



خدمات الملاحة الجوية السعودية  
Saudi Air Navigation Services

# ANNUAL REPORT

2024 /1445 - 1446





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Saudi Air Navigation Services

## ANNUAL REPORT 2024

SAUDI AIR NAVIGATION SERVICES

2024 /1445 -1446

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِيْمِ



**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

<b>Introduction</b>	
Vision	11
Mission	13
Values	14
Strategic Pillars	15
<b>1 Overview of SANS Company Leadership</b>	
Chairman's Statement	18
CEO's Statement	20
Board of Directors	22
SANS Board of Directors' Report	24
Executive Committee	26
Nomination and Remuneration Committee	28
Audit and Risk Committee	29
Safety Committee	31
Supervisory Committee for the Seamless Operations and Aviation Resilience Program (SOAR)	32
Internal Audit Directorate	34
<b>2 SANS Overview</b>	
Founding of the Company	38
Saudi Air Navigation Services Company in numbers for the year 2024	40
Overview of Air Traffic in Saudi Airspace During the Year 2024	42
Our Top Customers in 2024	43
Features of the Infrastructure of Air Navigation Systems in 2024	44
Technical Performance Indicators	45
Services Provided to Our Customers	46
<b>3 SANS Organizational Structure</b>	
CEO and Sectors Chiefs	50
The Organizational Structure of Saudi Air Navigation Services	52
Operations Sector	54
Technology Sector	58
Shared Services Sector	62
Financial Affairs Sector	66
Strategic Sector	70
Business Sector	71
Auxiliary Support Departments	72
<b>4 The Strategy for Saudi Air Navigation Services in 2024</b>	
Introduction 2024	78
The Kingdom's Aviation Strategy and the Role of Saudi Air Navigation Services in Achieving it	80
Continuing the transformative journey in Saudi Air Navigation Services During 2024	83
The Pillar of Safety and Security Excellence	84
The Pillar of Efficient Operations At Scale	85
The Pillar of People Orientation	86
The Pillar of Technology and Innovation Leadership	87
The Pillar of Financial Effectiveness	88
The Pillar of Sustainability	89
<b>5 Achievements of 2024</b>	
Strategic Pillars	92
The Pillar of Safety and Security Excellence	92
The Pillar of Efficient Operations at Scale	93
The Pillar of People Orientation	94
The Pillar of Technology and Innovation Leadership	97
The Pillar of Financial Effectiveness	98
The Pillar of Sustainability	98
An overview of our Initiatives and Pillars for the Year 2024	99
International, Regional and Local Participations	100
Overview of Projects and their Completion Rate	110
<b>6 Subsidiaries of the Saudi Air Navigation Services Company</b>	
About NERA	124
About NERA's Strategy	126
NERA's Services	128
International and Regional Participation & Strategic Collaboration	129
NERA's most Prominent Clients in 2024	132
Opening of the new NERA Building	133
<b>7 Annual Financial Report</b>	
General Information About The 2024 Financial Performance Report	136
Financial Achievements for 2024 (January - December):	138
Financial Statement for the Year 2024	140
Income Statement for the Year 2024	142
Billing and Collection for the Year 2024	143
Cash Flow Statement for the Year 2024	144
Basis of Preparation	146

MANAGING SKIES  
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## VISION

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



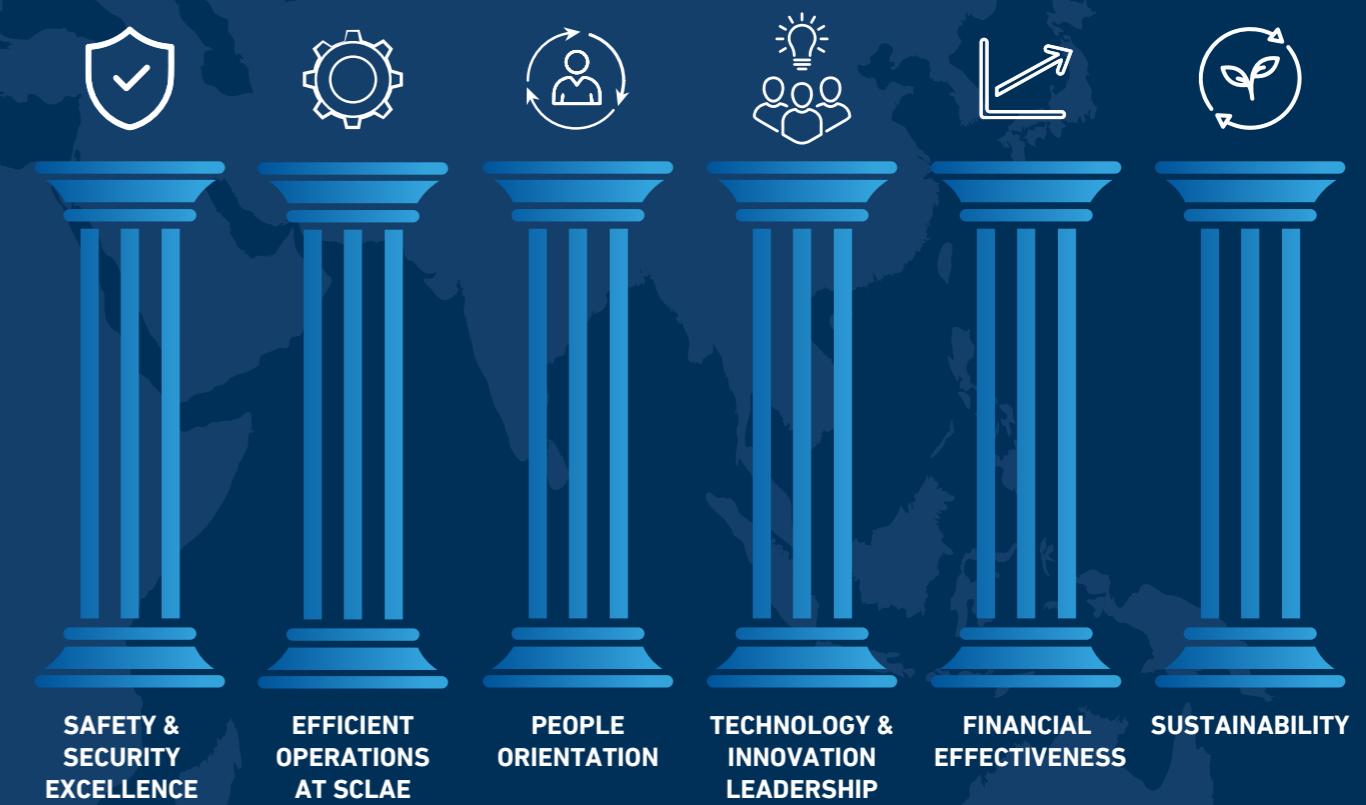
## MISSION

**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



CHAPTER 1



## 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. To proceed:

The Kingdom of Saudi Arabia has an ambitious vision for the future, embodied in the Kingdom's Vision 2030, which seeks to achieve comprehensive and sustainable development across all sectors. At the heart of this vision is the aviation sector, one of the most important contributors to the national economy. The wise leadership — may Allah protect them — has paid great attention to the sector, setting clear strategies to support and develop it.

The aviation sector is making steady progress towards achieving its ambitious goals in accordance with the National Aviation Strategy. The sector is striving to double its capacity, targeting more than 330 million passengers annually by 2030. This is achieved by expanding the network to include more than 250 global destinations, adopting the latest technologies and advanced practices, enhancing the quality of services provided to passengers, investing in airport infrastructure, and developing navigation systems. This will contribute to strengthening the Kingdom's position as a global aviation hub.

Under the direct supervision of the General Authority of Civil Aviation (GACA), the Saudi Air Navigation Services Company plays a significant role in realizing the aspirations of the wise leadership, — may Allah protect them — and their ambitious vision. This is achieved through its mission to maintain airspace safety and implement the highest standards of safety and efficiency in airspace management, which has contributed to achieving high growth rates in domestic,

international, and overflight air traffic.

The company set a record for air traffic, with Saudi airspace witnessing more than 953,000 air traffic movements in 2024, a 14% increase over the previous year. This is thanks to Allah and to its national staff, who contributed to ensuring the safety and security of flights through their exceptional and professional performance.

The company aims to continue its role in driving growth in the air transport industry by implementing its strategic plans, leveraging its modern technologies and national competencies, adopting global best practices to achieve environmental sustainability, and consolidating the Kingdom's position as a leading country in the aviation sector.

In conclusion, the Board of Directors of the Saudi Air Navigation Services Company is pleased to extend its sincere thanks and gratitude to the Custodian of the Two Holy Mosques and his loyal Crown Prince - may Allah protect them - for their continuous support of the aviation sector.

The Board also extends its thanks to all the Company's employees for their efforts and dedication in achieving its goals and aspirations, asking Allah to grant us further success in our new year.

May the peace, blessings and mercy of Allah be upon you.



## 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. To proceed:

The civil aviation sector in the Kingdom of Saudi Arabia is undergoing a profound strategic transformation that reflects an ambitious vision and a promising future, thanks to the continuous support of our wise leadership — may Allah protect them. Since the launch of Saudi Vision 2030, which laid the foundations for the sector's renaissance, the Kingdom has taken confident steps towards strengthening its position as a global aviation hub. In this context, the Saudi Air Navigation Services Company plays a pivotal role in shaping the future of the sector, based on an ambitious strategy that balances sustainability, innovation, and operational excellence. This approach resulted in significant accomplishments during 2024.

Saudi Air Navigation Services Company (SANS) launched an updated strategic vision that includes six main pillars:

Safety and Security Excellence, Efficient Operations at Scale, People Orientation,

Technology and Innovation Leadership, Financial Effectiveness, and Sustainability, which was included as a fundamental pillar reinforcing the other five. Through this strategy, the company was able to overcome numerous challenges and foster a safe and distinguished work environment. The focus was on continuous improvement and unified efforts, enabling it to achieve numerous accomplishments in the Saudi aviation sector and contribute effectively to achieving sustainability goals.

On the Safety and Security Excellence pillar, the company has achieved advanced results, as no serious or major incidents were recorded, a clear reflection of the efficiency of operational systems and the application of the highest internationally recognized safety standards. These efforts led to achieving the silver level in the King Abdulaziz Quality Award (KAQA), and the (C) level in the Safety Management System according to the standards of the Civil Air Navigation Services Organisation (CANSO), in addition to reaching 95% of the (D) level, which confirms our firm commitment to ensuring a safe and reliable aviation environment.

As part of our efforts to expand operational efficiency, the company has strengthened its infrastructure by developing air corridors,

contributing to improved air traffic flow and reducing carbon emissions, in line with our sustainability goals. According to indicators, air traffic witnessed exceptional growth, with total flights growing by 14%, international flights by 10%, domestic flights by 14%, and overflights by 22% compared to last year.

Amidst the geopolitical challenges facing the world, the company has demonstrated its superior ability to manage air traffic smoothly and professionally, enhancing the confidence of our regional and international partners in the efficiency of our services. This reflects the company's role in empowering the aviation sector and achieving operational flexibility. The company also won the award for Best Air Navigation Services Company in the Middle East for Operational Efficiency at the Global Brand Awards 2024.

Stemming from our belief that human capital is the cornerstone of success, the company continued to invest in its work environment, earning the Best Places to Work certification for the second consecutive year in the Large Companies category. It also launched its first workers' committee in cooperation with the Ministry of Human Resources and Social Development, with the aim of enhancing productivity, achieving equality, and developing occupational health and safety programs.

In terms of leadership in technology and innovation, the company established a research and development centre, which represents an advanced platform for exploring new solutions in the field of air navigation. Work on the first virtual tower of its kind in the Kingdom has also been completed, and the process of qualifying for service has begun for its official launch. This embodies the company's commitment to employing the latest technologies to improve operational efficiency. The company also won the award for Best Air Navigation Infrastructure in the Middle East in recognition of its excellence and leadership in the air navigation sector.

On the financial pillar, the company achieved exceptional performance, reflected in a 15.8% increase in revenues, with total revenues for 2024 reaching SAR 1.82 billion, representing

the company's success in achieving a balance between financial sustainability and strategic expansion.

Building on this excellence, we launched a sustainability strategy focused on environmental, social, and governance sustainability. This strategy includes a plan to launch initiatives that promote sustainability across various areas, making it a fundamental pillar and a pivotal element that guides and enhances all of the company's operations and reflects its unwavering commitment to a sustainable future. The company also launched its first annual sustainability report, reviewing its efforts across various areas and its relentless pursuit of contributing to achieving sustainability goals.

On the subsidiaries side, NERA Advanced Business Services Company, which seeks to build long-term strategic partnerships with its clients by providing specialised technical solutions that meet their evolving needs, achieved outstanding financial performance in 2024, recording revenues of SAR 45.4 million, reflecting exceptional growth compared to the previous year. This was achieved thanks to the implementation of its ambitious strategy, which focused on measured expansion, enhancing services provided, and increasing operational efficiency. The company also concluded new sales contracts, strengthening its competitive position and contributing to the expansion of its customer base.

In conclusion, the Saudi Air Navigation Services Company continues its journey towards excellence and innovation, guided by a clear vision and ambitious strategic objectives, with the goal of contributing to the achievement of the National Civil Aviation Strategy's objectives. While we express our pride in the achievements made, we affirm our commitment to moving forward in strengthening the Kingdom's role as an influential force in the global aviation industry. On this occasion, I extend my sincere thanks and appreciation to all the company's employees, whose dedication and devotion have played a major role in achieving this success. I ask Allah to perpetuate security and prosperity for our homeland under our wise leadership — may Allah protect them.

## 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.  
**BANDAR BIN ABDULRAHMAN AL MHANNA**  
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 AYED AL MARWANI**  
Member of the Board of Directors

## SANS BOARD OF DIRECTORS' REPORT

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 authorised 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 28/05/1436 AH, Saudi Air Navigation Services Company (SANS) was established. It is organisationally 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).

### Board of Directors during the fiscal year ending 31/12/2024:

The Board of Directors for the current session was formed based on the decision of the Board of Directors of the General Authority of Civil Aviation No. (T/531) dated 20/07/1443 AH for a period of (3) three years starting from 23/06/1443 AH corresponding to 26/01/2022 AD to 22/06/1446 AH corresponding to 23/12/2024 AD.

### Formation of the Board of Directors membership:

Name of Board Member	Position	Period During the Year 2024
His Excellency Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Board	01/01/2024 – 23/12/2024
His Excellency Dr. Mansour bin Abdulaziz Al-Mansour	Vice Chairman of the Board	01/01/2024 – 23/12/2024
His Excellency Mr. Bandar bin Abdulrahman Al-Mhanna	Member of the Board	01/01/2024 – 23/12/2024
His Excellency Captain Talal bin Ayed Al-Marwani	Member of the Board	01/01/2024 – 23/12/2024
His Excellency Engineer Abdulrahman bin Al-Ghazi Al-Tayeb	Member of the Board	01/01/2024 – 23/12/2024
His Excellency Mr. Ali bin Abdullah Al-Lafi	Member of the Board	01/01/2024 – 23/12/2024
His Excellency Captain/ Saad bin Ali Al-Shehri	Member of the Board	01/01/2024 – 23/12/2024

**SANS Board of Directors held four meetings during 2024, the following table shows the meetings and distinguished attendees:**

Name of Board Member	Position	First Meeting March 14 2024	Second Meeting May 23 2024	Third Meeting November 3 2024	Fourth Meeting December 3 2024	Attendance Rate of Members
Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Board	Present	Present	Present	Present	100
Dr. Mansour bin Abdulaziz Al-Mansour	Vice Chairman of the Board	Present	Present	Present	Present	100
Mr. Bandar bin Abdulrahman Al-Mhanna	Board Member	Present	Present	Present	Present	100
Captain Talal bin Ayed Al-Marwani	Board Member	Present	Present	Present	Present	100
Eng. Abdulrahman bin Al-Ghazi Al-Tayeb	Board Member	Present	Present	Present	Present	100
Mr. Ali bin Abdullah Al-Lafi	Board Member	Present	Present	Present	Present	100
Captain Saad bin Ali Al-Shehri	Board Member	Present	Present	Present	Present	100
Meeting Attendance Rate		100	100	100	100	100

### Key decisions made included the following:

- Approval of the external audit report for the year 2023 (both individual and consolidated).
- Approval of the company's draft financial statements (both individual and consolidated) for the fiscal year ending 31/12/2023.
- Approval of the company's activity report and financial position for the year 2023.
- Approval of the appointment of an external auditor for the fiscal year 2024.
- Approval of the Board's Audit and Risk Committee report for the year 2023.
- Approval of medical insurance for the company's employees for the year 2024/2025.
- Approval of the adoption of the company's new organizational structure.
- Approval of signing the lease contract for the land owned by the General Authority of Civil Aviation (GACA), on which the headquarters of SANS Company is located in Jeddah.
- Approval of signing a framework agreement to organize business and provide services between the owner company (SANS) and its wholly owned company (NERA) to work on capital and technical projects.
- Approval of the transfer of employees from SANS to NERA Advanced Company, and the service period of the transferred employees shall be (complementary period).
- Approval of the updated strategy, business plan and budget for the year 2025.

