



# Monthly Business Review

## Passenger Business Unit

February 2025



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



# Planning & Technical

February 2025



Ashrf Al Jabri  
Planning & Technical Director



0 to 10 minute PPM	94.8%
Change From Last Month By	4.3%
Cancellations	0%
Right Time Arrivals	72.1%
Services Planned	596
Delay	89.1 Hrs



0 to 10 minute PPM	93.9%
Decreased From Last Month By	4.1%
Cancellations	0%
Right Time Arrivals	85.5%
Services Planned	180
Delay	6.6 Hrs



0 to 10 minute PPM	87.3%
Increased From Last Month By	7.9%
Cancellations	0%
Right Time Arrivals	66.3%
Services Planned	416
Delay	82.5 Hrs

**KPIs**

0 to10 minute PPM	90%	
Cancellations	≤1.9%	

**Environmental Impact**

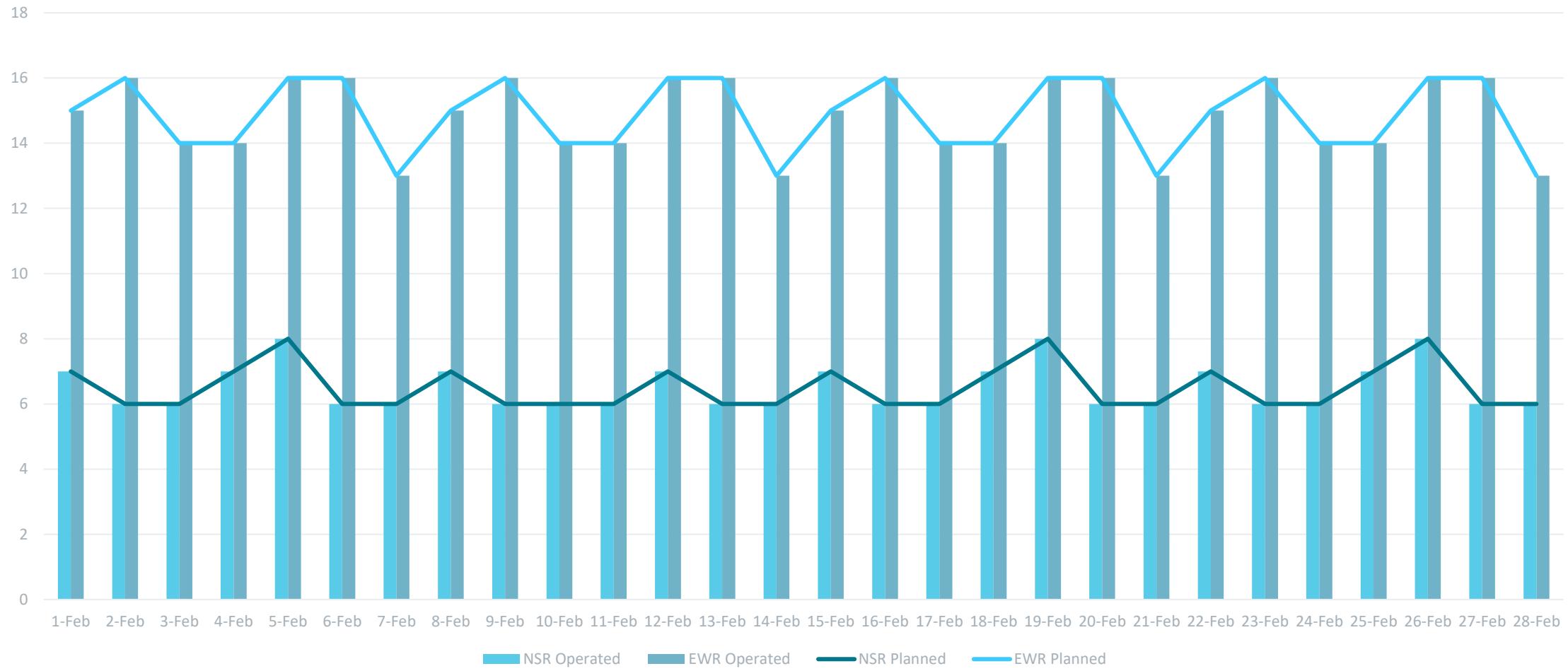
48,329 Cars off Road with   
4,249,838 Kg of Emissions

