



Monthly Business Review

Passenger Business Unit

April 2025



- Planning & Technical
- Stations Operations
- Train Operations
- Rolling Stock Maintenance
- Commercial



Planning & Technical

April 2025



Ashrf Al Jabri
Planning & Technical Director



0 to 15 minute PPM	95.2%
Change From Last Month By	1.3%
Cancellations	0%
Right Time Arrivals	77.5%
Services Planned	622
Delay	76.5 Hrs



North Train

0 to 15 minute PPM	95.5%
Decreased From Last Month By	2.05%
Cancellations	0%
Right Time Arrivals	88.1%
Services Planned	176
Delay	9.0 Hrs



East Train

0 to 15 minute PPM	95.1%
Decreased From Last Month By	1.0%
Cancellations	0%
Right Time Arrivals	73.3%
Services Planned	446
Delay	65.3 Hrs

KPIs

0 to 15 minute PPM	90%	
Cancellations	≤1.9%	

Environmental Impact

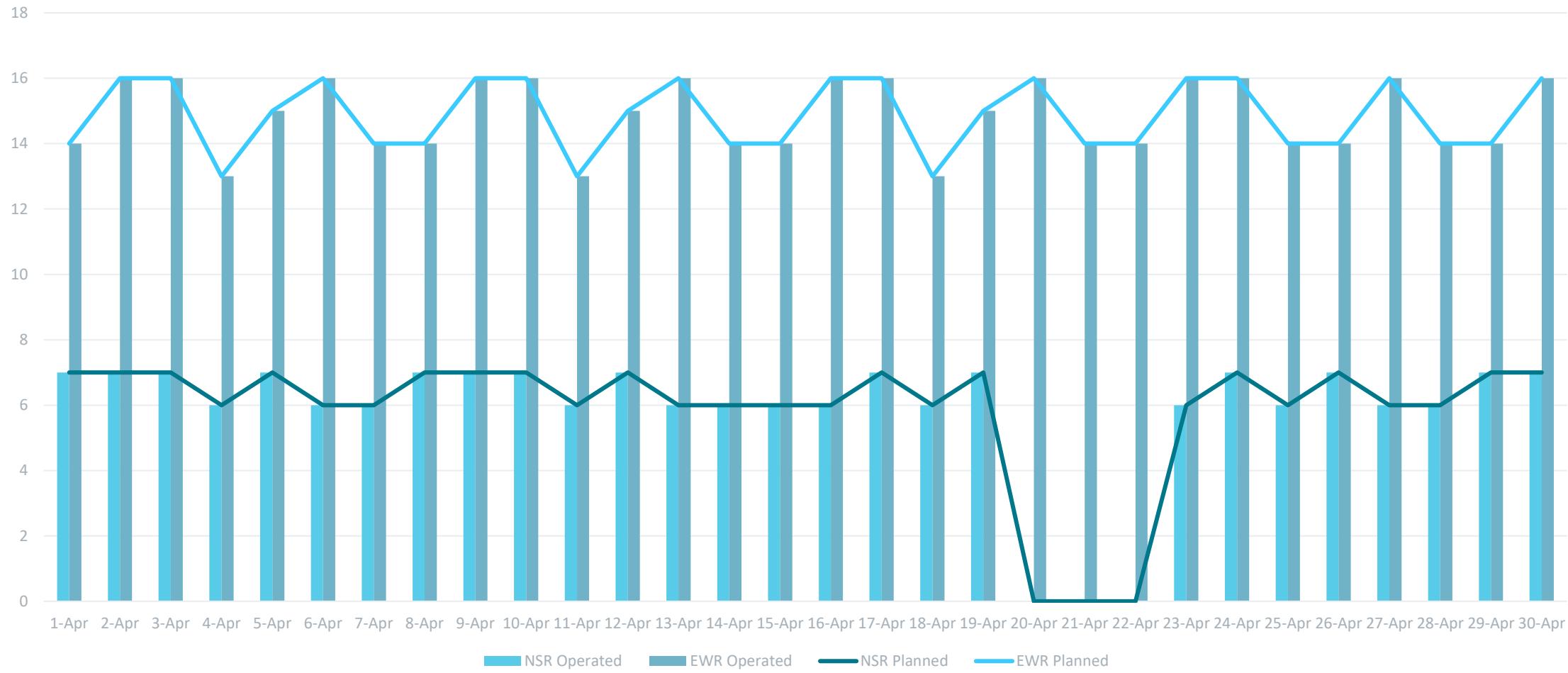
47,538 Cars off Road with
4,182,424 Kg of Emissions

**KMs**

PAX Trains	266,188
ECS/SBY	760

SAR Planning and Performance

Services Planned VS Services Operated – April 2025



SAR Planning and Performance (NSR)

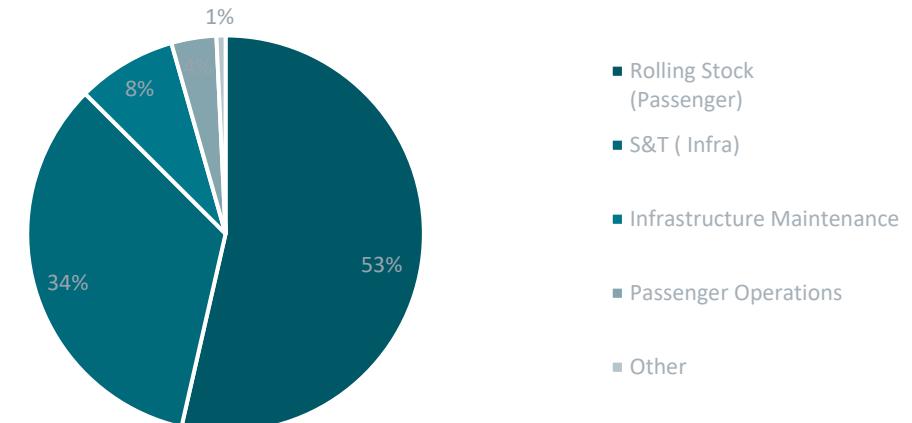


*540 minutes delay

Delay by Business units	
Rolling Stock (Passenger)	289
S&T (Infra)	183
Infrastructure Maintenance	44
Passenger Operations	20
Other	4
Total	540

Top 3 Delays by code		
Delay Code	Delay mins	%
Passenger Loco Failure	161	30%
Passenger Loco Failure Rolling Stock(Indirect)	121	22%
Track Disturbance (S&T)	108	20%

Delays Attribution by Business unit



*540 minutes delays at final destination.

SAR Planning and Performance (EWR)

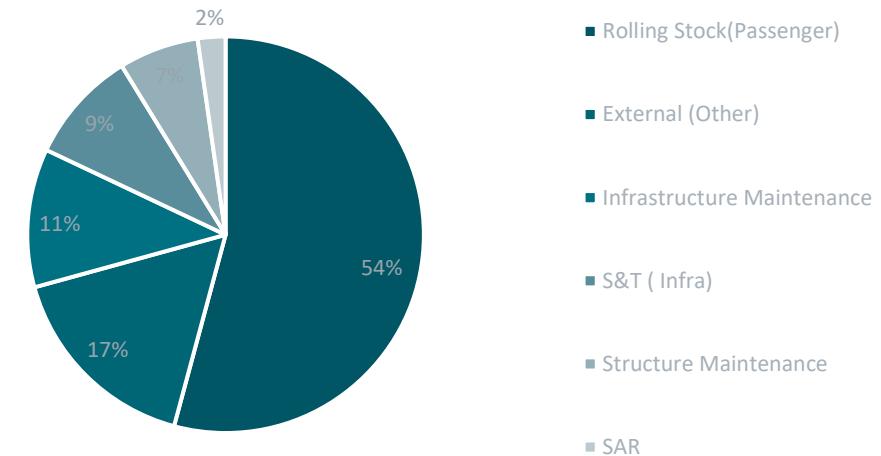


*4050 minutes delay

Delay by Business units	
Rolling Stock(Passenger)	2186
External (Other)	667
Infrastructure Maintenance	456
S&T (Infra)	371
Structure Maintenance	263
SAR	91
Other	16
Total	4050

Top 3 Delays by code		
Delay Code	Delay mins	%
RSM Passenger Request	1427	35%
Ext Obstructions	493	12%
Track Defect	322	8%

Delays Attribution by Business unit



*4050 minutes delays at final destination & intermediate stations.

Item	6 April 25 to 12 April 25	13 April 25 to 19 April 25	20 April 25 to 26 April 25	27 April 25 to 3 May 25
Cancellations	0	0	0	0
0 to 15 minutes PPM	100%	100%	92.9%	100%
Services Planned	46	44	26	46
Services Operated	46	44	26	46
Riyadh Depot Presentation%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 95.5% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

* Percentages for the whole month.

Item	6 April 25 to 12 April 25	13 April 25 to 19 April 25	20 April 25 to 26 April 25	27 April 25 to 3 May 25
Cancellations	0	0	0	0
0 to 15 minutes PPM	98.1%	100%	97.1%	95.2%
Services Planned	104	104	104	104
Services Operated	104	104	104	104
Riyadh Depot Presentation%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 96.2% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

* Percentages for the whole month.

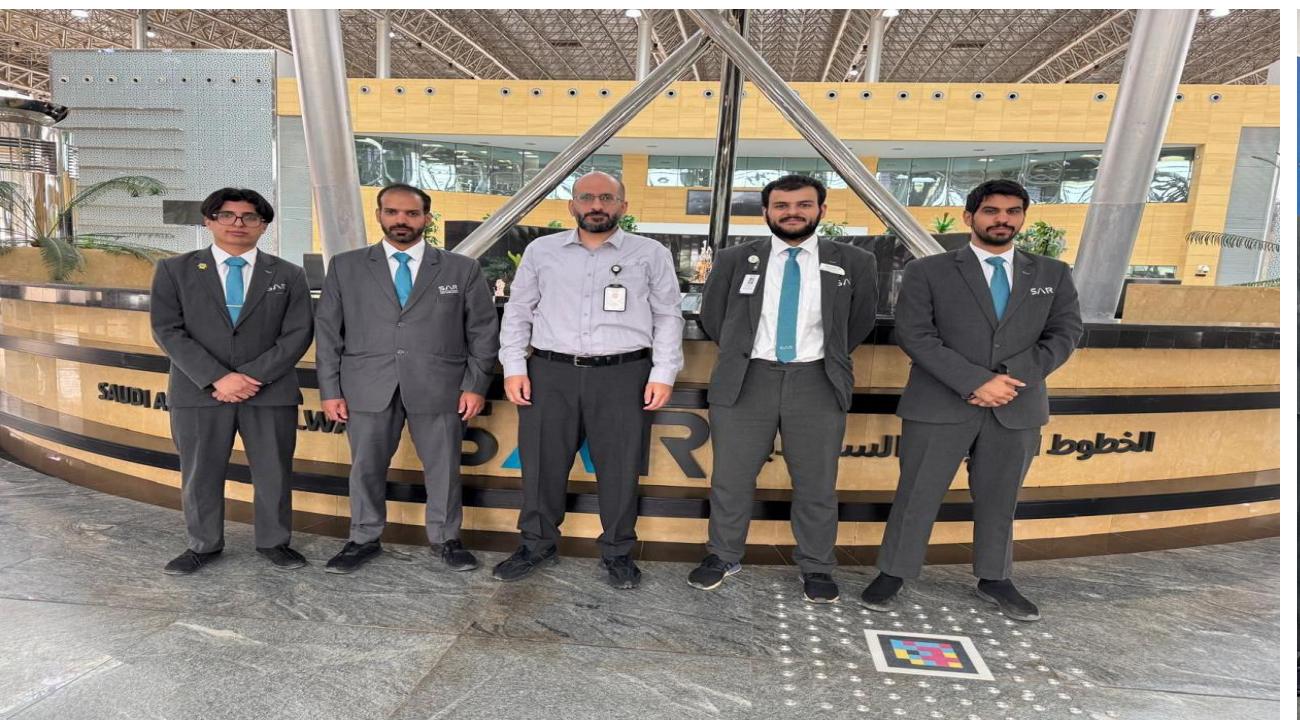
Stations Operations

April 2025



Ali Al-Olyani
Station Operations Director

Station Performance Review & MBR

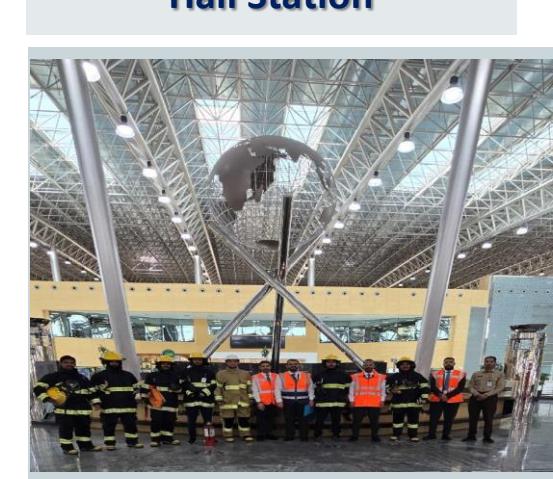




Station Performance Review & MBR



Monthly Evacuation Exercise



Well Done Team

Riyadh & Dammam Team Boarded

03 Apr	288 passengers	19 minutes	13 Apr	282 passengers	06 minutes
05 Apr	283 passengers	13 minutes	15 Apr	223 passengers	15 minutes
08 Apr	260 passengers	18 minutes	19 Apr	274 passengers	14 minutes
08 Apr	246 passengers	08 minutes	17 Apr	266 passengers	11 minutes



Due to train's late arrival to the platform our teams at Riyadh and Dammam went above and beyond to board passengers as quickly as possible to avoid further delays. Thank you to the respective teams for their hard work.

Well done to the teams involved for boarding passengers in a safe and timely manner.



EWR Stations Team Attending workshop on “Security and Protection of Train and Railway Networks “





workshops on:

Senior Train Captain Beder AlMohwis has attended the workshops on the **Security and Protection of Trains and Railway Networks** In order to expand the background of railways security.

Interacting with People with Disabilities: Training with APD

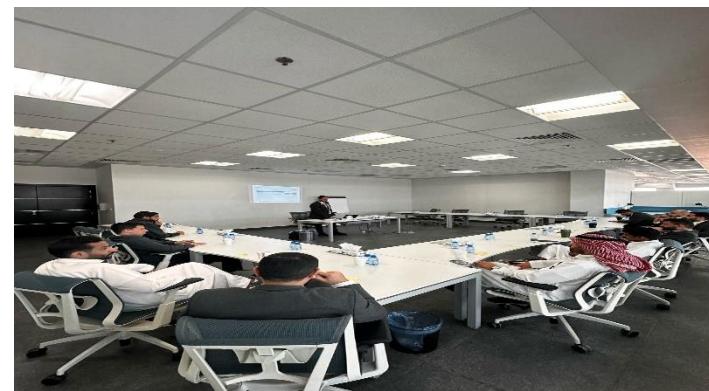
This session equipped staff with practical skills and insights on inclusive and respectful interactions, supporting SAR's commitment to accessible and welcoming stations for all.



During the operational pause on April 20th, 21st, and 22nd, several informative sessions were conducted for the Northern Stations team:

1. **Passenger Operations Standards & Assurance**
Presented by Peter and Alia
2. **Passenger Charter Review**
Facilitated by TOTs Abdulmohsen and Muath
3. **Customer Experience (CX) Team Workshop**
Led by Mashari A. Alsadan

These sessions provided valuable opportunities for staff to refresh their knowledge and enhance operational awareness



Thank you!



Excellence begins with awareness & these sessions Are a step forward in Our shared journey



CMS engagement gathering:

Gathering with Assurance team on 20/04/2025 and 21/04/2025 to discuss the CMS importance in the safety critical filed with the railways.

