



SANS

خدمات الملاحة الجوية السعودية
Saudi Air Navigation Services



ANNUAL REPORT

1445 - 1444

2023

رؤية VISION

2030

المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

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ANNUAL REPORT 2023

SAUDI AIR NAVIGATION SERVICES

1444 - 1445 / 2023



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Custodian of the Two Holy Mosques

King Salman Bin Abdulaziz Al Saud

King of the Kingdom of Saudi Arabia



His Royal Highness Prince

Mohammed Bin Salman Bin Abdulaziz Al Saud

Crown Prince, Prime Minister

TABLE OF CONTENTS

Introduction

Vision	11
Mission	13
Values	14
Strategic Pillars	15

1 Overview of SANS Company Leadership

Chairman's Statement	18
CEO's Statement	20
Board of Directors	22
Decisions of the Board of Directors in 2023	24
Executive Committee	25
Nomination and Remuneration Committee	26
Audit and Risk Committee	27
Safety Committee	28
Supervisory Committee for the Seamless Operations and Aviation Resilience Program (SOAR)	29
Internal Audit Directorate	30

2 SANS Overview

Founding of the Company	34
Saudi Air Navigation Services Company in numbers for the year 2023	36
Overview of Saudi Air Traffic in 2023	38
Our Top Customers in 2023	39
Features of the Infrastructure of Air Navigation System in 2023	40
Technical Performance Indicators	41
Services Provided to Our Customers	42

3 SANS Organizational Structure

Operations Sector	50
Technology Sector	54
Shared Services Sector	56

Financial Affairs Sector	60
Strategy Sector	62
Business Sector	63
Supporting Directorates	65

4 The Strategy for Saudi Air Navigation Services in 2023

Introduction 2023	70
Continuing the transformative journey in Saudi Air Navigation Services During 2023	74
Safety and Security Excellence Pillar	76
Efficient Operations at Scale Pillar	77
People Orientation Pillar	78
Technology and Innovation Leadership Pillar	79
Financial Effectiveness Pillar	80

5 Achievements and Key Highlights for 2023

SANS Strategic Pillars	84
Efficient Operations at Scale Pillar	85
People Orientation Pillar	86
Technology and Innovation Leadership Pillar	87
Financial Effectiveness Pillar	88
An Overview of our Initiatives and Pillars for the year 2023	89
International, Regional, and Local Participations	90
Overview of Projects and their Completion Rate	99

6 Annual Financial Report

Clarifications of the Financial Report January-December 2023	108
Financial Position for the year 2023	110
Income Statement for the year 2023	112
Billing and Collection for the year 2023	113
Cash Flow Statement for the year 2023	114

**MANAGING SKIES
SECURING LIVES**





VISION

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



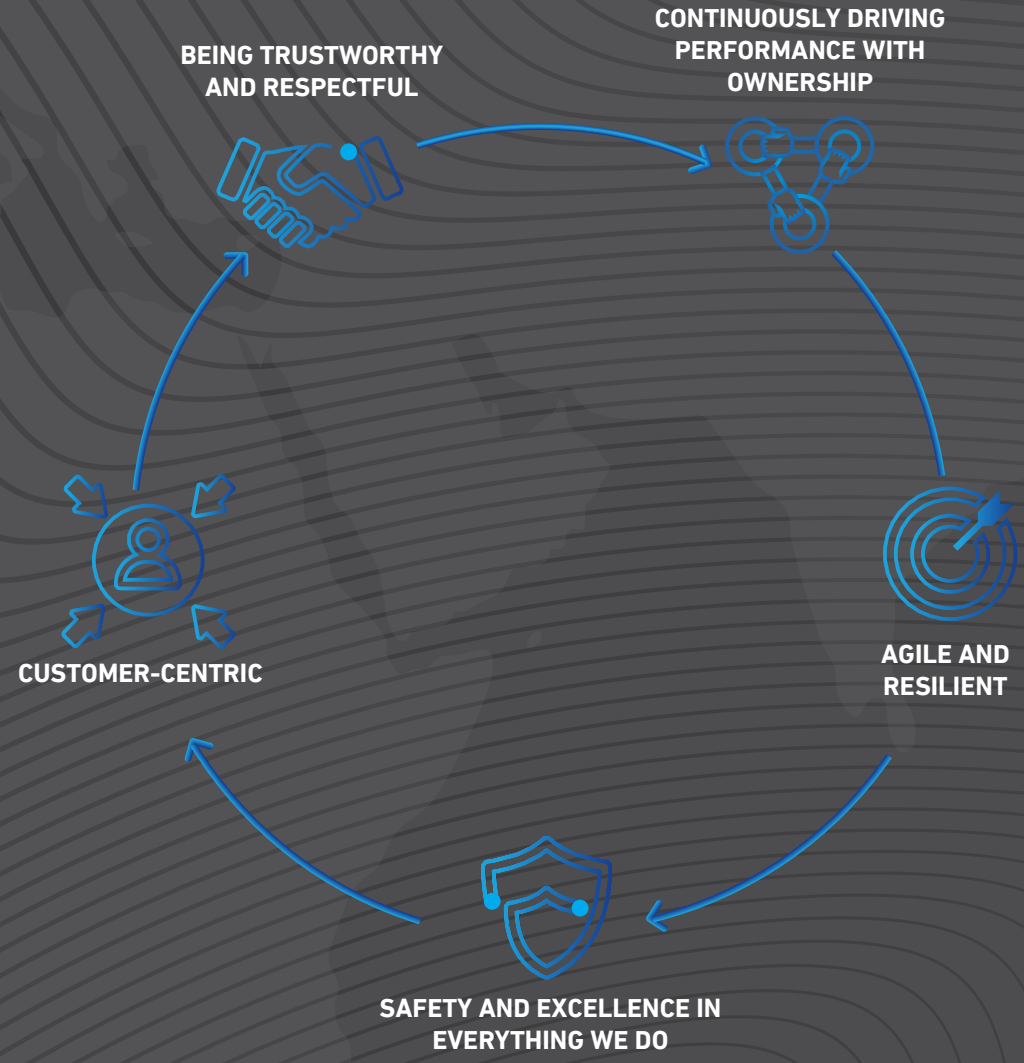


MISSION

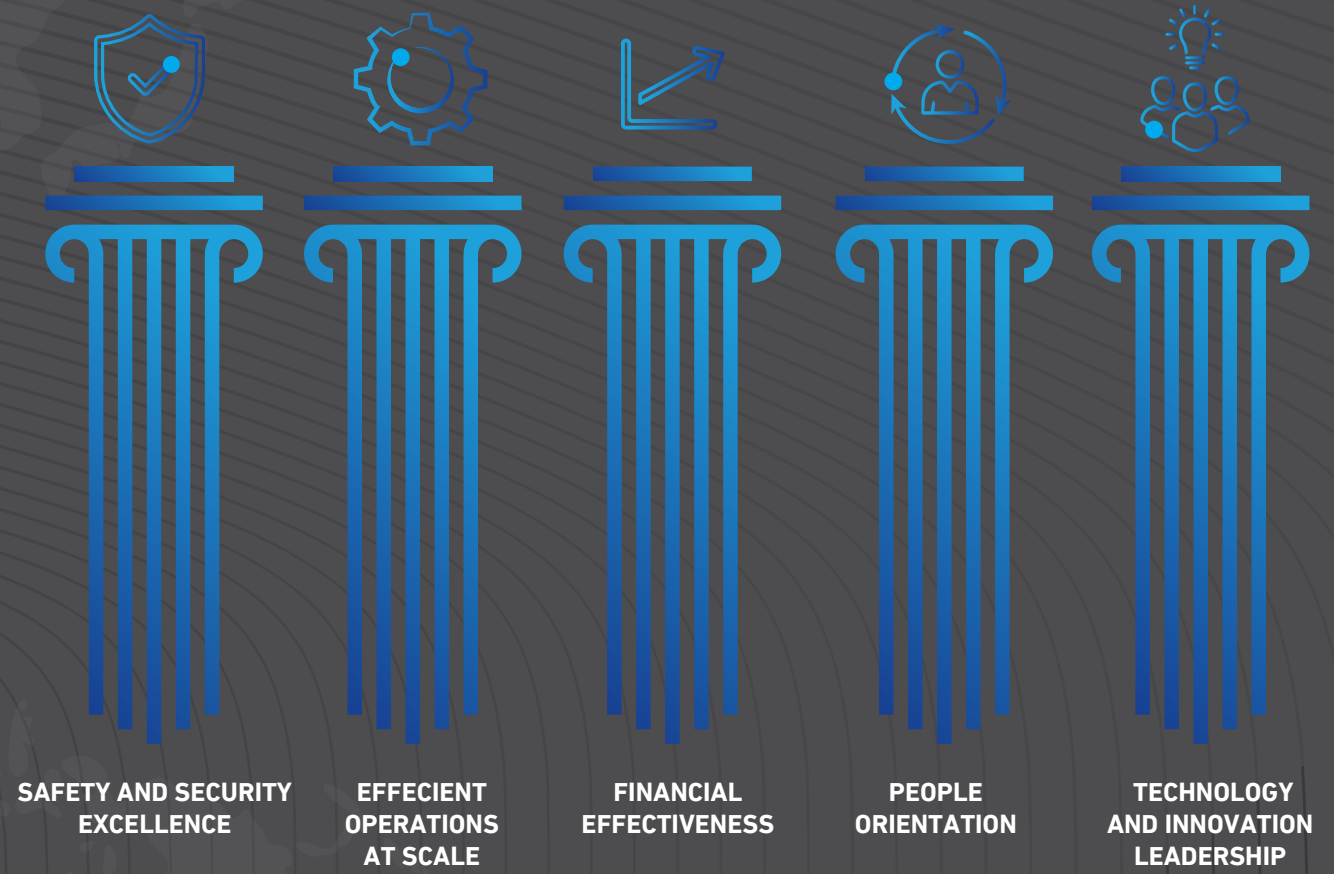
Providing outstanding Air Navigation services at a global level across mandated and commercial business, enabled by its recognized leadership in safety, efficiency, and technology innovation.



VALUES



STRATEGIC PILLARS





OVERVIEW OF SAUDI AIR NAVIGATION SERVICES COMPANY LEADERSHIP



CHAIRMAN OF THE BOARD OF DIRECTORS' STATEMENT

HIS EXCELLENCY ABDULAZIZ BIN ABDULLAH AL DUAILEJ



In the name of Allah, the Most Gracious, the Most Merciful.

Praise be to Allah, the Lord of all worlds, and blessings and peace be upon the noblest of prophets and messengers, our Prophet Muhammad, and upon his family and all his companions, moving forward:

Our government lead by the custodian of the Two Holy Mosques and his highness the Crown Prince is aiming to create a vibrant society and building a diversified and sustainable economy that achieves prosperity and security, within the framework of the Saudi Vision 2030.

This generous support from our wise leadership has encompassed various government sectors, institutions, and authorities, aiming to fulfill noble aspiration, acknowledging their effective role in building diverse economic inputs for this beloved country.

On that basis, the role of Saudi Air Navigation was strengthened as one of the pillars of the General Authority of Civil Aviation. The Authority has placed it at the center of its development plans, and made great efforts to create dynamic air navigation, by developing infrastructure, and setting legislation and policies that contribute to the development of this sector.

In collaboration with the Saudi Air Navigation Services Company, these joint efforts have resulted in achieving high growth rates and prosperity for Saudi air navigation.

The Saudi Air Navigation Services Company (SANS) has played a pivotal and effective role in achieving the national strategy for the aviation sector and its ambitious goals, to double the capacity and strive to reach more than (330) million passengers annually to over (250) destinations worldwide by 2030. SANS has set a strategic goal to provide high quality services by adopting the latest technologies, applying the best practices, and achieving the highest standards of safety and efficiency in air traffic management. The aim is to contribute to enhancing the Kingdom's Gross Domestic Product (GDP) through the Saudi civil aviation sector, and to be ranked first in the Middle East. The company has managed over 836 thousand flights, with a positive growth rate of 21%.

We affirm that the company, with its national workforce and advanced technologies, will continue its operations and programs to grow and enhance the Saudi aviation industry. This includes facilitating and accommodating air traffic in accordance with well-studied plans and sustainable goals, with all the dedication to become among the best global providers of air navigation services. We ask Allah, the Almighty, to enable us to achieve the hopes and aspirations of the wise leadership and all the people of our country.

In conclusion, the Board of Directors of SANS are honored to extend their sincere appreciation and gratitude to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz, and to His Royal Highness the Crown Prince, Prime Minister, Prince Mohammed bin Salman bin Abdulaziz for their continued and unwavering support to the civil aviation sector in general, and to the Saudi Air Navigation Services Company in particular, to be one of the economic pillars of the nation.

The Board also extends its appreciation to all the employees of the company, for their continued efforts and dedication to serving the country, its leadership, and achieving its goals, wishing everyone continued success and prosperity.



CHIEF EXECUTIVE OFFICER'S STATEMENT

ENG. ABDULAZIZ BIN SALEM ALZAID



In the name of Allah, the Most Gracious, the Most Merciful.

Praise be to Allah, the Lord of all worlds, and blessings and peace be upon the noblest of prophets and messengers, our Prophet Muhammad, and upon his family and all his companions, moving forward:

By the grace of Allah, our beloved country is witnessing progress in all economic and social fields, achieving the goals of Saudi Arabia's Vision 2030. This resulted in a positive impact that effectively contributed to the provision of all services that enhance the well-being of our citizens.

The Saudi Air Navigation Services Company is honored to align its efforts with the goals of the Kingdom's 2030 vision. It actively contributes to the emergence of National Civil Aviation Strategy, by enhancing its role in planning the future of the aviation sector in the Kingdom. The company effectively contributes to achieving its vision on the ground, playing a leading role in maintaining airspace safety.

Through the unlimited support of our wise government, led by the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and His Royal Highness the Crown Prince and Prime Minister, Prince Mohammed bin Salman bin Abdulaziz Al Saud, and the meticulous follow-up of the Minister of Transport and Logistics Services and the President of the General Authority of Civil Aviation, the company has achieved more major successes. It has become one of the world's best

providers of air navigation services, and has achieved (Level C) for the safety management system of the Civil Air Navigation Services Organization (CANSO). The company has also been awarded the Best Employer of the Year 2023 Certificate.

