



Monthly Business Review

Passenger Business Unit

August 2025



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



Planning & Technical

August 2025



Ashrf Al Jabri
Planning & Technical Director



| | |
|---------------------------|----------|
| 0 to 15 minute PPM | 98.0% |
| Change From Last Month By | 1.3% |
| Cancellations | 0% |
| Right Time Arrivals | 8531% |
| Services Planned | 662 |
| Delay | 38.4 Hrs |



| | |
|------------------------------|---------|
| 0 to 15 minute PPM | 98.1% |
| Increased From Last Month By | 1.5% |
| Cancellations | 0% |
| Right Time Arrivals | 64.8% |
| Services Planned | 199 |
| Delay | 6.0 Hrs |



| | |
|------------------------------|----------|
| 0 to 15 minute PPM | 98.1% |
| Increased From Last Month By | 1.2% |
| Cancellations | 0% |
| Right Time Arrivals | 91.4% |
| Services Planned | 463 |
| Delay | 32.4 Hrs |

KPIs

| | | |
|--------------------|-------|--|
| 0 to 15 minute PPM | 90% | |
| Cancellations | ≤1.9% | |

Environmental Impact

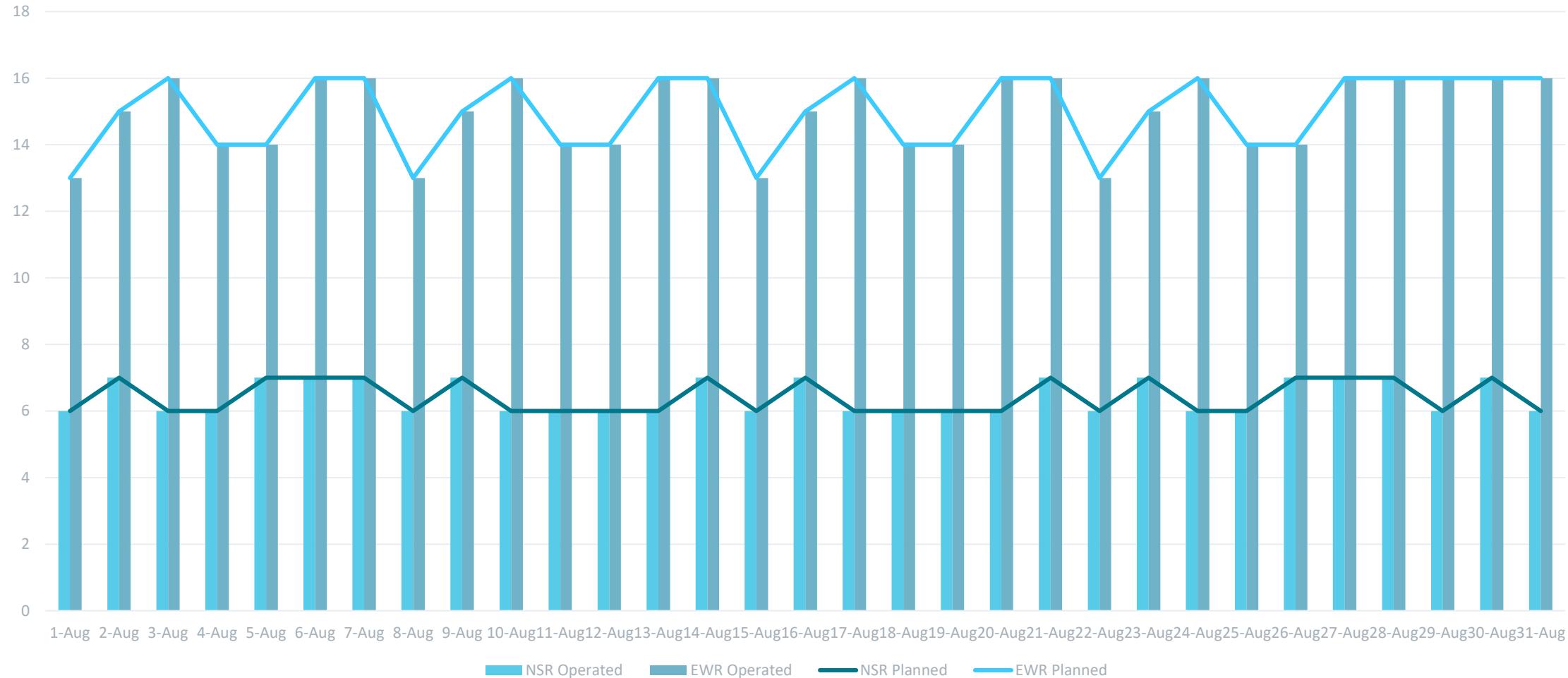
52,334 Cars off Road with
4,668,040 Kg of Emissions

KMs

| | |
|------------|---------|
| PAX Trains | 268,750 |
| ECS/SBY | 760 |

SAR Planning and Performance

Services Planned VS Services Operated – August 2025



SAR Planning and Performance (NSR)

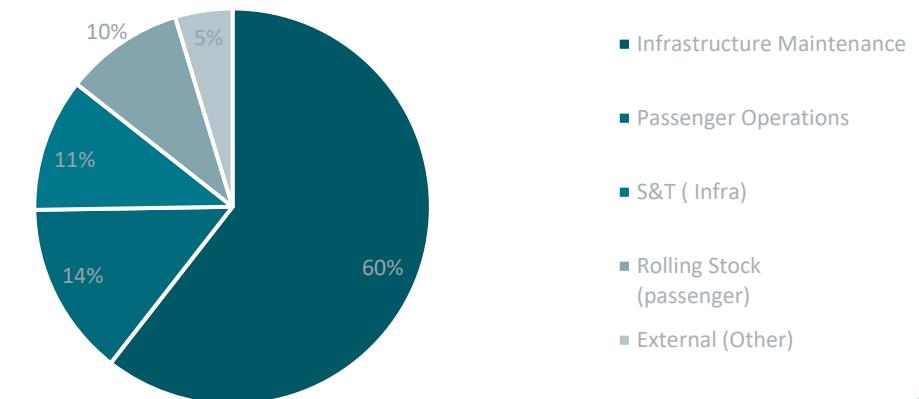


***359 minutes delay**

| Delay by Business units | |
|----------------------------|------------|
| Infrastructure Maintenance | 217 |
| Passenger Operations | 51 |
| S&T (Infra) | 39 |
| Rolling Stock (passenger) | 35 |
| External (Other) | 17 |
| Total | 359 |

| Top 3 Delays by code | | |
|---------------------------------|------------|-----|
| Delay Code | Delay mins | % |
| Track Defect | 217.2 | 61% |
| Track Disturbance (S&T) | 39 | 11% |
| Passenger Train other(indirect) | 24 | 7% |

Delays Attribution by Business unit



*359 minutes delays at final destination.

SAR Planning and Performance (EWR)

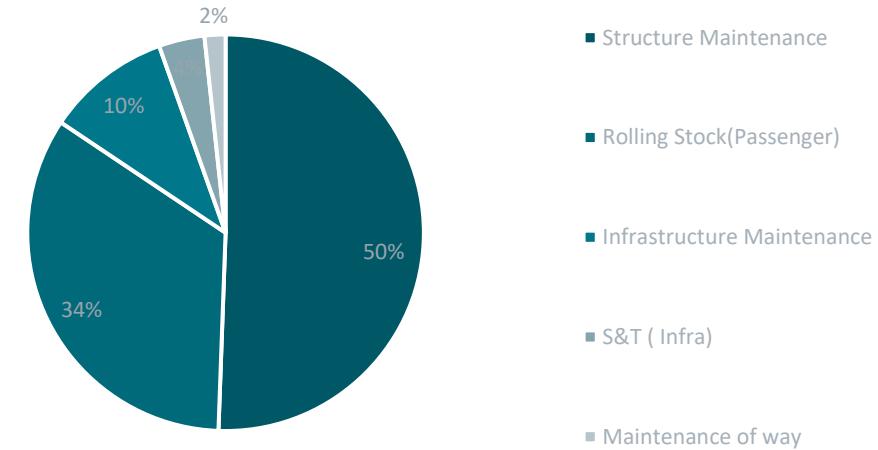


*1930 minutes delay

| Delay by Business units | |
|----------------------------|-------------|
| Structure Maintenance | 976.2 |
| Rolling Stock(Passenger) | 652.8 |
| Infrastructure Maintenance | 196.2 |
| S&T (Infra) | 72 |
| Maintenance of way | 33 |
| Total | 1930 |

| Top 3 Delays by code | | |
|-------------------------|------------|-----|
| Delay Code | Delay mins | % |
| Structure Maintenance | 964.8 | 50% |
| Defective Train CAF | 286.2 | 15% |
| Track Maintenance other | 163.2 | 8% |

Delays Attribution by Business unit



*1930 minutes delays at final destination & intermediate stations.

| Item | 3 Aug 25 to 9 Aug 25 | 10 Aug 25 to 16 Aug 25 | 17 Aug 25 to 23 Aug 25 | 24 Aug 25 to 30 Aug 25 |
|----------------------------|----------------------|------------------------|------------------------|------------------------|
| Cancellations | 0 | 0 | 0 | 0 |
| 0 to 15 minutes PPM | 100% | 97.7% | 100% | 95.7% |
| Services Planned | 46 | 44 | 44 | 46 |
| Services Operated | 46 | 44 | 44 | 46 |
| Riyadh Depot Presentation% | 100% | 100% | 100% | 100% |

- 0% cancellations reported against a target of 1.9%.
- 98.0% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

* Percentages for the whole month.

| Item | 3 Aug 25 to 9 Aug 25 | 10 Aug 25 to 16 Aug 25 | 17 Aug 25 to 23 Aug 25 | 24 Aug 25 to 30 Aug 25 |
|----------------------------|----------------------|------------------------|------------------------|------------------------|
| Cancellations | 0 | 0 | 0 | 0 |
| 0 to 15 minutes PPM | 99.0% | 96.1% | 99.0% | 98.2% |
| Services Planned | 104 | 103 | 104 | 108 |
| Services Operated | 104 | 103 | 104 | 108 |
| Riyadh Depot Presentation% | 100% | 100% | 100% | 100% |

- 0% cancellations reported against a target of 1.9%.
- 98.1% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

* Percentages for the whole month.



Planning and Technical Office Service Recovery



A Unified Commitment

The SAR 2025 Safety Plan provides a clear and unified approach to managing health, safety, and environmental risks. By focusing on practical actions, regulatory compliance, and sustainability, SAR aims to strengthen its safety systems and improve performance across the organisation. This plan represents a significant step forward in ensuring the well-being of employees, passengers, and stakeholders, while positioning SAR as a responsible and forward-thinking railway operator. The SAR 2025 Safety Plan defines a structured roadmap for reducing health, safety, and environmental (HSE) risks across all areas of SAR's operations. This plan builds upon past achievements, integrates lessons learned, and establishes a forward-looking framework for safety improvements through a rolling program of activity spanning 2024 to 2029.

Emergency Exercise – Purpose

SAR carries out Emergency Exercises for several reasons:

- 1. Compliance:** EEs are often required by regulatory bodies to ensure that the company is prepared for potential emergencies, procedures, and safety regulations.
- 2. Safety:** EEs help to prepare employees and other stakeholders for potential emergencies, reducing the risk of injury and damage to property.
- 3. Business Resilience:** To ensure that SAR's processes and procedures are fit for purpose.
- 4. Improving response time:** Through regular practice, emergency exercises help to improve response time and increase the efficiency of emergency response procedures.
- 5. Identifying weaknesses:** EEs can help identify weaknesses in emergency response procedures, enabling the company to make improvements and better prepare for real emergencies.
- 6. Building teamwork:** EEs help to build teamwork and coordination among employees, first responders, and other stakeholders, which is essential for effective emergency response.
- 7. Cost-effective:** It is more cost-effective to simulate an emergency through exercises than to deal with a real-life emergency, which can cause loss of life and infrastructure.
- 8. Continuous Improvement:** Regular exercise helps to evaluate and improve the emergency response plans and procedures and update them accordingly.

Purpose

This report is split into two parts: the first part is the general report on the exercise, and the second part is the initial brief documentation for the exercise. There is also a requirement for a degraded mode test, which is contained in the first part.

The pass criteria for the EE are:

- That the EE is held.
- That the correct air supply can be maintained by the locomotives to the CAF passenger train.
- The locomotives can release and apply brakes on the CAF passenger train.
- A successful rotational test is carried out to prove the above.
- The EE lead is satisfied with the overall outcome of the EE.

Nia 4 Summary

EE Nia 4 was cancelled and considered a failure due to incremental issues that compounded one another. By the time the CAF train was ready to depart at 12:30, it should have been the scheduled departure time from AJ1. This would've put us working under extreme sunlight at AJ1.

Photographs from the Emergency Exercise Nia 4



Figure 1 EE Lead briefing the staff at the check-in area



Figure 2 Mr. Tony Sadler



Figure 3 Q&A after the briefing



Figure 4 On-Board Technicians



Figure 5 Q&A with Train Captains

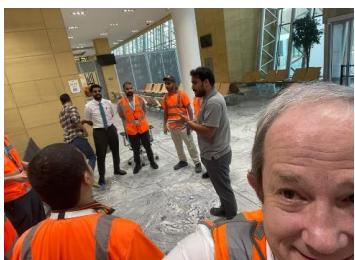


Figure 6: Mr. Tony Sadler looks excited during the briefing.



Figure 7: A discussion between the Ops and RSM guys whilst carrying out the degraded mode test



Figure 8 PC6006 – South end

Conclusions & Recommendations

Conclusions:

In accordance with the pass/fail criteria set out, the EE Nia 4 is considered a failure.

We spent too much time on the degraded mode test and associated failures. The degraded mode instructions should be reviewed.

Recommendations:

Are made thus:

- Review the degraded mode test instructions.
- Nia 5 is to be held on the mainline with CAF train engines on.

Stations Operations

August 2025

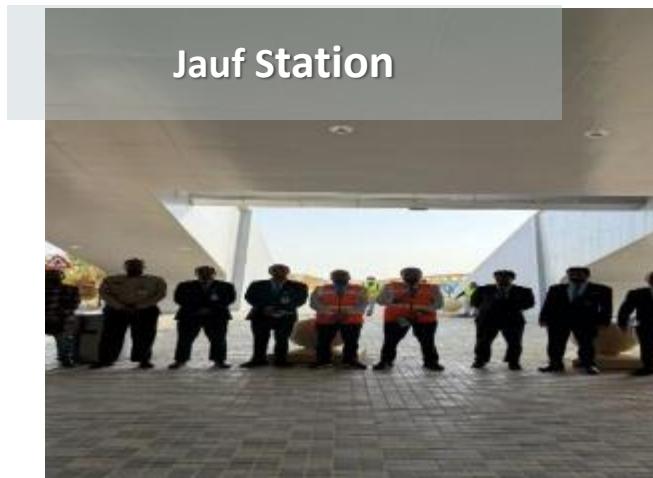
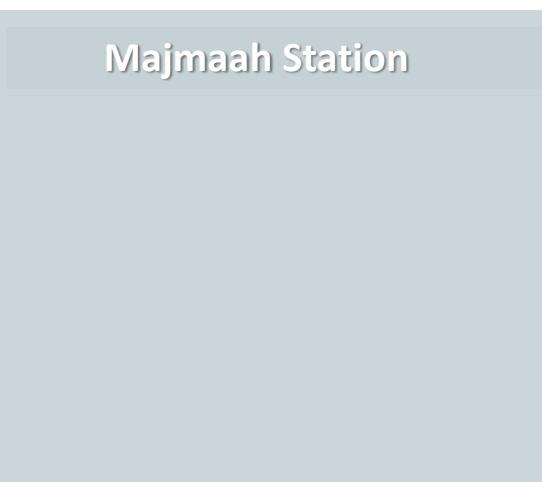
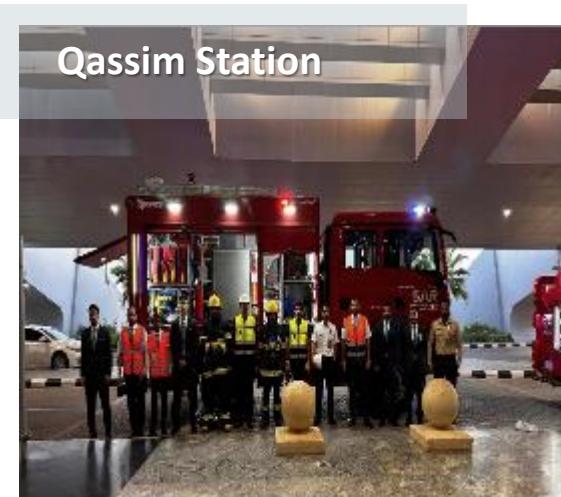


Ali Al-Olyani
Station Operations Director

Stations Performance Review & MBR



Monthly Evacuation Exercise

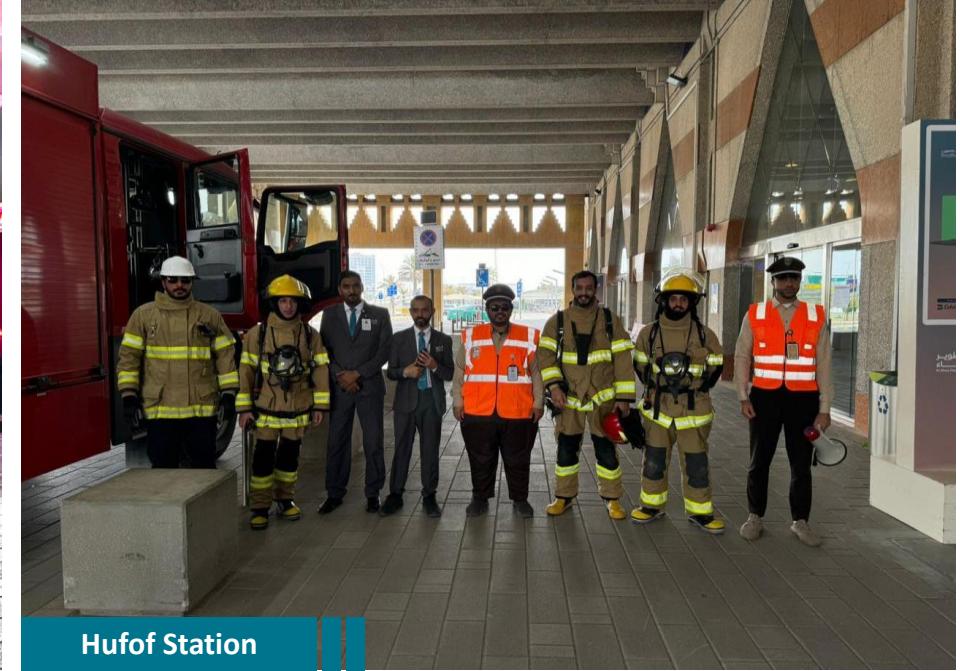




East/West Stations Monthly Evacuation Exercise



Riyadh Station



Hufof Station



Abqaiq Station



Dammam Station

Well Done Team

| Team Boarded | | |
|---------------------|----------------|------------|
| 03 Aug | 247 passengers | 17 minutes |
| 11 Aug | 226 passengers | 20 minutes |
| 16 Aug | 279 passengers | 8 minutes |
| 18 Aug | 273 passengers | 24 minutes |
| 27 Aug | 273 passengers | 21 minutes |
| 27 Aug | 257 passengers | 16 minutes |

Due to trains late arrival to the platform our teams 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.



Well Done Team

| Team Boarded | | |
|--------------|----------------|------------|
| 03 Aug | 221 passengers | 19 minutes |
| 07 Aug | 230 passengers | 23 minutes |
| 07 Aug | 265 passengers | 25 minutes |
| 08 Aug | 222 passengers | 19 minutes |
| 09 Aug | 231 passengers | 9 minutes |
| 13 Aug | 165 passengers | 7 minutes |
| 27 Aug | 173 passengers | 13 minutes |

Due to trains late arrival to the platform our teams 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.

