GACA
الهيئة العامة للطيران المدني
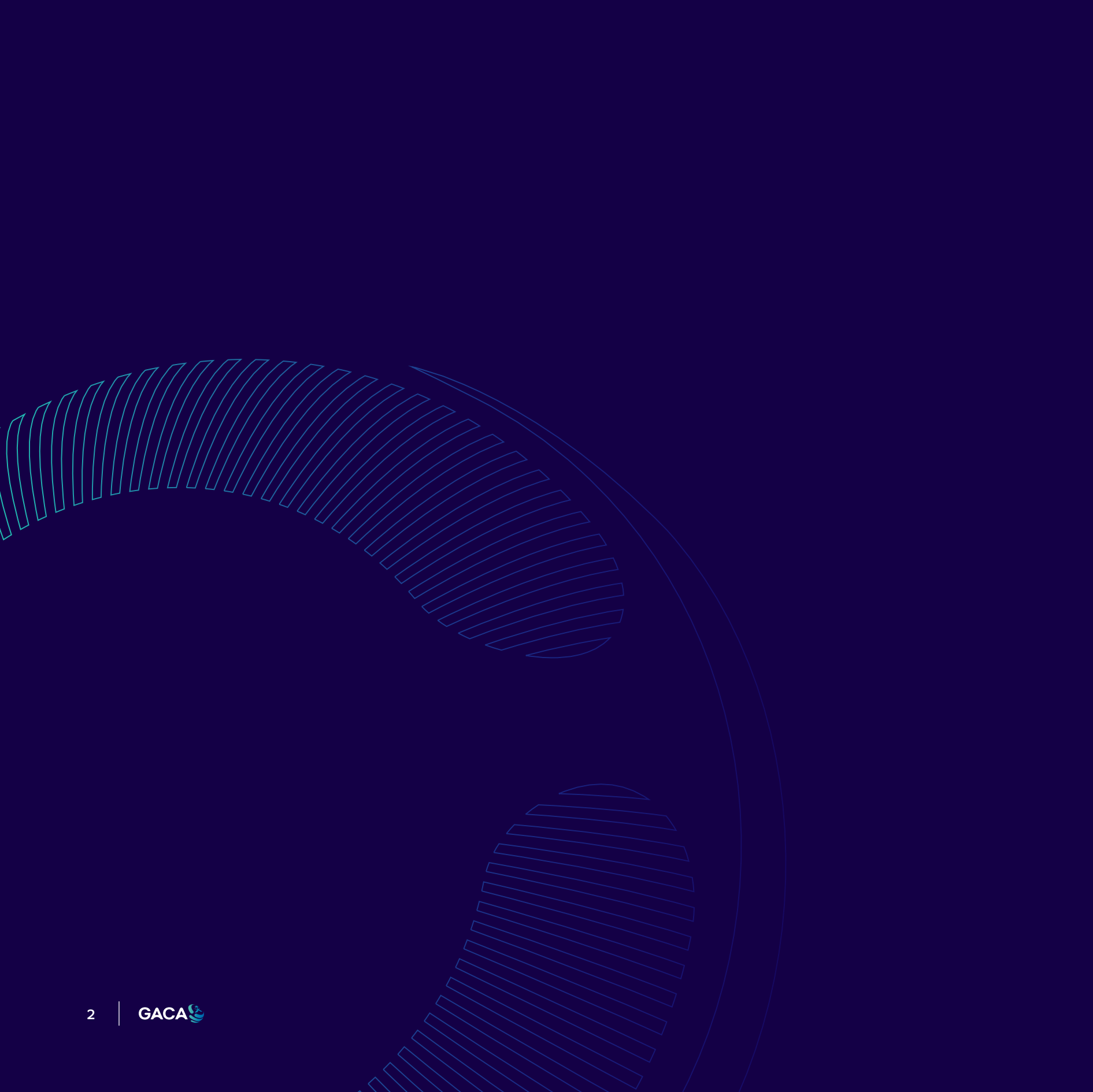General Authority of Civil Aviation

Kingdom of Saudi Arabia
General Authority of Civil Aviation

Annual Report
2024 A.C./ 1445–1446

In the Name of Allah, the Most Gracious, the Most Merciful

> The Kingdom continues to advance on the path of development, modernization, and continuous improvement, moving steadily forward in line with Vision 2030. This vision aims to diversify the economic base and sources of income, invest in available resources and energies, and harness various capabilities to ensure the Kingdom's sustained achievements, comparable to those of developed countries.

His Majesty the Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

(May Allah preserve him)

> The journey of economic diversification continues through the support of promising sectors, as the Kingdom works to achieve its tourism targets of 150 million domestic and international visitors by 2030.

His Royal Highness Prince

Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince and Prime Minister
(May Allah preserve him)

01

PRELIMINARY SECTION

1.1 Introduction

Foreword by His Excellency the Minister of Transport and Logistics Services, Chairman of the General Authority of Civil Aviation

Eng. Saleh bin Nasser Al-Jasser

Minister of Transport and Logistics Services

I am pleased to present the Annual Report of the General Authority of Civil Aviation (GACA) for the year 2024. The report outlines a series of qualitative achievements that reflect GACA's ongoing commitment to advancing development in alignment with the National Strategy for Transport and Logistics Services. Over the course of this year, GACA has made significant strides at all levels, further strengthening the Kingdom's position as a global hub for air transport in accordance with the highest international standards.

The year 2024 witnessed exceptional growth across several key performance indicators. The number of passengers increased by 15% compared to the previous year, exceeding 128 million passengers—a 25% rise compared to pre-pandemic levels. Air traffic also rose by 11%, reaching over 905,000 flights, while air connectivity expanded by 16%, covering 172 international destinations, further reinforcing the Kingdom's growing role as a major aviation hub. In the air cargo sector, record growth of 34% was achieved, bringing total cargo volume to 1.2 million tons, significantly contributing to economic activity and the enhancement of international trade.

This year also marked notable success in managing the Hajj and Umrah seasons, with over 3.2 million seats secured to facilitate smooth pilgrim movement. Passengers benefited from innovative initiatives such as "Passenger with No Bag" and the "Makkah Route", both aimed at enhancing the pilgrim experience. Operational advancements included the launch of the air taxi service and the first-ever Hajj flights from Taif Airport, helping to improve travel efficiency and reduce transit times.

In the aviation safety sector, GACA continued to uphold the highest security standards. It launched the National Aviation Safety Program and established the National Aviation Safety Committee to enhance coordination among stakeholders. The introduction of the "AVMED" platform streamlined procedures for medical fitness certification, while new advanced aeronautical navigation maps were developed in collaboration with the General Authority for Survey and Geospatial Information (GEOSA).

As part of its global leadership role, GACA further strengthened its international presence by organizing major aviation events and strategic partnership initiatives. Highlights included the Future Aviation Forum (FAF), where key agreements were signed—including a landmark deal to purchase 105 aircraft for Saudia. Other notable events included the International Aviation Forum, focusing on industry advancements; the Aviation Security Forum, aimed at improving safety measures; and the Annual Kingdom Airports Forum, dedicated to infrastructure development. GACA also reinforced its global stature through active membership in leading international organizations such as the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), the Airports Council International (ACI), and the Arab Civil Aviation Organization (ACAC).

In terms of private sector engagement, GACA continued to build strategic partnerships with local and international aviation companies. It signed agreements with air operators to expand transport services and invest in airport infrastructure. GACA also supported aviation startups through business facilitation programs, further boosting the sector's efficiency and global competitiveness.

With regard to environmental sustainability, the Kingdom has intensified efforts to meet sustainable aviation targets by adopting eco-friendly technologies and expanding the use of clean fuel—demonstrating a firm commitment to reducing the aviation sector's carbon footprint.

On the localization and workforce development front, the aviation sector achieved notable progress by launching specialized training programs and supporting the qualification of Saudi pilots. The opening of the Saudi Aviation Club Airport in Qassim also played a role in promoting aviation culture and encouraging national talent to engage with this vital industry.

In conclusion, we reaffirm our unwavering commitment to continuing this ambitious journey, working to further solidify the Kingdom's role as a global logistics hub and to enhance services in line with the highest international standards. I extend my sincere gratitude and appreciation to His Majesty the Custodian of the Two Holy Mosques and His Royal Highness the Crown Prince (may Allah preserve them) for their continued support. I also express my deep thanks to the Board Members and all staff of the General Authority of Civil Aviation for their dedication and efforts. Together, we look forward to a future of continued excellence and innovation in the years ahead.

Purchase of

105

aircraft

for Saudia

+3.2

million seats

were secured

to facilitate smooth pilgrim movement

Foreword by His Excellency the President of the General Authority of Civil Aviation

Mr. Abdulaziz bin Abdullah Al-Duailej

President, General Authority of Civil Aviation

Praise be to Allah, Lord of the Worlds, and peace and blessings be upon the most honorable of Prophets and Messengers …

I am pleased to present to you the Annual Report for the year 2024. The report highlights the key achievements and milestones of the year, shedding light on the efforts made and progress realized.

The Kingdom of Saudi Arabia, represented by the General Authority of Civil Aviation, remains committed to developing the air transport sector. It is considered a vital pillar in strengthening the Kingdom's position as a leading economic power and a global hub for transport and logistics. The civil aviation sector continues to play a critical role in enhancing operational efficiency, ensuring aviation safety, and advancing airport infrastructure across the Kingdom, while being driven by Saudi Vision 2030's objectives to diversify the economy and elevate competitiveness.

Despite global challenges and the sector's rapidly changing landscape, GACA successfully navigated these dynamics with flexibility and effectiveness, underscoring its steadfast commitment in supporting the Kingdom's development and economic aspirations.

Throughout the year, numerous projects, initiatives, and development services were implemented. These included the development and expansion of Prince Mohammed bin Abdulaziz International Airport in Madinah, the opening and upgrade of Al-Ahsa International Airport, the inauguration of the new international terminal at Taif International Airport, and the launch of the first phase of electronic gates at King Khalid International Airport in Riyadh. Additionally, the first-ever self-driving air taxi experience was launched during the Hajj

season of 1445 , and operational permits were issued for drones across multiple sectors, demonstrating GACA's commitment to safe and innovative advancements in air mobility.

In 2024, GACA achieved series of landmark accomplishments that improved performance and increased operational efficiency. Among these was the rebalancing of navigation fees (costs) at major airports, including King Khalid International Airport (Riyadh), King Abdulaziz International Airport (Jeddah), and King Fahd International Airport (Dammam), resulting in a **20%** reduction in carriers' operational costs compared to the previous year. This step fostered a more competitive environment and attracted further investment. Additionally, GACA introduced innovative programs and incentives to stimulate the growth of air cargo operations, enhancing the strategic roles of Riyadh and Jeddah airports as global connectivity hubs aligned with the national goal of positioning Saudi Arabia as a global logistics center.

Under the banner "Passenger First," GACA launched a series of initiatives aimed at enhancing the passenger experience, meeting passenger expectations, and improving overall operational performance. These initiatives included the implementation of an Airport Performance Monitoring Program, the introduction of video-based sign language support to facilitate communication with all passengers, and the rollout of the "Passenger with No Bag" service. This innovative service streamlines the travel experience by handling check-in procedures, collecting baggage from the passenger's residence, issuing boarding passes, and ensuring the delivery of luggage to the final destination.

Human capital development remained a top priority for GACA in 2024. GACA

implemented specialized training programs and established strategic partnerships with leading international aviation organizations to strengthen employee competencies. These efforts resulted in the localization of over **14,300** jobs in the civil aviation sector, surpassing the annual targets. In addition, GACA made significant strides in empowering women, with **17%** of leadership positions now held by Saudi women—an achievement supported by advanced training initiatives.

To strengthen domestic connectivity, GACA launched the Mandatory Routes Support Program. The first phase of this program supported four domestic and three international routes, promoting social and economic development across the Kingdom. Additionally, the inauguration of the Saudi Aviation Club Airport in Qassim contributed to nurturing an aviation culture and developing national talent. Notably, this year saw the first solo flights by club members, a milestone in the growth of aviation awareness and participation within the Kingdom.

Continuing its efforts to enhance technological development and digital transformation, GACA has achieved tangible progress in improving operational efficiency and providing an outstanding experience for beneficiaries. It has focused on developing innovative digital systems and upgrading the technical infrastructure, thereby enabling effective integration with government and private entities to ensure smooth data exchange and simplified procedures. These efforts have included launching specialized digital desks for licensing services, developing analytical and statistical tools to support strategic decision-making, and introducing effective data governance policies as well as strengthening their cybersecurity measures.

Localization of

+14.300

jobs
in the civil aviation sector

17%

of leadership positions now held by women

Looking ahead, GACA will continue to upgrade aviation infrastructure and modernize sector support systems, contributing to the realization of Saudi Vision **2030** by positioning the Kingdom as a global logistics hub and enhancing its competitiveness in the aviation industry.

At GACA, we remain committed to innovation and sustainable growth, supporting the Kingdom's socioeconomic development, strengthening its international stature, and preparing the sector for any future challenges.

Finally, I extend my heartfelt gratitude and appreciation to His Majesty King Salman bin Abdulaziz and His Royal Highness Crown Prince Mohammed bin Salman (may Allah preserve them) for their continued support of the civil aviation system. I also sincerely thank the Board of Directors of the General Authority of Civil Aviation for their guidance and all the staff of GACA for their exceptional efforts in realizing these major accomplishments.

1.2 Terms and Definitions

The following terms and expressions, wherever mentioned in this report, shall have the meanings specified below, unless the context indicates otherwise:

Digital Interaction Measurement Program

A digital diagnostic tool that helps government agencies assess their digital transformation maturity, based on global benchmarks aligned with Saudi Vision 2030.

English Language Proficiency (ELP)

A test assessing the English language competency of aircrew, in accordance with ICAO's operational requirements. It has become an international requirement by ICAO.

Flight Clearance and Scheduling System (FCSS)

A system for managing flight permits and scheduling operations.

ATC—IATA

A certification granted to internationally accredited training centers recognized by the International Air Transport Association (IATA).

Clearance Web Channel (CWC)

A system used to register flight clearance requests.

Oboor Platform

A digital platform that facilitates the request and issuance of economic licenses for agencies.

International Civil Aviation Organization (ICAO)

A specialized agency that develops international standards and regulations to ensure aviation safety, security, efficiency, and environmental protection. ICAO serves as a global forum for its 193 member states, enabling them to collaborate on civil aviation matters.

Training Plus Electronic Management System (TPeMS)

ICAO's digital training platform for managing memberships, course development, training evaluations, kit exchanges, and other training-related activities.

The State Action Plan (SAP)

A national strategy for reducing greenhouse gas emissions from international civil aviation activities.

The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

A global program aimed at reducing and offsetting carbon emissions from international flights.

ICAO— TRAINAIR Full-PLUS Membership

Membership in ICAO's Advanced Aviation Training Program enables certified institutions to join a network of specialized training centers accredited by ICAO. Members actively exchange expertise, training materials, and best practices in aviation training, contributing to the overall enhancement of training quality. This, in turn, positively impacts outcomes by efficiently qualifying specialized personnel to have high competency levels.

Air Cargo Agent

A licensed cargo agent authorized by the competent authority to conduct air cargo operations in compliance with specified security measures and regulations. The agent is responsible for receiving, handling, and shipping various goods and supplies directly to airports, while engaging in commercial transactions with air carriers. The transactions follow approved regulatory guidelines governing the transportation of freight, special mail, express parcels, and priority shipments.

Arab Civil Aviation Organization (ACAO)

A regional organization under the League of Arab States, established on February 7, 1996, to foster cooperation and coordination among Arab countries in the development of civil aviation. Its first General Assembly was held on June 4–5, 1996.

Cargo Handling Contractor

A licensed air cargo company authorized by the competent authority to manage freight and mail operations at airports within the Kingdom. These companies specialize in receiving and handling all air cargo and parcels through designated air freight facilities.

Instructions for Transporting Pilgrims by Air

A set of regulations governing the operations of airlines, ground service providers, airport operators, the slot coordination company, and all entities involved in Hajj operations.

Duty-Free

Licensed retail outlets located within Saudi Arabian airport terminals that sell goods under customs suspension for purchase by passengers.

NIDLP

The National Industrial Development and Logistics Program

1.3 Table of Contents

01

PRELIMINARY SECTION

02

DETAILED REPORT

03

OVERVIEW OF THE CURRENT SITUATION

04

PERFORMANCE OF AVIATION COMPANIES

1.4 Executive Summary

In 2024, the General Authority of Civil Aviation (GACA) continued to advance its strategic vision of positioning the Kingdom of Saudi Arabia as a leading global hub for air transport. Significant achievements were made across key areas, including the enhancement of airport infrastructure, improved facilitation of Hajj and Umrah travel, expansion of domestic and international air connectivity, and the launch of impactful initiatives in aviation safety and environmental sustainability.

A major highlight of the year was the hosting of the "Future Aviation Forum", during which multiple agreements and memoranda of understanding were signed with the aim of reinforcing the Kingdom's growing leadership in the global civil aviation sector.

Key Topics of the Report

Engagement with the Public via the Contact Center:

84%
2023
Passenger satisfaction rate with the services provided

84%
2024
Passenger satisfaction rate with the services provided

+ 284,009
Interactions received
through various communication channels

144,339	**16,531**	**34,537**	**62,051**	**25,954**	**597**
calls	live chats	chats	requests	emails	video calls
via the toll-free number	on the X platform	Via WhatsApp	Via website	Via email service	Via sign language support service

Complaints and Compliance Rates:

Airports

Complaints		Compliance Rate	
2023	2024	2023	2024
966	**1,630**	**100%**	**98%**

Airlines

Complaints		Compliance Rate	
2023	2024	2023	2024
16,242	**13,474**	**83%**	**75%**

Key Performance Indicators in 2024

Performance Indicator	Target Value	Actual Value	Significance
Ranking of Saudi Airports Connectivity (WEF/IATA) (Descending Index)	19	18	Reflects the Kingdom's ability to improve domestic and international connectivity, supporting Vision 2030 transportation goals.
Capacity of Air Cargo Warehouses (Million Tons)	3.3	3.3	Enhances the Kingdom's position as a global logistics hub by increasing air cargo capacity.
Digital Transformation Compliance Rate	Not Available (New)	72.53%	Reflects GACA's progress towards e-transactions and meeting digital transformation requirements under Vision 2030.

Success Stories:

01.

National Talent Localization

- Employing **4,000** Saudis, achieving **260%** of the target.
- Increasing the representation of women in leadership positions to **17%.**
- Launching training programs such as "Wa'ed" for increasing the capacity of technical trainings in aviation sector.

02.

Digital Transformation and Operational Service Enhancements:

- Rebalancing navigation fees or costs and reducing operational costs by **20%.**
- Launching digital desks like AVMED for aviation medical services and an electronic archiving system containing **17,000** files.
- Leveraging business intelligence for decision-making and increased transparency.

03.

Excellence in Pilgrim and Umrah Services:

- Providing **3.2 million** seats and the transportation of **96%** of the pilgrims through **100** airlines.
- Launching "Passenger with No Bag" initiative to facilitate pilgrim services, benefiting over **720,000 pilgrims**.
- Operating air taxis during the 1445 Hajj season.

04.

Partnerships and International Cooperation:

- Signing agreements with international entities, such as the European Union, Russia, China, and Brazil.
- Collaborating with SAMI Advanced Electronics Company for technical advice.
- Participating in specialized working groups with the International Civil Aviation Organization (ICAO).

05.

Increased Financial Revenue and Reduced Debt:

- Improving the management of financial obligations to achieve sustainable financial balance.

06.

Announcement of the General Aviation Roadmap:

- Establishing **6** airports and **9** general aviation terminals.
- Supporting business and private jets, while empowering investors and service providers.
- Boosting the contribution of general aviation to the GDP.

07.

Aviation Safety and Environmental Sustainability:

- Linking Non-Conformity Rate (NCR) to the State Safety Program (SSP) to enhance compliance with international standards.
- Collaborating with the Regional Monitoring Agency to ensure adherence to operational standards.
- Supervising the licensing of the first two water airports (aerodromes) in the Kingdom, owned by the Red Sea Company.
- Approving the Advanced Air Mobility roadmap.
- Adopting the National Aviation Safety Plan.
- Taking strategic steps to promote general aviation, enabling private aircraft owners to register their planes within the Kingdom.

Number of Airports:

29 Airports in the Kingdom of Saudi Arabia	**19** International Airports	**10** Domestic Airports

Air Traffic at the Kingdom's Airports:

Airports	Flights (in thousands)		Passengers (in millions)	
	2023	2024	2023	2024
International Airports	797.9	889 ▲	110.2	127 ▲
Domestic Airports	17.3	16.1 ▼	1.5	1.7 ▲
Total	**815.2**	**905.1** ▲	**117.7**	**128.6** ▲
Change Rate (%)	11%		15%	

Cargo Volume (in tons)

2023	2024
894 thousand	**1.2** million

Change Rate (%)

34%

Future Aviation Forum:

The Future Aviation Forum (2024) served as a global platform, bringing together aviation industry leaders and decision-makers to discuss ways to develop the sector and enhance the Kingdom's position as a global air transport hub, in alignment with Saudi Vision 2030. The forum featured the signing of strategic agreements and the hosting of specialized events, contributing to the growth of the civil aviation sector and the development of its infrastructure based on the highest global standards.

+8000 attendees

152 participating countries

+100 agreements and memoranda of understanding

$19 billion aircraft deal (**105** new aircrafts)

+100 ministers and directors of civil aviation authorities in attendance

+12 million media impressions

+20 sponsors and strategic partners

12 accompanying events

+25 entities participated in the exhibition

Human Capital :

	2023	2024
Vacant Positions at End of Fiscal Year	151	129
Change in Workforce	-274	+241
Occupied Positions at End of Fiscal Year	1,541	1,164
Ratio of Occupied to Approved Positions	135%	90%
Approved Positions for Fiscal Year	1,074	1,293

3. Key Achievements and Challenges

Achievements :

Increase in Passengers and Flights:

- A **15%** increase in the number of passengers compared to 2023, reaching over **128 million** passengers.
- An **11%** rise in flights, exceeding **905,000** flights.

International Air Connectivity:

- Expansion of air connectivity by **16%,** covering **172** international destinations, thereby strengthening the Kingdom's global position.

Technical Training Centers:

- Increasing capacity to accommodate **1,200** students in technical training centers.

Enhanced Operational Efficiency:

- Rebalancing navigation fees and reducing operational costs at major airports by **20%**.

Compliance and Governance:

- Institutional performance governance: Developing unified charters and procedures for committees, and adopting a compliance management system based on ISO 37301 standards.

Technological Innovation:

- Developing a navigation fee system to improve operational management efficiency.

Awards and Recognitions

SCXA™24

The "Overall Winner" and Gold Award (the Customer Experience Measurement—Government Sector Category) at the Saudi Customer Experience Forum 2025, outperforming over **100** entities and **327** entries.

الأكاديمية السعودية للطيران المدني / Saudi Academy of Civil Aviation

The Saudi Aviation Academy received an Excellence Award for its "Dangerous Goods Training Kit", reinforcing its leading role in aviation training.

HYYAK

The Customer Care Contact Center earned the "Hayyak" certificate from the Saudi Standards, Metrology and Quality Organization, recognizing its excellence in service provision and adherence to top quality standards.

ACI

King Khalid International Airport and King Fahd International Airport won gold awards in the "Green Airports Initiative" for 2024, granted by the Airports Council International (ACI) in recognition of their efforts in environmental sustainability.

GACA was honored for achieving an outstanding **100%** performance score on the "Adaa" platform, as well as for its role in attracting investments and supporting Saudi Vision 2030.

ACI

King Fahd International Airport obtained Level **1** Carbon Accreditation from ACI, while King Abdulaziz International Airport fulfilled the requirements for Levels 1 and 2.

CONTACT CENTER WORLD

GACA won two gold awards at the Contact Center Award Conference 2024, reflecting the exceptional quality of its customer services.

Challenges:

- Delayed funding for key strategic projects, leading to implementation setbacks.
- Human resource shortages in specialized areas, affecting operational performance in specific domains.
- Delays in the automation of internal processes, limiting operational efficiency.

4.   Insights and Recommendations to Enhance Performance

Strengthening International Cooperation:

Sign additional memoranda of understanding with major countries and companies to improve technical communication, and develop quality and safety standards in a way that aligns with global updates.

Adopting Sustainability Standards:

Apply modern environmental standards in airport development, such as using clean energy as well as technologies to reduce carbon emissions in the aviation sector.

Empowering National Talents:

Support Saudi youth through specialized training programs, and launch initiatives such as cooperative training and scholarships in aviation to enhance national competencies.

Improving Administrative Systems:

Automate governance, risk, and business continuity processes to improve operational quality and reduce human errors, thereby increasing operational efficiency.

Enhancing Passenger Experience:

Expand digital solutions to provide more efficient and seamless services, and improve systems for tracking passengers and pilgrims with the aim of facilitating procedures, raising quality standards, and increasing customer satisfaction.

02

DETAILED REPORT

2.1 Introduction

The Annual Report of GACA for 2024/ 1445–1446 provides a comprehensive overview of the goals and achievements GACA aimed to accomplish during this fiscal year. These achievements represent a significant boost to future efforts, contributing to the realization of GACA's objectives and its continued role in supporting national development.

The report was prepared based on Article (29), Paragraph 2, of the Council of Ministers Regulations, which stipulates that "All ministries and other government agencies shall submit to the President of the Council of Ministers, within 90 days from the beginning of each fiscal year, a report on their achievements in light of the general development plan for the ending fiscal year. The report shall include the difficulties encountered as well as proposals to ensure the proper conduct of business." Additionally, the report adheres to the requirements of the unified annual reports guide issued by the National Center for Performance Measurement of Public Agencies (Adaa), approved by the Council of Ministers Decision No. (233) dated 18/04/1443

GACA adopted a methodology in preparing the report that relied on reviewing and revisiting its core functions and current strategy, while taking into account related national strategies. Various analytical methods, such as statistical descriptions and annual comparisons, were employed to clarify the achievements made during the year.

The report is composed of four main sections: The first section includes the preliminary segment, covering the introduction, definitions, table of contents, and executive summary. The second section presents the detailed report, which includes GACA's introduction, strategic Direction, performance summary, and key efforts and achievements divided across eleven tracks. It also addresses human capital development, social participations, conferences, and awards achieved at both local and global levels, as well as opportunities provided, challenges faced, and support required to enhance performance. The third section of the report reviews the current status of GACA. Finally, the fourth section focuses on the performance of aviation companies during the fiscal year 2024.

Milestones in the Development Journey of GACA

1948
Establishment of the Civil Aviation Department, including both the civil aviation sector and Saudia.

1959
Separation of Saudia from the Civil Aviation Department, with the new title "Directorate of Civil Aviation.

2016
GACA was linked to the Ministry of Transport and Logistics Services by Royal Decree No. (A/133) dated 30/07/1437.

2004
Renamed as the "General Authority of Civil Aviation" by the Council of Ministers Decision No. (13) dated 17/01/1425.

1977
Renamed to "Presidency of Civil Aviation".

2017
Separation of regulatory functions from operational roles to strengthen GACA's role as a regulator for the air transport industry, per Royal Order No. (17049) dated 11/04/1438.

GACA

The New Visual Identity:

A Leap Toward the Future

As part of its ambitious strategy toward attaining global leadership and strengthening its presence in the aviation sector, GACA launched its new visual identity. This identity embodies its ambitious vision and global mission while reflecting its commitment to innovation and sustainability, all while preserving authenticity and the national identity. The identity incorporates modern visual elements that express GACA's dedication to innovation, sustainability, and openness to the world, while honoring heritage and national pride.

Components of the Visual Identity and Their Significance:

Logo and Visual Elements:

The Globe:

Represents global leadership, international connectivity, and the integrated travel experience provided by GACA. The innovative design reflects global best practices, highlights the international outreach of Saudi aviation, and portrays the sector's dynamism, ensuring a seamless and exceptional travel experience.

The Two Swords and the Palm Tree:

A core part of the national identity, symbolizing pride in the Kingdom of Saudi Arabia and its rich heritage.

The Typeface Used:

Reflects modernity, strength, and accessibility..

The New Visual Identity and Its Role in Enhancing the Sector:

The new visual identity is part of GACA's strategy to achieve the objectives of "Saudi Vision **2030**", aiming to position the aviation sector as a key pillar of the national economy. This renewed identity provides a refreshed image for civil aviation, showcasing GACA's focus on innovation, digital development, and sustainability.

Impact of the New Identity on Passengers and Partners:

• Enhancing Passenger Experience: Through offering a consistent visual identity that reflects quality and efficiency.

• Strengthening International Partnerships: Through a unified identity that embodies professionalism and progress.

• Empowering Digital Transformation: Via modern designs that reflect the sector's dynamism and future-readiness.

The new visual identity of GACA embodies its future aspirations, blending modernity and heritage, while enhancing the Kingdom's position as a global aviation hub. Moreover, this refreshed identity reinforces GACA's status as a global leader in aviation, with an unwavering commitment to providing the highest standards of safety and efficiency and delivering a world-class travel experience aligned with future ambitions.

2.2 Strategic Direction

Vision

To establish the Kingdom as a global leader in aviation by delivering services that meet passengers' needs and incorporate the latest modern technologies.

Mission

To be a globally recognized and trusted authority in the aviation sector, distinguished by innovation and reliability.

Core Objectives Aligned with GACA's Main Strategy

Ensuring the highest levels of safety and security in the Saudi aviation sector.

Promoting and implementing sustainable measures to reduce environmental impact.

Establishing economic policies to enable air traffic growth, improve service quality, foster fair competition, and enhance connectivity networks.

Closely activating and monitoring the implementation of the aviation sector strategy and enabling the adoption of modern technologies

Building a flexible organizational structure that attracts top talents and embraces the "Customer First" culture

Applying an effective internal and external governance model.

Transforming GACA into a digitally empowered institution that adopts the best processes and procedures

Achieving financial sustainability

Strategic Aspirations of GACA

Maintaining high levels of security and safety.

Enhancing environmental sustainability and reducing carbon emissions.

Empowering the growth of air traffic and market competitiveness.

Supervising and monitoring the activation and implementation of the aviation sector strategy.

Transforming GACA into an efficient and sustainable institution.

Sector-Level Strategic Goals

Aspirations for the Aviation Sector:

VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

Enabling Vision 2030 by positioning Saudi Arabia's aviation sector as the leading sector in the Middle East.

Supporting the national tourism strategy by targeting

300 million passengers.

and addressing national air cargo needs

2.5 million tons.

Elevating Saudi Arabia, enabling it to become a global air transit hub (serving

30 million transit passengers.

and a global air cargo hub with a transit capacity of

2 million tons.

Key Strategic Goals for the Aviation Sector:

Expanding Saudi Arabia's connectivity network to cover more than **250** destinations across **29** airports, and operating King Khalid Airport in Riyadh and King Abdulaziz Airport in Jeddah as global hubs for long-haul passenger travel and international air cargo, leveraging passenger aircraft belly capacity.

Developing infrastructure and operational processes, including airport capacity, improving the passenger experience in alignment with the national tourism strategy, and enabling air cargo operations comparable to regional peers.

Increasing the share of national carriers for domestic flights and enhancing competitiveness for national carriers on international routes. Jeddah Airport will serve as a hub for Saudi Arabian Airlines and Saudia Cargo, while Riyadh Airport will act as a hub for the new national carrier "Riyadh Air".

Transitioning from a monopoly to promoting fair competition, and enhancing competitiveness with the aim of improving service levels.

Vision 2030-Level Goals

GACA contributes to achieving strategic goals in two major Vision 2030 programs: The National Industrial Development and Logistics Program (NIDLP), The Guests of God Service Program

برنامج تطوير الصناعة الوطنية والخدمات اللوجستية

Strategic Goals Contributed by GACA for NIDLP:

- Establishing and enhancing the performance of logistics hubs.
- Improving domestic, regional, and international trade network connectivity

برنامج خدمة ضيوف الرحمن

Strategic Goals Contributed by GACA for the Guests of God Program:

- Providing high-quality services to Hajj and Umrah performers.
- Facilitating the hosting of more Umrah performers and easing access to the Two Holy Mosques.

National Strategy-Level Goals

The National Transport and Logistics Services Strategy:

This strategy is a key pillar for achieving Vision 2030, with the aviation sector contributing to its goals by:

- Establishing Saudi Arabia as a global logistics hub by enhancing air connectivity, developing airports, and improving air transport efficiency and supportive infrastructure.

Challenges Facing the Transport Sector:

- Difficulties related to the inefficient transportation of goods and people within and outside the Kingdom, whether due to regulatory and legislative constraints or infrastructure limitations.

The National Tourism Strategy:

The National Tourism Strategy: This aims at supporting tourism to accommodate the targeted demand of

300 million passengers.

2.3 Performance Summary

1. Key Performance Indicators in 2024:

Performance Indicator	Target for the Year	Indicator Status	Actual Value	Target Value	Measurement Period	Vision Realization Program
Strategic Goal:	Enhancing local, regional, and international connectivity within the trade and transport networks.					
Goal Description:	Strengthening the Kingdom's connections with the global market while reducing the cost of transporting goods and passengers to accommodate the growing trade volumes.					
Goal Classification:	A Vision 2030 goal, with contributions from the entity.					
Saudi Airports Connectivity Ranking (WEF/IATA) (Descending Index)	2023	●	18	19	Annual	National Industrial Development and Logistics Program (NIDLP)
Strategic Goal:	Establishing and improving the performance of logistics centers					
Goal Description:	Increasing the volume of goods handled through the Kingdom's ports to approximately 40 million TEUs and raising passenger numbers at the Kingdom's airports to around 330 million by 2030. This will help position Saudi Arabia as a global logistics hub and the regional leader in handling goods and in service quality, aiming to achieve 10th place globally in the Logistics Performance Index by 2030.					
Goal Classification:	A Vision 2030 goal, with contributions from the entity.					
Air Cargo Warehouse Capacity at Airports (Million Tons)	2024	●	3.3	3.3		National Industrial Development and Logistics Program (NIDLP)
Strategic Goal:	Commitment of government agencies to functional data quality.					
Goal Description:	Measuring the degree to which government agencies are linked and the extent they provide their functional data to the Ministry of Human Resources and Social Development, ensuring completeness and validity of data. This will facilitate accurate and informed decision-making.					
Goal Classification:	Joint indicators assigned to agencies under royal orders					

Performance Indicator	Target for the Year	Indicator Status	Actual Value	Target Value	Measurement Period	Vision Realization Program
Functional Data Quality in GACA	2024	●	100%	100%	Quarterly	Compliance Indicators
Strategic Goal:	Commitment of government agencies to standards of final account submissions.					
Goal Description:	Measuring the compliance of government agencies in submitting their final accounts to the Ministry of Finance within specified deadlines, ensuring comprehensive accounts are prepared and submitted to the Council of Ministers on time.					
Goal Classification:	Joint indicators assigned to agencies under royal orders.					
Final Account Submission	2023	●	77 days	90 days	Annual	Compliance Indicators
Strategic Goal:	Commitment of public entities to budget spending post-adjustments.					
Goal Description:	Measuring the financial performance of public entities concerning adjusted budgets at the end of the year.					
Goal Classification:	Joint indicators assigned to agencies under royal orders.					
Actual Budget Expenditure After Adjustments	2023	●	99.1%	100%	Annual	Compliance Indicators
Strategic Goal:	Enhancing expenditure efficiency in government agencies.					
Goal Description:	Measuring the performance of government agencies in terms of spending efficiency.					
Goal Classification:	Joint indicators assigned to agencies under royal orders.					
Assessment of Expenditure Efficiency Opportunities	2024	●	3 grades	3 grades	Quarterly	Compliance Indicators
Strategic Goal:	Developing e-transactions in government agencies.					
Goal Description:	Measuring the digital transformation of GACA through evaluation surveys.					
Goal Classification:	Joint indicators assigned to agencies under royal orders.					
Compliance with Digital Transformation Standards	2023	●	72.53%	Not available	Annual	Compliance Indicators

Indicator Status Colors: ● Completed ● On Track: Difference of 5% or less. ● Behind Track: Behind by more than 5% up to 15%. ● Significantly Behind Track: Behind by more than 15%. ● Not Yet Started.

2. Approved Initiatives:

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
First Goal:	**Launching a New National Carrier in Riyadh and Shifting Saudia' Focus to Jeddah.**					
Goal Classification:	Sector-Level Strategy					
All long-haul Saudi Arabian Airlines operations will be moved to Jeddah Airport once the new national carrier is launched.	🔴 Significantly Behind Track	01/01/2021	3%	51%	31/12/2025	N/A
Workflow Summary (Description):	A project to update the National Aviation Strategy is underway, which will result in change requests, including an update to the initiative's timeline.					
Launching a new national carrier based in Riyadh.	🟢 Completed	30/6/2020	100%	100%	30/3/2023	N/A
Workflow Summary (Description):	N/A					
Second Goal:	**Establishing Long-Distance Hub Stations in Both Riyadh and Jeddah (Accommodating More than 50 Million Passengers).**					
Goal Classification:	Sector-Level Strategy					
Introducing specific airport economic fees and incentive programs.	🟡 Behind Track	01/07/2020	90%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					
Third Goal:	**Privatizing the Kingdom's Airports to Raise Service and Operational Professionalism and Achieve Full Commercial Value.**					
Goal Classification :	Sector-Level Strategy					
Privatizing airports and completing the separation of the regulatory and operational bodies.	🟢 Completed	01/01/2020	100%	100%	31/01/2021	-
Workflow Summary (Description):	N/A					
Efforts to achieve commercial excellence and raise performance at all airports in the Kingdom.	🟡 Behind Track	01/07/2020	86.99%	94.28%	31/12/2025	-

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Workflow Summary (Description):	A project to update the National Aviation Strategy is underway, which will result in change requests, including an update to the initiative's timeline.					
Fourth Goal:	**Leveraging the Latest Technologies in the Air Freight Sector.**					
Goal Classification:	Sector-Level Strategy					
Upgrading air cargo technology/IT based on global best practices.	🔴 Significantly Behind Track	01/07/2020	52%	81%	31/12/2025	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					
Fifth Goal:	**Clarifying Sector Governance, Privatization, and Professionalizing Airports**					
Goal Classification:	Sector-Level Strategy					
Workflow Summary (Description):	N/A					
Identifying laws and regulations governing sector governance and reporting mechanisms.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Monitoring the implementation of the strategy through the Steering Committee for Activating the Aviation Sector Strategy.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Detailing the aviation sector strategy for GACA, the Saudi Civil Aviation Holding Company, Saudia, and other relevant entities.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A

Indicator Status Colors: 🟢 Completed 🔵 On Track: Difference of 5% or less. 🟡 Behind Track: Behind by more than 5% up to 15%. 🔴 Significantly Behind Track: Behind by more than 15%. ⚪ Not Yet Started.

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Sixth Goal:	Ensuring the Highest Levels of Safety in the Aviation Sector.					
Goal Classification :	Sector-Level Strategy					
Updating environmental standards and inspection procedures in line with best practices.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Updating safety standards and inspection procedures in line with best practices.	🔴 Significantly Behind Track	01/07/2020	70%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project to update the National Aviation Strategy is underway, which will result in change requests, including an update to the initiative's timeline.					
Seventh Goal:	Enhancing the Competitiveness of Transportation Companies.					
Goal Classification:	Sector-Level Strategy					
Redesigning and upgrading the passenger journey in national air carriers.	🔵 On Track	01/07/2020	87%	87%	31/12/2025	N/A
Workflow Summary (Description):	N/A					
Eighth Goal:	Enhancing Local, Regional, and International Connectivity Within the Trade and Transport Networks.					
Goal Classification:	Sector-Level Strategy					
Launching the Air Connectivity Fund to stimulate new/underserved routes.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Launching an incentive program to attract private and foreign transportation companies.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):						
Developing navigation systems and procedures to improve the efficiency of Saudi airspace use.	🔵 On Track	01/12/2017	54.08%	58.08%	31/12/2025	N/A
Workflow Summary (Description):	N/A					

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Restructuring the Kingdom's international and domestic air connectivity network to support broader economic development.	🟢 Completed	01/03/2022	100%	88%	30/03/2025	N/A
Workflow Summary (Description):	N/A					
Ninth Goal:	Increasing the Capacity of the Kingdom's Airports to Achieve Passenger-Related Targets and Building New Airports.					
Goal Classification:	Sector-Level Strategy					
Improving transit halls at Jeddah and Riyadh airports to facilitate temporary transit procedures.	🔴 Significantly Behind Track	01/07/2020	24%	76%	31/12/2025	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Expanding, constructing and developing the Kingdom's airports.	🔴 Significantly Behind Track	01/07/2020	0%	40%	31/12/2030	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Developing an airport strategy and capacity-increasing plan for each of the Kingdom's 29 airports.	🔴 Significantly Behind Track	0202/70/10	0%	100%	1202/21/13	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Developing the master plan and implementing design and construction processes.	🔴 Significantly Behind Track	01/07/2020	0%	100%	31/12/2023	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					

Indicator Status Colors: 🟢 Completed   🔵 On Track: Difference of 5% or less.   🟡 Behind Track: Behind by more than 5% up to 15%.   🔴 Significantly Behind Track: Behind by more than 15%.   ⚪ Not Yet Started.