At the local level, the company has achieved a positive average growth rate in its net targeted operating income before factoring in interest, taxes, and depreciation at a rate of 115%.

The company has successfully developed information systems at 14 airports in the kingdom, and Nera company was launched to ensure more success for the navigation and civil aviation sectors locally, regionally and globally, relying on technology and innovation, so that the Kingdom becomes a pioneer in providing innovative solutions through the skills of the country's capable individuals.

To achieve our strategic plan for the coming years, and in line with the national strategy for the civil aviation sector, which is based on financial efficiency, excellence in safety, and leadership in technology and innovation, the company has prioritized national human resources. It empowers work according to the principle of continuous development, aiming to enhance air navigation services in the Kingdom to the highest safety standards to achieve our goals. Always keeping in mind setting high standards, locally, regionally and globally, and facing all the challenges that we may encounter, so we can continue to make greater achievements.

In conclusion, we would like to praise the role of our colleagues employees of Saudi Air Navigation Services Company for their outstanding performance that contributed to the company's successes. We look forward to more progress and success, asking Allah for the advancement and prosperity of our country and its leaders.



BOARD OF DIRECTORS



HIS EXCELLENCY
ABDULAZIZ BIN ABDULLAH AL DUAILEJ
President of the General Authority of Civil Aviation (GACA)
Chairman of the Board of Directors



Doctor
MANSOUR BIN ABDULAZIZ AL-MANSOUR
Vice Chairman of the Board of Directors



Mr.
ALI BIN ABDULLAH AL-LAFI
Member of the Board of Directors



Mr.
BANDER BIN ABDULRAHMAN AL-MOHANNA
Member of the Board of Directors



Captain
SAAD BIN ALI AL-SHEHRI
Member of the Board of Directors



Engineer
ABDULRAHMAN BIN AL-GHAZI AL-TAYEB
Member of the Board of Directors



Captain
TALAL BIN AYYAD AL-MARWANI
Member of the Board of Directors

DECISIONS OF THE BOARD OF DIRECTORS IN 2023

Pursuant to Royal Decree No. (M/ 78) dated 20/11/1429 AH, approving the executive program for restructuring the investment units of the General Authority of Civil Aviation (GACA) and transforming them into companies. The authority is authorized to establish and fully own these companies. In accordance with the decision of the Board of Directors of the General Authority of Civil Aviation (GACA) No. (T/ 260) dated 28/5/1436 AH, Saudi Air Navigation Services Company (SANS) was established. It is organizationally linked to the company's board, consisting of seven members, and several committees emanate from the board as follows:

The Executive Committee, the Nominations and Remuneration Committee, the Audit and Risk Committee, the Safety Committee and the Supervisory Committee for the Seamless Operations and Aviation Resilience Program (SOAR).

During the year 2023, the Board of Directors of Saudi Air Navigation Services held several meetings, and the key decisions made included the following:

- Approval of the external audit report for the year 2022 (both individual and consolidated).
- Approval of the draft financial statements (both individual and consolidated) for the fiscal year ending on 31/12/2022.
- Approval of the company's activity report and financial position for the year 2022.
- Approval of the appointment of an external auditor for the fiscal year 2023.
- Approval of the Board's Audit and Risk Committee report for the year 2022.
- Approval of medical insurance for the company's employees for the year 2023/2024.
- Approval of the project to replace the Air Navigation Automation Salary System.
- Approval of the Safety Committee's regulations.
- Approval of the company's new organizational structure.
- Approval of the appointment of chiefs for the sectors.
- Approval of signing a contract for providing air traffic control, maintenance, and operational services for navigational systems.
- Formation of a committee emanating from the board named the Supervisory Committee for the Seamless Operations and Aviation Resilience (SOAR).
- Approval of the contract with Samana Special Mission Company for aerial inspection services.
- Approval of the annual bonus mechanism for employees and executives.
- Approval of the establishment of Nera Company's board.
- Approval of the budget for the Empty Quarter project.
- Appointment of the Authority's Internal Audit Director as a member of the Audit and Risk Committee.
- Approval of the business plan and budget for the year 2024.
- View the report of the activities of the committees emanating from the Board for the year 2023.
- View the report on the work of the Board of Directors of Nera Advanced Company for the year 2023.

EXECUTIVE COMMITTEE

The Executive Committee is responsible for reviewing plans and studies related to the allocation of targeted units in the aviation sector. Additionally, it reviews the financing methods for the activities of these units, examines the company's financial budget, assesses plans for restructuring the company's activities, and conducts periodic reviews of the company's achievements. The committee also considers matters referred to it by the board concerning operational and strategic aspects.

NOMINATIONS AND REMUNERATION COMMITTEE

The Committee bears comprehensive responsibility for evaluating and approving the executive directors' remuneration plans, policies, programs, compensations, annual bonuses, long-term incentives, as well as employment agreements, terms and conditions, any special or additional benefits, and any other allowances, privileges, or additional payments, and recommending them to the board.



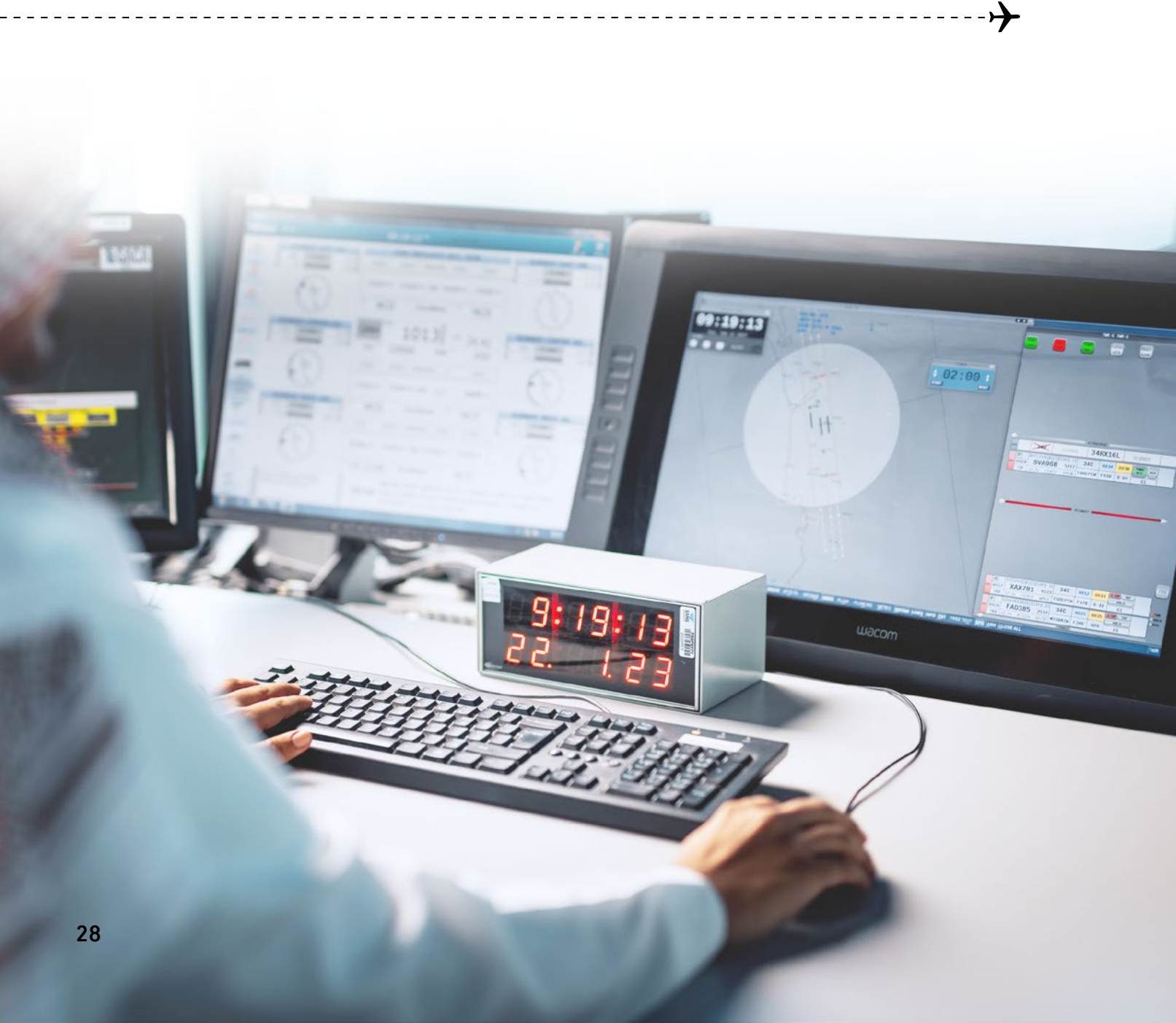
THE AUDIT AND RISK COMMITTEE

The committee is responsible for monitoring the company's operations and verifying the integrity of reports, financial statements, internal control systems, financial reports, internal audit, audit of accounts, assuring compliance and risk management.



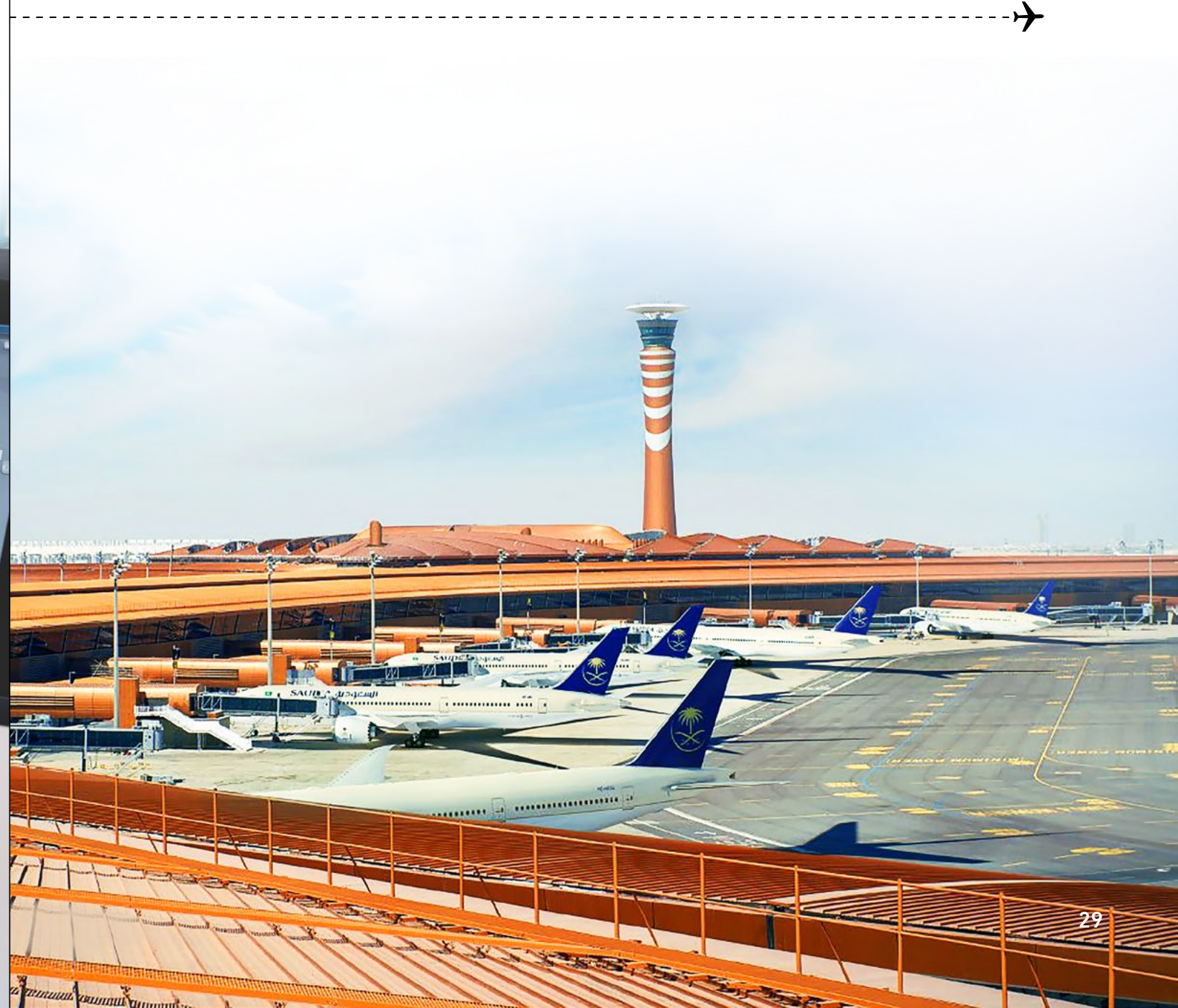
SAFETY COMMITTEE

The Safety Committee, on behalf of the board, oversees and monitors the safety system by regularly reviewing the outputs of the safety program, ensuring its effective performance, and verifying its achievement of goals in compliance with international standards.



SUPERVISORY COMMITTEE FOR THE SEAMLESS OPERATIONS AND AVIATION RESILIENCE PROGRAM (SOAR)

The committee supervises the program's activities aimed at improving airport apron operations (from arrival to takeoff) at King Abdulaziz International Airport (KAIA) and King Khalid International Airport (KKIA). This involves the collaboration of all relevant stakeholders in aircraft movement at both airports to meet customer and stakeholder requirements.



INTERNAL AUDIT DIRECTORATE

It is an independent directorate that is functionally linked to the Audit and Risk Committee and administratively reports to the CEO. It follows a systematic, strong and effective approach based on risk management to evaluate and improve the effectiveness of internal control in accordance with global internal audit standards to achieve the company's objectives and protect its assets. The directorate work includes studying the efficiency of the company's internal control system to ensure that it provides a reasonable assurance to meet its goals. It also plays a crucial and vital role in helping the company achieve its goals in a regulatory environment and helps protect against various risks. The recommendations, evaluations, and analyses provided by the directorate assist all members of the company at all levels in performing their responsibilities effectively. The directorate helps in planning, making decisions and achieving the following objectives:



The directorate assists in planning, making decisions and achieving the following goals:

- Protecting public funds and assets, minimizing errors, and detecting them promptly.
- Accuracy and completeness of financial statements and accounting records.
- Effectiveness of administrative, financial, and operational processes, leading to optimal use of available resources.
- Adherence to the regulations, instructions, policies and plans binding on the entity.
- Achieving goals efficiently and sustainably.