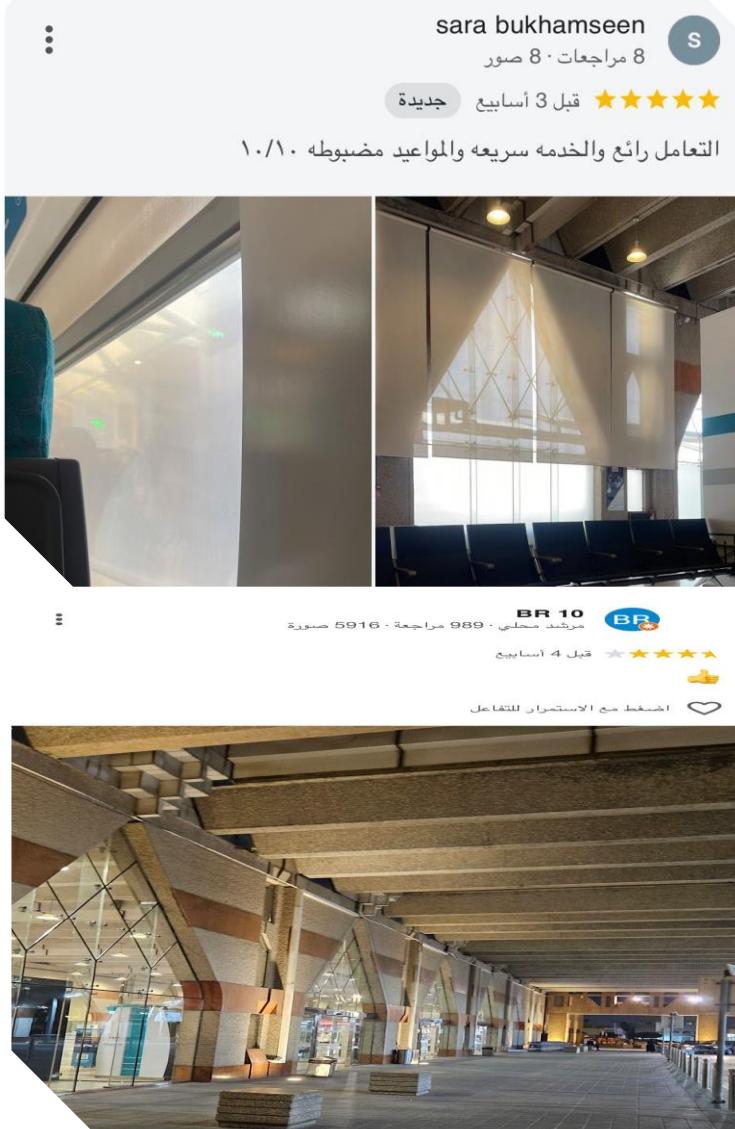
Well done to the teams involved for boarding passengers in a safe and timely manner.





CEO, Dr. Bashar Al-Malik Visits Dammam Station

Customer experience & Customer feedback through social media about the stations



sara bukhamseen
صور 8 مراجعات · قبل 3 أسابيع جديدة ★★★★★
التعامل رائع والخدمة سريعة والمواعيد مضبوطة 10/10

عادل منصور
8 مراجعات ★★★★★
قبل أسبوعين جديدة

تعامل ممتاز من قبل الموظفين وروح عالية ورقي الاخلاق

اضغط مع الاستمرار للتفاعل 

منى العتيبي
مراجعة واحدة · صورتان (2) ★★★★★
قبل يوم واحد جديدة
ممتاز السفره هاي خطوط سار نظيف وكراسي مريحة ومكيفه وهاديه
اضغط مع الاستمرار للتفاعل 

Hamid Siddique
مرشد محلي · 322 مراجعة · 721 صورة ★★★★★
قبل يوم واحد جديدة
جميلة ❤️ ❤️ ❤️
تمت الترجمة بواسطة Google · عرض النص الأصلي (الإنجليزية)
اضغط مع الاستمرار للتفاعل 

Mona Gamdy
مرشد محلي · 129 مراجعة · 389 ★★★★★
قبل أسبوعين جديدة ★★★★★
دقة في المواعيد ..
تنقل سريع وسهل.



Customer experience & Customer feedback through social media about the stations

abd.alrhman Ahmad
مرشد محلي · 219 مراجعة
قبل أسبوعين ★★★★★
جديدة

افضل وسيلة نقل وافضل محطة قطار واداره اسطوريه شكرها سار الهاوف
اضغط مع الاستمرار للتفاعل

عوض القاضي
مرشد محلي · 49 مراجعة
قبل أسبوع ★★★★★
جديدة

كل شيء عندهم منظم
اضغط مع الاستمرار للتفاعل

ايمن حسون
مرشد محلي · 8 مراجعات · 3 صور
قبل أسبوع ★★★★★
جديدة

جميل مزيد من التقدم والازدهار
اضغط مع الاستمرار للتفاعل

ندى علي
5 مراجعات · صورة واحدة
قبل يوم واحد ★★★★★
جديدة

محطة راقية مرتبه منظمه اجواء مريحه
اضغط مع الاستمرار للتفاعل

Meshal Alsuliman
مرشد محلي · 133 مراجعة · 108 صور
قبل 3 أسابيع ★★★★★
جديدة

متميزين دائمًا وطاقم المحطة محترفين وخلوقين جدا

اضغط مع الاستمرار للتفاعل

Osama Saeed
0 مراجعات
قبل 4 أسابيع ★★★★★
جديدة

نظافة وتنظيم ممتاز
اضغط مع الاستمرار للتفاعل

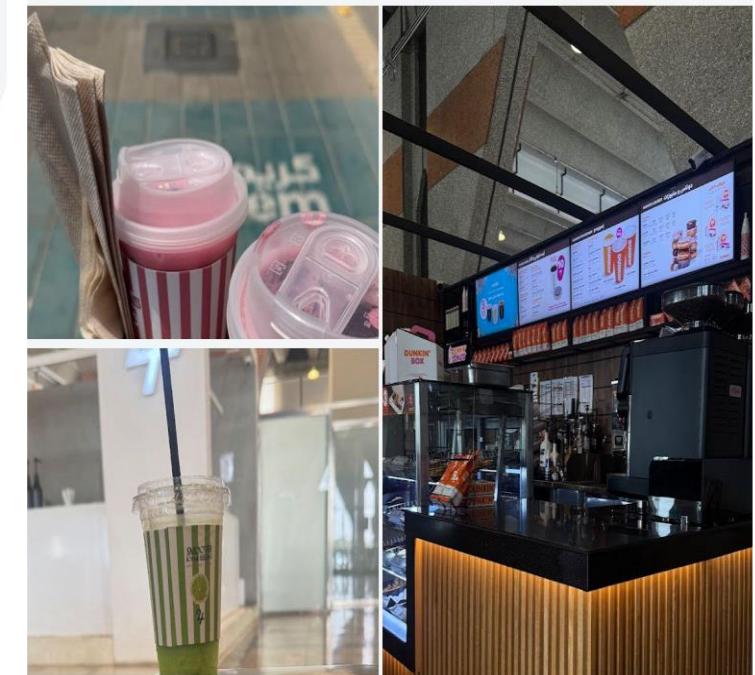
Nabilah Ibrahim CV
مرشد محلي · 39 مراجعة · 89 صورة
قبل أسبوعين ★★★★★
جديدة

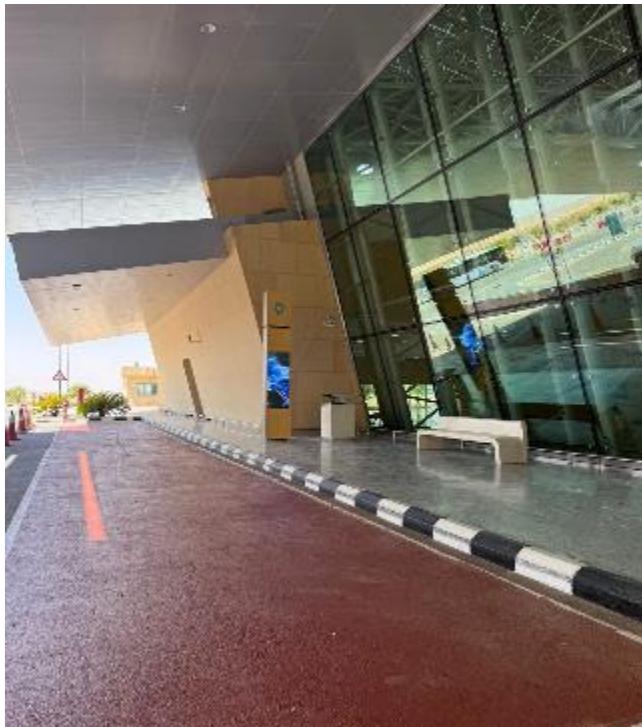
المحطة كبيرة ومهمة وكل ما بين فترة وفترة تتجدد ويكون فيها إضافات جديدة
وطورات والموظفين جداً متعاونين ومحترمين

1 ❤️ ❤️

m
مرشد محلي · 16 مراجعة · 143 صورة
قبل يوم واحد ★★★★★
جديدة

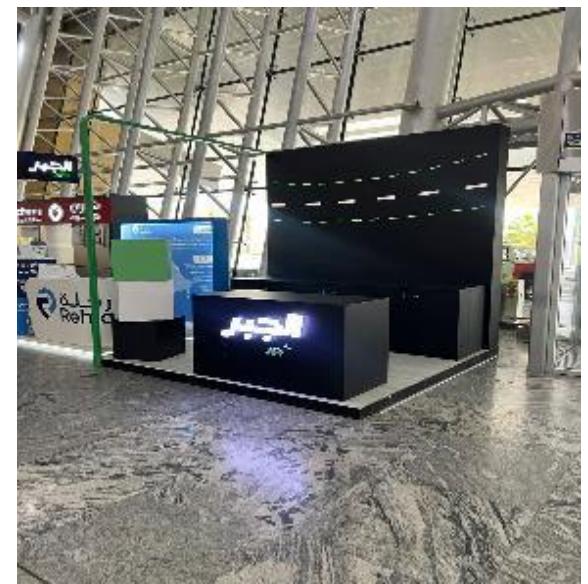
الخدمات ممتازة ومنظمة جداً والأسعار مناسبة 95 درجة أولى بالقطار من
الهاوف للدمام موجود حمامات وصرف آلي، صيدلية، مركز تسوق، كافيهات،
مصلني



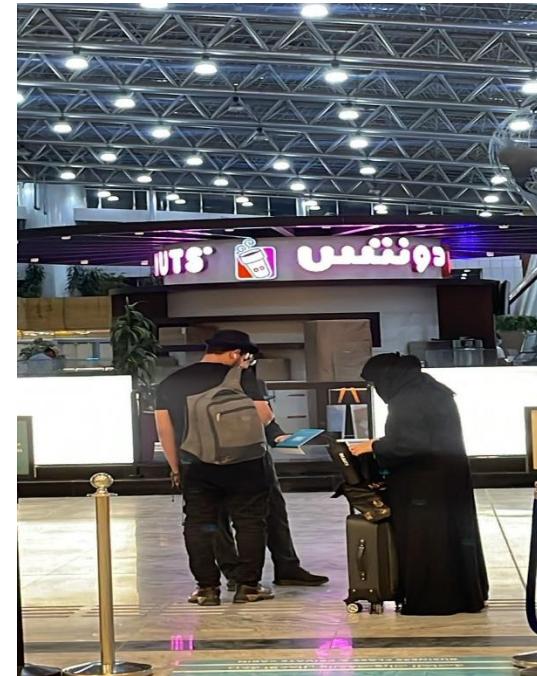


- **Bus Stop Installed at Qassim Station** Direct link with airport and Qassim University.
- **Smart Ticketing Inside the Station** Self-service machines available – ticket price **3.45 SAR** per trip.
- **High Frequency Service** Buses arrive at the station every 20 minutes,

- **Eyewa Eyeglasses** – Newly launched at **Riyadh and Qassim Station.**
- **Al Jabr Car Rental** – Now available at **Qassim Station.**
- Peacock Coffee** – Now serving customers at **Hail Station –**
Qassim station soon.
- **Yamam** – Newly launched at **Riyadh Station..**

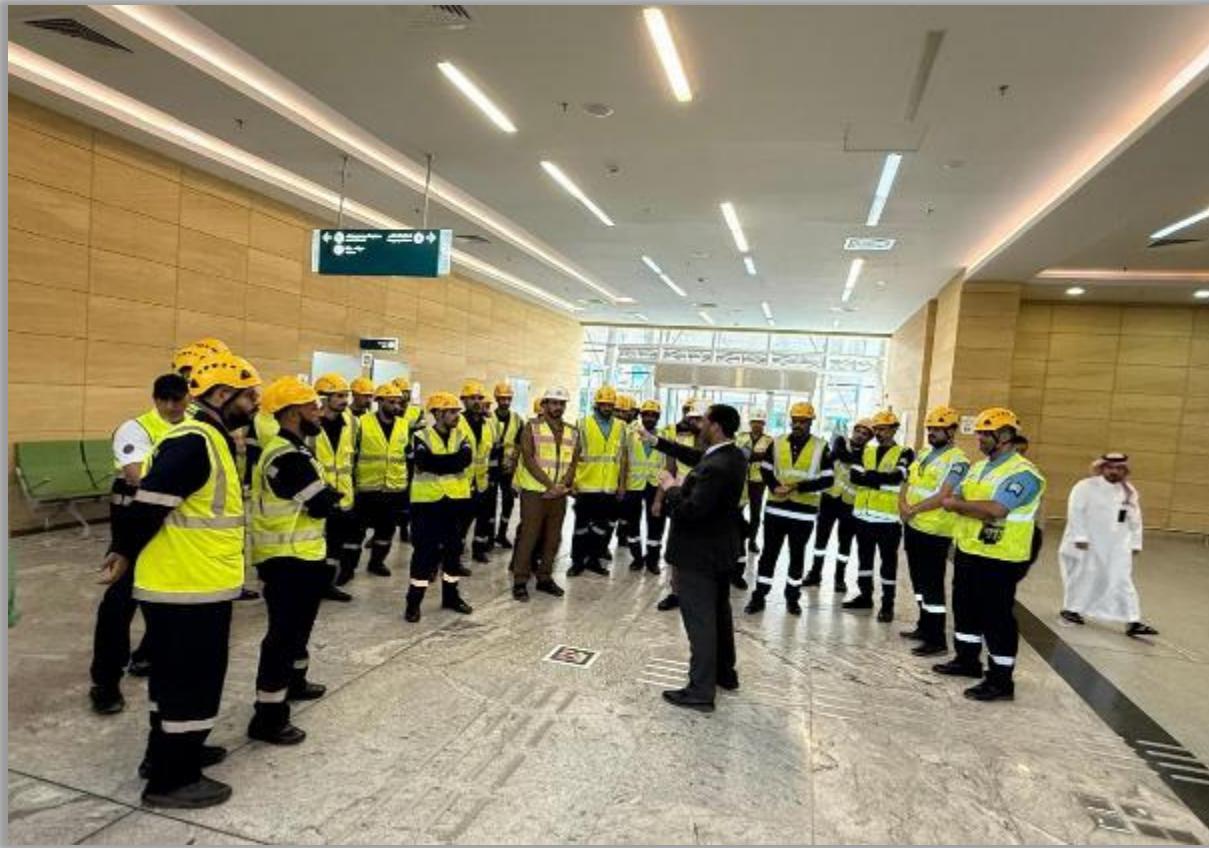


Merge ticket office and baggage drop off in baggage area and explain to passenger and make survey about the merge



A visit by the Transport General Authority (TGA) to Riyadh Station .





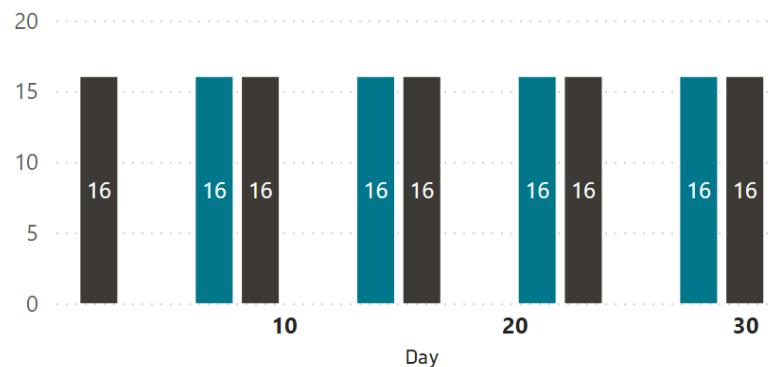
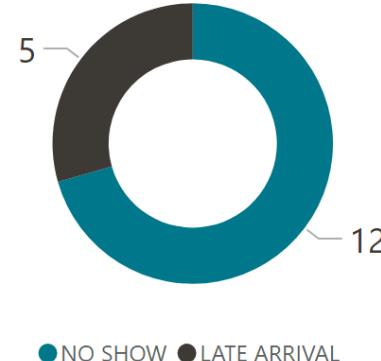
In collaboration with the **Fire Protection Department** and **Station Security Team**, a comprehensive **safety orientation and facility tour** was conducted for the **Civil Defense team** at Qassim Station.

This visit aimed to:
Strengthen coordination with emergency response authorities.

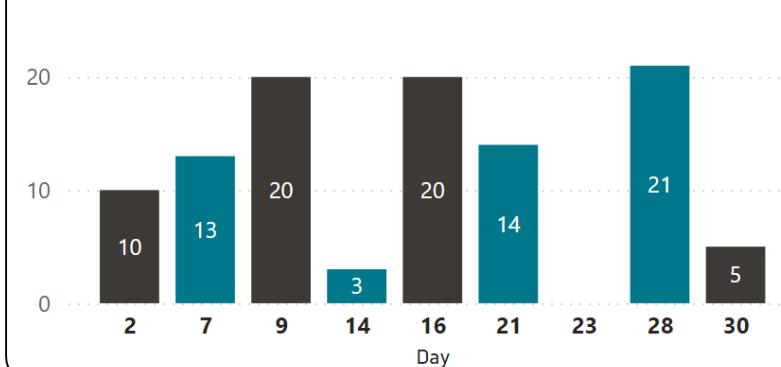
Car Cargo Performance Report

Total Cars Booked
144
Total Cars Transported
127
Rejected Cars
14
Damaged Cars
(Blank)
Avr. Loading Time
12
Avr. Unloading Time
25
Car Booked

