-----------|--------|
| Number of restaurants and cafes | 13 | 93 |
| Number of different shops | 15 | 55 |
| Number of car rental offices | 7 | 95 |

Duty Free and Retail Activity

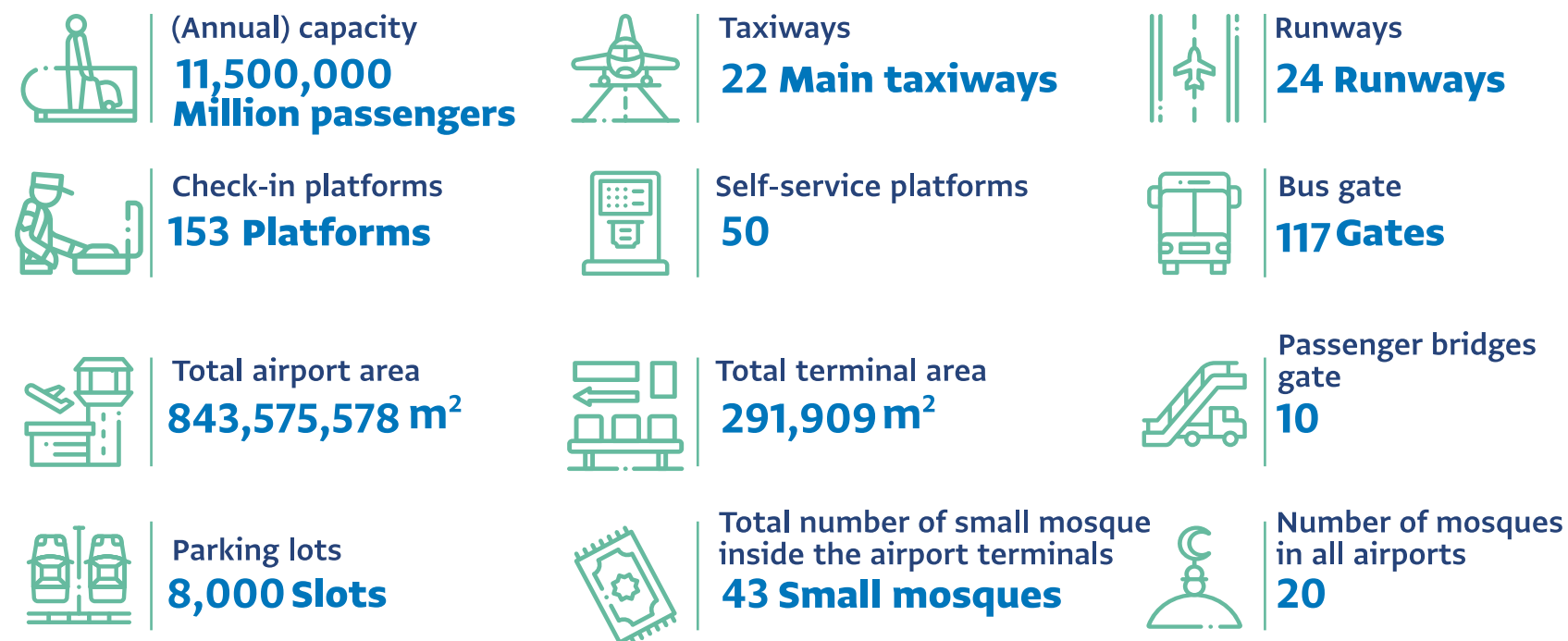
Offering (6) Airports

as a first stage for duty-free shop activity, (18) locations for retail activity, including: supermarkets, self-vending machines, shops, and others.

Offering (14) Airports

To operate Tihama Retail Company, (8) airports out of (14) airports, as well as offering (5) airports to operate MEED Company.

Qaisumah International Airport summary in figures:



Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|--------------|--------------|-----------|--------------|---------------|
| males | 1,792 | 3 | 1,795 | 99.83% |
| females | 62 | 2 | 64 | 96.88% |
| Total | 1,854 | 5 | 1,859 | 99.73% |

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.