Car Cargo Performance Report

Total Cars Booked
124

Total Cars Transported
116

Rejected Cars
8

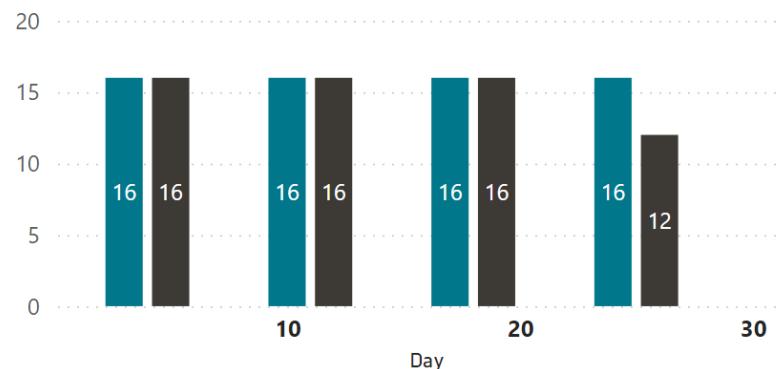
Damaged Cars
0

Avr. Loading Time
21

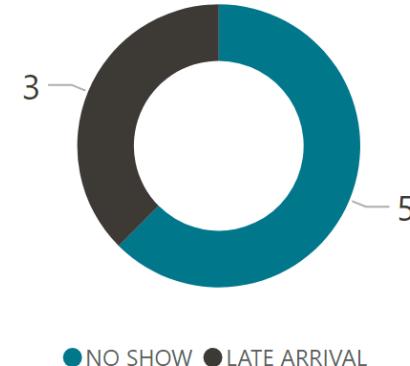
Avr. Unloading Time
20

Car Booked

Train No. ● 76 ● 79

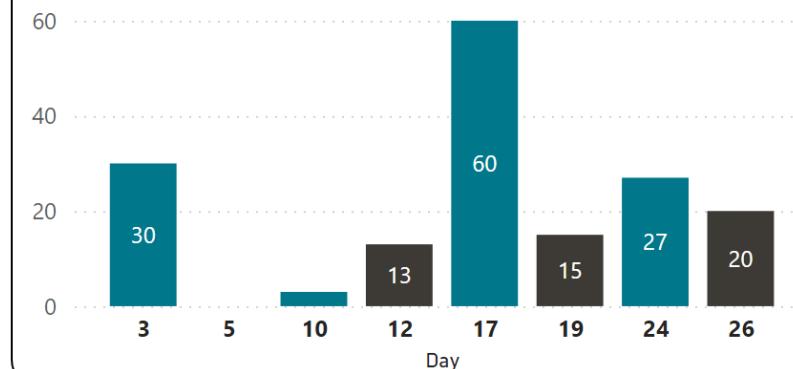


Rejection Breakdown



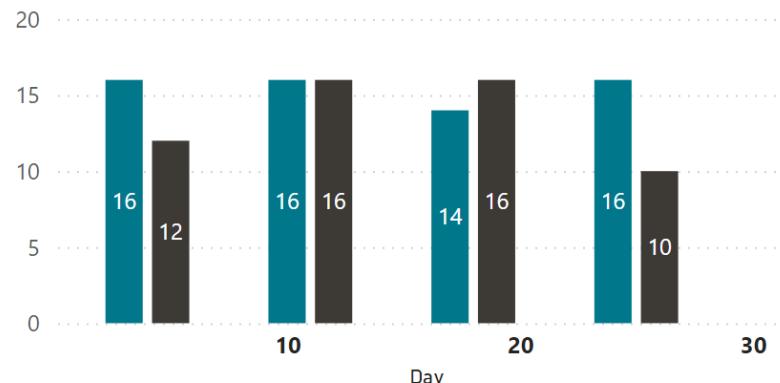
Loading Time After Cut-off Time

Train No. ● 76 ● 79



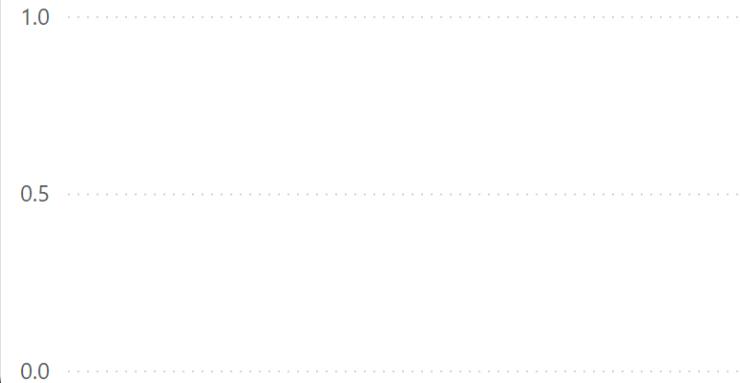
Car Transported

Train No. ● 76 ● 79



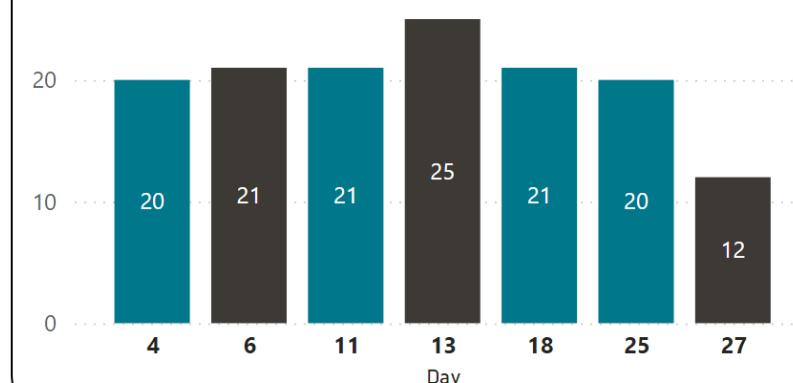
False Suspicions

● Suspected ● False Suspicion - missed the trip ● False Suspicion - made th...



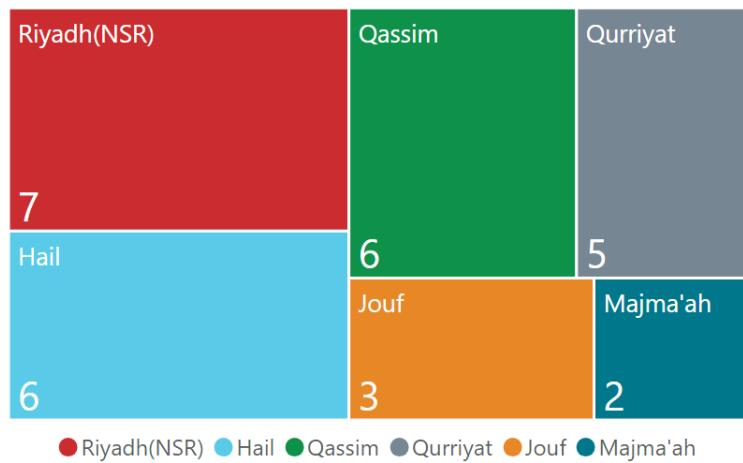
Unloading Time

Train No. ● 76 ● 79

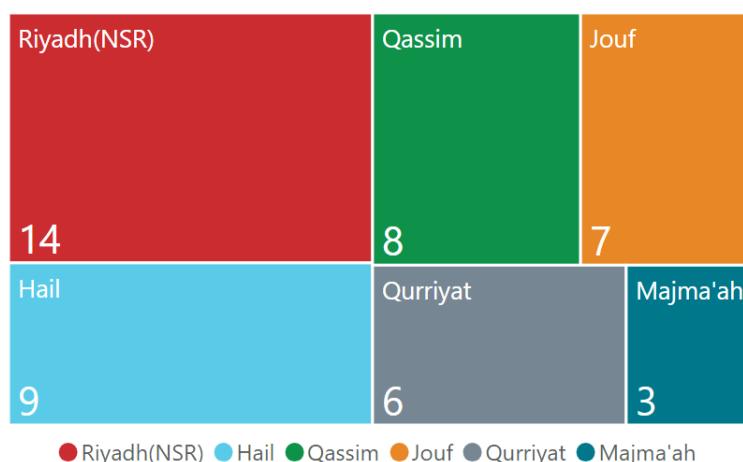


NSR Baggage Monthly Performance Report

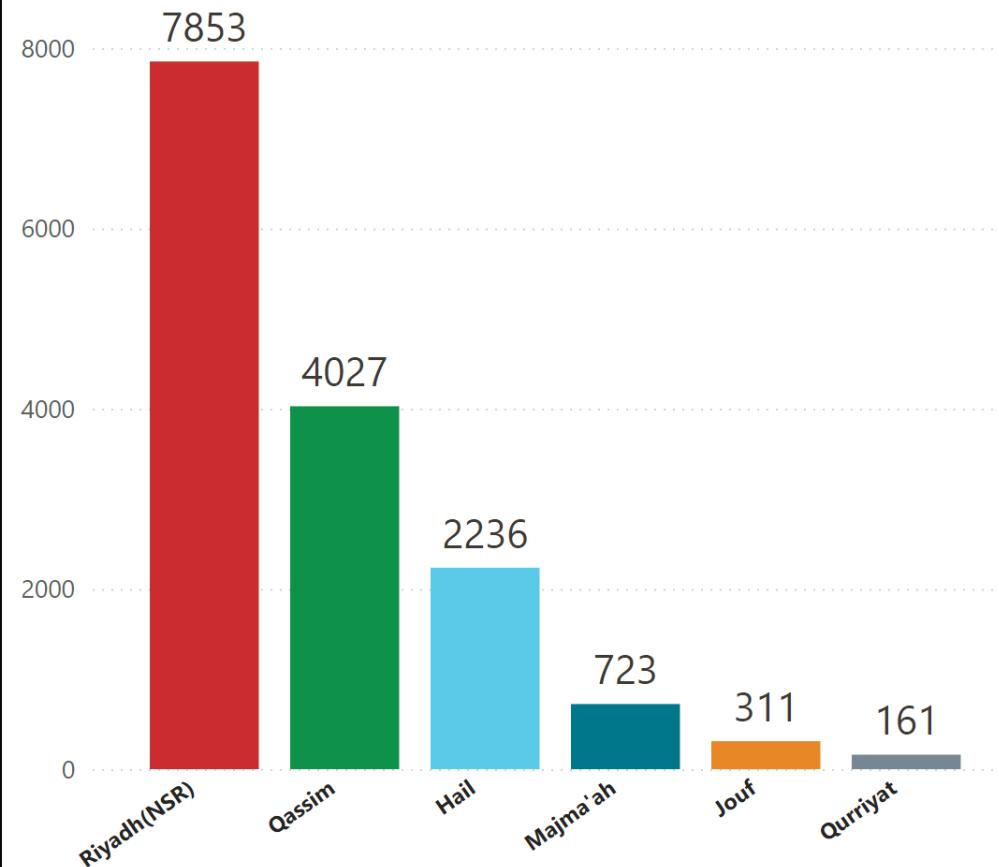
Average First Bag Unloading Time (AFBUT) in the Conveyor in mins



Average Baggage Unloading Time (ABUT) in mins



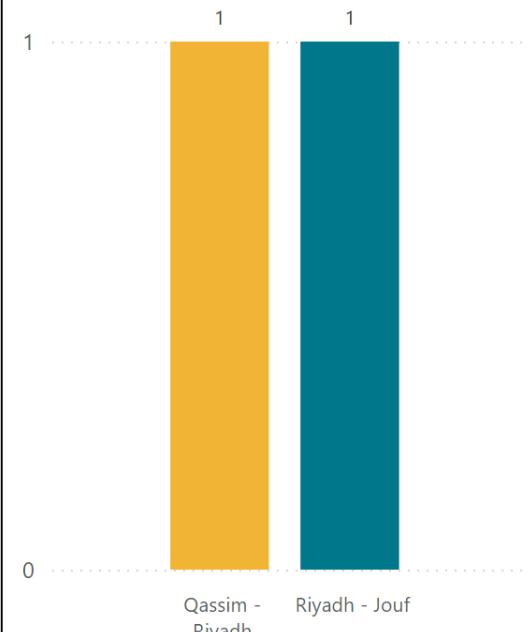
Total Arrival Baggage



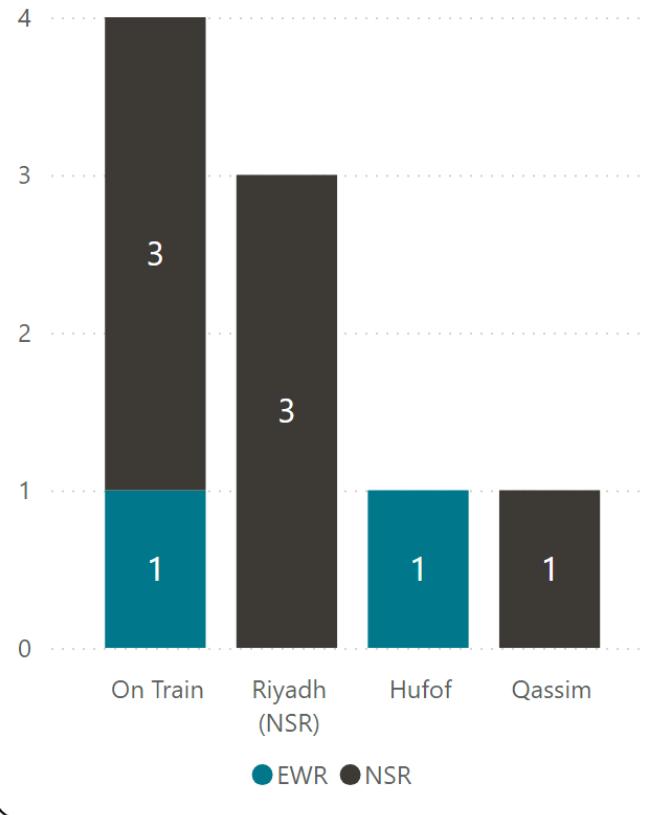
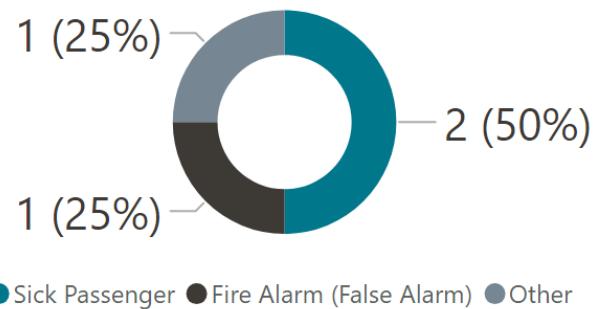
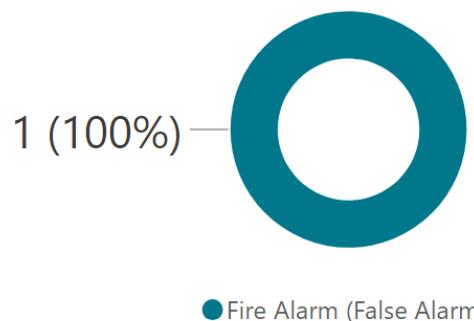
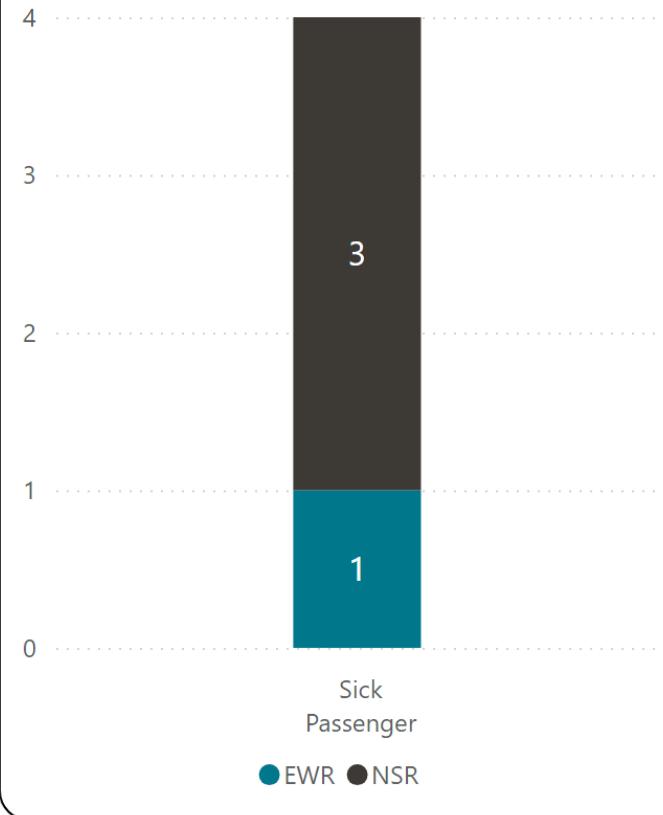
Trips Exceeded 30 mins to Unload



Damaged Baggage



Stations Operations Incidents Report

Total Incidents**9****Total EWR Incidents****1****Total NSR Incidents****4****Total On Board Incidents****4****Incidents per Location****NSR Stations Incidents Breakdown****EWR Stations Incidents Breakdown****On Board Incidents Breakdown**

Train Operations

April 2025



SAR Train Operations



Yazeed Y. Gaari
Passenger Train Operations Senior Manager
East West Railway (EWR)



Terry Oliver
Passenger Train Operations Senior Manager
North South Railway (NSR)

SAR Strong Performance in April and New Leadership Appointments أداء ممتاز في أبريل والتعيينات القيادية الجديدة

We're excited to share some great news about our team!

Big congratulations to **Hassan Al Hunaytah** on his new role as **Acting Section Head for NSR**, and to **Essa Al Ahmadi** for stepping into the role of **Acting Section Head for the West (EWR)**.

Well done to both—this is well deserved!

April saw both the NSR and EWR routes deliver high performance for our passenger train service and its customers.

Planned engineering blockades successfully took place on both routes as well, with critical culverts being renewed / installed.

يسعدنا أن نشارك معكم هذه الأخبار!

ألف مبروك لـ **حسن الحنيطة** على توليه تكليفة رئيس قسم تشغيل قطارات الركاب بشبكة الشمال، و **وعيسى الأحمد** على تكليفة رئيس قسم تشغيل قطارات الركاب بشبكة الشرق لمنطقة الشرق.

شهدنا في شهر أبريل كلاً من شبكة الشمال الجنوب والشرق الغرب أداءً عالياً لرحلات قطار الركاب.

وتم الانتهاء من تنفيذ الإيقاف الجزئي المخطط له بنجاح في الشبكتين الشمال الجنوب والشرق الغرب، مع تجديد / تركيب قنوات التصريف.

Yazeed Y. Gaari and Terry Oliver

SAR PBU Breakfast Conference

PBU now holds a breakfast conference that reviews all incidents and issues that affect PBU on the North South and East West Railways. This conference is attended by senior PBU personnel to ensure it receives the correct level of attention. It also looks at previous day events as well as looking forward at events or issues that may affect our operation.

يعقد قطاع أعمال الركاب اجتماعاً يومياً لمناقشة جميع الأحداث والحوادث والقضايا التي تؤثر على سكة قطاع الشمال الجنوب والشرق الغرب. حيث يحضر هذا الاجتماع مدراء عموم القطاع وذلك لضمان أهمية الاجتماع والقضايا المطروحة. حيث يتم مراجعة أحداث اليوم السابق والنظر إلى الأحداث أو المشاكل التي قد تؤثر على عملياتنا.

NSR – Qassim station – person unconscious in prayer room on station. Ambulance called. Ambulance attended and was found to a retail worker from station retail unit (Dunkin Donuts). No issue found. **CLOSED**

EWR – TSR imposed TK15.500 to TK20 following a track request – the S&T imposed TSR from TK15.500 to TK20. Some confusion over speeds and location. Yazeed has followed up with CTC and new notice to be issued clarifying exact detail. Multiple trains affected. 28/06/21. TSR is still not in system and OIF's continue to be issued advising drivers. CTC Manager (Saif Ali. Al Zahran) has been requested to expedite TSR being on driver daily orders. **[Terry Brian. Oliver]** See Monday 28th June 2021. **CLOSED**

EWR – Service 1 reported distant signal (19U1) at TK73 reduced speed to 20 km/h. Signalling / RSM advised. S&T attended and no fault found with the signal.

EWR – Power reduction on PC 5013 at station 39 and also at Station 31 to station 33 (8th and 9th incident – previous 14/06/21, 15/06/21, 16/06/21, 18/06/21, 19/06/21, 24/06/21 and 25/06/21). These faults are generally engine room temperatures high or power control initiated by the traction control unit to protect train. RSM investigating.

Looking Forward - Weather

NSR

Today (Tuesday) – An unsettled day is forecast, with some high winds forecast in the afternoon and evening at Riyadh and Al Jouf. No significant risks are forecast.