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Tenth Goal:	**Developing State-of-the-Art Facilities and Logistics Capabilities.**					
Goal Classification :	Sector-Level Strategy					
Improving the overall customer experience at airports.	🔴 Significantly Behind Track	01/04/2019	87%	100%	30/12/2024	N/A
Workflow Summary (Description):	Approval of the change request to put the initiative on track.					
Achieving the highest levels of aviation security and safety, including full compliance with international safety standards.	🔵 On Track	01/01/2017	94%	94%	30/11/2024	N/A
Workflow Summary (Description):	N/A					
Establishing and developing the integrated logistics zone at King Khalid International Airport.	🟢 Completed	01/03/2022	100%	79%	31/12/2025	N/A
Workflow Summary (Description):	N/A					
Establishing and developing integrated logistics areas at King Khalid International Airport—Phase II.	🔵 On Track	2/8/2022	49%	51%	30/12/2025	N/A
Workflow Summary (Description):	N/A					
Eleventh Goal:	**Developing Riyadh and Jeddah Airports as Global Logistics Centers and Dammam Airport as a Cargo-Centric Airport.**					
Goal Classification :	Sector-Level Strategy					
Conducting detailed planning for the warehouse capacity and facilities at Jeddah, Riyadh and Dammam Airports, in line with the cargo strategy.	🔴 Significantly Behind Track	01/07/2020	48%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Developing a detailed air cargo strategy and master plan for Jeddah, Riyadh and Dammam airports.	🔴 Significantly Behind Track	01/07/2020	34%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Marketing shipping villages and Special Economic Zones in Saudi Arabia.	🔴 Significantly Behind Track	09/26/2022	10%	100%	18/11/2024	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative due to the lack of marketing need for cargo villages.					
Building and upgrading existing warehouses and facilities in a modular way to meet the air cargo requirements of 2030.	🟡 Behind Track	01/07/2020	33%	39.5%	31/12/2030	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Determining detailed requirements for warehouses and facilities at Jeddah, Riyadh and Dammam airports.	🔴 Significantly Behind Track	01/07/2020	43%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the allocation of specific initiatives to each airport and also including all development and expansion work.					
Twelfth Goal:	**Improving Financing and Government Support for Sector Growth.**					
Goal Classification:	Sector-Level Strategy					
Allocating the required budget to each relevant government entity to achieve the aviation sector strategy.	🟢 Completed	01/07/2020	100%	100%	01/01/2021	N/A
Workflow Summary (Description):	N/A					

Indicator Status Colors: 🟢 Completed 🔵 On Track: Difference of 5% or less. 🟡 Behind Track: Behind by more than 5% up to 15%. 🔴 Significantly Behind Track: Behind by more than 15%. ⚪ Not Yet Started.

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Setting clear conditions for government support for each local carrier.	🔴 Significantly Behind Track	01/07/2020	70%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests that include updating the initiative's scope of work.					
Developing an operational excellence program for national air carriers.	🟡 Behind Track	01/07/2020	90%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests that include the deletion of the initiative due to its lack of connection to achieving the objectives of the National Aviation Strategy.					
Thirteenth Goal:	**Creating an Environment To Attract Foreign Direct Investment and To Develop the Private Sector**					
Goal Classification:	Sector-Level Strategy					
Developing the legislative system (laws and processes) to improve the efficiency of the aviation sector.	🔴 Significantly Behind Track	01/07/2020	80%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					
Developing the privatization strategy in cooperation with relevant entities.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Fourteenth Goal:	**Increasing the Level of Competition in Ground Handling and Catering.**					
Goal Classification:	Sector-Level Strategy					
Reducing restrictions on air transport companies and ground services.	🟢 Completed	01/07/2020	100%	75%	31/12/2025	N/A
Workflow Summary (Description):	N/A					

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Removing obstacles to enable investors to enter the aircraft leasing and aircraft manufacturing market.	🟢 Completed	01/07/2020	100%	100%	31/12/2025	N/A
Workflow Summary (Description):	N/A					
Preparing an incentive program for service providers to enter the Saudi Arabian market.	🔴 Significantly Behind Track	01/07/2020	0%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					
Fifteenth Goal:	**Strengthening Saudia Airlines' World-Class Cargo Operations and Carrier at Riyadh Airport with Cargo Capabilities.**					
Goal Classification:	Sector-Level Strategy					
Developing an interim plan to expand transportation capacity at Riyadh Airport while the new national carrier is being gradually built.	🟢 Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Adapting Saudia Cargo's strategy to align with the Kingdom of Saudi Arabia's air cargo strategy.	🔴 Significantly Behind Track	01/07/2020	0%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					

Indicator Status Colors: 🟢 Completed 🔵 On Track: Difference of 5% or less. 🟡 Behind Track: Behind by more than 5% up to 15%. 🔴 Significantly Behind Track: Behind by more than 15%. ⚫ Not Yet Started.

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Building cargo capabilities for the new national carrier.	Significantly Behind Track	1/7/2020	17%	70%	31/12/2025	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests, including the deletion of the initiative.					
Sixteenth Goal:	**Establishing Effective Governance for the Air Cargo Sector.**					
Goal Classification:	Sector-Level Strategy					
Designing and implementing air cargo governance that connects relevant stakeholders (public and private sectors).	Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Seventeenth Goal:	**Developing a Human Capital Development Plan.**					
Goal Classification:	Sector-Level Strategy					
Developing a human capital development plan for the aviation sector.	Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Eighteenth Goal:	**Providing a Seamless Experience for Passengers by Leveraging Modern Technologies.**					
Goal Classification:	Sector-Level Strategy					
Developing legislation and regulations governing the use of technology in the Kingdom's airports.	Significantly Behind Track	01/07/2020	0%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project is underway to update the National Aviation Strategy, which will result in change requests that include updating the initiative's scope of work.					

Initiative	Initiative Status	Start Date	Actual Completion Rate	Planned Completion Rate	Specified End Date	Vision Realization Program (If Applicable)
Nineteenth Goal:	**Establishing Smooth and Simplified Regulations for the Air Cargo Sector.**					
Goal Classification:	Sector-Level Strategy					
Updating air cargo regulations.	Completed	01/07/2020	100%	100%	31/12/2021	N/A
Workflow Summary (Description):	N/A					
Conducting a study to identify the special economic zones required at Riyadh, Jeddah and Dammam airports.	Significantly Behind Track	1/7/2020	5%	100%	31/12/2021	N/A
Workflow Summary (Description):	A project to update the National Aviation Strategy is underway, which will result in change requests, including updating the initiative's timeline and integrating it with other related initiatives.					
Twentieth Goal:	**Ensuring Access to Operators Providing Good, Multimodal Logistics.**					
Goal Classification:	Sector-Level Strategy					
Identifying sea/land/rail freight infrastructure requirements in line with the Kingdom's air freight strategy, and ensuring their inclusion in the national transport and logistics strategy.	Completed	01/06/2022	100%	100%	01/06/2023	N/A
Workflow Summary (Description):	N/A					

Indicator Status Colors: ● Completed ● On Track: Difference of 5% or less. ● Behind Track: Behind by more than 5% up to 15%. ● Significantly Behind Track: Behind by more than 15%. ● Not Yet Started.

3. Key Projects:

As part of achieving the goals set by Saudi Vision 2024, GACA has initiated several operational projects aimed at enhancing operational efficiency, supporting digital transformation, and promoting environmental sustainability.
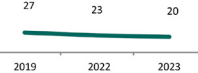
Project Name	Brief Description	Completion Percentage	Expected Impact
Air Taxi Experiment During Hajj Season	Achieving optimal integration between various transport modes (e.g., public transport) while enhancing safety, efficiency, and sustainability to improve the quality of life.	100%	Facilitating swift mobility for pilgrims, reducing traffic congestion, improving transport efficiency, and fostering innovation in the aviation sector, in support of Saudi Vision 2030.
Review and Update of National Aviation Strategy	Updating the aviation sector strategy and the institutional strategy of GACA to align with the vision's objectives.	100%	Achieving Saudi Vision 2030 aviation sector goals through a modern and comprehensive strategy.
Support for Implementation of the General Aviation Strategy	Providing technical and administrative support to apply the general aviation strategy, develop infrastructure, and enhance integration between relevant entities.	96%	Improving strategy implementation, developing the general aviation infrastructure, and supporting Saudi Vision 2030 objectives.
Development of a Digital System for Managing and Monitoring Pilgrims' Movement at Contact Points Within the Terminal	This project aims to display real-time waiting times for passengers and pilgrims at each airport contact point, as well as measure travel experience standards during both peak and off-peak seasons.	94%	Measuring and improving the experience of passengers and pilgrims across all of the project's airports by enhancing the efficiency of services provided and optimizing operational processes. The system also enables round-the-clock monitoring of operational procedures, providing accurate data that facilitates reporting and rapid decision-making by executive leaders. Additionally, the data supports advanced analysis and the forecasting of future scenarios based on historical data, while also clarifying the operational capacity at each contact point.
System of Operational Performance Standards for Airports and Air Carriers	Launching a unified platform to manage airport and air carrier service performance, featuring heat maps for real-time operational monitoring and service improvements. This is in a way that positively impacts the passenger's experience.	89.5%	Enhancing executive decision-making to improve the passenger experience by tracking and analyzing airport performance data related to services provided to passengers.

Project Name	Brief Description	Completion Percentage	Expected Impact
Alignment and Enhancement of Passenger and Air Cargo Route Planning	Improving integration between passenger and cargo air transport operations to enhance efficiency, reduce waiting times, and improve overall airport service quality.	77%	Improving the passenger experience, boosting operational efficiency, supporting economic growth, and enhancing Saudi Arabia's global competitiveness in logistics.
Activation of the Saudi Civil Aviation Environmental Sustainability Program (CAESP)	Promoting sustainability practices in the aviation sector by reducing carbon emissions, improving resource consumption efficiency, and encouraging eco-friendly technologies.	53%	Reducing carbon emissions, improving resource consumption efficiency, enhancing environmental commitment, and supporting Saudi Vision 2030's environmental sustainability goals.
Establishment and Development of the Integrated Logistics Zone	Implementing the second phase in developing the logistics zone at King Khalid International Airport, including infrastructure construction and the readiness of road, electricity, water and communication networks.	49%	Supporting logistics sector development, enhancing infrastructure readiness, and attracting logistics investment to strengthen Saudi Arabia's position as a global logistics hub.
Future Goals for Airspace	Developing navigation systems and procedures by upgrading the communication network with modern technologies, such as MPLS, backed by satellite support. This is to improve airspace efficiency and safety.	48%	Enhancing communication and air navigation efficiency, improving navigation systems, and increasing airspace flexibility and safety to accommodate growing transportation demands.
Development of a Digital System for Managing and Monitoring Passenger Movement at Contact Points Within the Terminal	This project aims to directly display passenger waiting times at each contact point in the project's airports as well as measure travel experience standards during both peak and off-peak seasons.	43%	Improving passenger experience across all the project's airports by enhancing service efficiency and operational processes. The system enables real-time monitoring of efficiency, data collection for reports, decision-making, advanced analytics, and capacity visualization at each contact point.
Development of the Surveillance Network	Updating Saudi airspace to enhance safety, capacity, and operational efficiency in response to expected growth in regional transportation.	40.58%	Improving air navigation flexibility and flow, enhancing safety, and supporting aviation sector development in line with Saudi Vision 2030.

Operational Projects:

Project Name	Brief Description	Completion Percentage	Expected Impact
Disaster Recovery Solutions for IT System	Establishing a disaster recovery center to ensure business continuity and the application of cybersecurity regulations to protect data and reduce downtime.	100%	Ensuring business continuity, safeguarding critical data, enhancing infrastructure readiness, and increasing confidence in GACA's ability to effectively handle emergencies.
Advanced Cybersecurity Solutions	Implementing comprehensive security solutions, including network and data security along with security services, following the National Cybersecurity Authority's standards to protect systems and information.	83%	Strengthening the system as well as data protection against cyber threats, improving digital infrastructure readiness, reducing operational risks, and ensuring secure business continuity.
Enterprise Resource Planning (ERP): System Upgrade	Upgrading the current version of the ERP system to ensure cybersecurity compliance and avoid loss of technical support.	80%	Enhancing resource and operational management, improving interdepartmental integration, minimizing operational errors, and supporting real-time data-driven decision-making.
Digital Transformation Consultation	Evaluating GACA's digital maturity by analyzing digital infrastructure, and providing consulting services to improve and accelerate digital transformation in line with Saudi Vision 2030.	66%	Establishing effective digital strategies, accelerating the adoption of modern technologies, enhancing operational efficiency, and supporting digital transformation goals.
GACA's Electronic Portal Development	Developing GACA's electronic portal to meet current and future business needs and enhance digital services.	23%	Improving user experience, facilitating service accessibility, increasing transparency, and strengthening digital transformation to enhance beneficiary interaction.

4. International Indicators Related to GACA and the Kingdom's Ranking :

International Performance Index	Year of Issue	Source	Target for the Year	Indicator Status	Measurement Period	Target Value	Actual Value	Kingdom's Ranking and Value Over the Last Five Years	Associated Vision Realization Program (If Applicable)
Goal: Preparing the Kingdom's Network to Optimally Accommodate Passenger Flows **Goal Classification: The National Aviation Sector Strategy**									
Kingdom's Ranking in the IATA International Air Connectivity Index (descending index)	2023	IATA	2023	🟢	18	19	Annually	27 / 23 / 20 (2019, 2022, 2023)	Joint Index with the National Industrial Development and Logistics Program
Number of airports in the Skytrax list of the top 100 airports in the world	2024	SKYTRAX	2024	🟢	4	1	Annually	4 / 4 / 4 (2022, 2023, 2024)	The National Aviation Sector Strategy
Ranking of Saudia according to the global air cargo classification (descending index).	2023	CIRIUM	2023	🟢	20	26	Annually	27 / 23 / 20 (2019, 2022, 2023)	The National Aviation Sector Strategy

Indicator Status Colors: 🟢 On Track: Difference of 1% or less 🔴 Behind Track: Behind by more than 1% up to 15%. 🟡 Significantly Behind Track: Behind by more than 15%.

5. Beneficiary Satisfaction with Provided Services:

In 2024, GACA received a substantial number of interactions through its beneficiary care center, which are available 24/7.

The toll-free number is most prominent

📞 **1929**

besides that, international call availability, email, social media platforms, and live chats with customer service representatives

A significant number of interactions during 2024 were recorded, distributed as follows:

Beneficiary Care Center:

The Beneficiary Care Center received

284,009 interactions

across various communication channels in 2024 The breakdown of interactions with passengers is as follows:

Contact us

144,339	**16,531**	**34,537**
calls	live chats	chats
via toll-free number	via Platform X	via WhatsApp

62,051	**25,954**	**597**
requests	emails	video calls
via website	via email service	Via sign language support service

Passenger Satisfaction with Call Center Services:

84%	**4** seconds	**3:36** minutes	**1**%	**81**%
average beneficiary satisfaction with services	average response time	average call duration	missed call rate	first-contact resolution rate

Total Complaints and Compliance Rates:

Airports

Complaints		Compliance Rate	
2023	2024	2023	2024
1,630	**966**	**98**%	**100**%

Airlines

Complaints		Compliance Rate	
2023	2024	2023	2024
13,474	**16,242**	**75**%	**83**%

Average Complaint Resolution Time for Passengers (in Days):

Airports

2023	2024
4 days	**3** days ▲ -1

Airlines

2023	2024
11 days	**9** days ▲ -2

Airports and Airlines Complaints Handling Compliance within (SLA):

Airports

Target	Achieved	Number of Complaints
98%	**100**%	**966**

Airlines

Target	Achieved	Number of Complaints
80%	**83**%	**16,242**

Complaint Statistics

First: Airports

Number of Complaints and Compliance Rates for Each Airport:		
Airport	Number of Complaints	Compliance Rate (%)
King Abdulaziz International Airport—Jeddah	289	94%
King Khalid International Airport—Riyadh	172	100%
King Fahd International Airport—Dammam	121	100%
Prince Mohammed Bin Abdulaziz Airport—Madinah	64	100%
King Abdullah Airport—Jazan	50	100%
Abha International Airport	47	100%
Taif International Airport	32	98%
Prince Sultan Bin Abdulaziz Airport—Tabuk	31	100%
Al Jouf Airport	31	100%
Hail Airport	21	100%
Najran Airport	21	100%
Prince Naif Bin Abdulaziz Airport—Qassim	20	100%
Arar Airport	13	100%
King Saud Airport—Al Baha	10	100%
Rafha Airport	7	100%
Bisha Airport	6	100%
Qaisumah Airport	5	100%

Number of Complaints and Compliance Rates for Each Airport:		
Airport	Number of Complaints	Compliance Rate (%)
Wadi Al-Dawasir Airport	5	100%
Neom Airport	5	100%
Al Qurayyat Airport	4	100%
Al-Ahsa International Airport	4	100%
Turaif Airport	3	100%
Al-Ula International Airport	2	100%
Sharurah Airport	2	100%
Prince Abdul Mohsin Bin Abdulaziz Airport—Yanbu	1	100%

Top 5 Airport Complaint Categories and Compliance Rates (%)				
Category	2023		2024	
	Number of Complaints	Compliance Rate (%)	Number of Complaints	Compliance Rate (%)
Public Services & Facilities	453	97%	461	99%
Transportation	190	97%	137	99%
Travel Procedures	469	90%	126	92%
Security Procedures	174	94%	125	95%
Baggage	201	94%	48	100%

Second: Airlines (Carriers)

	السعودية Saudia		flynas طيران ناس		flyadeal طيران أديل		Foreign Airlines

Number of Complaints		Number of Complaints		Number of Complaints		Number of Complaints	
2023	2024	2023	2024	2023	2024	2023	2024
5,008	7,737	2,839	3,430	4,391	2,529	1,236	2,546

Compliance Rate (%)		Compliance Rate (%)		Compliance Rate (%)		Compliance Rate (%)	
2023	2024	2023	2024	2023	2024	2023	2024
99%	96%	88%	100%	87%	98%	28%	40%

Top 5 Airline Complaint Categories and Compliance Rates (%)

Category	2023		2024	
	Number of Complaints	Compliance Rate (%)	Number of Complaints	Compliance Rate (%)
Baggage Services	4,246	72%	5,826	79% ▲
Flights	4,293	73%	4,295	73%
Tickets	2,785	80%	3,277	92% ▲
Boarding Services	1,568	82%	2,262	91% ▲
In-Flight Service Quality	249	92%	415	97% ▲

Statistics of Service Completion Time for Beneficiaries:

a. External Entities	
Average Service Request Completion Time	Total Requests
4 days	**722** requests

b. Internal Entities	
Average Service Request Completion Time	Total Requests
4 days	**886** requests

Digital Transformation Measurement:

72.53%
Digital Transformation Score

77%
Beneficiary Satisfaction with Digital Services

4
days
Average Time to Complete Digital Services for Beneficiaries
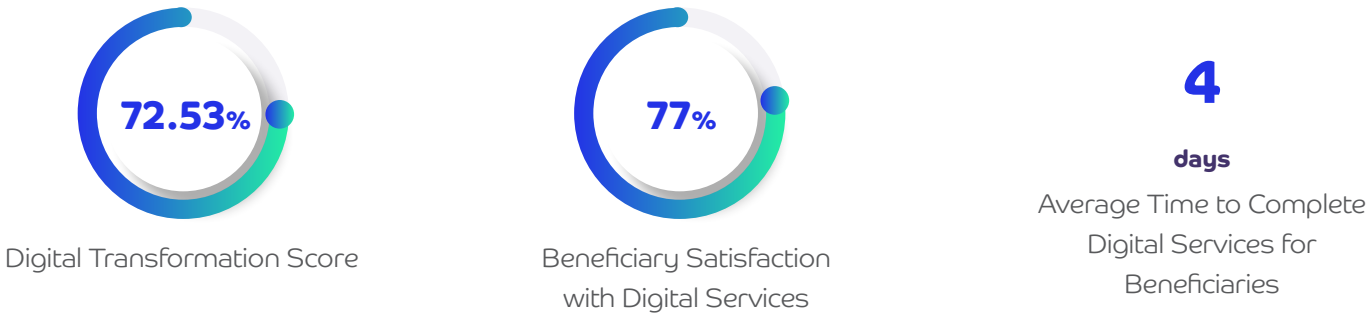
Data usage and sharing with government entities through the Government Service Bus (GSB) up to 2024

Ministry of Hajj and Umrah	Ministry of Foreign Affairs	Ministry of Finance	Ministry of Transport and Logistics Services
5,980	48,789	59,334	11,004

Ministry of Tourism	Zakat, Tax and Customs Authority	Nafath نفاذ	Total
7,387	10,279	12,041	154,814

Saudi Air Navigation Services Company SANS	Port Projects Management and Development Company	SMS Services	ACL
214,487	21,057	970,842	2,740

2.4 Key Efforts and Achievements in 2024

Operational Achievements of GACA During 2024:

01

Track

Key Success Stories

Throughout 2024, GACA continued its dedicated efforts to fulfill its mission by implementing programs and initiatives aligned with its strategic objectives, national goals, and sectoral strategies, supporting Saudi Vision 2030. GACA achieved successes across multiple areas:

1.1 Localization and Development of National Talent

The number of Saudi employees in the aviation sector exceeded

14,317

achieving 124% of the target. This reflects GACA's commitment to empowering and supporting both men and women national talent

Increased women's representation in leadership positions to

17%

In 2024, an internal training initiative was also launched

Achieving the target employment around

6,000

jobs within 'Tawteen II program' and organized workshops and company visits to enhance employment opportunities and skill development

Employed around

4,000

Saudi nationals, surpassing the yearly target by over

260%

Initiated an internal training program that raised training rates

From 3.9% to 99.2%

contributing to sustainable skill development

Launched a cooperative training program

for aviation engineering students to nurture national talent

Updated the list of accredited technical schools in accordance with Part 147,

establishing a regularly updated reference for users, and worked on comprehensive databases for aircraft acceptance

1.2 Process Improvement, Transparency Enhancement and Governance :

Introduced checklists for air traffic controller license requests, and updated the list of repair stations monthly on GACA's website, enhancing transparency and operational efficiency.

Launched the Enterprise Performance Management (EPM) system automating financial processes and reducing expected expenditure by **13%** for 2024.

Established a specialized task force to monitor Flyadeal's performance, producing detailed reports highlighting progress and implementing recommendations to enhance operational performance, especially during peak seasons, boosting service quality and operational capabilities.

Issued the Foreign Air Operator Permit Service Guide, aligned with GACA's service guidelines, documenting the permit application process and improving service quality while ensuring compliance with international standards.

1.3 Workplace Development and Employee Support:

Issued an updated administrative regulation in cooperation with relevant authorities, adopted a succession planning policy, and updated job descriptions.

Introduced weekly meetings between managers and department heads, along with a performance tracking dashboard using MS Planner, fostering coordination and efficiency

Conducted a comprehensive study to improve the office work environment and provide innovative solutions to enhance employee satisfaction and quality of work life.

Launched a tender to procure standardized uniforms for aviation safety inspectors including personal protective equipment, to enhance compliance and workplace safety.

1.4 Digital Transformation and Operational Services Enhancement:

Launched electronic desks to improve maintenance efficiency, provide accurate technical licensing and aviation certification information, and support decision-making through comprehensive databases.

Rebalanced navigation fees and reduced operational costs by **20%** at major airports, alongside introducing an incentive program to boost air cargo movement and transform Riyadh and Jeddah airports into global logistics hubs.

Established comprehensive databases and implemented business intelligence applications to support decision-making, increasing transparency and data quality.

Launched the AVMED platform for aviation medical services, facilitating access to medical services and document exchange, improving health and safety for aviation professionals.

Developed an aviation certification platform and integrated the national registry with an electronic archiving system containing **17,000** files, improving operational efficiency.

1.5 Aviation Safety and Environmental Sustainability:

Linked Non-Compliance Reports (NCRs) to the State Safety Program (SSP) to support precise analysis and improve compliance with international standards.

Collaborated with the Middle East Regional Air Traffic Management Agency (MIDRMA), to ensure aircraft operational compliance, strengthening air transport reliability.

Issued new safety regulations, including specialized licenses for aviation information employees and virtual air traffic controllers.

1.6 Innovation and Infrastructure Development for Aviation Safety:

Studied the development of in-flight internet systems to enhance passenger experience and applied national-themed aircraft designs while maintaining safety standards.

Issued airworthiness certificates for locally assembled light aircraft and provided permits for aircraft departing after decommissioning, reflecting regulatory flexibility in supporting the aviation sector.

Updated aviation regulations to create a flexible regulatory environment, allowing private aircraft over **20** years old to be included in operational licenses (GACAR 121SU) and updated certificate (**125**) requirements. Additionally, allowed premium residency holders to register aircraft, boosting sector openness and investment attraction.

Enhanced national air navigation infrastructure through a visual flight mapping project and set Area Minimum Altitudes (AMA) to ensure airspace safety.

1.7 Excellence in Hajj and Umrah Services:

Provided 3.2 million seats and transported 96% of pilgrims via 100 airlines on scheduled and chartered flights, Initiated programs like "Makkah Route" and "Passenger with No Bag" to facilitate pilgrim movement.

Introduced an innovative aerial transport solution for the Hajj season 1445, operating air taxis during the Hajj.

1.8 Cooperation and Partnerships:

Issued the Work Procedures Guide with the Federal Aviation Administration (FAA) and signed cooperation agreements with international entities (EU, Russia, China, and Brazil) to improve technical communication.

Contributed to specialized working groups with the International Civil Aviation Organization (ICAO) to stay updated on developments and enhance technical cooperation for improved safety and quality standards.

Partnered with SAMI Advanced Electronics to provide technical recommendations supporting aviation safety and quality.

1.9 Strategic Guidance and Best Practices in Safety and Compliance:

Held monthly meetings with aviation operators to track performance, improve coordination, and develop joint service quality enhancements.

Developed regulations for unmanned aircraft and updated repair station guidelines to align with international standards, strengthening aviation safety and quality.

1.10 Sustainability of Aircraft Airworthiness in the Aviation Sector:

Approved regulations for aircraft design and production institutions, and implemented an aircraft aging program to ensure operational readiness

Conducted studies on the impact of passenger weight variation and launched the Airworthiness Decision Review System (ADRS) to enhance aircraft operational efficiency.

1.11 Announcement of the General Aviation Roadmap:

Announced during the Future Aviation Forum, the roadmap outlines plans to develop **6** airports and **9** general aviation terminals, aiming to increase the sector's contribution to GDP. The roadmap focuses on supporting business jets, chartered private aircraft, and corporate aviation, enabling aircraft owners, investors, operators, and service providers. It aims to position Saudi Arabia as a global general aviation hub, aligned with Vision 2030 objectives.

1.12 Aviation Status Report and Decision Support:

Prepared a comprehensive report on the aviation sector in Saudi Arabia, offering analytical insights into the pivotal role of the civil aviation industry in supporting the national economy, including its added value and contributions to employment.

Identified 44 use cases tailored to the needs of various sectors, prioritizing **13** high-impact cases aimed at supporting and enabling decision-making in relevant fields, while also enhancing operational and administrative efficiency.

02

Track

Organization and Development

In its pursuit of excellence and institutional advancement in the aviation sector, GACA continues its efforts to enhance sector regulation and development. These efforts include updating regulatory frameworks, developing economic policies, improving infrastructure and logistics services, supporting environmental sustainability, and elevating performance quality and the passenger experience.

124%
localization rate for aviation sector jobs

74% localization rate
for pilot positions in air transport companies

+25 million seat
allocated for Hajj and Umrah bookings (departures/arrivals)

+1,500 Aircrew
Language Proficiency Examination

1.1 million tons
projected air cargo capacity

20 Direction meetings
held for environmental sustainability programs

14 Saudi airports
obtained environmental certifications

+1,300 criteria
used to assess the quality of airport facilities and services

+200 reports
issued within the Passenger Complaints Program

100%
continuous monitoring of the CORSIA emissions reduction plan

+700 training programs
executed by the Saudi Academy of Civil Aviation

Support for mandatory low-traffic routes
4 domestic
3 international

King Khalid International Airport ranked
35 among the world's top **50**
airports in the Skytrax global evaluation

Development of
10
new training curricula at the Saudi Academy of Civil Aviation
utilizing competency-based training methodologies

Comprehensive review of civil aviation systems

Development of the logistics zone
at King Khalid International Airport

Strategic partnerships
signed with ICAO and Cranfield University

2.1 Development of Regulatory Frameworks and Regulations:

GACA has continued its efforts to update regulatory frameworks and aviation regulations to enhance operational efficiency and achieve sustainability. These efforts include revising aviation laws, introducing new regulations, and developing organizational mechanisms that support infrastructure and operational service improvements.

Amendment of Civil Aviation Law & Authority Reorganization

Completed a comprehensive review of civil aviation law. Submitted draft aviation law and authority reorganization to the Supreme Authority for approval.

27 Reports and Administrative Plans

Produced reports aimed at enhancing operational performance and regulatory efficiency.

Training Material for Airfields

In collaboration with the Saudi Aviation Academy, approved specialized training materials to improve employee competence in helipads management.

Aviation Safety Regulations for Premium Residency Holders

Developed new regulations to enhance aviation operations for premium residency holders.

Regulatory Framework for Service Fees

Developed a financial framework for service fees provided by GACA, contributing to financial sustainability, competitiveness, and sector growth after the airport ownership transfer to Matarat Holding Company, ensuring clear separation between services provided by GACA and airport management responsibilities.

Regulations for Aircraft Design Institutions

Introduced new regulations to support aviation infrastructure, particularly in aircraft design.

A Mechanism for Airfield Coding: NIC

Developed a coding system to improve the regulation and operation of airfields in Saudi Arabia, aligning with global best practices.

Offshore Platform Permits for Saudi Aramco

Established a regulatory framework to enhance operational compliance at designated Saudi Aramco landing sites and offshore desks.

Participation in Air Taxi Trials

Provided a comprehensive technical assessment as part of the Advanced Air Mobility Roadmap

Approval of the standard MoU on cooperation in the civil aviation sector

Approved the guideline template for a Memorandum of Understanding (MoU) between GACA and its counterparts, aimed at enhancing technical cooperation, exchanging expertise, developing infrastructure, improving administrative and technical areas, organizing seminars and workshops, facilitating exchange visits, and training personnel in various aviation fields

2.2 Economic Policies:

As part of GACA's efforts to enhance competitiveness and increase the sustainability of the aviation sector, several key achievements were accomplished in 2024, including:

Secured approval for the master plan of the Integrated Logistics Zone in Riyadh by the Royal Commission for Riyadh City and King Salman Airport, reinforcing logistics infrastructure and supporting the national logistics sector.

Published a list of foreign airline commercial agencies and licensed aviation support service providers on GACA's official website, This initiative streamlines contract processes between beneficiaries and foreign airlines.

Introduced new e-service enabling investors in the Integrated Logistics Special Zone to easily create their tax files via the electronic platform. This milestone was achieved through technical integration with the Zakat, Tax, and Customs Authority, with the first tax file created for investor "Danfoss," streamlining operations and improving the business environment.

Developed policies and procedures for economic licensing tenders for national air carriers, ensuring alignment with the National Aviation Strategy's goals.

Privatization Plan:
Updated the Aviation Sector Privatization Plan to reflect current priorities and strategic objectives.
Initiated the transfer of airport assets to the Public Investment Fund (PIF) to support national economic goals.
Completed Phase I of the due diligence study on assets designated for transfer to PIF.

Introduced a Premium Residency service for investors in the Integrated Logistics Special Zone, aligning with efforts to enhance Saudi Arabia's investment environment. This service targets executives and specialists, making the zone more attractive to international investors.

Rolled out an air ticket price monitoring dashboard to track future air travel fare trends in domestic transport, This system allows GACA to continuously monitor prices and make data-driven decisions, helping to stabilize the domestic air transport market and improve the passenger experience.

Allocated land in the cargo village at Jeddah Airport to SATS strengthening its competitive presence at Saudi Arabia's three main airports: King Khalid International Airport in Riyadh, King Abdulaziz International Airport in Jeddah, and King Fahd International Airport in Dammam.

Reduced restrictions on air transport companies and ground service providers by establishing minimum and maximum wage limits for airport services, improving fuel supply services, and updating economic regulations.

2.3　Air Transport

Through various strategic initiatives, GACA aims to support the air transport sector, contributing to economic and social development in alignment with Saudi Vision 2030":

2.3.1　Infrastructure Improvement, Logistics Services, and Air Connectivity Enhancement:

General Aviation Roadmap Announcement:

During the Future Aviation Forum, GACA unveiled the General Aviation Roadmap, designed to regulate and expand the general aviation sector in Saudi Arabia, ensuring sustainable growth and infrastructure development.

Infrastructure & Logistics Development:

- **Development of the Integrated Logistics Zone at King Khalid International Airport:** The construction and development of the Integrated Logistics Zone at King Khalid International Airport in Riyadh were completed with the goal of creating an attractive business environment for investment. Phase Zero included the completion of the Apple building and the development of supporting infrastructure. Additionally, a portion of Phase I was implemented, which involved the establishment of a goods distribution center and the development of necessary facilities and roads to streamline logistics operations.
- **Launch of the "Washaj" Transit Cargo Service:** Facilitates and accelerates airport transit cargo operations, improving efficiency and reducing operational costs.

Launch of the Mandatory Low-Traffic Route Support Program:

GACA launched the Mandatory Low-Traffic Route Support Program to enhance domestic air connectivity and support the Kingdom's economic and social development. The program provided support for **4** domestic routes and **3** international routes, with plans to expand into Phase II in 2025.

Update & Approval of the Fourth Edition of the National Air Transport Facilitation Program

GACA updated the fourth edition of the National Air Transport Facilitation Program, ensuring it aligns with international civil aviation standards and best practices. The program was reviewed by National Committee members, and specialized workshops were conducted to discuss before final approval.

Temporary Expansion Plan for Riyadh's King Khalid International Airport:

- Increase in capacity from **28 million** passengers to **70 million** passengers.
- Achievement of key milestones set by the new airport's founding council

Support & Enablement of Authority Sectors:

GACA has actively supported its sectors in achieving the National Civil Aviation Strategy through several key initiatives::

- National Aviation Sector Strategy Communication Plan: A comprehensive initiative aimed at promoting and marketing the National Aviation Strategy, with a focus on enhancing the attractiveness of integrated logistics zones.
- Funding Approval for National Industry & Logistics Development Program Initiatives: Secured funding for several strategic projects, including logistics infrastructure development and efforts to strengthen communication with local and international partners.

Ongoing development and expansion of Prince Mohammed Bin Abdulaziz International Airport in Madinah and a new terminal at Al-Ahsa International Airport, enhancing capacity and aligning with the National Civil Aviation Strategy goals

2.3.2 Air Transport & International Cooperation:

a. Hajj & Umrah Season (1445)

GACA focused on enhancing services for Hajj and Umrah pilgrims, ensuring smoother journeys and increasing the number of beneficiaries. Key efforts included issuing guidelines for the air transport of pilgrims, coordinating arrival and departure operations to ensure safety and efficient movement, and closely monitoring passenger flow and baggage handling at airports.

Key Achievements:

322,900 pilgrims

arrived via the "Makkah Route" Initiative from **11** airports in **7** countries

+1,4 million passengers

benefited from the

Passenger with
No Bag

24 million seats

were secured for Umrah arrivals and departures.

---

8 Umrah pilgrims

were successfully transported via scheduled flights.

38 exceptions

were granted for Hajj flight arrivals between the 5th–8th of Dhul Hijjah.

4,000 Iraqi pilgrims

were transported via charter Hajj flights from Taif Airport.

1 million Umrah

passengers were facilitated for arrival and departure on over **4,400** chartered flights.

+17,000 Indian pilgrims

were coordinated for departure on Saudia regular flights from Jeddah Airport.

B. Follow-up on Hajj Operations (1445) at Airports

In line with its commitment to facilitating pilgrim travel and ensuring smooth operations to the highest standards, GACA conducted field visits to King Abdulaziz International Airport in Jeddah and Prince Mohammed Bin Abdulaziz International Airport in Madinah. The visits focused on monitoring passenger movement and baggage handling to ensure seamless procedures throughout the Hajj season.

• The visits covered all stages of pilgrim services, from travel procedures to boarding, with a strong focus on providing an organized and comfortable experience.

• Daily reports and recommendations were submitted to airport administrations to address challenges, such as crowding and delays, ensuring improved operational efficiency and higher service quality during the Hajj season.

C. Preparations for Hajj 1446

1. **Coordination meetings:** GACA participated in coordination meetings with the Ministry of Hajj and Umrah and Hajj offices from **78** countries (out of **80**), with the aim of ensuring optimal coordination and preparedness for the upcoming Hajj season.

2. **Operational Instruction Updates:** Updates are underway for air transport regulations for pilgrims, aligning with international standards to ensure safe and efficient travel.

3. **Framework:** The Hajj flight schedule has been published on GACA's official website, providing a clear and updated reference for all relevant stakeholders.

2.3.3 Air Traffic and Passenger Movement

a. Enhancing Operational Performance & Expanding Destinations:

GACA worked diligently throughout 2024 to improve the operational performance of the aviation sector and expand the network of both domestic and international destinations. These efforts, in close collaboration with its partners in the sector, resulted in significant growth in air traffic and passenger numbers.

Metric	2023	2024	Growth Rate
Foreign Airlines	24	29	+21%
Number of Code-share Approvals	49	80	+63%
International Destinations	148	172	+16%
International Passengers	60.6 million	69.3 million	+14%
International Flights	393 thousand	433 thousand	+10%
Domestic Passengers	51.1 million	59.3 million	+16%
Domestic Flights	422 thousand	471.8 thousand	+11.8%

The above table reflects the significant development witnessed in the aviation sector during 2024, which can be summarized as follows:

- **Sustainable Growth:** All indicators show positive growth, reflecting the success of aviation sector development strategies.
- **International Transport:** Noticeable growth in passenger numbers and destinations, highlighting a strong expansion in global connectivity.
- **Domestic Transport:** A substantial increase in local demand, demonstrating enhanced infrastructure and services.
- **International Cooperation:** A large increase in code-share approvals, signaling greater collaboration with global airlines.

b. Record Growth in the Civil Aviation Sector in 2024:

The civil aviation sector witnessed remarkable growth in 2024, with passenger numbers increasing by approximately **15%**, reaching over **128 million** passengers. This represents a **25%** rise compared to pre-pandemic levels. Additionally, the sector saw an **11%** increase in total flights, surpassing **905,000** operations, reflecting the recovery and expansion of the aviation network. Air connectivity also grew by **16%,** with Saudi Arabia now linked to **172** destinations worldwide. Meanwhile, air cargo recorded an unprecedented **34%** growth, reaching **1.2 million** tons for the first time in 2024.

c. Efforts to Attract Foreign Airlines & Reduce Ticket Prices:

- GACA is coordinating with stakeholders to introduce new international routes, enhancing travel options and boosting the aviation sector's competitiveness.
- GACA issued the Economic Regulation for Foreign Air Carrier Licensing to streamline foreign airline operations in Saudi Arabia.
- GACA continues to attract foreign carriers by granting fifth freedom rights for cargo carriers, thereby enhancing trade exchange and increasing the volume of air freight.
- GACA issued a new national airline license for King Fahd International Airport in Dammam, strengthening air connectivity, increasing seat capacity, and reducing ticket prices.
- GACA launched Phase I of the Domestic Low-Traffic Route Support Program in 2024, covering **4** domestic routes. Phase II in 2025 will expand support to **10** more routes, with Phase III to follow, adding **13** additional routes.
- Saudi air carriers ordered over **500** new aircraft, which will increase domestic flights, seat capacity, and make tickets more affordable through increased supply.

Year	Airlines Operating in Saudi Arabia	Saudi Arabia's Global Connectivity (Stations)
2019	**94** ناقلة	**99** Station
2024	**148** ناقلة	**+170** Station

d. Technical and Logistical Support for Major Events:

GACA provided technical and logistical support for several high-profile events in cooperation with relevant entities, including: the Global AI Summit, Saudi National Day celebrations, the Global Health Forum, and the Global Logistics Forum. Additionally, GACA oversaw the opening of Sindalah Island, managing operations at Neom Bay Airport, which included: **328** commercial flights and **250** helicopter operations, through the deployment of **165** personnel and additional operational resources to ensure smooth and efficient operations.

2.4 Environmental Sustainability

In alignment with its commitment to sustainable development, GACA aims to advance environmental sustainability through regulatory innovation, impact reduction, and support for renewable energy solutions. GACA actively collaborates with local and international partners to achieve the objectives of Saudi Vision 2030, reinforcing its role as a leading authority in sustainable aviation. In 2024, several major achievements were accomplished in this domain:

2.4.1 Development & Implementation of Environmental Sustainability Programs

- **Implementation of the Saudi Civil Aviation Environmental Sustainability Program (CAESP):**

  - Held **20** Direction meetings with relevant stakeholders.
  - Established an executive committee by board resolution to activate the program.
  - Shared the committee charter with participating entities.
  - Conducted the first program activation meeting, chaired by the President, with representation from key stakeholders.
  - Appointed **20** stakeholder representatives to various working groups to drive program objectives.
  - Organized **4** workshops to discuss initiative implementation mechanisms and align on targets.