## EXECUTIVE COMMITTEE

The Executive Committee is directly linked to the Board and undertakes the tasks assigned to it to implement the company's plans and objectives. It 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.

### Formation of the Executive Committee:

Name of Committee Member	Position	Period During the Year 2024
His Excellency Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Committee	01/01/2024 - 23/12/2024
His Excellency Dr. Mansour bin Abdulaziz Al-Mansour	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Mr. Bandar bin Abdulrahman Al-Mhanna	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Captain Talal bin Ayed Al-Marwani	Member of the Committee	01/01/2024 - 23/12/2024

The Executive Committee held four meetings during 2024, the following table shows the meetings and distinguished attendees:

Name of the Board Member	Position	First Meeting February 13 2024	Second Meeting May 5 2024	Third Meeting October 19 2024	Fourth Meeting November 18 2024	Attendance Rate of Members
Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Committee	Present	Present	Present	Present	100
Dr. Mansour bin Abdulaziz Al-Mansour	Member of the Committee	Present	Present	Present	Present	100
Mr. Bandar bin Abdulrahman Al-Mhanna	Member of the Committee	Present	Present	Present	Present	100
Captain Talal bin Ayed Al-Marwani	Member of the Committee	Present	Present	Present	Present	100
Meeting Attendance Rate		100	100	100	100	100



## NOMINATIONS AND REMUNERATION COMMITTEE

The Nominations and Remuneration Committee reports directly to the Board, and the Committee's primary objective is to assist the Board in performing its responsibilities in identifying qualified individuals for Board membership, recommending candidates for appointment by the partners, recommending candidates for Committee membership, and directing and overseeing all matters relating to the remuneration of the CEO and Board members. The Committee bears comprehensive responsibility for evaluating and approving the executive directors' remuneration plans, policies, programs, compensation, 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.

### Formation of the Nominations and Remuneration Committee:

Name of Committee Member	Position	Period During the year 2024
His Excellency Mr. Bandar bin Abdulrahman Al-Mhanna	Chairman of the Committee	01/01/2024 - 23/12/2024
His Excellency Eng. Abdulrahman bin Al-Ghazi Al-Tayeb	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Mr. Ali bin Abdullah Al-Lafi	Member of the Committee	01/01/2024 - 23/12/2024

**The Nominations and Remuneration Committee held four meetings during 2024, the following table shows the meetings and distinguished attendees:**

Name of the Board Member	Position	First Meeting January 4 2024	Second Meeting March 3 2024	Third Meeting October 13 2024	Fourth Meeting November 13 2024	Attendance Rate of Members
Mr. Bandar bin Abdulrahman Al-Mhanna	Chairman of the Committee	Present	Present	Present	Present	100
Eng. Abdulrahman bin Al-Ghazi Al-Tayeb	Member of the Committee	Present	Present	Present	Present	100
Mr. Ali bin Abdullah Al-Lafi	Member of the Committee	Present	Present	Present	Present	100
Meeting Attendance Rate		100	100	100	100	100

## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is directly linked to the Board, and its main purpose is to assist the Board in performing its oversight responsibilities related to monitoring the company's business, verifying the integrity of reports and financial statements, internal control systems, and financial reports, internal audit and audit of accounts, to ensure compliance with the systems and regulations to which the company is subject and with the company's code of conduct and relevant policies. It also assists the Board in analyzing the risks facing the company, in addition to identifying and monitoring the main risks. The Committee is also responsible for reviewing the company's compliance with the systems and regulations related to cybersecurity and business continuity.

### Formation of the Audit and Risk Committee:

Name of Committee Member	Position	Period During the year 2024
His Excellency Mr. Ali bin Abdullah Al-Lafi	Chairman of the Committee	01/01/2024 - 23/12/2024
His Excellency Eng. Abdulrahman bin Al-Ghazi Al-Tayeb	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Mr. Mohammed bin Othman Al-Subaie	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Mr. Abdullah bin Saleh Al-Khalifa	Member of the Committee	01/01/2024 - 02/12/2024

**The Nominations and Remuneration Committee held six meetings during 2024, the following table shows the meetings and distinguished attendees:**

Name of the Board Member	Position	First Meeting January 23 2024	Second Meeting March 3 2024	Third Meeting May 14 2024	Fourth Meeting September 17 2024	Fifth Meeting October 15 2024	Sixth Meeting December 1 2024	Attendance Rate of Members
Mr. Ali bin Abdullah Al-Lafi	Chairman of the Committee	Present	Present	Present	Present	Present	Present	100
Eng. Abdulrahman bin Al-Ghazi Al-Tayeb	Member of the Committee	Present	Present	Present	Present	Present	Present	100
Mr. Mohammed bin Othman Al-Subaie	Member of the Committee	Present	Present	Excused	Excused	Present	Present	67
Mr. Abdullah bin Saleh Al-Khalifa	Member of the Committee	Present	Present	Present	Present	Present	Present	100
Meeting Attendance Rate	Member of the Committee	100	100	75	75	100	100	92

The Internal Audit Department conducts audits based on the risk-based plan, which is approved and continuously monitored by the Audit and Risk Committee. The audits aim to evaluate the internal control and monitoring system. The operations carried out by the internal audit and external auditors according to the approved plans regarding the adequacy and effectiveness of the company's internal control system did not reveal any issues that had a material impact on the company's internal control and monitoring system. Based on the results of the audits during 2024 and what was included in the reports of the internal audit and the external auditor, our assessment of the company's internal control system did not reveal any material weakness, and that the management maintained an effective internal control system. It should be noted that any internal control system, regardless of the soundness of its design and the effectiveness of its implementation, cannot provide absolute assurance about the effectiveness of the internal control systems applied.



## SAFETY COMMITTEE

The Safety Committee is directly linked to the Board, and 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, and the extent of the company's commitment to the specified standards and targets.

### Formation of the Safety Committee:

Name of Committee Member	Position	Period During the year 2024
His Excellency Captain/ Saad bin Ali Al-Shehri	Chairman of the Committee	01/01/2024 - 23/12/2024
His Excellency Captain/ Talal bin Ayed Al-Marwani	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Captain/ Mansour bin Obaid Al-Harbi	Member of the Committee	01/01/2024 - 23/12/2024
His Excellency Captain/ Nayef bin Salim Al-Matrafi	Member of the Committee	01/01/2024 - 23/12/2024

**The Safety Committee held four meetings during 2024, the following table shows the meetings and distinguished attendees:**

Name of the Board Member	Position	First Meeting February 12 2024	Second Meeting May 9 2024	Third Meeting September 15 2024	Fourth Meeting November 26 2024	Attendance Rate of Members
Captain/ Saad bin Ali Al-Shehri	Chairman of the Committee	Present	Present	Present	Present	100
Captain/ Talal bin Ayed Al-Marwani	Member of the Committee	Present	Present	Present	Present	100
Captain/ Mansour bin Obaid Al-Harbi	Member of the Committee	Present	Present	Present	Present	100
Captain/ Nayef bin Salim Al-Matrafi	Member of the Committee	Present	Present	Present	Present	100
Meeting Attendance Rate	Member of the Committee	100	100	100	100	100

Saudi Air Navigation Services Company is committed to implementing the highest safety standards in accordance with the internal regulations and legislation approved by the General Authority of Civil Aviation (GACA), represented by the Safety Performance Indicators (SPIs). The company also strives to maintain and continuously enhance a safety culture in the workplace and ensure its safe and effective development. The company also seeks to adopt international best practices by implementing the Civil Air Navigation Services Organization (CANSO) system. This is achieved by implementing the system within the company, participating in working groups, exchanging information, and developing new policies with the aim of improving air navigation services on the ground and in the air. The company is also committed to providing continuous training for employees, in accordance with approved regulations, to ensure the highest levels of efficiency and compliance with safety standards.

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

The committee was formed pursuant to SANS Board of Directors Resolution No. (M/208/2/2023) dated 13/06/2023. It supervises the program's activities aimed at improving airport apron operations through the collaboration of all relevant stakeholders in aircraft movement, to meet customer and stakeholder requirements at King Abdulaziz International Airport (KAIA) and King Khalid International Airport (KKIA) and during 2024, King Fahd International Airport in Dammam and Prince Mohammed bin Abdulaziz International Airport in Medina were added.

## Formation of Supervisory Committee for the Seamless Operations and Aviation Resilience Program (SOAR):

Name of Committee Member	Title	Position	Period During the year 2024
His Excellency Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Committee	His Excellency the President of the General Authority of Civil Aviation Chairman of the Board of Directors of SANS Company	01/01/2024 – 23/12/2024
His Excellency Captain / Saad bin Ali Al-Shehri	Member of the Committee	Member of the Board of Directors of SANS Company	01/01/2024 – 23/12/2024
His Excellency Captain / Mansour bin Obaid Al-Harbi	Member of the Committee	Member of the Safety Committee of SANS Company	01/01/2024 – 23/12/2024
His Excellency Captain / Talal bin Ayed Al-Marwani	Member of the Committee	Member of the Board of Directors of SANS Company	01/01/2024 – 23/12/2024
His Excellency Engineer / Abdulaziz bin Salem Al-Zaid	Member of the Committee	His Excellency the CEO of SANS Company	01/01/2024 – 23/12/2024
His Excellency Mr. / Raed bin Hassan Al-Idrisi	Member of the Committee	His Excellency the CEO of Airports Holding Company	01/01/2024 – 23/12/2024
His Excellency Mr. / Ayman bin Abdulaziz AbuAbah	Member of the Committee	His Excellency the CEO of King Khalid International Airport	01/01/2024 – 23/12/2024
His Excellency Engineer / Mazen bin Mohammed Jawhar	Member of the Committee	His Excellency the CEO of King Abdulaziz International Airport	02/01/2024 – 23/12/2024
His Excellency Mr. / Mohammed bin Abdul Karim Mazi	Member of the Committee	His Excellency the CEO of Saudi Ground Services Company	01/09/2024 – 23/12/2024
His Excellency Mr. / Mohammed bin Abdullah Al-Maghlyouth	Member of the Committee	His Excellency the CEO of Airports Holding Company	01/01/2024 – 31/08/2024

The Supervisory Committee for the Seamless Operations and Aviation Resilience Program (SOAR) held two meetings during 2024, the following table shows the meetings and distinguished attendees:

Committee Member Name	Position	First Meeting February 12 2024	Second Meeting May 9 2024	Attendance Rate of Members
Mr. Abdulaziz bin Abdullah Al-Duailej	Chairman of the Committee	Present	Present	100
Captain / Saad bin Ali Al-Shehri	Member of the Committee	Present	Present	100
Captain / Mansour bin Obaid Al-Harbi	Member of the Committee	Present	Present	100
Captain / Talal bin Ayed Al-Marwani	Member of the Committee	Present	Present	100
CEO of SANS Engineer / Abdulaziz bin Salem Al-Zaid	Member of the Committee	Present	Present	100
CEO of Airports Holding Company Mr. / Raed bin Hassan Al-Idrisi	Member of the Committee	Present	Present	100
CEO of King Abdulaziz International Airport Engineer / Mazen bin Mohammed Jawhar	Member of the Committee	Present	Present	100
CEO of King Khalid International Airport Mr. / Ayman bin Abdulaziz AbuAbah	Member of the Committee	Present	Excused	50
CEO of Saudi Ground Services Company Mr. / Mohammed bin Abdul Karim Mazi	Member of the Committee	Not applicable	Present	100
CEO of Airports Holding Company Mr. / Mohammed bin Abdullah Al-Maghlyouth	Member of the Committee	Present	Not applicable	100
Meeting Attendance Rate		100	89	95



## 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's 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 financial data and audits help management in planning, making decisions, and achieving the following objectives:

- Protecting public funds and assets, minimizing errors, and detecting them promptly.
- Ensuring accuracy and completeness of financial statements and accounting records.
- Enhancing the 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 authorised to plan, design and implement audit and review programs to assess the efficiency and effectiveness of governance, risks and control. It 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 directorate 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 government has a keen interest in enhancing 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 founded 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 alignment 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 the 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 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 2024



**1,907**  
EMPLOYEES



**10**  
APPROACH  
UNITS



**321**  
CUSTOMERS  
(AIRLINES)



**19**  
AIR TRAFFIC CONTROL  
TOWERS



**716**  
AIR TRAFFIC CONTROLLERS  
(ATCOs')



**15**  
CONTROL  
SECTORS



**27**  
STRATEGIC  
INITIATIVES



**56**  
SITES MAINTAINED  
ACROSS THE  
KINGDOM

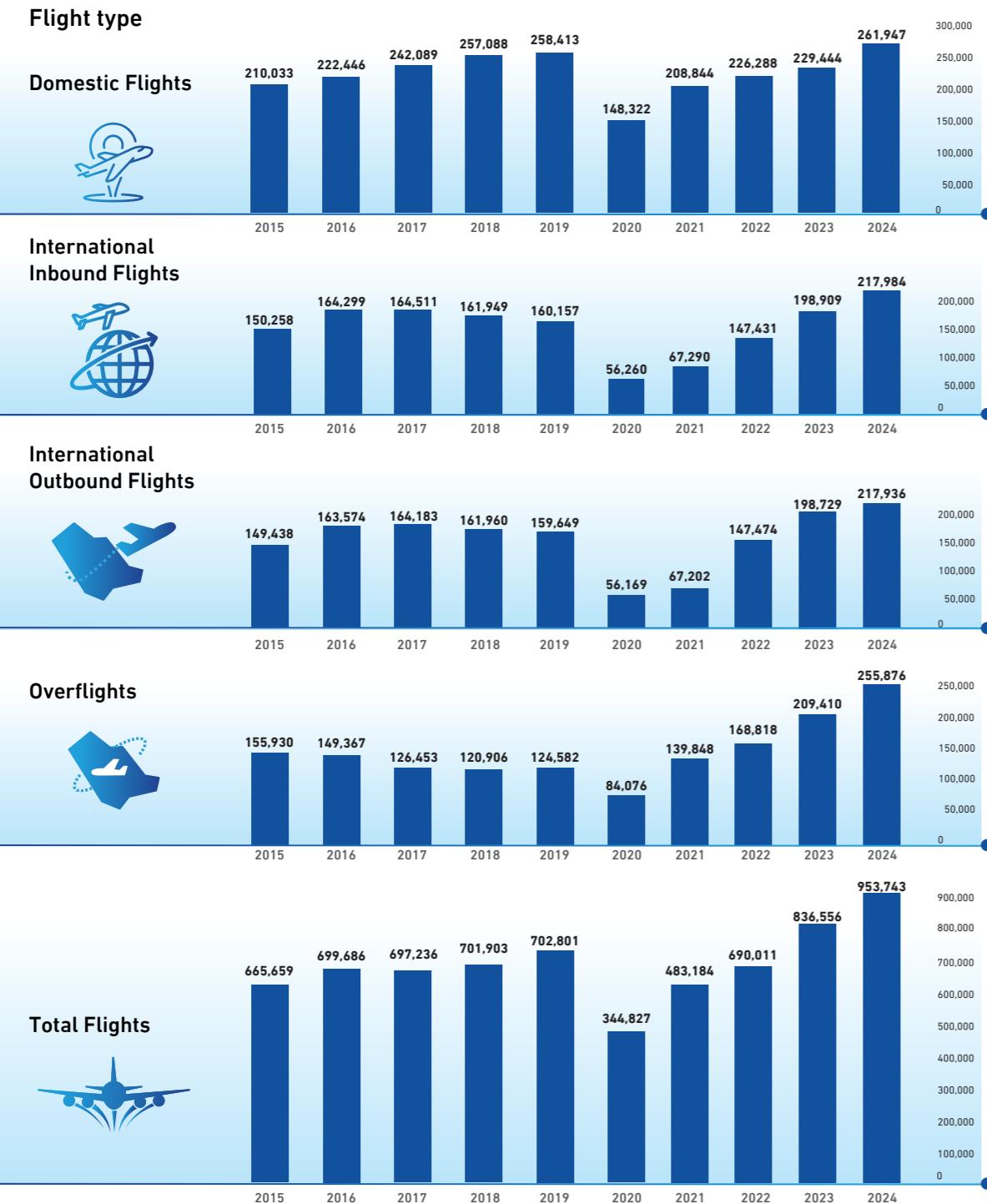


**953,743**  
AIR TRAFFIC  
MOVEMENTS DURING  
THE YEAR 2024.



**2,089,723.63**  
SQUARE KILOMETERS  
OF SAUDI AIRSPACE

## OVERVIEW OF AIR TRAFFIC IN SAUDI AIRSPACE DURING THE YEAR 2024



## OUR TOP CUSTOMERS IN 2024

Airlines	Share of Flights
Saudi Arabian Airlines	24%
flynas	12%
Flyadeal	7%
Qatar Airways	6%
Egypt Air	4%
Emirates Airlines	4%
Flydubai	3%
AirArabia	3%
Air Arabia	3%
Etihad Airways	2%