Wednesday – An unsettled day is forecast, with some high winds forecast in the afternoon and evening at Riyadh and Hail. No significant risks are forecast.

EWR

Today (Tuesday) – An unsettled day is forecast, with some high winds forecast across most of the EWR route. No significant risks are forecast.*

Wednesday - An unsettled day is forecast, with some high winds forecast at the Riyadh end of the EWR route. No significant risks are forecast.*

NOTE: *EWR does not have same processes as NSR for extreme weather. Additional resources are arranged across the route when bad conditions are forecast.

Timetable

NSR - Normal TT in operation this week (Week 26 – 27/06-03/07/21). No additional services planned to operate. Issued station working plan attached.

Test train operating Riyadh – R1 – Riyadh on Tuesday 29th June. Test train operated successfully. **CLOSED**

Tuesday 29th June 2021 – Emergency Exercise: "Skyfall" (tabletop exercise) – taking place at Majmaah – HCIS involved. Exercise successfully undertaken. Report to be issued in due course. **CLOSED**

NSR - Normal TT in operation next week (Week 27 – 04-10/07/21). No additional services planned to operate. Issued station working plan attached.

EWR – TT115 applies (until 13/06/21 until 06/09/21). TT115 plan attached.

Meeting - Meet The Managers

اجتماع - اجتماع مع المدراء

We recently ran our quarterly “Meet The Managers” meeting, where staff able to come along, raise any concerns, discuss any ideas and generally catch up with senior team. We would like to thank all the staff that participated and hope you enjoyed the sessions as much as we did. We have taken some valuable ideas and will be reviewing ways to enhance the work environment for all and the department performance.

لقد أجرينا مؤخراً اجتماعاً "اجتماع مع المدراء" الربع سنوي ، حيث يمكن الموظفين من الحضور وطرح أي مخاوف لديهم ومناقشة أي أفكار والتواصل بشكل عام مع المدراء. نود أن نشكر جميع الموظفين الذين شاركوا ونأمل أن تكون قد استمتعتم بالجلسات بقدر ما استمتعنا بها. لقد اتخذنا بعض الأفكار القيمة وسنقوم بمراجعة طرق تحسين بيئة العمل للجميع وأداء القسم.



NSR Performance

أداء شبكة الشمال الجنوبي

April 2025

Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
PPM * (trains operated)	100	100	100	100	85.7	100	100	71.4	100	100	100	100	100	100	100	85.7	100	100				100	100	100	85.7	100	83.3	100	71.4	
Trains Operated	7	7	7	6	7	6	6	7	7	7	6	7	6	6	6	6	7	6	7			6	7	6	7	6	7	7		
% RT	100	100	100	100	71.4	100	100	71.4	57.1	85.7	100	100	100	100	100	85.7	100	85.7			50	100	83.3	71.4	100	66.7	100	14.3		
Trains failed PPM	0	0	0	0	1	0	0	2	0	0	0	0	0	0	0	1	0	0			0	0	0	1	0	1	0	2		
Cancellations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0			
All Trains	7	7	7	6	7	6	6	7	7	7	6	7	6	6	6	6	7	6	7	0	0	0	6	7	6	7	6	7		

* PPM is 90% within 15 minutes of scheduled time at destination station (2025 KPI).

During April, NSR achieved the required PPM for most of the month, with only 6 days where PPM was not achieved. There were 3 days where we did not run any services as part of an infrastructure blockade. A good month overall.

(PPM records the % of our trains which ran their entire planned journey, called at all stations and arrived within 15 minutes of the advertised time).

خلال شهر أبريل ، حققت شبكة الشمال الجنوبي متوسط مقياس الأداء المطلوب في معظم الشهر، بينما لم يتم تحقيق متوسط مقياس الأداء في 6 أيام فقط، وكان هناك توقف كامل للرحلات في 3 أيام نتيجة لتحسينات في البنية التحتية للسكك، وكان شهرًا جيداً بشكل عام.

(يسجل مقياس الأداء العام النسبة المئوية لقطاراتنا التي قامت برحلتها المخططة بالكامل، وتم الاتصال بها في جميع المحطات ووصلت في غضون 10 دقائق من الوقت المعلن عنه)

Planned Infrastructure Blockade – April 2025

توقف مخطط للرحلات – أبريل 2025

Between 20 and 23 April 2025, a planned infrastructure blockade took place to facilitate essential maintenance works on a track culvert located at TK 115+291. As part of this plan, all passenger train services were suspended to ensure the safety of personnel and the integrity of the works. The blockade was executed in close coordination with all relevant stakeholders and was completed successfully within the planned timeframe, with minimal operational disruption.

في الفترة من 20 إلى 23 أبريل 2025، تم تنفيذ إيقاف مخطط للرحلات بهدف إجراء أعمال صيانة ضرورية لأحد العبارات الواقعة على السكة عند الكيلومتر 115+291. وجزء من هذا التخطيط، تم تعليق جميع رحلات القطارات مؤقتاً لضمان سلامة الأفراد وسير أعمال الصيانة بأمان. وقد تم تنفيذ الإيقاف بالتنسيق الكامل مع الجهات المعنية، وتم الانتهاء من الأعمال بنجاح ضمن الإطار الزمني مع تأثير تشغيلي طفيف.

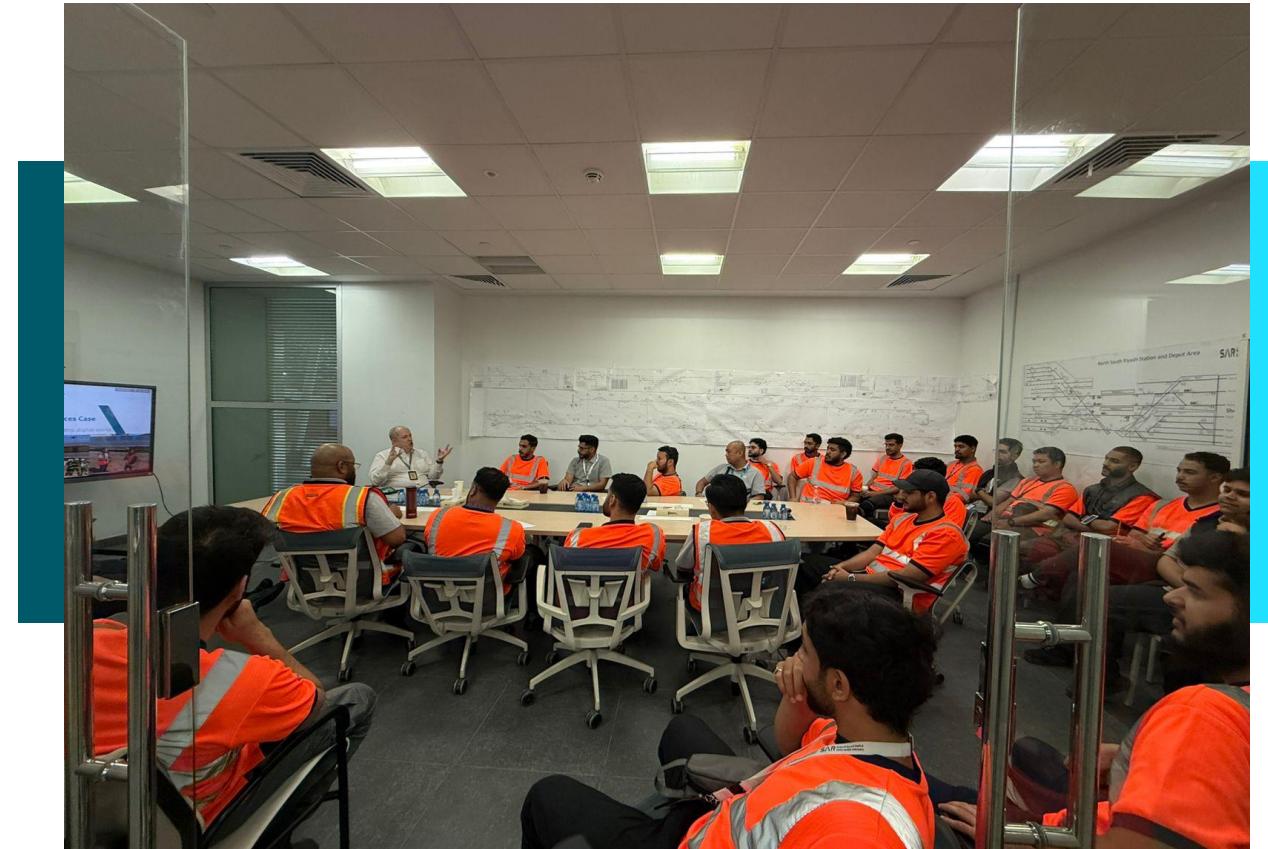


Blockade Development Day

يوم تطويري خلال فترة التوقف

As a result of the infrastructure blockade, train services were suspended for three days. To make effective use of this downtime, Tony Sadler, one of the operations experts, was invited to deliver a focused presentation on the importance of late and urgent notice cases. The session provided valuable insights and reinforced best practices among the team. Special thanks to Tony for his contribution and support.

نتيجة للصيانة في البنية التحتية، توقفت رحلات القطارات لمدة ثلاثة أيام. واستثماراً لهذا التوقف، تمت دعوة السيد توني سادلر، أحد خبراء التشغيل، لتقديم عرض توعي حول أهمية لوحات التعليمات العاجلة وال العامة وقد قدمت الجلسة رؤى قيمة وعززت من أفضل الممارسات بين أعضاء الفريق.



Operational Response – Driver Medical Emergency

استجابة تشغيلية – حالة طارئة لقائد القطار

On the 24th April 2025, on the service train from Riyadh to Hail, the booked train driver experienced a sudden medical issue and was forced to stop at Qassim Station, where he was promptly transferred to hospital for care. In response, Train Driver Sulaiman Al Omairini was swiftly mobilised and arrived at the station within 30 minutes to resume the service, effectively preventing a significant delay or potential cancellation.

Special thanks to Sulaiman for his prompt response and professionalism.

We are pleased to report that the affected train driver is now in good health and recovering well.

في 24 أبريل 2025، وأثناء الرحلة المتجهة من الرياض إلى حائل، تعرض القائد لوعكة صحية مفاجئة مما استدعي التوقف في محطة القصيم ونقله فوراً إلى المستشفى لتقديم الرعاية. استجابةً لذلك، تم توجيه القائد سليمان العميريني، الذي وصل إلى المحطة خلال 30 دقيقة، واستكمل الرحلة بكفاءة، مما ساهم في تجنب تأخير كبير أو إلغاء الرحلة. شكر خاص لسليمان على استجابته السريعة واحترافيته. ويسرنا أن نبلغ بأن القائد المتأثر يتمتع الآن بصحة جيدة ويتمنى للشفاء.



New Drivers – Welcome to the Team

قائدين جدد في الفريق

We would like to welcome seven new drivers who have joined us from the SRP. They are currently undergoing depot training with their mentors.

Welcome to the team we wish you success in your careers.

يسرنا أن نرحب بانضمام سبعة قائدين جدد من معهد سرب وهم يخضعون حالياً لتدريب عملٍ بإشراف مرشدיהם ضمن برنامج التهيئة التشغيلية.

نرحب بهم ونتمنى لهم التوفيق والنجاح في مسيرتهم الوظيفية.



Congratulations

تهانينا

Congratulations to Hassan Al Hunaytah who has recently been appointed to the role of Acting Section Head NSR based in Riyadh. This is a fantastic news, and Hassan brings all the experience he has gained over the last 10 years on NSR to this role.

Well-done Hassan

تهانينا حسن الحنيطه الذي تم تعيينه مؤخرا في منصب رئيس قسم القائم بأعمال شبكة الشمال ومقره الرياض. حسن لديه الخبرة التي اكتسبها على مدار العشر السنوات الماضية في شبكة الشمال الجنوب والذي سيجلبه الى هذا الدور.

أحسنت يا حسن



تعيينات جديدة – محللو تطوير الكفاءات في شبكة الشمال والجنوب

We are pleased to announce the appointment of Abdulrahman Al Amri and Ibrahim Al Dafas as Competency Development Analysts. Their appointment marks a significant step in strengthening our commitment to continuous improvement, compliance, and the professional growth of our train crew.

We look forward to the value they will bring through development and performance support.

يسرنا أن نعلن عن تعيين عبدالرحمن العمري وإبراهيم الدفاس ك محللين لتطوير الكفاءات. يمثل تعيينهم خطوة مهمة في تعزيز التزامنا بالتحسين المستمر والامتثال والنمو المهني لطاقم القطار لدينا.

نطلع إلى القيمة التي سيجلبونها من خلال التطوير ودعم الأداء.



EWR Performance

أداء سكة الشرق الغرب

Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
PPM * (trains operated)	71.5	100	93.8	100	86.7	100	92.9	100	100	100	92.3	100	100	100	100	100	100	100	100	100	100	100	100	100	78.6	87.5	78.6	100	100	
Trains Operated	14	16	16	12	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	14	16	14	14	16	
% RT	64.3	75	68.8	69.2	66.7	62.5	57.1	78.6	50	31.3	76.9	73.3	68.8	92.9	100	68.8	50	84.6	86.7	100	78.6	100	87.5	81.3	78.6	78.6	50	42.9	100	87.5
Trains failed PPM	4	0	1	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	3	2	3	0	0
Cancellations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
All Trains	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	14	14	16	14	16	

April was another really pleasing performance period that saw EWR achieve 100% performance on 22 of 30 days. We failed to meet PPM five times, on the 01st, 05th, 26th, 27th & 28th due to infrastructure and train failure related issues.

Thanks go out to everyone for the part they played in delivering the service to our customers during the period.

(PPM records the % of our trains which ran their entire planned journey, called at all stations and arrived within 15 minutes of the advertised time).

كان شهر أبريل فترةً ممتعةً حقاً شهدت تحقيق أداء شبكة الشرق الغرب بنسبة 100% في 22 يوم من أصل 30 يوماً ، بينما لم يتم تحقيق معدل مقياس الأداء في 01 و 05 و 26 و 27 و 28. متأثرةً بشكل أساسي بالبنية التحتية أو القضايا المتعلقة بفشل القطارات.

ننوجه بالشكر إلى الجميع على الدور الذي لعبوه في تقديم الخدمة لعملائنا خلال هذه الفترة.

(يسجل مقياس الأداء العام النسبة المئوية لقطاراتنا التي أدى إلى رحلتها المخطط لها بالكامل ، والتي تم استدعاؤها في جميع المحطات ووصلت في غضون 15 دقائق من الوقت المعلن عنه).

Congratulations

تهانينا

Congratulations to Essa Al Ahmadi who has recently been appointed to the role of Acting Section Head (West) based in Riyadh. This is a fantastic news, and Essa brings all the experience he has gained over the last 10 years on NSR to this role.

Well-done Essa

تهانينا لعيسى الأحمدى الذى تم تعيينه مؤخراً في منصب رئيس قسم القائم بأعمال شبكة الغرب ومقره الرياض. عيسى لديه الخبرة التي اكتسبها على مدار العشر السنوات الماضية في شبكة الشمال الجنوب والذي سيجلبه إلى هذا الدور.

أحسنت يا عيسى



تعيينات جديدة – أخصائي تطوير الكفاءات في شبكة الشرق الغرب

Congratulations also go to Omar Al Fifi who has been appointed in the role of CDS at Riyadh. His years of experience will be invaluable in the day-to-day management of the train driver and terminal operator team.

We look forward to the value they will bring through development and performance support.



ننقدم بالتهنئة إلى عمر الفيفي الذي تم تعيينه في منصب أخصائي تطوير كفاءات في الرياض. ستكون سنوات خبرته نافعة باذن الله في الإدارة اليومية لقائدين ومشغلين المحطات.

ننطلع إلى القيمة التي سيجلبونها من خلال التطوير ودعم الأداء.

Lessons Learned (Initial Advice) (1):

Signal Passed at Danger (SPaD) 11S10 at Dammam – 01st May 2025



- **Incident:**
- On the 01st May 2025, an Empty Coaching Stock (ECS) train was being shunted at Dammam Passenger station, from platform 2 to platform 1, and was signalled from 11SU4 up to 11S10. However, the train driver failed to stop at 11S10 (shunt signal while it was still displaying a STOP (blue) aspect, resulting in a Signal Passed at Danger (SPaD) incident.
- **The Train Driver failed to recognise that 11S10 signal was still displaying a STOP (blue) aspect, for the following reasons:**
 - 1) The Train Driver was expecting that the entire route would be set and that all signals would be cleared for the movement.
 - 2) The Train Driver stated that it was normal to move the train up to 11S22 signal (via 11P04 and 11P02 turnouts). However, on this occasion the train was to stop between 11S12 and 11S10 signal (via 11P24 turnout) and return to platform 2 .
 - 3) The Train Driver and the Terminal Operator did not recognise that the route was different from their usual operation and failed to stop the train and reconfirm the details with the Train Controller.
 - 4) There was no direct communication between the Train Driver and OCC. The route was confirmed between the Terminal Operator and OCC, however at no point did anyone explicitly confirm which signals were to be used for the movement. Wrongly the Train Driver assumed the movement was the same way he had made many times before.
- **This incident is now subject to a full investigation and further updates will be issued as required.**

Lessons Learned (Initial Advice) (2): Signal Passed at Danger (SPaD) 11S10 at Dammam – 01st May 2025



- **Lessons Learned:**
 - a) The Train Driver failed to recognise that 11S10 signal was displaying a blue (STOP) aspect due to expecting the signal to be cleared for his movement, a “situation bias”.
 - b) The Train Driver failed to properly observe each signal as he was focused on driving the train to where he would “normally stop”.
 - c) The Terminal Operator failed to request the exact shunt location, including the specific shunt signal, from the train controller.
 - d) During discussions with the OCC no specific instructions were given or requested regarding the exact extent to which the train movement was to complete.
 - e) Trains can often be routed different ways for a movement and Train Drivers and Terminal Operators must confirm which route and which signals are to be used.
 - f) Safety Critical communication protocols were not used explicitly by either the Terminal Operator or the Train Controller. The Train controller called the Terminal Operator on his mobile GSM-R first, to stop the movement, before making an emergency call
 - g) The Train Controller failed to provide confirmation regards the exact route set for the movement prior to commencement.