**KMs**

PAX Trains	280,710
ECS/SBY	95

# SAR Planning and Performance

Services Planned VS Services Operated – February 2025



# SAR Planning and Performance (NSR)

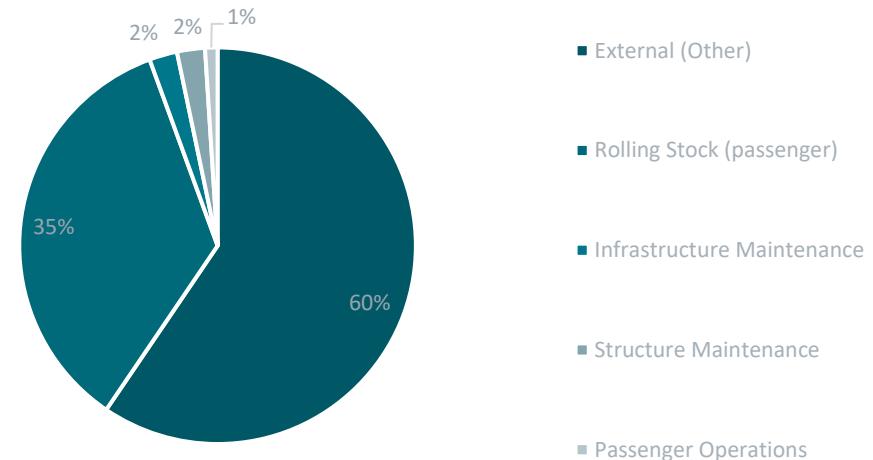


**\*395 minutes delay**

Delay by Business units	
External (Other)	235
Rolling Stock (Passenger)	138
Infrastructure Maintenance	9
Structure Maintenance	9
Passenger Operations	4
<b>Total</b>	<b>395</b>

Top 3 Delays by code		
Delay Code	Delay mins	%
EXT Weather Speeds	235	41%
Passenger Coach Failure RSM	81	24%
Passenger Brakes	31	17%

## Delays Attribution by Business unit



\*395 minutes delays at final destination.

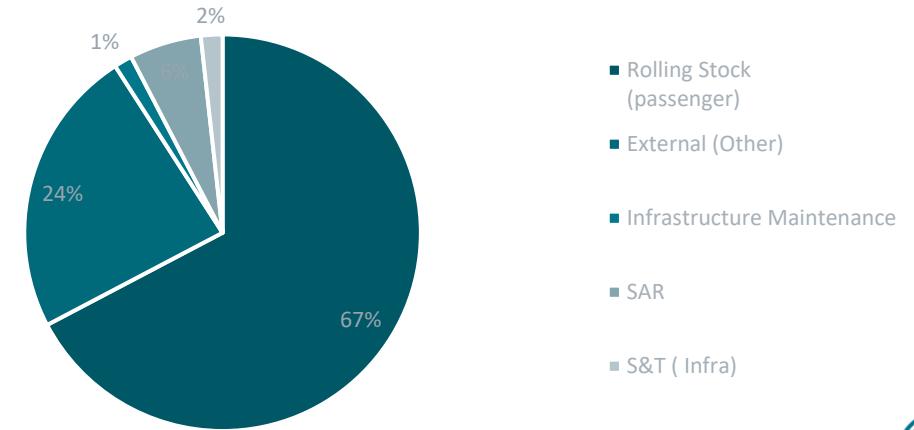


\*4950 minutes delay

Delay by Business units	
Rolling Stock(Passenger)	2910
External (Other)	1020
Infrastructure Maintenance	64
SAR	254
S&T ( Infra)	76
<b>Total</b>	<b>4324</b>

Top 3 Delays by code		
Delay Code	Delay mins	%
RSM Passenger Request	2160	32%
Track Defect	602	14%
EXT Obstructions	540	12%

## Delays Attribution by Business unit



\*4950 minutes delays at final destination & intermediate stations.

Item	2 Feb 25 to 8 Feb 25	9 Feb 25 to 15 Feb 25	16 Feb 25 to 22 Feb 25	23 Feb 25 to 1 Mar 25
Cancellations	0	0	0	0
0 to 10 minutes PPM	100%	95.5%	81.8%	97.8%
Services Planned	46	44	44	44
Services Operated	46	44	44	44
Riyadh Depot Presentation%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 93.9% 0 to 10 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

\* Percentages for the whole month.

Item	2 Feb 25 to 8 Feb 25	9 Feb 25 to 15 Feb 25	16 Feb 25 to 22 Feb 25	23 Feb 25 to 1 Mar 25
Cancellations	0	0	0	0
0 to 10 minutes PPM	98.1%	96.2%	93.3%	93.2%
Services Planned	104	104	104	103
Services Operated	104	104	104	103
Riyadh Depot Presentation%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 95.2% 0 to 10 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

\* Percentages for the whole month.

# Stations Operations

February 2025



Ali Al-Olyani  
Station Operations Director



**NSR Train 8th  
Anniversary &  
MBR**



**NSR Train 8th  
Anniversary &  
MBR**

# East/West Stations Monthly Evacuation Exercise



# North/South Monthly Evacuation Exercise



## Well Done Team

Riyadh Team Boarded			Dammam Team Boarded		
01 Feb	279 passengers	15 minutes	23 Feb	267 passengers	12 minutes
01 Feb	267 passengers	16 minutes	27 Feb	262 passengers	12 minutes
03 Feb	211 passengers	07 minutes			
03 Feb	204 passengers	20 minutes			
08 Feb	271 passengers	10 minutes			
08 Feb	274 passengers	10 minutes			
12 Feb	277 passengers	16 minutes			
15 Feb	267 passengers	18 minutes			
18 Feb	283 passengers	19 minutes			
23 Feb	277 passengers	18 minutes			



Due to train's late arrival to the platform our teams at Riyadh & 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.



**East/West Stations  
Celebrate the  
Founding Day**



## East/West Stations Celebrate the Founding Day



## Visit of the Internal Auditor to East-West Stations

# Founding day

Riyadh



Qassim



Hail



Juaf



Majmaah



Qurayyat



## Founding day





### PIF Visit to Riyadh Station

- We had the pleasure of hosting a PIF delegation for a comprehensive station tour.
- They inquired about various aspects, including customer experience, retail, trips, pricing, and services.
- Discussions focused on operations, passenger experience.