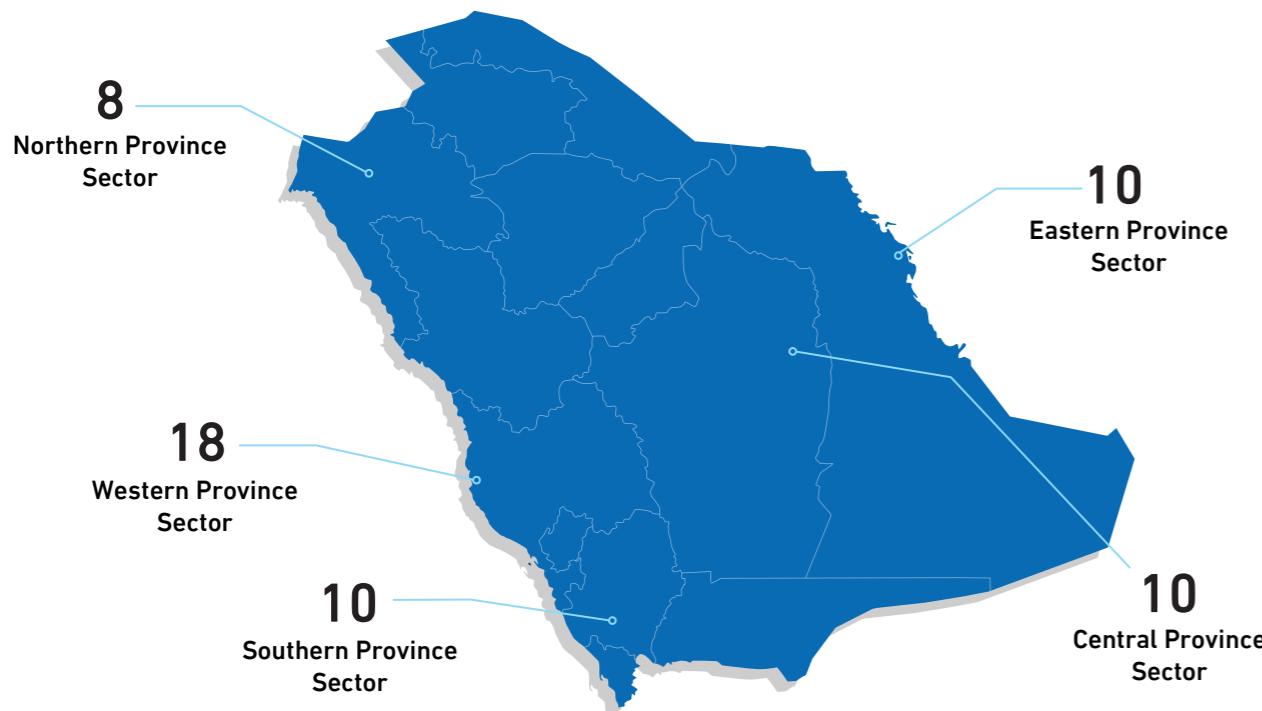


## FEATURES OF THE INFRASTRUCTURE OF AIR NAVIGATION SYSTEMS



Saudi Air Navigation Services (SANS) operates more than 1,200 navigation systems and leverages the latest technology to provide distinguished, and comprehensive services covering 56 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	10
Eastern Province Sector	10
Southern Province Sector	10
Northern Province Sector	8
<b>Total</b>	<b>56</b>

Presence Type	Number of sites
Airports	29
Military Airports	9
Other	18
<b>Total</b>	<b>56</b>

## TECHNICAL PERFORMANCE INDICATORS

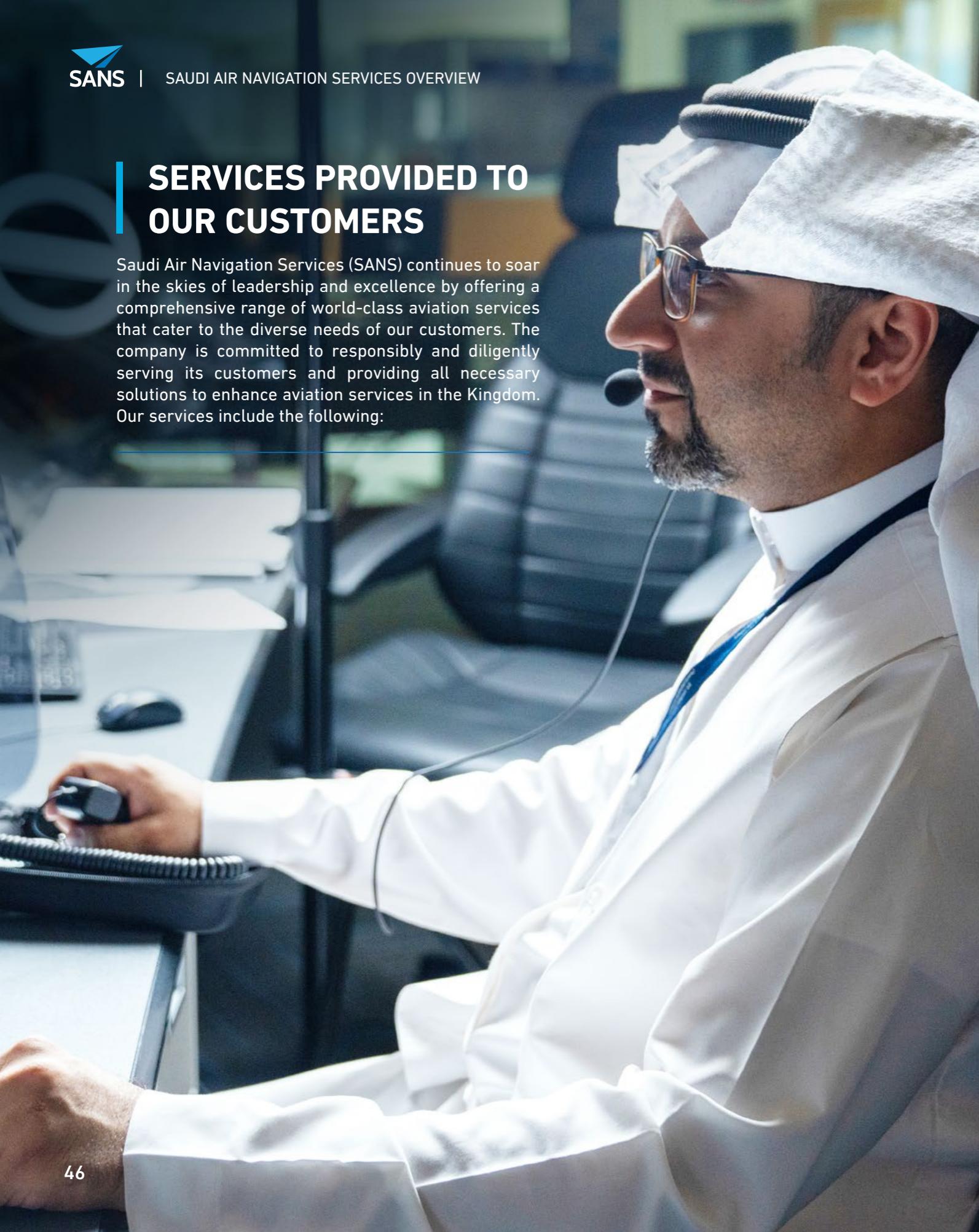


Indicator	Achievement
System Availability	Result: 99.93% of the required goal 99.85%
Service Availability	Result: 99.91% of the required goal 99.85%
Preventive Maintenance	9,226 Maintenances
Corrective Maintenance	1,752 Maintenances



## 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 NAVIGATION SERVICES:

- Air surveillance services.
  - Air traffic control services at airports.
  - Approach control services.
  - Area monitoring services.
- Flight Information Services.
- Search and Rescue Services.



### FLIGHT INFORMATION SERVICES:

- Issuing of navigational announcement bulletins.
- Regular publication of the Saudi Aeronautical Information Publication (AIP).



### AIRSPACE SERVICES:

- Airspace design.
- Design automated approach and departure procedures.



### ENGINEERING SERVICES:

- Designing communications, reconnaissance, and air navigation systems.
- Implementing projects related to communications, reconnaissance, and air navigation.
- Managing radio frequencies for air navigation systems.
- Research and development in the field of air navigation systems.
- Support services and engineering consultations in systems communications, reconnaissance, and air navigation systems.



### MAINTENANCE SERVICES:

- Performing necessary preventive and corrective maintenance for navigation systems, including aerial inspections.
- Managing maintenance contracts for navigation systems, radars, and auxiliary operational systems with manufacturing companies.
- Providing repair services for electronic panels 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 span of the 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..

# SANS ORGANIZATIONAL STRUCTURE

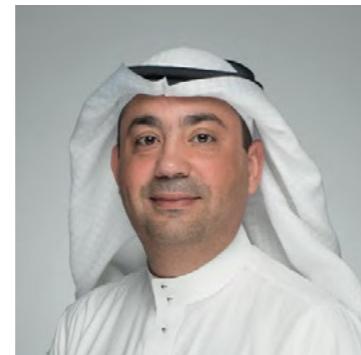


CHAPTER  
3

## CEO AND SECTORS CHIEFS



ENGINEER  
**AHMED AL ZAHRANI**  
CHIEF STRATEGY OFFICER



ENGINEER  
**KHALID ATTIAH**  
CHIEF BUSINESS OFFICER



MR.  
**BANDER AL YAFIE**  
CHIEF FINANCIAL OFFICER



ENGINEER  
**ABDULAZIZ BIN SALEM AL ZAID**  
CHIEF EXECUTIVE OFFICER



ENGINEER  
**WAHHAJ MOTAWIE**  
CHIEF SHARED SERVICES OFFICER



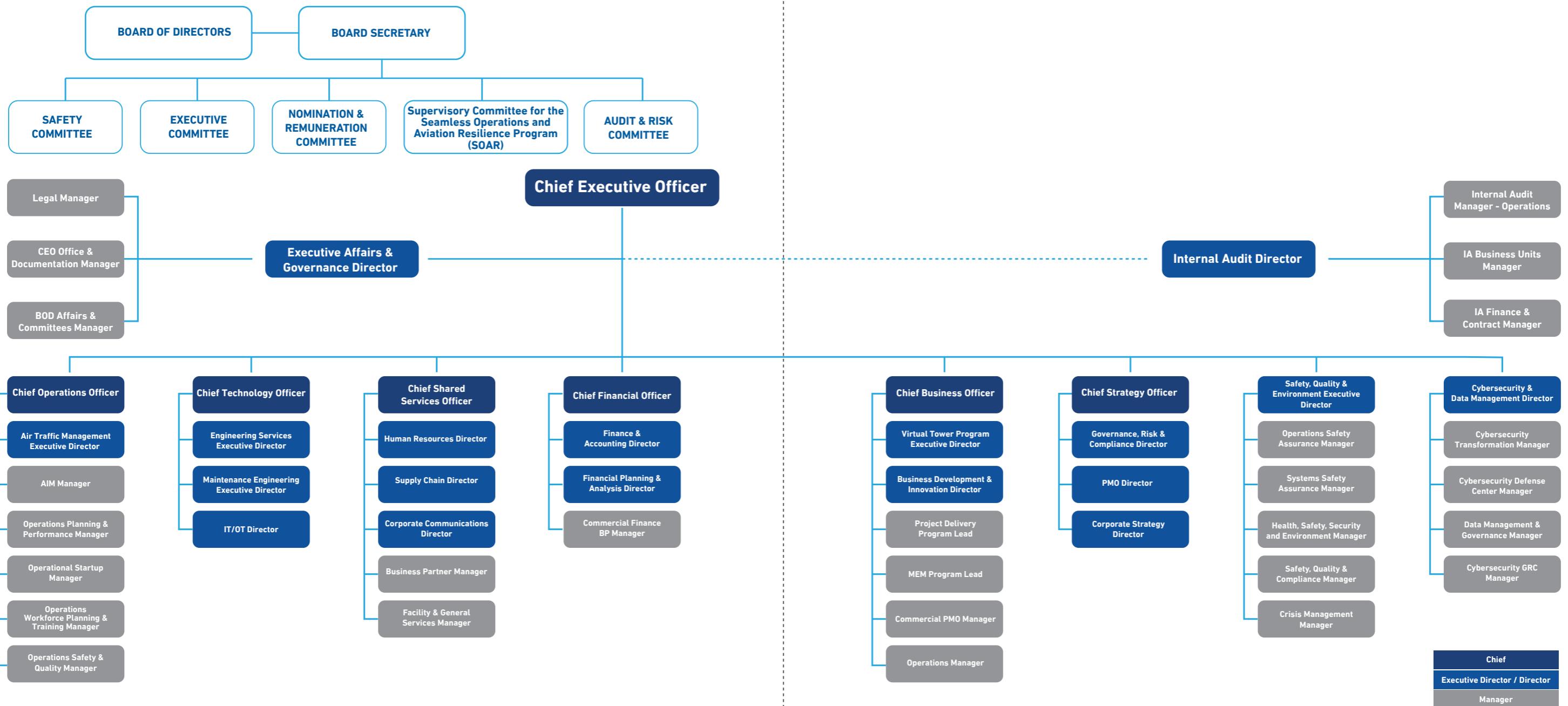
ENGINEER  
**SALEH AL MOTIREY**  
CHIEF TECHNOLOGY OFFICER



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 alignment 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 aircrafts using the Kingdom's airspace.

### The most important directorates of the sector

#### 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. The implementation of these plans 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 (GACA) 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:

Air traffic controllers play a vital role in managing, directing and tracking aircraft to ensure the highest levels of safety, smooth air traffic and operational efficiency, whether on the airport ground, on the runway or in the air, by maintaining safe altitudes or distances between them, or using time separation based on the latest advanced systems and technologies. Air traffic controllers also provide the necessary information to aircraft pilots, and guide them in emergency situations, in cooperation with the relevant work crews at airports and emergency and rescue teams.

##### Specializations in Air Traffic Control

###### Tower Control:

- Organising take-off and landing movements on runways, and guiding aircraft as they move on the airport ground at all stages.

###### Approach Control:

- Regulating the movement of aircraft in the airspace surrounding airports to reach the landing strip for incoming flights to the airport, and for departing flights, directing them safely and smoothly to the required path.

###### Area Control:

- The Area Control is largely focused on managing the air traffic of aircraft crossing Saudi airspace, or those using high altitudes.

###### Navigation Communications:

- The role of the Navigation Communications Officers is to receive and process flight plans to ensure their accuracy, and to coordinate with neighboring sectors and air operators if necessary.

The Directorate includes six departments:



Area Control Center in Jeddah



Area Control Center in Riyadh



Towers Operations Department



Airspace Management Department



ATM Development Department



Search and Rescue Department

### Workforce Planning and Training Directorate

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 and developing training programs to enhance the skills of its employees.

##### Objectives of the Workforce Planning and Training Directorate:

- 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 right personnel are available at the required time and location.
- 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 Directorate

The Aeronautical Information Management Directorate (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, in accordance with the requirements of the General Authority of Civil Aviation (GACA) and recommendations of the International Civil Aviation Organization (ICAO) to ensure the safety of air navigation.