The scope of work of the Internal Audit Directorate includes the following:

- Periodically reviewing and examining the activities of all departments within the company.
- Informing officials in various departments of the results of audit and examination operations to ensure necessary actions are taken regarding identified deficiencies during the review process.
- Supervising the implementation of observations and recommendations outlined in the audit report, preparing periodic reports on updates, and submitting them to the Audit Committee.

The directorate is authorized to plan, design, and execute audit and review programs, investigate fraud, and conduct internal control for the company's operations and its primary and secondary management to ensure compliance with the company's policies and governance procedures. The department also presents and reviews the internal audit plan with the Audit and Risk Committee and executes audit and review activities to ensure the effectiveness and efficiency of operational, financial, and technical functions.

The standards and guidelines issued by the Institute of Internal Auditors (IIA) serve as the fundamental reference and regulatory framework for providing internal audit services.

In addition, the department manages the company's whistleblowing system, which, in turn, helps enhance transparency, integrity, and combat fraud.





SAUDI AIR NAVIGATION SERVICES OVERVIEW

CHAPTER 2

FOUNDING OF THE COMPANY

In line with the Vision of the Kingdom of Saudi Arabia, our insightful government had a keen interest to enhance aviation services and foster the remarkable growth in the aviation sector through the provision and development of air navigation services. Hence, Saudi Air Navigation Services (SANS) was established by the decision of the Board of Directors of the General Authority of Civil Aviation No. (T/260) dated 28 Jumada Al-Awwal 1436 AH. It commenced its operations on the 1st of July 2016, corresponding to the 26th of Ramadan 1437 AH.

The company provides safe and highly efficient services that comply with international standards for air navigation service providers, achieving financial and administrative independence for the company, investing in national talent and expertise, and enhancing the capabilities of Saudi youth, in complete harmony with the aspiring Saudi Vision 2030.

The company also prioritized the issuance of an Aviation Manual in the Kingdom, designing arrival and departure procedures, search and

rescue services, aeronautical publications, and aeronautical communication services. Additionally, it coordinates with internal stakeholders involved in the aviation field, such as military entities, air navigation service providers in neighboring countries, meteorological services, as well as the provision, operation, and maintenance of air navigation systems and equipment.


Through our dedication to "Managing Skies, Securing Lives," Saudi Air Navigation Services Company is committed to improving, capacity, and efficiency of air navigation services through innovative technologies, advanced solutions, and leading expertise in this field, thus amplifying its role in planning the future of the aviation sector in the Kingdom of Saudi Arabia.


The company aims to achieve its strategic objectives, implement new and proactive methodologies in the field of safety and security, and provide services to customers in line with the highest international standards.

SAUDI AIR NAVIGATION SERVICES COMPANY
IN NUMBERS FOR THE YEAR 2023



 **1,856**
EMPLOYEES

 **15**
CONTROL
SECTORS


 **9**
APPROACH
UNITS

 **37**
STRATEGIC
INITIATIVES


 **297**
CUSTOMERS
(AIRLINES)

 **57**
SITES MAINTAINED
ACROSS THE
KINGDOM

 **18**
AIR TRAFFIC CONTROL
TOWERS

 **836,226**
AIR TRAFFIC
MOVEMENTS
DURING THE
YEAR 2023.

 **665**
AIR TRAFFIC CONTROLLERS
(ATCOs')

 **2,135,237**
SQUARE KILOMETERS
OF SAUDI AIRSPACE

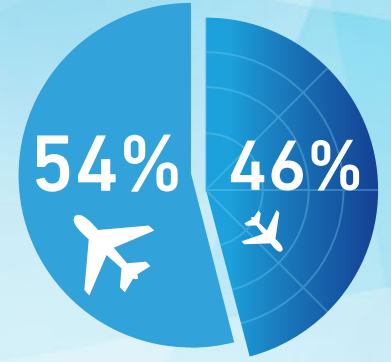
OVERVIEW OF AIR TRAFFIC IN SAUDI AIRSPACE DURING THE YEAR 2023



OUR TOP CUSTOMERS IN 2023

Airlines	Share of Flights	
Saudi Arabian Airlines	21%	السعودية SAUDIA
Flynas	10%	فlynas طيران ناس
Flyadeal	6%	طيران أديل flyadeal
Qatar Airways	6%	QATAR Airways القطرية
Emirates Airlines	3%	Emirates
Egypt Air	3%	EGYPTAIR
Flydubai	3%	flydubai
AirArabia	3%	العربية للطيران airarabia.com
Turkish Airlines	2%	TURKISH AIRLINES
Jazeera Airways	2%	الجزيرة Jazeera

Foreign Flights Domestic Flights



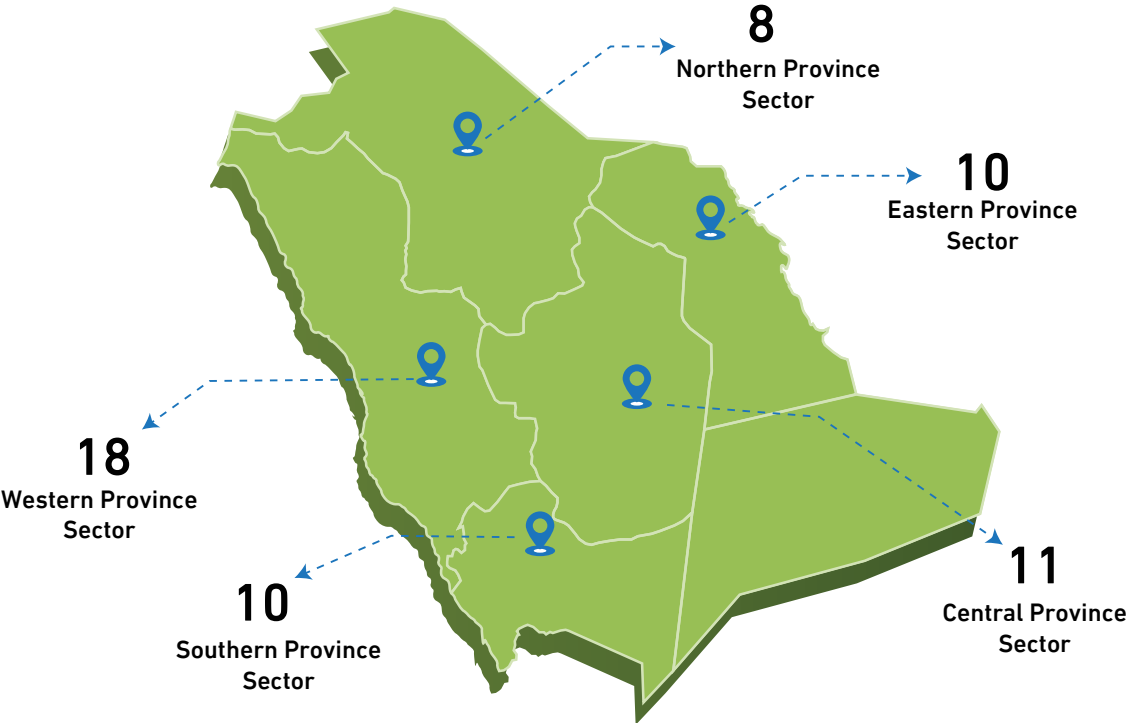
The air traffic volume for domestic airlines was (46%) compared to (54%) for foreign airlines, with the following distribution:

Air Sector	Flight Percentage
Commercial Flights	88%
Business Flights	8%
Military and Government Flights	3%
Air Freight	1%

FEATURES OF THE INFRASTRUCTURE OF AIR NAVIGATION SYSTEMS

Saudi Air Navigation Services (SANS) owns more than 1,300 navigation systems and leverages the latest technology to provide distinguished and comprehensive services covering 57 distributed locations across all sectors of the Kingdom. A qualified team manages these facilities, adhering to the highest quality standards and safety requirements.

Geographical Presence:



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

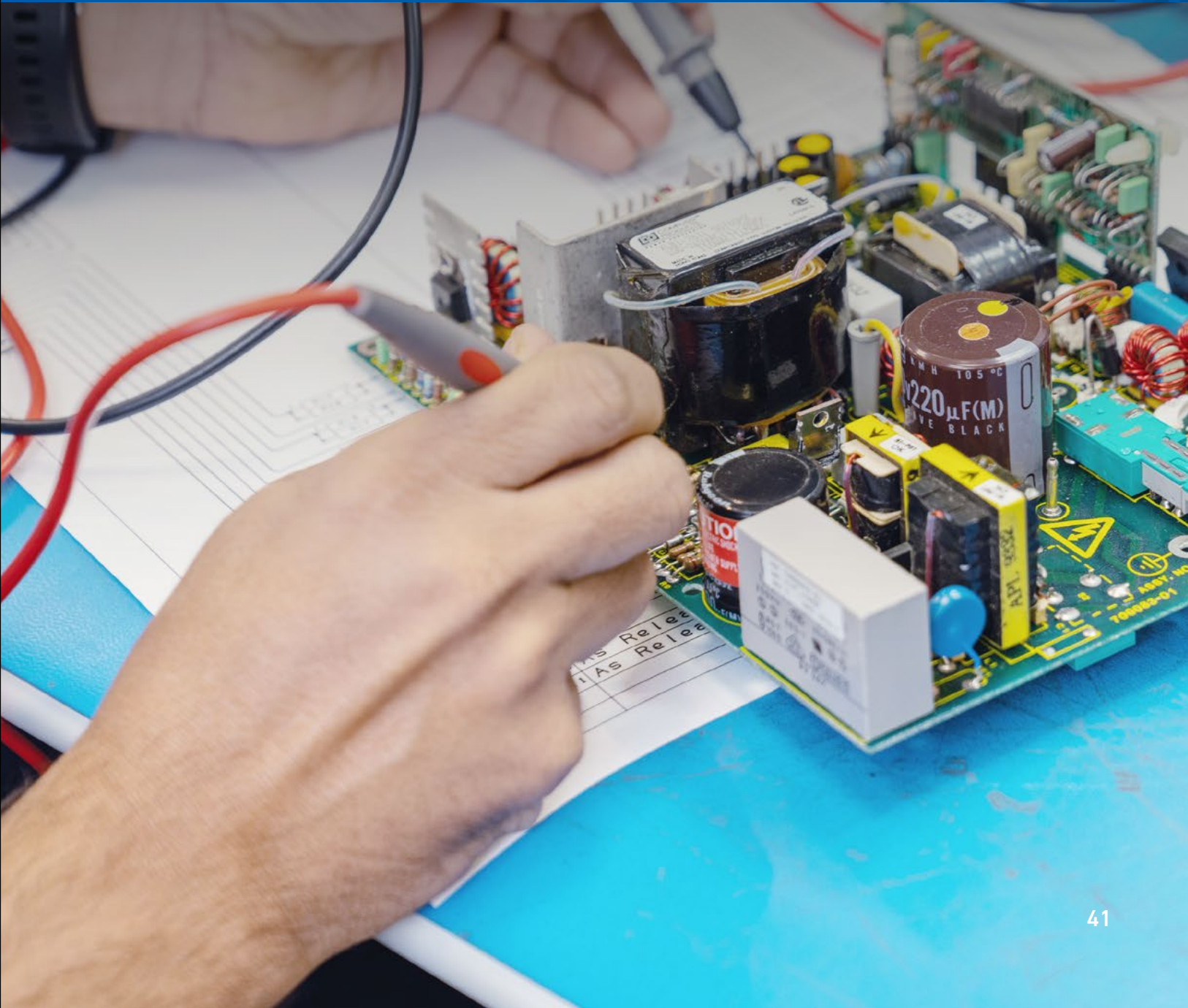
Presence Type	Number of sites
Airports	29
Military Airports	10
Other	18
Total	57

57
Locations



TECHNICAL PERFORMANCE INDICATORS

System Availability	Result: 99.85% of the required Goal 99.85%
Service Availability	Result: 99.88% of the required Goal 99.85%
Preventive Maintenance	10,494 Maintenances
Corrective Maintenance	1,899 Maintenances



SERVICES PROVIDED TO OUR CUSTOMERS

Saudi Air Navigation Services (SANS) continues to soar in the skies of leadership and excellence by offering a comprehensive range of world-class aviation services that cater to the diverse needs of our customers. The company is committed to responsibly and diligently serving its customers and providing all necessary solutions to enhance aviation services in the Kingdom. Our services include the following:



AIR TRAFFIC MANAGEMENT SERVICES

- Air Traffic Control Services
 - Air traffic control services at airports
 - Approach control services
 - Area Control services
- Flight Information Services
- Search and Rescue Services



FLIGHT INFORMATION SERVICES

- Publication of NOTAM and Daily Pre-Flight Information Bulletins.
- Aeronautical Information Publication as per AIRAC system.



AIRSPACE SERVICES

- Airspace design
- Standard instrument procedures for departure and arrival (SID&STAR)



MAINTENANCE SERVICES

- Performing necessary preventive and corrective maintenance for navigation systems, including flight checks.
- Managing maintenance contracts for navigation systems, radars, and navigation systems with manufacturing companies.
- Providing repair services for electronics boards related to navigation systems in the central workshop.
- Developing and implementing technical solutions to enhance operational efficiency and process management.
- Conducting necessary studies on navigation systems to provide spare parts and calculate the life cycle of CNS systems.
- Providing services to develop preventive and urgent maintenance procedures.
- Providing qualification and internal training services on navigation systems for the company's technicians and engineers.



ENGINEERING SERVICES

- Designing communication, navigation, surveillance (CNS) and air traffic management systems.
- Implementing communication, navigation, surveillance (CNS) and air traffic management projects.
- Managing radio frequencies for CNS-ATM systems.
- Research and development in the field of CNS-ATM systems.
- Support and consulting services in CNS-ATM systems.