## Training Completion & Certification

- Our team has successfully completed the Hafawa Training Program.
- Certified Hafawa Ambassadors, demonstrating excellence in Saudi welcoming hospitality.
- Commitment to delivering a distinguished and authentic Saudi guest experience.

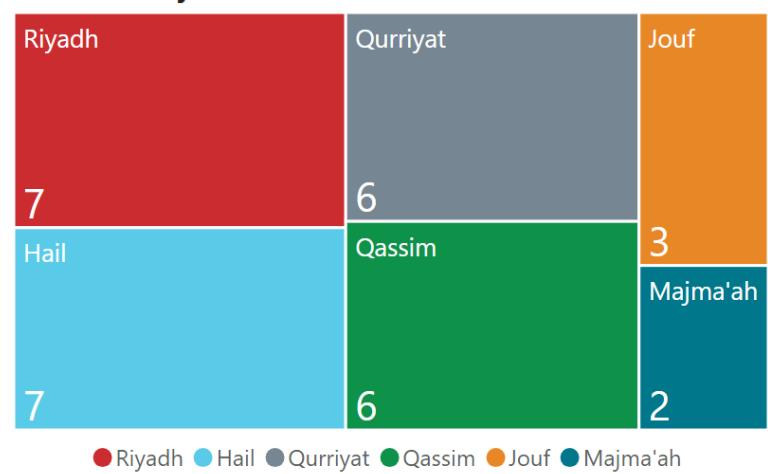


# EMERGENCY BRIEF



# NSR Baggage Monthly Performance Report

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



## Total Baggage

**15K**

## Total AFBUT

**5**

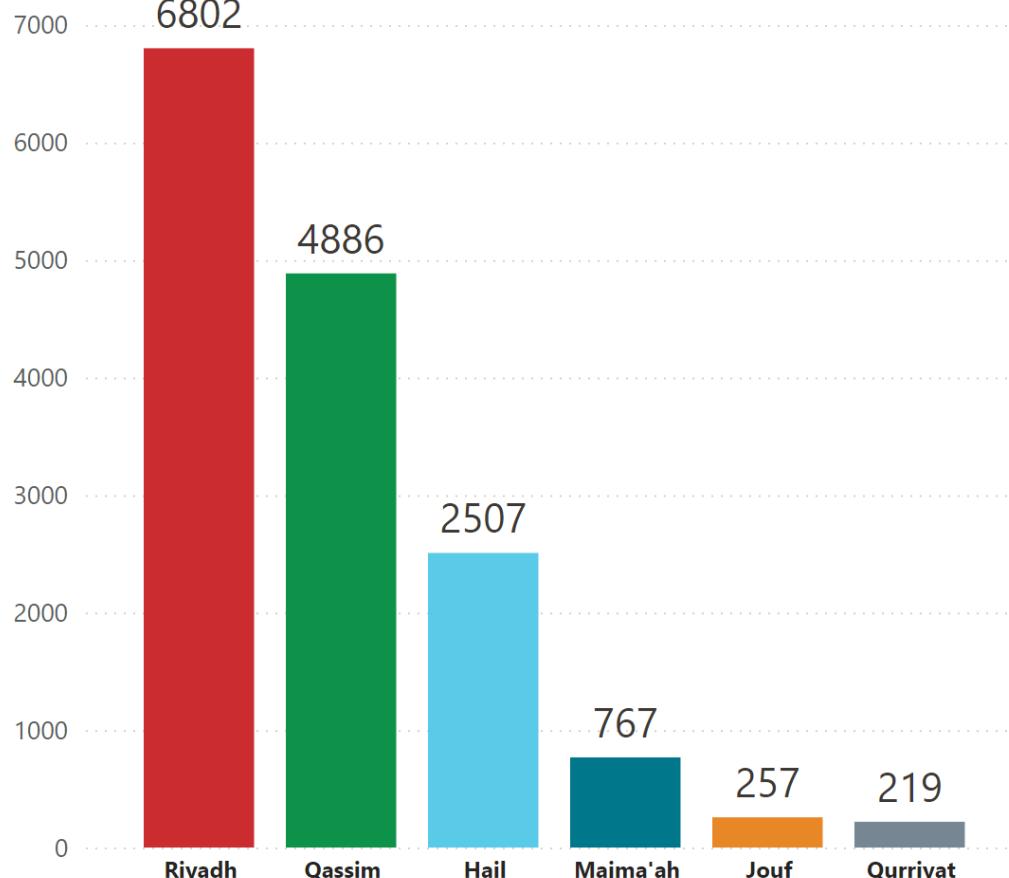
## Total ABUT

**9**

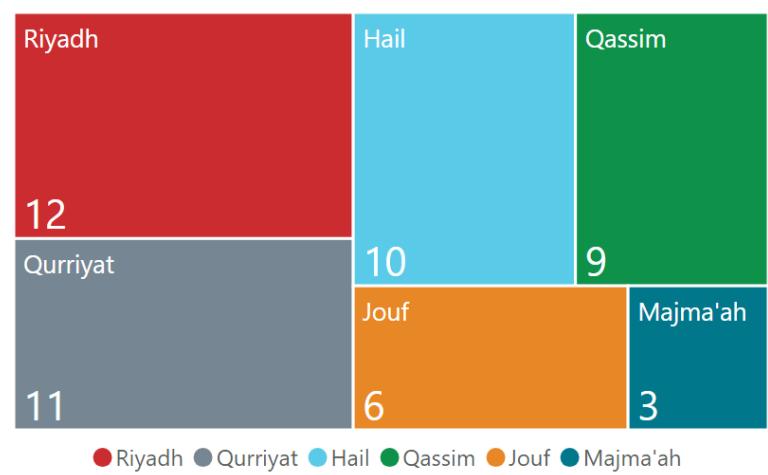
## Trips Exceeded 30 mins to Unload

**All baggage unloaded on time**

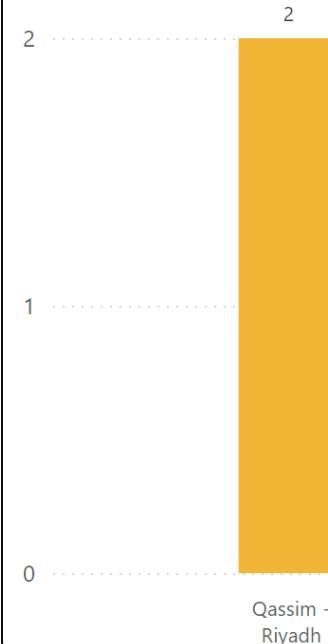
## Total Arrival Baggage



## Average Baggage Unloading Time (ABUT) in mins



## Damaged Baggage



# Car Cargo Performance Report

Total Cars Booked

107

Total Cars Transported

94

Rejected Cars

13

Damaged Cars

(Blank)