- **Stay safe and stay alert!**

Lessons Learned (Initial Advice) (3):

Signal Passed at Danger (SPaD) 11S10 at Dammam – 01st May 2025



- **Train Driver Actions:**
 - a) Never assume that a signal or turnout is set for your movement (just because you have seen it this way many times before). You must always check that the all signals are showing a proceed aspect and all turnouts are set for your train movement.
 - b) Never assume that your movement authority will be the same, even when doing the same shunt movement. You must always check that all signals are showing a proceed aspect and all turnouts are set for your direction of travel – **each and everytime.**
 - c) Only drive your train from signal to signal, never assume a route will be set from end to end, even if you have seen it this way many times before.
 - d) Always agree and confirm the extent of your train movement with the train controller, if unsure stop and reconfirm your instructions.
- **Stay safe and stay alert!**

• الدروس المستفادة (نصائح أولية) (1):
تجاوز إشارة الخطر قف رقم 11S10 في محطة الدمام - 1 مايو 2025

تفاصيل الحادث:

في يوم الخميس الموافق 1 مايو 2025 وعند عمل مناورة لقطار ركاب فارغ من الركاب في محطة ركاب الدمام من الرصيف رقم 2 إلى الرصيف رقم 1 ، حيث تم إعداد المسار من الإشارة رقم 11SU4 إلى الإشارة رقم 11S10 ومع ذلك فشل قائد القطار في التوقف عند إشارة 11S10 (إشارة مناورة كانت لا تزال باللون "الأزرق" والذي يعني الوقوف) مما أدى إلى حادثة تجاوز لإشارة الخطر قف.

حيث فشل قائد القطار في إدراك أن الإشارة رقم 11S10 ا تزال باللون الأزرق (قف) ، وذلك للأسباب التالية:-

- (1) كان يتوقع قائد القطار بأن المتحكم بالقطار قم قام بإعداد كامل مسار المناورة وأن جميع الإشارات معده للحركة.
- (2) صرّح قائد القطار بأنه قد جرت العادة بالتحرك حتى الإشارة رقم 11S22 عبر المحولاتين 11P02 و 11P04 ، لكن في هذه الحالة كان من المفترض أن يتوقف القطار بين الإشارتين رقم 11S10 و 11S12 عبر المحولة 11P24 ومن ثم يعود القطار إلى الرصيف رقم 2.
- (3) لم يدرك قائد القطار ومشغل المحطة أن المسار كان مختلفاً عن المسار الذي جرت العادة في إعداده ، ولم يقوما بإيقاف القطار لإعادة تأكيد التفاصيل مع المتحكم بالقطار.
- (4) لم تكن هناك أي وسيلة اتصال مباشرة بين قائد القطار ومركز التشغيل والتحكم. حيث تم تأكيد المسار بين مشغل المحطة و مركز التشغيل والتحكم ، ولكن لم يقم أي طرف بتأكيد صريح للإشارات التي ستُستخدم أثناء الحركة ، وافتراض قائد القطار - بشكل خاطئ - أن الحركة ستكون بنفس الطريقة التي اعتاد القيام بها في المرات السابقة.

يخضع هذا الحادث الآن لتحقيق كامل وقد يتم إصدار تحديثات إضافية في الوقت المناسب

• الدروس المستفادة (نصائح أولية) (2):
تجاوز إشارة الخطر قف رقم 11S10 في محطة الدمام - 1 مايو 2025

الدروس المستفادة:

- فشل قائد القطار في إدراك أن الإشارة رقم 11S10 كانت مضاءة باللون الأزرق (قف) ، بسبب توقعه أن تكون الإشارة معدة للسماح بالحركة ، وهو ما يُعرف بـ "إنحياز الموقف".
- لم يقم قائد القطار بمراقبة كل إشارة بالشكل الصحيح ، إذ كان تركيزه منصبًا على قيادة القطار نحو الموقع الذي "جرت العادة الوقوف عنده".
- فشل مشغل المحطة في طلب مسار المناورة بشكل دقيق من المتحكم بالقطار ، بما في ذلك إشارات المناورة المطلوبة.
- أثناء التواصل مع مركز التشغيل لم يتم تقديم أو طلب تعليمات محددة بشأن المسار الدقيق الذي يجب أن تكمل عليه حركة القطار مكن توجيه القطارات بطرق مختلفة لنفس الحركة، لذا يجب على قائد القطار ومشغلي المحطات تأكيد المسار المحدد والإشارات التي سيتم استخدامها.
- لم يتم استخدام بروتوكولات الاتصال المتعلقة بالسلامة بشكل صريح من قبل مشغل المحطة أو المتحكم بالقطار. حيث قام المتحكم بالقطار بالاتصال على هاتف GSM-R الخاص بمشغل المحطة أولاً لإيقاف الحركة قبل إجراء مكالمة الطوارئ.
- فشل المتحكم بالقطار في تقديم تأكيد واضح بخصوص المسار المحدد للحركة قبل بدئها.

ابقَ آمنًا وكنْ يقظًا دائمًا!

الدروس المستفادة (نصائح أولية) (3):
تجاوز إشارة الخطر قف رقم 11510 في محطة الدمام - 1 مايو 2025



• إجراءات لقائد القطار:

- لا تفترض أبداً أن الإشارة أو المحولة قد تم إعدادها لحركتك (المجرد أنك اعتدت رؤيتها بهذه الطريقة في السابق) ، يجب عليك دائمًا التأكد من أن جميع الإشارات في وضع السماح بالحركة ، وأن جميع المحولات معدة وفقاً لمسار القطار.
- لا تفترض أبداً أن صلاحية الحركة ستكون متشابهة دائماً ، حتى عند تنفيذ نفس حركة المناورة يجب التأكد في كل مرة من أن مدلول جميع الإشارات يشير للسماح بالحركة ، وأن جميع المحولات معدة باتجاه سير القطار - جميعها في كل مرة وبدون استثناء.
- قم بقيادة القطار من الإشارة إلى الإشارة فقط . لا تفترض أبداً أن المسار بأكمله سيكون مهيأ من البداية للنهاية ، حتى لو رأيت ذلك كثيراً من قبل.
- دائمًا اتفق وتأكد من مدى حركة قطارك مع المتحكم بالقطار ، وإذا كان هناك أي شك ، توقف فوراً وأعد تأكيد التعليمات.

• ابقَ آمناً وكن يقظاً دائمًا!

Mobile Devices Usage

استخدام الاجهزه المحمولة



ALL staff are reminded that, unless specifically authorised, the use of any mobile device is not permitted when in the train driving cab. This include phones, iPads and headphones.

**يتم تذكير جميع الموظفين بأنه ، ما لم يتم التصريح بذلك، لا يسمح باستخدام أي جهاز محمول أثناء ركوب كابينة القطار.
وهذا يشمل الهواتف وأجهزة iPad وسماعات الرأس.**

Rolling Stock Maintenance

April 2025



Gerard McFadden
Rolling Stock Maintenance Director

Executive Summary

Achievements

100% Service delivery in EWR and NSR.

UT5014/PC5005 in the EW Fleet are back to service after completing G-Exam & ERTMS level 2 installation.

Planning to takeover of E exam for NS trains has been finished. The team is now shadowing CAF team to take over E exam. The introduction of the new service to Aljouf (Since Dec 31st 2024) had no impact on fleet availability and usual train services.

Issues

Total of 340 min failure delay in EWR.

HRW UFWL OOS since March 15 post flooding incident .Machine removing on-going (started on April 9th).

Parking Brake issue across the NS fleet, attributed to weather condition has potential impact for service delivery.

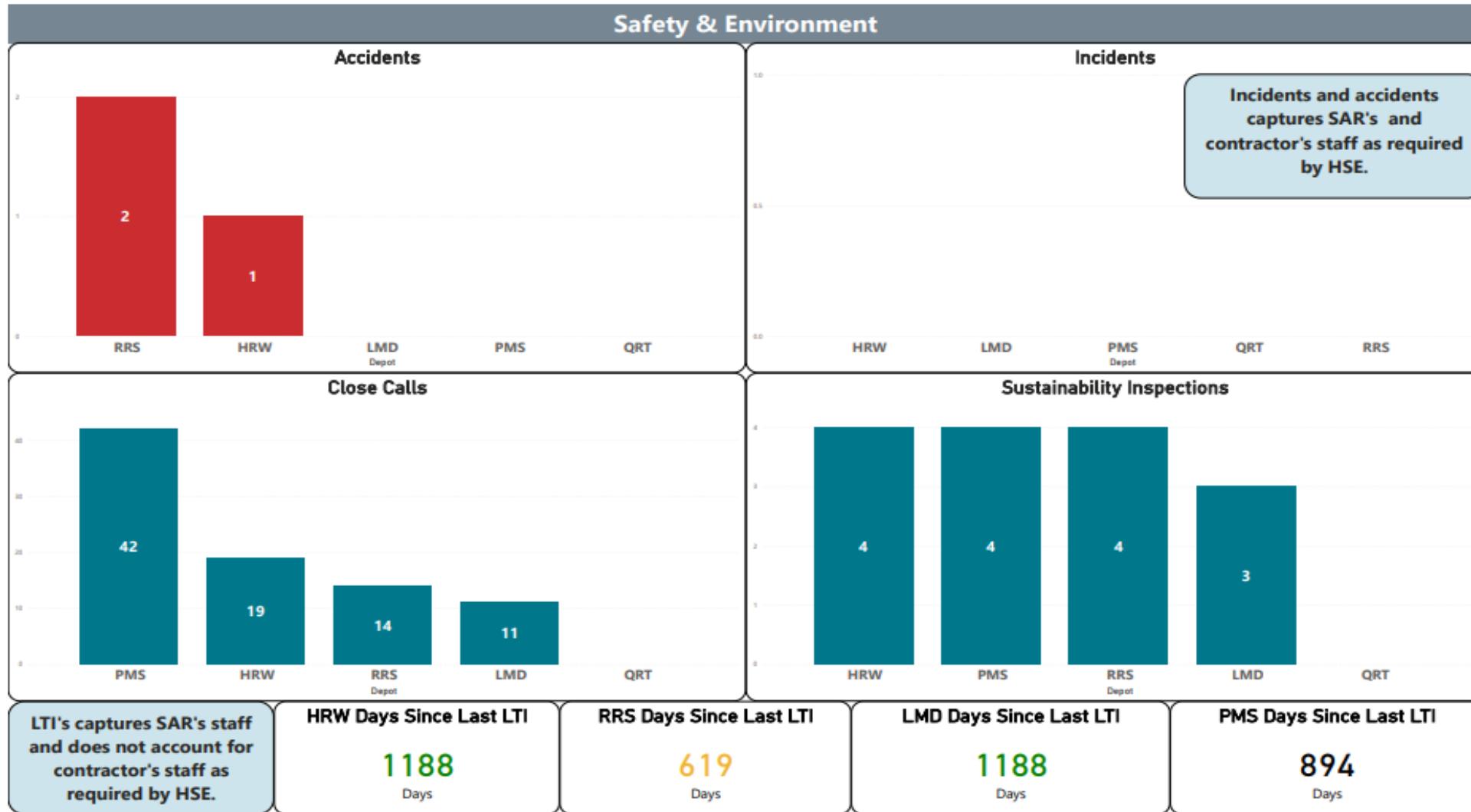
On April 2nd A Technician cut his finger whilst cleaning swarf away from the Wheel Lathe at RRS. A detailed A2 investigation report is currently being developed.

On April 20th a Forklift Truck hit a roller shutter door at HRW, The technician failed to follow the depot's safety process.

On April 20th, a technician injured their hand while removing a broken spring from axle 04 (PC10) at RRS.

1. RSM Safety Performance

SAR 1.1 EWR & NSR Safety KPIs



SAR 1.2 EWR & NSR Safety Update

Safety & Environment Improvements

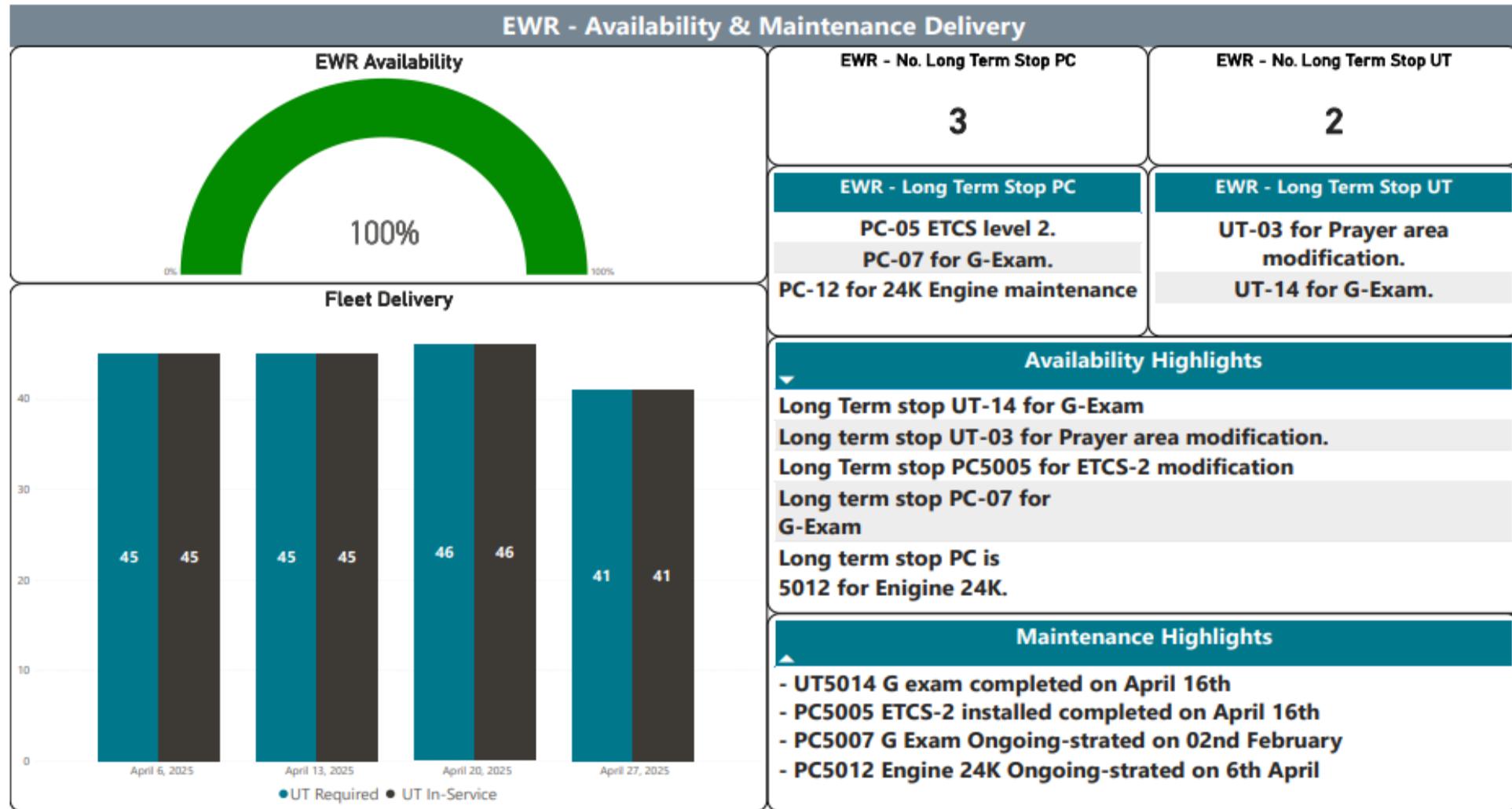
Safe365 App - Install Safe365 App on all mobile devices in each Operational Department and achieve 15% usage:
RSM's total registered users is 366, an increase of 95 since the start of the year. 1193 reports have already been registered during this first quarter, resulting in a recorded figure of 326% against the registered users.

RSM Safety Improvement Plan Objectives (SIP)

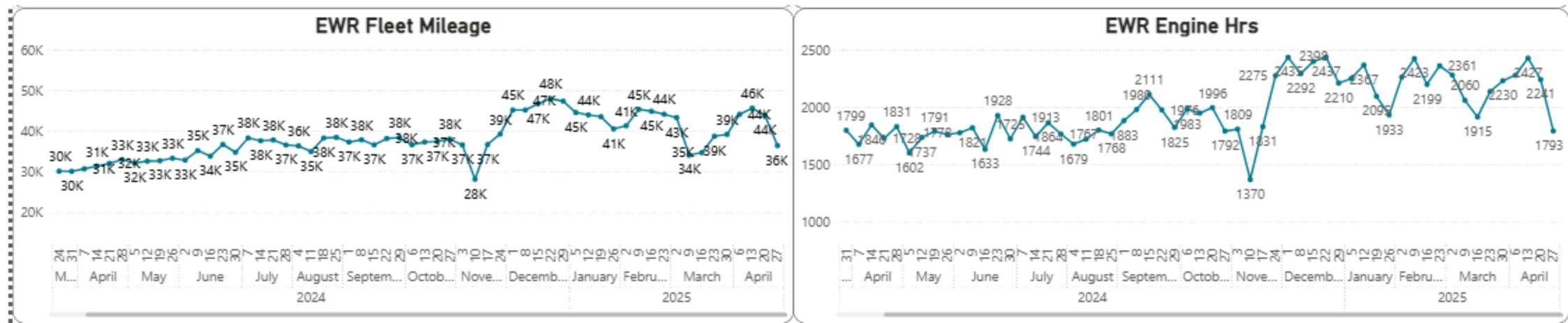
Action	Update
Improving RSM's Fire evacuation processes across its Depots - This will encompass people and process issues. Hard FM is not covered in this item.	Fire Awareness Training is currently ongoing, delivered by the Fire Department. The TGA have also informed the Fire Department that they are responsible for the implementation of the infrastructure that is currently missing across RSM's Depots. A desk top exercise was carried out at HRW.
Rehabilitate environmentally damaged areas - Provide a plan to rehabilitate environmentally damaged areas within all EWR and Riyadh North affected by oil & diesel spillages	Plan is completed and has been sent to the HSE (Environmental Department).
Mitigating the Risk of Working at Height - Engineering controls achieve this by incorporating physical systems designed to prevent or mitigate falls.	The supplier is due to revisit KSA at the end of April/beginning of May, whereby all the remaining missing equipment will be on site, which will include fixing any damages that occurred during shipment.