SANS ORGANIZATIONAL STRUCTURE

CEO AND SECTORS CHIEFS



ENGINEER.
ABDULAZIZ BIN SALEM AL ZAID
CHIEF EXECUTIVE OFFICER



ENGINEER.
AHMED AL ZAHRANI
CHIEF STRATEGY OFFICER



ENGINEER.
KHALID ATTIAH
CHIEF BUSINESS OFFICER



MR.
BANDER AL YAFIE
CHIEF FINANCIAL OFFICER



ENGINEER.
WAHHAJ MOTAWIE
CHIEF SHARED SERVICES OFFICER



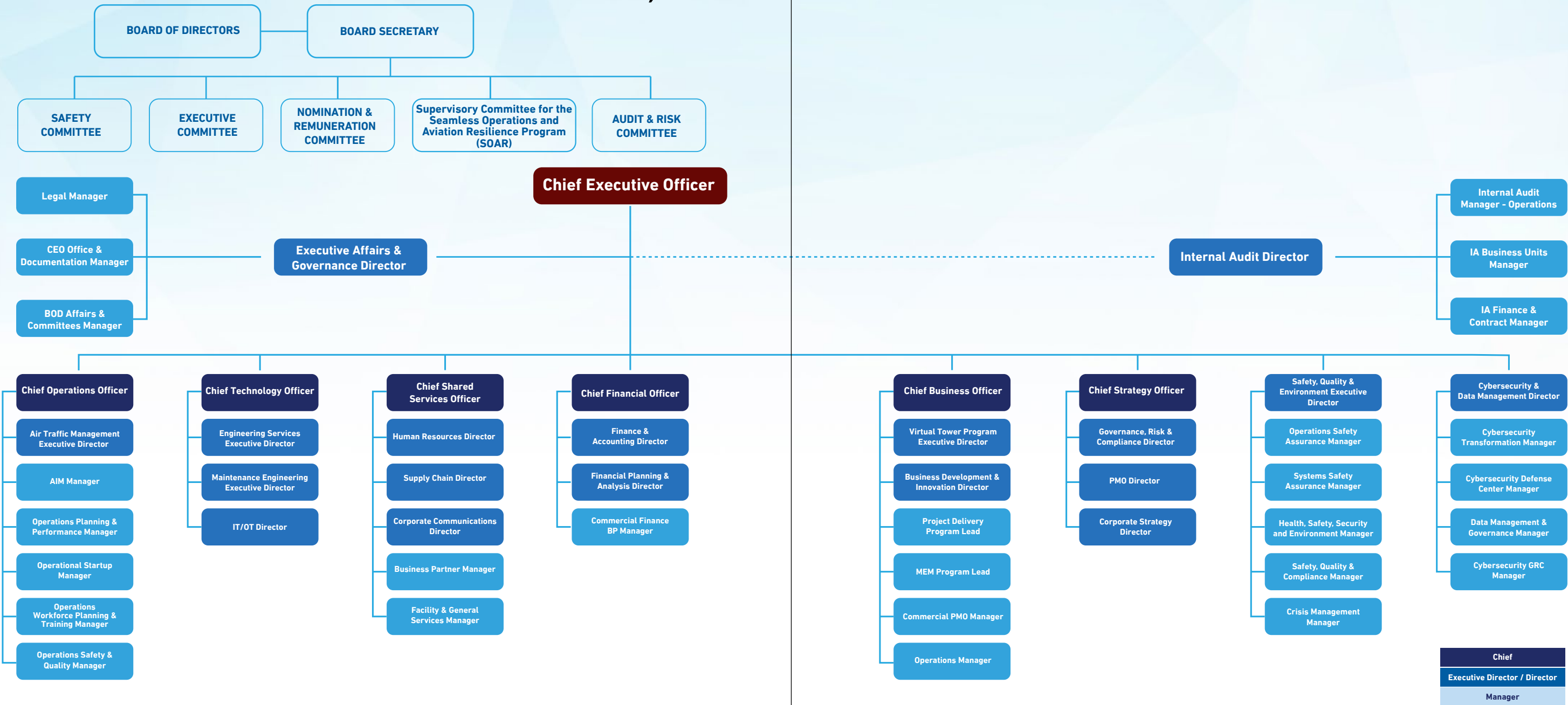
ENGINEER.
SALEH AL MOTIREY
CHIEF TECHNOLOGY OFFICER



MR.
SALEH AL ZAHRANI
CHIEF OPERATING OFFICER

THE ORGANIZATIONAL STRUCTURE OF SAUDI AIR NAVIGATION SERVICES (SANS)

Saudi Air Navigation Services (SANS) is committed to continuously updating its organizational structure, to ensure the ongoing efforts to improve the company’s operations, by optimizing and improving the organizational structure in a manner that aligns with global standards for air navigation services providers.



OPERATIONS SECTOR

The operations sector is considered one of the most important sectors of the company, with a focus on long-term planning for departments responsible for managing Saudi airspace. It ensures the company aligns with the Saudi Vision 2030 and prepares the company to accommodate and serve the growing number of aircraft using the kingdom's airspace.

Air Traffic Management Directorate

It is one of the key directorates responsible for providing air traffic services and managing Saudi airspace. Its services include:

- Air traffic services, covering area control, approach control, tower monitoring, and navigational information services in all air traffic control units. This ensures close coordination and cooperation with various customers and stakeholders, such as adjacent air traffic information regions, air operators, general aviation, and military sectors, etc.
- Designing and planning airspace for various air traffic sectors, including approach and towers, departure and arrival flight procedures, air routes, and airborne waiting points. Implementation involves working with relevant parties to enhance air traffic, achieve the highest levels of efficiency, and comply with safety standards.
- Monitoring performance and ensuring compliance with safety procedures approved by the General Authority of Civil Aviation and the International Civil Aviation Organization (ICAO).
- Studying the needs of air traffic management in terms of human resources, training, licenses, and other aspects while implementing national and international standards.
- Monitoring, validating and following up on all initiatives and strategic projects for air traffic management, as well as relevant internal and external work teams in coordination with the project management sector within the company.
- Search and rescue services and activities within the area of responsibility.
- Providing aviation communication services in communication centers.

The role of air traffic controllers:

- Managing, directing, and tracking aircrafts, both at the airport and in the air, to prevent collisions by ensuring the maintenance of altitude, distance, or time separation between aircrafts and providing necessary information to aircraft pilots.

Specializations in Air Traffic Control

Tower Control:

- Provides air traffic control services at the airport, ground movement, and departure permit clearance services.

Approach Control :

- Provides approach services Radar/ Procedural.

Area Control:

- Provides Area (En-route) services Radar/ Procedural.

Aerodrome Flight Information Services (AFIS)

- Provides air traffic information to aircraft pilots and coordinates without issuing a permit or instructions.

The Air Traffic Department provides its services through the following departments



Operations Safety and Quality Department

It plays a vital role in maintaining a safe aviation environment in the Saudi airspace. This is achieved by ensuring compliance with safety regulations according to the Safety Management System (SMS), maintaining quality standards across all units, centers, and departments affiliated with operations. The main role of the department is to conduct accident investigations and audits to identify any potential risks and ensure compliance with safety procedures in accordance with regulations specified by the General Authority of Civil Aviation.

The main objectives of the Safety and Quality of Operations Department are as follows:

- Ensure compliance of all units, air control centers and departments affiliated with operations within the company adhere to the procedures outlined by the Safety Management System (SMS) and regulations specified by the General Authority of Civil Aviation. It also closely evaluates the operations of the units, with the management playing a vital role at the operational level to ensure the effective and continuous implementation of safety management systems.
- Investigate incidents or accidents to identify root causes and implement corrective measures. These investigations help identify any challenges or gaps that need addressing to prevent future incidents and enhance overall safety.
- Conduct regular internal audits to assess the compliance of air traffic control units and centers, and operations departments with safety and quality standards. The audit includes reviewing procedures, documents, training programs, and other relevant aspects to ensure that all units, air traffic control centers, and operations departments adhere to the required standards.
- Identify potential risks arising from operational changes through the application of procedures outlined in the Safety Management System's risk assessment. Safety and Quality of Operations Department plays a crucial role in maintaining a safe aviation environment in the Kingdom of Saudi Arabia.

Operations Planning and Performance Department

It is responsible for analyzing and anticipating the operational sector's human resources requirements, and develops plans to meet these requirements, including identifying the necessary competencies and skills to achieve the company's goals. The role of the department also involves the development of training programs to enhance the skills of its employees.

Objectives of the Operations Planning and Performance Department:

- Prepare a strategic plan to identify the sector's workforce needs to meet future operational requirements.
- Succession planning to ensure the availability of succession plans for key positions in the operations sector.
- Collaborate closely with other departments to understand their human resource needs and support them in achieving their goals.
- Work with the Human Resources Department in the recruitment and hiring process, ensuring the availability of the appropriate workforce at the right time and place.
- Analyze data and reports to assess workforce needs, improve recruitment, training, and development strategies.
- Analyze training needs by identifying skill gaps and develop training plans to address them, ensuring that employees are qualified to face future challenges and achieve the company's goals and aspirations.
- Financial planning for the training budget by distributing it appropriately to ensure efficient resource utilization.
- Provide managerial and organizational recommendations to senior management for the development of human resources, contributing to strategic decision-making to assist in achieving the goals and aspirations of the company.

Aeronautical Information Management Department

The Aeronautical Information Management Department (AIM) provides a package of integrated solutions for users of Saudi airspace, meeting the operational needs of participants in aviation operations and air traffic services units. It publishes and distributes aviation data and information from accredited sources related to the territory of the Kingdom of Saudi Arabia, including the overseas areas for which the Kingdom is responsible for providing air traffic services. This is in accordance with the requirements of the General Authority of Civil Aviation and recommendations of the International Civil Aviation Organization (ICAO) to ensure air navigation safety.

The department issues the following guides and circulars:

- Aeronautical Information Publication (AIP).
- Aeronautical Information Circulars (AIC).
- Notice to Airmen (NOTAM).
- Pre-flight Information Bulletins.
- Checklists and Lists of Valid NOTAM

Additionally, the Aviation Information Department also prepares, updates, and distributes all aviation maps in compliance with legislative and international requirements, such as (Air routes in Saudi airspace, airport maps, and flight procedure charts). The department is committed to implementing quality policies at all stages of the aviation information preparation and publication process in accordance with the ISO 9001 quality system.

There are four sections under the department, which are:



Operational Startup Department

The department plays an active role in ensuring the implementation of initiatives and projects related to communication systems, navigation systems, and surveillance systems without conflicting with or impacting operations and end-users in particular. This is to maintain the quality and safety of operational processes in line with the company's vision and achieve its strategic objectives.

Objectives of the Project Operations Department:

- Ensuring the provision of operational requirements for each project at all stages from planning to delivery.
- Ensuring that projects are implemented according

to the safety standards and best practices in project management and operational requirements.

- Ensuring that projects are implemented at each site according to the agreed upon plans.
- Ensuring that the implementation of multiple projects at one site does not conflict, which could affect the safety and quality of operations, and ensuring planning and coordination among them.
- Developing transition plans between old and new devices to ensure smooth transitions.
- Participating in factory acceptance tests and hardware acceptance tests.

There are three divisions under the department:

- Project Operations Planning
- Project Operations Execution
- Systems division

Operations Planning and Performance Department

The department oversees the operational performance and operational planning of the operations sector, aiming to manage and ensure continuous improvement of operations. The department is responsible for building the operational strategy and strategic road map for the sector, reviewing them periodically. Additionally, the department supervises strategic initiatives related to the operations sector from a comprehensive governance perspective to ensure continuous execution in line with operational strategies, and to ensure alignment among sector initiatives, proposing changes, corrective actions, and future initiatives. This includes monitoring and tracking operations performance by issuing periodic performance reports for the operations sector, participating in annual budget planning and staffing needs, in coordination with relevant departments in the sector.

Responsibilities of the Operations Planning and Performance Department include:

- Developing an operational road map for operations.
- Identifying the requirements for performance improvement operations through Key Performance Indicators (KPIs).
- Developing a single performance framework to clarify key performance indicators for operations and safety.
- Establishing a unified dashboard for monitoring and managing operations, ensuring its continuous comprehensiveness.
- Supervising annual planning, preparing budget and staffing needs for the operations sector, in line with expected growth and planned improvements.
- Providing in-depth post-operational analyses to develop and improve operational processes.
- Setting periodic performance goals in accordance with the International Civil Aviation Organization (ICAO) and best practices in the field of air navigation services.



TECHNOLOGY SECTOR

The company has adopted the latest advanced technologies to provide the best air navigation services for managing the airspace of the Kingdom of Saudi Arabia. The Technology Sector has set several objectives to ensure the availability of air navigation services throughout the year. Among the most important objectives is the updating of air navigation systems according to the best practices in the aviation industry worldwide, and ensuring the integration of various systems used and communication between them, which helps raise the operational efficiency of the systems, in addition to providing technical and engineering support for the company's devices.

Engineering Services Directorate

It is responsible for providing and updating reliable infrastructure for communication technologies, navigational reconnaissance and guidance, surveillance and air traffic management. It is also responsible for designing air navigation systems, managing projects related to these systems using the latest global technologies and assessing risks associated with implementation and operation, and managing changes within the approved budget to contribute to achieving the company's strategic objectives and managing airspace with the highest safety standards. It also includes updating system programs, which are among the requirements of the General Authority of Civil Aviation and the International Civil Aviation Organization (ICAO), and the Air Traffic Control Operations Department.

There are four departments under the Engineering Services Directorate, they are:



Maintenance Engineering Directorate

It is responsible for managing the maintenance operations of the company's navigation systems and all associated facilities (execution, organization, and monitoring). It is tasked with developing the company's annual maintenance plan and determining its short and long-term priorities.

Additionally, It also notifies relevant parties (Such as aeronautical information management and safety, quality, and environment) any major system malfunctions. Moreover, it monitors and evaluates the compliance of ongoing maintenance projects with the specified plan, ensures smooth workflow, performance quality, and timely delivery. It is authorized to take all necessary corrective actions to maintain performance.

Moreover, it is responsible for managing maintenance contracts with system manufacturers to ensure service availability and continuity, and for the technical evaluation of the

selecting process of contractors of maintaining navigational systems supervising their performance and monitoring their compliance with quality procedures and safety standards.

The administration ensures compliance with all legislations of the General Authority of Civil Aviation related to wireless communications and navigation service providers in the Kingdom. It works around the clock to carry out preventive and corrective maintenance for all air navigation systems and monitors them, through its presence in all Kingdom's airports, other remote sites, and military bases. All maintenance operations are coordinated with the "main maintenance control center" to monitor malfunctions, preventive maintenance, and coordinate with relevant authorities to ensure the safety and quality of maintenance work without impacting air traffic safety and to ensure a prompt response to malfunctions.