Avr. Loading Time

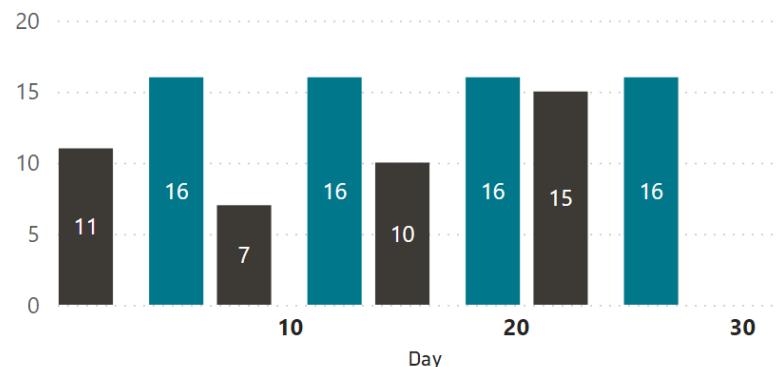
6

Avr. Unloading Time

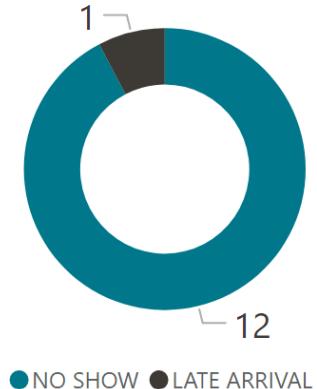
17

## Car Booked

Train No. ● 76 ● 79

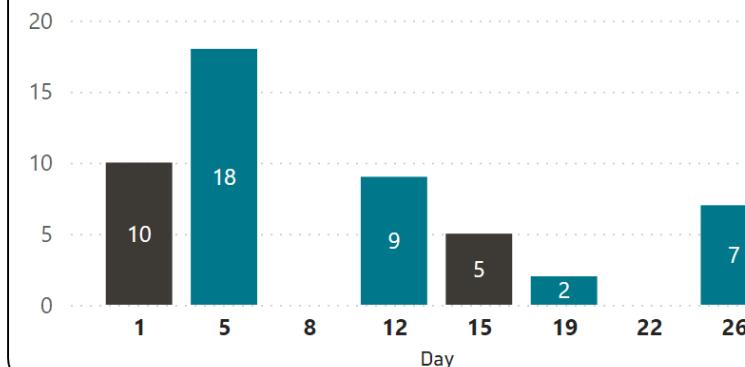


## Rejection Breakdown



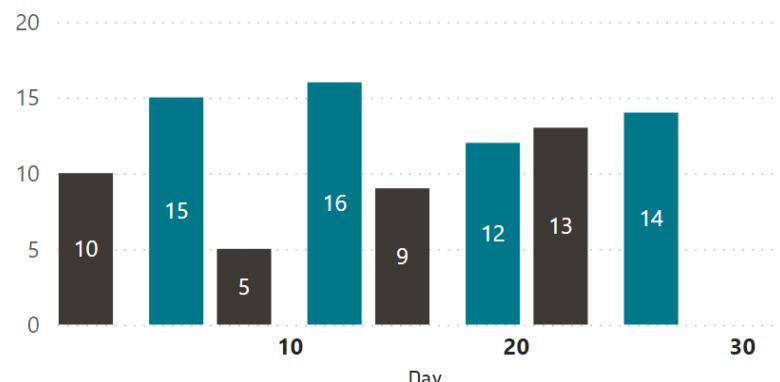
## Loading Time After Cut-off Time

Train No. ● 76 ● 79



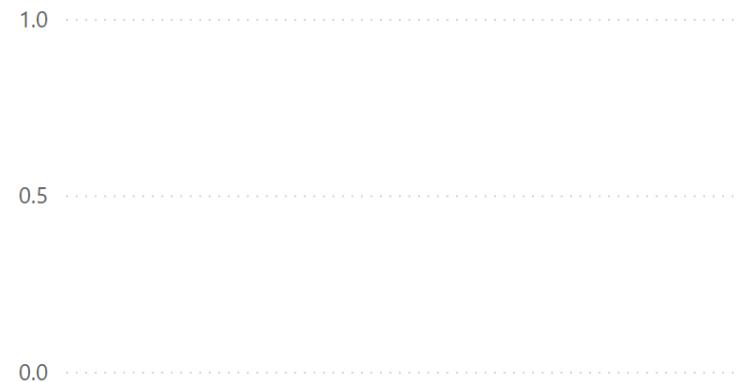
## Car Transported

Train No. ● 76 ● 79



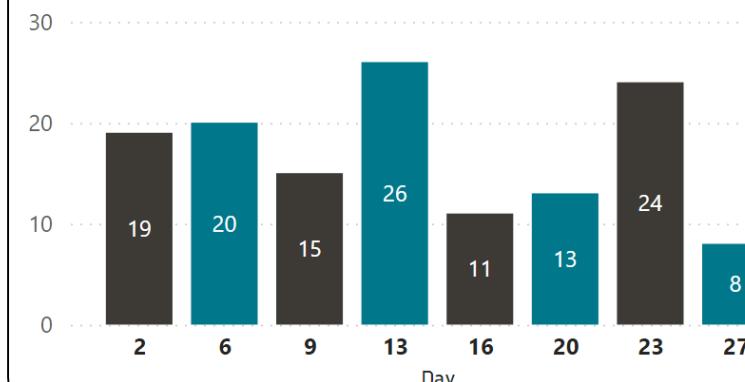
## False Suspicions

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



## Unloading Time

Train No. ● 76 ● 79



# Stations Operations Incidents Report

Total Incidents

8

Total EWR Incidents

1

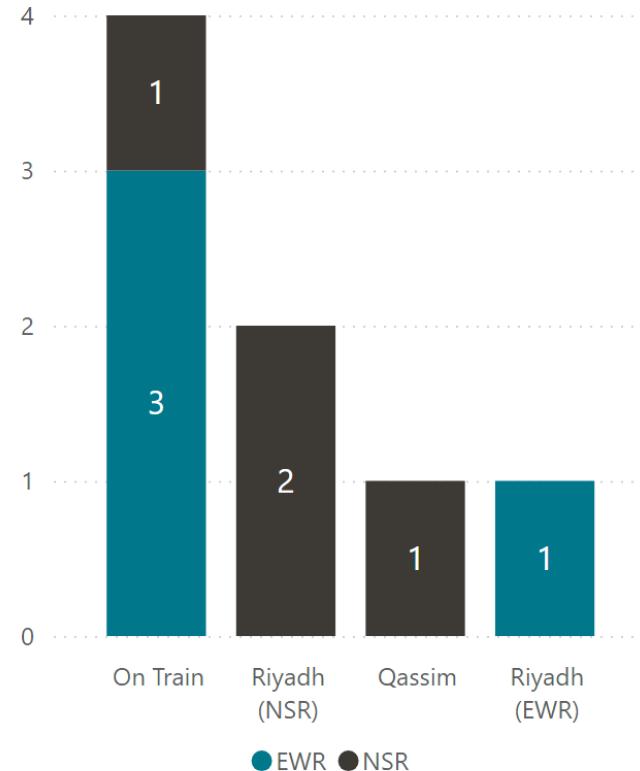
Total NSR Incidents

3

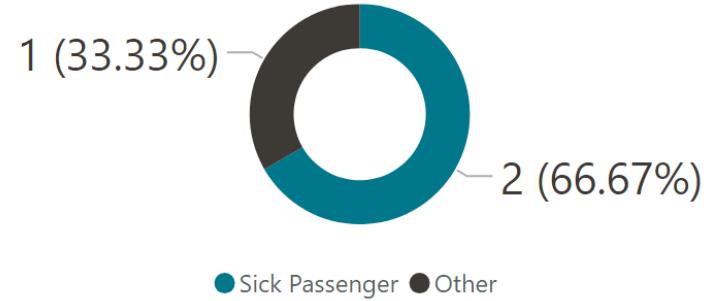
Total On Board Incidents

4

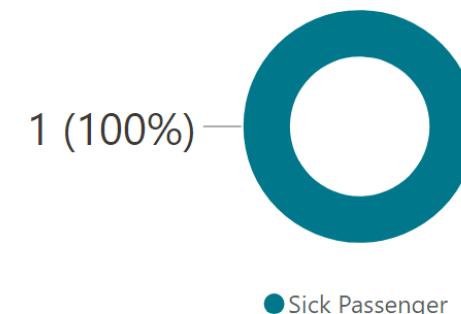
Incidents per Location



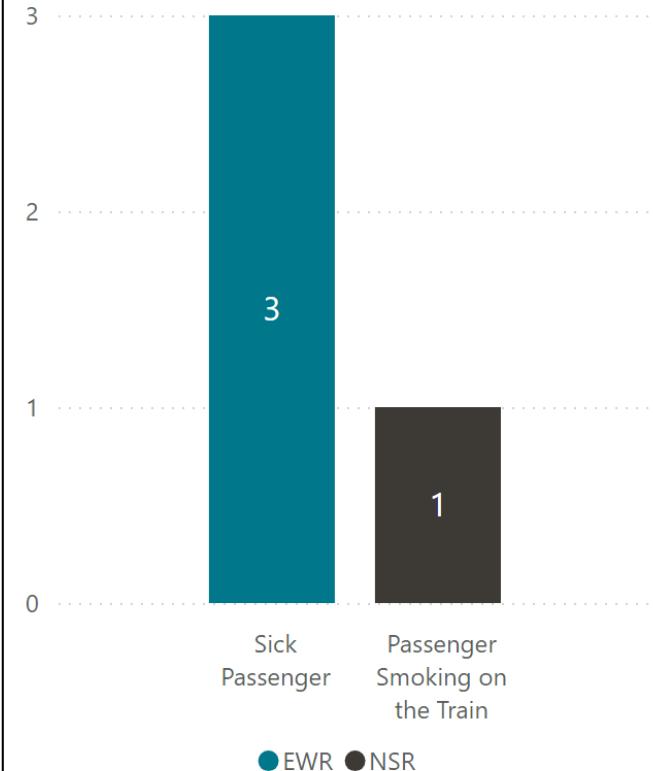
NSR Stations Incidents Breakdown



EWR Stations Incidents Breakdown



On Board Incidents Breakdown



# Train Operations

February 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)

February 2025 saw both NSR and EWR return to our normal expected high levels of performance. Well done everyone.

Sadly, February saw two incidents – one on NSR and one on EWR.