2. EWR Fleet Performance

SAR 2.1 EWR Availability



SAR 2.2 EWR Overview Maintenance



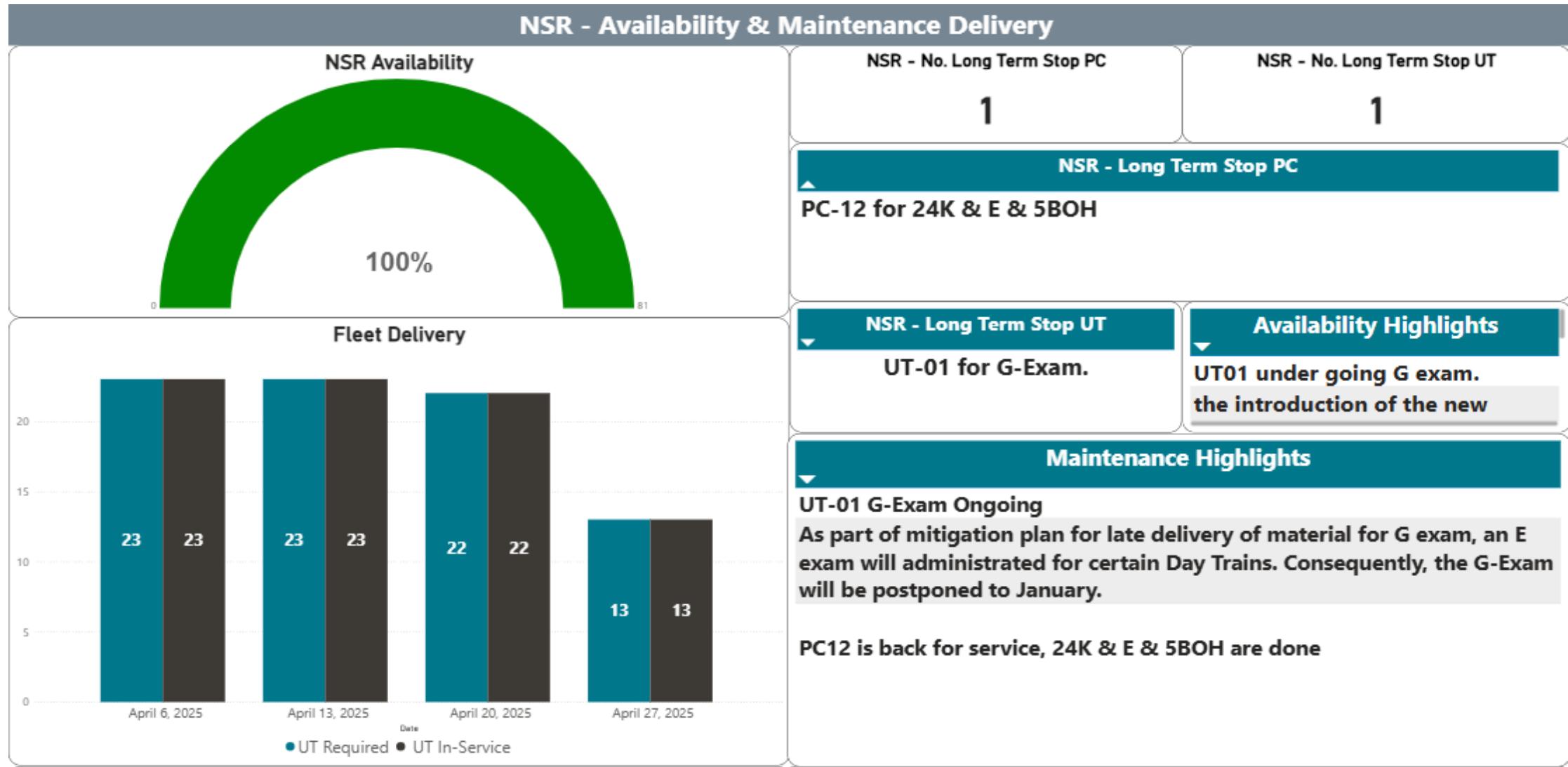
SAR 2.3 EWR Overview Maintenance

Top Issues	Top Achievements
<p>▼</p> <p>HRW UFWL OOS since March 15 post flooding incident .Machine removing on-going(has been start on 09/04/2025).</p>	<p>100% Service delivery.</p> <p>UT5014/PC5005</p> <p>Back to service after G-exam & ERTMS level 2 installed</p>

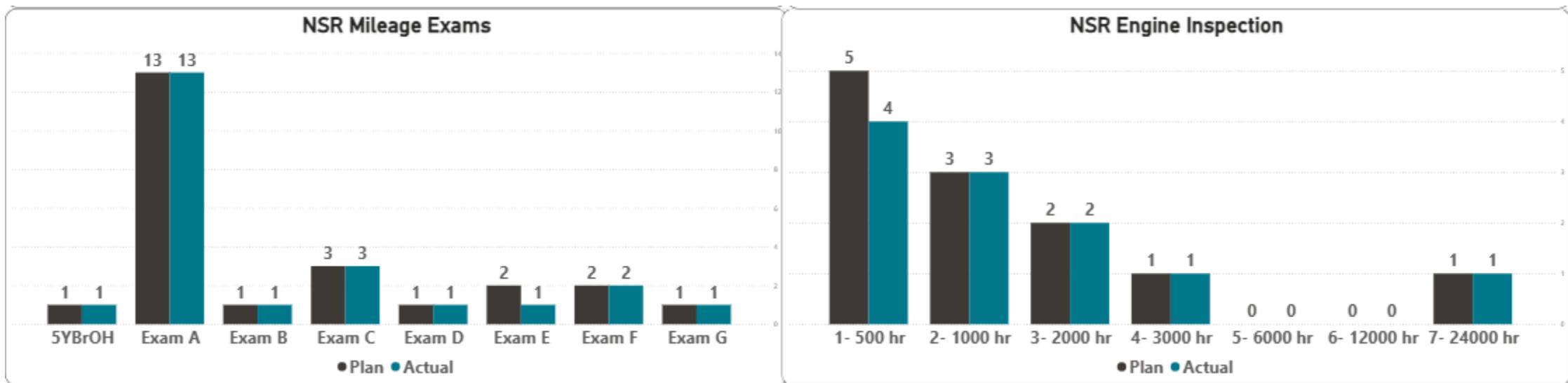


3. NSR Fleet Performance

SAR 3.1 NSR Availability



SAR 3.2 NSR Overview Maintenance

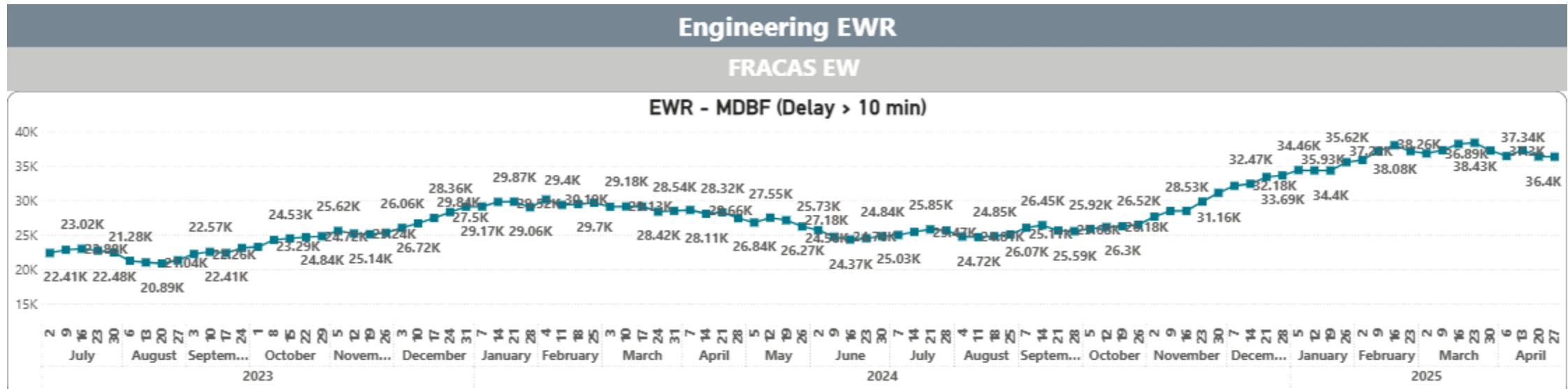


SAR 3.3 NSR Overview Maintenance

Top Issues	Top Achievements
<p>Parking Brake issue across the fleet, attributed to weather condition has potential impact for service delivery.</p>	<p>PC12 is back for service, 24K & E & 5BOH are done 100% Service delivery. G-Exam for UT01 almost completed. Train Energised and corrective actions ongoing. Planning for takeover of E exam has been finished. Team is shadowing CAF team to take over E exam.</p>

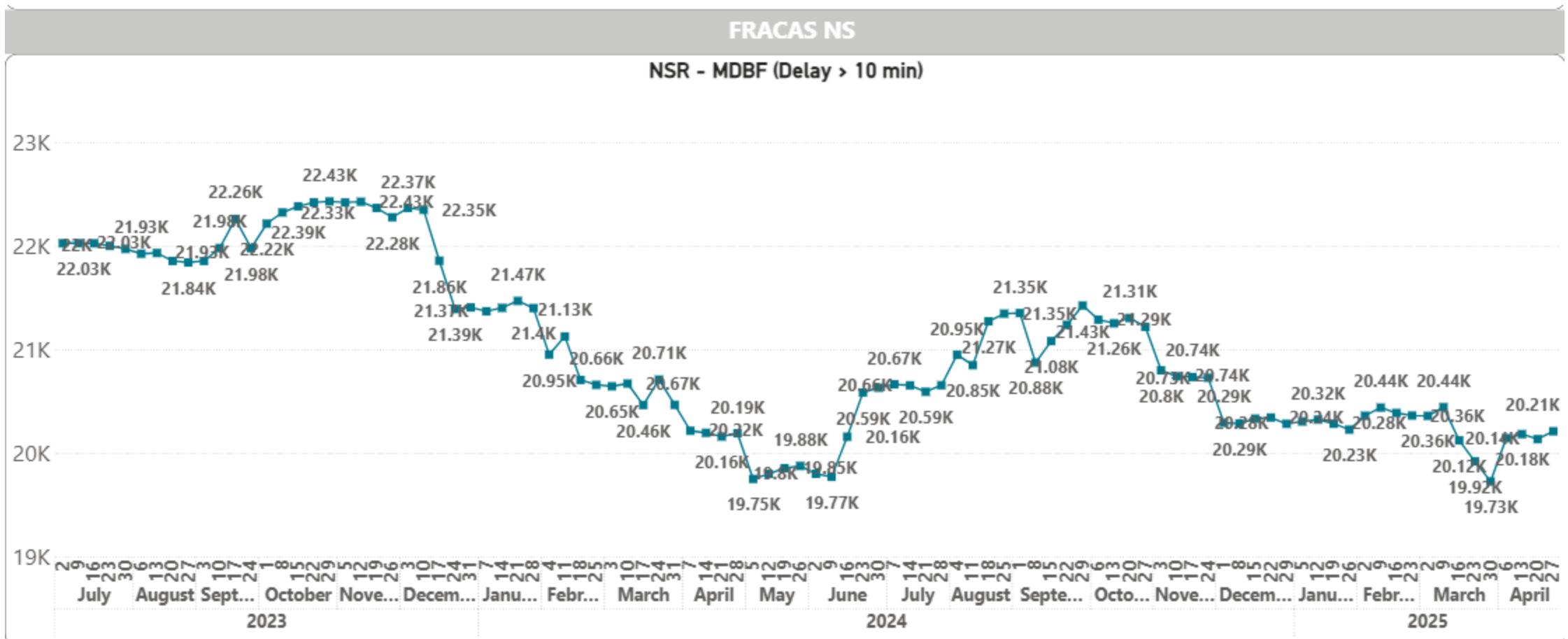
4. RSM Engineering

SAR 4.1 EWR FRACAS



EWR FRACAS	
Failure	Action Taken/To Be Taken
EW0071 – TCU Thermal Management Software Trial	This ID tracks the phased rollout of improved TCU thermal management software across the EW fleet. Following early trials on PC5003 and PC5004, additional updates are planned for PC5002 and one more unit by the end of the month. While initial functionality has been verified, full validation is pending under high ambient summer temperatures. Preventive rollout will follow a two-stage process—functionality verification and thermal performance testing—with contingency in place for swift software reversion if needed.
EW0087-Axial Runout Measurement	Axial runout deviations detected in multiple EW and NS wheelsets post-replacement, traced back to limitations in older machining and measurement practices. Preventive actions now include mandatory digital runout checks and upgraded lathe procedures to ensure proper alignment and quality control
EW0091 – HVAC Cover Detachment on PC5010	An incident involving detachment of the HVAC fairing cover on PC5010 led to a full failure investigation. The damaged polyester fiber cover was replaced, and a fleet-wide inspection was conducted. The issue was linked to sandblasting damage, and preventive actions—including updates to the maintenance plan and quality checks—are being implemented to avoid recurrence

SAR 4.2 NSR FRACAS



SAR 4.2 NSR FRACAS

NSR FRACAS

Failure	Action Taken/To Be Taken
NS0111 - PC03 KE Valve Mounting - Temporary Repair Carried out	<p>Details: On April 8, 2025, a significant issue was identified involving air leakage from the KE valve, resulting in pressure drops in the brake cylinders during service brake application. Despite initial repair efforts, the newly installed KE valve was improperly mounted—specifically due to a poorly riveted nut that led to partially detached mounting studs. This issue caused a delay of two hours.</p> <p>Action Taken: A fleet-wide inspection was completed. A temporary fix for the KE valve mounting was implemented. Subsequently, a test run conducted on PC03 was successful. No further issues were observed with the brake system following the temporary repair. During testing, KE valve pressure was continuously monitored and remained stable during brake applications, with no signs of leakage.</p>
NS0104 - Sideskirts and Fairings	<p>Details: On February 25, 2025, Train UT03 reported abnormal noise due to a damaged side skirt shortly after departing Hail Station. Despite inspection attempts, the issue persisted, requiring speed restrictions (120 km/h, reduced to 50 km/h in certain areas) and resulting in a 1-hour 20-minute delay.</p> <p>Action Taken: A fleet-wide inspection was completed, confirming the reported issue. The fleet check revealed : 1-Sideskirts are not welded as per the drawing, which indicates a manufacturing defect. 2-Damaged hinges and dampers along with wrong installation of locks.</p> <p>Agreement to include fixing the welding during the G-exam in accordance with the original design specifications. A warehouse housekeeping activity will be planned to organize locks in correct place based on sizes.</p>
NS0095 - Brake Pads	<p>Details: The old brake pad is obsolete. Consequently, KB designed a new brake pad. During the trial of the first design, a small portion of the sintered element detached.</p> <p>The sinter element failed the trial. As a result, KB decided to slightly modify the material composition of the sintered brake element to enhance its resistance to shock and vibration.</p> <p>Ricardo has been appointed as the ICP for this project.</p> <p>Action Taken:</p> <p>Based on a risk management approach, KB and Ricardo have agreed to proceed with implementation until the first designed pad while implementing additional measures.</p> <p>An enhanced version has been proposed and bench tested at KB facility. Ricardo and KB are finalizing the test plan to start the trial on the train.</p>

SAR 4.3 Modification Budget Change

Modification Changes		
Projects	Description/Update	Status
Transformer Prototype PC and T4 Gearbox prototype.	New design for Transformers, passively cooled. New gearbox labyrinth to protect gearbox from sand.	Pending Ongoing, pending cofema response for next steps as the prototype failed.
Pulse filter Prototype TCU Cooling Prototype	Change EW filtration from cyclonic to Pulse filter Improve radiator and cooling efficiency of TCU cooling	Ongoing Completed, rejected.
Headlights SKF	Upgrade EW headlights to be similar to NS install onboard bearing monitoring on EW axles.	Completed Completed

Engineering Assurance		
Trials	ECRs	
In Progress 7	In Progress 2	Approved 2

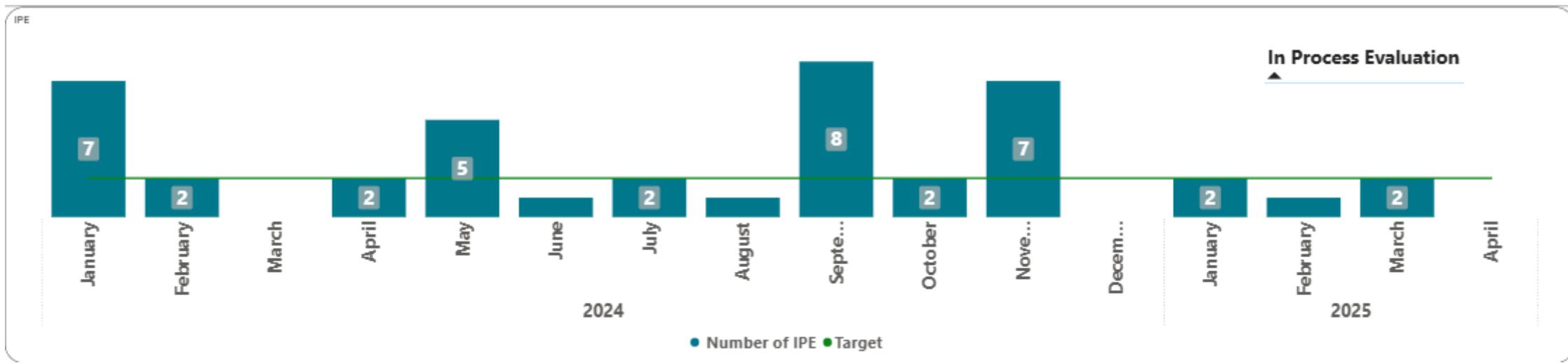
SAR 4.4 Engineering Assurance

Trials/Description
2441 - EW - Fule Tank Protection (In Progress)
<p>Objective: The modification aims to provide additional protection for the fuel tank to prevent leakage due to harsh external conditions like sand abrasion and ballasts, particularly at the fuel tank's edge. Success will be measured by ensuring no fuel leakage during the first fueling operation and within the next 24 hours after the fuel tank is refitted to the locomotive.</p>
2501 - EW - NS to EW wheel set Trial (In Progress)
<p>Objective: The trial aims to evaluate the feasibility of using North-South (NS) trailer wheelsets on East-West (EW) trailer cars by assessing mechanical compatibility, dimensional compliance, and operational performance. Success will be determined by adherence to EW tolerances, safe operation, and no negative effects on ride quality or infrastructure. The trial also explores the potential for fleet-wide component standardisation amid wheelset shortages.</p>
2502 - # - New Leveling Rod (In Progress)
<p>Objective : The trial aims to improve the reliability of the leveling valve rod by replacing the plastic angled ball joint with a stainless steel version (DIN 71802). Success will be defined as completing 50,000 km (B inspection) without any failures, based on proven performance in other CAF projects like the Metro Volturno project.</p>
2503 - # - New Transformer proposal for EW Fleet (In Progress)
<p>Objective : The trial aims to install reverse-engineered SINTERSA transformers and transformer filters as alternatives to the TAMURA components on locomotives and trailer cars (T4). Success will be defined by proper operation of both transformers, ensuring no failures or abnormalities during the first 50,000 km of operation. Mechanical installation, wiring checks, and testing procedures will be conducted to ensure the transformers work as expected. After completing the trial, the SINTERSA equipment will be removed to restore the original fleet configuration with TAMURA transformers.</p>
2504 - EW- Software Update for BOXPC firmware to support ETCS Level 2 (In Progress)
<p>Objective : The trial upgrades BOXPC firmware in PC5006/U01 to support ETCS Level 2 and Fire Suppression System (FSS). It introduces new alarms and variables for improved real-time monitoring via LeadMind. Success depends on error-free installation, normal system operation, and proper alarm visibility. The system must remain stable with no impact on train operations or safety.</p>
2505 - NS- Cooling Duct for Brake & Pneumatic panel in PC (In Progress)
<p>Objective : The trial aims to assess a redesigned cover that improves cooling of the pneumatic panel in PC04's electrical room. It targets reduced heat-related degradation of rubber components and improved panel durability.</p>
2506 - NS- New Saloon HVAC Set Point (In Progress)
<p>Objective : The trial evaluates the updated Saloon HVAC software, which increases temperature setpoints by 1°C as requested by the client. It aims to confirm correct functionality, stability, and improved passenger comfort on NS fleet trains. Success requires proper HMI control of setpoints and no abnormal issues during one month of service.</p>