VISION

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



MISSION

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

Goals:

- Raising the level of services and applying international quality standards.
- Achieving leadership in applying safety and environmental systems standards.
- Continuous development and improvement of infrastructure and facilities.
- Contributing to increasing the revenues of the aviation sector in the Kingdom.
- Attracting the largest number of air carriers and passengers, which contributes to achieving the goals of Saudi Vision 2030 for Umrah and tourism.
- Diversifying travel options for citizens, Umrah performers, and visitors.
- Raising the skills of national cadres in sectors related to the air transport sector.

المطارات
طيبة
TIBAH
Airports

4.8 Taibah Airports

Key achievements:

▶ Signing an agreement with the national carrier

Flynas for launching a major operations center at Prince Muhammad bin Abdulaziz International Airport in Madinah, in line with Taiba Airport Company's plans for growth and in parallel with the objectives of the Pilgrims Service Program to facilitate hosting more Umrah performers, and facilitate access to the Two Holy Mosques, and achieve the objectives of the General Authority of Civil Aviation to enable national air carriers to increase their share of Umrah performers and visitors.

▶ Signing a partnership agreement with (RED-C)

to develop private aviation services on an area of more than 15 thousand square meters, including a private aviation lounge, private aircraft rental services, and maintenance services, as a part of the objectives of developing and enhancing the services provided to private aviation.

▶ Replacing interior lighting in the terminals

with LED lighting to increase the efficiency of lighting, and developing a system of flight information screens to provide and improve the travel information for passengers, as well as developing and improving the taxi parking and waiting area in front of the arrival terminal to facilitate and speed up passengers' access to the service.

▶ Developing Airport Operations Center (AOC)

to meet the steady increase in flights and passengers at Prince Mohammed bin Abdulaziz International Airport, and rehabilitating the Crisis Management Center at the airport to be more ready for the region's leaderships to handle cases that require the use of the center.

▶ Prince Mohammed bin Abdulaziz International Airport obtained the award for the second best regional airport in the Middle East

for excellence in passenger service from Skytrax and advanced to rank (52), with an increase of (6) ranks in the international ranking of the top (100) airports in the world. It also maintained the airport's rating of (4) stars according to the annual field evaluation that carried out by the Skytrax team.

▶ Providing more than 50 awareness courses

at King Khalid International Airport, which relies on artificial intelligence and aims to serve the operational teams at the airport to manage baggage handling operations and predict their arrival times within the travel route.



▶ Developing Mecca Road Terminal

to receive pilgrims and other passengers easily and conveniently and developing the surrounding area to ensure easy movement of buses according to established standards, allowing smooth transportation of pilgrims to their destinations.

▶ Establishing a center for sorting departing pilgrimbuses

after the airport gate to reduce the waiting period, ensure the smooth flow of departure movement, and prevent overcrowding and congestion in the travel terminals.

▶ Developing check-in counters

in international arrival and departure terminals, with platforms of high specifications and distinctive designs to increase capacity, speed up travel procedures, and support passenger waiting areas.

▶ Implementing the project to improve the main electricity station

and the distribution network at the old airport and implementing (5) emergency plans to improve the performance of responding to emergency situations and to enhance airport workers' awareness of response procedures.

▶ Obtaining the Customer Experience Accreditation Certificate from Airport Council International (ACI)

for supplying all airport buildings and facilities with water through a high-tech network equipped with electronic monitoring systems in accordance with the latest international standards.

▶ Participating in the international Air Transport Conference

to attract airlines to Prince Mohammad bin Abdulaziz International Airport (Madinah Airport).



4.8 Taibah Airports

Key achievements:

- ▶ **Developing and upgrading the parking entrance and exit system**

and modifying the entrance and exit routes for cars, buses, and taxis to ensure smooth flow of movement in front of the terminals and easy use of the parking lots by passengers and users of Prince Mohammed bin Abdulaziz International Airport.

- ▶ **Continuation of activities related to the runway safety program**

through the runway safety team at the airport, with the participation of members of airlines and air navigation operators, and the security authorities, under the supervision of specialists from Taiba Airport Company.

- ▶ **Signing a concession agreement with the Saudi French Company (Lagardere)**

to manage and operate the duty-free and retail shops at Prince Mohammed bin Abdulaziz International Airport in Madinah and to renew Prince Mohammed bin Abdulaziz Airport's international license for (3) years.