The first on NSR on the 11<sup>th</sup> February 2025 saw a passenger train tripped at signal 52D at Riyadh. This ultimately was a movement authority exceedance. There are a lot of underlying causes as to how and why this incident occurred.

The second occurred on EWR on the 21<sup>st</sup> February 2025 and saw an empty passenger train collide with the bufferstops in platform 2 at Dammam. The main issues here are around poor communication, distraction and not paying attention to detail.

Please ensure that, where applicable, you have seen the issued lessons learned for both incidents. There are some harsh lessons that have been learned here.

Stay alert, have clear communications and stay safe.

## أداء جيد ولكن....

شهد شهر فبراير 2025 عودة أداء كلاً من شبكة الشمال الجنوبي والشرق الغربي إلى مستويات الأداء المرتفعة المتوقعة. أحسنت جميعاً.

للاسف ، شهد شهر فبراير حادثتين - أحدهما على شبكة الشمال الجنوبي والأخر على شبكة الشرق الغربي.

الحادث الأول وقع على شبكة الشمال الجنوبي في تاريخ 11 فبراير 2025، حيث توقف قطار ركاب عند الإشارة D52 في الرياض. وكان السبب الرئيسي لذلك تجاوز صلاحية الحركة. هناك الكثير من الأسباب الكامنة وراء كيفية وسبب وقوع هذا الحادث.

أما الحادث الثاني فقد وقع على شبكة الشرق الغربي في تاريخ 21 فبراير 2025، حيث اصطدم قطار ركاب فارغ خلال منارة بمحيطة الدمام وأصطدم بمصد الحماية على الرصيف 2 . تدور الأسباب الرئيسية حول ضعف التواصل والتشتت وعدم الاهتمام بالتفاصيل.

يرجى التأكيد من أنك أطلعـت على الدروس المستفادة الصادرة عن كلتا الحادثـتين. هناك بعض الدروس القاسـية التي تم تعلمـها هنا.