### Aeronautical Information Management products include:

- Aeronautical Information Publication (AIP) including amendments and supplements.
- Aeronautical Information Circulars (AIC).
- Notice to Airmen (NOTAM), Pre-flight Information Bulletins (PIB), and checklist and lists of valid NOTAM.
- Aviation Maps.
- Digital Datasets

The processing and distribution of aeronautical information and flight data are based on the AXIM 5.1, and the (eAIP) content is generated from the digital database in accordance with the ISO 9001:2015 quality management system to ensure the exchange of aeronautical data in accordance with ICAO recommendations and GACA regulations.

The NOTAM service is available 24 hours a day to create and issue navigational announcements related to the provision of air traffic services throughout the Kingdom of Saudi Arabia and overseas areas for which the Kingdom of Saudi Arabia is responsible, and to provide the necessary pre-flight data.

### There are four sections under the directorate, which are:

-  AIP Section
-  Static Data Section
-  Aeronautical Charts section
-  NOTAM Section

## Operations Planning and Performance Directorate

The directorate oversees the operational performance and operational planning of the operations sector, aiming to manage and ensure continuous improvement of operations. The directorate is responsible for building the operational strategy and strategic road map for the sector, reviewing them periodically. Additionally, the directorate 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, and participating in annual budget planning and staffing needs, in coordination with relevant directorates in the sector.

### Responsibilities of the Operations Planning and Performance Directorate include:

- Preparing 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 (KPIs) for operations and safety.
- Establishing a unified dashboard for monitoring and managing operations, ensuring its continuous comprehensiveness.
- Supervising annual planning, preparing the 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.

## Project Operations Directorate

The directorate 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 especially end users. 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 Directorate:

- 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 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 seamless transitions.
- Participating in both factory and hardware acceptance tests.

### There are three divisions under the directorate:

- Project Operations Planning
- Project Operations Execution
- Systems Division



## TECHNOLOGY SECTOR

The company has adopted 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 are 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.

### The most important directorates of the sector

#### Engineering Services Directorate

The Engineering Services Directorate ensures the safety of the modern infrastructure in the Kingdom of Saudi Arabia for communications, navigation, surveillance (CNS), reconnaissance and air traffic control (ATM) systems, by designing, approving, validating and operating all air navigation systems used by air traffic controllers and users of Saudi airspace.

The Directorate is the main representative for implementing and delivering new projects related to air navigation systems, by providing the latest global technologies using the best practices in project management.

In addition, the Directorate provides engineering studies and consultations for air navigation systems, communications, navigation and surveillance, thus ensuring efficiency, reliability and accuracy in operations, in addition to implementing electrical and civil works projects to meet the requirements and needs of the infrastructure of air navigation systems by following international procedures, standards and regulations of the General Authority of Civil Aviation, to ensure the efficiency and safety of air traffic operations, as well as participating in the development of regional and international working groups affiliated with the International Civil Aviation Organization and the General Authority of Civil Aviation to ensure compliance with global and regional air navigation plans, and issuing licenses for air navigation systems.

##### The services provided by the Engineering Services Directorate include:

- Managing projects related to air navigation service systems and applying best engineering practices for design, implementation and commissioning.
- Conducting navigation studies related to systems.
- Designing and implementing communications infrastructure.
- Programming and integrating air navigation systems.
- Ensuring compliance with safety and cybersecurity requirements for air navigation systems.
- Verification and engineering testing of air navigation systems.
- Analyzing of air navigation device data.
- Conduct risk assessment studies to ensure compliance with safety and quality requirements for air navigation systems projects.
- Monitor full compliance with all relevant ICAO and GACA documents.
- Evaluate the impact of obstacles inside and around airports on the efficiency of air navigation systems.
- Optimal operation of air navigation systems.
- Develop a framework for evaluating and allocating frequencies, and make recommendations to the relevant authorities based on usage.

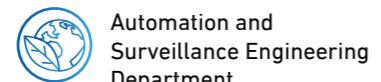
##### There are four departments under the Engineering Services Directorate:



Communications and Navigation Engineering Department



Environmental Engineering Department



Automation and Surveillance Engineering Department



Planning Engineering Department

## Maintenance Engineering Directorate

It is responsible for managing, implementing, organising and monitoring the maintenance work of the company's air navigation systems. It is tasked with developing the company's annual maintenance plan and determining its short and long-term priorities. It also notifies relevant parties such as aeronautical information management and safety, quality of any major system malfunctions, in addition to monitoring and evaluating the compliance of ongoing maintenance projects with the specified plan, ensuring smooth workflow, performance quality, and timely delivery. It is authorised 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 contractor selection process for maintaining navigational systems and their auxiliary systems such as air conditioning and backup power systems, supervising their performance and monitoring their compliance with the required quality procedures and safety standards.

The Directorate ensures compliance with all legislations of the General Authority of Civil Aviation (GACA) 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 the 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 Maintenance Engineering Directorate include, but are not limited to:

- Conducting necessary studies on navigation systems to ensure spare parts availability and calculate systems life expectancy.
- Developing training and qualification pathways for maintenance technicians on navigation systems.
- Performing necessary maintenance and calibration of inspection devices specific to navigation systems.
- Developing operational manuals and maintenance procedures for navigation systems according to the requirements and regulations of the General Authority of Civil Aviation (GACA).
- 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 General Directorate of Engineering Services to oversee the installation and ongoing updates of systems.
- Conducting on-the-job training programs tailored to technicians.

##### There are eight maintenance sectors within the Directorate:



Maintenance Planning



Maintenance Operations



Maintenance of Support Services



Maintenance of the Central Region Sector



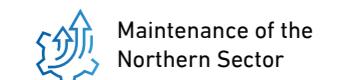
Maintenance of the Western Region Sector



Maintenance of the Eastern Region Sector



Maintenance of the Southern Region Sector



Maintenance of the Northern Sector

## Information Technology Directorate

The Directorate ensures that the company's requirements for systems, software, hardware, and electronic security are in accordance with the best international practices and standards, to provide effective technological solutions to support the company's core operations and support services. Furthermore, it provides highly efficient information technology infrastructure that is characterized by reliability and security in all systems and services, while also delivering technical support to users of IT services, as the directorate is committed to supporting the company's main activities and support services by providing highly efficient systems, software, and devices. It also provides innovative technical solutions that are in line with the company's objectives and future aspirations.

### Administrative structure:

The Directorate includes four departments:

- Governance and Planning Department
- Infrastructure and Operations Department
- **Governance and Planning Department:**  
The department develops technical policies and procedures, strategic planning, manages technical projects, ensures compliance with global standards, and develops a comprehensive governance framework that enhances efficiency and transparency.
- **Infrastructure Management and Operations Department:**  
Manages and operates IT infrastructure, ensures system availability and continuity, upgrades infrastructure and increases network capacity to improve performance, and manages data center and communications networks to ensure optimal performance.
- Information Technology Services Department
- Corporate Architecture Department

• **IT Services Management Department:**  
Responsible for implementing and developing business applications and planning corporate resource systems to support daily operations, providing innovative IT services applications to meet business needs, providing technical support to end users in addition to managing business applications (Oracle) and providing high operational efficiency through continuous design and development.

• **Corporate Architecture Management Department:**  
Designs and implements corporate architecture, directs technical development while ensuring integration between different systems and applications, and develops a comprehensive technology roadmap to support future growth.



## 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 employees.

### The most important directorates of the sector:

#### 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 organising and overseeing developmental initiatives pertaining to the company's internal human resources systems, with a focus on positioning the company as a leading center for talent development and recruitment. This involves fostering employee growth by enrolling them in innovative training programs designed to enhance performance and unleash their full potential.

[There are six departments under the Human Resources Directorate:](#)

- **Organizational Development Department**

Studies and analyses the organizational structure and job descriptions, analyze and evaluate jobs, and study the workforce to ensure their alignment with the company's strategic plan to ensure the achievement of its objectives. It is also responsible for developing human resources policies and procedures with the latest practices, including compensation and benefits. The department has approved the Human Resources Policies and Procedures Manual, which includes the latest human resources practices in 2023, in addition to preparing a comprehensive study of the workforce for the next five years.

- **Human Resources Operations Department**

This department provides employee services in line with labour 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. The department launched an internal clinic and established the company's first labor committee, in addition to honouring the retirement of more than 60 employees.

- **Human Resources Projects Department**

A contemporary management unit focused on devising and executing human resources initiatives and ensuring their effective implementation, such as enhancing employee well-being, fostering company culture, promoting diversity, equality, and inclusion. The department has launched the LYRA application for employee mental health, in addition to signing three agreements with several different associations to enhance the company's social responsibility.

- **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 processes. It also recently launched the HR in Your Hands initiative to enhance communication with employees directly.

- **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. The department has launched the "Afaaq Program", the "Individual Development Plan", and the New Leadership Development Program.

- **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

implementation and automation of HR initiatives. It also ensures the departments adhere to implementing policies and procedures. The department has developed the "Employee Value Proposition SANS EVP" and recently launched the initiative to manage meetings effectively "Clear Sky".

#### Corporate Communications and Marketing Directorate

The directorate is responsible for building and managing the company's corporate communication and marketing activities. It is also responsible for building and developing the company's reputation and brand regionally and globally, and highlighting its efforts in the air transport sector through implementing integrated communication strategies across various media and social media platforms and channels. It aims to enhance awareness of the company's services, achievements and future vision, and achieve institutional happiness for its employees. It measures its performance based on specific key indicators.

[The directorate includes three departments:](#)

- **Digital Communication and Public Relations Department**

This department focuses on enhancing the company's position globally and locally by expanding its extensive media presence, showcasing its most prominent achievements and innovations, and communicating effectively with local, regional and international media outlets and responding to their inquiries. It is also responsible for creating and managing the company's social media accounts, producing visual, audio and written content, managing potential crises, providing media support for projects and initiatives, and enhancing community participation.

- **Marketing and Events Department**

The department seeks continuous innovation and the development of innovative marketing strategies to enhance the company's position in the air transport sector. It is responsible for organising events that reflect the latest developments in the sector, and participating and attending global and local forums, which contributes to achieving sustainable growth for the company, enhancing its position as a leader

in the field of innovation, in addition to building a strong and distinctive brand in the air navigation sector.

- **Communication and Internal Activities Department**

This department is dedicated to strengthening internal relationships among employees throughout the Kingdom. It organises 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. It also conducts periodic surveys to measure employee satisfaction with the organised activities and events, and submits proposals for their improvement.

#### 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.

[The directorate includes four departments:](#)

- **Contracts and Procurement Department**

This department 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 such as Thales and Indra.

- **Planning and Resources Department**

A new department that plans the purchase of materials and services to ensure sustainability and continuity of operations based on the needs of the departments. It also plays an important role in enhancing internal procedures and advancing automation. In terms of inventory management, the department collaborates with the General Department of Maintenance Engineering to plan the needs for various spare parts to ensure the continuous operation of navigational devices and sources them and then manages inventory operations upon their arrival at the stores, in addition to its role in enriching the list of bidders with highly qualified and financially stable contractors. Key achievements included: reaching a critical spare parts availability rate of 99%, 155 scopes of work were received, reviewed, and appropriate sources of supply were provided for them since early 2023. All tasks were successfully completed by year-end according to the service level agreement established with the Finance and IT Directorates.

- **Logistics and Warehouse Department**

This department 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 based on the Maintenance Department's requirements.

- **Commercial Contracts Department**

A new department that 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.

## Facilities and Public Services Directorate

It oversees projects and maintenance of employee facilities, excluding those related to navigational systems. It supports main operations, ensures all facility requirements are fulfilled to meet objectives, and enhances 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 directorate:**

- **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**

The division manages preventive and corrective maintenance contracts covering air conditioning systems for manned and unmanned facilities, electrical and mechanical systems, and safety and security of manned facilities.

- **Facility Project Management and Compliance Division**

Overseeing all facilities projects and maintenance activities, ensuring their compliance with standards and safety requirements, and monitoring key performance indicators for initiatives and projects, managing budget and planning, managing electricity and water accounts, in addition to land leasing contracts.

## The Business Partners Directorate

This directorate is responsible for implementing and monitoring security guard services across the company's sites, ensuring compliance with all approved policies and procedures for security services. It also manages the company's vehicle fleet and associated services. Furthermore, it handles the issuance and follow-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 coordinating meetings, workshops, and events.

**There are four divisions within the Business Partners Directorate:**

- **Security and Fleet Management**

This department oversees the implementation of approved policies and procedures for 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, licences, and inspections.

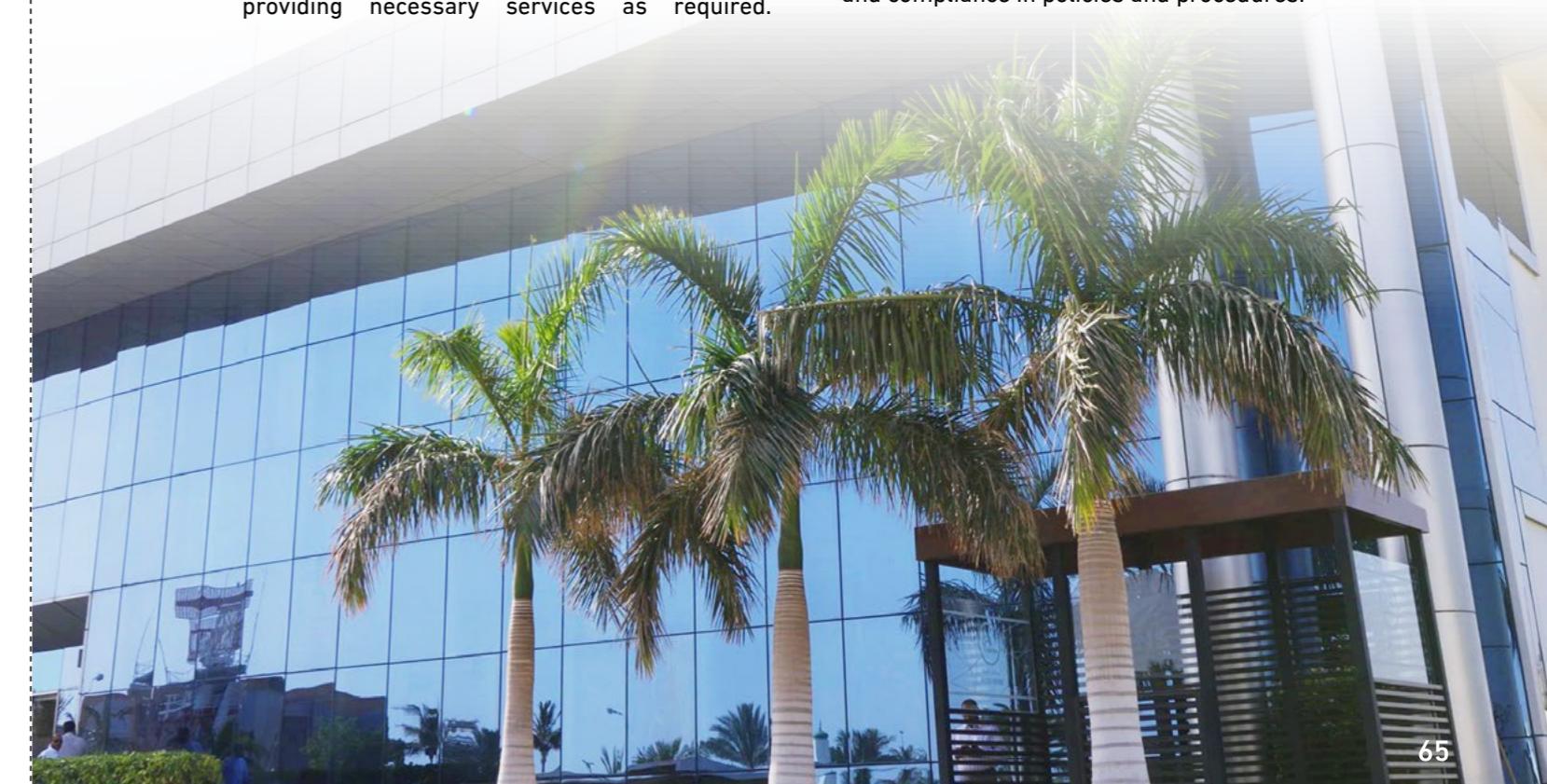
- **Business Partners Management (Head Office, Western Region, Central and Eastern Region):**

This department is responsible for issuing and monitoring all types of security permits issued by airport security authorities. It supervises and monitors services provided by contractors and oversees the company's vehicle performance, providing necessary services as required.