- ▶ **Winning the best airport award**

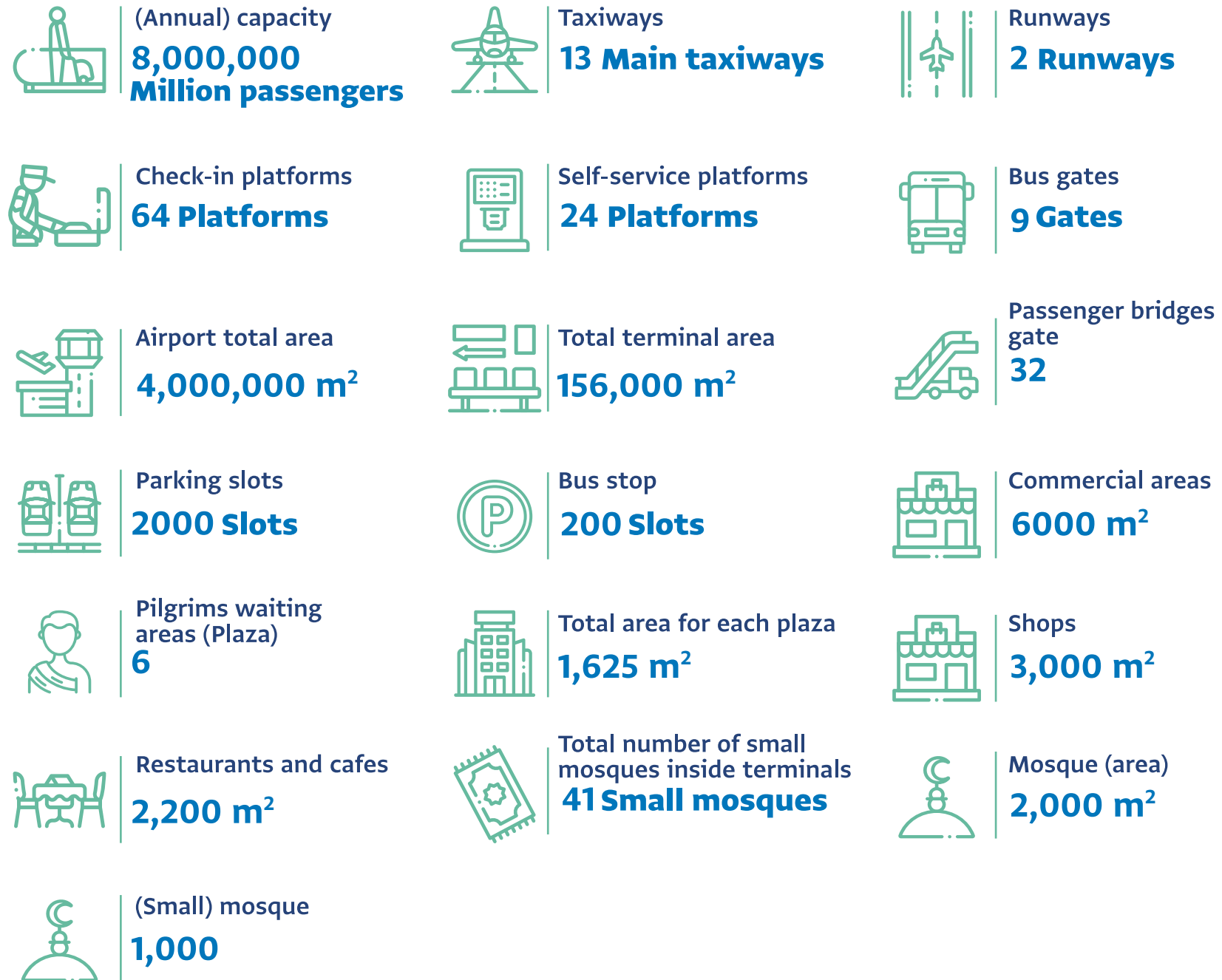
in the Kingdom for the category (5-15 million passengers) within the comprehensive assessment program for the quality of airport services, which emphasizes airport's continuous excellence in providing the best services to all passengers, especially pilgrims.