SAR 4.4 Engineering Assurance

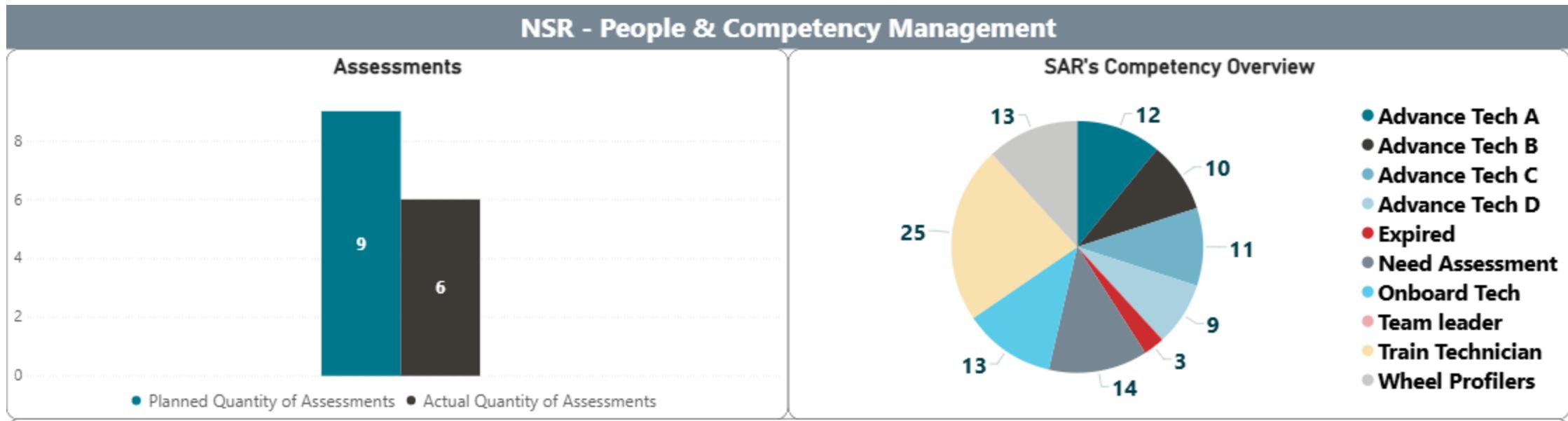
ECR/Description
2504 - NS - New Pulse Filter Cartridge and brackets (In Progress) Introduction: This modification aims to replace the current pulse filter cartridge with the new ASC DuraPak model, as the existing one is becoming obsolete. Details of Change: The ASC DuraPak, Plan is also used in the EW project, meets the same F9 standard and weighs slightly less (24.5 kg vs. 25 kg), so it won't affect the system load. Due to different fixing points, the current brackets will also be replaced with new compatible ones.
2503 - EW - EW Fleet CCTV Upgrade (In Progress) Introduction: In the EW project, a request was made to install a CCTV system across the entire train fleet. This system will enhance safety and security by monitoring activity inside all passenger cars and driver cabins (TC and PC). Details of Change: The CCTV system consists of multiple cameras strategically placed to cover key areas. These cameras are connected to Digital Video Recorders (DVRs) via network switches. The DVRs will store recorded footage on Hard Disk Drives (HDDs). Any system failures will be reported to the Train Control and Monitoring System (TCMS) for necessary action.
2502 - EW - Install chain on pneumatic panel (Approved) Introduction: The pneumatic panel located in coaches have a safety rope located on the bottom side of the panel. This safety rope with sand blasting is getting damaged and then it needs to be replaced by a new one Details of Change: The safety rope will be replaced with a chain to improve reliability of the component. The chain is manufactured in steel, and it is strong enough for the sand blasting.
2501 - EW - Hold door open for 15 minutes (Approved) Introduction: Train doors currently stay open for 5 minutes after being activated. Staff often need to reopen them while the train is at the station. Details of Change: To reduce effort and improve passenger experience, the door open time will be increased to 15 minutes through a software update in the control systems.

SAR 4.5 IPE



5. NSR Competency

SAR 5.1 NSR Competency



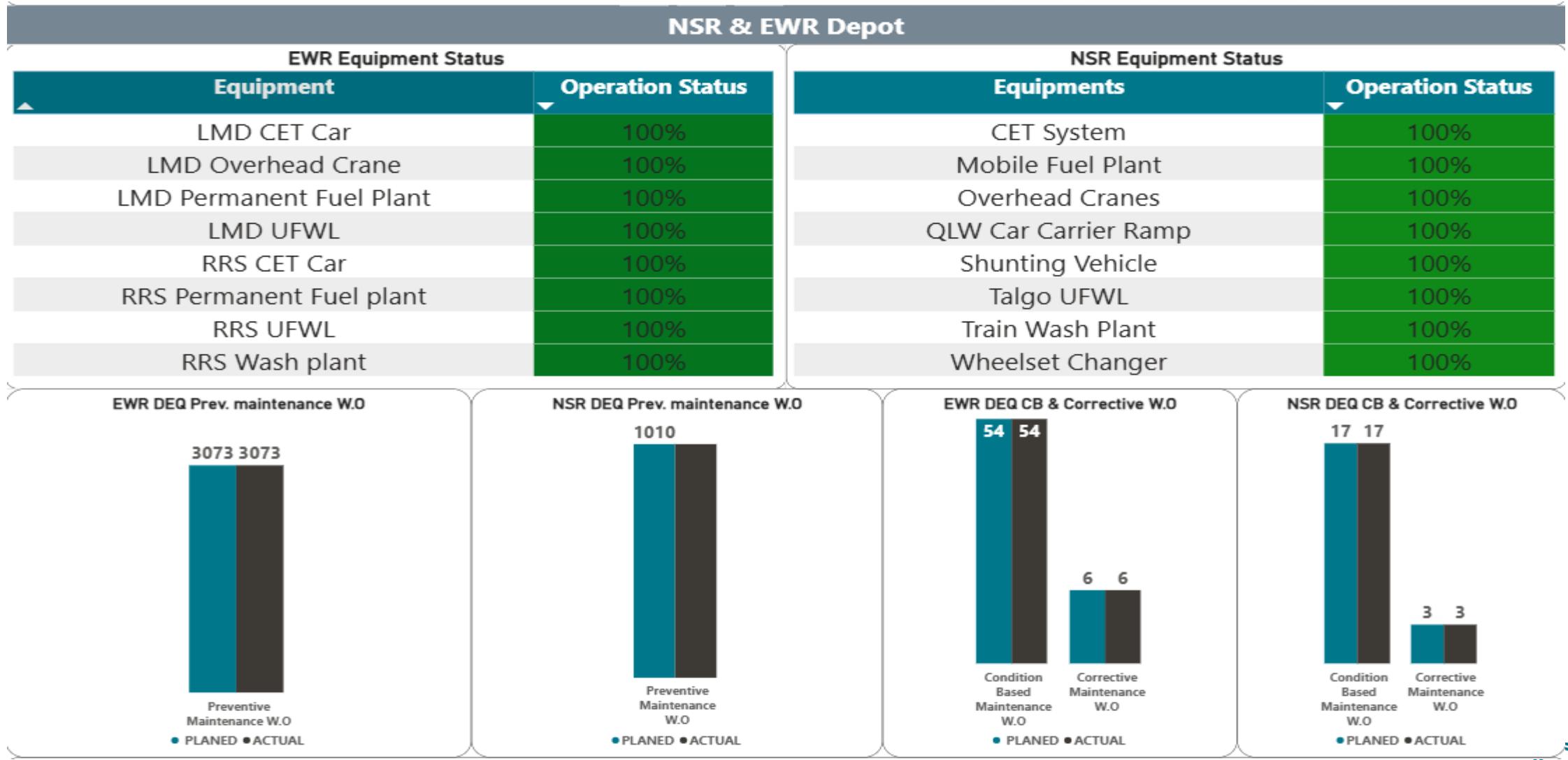
SAR 5.1 NSR Competency

Competence Highlights

- 01- Wheel Lathe Competence up to 93%. An additional Wheel Profiling training session is being planned.
- 02- Fourteen technicians currently working towards Train Technician competence.
- 03- There are currently 2 staff with expired competence, reassessments are due imminently.
- 04- SRP Cohort 18 trainees have commenced their six-month On-the-Job Training (OJT).
- 05- Car Carrier training sessions will be held on a weekly basis, as required. No session has been requested for this week. Training being updated.
- 06- Qurayyat depot staff safety and depot equipment training is continuing at Riyadh.
- 07- Two sessions of Train the Trainers have been delivered to sixteen members of staff.
- 08- Doors training has been successfully delivered to our shop floor staff.
- 09- Two Fire Awareness sessions have been delivered to enhance awareness among staff members.
- 10- Three First Aid training sessions have been successfully delivered.
- 11- Overhead Crane, Scissor lift, and Forklift refresher trainings have been successfully delivered to support the renewal of staff licenses
- 12- Fire Awareness Training is confirmed
- 13- Wheel-Rail Interface and Re-Railing training will commence soon.
- 14- An initial Group A Advanced Technician assessment was conducted for one of the staff members assigned to Qurayyat depot, and he was deemed competent.

6. Depot

SAR 6.1 Depot Overview



SAR 6.1 Depot Overview

Depot Highlights

All Equipments are working normal and operational

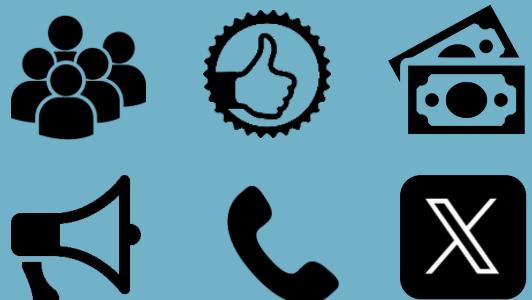
HRW - Hegenscheidt UFWL installation ongoing

No effect on services

QLW - Temporary Mobile Fuel Station overhauling completed successfully

Commercial

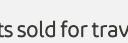
April 2025

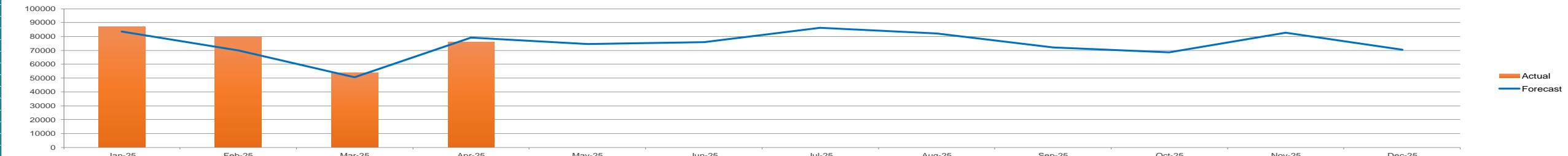


Abdulmajeed Khathlan
Commercial Director



COMMERCIAL ANALYSIS (NORTH)

April 2025	Economy Class	Business Class	Private Sleeper Cabin	Total	Load Factor				TSFT Target achieved	
 Tickets sold for travel	59,010	16,056	780	75,846	EC	BC	PSC	Total	April 2025	2025
					109%	83%	70%	102%		
 Boarded passengers	55,419	15,681	609	71,709	EC	BC	PSC	Total	96% of target achieved.	Engineering works (20th – 22nd April) resulted in a 7,770 passenger reduction.
					103%	81%	54%	96%		

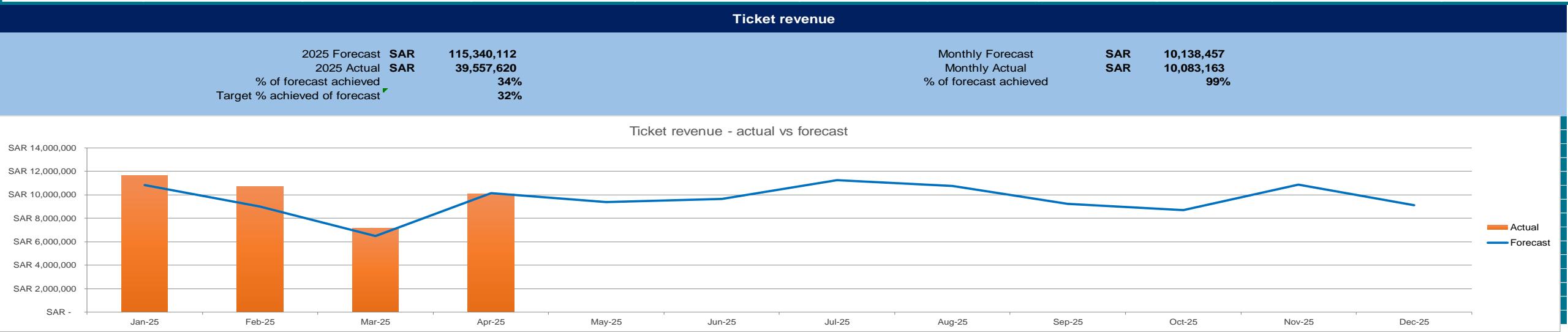


Tickets sold for travel	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Forecast	83496	70004	50465	79224	74487	76021	86186	82317	72122	68544	82672	70404



COMMERCIAL ANALYSIS (NORTH)

April 2025	Economy Class	Business Class	Private Sleeper Cabin	Total	Ticket yield				Ticket Revenue achieved	
Ticket revenue	SAR 6,149,884	SAR 3,698,681	SAR 234,599	SAR 10,083,163	EC	BC	PC	Total	April 2025	2025
	SAR 5,347,725 (ex. VAT)	SAR 3,216,244 (ex. VAT)	SAR 203,999 (ex. VAT)	SAR 8,767,968 (ex. VAT)	91 SR (ex. VAT)	200 SR (ex. VAT)	262 SR (ex. VAT)	116 SR (ex. VAT)		
					104 SR	230 SR	301 SR	133 SR		99% of target achieved. Engineering works (20 th – 22 nd April) resulted in a 978,500 SR ticket revenue reduction



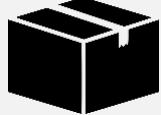
COMMERCIAL ANALYSIS (NORTH)



April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	3,163	SAR 244,665	SAR 77
		SAR 212,752 (ex. VAT)	SAR 67 (ex. VAT)
 Lounge Access	686	SAR 21,940	SAR 32
		SAR 19,078 (ex. VAT)	SAR 28 (ex. VAT)
 Onboard Meals	582	SAR 19,805	SAR 34
		SAR 17,222 (ex. VAT)	SAR 30 (ex. VAT)
 Seat Selection	9,987	SAR 149,895	SAR 15
		SAR 130,343 (ex. VAT)	SAR 13 (ex. VAT)

COMMERCIAL ANALYSIS (NORTH)

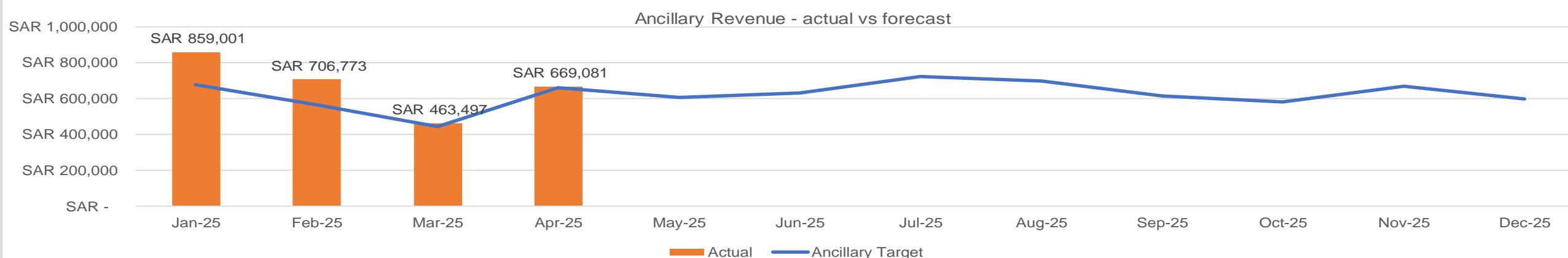


April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	351	SAR 45,732	SAR 130
		SAR 39,767 (ex. VAT)	SAR 113 (ex. VAT)
 Car Cargo	124	SAR 107,850	SAR 870
		SAR 93,783 (ex. VAT)	SAR 756 (ex. VAT)
 On Train Sales	123	SAR 18,104	SAR 147
		SAR 15,743 (ex. VAT)	SAR 128 (ex. VAT)
 Waiting List Tickets	632	SAR 61,090	SAR 97
		SAR 53,122 (ex. VAT)	SAR 84 (ex. VAT)