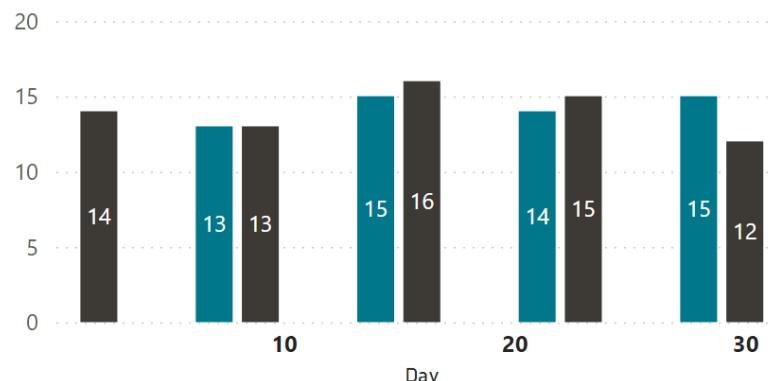
Train No. ● 76 ● 79


Rejection Breakdown

Loading Time After Cut-off Time

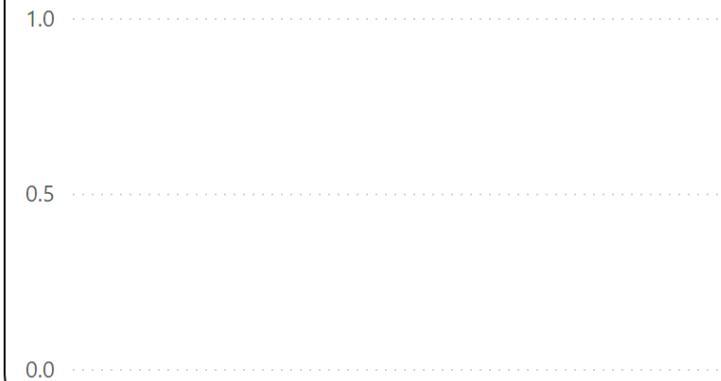
Train No. ● 76 ● 79


Car Transported

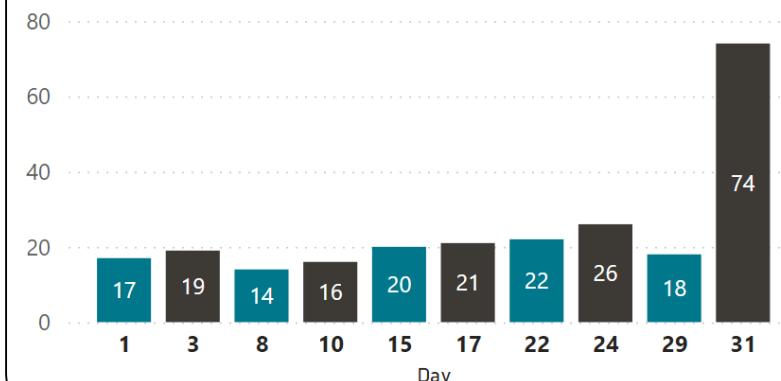
Train No. ● 76 ● 79


False Suspicions

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

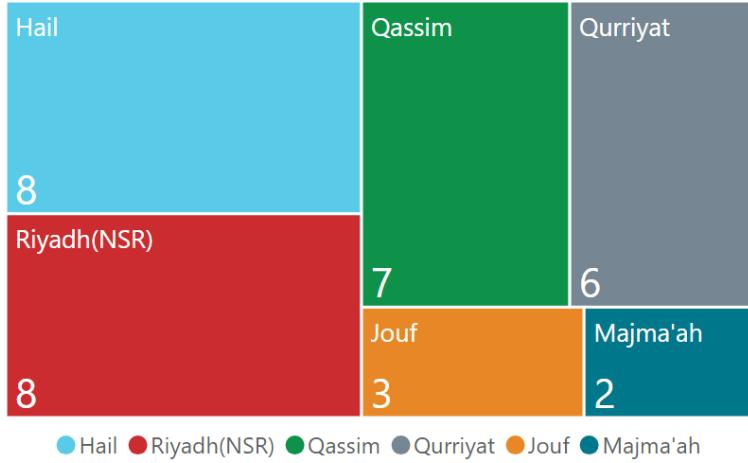

Unloading Time

Train No. ● 76 ● 79



NSR Baggage Monthly Performance Report

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



Total Baggage

19K

Total AFBUT

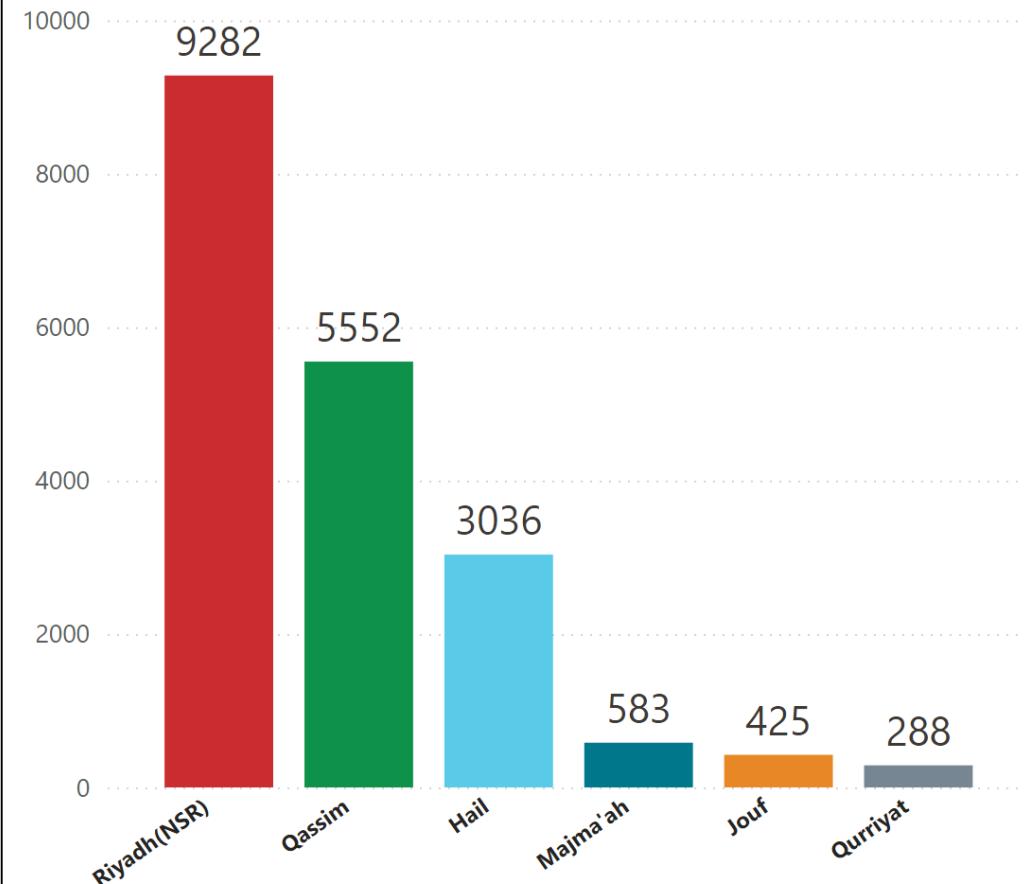
6

Total ABUT

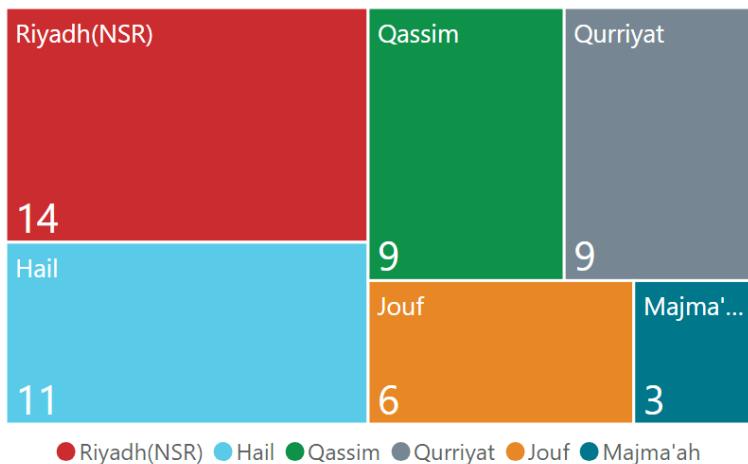
11

Trips Exceeded 30 mins to Unload

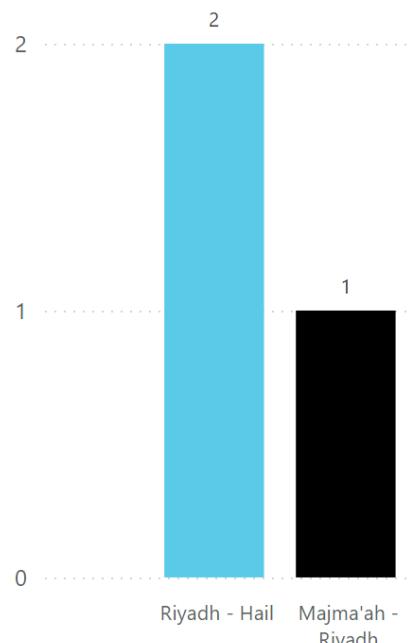
Total Arrival Baggage



Average Baggage Unloading Time (ABUT) in mins



Damaged Baggage



Stations Operations Incidents Report

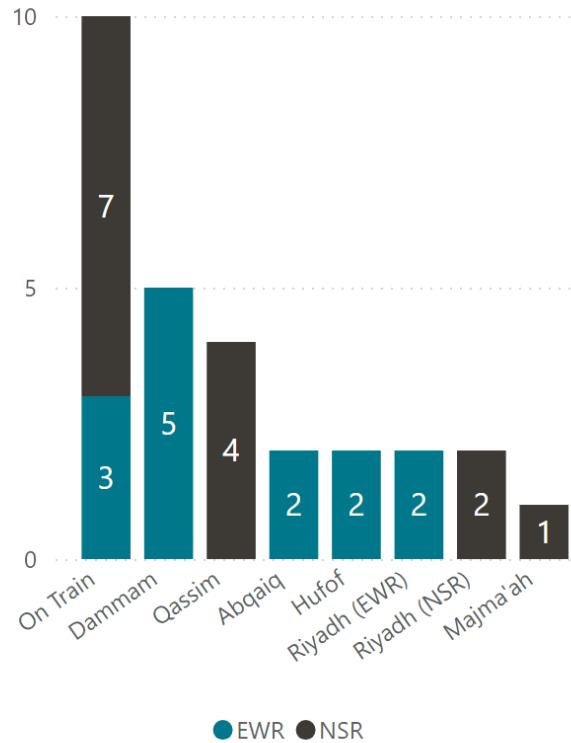
Total Incidents
28

Total EWR Incidents
11

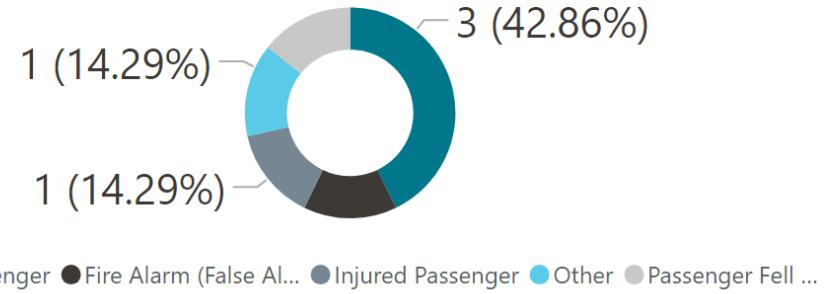
Total NSR Incidents
7

Total On Board Incidents
10

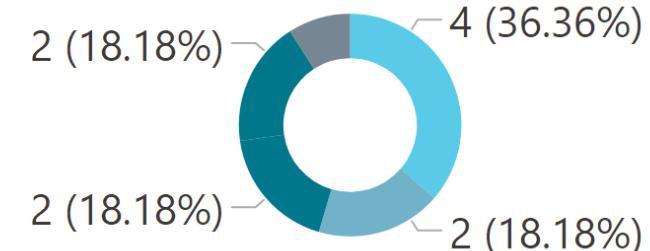
Incidents per Location



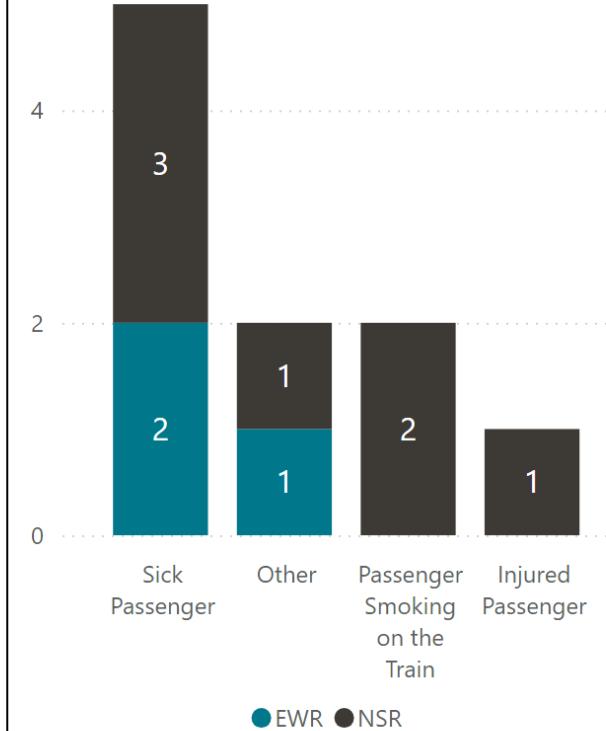
NSR Stations Incidents Breakdown



EWR Stations Incidents Breakdown



On Board Incidents Breakdown



Train Operations

August 2025



Internal



Ashrf Al Jabri
Train Operations Director

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)

August 2025 saw us deliver another great month of performance to our travelling customers. Well done everyone!

We are seeing a lot of incidents related to suspected track defects across both routes in the past few months. Sadly, we are seeing some issues with ballast condition, particularly between Riyadh and Qassim. Our track colleagues continue to check all our reports, and many sites have issues, but these are within the tolerances permitted by the applicable track standards.

It is vitally important that traincrew report anything that is unusual on their train journey, be it something they felt, saw, or heard that was unusual. This includes stopping and inspecting our trains. That is the only way that we can ensure we continue to operate our railway as safely as we do. Stay safe out there!

في أغسطس 2025، واصلنا تقديم أداء متميز لعملائنا المسافرين، مما يعكس التزامنا المستمر بالجودة والتميز في الخدمة. نشكر جميع الزملاء على جهودهم الكبيرة التي ساهمت في تحقيق هذا النجاح.

خلال الأشهر الماضية، لوحظ تكرار عدد من الحوادث المرتبطة بالاشتباه في وجود عيوب في السكة الحديدية على كلا الشبكتين. ومن المؤسف أن بعض هذه الحالات تتعلق بحالة الحصى، لا سيما في المنطقة الواقعة بين الرياض والقصيم. يواصل فريق صيانة الخط مراجعة جميع البلاغات الواردة بدقة، وقد تبين أن العديد من المواقع تعاني من مشكلات، إلا أنها لا تزال ضمن الحدود المسموح بها وفقاً للمعايير الفنية المعتمدة.

نؤكد على أهمية التزام طاقم القطار بالإبلاغ الفوري عن أي أمر غير معتاد يتم ملاحظته أثناء الرحلة، سواء كان ذلك من خلال الإحساس أو المشاهدة أو السمع. ويشمل ذلك التوقف وفحص القطار. إن هذه الإجراءات تمثل عنصراً أساسياً، وهي السبيل الوحيد لضمان استمرار تشغيل السكك الحديدية بأعلى مستويات الأمان.

نحت الجميع على مواصلة الالتزام بأعلى معايير السلامة، ونتقدم بالشكر الجزيل لكل من يساهم في الحفاظ على بيئة تشغيلية آمنة. دمتم بخير وسلامة.

Yazeed Y. Gaari and Terry Oliver

New SAR Rule Book – Briefing Sessions

دورات تدريبية – كتيب قوانين سار التشغيلية الجديدة

As part of the rollout of the new SAR Rule Book, initial briefing sessions have commenced with the Competency Development Analysts (CDAs). These sessions aim to ensure full understanding of the updated operational standards, procedures, and safety expectations.

Briefings will soon be extended to all NSR and EWR staff, ensuring consistent awareness and compliance across the operation.

بدأنا في شبكة الشمال والشرق في الجلسات التعرفيّة الخاصة بتحديثات كتاب القوانين الجديدة، المرحلة الأولى تمثلت في جلسات تعرفيّة للمفتشين، سويف يتبعها جلسات لجميع موظفي شبكة الشمال والشرق.

تهدف هذه الجلسات إلى ضمان الفهم والإلتزام الكاملين للمعايير والإجراءات المتعلقة بسلامة تشغيل القطارات.



PBU Train Operations 2025 investigations

SAR

Total Incidents and Accidents

8

NSR

Open Investigation

0

Closed Investigation

3

Total Investigation

3

EWR

Total Investigation

5

Closed Investigation

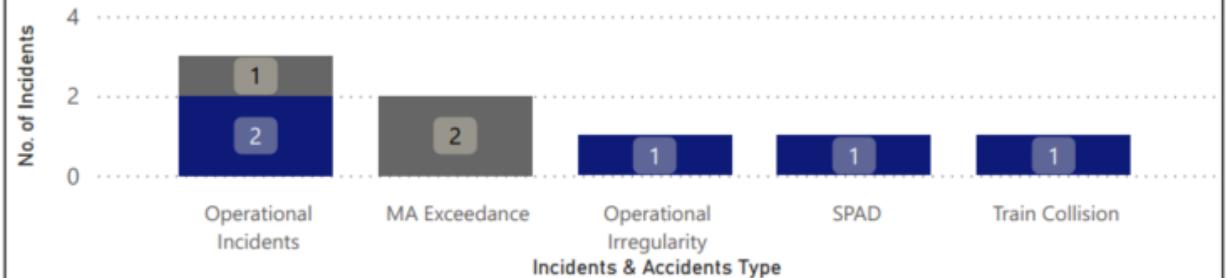
4

Open Investigation

1

All Incidents and Accidents

Which Railway ● EWR ● NSR



Open Investigations

Which Railway ● EWR



Incident by Location

| | | | | |
|----------------|------------------|----------------|------------|------------|
| Dammam Station | Basayta Junction | Hofuf Station | Station 17 | Station 27 |
| | NSR 1 | EWR 1 | | |
| EWR 2 | Hail Station | Riaydh Station | EWR 1 | EWR 1 |

Internal

Open Investigations

| ID | Railway | Type | Title | Date | Time | Investigator |
|----|---------|------|----------------------------|-------------|----------|----------------|
| 41 | EWR | SPAD | 11S10 01052025 SPAD Dammam | 01 May 2025 | 21:17:00 | Essa Al Ahmadi |

PBU Train Operations 2025 investigations



Total Actions

22

NSR

NSR Completed Actions
13

NSR Open Actions
0

Total Completed Actions

21

Total Open Actions

1

EWR

EWR Completed Actions
8

EWR Open Actions
1

Open Actions

| ID | Railway | Type | Title | Incident Date | Action ID | Local Action |
|----|---------|-----------------------|---------------------|---------------|-----------|--|
| 40 | EWR | Operational Incidents | Safe System of Work | 06 April 2025 | 162 | Train Operations to implement a review process during disruption to ensure that staff effected by disruption are not impacted by activity overload affecting ability to continue safely. |

Train Operations Employee Engagement & HR Forum

اجتماع تفاعل موظفين تشغيل قطارات الركاب والموارد البشرية

Qurriyat Visit زيارة القرىات



Train Operations Employee Engagement & HR Forum

اجتماع تفاعل موظفين تشغيل قطارات الركاب والموارد البشرية

Riyadh Thumamah Visit زيارة الرياض الثمامة



Train Operations Employee Engagement & HR Forum

اجتماع تفاعل موظفين تشغيل قطارات الركاب والموارد البشرية

Hail Visit زيارة حائل



Train Operations Employee Engagement & HR Forum

اجتماع تفاعل موظفين تشغيل قطارات الركاب والموارد البشرية

Riyadh Malaz Visit زيارة الرياض الملز



Dammam Visit

زيارة الدمام



Congratulations

تهانينا

SAR

We would like to congratulate all employees who received a promotion and / or salary adjustment through maSARat this month.

We also encourage colleagues that did not receive a promotion or salary adjustment to do all they can to meet the 2026 selection criteria and make it their turn to celebrate next time.

Anybody who is not sure of the criteria requirements can discuss this with their line manager.

نود أن نهنئ جميع الموظفين الذين حصلوا على ترقية و/أو تعديل في الراتب من خلال مسارات هذا الشهر.

كما نشجع الزملاء الذين لم يحصلوا على ترقية أو تعديل في الراتب على بذل كل ما في وسعهم لتحقيق متطلبات الترقية او تعديل الراتب لعام 2026، ليكون دورهم في الاحتفال في المرة القادمة.

أى شخص غير متأكد من المتطلبات يمكنه مناقشة ذلك مع مديره المباشر.

مسارات
MASARAT

NSR

شبكة الشمال



Internal

August 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 | 31 |
|-------------------------------|-----|------|------|------|-----|------|------|-----|------|-----|-----|------|-----|------|------|-----|-----|------|------|------|-----|-----|-----|------|-----|------|------|------|------|------|------|
| PPM * (trains operated) | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 83.3 | 100 | 100 | 83.3 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 71.4 | 100 | 100 | 100 | 83.3 | |
| Trains Operated | 6 | 7 | 6 | 6 | 7 | 7 | 7 | 6 | 7 | 6 | 6 | 6 | 6 | 7 | 6 | 7 | 6 | 6 | 6 | 7 | 6 | 7 | 6 | 6 | 7 | 7 | 7 | 6 | 7 | 6 | |
| % RT | 100 | 85.7 | 83.3 | 66.7 | 100 | 71.4 | 85.7 | 100 | 85.7 | 100 | 100 | 50 | 100 | 85.7 | 83.3 | 100 | 100 | 83.3 | 83.3 | 83.3 | 100 | 100 | 100 | 66.7 | 50 | 100 | 28.5 | 42.9 | 33.3 | 28.6 | 33.3 |
| Trains failed PPM | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | |
| 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 | 6 | 7 | 6 | 6 | 7 | 7 | 7 | 6 | 7 | 6 | 6 | 6 | 6 | 7 | 6 | 7 | 6 | 6 | 6 | 7 | 6 | 7 | 6 | 6 | 7 | 7 | 7 | 6 | 7 | 6 | |

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

During August , NSR achieved the required PPM for most of the month, with only 3 days where PPM was not achieved. There were no cancellations.

(PPM records the % of our trains which ran their entire planned journey, called at all stations and arrived within 10 minutes of the advertised time).

خلال شهر أغسطس ، حققت شبكة الشمال الجنوب معدل مقياس الأداء المطلوب في معظم الشهر، بينما لم يتم تحقيق معدل مقياس الأداء في 3 أيام فقط، لم يتم إلغاء أي من الرحلات.

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

NSR: Swift Response to Driver Illness

استجابة سريعة لـإعفاء القائد اثناء الرحلة

On 27 August, shortly after departing Riyadh, one of our drivers reported feeling unwell and immediately contacted the on-call support personnel. A relief driver was promptly dispatched and responded within an excellent timeframe.

Special thanks to Train Driver Mohd Amirullah for his swift action and professionalism in taking over the service and ensuring the train reached its destination safely.

While minor delays were experienced on some services, all trains arrived safely at their final destination.

في 27 أغسطس، وبعد مغادرة محطة الرياض بفترة قصيرة، شعر قائد القطار بالإعفاء، وأبلغ على الفور فريق الدعم المناوب. وقد تم إرسال سائق بديل بسرعة واستجابة في وقت قياسي.

شكر خاص لقائد القطار محمد أمير الله على استجابته السريعة واحترافيته في استكمال الرحلة وإيصال القطار إلى وجهته بأمان.

رغم حدوث بعض التأخيرات البسيطة، وصلت جميع القطارات إلى وجهاتها النهائية بسلام.