Moreover, it provides 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 oversees the performance metrics of shared services departments and delivers 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 improving operational quality and meeting targeted objectives. In 2023, the department achieved a 100% compliance rate across departments in terms of quality, safety, and compliance in policies and procedures.



## FINANCIAL AFFAIRS SECTOR

The Financial Affairs Sector plays a pivotal role in shaping and executing the company's financial strategy. Its core responsibilities include overseeing budgetary operations, managing financial forecasts, and supervising all accounting functions. The sector is also responsible for reviewing and approving the company's key accounting policies. It is committed to ensuring the accuracy and completeness of the company's consolidated financial statements, in full compliance with Saudi accounting standards and within the prescribed reporting timelines.

## KEY DEPARTMENTS REPORTING TO THE SECTOR

### • Finance and Accounts

The Finance and Accounts Directorate is committed to the highest standards of professionalism, ethics, and integrity in delivering its services. It ensures that all financial and accounting transactions comply with the company's policies, procedures, and regulatory requirements by applying the necessary controls and processes. The directorate provides accurate and well-structured financial data to both internal and external auditors, in accordance with applicable standards. It also oversees the management, recording, and archiving of invoices and financial documents through the accounting team to ensure transparency and compliance.

In addition, the directorate holds full responsibility for achieving its strategic objectives. It actively fosters strong, collaborative relationships with all relevant departments and units to enhance operational and financial efficiency and ensure that its goals are met effectively and efficiently.

The directorate oversees the following three departments:

1. Accounts Department
2. Treasury Department
3. Revenue Department

### • Accounts Department

The Accounts Department within the Finance Division is responsible for the accurate and reliable recording of financial transactions. It ensures compliance with approved accounting

standards and policies to enhance the quality of financial reporting and support strategic decision-making processes effectively.

The department is structured into four main sections:

#### 1. Accounts Payable Section

The Accounts Payable Section is responsible for managing all supplier-related payments, ensuring adherence to contract terms and the timely settlement of invoices.

##### Key Responsibilities:

- Ensure accurate invoice recording and compliance with the standards of the Zakat, Tax and Customs Authority (ZATCA).
- Monitor payments and perform regular financial reconciliations with suppliers.
- Optimize cash flows by managing payment terms and leveraging available discounts.

#### 2. Fixed Assets Section

This section is responsible for managing the company's fixed assets, covering procurement, capitalization, depreciation, physical inventory, and disposal at the end of their useful life.

##### Key Responsibilities:

- Ensure all assets are recorded in compliance with International Financial Reporting Standards (IFRS).

- Manage depreciation processes and conduct periodic asset valuations to ensure financial statement accuracy.
- Oversee the addition, transfer, and disposal of assets to ensure data integrity and protection against loss or waste.

#### 3. General Ledger Section

The General Ledger Section serves as the central register for all financial transactions. It ensures the accuracy and integrity of financial data used in accounting and management reports.

##### Key Responsibilities:

- Verify data consistency and accuracy by reconciling accounts payable, fixed assets, and tax records between sub-ledgers and the general ledger.
- Conduct periodic closings, ensure financial reports comply with approved accounting standards.
- Supervise reconciliation processes between the general ledger and sub-ledgers to maintain record consistency and accuracy.

#### 4. Zakat and Tax Section

The Zakat and Tax Section is responsible for ensuring full compliance with Saudi tax laws and regulations. It manages tax-related risks and prepares the company's tax filings.

##### Key Responsibilities:

- Prepare and submit tax returns, ensuring full compliance with the regulations of the Zakat, Tax and Customs Authority (ZATCA).
- Manage indirect taxes such as Value Added Tax (VAT) and Withholding Tax, ensuring accurate application.
- Provide financial advisory services on the impact of tax changes on the company's financial operations.

#### • Treasury Department

The Treasury Department plays a critical role in managing cash liquidity and ensuring the availability of funds to meet the company's

financial obligations. It focuses on optimizing cash flows, managing bank accounts, and minimizing risks related to liquidity and foreign exchange fluctuations. The department also ensures adherence to internal financial policies and International Financial Reporting Standards (IFRS).

The department includes one section:

### 1. Cash Management Section

The Cash Management Section is responsible for managing daily cash flows and ensuring the efficient utilization of financial resources to maintain sufficient liquidity and ensure smooth operational continuity.

##### Key Responsibilities:

- **Bank account management:** Oversee banking relationships and ensure compliance with company policies.
- **Cash flow monitoring:** Ensure adequate liquidity for operational and investment needs.
- **Payment collection:** Execute timely collections and deposits through various financial channels.
- **Funds transfers:** Transfer funds between accounts to meet obligations, including payroll.
- **Payments processing:** Execute disbursements in line with internal policies and approved authorizations.
- **Account reconciliation:** Regularly review bank balances to ensure accuracy and minimize discrepancies.
- **Foreign exchange risk management:** Apply hedging strategies to mitigate the impact of currency fluctuations.

### • Revenue Department

The Revenue Department is responsible for overseeing the company's incoming cash flows by accurately and efficiently managing billing and collection processes, as well as handling accounts receivable in accordance with best accounting practices.

This department is structured into two sections:

### 1. Billing and Collection Section

This section manages the billing processes and

issues invoices for all services provided by the company. It also monitors collections and ensures that all activities are conducted in accordance with approved financial policies.

**Key Responsibilities:**

- Issue accurate and timely invoices to ensure consistent cash flows.
- Monitor collection activities and ensure timely receipt of payments.
- Handle billing disputes and resolve complaints to secure outstanding receivables.
- Coordinate with other departments, such as Air Traffic Management (ATM), to ensure financial data integration.
- Provide regular reporting on billing and collection activities to the Finance Department.

## 2. Accounts Receivable Section

This section manages all accounts receivable and monitors outstanding customer balances by setting credit policies and controls, conducting regular account reconciliations, and tracking uncollected receivables.

**Key Responsibilities:**

- Monitor outstanding balances and perform regular analysis and reconciliations.
- Manage credit risk by evaluating customers and setting credit limits in line with approved policies.
- Minimize doubtful debts by implementing proactive follow-up and collection procedures.
- Review and prepare provisions for doubtful debts in accordance with IFRS standards.
- Provide accurate financial reports on accounts receivable to support strategic decision-making.

## • Financial Planning and Analysis

The Financial Planning and Analysis Directorate plays a key role in shaping the company's financial strategy and leading the development of annual business plans. It establishes financial policies and procedures, ensures the efficient execution of budget processes, and promotes strong cross-functional collaboration across departments and units. The directorate is committed to the

highest standards of professionalism, ethics, and integrity, encourages employee engagement through regular meetings, and ensures the accuracy and transparency of financial reporting across the organization.

The directorate is structured into two departments:

- Financial Controller Department
- Performance & Governance Department

### • Financial Controller Department

The Financial Controller Department focuses on strengthening effective financial planning and performance analysis. It leads the financial planning and budgeting processes, implements cost control strategies, and conducts profitability analyses to ensure compliance with financial standards and to enhance the company's overall financial performance.

This department includes two sections:

#### 1. Planning and Budgeting Section

This section ensures effective financial planning and strategic budget management.

**Key Responsibilities:**

- Develop and implement the annual budget in alignment with company goals.
- Create periodic financial forecasts to maintain financial stability.
- Monitor budget execution, analyze financial variances, and provide supporting reports.
- Establish long-term financial plans to promote sustainability.
- Oversee operational agreements and ensure financial compliance.

#### 2. Cost and Profitability Section

This section manages costs to support efficient financial performance and enhance profitability.

**Key Responsibilities:**

- Calculate and optimize actual costs in line with company objectives.
- Analyze and monitor service-related costs, proposing improvements to boost financial

efficiency.

- Prepare financial forecasts and analyze variances between actual and expected costs.
- Classify costs and update accounting methodologies to improve financial accuracy.
- Calculate the Weighted Average Cost of Capital (WACC) to support investment decision-making.

### • Performance & Governance Department

The Performance & Governance Department serves as a cornerstone of the Finance Division, focusing on enhancing operational efficiency, ensuring compliance with internal policies and procedures, improving the quality of financial reports, and strengthening the company's financial performance.

This department includes two sections:

#### 1. Center of Excellence Section

This section enhances financial performance by implementing the best practices and performance measurement through Key Performance Indicators (KPIs). It focuses on improving financial processes and achieving high levels of efficiency and quality.

**Key Responsibilities:**

- Improve financial operations by applying international standards and best practices to ensure compliance and efficiency.
- Develop and update financial policies and procedures to enhance compliance and operational performance.
- Analyze financial KPIs and produce performance evaluation reports to support strategic objectives.

- Support financial teams through specialized training programs to enhance knowledge and skills.
- Lead digital transformation projects in financial operations to drive performance and effectiveness.
- Oversee the implementation and performance analysis of strategic financial initiatives.

## 2. Governance and Reporting Section

This section ensures compliance with international financial and accounting standards while delivering accurate, reliable financial and management reports that support informed decision-making, with a strong emphasis on transparency and financial governance.

**Key Responsibilities:**

- Prepare periodic and annual financial reports in accordance with International Financial Reporting Standards (IFRS).
- Provide financial analyses to ensure transparency in management reports and data-driven decision-making.
- Coordinate financial statement preparation and internal audits to ensure data integrity and accuracy.
- Manage the development of policies and procedures to strengthen compliance and financial controls.
- Oversee relationships with regulatory authorities to ensure adherence to financial governance requirements.
- Supervise the preparation of financial performance reports that support strategic financial planning.

## STRATEGIC SECTOR

The Strategic 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.

### The General Strategic Directorate

The General Strategic 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.

#### The directorate includes three departments:

- Strategic Planning and Business Department.
- Corporate Analysis and Business Intelligence Department.
- Customer and Stakeholder Relations Department.

### Governance, Risks, and Compliance Directorate

This 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:

- Achieving governance principles, frameworks, and practices that increase the quality and efficiency of decision-making.
- Monitoring organizational changes and following up on implementation plans for regulatory requirements for all levels, departments, and divisions of the company.
- 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 risk tolerance limits.
- Ensuring transparency and information flow to senior management, thereby facilitating better, faster, and more effective decision-making.

#### The directorate includes two departments:

- Governance and Compliance.
- Enterprise Risk Management.

### General Directorate of Projects

The General Directorate of Projects is the main pillar of the company, setting work standards for effectively managing capital projects and strategic initiatives, ensuring that these projects and initiatives are managed in a unified manner that can be applied to any future projects, in addition to monitoring strategic and institutional performance indicators to enhance daily decision-making.

#### The directorate includes two departments:

- Project Management Office.
- Institutional Excellence Management.

## THE 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.

### The Key Directorates within the Sector

#### Business Development and Innovation Directorate

The Business Development and Innovation 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

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

#### Virtual Towers Program Directorate

It 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 Directorate

This directorate 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 Directorate

The Operations Directorate 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 Implementation Program Directorate

This directorate's responsibilities include executing business projects, encompassing the establishment of suitable infrastructure and the 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.

## AUXILIARY SUPPORT DEPARTMENTS

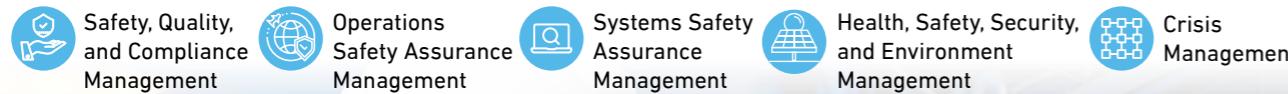
Auxiliary Support Departments serve as vital pillars that reinforce the company's various divisions and departments. Their primary focus is on supervising the delivery of essential services to maintain work quality in close coordination with relevant departments and divisions. Additionally, they procure resources and fulfill diverse needs to enhance task execution, ensure project success, and maintain professionalism.

**Below is an overview of the key supporting departments:**

### General Department of Safety, Quality, and Environment

This department 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 directorate 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 the periodic renewal of the licensing certificate, in addition to ensuring the health, safety and security of employees, ensuring the preservation of property, promoting environmental sustainability and spreading the culture of health, safety, security and the environment by using awareness-raising methods.

**The department includes five managements:**



## Safety Performance Report for 2024

During 2024, Saudi Air Navigation Services (SANS) remained committed to enhancing safety measures through multiple initiatives and improvements, including upgrading the safety management system and maintaining Level (C) accreditation in the Safety Management System as per the standards set by the Providers of Civil Air Navigation Services Organization (CANSO). It also achieved 95% of level (D), which indicates the company's commitment to applying the highest internationally recognized safety standards and procedures.

In addition, the company has obtained the approval of the General Authority of Civil Aviation (GACA) for the Safety Management System, version No. 6, which reflects the management's commitment to implementing all relevant regulations and legislations to ensure the safety of operational processes.

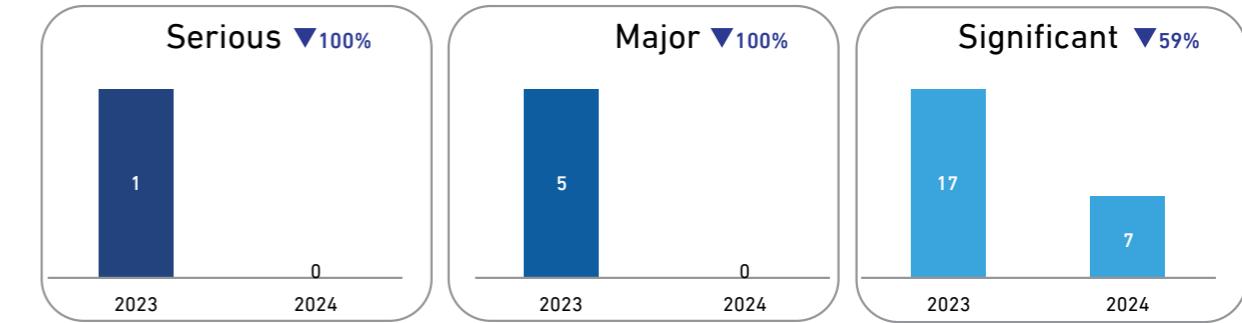
Furthermore, there was intensified communication with external parties, including local airlines and international airports, to exchange safety reports and uphold the company's commitment to providing secure air navigation services.

Additionally, communication channels were strengthened with safety representatives from neighboring airspace and regional airlines to facilitate the sharing of safety-related information.

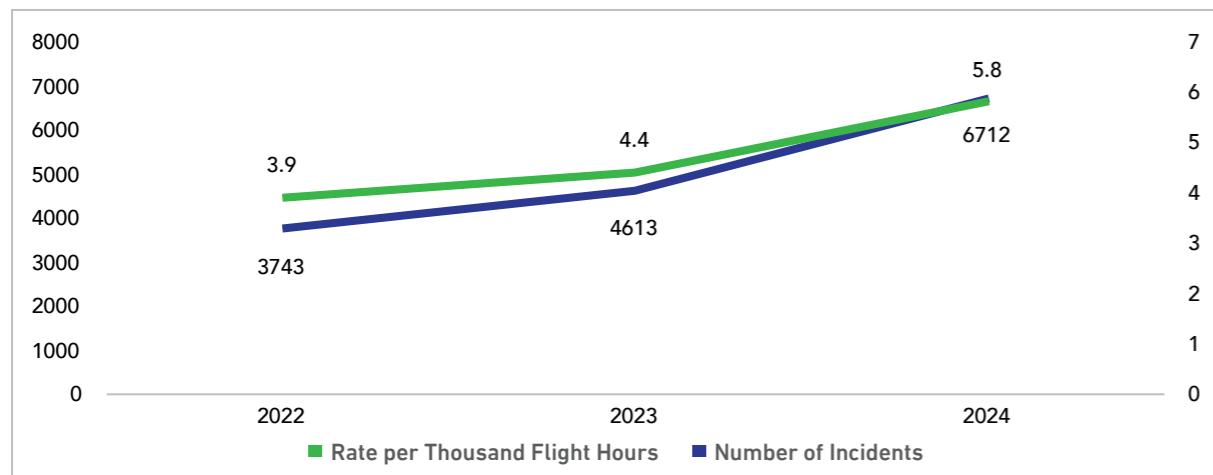
During 2024, the company continued its outstanding performance in the field of safety, as no serious or major incidents related to air navigation safety were recorded. 6,712 incidents were recorded, 251 of which had a direct contribution, which constituted 4% of the total incidents, and 7 incidents were classified as having a moderate impact on safety, all of which were classified as significant, which did not exceed 0.1% of the total incidents recorded for the year 2024.