2.4.2 Enhancing Environmental Sustainability Regulations & Legislative Frameworks

Approval & Updates of Executive Regulations:

- Approved Executive Regulation (Part 156), addressing emissions management, noise, air quality, and waste control.
- Updated Executive Regulation Part (157), related to the CORSIA emissions reduction plan (pending final approval).

Issuance of Guideline Manuals

Published **10** guidance manuals focused on process optimization, air quality, and energy and water management.

2.4.3 Environmental Sustainability Efforts at Airports

Environmental permits:

14 Saudi airports received certifications from the National Center for Environmental Compliance, including: King Abdulaziz International Airport (Jeddah), King Fahd International Airport (Dammam), Al-Ula International Airport, Prince Sultan Bin Abdulaziz Airport (Tabuk), Neom Bay Airport, Abha International Airport, Najran International Airport, Bisha Airport, Sharurah Airport, King Abdullah Bin Abdulaziz Airport (Jazan), Rabigh Airport, Al-Baha Airport, Al-Wajh Airport, and Rafha Airport.

Memorandums of Understanding for Environmental Sustainability:

Signed **4** MoUs during the Future Aviation Forum, including agreements with: National Center for Vegetation Cover Development & Combating Desertification, Environmental Fund, Voluntary Carbon Market Company. Work is also underway to finalize a Memorandum of Understanding (MoU) with Airbus to strengthen environmental sustainability initiatives.

2.4.4 Supporting Saudi Arabia's Commitment to International Initiatives

CORSIA

CORSIA Emissions Reduction Plan:

- Approved **5** Emissions Monitoring Plans (EMP) for national carriers, which included: Saudia Airlines, Flynas, Flyadeal, Alpha Star Aviation, and NasJet.
- Submitted the unified national report via the CCR platform.
- Achieved **100%** compliance in Continuous Monitoring Activities (CMA) under international regulations.

2.4.5 Participation in Environmental Events & Initiatives

Participation in International Events:

Attended seminars and workshops such as ICAO's Green Airports Seminar and the World Economic Forum on Sustainable Aviation Fuel.

Participated in meetings of the Committee on Aviation Environmental Protection (CAEP).

Local Events:

- Released internal and external sustainability awareness materials during **Saudi Green Initiative Day.**
- Some employees of GACA participated in seedling planting campaigns for Environmental Week.
- Published awareness materials supporting Environmental Week initiatives.

Launched the Saudi Civil Aviation Environmental Sustainability Program (CAESP):

- Launched the program with supporting awareness materials.
- Held the first implementation committee meeting and issued explanatory publications.

- **Participated in COP29:**
- Participated in UN Framework Convention on Climate Change (UNFCCC) events.
- Released educational materials about the conference.
- Joined the Voluntary Carbon Market auction at COP29 and issued related awareness publications.

2.4.6 Supporting Innovation in Renewable Energy
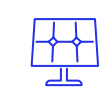
Solar Energy Project:

Completed a feasibility study for a renewable energy project at King Khalid International Airport, in collaboration with relevant departments.

New Sustainability Projects:

Initiated the process to obtain ISO 14001:2015: Environmental Management System Certification.

2.5 Performance Quality and Passenger Experience

GACA is committed to enhancing performance quality and delivering an exceptional passenger experience by adopting international standards and continuously improving services at Saudi airports. In 2024, GACA achieved several key milestones in this area, with a focus on upgrading facility and service quality, enhancing operational performance across various airports, and increasing overall passenger satisfaction.

2.5.1 Performance Quality

Monitoring Service Quality During Ramadan and Hajj Seasons

GACA closely monitored service quality for pilgrims during the Ramadan and Hajj seasons at the airports in Jeddah, Madinah, Riyadh, and Taif. This was done through the preparation of detailed daily and weekly reports in collaboration with relevant entities. Final reports for both seasons were also compiled and shared.

Key Ramadan 1445 Statistics:

Airports Monitored	Personnel Involved	Monitoring Period
3 airports	**17** quality inspectors and performance analysts	**40 days**
Field Monitoring	Passenger Wait Time Samples Collected	Passenger Satisfaction Surveys Conducted
2,136 hours	**1,129 samples**	**2,062 surveys**

Key Hajj 1445 Statistics:

Airports Monitored	Personnel Involved	Monitoring Period
4 airports	**17** quality inspectors and performance analysts	**70 days**
Field Monitoring	Passenger Wait Time Samples Collected	Passenger Satisfaction Surveys Conducted
4,040 hours	**1,827 samples**	**6,321 surveys**

Airport Total Quality Evaluation Program

To further enhance the passenger experience, GACA implemented the Airport Total Quality Evaluation Program for airport service quality. This program is structured around four key pillars designed to measure and improve airport performance in line with international best practices, ultimately boosting passenger satisfaction.

Program Pillars:

Operational Performance Standards Program: Monthly tracking of **11** key standards measuring the minimum service levels at major stages of the passenger journey..

Passenger Satisfaction Survey Program: Collaboration with all airports to assess passenger satisfaction.Ramadan 1445: **2,062** surveys collected,Hajj 1445: **6,321** surveys collected.

Airport Facility and Service Quality Evaluation Program: Assessment of over **1,300** elements to ensure facilities and services align with global best practices.

Passenger Complaint Program: Monitoring and managing complaints based on key standards to ensure timely and effective responses.

Program Results for 2024:

In **2024**, GACA issued over **500** reports and collected more than **1,464,056** samples. The breakdown is as follows:

357	**112**	**27**	**26**
Monthly Reports	**Quarterly Reports**	**Semi-Annual Reports**	**Annual Reports**
Measuring operational performance standards	Evaluating operational performance standards & passenger satisfaction survey results	Results of the Comprehensive Evaluation Program for airport service quality	Reviewing results of the Comprehensive Evaluation Program for airport services

Saudi Airports Award

The Saudi Airports Award Initiative evaluates and improves the quality of services provided to passengers at Saudi airports. The initiative is part of the Comprehensive Evaluation Program for Airport Service Quality, which aims to enhance competition among airports and improve the overall travel experience. The award's objectives include: Enhancing service quality at airports, encouraging continuous development efforts, and supporting high standards in civil aviation. In its 2024 edition, several airports were recognized for their exceptional service quality and continuous improvement, as outlined below:

Primary Awards:

King Khalid International Airport

Primary award for the category: (International airports with more than **15 million** passengers annually

King Fahd International Airport & Prince Mohammed Bin Abdulaziz International Airport

Primary award for the category: (International airports with **5 to 15 million** passengers annually).

Abha International Airport

الPrimary award for the category (International airports with **2 to 5 million** passengers annually).

Prince Naif Bin Abdulaziz International Airport (Qassim)

Primary award for the category: (International airports with less than **2 million** passengers annually).

Najran Airport

Primary award for the category (Domestic airports).

Secondary Awards:

Najran Airport

Best check-in area

King Khalid International Airport

Best security screening area and best passport control area.

King Fahd International Airport

Best customs inspection area and best services for people with disabilities.

Rafha Airport

Best baggage claim area.

Taif International Airport

Most improved airport compared to 2023.

King Abdulaziz International Airport

Most improved airport since the launch of the Airport Total Quality Evaluation Program in 2019.

SKYTRAX

Excellence in Skytrax Global Rankings

Saudi airports and national carriers achieved remarkable successes in the 2024 Skytrax Global Rankings:

Airports:

Four major Saudi airports received a total of **13** awards: King Khalid International Airport was ranked **35**th, and Prince Mohammed Bin Abdulaziz International Airport ranked **50**th among the "Top **50** Airports Worldwide.

National Carriers:

Saudia Airlines made significant progress, advancing to **20**th place in the "Top **100** Global Airlines," up from **23**rd last year. Flynas improved its ranking to **48**th, up from **51**st in the previous year. Moreover, Saudia Airlines won the award for "Most Improved Airline in the World and the Middle East", and Flynas was named the "Best Low-Cost Airline in the Middle East" for the seventh consecutive year.

Supporting Accessibility for Passengers with Disabilities and Implementing Elder Rights and Care System Standards:

• Empowering independence for passengers with disabilities by increasing the acceptance of passengers in the WCHC category (requiring an onboard wheelchair without a companion) on Saudia's international flights.

• Monitoring the implementation of universal accessibility standards based on the simplified guide issued for people with disabilities, and conducting gap analyses at Saudi airports.

• Launching an award to recognize airports that provide exceptional services to passengers with disabilities. Several airports were honored for their efforts to improve services and enhance independence, ensuring a better travel experience for this group.

• Implementing the first phases of the Elder Rights and Care Law (No. M/47, dated 3/6/1443) at all Saudi airports..

"Passenger with No Bag" Initiative:

Passenger with No Bag

The "Passenger with No Bag" service is a pioneering initiative in the aviation sector, designed to provide passengers with a seamless, comfortable, and secure travel experience. This service allows passengers to complete all necessary travel procedures, check in their luggage, receive boarding passes from the comfort of their residence, and have their luggage delivered directly to its final destination. Developed within a comprehensive regulatory and operational framework, the initiative prioritizes security standards, safety, and operational efficiency. It has proven to be highly successful, benefiting over **720,000** passengers and transporting more than **1.1 million** bags on over **2,200** flights during the 1445 Hajj season. The service has consistently demonstrated its effectiveness throughout the past two Hajj seasons, with the following achievements:

Passengers benefited	Bags transported	Flights covered
+1,4 million	**+2** million	**+4,000** flights

Improving Obstacle Evaluation Service Response:

The response time for handling obstacle evaluation inquiries has been reduced to **2-3 hours** via email or phone, ensuring prompt and efficient service.

2.5.2   Passenger Experience

GACA continues to enhance passenger experiences and improve the quality of services at Saudi airports. Through various programs focused on measuring passenger satisfaction, addressing complaints, and offering specialized services for persons with disabilities, GACA aims to provide a seamless and advanced travel experience for all passengers.

a. Enhancing Communication for the Deaf and Mute via Sign Language Support Channel:

A dedicated support channel was launched to assist deaf and mute passengers through video calls in sign language, allowing them to communicate directly with customer service representatives.

b. Launching the Airport Performance Monitoring Program:

GACA lunched the Airport Performance Monitoring Program, which aims to promote continuous improvement and operational excellence across Saudi airports. The program includes **66** compliance requirements covering areas such as: Human resource development, capacity planning, and digital transformation through process automation.

It also encompasses **57** operational indicators to measure efficiency in areas such as: Airside operations, baggage handling, and passenger movement. The development of these indicators is based on data analysis, field visits, and regular meetings. Periodic reports are issued to ensure operational efficiency and continuous improvement.

**c. Launching Initiatives to Enhance Passenger Experience:**

GACA has worked to improve passenger experiences through several initiatives that ensure passenger rights protection, service quality improvement, and effective communication. Key efforts include:

- **Updating Passenger Rights Protection Regulations**
  - Enforcing compensations totaling ﷼**100 million** for affected passengers in 2024.
  - Imposing fines of ﷼ **14 million** on violated air carriers.

- **Improving Complaint Resolution Mechanisms**
  - Developing new guidelines and conditions for processing passenger complaints.
  - Conducting awareness campaigns to educate passengers about their rights and available services.

- **Enhancing Communication Channels with Beneficiary**
  - Launching official channels including the website, Beneficiary Care Center, WhatsApp, and X Platform.
  - Providing sign language support for the deaf and hard of hearing.

- **Developing the Comprehensive Evaluation Program for National Carrier Service Quality**
  - Focusing on four main pillars: operational performance, passenger satisfaction, carrier evaluation, and passenger complaints.
  - Including field visits and continuous workshops to ensure ongoing improvements.

- **Publishing a Monthly Report on Carrier Punctuality**
  - Promoting transparency and positive competition between Saudi airports and national carriers.
  - Contributing to enhancing passenger experience and improving service levels..

d. Monitoring Ticket Pricing Policies and Enhancing Transparency:

Some national carriers announced **50%** discounts on flight tickets for personnel stationed in the southern border. However, applying these discounts to the highest price bracket limited their effectiveness, especially with lower fares available through carrier online desks.

- **GACA's Role in Monitoring Pricing Policies**
  - National carriers follow commercial pricing policies, with promotional offers determined by their specific strategies.
  - GACA coordinates with national carriers to review pricing policy effectiveness, balancing passenger experience and sector sustainability.

- **Promoting Transparency and Competition**
  - GACA monitors the impact of pricing policies and encourages transparency and competitiveness to ensure consumers receive the best value.
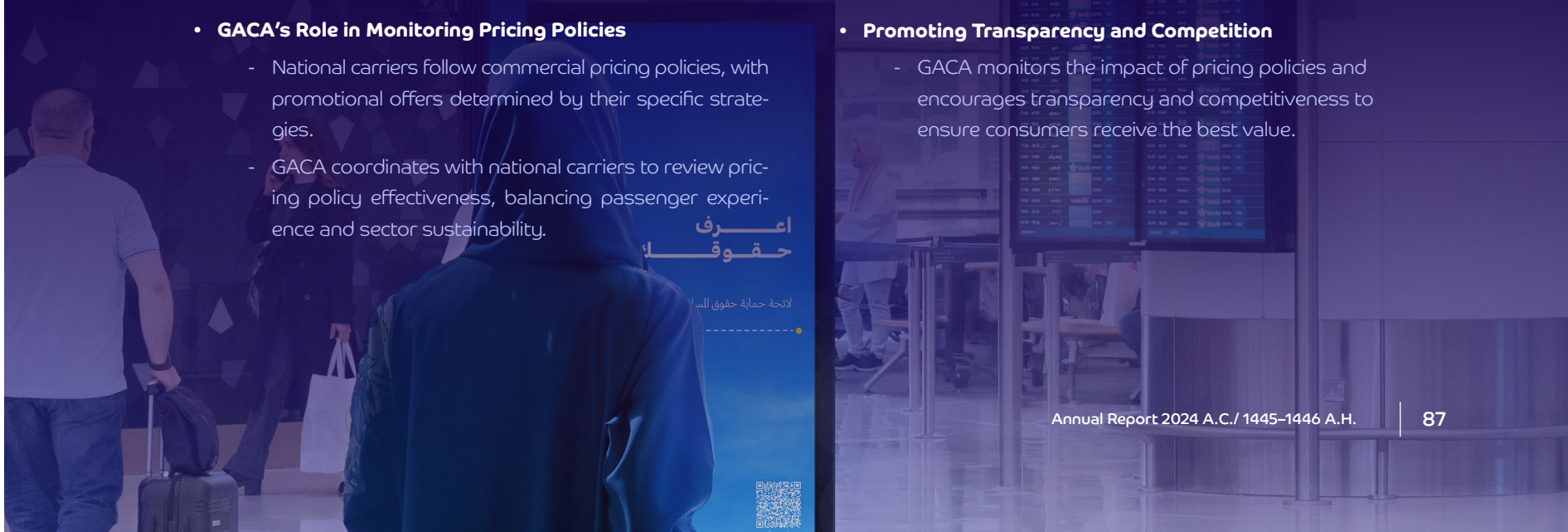
2.6 Human Capital Empowerment

To enhance human competencies and job skills in the aviation sector, GACA has implemented a range of programs and initiatives focused on continuous training and international partnerships. These efforts include updating job descriptions, conducting specialized testing, and offering training programs in collaboration with global aviation bodies. The aim is to empower employees and achieve outstanding performance that aligns with modern developments in the field.

Human Capital Development Plan:

- Analyzed the current status and growth of human capital in the aviation sector.
- Conducted studies to identify gaps in human resources.
- Developed a comprehensive strategy to close these gaps and ensure alignment with the National Aviation Strategy's goals.

Job Descriptions and Procedure Updates:

- Updated job descriptions: Completed and revised all job descriptions for supervisory and individual roles to enhance organizational efficiency and administrative performance.
- Developed a job description system: Designed to meet administrative development requirements and organizational structure, ensuring clarity in roles and responsibilities.

Competency Testing and Capacity Building:

- Knowledge testing: Benefited **4,387** employees across aviation-related entities.
- Language proficiency testing centers: Authorized two centers for conducting English proficiency tests required for professional licenses.
- Specialized tests: Introduced tests to qualify safety inspectors and develop technical regulations, enhancing operational efficiency.

Human Capability-Specific Initiatives:

- Held **20** medical committees: Reviewed complex, specialized cases of aviation employees.
- Collaborative training: Trained **4** students in partnership with Saudi universities to enhance practical education.
- Advanced technical skills: Provided specialized courses in frequency spectrum and wireless technologies to align with technological advancements.

Training and Professional Development:

- Collaboration with the UK Civil Aviation Authority: Delivered training programs to improve employee skills and share advanced expertise.
- Annual training plan: Organized specialized courses for **239** employees, focusing on technical and administrative skill development.
- Aviation Testing Center: Launched a testing facility with the capacity to accommodate **31** test-takers daily to support ongoing qualifications.

Enhancing Training Infrastructure:

- Development of the Saudi Academy of Civil Aviation: Improved educational and training infrastructure, boosting sector efficiency.
- Increased enrollment in technical training centers: Expanded the number of students from **600 to 1,200** to enhance the qualification of national talent.

Defining Behavioral & Technical Skill Framework in the Transport & Logistics Sector:

As part of efforts to develop human competencies and enhance performance in the transport and logistics sector, GACA collaborated with the General Secretariat for Sector Skills Councils at the Ministry of Human Resources and Social Development to establish a comprehensive framework for the required behavioral and technical skills in this vital sector.

2.7 Localization, Women's Empowerment, and Developing National Competencies

In line with the objectives of Saudi Vision 2030, GACA launched strategic initiatives to enhance localization, empower women, and develop national talents, achieving significant milestones in 2024. These achievements include surpassing the planned goals for localizing key positions, increasing the percentage of women in leadership roles, and supporting training and scholarship programs to build national competencies.

2.7.1 Localization in the Aviation Sector

14,317 positions
localized, achieving **124%** of the target

3,970 employees
hired, reaching **265%** of the target

74% localization
of pilot positions in aviation companies

2.7.2 Localization Program II

Created **6,272** jobs
in collaboration with the Ministry of Human Resources.

Engaged **54** private
sector entities within the aviation industry.

Organized employment fairs in Riyadh, Jeddah, and Dammam in coordination with the "Localization Program II" and Flynas, aiming to hire **300** flight attendants. These fairs resulted in the selection of over **500** candidates

2.7.3 Women's Empowerment within GACA

Achieved 17%

women's representation in leadership and supervisory roles.

Appointed 24 women

to leadership and supervisory positions across various administrative levels.

Implemented comprehensive mechanisms,

including direct hiring, talent acquisition, and leadership development programs through training.

Qualified female electronics and electrical graduates for aircraft maintenance roles: GACA collaborated with Princess Nourah Bint Abdulrahman University, Saudia Holding Group, and Saudi Aerospace Engineering and Industries Company to qualify female diploma graduates in electronics and electrical engineering for aircraft maintenance technician roles. These efforts culminated in the signing of a cooperation agreement to achieve this objective.

2.8 Development of Guidelines and Procedures

As part of its efforts to improve operational efficiency and ensure compliance with safety and quality standards, GACA implemented several initiatives to develop procedural and service manuals. These efforts included improving systems and simplifying procedures to ensure process clarity and easier access to required information.

2.8.1 Development of Procedure Manuals:

Saudi Airports:

Reviewed operational manuals and issued operational permits for **5** airports, adhering to international standards.

Maintenance:

Reviewed **11** maintenance manuals to ensure operators comply with safety standards.

Operations and Safety:

Issued a new operational manual in collaboration with the International Civil Aviation Organization (ICAO Document: 10193) to monitor cabin safety and train personnel.

Licensing Management:

Developed a procedural manual for managing aviation personnel licenses and reviewed **9** services for licenses and exams and **4** aviation medicine services.

Development of Procedure Manuals

Updating Guidance Manuals:

Updated the eBook V.2 guidance manual and added a safety management systems checklist to enhance inspection accuracy and efficiency.

Enhancing and Reviewing Technical Procedure Manuals:

1. Reviewed **159** repair station manuals to ensure compliance with the highest safety and maintenance standards.
2. Reviewed **5** manuals for technical schools to enhance training and education quality in the sector.
3. Reviewed **132** aircraft maintenance manuals to improve maintenance operations and ensure operational safety.

2.8.2 Emergency Manuals Approval

GACA reviewed and approved 15 airport emergency manuals, including those for:

King Fahd International Airport, Al-Ahsa Airport, Al-Baha Airport, King Khalid International Airport, Sharurah Airport, Qaisumah Airport, Arar Airport, Prince Naif Bin Abdulaziz Airport, Rafha Airport, Najran Airport, Al-Ula Airport, Abha Airport, Al-Jouf Airport, Qurayyat Airport, amd Turaif Airport.

This initiative aims to enhance operational readiness and improve emergency response capabilities, aligning with international standards.

2.8.3 Enhancing Operational Procedures

Air Navigation Safety:
Restructured **9** procedures to improve operational efficiency.

Cargo Complaints:
Developed mechanisms to address complaints and improve responses from concerned parties.

Annual Permits for Foreign Operators:
Issued annual permits for aircraft owners under foreign operation.

Flight Requirements Updates:
Modified GACAR **145** requirements by removing the Letter of Intent (LOI), simplifying license issuance procedures.

Malham Airport:
Approved Malham Airport as a dedicated airport for general aviation.

Improvement of Authority Work Procedures:
Enhanced **900** work procedures, including services, and fully automated them.

2.8.4 Documenting Services and Procedures

- Documented **100** services offered by the Aviation Safety and Environmental Sustainability sector.
- Documented **570** procedures tied to **152** services offered to all beneficiary groups, enhancing user satisfaction and raising quality standards to support Saudi Vision 2030.
- Documented **807** procedures across tasks and responsibilities of various departments, compiled into **51** manuals to foster a quality-focused culture, institutional excellence, and process-based management aligned with global best practices.

2.8.5 Regulatory Framework for Inspection and Oversight Rules

Issued a regulatory framework for economic inspection rules, enhancing transparency, ensuring fairness, and preventing conflicts of interest during inspections.

2.8.6 Economic Licensing Requirements Manual

Developed a comprehensive manual for economic licensing requirements and made it available on GACA's official website, simplifying procedures for investors and enabling them to review requirements for obtaining licenses for desired activities.

2.8.7 Economic Compliance Procedures

Economic Compliance Manual and Mechanism:
Issued a manual to align with governance principles and proactively monitor external stakeholders in the civil aviation market. This manual fulfills part of the National Aviation Strategy's goals by assessing service providers' compliance maturity and fostering an economically committed partnership between regulators and operators.

Fee Framework for Authority Services:
Developed a regulatory framework and defined fees for each service.

Airport Service Fee Guide:
Created a comprehensive guide for airport operators detailing navigation and non-navigation service fees.

2.8.8 Updating Aviation Manuals

Saudi Aviation Information Manual:
Updated in coordination with relevant entities to align with ICAO requirements.

Obstacle and Terrain Data:
Digitally updated to facilitate information exchange with other countries.

2.9 Saudi Academy of Civil Aviation

The Saudi Academy of Civil Aviation (SCAA) plays a vital role in preparing national talent for careers in civil aviation, including air traffic control, aviation security, firefighting and rescue, and navigational equipment maintenance. The Academy adheres to the highest international standards and holds certifications from both the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA).

Through its advanced training programs, the Academy significantly contributes to enhancing the safety, security, and operational excellence of the Kingdom's civil aviation ecosystem. Below are some of its key achievements during 2024:

الأكاديمية
السعودية للطيران المدني
Saudi Academy of Civil Aviation

2.9.1 Qualification, Training, and Educational Programs

ENGLISH LANGUAGE PROGRAM

1,542 English Language Proficiency (ELP) Tests conducted for aviation crews in accordance with GACA and ICAO requirements for crew licensing, ensuring compliance with international language proficiency standards.

370 Professional Tests conducted in collaboration with the International Fire Service Accreditation Congress (IFSAC), to enhance the performance of firefighting and rescue unit personnel, ensuring alignment with both local regulations and global best practices..

مطار البحر الأحمر الدولي
Red Sea Int'l Airport

180 students enrolled in the Airport Services Program, launched in collaboration with Red Sea International to support Red Sea Airport operations by providing well-trained, qualified personnel.

Training the personnel of the Arab Civil Aviation Organization (ACAO) using certified training packages provided by the Saudi Academy of Civil Aviation, based on ICAO's Training Package Management System (TPeMS). This initiative reflects the strong partnership between GACA and ICAO, demonstrating GACA's ongoing commitment to fulfilling regional training needs and playing a central role in supporting and developing ACAO's human capital.

Organization of 8 international courses in collaboration with ICAO,covering various topics including: Aviation Security Management, Safety Risk Management, Aviation Supply Chain Security, Apron Safety Procedures and Inspections, Open Area Security Workshops, Government Safety Inspector Training, and International Compliance Management. These programs aim to strengthen cooperation with ICAO, reinforce GACA's support for ACAO, and equip participants with essential skills in aviation security, airport safety, and operations management.

723
training courses delivered

Benefiting :

10,346

participants across various key aviation fields

Aviation Security

Courses Delivered	Participants
255	3,717

Air Navigation Services

Courses Delivered	Participants
101	1,194

Airport Operations & Safety

Courses Delivered	Participants
341	5,129

Firefighting & Rescue

Courses Delivered	Participants
26	306

2.9.2 Educational Programs

Program	Target	Enrolled	Achievement Rate (%)
Diploma Program: Airport Services	108	108	100%
Airport and Approach Monitoring Program	30	30	100%
Navigational Equipment Maintenance Technician Program	20	20	100%
Airport and Approach Monitoring Program	30	30	100%
Navigational Equipment Maintenance Technician Program	18	18	100%
Airport Operations Management Program	13	13	100%
Airport Operations Management Program	12	12	100%
Airport and Approach Monitoring Program	12	Ongoing	
Airport and Approach Monitoring Program	30	Ongoing	
Airport and Approach Monitoring Program	30	Ongoing	
Firefighting and Fire Control Concepts Program	12	12	100%
Principles of Communication and IT Program	12	12	100%
Aviation Security Concepts Program	12	12	100%
Airport Service Program	180	Ongoing	

2.9.3 International Accreditations:

- Achieved accreditation for the Educational Organization Management System (ISO EOMS 21001).
- Attained ISO 10002:2018 certification for quality management in complaints handling and customer satisfaction.
- Implemented the latest global technologies and practices to improve training outcomes and ensure the highest levels of efficiency and quality.

2.9.4 Partnerships and Agreements:

Signed 10 partnership agreements with local and international entities, including King Abdulaziz University and BAE Systems,

aimed at exchanging expertise and fulfilling the training needs of aviation sector employees. These partnerships enhance performance and quality, enable workers to obtain professional licenses, and ensure the adoption of the latest technologies and best practices in aviation security, firefighting and rescue, and airport safety and operations.

Concluded a tripartite Memorandum of Understanding with Prince Sultan University and Cranfield University

to strengthen collaboration in research, qualification, training, and capacity building, while adopting advanced technologies and practices across various aviation sectors.

Signed an institutional accreditation contract with the Education and Training Evaluation Commission (ETEC - Masar)

to enhance educational outcomes, develop curriculum standards, conduct assessments and evaluations, and promote a culture of quality and knowledge building.

2.9.5 Institutional Development:

Developed 10 specialized training packages in various fields to improve skills and competencies,

including: (**1**) A training package on hazardous materials using a competency-based training methodology in line with the IATA-ATC regulations. (**2**) A package for evaluating air traffic controllers' competencies. (**3**) A package titled "On-the-Job Training Techniques" utilizing the Trainair Plus methodology. (**4**) Training programs such as "Aviation Security Managers", "Internal Aviation Security Risks", and "Aviation Security Basics Refresher", as well as specialized programs in cargo and mail security, aviation supply security, aircraft fire training, and open area security workshops to enhance performance and compliance with the highest safety and security standards.

Received approval for the "Aircraft Live Fire Training" course,

designed to improve crew readiness for emergency situations by implementing best international practices in aircraft firefighting operations..

The International Fire Service Accreditation Congress (IFSAC) renewed the Saudi Academy of Civil Aviation's accreditation

for five years and granted it the privilege of conducting **18** training tests for firefighting and rescue personnel to enhance performance in compliance with local and international regulations.

03

Track 3

Safety and Security

Safety and security are fundamental pillars of the aviation industry in Saudi Arabia. GACA adheres to the highest international safety standards, implements continuous monitoring systems, and conducts proactive risk analyses to ensure the security of aviation operations and passenger well-being. GACA also fosters strong collaboration with local and international partners to elevate airport safety and associated services, while enforcing routine inspection and evaluation programs to maintain full compliance with safety and security regulations.

+6,800
safety reports
collected on the safety of the aviation sector.

+12
safety bulletins
issued to support the application and adherence to aviation safety standards.

08
airports
covered through comprehensive and partial emergency response simulations.

32
security drills
conducted using newly developed, scenario-based simulations.

+1,300
security scans
completed to verify aviation license applicants and ensure compliance.

Issued quarterly and semi-annual reports
analyzing risk factors and safety performance indicators.

Prepared the second edition of the National Aviation Safety Program
along with an executive plan to guide the achievement of its strategic goals.

Delivered specialized workshops focused on
enhancing firefighting and rescue team readiness, and enhancing self-assessment reporting.

Introduced new risk records
linked to the National Safety Risk Registry.

Established a centralized security database
to enhance the management of security information.

Developed a framework
for air medical evacuation flights.

3.1 Performance Reports and Monitoring

GACA places significant emphasis on tracking operational performance and ensuring compliance with safety standards. This is achieved through annual and periodic reports that evaluate service providers' performance and analyze risks associated with projects and events. These reports are designed to improve operational efficiency, enhance readiness, and support data-driven strategic decisions.

Risk Assessment Reports:

- Ongoing follow-ups with air navigation service providers to prepare comprehensive risk assessment reports.
- Conducted risk analyses for projects such as remote air traffic movement systems and automated landing aids.
- Evaluated risks related to major projects and events, including the "Hail Rally" and the "World Defense Show".

3.2 Development of Programs and Regulatory Frameworks

GACA focuses on developing programs and regulatory frameworks to ensure alignment with international safety and quality standards. This includes updating regulations, creating implementation plans, enhancing operational performance, and ensuring compliance with both local and international requirements.

- **National Aviation Safety Program (NASP):**
  - Prepared the second edition of the NASP document in Arabic.
  - Developed a comprehensive executive plan to achieve strategic goals.
  - Updated checklists (Annex 19) to align with international standards.

- **Review of GACAR 109 Aviation Safety Regulations:**
  - Revised and updated regulations to align with the latest international practices, and developed an interactive eBook to enhance safety standards and global compliance. This ensures that regulations remain consistent with the latest advancements in aviation safety, helping to maintain high international standards.

- **Designated Engineering Representatives (DER) Certifications:**
  - Approved **5** DER certifications to ensure regulatory compliance.

- **Special Aviation Permits for Non-Compliant Aircraft:**
  - Conducted **3** projects to issue special permits for non-compliant aircraft.

- **Regulation and Standards Development:**
  - Updated **11** aviation safety executive regulations and revised 4 volumes of procedural manuals to enhance compliance with international standards and improve sector safety.
  - Amended air navigation regulations (e.g., Parts 64, 171, 177).
  - Created information dashboards using SharePoint to improve communication with international entities.
  - Issued **12** safety bulletins to support the implementation of top-tier aviation safety standards.

- **Additional Testing and System Enhancements:**
  - Introduced a test to qualify safety inspectors: the "IN-DOC".
  - Added a specialized test related to the executive regulations of the aviation safety: the "eBook Volume 13 – GACAR Part 13"
  - Updated AIP test questions to align with the latest standards.
  - Enhanced the Test Center System (TCS) to allow candidates to access results via SMS and email.

- **Review and Auditing of Operational and Training Manuals:**
  - Reviewed and audited **53** operational manuals, including aircraft operational manuals, flight operations training manuals, Minimum Equipment Lists (MEL), and extended equipment lists, to ensure compliance with operational regulations and standards.

- **Granting Access to ICAO Secure Portal:**
  - Provided access to the ICAO Secure Portal to **117** staff members and related entities to strengthen coordination, facilitate information sharing, and ensure adherence to global aviation safety standards.

- **Development of NASP Work Group Charter:**
  - Established a clear charter defining the roles and responsibilities of work groups, along with necessary templates to streamline operations and enhance operational safety.

- **Evaluation of Aviation Airworthiness Innovations:**
  - Conducted a project to evaluate technological innovations aimed at improving operational efficiency and safety.

- **Creation of New Risk Logs:**
  - Developed risk Logs for airport safety, air operations safety, air navigation safety, and airworthiness departments, linking them to the National Safety Risk Registry to ensure integrated efforts and enhanced risk management.
  - Added a QR Code feature for easy verification of test results.

- **Updated Protocols and Checklists:**
  - Ensured compliance with ICAO requirements and revised regulations such as "Part 67" and aviation license manuals.

3.3   Training, Workshops, Auditing, and Security Development Programs

GACA is committed to enhancing safety and security standards in the aviation sector through workshops and auditing programs. These initiatives aim to develop workforce skills and ensure compliance with global standards for risk management and operational safety, in line with GACA's strategy to foster a safe and efficient aviation environment.

3.3.1   Training Workshops:

- **22 training workshops:** Covered important fields such as aviation safety, safety management, and environmental sustainability. These workshops covered topics including emergency plans, incident response, and wildlife hazard prevention, all aimed at enhancing airport readiness and ensuring the safety of aviation operations.

- **Regulation Awareness - GACAR Part 138: 55** workshops were conducted to familiarize workers with regulatory requirements, ensuring compliance and raising safety awareness.

- **Effective Safety Management Systems:** Two workshops targeted **28** airports to enhance application of the Safety Management Systems and improve operational efficiency.

- **Quality and Safety Official Guidance Workshops:** Specialized workshops explained aviation safety regulations to ensure better understanding of quality and safety requirements.

3.3.2   Specialized Workshops:

Conducted 6 workshops on "Guidance Manual for Risk and Security Threat Assessment": These workshops involved security agencies and airport operators.

3.3.3   Firefighting, Rescue, and Emergency Planning Workshops:

Organized workshops for firefighting and rescue teams, complemented by five additional sessions on emergency plans and incident response to enhance airport readiness and strengthen emergency team capabilities.

Conducted a specialized workshop for airport firefighting and rescue teams, focusing on the process of completing monthly and quarterly self-assessment reports, which aid in analyzing performance and improving emergency response.

3.3.4   Helicopter Ground Services Workshop (SRA):

Conducted training for airport

ground services staff on handling helicopters during ground operations such as positioning, refueling, and loading/unloading, to ensure safety, minimize risks, and boost operational efficiency.

3.3.5   Human Resource Training:

30 Training Courses and Workshops:

Benefited **224** aviation security specialists.

Renewed Accreditation for 57 Training Programs:

Through the Saudi Academy of Civil Aviation and partner organizations, with new trainers onboard and emergency manuals approved at several airports.

3.3.6 Security Innovations and Technologies:

AI-Powered Detection of Portable Batteries (Power Banks):

Upgraded luggage screening equipment with AI technology to enhance security and increase baggage screening capacity.

Comprehensive Security Database:

Developed a database for aviation security-related information to improve efficient data management and documentation.

3.3.7 Auditing and Evaluation Programs:

External Station Evaluations:

Assessed **17** high-security-risk international stations, preparing technical reports for classification based on specific security criteria.

International Audit Program (USOAP):

Completed data submission for protocol questions (PQs) related to the National Aviation Safety Program.

HIRA Tool for Risk Assessment:

Introduced a risk assessment tool and conducted training workshops for relevant departments.

3.3.8 Airport Monitoring and Control Centers:

Established Monitoring and Control Centers at

airports like Qassim, Dawadmi, Qaisumah, and Hail in accordance to the National Airport Security Project. These centers were equipped with integrated technologies and automated security processes.

Conducted operational follow-up for the monitoring centers in

Najran, Sharurah, and Hail. Operations were closely monitored, and staff members were trained to ensure efficient functioning.

3.3.10 Field Visits to Track Internal Activities:

903 **field visits**

were conducted to verify the compliance of airport-operating entities with their duties and responsibilities under the National Civil Aviation Security Program.

3.3.9 Firefighting and Rescue Program Updates and Accreditation:

Saudi Academy of Civil Aviation: Renewed accreditation for **8** training programs in firefighting and rescue services.

Nevada Training and Development Limited: Renewed accreditation for **22** training programs.

National Training Institute: Renewed accreditation for **15** training programs.

International College of Engineering and Management: Approved **25** new training programs in firefighting and rescue.

Arab Fire Safety & Security Academy: Renewed accreditation for **18** training programs.

3.4   Enhancing Operational Safety and Emergency Response at Airports

GACA prioritizes airport readiness to handle emergencies and ensure operational safety. To this end, multiple initiatives were implemented, including the development of safety systems, adoption of national plans, conduction of comprehensive and partial emergency simulations, and performance monitoring to improve response efficiency.

3.4.1   Enhancing Safety Systems:

SMS Manual Issuance:

Published the Safety Management Systems (SMS) manual for Samana Special Mission, reflecting GACA's commitment to applying the highest safety standards.

Air Navigation Safety Teams:

Established specialized teams under the National Aviation Safety Program in collaboration with service providers and government entities to ensure coordination and implement corrective actions.

Safety Risk Registry:

Developed a registry of safety risks for air navigation service providers to identify and prioritize strategic risks, thereby strengthening overall risk management.

3.4.2   Improving Emergency Preparedness and Response Plans:

National Plan Approval:

Approved the Saudi National Air-Navigation Plan (SNAP).

Emergency Response Plans:

Actively participated in emergency response planning at key airports, including Yanbu, Madinah, Najran, and Al-Ula.

Drills:

Prepared for the "Response 13" drill in Jazan and the "Response 14" drill, identifying participating aircraft, launch points, and issuing operational announcements.

Accident and Disaster Management:

Revised the national plan for handling chemical and biological accidents in collaboration with the General Directorate of Civil Defense and drafted an operations annex for off-airport aircraft accidents to enhance field coordination.

Emergency Plan Evaluation:

Evaluated comprehensive emergency plans for 12 airports, including King Fahd International Airport, Prince Mohammed Bin Abdulaziz International Airport, King Abdulaziz International Airport, Rafha Airport, Dawadmi Airport, Prince Naif Bin Abdulaziz Airport, Prince Abdul Mohsin Bin Abdulaziz Airport, King Abdullah Bin Abdulaziz Airport, Red Sea International Airport, Al-Baha Airport, Neom Airport, and Sharurah Airport, with the aim of boosting readiness and operational response efficiency during emergencies.

3.5 Improving Operational Quality and Safety Reports

GACA is committed to enhancing operational efficiency and improving the quality of safety reporting by developing advanced reporting mechanisms and conducting risk analysis using tools such as Bowtie. It also prioritizes the effective management of customer complaints through continuous follow-up procedures, ensuring timely resolution and supporting overall operational performance improvement.

Improving Safety Reports:

- Conducted workshops to improve reporting mechanisms and risk analysis.
- Developed a tool for real-time monitoring and analysis of safety reports.
- Analyzed risks using Bowtie to implement corrective solutions.

Customer Complaint Management:

- Resolved all customer complaints for 2024.
- Continuously refined procedures for tracking and resolving complaints.

Safety Management System (SMS) Checklist for Operators:

- Created a specialized Safety Management System (SMS) checklist tailored for operators, and integrated it into the eBook Vol.2 guidance manual, providing GACA inspectors with an official tool to support compliance with safety standards and promote operational quality.

Handling Safety Reports:

- Received and processed over **6,800** safety reports, reflecting GACA's commitment to improving safety levels and implementing effective response measures.

3.6 Security and Safety Procedures

GACA ensures the application of the highest security and verification standards to guarantee sector safety. This includes conducting detailed security screenings for license applicants and reviewing foreign licenses to ensure compliance with established standards. Additionally, GACA monitors the adherence of air navigation service providers to corrective plans, reinforcing compliance and maintaining optimal operational safety levels.

Security Screenings:

- Conducted **1,348** security screenings to verify aviation personnel license applicants.
- Processed **1,306** requests to verify foreign licenses, ensuring they meet approved standards.
- Monitored compliance of the air navigation service providers with corrective plans to ensure alignment with international and local standards.

Security Tests with New Scenarios:

- Performed **32** security tests using innovative scenarios to evaluate aircraft protection measures, and assess the readiness of security teams to handle emergencies.

New Mechanism for Air Medical Evacuation Flights:

- Developed an innovative mechanism to facilitate immediate coordination for air medical evacuation flights, improving efficiency at domestic airports and ensuring rapid and effective responses during medical emergencies.

3.7 Executing New Projects and Enhancing Coordination

GACA strengthens security and safety through various initiatives and projects, including:

- **Coordinating with Civil Defense** on addressing potential aircraft crashes in Hail.
- **Launching the Air Cargo Security Screening Devices Project:** Contracted the project to enhance air cargo security.