ابقـوا متـيقـظـين وتواصلـوا بوضـوح وحافظـوا عـلـى سـلامـتكـ.

# 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 28<sup>th</sup> 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 (8<sup>th</sup> and 9<sup>th</sup> 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 29<sup>th</sup> June.** Test train operated successfully. **CLOSED**

**Tuesday 29<sup>th</sup> 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.

# NSR Performance

## أداء شبكة الشمال الجنوبي

February 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
PPM * (trains operated)	100	100	100	100	100	100	100	100	100	100	100	83.3	100	85.7	50	33.3	85.7	100	100	100	100	100	100	85.7	100	100	100	
Trains Operated	7	6	6	7	8	6	6	7	6	6	6	7	6	6	7	6	6	7	8	6	6	7	6	6	7	8	6	6
% RT	100	100	100	100	100	100	100	100	83.3	100	100	83.3	83.3	100	42.9	16.7	0	57.1	100	100	83.3	85.7	100	100	71.4	100	83.3	100
Trains failed PPM	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	3	4	1	0	0	0	0	0	0	1	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
All Trains	7	6	6	7	8	6	6	7	6	6	6	7	6	6	7	6	6	7	8	6	6	7	6	6	7	8	6	6

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

During February, NSR achieved the required PPM for most of the month, with only 6 days where PPM was not achieved. There were no cancellations during this month.