These efforts led to a 70% reduction in the number of safety-related events recorded in 2024 compared to 2023, as incidents classified as (Significant) decreased by 59%, and incidents classified as (Serious) and (Major) decreased by 100%. A 69% decrease in the contribution rate was also recorded in 2024 compared to 2023.

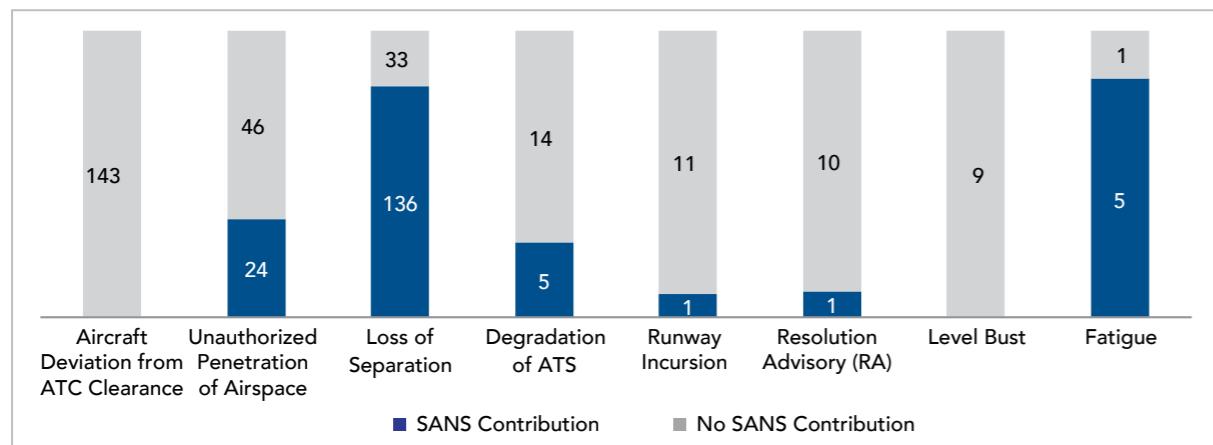
In addition, the company updated the Safety Performance Indicators (SPTs) and alert levels for safety indicators based on the analysis of safety data performance over the past years. These combined efforts facilitated the completion and systematic analysis of safety data, leading to enhanced quality 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.



The chart below provides a breakdown of safety performance indicators by category, along with their contribution rating. A total of 439 events were recorded, of which 172 incidents had a direct contribution, which constitutes 39% of the total.



The company also continued to implement many improvements in health, safety, security and the environment, by renewing the security program of SANS and obtaining approval from the General Authority of Civil Aviation (GACA) in accordance with the requirements of the National Program for Civil Aviation Security, the National Program for Aviation Security Training and the National Program for Aviation Security Quality, in order to enhance the level of security and protection while preserving lives and property. The directorate also renewed the accreditation of the occupational health and safety system in accordance with the requirements of ISO 45001 quality to enhance occupational health and safety levels in the company. The directorate promotes the culture of health, safety, security and the environment by publishing awareness messages regarding work hazards, and launching electronic training courses related to health, safety and security.

## General Administration of Cybersecurity and Data Management

This management was established to enable business and protect vital data, technical systems and infrastructure of SANS from cyber threats, as securing Saudi airspace against increasing cyber threats has become paramount. The General Administration reports directly to the CEO of SANS and operates under the umbrella of the Cybersecurity Supervisory Committee, reflecting the pivotal role of cybersecurity in ensuring excellence in achieving safety and security, and enhancing the strategic objectives of the company.

The management includes four departments:

- **Cybersecurity Governance Risk, and Compliance**

This department works to protect SANS from increasing threats by implementing policies that are compatible with legal and regulatory requirements, implementing decisions based on risk analysis, ensuring compliance through periodic reviews, in addition to preparing security awareness programs that enhance security culture and increase the ability to confront threats.

- **Cybersecurity Defense Center**

The Cyber Security Defense Center ensures continuous monitoring, threat detection and rapid response to protect corporate networks, as well as countering cyber attacks, discovering hidden threats, and regularly assessing vulnerabilities to maintain security effectiveness against evolving threats.

- **Cybersecurity Transformation and Projects Management**

The department ensures that SANS business projects comply with cybersecurity requirements. It implements the cybersecurity and data governance strategy and roadmap through project management, budget control, and resource allocation, to ensure successful implementation and cost effectiveness.

- **Data Governance and Management**

The department works to implement comprehensive data governance frameworks to oversee data management activities across all data domains, develop a privacy governance framework, and identify and classify data assets in accordance with national regulations to ensure data protection and proper handling.

# THE STRATEGY FOR SAUDI AIR NAVIGATION SERVICES IN 2024



CHAPTER

4

## INTRODUCTION 2024

Since becoming an independent entity separate from the General Authority of Civil Aviation (GACA) in 2016, Saudi Air Navigation Services has developed a strategic vision to transform the aviation sector into a company adopting to industry best practices and methodologies, with a primary focus on ensuring the highest standards of airspace and aviation safety. In 2024, the company launched 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 (GACA) has developed the National Aviation Strategy in the Kingdom of Saudi Arabia to transform the objectives of Saudi Vision 2030 into reality by detailing and setting a roadmap to reach the vision's targets, as developing the aviation strategy contributes fundamentally to achieving the objectives of Saudi Vision 2030 by defining the roles, responsibilities, and expectations of various government agencies and the private sector.

## 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, shaping the future of the aviation sector in the Kingdom as a leader in the aviation industry regionally and globally.
- Expand cargo handling capacity to 4.5 million tons of goods by 2030.
- Training Saudi employees to take on leadership roles within the sector.
- Increase airport capacity to accommodate a larger number of Umrah pilgrims (30 million Umrah pilgrims annually).
- Strengthen the competitiveness of local companies.
- Promote competition among local and international airlines.
- Increase domestic and international flight connectivity to over 250 destinations.
- Form strategic 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:

### 1- 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.

### 2- 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 objectives of the National Aviation Sector Strategy. This

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

### 3- Human Resources development

- Developing the national workforce by qualifying and enabling them to manage the airspace efficiently and safely, to be an essential part of achieving the goals of the National Aviation Strategy, by enhancing the Kingdom's position as a leading global center in air traffic management.





## CONTINUING THE TRANSFORMATIVE JOURNEY IN SAUDI AIR NAVIGATION SERVICES DURING 2024

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 that reflects 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 the many challenges facing the company, it continued shaping its future, addressing these challenges with professionalism and skill. In 2024, the company took a strategic step by including sustainability as a fundamental pillar to support the Kingdom's pursuit of Vision 2030's sustainability goals, based on a strategy that combined flexibility, innovation, investment in human resources, and modern technologies to develop innovative solutions within a safe and distinguished work environment.

In light of this journey, the ambitious transformation plan was reflected in the company's business and practices. Through investment, unification of efforts, and continuous improvement, the company launched a new vision and strategic plan, which included six main pillars:



Safety &  
Security  
Excellence



Efficient  
Operations At  
Scale



People  
Orientation



Technology &  
Innovation  
Leadership



Financial  
Effectiveness



Sustainability

## THE PILLAR OF SAFETY AND 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
- Occupational safety in company offices and employee workplaces.
- Cybersecurity

These aspects encompass 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 a range of effective programs to foster a safety culture among its workforce, and adopts the leading international practices and contemporary scientific methodologies for proactive risk management in a proactive and preventive approach.

### The Objective of the Pillar

SANS aims to activate and enhance its safety and security management systems using a proactive approach, and to enhance the culture of safety and security as an enabling factor for future growth and efficiency at all levels of the company through four main programs, which are:

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



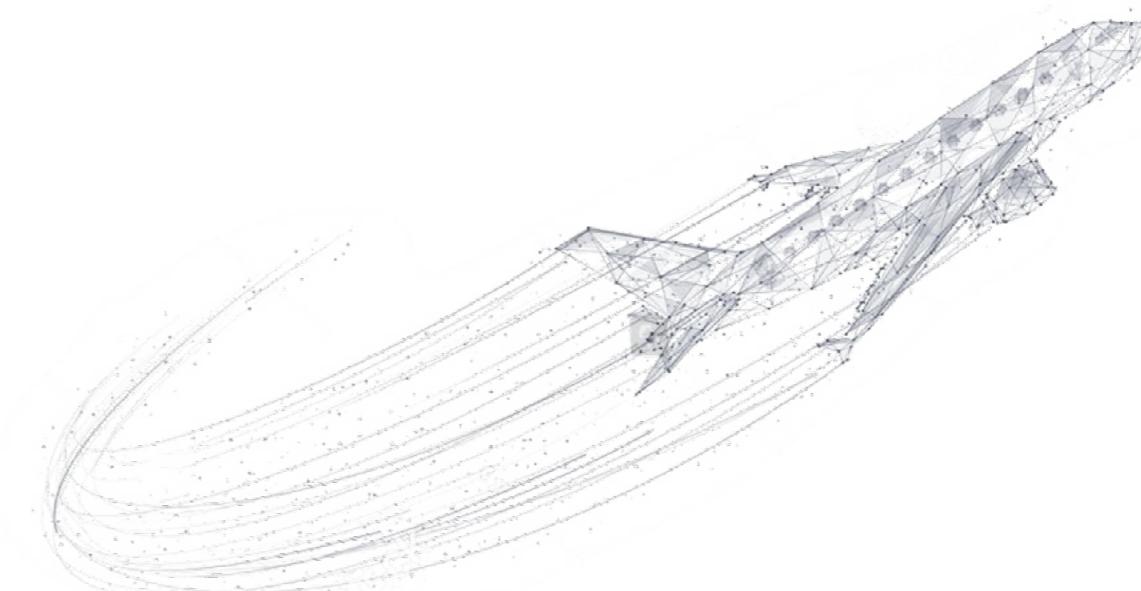
## THE PILLAR OF EFFICIENT OPERATIONS AT SCALE

The 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.

### The Objective of the Pillar

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.
- Ensuring optimum airfield operations.
  - Expanding runway capacity to cater to high-performance aircraft traffic.
- Developing air navigation services with a customer-centric approach.
- Developing an external customer guidance program aligned with the highest global standards.



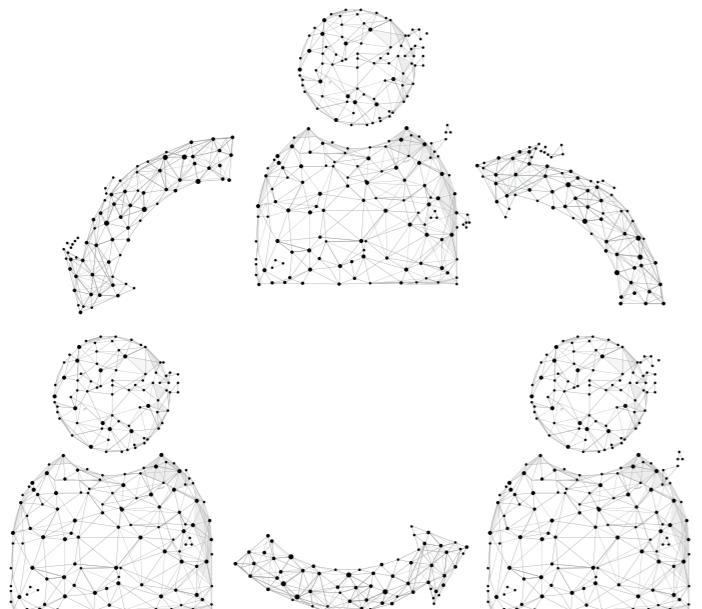
## THE PILLAR OF PEOPLE ORIENTATION

The Pillar of People Orientation represents the company's most valuable asset and main driver of 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.

### The Objective of the Pillar

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 three 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.
- Promoting the company's brand.
  - Developing marketing and brand building strategies to increase the presence of SANS and the aviation sector in the Kingdom at regional and international levels.



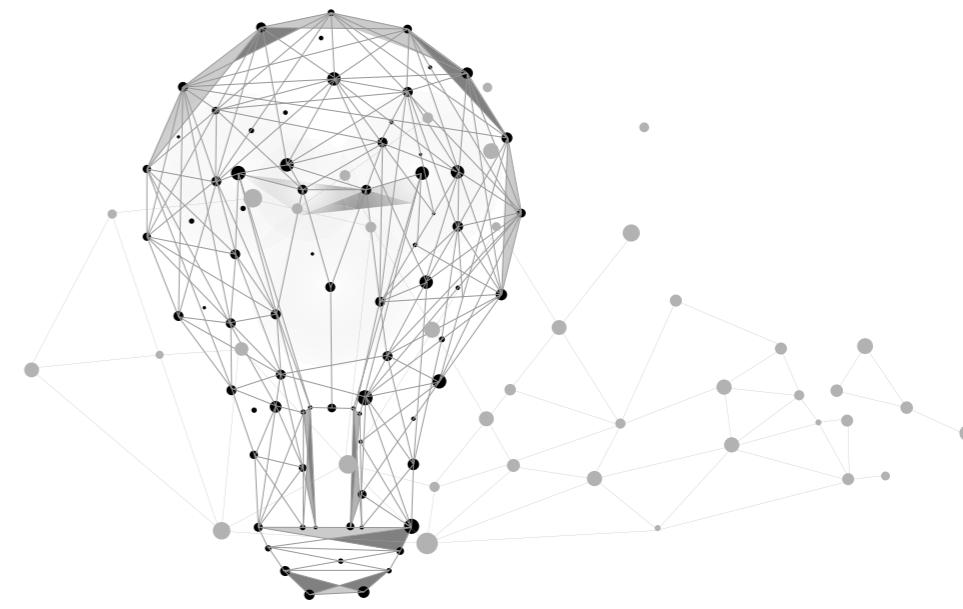
## THE PILLAR OF TECHNOLOGY AND INNOVATION LEADERSHIP

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

### The Objective of the Pillar

Leading and embracing innovations 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.
  - Strengthening research and development capabilities to deliver the leading 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.
  - Enhancing the information technology systems.



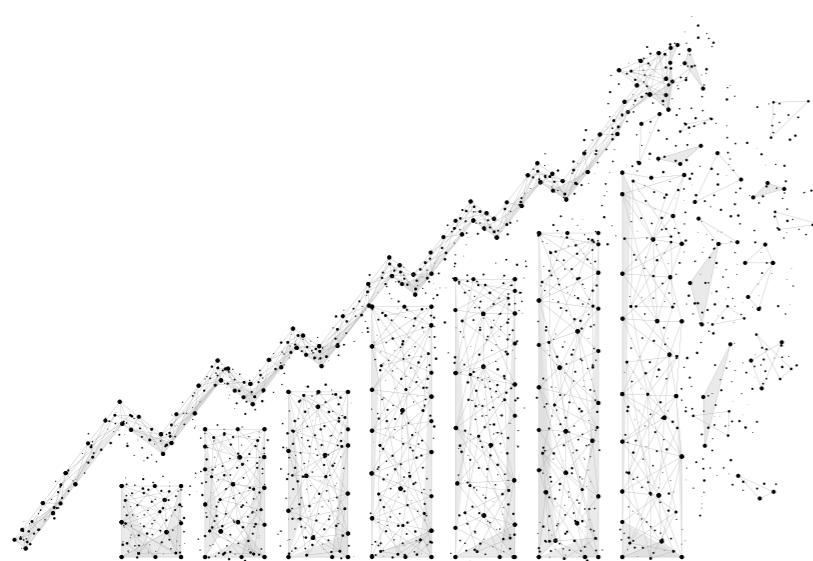
## THE PILLAR OF FINANCIAL EFFECTIVENESS

Saudi Air Navigation Services Company's growth strategy is based on its corporate values, which have played a crucial role in driving 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 internal coordination. This approach has empowered the company to confront one of its major challenges in 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 secure financial resources.

### The objective of the Pillar

Optimal use 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:
  - Leveraging the company's capabilities to drive business growth across different regions and services.