3.8 Quality Systems and Performance Monitoring

GACA is committed to enhancing performance efficiency and ensuring alignment with international standards through the following initiatives:

Quality System Development:

- Successfully established a quality management system and obtained ISO 9001 certification from the British Standards Institution (BSI).
- Created an internal website for managing forms and procedures to streamline operations.

Monitoring Dashboard Development:

- Completed the development of a dashboard for monitoring inspections of service providers, ensuring continuous performance oversight.

3.9 Air Navigation and Runway Safety

GACA is committed to enhancing air navigation safety and advancing runway development. This includes approving new runway and heliport designs, establishing standardized coding systems in line with international standards, and modernizing administrative and digital processes. GACA also actively reviews safety reports through the **Q5** platform to ensure compliance and drive corrective action.

Runway and Heliport Development:

- Approved **7** new heliport designs at key locations, including King Saud University and NEOM.
- Implemented a standardized coding mechanism for runways across the Kingdom.
- Collaborated with the Saudi Academy of Civil Aviation to incorporate runway-related training materials into its accredited programs.

Air Navigation Safety:

- Enhanced administrative procedures and initiated a digital transformation for greater efficiency.
- Prepared a proposal to revise the electronic procedures manual.
- Reviewed **490** safety reports on the Q5 platform, collaborating with partners to implement corrective actions.

3.10 International Cooperation in Aviation Security

GACA continues to strengthen international cooperation in aviation security by organizing key events and actively participating in regional and global initiatives. These efforts align with its commitment to achieving the highest standards of aviation security and safety, while fostering deeper integration and collaboration with international partners.

Security Evaluation Visits to UK Airports:

Conducted security evaluation visits to four major UK airports (Heathrow, Manchester, Birmingham, Gatwick) to activate the One-Stop Security Agreement and enhance international aviation security cooperation.

MENA RSOO (Regional Safety Oversight Organization):

Saudi Arabia hosted the MENA RSOO meeting in Riyadh from May 20-22, 2024, reaffirming its leadership in advancing regional aviation safety standards.

Arab Forum for Aviation Security:

Organized the 1st Arab Forum for Aviation Security in collaboration with the Arab Civil Aviation Organization on May 22, 2024, as part of the Future Aviation Conference in Riyadh. The forum brought together **130** specialists from Arab countries, government entities, and the private sector to discuss current and future aviation security issues in line with industry developments. Sessions featured speakers from Saudi Arabia, Morocco, Qatar, UAE, Kuwait, the Arab Civil Aviation Organization, and IATA.

3.11 Removing Barriers for Investor Entry

- Facilitated the entry of investors into the aircraft leasing and equipment manufacturing sectors.
- Supported investment in Aircraft Leasing (RO) and Original Equipment Manufacturing (OEM) operations.

04

Track

Oversight and Inspection

GACA has implemented a comprehensive oversight and inspection system to ensure that service providers and air operators meet the highest standards for safe and efficient operations. In 2024, GACA executed a robust oversight plan encompassing field visits, inspection tours, and audit programs at both domestic and international levels. Moreover, special focus was placed on addressing non-compliance reports, monitoring the implementation of corrective actions, and overseeing inspector training programs to enhance preparedness and professionalism.

+500
detailed items
added to the national inspection checklists.

4
international airports
audited using the updated inspection checklists.

+270
field visits
conducted as part of internal monitoring activities.

+300
violation decisions
issued.

23
specialized courses
held for safety inspectors.

+100
aircraft inspections
carried out on foreign aircraft to ensure operational readiness.

Comprehensive annual oversight and inspection plan
adopted, incorporating field visits and audit programs based on a newly developed methodology.

Approving training materials
for companies such as DHL and Plexus.

Collaboration with specialized training centers,
including Gulf Aviation Academy (GAA) in Bahrain, to support inspector qualification and development.

Implementing a compliance plan
aligned with the highest international standards and ICAO requirements, in preparation for the upcoming ICAO audit.

4.1 Annual Oversight and Inspection Plan

- Approved a comprehensive plan that includes scheduled regulatory and inspection visits to ensure service safety and quality.
- Conducted **442** inspection visits in alignment with the approved **2024** oversight plan.

4.2 Follow-up on Non-Compliance Reports

- Coordinated with relevant departments to ensure the closure of all non-compliance observations.
- Achieved high compliance rates through continuous follow-up with aviation operators.

4.3 Updating Inspection Checklists and Enhancing Oversight Frameworks

- Updated the national inspection checklists using a new methodology covering **10** standardized inspection areas and **527** detailed items, enhancing both the accuracy and effectiveness of inspection and audit processes.
- Audited **4** international airports (Jeddah, Riyadh, Dammam, and Madinah) using the updated methodology, resulting in improved database management and quality standards.
- Inspected **9** airlines and training centers to verify compliance with aviation safety standards.
- Issued a regulatory framework for economic inspection rules to promote transparency, fairness, and mitigate conflicts of interest in the inspection process.

4.4 Regulatory Visits to Strengthen Operational Safety

GACA conducted comprehensive regulatory visits to assess compliance with operational and safety standards across various aviation sectors:

Airports:

Carried out **30** regulatory visits to **23** airports, including major and regional hubs such as King Khalid International Airport, King Fahd International Airport, King Abdulaziz International Airport, Prince Naif Airport in Qassim, Taif Airport, and Abha Airport. These visits aim to verify compliance with established operational and safety standards.

Training Centers:

Inspected **4** aviation training centers, including the Saudi Academy of Civil Aviation, Nevada Training Company, and the National Institute of Training, to ensure adherence to training and operational safety requirements.

4.5 Inspection and Oversight Statistics for 2024

Type of Inspection Visit	Number of Visits
English Proficiency Centers	6
Designated Physicians	20
Training Centers	8
Aircraft at International and Regional Airports	103
Cargo Companies	30
Hazardous Materials Training Centers	5
Airport and Runway Inspections	11
Ground Service Provider Audits	95
Maintenance Station Inspections	53
Technical Schools Inspections	6
Regulatory Airport Inspections	25
Air Cargo Agencies, Cargo Handlers, Catering, Duty-Free Shops	155
Inspections of National and Foreign Airlines	40
Aircraft Inspections (Cabin and Cockpit)	1
Air Operators	8
Oversight Flights for Air Operators	45
Review of Service Difficulty Reports (SDR)	213
Aircraft Compliance Inspections (Adding Aircraft to Operations Specifications)	84
Field Visits as Part of Internal Monitoring	275

4.6 Publishing Statistics

• Key statistical data was published through the official website and social media desks to promote transparency.

4.7 Training and Qualification Programs

GACA trained inspectors in coordination with relevant departments, utilizing advanced tools such as the Safety Management System (SMS) checklist. The training programs included partnerships with entities like OJT First Premium, OJT Saudia, and OJT Saudi Technic, all aimed at enhancing inspectors' capabilities in evaluating SMS systems effectively.

23 specialized courses conducted for safety inspectors.

319 certificates issued upon completion of various training programs.

60 oversight flights performed to support pilot promotions to captain rank.

45 oversight flights carried out for pilot evaluations and license renewals.

4.8 Conducted the Universal Safety Oversight Preparation Program for

• State Aviation Activity Questionnaire (SAAQ) and the compliance checklists for ICAO Annex **1**.
• Protocol Questions (PQs) covering areas related to aviation safety and environmental sustainability.
• Compliance Checklists for both the aviation safety and environmental sustainability sectors to ensure alignment with ICAO standards.

4.9 Other Oversight and Inspection Activities

• Conducted comprehensive audits to renew Air Operator Certificates for Flynas, Saudia, and Flyadeal.
• Supervised training sessions at specialized centers, including the Gulf Aviation Academy (GAA) in Bahrain.
• Reviewed the snow removal system trial, aiming to enhance airport operational preparedness and resilience.
• Regulatory oversight for the Hajj season: Carried out inspections at King Abdulaziz International Airport in Jeddah to ensure operational safety during the peak travel period.

• Issued a comprehensive firefighting and rescue report covering all airports under GACA's oversight, highlighting observations and recommendations to improve overall safety performance.
• Prepared two key seasonal reports:
• Eid Al-Fitr Inspection Report for 1445.
• Hajj Season Inspection Report for 1445.

4.10 Management of Dangerous Goods

• **New Air Operators (Riyadh Air & Mukamalah Air):**
  - Riyadh Air: Approved operational and training manuals related to dangerous goods.
  - Mukamalah Air: Held review meetings to assess training programs and operational manuals, ensuring alignment with GACA's dangerous goods regulations..
• **Current Operator (Flynas):**
  - Held meetings with Flynas to clarify the requirements of the Executive Aviation Safety Regulations (GACAR Part 109), ensuring alignment with GACA's approved standards for the safe transport of hazardous materials.
• **Pending Requests for Dangerous Goods Preparation Companies (DGPC)**
  - Held meetings with the Economic Policy & Logistics Sector and the Aviation Security Sector to address the status of companies holding economic licenses. These efforts aimed to ensure compliance with technical requirements for hazardous materials transportation in accordance with the Aviation Safety Regulations (Part 109).
• **Requests for Dangerous Goods Transport Approvals (DGTA)**
  - Held meetings were with companies to review operational manuals related to hazardous materials transport, ensuring compliance with Aviation Safety Regulations (GACAR 109.43) and promoting safe transportation standards for hazardous materials.

• **Regulation Update – GACAR 109:**
  - Reviewed and updated GACAR Part 109, currently in the final stages of approval and publication.
  - Developed an eBook on hazardous materials, also nearing final approval and release.
• **Training Material Approvals and Development to Ensure complaint with Aviation Safety Regulations and Standards:**
  - Approved and renewed training materials for DHL and Plexus, and reviewed **10** renewal requests and **6** new requests for dangerous goods training, including submissions from Aramex and Falcon Aviation Wings, with compliance recommendations issued.
• **Instructor Approvals:**
  - Approved **38** instructors for 2024 from airlines, ground service providers, cargo companies, and training centers.
  - **18** instructors are currently under review, bringing the anticipated total to **56** instructors for 2025.
• **Lithium Battery Safety Workshop and Circular:**
  - Conducted a specialized workshop for ground service providers on handling and transporting lithium batteries under GACAR Part 109. A safety circular has been prepared and will soon be published on GACA's official website.

4.11 Auditing Aviation Procedures and Publishing Them in the Saudi Aeronautical Information Publication (AIP)

Reviewed and audited **68** aviation procedures, encompassing arrival, departure, and approach operations to ensure accuracy and compliance with regulatory standards. The audited procedures included those for airports such as Taif, Turaif, Red Sea, and Al-Ula, with the objective of formal approval and inclusion in the Saudi Aeronautical Information Publication (AIP).

05

Track

Licensing and Permits

GACA plays a pivotal role in regulating the aviation sector by issuing and renewing licenses and permits that ensure compliance with technical and regulatory standards. These efforts enhance operational efficiency and improve service quality. In 2024, GACA achieved significant milestones in this area.

+15,000 operational licenses issued	**+1,500** technical and commercial certificates approved	**+390,000** security permits granted
+320 tests conducted to ensure the readiness of aircraft maintenance school graduates	**13** airport certificates issued and renewed	**10** heliport construction approvals granted
Published the Economic Licensing Guide and agent list to streamline procedures for investors	**Developed a plan to adjust airport** service fees in coordination with airport operators	Updated the heliport database to include **600** heliports

5.1 Issuance and Renewal of Personnel Licenses

- Issued a new license for Fly Sign Company to ensure safe operations under GACA's supervision.
- Added an aircraft and conducted trial flights for Manasik Aviation to guarantee safe operations.
- Added an aircraft and oversaw training flights for Saudia Private Aviation.

- Renewed the AWOC license for Saudi Ground Services (SGS) to maintain safety standards in operations.
- Renewed the AWOC license for Sharq Aerospace Inustries Company to ensure operational compliance.

In addition, efforts were made to issue and renew licenses for essential operational personnel in the aviation sector, as detailed below:

206 Air Traffic Controllers	**116** Flight Dispatchers	**780** Airline Transport Pilots	**1,131** Commercial Pilots
41 Private Pilots	**6** Sports Pilots	**122** Student Pilots	**21** Flight Instructors
8 Ground Instructors	**2,876** Cabin Crew Members	**824** Aircraft Mechanics	**500** Aircraft Technicians
3 Designated Inspectors	**683** Drone Operators	**608** Certified Aircraft Repair Technicians	**29** Flight Crew Licenses

336 Aircraft Minimum Equipment List (MEL) Extensions	**894** Aircraft Technicians Licenses	**3,201** Security Equipment Operators
49 Temporary Aviation Personnel Licenses	**150** Permanent Aviation Personnel Licenses	**36** Issuance, Renewal, or Re-issuance of Operational Safety Licenses

5.2 Technical and Commercial Certificates

46 Aircraft Registration Certificates	**23** Aircraft Deregistration Certificates	**210** Reserved Aircraft Registration Marks
16 Aircraft Ownership Change Certificates	**94** Emergency Locator Transmitter (ELT) Registrations	**15** Aircraft Export Certificates

5.2.1 Consulting Offices and Airworthiness Licenses

Evaluation of Licensing Requests for Consulting Offices:

Two projects were implemented to assess licensing requests, ensuring compliance with technical and regulatory standards.

New Foreign Operator Permits:

Issued new permits, including those for SBUQ, Sandra, and Helix.

5.3 Issuance and Renewal of Operational Specifications and Technical Schools

- Issued and renewed **89** operational specifications, covering repair stations and technical schools, to ensure compliance with standards and improve performance efficiency.

5.4 Hazardous Materials Regulation

Processed **3** requests for hazardous materials company licenses under GACAR 109.41.

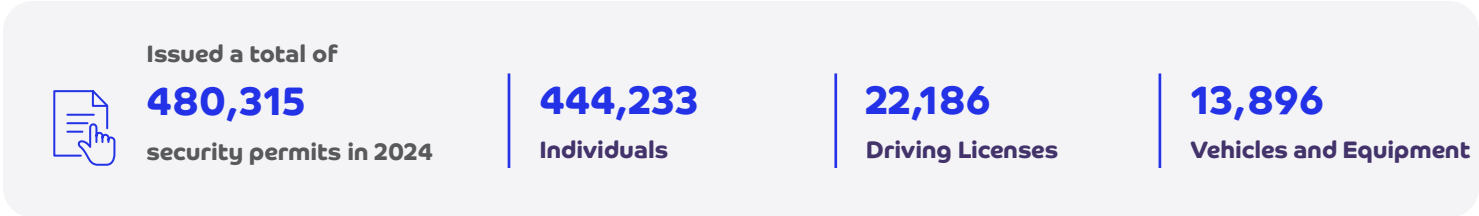Verified **5** requests for hazardous materials transportation approvals under GACAR 109.43.

5.5 Training Center Licensing

- Several efforts were made to strengthen training in the aviation sector, including:

- Licensed a training center for the air force to qualify its personnel at airports.

- Renewed the license for Prince Sultan Aviation Academy.

- Issued **26** aviation security trainer licenses, including **10** for Royal Guard personnel and **16** for trainers of the General Directorate of Investigation Academy.

- Conducted **329** tests to ensure the readiness of aircraft maintenance school graduates for the aviation sector.

- Approved **2** Training Center Evaluators (TCEs) to support training and testing for both new and experienced pilots.

- Renewed licenses for **3** foreign aviation training centers, and evaluated and renewed **12** flight simulators and **18** authorized laboratories to support growing pilot training needs.

- Updated Part **131** training templates for initial and refresher training to enhance aviation safety.

- Reviewed and renewed licenses for air traffic control training centers at King Faisal College and the Technical Studies Institute.

5.6 Security Permits and Major Events

Launched a temporary security permit printing center at Prince Mohammed Bin Abdulaziz International Airport to meet Hajj requirements.

Issued a total of
480,315
security permits in 2024

444,233
Individuals

22,186
Driving Licenses

13,896
Vehicles and Equipment

Approved permits for all aircraft participating in the **2024** Defense Exhibition and Dakar Rally.
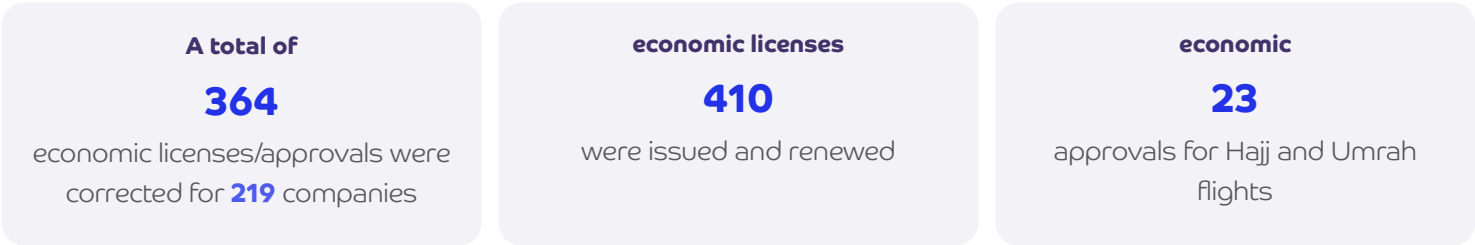

Issued a permit for the Sand & Fun Exhibition to support aerial tourism displays.

Renewed the license for the Saudi Aviation Club to promote tourism and recreational activities.

5.7 Economic Services and Regulation

5.7.1 Issuance and Renewal of Economic Licenses

A total of **364** economic licenses/approvals were corrected for **219** companies	economic licenses **410** were issued and renewed	economic **23** approvals for Hajj and Umrah flights

5.7.2 New Licenses and Updates in the Aviation Sector

- Issued a license to Jet Gourmet Saudi Arabia for in-flight catering services.
- Issued and renewed licenses for airlines and air operators.
- Automated the licensing process for foreign air carriers and launched an electronic platform to streamline licensing procedures.

5.7.3 Verification of Economic License Implementation

Prepared and published the Economic Licensing Guide and Agent List on GACA's official website, making it easier for investors to understand requirements before beginning the licensing process.

5.8 Permits and Certificates

In 2024, GACA played a key role in regulating the aviation sector by issuing and renewing a wide range of permits and certificates to ensure compliance with operational and technical standards. These efforts are detailed in the table below:

99 Repair Station Certificates	**53** One-Time Authorization (OTA)	**224** Aircraft Registration Certificates	**116** Aircraft Identification Numbers (Mode-S)
181 Airworthiness Certificates	**65** Aircraft Radio Certificates	**4** Aircraft Type Acceptance Certificates	**80** Temporary Private Flight Permits
50 Flight Permits under Part 91	**3** Type Certificates (STC)	**1** Airport Permits	**2,702** Crew Member Certificates
3,927 Medical Fitness Certificates	**20** Aviation Medical Examiner Certificates	**95** Issuance, Renewal, or Reissuance of Operational Specification Certificates	**45** Scheduled Maintenance Extensions

5.9   Certification Airports and Heliports

5.9.1   Airports

- **Issued a license for** Al-Mendasah Airport and renewed certifications for King Khalid International Airport, King Fahd International Airport, and **10** other airports.

- **Licensed Shebara Airport** as one of Saudi Arabia's water airports and issued permits for Al-Rass Airport and King Abdullah Airport in Jazan, reflecting efforts to enhance airport infrastructure and support the aviation sector.

- **Renewed licenses for airports across Saudi Arabia**, including major airports like King Khalid International and King Fahd International, as well as regional airports such as Al-Jouf, Rafha, Wadi Al-Dawasir, Al-Ula, Al-Qurayyat, Turaif, Al-Baha, Sharurah, Al-Qaisumah, Najran, Arar, Al-Dawadmi, and Red Sea International Airport, ensuring compliance with operational and regulatory standards.

- **Participated in the re-certification of several airports**, including King Fahd International Airport, King Abdullah Airport, King Khalid International Airport, Al-Jouf Airport, Rafha Airport, Najran Airport, Al-Ula Airport, Al-Qurayyat Airport, Al-Baha Airport, Al-Qaisumah Airport, Arar Airport, Sharurah Airport, and Turaif Airport.

5.9.2   Heliports

- **Issued 11 permits for heliports**, including key locations like Ras Al-Khair, Trojena, Neom Hospital, Noor Hospital, and Hera Hospital. Additionally, granted **10** construction approvals for new heliports, including sites at King Saud University (**3** heliports), Oxygen Neom, Tanajib Aramco Saudi Arabia, Sindalah Neom, Southern Ummahat Islands (Red Sea Islands), and SAR stations in Qassim, Al-Qurayyat, and Al-Jouf. These efforts reflect a commitment to developing vertical aviation infrastructure across Saudi Arabia.

- **Prepared action plans to license 494 heliports**, including **387** heliports and runways for Aramco Saudi Arabia and **107** heliports managed by the Ministry of Health, ensuring compliance with regulatory requirements and enhancing operational efficiency and aviation safety.

- **Updated the heliport database**, which now includes **600** heliports across Saudi Arabia. Periodic updates are being made to address the growing demand for construction approvals and permits for existing heliports before regulatory issuance.

06

Track

Air Traffic

GACA focuses on developing air navigation and its supporting services by applying the latest international standards and enhancing integration among service providers. These efforts aim to ensure the organization of air traffic flow, provide a safe environment for operators, and improve operational experiences through the development of systems and infrastructure related to airspace.

In 2024, GACA implemented a series of initiatives and activities, including the review and approval of operational documents, the development of safety systems, air operations management, and emergency response. Efforts also included enhancing coordination with local and international entities to ensure efficiency and compliance with international standards.

7
New navigational
announcements issued

+38%
International market
share of King Abdulaziz International Airport

905,000
Total flights
at the Kingdom's airports

+90
New and updated
flight procedures reviewed and approved

+15%
Growth in passenger numbers

+25%
Market share
of King Saud bin Abdulaziz Airport

Operating airports
internationally during major events

Signing an agreement to operate Jubail Airport for general aviation

Launching projects for Abha and Taif International Airports

Recording and reprogramming
94
devices for Emergency Location Tracking (ELT)

Participation in national exercises "Response 13" and "Response 14"

King Saud bin Abdulaziz Airport achieved the highest market share among domestic airports

6.1   Review and Development of Operational Documents and Specifications

Amendments to Operational Specification Documents:

Reviewed and updated operational specification documents for several entities, including Saudi Air Navigation Services and Samana Special Mission, ensuring alignment with Regulations 171 and 173. Additionally, the ATM Operations Manual was reviewed, and both the AlUla ATSPM Part 2 and AlUla UTP documents were approved to support operational integration and regulatory compliance.

Operational Manuals:

Approved the training procedure manual for King Faisal Air College – Air Traffic Control Training Center, and reviewed the operational manual for flight procedure design in collaboration with Saudi Air Navigation Services, providing necessary feedback for regulatory alignment.

Requests for Air Navigation Services:

Reviewed a new application from a company seeking to provide air navigation services in the Kingdom, ensuring compliance with all necessary requirements.

Assessed and renewed licenses for air traffic control training centers at King Faisal College and the Technical Studies Institute.

Implementing Regulation for Cancellations:

Finalized the Implementing Regulation for Cancellations (Part **199**), which is now ready for implementation in accordance with approved standards.

Audit of New and Updated Flight Procedures:

Audited **93** flight procedures, covering arrival, approach, and departure operations using both traditional and Performance-Based Navigation (PBN). These procedures were published in the Saudi Aeronautical Information Publication. The review also included simultaneous operation procedures for parallel runways (SOIR) at King Khalid and King Abdulaziz International Airports.

In addition, three electronic services related to flight procedure design were automated and launched:

- Approval of Instrument Flight Procedure Design (IFPD)

- Verification of IFPD tools.

- Acceptance of the manuals related to Flight Procedure Design (FPD) and Flight Validation (FV).

6.2   Improvement of Air Traffic and Airspace Management

Enhancing Air Traffic:

Developed a unified model for reviewing operational documents to improve compliance and streamline corrective actions, in coordination with aviation service providers.

Airspace Management:

Studied the impact of reducing horizontal aircraft separation to enhance operational efficiency, especially in the central sector.

Flight Procedures:

- Issued **7** new aeronautical announcements in line with ICAO standards to support safe and efficient flight operations.

- Met all international operational requirements for Red Sea Airport, including provisions for customs, immigration, health surveillance, and quarantine services.

Assigning an Operator for Jubail Airport

Signed a contract to assign an operator for Jubail Airport, under the Royal Commission for Jubail and Yanbu, for general aviation purposes.

International Operation of Al-Thumamah Airport during the General Aviation Exhibition:

Enabled international operations at Al-Thumamah Airport in coordination with government entities to support the General Aviation Exhibition, ensuring all necessary operational and technical requirements were in place.

International Operation of Bisha Airport for Dakar Rally 2025:

Facilitated international operations at Bisha Airport to accommodate flights for the Dakar Rally 2025. This was executed in collaboration with relevant government authorities, ensuring all operational and technical requirements were fully met. The initiative aimed to ensure smooth airport operations and a seamless experience for international participants.

Air Cargo Services:

- Established clear mechanisms to handle air cargo client complaints and improve service quality.

- Issued detailed complaint submission guidelines to enhance communication and ensure prompt responses.

Approval of Advanced Navigational Systems:

- GACA granted operational approvals for various navigation systems aimed at improving air traffic safety and efficiency, including:

- Launch of the remote air traffic service center for Al-Ula International Airport (November 2024).

- Deployment of surface surveillance systems to support air traffic management under low-visibility conditions at Medina and Riyadh Airports.

- Installation of navigation guidance systems at King Khalid International Airport in Riyadh.

- Implementation of automated landing systems (Precision Category III) at Dammam Airport.

- Installation and operation of automated landing and navigation systems at the Red Sea International Airport.

Supporting and Implementing the Aviation Sector Strategy

This initiative focused on finalizing and activating implementation plans to achieve key strategic objectives in the aviation sector. It included the development of master plans for King Abdulaziz International Airport and the integration of the Western Region's cargo village with airport operations. Efforts were directed toward promoting major air cargo hubs across the Kingdom to solidify Saudi Arabia's position as a global logistics center.

Reshaping the Aviation Connectivity Network

Aimed at strengthening the aviation sector, this initiative involved updating bilateral agreements with international airlines and designing detailed plans for both international and domestic flight networks. These efforts were intended to increase transportation capacity, enhance the flow of passengers and goods, and drive economic growth and air traffic efficiency throughout the Kingdom.

Abha International Airport Project:

Launched the Expression of Interest (EOI) phase.

Taif International Airport Project:

Opened the EOI phase to attract private sector participation.

Abha RFP Phase:

Successfully concluded the Request for Proposals (RFP) phase for the Abha Airport development.

6.3 Risks and Readiness

Search and Rescue (SAR):

- Prepared to host the 71st session of the Search and Rescue Program (COSPAS-SARSAT), including organizing training workshops with the participation of representatives from the Kingdom.
- Reviewed ICAO notifications regarding updates to Annex **12** related to search and rescue procedures.

Emergency Devices Registration:

- Registered and reprogrammed Emergency Locator Transmitters (ELTs) used by the Land Forces, ensuring alignment with the Kingdom's country code (**403**) in coordination with international partners.

Obstacle Analysis:

- Conducted comprehensive studies and impact analyses on over **600** coordinates related to aviation obstacles, including construction sites, communication and power towers, light poles, cranes, and meteorological equipment and installations.

6.4 Determination of Airport Service Fees

Prepared a timeline
for the determination of airport service fees in accordance with updated economic regulations.

Held over 10 workshops with airport
operators to provide technical guidance and support on the mechanisms for calculating and setting airport service fees.

6.5 Air Traffic Statistics

1. Total Air Traffic at the Kingdom's Airports (Arrivals and Departures)

Kingdom's Airports	Flights (Thousands)		Passengers (Millions)		Cargo Volume (Tons)	
	2023	2024	2023	2024	2023	2024
Domestic Airports	17.3	16.1 ▼	1.5	1.7 ▲		
International Airports	797.9	889 ▲	110.2	127 ▲	894K	1.2M ▲
Total	815.2	905.1 ▲	111.7	128.6 ▲		
Change Rate	11%		15%		34%	

2. Air Traffic at International Airports in Saudi Arabia (Arrivals and Departures)

International Airports	Passenger					
	Domestic Flights (Thousands)		International Flights (Thousands)		Total	
	2023	2024	2023	2024	2023	2024
King Abdulaziz International Airport (JED)	97.3	109.0	165.0	180.7	262.4	289.7
King Khalid International Airport (RUH)	125.2	147.8	113.4	126.1	238.7	273.9
King Fahd International Airport (DMM)	53.4	57.1	46.1	47.8	99.6	104.9
Prince Mohammad Bin Abdulaziz International Airport (MED)	17.8	23.2	44.7	49.4	62.5	72.6
Taif International Airport (TIF)	7.4	7.2	3.4	3.8	10.7	11.1
Abha International Airport (AHB)	26.5	27.6	3.3	2.8	29.8	30.4
Hail International Airport (HAS)	6.6	6.4	2.0	2.2	8.7	8.6
King Abdullah Bin Abdulaziz International Airport (GIZ)	19.0	18.4	0.8	1.1	19.8	19.5
Prince Naif Bin Abdulaziz International Airport (ELQ)	5.9	5.7	6.1	6.1	12.0	11.8
Prince Sultan Bin Abdulaziz International Airport (TUU)	11.7	14.7	3.2	4.1	14.9	18.8
Prince Abdul Mohsin Bin Abdulaziz International Airport (YNB)	3.1	3.0	1.7	1.9	4.8	4.9
Al-Jouf International Airport (AJF)	3.9	4.0	1.2	1.4	5.1	5.4
Al-Ahsa International Airport (HOF)	6.9	6.3	0.3	0.5	7.1	6.8
Qaisumah International Airport (AQI)	3.0	6.8	0.3	0.5	3.3	7.3
Al-Ula International Airport (ULH)	4.9	3.7	0.9	1.1	5.8	4.8
Najran International Airport (EAM)	6.3	7.4	0.2	0.5	6.6	7.9
Arar International Airport (RAE)	3.1	3.3	0.0	0.1	3.1	3.4
Red Sea Airport (RSI)	0.2	3.5	0.0	0.3	0.2	3.8
Neom Bay Airport (NUM)	2.4	2.8	0.4	0.8	2.8	3.6
Total	404.71	458.01	393.20	430.96	797.90	888.98

3. Passenger Traffic at International Airports in Saudi Arabia (Arrivals and Departures)

International Airports	Passenger					
	Domestic Flights		International Flights		Total	
	2023	2024	2023	2024	2023	2024
King Abdulaziz International Airport (JED)	13,537.6	15,494.9	29,479.1	33,575.1	43,016.8	49,070.0
King Khalid International Airport (RUH)	16,433.3	19,468.1	15,490.7	18,107.0	31,924.0	37,575.1
King Fahd International Airport (DMM)	5,541.1	6,478.4	5,549.7	6,281.4	11,090.8	12,759.8
Prince Mohammad Bin Abdulaziz International Airport (MED)	2,053.4	2,759.3	7,370.0	8,278.1	9,423.4	11,037.3
Taif International Airport (TIF)	884.8	935.7	373.1	446.2	1,257.9	1,381.8
Abha International Airport (AHB)	3,519.1	3,834.2	420.9	390.9	3,939.9	4,225.2
Hail International Airport (HAS)	711.5	758.0	233.8	257.6	945.3	1,015.6
King Abdullah Bin Abdulaziz International Airport (GIZ)	2,295.8	2,415.1	83.4	127.4	2,379.2	2,542.4
Prince Naif Bin Abdulaziz International Airport (ELQ)	614.9	672.0	683.9	761.7	1,298.8	1,433.7
Prince Sultan Bin Abdulaziz International Airport (TUU)	1,461.5	1,928.9	399.3	502.3	1,860.8	2,431.2
Prince Abdul Mohsin Bin Abdulaziz International Airport (YNB)	299.6	275.8	195.2	199.9	494.9	475.7
Al-Jouf International Airport (AJF)	456.4	445.7	153.6	171.1	610.0	616.8
Al-Ahsa International Airport (HOF)	153.8	159.4	28.5	8.1	182.3	167.6
Qaisumah International Airport (AQI)	252.3	258.7	37.0	35.2	289.2	294.0
Al-Ula International Airport (ULH)	161.6	189.7	31.2	40.5	192.7	230.2
Najran International Airport (EAM)	821.2	973.9	24.1	56.4	845.2	1,030.3
Arar International Airport (RAE)	319.6	348.7	0.0	8.7	319.6	357.4
Red Sea Airport (RSI)	11.2	76.2	-	9.8	11.2	85.9
Neom Bay Airport (NUM)	110.9	179.4	28.9	54.1	139.8	233.4
Total	49,639.60	57,652.10	60,582.40	69,311.50	110,221.80	126,963.4

4. Market Share of International Airports in Saudi Arabia – 2024 (Based on Total Passenger Traffic Through International Airports)

Market Share of International Airports in the kingdom for 2024	
Airport Name	Market Share (%)
King Abdulaziz International Airport (JED)	38.65%
King Khalid International Airport (RUH)	29.60%
King Fahd International Airport (DMM)	10.05%
Prince Mohammad Bin Abdulaziz International Airport (MED)	8.69%
Abha International Airport (AHB)	3.33%
King Abdullah Bin Abdulaziz International Airport (GIZ)	2.00%
Prince Sultan Bin Abdulaziz International Airport (TUU)	1.91%
Prince Naif Bin Abdulaziz International Airport (ELQ)	1.13%
Taif International Airport (TIF)	1.09%
Najran International Airport (EAM)	0.81%
Hail International Airport (HAS)	0.81%
Al-Jouf International Airport (AJF)	0.49%
Prince Abdul Mohsin Bin Abdulaziz International Airport (YNB)	0.37%
Arar International Airport (RAE)	0.28%
Qaisumah International Airport (AQI)	0.23%
Neom Bay Airport (NUM)	0.18%
Al-Ula International Airport (ULH)	0.18%
Al-Ahsa International Airport (HOF)	0.13%
Red Sea International Airport (RSI)	0.07%
Total	**100%**

5. Total Air Traffic at Domestic Airports in Saudi Arabia (Arrivals and Departures)

Total Air Traffic at Domestic Airports in the Kingdom (Arrivals/Departures)						
Airport	Flights (Thousands)			Passengers (Thousands)		
	2023	2024	Change Rate	2023	2024	Change Rate
King Saud Bin Abdulaziz Airport (ABT)	3.71	3.94	6%	343.98	421.11	22%
Bisha Airport (BHH)	3.18	3.10	-2%	377.43	375.84	0%
Dawadmi Airport (DWD)	1.25	0.76	-39%	16.41	36.77	124%
Al-Wajh Airport (EJH)	1.86	0.35	-81%	37.14	0.00	-100%
Rafha Airport (RAH)	0.76	1.01	33%	81.62	96.87	19%
Rabigh Airport (RGB)	0.03	0.06	76%	0.00	0.04	-
Sharurah Airport (SHW)	2.61	1.80	-31%	236.64	197.56	-17%
Turaif Airport (TUI)	0.98	1.40	43%	97.24	135.30	39%
Qurayyat Airport (URY)	1.62	2.46	52%	184.45	263.81	43%
Wadi Al Dawasir Airport (WAE)	1.27	1.26	0%	107.63	126.06	17%
Total	**17.27**	**16.14**	**-6.5%**	**1,482.54**	**1,653.34**	**11.5%**

6. Overall Passenger Market share of All Airports in Saudi Arabia – 2024

Market Share Passengers for Airports in the kingdom in 2024	
Airport	Market Share (%)
King Abdulaziz International Airport (JED)	38.15%
King Khalid International Airport (RUH)	29.21%
King Fahd International Airport (DMM)	9.92%
Prince Mohammad Bin Abdulaziz International Airport (MED)	8.58%
Abha International Airport (AHB)	3.28%
King Abdullah Bin Abdulaziz International Airport (GIZ)	1.97%
Prince Sultan Bin Abdulaziz International Airport (TUU)	1.89%
Prince Naif Bin Abdulaziz International Airport (ELQ)	1.11%
Taif International Airport (TIF)	1.07%
Najran International Airport (EAM)	0.80%
Hail International Airport (HAS)	0.79%
Al-Jouf International Airport (AJF)	0.48%
Prince Abdul Mohsin Bin Abdulaziz International Airport (YNB)	0.37%
King Saud Bin Abdulaziz Airport (ABT)	0.32%
Bisha Airport (BHH)	0.29%

Market Share Passengers for Airports in the kingdom in 2024	
Airport	Market Share (%)
Arar International Airport (RAE)	0.27%
Qaisumah International Airport (AQI)	0.22%
Qurayyat Airport (URY)	0.21%
Al-Ula International Airport (ULH)	0.17%
Neom Bay Airport (NUM)	0.18%
Sharurah Airport (SHW)	0.15%
Al-Ahsa International Airport (HOF)	0.13%
Turaif Airport (TUI)	0.11%
Wadi Al Dawasir Airport (WAE)	0.10%
Rafha Airport (RAH)	0.10%
Red Sea International Airport (RSI)	0.10%
Dawadmi Airport (DWD)	0.03%
Rabigh Airport (RGB)	0.00%
Al-Wajh Airport (EJH)	0.00%
Total	**100%**

7. Market Share of Domestic Airports in Saudi Arabia – 2024 (Based on Total Passenger Traffic Through Domestic Airports)

Market Share (Passengers) for Domestic Airports in the Kingdom for 2024	
Airport	Market Share (%)
King Saud Bin Abdulaziz Airport (ABT)	25.47%
Bisha Airport (BHH)	22.73%
Qurayyat Airport (URY)	15.97%
Sharurah Airport (SHW)	11.95%
Turaif Airport (TUI)	8.18%
Wadi Al Dawasir Airport (WAE)	7.62%
Rafha Airport (RAH)	5.86%
Dawadmi Airport (DWD)	2.22%
Al-Wajh Airport (EJH)	0.00%
Rabigh Airport (RGB)	0.00%
Total	**100.00%**

8. Air Traffic at International Airports in Saudi Arabia (Cargo Arrivals and Departures)

Air Traffic at International Airports in Saudi Arabia (Cargo Arrivals and Departures)		
International Airports	Cargo (Thousands of Tons)	
	2023	2024
King Abdulaziz International Airport (JED)	348.6	461.4
King Khalid International Airport (RUH)	429.0	573.2
King Fahd International Airport (DMM)	110.2	140.4
Other Airports	6.3	16.4
Total	**894.1**	**1191.4**

07

Track

Memoranda of Understanding, Agreements, and Partnerships (Local and International)

GACA has remained committed to strengthening its partnerships both locally and internationally in key areas such as sustainable development, digital transformation, operational efficiency, and the promotion of safety and quality standards. Below are the key partnerships and agreements concluded in 2024 within this framework.

32	12
Agreements	MoUs

7.1   Environmental Cooperation and Sustainable Development

MoU with the Environmental Fund

to enhance cooperation in environmental protection and sustainable development.

MoU with the Regional Voluntary Carbon Market Company

to support climate change mitigation efforts and regional initiatives.

Collaboration with the National Center for Vegetation Cover Development and Combating Desertification

to support environmental improvement efforts across Saudi Arabia.

MoU with the General Authority for Survey and Geospatial Information

to strengthen collaboration in shared-interest fields.

7.2   Strategic Aviation Partnerships

Tripartite MoU with the Ministry of Investment and China's HNA Group

to promote aviation and investment cooperation, including the provision of private aviation services.

MoU with Prince Sultan University

to provide awareness and training programs for general aviation pilots.

Cooperation Agreement with the General Authority for Competition

to promote fair competition and improve the regulatory environment in the air transport sector.

Technical Cooperation MoU with the National Industrial Development

Center, FLYNOW, the Ministry of Investment, and COMAC.

MoU with the Maldivian Authorities

to enhance cooperation in seaports and seaplane aviation, focusing on expertise exchange and sector development.

Agreement with the Al-Rass Chamber of Commerce

to operate the Saudi Aviation Club Airport in Al-Rass, encouraging private sector involvement in operational and capital projects.

MoU with the General Authority for Military Industries

to advance Saudi leadership in aviation technologies and enable advanced air mobility.

Air Transport Service Agreements with Kosovo and Lithuania

to strengthen bilateral cooperation, organize air traffic, and facilitate international flight operations.

MoU with the Civil Aviation Authority of Singapore

for technical collaboration in civil aviation.

MoU with Lilium

to support and activate the Advanced Air Mobility Roadmap.

Agreements During the Future Aviation Forum

Five strategic agreements were signed between local and international companies to boost general aviation:

- Agreement between Altanfeethi and Universal
- Partnership between Alajlan and Deerjet
- Cooperation among Mokamelah, Milestone, and Joby
- Partnership between Aramco and Bombardier

7.3   Cooperation in Technical and Legal Fields

MoU with Elm

to develop advanced aviation technology solutions and accelerate digital transformation.

Agreement with the Saudi Center for Commercial

Arbitration to activate dispute resolution services within logistics zones at King Khalid International Airport.

Service-Level Agreement with Matarat

to provide legal support and regulate contract-related consultations.

MOU with the General Authority for Small and Medium Enterprises

to strengthen collaboration, support enterprise development, and foster innovation within the aviation sector.