The primary tasks carried out by the The Maintenance Engineering Directorate include, but are not limited to:

- Conducting necessary studies on navigation systems to ensure spare parts availability and calculating systems life expectancy.
- Developing training and qualification pathways for maintenance technicians on navigation systems.
- Performing necessary maintenance and calibration for inspection devices specific to navigation systems.
- Developing operation manuals and maintenance procedures for navigation systems according to the requirements and regulations of the General Authority of Civil Aviation.
- Repairing components and electronic boards of navigational systems in the central workshop.
- Providing technicians with training on navigational systems in compliance with the standards set by the International Civil Aviation Organization (ICAO).
- Partnering with the Systems Engineering Directorate to oversee the installation and ongoing updates of systems.
- Conducting on-the-job training programs tailored for technicians.

There are eight maintenance sectors within the department, namely:



Information Technology Directorate

The Directorate ensures that the company's requirements for systems, software, hardware, and electronic security are in line with global best practices and standards. It delivers efficient technological solutions to support the company's core operations and support services. Furthermore, it establishes a robust IT infrastructure known for its reliability and security, while also delivering technical support to users of technical services.

There are 4 departments that fall under the IT directorate, which are:

- Governance and Planning Department
- Infrastructure and Operations Department
- Information Technology Services Department
- Enterprise Architecture Department

SHARED SERVICES SECTOR

The Shared Services sector plays a crucial role in advancing the work of all sectors within the company, facilitating the attainment of their strategic objectives through customized initiatives and programs tailored to the specific needs of each sector. It offers the necessary support to the employees, enabling them to carry out their tasks efficiently and effectively, thereby fostering maximum satisfaction among company staff.

Human Resources Directorate

This Directorate oversees the development and execution of the company's human resources strategy aimed at improving and developing human resources. Its responsibilities include organizing and overseeing developmental initiatives pertaining to the company's internal human resources systems, with a focus on positioning the company as a pivotal center for talent development and recruitment. This involves fostering employee growth through enrolling them in innovative training programs designed to enhance performance and unleash their full potential.

There are six departments under the Human resources department, which are

- **Organization Development Department**

It conducts comprehensive studies and analysis of organizational structures, (such as organizational structures, job descriptions, job analysis, evaluations, and workforce studies) to ensure alignment with the company's strategic plan and achieve its objectives. Additionally, it is responsible for developing human resource policies and procedures that adhere to the latest industry practices, including compensation and benefits. In 2023, the department approved the Human Resources Policies and Procedures Manual reflecting the latest HR practices.

- **Human Resources Operations Department**

This department provides employee services in line with labor laws and human resources policies and procedures. It focuses on protecting the rights of both employees and the company, fostering positive relationships, and creating a unique employee experience. Initiatives such as launching an internal clinic and establishing the company's first labor's committee are part of its efforts.

- **Talent Management Department**

This department recruits exceptionally talented human resources and develops them in alignment with the company's values and competencies. It offers training courses and develops programs to ensure continuous development, thus contributing to the company's business sustainability. Programs like the "Afaaq Program" and the "Individual Development Plan" have been launched to support this objective.

- **Human Resources Business Partners Management Department**

It collaborates with all departments to deliver human resources services, playing a pivotal role in fostering strong interdepartmental relationships and improving the overall experience with human resources. The department launched the "Human Resources Information Platform for Leaders," providing essential HR-related data to facilitate decision-making and monitoring.

- **Human Resources Projects Department**

A contemporary management unit focused on devising and executing human resources initiatives and ensuring their effective implementation. This includes projects aimed at enhancing employee well-being, fostering company culture, promoting diversity, equality, and inclusion. The management also launched the "ICAS" application to support employees' mental health.

- **Human Resources Excellence and Compliance Department**

It develops a human resources strategy aligned with the best practices to achieve the company's strategic objectives and ensures the execution and automation of HR initiatives. It also ensures the departments adhere to implementing policies and procedures. The management has developed the "Employee Value Proposition SANS" to enhance employee engagement and commitment.

Corporate Communications and Marketing Directorate

It oversees the development and management of all corporate communication and marketing activities. Its primary objective is to build public awareness and knowledge of the company's services, accomplishments, directions and everything related to it, both internally and externally, while strengthening the company's brand identity. This is achieved through the implementation of specific key performance indicators. Moreover, it is responsible for executing and enhancing the company's corporate happiness program and representing it in global, regional, and local forums to enhance the company's position globally and reflects its role in the development of the air transport industry in the Kingdom of Saudi Arabia.

The directorate oversees three departments:

- **Marketing and Events Department**

It is responsible for organizing conferences, exhibitions, and external events to enhance the company's global presence. It focuses on refining and developing the corporate brand, as well as crafting a professional and engaging visual identity. Additionally, it devises marketing strategies to highlight the significance of air navigation roles and responsibilities.

- **Digital Communication and Public Relations Department**

This department concentrates on enhancing the company's position both globally and locally by expanding its digital presence. It highlights significant achievements and innovations while maintaining effective communication with local, regional, and international media outlets, addressing their inquiries and questions. Furthermore, it manages the company's social media profiles and creates audio, visual and written engaging content.

- **Engagement & Activities Department**

This department is dedicated to strengthening internal relationships among employees throughout the Kingdom. It organizes internal campaigns, celebrations, and events, including social, health, and awareness activities, as well as national events. Moreover, it develops and activates internal communication channels to facilitate effective communication, issues internal circulars and the company's periodic magazine, and offers exclusive offers and discounts to male and female employees.

Supply Chain Directorate

This directorate provides the procurement of materials and services essential for the company's operations, ensuring a seamless supply of necessary resources to sustain the continuous functioning of aviation systems and equipment. This includes managing contracts to acquire services and execute strategic projects. It builds long-term partnerships with suppliers and service providers, fostering ongoing collaborations in procurement endeavors.

The directorate facilitates other departments in meeting their operational objectives by leveraging a network of reputable local and global suppliers across various domains, including systems supply and installation, systems maintenance, building and facilities services, construction projects, various consultancy services, etc.

Moreover, the supply chain directorate actively negotiates with suppliers to secure optimal deals, fostering mutually beneficial outcomes and aiding different departments in cost reduction initiatives.

There are four administrations under the directorate, they are:

- **Contracts and Procurement Department**

This administration holds procurement competitions and handles contract negotiations for purchases, ensuring fairness and transparency to foster equal opportunities among competitors. It negotiates with suppliers to obtain the highest quality products at fair prices. Notable contracts include a strategic partnership with NATS and agreements with global corporations like Thales and Indra.

- **Planning and Sourcing Department**

This department is responsible for strategizing material and services acquisitions to uphold operational sustainability and continuity tailored to the specific needs of each department. It plays a pivotal role in developing administration protocols and streamlining processes. Supply Chain Directorate and Maintenance Engineering Directorate to plan the requirement for spare parts, ensuring uninterrupted aviation system operations through efficient inventory management. Moreover, it enhances the roster of bidders with reputable contractors possessing high qualifications and financial stability. Key accomplishments include the following: achieving a critical spare parts availability rate of 99%, evaluating 155 scopes of work, and securing

optimal sourcing since the onset of 2023. All tasks were successfully concluded by year-end in adherence to agreed-upon service level agreements with the Finance and Information Technology Directorates.

- **Logistics and Warehouse Division**

This division oversees the journey of various shipments from their export origins to their company warehouses. It entails working with various government entities and agencies such as the General Customs Authority and the Telecommunications and Information Technology Authority to navigate the formalities for specific telecommunications systems components. The main warehouse in Jeddah is responsible for receiving and inspecting spare parts and carries out annual inventory audits. It also facilitates the transfer of parts between the company's warehouses according to the Maintenance Department's requirements.

- **Commercial Contracts Department**

This department oversees procurement procedures associated with commercial sales contracts, ensuring the alignment of terms with the sales contract. It meticulously reviews sales contracts to verify their compatibility and consideration of the company's interests.

Facility & General Services Department

It oversees the task of projects and maintenance of facilities where employees work, excluding those related to navigational systems. It supports main operations, ensures the fulfillment of requirements to meet objectives, and enhance service quality. Moreover, it coordinates logistical support for the company's main directorate and tasks, aiming to enhance the work environment, boost employee productivity, and ensure their safety.

There are three divisions under the department, they are:

- **Facility Engineering Division**

This division is responsible for a variety of functions, including overseeing project management and implementation, warehouse management, tracking assets, handling logistics pertaining to assets and managing asset coding for the company.

- **Facility Maintenance Division**

This division manages contracts for preventive and corrective maintenance work across a range of facilities, this department handles both manned and unmanned cooling systems. It also manages various domains such as electrical, mechanical, and manned facility security.

- **Facility Project Management and Compliance Division**

This division ensures adherence to safety standards and requirements by monitoring all facility projects and maintenance activities. It keeps track of key performance indicators for initiatives and projects, manages budgets and planning, and oversees accounts for electricity, water, and land leasing contracts.

The Business Partners Department

This Department oversees the implementation and supervision and monitoring of security guard services across company sites, ensuring adherence to all approved security policies and procedures. It also oversees the management of the company's vehicle fleet and associated services. Furthermore, it handles the issuance and monitoring following up of all security permits at company sites within airports. Additionally, it provides a range of general services for employees, including office support, hospitality, and coordination of meetings, workshops, and events.

There are four key divisions within the Business Partners department:

- **Security and Fleet Management**

This department oversees the implementation of approved policies and procedures related to security guard services. It monitors service performance, manages security operations and incidents, conducts investigations in case of security breaches, and participates in emergency site evacuations. Additionally, it manages fleet contracts, ensuring adherence to approved procedures for fleet services. It also monitors the performance of company vehicles, provides preventive and corrective maintenance services, manages accident procedures, fuel services, and ensures the validity of official vehicle documents like insurance, licenses, and inspections.

- **Business Partners Management (Head Office, Western Region, Central and Eastern Region):**

This department is responsible for issuing and monitoring security permits issued by airport security authorities. It supervises and monitors services provided by contractors and oversees company vehicle performance, providing necessary services as required. Moreover, it offers general services for employees such as office support and hospitality at each site. It coordinates meetings, workshops, and celebrations, and monitors facility services to ensure maintenance needs and essential services are met.

The Center of Excellence Division

The Center is responsible for overseeing the performance metrics of shared services departments and delivering presenting monthly reports to the chief of Shared Services. Its role includes ensuring that departments comply with internal policies, procedures, and company-mandated standards like ISO, safety, and quality criteria. Additionally, the department conducts self-audits on departmental operations to ensure compliance, refine internal processes, and align with other key departments such as Safety and Quality, Internal Audit, Governance, and Risk Management Directorate. These efforts contribute to enhancing operational quality and meeting targeted objectives. In 2023, the department achieved a 100% compliance rate across departments in terms of quality, safety, and policy adherence.



THE FINANCIAL SECTOR

The financial sector plays a vital role in defining and implementing the company's financial strategies. Its tasks include organizing and monitoring budget-related processes, managing financial discrepancies, as well as supervising all accounting operations. The financial sector is also responsible for reviewing and approving the company's key accounting policies, and is committed to ensuring the accuracy and completeness of the company's unified financial statements, in accordance with Saudi accounting standards and within the specified timeframe.



Finance and Accounts Directorate

- Adherence of the Finance and Accounts Directorate to the highest standards of professionalism, ethics, and integrity in providing services.
- Ensuring the implementation of necessary procedures and controls within management framework, ensuring that all financial and accounting transactions align with the organization's policies, procedures, and regulatory standards.
- Providing precise and timely financial data to both external and internal auditors as required.
- Overseeing, recording and systematic archiving of invoices and financial documents across the accounting team.
- Bearing full responsibility for achieving the established goals and expectations set for the administration.
- Developing and maintaining strong, cooperative working relationships with all relevant departments and units to ensure the achievement of the management's objectives.

Finance and Accounts Directorate, includes three departments:

- Accounts Management
- Treasury Management
- Revenue Management

Financial Planning and Analysis Directorate

- The Directorate actively contributes to the development of the financing strategy and the formulation of annual business plans, in addition to establishing management policies and procedures, that support business strategies across various departments and the organization as a whole.
- Ensure the efficient implementation of budget preparation processes within the organization and its affiliated entities and related business areas, contributing to achieving outstanding operational standards.
- Build and enhance strong and productive working relationships with all other relevant units to ensure the achievement of management objectives.

- Maintain the highest levels of professionalism, ethics, and integrity in providing services within the scope of the management.
- Enhance employee engagement and satisfaction within the administration by organizing regular meetings to discuss achievements and address any issues or concerns concerning employees.
- Ensure that financial reporting processes within the organization are carried out effectively and efficiently, to ensure financial accuracy and transparency in all reports.

Under Planning and Financial Analysis Directorate, there are two departments:

- **Financial Control**

This encompasses all aspects related to financial planning, budgeting, cost analysis, and profitability.

- **Performance and Governance**

This includes monitoring financial performance, financial governance, and issuing regular reports to senior management, the board of directors, the executive committee, and the audit committee.



STRATEGY SECTOR

Strategy Sector serves as the backbone of the company's growth, providing both the essential planning and oversight framework needed to chart its course, define objectives, develop insights, and launch initiatives. It efficiently harnesses resources and organizes sectors to align with the company's evolving objectives through detailed, consistent, and progressive plans. These plans adapt to market trends and are aligned with the cohesive vision outlined in Saudi Arabia's Vision 2030. Moreover, it ensures compliance with other departmental programs, including risk management, adhering to the highest global standards, and fostering competitive aspirations built on solid foundations and meticulous planning.

Corporate Strategy Directorate

Corporate Strategy Directorate serves as the engine and planner for all ideas and proposals for the transformation journey envisioned by the company. Through it, visions and initiatives are crystallized, then outlined and detailed in carefully crafted plans according to agreed-upon principles. These plans are then translated into tangible reality through a specific agenda and scope, with strict supervision standards in place for their implementation.

Furthermore, the directorate bears full responsibility for establishing standards aimed at activities conducive to growth and enhanced productivity. It also supervises the execution by conducting performance analyses across all departments and divisions.

The Directorate's role is closely linked to engaging with all channels of international institutions, aiming to elevate the quality of internal operations to enhance the company's services and meet or surpass customer expectations. Furthermore, it endeavors to present the company positively in external forums, adhering to international standards and principles that uphold global aviation safety.