## THE PILLAR OF SUSTAINABILITY

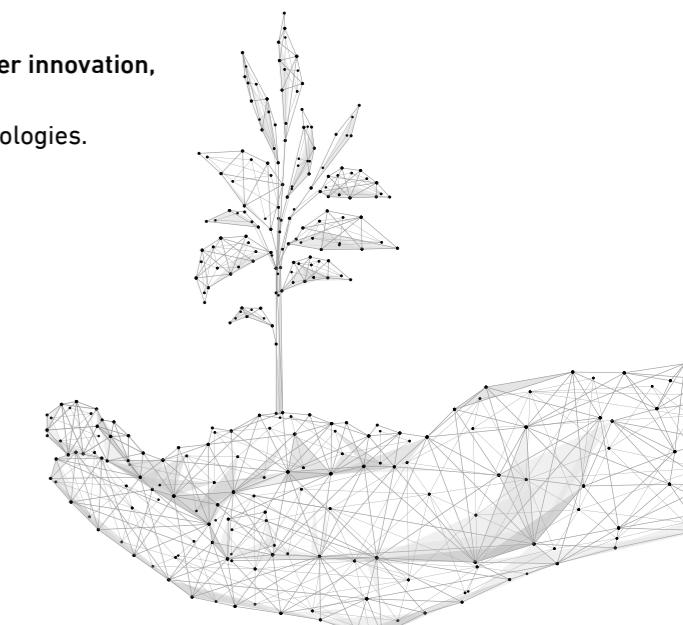
Through this pillar, SANS seeks to enhance its role in sustainable development within the Kingdom, in line with the directions of Saudi Vision 2030 and its national initiatives in the field of sustainability. This pillar also aims to integrate sustainability and environmental responsibility into all of the company's operations to achieve a comprehensive and sustainable positive impact. The company has developed a sustainability strategy that includes innovative programs aimed at enhancing environmental, social, economic, and corporate governance sustainability.

### The Objective of the Pillar

To establish a culture of sustainability both internally and externally by enhancing integration across environmental, social, economic, and governance aspects, enabling the company to achieve a sustainable positive impact on the aviation sector and society.

The objectives of this pillar are achieved through three main programs:

- Raising environmental awareness and responsibility.
  - Sustainable air traffic management.
  - Use of renewable energy.
  - Promoting environmental commitment.
  - Increasing green spaces.
- Supporting social sustainability and promoting a culture of inclusiveness, community engagement, and employee well-being.
  - Empowering human resources.
  - Promoting the principle of equality.
  - Creating an attractive work environment.
- Promoting economic sustainability and governance to foster innovation, technological advancement, and institutional integrity.
  - Supporting innovation through adopting the latest technologies.
  - Institutional governance and integrity.



## ACHIEVEMENTS OF 2024



خدمات الملاحة الجوية السعودية

Saudi Air Navigation Services

CHAPTER  
5

SANS achieved exceptional growth indicators in air traffic during the year 2024. It recorded unprecedented figures in the number of domestic, international, and overflights, reaching a total of 953,743 flights, with a growth rate of 14% compared to the previous year. October recorded the highest increase in the number of flights, driven by the increase in overflights in the Kingdom's airspace, as the average number of flights reached 2,894 flights per day, a growth rate of 28% compared to the same period last year. The highest number of flights in the history of Saudi aviation was recorded on April 14, with 3,137 flights, achieving a growth rate of 26% compared to the highest historical number in 2023. According to statistics, the number of international flights reached 436,000 flights, with a growth rate of 10%. While overflights recorded 256,000 flights, with a growth rate of 22%. As for domestic flights, they achieved a growth rate of 14% compared to last year, recording 262,000 flights. The local market showed a full recovery by exceeding pre-pandemic levels, and achieving remarkable growth and expansion rates.

## THE CORE PILLARS

The transformation strategy was built upon six fundamental pillars: Safety & Security Excellence, Efficient Operations at Scale, Financial Effectiveness, People Orientation, Technology & Innovation Leadership, and Sustainability. These pillars gave rise to 20 programs, which in turn generated 39 strategic initiatives. By the end of 2024, the strategy had successfully met its objectives and attained the desired level of maturity.

## THE KEY OUTCOMES AND ACCOMPLISHMENTS

### The Pillar of Safety and 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

- Efficiency of Security and Safety Standards

Thanks to Allah and His grace, and then to our firm commitment to enhancing security and safety standards at SANS, no serious or major incidents were recorded during the year 2024 classified as (Serious) or (Major), reflecting our dedication to providing and offering safe and reliable air navigation services.

- ISO 37000 Certification in the field of organizational governance

SANS has obtained the ISO 37000 certification according to international standards in the field of organizational governance, thus becoming one of the first companies in the aviation sector in the Kingdom to obtain this certification, which confirms the company's continuous efforts to improve and apply the highest standards to provide distinguished and sustainable services.

- Certificate of Compliance with International Standards for the Internal Auditing Profession

To achieve professional excellence, the Internal Audit Department at SANS has obtained the Certificate of Compliance with International Standards for the Internal Auditing Profession, presented by the Saudi Association of Internal Auditors.

- Maintaining Level (C) in the Safety Management System according to the Civil Air Navigation Services Organisation (CANSO) standards

SANS has worked to upgrade the Safety Management System and maintain Level (C) in the Safety Management System according to the Civil Air Navigation Services Organisation (CANSO) standards, and has achieved 95% of Level (D), which is evidence of the company's commitment to implementing the highest internationally recognized safety standards and procedures.

- King Abdulaziz Quality Award

SANS achieved the "Silver Level" in the King Abdulaziz Quality Award for the year 2024. This national recognition of institutional excellence is an embodiment of the company's keenness and commitment to achieving sustainability in the quality of institutional performance.



## THE PILLAR OF EFFICIENT OPERATIONS AT SCLAE

SANS' efforts are focused on comprehensively improving operational efficiency and processes, and enhancing various systems, including air traffic systems, voice communications systems, radar systems, and many other systems that have contributed to enhancing operational efficiency and achieving the goals of establishing the Kingdom's position as one of the best countries in the world in terms of air navigation services.

#### Key Achievements

- Improving the effectiveness of air corridors

Work has been done to develop several corridors, including the air corridor in the southeastern sector of the Kingdom of Saudi Arabia's airspace, with the aim of improving aircraft corridors to move from point to point, and reduce carbon emissions, thereby supporting the goals of Vision 2030.

- Celebrating Global Suppliers Day

In appreciation of the efforts and the achievements made through the cooperation between the company and its suppliers from various sectors, SANS held a Suppliers Day ceremony, during which cooperation agreements were signed with five companies, and honored 14 companies in appreciation of their efforts.

- Best Air Navigation Service for Operational Efficiency Award

SANS has been awarded the Best Air Navigation Service Provider for Operational Efficiency in the Middle East at the 2024 Global Brand Awards, in recognition of its efforts in achieving the highest standards of operational efficiency.



- Signing of the contract for air traffic management and maintenance of navigation systems for the Red Sea International Airport

During the Future of Aviation Conference, SANS signed a contract with daa International, the operator of the Red Sea International Airport (RSI), which includes air traffic management and maintenance of the airport's navigation systems.



## THE PILLAR OF PEOPLE ORIENTATION

SANS considers its employees to be its greatest asset and the foundation of its development, prosperity, and success. Therefore, it pays great attention to developing their skills and enhancing their capabilities by creating an attractive and stimulating work environment. The company has actively reviewed and developed its organizational structure to ensure the efficient distribution of tasks and responsibilities. It has also launched training and development programs such as the ambitious "Qiyada" program, which aims to prepare and qualify employees to assume leadership positions in the future, which supports the achievement of the company's strategic objectives.

### Key Achievements

- Corporate Happiness Award for Companies in the "Diversity and Inclusion" Category

SANS achieved first place in the GCC countries in the "Corporate Happiness Award for Companies in the "Diversity and Inclusion" category, in recognition of its distinguished efforts in enhancing employee happiness, and achieving diversity and inclusion within the company's work environment.



- Best Places to Work Certification

SANS has been awarded the Best Places to Work 2024 certification for the second time in a row, ranking fifth in the Large Companies (1,000+ employees) category.



### • Signing MOTs with Charitable Societies

In a pioneering step that reflects SANS's commitment to social responsibility, three agreements were signed with the Jeddah Orphans Association, neighborhood centers, and the National Committee for the Care of Prisoners, Released Prisoners, and Their Families. This initiative embodies the spirit of collaboration and effective partnership with the relevant authorities, and aims to create sustainable opportunities that promote social development.



- **Launching the Labor Committee**

SANS launched its first Labor Committee in cooperation with the Ministry of Human Resources and Social Development, with the aim of improving the work environment and increasing productivity, enhancing health and safety services, developing training programs, and achieving equality among employees.



- **Afaq Program**

SANS launched the "Afaq" program, specially designed for recent university graduates, and aims to empower national talent and hone their skills to face future challenges and meet existing needs in this field, by providing a set of intensive training programs that are compatible with the highest international standards.

- **Obtaining ten international awards in the corporate communications and marketing sector**

SANS has received ten international awards in the corporate communications and marketing sector, enhancing its leadership and creativity in this field, most notably the "MarCom International" Awards and the "Titan International" Awards, which reflect the company's commitment to innovation and quality, and consolidate its position as a reliable partner for achieving excellence and success.



- **Empowering women's competencies in air navigation**

To enhance women's contribution to the labor market and empower them in the air navigation system, 28 female professionals graduated from the Navigation Systems Monitoring and Maintenance Program after completing an intensive qualification course.



## THE PILLAR OF TECHNOLOGY AND INNOVATION LEADERSHIP

The Pillar of Technology and Innovation Leadership revolves around improving the systems and solutions used, adopting the latest technologies, providing innovative solutions, and creating business opportunities for service providers in the aviation and air navigation sectors globally.

### Key Achievements

- **Best Air Navigation Infrastructure in the Middle East Award**

SANS has been awarded the Best Air Navigation Infrastructure in the Middle East at the 2024 Global Brand Awards in recognition of the company's professionalism and leadership in the aviation sector.



- **Implementation of the Power Systems Upgrade Project**

A project was implemented to improve the supply of electrical power sources for air navigation systems and external support systems within the regional air traffic control building at King Abdulaziz International Airport in Jeddah, King Khalid International Airport in Riyadh, and the Precision Approach Center at Abha International Airport. The project includes the installation of uninterruptible power supply units (UPSs) and the necessary accessories, in addition to gradually redistributing critical loads to those units and new electrical distribution panels. The project aims to eliminate individual points of failure and facilitate future maintenance work, which contributes to raising service availability rates.

- **Official start of the Advanced Surface Traffic Guidance and Control System at Madinah Airport**

The SANS Engineering Services team has successfully implemented and operated the Advanced Surface Traffic Guidance and Control System (A-SMGCS) at Prince Mohammad Bin Abdulaziz International Airport in Madinah, becoming the first system of its kind to be introduced within Saudi airspace. This innovative system enhances the efficiency and safety of operations by improving the situational awareness of air traffic controllers and ground crews. The A-SMGCS project team has demonstrated high commitment and exceptional efforts to achieve this milestone.



## THE 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.

### Key Achievements

- Positive EBITDA targets

Achieving targeted operating net income before interest, taxes, depreciation, and amortization with a positive growth rate of 54%.

- Business revenues

SANS achieved approximately 85.3 million Saudi riyals in revenue through its commercial operations.

- Effective Management of Term Deposits

A profit of SAR 25 million was achieved from term deposits, exceeding the set target by 79%, or approximately SAR 11 million. This is an indication of the effectiveness of strategic cash management and the optimal use of resources to achieve sustainable returns.

## THE PILLAR OF SUSTAINABILITY

In 2024, we worked on developing and activating the sustainability strategy and including it in the company's strategy, as the sustainability pillar revolves around enhancing and developing the environmental, social, and economic aspects within SANS by launching initiatives aimed at enabling sustainable practices and raising awareness of their importance. This pillar includes multiple areas, such as improving air traffic management in a way that considers environmental sustainability, expanding the use of renewable energy, and increasing green spaces in work environments. It also focuses on developing talent and promoting a culture of inclusiveness and employee well-being, corporate governance and integrity, in addition to adopting the latest innovations and technologies to support sustainability.

### Key Achievements

- Launching SANS Sustainability Strategy

SANS launched its sustainability strategy in 2024, which is based on three main pillars: environmental, social, and economic sustainability. This strategy includes a plan to launch initiatives that promote sustainability in various fields, making it a fundamental pillar and a pivotal element that guides and enhances all the company's operations, and reflects its firm commitment to a sustainable future.

- Airline CO2 Emissions Calculation System

SANS launched the Airline CO2 Emissions and Fuel Burn Calculation System to help the company assess its environmental impact and develop future plans to reduce carbon emissions, reflecting our commitment to the Kingdom's direction towards environmental sustainability, reducing the carbon footprint, addressing environmental impact and mitigating repercussions.

## AN OVERVIEW OF OUR INITIATIVES AND PILLARS FOR THE YEAR 2024

### The Vision

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

Safety & Security Excellence	Efficient Operations at Scale	People Orientation	Technology & Innovation Leadership	Financial Effectiveness
 <ul style="list-style-type: none"> <li>Activating and enhancing the safety and security management system as an enabler for growth and efficiency.</li> </ul>	 <ul style="list-style-type: none"> <li>Increasing airspace efficiency and supporting sustainability goals.</li> <li>Ensuring optimum airfield operations.</li> <li>Developing air navigation services provided to customers.</li> </ul>	 <ul style="list-style-type: none"> <li>Building future leaders and cultivating a flexible workforce with the necessary competencies to meet future demands.</li> <li>Creating an engaging work environment founded on a culture of performance.</li> <li>Promote the company's brand.</li> </ul>	 <ul style="list-style-type: none"> <li>Strengthening the concept of research and development to attain global leadership in the fields of technology and innovation.</li> <li>Optimal utilization of digital technology and automation to facilitate operational growth and achieve maximum flexibility.</li> </ul>	 <ul style="list-style-type: none"> <li>Increasing efficiency and achieving financial flexibility and stability.</li> <li>Diversifying income sources through expanding business locally and globally.</li> </ul>



### Sustainability

- Supporting social sustainability and promoting a culture of inclusiveness, community engagement and employee well-being.
- Raising environmental awareness and responsibility.
- Promoting economic sustainability and governance to enable innovation, technology and institutional integrity.

39  
Initiatives

20  
Programs

14  
Objectives

27  
Performance Indicators

## INTERNATIONAL, REGIONAL, AND LOCAL PARTICIPATIONS

Local, regional and international participation is of great importance to keep pace with the development of the air transport industry and enhance the company's position as a leading regional, and global company. Among the most prominent events, forums, and conferences held with the attendance and participation of a number of specialists and stakeholders from SANS during the year 2024:

### FUTURE AVIATION FORUM



Saudi Air Navigation Services (SANS) participated as a main sponsor in the third edition of the Future Aviation Forum in the capital, Riyadh. It was also present at the conference with a pavilion introducing the company, with the aim of holding discussions and forming partnerships with companies and leaders present at the exhibition, and enhancing its presence in one of the most important international forums specialising in civil aviation, in addition to introducing the company and its key services. During the conference, it also signed an agreement with daa International, the operator of the Red Sea International Airport (RSI), which included air traffic management and maintenance of the airport's navigation systems.



SANS attended the Farnborough International Air Show in the British capital, London. During the exhibition, the company signed a cooperation agreement with NATS, which aims to enhance cooperation between the two parties to increase airport capacity.



SANS participated as a gold partner in the Career and Job Forum and Fair in Jeddah, in addition to participating by setting up a pavilion in the forum to attract national talent and localize professions in the civil aviation sector.



SANS organised a Suppliers Day ceremony in Jeddah, in appreciation of the efforts and achievements made through the cooperation between the company and its suppliers from various sectors, during which cooperation agreements were signed with five companies, and honored 14 companies.



SANS participated as the main sponsor in the Toastmasters event organised by KFUPM in Dammam, which was attended by more than 1,250 visitors, to showcase job opportunities and training programs in the air navigation system, based on the company's role in qualifying and empowering national talent.



SANS hosted the meetings of the International Civil Aviation Organization (ICAO) Regional Office for the Middle East, which were organised for the first time in the Kingdom of Saudi Arabia in Jeddah, in recognition of the Kingdom's leading role in the air transport industry and to enhance cooperation and exchange of expertise to ensure the safety and efficiency of air traffic at the global level. During the meetings, SANS signed an air traffic management agreement with the General Company for Airports and Air Navigation Management in the Republic of Iraq.



SANS participated as a supporting partner in the Data 2030 Summit, in line with the company's belief that data is the foundation of digital transformation and the driver of future innovation.



During the Black Hat MENA conference, SANS signed two memoranda of understanding with "Trend Micro" and "Group-IB" to enhance cooperation in the field of cybersecurity.