7.4   Cooperation in Logistics and Ground Handling

Tripartite MOU with the Saudi Ports Authority and the Zakat, Tax, and Customs Authority

to facilitate sea-air shipments between airports and ports

Agreement with the Public Health Authority (Weqaya)

to ensure compliance with health and safety procedures.

Agreement between SATS and Matarat Jeddah to allocate land within the Jeddah

Airport cargo village, thereby supporting competitive ground handling services.

7.5   International Representation and Legal Cooperation

Active participation on behalf of Saudi Arabia in ICAO's Legal Committee

to review regulations on international dispute resolution and contribute to updates of the Civil Aviation Agreement.

matarat مطارات

Legal support services for contracts related to Matarat Company

to ensure alignment with regulatory requirements and legal frameworks.

Operational mechanism with the Public Prosecution

to streamline the referral of aviation-related cases. This initiative enhances cooperation between the Authority and the Public Prosecution, ensuring efficient case handling through clearly defined procedures and a structured referral system.

Signing of agreements, MOUs, and consultation records

with **16** countries during the ICAN Conference. This included final agreements with **4** countries and discussions to update or establish new agreements with **12** countries. These efforts aim to strengthen regulatory collaboration and advance air transport frameworks.

Cooperation with aviation authorities and manufacturers

to promote aviation safety and build global partnerships with aviation authorities and aircraft manufacturers.

H.E MR. ABDULAZIZ AL-DUAILEJ
PRESIDENT OF GACA

7.6   International and Local Participation and Partnerships

- **Enhancing International Cooperation and Advancing Safety and Innovation Standards in Aviation:**
  - Held discussions with Boeing on technological programs and participated in ICAO expert panels to help develop international standards for unmanned aircraft systems and airworthiness.
  - Established a joint research center for air transport safety in collaboration with King Abdulaziz City for Science and Technology. Efforts also included attracting startups to foster innovation in the aviation sector.
  - Participated in the Advanced Air Mobility Forum and engaged in various regional and international meetings on aviation safety. An informational paper on the national aviation program was submitted, and strategic discussions were held regarding the future of the sector.
- **Completion of Agreement Reviews with Legal Advisors from the Experts Committee:**
  - Completed the review of **13** draft air transport service agreements with countries across multiple continents, including Cape Verde, Uzbekistan, Thailand, South Africa, Myanmar, Belarus, Romania, Grenada, Cambodia, Malawi, Lithuania, El Salvador, and Brunei Darussalam. These agreements aim to strengthen international cooperation in the civil aviation sector.
- **Issuance of Royal Decrees Approving Agreements:**
  - Secured Royal approval for agreements signed with the following countries: Chile, Luxembourg, Poland, Portugal, Sierra Leone, Mali, the Dominican Republic, Uganda, Guatemala, the United Kingdom, Uruguay, and Barbados.
- **Collaboration and Coordination with the Communications, Space, and Technology Commission:**
  - Strengthened cooperation with the Communications, Space, and Technology Commission in several areas, including coordination on space systems and the Halo Space project.
  - Other key initiatives included reviewing the peaceful space-use agreement with the United States, developing the advanced aviation roadmap, addressing frequency interferences, and protecting aviation systems from potential disruptions caused by **5G** networks.
  - Signed a tripartite memorandum of understanding with the Ministry of Investment and Embraer (Brazil) to enhance civil aviation investment and cooperation.

7.7   Technical Memoranda of Understanding

- **Signed technical memoranda of understanding with several countries,** including Singapore, Rwanda, the Maldives, and China. Partnerships were also expanded with leading global companies such as COMAC and Boeing, as well as academic institutions including Cranfield University and Prince Sultan University. These efforts were aimed at driving innovation and promoting sustainable development in the civil aviation sector.
- **Signed a discussion record with the Chinese side and a consultation record with the French side** to enhance cooperation in air transport, facilitate the exchange of expertise, and develop shared policies and procedures that support efficiency and sustainability in the sector.
- **The Saudi Aviation Club signed a memorandum of understanding with Red Sea Aviation** to enhance collaboration in key areas such as take-off and landing permits and air navigation services. This MoU forms part of the joint efforts by both parties to develop aviation services and improve operational efficiency, contributing to the advancement of the Kingdom's aviation sector in alignment with global best practices.

08

Track

Events and Participations

In 2024, GACA organized and participated in a distinguished array of local and international events, aimed at advancing the civil aviation sector in alignment with the goals of Saudi Vision 2030. These efforts included hosting major conferences and forums, facilitating strategic agreements, and providing logistical and technical support for various sporting, economic, and diplomatic events.

30
local
and international events participated in by GACA

+100
MoU and agreements
signed during events

+120,000
visitors
at local and international aviation-related events

8.1 Future Aviation Forum

The Future Aviation Forum 2024, held in Riyadh from May 20 to 22, marked a pivotal moment for the global aviation industry. Bringing together leaders, policymakers, and innovators from around the world, the event served as a platform for advancing international collaboration and strategic investment in the sector. Over **100** agreements and memoranda of understanding were signed during the conference, alongside key announcements aimed at reinforcing the Kingdom of Saudi Arabia's position as a global aviation hub, in alignment with the objectives of Saudi Vision 2030.

A landmark highlight of the event was the announcement by Saudi Arabian Airlines of a historic agreement to purchase **105** aircraft from Airbus, valued at **$19 billion**. This transformative deal underscores the Kingdom's commitment to modernizing its national fleet and accelerating the growth and competitiveness of its civil aviation sector.

8.1.1 Conference Participants

152	31	72
Participating Countries	Ministers	Civil Aviation Authority Directors

8,500	300	176
Guests	Speakers	Bilateral Meetings

8.1.2 Agreements and Memoranda of Understanding

102	10	3
Total Agreements and MoUs	New Agreements	Updated Agreements

20-22 MAY 2024
RIYADH-SAUDI ARABIA

Future Aviation Forum

15	**7**	**12** million	**672**
Number of Sponsors	Strategic Partners	Media Appearances	Publications

Accompanying Events of the Future Aviation Forum 2024

The Forum featured 12 high-profile accompanying events, including:

- Global Facilitation Forum
- Airport Awards Ceremony: Recognizing excellence in the aviation sector
- Specialized Forums: Including the Safety Monitoring Forum and the First Arab Aviation Forum
- International Meetings: Such as the **7**th Meeting of Middle East Directors General of Civil Aviation
- Innovative Exhibitions: Featuring **26** participating entities, and the world's first Advanced Air Mobility Exhibition, showcasing **7** innovative aircraft models
- Luxury Cultural Program: Highlighting Saudi heritage with curated visits to Riyadh, Al-Ula, and Mecca
- **19** Specialized Workshops: Offering opportunities for knowledge exchange and capacity building
- Media Oasis: A dedicated media platform amplifying the event's coverage and impact

8.2   Saudi General Aviation Airshow (Sand & Fun) 2024

Preparations were completed for the Saudi General Aviation Airshow (Sand & Fun) 2024, held at Al-Thumama Airport within the King Khalid Royal Reserve. The event was part of Riyadh Season – Activities Track 32, and took place from November 19 to 23, 2024. The exhibition featured a mix of local and international aerial displays, static aircraft exhibits, and specialized workshops conducted by global aviation experts. The event attracted a total of **113,390** visitors from both within the Kingdom and abroad.

8.2.1   Exhibition Activities

Local and International Air Displays
Aerial performances by various aircraft

On-Ground Aircraft Exhibits
Display of civil and recreational aircraft on-site

Workshops
Conducted by aviation experts from around the world

8.2.2   International Meetings

15
Bilateral Meetings
Ambassadors and civil aviation authority directors

14
Joint Committee Meetings
Regional and international representatives

3
UN-Organized Events
ICAO and IATA officials

8.3 The First Arab Forum for Aviation Security

Organized by GACA in partnership with the Arab Civil Aviation Organization, the First Arab Forum for Aviation Security was held on May 22, 2024, as a key event of the Future Aviation Forum in Riyadh. The forum brought together **130** specialists from across the Arab world, representing both governmental and private sector entities. The sessions addressed current and emerging issues in aviation security, aligning with industry developments and future challenges.

Speakers included representatives from Saudi Arabia, Morocco, Qatar, the UAE, Kuwait, the Arab Civil Aviation Organization, and the International Air Transport Association (IATA).

8.4 Annual World Air Sports Federation Meeting 2024

Saudi Arabia, represented by the Saudi Aviation Club, hosted the Annual World Air Sports Federation Meeting (FAI) in Riyadh. The event coincided with the Saudi General Aviation Airshow (Sand & Fun) and welcomed participants from over **90** countries.

The event gathered global leaders and experts in air sports to foster international cooperation and exchange best practices in this growing field.

8.5 Enhancing National and Regional Presence

- **Major Events in Riyadh**

  - 7th Meeting of the Directors General of Civil Aviation - Middle East (DGCA-MID/7): Held on May 19–20, 2024, bringing together regional aviation leaders.

  - First Arab Forum for Aviation Security: Hosted on May 22, 2024, in partnership with the Arab Civil Aviation Organization.

  - Global Facilitation Forum: Attracted over **600** participants, including **33** speakers—**6** of whom were Saudi nationals.

- **Internal Events**

  - GACA participated in several significant events, including: Honoring staff involved in the successful organization of ICAN 2023 and the Future Aviation Forum 2024, attending French Aircraft Maintenance Day, and participating in the WAGA Conference, sponsored by Matarat Holding Company

  - The Saudi Aviation Club launched a new volunteer team, attracting over **30** members to assist with its events.

  - In celebration of Saudi National Day, the Club organized a special event featuring aerial displays in collaboration with multiple entities.

8.6 International Signings and Agreements

Key Agreements:

- Signed and approved bilateral agreements with countries including, Chile, Luxembourg, Poland.
- Assumed the Presidency of the Arab Civil Aviation Organization Executive Council (2024–2026).

Key MoUs:

Cambodia
Conducted consultations and signed bilateral agreements.

China
Updated the existing MoU on air transport services.

Singapore & Indonesia
Revised regulatory frameworks to support enhanced cooperation in aviation regulation.

8.7 International Participation in Conferences and Exhibitions

India
Participated in a conference and ministerial session alongside ministers and ambassadors.

Singapore
Engaged in the Singapore Airshow and Changi Aviation Conference, where an MoU for technical cooperation and an air transport agreement were signed.

Gabon
Attended the 9th edition of AFI Aviation Week.

United Kingdom
Took part in the Farnborough International Airshow, visited Cranfield University, and organized the Saudi-British Roundtable Meeting.

Egypt
Participated in the first Egypt International Aviation and Space Exhibition, holding meetings with Egypt's Minister of Aviation and other officials.

United Nations
Hosted the Future Leaders Empowerment event in collaboration with the UN, ICAO, and IATA.

Malaysia
Attended the 16th International Air Services Negotiation Conference in Kuala Lumpur to discuss and enhance air service agreements.

Oman
Participated in ICAO Security Week, discussing the "Muscat Declaration" and holding meetings to strengthen aviation security cooperation.

Morocco
Chaired the Executive Council meeting of the Arab Civil Aviation Organization in Rabat, attended by representatives from member states.

Qatar
Attended the 20th meeting of the Civil Aviation Executive Committee of GCC countries in Doha, with aviation authority directors and GCC General Secretariat representatives.
Participated virtually in the second Financial and Administrative Affairs Committee meeting to discuss matters related to Gulf aviation.
Took part in a workshop on airport and air navigation fees.

United States
Conducted a roundtable meeting with 80 American companies, visited Boeing's factory, and toured airports in Seattle and Van Nuys.

Participated in the NBAA Business Aviation Convention and Exhibition (BACE) in Las Vegas and met with major companies offering general aviation services.

China
Participated in a workshop on aircraft maintenance and a roundtable meeting with 70 Chinese companies.

Held meetings with regional officials in Beijing and Henan.

Attended the first China-GCC Cooperation Forum on industries and investment.

Took part in the International Exhibition for Logistics, Transport, IT, and Supply Chain Management.

Balkan Countries
(Albania, Montenegro, North Macedonia, and Kosovo)

Joined the delegation of the Minister of Hajj and Umrah in visits to these countries.

Signed an air transport agreement with Kosovo, while negotiations continued with Montenegro and North Macedonia. A prior agreement exists with Albania.

8.8 Sporting Events and Logistical Support

Dakar Rally (5th Edition):

Provided technical and logistical support in collaboration with the Ministry of Sports.

Saudi Cup for Horse Racing:

Supported the Equestrian Club to ensure the success of the event.

Asian Cup:

Facilitated the transportation of fans to Qatar to support the national team.

LEAP Conference 2024:

Collaborated with the Ministry of Communications and Information Technology to achieve the conference's goals.

Formula 1:

Participated in executive and security committees and facilitated permits for participants.

Saudi General Aviation Airshow:

Began preparations for the exhibition at Al-Thumama Airport from November 19–23, 2024.

Annual World Air Sports Federation (FAI) Meeting: Organized the event in Riyadh.

World Cup 2034 Bid Contributions:
- Provided requirements related to the aviation sector to the Ministry of Transport and Logistics and the Ministry of Sports.
- Coordinated with relevant entities to ensure sector readiness.
- Directly contributed to the success of the hosting bid.

Al-Ula Balloons Event: Added balloons to support the tourism and entertainment sectors.

8.9 Support for Economic and Diplomatic Events

- **Riyadh International Dispute Resolution Week:** Collaborated with the Saudi Center for Commercial Arbitration.
- **Mining Conference 2024:** Supported the Ministry of Industry and Mineral Resources to achieve the conference's objectives.
- **Historical Celebration of the Islamic Development Bank:** Worked alongside the Saudi Authority for Data and Artificial Intelligence for the success of this great event.
- **Economic Conference for GCC and Central Asian Countries:** Provided logistical and security support to promote economic cooperation.
- **High-Level International Meetings:**
- 159th GCC Ministerial Council Meeting.
- Consultative meeting regarding the Gaza conflict.
- Extraordinary session of the Organization of Islamic Cooperation.
- Provided logistical support for government entities sponsoring events and occasions.
- **Future Investment Initiative (FII) 2024:** Formed a specialized team comprising elite national talents from various sectors and companies to manage the reception and farewell operations for FII guests efficiently and successfully tackle operational challenges.
- **Support for Small and Medium Enterprises Authority (Monsha'at):** Provided technical and logistical assistance that contributed to the successful execution of the Biban Forum and the achievement of its objectives.
- **Support for the Saudi Authority for Intellectual Property:** Ensured the success of the Riyadh Diplomatic Conference on Design Law, helping the event meet its goals.
- **Coordination of Delegation Flights:** Collaborated with the Ministries of Defense and Foreign Affairs to organize flights for delegations participating in the Arab Islamic Summit, the China–Arab Summit, the ASEAN–Saudi Summit, and the Africa–Saudi Summit.

09
Track

Technological Advancement and Digital Transformation

In 2024, GACA prioritized the enhancement of its digital systems and the implementation of comprehensive digital transformation initiatives. These efforts were designed to elevate the beneficiary experience and streamline procedures with greater efficiency. Key measures included the launch of innovative digital desks, upgrades to technical systems, and the expansion of integration with governmental and private sector entities—demonstrating GACA's commitment to achieving the goals of Saudi Vision 2030.

Furthermore, these initiatives emphasized business continuity, data protection, and the development of smart services that support aviation operations. They also streamlined licensing procedures and air cargo operations, contributing to improved operational performance and the delivery of high-quality services to beneficiaries.

+4,000
commercial aircraft registration certificates issued

+48,000
data exchange requests processed

+5,000
recreational aircraft registration certificates issued

15 days
average completion time for digital services

Ranked 3rd
in digital infrastructure and media with a score of
81.3%

Launched innovative digital platforms and systems
to support operations and drive efficiency

Developed integrated financial and administrative systems
to improve planning and resource management

Strengthened digital connectivity and integration
with governmental and private entities to streamline operations

Introduced new digital services
to boost operational performance and enhance customer satisfaction

Launched a dedicated drone platform
to manage registration and permit issuance

Advanced digital transformation measurement tools
and formalized policies for data governance

9.1   Launch and Development of Digital Systems

In alignment with its digital transformation goals, GACA launched several advanced desks and systems in 2024, including:

System / Platform	Description	Impact
Aviation Medicine Platform (AvMed)	Launched in April 2024 to simplify the process for aviation personnel to obtain medical fitness certificates. Integrated with the "Nafath" platform, it enables authorized aviation doctors to issue certificates using advanced digital technologies.	Provides streamlined and secure access to medical certificates for aviation personnel.
Test Center System (TCS)	Designed to deliver test results via SMS and email, with QR code verification to ensure authenticity and accuracy.	Enhances the speed, accuracy, and reliability of test result delivery.
Unified Security Permits System	Integrated with the National Information Center to manage and verify the eligibility of beneficiaries applying for security permits.	Strengthens security, improves the efficiency of permit management, and ensures compliance with national security standards.
Pilgrims Monitoring System	Designed to enhance the pilgrims experience at airports by streamlining coordination across key contact points.	Facilitates smoother and more efficient movement through airport procedures during the Hajj and Umrah seasons.
Economic Licensing Platform	Develped to Digitize and automate the economic license management process to align with the digital transformation requirements.	Simplifies and expedites licensing procedures, reducing processing time and effort for beneficiaries.

9.2   Enhancement of Connectivity and Integration with Government and Private Entities

To enhance operational efficiency and ensure seamless data exchange, GACA implemented a series of comprehensive integration initiatives with key governmental and private sector entities:

Integration with the National Information Center – Phase I:

foundational phase focused on automating key procedures and enabling secure, automated data exchange.

The integration covered several systems, including:

- Flight Communication Support System (FCSS)
- Clearance and Waiver Control (CWC)
- Fusion - E-Business Suite
- Saudi Academy of Civil Aviation Data
- Economic Licensing Data

Updating and Enhancing Connectivity Mechanisms with Governmental Entities:

Significant enhancements were made to the "Oboor" platform, improving service integration between GACA and key entities such as the Ministry of Hajj and Umrah, Ministry of Tourism, Saudi Binladin Group, and the Air Navigation Services Company. These developments streamlined operational workflows and elevated overall efficiency.

Automation of Annual Permit Issuance:

Annual permits are now issued digitally through the "Oboor" platform, simplifying service delivery and improving the user experience.

Broader Integration with Governmental and Private Sector Entities:

This initiative focused on automating procedures and facilitating digital data exchange across a wide range of stakeholders to streamline operations and advance digital integration. Integrated entities include:

- Airports Coordination Limited (ACL)
- Ministry of Commerce: Facilitating access to commercial registration services.
- Ministry of Human Resources: Integrating with the Eltezam Service for labor compliance.
- Al Rajhi Bank: Enabling a seamless e-payment gateway.
- Saudi Post (SPL): Providing national address services.
- Ministry of Foreign Affairs: Supporting digital issuance of flight permits.
- Ministry of Finance: Facilitating automated collection and settlement processes.

9.3 Launch of New Digital Services to Enhance Operational Efficiency

In 2024, GACA launched several innovative digital services, including.

"Washaj" Platform (in collaboration with Elm Company):

Introduced new transit services for air cargo, automated cargo processing, and activated a risk matrix to enhance operational safety and cargo handling efficiency.

Linking Accrual and Cash Basis Accounting:

Developed a unified system to bridge both accounting methods, supporting accurate and timely financial reporting in accordance with Ministry of Finance requirements.

Portal of the Environmental Sustainability Department:

The automation and development of the department's electronic portal are currently under review for approval. Concurrently, a Training Dashboard was developed to monitor employee qualifications and training, aiming to enhance efficiency and support continuous improvement.

Electronic Payment Gateway:

Enabled multiple payment methods for beneficiaries and integrated with both the National Center for Government Resources Systems (Tahseel) and the Zakat, Tax, and Customs Authority.

9.4 Enhancement of User Experience and Customer Service

Digital Customer Service Platform:

Developed to enhance services offered to customers through process automation and streamlined procedures.

New Website for the Saudi Aviation Club:

Launched in the presence of senior leadership, the website offers a modern, user-friendly experience for members and beneficiaries using the latest web technologies.

Enhancement of Services for Technical Training Centers:

Focused on improving service delivery for training centers, supporting the development of the national aviation workforce.

Pilot Launch of the "Ajwaa" Platform:

comprehensive digital platform providing integrated services across GACA's sectors. Aligned with Saudi Vision 2030, the platform is designed to streamline operations and automate procedures.

Authority Portal Update:

Upgraded digital services to improve accessibility, usability, and engagement for all users.

9.5 Development and Improvement of Technical and Operational Services

Royal Aircraft Internet Project:

Upgraded internet connectivity aboard royal aircraft.

Portal Modernization:

Continued to enhance GACA's digital services.

Infrastructure Migration to Microsoft Cloud (via SDAIA):

Transitioned digital infrastructure to Microsoft Cloud under the Saudi Data and AI Authority (SDAIA) for enhanced integration and efficiency.

9.6 Knowledge Management and Digital Transformation

Policy and Procedure Documentation:
Documented **26** internal workflows to improve GACA's structural alignment and support the digital transformation process.

Business Intelligence Integration:
Built foundational databases to enhance analytics, inform decision-making, and ensure accurate, real-time data flow. This process contributes to digital advancement and improves efficiency.

Business Intelligence and Analytics Strategy:
Launched a Business Intelligence and Analytics Strategy aimed at empowering the civil aviation sector to make informed, data-driven decisions, based on high-quality, up-to-date information. The strategy included a comprehensive assessment of the current state, identification of future goals, and the development of a detailed roadmap to achieve these objectives. This initiative promotes innovation, and strengthens operational efficiency.

Data Warehouse Development:
Launched the first comprehensive data warehouse to ensure reliable, unified data access. It also introduced data-sharing controls, with the aim of closing legislative gaps, and streamlining data governance.

Open Data:
Developed procedures for compiling and publishing data, fulfilling the requirements set by the Saudi Data and Artificial Intelligence Authority (SDAIA). As part of these efforts, **15** open datasets were published on the National Platform. Additionally, impact assessments were conducted to enhance transparency and facilitate access to information.

Aviation Data Dictionary:
Created a comprehensive aviation data dictionary that defines **30** data domains and includes over **300** data points, with designated custodians for managing these data elements. The dictionary aligns with GACA's sectors and adheres to the standards of the International Civil Aviation Organization (ICAO). It aims to standardize concepts and definitions, thereby improving efficiency and consistency in data management.
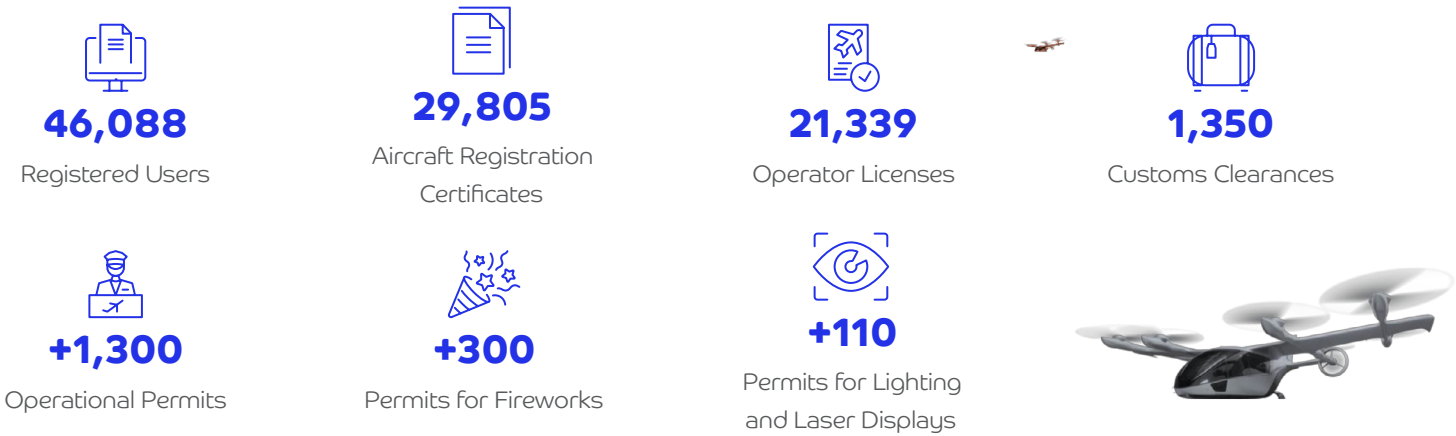
9.7 Development of the Drone Services Platform

GACA focused on advancing its drone platform to improve registration procedures and streamline permit management. The platform was electronically integrated with multiple systems, with key enhancements made to improve both functionality and user experience. Notable features and services include:

- Streamlined registration procedures and full electronic integration, accelerating drone registration and permit issuance.
- Integration with the customs clearance platform of the Zakat, Tax, and Customs Authority, simplifying and expediting customs processing.
- Redesigned registration certificates and operator licenses, reflecting a modern, professional, and innovative identity.

- Training programs for relevant departments to ensure effective use of the platform and to maximize its capabilities.
- Provision of user accounts for departments and companies as part of the aircraft and company classification initiative, supporting efficient classification management.
- Launch of a smart dashboard for monitoring future ticket prices, developed in collaboration with the Strategy and Business Intelligence Sector, to support data-driven decision-making.

(A) Key Achievements:

- **Formula 1 Events:** Issued permits for holographic drone displays supporting high-tech aerial entertainment
- **Drone-Based Building Washing:** Conducted successful building-washing trials at GACA headquarters
- **Aramco Pipeline Monitoring:** Carried out drone-based leak detection and monitoring operations for Aramco in partnership with Air Information Solutions Company

- **Emergency Gas Leak Response:** Granted Aramco approval to use drones for emergency gas leak detection
- **Environmental Monitoring:** Authorized the use of drones for environmental surveillance within the Imam Turki Bin Abdullah Royal Reserve

(B) Drone Platform Statistics

46,088
Registered Users

29,805
Aircraft Registration Certificates

21,339
Operator Licenses

1,350
Customs Clearances

+1,300
Operational Permits

+300
Permits for Fireworks

+110
Permits for Lighting and Laser Displays

10

Track

Shared and Supportive Services

In 2024, GACA focused on enhancing operational efficiency through targeted initiatives in cybersecurity, governance, compliance, risk management, and internal auditing. These efforts were designed to uphold the highest security standards, ensure business continuity, and maintain full regulatory compliance.

GACA also prioritized the development of comprehensive policies and procedures to strengthen institutional performance. In parallel, training and awareness programs were implemented to emphasize the importance of good governance and internal auditing practices.

These achievements reflect GACA's commitment to adapting to rapid technological and regulatory changes, while improving its preparedness to tackle future challenges. This approach is in line with the objectives of Saudi Vision 2030, which aims to advance the civil aviation sector and promote long-term institutional sustainability.

134%
increase
in social media content reach

+93%
compliance
with cybersecurity standards

59%
completion rate for operational projects

73%
completion rate for strategic projects

5
internal audits conducted

Achieved financial performance rates of
83%
for operational projects and
96%
for strategic projects

Strengthened preparedness against cybersecurity
threats through the implementation of best practices and the delivery of training and awareness programs

Developed a comprehensive governance model for the National Aviation Safety Program

Updated GACA's Law and organizational
structure in collaboration with relevant regulatory entities

Implemented succession planning and updated job
descriptions through Oracle Fusion

Executed key logistical and security
projects under the National Industrial Development and Logistics Program (NIDLP)

10.1 Cybersecurity

GACA focused on strengthening its systems and enhancing readiness to address cybersecurity threats. Through the adoption of best practices, comprehensive awareness and training programs, and compliance with National Cybersecurity Authority standards, GACA aimed to enhance security resilience and ensure business continuity.

Excellence in External Evaluation:
Achieved a score of **93.85%** in the external evaluation for compliance with the National Cybersecurity Authority's standards in 2024, up from **90%** in 2023. This reflects GACA's ongoing commitment to advancing its cyber security framework.

Cybersecurity Enhancement During Hajj 1445:
Protected technical assets during Hajj through four key tracks: technical assessments, threat monitoring and response, capacity building, and security awareness initiatives.

Launch of Awareness and Training Programs:
Implemented a comprehensive program that included workshops, awareness messages, improved adherence to IT usage policies, and phishing simulation campaigns to assess staff preparedness—resulting in a **4%** increase in cybersecurity awareness levels.

Enhancing Audit Processes:
Conducted **64** audit rounds across **6** sectors to improve cybersecurity compliance and performance in line with leading global practices.

International Recognition by ICAO:
The paper titled "Third-party Cybersecurity", submitted by Saudi Arabia, received recognition from ICAO's Cybersecurity Expert Committee. Saudi experts were invited to help develop specialized guidelines within cybersecurity supplychains.

Improving Compliance Among Subsidiary Entities:
Held three workshops with entities across the civil aviation ecosystem to evaluate compliance with cybersecurity standards and wdevelop wcorrective waction wplans.

Developing a Draft Cybersecurity Program for Aviation Systems:
Conducted **5** workshops to enhance the security and safety of aviation systems, in collaboration with the National Cyber security Authority.

Establishing a Data Table Encryption System:
This initiative is designed to protect sensitive data and ensure compliance with cyber security standards.

Launch of the Disaster Recovery Project:
Established an integrated disaster recovery environment hosted on Oracle Cloud within Saudi Arabia. By utilizing fully managed services, it enhances business continuity for GACA's sensitive systems. The project includes the development of business continuity plan documentation and the creation of operational mechanisms for activation during emergencies.

Cybersecurity Workshop in Civil Aviation:
Held in Jeddah from September **2** to **4**, in collaboration with the Middle East Aviation Security Cooperative Program, with the participation of **28** representatives from member states.

The workshop aimed to enhance cybersecurity in the aviation sector and covered the following topics:

review of international and national legislation, cybersecurity governance, and risk wmanagementw and wcompliance.

Awareness Campaign– "To Preserve Trust":
Launched in conjunction with the International Fraud Awareness Week to promote wawareness of the reporting policy.

10.2 Governance, Compliance, and Risk Management

In 2024, GACA focused on strengthening its governance, compliance, and risk management systems, prioritizing operational efficiency and business continuity. Efforts included the development of governance models, preparation of emergency response plans, readiness testing, cost optimization, and the promotion of a culture of compliance and governance across its sectors and affiliated aviation companies.

Development of the National Program Governance Model:
Designed a comprehensive governance model for the National Aviation Safety Program, along with a performance measurement mechanism.

Closing Internal Audit Observations
Held a meeting with the General Administration of Internal Audit to close all recorded observations.

Establishment and Activation of Risk Management
Prepared Risk Management Policy Guides and developed frameworks and procedures for implementing risk management within GACA.

Promoting a Culture of Governance and Compliance:
awareness campaigns and knowledge transfer initiatives for governance and compliance ambassadors across GACA's sectors to foster an internal culture of compliance and governance.

Financial Cost Optimization:
Successfully reduced the expenditure ceiling in 2024 compared to 2023.

Administrative Committees Governance:
Established a robust regulatory framework for administrative committees, including criteria for formation, monitoring mechanisms, and performance evaluation. This initiative aimed at enhancing transparency and efficiency in managing and regulating the administrative committee operations.

Issuance and Adoption of Compliance Principles for Aviation Companies:
compliance principles to strengthen governance and adherence among aviation companies. These included:

- Establishment of dedicated compliance departments within each company to ensure adherence to applicable regulations and to maintain direct communication with government entities for data provision and inquiry responses.

- Defining roles and responsibilities of stakeholders in compliance, including boards of directors, audit committees, and executive management. This ensures role integration and the achievement of effective wgovernance wstandards.

10.3 Development of Data Governance Policies

A comprehensive set of data governance policies was developed to enhance data management and align with leading international standards. These include: Data Classification Policy, Personal Data Protection Policy, Data Sharing Policy, Open Data Policy, and Freedom of Information Policy.

Implementation of the Personal Data Protection Law:
GACA, in collaboration with its subsidiaries, began implementing the Personal Data Protection Law and its associated regulations. This initiative includes monitoring the compliance of licensed entities to ensure the protectionw of windividual rights and data privacy.

Annual Open Data Publishing Plan:
GACA developed and initiated an annual plan for publishing datasets on the National Open Data Portal. The plan includes key datasets such as:

- Air traffic data
- Human resources data (e.g., employee count, job classifications, training courses)
- Quality data (e.g., complaints)

Data Exchange and Sharing Agreements:
Several data-sharing agreements were signed with key partners, including:

- Entities within the transportation ecosystem
- Governmental bodies such as the Ministry of Tourism, General Authority for Statistics, Zakat, Tax and Customs Authority, Saudi Tourism Authority, Royal Commission for Al-Ula, Guests of God Service Program, Saudi Central Bank, Ministry of Commerce, and Ministry of Investment. These agreements aim to facilitate efficient information exchange and strengthen data-driven decision-making across the civil aviation sector.

10.4 Legal Affairs

To establish a comprehensive legal framework for the civil aviation sector, GACA implemented a range of initiatives aimed at strengthening regulatory compliance, promoting transparency, and enhancing collaboration with oversight entities. Key achievements included legislative updates, provision of legal support, and procedural reforms to ensure operational efficiency and uphold justice.

Issuance of Violations Under the Civil Aviation Law:

- The Committee for Reviewing Violations of Civil Aviation Law Provisions issued **550** decisions.
- Violation statistics were published on GACA's official website and social media desks, reinforcing transparency and GACA's regulatory oversight role.

Representing Saudi Arabia in ICAO's Legal Committee:

- Took part in ICAO Legal Committee meetings to review proposed amendments to the Convention on Civil Aviation and its annexes.
- Participated in working groups discussing member state proposals related to updating dispute resolution mechanisms.

Signing a Service-Level Agreement with Matarat Companies for General Legal Support

- Signed a service-level agreement to provide legal support to its subsidiaries concerning contracts and agreements.
- The agreement includes offering legal consultations on issues related to contracts transferred between GACA and its subsidiaries.

Completion of Amendments to GACA's Law as per Royal Decree Requirements:

- Reviewed relevant civil aviation regulations and prepared two legislative drafts: the Civil Aviation Law and the GACA Regulation.
- Submitted both drafts to higher authorities for final approval.
- Participated in review meetings held by regulatory bodies, offering legal support to ensure that appropriate recommendations were incorporated into the drafts.

Signing a Service-Level Agreement with Matarat Companies to Provide Legal Support in Addressing Oversight Entity Inquiries

- To strengthen collaboration with oversight entities, GACA signed a service-level agreement with Matarat Companies. The agreement defines the roles and responsibilities of each party in responding to inquiries and observations from oversight entities regarding transferred project contracts.
- The objective is to ensure timely and effective compliance with oversight feedback, in accordance with applicable regulatory procedures and timelines.

Signing a Memorandum of Understanding with the Transport General Authority:

GACA signed a Memorandum of Understanding (MoU) with the Transport General Authority to enhance cooperation in developing committees responsible for reviewing law violations.
The MoU sets forth a framework for:

- Exchanging expertise related to committee competencies.
- Improving procedures for reviewing violations and objections.
- Collaborating on regulatory updates.
- Establishing policies to support committee functions and procedural processes.
- Improving operational efficiency and promoting unified, best-practice approaches.

Providing Legal Services to Support Operational Activities:

- GACA provided legal services in support of its operational activities, ensuring alignment with relevant laws and regulations.

Organizing Procedures for Referring Civil Aviation Law Crime Cases to the Public Prosecution:

- GACA, in collaboration with the Public Prosecution, developed a joint mechanism to regulate procedures for referring criminal cases related to the Civil Aviation Law. The mechanism is grounded in the powers granted to GACA employees to detect crimes and violations within their jurisdiction.
- The mechanism aims to enhance inter-agency coordination and uphold justice in the civil aviation sector.
- To support implementation, GACA conducted workshops with enforcement agencies, air carriers, and airport companies to explain the mechanism and ensure its effective application.

10.5 Internal Audit

As part of its ongoing efforts to enhance internal oversight and improve institutional performance, GACA implemented a series of key internal audit initiatives in 2024, including:

Annual Audit Plan Preparation:
Developed the annual audit plan based on a comprehensive risk analysis. The plan was submitted to the Audit Committee and formally approved.

Completion of Audit Processes:
Executed audit activities in line with the approved plan to assess the efficiency and effectiveness of systems, controls, and processes.

Follow-Up on Internal Audit Observations:
Monitored the implementation of corrective actions in response to observations identified in internal audit reports. Regular evaluations were conducted to assess departmental compliance, with periodic progress reports presented to the GACA President and Audit Committee.

Internal Audit Awareness Campaign – "We Are For It":
Launched the "We Are For It" campaign to raise employee awareness of the role and importance of internal auditing.

Consulting Services:
Provided specialized consulting services aimed at evaluating and enhancing the effectiveness of internal control systems.

Awareness Campaign on Reporting and Fraud Prevention – "To Preserve Trust":
Rolled out an organization-wide campaign under the slogan "To Preserve Trust" to educate employees on the reporting policy and fraud prevention mechanisms, promoting a culture of integrity, teamwork, and institutional accountability.

International Accreditation for Internal Audit Standards:
Achieved certification for compliance with international internal auditing standards, granted by the Saudi Institute of Internal Auditors. This accreditation highlights GACA's commitment to professional excellence and adherence to leading governance practices.

10.6 Enhancing Human Resources Efficiency and Work Environment

In its ongoing efforts to develop competencies and enhance the work environment, GACA updated key regulations, implemented succession planning frameworks, and improved its job description system. These initiatives aim to strengthen institutional commitment and boost the efficiency of human resource management.

Preparation and Activation of Succession Planning:

Developed a comprehensive succession plan for critical roles, including the evaluation and development of qualified personnel. This ensures continuity of performance and organizational readiness to fill key positions as needed.

Updating and Automating Job Descriptions:

Revised job descriptions in alignment with the approved organizational structure and automated them through the Oracle Fusion system. This upgrade enhances HR efficiency by enabling accurate, real-time access to job data within the electronic platform.

Budget Planning System via EPM:

Automated the preparation of the annual budget and established governance over the budgeting process—from initial planning through final approval. The system supports detailed tracking of expenditures and scheduling of key milestones to ensure contract adherence. It also facilitates the consolidation of new requests using standardized templates that meet the requirements of the Ministry of Finance and the Expenditure and Projects Efficiency Authority.

Budget and Human Resource Planning System:

Introduced a system to support the integrated management of budgets and human resources, enabling effective financial forecasting and administration of current and future programs and projects. Integration with other institutional systems provides a comprehensive and accurate view of financial performance. Key features include:

- Budget and expenditure planning
- Management of anticipated projects with integration across systems to support strategic financial planning

10.7 Initiative Funding and Achieving Cost Efficiency

GACA places great importance on funding innovative initiatives that enhance the civil aviation sector in Saudi Arabia while achieving cost efficiency, in alignment with the objectives of Saudi Vision 2030. GACA focused on approving strategic projects and initiatives aimed at developing logistical services, improving security and safety, enhancing the pilgrim experience, and supporting the national workforce.

Additionally, new initiatives were implemented to strengthen strategic communication, infrastructure, and services, reflecting GACA's commitment to advancing the sector and achieving operational and organizational excellence. Below are the key initiatives and projects approved and executed.

Funding Requests for the National Industrial Development and Logistics Program Initiatives

The following initiatives were funded to enhance logistical services, security, and efficiency in the civil aviation sector:

- Development of the Integrated Logistics Zone at King Khalid International Airport (Phase II)
- Security Systems for Air Cargo Inspections: Contracted to strengthen security and safety for air cargo operations.
- National Air Cargo Security Center: Contracted to provide advanced security solutions.
- International Civil Aviation Conference 2024: Held to strengthen Saudi Arabia's global presence and leadership in the civil aviation sector.

Funding Requests for the Guests of God Service Program Initiatives

The following initiative was funded to improve the pilgrim experience:

- Development of a Digital System for Managing and Monitoring Pilgrim Movements at Airport Contact Points: Contracted to streamline operations and enhance movement fluidity within airports.

New Initiatives Under the National Industrial Development and Logistics Program

The following initiatives were introduced to support national workforce development and strategic communication:

- Development of the Saudi Academy of Civil Aviation: Focused on training and qualifying national cadres to support the growth of the civil aviation sector.
- Communication Strategy for the National Aviation Sector and Marketing of Integrated Logistics Zones: Designed to raise awareness of the national aviation strategy and promote investment in integrated logistics zones.