(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 فبراير ، حققت شبكة الشمال الجنوبي معدل مقياس الأداء المطلوب في معظم الشهر، بينما لم يتم تحقيق معدل مقياس الأداء في 6 أيام فقط، ولحسن الحظ، لم نشهد أي إلغاء للرحلات.

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

### Lessons Learned (Initial Advice) (1):

Movement Authority Exceedance 52D Riyadh – 11<sup>th</sup> February 2025



#### Incident:

On the 11<sup>th</sup> February 2025, 113101, Qassim to Riyadh service, arrived at 52D signal, 1 km from Riyadh Passenger Station. The OCC were unable to clear the signal due to an axle counter disturbance. The OCC advised the Train Driver that they would set the signal to display a calling on aspect (white light), to allow the Train Driver to continue into Riyadh Passenger Station.

113101 continued forward, passed 52D signal which was still displaying a red aspect but NOT a calling on aspect (white light), and received an Emergency Brake application by the ERTMS system and the message “EOA and LOA Crossed” was displayed.

The initial findings suggest –

1. During their initial conversation, the Train Driver informed the Train Controller that he was stood at 52D which was displaying a red aspect.
2. The Train Controller advised the Train Driver he would receive a calling on aspect (white light).
3. When the Train Driver stated there was no calling on aspect (white light) and that he was 37 metres from the signal the Train controller told the Train Driver to “draw up” to the signal and he “should” then receive the calling on aspect (white light).
4. The Train Driver continued toward and, without stopping again, passed 52D signal, never having received a calling on aspect (white light), thus passing the signal without authority.
5. The ERTMS system intervened and brought the train to a stand with an emergency brake application.
6. Once the train was at a stand the Train Driver contacted the Train Controller, informing him he had passed 52D, as instructed, but had received a train trip, at which point the Train Controller told the Train Driver, he had only instructed him to travel “up to” the signal to receive the calling on aspect (white light).
7. The Train Driver stated he believed he had been told that he would receive the calling on aspect (white light) as he passed the signal.
8. The Train Controller issued a written order to the Train Driver for 113101 to continue forward to Riyadh Passenger Station.

**This incident is now subject to an investigation and further updates will be issued as required.**

**Lessons Learned (Initial Advice) (2):**Movement Authority Exceedance 52D Riyadh – 11<sup>th</sup> February 2025**Lessons Learned:**

- a) The Train Driver brought the train to a stand 37 metres away from the signal, slightly further than normally expected at 20 metres, but not an excessive distance.
- b) The Train Controller advised the Train Driver to draw up to the signal, at which point he “should” receive the calling on aspect (white light), however at no point was the Train Driver told that if this indication was not received, he should stop and report back.
- c) The Train Driver moved towards 52D signal but made no attempt to stop the train, passing the signal which was displaying a red aspect but no calling on aspect (white light), without authority.
- d) When the train was brought to a stand, by the ERTMS system, the Train Driver called the Train Controller to advise he had passed 52D and received a trip, at this point the Train Controller stated he had advised the Train Driver to approach the signal but not to pass it.
- e) The Train Driver responded to the Train Controller by stating that he had been advised that he would receive a calling on aspect (white light) at the signal.
- f) The process required for a movement exceedance was not followed or advised to the Train Driver who was just issued a written order.
- g) There are some clear and obvious communication failures during discussions between the Train Controller and the Train Driver.

**Stay safe and stay alert!**

[I] Internal

# Lessons Learned- Movement Authority Exceedance

الدروس المستفادة - تجاوز صلاحية الحركة

## Lessons Learned (Initial Advice) (3):

Movement Authority Exceedance 52D Riyadh – 11<sup>th</sup> February 2025



### Train Driver Actions:

- a) Never proceed passed any signal unless it is clearly displaying a proceed aspect (which can include a calling on aspect (white light) below the red aspect) OR you have been given written permission to pass the signal at Danger by the Train Controller.
- b) If you do not see a proceed aspect as expected, you MUST stop the train immediately.
- c) When undertaking safety critical communications, you MUST come to a clear understanding with regards to what actions are expected.
- d) Train Drivers MUST always ensure they reach a clear understanding of any movement required, this should include the signal number, location of the signal and the exact requirements of any train movement.
- e) All instructions given by the OCC must be written down for reference purposes.
- f) In the event of any confusion on what is required the Train Driver MUST stop their train immediately and seek clarification from the OCC. Train Drivers should also contact their supervisor for confirmation if they are unsure of a particular instruction.
- g) Familiarise yourselves with your signalling training to ensure you understand ALL signal types / names and their meanings.

**Stay safe and stay alert!**

## نظام متابعة آلي لإختبارات الموظفين لشبكة الشمال الجنوب

At NSR, we have implemented an automated system for assessment tracking. This initiative will improve efficiency, accuracy, enabling better CMS monitoring and assessments planning.

في شبكة الشمال، قمنا بتنفيذ نظام آلي  
متابعة اختبارات وتقديرات الموظفين.  
تساهم هذه المبادرة في تحسين الكفاءة  
والدقة، مما يمكن من متابعة أفضل  
لأختبارات والتقييمات.