EWR

شبكة الشرق



Internal

EWR Performance

أداء شبكة الشرق

July 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 | 31 |
|---------------------------|-----|------|-----|------|-----|-----|------|------|-----|------|------|-----|------|-----|-----|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|----|
| PPM *(trains operated) | 100 | 81.3 | 100 | 100 | 100 | 100 | 92.9 | 85.7 | 100 | 100 | 100 | 100 | 75 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 93.3 | 100 | 100 | 100 | 100 | 100 | |
| Trains Operated | 14 | 16 | 16 | 13 | 15 | 16 | 14 | 14 | 16 | 16 | 13 | 15 | 16 | 14 | 14 | 16 | 16 | 16 | 16 | 16 | 14 | 14 | 16 | 16 | 13 | 15 | 16 | 14 | 14 | 16 | 16 |
| % RT | 100 | 68.8 | 100 | 92.3 | 100 | 100 | 92.9 | 57.1 | 100 | 87.5 | 84.6 | 100 | 68.8 | 100 | 100 | 93.8 | 93.8 | 87.5 | 87.5 | 87.5 | 92.9 | 85.7 | 87.5 | 81.3 | 84.6 | 86.7 | 93.8 | 92.9 | 85.7 | 81.3 | 75 |
| Trains failed PPM | 0 | 3 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 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 | 16 | 16 | 16 | 14 | 14 | 16 | 16 | 13 | 15 | 16 | 14 | 14 | 16 | 16 |

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

August was a successful performance period, which saw only two days of PPM failure. We managed to achieve 100% performance on 26 of 31 days, matching July's result, with only 7 of 464 trains failing to arrive within the 15 minutes target.

Thanks go out to everyone for the part they played in delivering outstanding performance 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 أغسطس فترة أداء ناجحة، حيث شهدنا فقط يومين من الإخفاق في مؤشر الأداء. تمكنا من تحقيق أداء بنسبة 100% في 26 يوماً من أصل 31، وهو نفس نتيجة شهر يوليو، مع فشل 7 قطارات فقط من أصل 464 في الوصول ضمن الهدف المحدد البالغ 15 دقيقة.

نتقدم بالشكر الجليل لجميع من ساهم في تقديم هذا الأداء المميز لعملائنا خلال هذه الفترة.

(يسجل مقياس الأداء العام النسبة المئوية لقطاراتنا التي قامت برحلتها المخططة بالكامل، و تم الاتصال بها في جميع المحطات ووصلت في غضون 15 دقيقة من الوقت المعلن عنه)

Retirement

تقاعد

Train Driver Rashed Al Hussein, has retired and his last day with SAR was on 31st August 2025.

We all wish Rashed a long, healthy and happy retirement and thank him for his years of service and contribution to SAR's success..

تقاعد قائد القطار راشد الحسين، وكان آخر يوم له في سار بتاريخ 31 أغسطس 2025.
نتمى جميعاً لراشد تقاعداً صحيّاً وسعيداً، ونشكره على سنوات خدمته ومساهمته في نجاح سار.



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

August 2025



Gerard McFadden
Rolling Stock Maintenance Director

Achievements

100% Service delivery in NSR & EWR.

New On-board Technicians training is Completed for NSR

Degraded Mode Emergency Exercise successfully carried out in NSR

RSM's total registered users in Safe365 App is 388. 3265 reports have already been registered to date, resulting in a recorded figure of 842% against the registered users.

New brake pads has been installed and under observation for those PCs (01,10,11,12) in NS Fleet

Released the fourth unit of the upgraded ETCS and commenced work on the fifth unit in EW Fleet

The second train for prayer area enhancement is now back in service in EW Fleet
EW Fleet Achieved the set PPM of (98.28%) in August-25

Issues

Riyadh North Depot – 16th August – A technician sustained a serious injury to one of his hands.

Total of 283 Minutes of delay in EWR during August.

Motor failure on PC5012 causing an 86-minute delay on August 27th in EW fleet.

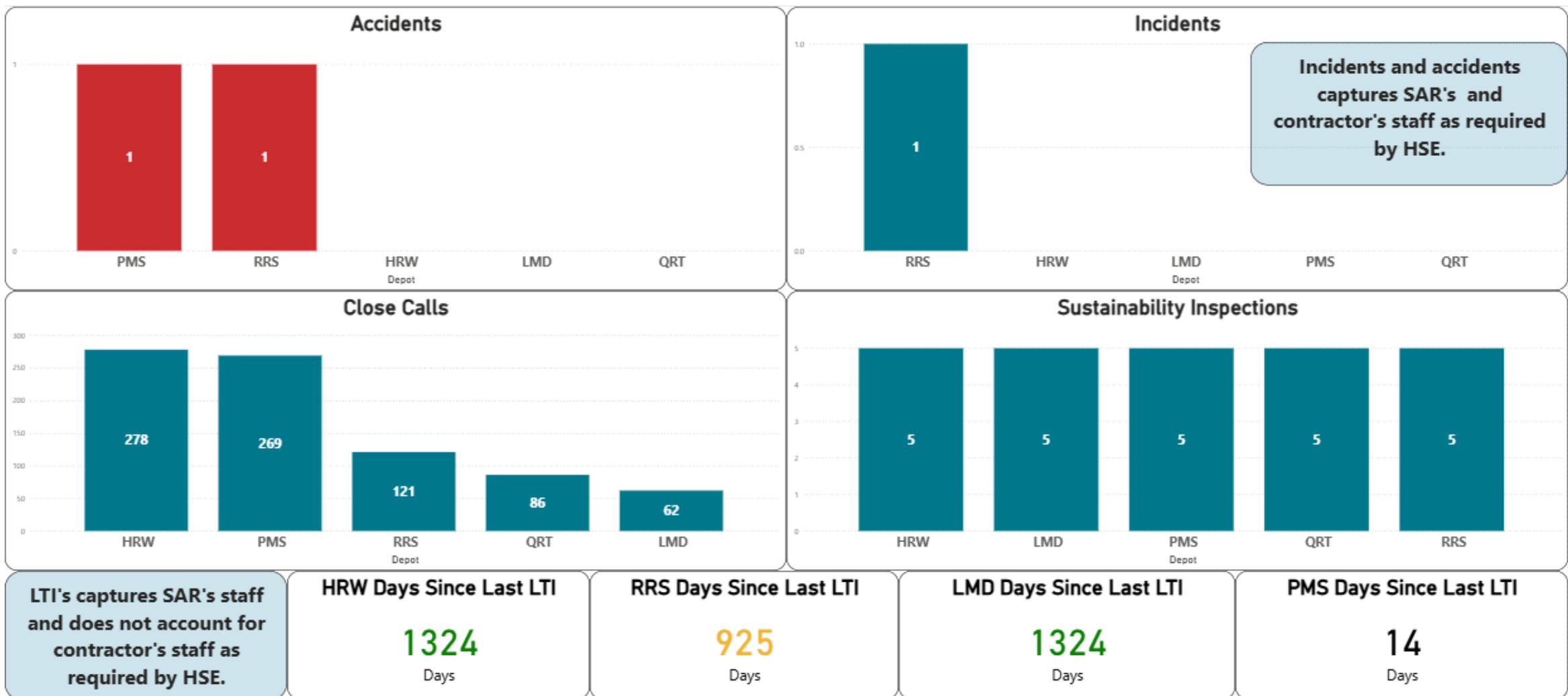
Engine shutdowns in NS Fleet due to high temp and sensors failure - mitigation plan ongoing

RRS Depot – 3rd August – The fire suppression system on the mobile fuel station at the fuel pump side was accidentally activated, creating a smoke-like effect from the released powder.

RS Depot – 3rd August – An Afras technician sustained a head injury after falling between Line 5 and Line 6 while performing routine work.

1. RSM Safety Performance

SAR 1.1 EWR & NSR Safety KPIs



SAR 1.2 EWR & NSR Safety Update

Safety & Environment Concerns

Management of Contractors

RRS Depot – 3rd August – An Afras technician sustained a head injury after falling between Line 5 and Line 6 while performing routine work.

RRS Depot – 3rd August – The fire suppression system on the mobile fuel station at the fuel pump side was accidentally activated, creating a smoke-like effect from the released powder.

Riyadh North Depot – 16th August – A technician sustained a serious injury to one of his hands.

Safety & Environment Updates

The HSE Department is currently reviewing RSM's proposal documents. Once the review is complete and the proposal is agreed upon, the North Depot will serve as the pilot location for enhanced measures implementation

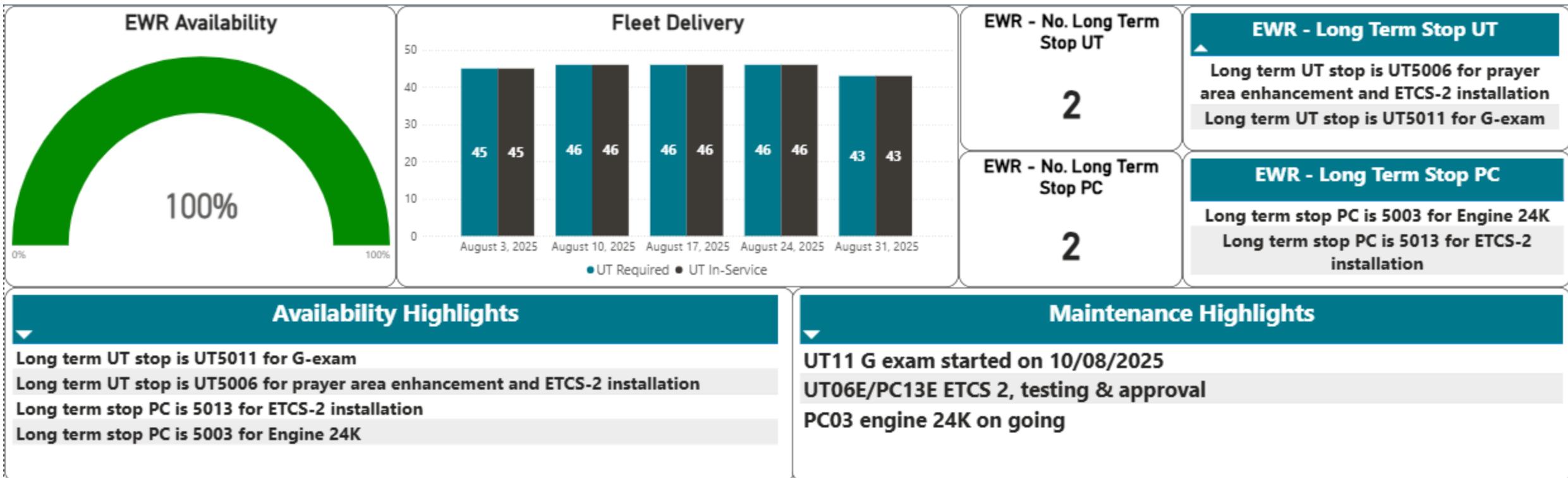
First aid was provided at the site, and the technician was taken to the hospital as a precaution. The injury was treated appropriately. further investigation is currently underway with FM

The incident was reported to OCC and the firefighting department, with pumps inspected the same day. A further investigation is currently ongoing.

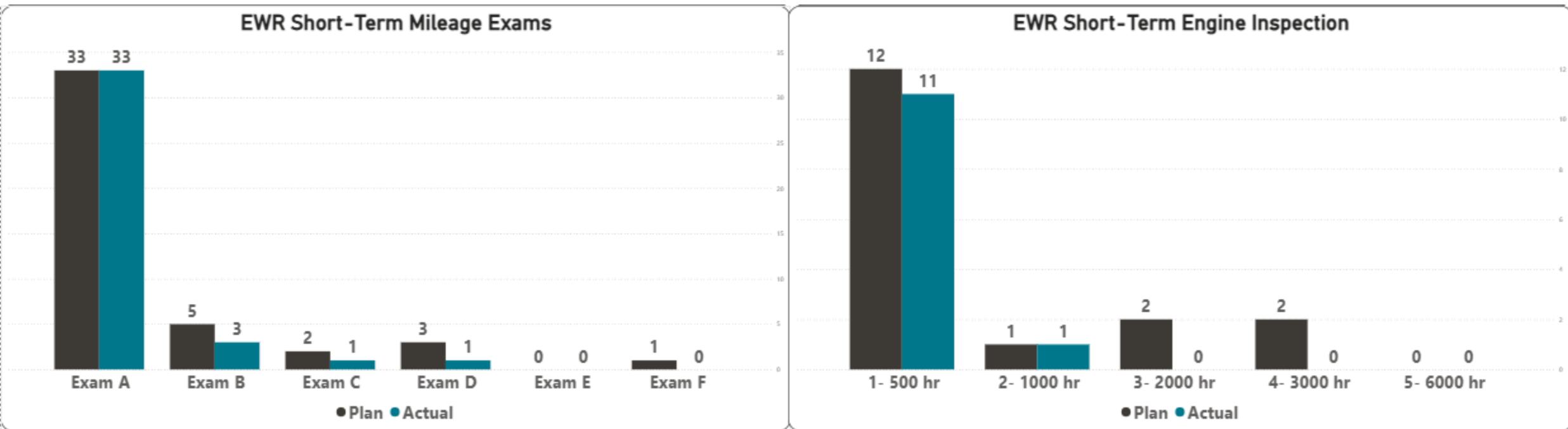
A Technician has sustained a serious hand injury while operating the Wheel Lathe, an investigation is currently underway. Once completed, a detailed report will be submitted

2. EWR Fleet Performance

SAR 2.1 EWR Availability



SAR 2.2 EWR Overview Maintenance



SAR 2.3 EWR Overview Maintenance

Top Issues

Service 2 on the 27th of August experienced a 86-minute delay due to engine shutdown. The root cause has been identified, and a development process is underway to address it.

Top Achievements

Achieved 100% service delivery

Released the fourth unit of the upgraded ETCS and commenced work on the fifth unit.

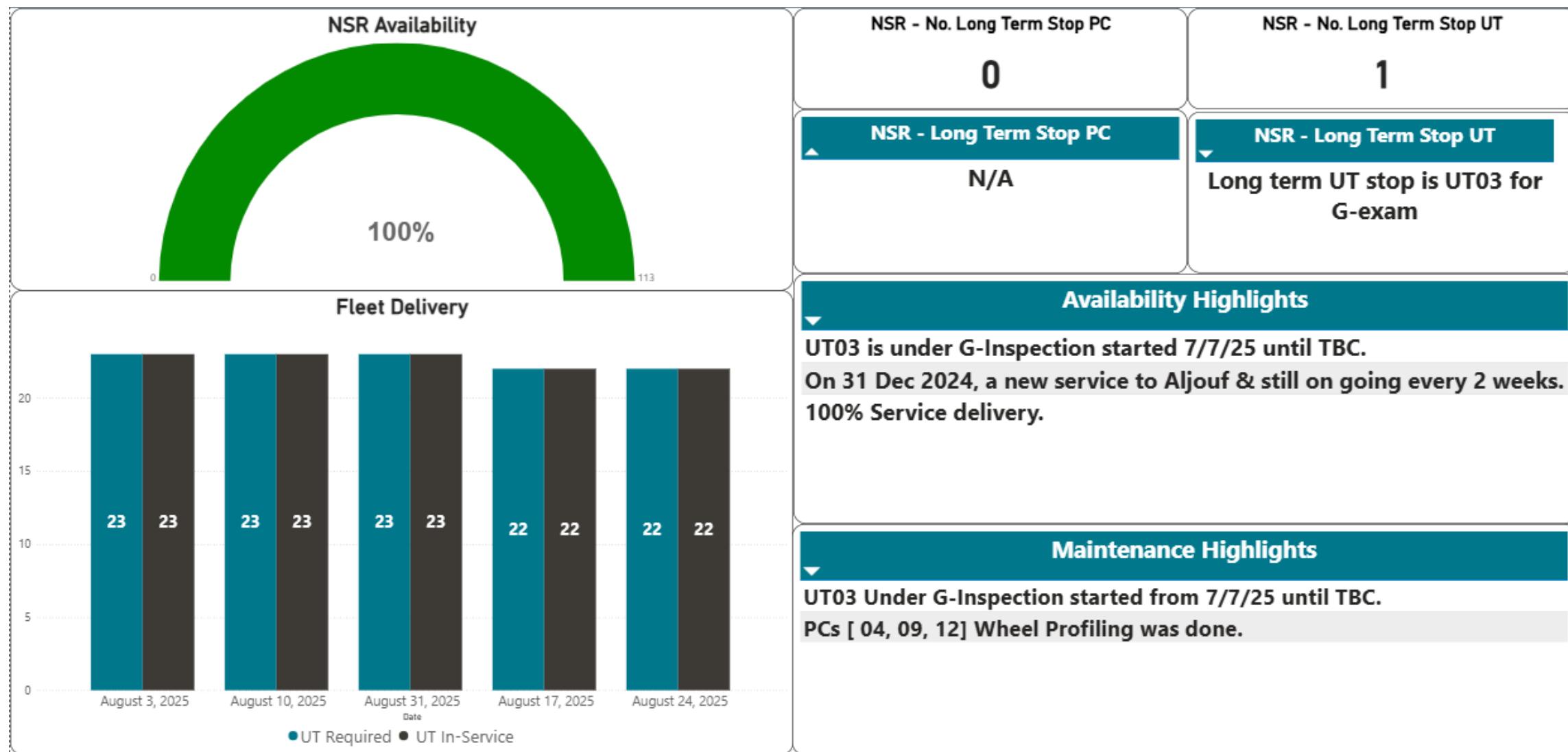
The second train for prayer area enhancement is now in service.