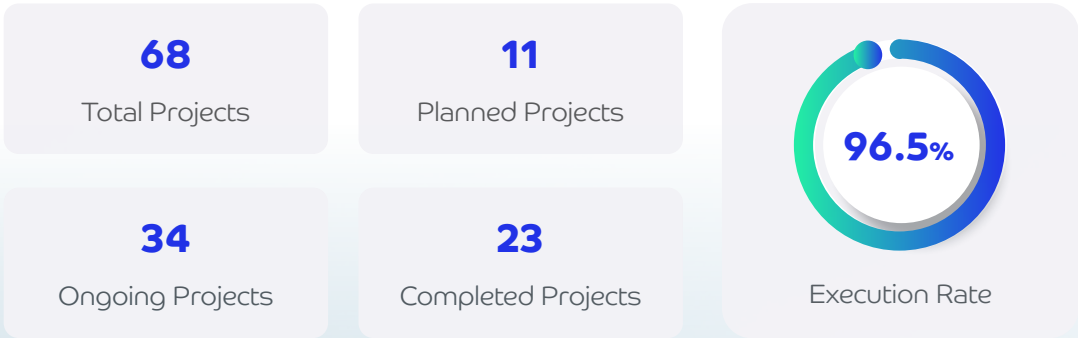## 10.8 Communication Activities for 2024

- Published **13,340** new press topics as part of media awareness efforts.
- Achieved an **18.4%** increase in local news coverage compared to the previous year.
- Recorded a **45.7%** rise in international news coverage, reflecting a broader global reach.
- Achieved a **134%** increase in social media content reach, along with enhancing digital distribution strategies.
- Recorded a **65%** increase in social media engagement, indicating stronger audience interaction.
- Garnered **28.3 million** views for videos published on social media, highlighting the success of visual content in reaching the audience.
- Conducted an awareness campaign and an introductory workshop on data and analytics, targeting employees, the aviation ecosystem, and subsidiaries. Additionally, the Business Intelligence Activation Program was presented during an ICAO seminar held in December in Riyadh, and workshops on open data were conducted to raise awareness of its importance.
- Processed and distributed over **600** requests for data and statistics across various internal and external entities. Notably, GACA supported Saudi Arabia's bid to host the 2034 FIFA World Cup by providing critical aviation sector data.
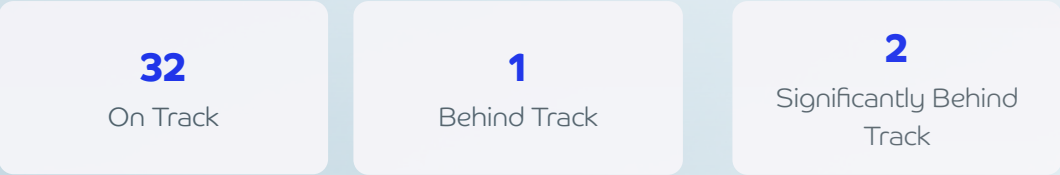
10.9 Development of Projects

As part of its commitment to advancing strategic objectives and realizing Saudi Vision 2030, GACA is undertaking a broad range of operational and capital projects. These projects are categorized into Operational Projects, Vision Program Projects, and Strategic projects. The primary goals of these projects are to enhance infrastructure, develop critical sectors, ensure financial efficiency, and achieve high completion rates within defined timelines.

1. Operational and Capital Projects

Project Distribution by Phase:

68 Total Projects	**11** Planned Projects	**96.5%** Execution Rate
34 Ongoing Projects	**23** Completed Projects	

Project Status:

32 On Track	**1** Behind Track	**2** Significantly Behind Track

2. Vision Program Projects

Project Distribution by Phase:

30 Total Projects	**2** Planned Projects	**93%** Execution Rate
11 Ongoing Projects	**17** Completed Projects	

Project Status:

9 On Track	**1** Behind Track	**1** Significantly Behind Track
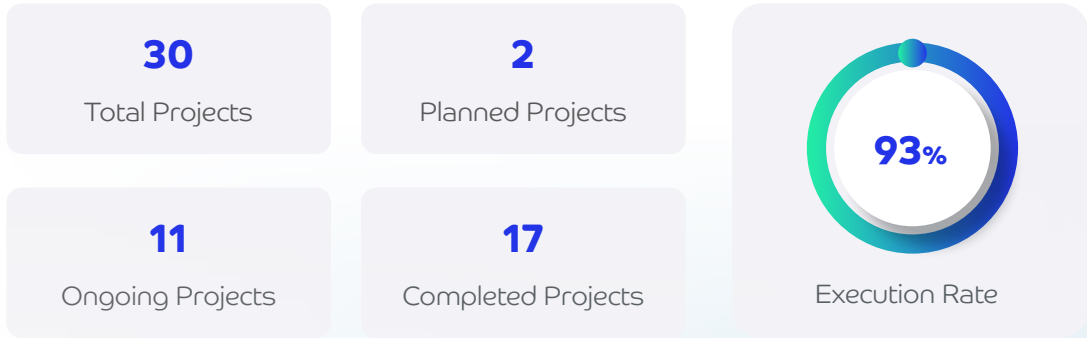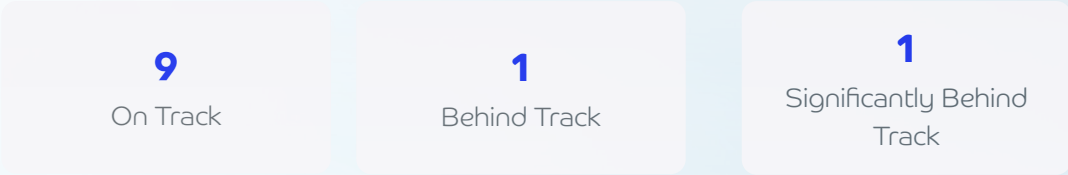
3. Strategic Projects

Project Distribution by Phase:

82	**7**
Total Projects	Planned Projects

11	**64**
Ongoing Projects	Completed Projects

97.3%
Execution Rate

Project Status:

9	**1**	**1**
On Track	Behind Track	Significantly Behind Track
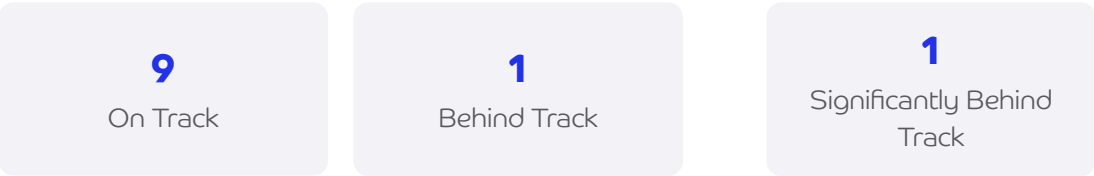
4. Performance Summary (Vision Realization Office)

Financial Status of GACA's Initiatives (Vision Realization Office Portfolio):

100%
Liquidity Disbursement Rate
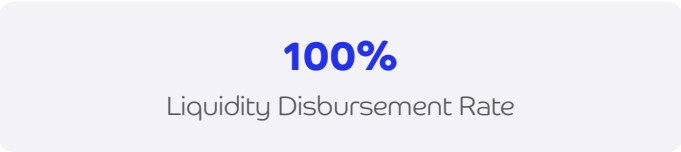
Liquidity Plan at the Initiative Level in 2024

#	Initiative	Owner	Program	Number of Projects
1	Supporting and Implementing the Aviation Sector Strategy	Eng. Muhammad Al-Khuraissi	NIDLP	1
2	Creation and Development of the Integrated Logistics Zone at KKIA – Phase II	Mr. Awad Al-Salmi	NIDLP	1
3	Development of Navigation Systems and Procedures to Enhance Saudi Airspace Efficiency	Capt. Sulaiman Al-Muhaimidi	NIDLP	2
4	Achieving the Highest Levels of Aviation Security and Safety, with Full Compliance with International Standards	Mr. Muhammad Al-Fawzan	NIDLP	4
5	Establishing a Comprehensive Digital Platform to Serve GACA's Clients and Enhance Procedures and Performance	Mr. Saud Al-Harbi	NIDLP	1
6	Improving the Overall Customer Experience at Airports	Eng. Abdulaziz Al-Dahmash	NIDLP	2
7	Development of a Digital Management System to Monitor Pilgrim Movements at Airport Contact Points	Eng. Abdulaziz Al-Dahmash	PEP	1
	Total			12

11

Track

Engineering Support

Engineering support at GACA plays a critical role in advancing aviation safety and operational efficiency. This is accomplished through rigorous reviews of operational and technical compliance, development of regulatory frameworks, support for technical investigations, and ensuring aircraft airworthiness in coordination with international bodies. These efforts reflect the highest standards of aviation safety and are integral to achieving the objectives of Saudi Vision 2030.

5
Projects
Review of Air Operator Documentation

9
Projects
Support for Airworthiness

6
Projects
Audits in Accordance with ICAO Requirements

14
Projects
Regulatory Updates

17
Projects
Review of Fault Reports

192
Projects
Acceptance Letters for Aircraft Modifications

Review of Air Operator Documentation to Ensure
Compliance with Operational and Technical Standards

Issuance of Special Aviation
permits and Updated Safety Guidelines

Comprehensive Audits and Monitoring of Air Operator
Activities in Accordance with ICAO Standards

Regulatory Updates
and the Development of Bilateral Agreements

Support for the Licensing
of Sport, Light, and Unmanned Aircraft

Approval of Major Aircraft Modifications and Repairs

11.1 Compliance and Certification Review

- AOC Certification: Completed **8** projects to ensure operator compliance with technical reference standards.

- Operational Approvals: Executed **7** projects supporting operators in meeting operational approval requirements.

- Part **14 5** Repair Stations: Conducted **2** projects reviewing the compliance of certified repair stations with regulatory standards.

- Aviation Investigations: Provided support for **4** technical investigation projects to reinforce flight safety measures.

- Petitions for Exemption: Reviewed **10** exemption requests covering a range of regulatory cases.

11.2 Aircraft Maintenance and Airworthiness

- Airworthiness Projects: Carried out **12** specialized projects to improve technical performance and ensure compliance with the highest safety and quality standards.

- Airworthiness Under 83bis Agreement: Delivered **6** projects supporting aircraft under the international agreement.

- Special Certificates of Airworthiness (Special C-of-A): Completed **4** projects to issue special licenses for aircraft that do not fully meet standard certification requirements.

- Mandatory Airworthiness Directives: Issued or updated **38** directives to uphold safety and regulatory compliance.

- Aircraft Maintenance (Part **43**): Delivered **15** projects focusing on updates and oversight of aircraft maintenance procedures.

- Aircraft Design Modifications: Approved **2 2** major and **170** minor modifications to aircraft designs.

- Technical Support: Provided **234** engineering support services related to air worthiness compliance.

11.3 Auditing and Oversight

- Audit Activities: Supported **6** audit projects assessing operational compliance across aviation sectors.

- Surveillance Campaigns and Inspections: Conducted **16** inspection projects covering both operators and approved repair stations.

- ICAO Compliance Audits: Carried out **6** audits in accordance with ICAO standards.

11.4 Organizational and International Development

- Regulatory Updates and Rulemaking Procedures: Executed **14** projects focused on updating aviation regulations and enhancing compliance.

- Memorandums of Understanding and International Agreements: Supported **9** projects to establish and strengthen international aviation partnerships.

- Review of ICAO Documents: Undertook **4** projects to align internal documentation with ICAO standards.

11.5 Support for Sports Aircraft and Unmanned Aircraft

- Light Sport Aircraft Licensing: Implemented 1 project to support the issuance of licenses for sports aircraft.

- Unmanned Aircraft Systems (UAS 101) and Small Unmanned Aircraf t Systems (sUAS 107): Delivered **7** projects for UAS operations and **3** projects specifically for small UAS operations.

11.6 Documentation and Management of Technical Information

- Technical Library Enhancement: Developed **14** projects to enrich the technical library and optimize information management.

- Service Difficulty Reports: Executed **17** projects to analyze and address reported service difficulties.

- Malfunction or Defect Reports: Conducted **2** projects dedicated to studying aircraft malfunctions.

- Special Missions and Technical Meetings: Completed **13** special missions and held **100** technical meetings to support engineering development.

11.7 International Engagement and Professional Development

- Participation in International Committees and Working Groups: Took part in **19** projects contributing to the development of global aviation standards.

- Specialized Workshops: Participated in **14** technical workshops focused on enhancing professional knowledge in aircraft engineering.

11.8 Administrative Reporting and Planning

- Administrative Reports and Planning: Delivered **27** administrative reports and plans to support internal performance.

11.9 Additional Engineering Projects

- Aircraft Design Modifications: Issued **92** acceptance letters for design and model modifications.
- Repair Design Approvals (RDA): Completed **7** projects to review and approve major repair activities for aircrafts.

3. Human Capital Development

Scholars, Delegates, and Graduates

Data	Scholarship/Study Delegation			Graduates			Major
	Target Number	Actual Number	% of Actual to Target	Target Number	Actual Number	% of Actual to Target	
Bachelor's	--	--	--	--	--	--	
Master's	--	--	--	4	4	100%	
Doctorate	--	--	--	--	--	--	
Total							

GACA sponsored four employees on academic study missions. Three employees successfully and returned to duty. One employee completed the program but opted for unpaid leave, in line with procedural guidelines.

2. Training Programs (Leadership, Specialized, Administrative)

Data	Enrollment		
	Target	Actual	% of Actual to Target
Leadership Courses	101	94	93%
Administrative Courses	464	453	98%
Specialized Courses	1,033	1,004	97%
Total	**1,598**	**1,551**	**97%**

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

1. International Participation in Conferences and Committees:

GACA participated in major international events, including the 14th ICAO Air Navigation Conference (AN-CONF/14), the Future Aviation Forum, and the World Defense Show. It also held bilateral meetings with representatives from **18** countries and international organizations such as ICAO and IATA, resulting in the signing of **15** agreements and memorandums of understanding aimed at strengthening global aviation cooperation and partnerships.

2. Exhibitions and International Events

GACA enhanced its international presence through participation in prestigious exhibitions such as Wings India, the Farnborough Airshow, and the EAA Air-Venture Oshkosh Airshow. It also successfully hosted the World Conference of Airports Council International (ACI), showcasing Saudi Arabia's progress and achievements in advancing the aviation sector.

3. Workshops and Professional Development

GACA organized **25** workshops and events covering key themes such as localization, environmental sustainability, women's empowerment, and the promotion of a safety culture in operations. Additionally, it delivered specialized training programs for general aviation licenses, with **81** trainees participating.

4. Support for Innovation and Sustainability

In collaboration with the Research and Development Authority, GACA launched several initiatives to foster innovation and attract startups within the aviation sector. It also conducted workshops on the Voluntary Carbon Market, engaging national carriers and Matarat companies to promote sustainability and carbon offsetting initiatives.

5. Technical Committees and International Coordination

GACA participated in **23** technical committees and international coordination forums, including the Aviation Environment Protection Committee and the Remote Piloted Aircraft Systems Committee. Moreover, it chaired the steering committee of the Regional Aviation Safety Oversight Organization (RASOO), reinforcing Saudi Arabia's leadership in regional and international aviation safety.

6. Enhancing Logistical Integration

GACA presented national aviation strategies at global desks such as the Supply Chains Conference and the World Economic Forum, emphasizing the development of integrated logistics zones and highlighting incentive programs designed to attract investment and support the goals of the National Aviation Strategy.

Awards and Certifications

- Top Honors at the Saudi Customer Experience Awards Forum 2025: GACA was named the "Overall Winner" and received the Gold Award for Best Customer Experience Measurement in the Government Sector, outperforming over **100** government entities.

- Saudi Arabia advanced to 5th place among G20 countries in the aviation sector. The Kingdom was re-elected to the ACAO Council for the 2024-2026 term.

- King Khalid International Airport and King Fahd International Airport received Green Airport Gold Awards. Moreover, King Fahd International Airport achieved Level 1 Carbon Accreditation from Airports Council International (ACI), and King Abdulaziz International Airport met the criteria for both Level 1 and Level 2 Carbon Accreditation.

- The Saudi Academy was honored with an Excellence Award from ICAO for developing hazardous materials training packages, in recognition of its excellence in the quality and auditing of training materials.

- GACA received two Gold Awards for Best Government Contact Center and Best Customer Service, in addition to the "Hayyak" Certificate from the Saudi Standards, Metrology, and Quality Organization.

- GACA was commended by the British Ambassador for contributions to aviation safety and support in rescue missions. Moreover, it received the Consumer Protection Association Award (CPAA) for outstanding performance in safeguarding passenger rights.

- GACA received two NIDLP Excellence Awards for achievements in investment attraction and **100%** financial and operational performance on the "Adaa" platform.
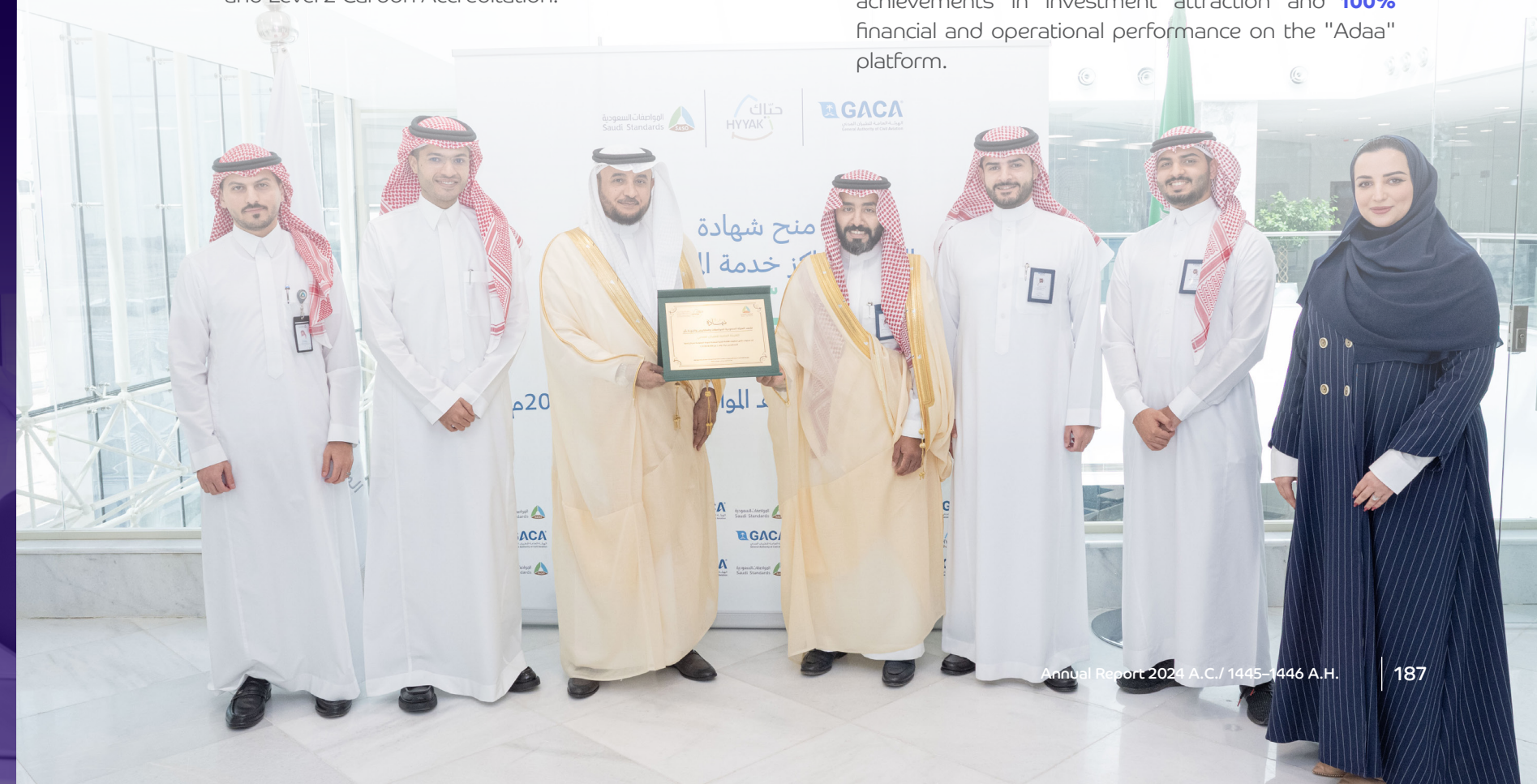
2.5 Opportunities and Enabling Factors for Development

The civil aviation sector plays a pivotal role in advancing Saudi Vision 2030 by leveraging high-potential opportunities such as enhancing international connectivity, integrating advanced technologies (e.g., artificial intelligence and unmanned aircraft systems), and fostering strategic partnerships with global aviation organizations.

Talent development initiatives further support sectoral growth by building a highly skilled national workforce. These efforts are underpinned by key strengths—including a robust regulatory framework, digital transformation, and a clearly defined strategy—while also addressing existing challenges, such as limited resources and delays in certain initiatives, to ensure long-term sustainability and success of the future objectives.

- **Market Growth:**
  Expanding international connectivity and attracting new services, such as new airline routes.
- **Technological Advancement:**
  Embracing cutting-edge innovations, such as AI-driven systems and drones, particularly in air traffic management and operational automation.

- **Strategic Partnerships:**
  Strengthening collaboration with global aviation organizations through memorandums of understanding and bilateral agreements.
- **Talent Development:**
  Building a skilled workforce to enhance the capabilities of GACA —for example, through advanced training programs.

Strengths:

Regulatory Framework:
Strong alignment with the standards and methodologies of global aviation organizations.

Digital Transformation:
Focus on becoming a leading digital organization.

Sector Strategy:
Strong alignment with sector strategies and significant progress since **2019**.

Ecosystem Collaboration:
Unprecedented cooperation within the aviation ecosystem.

Weaknesses:

Resource Constraints:
Shortage of technical inspectors and safety specialists.

Delayed Initiatives:
Delays in key initiatives due to the COVID-19 pandemic.

Financial Gaps:
Funding gaps affecting the sustainability of efforts.

Operational Efficiency:
Weak operational processes leading to slower service delivery.

Opportunities:

Market Growth:
Strengthening domestic air connectivity and attracting new airlines.

Technological Advancement:
Adoption of modern technologies, such as artificial intelligence.

Strategic Partnerships:
Enhanced cooperation with global aviation authorities.

Talent Development:
Building a skilled workforce to boost GACA's capabilities.

Threats:

Economic and Political Factors:
Macroeconomic changes impacting priorities.

Regional Competition:
Rising competition from advanced aviation systems in the region.

Funding Availability:
Reduced funding posing risks to the sector.

Environmental Challenges:
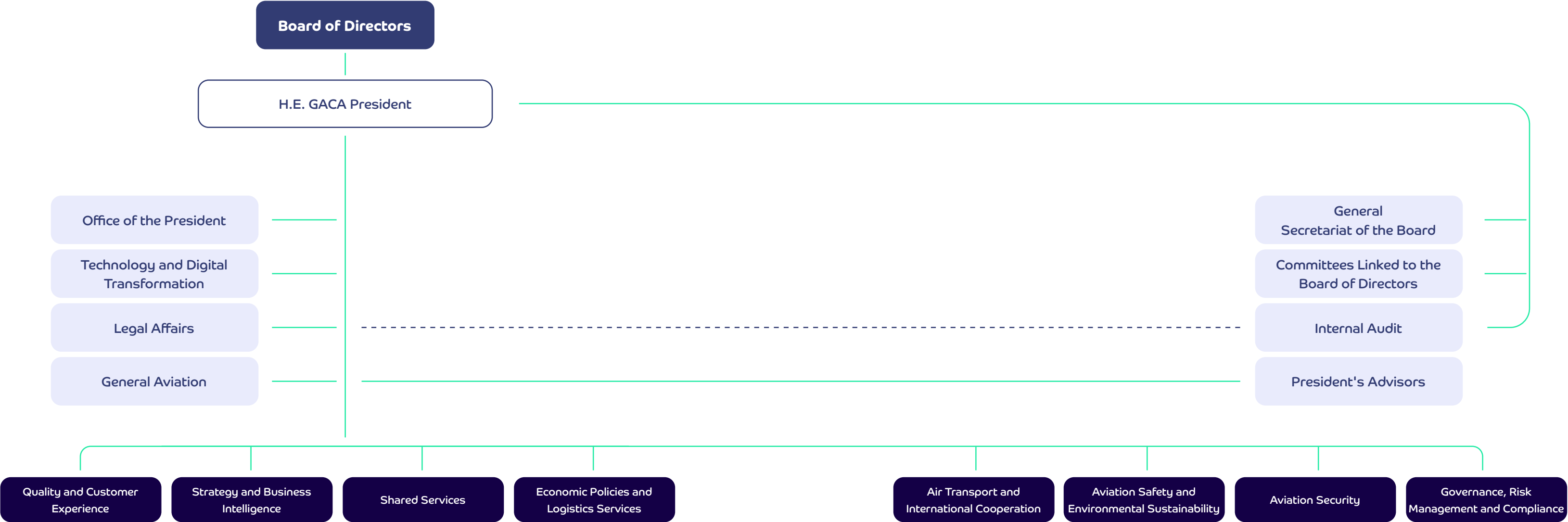Dependence on external entities for sustainability initiatives.

03

OVERVIEW OF THE CURRENT SITUATION

3.1 General Organizational Structure

Board of Directors

H.E. GACA President

Office of the President

Technology and Digital Transformation

Legal Affairs

General Aviation

General Secretariat of the Board

Committees Linked to the Board of Directors

Internal Audit

President's Advisors

Quality and Customer Experience

Strategy and Business Intelligence

Shared Services

Economic Policies and Logistics Services

Air Transport and International Cooperation

Aviation Safety and Environmental Sustainability

Aviation Security

Governance, Risk Management and Compliance

Introduction to the Sectors and Departments of GACA

- **Governance, Risk Management and Compliance Sector:**

  This sector ensures that GACA's functions are guided by legislation, policies, and regulations that enable controlled performance aimed at achieving quality and excellence. Its responsibilities include developing and continuously updating a risk registry, guiding employee behavior and decision-making toward desired standards, and integrating risk management into all of GACA's operations. The sector also emphasizes a shift from reactive to proactive approaches, the preparation of effective business continuity plans in alignment with the National Risk Council's policies, and the operation of a center dedicated to disaster and crisis monitoring.

- **Strategy and Business Intelligence Sector:**

  This sector serves as one of the key pillars supporting GACA in achieving its strategic and developmental objectives. It was established to integrate strategic planning, vision realization, project management, and in-depth data analysis to facilitate effective, science-based decision-making. Furthermore, it executes GACA's communication strategies, supervises aviation-related media messaging, oversees airport privatization, and monitors allocation processes within the aviation sector. Lastly, the sector is tasked with designing, mapping, and ensuring the successful implementation of GACA's procedural frameworks.

- **Quality and Customer Experience Sector:**

  The sector aims to enhance the passenger and beneficiary experience by establishing quality standards based on global best practices for customer service. It empowers the aviation industry to pursue excellence through close collaboration with stakeholders and beneficiaries. Additionally, it supports improved operational efficiency through proactive and effective oversight.

  The sector also develops a pioneering operational model that transforms the experience of passengers and beneficiaries, protects their rights through seamless processes, and operates a unified beneficiary care center available 24/7 through six communication channels to ensure easy access to all services. These efforts are carried out within a structured and transparent framework, guided by the principle: "Passenger First."

- **Shared Services Sector:**

  This sector is dedicated to providing essential support and services to GACA's various departments, enabling them to achieve their strategic and operational objectives. Key areas of responsibility include human capital, finance, budgeting, revenue, investment, procurement, facility services, and security and safety. The sector prioritizes financial sustainability, a supportive and efficient work environment, and the enhancement of employee satisfaction and loyalty.

- **Economic Policies and Logistics Services Sector:**

  This sector is responsible for defining economic policies and developing regulations and legislation for the civil aviation sector. It also sets economic licensing requirements, carries out economic oversight activities, and leads the development of Special Integrated Logistic Zones at airports across the Kingdom.

- **Air Transport and International Cooperation Sector:**

  This sector regulates air transport and facilitates civil aviation operations within Saudi Arabia. It supports an environment that promotes all forms of air transport operations (scheduled and chartered), particularly for Hajj and Umrah flights. The sector issues flight permits upon fulfillment of operational requirements and represents the Kingdom in international forums to safeguard national interests. It also builds strategic relationships, signs international agreements and treaties, ensures appropriate representation in regional and international organizations, and participates in joint and specialized committees related to civil aviation.

- **Aviation Security Sector:**

  This sector is responsible for maintaining a secure civil aviation environment across airports in the Kingdom, in full compliance with national regulations and international standards. Its key responsibilities include developing and updating the regulatory framework for civil aviation security procedures and ensuring that all relevant entities at Saudi airports adhere to these regulations.

  The sector also facilitates continuous coordination—nationally with government security agencies, and internationally with aviation security authorities in allied countries. Additionally, it supervises the security infrastructure and equipment to ensure alignment with global standards, issues professional licenses, and oversees the training and qualification of national personnel in the field of aviation security.

- **Aviation Safety and Environmental Sustainability Sector:**

  This sector oversees the regulatory framework for aviation safety in the Kingdom, ensuring it remains aligned with global advancements and international standards. It is responsible for updating laws and regulations, issuing and renewing licenses, approvals, and certifications related to aviation safety, and monitoring compliance with established procedures. Additionally, the sector conducts routine inspections to uphold the highest safety standards and is equally committed to promoting environmental sustainability. It contributes to GACA's strategic planning efforts and works to increase the aviation sector's contribution to the Kingdom's GDP.

- **General Department of Technology and Digital Transformation:**

  This department spearheads digital transformation by leveraging innovation and emerging technologies, redesigning business models into data-driven digital frameworks, and optimizing digital assets and investments to serve both internal and external stakeholders. Additionally, the department is responsible for designing, developing, and operating digital infrastructure, ensuring seamless integration and adherence to global digital best practices in support of strategic goals within the aviation industry.

- **General Department of Legal Affairs:**

  This department provides legal support and consultation to all sectors and departments of GACA, as well as its affiliated airports, under memorandums of understanding. Its responsibilities include reviewing laws, regulations, contracts, and agreements submitted by various sectors, offering legal opinions on inquiries, and conducting in-depth legal analyses in accordance with national and international legislation. Furthermore, it represents GACA in legal proceedings—whether initiated by or against GACA—across relevant Saudi courts, with the objective of protecting and safeguarding GACA's interests and legal rights.

- **General Department of General Aviation:**

  This department supports the implementation of the general aviation roadmap, fosters partnerships with investors and airports, and oversees both commercial and non-commercial general aviation activities. It works to expand infrastructure and improve service quality at general aviation lounges and airports. The department aims to attract aircraft owners and business aviation clients while enhancing the overall experience for VIP passengers.

- **General Department of Internal Audit:**

  Operating independently and objectively, this department is responsible for assessing and evaluating internal control systems to add value to GACA, improve operations, and support the achievement of strategic goals. Through a systematic and disciplined approach, it evaluates and enhances the effectiveness of governance, risk management, and control processes.

  Functionally, it reports to the Audit Committee established by the Board of Directors, and administratively to His Excellency, the President of GACA. The department has full and unrestricted access to all records (manual and electronic), assets, and personnel necessary to carry out its duties.

- **General Department of the Saudi Aviation Club:**

  The Saudi Aviation Club was established by the Ministerial Resolution No. 217, dated 08/09/1421, as an independent, non-profit entity. Its mission is to promote aviation culture and knowledge while encouraging the practice of aviation activities. Chaired by HRH Prince Sultan bin Salman bin Abdulaziz, the Club's affiliation was transferred from the Ministry of Defense to GACA under the Ministerial Resolution No. 189, dated 12/06/1424.

  The Saudi Aviation Club represents the Kingdom of Saudi Arabia as an official member of the International Aeronautical Federation (FAI) and is also a member of the Aircraft Owners and Pilots Association (AOPA).

- **Saudi Academy of Civil Aviation:**

  The Saudi Academy of Civil Aviation is a premier educational institution in Saudi Arabia. Established in 1962 as a technical training institute, it transitioned in 2007 into a specialized academy offering a wide range of programs and training courses tailored to the needs of the aviation sector. The Academy plays a vital role in preparing and developing human capital to support the growth of the Kingdom's aviation industry. It also administers specialized assessments, including aircrew language proficiency tests and firefighting qualification exams.

  The Academy has four training centers:

  - Air Navigation Services and English Proficiency Training Center
  - Firefighting and Rescue Training Center
  - Airport Safety and Operations Training Center
  - Aviation Security Training Center

- **Office of His Excellency the President for Government Relations and Executive Projects**

  The Government Relations and Executive Projects Unit is responsible for the following duties:
  - Overall supervision of royal lounges.
  - Management of government relations.
  - Oversight and execution of executive projects.
  - Implementation of tasks assigned by His Excellency the President, including coordination and management of multi-disciplinary teams to address various topics as directed.

3.2 Current Human Resources Status

Job Category (1)	Total Jobs						Numbers				
	Approved Jobs for the Current Fiscal Year	Occupied Positions at the End of the Current Fiscal Year	Percentage of Occupied Positions to Approved Jobs	Occupied Positions at the End of the Previous Fiscal Year	Change in Workforce	Vacancies at the End of the Current Fiscal Year	Promotions	New Hires	Resignation	Retirement	Dismissal
	A	B	A/B	C	B/C	A/B					
	1293	1164	90%	923	+241	+129	413				
								315	145	65	2

Workforce Nationalization and Gender Distribution

Workforce Nationalization and Gender Distribution in 2024:

	Saudi		Non-Saudi	
	Male	Female	Male	Female
	1292	147	2	0

Saudi — Female 147, Male 1292

Non-Saudi — Female 0, Male 2
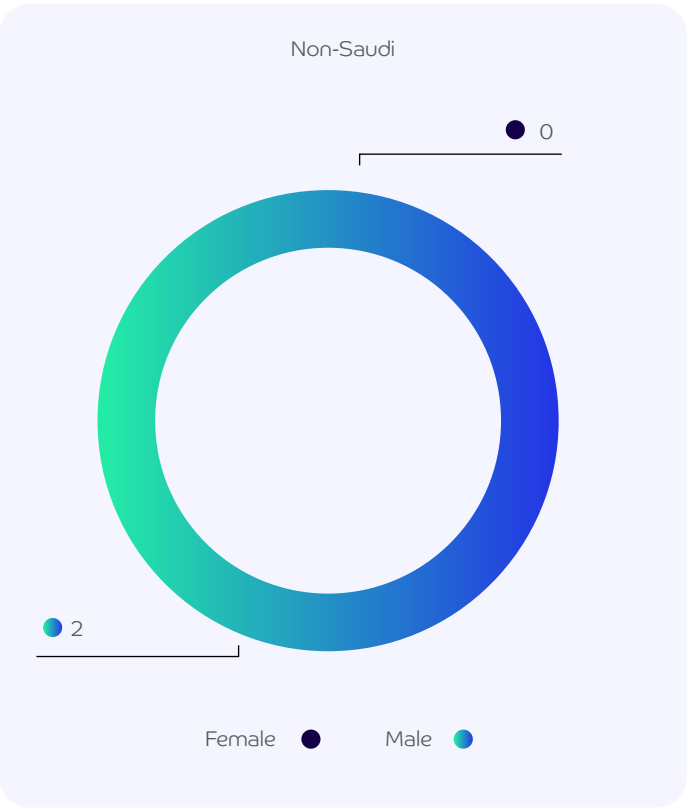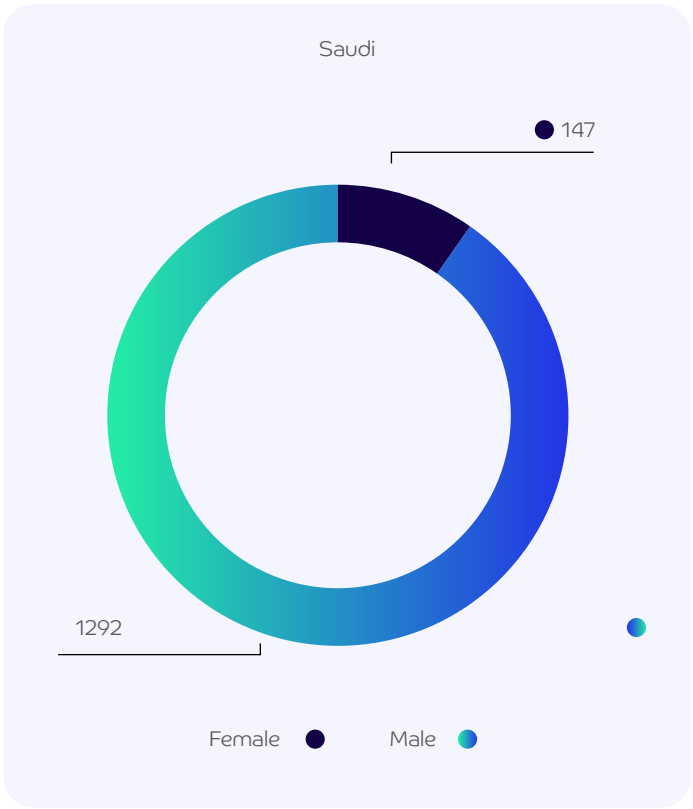
3.3 Project Contracts

Vision Realization Office (VRO)

Contract Name / Number	Contract Type	Implementation (%)
Development of a Comprehensive Digital Platform to Serve GACA's Customers, Facilitate Procedures, and Improve Performance (T-23 583 - DF-0)	VRO	54.07%
Development of Reconnaissance Information Network (T-23 566 - DF-0)	VRO	48%
Future Concept for Saudi Airspace (T-23 511 - DF-0)	VRO	40.58%
Establishment and Development of Aviation Accident Investigation Laboratories (T-22 439 - WM-0)	VRO	72.73%
National Center for Air Cargo Security Operations (T-23 663 - SY-0)	VRO	100%
Provision of Large Shipment Inspection Devices in Transit Areas at International Airports (T-23 655 - SY0)	VRO	76%
Development of a Digital System for Managing and Tracking Passenger Movement at Contact Points Inside the Airport (25) (T-23 591 - DF-0)	VRO	43%
Development of a Digital System for Managing and Tracking Pilgrims' Movement at Contact Points Inside the Airport (T-23 590 - DF-0)	VRO	94%
Provision of Security Requirements for Airports – Phase Two (Security Buildings) (T-22 482 - SY-0)	VRO	100%
Reengineering Procedures and Establishing Service-Level Agreements with Monitoring and Implementation Mechanisms to Ensure the Best Services by Airport-Operating Entities (T-22 560 - DF0)	VRO	79%
Future Aviation Forum 2024 (T-24 717 - DF-0)	VRO	100%

Strategic Management Office (SMO)

Contract Name / Number	Contract Type	Implementation (%)
Development of Strategy for Privatization Enablement Based on the Aviation Sector Strategy	Strategic	100%
Development of Digital Transformation Strategy for the General Authority of Civil Aviation	Strategic	100%
Advanced Air Mobility Roadmap	Strategic	100%
Rebuilding Regulatory Frameworks for Aviation Safety – Phase One	Strategic	100%
Launch of Air Taxi During Hajj Season	Strategic	100%
Development of Governance, Compliance, Risk, and Business Continuity Model	Strategic	100%
Development of Manuals, Regulations, and Compliance Audit Documents for Integrated Logistics Special Zones	Strategic	100%
Support for Implementation of the General Aviation Strategy	Strategic	95.5%
Definition of Mechanisms for Implementing Updated and New Economic Regulations, Issuance of Economic Licenses, and Enhancement of Investor Experience	Strategic	94.84%
Implementation and Activation of the Cape Town Convention	Strategic	45.73%

Contract Name / Number	Contract Type	Implementation (%)
Activation of the Saudi Civil Aviation Environmental Sustainability Program (CAESP)	Strategic	46.8%
Operational Performance Standards System in Airports and Airlines	Strategic	89.5%
Regulatory Frameworks – Phase Two	Strategic	16.5%
Electronic Platform for the Integrated Logistics Special Zone	Strategic	67.5%
Activation and Development of an Integrated Strategy for Business Intelligence Management	Strategic	100%
Consultancy Study for Activating the General Administration of Institutional Excellence and Phase Two of Improving Internal and External Procedures	Strategic	96.6%
Review and Detailing of the National Aviation Sector Strategy and Updating the Institutional Strategy of the General Authority of Civil Aviation	Strategic	97.75%
Development and Launch of the Human Capital Growth Plan for the Aviation Sector	Strategic	100%
Consultancy Services for Establishing and Activating the Private Projects Management Office in the Strategy and Business Intelligence Sector	Strategic	100%
Development of the Big Data Repository for the General Authority of Civil Aviation	Strategic	77.8%

Institutional Project Management Office (IPMO)

Contract Name / Number	Contract Type	Implementation (%)
Update and Development of Network Infrastructure Communication Protocols	Operational	100%
Upgrade and Update of Cloud Computing Shared Services Systems – Phase Two	Operational	100%
Preparation, Design, Production, and Printing of the Annual Report for GACA for 2023	Operational	100%
Managed Services for Technology and Digital Transformation	Operational	14.6%
General Authority of Civil Aviation Pavilion at Bahrain International Airshow	Operational	100%
Fourth Regional Meeting for the Middle East Aviation Safety Group (MID-RASFG/4) in Riyadh	Operational	100%
The COSPAS-SARSART Council: Seventy-First Session	Operational	100%
Development of Institutional Communication Strategy and Launch of Media Campaigns to Enhance Public Image and Opinion	Operational	100%
Development of the Electronic Portal for the General Authority of Civil Aviation	Operational	23.2%
Development of Billing Planning Systems and Unified Electronic Payment Gateway	Operational	36.68%
Upgrade of Enterprise Resource Planning Systems	Operational	90%
Unified National Access Subscriptions	Operational	100%
Internal Coverage of the New Building with Mobile Network	Operational	82%

Contract Name / Number	Contract Type	Implementation (%)
Development of Infrastructure for Virtual Computers and Remote Work	Operational	91%
Development, Updates, and Technical Support for the Middleware System (Sarf)	Operational	85%
Supply and Implementation of a Data Table Encryption System	Operational	100%
Implementation of IT Disaster Recovery Solutions	Operational	100%
Application of Advanced Oracle Systems for Finance and Supply Chain	Operational	100%
Supply and Installation of Electronic Security Gates with Fingerprint Access at the New Building (T-23 682 - DF-0)	Operational	100%
Supply of Control, Monitoring, and Infrastructure Automation Systems (T-23 667 - DF-0)	Operational	100%
Consultancy Services for Digital Transformation	Operational	72%
Renewal of Subscriptions for HR Systems and Advanced Systems in Oracle Cloud Computing Environment	Operational	47.64%
Strengthening and Installation of TETRA Wireless Communication Devices	Operational	100%
Provision and Operation of the Unified Communication System for Customer Care at the General Authority of Civil Aviation	Operational	46%
New Unified Number for the General Authority of Civil Aviation (1929)	Operational	100%
Operation of the New Unified Number for the General Authority of Civil Aviation	Operational	6%

Contract Name / Number	Contract Type	Implementation (%)
Preparation, Design, Production, and Printing of the GACA Annual Report for 2024	Operational	36%
Framework Agreement for Legal Consultancy Services for Privatization Projects in the Strategy and Business Intelligence Sector	Operational	25%
Case Management System for the General Directorate of Legal Affairs	Operational	70%
Study of the Current Status of Royal Lounges at Airports – Phase One	Advisory	51%
Supply of Royal Carpet for Official Receptions in Lavender Flower Color	Operational	100%
Construction of (5) Power Purification Stations, Each with a Capacity of (20) m³/day	Construction	93%
Construction of a Backup Water Tank (150,000 liters) and a Fire Water Tank (350,000 liters) with Pumps at the Royal Lounge at King Abdulaziz International Airport in Jeddah	Construction	100%
Replacement of Central Air Conditioning Units at the Royal Lounge at King Abdulaziz International Airport in Jeddah	Operational	100%
Improvement of the Main Communication Room in the New Building	Operational	71%
Replacement of Stairs and Elevators at the Royal Lounge at King Abdulaziz International Airport in Jeddah	Operational	68.1%
Supply and Installation of Backup Generators and Transition to LED Lighting Technology at the Royal Lounge at King Khalid International Airport in Riyadh	Operational	96%
Replacement of Air Conditioning Units and Water Chillers at the Royal Lounge at Prince Mohammed bin Abdulaziz International Airport in Medina	Operational	86%
Operation, Maintenance, Cleaning, and Landscaping Services for the Royal Lounges Complex at King Abdulaziz International Airport in Jeddah	Operational	84.87%

Contract Name / Number	Contract Type	Implementation (%)
Update of (2) Passenger Bridges at the Royal Lounge at King Abdulaziz International Airport in Jeddah	Operational	45.44%
Rehabilitation of the Helicopter Landing Pad at the Royal Lounge at King Abdulaziz Airport, Stand No. 8	Operational	8.4%
Competitive Project for Supply and Installation of Uninterruptible Power System and Transition to LED Lighting at the Royal Lounge Complex at King Abdulaziz Airport in Jeddah (Phase Two)	Operational	44%
Supply, Installation, and Replacement of Medical Clinic Equipment at the Royal Lounge at King Abdulaziz Airport in Jeddah (T-24 555 - DF0)	Operational	77%
Supply, Installation, and Replacement of Medical Clinic Equipment at the Royal Lounge at King Abdulaziz Airport in Jeddah (Second Project) (T-24 555 - DF-0)	Operational	100%
Update and Replacement of Existing Passenger Bridges at the Royal Lounge at King Fahd International Airport in Dammam	Operational	8.2%
Supply and Installation of a Transformer at the Royal Lounge Complex at King Fahd International Airport in Dammam	Operational	24%
Advanced Security Solutions Project	Operational	89.7%
Advanced Cybersecurity Solutions Project	Operational	83.5%
Cybersecurity Services Project (Phase Two)	Operational	93%

3.4 Private Sector Contributions to Financing GACA Activities

Expansion of Medina Airport

Funding for Phase II of the development and expansion project for Prince Mohammed bin Abdulaziz International Airport.