COMMERCIAL ANALYSIS (NORTH)



April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield	Ancillary Revenue achieved	
				April 2025	2025
 TOTAL ANCILLARY REVENUE	15,648	SAR 669,081	SAR 43		
		SAR 581,810 (ex. VAT)	SAR 37 (ex. VAT)		
Ancillary Revenue					
2025 Forecast	SAR 7,472,448		Monthly Forecast	SAR 660,230	
2025 Actual	SAR 2,698,351		Monthly Actual	SAR 669,081	
% of forecast achieved	36%		% of forecast achieved	101%	
Target % achieved of forecast	31%				



Passenger Commercial Performance YTD (April 2025) | North Trains



North	Result	Jan – April 2024	Jan – April 2025 (Forecast)	Jan – April 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
	Number of Services Operated	706	683	679	-4%	-1%
	Tickets Sold for Travel	293,453	283,189	296,411	1%	5%
	Load Factor (Ticket Sold for Travel)	95%	94%	103%	8% Points	9% Points
	Boarded Passengers	276,737	266,197	279,764	1%	5%
	Load Factor (Boarded Passengers)	90%	89%	97%	7% Points	8% Points
	Ticket Revenue (inc. VAT)	SAR 35,341,134	SAR 36,469,462	SAR 39,557,620	12%	8%
	Ticket Yield (inc. VAT)	SAR 120	SAR 129	SAR 133	11%	4%
	Ancillary Revenue (inc. VAT)	SAR 2,961,544	SAR 2,346,778	SAR 2,698,351	-9%	15%
	Ancillary Yield (inc. VAT)	SAR 10	SAR 8	SAR 9	-10%	10%
	Total Revenue (inc. VAT)	SAR 38,302,678	SAR 38,816,241	SAR 42,255,971	10%	9%
	Total Yield (inc. VAT)	SAR 131	SAR 137	SAR 143	9%	4%



COMMERCIAL ANALYSIS (EAST)

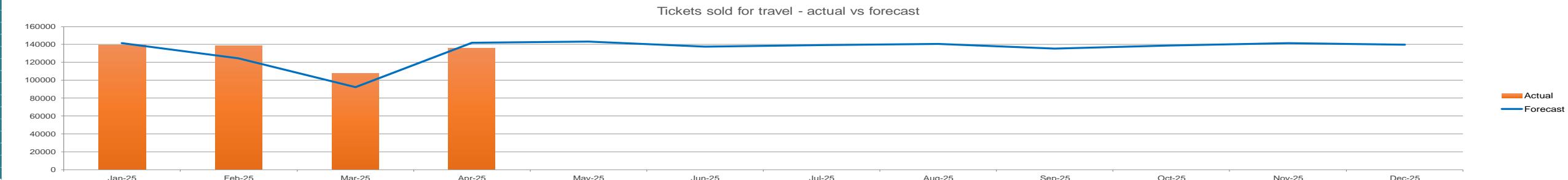
April 2025	Economy Class	Business Class	Aramco	Total	Load Factor			TSFT Target achieved	
 Tickets sold for travel	93,971	32,266	9,872	136,109	EC	BC	Total	April 2025	2025
					122%	80%	108%		
 Boarded passengers	87,182	31,260	6,430	124,872	EC	BC	Total	96% of target achieved. Engineering works (25 th – 26 th April) resulted in a 5,800 passenger reduction.	 
					110%	77%	99%		

2025 Forecast
2025 Actual
% of forecast achieved
Target % achieved of forecast

1616605
522205
32%
31%

Monthly Forecast
Monthly Actual
% of forecast achieved

141899
136109
96%



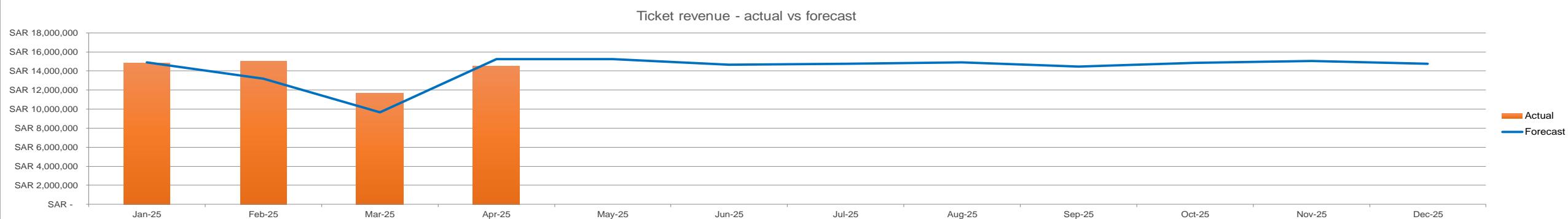


COMMERCIAL ANALYSIS (EAST)

April 2025	Economy Class	Business Class	Aramco	Total	Ticket yield			Ticket Revenue achieved	
Ticket revenue	SAR 8,107,776	SAR 5,969,047	SAR 397,348	SAR 14,474,171	EC	BC	Total	April 2025	2025
	SAR 7,050,240 (ex. VAT)	SAR 5,190,476 (ex. VAT)	SAR 345,520 (ex. VAT)	SAR 12,586,236 (ex. VAT)	75 SR (ex. VAT)	161 SR (ex. VAT)	92 SR (ex. VAT)		

2025 Forecast	SAR	171,651,799
2025 Actual	SAR	56,029,269
% of forecast achieved		33%
Target % achieved of forecast		31%

Monthly Forecast	SAR	15,245,555
Monthly Actual	SAR	14,474,171
% of forecast achieved		95%



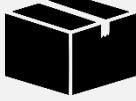
COMMERCIAL ANALYSIS (EAST)



April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	2,007	SAR 162,595	SAR 81
		SAR 141,387 (ex. VAT)	SAR 70 (ex. VAT)
 Lounge Access	1,202	SAR 39,880	SAR 33
		SAR 34,678 (ex. VAT)	SAR 29 (ex. VAT)
 Onboard Meals	975	SAR 24,415	SAR 25
		SAR 21,230 (ex. VAT)	SAR 22 (ex. VAT)
 Seat Selection	12,240	SAR 183,352	SAR 15
		SAR 159,822 (ex. VAT)	SAR 13 (ex. VAT)

COMMERCIAL ANALYSIS (EAST)



April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	2,265	SAR 182,352	SAR 81
		SAR 158,567 (ex. VAT)	SAR 70 (ex. VAT)
 On Train Sales	136	SAR 11,113	SAR 82
		SAR 9,663 (ex. VAT)	SAR 71 (ex. VAT)
 Waiting List Tickets	668	SAR 57,408	SAR 86
		SAR 49,920 (ex. VAT)	SAR 75 (ex. VAT)
 Aramco parking	317	SAR 12,478	SAR 39
		SAR 10,850 (ex. VAT)	SAR 34 (ex. VAT)

COMMERCIAL ANALYSIS (EAST)



April 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield	Ancillary Revenue achieved	
				April 2025	2025
 TOTAL ANCILLARY REVENUE	19,810	SAR 674,035	SAR 34	 89% of target achieved Engineering works (25 th – 26 th April) resulted in a 35,000 SR ancillary revenue reduction	
		SAR 586,117 (ex. VAT)	SAR 30 (ex. VAT)		

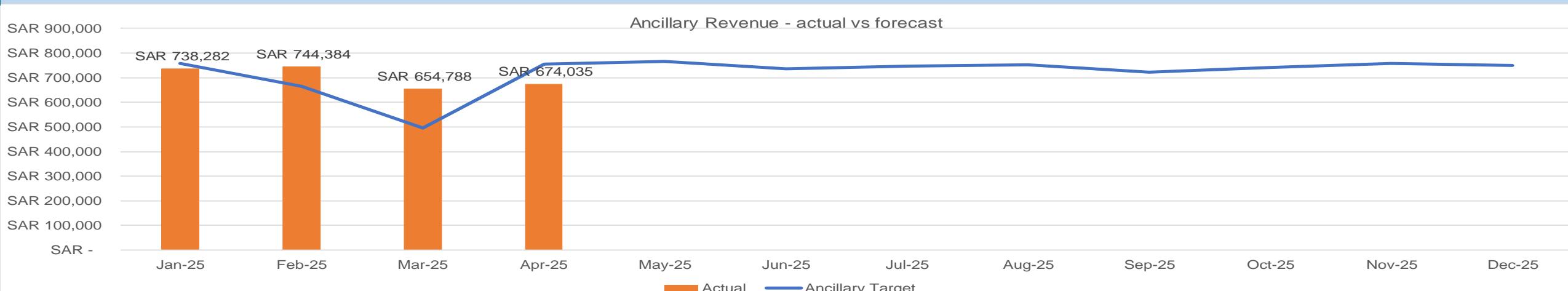
Ancillary Revenue

2025 Forecast
2025 Actual
% of forecast achieved
Target % achieved of forecast

 SAR 8,650,911
 SAR 2,811,488
32%
 31%

Monthly Forecast
Monthly Actual
% of forecast achieved

SAR 756,138
SAR 674,035
89%



Passenger Commercial Performance YTD (April 2025) | East Trains



East	Result	Jan - April 2024	Jan - April 2025 (Forecast)	Jan - April 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
 East Train	Number of Services Operated	1,572	1,658	1,658	5%	0%
	Tickets Sold for Travel	512,917	499,997	522,205	2%	4%
	Load Factor (Ticket Sold for Travel)	116%	104%	109%	-7% Points	5% Points
	Boarded Passengers	461,059	449,997	476,325	3%	6%
	Load Factor (Boarded Passengers)	104%	94%	97%	-7% Points	3% Points
	Ticket Revenue (inc. VAT)	SAR 47,119,862	SAR 52,984,016	SAR 56,029,269	19%	6%
	Ticket Yield (inc. VAT)	SAR 92	SAR 106	SAR 107	17%	1%
	Ancillary Revenue (inc. VAT)	SAR 2,878,810	SAR 2,675,944	SAR 2,811,488	-2%	5%
	Ancillary Yield (inc. VAT)	SAR 6	SAR 5	SAR 5	-4%	1%
	Total Revenue (inc. VAT)	SAR 49,998,672	SAR 55,659,960	SAR 58,840,757	18%	6%
	Total Yield (inc. VAT)	SAR 97	SAR 111	SAR 113	16%	1%

Passenger Commercial Performance YTD (April 2025) | North & East Trains



North & East	Result	Jan – April 2024	Jan – April 2025 (Forecast)	Jan – April 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
 North Train	Number of Services Operated	2,278	2,341	2,337	3%	0%
	Tickets Sold for Travel	806,370	783,185	818,616	2%	5%
	Boarded Passengers	737,796	716,194	756,089	2%	6%
	Ticket Revenue (inc. VAT)	SAR 82,460,997	SAR 89,453,478	SAR 95,586,889	16%	7%
	Ticket Yield (inc. VAT)	SAR 102	SAR 114	SAR 117	14%	2%
	Ancillary Revenue (inc. VAT)	SAR 5,840,354	SAR 5,022,722	SAR 5,509,839	-6%	10%
	Ancillary Yield (inc. VAT)	SAR 7.2	SAR 6.4	SAR 6.7	-7%	5%
	Total Revenue (inc. VAT)	SAR 88,301,350	SAR 94,476,200	SAR 101,096,727	14%	7%
	Total Yield (inc. VAT)	SAR 110	SAR 121	SAR 123	13%	2%
	Customer Satisfaction	79%	85%	87%	8% Points	2% Points
	Net Promoter Score	29%	20%	37%	8% Points	17% Points

EID AL-FITR



Eid Mubarak

**Social Media Posts
Landing page
Website & App banners
Station events**

SAR

Sales & Marketing

عيد مبارك
Eid Mubarak

15% OFF Train Tickets

Use promo code: **SAREID** on our website or app

Booking period: March 31 – April 3, 2025

Travel period: April 6 – April 26, 2025

*Terms & conditions apply



EID AL-FITR CAMPAIGN

We celebrated Eid al-Fitr across our stations with festive decorations, traditional sweets, and joyful moments shared with our passengers. To make the occasion even more special, we offered a 15% discount on all train tickets—helping travelers reconnect with loved ones and enjoy the holiday spirit with SAR.

PBU MBR



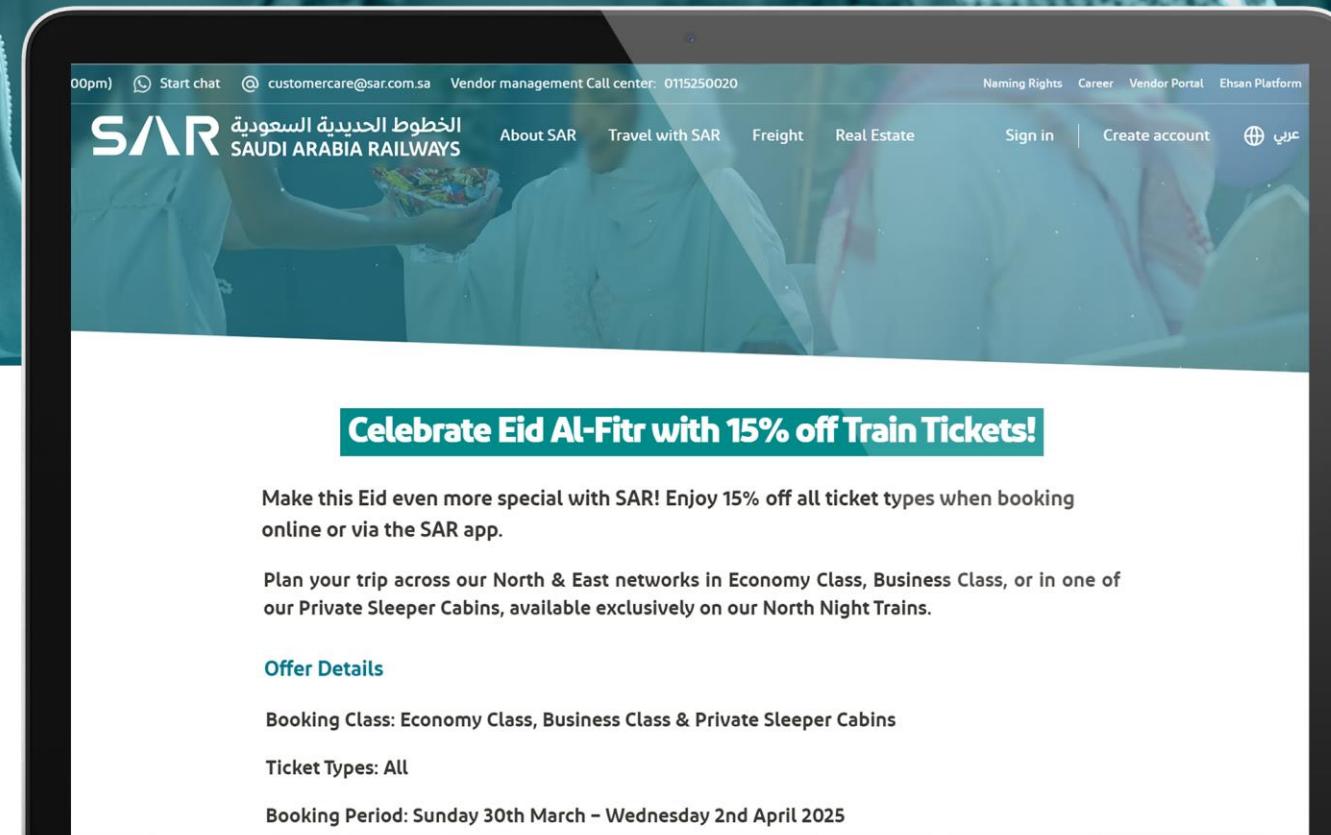
Sales & Marketing

EID AL- FITR PROMOTIONAL OFFER RESULTS

	Eid Al Fitr Promotional Offer Forecast	Eid Al Fitr Promotional Offer Results	Variance to Forecast
Number of consumed Promo Codes	1,893 Codes	2,022 Codes	+129 (+7%)
Average Booking Value (Before Discount)	204 SR	168 SR	-36 SR (-17%)
Average Booking Value (After Discount)	173.40 SR	143 SR	-30.40 SR (-18%)
Ticket Revenue (Before Discount)	386,172 SR	340,250 SR	-45,922 SR (-12%)
Ticket Revenue (After Discount)	328,243 SR	289,212 SR	-39,031 SR (-12%)
Revenue Impact	-57,929 SR	-51,038 SR	+6,891 SR (+12%)

SAR LANDING PAGE

Eid Al-Fitr Campaign- offer



00pm) [Start chat](#) @ customercare@sar.com.sa Vendor management Call center: 0115250020

Naming Rights Career Vendor Portal Ehsan Platform

SAR الخطوط الحديدية السعودية SAUDI ARABIA RAILWAYS

About SAR Travel with SAR Freight Real Estate Sign in Create account [عرب](#)

Celebrate Eid Al-Fitr with 15% off Train Tickets!

Make this Eid even more special with SAR! Enjoy 15% off all ticket types when booking online or via the SAR app.

Plan your trip across our North & East networks in Economy Class, Business Class, or in one of our Private Sleeper Cabins, available exclusively on our North Night Trains.