Achieved PPM (98.28%) on August compared to previous year



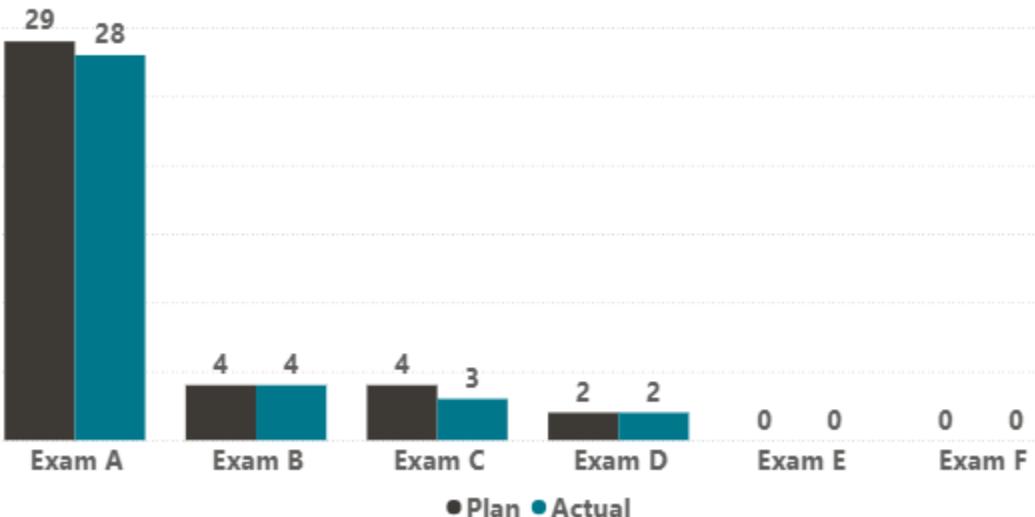
3. NSR Fleet Performance

SAR 3.1 NSR Availability

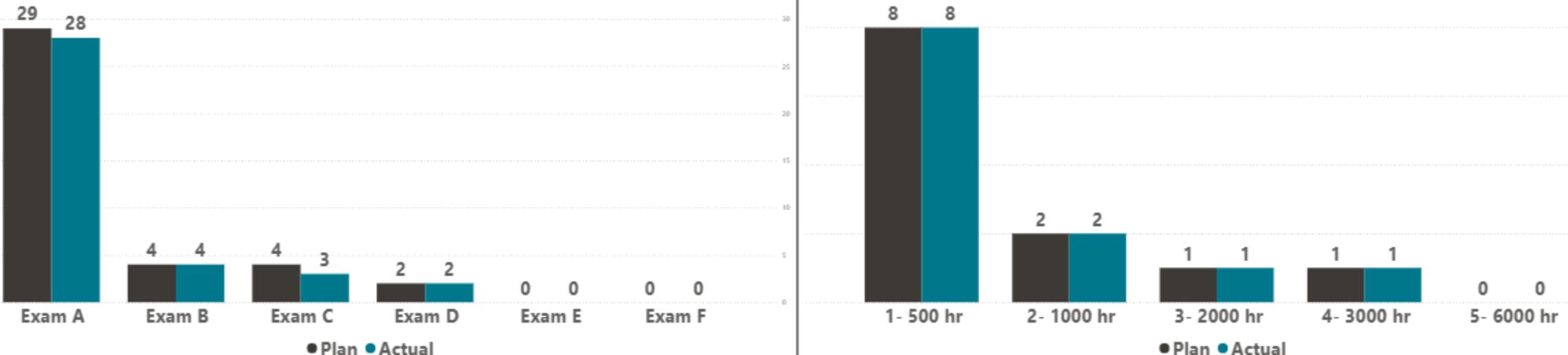


SAR 3.2 NSR Overview Maintenance

NSR Short-Term Mileage Exams



NSR Short-Term Engine Inspection



SAR 3.3 NSR Overview Maintenance

Top Issues

Lower train availability due to Major exams& overhaul

Engine shutdowns due to high temp and sensors - mitigation plan ongoing

Line 04 partially out of use

Top Achievements

Achieved 100% service delivery

UT03 G-Inspection BATCH A&B are done, Batch C is ongoing

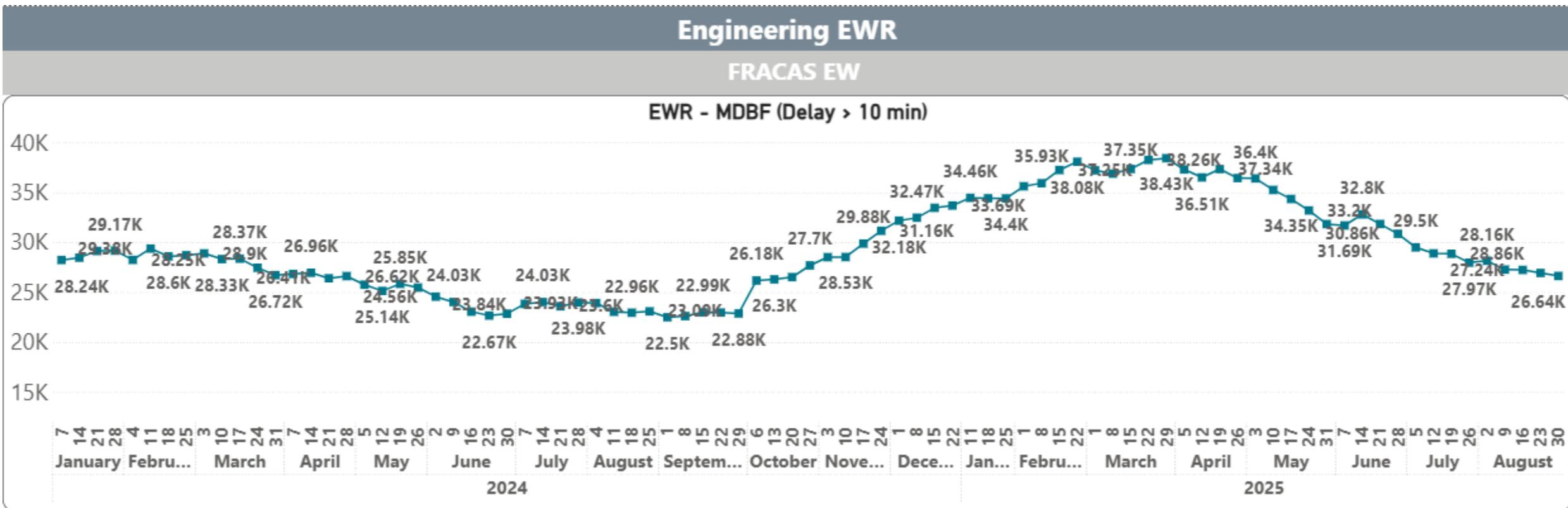
New OBTs training is Completed

New brake pads has been installed and under observation for those PCs (01,10,11,12)

Conducted emergency exercise successfully for degraded mode.

4. RSM Engineering

SAR 4.1 EWR FRACAS



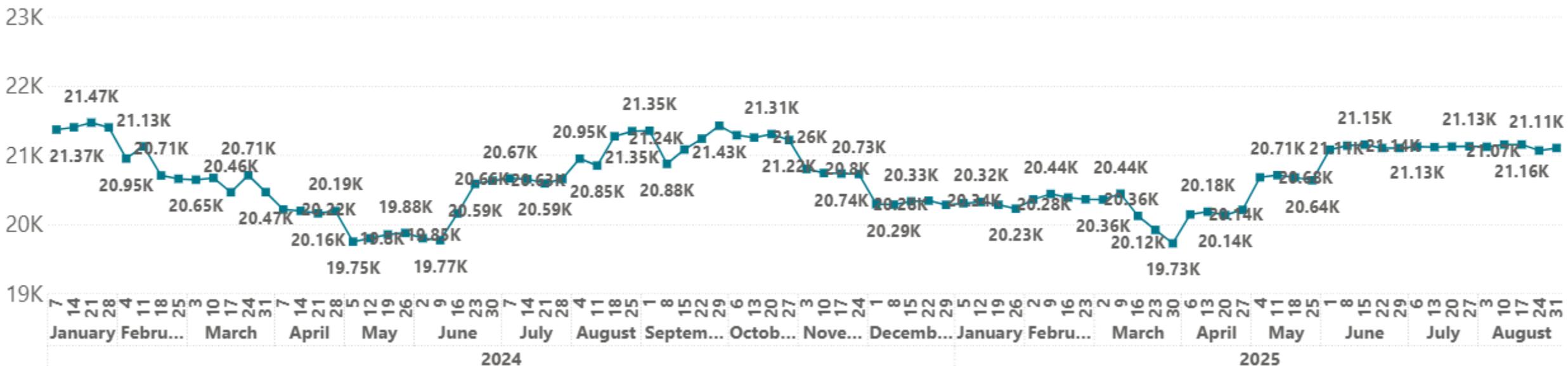
SAR 4.1 EWR FRACAS

| EWR FRACAS | |
|--|---|
| Failure | Action Taken/To Be Taken |
| [EW0100] - Unit 14 PC5005 - Dual Engine Shutdown | <p>Details: Both engines on PC5005 overheated ($>103^{\circ}\text{C}$) with low hydrostatic oil alarms, smoke, and oil leak, forcing emergency rescue and passenger transfer. Incident caused a full shutdown at TK102 and required UT05/5009 rescue deployment from Dammam. Closure requires detailed inspections, leak source identification, RCA, testing, and full documentation.</p> <p>Action Taken: The investigation will focus on locating the oil leak source, verifying ventilation and cooling systems, checking for fire hazards, and performing post-repair engine testing before the unit is returned to service. Fleet check has been done to check the condition of the hose pipe.</p> |
| [EW0097] – Step Ladder Detachment | <p>Details: Step ladder detached from PC5001 (UT11) during service, colliding with P07 trackside signaling equipment and causing infrastructure damage. Inconsistencies in ladder installation methods identified across the fleet, raising safety risks</p> <p>Action Taken: Closure requires RCA, full fleet audit, standard installation guidelines, and repair of damaged assets.</p> |
| [EW0101] – Gearbox Failures | <p>Details: Two repeated Axle-3 gearbox failures (PC5010 and PC5008) caused major damage and service delays of 111 minutes. Failures concentrated on Axle-3, suggesting systemic design, quality, or alignment issues across the fleet.</p> <p>Action Taken: Closure requires joint SAR-CAF RCA, overhaul QA updates, fleet-wide checks, and preventive inspection measures.</p> |

SAR 4.2 NSR FRACAS

FRACAS NS

NSR - MDBF (Delay > 10 min)



SAR 4.2 NSR FRACAS

NSR FRACAS

| Failure | Action Taken/To Be Taken |
|---|---|
| NS0121 - Engine Shutdown | <p>Details: A series of engine failures across the mainline fleet during August 2025 indicates a systemic issue. The primary concern is a recurring pattern of cooling system failures, particularly the repeated "low coolant" and "high temperature" alarms on PC011 and similar incidents on PC09, PC005 and PC003</p> <p>Action Taken: Contact MTU to discuss sensor reliability and inquire about potential replacement options (Ongoing) Create a LeadMind alarm for coolant and exhaust sensor faults (Ongoing)</p> |
| NS0120 - TCU Failure | <p>Details: A series of failures across multiple PCs (PC10, PC11, PC05, and PC01) experienced TCU trips and over-temperature alarms, mainly due to coolant leaks, radiator blockages, and high system temperatures</p> <p>Action Taken: Fleet-Wide Campaign to Clean the Radiator and Check the Fan Contactor has been done. CAF to create and schedule a monthly TCU radiator cleaning campaign for the summer months.</p> |
| NSF8831 - UT02 PC005 ALTERNATOR 1 & 2_FAILURE | <p>Details: On August 15, 2025, Service S02 (PC05) encountered an incident in which both engines on PC05 went offline due to an alternator failure, causing a 15-minute delay.</p> <p>Action Taken: Campaign to clean the TCU and engine radiators to reduce operating temperatures</p> <p>Investigation Ongoing: Leadmind analysis showed Engine 1 power reduction due to high TCU1 temperature, causing excess load on Engine 2 and Alternator 2, which overheated and stopped at 207°C. Alternator 1 then took the load, overheated to 196°C, and also shut down</p> |

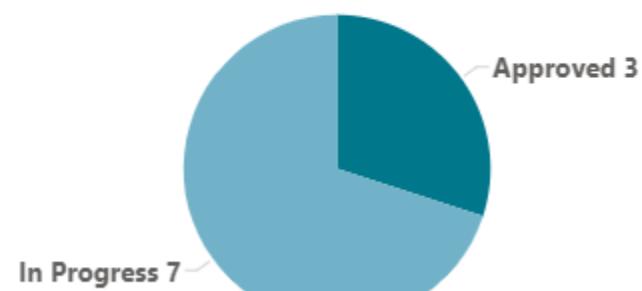
SAR 4.3 Modification Budget Change

| Modification Changes | | |
|---------------------------------|--|--|
| Projects | Description/Update | Status |
| Headlights | Upgrade EW headlights to be similar to NS | Completed |
| SKF | install onboard bearing monitoring on EW axles. | Completed |
| TCU Cooling Prototype | Improve radiator and cooling efficiency of TCU cooling | Completed, rejected. |
| Gearbox prototype. | New gearbox labyrinth to protect gearbox from sand. | Ongoing, Material from CAF Miira will be taken to build the prototype again, and standardize the material with NS fleet. |
| Pulse filter Prototype | Change EW filtration from cyclonic to Pulse filter, will arrive in September | Ongoing, Prototype in September |
| Transformer Prototype PC and T4 | New design for Transformers, passively cooled. | Pending |

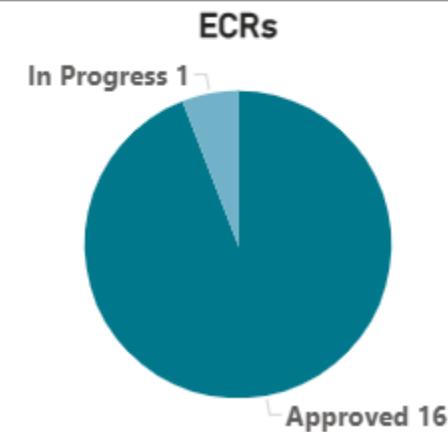
SAR 4.4 Engineering Assurance

Engineering Assurance

Trials



ECRs



Trials/Description

2501 - EW - NS to EW wheel set Trial (In Progress)

Objective: The trial aims to evaluate the feasibility of using North-South (NS) trailer wheelsets on East-West (EW) trailer cars

2502 - EW/NS - New Leveling Rod (Pass)

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

2504 - EW- Software Update for BOXPC firmware to support ETCS Level 2 (Pass)

Objective: This trial upgrades the BOXPC firmware in PC5006/U01 to support ETCS Level 2 and FSS features.

2505 - NS- Cooling Duct for Brake & Pneumatic panel in PC (In Progress)

Objective: This experiment tests a cover's ability to cool a pneumatic panel, with the goal of preventing rubber parts from breaking down early.

2506 - NS- NS Fleet HVAC Software Update to increase set Point (Pass)

Objective: This trial evaluates the updated Saloon HVAC software

2507 - NS- Alternative Vertical Dampers for the NS Fleet (In Progress)

Objective: This trial aims to approve new hydraulic dampers from SV Shocks to replace the obsolete Koni dampers on the NS fleet.

2508 - EW- WSP Valve Cover Modification to allow sand dispersion (In Progress)

Objective: This trial aims to resolve WSP valve malfunctions caused by sand accumulation in the protective cover.

2509- NS- Driver,s Cab external Window Protection (In Progress)

Objective: The objective of this trial is to protect the SIKA (268) sealing on the side window frame from sandblasting

2510- NS- HVAC Cover Modification - Faring Support (In Progress)

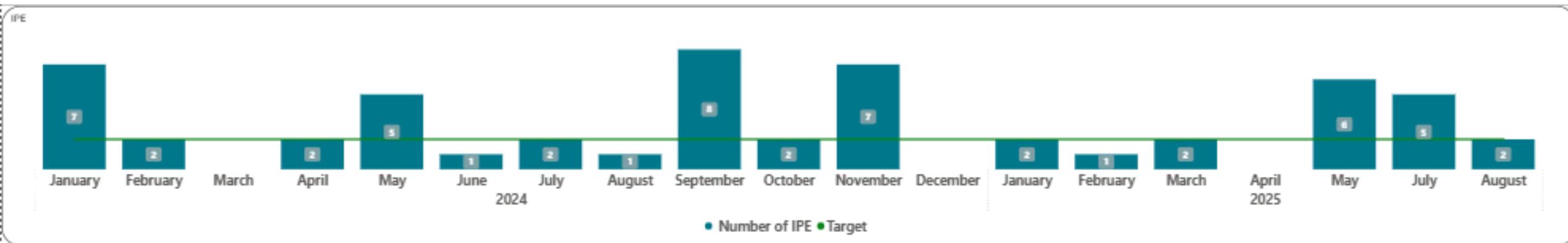
Objective: This trial addresses an issue found during HVAC cover modification (TR1806) on NS locomotives.

2511- EW/NS- NRF Engine Radiator for replacement of Voith Radiator (In Progress)

Objective: This trial aims to validate NRF radiators as a replacement for Voith radiators in the Power Generation cooling system.

| ECR/Description |
|--|
| 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. |
| 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 |
| 2503 - EW - EW Fleet CCTV Upgrade (Approved) 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). |
| 2504 - NS - New Pulse Filter Cartridge and brackets (Approved) Introduction: This modification aims to replace the current pulse filter cartridge with the new ASC DuraPak model, as the existing one is becoming obsolete. |
| 2505- NS- MP 15 Revision (Approved) Introduction: This is to formally introduce the new Maintenance Plan Version 15 for NS, which is an upgrade from MP14. |
| 2506- NS- new HVAC set point (Approved) Introduction: As per the client's specific request, a software upgrade has been implemented to enhance HVAC performance in the Saloon area. The primary focus of this update is the adjustment of temperature set points to improve passenger comfort and system efficiency. |
| 2507- EW- MP 11 Revision (Approved) Introduction: This is to formally introduce the new Maintenance Plan Version 11 for EW, which is an upgrade from MP10. |
| 2508- EW/NS- Vaniar hose replacement (Approved) Introduction: A new Vaniar hose design is being implemented across all EW and NS locomotives following a successful trial. |
| 2509- EW- ERTMs level 2 (Approved) Introduction: To mitigate risks posed by an obsolete ERTMS On-Board Unit (OBU) architecture, the SAR EW fleet is undergoing a full upgrade to the modern CAF Auriga OBU system. The existing OBU has created significant challenges to system maintainability, upgrade compatibility, and long-term fleet performance. |
| 2510- EW- MP 12 Release (Approved) Introduction: This document introduces Maintenance Plan Version 12, an updated version of the existing plan. |
| 2511- EW- BOXPC UPgrade firmware for FSS and ETCS L2 TR2504 - Signals for FSS Verification and validation on LeadMind- (Approved) Introduction: A new BOXPC firmware upgrade is being implemented across the fleet to support recent modifications to the Fire Suppression System (FSS) and European Train Control System Level 2 (ETCS L2). |
| 2512- EW/NS-Replacement of new wheel design (In Progress) Introduction: On July 28th, 2024, at 16:20, unit 02 on the Hail-Riyadh service experienced a wheel failure on axle No. 15, resulting in part of the wheel detaching |
| 2513- EW/NS-Leveling Rod for EW-NS Fleet (Approved) Introduction: To solve the issue of sand abrasion causing plastic joint wear and breakage in the leveling valve rod, a new leveling rod with a stainless-steel joint will undergo a trial test (TR2502). This modification aims to improve the component's durability and reliability. |
| 2514- EW- EW TCU SW Improvement (Approved) Introduction: During summer, the Traction Control Unit (TCU) in the Power Cars of the EW fleet has been underperforming due to high external temperatures. The TCU coolant often reaches its maximum operating limit, which can cause the traction to be cut off or the TCU to be isolated, leading to operational delays. |
| 2515- EW- Fleet wide Prayer Area Seat Capacity Enhancement (Approved) Introduction: To increase passenger capacity, the prayer area in Coach T2 of the EW fleet will be reduced to accommodate additional seating. This modification, which increases total capacity by 20 seats (7%), has been successfully trialed and is now approved for implementation across the entire fleet |
| 2516- EW-Earthing Device Protection cover (Approved) Introduction: This modification aims to improve the reliability and functionality of the Earthing device in the Power Car. The change is necessary due to sand ingress in the Saudi Arabian environment, which has been observed to compromise the device's cylinder locks. |
| 2517- EW- Trailer Battery charger SW Upgrades (Approved) Introduction: VIESCA battery chargers in trailer cars will receive a software update to version 1.2 to prevent malfunctions caused by voltage peaks. This change is a preventative safety measure to enhance the chargers' self-protection and overall reliability |

SAR 4.5 IPE



5. NSR Competency

SAR 5.1 NSR Competency



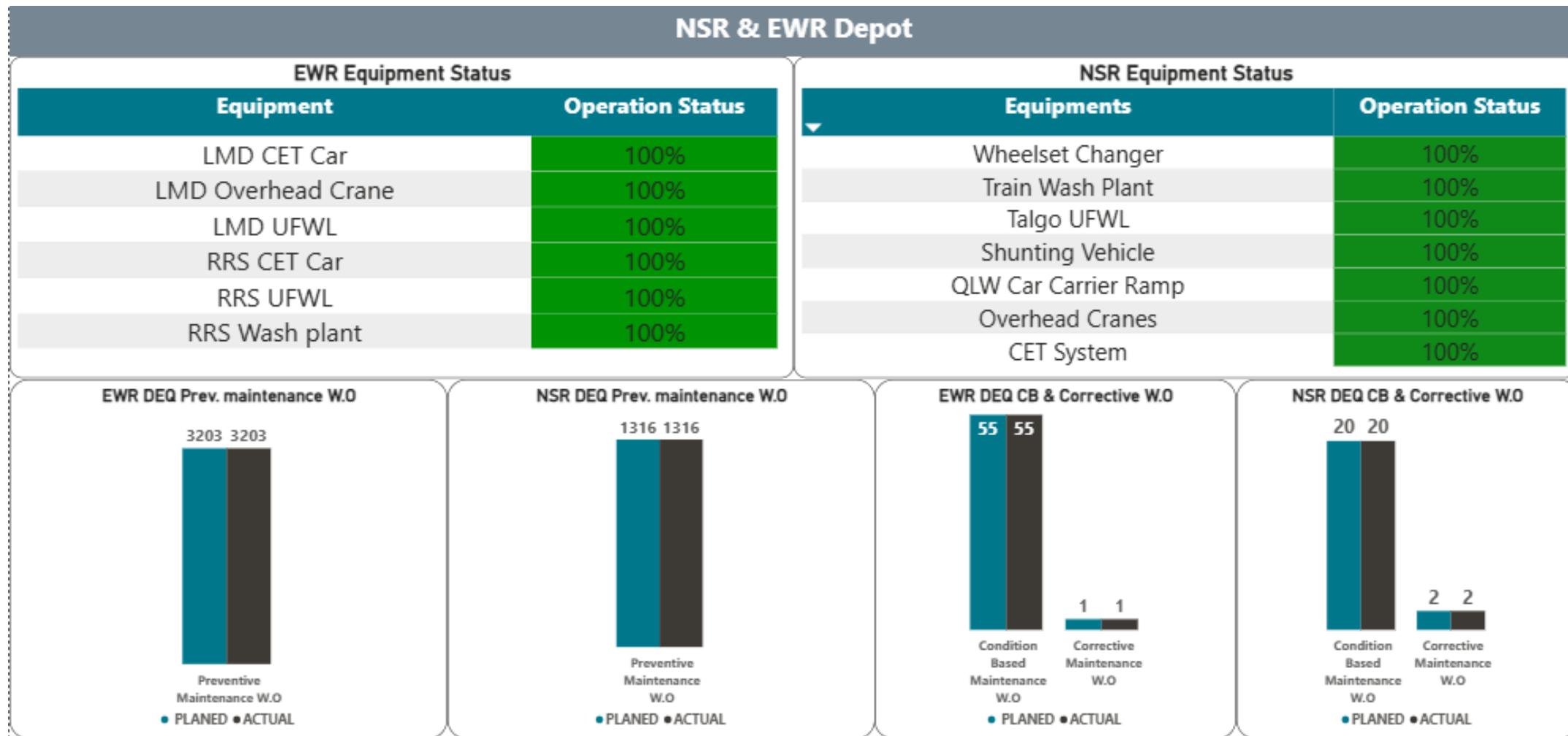
SAR 5.1 NSR Competency

Competence Highlights

01. Wheel Lathe Competence up to 100%.
02. 19 technicians currently working towards Train Technician competence.
03. There are currently 3 staff members with expired competencies, reassessments are scheduled imminently.
04. Car Carrier training sessions will be held on a weekly basis, as required. Training being updated.
05. One rerailing equipment session was conducted in July.
06. A new revision of the Technical Logbook will soon be ready for review.
07. Wheel-Rail Interface training will commence soon.
08. Gangway & Couplers and Carbody training was delivered on 21 July 2025.
09. Two sessions of the Designated Person training for mainline were delivered to ten OBTs in July.
10. Power Generation training course was successfully conducted at HRW on 27-28 July 2025.
11. Cooling Equipment training session was delivered on 29 July 2025.
12. Depot Equipment licenses from the May and June sessions were received last week.
13. Working at Height training was delivered on 17 July.
14. Wheel Lathe training was delivered on 13-16 July to support the increase in qualified wheel profilers.
15. One TAQA Assessor course was successfully delivered to 11 staff members.
16. One PTS course was delivered by our approved Internal Trainer.
17. One technician from the OBT Development (Batch 3) completed his two-day initial assessment and was deemed competent.
18. Bogies training was delivered on 20 July for eight staff members.
19. One technician underwent his Group A two-day initial assessment on 27 July and was deemed competent to carry out engine maintenance up to 6,000 hours.
20. One candidate has undergone observation by the City & Guilds Internal Verifier, passed successfully, and has been approved to begin conducting staff assessments.
21. Two First Aid & CPR sessions were delivered in July.