مطار الملك خالد الدولي
king khalid int'l airport

Expansion of King Khalid International Airport

Funding for the expansion project at King Khalid International Airport.

04

PERFORMANCE OF AVIATION COMPANIES

4.1 Saudi Air Navigation Services (SANS)

About:

Saudi Air Navigation Services (SANS) was established by GACA Decision No. (T/260), dated 28 Jumada Al-Awwal 1436, and officially commenced operations on July 1, 2016 (26 Ramadan 1437). SANS provides safe and efficient air navigation services in accordance with the highest international standards, adopting modern methodologies to ensure the safety and security of aviation operations.

SANS operates more than 1,200 advanced navigation systems across 56 locations throughout the Kingdom. This network is supported by a highly trained team dedicated to upholding the highest levels of competence and service quality. The Company is committed to achieving financial and administrative independence while enhancing national capabilities, in alignment with the goals of Saudi Vision 2030.

Vision:

To become the world's best air navigation services company and a global leader in delivering advanced technical solutions.

Mission:

To provide world-class air navigation services in line with international and commercial standards, with a focus on safety, efficiency, and technological innovation—driven by top talent and expertise.

Key Achievements in 2024:

1. Operational Excellence and Governance:

- **Participation in the International Future Aviation Forum:**
  - Sponsored the third edition of the forum.
  - Set up a dedicated pavilion to enhance partnerships and engage in discussions with industry leaders.
- **Air Traffic Management for Red Sea Airport:**
  - Signed an agreement with Daa International to manage air traffic and maintain navigation systems.

- **Improvement of Air Routes in Saudi Skies:**
  - Enhanced air routes in the southeastern sector to achieve greater efficiency and reduce carbon emissions.

2. Partnerships and International Cooperation

- **Cooperation Agreement with NATS (UK):**

  SANS signed a cooperation agreement with the British company NATS during the Farnborough International Airshow in London. This agreement aims to enhance the capacity of Saudi airports as part of a strategy to improve Saudi airspace and develop its infrastructure, building on a strategic relationship that supports shared objectives.

- **Community Partnerships with Charitable Organizations:**

  SANS signed three agreements with the Jeddah Orphans Care Association, the Neighborhoods Centers Association, and the Tarahum Committee. These partnerships aim to strengthen collaboration and support community development initiatives.

- **Strategic Partnerships in Cybersecurity:**

  During the Black Hat Conference, SANS signed two memorandums of understanding with Group IB and Trend Micro. These agreements aim to enhance CNS systems and services, boost security defenses, and ensure service continuity.

- **Hosting the Regional Office of the Civil Air Navigation Services Organization (CANSO):**

  Reflecting the Kingdom's leading position in the aviation sector, SANS gained unanimous approval from CANSO members to host the organization's regional office in Riyadh. This move strengthens regional cooperation and supports the achievement of shared goals.

3. Development of National Competencies

- **Job-Linked Air Traffic Control Training Program:**

  SANS launched a job-linked training program for air traffic control professions, aimed at developing and qualifying national talent. The program enrolls new cohorts of male and female air traffic controllers, focusing on equipping them with the skills needed to perform their duties efficiently and professionally within air traffic control units.

- **Job Fair at King Fahd University of Petroleum and Minerals:**

  SANS participated in the job fair held at King Fahd University of Petroleum and Minerals to attract promising young talent. The event highlighted job opportunities and training programs designed to build essential skills and empower the next generation of professionals.

- **Establishment of the Labor Committee for Workplace Improvements:**

  Formed a committee in collaboration with the Ministry of Human Resources to enhance employee efficiency and productivity, balance employee and company interests, and improve health and professional training services while promoting awareness of safety and occupational health measures.

- **Graduation of Female Professionals in Air Navigation:**

  Qualified and graduated the first two batches of women in the Navigation Systems Maintenance program.

- **Launch of "Afaaq" Program:**
  - A development program tailored for elite new graduates in the aviation sector.
  - Aims to cultivate national talents to address sector challenges through advanced training programs.

4. Certifications and Awards:

- SANS earned certification from the Saudi Institute of Internal Auditors, confirming its adherence to international standards for the internal audit profession. This recognition underscores its professional excellence and commitment to the highest governance standards.

- SANS secured 5th place among the best workplaces in Saudi Arabia for 2024 in the large companies category **(+ 1,000 employees)**, acknowledging its attractive and safe work environment.

- SANS ranked 1st across GCC countries in the Corporate Happiness Awards (Diversity and Inclusion Category), recognizing its efforts to cultivate a supportive and inclusive workplace.

- SANS won five prestigious awards in institutional communication and marketing from MARCOM Global, celebrating its excellence in media campaigns and digital content.
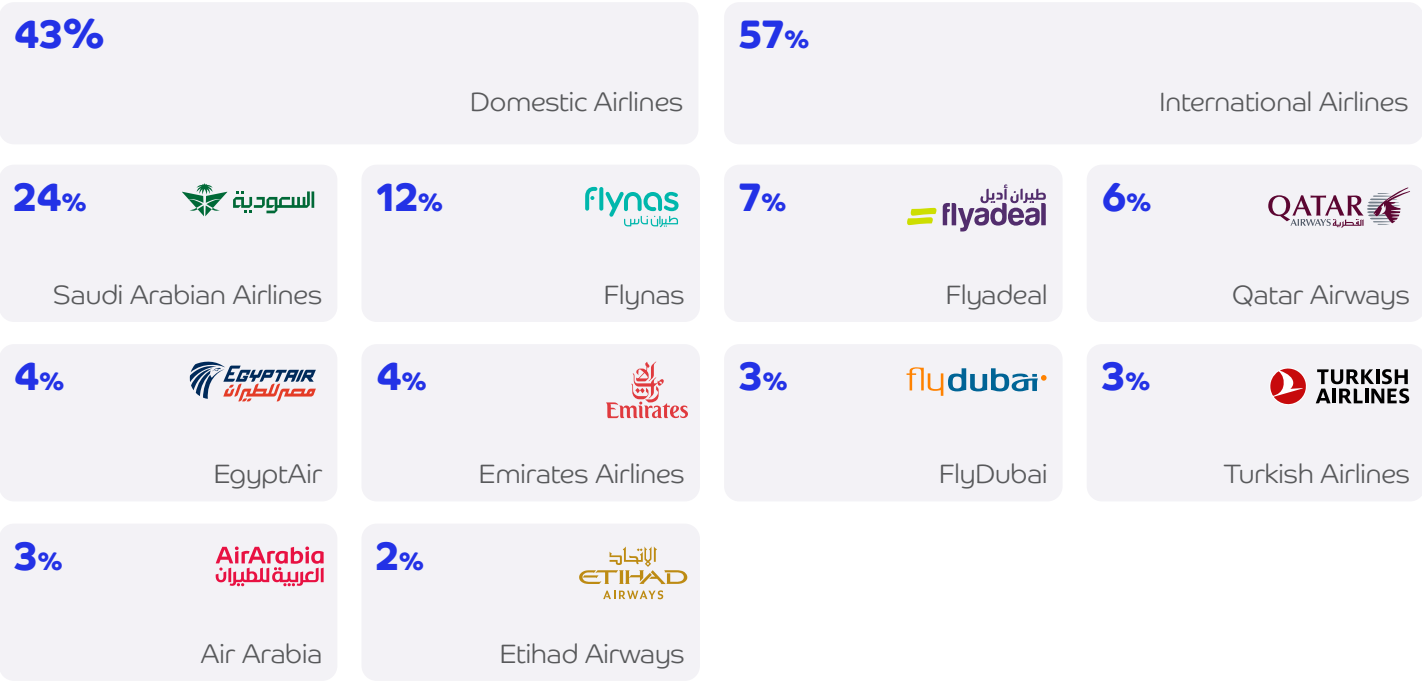
SANS obtained the ISO 37000 certification in governance, making it one of the first companies in the Kingdom's aviation sector to achieve this distinction.

SANS received five awards from the Titan Global Business Awards:

- **Platinum Category:**
- Best Social Media Strategy
- Best Website
- Best Exhibitions and Events
- **Gold Category:**
- Best Internal Communication Strategy
- Best Corporate Social Responsibility Initiative
- **SANS won two awards at the Global Brand 2024:**
- Best Navigation Services for Operational Efficiency in the Middle East
- Best Air Navigation Infrastructure in the Middle East

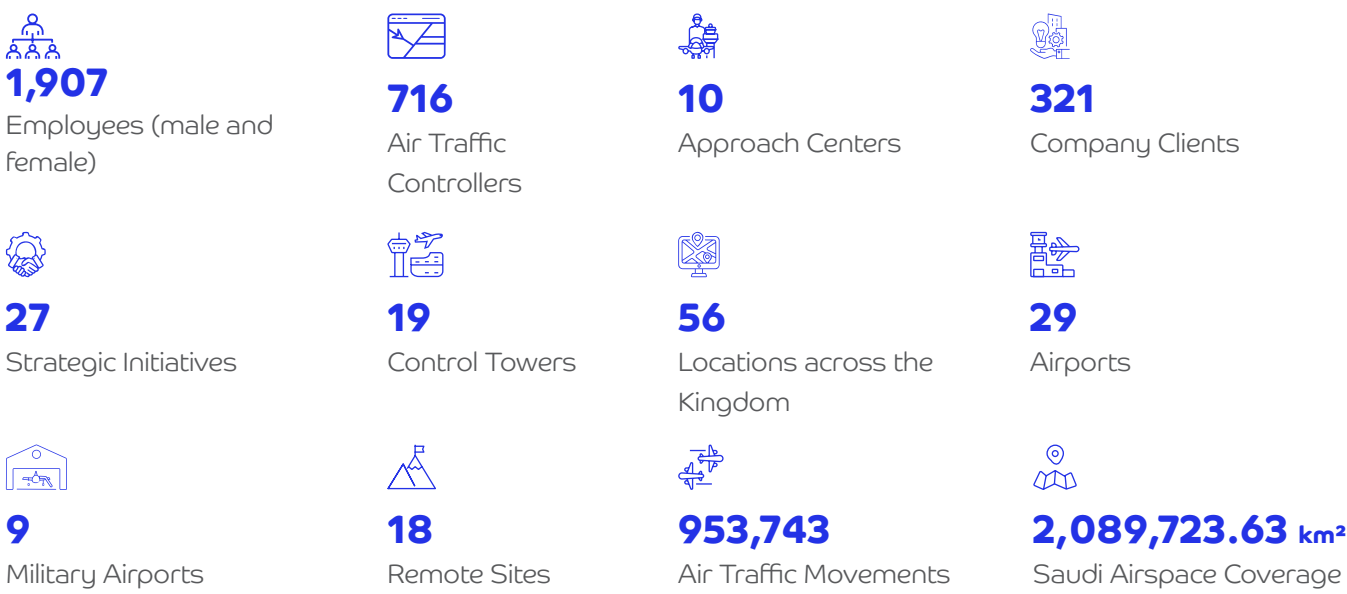## 5. Air Traffic Volume for Key Domestic and International Airlines:

| 43% Domestic Airlines | 57% International Airlines |

24% Saudi Arabian Airlines	12% Flynas	7% Flyadeal	6% Qatar Airways
4% EgyptAir	4% Emirates Airlines	3% FlyDubai	3% Turkish Airlines
3% Air Arabia	2% Etihad Airways		

6. Air Traffic Classification by Aviation Sector:

87% Commercial Aviation
4% Government and Military Aviation
1% Air Cargo
8% Business Aviation

7. Technical Performance Indicators:

Sector	Performance
System Availability	99.93%
Service Availability	99.91%
Preventive Maintenance Tasks	9,226
Corrective Maintenance Tasks	1,752

8. The Company in Figures

1,907 Employees (male and female)	716 Air Traffic Controllers	10 Approach Centers	321 Company Clients
27 Strategic Initiatives	19 Control Towers	56 Locations across the Kingdom	29 Airports
9 Military Airports	18 Remote Sites	953,743 Air Traffic Movements	2,089,723.63 km² Saudi Airspace Coverage

9. Human Resources:

		Localization	Saudi	Non-Saudi	Total
Male		97%	1,674	57	1,731
Female		100%	176	0	176
Total		97%	1,850	57	1,907

4.2 Al-Tanfeethi Company

About:

Al-Tanfeethi Company is responsible for managing and operating all executive lounges and offices at airports across the Kingdom. Established in 2021 as part of the civil aviation privatization program, the Company offers a range of luxury services that adhere to the highest standards of quality, providing guests with a unique and exceptional experience. Al-Tanfeethi aims to capitalize on continuous market growth to achieve global leadership by delivering services and products that consistently exceed guest expectations.

Vision:

To be the world's leading company in managing executive lounges and delivering exclusive services.

Mission:

Together, we provide the world with an exceptional Saudi experience.

Safety:
Prioritizing the safety of our guests and teams.

Trust:
Ensuring high-privacy, reliable services.

Luxury:
Creating unforgettable, world-class experiences.

Hospitality:
Welcoming every guest with the highest standards of care.

Leadership:
Achieving and celebrating success together.

Key Achievements in 2024:

1. Excellence and Service Expansion:

- **Social Responsibility and Training:**
  - Trained **300** university students in the travel and tourism fields to enhance their practical and theoretical skills.
  - Memorandums of Understanding (MoUs), Partnerships, and Strategic Cooperation:

MoU

Enhance collaboration, and train and qualify national aviation talent.

MoC

Offer premium Saudi coffee in executive lounges.

MoU

Explore collaboration opportunities in private aviation.

MoC

Exchange services to expand the guest base.

Partnership

Expand premium services for "Executive" guests globally.

Partnership

Provide exclusive benefits for the "Awwal" cardholders.

MoU

Enhance hospitality services in lounges.

Strategic Cooperation

Provide services for pilgrims aligned with the operational plan for Hajj season 1445

Partnership

Offer exclusive benefits for Mobily customers.

Partnership

Host conference guests at King Khalid Airport and enhance hospitality experiences.

Cooperation Agreement

Present premium local dates in executive lounges.

Cooperation Agreement

Provide services to business and first-class guests.

Agreement

Develop national competencies in transport and hospitality.

MoU

Enrich guest experiences and highlight heritage arts through initiatives.

MoU

Enhance the company's presence at international events and exchange expertise.

- **Sponsorship and Event Participation:**

  - Future Aviation Forum (Sponsorship): Highlighted the Company's role in the aviation and hospitality sectors.
  - LEAP24 Conference (Sponsorship): Provided hospitality services to conference guests.
  - Arabian Travel Market 2024: Showcased premium services and facilities within the Saudi pavilion.
  - Riyadh Season (Sponsorship): Welcomed Riyadh Season guests via the "Al-Tanfeethi (Executive)" lounges.
  - Global Logistics Forum (Sponsorship): Partnered as a hospitality sponsor for the forum organized by the Ministry of Transport.

  - Biban24 Entrepreneurship Event: Served as the hospitality sponsor for this global entrepreneurship event, emphasizing leadership in welcoming VIPs and enhancing hospitality experiences.
  - Saudi Airshow (Sponsorship): Hosted guests from around the globe.
  - The International MICE Summit (Exclusive Hospitality Partner).
  - The Saudi International Handicrafts Week (Official Partner).

- **Excellence and Awards:**

  - Guest Experience Awards: Secured three awards for providing luxury services at the Customer Experience Forum.
  - Best Workplace Award: Ranked **16th** in the "Best Workplace" category for large companies in Saudi Arabia.
  - Best Workplace in the Middle East and Asia: Among the top **50** companies in the Middle East and **70** in Asia.
  - Best Luxury Brand Award: Recognized in the aviation and hospitality sectors across the Gulf region.
  - Best Contact Center Award: Achieved global recognition for contact center excellence.

- **Development of Lounges and Services:**

  - Expansion of Hail Airport Lounges: Increased capacity by **100%**.
  - Enhancements at Riyadh and Jeddah Lounges: Improved services and guest experiences.
  - Launch of the Executive Lounge at Al Ahsa International Airport: Increased capacity by **100%**, elevating service quality for guests.
  - Introduction of Meeting Rooms: Provided electronic booking services via smart devices.
  - Luggage Registration and Tracking Service: Enabled luggage registration and tracking through the app.
  - Launch of Personal Assistant Service: Provided personalized assistance for guests to register and cancel flights.
  - Global "Luxury Concierge" Service: A premium offering tailored to guests' aspirations for luxurious and unique travel experiences worldwide.
  - Introduction of the "Al-Tanfeethi International" Service: Offers reception, farewell, and luxury lounge services at international airports, supporting service expansion.

- **Formation of the Board of Directors for a new three-year term.**

- **Operation of Duty-Free Services at the Executive Lounge in Jeddah:**

  - A pioneering project in the Kingdom, serving both duty-free and non-duty-free passengers simultaneously.

- **Digital Transformation:**

  - Operational Service Development: This includes vehicle tracking systems, fleet management, lost-and-found systems, and a dedicated employee app.
  - Electronic Hospitality Request Service: Guests can order meals electronically in the company's lounges.
  - Enhanced "Al-Tanfeethi " App: Features a new interface and additional services to deliver a seamless and comprehensive guest experience.

2. The Company in Figures

27

Executive lounges operated by the company.

1,259,722

Passengers served through the company's lounges.

90,190

Passengers served during Ramadan season.

24,486

Training hours provided at the Saudi Academy of Civil Aviation.

54

Conferences: Guests hosted by the company.

51,472

Pilgrims welcomed from **117** global destinations via **67** airlines.

100%

Percentage of employees who received training.

198,425

Flights handled through the Company's lounges.

98%

Guest satisfaction rate.

3. Human Resources:

		Localization	Saudi	Non-Saudi	Total
Male		97.89%	569	12	581
Female		100%	170	0	170
Total		98.38%	739	12	751

matarat
مطارات

4.3 Matarat Holding Company

About:

Matarat Holding Company plays a leading role in transforming the airport sector into promising investment opportunities. The Company operates with a clear vision focused on developing Saudi airports while enhancing their sustainability and long-term prosperity. Matarat leads the privatization process to drive operational efficiency and sustainable growth. It also guides and supports operating companies to ensure that each airport becomes a premier hub, offering innovative customer experiences aligned with global standards in management, operational performance, revenue optimization, and strategic partnerships.

Vision and Mission:

To oversee and regulate the development of Saudi airports, transforming them into economic gateways by leading privatization and transformation efforts. This is achieved by implementing international best practices in collaboration with the private sector, attracting both local and international investments, delivering exceptional customer experiences, developing sustainable infrastructure, and providing added value to all stakeholders.

Key Achievements in 2024:

1. Infrastructure:

- **Opening of a New Terminal at Taif International Airport (May 2024):**
  - Passenger capacity doubled from **0.5 million** to **1 million** annually.

- **Opening of a New Terminal at Al-Ahsa International Airport (April 2024):**
  - Passenger capacity increased **2.5** times, from **0.4 million** to **1 million** annually.

- **Development of Abha International Airport:**
  - administrative building, added **18** check-in desks, upgraded the Baggage Handling System (BHS), and expanded the departure lounge.

- **Standardized Engineering Guidelines:**
  Developed unified engineering standards for future projects to:
  - Reduce costs and avoid delays.
  - Ensure regulatory compliance and enhance implementation efficiency.
  - Incorporate advanced technologies and uphold high-quality engineering practices.

- **Saudi Building Code initiative for airports:**
  - Prepared a unified technical guide for airport buildings and facilities, establishing minimum quality and safety standards.

2. Airport Master Planning

- **Master Plan (Group 1):**
  - Approved master plans for airports in Al-Jouf, Tabuk, Al-Qurayyat, Yanbu, and Al-Baha.

- **Master Plan (Group 2):**
  - Developed master plans for airports in Jazan, Najran, Bisha, and Sharurah — currently awaiting final approval.

- **Master Plan (Group 3):**
  - Approved master plans for airports in Arar, Tarif, Rafha, Al-Dawadmi, and Wadi Al-Dawasir.

3. Local Content and Sustainability:

• **Launch of the "Jusoor" Program for Local Content:**

جسور
Jusoor

- Matarat Holding launched the Jusoor program to enhance local content and localize industries within airports. This initiative was implemented in collaboration with the Local Content and Government Procurement Authority and supports the goals of Saudi Vision 2023.

- Matarat Holding Company and its subsidiaries have successfully enhanced local content and supported small and medium enterprises (SMEs) in line with the objectives of the Jusoor Program. Spending on local suppliers reached **98.9%**, while **42%** of contracts were allocated to SMEs. Furthermore, **21%** of spending was directed toward these enterprises, with **98.9%** of the total expenditure focused on developing and qualifying Saudi talent.

5. Customer Experience:

• **Comprehensive Customer Experience Strategy:**

- A unified strategy was developed to enhance the passenger experience across all airports, in alignment with the goals of Vision 2030.

• **Customer Experience Training Platform:**

- A dedicated training program was launched for all airport employees to promote a culture of excellence in service. This initiative was carried out in collaboration with relevant departments.

4. Services Provided to Pilgrims:

• **Preparations for Hajj Season 1445:**

- were undertaken to serve **1.547 million** pilgrims across major airports. Coordination among multiple entities was prioritized to ensure a smooth, efficient, and seamless travel experience.

• **"Passenger with No Bag" Service:**

- This innovative service benefited **722,000** pilgrims, operating across **21** airlines and reaching **16** international destinations, accounting for **50%** of all departing pilgrims.

• **Hajj and Umrah Command and Control Center Management:**

- Matarat allocated **21,000** employees to serve more than **20 million** passengers, including **1.5 million** pilgrims from **162** countries across **6** major airports.

6. Non-Aeronautical Activities:

• **Membership in MEADFA:**

- Matarat Holding became a member of the Middle East and Africa Duty-Free Association (MEADFA), expanding its presence in non-aeronautical commercial activities.

7. Airport Privatization Projects:

Abha International Airport:

• Launched the Company's first privatization project.
• Completed the Expression of Interest (EOI) phase and announced the list of interested companies.
• Shared the Request for Qualifications (RFQ) document and announced the qualified companies.
• Obtained board approval for the Request for Proposal (RFP) document, which was subsequently shared.
• Conducted a workshop to clarify bid requirements and economic regulations.

Taif International Airport:

• Completed project documentation.
• Secured approvals from the Ministry of Finance and the Supervisory Committee.
• Obtained board approval to launch the project.
• Officially launched the airport's privatization project.

Qassim International Airport:

• Received approval from the Spending Efficiency Authority for the Needs Assessment Report.
• Completed the airport master plan and full project documentation.

Hail International Airport:

• Received approval from the Spending Efficiency Authority for the Needs Assessment Report.
• Completed the airport master plan and full project documentation.

8. Agreements:

Matarat Holding Company signed several agreements to enhance local content and support the development of the aviation sector, including:

- Cooperation Agreement with the Local Content and Government Procurement Authority: It was signed during the Future Aviation Forum in Riyadh (May 2024).

- Memorandum of Understanding with Middle East Tasks Company Limited (METCO): This MoU focuses on establishing a factory to assemble and manufacture baggage inspection devices and conveyor systems, with special emphasis on industry localization and the development of Saudi talent.

- Cooperation Agreement with the Saudi Contractors Authority (SCA): Designed to develop and qualify infrastructure contractors for airport projects, this agreement strengthens collaboration to advance the construction sector and support future airport development efforts.

9. Awards and Certifications:

- CX Frontliner Award: Recognized for frontline customer service excellence for the third consecutive year at the Saudi International Airport Exhibition, celebrating the dedication of frontline employees across all airports in the Kingdom.

- Sharjah Government Communication Award 2024: Awarded "Best Crisis Communication Strategy" for effectively managing the global technical disruption crisis and its impact on Saudi airports—selected from among **3,800** entries from **44** countries.

- Excellence in Project Management Offices Award: Ranked among the Top **3** "Project Management Offices" in 2024 by the Project Management Institute (PMI), acknowledging outstanding performance in project management excellence.

- Corporate Happiness Award: Honored for exceptional efforts in fostering a positive and supportive work environment.

- Best Workplace 2024: Recognized as the Best Workplace of the year for its employee-centered practices.

- EFQM Certification: Awarded certification by the European Foundation for Quality Management for meeting global standards in institutional excellence, with a strong emphasis on innovation and sustainability.

10. Airport Privatization Projects:

11%
growth in total revenue

7%
growth in non-aeronautical revenue

41%
increase in cargo movement

118 million
total passengers served

16%
growth in total passenger numbers

15%
growth in international passenger traffic

62
new employees recruited

9,500
training hours

21
local, regional, and international events and activities sponsored

11 countries
Participation in activities across various international desks

80 countries
Direct flights operated to international destinations

30 new cities
added as direct international destinations

84%
On-Time Performance (OTP) rate

11. Human Resources:

	Localization	Saudi	Non-Saudi	Total
Male	88%	139	19	158
Female	98%	44	1	45
Total	90%	183	20	203

4.4 Jeddah Airports Company

About:

Jeddah Airports Company is committed to the development of King Abdulaziz International Airport through the implementation of strategic executive plans aligned with its long-term vision and the objectives of the National Transport and Logistics Strategy. The Company actively contributes to achieving the goals of Saudi Vision 2030 by pursuing operational excellence in line with international standards, aiming to transform the airport into a cultural gateway that proudly showcases the Kingdom to the world.

Vision:

To deliver a seamless airport experience while promoting sustainable growth, operating a financially and environmentally responsible airport, and fostering innovation and talent within the aviation ecosystem.

Mission:

To become the world's leading hub airport, creating a transformative impact on transportation and logistics, serving as a gateway to the holy cities, and enabling tourism and international trade.

Key Achievements in 2024:

1. **Digital Transformation and Technology:**

- **Launch of the Development Management Office:**

  Initiated efforts to collect operational data, conduct gap analyses, and implement short-term development plans for airport lounges.

- **ERP System (SAP):**

  Successfully implemented a new enterprise resource planning system to enhance financial efficiency and deliver comprehensive insights into financial performance.

- **SITA Billing System:**

  Transitioned to the SITA billing platform to improve invoice processing efficiency and ensure greater financial transparency.

- **IT Service Management (ITSM) Platform:**

  Deployed an integrated ITSM solution to enhance IT service delivery and provide fast, effective technical support to employees.

- **Customer Relationship Management (CRM) System:**

  Developed a user-friendly CRM platform to strengthen passenger engagement and improve overall customer satisfaction.

- **Airport Management Systems Migration:**

  Completed the migration of airport management systems from the North Terminal to a centralized data center, significantly increasing operational efficiency.

2. Development and Infrastructure:

- **Passenger Conveyor Upgrade in Terminal 1:**

  A contract was signed with Alstom to modernize the automated passenger conveyor system, improving operational efficiency in Terminal 1.

- **Operation of Welcome Lounges for Pilgrims:**

  Activated dedicated welcome lounges in Terminal **1** and the North Terminal to streamline the arrival process for pilgrims.

- **Real Estate and Cargo Services Development:**

  Upgraded SATS catering facilities, increasing daily meal production capacity by **5,000** meals.

- **Retail Operations:**

  Concluded duty-free agreements with the Saudi-French Company. The Chalhoub Group now operates the Kingdom's largest indoor retail space at the airport, spanning **2,500** square meters, with all sites delivered by July 31, 2024.

- **Food and Beverage Redevelopment:**

  Launched a comprehensive F&B redevelopment initiative in partnership with Saudi Modern Arab Company, including the setup of **6** temporary food service locations.

3. Cybersecurity and Data Management:

- **Cybersecurity Enhancements:**

  Evaluated **18** new security projects and investigated **380** cybersecurity incidents, successfully resolved all reported cases.

- **Data Management Initiatives:**

  Appointed **63** data owners and established a structured classification baseline for more than **600** data sets.

4. Operations and Customer Service:

- **Passenger Experience Improvements:**

  Enhanced directional signage across terminals, improving passenger flow and overall comfort.

- **Haramain Train:**

  Successfully transported **33,000** pilgrims to Makkah via the Haramain High-Speed Railway for the first time, integrating multi-modal transport options.

- **Firefighting and Rescue Fleet:**

  Deployed a modern firefighting and rescue vehicle fleet, ensuring rapid and effective emergency response capabilities.

- **Lost Baggage Reduction:**

  Reduced lost baggage incidents to fewer than two bags per **1,000** passengers—a significant achievement in operational efficiency.

- **Air Traffic Development:**

  Welcomed three new airlines and inaugurated the Emirates Lounge at King Abdulaziz International Airport in June 2024.

5. Financial and Administrative Performance:

- **Treasury and Bank Guarantees:**

  Successfully secured the first-ever bank guarantee for aviation clients.

- **Financial Statements Approval:**

  Completed all quarterly and annual audits for **2023** and strategically invested cash surpluses..

- **SAP Financial System Development:**

  Fully integrated the SAP system to optimize and streamline financial operations.

  2024 Action Plan Launch: Developed a comprehensive action plan outlining key objectives for the airport in 2024.

  Work Priorities for 2024: Identified **10** strategic priorities and **4** key enablers, involving over **70** employees in the planning process through **5** supervisory committee meetings.

6. Marketing and Public Relations:

155
News and TV Reports

+69 Million
Views on Social Media

6
Successful Campaigns

29 Million
Views

155
Local and International Events

Actively participated in a wide range of prominent events, including: The World Defense Show, the Aviation Festival in Asia, WAGA 2024, Hajj and Umrah Services, and Future Aviation Forum.

7. Record-Breaking Achievements of King Abdulaziz International Airport:

Statement	Achieved Record	Percentage Increase in 2024 Compared to 2023
Total Number of Passengers	**49.1 million**	**14%**
Highest Operational Passenger Transport Record	**174.767**	**16%**
Highest Operational Departure Flights Record	**103,599**	**10%**
Highest Air Traffic Movement for Departures	**473**	**3%**
Highest Total Air Traffic Movement Record	**938**	**3%**

8. Readiness of Airport Terminals:

• 8.1. Terminal 1:

70
Security inspection devices

46
Accelerated crossing gates

28
Metal detection devices

144
Security cameras

16
Baggage inspection centers

02
Baggage acceptance desks

220
Passenger processing points

01
Advertising platform

• 8.2 Hajj and Umrah Terminal Complex:

16
Security inspection devices

20
Accelerated crossing gates

10
Baggage conveyors

166
Security cameras

04
Baggage inspection centers

01
Baggage acceptance platform

220
Passenger processing points

95
Aircraft stands

• 8.3. North Terminal:

67
Passenger processing points

20
Accelerated crossing gates

05
Baggage conveyors

54
Security cameras

06
Baggage inspection centers

01
Baggage acceptance platform

• 8.4 Additional Facilities:

02
Baggage group acceptance desks

04
Health centers within terminals

10
Automated transporters

28
Bus gates

29
Baggage claim conveyors

56
Mobile bridges

54
Customs inspection devices

91
Security inspection devices

411
Passport processing desks

440
Baggage acceptance desks

Notes:
- Successfully implemented the Business Continuity Plan.
- Launched 24 new electronic gates, including integration of the smart travel pathway.
- Conducted two simulation exercises to evaluate and enhance overall performance.

- **8.5 Completed Projects:**

Project	Capacity	Beneficiaries
Baggage Handling Zone for Pilgrim Groups (West of Terminal 1)	**1,750** bags/hour	**Pilgrims and Umrah passengers**
Development of Baggage Handling Zone for Pilgrim Groups (Hajj and Umrah Terminal Complex)	**6,600** bags/hour	
Sorting Point and Waiting Area - Terminal 1	**1,850** pilgrims	**Target**
Sorting Point and Waiting Area - North Terminal	**450** pilgrims	**600,000** pilgrims
Sorting Point - Hajj and Umrah Terminal Complex	**+840** pilgrims	**1,200,000** bags

- **8.6 Hajj Season 1445:**

5,9 Million
Total Passengers

+832,000
Incoming Pilgrims (From 76 Countries)

+542,000
Outgoing Pilgrims

+39,000
Total Flights (Arrivals and Departures)

1,755
Charter Flights

+35,000
Pilgrims Using the Haramain High-Speed Train

99,000
Highest Number of Incoming Pilgrims in One Day (4th Dhul-Hijjah)

104,000
Highest Number of Departing Pilgrims in One Day (17th Dhul-Hijjah)

153,000
Highest Number of Passengers in One Day (4th Dhul-Hijjah)

105,000
Baggage Transferred

+1.2 Million
Total Baggage Handed (Hajj and Umrah Terminal Complex)

+1.4 million
Zamzam Bottles

+16,000
Total Employees Involved

9. **The Company in Figures:**

50 million
Annual passenger capacity

3
Runways

19
Aircraft taxiways

433
Passenger processing desks

80
Self-service desks

56
Passenger bridges

32
Bus gates

995,676 m²
Total terminal space

75 km²
Total airport area

13,945
Car parking spaces

2,322
Bus parking spaces

10. **Human Resources:**

	Localization	Saudi	Non-Saudi	Total
Male	99.61%	1,018	4	1,022
Female	100%	86	0	86
Total	**99.64%**	**1,104**	**4**	**1,108**

4.5 Riyadh Airports Company

About:

Founded in 2016 as part of Saudi Arabia's aviation privatization program, Riyadh Airports Company currently manages and operates King Khalid International Airport in Riyadh. The Company is committed to developing infrastructure and facilities to enhance the passenger experience and improve operational efficiency.

Vision:

To be a leading airport company, excelling in operational efficiency, airport infrastructure development, commercial excellence, and the delivery of innovative passenger experiences.

Mission:

To provide innovative passenger experiences and efficient services to partners, while upholding the highest safety standards to ensure customer satisfaction and operational sustainability. The Company actively supports national strategies, including the Civil Aviation Strategy and the National Tourism Strategy, in alignment with Saudi Vision 2030.

Key Achievements in 2024 – King Khalid International Airport:

1. Passenger Experience Development:

- **Launch of Self-Service Passport Control in Terminal 3:**
  Streamlined departure processes through advanced digital transformation.
- **Introduction of Self-Service Passenger Check-In and Baggage Drop-Off in Terminal 4:**
  Improved travel experience with enhanced digital services.
- **Opening of the Dining Area in Terminal 3 (International):**
  Featured locally inspired designs to elevate the customer experience.
- **Enhanced Commercial Offerings:**
  Signed over **38** new contracts and renewed more than **202** to ensure a wide variety of services.
- **Expansion of Commercial Services:**
  Introduced new services including banks, currency exchange, car washing, valet parking, and a dedicated taxi fleet.

2. Development Projects:

- **Opening of Duty-Free Areas in Terminals 3 and 4:**
  Further improved the passenger experience.
- **Launch of New Commercial Spaces:**
  Added over **26** new spaces, including **5** retail stores, **7** restaurants, and **12** cafes.

3. Operational Performance:

- **New Passenger Record:**

  Achieved a record of **131,000** passengers in a single day on August 1, 2024 — a **35%** increase compared to the previous peak.

- **Turnaround Management System (TMS):**

  Launched during the AI Summit in Riyadh, King Khalid International Airport became the first airport in the Middle East to adopt this technology through the Basir AI platform, optimizing operational management and apron activities.

- **Launch of 12 New International Destinations:**

  Expanded global routes to support national aviation strategy objectives and enhance Saudi Arabia's global connectivity.

4. Training and Skills Development:

- **Civil Aircraft Fire Drill Simulation:**

  Conducted a successful emergency simulation at King Khalid International Airport in collaboration with relevant agencies to strengthen emergency preparedness.

5. Collaboration and Partnerships:

- **Agreement with Riyadh Air:**

  Focused on elevating customer experience and advancing sustainability initiatives.

- **Agreement with SAL Company:**

  Aimed at the development and investment in cargo facilities to support logistics growth.

- **MoU with the Project Management Institute (PMI):**

  Designed to enhance project management competencies across the organization.

6. Awards and Certifications:

- **King Khalid International Airport:**

  First Place in Flight Punctuality Worldwide: Ranked first globally for flight punctuality in May, June, and September 2024 by Cirium Diio.

- **Best Airport in Saudi Arabia:**

  Awarded at the Future Aviation Exhibition in the category of airports serving more than **15 million** passengers annually.

- **Best Passport Control Area:**

  Recognized for excellence in passport control during the Future Aviation Exhibition.

- **Airport Security Compliance Award:**

  Also received during the Future Aviation Exhibition, highlighting top-tier security practices.

- **Health and Safety Accreditation:**

  Granted by Airports Council International (ACI) in recognition of high safety standards.

- **Customer Experience Certification – Level 3:**

  Awarded by ACI.

- **Level 3 Carbon Emissions Accreditation (ACA):**

  Became the first airport in Saudi Arabia to receive this classification.

- **Gold Green Airports Award:**

  Received from ACI during WAGA 2024 for airports handling **15–35 million** passengers, honoring sustainability initiatives.

- **Stevie Global Award – Best Strategy in Attracting and Preparing New Employees:**

  Recognized at the awards ceremony in New York for outstanding programs in developing and qualifying young Saudi talent.

- **Safety Achievement:**

  Successfully completed **8** million safe work hours in short-term expansion projects.

- **Local Content Certification:**

  Achieved **62.89%** local content, surpassing the 2024 target of **57%,** demonstrating strong national engagement.