Two managements fall under this Directorate, which are:

- Strategic and business planning.
- Analysis and Business Intelligence

Governance, Risks and Compliance Directorate

This Project Management Directorate serves as the company's secondary defense line, outlining a structured approach to governance, risk management, and compliance. The company's integrated methodology guarantees the thorough implementation of control measures and compliance procedures essential for risk management,

ensuring adherence to all relevant laws, regulations, and regulatory directives. Some of its primary responsibilities include:

- Ensuring adherence to governance principles, frameworks, and practices to enhance the quality and efficiency of decision-making.
- Monitoring organizational changes and tracking plans for the implementation of regulatory requirements.
- Promoting a culture of effective compliance and adherence to systems, laws, regulations, and internal policies.
- Identifying company risks, including strategic, operational, and financial risks, assessing, reporting, and managing them within defined risk thresholds.
- Ensuring transparency and information flow to senior management, thereby facilitating better, faster, and more effective decision-making.

There are two departments under the Governance, Risks and Compliance Directorate:

- Governance and Compliance.
- Enterprise Risk Management.

Project Management Directorate

The primary aim of this Project Management Directorate is to establish standards for effectively managing capital projects and strategic initiatives, ensuring their consistent and successful implementation across all future projects. Moreover, it involves overseeing strategic and institutional performance metrics to enhance both daily operations and long-term strategic decisions.

Within the Department of Projects, there are two subsidiary departments:

- Project Management Office
- Management of Institutional Excellence

BUSINESS SECTOR

The business sector primarily operates to implement commercial projects based on a variety of services and technological solutions it possesses, aiming to diversify income sources. Additionally, the sector works on developing businesses through strategic partnerships with aviation companies around the world. These partnerships include various business models tailored to specific needs, as well as the development of technical solutions to meet operational requirements.

Business Development and Innovation Directorate

This Directorate serves as the cornerstone of the business sector, with a primary focus on pinpointing and delineating a wide array of business prospects for both existing and innovative solutions and services. Subsequently, it endeavors to convert these prospects into commercial project contracts, while also forging strategic partnerships to enhance income diversity in alignment with the company's overarching strategy. Moreover, it actively interacts with clients to grasp their requirements, devise inventive solutions, deliver commercial propositions, and diligently oversee negotiation processes and contract finalization.

Within the Business Development and Innovation Directorate there are two main subsidiary departments:

- Sales Department

This department oversees all sales operations from presenting proposals to contract signing.

- Business Development Management Department

This department handles all business development operations, which include various aspects ranging from research and analysis to feasibility studies, and planning the launch of products and solutions, either individually or through various partnerships.

Virtual Tower Program Directorate

The Management is responsible for implementing initiatives and projects related to virtual towers, fulfilling operational requirements via strategic collaborations with manufacturers, all the while adhering to the standards set forth by the General Authority of Civil Aviation (GACA) and the International Civil Aviation Organization (ICAO)..

Business Project Management Department

This department consolidates and oversees business project operations, ensuring their efficient execution and striving for synergy across different projects. Furthermore, it plays a pivotal role in aligning efforts with the company's strategic goals, continually refining project management methods and practices to uphold the highest standards, thus improving overall efficiency. Moreover, it furnishes regular reports and analyses to senior management, empowering them to make strategic decisions based on the information presented.

Operations Department

The Operations Department reviews and fulfills operational requirements while offering consultancy services to clients, aligning with the standards set by the General Authority of Civil Aviation (GACA) and the International Civil Aviation Organization (ICAO). This ensures optimal efficiency, quality, and strict adherence to the highest safety standards.

Project Delivery Program

This department’s responsibilities include executing business projects, encompassing the establishment of suitable infrastructure and installation of essential systems and equipment to meet operational objectives in line with international standards and approved project timelines. This entails meticulous project planning and ensuring the quality of technical designs through collaboration with global manufacturers.

Maintenance Efficiency Manager Program

The program takes charge of developing a specialized product for managing and coordinating all maintenance activities related to air navigation systems, ensuring their effectiveness. It also focuses on enhancing the program with additional features to keep up with technological advancements and meet customer demands. The ultimate goal is to market it globally for the widespread adoption of air navigation services.



SUPPORTING DIRECTORATES

Supporting Directorates serve as vital pillars that reinforce the company’s various divisions and departments. Their primary focus is on supervising the delivery of essential services to maintain work quality in close coordination with relevant departments and divisions. Additionally, they procure resources and fulfill diverse needs to enhance task execution. These departments play a pivotal role in delivering essential services to bolster operations, ensuring project success, and maintaining professionalism across all endeavors. Below is an overview of the key supporting departments:



Directorate of Safety, Quality, and Environment






The Safety, Quality, and Environment Directorate oversees the planning, implementation, and direction of safety and quality management systems, environmental initiatives and policies, crisis management, and security measures to cultivate a culture of safety, quality, environmental preservation, and occupational health throughout the company.

Collaborating with relevant board of directors’ members, notably the Safety Committee, it reviews and approves safety policies, procedures, and the company’s safety plan, providing insights through safety performance reports. The department ensures adherence to approved safety policies and SMS procedures while continually refining them by evaluating safety across air traffic, maintenance engineering, engineering services, and flight information departments, offering pertinent recommendations to bolster safety measures.

Moreover, the directorate conducts thorough investigations into safety incidents, issuing and monitoring recommendations to mitigate future occurrences.

It maintains ongoing compliance with air navigation services regulations and standards established by the General Authority of Civil Aviation and the International Civil Aviation Organization. Additionally, it monitors specific conditions for the company’s licensing as an air navigation service provider, ensuring periodic renewal of the licensing certificate.

There are 5 departments that fall under the Safety, Quality and Environment Directorate, which are:

-  Safety, Quality, and Compliance Directorate.
-  Operations Safety Assurance Directorate.
-  Systems Safety Assurance Directorate.
-  Health, Safety, Security, and Environment Directorate.
-  Crisis Management.

Safety Performance Report for 2023

During 2023, Saudi Air Navigation Services (SANS) remained committed to enhancing safety measures. These initiatives led to achieving (Level C) accreditation in the Safety Management System as per the standards set by the Providers of Civil Air Navigation Services Organization (CANSO).

Furthermore, there was intensified communication with external parties, including local airlines and international airports, to exchange safety reports and uphold the company’s commitment to providing secure air navigation services. Additionally, communication channels were strengthened with safety representatives from neighboring airspace and regional airlines to facilitate the sharing of safety-related information.

The company hosted its first safety culture awareness workshop at its headquarters, gathering representatives from Saudi Airlines, Flynas, Flyadeal, along with delegates from Jeddah Airports, Riyadh Airports, and Dammam Airports. Moreover, attendees included representatives from both the General Authority of Civil Aviation and the Saudi Aviation Investigation Office. During the workshop,

participants exchanged insights, and it was agreed to adopt additional preventive measures in the future.

These initiatives resulted in a decrease in the number of safety-related incidents reported in 2023 within aviation services, accounting for no more than 13% of the total reported incidents for the year.

Additionally, the company established safety performance targets (SPTs) and alert thresholds for safety indicators based on past years’ safety data analysis. These collaborative endeavors facilitated the completion and systematic analysis of safety data, leading to enhanced quality and content of safety reports.

The chart presented below depicts the trend in safety-related incident reporting levels over the last three years, measured per thousand flight hours by dividing the total reported incidents by flight hours. It demonstrates a consistent rise in reporting levels over this period, reflecting the reinforcement of safety culture within the company.

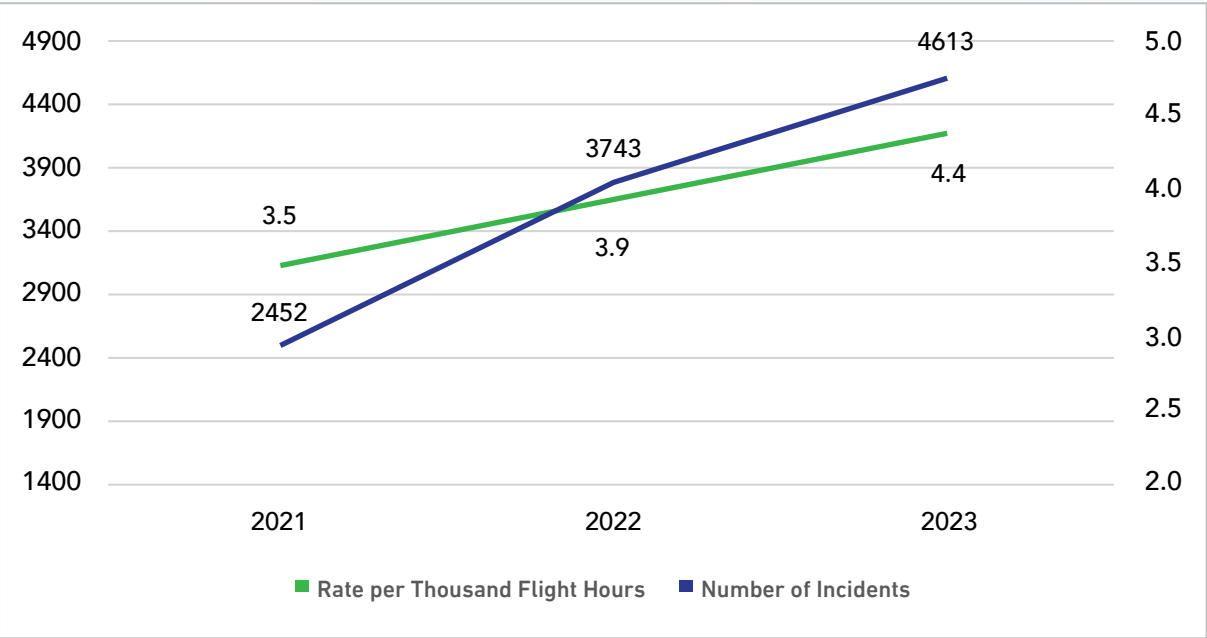


Chart 1: Levels of Reporting Safety-Related Incidents and events

The chart below details safety incidents by category alongside their contribution breakdown.

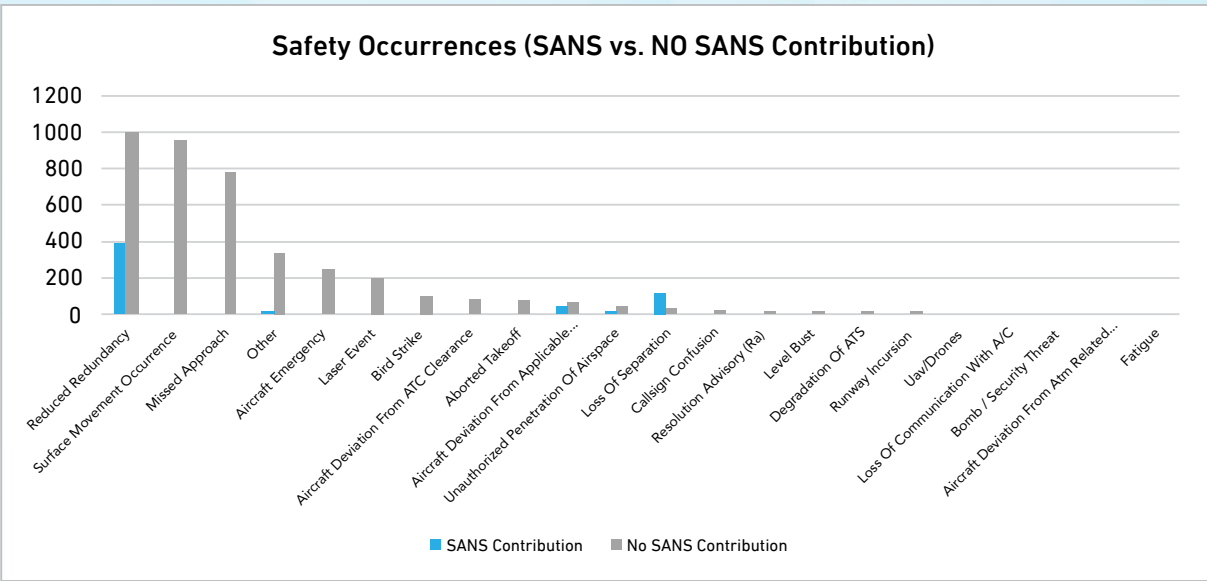


Chart 2: Safety-related incidents and their contribution by category.

The incident categories reported most frequently in 2023 showed little variation compared to the preceding three years. These categories encompassed minor malfunctions within aviation devices, ground movement-related incidents at airports, and aborted takeoffs resulting from arrival failures and aircraft emergencies.

Cybersecurity and Data Management Directorate

This directorate was established due to the importance of data, technical systems, and sensitive infrastructure within the aviation sector, particularly concerning the safety of the Kingdom’s airspace. Emphasizing the need to shield these assets from potential threats and risks originating from cyberspace. The department focuses on safeguarding networks, information technology systems, and operational technology systems. This involves protecting hardware, software, services, and data against unauthorized access, disruption, modification, or exploitation. Compliance with the standards set by the National Cybersecurity Authority and the National Data Management Office is integral to these efforts, encompassing information security, electronic security, digital security, and data protection.

The Directorate comprises four key divisions, which are:

- Cybersecurity Governace Risk, and Compliance.
- Cybersecurity Defense Center.
- Cybersecurity Transformation and Projects Management.
- Data Governance and Management.

THE STRATEGY FOR SAUDI AIR NAVIGATION SERVICES IN 2023

INTRODUCTION 2023

Since becoming an independent entity separate from the General Authority of Civil Aviation in 2016, Saudi Air Navigation Services has devised a strategy to reshape the aviation sector into a company adhering to industry best practices and methodologies, with a paramount emphasis on ensuring airspace and aviation safety. In 2023, the company unveiled its new plans, aligned with the National Civil Aviation Strategy.



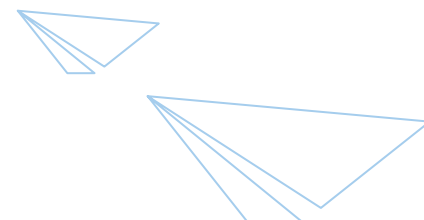
The Kingdom's Aviation Strategy and the Role of Saudi Air Navigation Services in Achieving it

Based on the ambitious Saudi vision 2030, the General Authority of Civil Aviation has crafted the National Aviation Strategy for the Kingdom of Saudi Arabia. This strategic initiative aims to transform the vision's aspirations into tangible outcomes and chart a clear path towards achieving its goals.