6. Depot

SAR 6.1 Depot Overview



S&R 6.1 Depot Overview

Depot Highlights

All Equipments are working normal and operational

HRW Hegenscheidt UFWL - Completed successfully 1 unit profiling

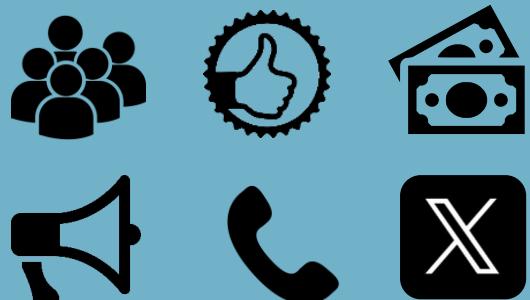
LMD DMM - Overhead Crane overhauling ongoing, 80 % completed successfully

No effects reported on Services

Sculfort UFWL DMM : Ongoing overhauling by replacing essential parts

Commercial

August 2025



Abdulmajeed Khathlan
Commercial Director



COMMERCIAL ANALYSIS (NORTH)

| August 2025 | Economy Class | Business Class | Private Sleeper Cabin | Total | Load Factor | | | | TSFT Target achieved | |
|-------------------------|---------------|----------------|-----------------------|--------|-------------|-----|-----|-------|----------------------|------|
| | | | | | EC | BC | PSC | Total | Aug 2025 | 2025 |
| | 70,727 | 20,419 | 888 | 92,034 | 114% | 92% | 74% | 108% | | |
| Tickets sold for travel | | | | | | | | | | |
| | 66,898 | 19,964 | 774 | 87,636 | 108% | 90% | 65% | 103% | | |
| Boarded passengers | | | | | | | | | | |

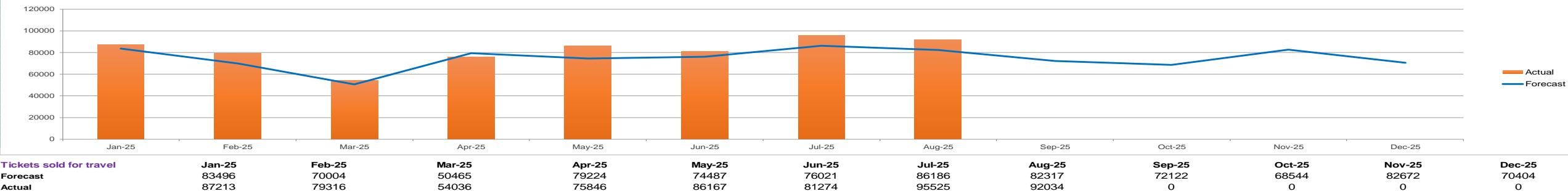
2025 Forecast
2025 Actual
% of forecast achieved
Target % achieved of forecast

895942
651411
73%
67%

Monthly Forecast
Monthly Actual
% of forecast achieved

82317
92034
112%

Tickets sold for travel - actual vs forecast





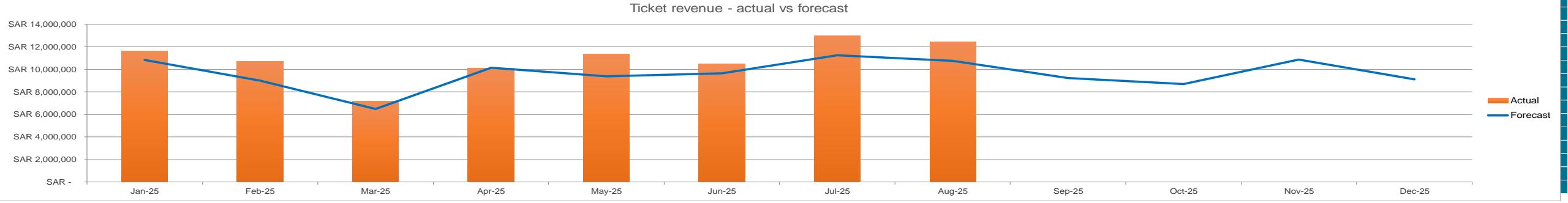
COMMERCIAL ANALYSIS (NORTH)

| August 2025 | Economy Class | Business Class | Private Sleeper Cabin | Total | Ticket yield | | | | Ticket Revenue achieved | |
|--|----------------------------|----------------------------|--------------------------|-----------------------------|--------------------|---------------------|---------------------|---------------------|---|---|
| | | | | | EC | BC | PC | Total | Aug 2025 | 2025 |
|  Ticket revenue | SAR 7,405,806 | SAR 4,730,552 | SAR 277,283 | SAR 12,413,641 | 105 SR | 232 SR | 312 SR | 135 SR |  |  |
| | SAR 6,439,832 (ex. VAT) | SAR 4,113,523 (ex. VAT) | SAR 241,116 (ex. VAT) | SAR 10,794,471 (ex. VAT) | 91 SR (ex. VAT) | 201 SR (ex. VAT) | 272 SR (ex. VAT) | 117 SR (ex. VAT) | | |

Ticket revenue

2025 Forecast SAR 115,340,112
2025 Actual SAR 86,778,245
% of forecast achieved 75%
Target % achieved of forecast 67%

Monthly Forecast SAR 10,745,943
Monthly Actual SAR 12,413,641
% of forecast achieved 116%



| Ticket revenue | 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 | SAR 10,840,514 | SAR 8,995,532 | SAR 6,494,960 | SAR 10,138,457 | SAR 9,369,975 | SAR 9,642,214 | SAR 11,244,516 | SAR 10,745,943 | SAR 9,209,229 | SAR 8,682,050 | SAR 10,849,028 | SAR 9,127,693 |
| Actual | SAR 11,648,088 | SAR 10,681,714 | SAR 7,144,654 | SAR 10,083,163 | SAR 11,330,547 | SAR 10,478,860 | SAR 12,997,578 | SAR 12,413,641 | SAR - | SAR - | SAR - | SAR - |

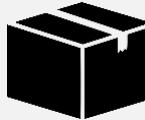
COMMERCIAL ANALYSIS (NORTH)



| August 2025 | Ancillary Service Volumes | Ancillary Service Revenue | Ancillary Service Yield |
|---|---------------------------|---------------------------|-------------------------|
|  Extra Baggage | 4,069 | SAR 314,970 | SAR 77 |
| | | SAR 273,887 (ex. VAT) | SAR 67 (ex. VAT) |
|  Lounge Access | 867 | SAR 27,610 | SAR 32 |
| | | SAR 24,009 (ex. VAT) | SAR 28 (ex. VAT) |
|  Onboard Meals | 630 | SAR 21,245 | SAR 34 |
| | | SAR 18,474 (ex. VAT) | SAR 29 (ex. VAT) |
|  Seat Selection | 13,447 | SAR 201,750 | SAR 15 |
| | | SAR 175,435 (ex. VAT) | SAR 13 (ex. VAT) |

COMMERCIAL ANALYSIS (NORTH)



| August 2025 | Ancillary Service Volumes | Ancillary Service Revenue | Ancillary Service Yield |
|---|---------------------------|---------------------------|-------------------------|
|  Parcel Shipments | 506 | SAR 59,452 | SAR 117 |
| | | SAR 51,697 (ex. VAT) | SAR 102 (ex. VAT) |
|  Car Cargo | 144 | SAR 123,550 | SAR 858 |
| | | SAR 107,435 (ex. VAT) | SAR 746 (ex. VAT) |
|  On Train Sales | 167 | SAR 22,047 | SAR 132 |
| | | SAR 19,171 (ex. VAT) | SAR 115 (ex. VAT) |
|  Waiting List Tickets | 657 | SAR 67,348 | SAR 103 |
| | | SAR 58,563 (ex. VAT) | SAR 89 (ex. VAT) |



COMMERCIAL ANALYSIS (NORTH)

| August 2025 | Ancillary Service Volumes | Ancillary Service Revenue | Ancillary Service Yield | Ancillary Revenue achieved | |
|---|---------------------------|---------------------------|-------------------------|---|---|
| | | | | Aug 2025 | 2025 |
|  TOTAL ANCILLARY REVENUE | 20,487 | SAR 837,972 | SAR 41 |  |  |
| | | SAR 728,671 (ex. VAT) | SAR 36 (ex. VAT) | | |

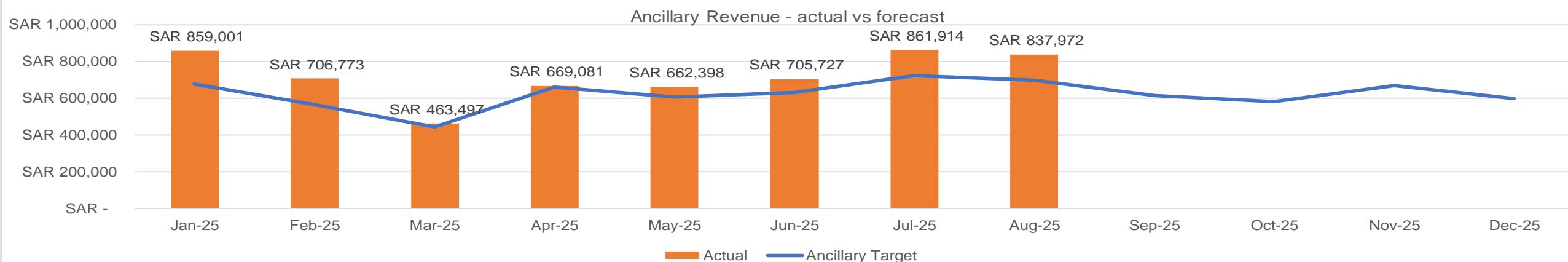
Ancillary Revenue

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

 SAR 7,472,448
 SAR 5,766,361
77%
 67%

Monthly Forecast
Monthly Actual
% of forecast achieved

SAR 697,580
SAR 837,972
120%



Passenger Commercial Performance YTD (August 2025) | North Trains



| North | Result | Jan - Aug 2024 | Jan - Aug 2025 (Forecast) | Jan - Aug 2025 | % Variance (Year-on-Year) | % Variance (v Forecast) |
|--|--------------------------------------|----------------|---------------------------|----------------|---------------------------|-------------------------|
|  North Train | Number of Services Operated | 1,482 | 1,456 | 1,479 | -0.2% | 1.6% |
| | Tickets Sold for Travel | 623,665 | 602,200 | 651,411 | 4% | 8% |
| | Load Factor (Ticket Sold for Travel) | 97% | 94% | 104% | 7% Points | 10% Points |
| | Boarded Passengers | 589,656 | 566,068 | 616,533 | 5% | 9% |
| | Load Factor (Boarded Passengers) | 92% | 89% | 98% | 6% Points | 9% Points |
| | Ticket Revenue (inc. VAT) | SAR 78,592,781 | SAR 77,472,111 | SAR 86,778,245 | 10% | 12% |
| | Ticket Yield (inc. VAT) | SAR 126 | SAR 129 | SAR 133 | 6% | 4% |
| | Ticket Yield per KM (inc. VAT) | SAR 0.32 | SAR 0.32 | SAR 0.34 | 7% | 6% |
| | Ancillary Revenue (inc. VAT) | SAR 6,001,715 | SAR 5,007,067 | SAR 5,766,361 | -4% | 15% |
| | Ancillary Yield (inc. VAT) | SAR 10 | SAR 8 | SAR 9 | -8% | 6% |
| | Total Revenue (inc. VAT) | SAR 84,594,495 | SAR 82,479,177 | SAR 92,544,606 | 9% | 12% |
| | Total Yield (inc. VAT) | SAR 136 | SAR 137 | SAR 142 | 5% | 4% |



COMMERCIAL ANALYSIS (EAST)

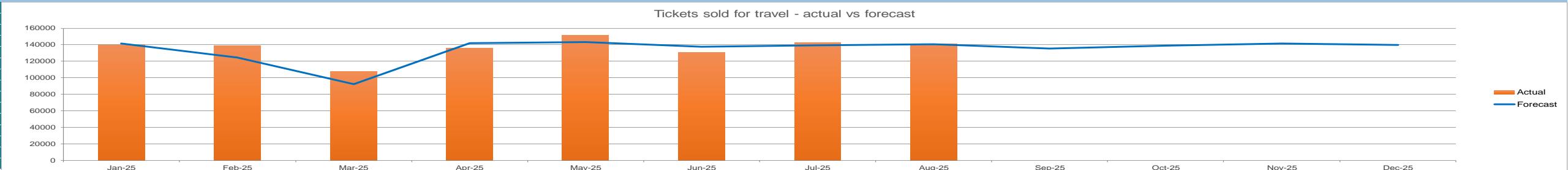
| August 2025 | Economy Class | Business Class | Aramco | Total | Load Factor | | | TSFT Target achieved | |
|-------------------------|---------------|----------------|--------|---------|-------------|-----|-------|--------------------------|---|
| Tickets sold for travel | 95,677 | 33,301 | 11,844 | 140,822 | EC | BC | Total | Aug 2025 | 2025 |
| | | | | | 121% | 79% | 107% | | |
| Boarded passengers | 89,224 | 32,476 | 6,368 | 128,068 | EC | BC | Total | 99.9% of target achieved | Engineering blockade (28 – 29 August) resulted in a 2,908 passenger reduction |
| | | | | | 108% | 77% | 98% | | |

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

1616605
1087526
67%
66%

Monthly Forecast
Monthly Actual
% of forecast achieved

140705
140822
100%



COMMERCIAL ANALYSIS (EAST)

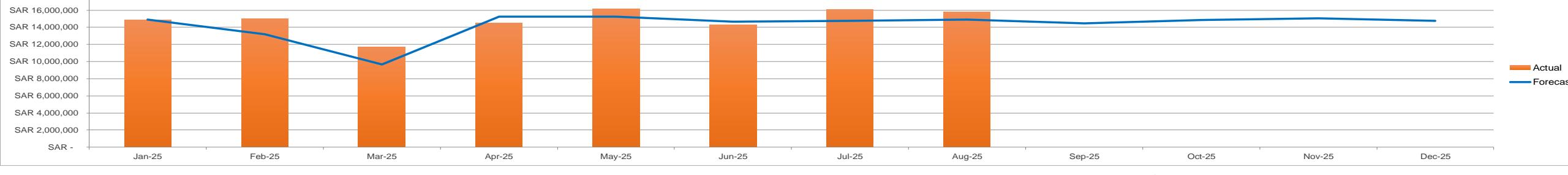


| August 2025 | Economy Class | Business Class | Aramco | Total | Ticket yield | | | Ticket Revenue achieved | |
|--|-------------------------|-------------------------|-----------------------|--------------------------|-----------------|------------------|-----------------|---|---|
| | | | | | EC | BC | Total | Aug 2025 | 2025 |
|  Ticket revenue | SAR 8,700,208 | SAR 6,628,179 | SAR 476,721 | SAR 15,805,107 | 91 SR | 199 SR | 112 SR |  Engineering blockade (28 - 29 August) resulted in a 443,509 SR ticket revenue loss |  |
| | SAR 7,565,398 (ex. VAT) | SAR 5,763,633 (ex. VAT) | SAR 414,540 (ex. VAT) | SAR 13,982,165 (ex. VAT) | 79 SR (ex. VAT) | 173 SR (ex. VAT) | 98 SR (ex. VAT) | | |

Ticket revenue

| | | | | | |
|-------------------------------|-----|-------------|------------------------|-----|------------|
| 2025 Forecast | SAR | 171,651,799 | Monthly Forecast | SAR | 14,908,055 |
| 2025 Actual | SAR | 118,333,179 | Monthly Actual | SAR | 15,805,107 |
| % of forecast achieved | | 69% | % of forecast achieved | | 106% |
| Target % achieved of forecast | | 66% | | | |

Ticket revenue - actual vs forecast



| Ticket revenue | 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 | SAR 14,904,741 | SAR 13,176,533 | SAR 9,657,187 | SAR 15,245,555 | SAR 15,227,287 | SAR 14,660,896 | SAR 14,754,025 | SAR 14,908,055 | SAR 14,448,694 | SAR 14,849,844 | SAR 15,052,958 | SAR 14,766,025 |
| Actual | SAR 14,825,291 | SAR 15,037,445 | SAR 11,692,363 | SAR 14,474,171 | SAR 16,151,198 | SAR 14,268,115 | SAR 16,079,489 | SAR 15,805,107 | SAR - | SAR - | SAR - | SAR - |

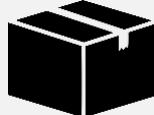
COMMERCIAL ANALYSIS (EAST)



| August 2025 | Ancillary Service Volumes | Ancillary Service Revenue | Ancillary Service Yield |
|---|---------------------------|---------------------------|-------------------------|
|  Extra Baggage | 2,355 | SAR 190,900 | SAR 81 |
| | | SAR 166,000 (ex. VAT) | SAR 70 (ex. VAT) |
|  Lounge Access | 1,489 | SAR 48,250 | SAR 32 |
| | | SAR 41,957 (ex. VAT) | SAR 28 (ex. VAT) |
|  Onboard Meals | 859 | SAR 21,500 | SAR 25 |
| | | SAR 18,696 (ex. VAT) | SAR 22 (ex. VAT) |
|  Seat Selection | 13,200 | SAR 198,305 | SAR 15 |
| | | SAR 172,439 (ex. VAT) | SAR 13 (ex. VAT) |