- **CIPD Middle East People Award – Best Talent Management Strategy:**

  Awarded by the Chartered Institute of Personnel and Development (CIPD) for excellence in managing and nurturing talent.

7. Hosting and Conferences:

Hosting the World Annual General Assembly (WAGA 2024):

Successfully hosted the international conference and signed **16** MoUs aimed at improving operational efficiency and fostering commercial investment.

8. The Company in Figures:

171
Passenger processing desks

20
Aircraft taxiways

2
Runways

41 million
Annual passenger capacity

13
Passenger bridges

4
Self-service desks

11,297
Total parking spaces

5
Bus stands

27
Prayer rooms located within the terminals

12,400 m²
Mosque area

12,523 m²
Retail space

3027,56 m²
Total commercial space

23 Wide-body aircraft gates
38 Narrow-body aircraft gates

100
Dedicated parking spaces for executive lounge passengers

4,463 m²
Area allocated for restaurants and cafés

392,407 m²
Total terminal area

202,806,234 m²
Total airport area

9. Human Resources:

	Localization	Saudi	Non-Saudi	Total
Male	98%	989	21	1,010
Female	100%	181	-	181
Total	98%	1,170	21	1,191

4.6 Dammam Airports Company

About:

In alignment with Saudi Arabia's Vision 2030 and the National Transformation Program, the management of King Fahd International Airport was privatized and transferred to Dammam Airports Company (DACO) on July 1, 2017. Headquartered in Dammam, the Company reflects a forward-looking strategy aimed at strengthening the national airport sector. Since May 2021, DACO has also taken over the operations of Al-Ahsa and Qaisumah International Airports.

The Company focuses on infrastructure development, as well as the operation and maintenance of airport facilities. It manages commercial and investment partnerships and oversees air cargo operations. The Company is committed to enhancing operational efficiency in line with industry advancements and aspires to expand its services to other domestic and international airports in the future.

Vision:

To be the preferred airport for passengers in the region.

Mission:

To deliver a seamless customer experience in a safe, innovative, and sustainable environment—driven by passionate and dedicated staff.

Key Achievements in 2024:

1. Projects

- **Development of Al-Ahsa International Airport:**

  Increased passenger capacity by **150%,** reaching **1 million** passengers annually. Expanded airport area to **58,719** m², enhancing the passenger experience with additional passport control desks, parking spaces, and achieving over **1** million safe work hours.

- **Enhanced Security at King Fahd International Airport:**

  Completed a comprehensive security upgrade, including the creation of a unified monitoring center and a **490%** increase in security cameras, utilizing advanced technologies.

- **Western Runway Rehabilitation at King Fahd International Airport:**

  Rehabilitated the western runway and aircraft taxiways, upgraded lighting systems, and completed the rehabilitation of taxiway J4 (pending Authority approval).

- **Launch of ERP System:**

  Implemented the Enterprise Resource Planning (ERP) system as part of the digital transformation plan.

- **Master Plan for Dammam Airports:**

  Conducted a comprehensive analysis of current and future needs for King Fahd, Al-Ahsa, and Qaisumah airports.

- **Renovation of Mezzanine Offices:**

  Improved administrative work environments at Dammam Airports Company.

- **Public Address System:**

  Designed and evaluated a new public address system at King Fahd Airport.
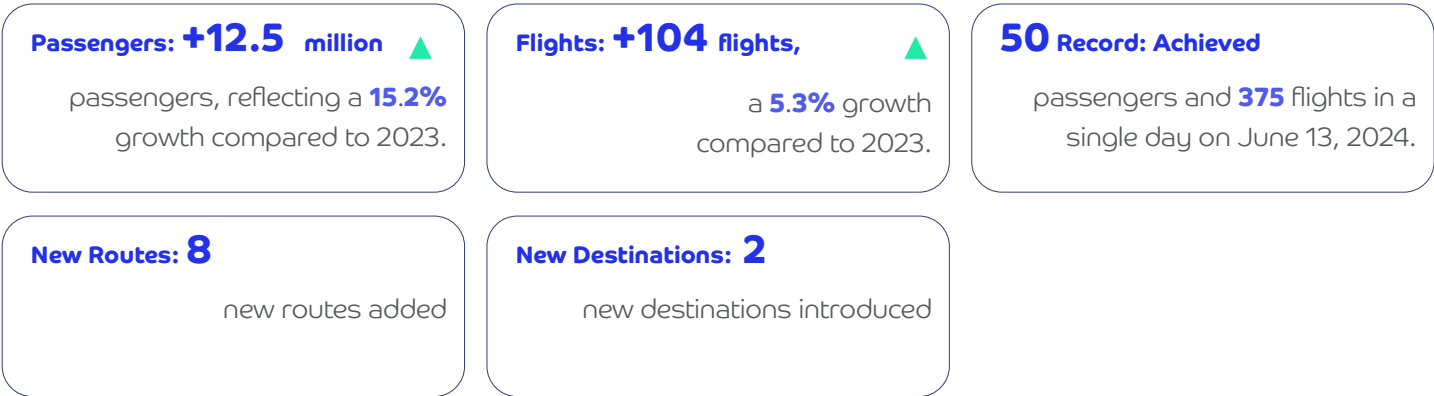
- **Fuel Line Updates:**

  Completed the design for replacing the main fuel lines at King Fahd Airport (**100%** completion).

- **Government Security Support:**

  Upgraded employee and passenger entrances at King Fahd Airport (**56.18%** completion).

- **Elevators and Walkways Replacement:**

  Refurbished **86** units to enhance airport infrastructure (**47.92%** completion).

- **X-Ray Equipment Upgrade:**

  Purchased **12** new X-ray devices for the airports (**55.05%** completion).

- **Fuel Storage Facility:**

  Completed studies and evaluations for the fuel network at King Fahd Airport (**12%** completion).

- **Backup Generators:**

  Installed and tested backup generators in unsterilized areas (**12%** completion).

  Installed and tested generators in sterilized areas at the substation (**12%** completion).

  Installed and tested backup generators at the main and central stations (**8%** completion).

- **High Mast Lighting:**

  Supplied, installed, and tested high mast lighting poles at King Fahd Airport (**14%** completion).

- **Roof Waterproofing:**

  Inspected and rehabilitated roof waterproofing in phase I at King Fahd Airport (**11%** completion).

- **Concrete Repairs:**

  Rehabilitated deteriorating concrete structures in various areas at King Fahd Airport.

- **Baggage Handling System:**

  Enhanced baggage handling systems to improve operational efficiency.
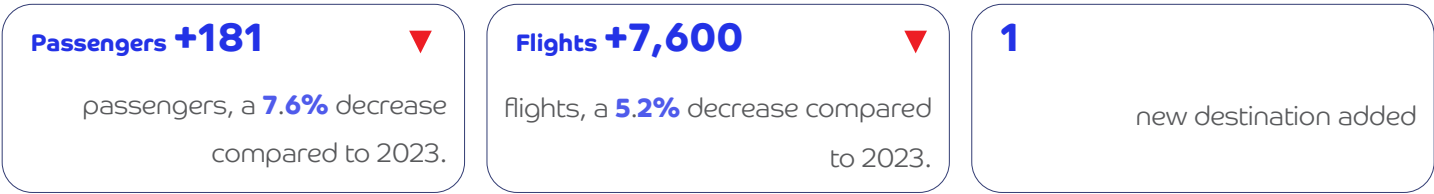
- **Runway Infrastructure Development:**

  Rehabilitated runways and taxiways, upgraded lighting systems.

- **Lighting Improvement Project:**

  Upgraded lighting systems across various areas to improve energy efficiency.

- **Cargo Areas Development:**

  Enhanced infrastructure in cargo areas to increase capacity.

- **Digital Transformation:**

  Launched digital management systems to support operational and maintenance activities.

- **Commercial Operations Projects:**

  Completed **11** commercial operations projects at King Fahd Airport, currently in operation.

- **Information Technology Projects:**

  Completed **5** IT projects.

- **Cybersecurity Projects:**

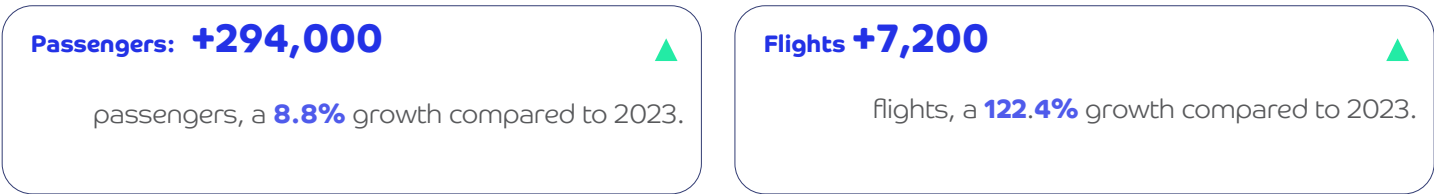 Completed **9** cybersecurity projects.

2. Air Traffic:

- **King Fahd International Airport:**

Passengers: +12.5 million ▲ passengers, reflecting a **15.2%** growth compared to 2023.	**Flights: +104** flights, ▲ a **5.3%** growth compared to 2023.	**50** Record: Achieved passengers and **375** flights in a single day on June 13, 2024.
New Routes: 8 new routes added	**New Destinations: 2** new destinations introduced	

- **Al-Ahsa International Airport:**

Passengers +181 ▼ passengers, a **7.6%** decrease compared to 2023.	**Flights +7,600** ▼ flights, a **5.2%** decrease compared to 2023.	**1** new destination added

• Qaisumah International Airport:

Passengers: +294,000 ▲ passengers, a **8.8%** growth compared to 2023.	**Flights +7,200** ▲ flights, a **122.4%** growth compared to 2023.

3. Operational Efficiency Development

The Company achieved a record **100%** passenger complaints resolution rate and a **92%** improvement in handling lost baggage compared to the previous year. On the commercial side, the Company inaugurated **17** new commercial activities at King Fahd International Airport and **2** at Al-Ahsa International Airport, enhancing the passenger experience and supporting development plans.

4. Initiatives and Partnerships:

- **"Serving You Is an Honor" Initiative:**
  - Established a successful partnership with **23** entities.
  - Assisted over **8,700** pilgrims across **22** flights.
- **Engaged 5,000 employees and over 300 volunteers in the initiative. "Our Airport Is Green" Initiative at King Fahd International Airport:**
  - Became the first international airport in the Middle East to adopt sustainability through the use of digital trees.
  - Monitored tree growth using digital technologies and artificial intelligence.

    Waste Recycling Initiative:
  - Transformed organic waste into compost, supporting the sustainability of airport greenery.
- **"Child-Friendly Airport" Initiative at Al-Ahsa International Airport:**
  - Pioneered the implementation of this initiative, making Al-Ahsa the first airport in Saudi Arabia to apply it.

    Cooperation Memorandums:
  - Signed **12** memorandums of understanding (MoUs) during the Future Aviation Forum.
  - Included partnerships with Gulf airports, private sector collaboration, training and development, environmental sustainability, and social responsibility initiatives.
- **Events and Activities:**
  - Organized over **30** events across various domains.

5. Human Capital:

- **Airport Operations Diploma Program:**
  - Launched in collaboration with Airports Council International (ACI) to train national talent, enhance service quality, and improve operational standards at the airports.

6. Awards:

- **King Fahd International Airport:**

  Saudi Airports Awards (General Authority of Civil Aviation):
  - Best International Airport **(Category: 5-15 million passengers)**.
  - Best Customs Inspection Area.
  - Best Services for People with Disabilities.

  "Green Airports" Award (Airports Council International, ACI):
  - Achieved the Gold Level and ranked among the top **12** airports globally in Asia, the Pacific, and the Middle East.
- **Dammam Airports Company:**
  - **International Customer Experience Awards Ceremony:**
  - Silver Category: Best Customer-Centric Culture.
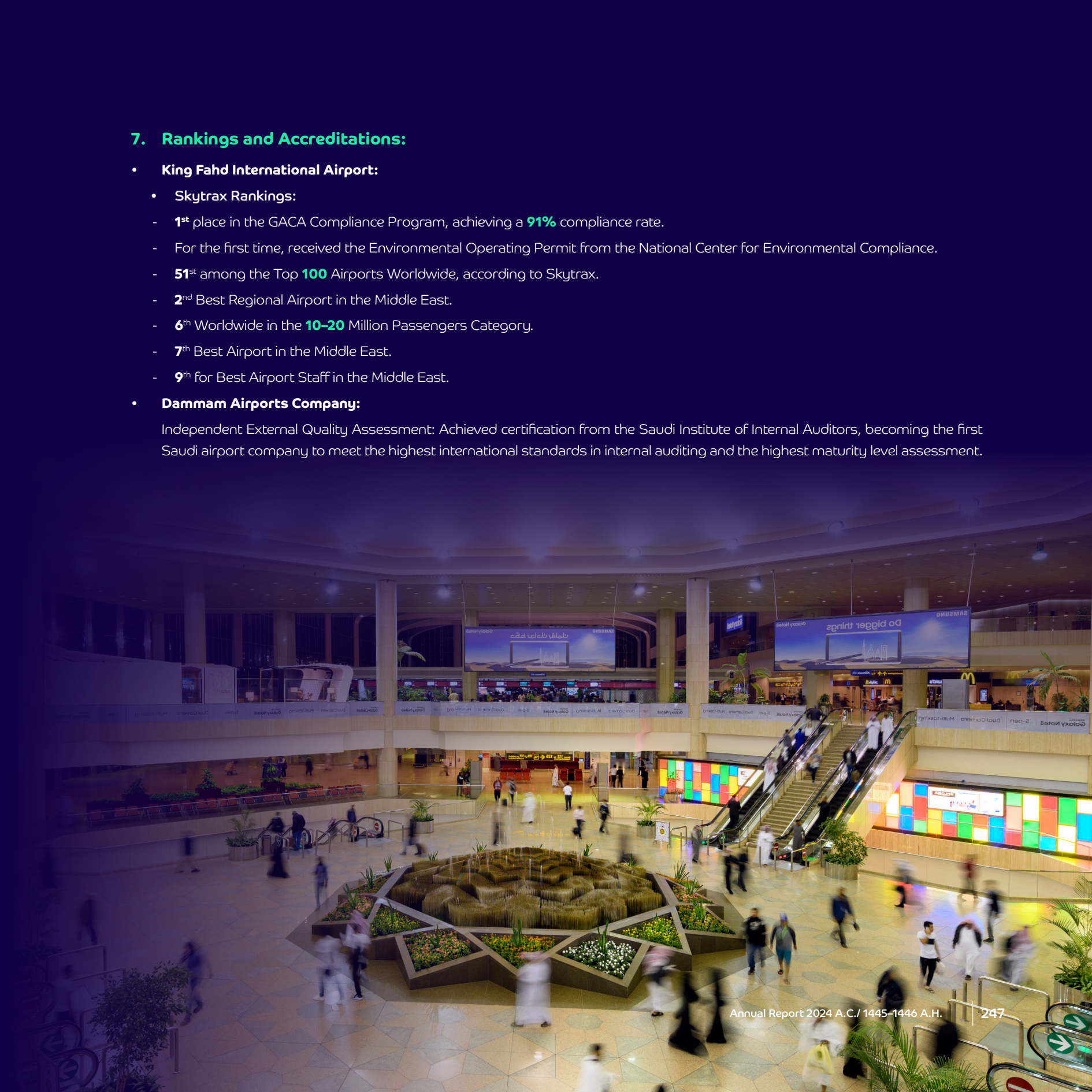 - Bronze Category: Best Use of Customer Information.

  International Customer Experience Forum:
  - Silver Category: Best Customer-Centric Program.
  - Bronze Category: Best Use of Customer Information.

7. Rankings and Accreditations:

- **King Fahd International Airport:**
  - **Skytrax Rankings:**
  - **1st** place in the GACA Compliance Program, achieving a **91%** compliance rate.
  - For the first time, received the Environmental Operating Permit from the National Center for Environmental Compliance.
  - **51st** among the Top **100** Airports Worldwide, according to Skytrax.
  - **2nd** Best Regional Airport in the Middle East.
  - **6th** Worldwide in the **10–20** Million Passengers Category.
  - **7th** Best Airport in the Middle East.
  - **9th** for Best Airport Staff in the Middle East.
- **Dammam Airports Company:**

  Independent External Quality Assessment: Achieved certification from the Saudi Institute of Internal Auditors, becoming the first Saudi airport company to meet the highest international standards in internal auditing and the highest maturity level assessment.

8. The Company in Figures:

• **King Fahd International Airport:**

12.6 million
Annual passenger capacity

2
Runways

8
Taxiways

94
Passenger desks

11 gates, including **18** passenger bridges and jetways

5
Bus gates

283,000 m²
Terminal area

3
Bus parking spots

776 km²
Total airport area

4,700
Short-term parking spaces

3,000
Long-term parking spaces

46.200 m²
Mosque area

88
Commercial areas

27
Restaurants and cafes

11
Retail stores

10
Prayer rooms inside terminals

Al-Ahsa International Airport:

1 million
Annual passenger capacity

1
Runway

1
Taxiway

12
Passenger desks

8
Bus gates

7.790 m²
Terminal area

50 million m²
Total airport area

702
Short-term parking spaces

434
Long-term parking spaces

11
Bus parking spots

842 m²
Commercial areas

2
Restaurants and cafés

483 m²
Mosque area

3
Prayer rooms inside terminals

Qaisumah International Airport:

700,000
Annual passenger capacity

1
Runway

1
Taxiway

4
Passenger desks

10
Bus gates

6,998.5 m²
Terminal area

10,112,854 m²
Total airport area

147
Total parking spaces

4
Commercial areas

1
Restaurant or café

4
Prayer rooms inside terminals

9. Human Resources:

		Localization	Saudi	Non-Saudi	Total
Male		97%	426	13	439
Female		8%	37	1	38
Total		97%	463	14	477

Cluster²
تجمع مطارات الثاني

4.7 Cluster 2 Airports Company

About:

Cluster 2 Airports Company was established on January 1, 2022, as part of the final phase of Saudi Arabia's institutional transformation program for its airports. Operating as a government entity, the Company is responsible for managing and operating 22 local, international, and tourist airports. It is committed to developing a sustainable airport network that supports tourism, enhances services across its facilities, and improves overall operational efficiency.

The Company is affiliated with Matarat Holding, which was established by royal decree to lead the transformation and development of the Kingdom's airports. Matarat Holding works to create investment opportunities that align with Saudi Vision 2030, supporting growth and long-term sustainability in the aviation sector.

Vision:

To be the primary catalyst for economic prosperity and social welfare in the regions we serve by fully developing and operating international, regional, local, and community airports.

Mission:

To enhance commercial performance, optimize operations, ensure the highest safety standards, achieve financial sustainability, and deliver a world-class customer experience in alignment with national aviation and tourism strategies.

Key Achievements in 2024:

1. Projects:

- **Opening and Operation of the New Terminal at Taif International Airport:**

  A new terminal spanning **6,000 m²** was inaugurated, adding capacity for **500,000** passengers annually. This expansion increased the airport's total capacity to **1,050,000** passengers per year (**99.38%** completed).

- **Construction of the New King Abdullah bin Abdulaziz International Airport (Jazan):**

  Designed to handle **3.6 million** passengers annually, the new airport features a terminal area of **57,000 m²** over three floors (**70.07% completed**).

- **Development of Abha International Airport:**

  The project included the completion of a new administrative building, relocation of operational departments, and an expansion of the airport's annual capacity to **1.8 million** passengers (**100% completed**).

- **Integrated National Airport Security and Protection Project:**

  Established a Security Operations Center (SOC) and enhanced national airport security through updated policies, procedures, analytics systems, communication networks, and equipment (**99.09% completed**).

- **Security Enhancements for Border Airports:**

  Upgraded security infrastructure at several border airports, including Jazan, Najran, Sharurah, Qurayyat, Arar, Turaif, Rafha, and Al-Jouf (**99% completed**).

- **Neom Bay Airport:**

  Opened the domestic travel terminal and successfully launched operations for Sindalah Island, handling **578** flights over a **12-day** period. Additionally, the air traffic control tower project was completed.

- **Cargo and Logistics Services Development Project:**

  Introduced a new cargo station at Yanbu Airport, launched express transportation services in Qassim, developed road connectivity with King Khalid International Airport, and supported agricultural export seasons.

- **Development of Destinations and Airlines:**

  Added **20** new destinations (both local and international) in 2024, including the first international flight from Arar Airport to Cairo. New routes were launched from Qassim to Abu Dhabi, and several international routes were resumed in partnership with various airlines.

2. Certifications and Awards:

- **Level 1 International Accreditation:**

  16 airports under Cluster **2** Airports Company achieved Level **1** Customer Experience Certification from Airports Council International (ACI). The airports include: Al-Jouf, Al-Baha, Abha, Bisha, Taif, Najran, Jazan, Sharurah, Yanbu, Hail, Qassim, Dawadmi, Wadi Al-Dawasir, Rafha, Turaif, and Qurayyat.

- **Level 2 International Accreditation:**

  2 airports (Tabuk and Arar) achieved Level **2** Customer Experience Certification from ACI.

- **Skytrax Ranking:**

  Taif International Airport ranked **7**[th] among the Best Regional Airports in the Middle East.

- **ISO Certifications:**

  Cluster 2 Airports Company received the following 3 ISO certifications: ISO 9001 (Quality Management), ISO 41001 (Facility Management), and ISO 55001 (Asset Management).

  Gold Award: Won Best Customer Experience Measurement at the Saudi Customer Forum.

- **Saudi Airports Awards (Presented during the Future Aviation Forum): A total of 7 awards were won by 5 airports, including:**

  - Best International Airport (**2–5 million** passengers): Abha Airport
  - Best International Airport (under **2** million passengers): Qassim Airport
  - Most Improved Airport: Taif Airport
  - Best Security Compliance: Najran Airport

- **Local Content Achievement:** Achieved **70.83%** local content, as reported by the Local Content and Government Procurement Authority.

- **Environmental Permits:** A total of **15** airports obtained Environmental Operation Permits from the National Center for Environmental Compliance, including Jazan, Najran, Abha, and Tabuk.

3. Services and Developments:

- **Ground Transportation and Service Operations:**

  Signed agreements with **20** airlines (e.g., Saudia, Air Arabia, Flydubai) and launched services through the new operator, Abu Sarhad Group, across all airports.

- **Private Taxis:** Signed service contracts at 5 airports.

- **Safe Wrapping Services:** Awarded Contracts for safe wrapping services at 20 airports.

- **Hayyak Lounges:** Opened new lounges at the Taif Airport terminal and Turaif Airport.

- **Parking Solutions:** Installed and activated online booking and payment systems at 6 airports (out of 20).

- **Service Oases:** Qualified 10 companies to compete for the operation of airport service oases.

- **Banking Services:** Signed an agreement with Arab Bank to operate ATMs in several airports, and contracted with Al-Rajhi Bank to open a branch in Hail and operate ATMs in Qassim.

- **New Store and Restaurant Openings: Opened branches of:** Dunkin' Donuts, Meed, Arabica Stars, Kudu, Segafredo, Wooden Café, Half Million, Al-Baik, and Lemon Pharmacy

- **New WS Branches:** Added 10 new WS branches.

- **Wooden Café Contract: Contracted the company to operate two locations:** at Qassim and Neom airports.

- **Shyzer Contract:** Contracted to provide mobile charging stations at 22 airports.

- **Air Ambulance Service:** Activated at 9 airports, including Qassim, Hail, Abha, Neom, and Tabuk.

- **Sustainability Initiatives:** Installed sanitization devices at Qassim Airport, signed recycling agreements with the National Center for Wildlife, and implemented carbon emissions tracking in line with ACI standards.

4. Agreements and Memorandums of Understanding:

Signed contracts and agreements with various entities, including the Ministry of Tourism, the Royal Commission for Jubail and Yanbu, the Hail Development Authority, and the Saudi Conventions and Exhibitions General Authority.

Engaged in various partnerships covering Air ambulance services, ground transportation, environmental services, restaurants and cafés, and electric vehicle charging stations.

Signed the following agreements and Memorandums of Understanding (MoUs): an agreement with the Helicopter Company for air ambulance services; a partnership with UrbanV for urban air mobility initiatives; an MoU with the National Security Services Company (SAFE); a strategic agreement with Saudi French Duty-Free; and a cooperation agreement with the National Center for Waste Management (MWAN).

5. Digital Transformation:

- Passenger Care Center: Launched a **24/7** operational hub to receive feedback and complaints through a unified contact number.
- Passenger Departure System Upgrade: Modernized **800** devices, integrated under a unified network for enhanced performance.
- Official Website Launch: Introduced a comprehensive digital platform to ensure transparency and ease of access to services.
- Achievement of **37%** of Digital Transformation Goals: Achieved a progress driven by innovative digital solutions and increased operational efficiency.
- Automation Systems Deployment: Rolled out key systems including: Electronic Safety Reporting, Lost Items Management, and Airport Inspection Management.
- System Integration – Phase I Completed: Enhanced data exchange and interoperability across airport operation systems.
- Digitization of **5 million** Documents: Improved information accessibility and streamlined document management processes.
- Internal Employee Portal: Launche a self-service platform to enhance employee productivity and the overall work experience.
- Airport Connectivity Infrastructure: Developed at headquarters to ensure seamless business continuity and improved operational efficiency.
- Enhanced Telecommunication Network: Upgraded phone and video call systems across both headquarters and airports to strengthen communication.
- Digital Innovation Platform: Developed to foster a culture of innovation, encouraging employees to share creative ideas.

6. Campaigns and Community Contributions:

- **Media Campaigns:**

  - Conducted over **97** internal campaigns, delivered **55** external campaigns, and published **38** news articles across newspapers and online media desks

- **Community Contributions:**

  - Kaunched "Tatamman" Campaign in collaboration with Tawuniya Insurance
  - Welcomed new teachers at Sharurah Airport
  - Participated in the Global AI Summit via Sharurah Airport
  - Supported the Saudi Alzheimer Disease Association across multiple airports
  - Launched the "Exploratory Journey" Initiative to welcome orphans
  - Trained **43** university and college students at Abha Airport (Asir Region)
  - Received formal appreciation from the Taif Governor for contributions to Traffic Week
  - Provided shipping discounts during the Jazan Mango Season 2024 to support local agricultural exports

7. Air Traffic Statistics in 2024:

Flights			Passengers		
2023	2024	Growth Rate	2023	2024	Growth Rate
137,527	153,347	11.5%	15,623,973	17,943,602	14.8%

8. The Company in Figures:

12,6 million — Annual Passenger Capacity

24 — Runways

22 — Taxiways

178 — Passenger Processing Desks

50 — Self-Service Desks

10 — Passenger Bridge Gates

117 — Bus Gates

130,088 m² — Total Terminal Space

843,575,578 m² — Total Airport Area

8,838 — Parking Spaces

20 — Number of Mosques

48 — Total Prayer Rooms Located within the Terminals

9. Workforce Data:

		Localization	Saudi	Non-Saudi	Total
Men		99.72%	1,806	5	1,811
Women		96.34%	79	3	82
Total		99.58%	1,885	8	1,893

4.8 Tibah Airports Operation Company

About:

Tibah Airports Operation Company collaborates with GACA under an agreement signed on October 29, 2011. The agreement covers the design, financing, construction, ownership transfer, and operation of Prince Mohammad bin Abdulaziz International Airport for a 25-year term. This project marked the first airport in the Kingdom to be developed and operated on a commercial basis.

The Company was established to manage, operate, and continuously develop the airport's facilities and services, ensuring they meet the needs and expectations of pilgrims, passengers, and operational stakeholders.

Vision:

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

Mission:

To deliver maximum value to all stakeholders through customer-focused management practices.

Key Achievements in 2024:

1. Expansion and Development Projects:

- **Phase II of Airport Expansion:**
  - Worked to increased annual capacity to **17 million** passengers by the end of 2027.
  - Expanded the international terminal to accommodate **12 million** passengers annually.
  - Constructed a new domestic terminal with a capacity of **5.5 million** passengers per year.
- **Development of the Airport Operations Control Center (AOCC):**
  - Equipped the Center with the latest technologies to enhance communication and operational efficiency.

2. Digital Transformation and Smart Services:

- **Smart track:**

  Streamlined passenger arrival procedures using artificial intelligence and facial recognition technology.
- **Flight Information Display System:**

  Upgraded with **326** new screens to display flight information and awareness messages.

3. Security and Safety:

- **Airport Security Guide Accreditation:**

  Approved by GACA under the National Civil Aviation Security Program

- **Comprehensive Emergency Drill:**

  - Executed in coordination with several government entities, activating emergency facilities and testing protocols
  - Record-Breaking Passenger Count: Reached a milestone with the **10** millionth passenger on December 7, 2024—the highest annual passenger count since the airport's opening

4. Passenger Services:

"Passenger with No Bag" Initiative: Implemented a dedicated luggage acceptance zone for pilgrims, with an operational capacity of **3**,**000** bags per hour, serving over **350**,**000** pilgrims during the 2024 Hajj season.

5. Agreements and Contracts:

- Agreement with RED CRAFT AVIATION: Signed an agreement to develop and establish integrated facilities for general aviation across **15,000 m²**, including a dedicated general aviation lounge and aircraft maintenance hangars. This initiative is aimed at enhancing general aviation services and improving operational efficiency.

- Strategic Partnership with Saudia: Focused on increasing flight frequencies and expanding international travel from Prince Mohammad bin Abdulaziz International Airport to various destinations. This partnership supports network growth and offers passengers a broader range of travel options.

- Agreement with Flynas: Signed an agreement to launch a new operations center at Prince Mohammad bin Abdulaziz International Airport, increasing flight frequency and facilitating growth in both regional and international travel.

- Fast-Track Services Agreement: Provided premium services for passengers in premium-class lounges, as well as first-class and business-class areas. This agreement aims to improve departure efficiency and elevate the travel experience in the international departure zone.

- Cooperation Agreement with SAL (Saudi Logistics Services): Established a new air cargo station at the airport, boosting cargo capacity, enhancing service quality, and improving customer experience through advanced logistics equipment.

- Commercial Contracts: Signed agreements for the operation of **8** new commercial sites covering **800 m²**, including restaurants, cafés, and currency exchange offices. The goal is to enrich the passenger experience and meet the diverse needs of passengers.

6. Airport Excellence Program (ACI APEX) Accreditation:

- For the second time, Prince Mohammad bin Abdulaziz International Airport in Medina successfully implemented the ACI APEX Safety Review program in collaboration with Airports Council International (ACI), reaffirming its commitment to the highest safety standards and full compliance with international airport safety and security regulations.

7. Awards and Recognitions:

- Best Regional Airport in the Middle East: Achieved **first place** regionally and ranked **50th** globally on the Skytrax list of Best Airports Worldwide.
- Best International Airport (Category: **5–15 Million Passengers**): Recognized under the Comprehensive Airport Service Quality Evaluation Program.
- **Second Place** in Airport Security Compliance: Awarded at the national level for outstanding adherence to security standards, as evaluated under the Comprehensive Airport Service Quality Evaluation Program.

8. The Company in Figures:

64
Passenger Desks

13
Taxiways

2
Runways

8 Million
Annual Passenger Capacity

156,000 m²
Total Terminal Area

9
Bus Gates

32
Passenger Bridge Gates

24
Self-Service Desks

6
Pilgrim Waiting Areas (Plazas)

200
Bus Parking Spots

2,000
Parking Spaces (Short-Term)

4 Million m²
Total Airport Area

2,000 m²
Mosque Area

3,000 m²
Area of Retail Stores

3,000 m²
Area of Restaurants and Cafes

6,000 m²
Commercial Areas

41
Prayer Rooms Located within Terminals

11 Million
Actual Passenger Capacity

9. Human Resources:

		Localization	Saudi	Non-Saudi	Total
Men		59%	278	195	473
Women		100%	53	-	53
Total		63%	331	195	526

4.9 Special Integrated Logistic Zone Company

About:

Launched in 2022, the Special Integrated Logistic Zone (SILZ) is the first-of-its-kind special economic zone in Saudi Arabia. It integrates global best practices in regulations, technology, and infrastructure to deliver a unique and competitive investment environment.

Strategically located in the heart of Riyadh, the zone spans 3 square kilometers and is situated just 8 kilometers from King Khalid International Airport. A private corridor links the zone directly to the airport, enabling fast and seamless access to airport services. This close proximity significantly reduces transit times for goods, ensuring efficient access to the largest consumer market in the Middle East while enhancing operational performance and reducing costs.

The development of special logistics zones near major airports is a key pillar of Saudi Vision 2030, aimed at positioning the Kingdom as a global logistics hub. As the first dedicated logistics zone, the company plays a pivotal role in advancing the national aviation strategy, contributing to key goals such as handling 4.5 million tons of air cargo, promoting knowledge transfer, developing national talent, and supporting local content.

Vision:

To revolutionize global trade through integrated logistics zones, empowering our partners and ecosystems to thrive in a connected logistics future.

Mission:

To set the global benchmark for free trade zones by enabling the most efficient, integrated, and sustainable supply chains worldwide. Purpose-built to meet the demands of future trade, the zone is supported by smart infrastructure, innovative commercial facilities, exceptional human capital, and world-class services.

Key Achievements in 2024:

1. Infrastructure and Development Projects:

Riyadh Integrated Project:

- **Approvals and Designs:**

  Secured approval from King Salman Airport Company and finalized both initial and detailed designs.

  Sapphire Project Design Phase: Completed the preliminary design stage.

- **Tendering and Execution:**

  Released infrastructure tender for Phase I, received bids, finalized designs, and obtained construction permits.

- **Preparations:**

  Designed both temporary and permanent offices, furnished staff spaces, and redesigned zone gates.

  Supplementary Works:

  Implemented complementary Phase II projects and created external signage featuring the zone's logo.

- **Regulatory Processes:**

  Finalized the legislative guide for construction and operational permits, currently awaiting final approval from GACA for building and operations.

2. Company Establishment and Development Progress:

- Successfully completed the design and official approval of the Company's organizational structure. Strategic plans have been developed and are currently pending endorsement by Matarat Holding's Board of Directors. The Company finalized its vision, mission, and core values, along with a comprehensive five-year action plan and key initiatives. Operational models and KPIs were established, and implementation is currently underway to support the achievement of strategic objectives.

• **Event Participation:**

   Participated in prominent events such as the Future Aviation Forum, Global Logistics Forum, Supply Chain Conference, Tax and Zakat Conference, and a roundtable in London.

• **Institutional Development:**

- Established the Legal Affairs Department and the Board Affairs Department.
- Created the Governance and Compliance Department.
- Reviewed and revised lease contract templates for investors.
- Completed **90%** staffing of executive teams.
- Adopted an independent employee management system.
- Designed and approved job descriptions for all positions.
- Developed a performance evaluation system.

• **Training and Communication:**

- Activated the Development and Training Department and organized various training sessions.
- Launched the Internal Communication Department.

• **Financial Achievements:**

- Initiated billing for services provided in the region and commenced fee collection from investors, marking a significant step in revenue generation and financial sustainability.

3. Procurement and Contract Management:

- The Company signed an agreement for security studies and finalized the transfer of contracts from Matarat Holding to the Logistic Zone Company under independent agreements. In addition, the Company achieved financial independence with a dedicated financial system. Over **19** contracts for construction and supply tenders were reviewed and signed. More than **191** direct purchase or tender requests were processed, **35** tenders worth over **1 billion** ﷼ were issued, **135** purchase orders were provided, and **42%** savings in procurement operations were achieved.

4. Commercial Services Development:

- The Commercial Department signed several new investment agreements, including a notable agreement with AS Company to enhance the internal communication infrastructure within the zone. In addition, memorandums of understanding were signed with Bahri, Integrated Logistics, the White Palm, and Sapphire, which focused on leasing land and warehouse spaces of various sizes to meet diverse operational needs. To further support investors, a range of engineering support services has been developed. Moreover, the ZAM platform was activated to streamline and regulate entry and exit processes within the zone.

5. Information Technology:

- The Company initiated the development of its IT strategy and began building the foundational infrastructure to deliver advanced technical services for employees and operational needs. Key accomplishments included the implementation of an internal network, secure network tunnels, and an ERP system. Services were successfully migrated to a dedicated environment, and both a cloud data center and supporting systems were established to optimize operational processes. The launch of the Company's official website is currently in its final stages.
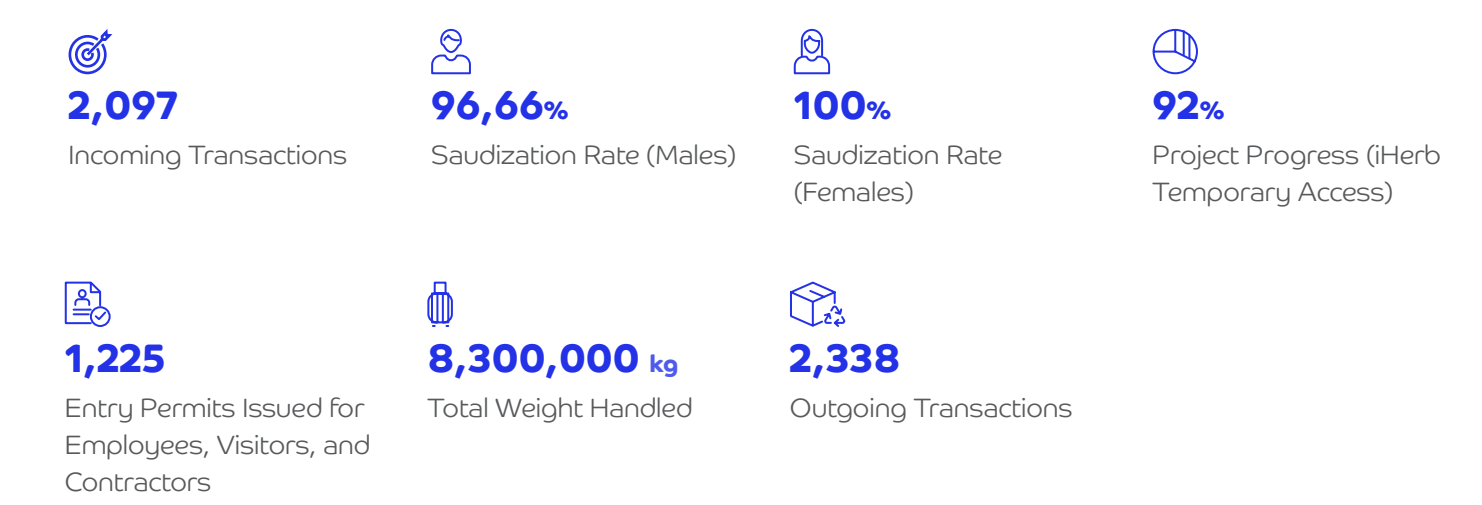
6. Project Management:

- Progress was made in enhancing the Business Management Department and establishing the operational model for the Corporate Project Management Office (PMO). An initial performance dashboard was developed using Power BI to support data-driven decision-making. Additionally, key project management processes were identified and documented in a newly created Project Management Manual. Process maps were also developed to improve overall operational efficiency and transparency.

7. Legislation and Regulations:

- The Investment and Development Projects Manual was completed and shared with investors to guide implementation and compliance. Furthermore, the Operations and Security Manual for the zone was finalized, which aimed at ensuring efficient and secure operations.

8. The Company in Figures:

2,097
Incoming Transactions

96,66%
Saudization Rate (Males)

100%
Saudization Rate (Females)

92%
Project Progress (iHerb Temporary Access)

1,225
Entry Permits Issued for Employees, Visitors, and Contractors

8,300,000 kg
Total Weight Handled

2,338
Outgoing Transactions

9. Human Resources:

		Localization	Saudi	Non-Saudi	Total
	Men	96.66%	29	1	30
	Women	100%	16	-	16
	Total	97.82%	45	1	46

Conclusion

This annual report reflects the unwavering commitment of GACA to achieving the goals of Saudi Vision 2030 by implementing strategic plans aimed at strengthening the Kingdom's position as a global hub for air transport and logistics services. The report highlights the most notable achievements of 2024, including the development of the airport infrastructure, the efficient management of Hajj and Umrah flights, and the organization of the Future Aviation Forum, which brought together a select group of global decision-makers in the sector. It also outlines progress in digital transformation, cybersecurity enhancement, and governance and risk management programs, all of which have contributed to improved institutional performance.

These successes are the result of thoughtful strategic planning, effective collaboration with local and international partners, and ongoing innovation in the services provided to passengers and airlines. Together, these efforts have fostered a competitive environment that attracts investment and ensures sustainability in the aviation sector. Despite challenges related to operational costs and the need for further expansion, GACA has adapted its operational policies to enhance efficiency and competitiveness.

Looking ahead, GACA's future plans show the potential of being able to build on the current progress by embracing modern digital transformation technologies, supporting environmental sustainability initiatives, and improving both domestic and international air connectivity. GACA will continue to develop systems and the infrastructure, with a focus on service improvement and elevated air safety standards, to ensure sustainable growth in the sector.

In conclusion, GACA reaffirms its commitment to innovation and continuous development in pursuit of its strategic objectives. By proactively addressing challenges and seizing emerging opportunities, GACA aims to strengthen the Kingdom's global standing in air transport and solidify its role as a key hub for trade and logistics.