Offer Details

Booking Class: Economy Class, Business Class & Private Sleeper Cabins

Ticket Types: All

Booking Period: Sunday 30th March – Wednesday 2nd April 2025

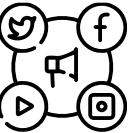
PBU MBR

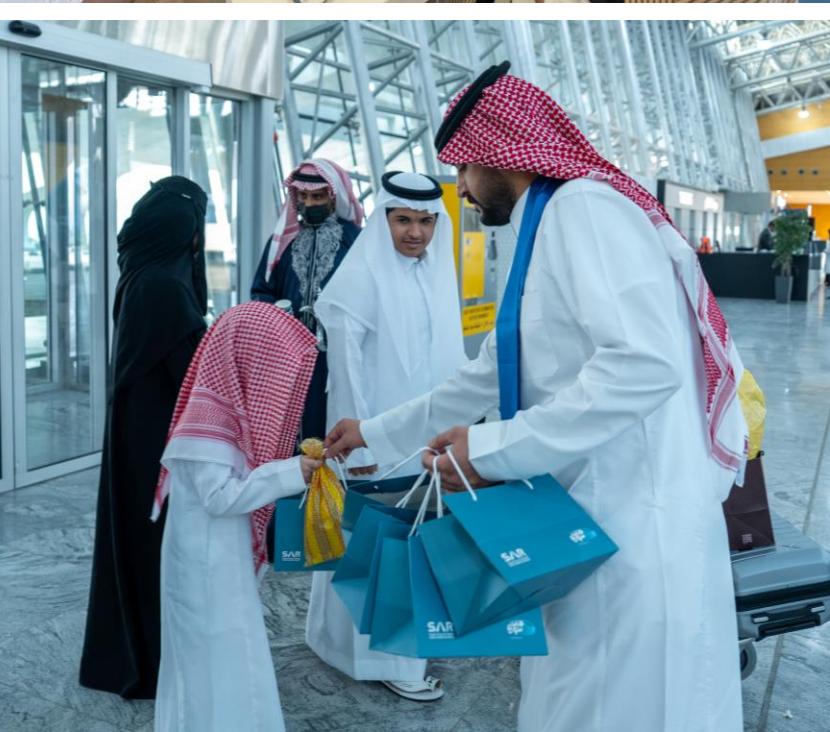




SOCIAL MEDIA

PBU MBR







Video coverage of the Eid Al-Fitr celebrations at stations



SOCIAL MEDIA KPIS



April 2025	X	X	Instagram	Facebook	TOTAL
Followers	58,956		14,645	7,540	81,141
Posts	14		14	14	42
Impressions	64,290		30,909	15,465	110,664
Engagements	2,470		499	1,114	4,083
Engagement Rate	3.80%		1.60%	7.20%	3.70%

Followers: The number of users following our account as of the last day of the selected time period.

Posts: The number of posts published on the accounts

Impressions: The number of times the content was displayed/Shown to users.

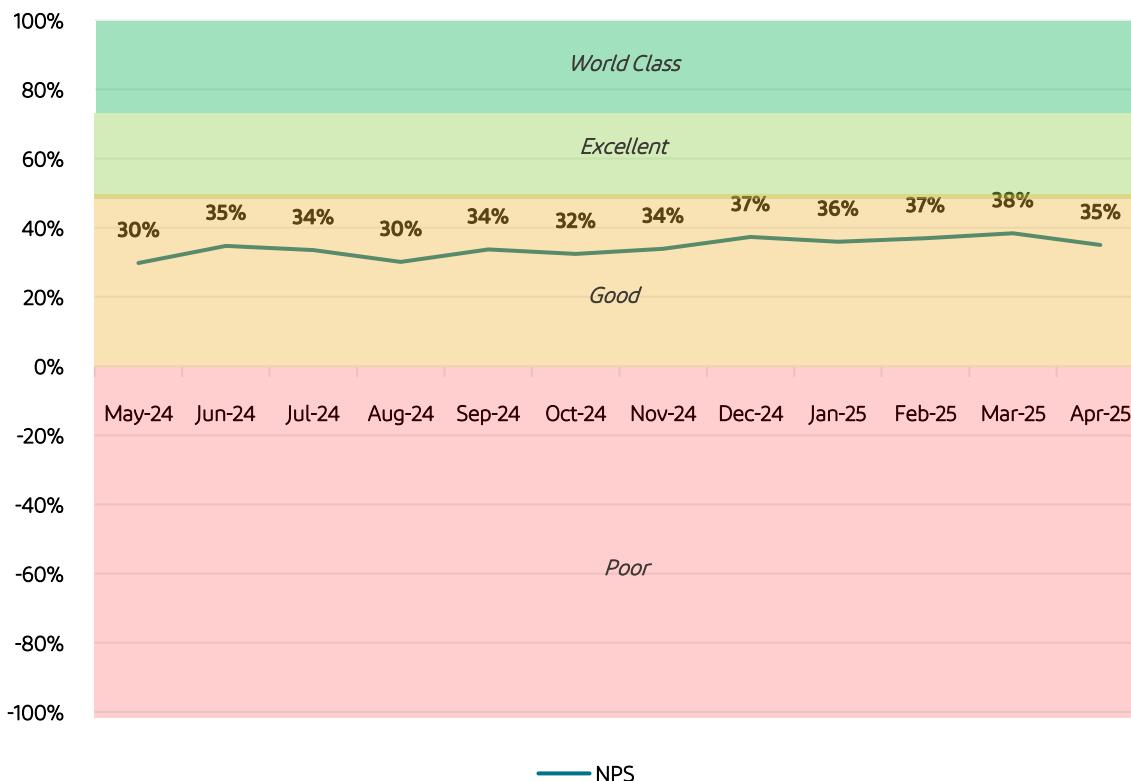
Engagements: The number of times users engaged (Reactions, Shares, Comments, Shares, Retweets, Replies, Clicks etc.) with the content.

Engagement rate: The number of times users engaged with the content as a percentage of impressions.



CUSTOMER EXPERIENCE

Net Promoter Score (NPS)



Net Promoter Score or NPS, is a globally used management tool that measures customer experience and can be used to predict future business growth. Although results vary from industry to industry, given the NPS range of NPS is -100 to +100, a positive score of NPS above 0 is considered good, +50 is excellent and above 70 is considered world-class.

NPS is the metric used to provide the core measurement of the Overall SAR Customer Satisfaction. A comprehensive, actionable view of SAR's Passenger experience performance.

Respondents are grouped as follows...

- Promoters (score 9-10) are loyal enthusiasts who will keep using the SAR Passenger Train Service.
- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- Detractors (score 0-6) are unhappy customers who can cause revenue loss, harm the service reputation, and impede growth through negative word-of-mouth.

SAR's April 2025 NPS Score was 35% measured as Good in the NPS Range.



CUSTOMER EXPERIENCE

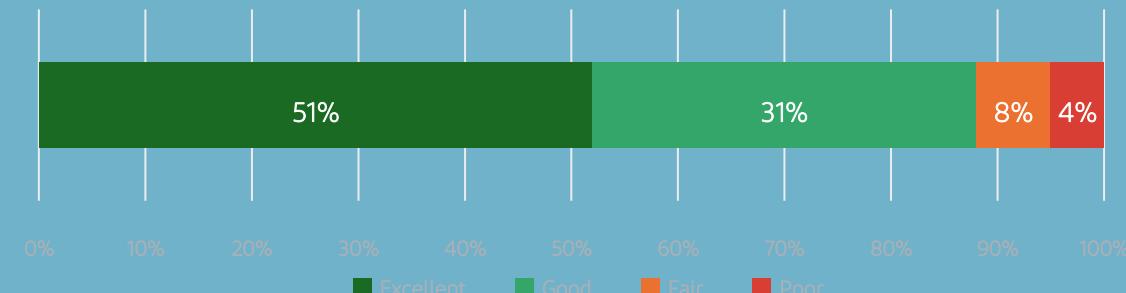
How was your
overall
experience
today?



Overall	Excellent	Good	Fair	Poor
April 2025	51%	36%	8%	4%
March 2025	54%	33%	9%	4%
February 2025	52%	34%	10%	4%
January 2025	54%	34%	8%	4%
December 2024	53%	36%	7%	4%
November 2024	51%	36%	8%	5%
October 2024	51%	37%	8%	4%
September 2024	52%	36%	7%	5%
August 2024	51%	35%	9%	5%
July 2024	51%	35%	9%	5%
June 2024	52%	36%	8%	4%
May 2024	50%	36%	9%	5%



Overall customer satisfaction
(April 2025)



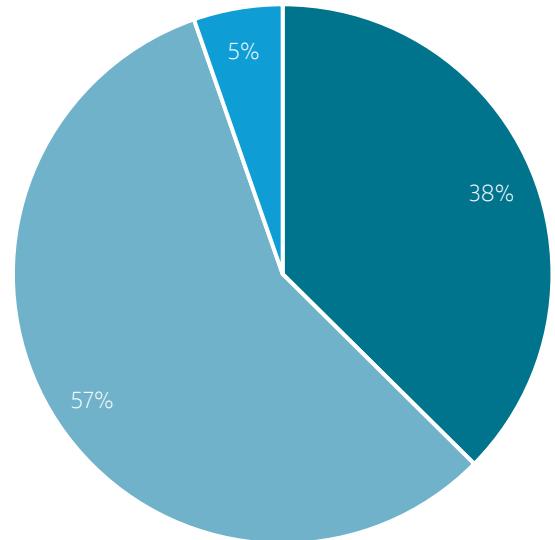
Overall customer satisfaction (2025)



CUSTOMER ANALYSIS

March

BOOKING CHANNEL

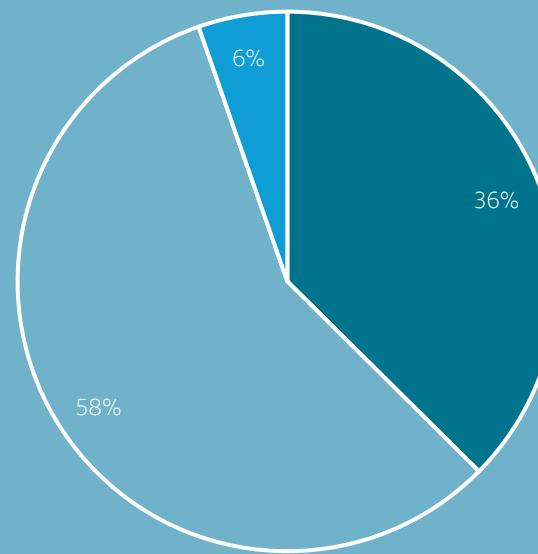


■ Website ■ Mobile ■ Station



April

BOOKING CHANNEL

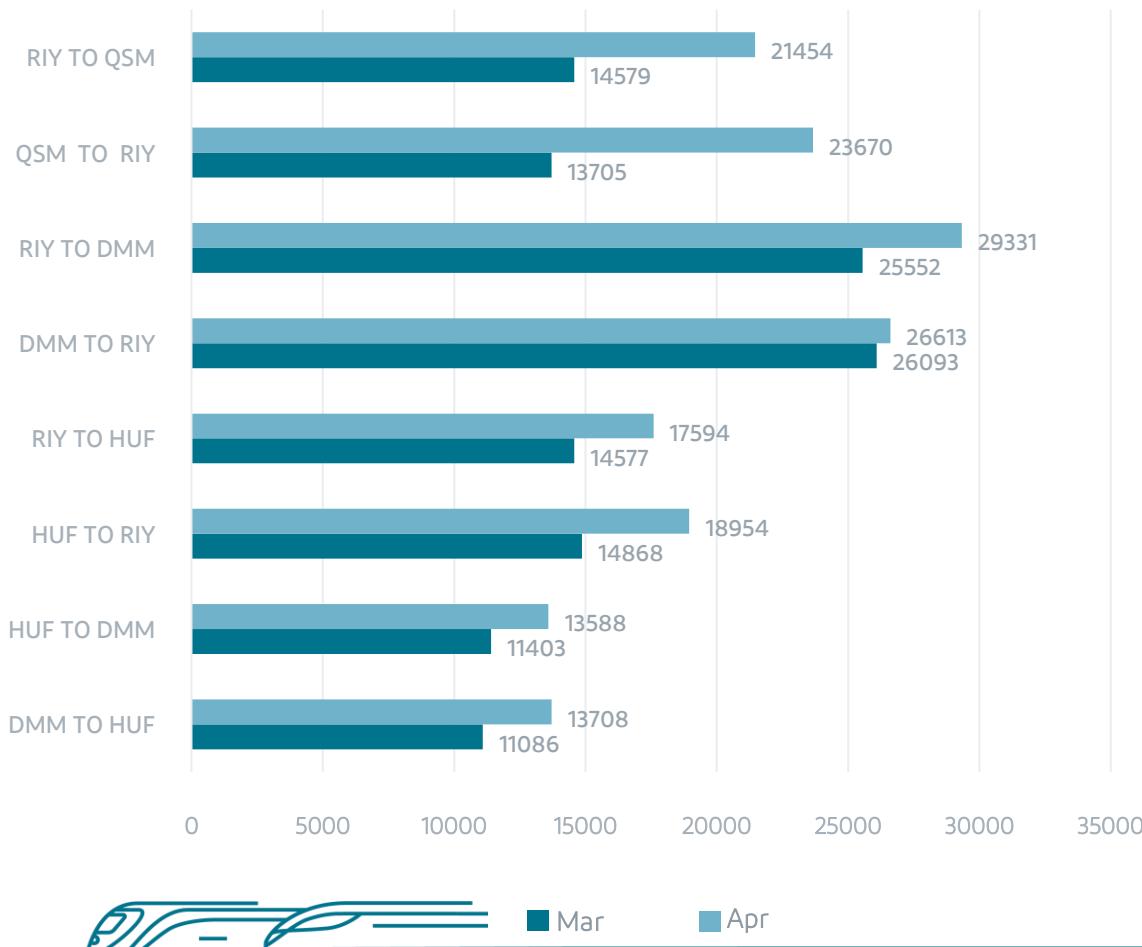


■ Website ■ Mobile ■ Station



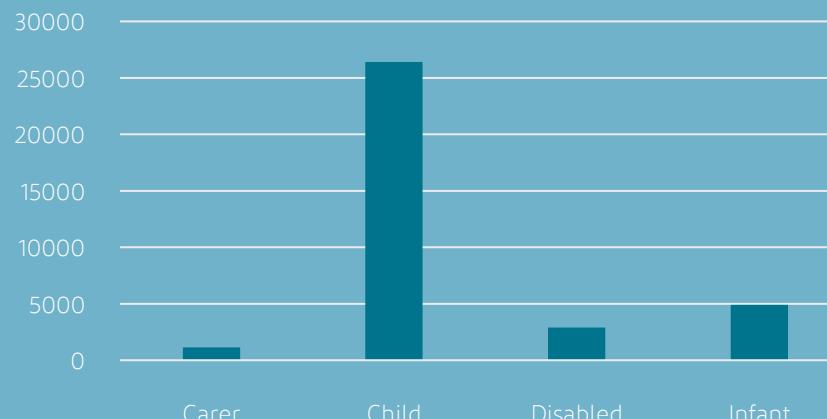
CUSTOMER ANALYSIS

The most demanded trips between March & April:



March Passenger Type

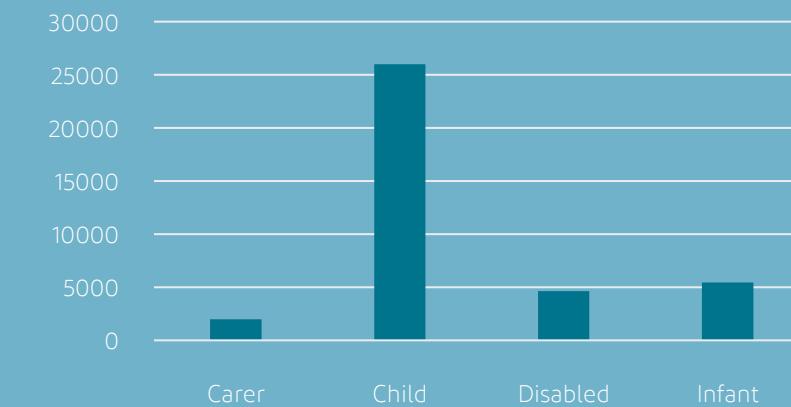
TICKET NUMBER



The number of passengers was 207,458 and 81.69% (169,466) were Adult.

April Passenger Type

TICKET NUMBER



The number of passengers was 202,083 and 81.18% (164,056) were Adult.



CONTACT CENTER

The difference between the contact center March & April:



Calls



Customer Satisfaction



Average Time



Remarks:

March

Number of calls received was 16,719 and the percentage of answered calls was 96.21%.

There were 4,405 customers who evaluated their calls after completion, and the customer satisfaction was 92.00%

Average time to respond to customers calls was 0:16 and the average call duration was 02:47

Contact center received inquiries from our customers regarding the availability of trips.

April

Number of calls received was 20,496 and the percentage of answered calls was 95.69%

The customer satisfaction rate after call completion was 90.00%

Average time to respond to customers calls was 0:09 and the average call duration was 02:47





Remarks:

March

Total engagements were 2,731 and the average time to respond was 2:00

Number of total users served through Chatbot was 2,054

Customers have been inquiring about the availability of trips on social media channels.

April

Total engagements were 1,923 and the average time to respond was 2:00

Number of total users served through Chatbot was 3,537

SAR

VOICE OF SAR CUSTOMERS

Customers feedback and suggestions
regarding their experience with SAR :



Negative Feedback

- High prices
- Lack of food variety
- Poor User Experience
- Lack of Retailers in the Stations

Customer Suggestions

- Additional Trains
- Add Wi-Fi in Stations and Trains
- Quiet Coach
- Package offers

VOICE OF SAR CUSTOMERS

Customers feedback and suggestions regarding their experience with SAR :



Positive Customer Feedback

إلى شركة سار المحترمة،

السلام عليكم ورحمة الله وبركاته،

أتقدم إليكم بجزيل الشكر والامتنان لما وجدته من دعم إنساني واهتمام كبير من أحد موظفيكم الكرام خلال رحلتي مع المرض.

اسم الموظف / عبد السلام القاسمي
في وقت كفلت فيه بامس الحاجة للمساعدة، توأصل معي أحد موظفيكم الكرام وتعامل معي بكل احترام ورحمة، وقدم لي المساعدة والتسهيلات التي خفتت عني الكثير من المعاداة، وهذا يعكس القيم الإنسانية العالية التي تتحلّون بها في شركة سار.

شكراً لهذا المستوى الرفيع من التعامل، وللروح الطيبة التي تجعل من شركتكم أكثر من مجرد وسيلة نقل، بل نموذجاً يحتذى به في خدمة الإنسان.

مع خالص تقديرني واحترامي

شكراً لكم
Thank You



الخطوط الحديدية السعودية
SAUDI ARABIA RAILWAYS

SAR.COM.SA