By formulating this aviation strategy, the authority plays a pivotal role in advancing the Kingdom's vision, delineating the roles, responsibilities, and expectations of both governmental bodies and the private sector. The newly devised aviation strategy offers a comprehensive overview of the aviation sector within the Kingdom.

Key Objectives of the Civil Aviation Sector Strategy:

- Aim to transport 330 million passengers by 2030.
- Improve the passenger experience to meet global standards.
- Drive growth in the aviation sector by achieving sustainable returns.
- Enhance competition among sectors in the company.
- Establish a global investment environment, positioning the Kingdom as a leader in the aviation industry regionally and globally. This supports the national economy and developmental objectives to elevate civil aviation standards regionally and globally.
- Increase cargo capacity to 4.5 million tons of goods by 2030.
- Training Saudi employees to take on leadership roles within the sector.
- Expand airport capacity to accommodate a larger number of Umrah pilgrims (30 million Umrah pilgrims annually).
- Strengthen the competitiveness of local companies.
- Encourage competition among local and international airlines.
- Expand domestic and international flight connectivity to over 250 destinations.
- Forge partnerships with the private sector to manage airports in the Kingdom, leveraging successful privatization experiences with Riyadh and Dammam airports.



The Role of Saudi Air Navigation Services in Achieving this

Elevating aviation safety and security

- Enhancing safety, security, and environmental sustainability within Saudi airspace to align with international standards, ensuring optimal levels of air safety.

Human Resources development

- Developing a skilled workforce from our own citizens to effectively manage airspace safety.

Enhancing Saudi airspace and expanding its capacity

- Increasing the capacity of Saudi airspace and improving operational efficiency to accommodate the projected increase in travel demand expected in 2030 and facilitating the achievement of the ambitious aviation strategy goals.

This is done by collaborating with the General Authority of Civil Aviation and airports to completely redesign the Saudi airspace, streamline aviation procedures, utilize airport infrastructure effectively, and adopt the best global practices in the field.

CONTINUING THE TRANSFORMATIVE JOURNEY IN SAUDI AIR NAVIGATION SERVICES DURING 2023

The aviation industry plays a pivotal role as a global economic driver and a crucial conduit for international investment, tourism, and commercial opportunities. Aligned with its ambitious Vision 2030, the Kingdom aspires to harness its strategic position to establish an aviation industry commensurate with its global stature.

The company's bold strategy has enabled it to innovate, excel, and enhance its services, leading to significant advancements reflected in its transformation plan. This has empowered various sectors within Saudi Arabia's aviation industry to meet their objectives. Despite encountering numerous challenges, the company persevered in shaping its future, navigating obstacles with professionalism. Achieving balanced growth was possible through a strategy that blends flexibility, innovation, investment in human resources, and leveraging new technologies to develop innovative solutions within a safe and distinguished environment.

In light of this journey, the company's commitment to transformation has been reflected in its operations and practices. By consolidating efforts in investment, and continuous improvement, and strengthening core foundations, the company unveiled a new vision and strategic plan with five pillars that encapsulate its plan, which are:



Safety and Security Excellence



Efficient Operations at Scale



Financial Effectiveness



People Orientation



Technology and Innovation Leadership



PILLAR OF SAFETY & SECURITY EXCELLENCE

Safety is a fundamental aspect of excellence in the aviation industry, if not the most important at all. Safety encompasses various dimensions:

- Air safety
- Safety in company offices and workplaces of employees.
- Cybersecurity

These aspects cover every element of the air transport industry, spanning passengers, employees, and work environments in aircraft, airports, maintenance facilities, offices, and corporate projects. Hence, Saudi Air Navigation Services consistently prioritizes enhancing safety management systems across its facilities. It commits to leveraging cutting-edge aviation technologies to meet the highest global safety benchmarks, implements diverse effective programs to foster a safety culture among its workforce, and adopts the finest international practices and contemporary scientific methodologies for proactive risk management in a proactive and preventive approach.

Pillar of Safety & Security Excellence Objectives

It aims to foster a culture of safety and security throughout the company, recognizing it as a potential driver for future growth and effectiveness across all organizational levels. This objective is pursued through four primary initiatives:

- Strengthening and organizing cooperation in the field of safety in the ecosystem.
- Achieving global standards for internal safety transparency.
- Achieving global security standards.
- Achieving global standards for cybersecurity transparency.



PILLAR OF EFFICIENT OPERATIONS AT SCALE

Pillar of Efficient Operations at Scale is one of the most fundamental pillars, focused on embracing cutting-edge aviation technology globally to cater to its customers and enhance the Kingdom's position as a significant communication hub between parts of the world. Leveraging these advancements, the company aims to provide optimal service to its customers. Additionally, it will persist in updating and establishing new air routes to meet the escalating demand for air travel, ensuring seamless, safe, precise, and obstacle-free air traffic management.



Pillar of Efficient Operations at Scale Objectives

It encompasses adopting cutting-edge advancements in air navigation management, operations, and service delivery systems, alongside the ongoing enhancement of information technology infrastructure systems, by maximizing resource utilization and implementing efficient internal management processes. This is achieved through four main programs:

- Enhancing airspace efficiency to support sustainability objectives.
 - Streamlining airspace operations.
- Optimizing runway operations for maximum efficiency.
 - Expanding runway capacity to cater to high-performance aircraft traffic.
- Crafting air navigation services with a customer-centric approach.
- Establishing an external customer guidance program aligned with the highest global standards.

PILLAR OF PEOPLE ORIENTATIONS

Pillar of People Orientations is the company's most valuable asset and main driver for its transformation. As such, the company consistently seeks to foster an exceptional, motivating, and inspirational work environment that contributes to the growth of employees' skills and amplifies their performance.

Pillar of People Orientations Objectives

Pillar of People Orientations is to build a nurturing work environment conducive to growth, achieved through empowering the employee and offering top-notch training programs within a competitive environment with a culture characterized by exemplary performance. This is executed through two key programs:

- Building future leaders within the company to create a flexible workforce with capabilities tailored to meet future demands.
 - Expanding the workforce to address future requirements.
 - Enhancing workforce flexibility and skill development.
 - Developing company leadership and retaining top talent.
- Crafting an appealing work environment founded on a culture of performance.
 - Enhancing the company's culture to achieve performance and flexibility.



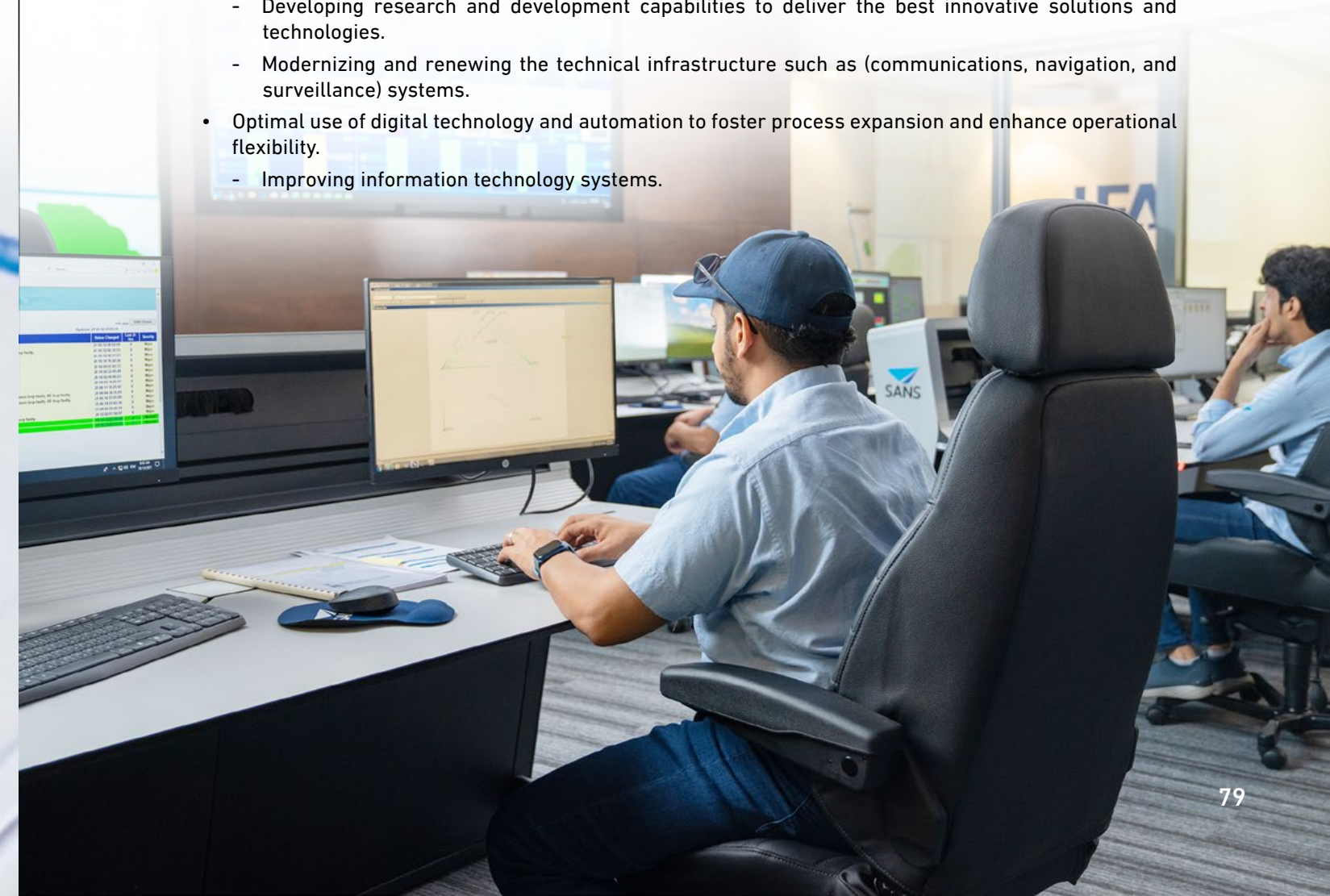
PILLAR OF TECHNOLOGY & INNOVATION LEADERSHIP

Pillar of Technology & Innovation Leadership focuses on developing and implementing the latest technologies, offering innovative solutions to enhance operational efficiency, and create business opportunities within the global aviation and navigation industry.

Pillar of Technology & Innovation Leadership Objectives

Pillar of Technology & Innovation Leadership is to lead and embrace advancements, while adopting the latest technologies to provide contemporary services and effective solutions. This is achieved through two primary programs:

- Enhancing the concept of research and development to achieve global leadership in the fields of technology and innovation.
 - Proactively anticipating, driving, and integrating the latest technologies.
 - Developing research and development capabilities to deliver the best innovative solutions and technologies.
 - Modernizing and renewing the technical infrastructure such as (communications, navigation, and surveillance) systems.
- Optimal use of digital technology and automation to foster process expansion and enhance operational flexibility.
 - Improving information technology systems.



PILLAR OF FINANCIAL EFFECTIVENESS

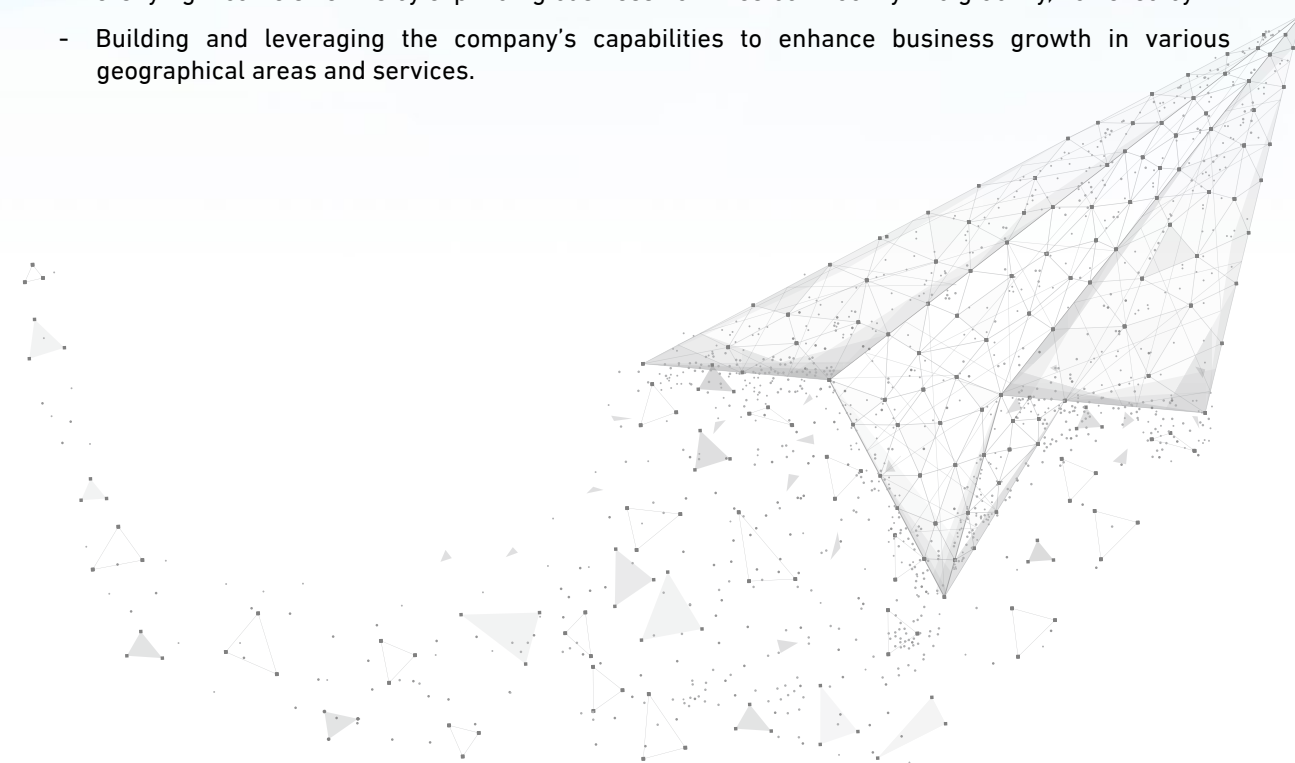
Saudi Air Navigation Services Company's growth strategy is based on its corporate values, which have played a crucial role in advancing its growth and development and will continue to do so in the coming years. The aim is to achieve its vision of achieving regional leadership in world-class air navigation services. All departments within the company work in harmony, characterized by coordination among themselves. This approach has empowered the company to confront one of its major challenges on its transformation journey, which is achieving financial and administrative independence. To this end, it has implemented strategic economic initiatives aimed at effectively managing its financial resources. These initiatives encompass measures to optimize financial expenditure, efficiently monitor operational costs, and attain financial resources.