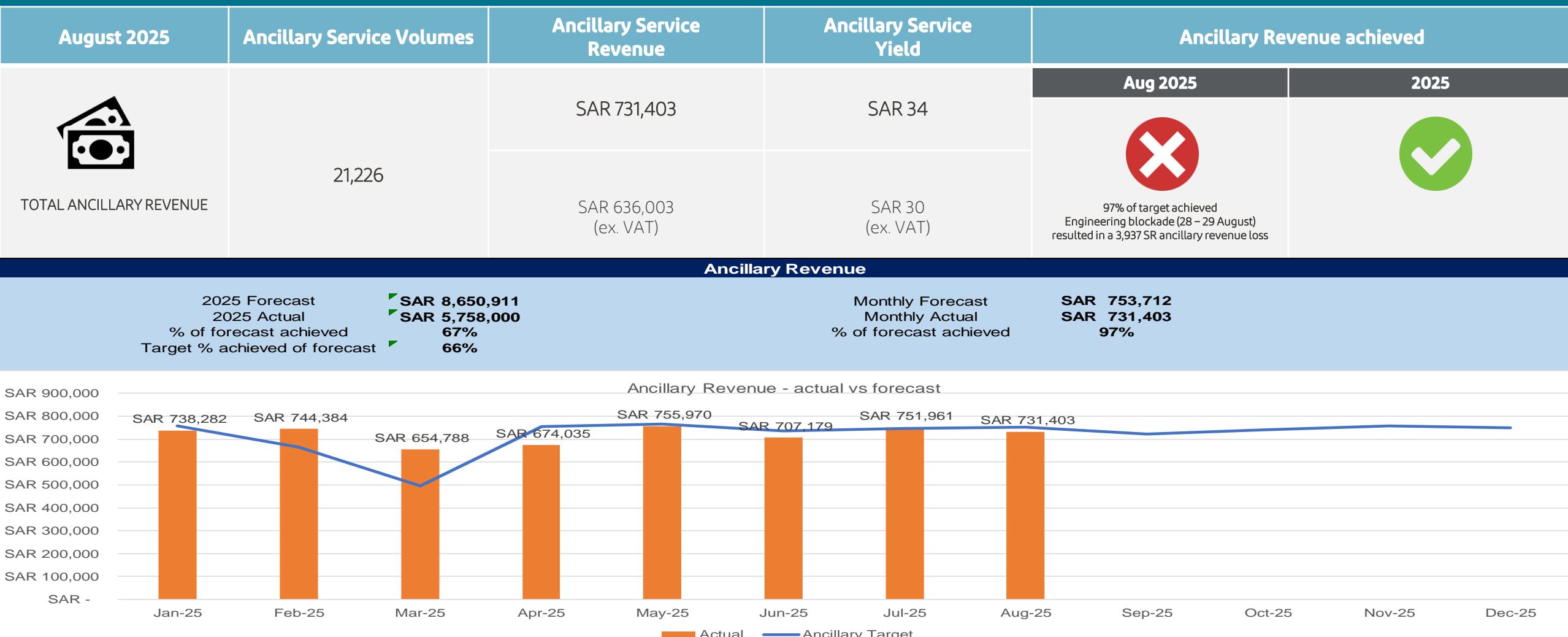
COMMERCIAL ANALYSIS (EAST)



| August 2025 | Ancillary Service Volumes | Ancillary Service Revenue | Ancillary Service Yield |
|--|---------------------------|---------------------------|-------------------------|
|  Parcel Shipments | 2,431 | SAR 199,444 | SAR 82 |
| | | SAR 173,430 (ex. VAT) | SAR 71 (ex. VAT) |
|  On Train Sales | 56 | SAR 5,288 | SAR 94 |
| | | SAR 4,598 (ex. VAT) | SAR 82 (ex. VAT) |
|  Waiting List Tickets | 519 | SAR 55,239 | SAR 106 |
| | | SAR 48,033 (ex. VAT) | SAR 92 (ex. VAT) |
|  Aramco parking | 317 | SAR 12,478 | SAR 39 |
| | | SAR 10,850 (ex. VAT) | SAR 34 (ex. VAT) |



COMMERCIAL ANALYSIS (EAST)



Passenger Commercial Performance YTD (August 2025) | East Trains



| East | Result | Jan – Aug 2024 | Jan – Aug 2025 (Forecast) | Jan – Aug 2025 | % Variance (Year-on-Year) | % Variance (v Forecast) |
|--|--------------------------------------|-----------------|---------------------------|-----------------|---------------------------|-------------------------|
|  East Train | Number of Services Operated | 3,354 | 3,486 | 3,498 | 4% | 0.3% |
| | Tickets Sold for Travel | 1,076,509 | 1,061,260 | 1,087,526 | 1% | 2% |
| | Load Factor (Ticket Sold for Travel) | 114% | 105% | 109% | -5% Points | 4% Points |
| | Boarded Passengers | 976,798 | 955,134 | 990,121 | 1% | 4% |
| | Load Factor (Boarded Passengers) | 103% | 95% | 96% | -7% Points | 1% Point |
| | Ticket Revenue (inc. VAT) | SAR 104,519,040 | SAR 112,534,279 | SAR 118,333,179 | 13% | 5% |
| | Ticket Yield (inc. VAT) | SAR 97 | SAR 106 | SAR 109 | 12% | 3% |
| | Ticket Yield per KM (inc. VAT) | SAR 0.32 | SAR 0.32 | SAR 0.35 | 7% | 10% |
| | Ancillary Revenue (inc. VAT) | SAR 5,668,156 | SAR 5,680,499 | SAR 5,758,000 | 2% | 1% |
| | Ancillary Yield (inc. VAT) | SAR 5.3 | SAR 5.4 | SAR 5.3 | 1% | -1% |
| | Total Revenue (inc. VAT) | SAR 110,187,196 | SAR 118,214,779 | SAR 124,091,178 | 13% | 5% |
| | Total Yield (inc. VAT) | SAR 102 | SAR 111 | SAR 114 | 11% | 2% |

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



| North & East | Result | Jan - Aug 2024 | Jan - Aug 2025 (Forecast) | Jan - Aug 2025 | % Variance (Year-on-Year) | % Variance (v Forecast) |
|---|--------------------------------|-----------------|---------------------------|-----------------|---------------------------|-------------------------|
|  North Train | Number of Services Operated | 4,836 | 4,942 | 4,977 | 3% | 1% |
| | Tickets Sold for Travel | 1,700,174 | 1,663,460 | 1,738,937 | 2% | 5% |
| | Boarded Passengers | 1,566,454 | 1,521,202 | 1,606,654 | 3% | 6% |
| | Ticket Revenue (inc. VAT) | SAR 183,111,821 | SAR 190,006,390 | SAR 205,111,423 | 12% | 8% |
| | Ticket Yield (inc. VAT) | SAR 108 | SAR 114 | SAR 118 | 10% | 3% |
| | Ticket Yield per KM (inc. VAT) | SAR 0.32 | SAR 0.32 | SAR 0.34 | 7% | 8% |
| | Ancillary Revenue (inc. VAT) | SAR 11,669,871 | SAR 10,687,566 | SAR 11,524,361 | -1% | 8% |
| | Ancillary Yield (inc. VAT) | SAR 6.9 | SAR 6.4 | SAR 6.6 | -3% | 3% |
| | Total Revenue (inc. VAT) | SAR 194,781,692 | SAR 200,693,956 | SAR 216,635,784 | 11% | 8% |
| | Total Yield (inc. VAT) | SAR 115 | SAR 121 | SAR 125 | 9% | 3% |
| | Customer Satisfaction | 83% | 85% | 86% | 3% Points | 1% Point |
| | Net Promoter Score | 30% | 20% | 34% | 4% Points | 14% Points |



**Brand Awareness and
Positioning Campaign:**

**TRY
THE TRAIN**



'TRY THE TRAIN' BRAND AWARENESS & POSITIONING CAMPAIGN

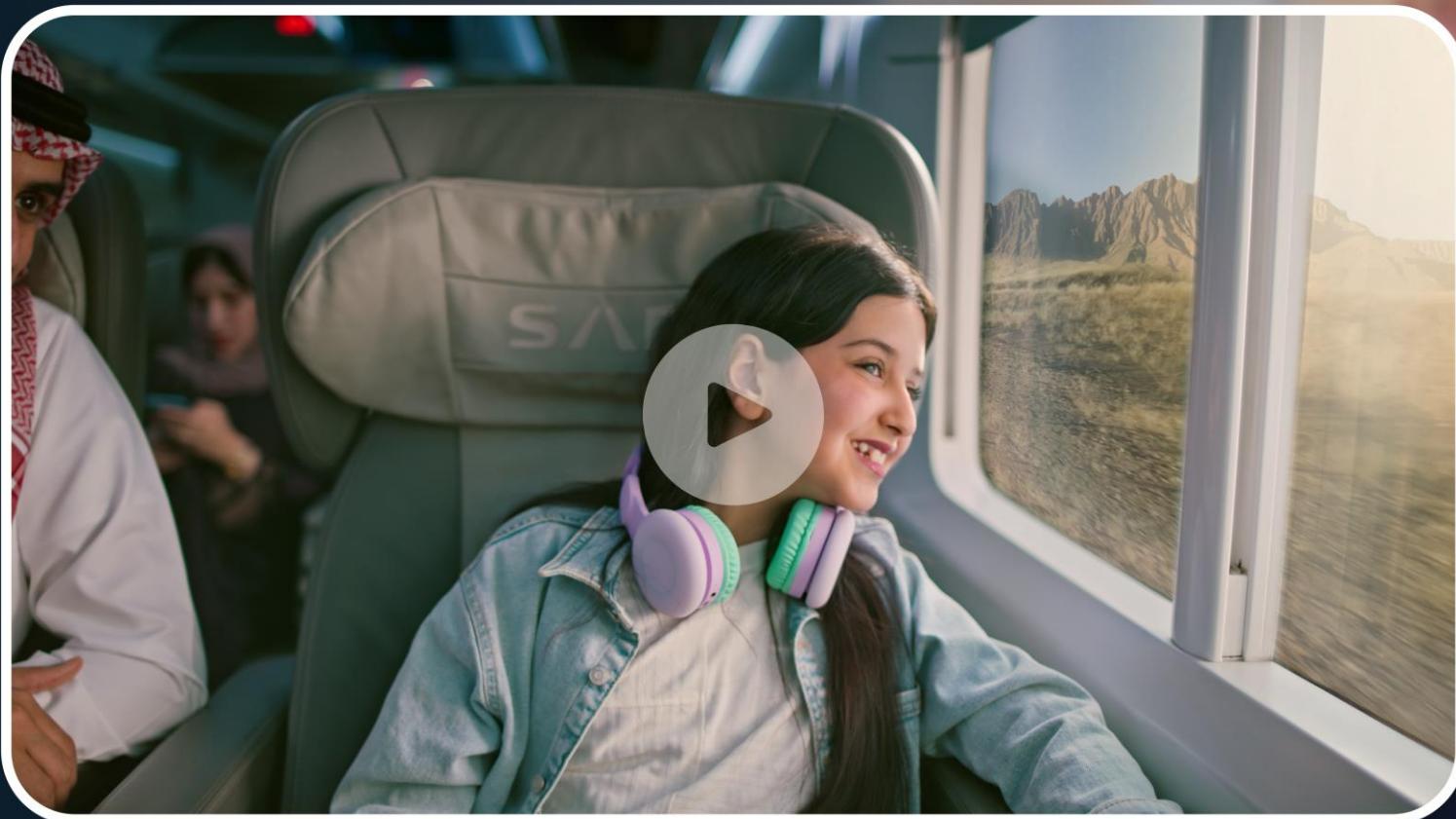
A photograph showing two men sitting at a table in a train carriage, playing cards. The man on the left is wearing a dark t-shirt with the SAR logo on the sleeve. The man on the right is wearing a light-colored t-shirt. They are smiling and looking at their cards. The train interior has blue seats with the SAR logo. The window shows a landscape of hills and fields. The overall atmosphere is casual and social.

As part of our ongoing efforts to raise awareness of the SAR brand and position rail travel on our North & East Trains as a more comfortable, safer and sociable way to travel, in August we launched our new brand awareness and positioning marketing campaign.

The campaign was heavily promoted via digital channels (social media, website and app), on roadside billboards and in shopping malls in Riyadh, Qassim, Hail, Hufuf and Dammam.

SAR

**TRY
THE TRAIN**



VIDEO



HQ Posters



HQ Screens

TRY
THE TRAIN

As part of the SAR North & East Passenger Team's ongoing efforts to raise awareness of the SAR brand and position rail travel on our North & East Trains as a more comfortable, safer and sociable way to travel, later today we will launch our new brand awareness and positioning campaign.

The majority (>90%) of intercity journeys in Saudi Arabia are made by car. On longer distance routes, air travel is the preferred travel choice, with rail accounting for just 5% of all domestic trips at present. Journeys by car and air both come with their pain points, and they are often selected by travellers just out of habit or familiarity. With our new marketing campaign, we want to educate people that there is a new and better way to travel domestically in Saudi Arabia, encouraging them to change their existing routines and #TryTheTrain



Our marketing campaign will be heavily promoted via digital channels (social media, website and app) and will appear on roadside billboards and in shopping malls in Riyadh, Qassim, Hail, Hufuf and Dammam.

Spotted one of our
#TryTheTrain campaign billboards?