- ▶ **Obtaining "Labytum" award for excellence in the best services provided**

to pilgrims (performance measurement programs, and beneficiary satisfaction provided by the Ministry of Hajj and Umrah) for 2022, during the Hajj Expo 2023 conference.




4.8 Taibah Airports

Company summary in figures:



Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|--|-------|-----------|-------|--------------|
|  males | 268 | 193 | 461 | 58% |
|  females | 48 | 0 | 48 | 100% |
|  Total | 316 | 193 | 509 | 62% |

About the Company

The Riyadh Integrated Logistics Bonded Zone is the Kingdom's first Special Economic Zone and the inaugural project within the Kingdom's national logistics platform program. Officially launched in 2022, Riyadh Integrated is the first zone of its kind that combines best practice in regulation, technology, and infrastructure from around the world, to provide investors with a superior experience.

With a prime location at the heart of the Kingdom's capital city and a footprint of 3 Km², Riyadh Integrated is situated only 8KM from King Khalid International Airport and is connected to the airport by a bonded corridor to provide companies with seamless access to the airport's infrastructure and global air routes. The strategic position of Riyadh Integrated also allows companies to expedite the time taken from arrival of goods at the zone to accessing the largest consumer market in the Middle East, which in turn allows companies to increase their efficiency and cut down their costs to be able to better serve their consumers.

The establishment of integrated logistics bonded zones within the proximity of the Kingdom's major airports is an integral facet towards achieving one of the Saudi Vision 2030 goals of establishing the Kingdom as a global logistics hub. As the first integrated logistics bonded zone, Riyadh Integrated will contribute towards achieving the Saudi Aviation Strategy (SAS) target of capturing 4.5 million tons of air freight and will aid in the transfer of knowledge and expertise to support the development of local talent and local content.



VISION

Consolidating Saudi Arabia's position as a regional and global logistics hub.



MISSION

Providing new smart logistical solutions to attract major international companies to the Kingdom to provide their services from this zone, such as simple maintenance, assembly lines, simple manufacturing, and quality assurance tests, and by establishing new operating regulations for the main stakeholders.



Special Integrated Logistics Zone

المنطقة الخاصة اللوجستية المتكاملة

4.9 Integrated Logistics Bonded Zone Company

Key achievements:

▶ **Completing the master plan design**

for Riyadh Integrated Project and approving the initial designs developed by iHerb and Chalhoub Group.

▶ **Concluding an agreement with CG Logistics Company**

to rent land area of 40,000 square meters and operate it for the benefit of iHerb, and concluding an agreement with the Arab Chalhoub Group to rent a land area of 40,000 square meters and operate it as a distribution center.

▶ **Conducting more than 150 preventive and corrective maintenance procedures**

and supplying more than 1,400,000 liters of diesel and more than 40 million liters of water to operate the site.

▶ **Developing an internal platform for clients**




to receive pilgrims and other passengers easily and conveniently and developing the surrounding area to ensure easy movement of buses according to established standards, allowing smooth transportation of pilgrims to their destinations.

▶ **The rate of incoming and outgoing cargos increased**

to more than 200 tons per month and the number of outgoing and incoming cargos increased to 500 cargos per month and more than 2,500 transit permits were issued during 2023.

Manpower:

Number of male and female employees

| | Saudi | Non-Saudi | Total | Saudization% |
|--|-------|-----------|-------|--------------|
|  males | 14 | 1 | 15 | 93.33% |
|  females | 2 | 0 | 2 | 100% |
|  Total | 16 | 1 | 17 | 94.12% |

Conclusion:

The report highlighted the pioneering role of the air transport sector in the Kingdom of Saudi Arabia as a main pillar for achieving the goals of Saudi Vision 2030. The Kingdom succeeded in enhancing its position as a major global center in civil aviation. The report also outlined the noteworthy achievements attained by GACA through regulatory and economic policy reforms, protecting passenger rights, enhancing air safety, improving the quality of services for passengers, and improving their experience. These achievements include the expansion of services and the introduction

of initiatives to improve the pilgrims' experience during the Hajj and Umrah season, in addition to GACA's efforts to foster international cooperation and develop airports and their infrastructure, which qualified the Kingdom's airports to win 19 international awards, with three of the airports being listed among the top 50 international airports by Skytrax.