Pillar of Financial Effectiveness Objectives

Pillar of Financial Effectiveness is to maximize the utilization of the company's financial resources through effective revenue generation, adherence to regulatory and governmental standards, and timely collection of company dues. This is pursued through two primary programs:

- Increasing efficiency to achieve financial flexibility and stability, accomplished by:
 - Implementing a budget management system for basic and commercial services.
 - Enhancing financial management capabilities.
- Diversifying income streams by expanding business activities both locally and globally, achieved by:
 - Building and leveraging the company's capabilities to enhance business growth in various geographical areas and services.



ACHIEVEMENTS AND KEY HIGHLIGHTS FOR 2023

Saudi Air Navigation Services achieved exceptional growth indicators in air traffic during the year 2023. It recorded unprecedented figures in the number of domestic, international, and overflights, reaching a total of 836,226 flights, with a growth rate of 21% compared to the previous year. June, in particular, witnessed a significant increase in air traffic compared to the same period in previous years. On June 22nd, it recorded the highest number of flights in the history of Saudi aviation, reaching 2,821 flights, managed at a growth rate of 18%, compared to the highest record in 2019.

According to the statistics, the number of domestic flights reached 229 thousand flights, while overflights reached 209 thousand flights. International flights recorded a 35% increase compared to the previous year, totaling 398 thousand flights, achieving a historic milestone by surpassing an average of 1000 flights per day.

STRATEGIC PILLARS

The transformation strategy was built upon five fundamental pillars: Safety & Security Excellence, Efficient Operations at Scale, Financial Effectiveness, People Orientation, Technology & Innovation Leadership. These pillars gave rise to 20 programs, which in turn generated 37 strategic initiatives. By the end of 2023, the strategy had successfully met its objectives and attained the desired level of maturity.

THE KEY OUTCOMES AND ACCOMPLISHMENTS

Pillar of Safety & Security Excellence

The company utilized this pillar to significantly improve procedures and protocols, redefine its role in ensuring air safety, and adopt top-tier international practices in this domain. Furthermore, it met the criteria of the fourth phase of the aviation sector's safety management system. Additionally, the company implemented essential cultural mechanisms to ensure fairness in handling incidents and pinpointing sources of error.

Key Achievements

- **Achieving Level C for the safety management system in accordance with the Civil Air Navigation Service Providers standards**

Throughout 2023, the Saudi Air Navigation Services Company persisted in enhancing effectiveness and refining its safety management system, resulting in the attainment of Level C compliance with the standards set by the Civil Air Navigation Service Organisation (CANSO).

- **Conducting a comprehensive scientific study on the risks of fatigue**

The Safety, Quality, and Compliance Management conducted a comprehensive scientific study on the risks of fatigue resulting from shift work applied to air traffic controllers and maintenance technicians. The study aimed to minimize risks for controllers and technicians by adjusting schedules and making recommendations to reduce fatigue stemming from shift rotations.

All recommendations from the study were implemented, and efforts for continuous improvement are ongoing.

- **Establishment and accreditation of the security management system**

The Health, Safety, Security, and Environment Management established and accredited the security management system for the Saudi Air Navigation Services Company. This system governs all security operations within the company and aligns with all requirements outlined in the National Civil Aviation Security Program.

- **ISO 45001 certification (Occupational Health and Safety)**

Renewing the ISO 45001 certification for a three-year period underscores the commitment to maintaining workplace health and safety. The certification aims to ensure a safe and healthy work environment by implementing a dependable system that adheres to approved standards.

PILLAR OF EFFICIENT OPERATIONS AT SCALE

During that time, the company concentrated its efforts on enhancing its entire infrastructure and upgrading various systems. This involved significant upgrades to the air traffic system, voice communication networks, radar systems, and several other components. These initiatives played a key role in establishing the kingdom as a global leader in air navigation services.

Key Achievements

- **Expanding the capacity of King Khalid International Airport**

Signing an agreement with NATS to increase the capacity of King Khalid International Airport in Riyadh.

- **Improving airspace control in Saudi Arabia**
Increasing the capacity of Saudi Arabian airspace and keeping pace with global development by raising airspace control to 60,000 feet in 2023. This initiative is part of the Saudi Future Airspace Concept (SFAC) project goals.

- **Second place globally in the Airspace Management Award**

Winning second place globally in the 2022 Airspace Management Award, organized by the Civil Air Navigation Services Organization (CANSO) in collaboration with Air Traffic Management Magazine (ATM Magazine). The company received the award for its project "Dual Air Traffic Management System to Ensure Business Continuity."

- **Improving operational procedures**

The Saudi Air Navigation Services Company improved aviation procedures in Saudi Arabian airspace, with over 70 procedures developed or updated.

- **Increasing capacity**

Increasing capacity at King Abdulaziz Airport from 56 to 82 air traffic movements per hour, and at King Khalid Airport from 33 to 56 air traffic movements per hour.

- **Designating Runway (16L/34R) MIX-MODE OPERATION**

Designating Runway 16L/34R at King Abdulaziz Airport for simultaneous takeoff and landing operations, resulting in fuel savings and reducing taxiing time from 15 minutes to 4 minutes.

- **ISO 9001:2015 Certification**

The company received the ISO 9001:2015 certification, which is the international standard for Quality Management Systems (QMS). This certification provides a set of principles that ensure a sound approach to managing the company in a way that satisfies customers and stakeholders. In other words, it provides a foundation for effective processes and competent personnel to consistently deliver an outstanding product or service.

- **Development of the Automated Terminal Information Service (ATIS) system**

Upgrading and enhancing the automated information broadcasting service at 14 airports across the kingdom by providing the required information.



PILLAR OF PEOPLE ORIENTATIONS

The company dedicated resources to serve its employees by improving facilities to create a modern, comfortable work environment that boosts productivity. It also restructured its organizational framework to ensure roles are aligned with employees' skills. The company implemented the "Qiyada" program to prepare the next generation of leaders, while launching additional initiatives that emphasized the company's core values.

Key Achievements



- Best Places to Work Certificate**

The announcement of the Saudi Air Navigation Services Company receiving the Best Places to Work certification for 2024. The company achieved third place in the category of large companies (1,000 employees or more) out of 26 large companies, and twelfth place across all categories out of 105 participating companies.

- Launching the SANS Fikrahthon competition**

The Saudi Air Navigation Services Company launched the SANS Fikrahthon competition aimed at recruiting and training university students

to showcase their creative potential and use it to find solutions that benefit the air navigation sector. 655 male and female students from 37 universities around the Kingdom applied for the competition, while 36 students from 8 universities were accepted.



- Top Employer Certificate**

The Saudi Air Navigation Services Company received the Top Employer certification, according to the certificate's criteria. The company is recognized as one of the best companies for implementing human resource practices and employee experience among 121 countries participating in the survey.



PILLAR OF TECHNOLOGY & INNOVATION LEADERSHIP

Pillar of Technology & Innovation Leadership revolves around developing and implementing the latest technologies and offering innovative solutions to enhance operational efficiency, and create business opportunities for the global aviation and maritime sectors.

Key Achievements

- The Saudi Arabian Mission Control Center (SAMCC) Launches the Meosar System**

This system enables the swift and precise monitoring of distress signals, surpassing the capabilities of other systems while addressing their limitations. It accelerates search and rescue operations, aligning with the advanced standards set by the International Civil Aviation Organization (ICAO), such as the Global Aeronautical Distress and Safety System (GADSS). Furthermore, it aids in achieving the objectives outlined by the International Maritime Organization (IMO) concerning search and rescue efforts. By swiftly providing distress alerts and pinpointing maritime locations, it significantly enhances maritime safety.

- Establishment of the Search and Rescue System (SANS Beacons Data Base)**

Developing a database system for distress beacons aligned with the search and rescue standards established by the International Civil Aviation Organization (ICAO) and the International Maritime Organization (IMO). This system connects relevant search and rescue agencies, streamlining access to distress beacon data and owner information for swift response.



PILLAR OF FINANCIAL EFFECTIVENESS

Despite experiencing growth and expanding its infrastructure while simultaneously enhancing the quality of the work environment and various systems, the company successfully reduced operational costs and boosted productivity. Moreover, it implemented robust financial operations management systems and financial reporting mechanisms, leading to improved collection levels which greatly contributed to the financial sustainability of the company. Furthermore, the company effectively diversified its income sources through collaborative efforts with the business development management, which was strategically established to drive these initiatives forward.

Key Achievements

- **Positive EBITDA targets**

Achieving targeted operating net income before interest, taxes, depreciation, and amortization with a positive growth rate of 115%.

- **The Launch of Nera Company**

On March 20, 2023, the Saudi Air Navigation Services Company launched an independent commercial entity named "Nera". This followed the successful signing of nearly 30 contracts for

project implementation and consultancy services by the General Directorate of Commercial Services, totaling approximately 330 million Saudi riyals. This significant growth and achievement paved the way for further successes.

- **Business revenues**

The Saudi Air Navigation Services Company achieved approximately 45.7 million Saudi riyals in revenue through its commercial operations.



AN OVERVIEW OF OUR INITIATIVES AND PILLARS FOR THE YEAR 2023

The Vision

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

Safety & Security Excellence



- Develop safety and security as an enabler for future growth and efficiency

Efficient Operations at scale



- Increase airspace efficiency and support sustainability goals
- Ensure optimum airfield operations
- Advance customer-oriented air navigation services

People Orientation



- Build SANS future leadership, flexible workforce and competencies to meet future demand
- Be an attractive employer building on a performance-driven culture

Technology and Innovation Leadership



- Scale up R&D and become a global driver of technology and innovation
- Leverage digitization and automation to enable operations, growth and resilience

Financial Effectiveness



- Increase SANS efficiency and achieve financial stability and resilience
- Accelerate profitability through commercial business expansion within and outside of KSA

Strengthen SANS Brand Awareness

Initiatives
37

Programs
20

Performance
Indicators
27

Objectives
11

INTERNATIONAL, REGIONAL, AND LOCAL PARTICIPATION

Participation at local, regional, and global levels underscores the company's dedication to maintain a leading position in the aviation industry and a commitment to consistently delivering excellence in this evolving field.

Throughout the year, Saudi Air Navigation Services Company has actively engaged in and made meaningful contributions to a diverse range of events and conferences.

Among these participations are the following:



At the Airspace World 2023 Conference in Geneva, the leadership team represented the company and the announcement of its second place global achievement in the Airspace Award category was made during the event.



During the Dubai Airshow 2023, the company served as an official sponsor of the Air Traffic Management Conference held alongside the exhibition. Additionally, the company signed several significant agreements and welcomed prominent leaders of civil aviation to its pavilion at the exhibition.



At the International Conference on Air Services Negotiations (ICAN) in Riyadh, the company played a pivotal role as a sponsor. It actively engaged by setting up a pavilion to showcase its most notable innovations and accomplishments.









OVERVIEW OF PROJECTS AND THEIR COMPLETION RATE

OVERVIEW OF PROJECTS AND THEIR COMPLETION RATE

Project Name



Search and Rescue System




Implementation start date:
3rd Quarter of 2018


Expected completion date:
3rd Quarter of 2023

Completion Rate

100%



Increasing operational efficiency in the surveillance and approach centers (Al Madinah)



Implementation start date:
1st Quarter of 2022

Expected completion date:
1st Quarter of 2023

Completion Rate

100%



Advanced guidance and control system for ground movement at Riyadh and Madinah airports



Implementation start date:
3rd Quarter of 2018

Expected completion date:
4th Quarter of 2024

Completion Rate

85%



Automatic Self Surveillance - Broadcasting System



Implementation start date:
2nd Quarter of 2019


Expected completion date:
3rd Quarter of 2024

Completion Rate

75%



Project of Upgrading the Automated Operating Systems and Navigation Information System



Implementation start date:
2nd Quarter of 2019

Expected completion date:
4th Quarter of 2023

Completion Rate

100%



A project for developing communication systems for certain surveillance towers (Hail, Jazan, Madinah, Al Qassim)



Implementation start date:
4th Quarter of 2018

Expected completion date:
2nd Quarter of 2023

Completion Rate

100%



Upgrade of Automated Airports Information Systems



Implementation start date:
3rd Quarter of 2019

Expected completion date:
3rd Quarter of 2023

Completion Rate

100%

OVERVIEW OF PROJECTS AND THEIR COMPLETION RATE

Project Name




Replacement of the ATS Message Handling System (AMHS)

Implementation start date:
3rd Quarter of 2019

Expected completion date:
2nd Quarter of 2024

Completion Rate **75%**




ACCs, APPs, and ATCTs Power Upgrade Renewal Program

Implementation start date:
4th Quarter of 2022

Expected completion date:
4th Quarter of 2023

Completion Rate **100%**



The virtual Air Traffic Control Tower at Al-Ula Airport

Implementation start date:
4th Quarter of 2022

Expected completion date:
2nd Quarter of 2024

Completion Rate **80%**




Replacing the ILS (Instrument Landing system) at King Fahd International Airport in Dammam

Implementation start date:
3rd Quarter of 2023

Expected completion date:
2nd Quarter of 2025

Completion Rate **50%**




Developing the Infrastructure of the Navigation Communications Network

Implementation start date:
2nd Quarter of 2023

Expected completion date:
3rd Quarter of 2025

Completion Rate **25%**




VOR (VHF Omni Directional Range) at King Abdulaziz Airport in Jeddah and King Khalid Airport in Riyadh

Implementation start date:
4th Quarter of 2023

Expected completion date:
2nd Quarter of 2025

Completion Rate **20%**



Wide Area Multilateration Systems at King Abdulaziz Airport in Jeddah

Implementation start date:
2nd Quarter of 2023

Expected completion date:
3rd Quarter of 2025

Completion Rate **20%**







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