Snap a photo and share it with us

marketing-PBU@sar.com.sa

Internal email

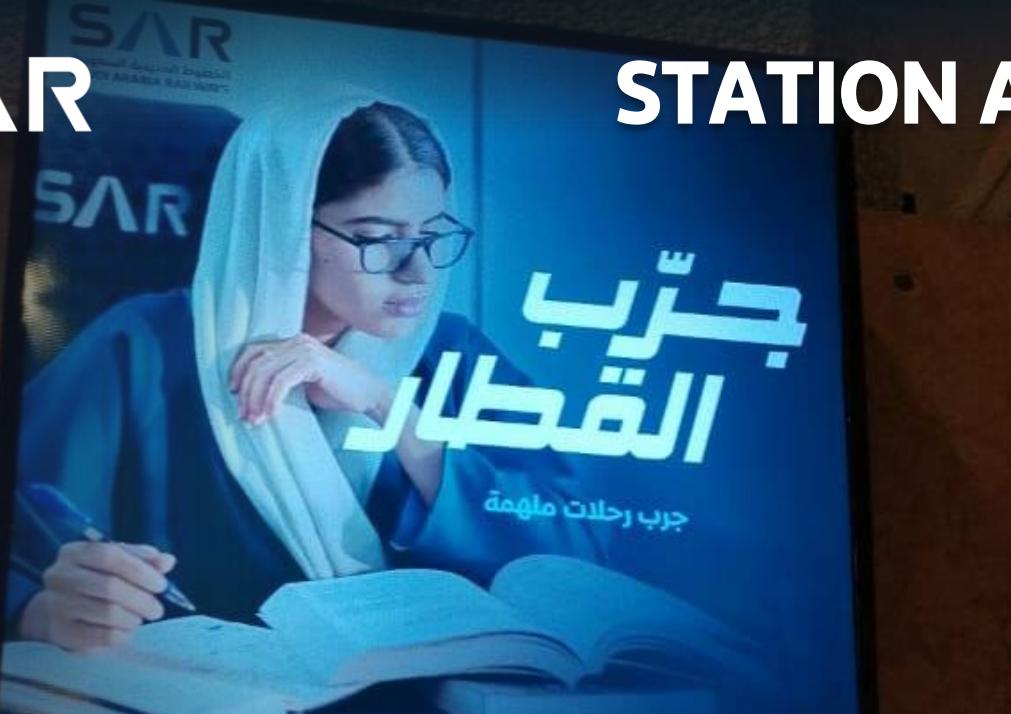
SAR

OUT-OF-HOME ADVERTISING



SAR

STATION ADVERTISING





WEBSITE BANNERS

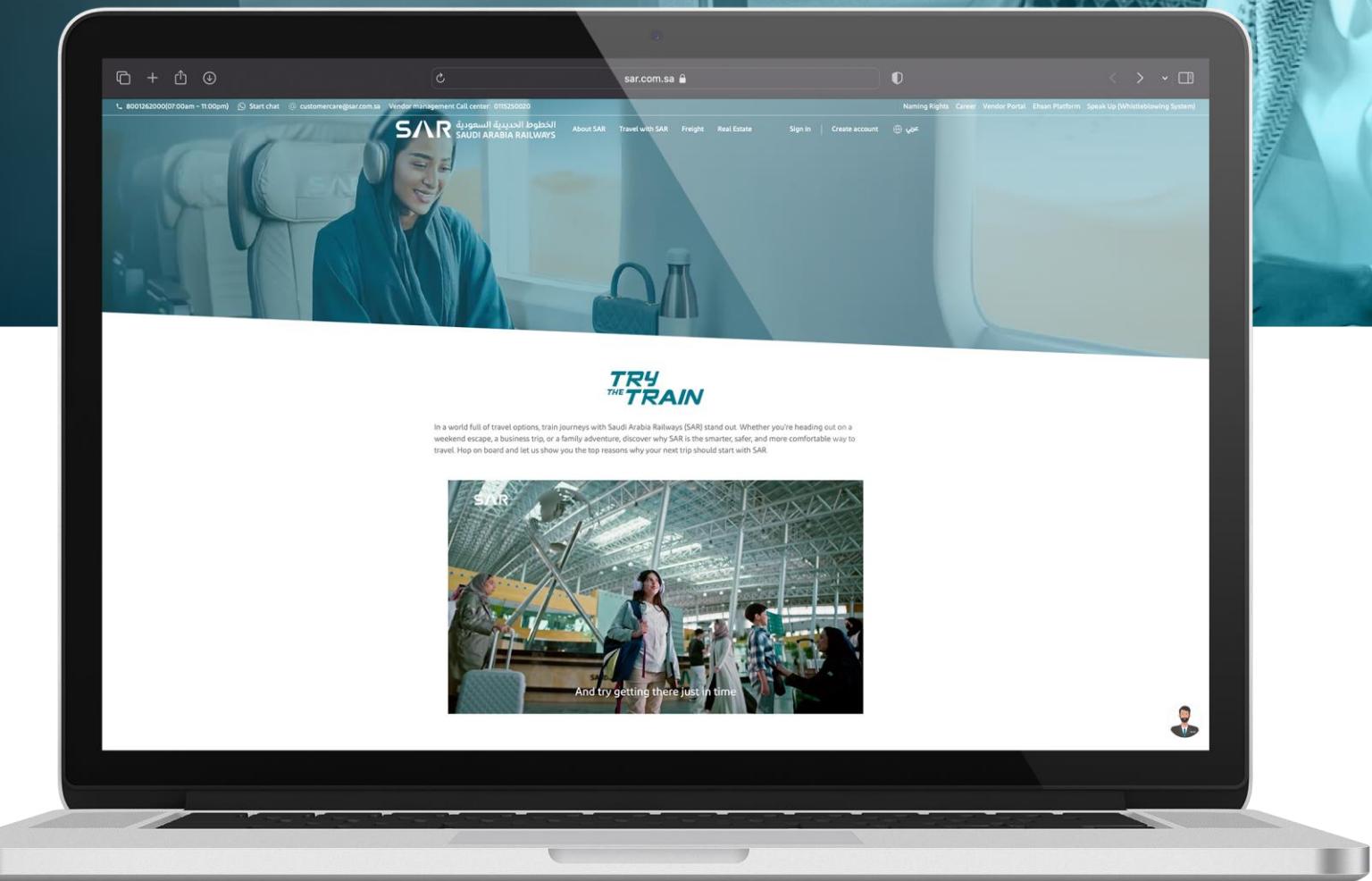
Try the Train Campaign

PBU MBR



SAR LANDING PAGE

Try the Train Campaign



PBU MBR

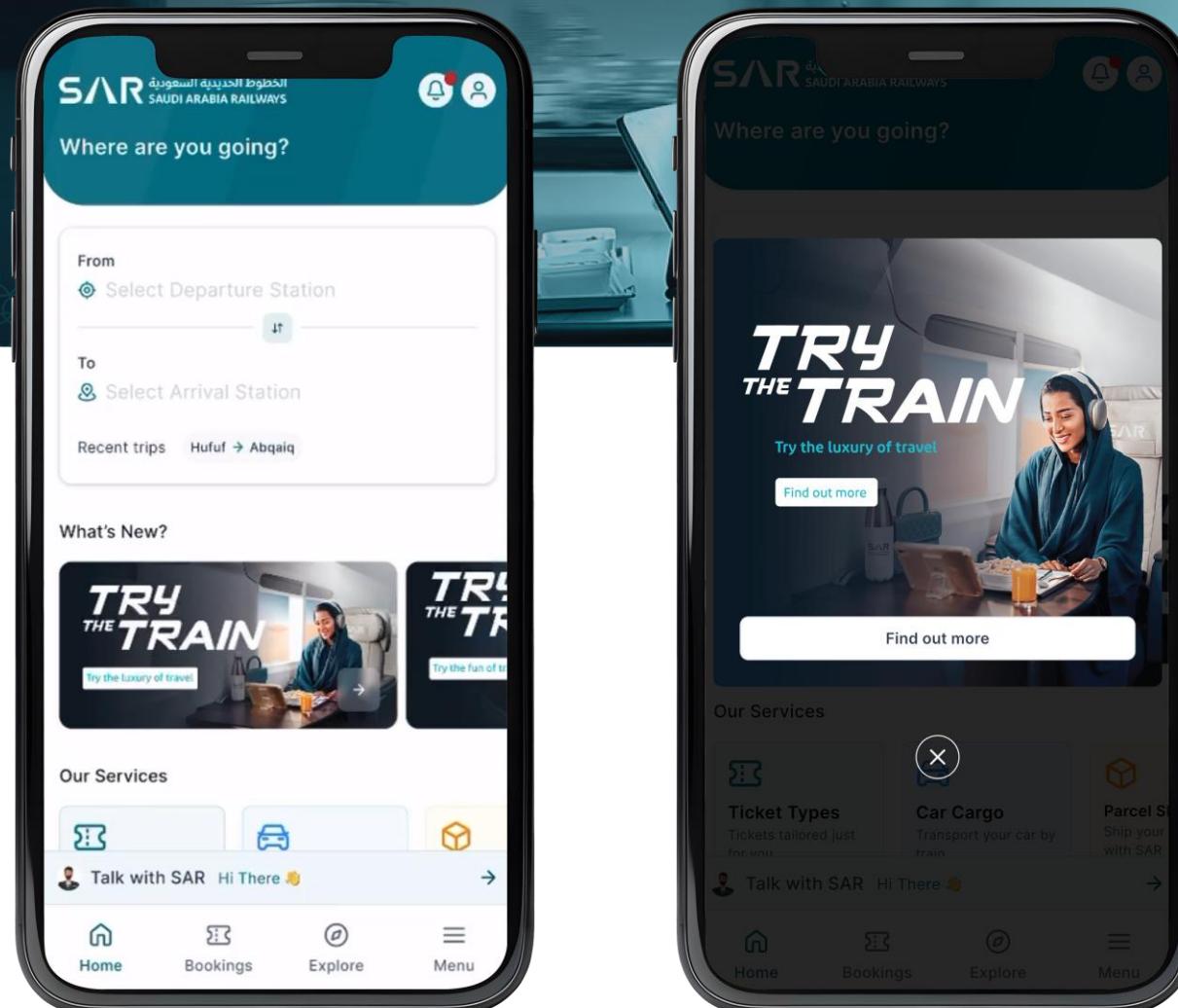


SAR

APP BANNERS

Try the Train Campaign

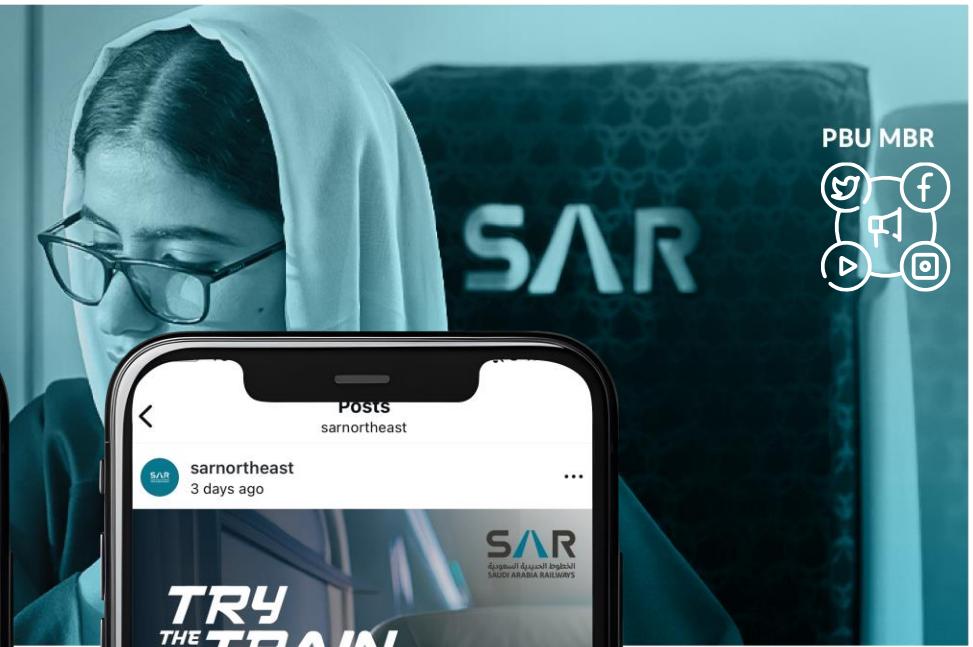
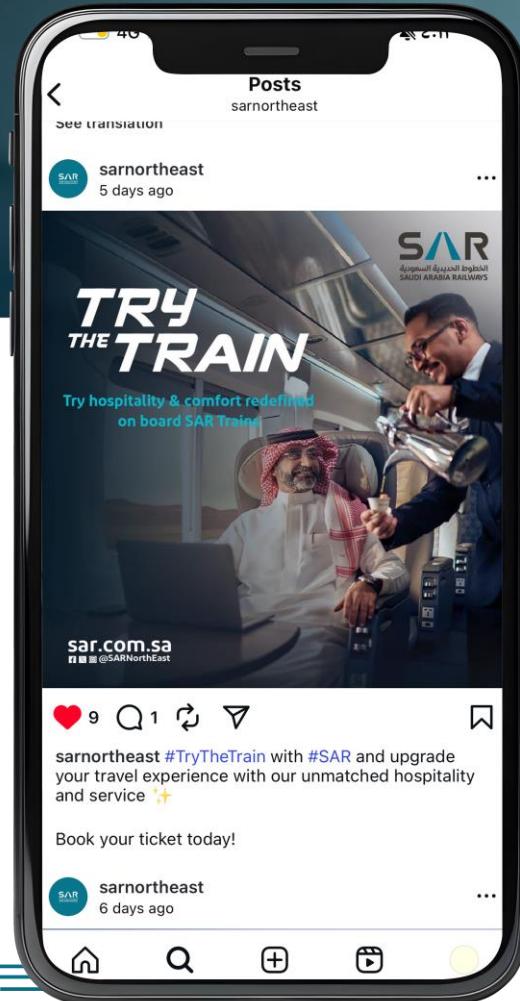
PBU MBR



SAR

SOCIAL MEDIA

Try the Train Campaign





'TRY THE TRAIN' CAMPAIGN PAID DIGITAL RESULTS

| Platforms | Impressions | Reach | Video Views | Clicks | Profile visits | Frequency |
|-----------|-------------|-----------|-------------|--------|----------------|-----------|
| X | 12,930,880 | 2,133,285 | 3,660,728 | 23,638 | 3,776 | 6.061 |
| Meta | 9,701,945 | 1,950,506 | 6,554,469 | 6,389 | 3,873 | 4.97 |
| Youtube | 28,058,353 | 6,296,673 | 5,841,421 | 17,515 | - | - |
| Tik Tok | 19,186,205 | 4,910,878 | 18,950,644 | 30,889 | - | 3.91 |
| Google | 8,363,601 | 888,514 | - | 16,455 | - | - |

Impressions: The total number of times the advertisement was displayed to the target audience.

Reach: The total number of unique individuals who have seen the advertisement.

Video Views: The total number of times the video content was watched

Clicks: The total number of times users clicked on the advertisement or its associated link

Profile visits: The total number of times users clicked onto the SAR North East social media page from the advert

Frequency: The average number of times a single user was exposed to the advertisement





SOCIAL MEDIA KPIS

| August 2025 | X | X | Instagram | Facebook | TOTAL |
|------------------------|-----------|---|-----------|----------|-----------|
| Followers | 59,113 | | 15,194 | 7,575 | 81,882 |
| Posts | 14 | | 14 | 14 | 42 |
| Impressions | 7,589,675 | | 61,084 | 2,677 | 7,653,436 |
| Engagements | 2,707 | | 348 | 155 | 3,210 |
| Engagement Rate | 2.35% | | 0.67% | 5.8% | 2.94% |

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.

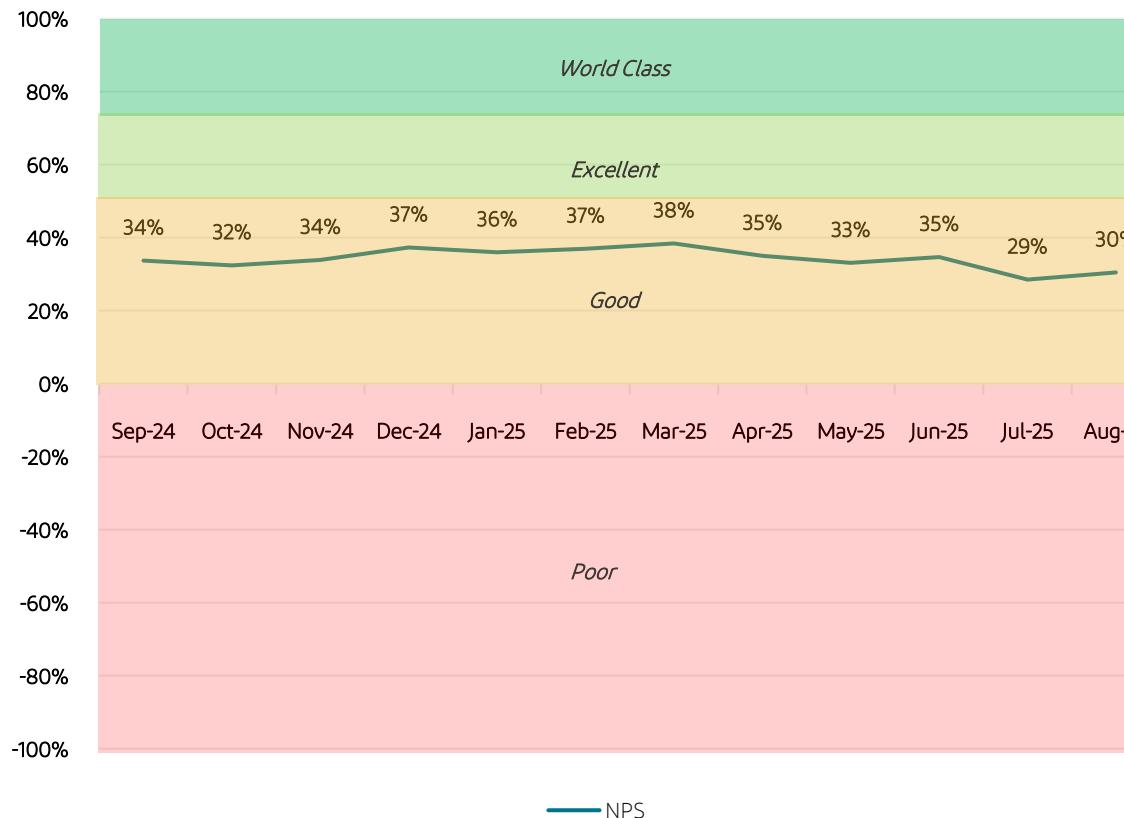
Engagements: The number of times users engaged (Reactions, Shares, Comments, Shares, Retweets, Replies, Clicks etc.) with the content.

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 August 2025 NPS Score was 30% measured as Good in the NPS Range.



CUSTOMER EXPERIENCE

How was your overall experience today?



| Overall | Excellent | Good | Fair | Poor | Overall Customer Satisfaction |
|----------------|-----------|------|------|------|-------------------------------|
| August 2025 | 49% | 37% | 9% | 5% | 86% |
| July 2025 | 49% | 37% | 9% | 6% | 85% |
| June 2025 | 52% | 35% | 8% | 5% | 87% |
| May 2025 | 52% | 34% | 8% | 6% | 86% |
| April 2025 | 51% | 36% | 8% | 4% | 87% |
| March 2025 | 54% | 33% | 9% | 4% | 87% |
| February 2025 | 52% | 34% | 10% | 4% | 86% |
| January 2025 | 54% | 34% | 8% | 4% | 88% |
| December 2024 | 53% | 36% | 7% | 4% | 89% |
| November 2024 | 51% | 36% | 8% | 5% | 87% |
| October 2024 | 51% | 37% | 8% | 4% | 88% |
| September 2024 | 52% | 36% | 7% | 5% | 88% |



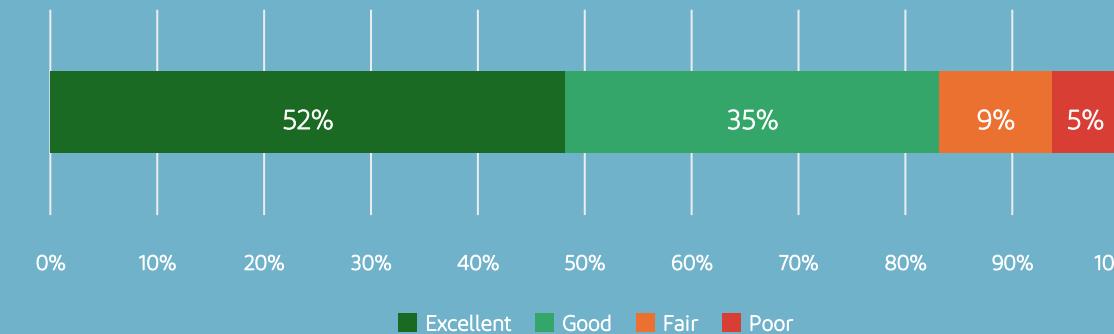
85%

Overall customer satisfaction
(August 2025)



87%

Overall customer satisfaction (2025)

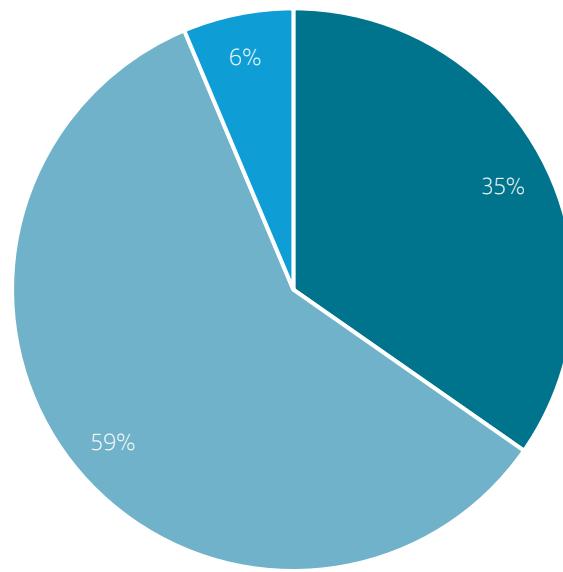


CUSTOMER ANALYSIS



July

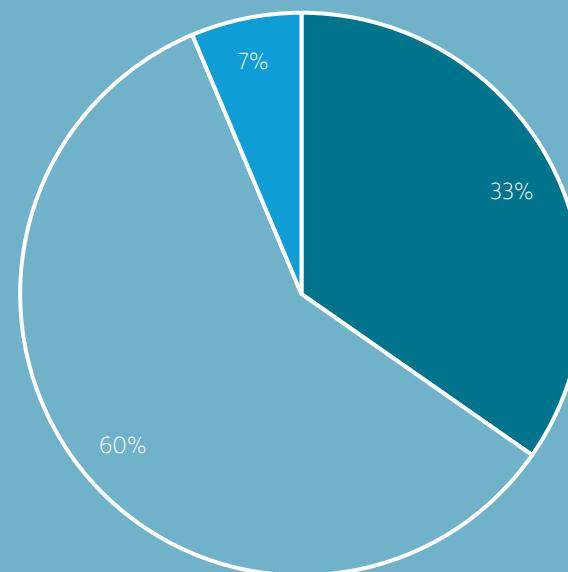
BOOKING CHANNEL



- Website
- Mobile
- Station

August

BOOKING CHANNEL

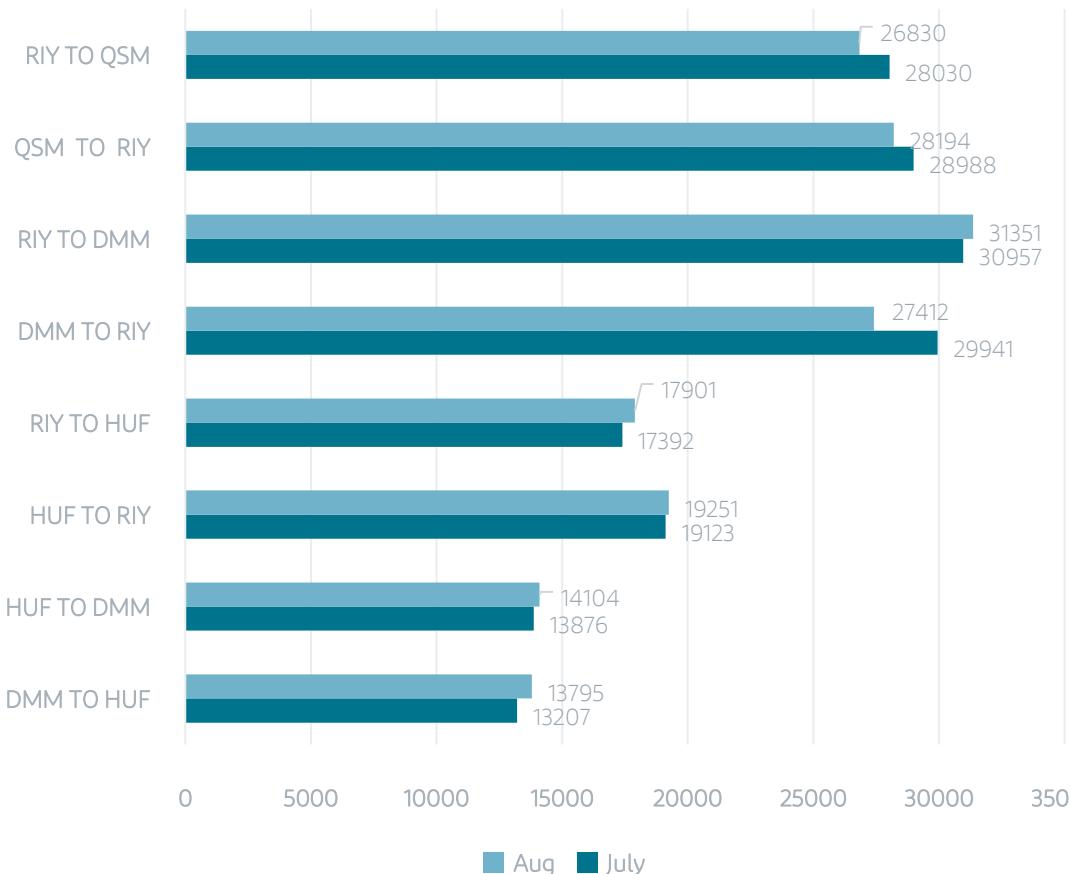


- Website
- Mobile
- Station



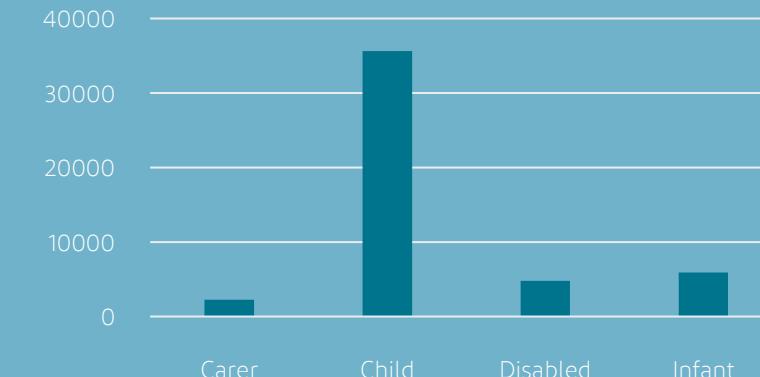
CUSTOMER ANALYSIS

The most demanded trips between July & August:



July Passenger Type

TICKET NUMBER

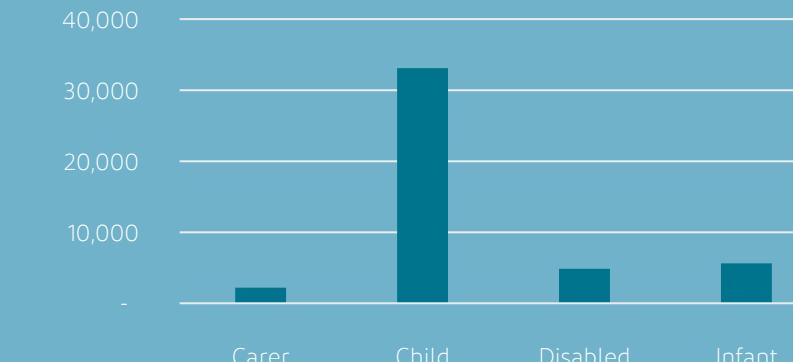


The number of passengers was 225,217 and 78.43% (176,634) of them were Adults.



August Passenger Type

TICKET NUMBER



The number of passengers was 221,011 and 79,30% (175,259) of them were Adults.





CONTACT CENTER

The difference between the contact center July & August:



Calls



Customer Satisfaction



Average Time



Remarks:

July

Number of calls received was 22,278 and the percentage of answered calls was 98.11%.

The customer satisfaction rate after call completion was 92.00%

Average time to respond to customers calls was 0:04 and the average call duration was 02:57

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

August

Number of calls received was 22,658 and the percentage of answered calls was 98.01%.

The customer satisfaction rate after call completion was 91.00%

Average time to respond to customers calls was 0:04 and the average call duration was 02:56





SOCIAL MEDIA



Remarks:

July

Total engagements were 3,410 and the average time to respond was 1:00

Number of total users served through Chatbot was 4,041

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

August

Total engagements were 3,546 and the average time to respond was 1:00

Number of total users served through Chatbot was 4,201





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

...

موحد الأخبار  @KSA24

تجربة SAR اليوم لي من أجمل التجارب
راحة و سرعة

شكراً SAR

|قطار الشمال والشرق  @SARNorthEast ٥ أغسطس
اللي متعود عليه مو داتما الأفضل!

جرب القطار مع سار في رحلاتك الجوية واستمتع بسفر أكثر راحة وخدمات عالية الجودة،
وأسعار مميزة 

...

...

* خبر  @khobar_2266

أود أن أشكر شركة سار على جهودها في تقديم خدمة مميزة
للمسافرين بين الرياض والدمام.
قمت مؤخرًا بنشر عدة مقاطع عن تجربتي في الرحلة، وقد تطرقت فيها إلى بعض
الملاحظات الإيجابية وأخرى التي تحتاج إلى تحسين.

شكراً لكم
Thank You



الخطوط الحديدية السعودية
SAUDI ARABIA RAILWAYS

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