SANS participated in the KFUPM Career Open Day in Dammam to showcase its job opportunities and training programs.



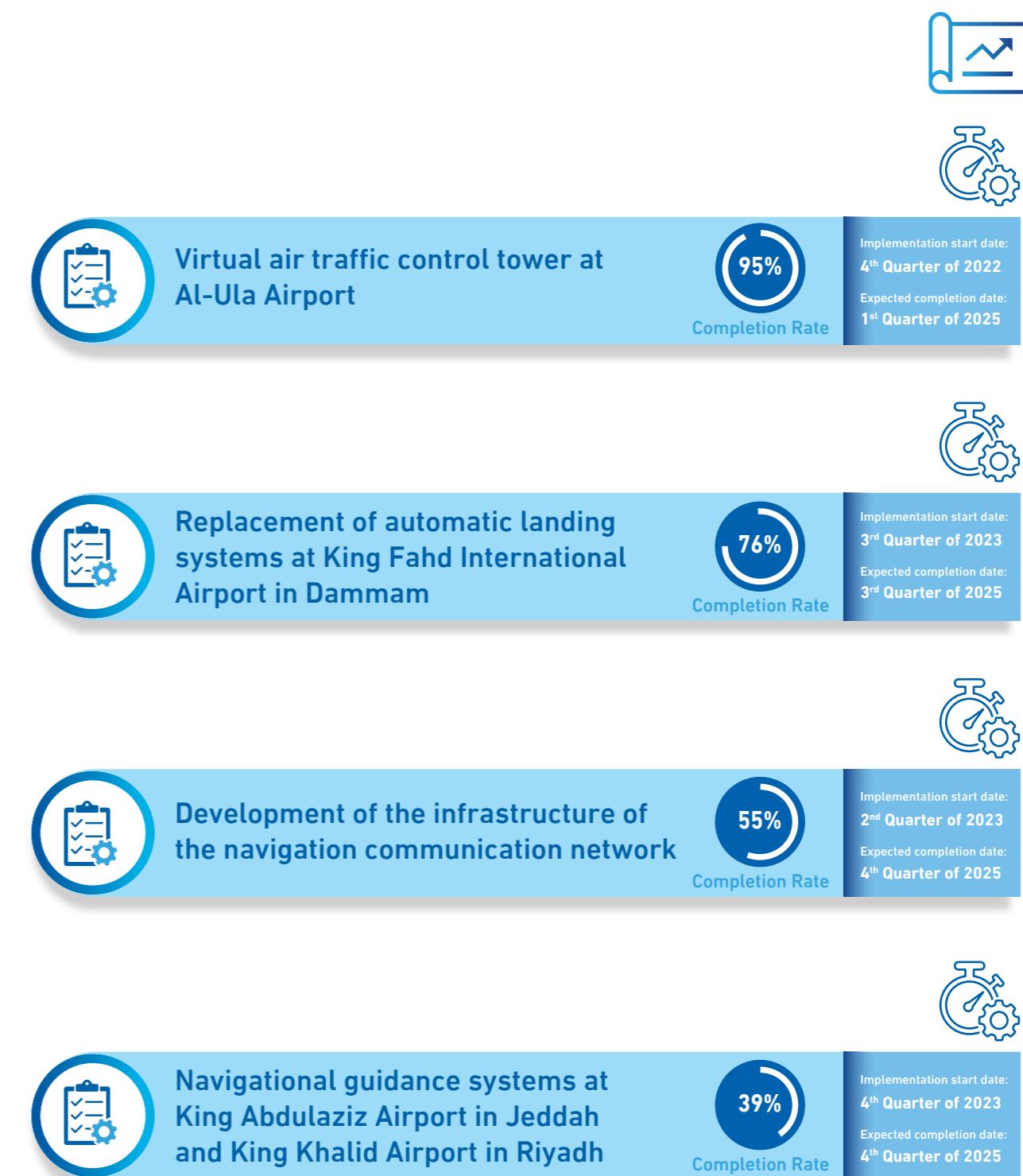


## OVERVIEW OF PROJECTS AND THEIR COMPLETION RATE



## OVERVIEW OF PROJECTS AND THEIR COMPLETION RATE

### Project Name



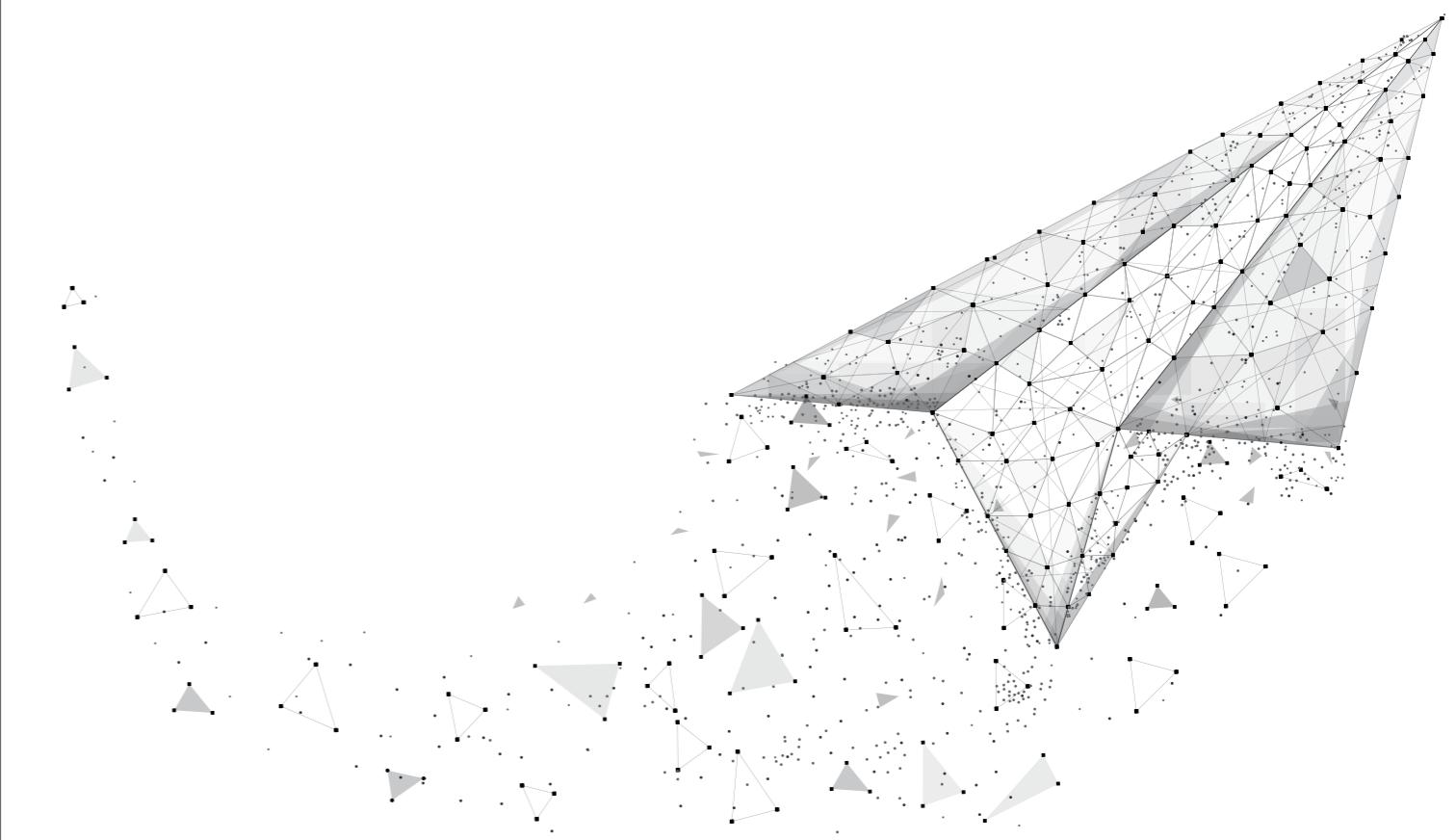
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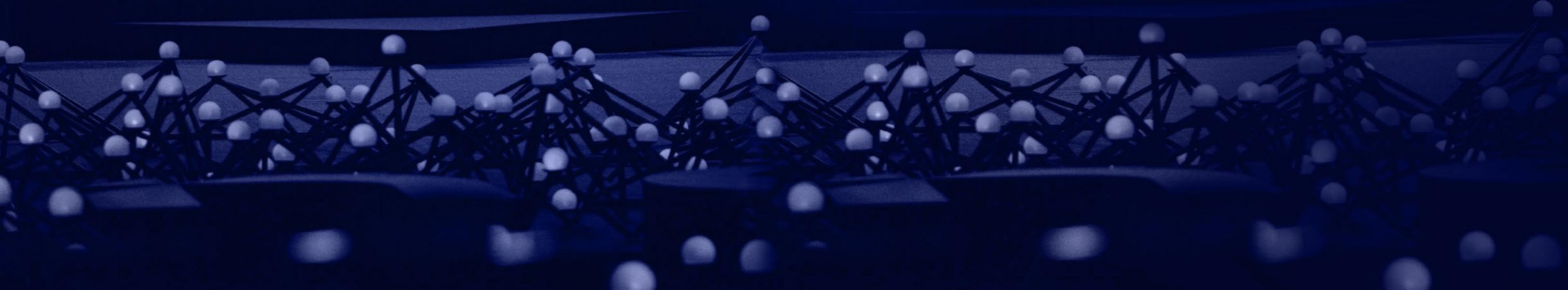


## SUBSIDIARIES OF THE SAUDI AIR NAVIGATION SERVICES COMPANY



CHAPTER  
6

nera



## ABOUT NERA ADVANCED COMMERCIAL SERVICES COMPANY

### NERA'S JOURNEY

The Board of Directors of the Saudi Air Navigation Services Company (SANS) issued a decision to establish NERA in 2022, and accordingly, the company's establishment was announced in 2023. Due to the aviation market's need for a strategic partner that offers solutions to improve efficiency, reduce costs, and enhance performance, NERA quickly became the leading technology/service provider for the aviation sector in the region and beyond, thanks to its extensive experience and innovative solutions.

Through the establishment of NERA, SANS seeks to build long-term strategic partnerships with its clients by offering specialized solutions that meet their growing needs and contribute to achieving their goals and aspirations. We also aim to become leaders in digital transformation in the aviation sector by investing in and adopting the latest technologies and innovations, and developing and empowering national talent. By the grace of Allah, NERA is witnessing rapid growth in its projects, reflecting clients' confidence in our services and confirming the leadership of its solutions.

NERA achieved outstanding financial performance in 2024, recording revenues of SAR 45.4 million, reflecting an exceptional growth of 958% compared to the previous year. This growth was driven by enhanced services, planned market expansion, and efficient and successful project implementation.

NERA also secured new sales contracts, strengthening its competitive position and expanding its customer base. Thanks to this strong performance and clear strategy, NERA continues its path toward sustainable growth that delivers long-term value.



## ABOUT NERA'S STRATEGY

Based on our vision to stimulate and lead the air transport sector towards new horizons, NERA has developed a comprehensive strategy comprising 45 ambitious initiatives, seven of which aim to consolidate its position as a leading company in meeting the needs of its customers and exceeding their expectations.

The strategy is divided into three main phases. It initially focuses on building a solid foundation by adopting best global practices, followed by enhancing business continuity and then embarking on the growth and diversification phase.

### THE FOLLOWING IS AN OVERVIEW OF THE STRATEGY PHASES:

- **Business establishment phase**

Initiatives in this phase include establishing infrastructure, developing processes, and building a team to increase the customer base. These initiatives are crucial for laying the groundwork for future sustainability and business diversification, both of which are addressed in the subsequent phases.

- **Business Sustainability**

This phase aims to solidify the company's position and increase its partnerships in the local and global markets. Initiatives include improving operations, building customer loyalty, enhancing product offerings, and establishing strategic partnerships. These initiatives are essential to ensuring business continuity, strengthening sustainability, and achieving long-term profits.

- **Growth and Diversification**

This phase focuses on expanding services and markets, increasing the customer base, and diversifying products. Initiatives in this phase include expanding into new markets, developing innovative products or services, and leveraging strategic partnerships. These initiatives form the cornerstone of NERA's journey toward broader horizons in the air transport services sector.



## NERA'S SERVICES



- **Engineering Solutions and Implementation Services**

NERA designs and implements engineering projects for navigation systems in the aviation sector. It provides integrated solutions that support the infrastructure, leveraging engineering expertise and supply chain capabilities, in accordance with the highest international standards and best practices. This improves the efficiency and quality of projects and empowers the aviation sector, a vital pillar for promoting sustainable economic growth.



- **Systems Maintenance Services**

NERA provides the best services and innovative solutions for the maintenance of air navigation systems, specifically designed to meet the operational needs of airports, the Saudi Air Navigation Services (SANS), and military bases. These services comply with international standards to enhance air traffic safety and operational continuity, contributing to the achievement of the objectives of the National Aviation Strategy.



- **Training Services**

NERA provides training services on the maintenance of communications, navigation, and air traffic control systems on behalf of original equipment manufacturers (OEMs) when installing a new system. This training is in accordance with the requirements and standards of the General Authority of Civil Aviation (GACA). Employees are equipped with the knowledge and professional skills necessary to maintain the systems. This reflects its commitment to empowering and building national technical capabilities in the aviation sector, contributing to the development of local expertise, and enhancing the operational capabilities of the air traffic infrastructure in the Kingdom of Saudi Arabia.



- **Consultancy Services**

NERA provides operational consultancy services for aviation operations, including airspace consulting, Instrument Flight Procedures (IFP), Air Traffic Management (ATM), airport operations, urban air mobility (UAM) integration, and electric vertical takeoff and landing (eVTOL) operations. It facilitates efficient transportation operations by ensuring regulatory compliance and promoting the seamless integration of operational and to strengthen and modernize air traffic infrastructure and develop aviation operations in accordance with sustainability standards.



- **Innovative Solutions Services**

NERA offers a comprehensive suite of digital solutions to meet the needs of our partners in the aviation sector. By harnessing advanced technologies and adhering to industry best practices, NERA ensures operational efficiency, data-driven decision-making, and seamless integration with existing systems. These solutions are designed to optimize resources, increase operational efficiency, and streamline processes.



- **Virtual Tower Services**

NERA provides integrated services and solutions for operating and supporting virtual towers. This involves modernizing the infrastructure of air traffic control systems and control tower systems, designing and operating them, while ensuring operational excellence. This supports the growth of the aviation sector in the Kingdom and enhancing its leadership regionally and globally.

## INTERNATIONAL AND REGIONAL PARTICIPATION & STRATEGIC COLLABORATION

### WORLD ATM CONGRESS

NERA participated in the World ATM Congress in Geneva, Switzerland, to learn about the latest innovations and developments in the aviation sector, discover new opportunities, and strengthen strategic partnerships internationally.

During the conference, NERA signed a memorandum of understanding with the UAE General Civil Aviation Authority to develop innovative solutions and services in the field of air navigation. NERA also held several meetings to strengthen cooperation, explore partnerships, and discuss challenges facing the aviation sector.



## FUTURE AVIATION FORUM

NERA participated in the Future Aviation Forum, held in Riyadh. The company's participation included an introductory pavilion at the forum's accompanying exhibition, as well as panel discussions featuring several of its leaders, introducing its services and business areas, and reviewing its most notable achievements in the aviation sector. During the forum, NERA signed a memorandum of understanding with daa International, the operator of the Red Sea International Airport (RSI) and several other airports in the Kingdom and around the world. The memorandum aims to enhance cooperation between the two parties in the areas of airport operations and providing maintenance services for navigation systems.



## SIGNING AN AGREEMENT WITH (KSIADC)

NERA signed an agreement with King Salman International Airport Development Company (KSIADC) in Riyadh. The agreement aims to design the airport's airspace using the latest technologies to provide technical and operational solutions and services. This will help ensure the efficiency and safety of air operations and support the achievement of the aviation sector's future objectives.



## NERA'S MOST PROMINENT CLIENTS IN 2024



## OPENING OF THE NEW NERA BUILDING

NERA Advanced Business Services Company is preparing to embark on a new chapter of empowerment with the relocation to its new office building. This move symbolizes NERA's ambition for growth and leadership, and its commitment to supporting its employees in a fully equipped environment that promotes progress and fosters innovation. As part of its 2025 plan, the new building will be inaugurated during the first quarter.







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Saudi Air Navigation Services

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