## 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
PPM * (trains operated)	100	100	100	100	100	93.8	100	100	100	92.9	100	100	100	100	93.3	87.5	85.7	92.9	93.8	100	100	100	100	85.7	100	100	87.5	92.3
Trains Operated	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	13
% RT	66.7	56.3	64.3	78.6	81.3	62.5	53.8	53.3	43.8	64.3	87.5	75	93.8	69.2	40	56.3	57.1	85.7	62.5	50	84.6	46.7	81.3	71.4	64.3	87.5	56.3	69.2
Trains failed PPM	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	2	2	1	1	0	0	0	0	2	0	0	2	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
All Trains	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	13	15	16	14	14	16	16	13

February saw a much-improved month for performance with a return to late 2024 levels. The improvements were largely driven by a change to infrastructure speed restrictions and a reduction in train related incidents.

PPM was achieved for 24 of the 28 days during the month, and 18 days saw 100% achieved. We failed to meet PPM on 4 days, 16<sup>th</sup>, 17<sup>th</sup>, 24<sup>th</sup> & 27<sup>th</sup> with 8 trains being outside PPM.

(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).

شهدنا في شهر فبراير تحسيناً كبيراً في الأداء مع العودة إلى المستويات أواخر عام 2024. كانت التحسينات تعود إلى حد كبير للتغيير في قيود سرعة البنية التحتية، وانخفاض الحوادث المتعلقة بالقطارات.

تم تحقيق مقياس الأداء العام لمدة 24 يوماً من أصل 28 يوماً خلال الشهر، وشهدنا تحقيق 100٪ من الأداء في 18 يوم. فشلنا في تلبية مقياس الأداء العام في 4 أيام، 16 و 17 و 24 و 27 لمجموع 8 قطارات خارج هدف مقياس الأداء العام.

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

# Congratulations

تهانينا



Congratulations to Riyadh Train Drivers Turki Al Qabli and Saad Al Otaibi who were recognised for their professionalism and dedication during resourcing constraints.

Thank you and well-done guys.

مبروك لقائد قطار الرياض  
تم تكريم تركي القبلي وسعد العتيبي اللذين تم تكريمهما  
لاحترافيتهمما وتفانيهما أثناء مواجهة نقص في القائدين  
لتشغيل القطارات.

شكرا لكم وأحسنت يا رفاق.

# New EWR Trains Drivers

## قائد قطارات شبكة الشرق الغرب الجديد



Congratulations to Hazim Al Ghamdi who has completed all of his training and has been assessed as qualified for Train Driving duties at Riyadh EWR.

Well done for all your efforts and hard work Hazim!

We wish you every success for your future career.

تهانينا لحازم الغامدي الذي أكمل جميع تدريباته وتم تقييمه على أنه مؤهل لمهام قيادة القطارات في الرياض شبكة الشرق الغرب.

أحسنت على كل جهودك وعملك الجاد حازم!

نتمى لك كل النجاح في حياتك المهنية المستقبلية.

# Lessons Learned

## دروس مستفادة

### Lessons Learned (Initial Advice) (1):

Buffer Stop Collision - Dammam – 20<sup>th</sup> February 2025

#### Incident:

On the 20<sup>th</sup> February 2025, an Empty Coaching Stock (ECS) train was being shunted from Dammam PS platform 2 towards the Dammam triangle. The train incorrectly moved for 11 seconds (approximately 5mtrs) in the reverse position and struck the buffer stop in platform 2, causing damage to the nose cone of the train.

The initial findings suggest –

- 1) The Train Driver placed the direction selector in reverse and failed to notice his error before moving the train.
- 2) During the train movement the Train Driver used the cab-to-cab radio to talk with the train driver in the TC – whilst the train was moving backwards
- 3) The Train Driver also had discussions with the terminal operator in the cab and moved the train prior to the Terminal Operator completing his task.
- 4) The Train driver in the PC failed to recognise the train was moving in reverse and failed to halt this movement.
- 5) The Train driver in the TC failed to apply the emergency brake to halt the movement but used the PIS to make an announcement.



### Lessons Learned (Initial Advice) (2):

Buffer Stop Collision - Dammam – 20<sup>th</sup> February 2025



#### Lessons Learned:

- a) The Train Driver in the PC was rushing and failed to set the cab up correctly, including making the necessary checks on all switches and gauges.
- b) In the PC were a train driver and a terminal operator and in the TC was one train driver, and communications amongst them all appears to have caused distraction.
- c) The Train Driver in the PC entered the cab, energized the desk and moved the direction selector, to reverse, which he stated was to ensure the cab was active.
- d) The Train Driver in the PC appears to be rushing, even moving the train forward prior to receiving confirmation from the Terminal Operator that both sides of the train were clear.
- e) Neither Train Driver (in the PC and TC) made any effort to halt the movement of the train by use of the emergency brake.
- f) Once the train had struck the buffer stop, no inspection was undertaken to ascertain the condition of the train or the infrastructure.
- g) The driver in the TC failed to prevent the train from moving forward.
- h) Neither driver reported the incident to OCC immediately.
- i) The incident was only reported when the Terminal Operator noted the damage to the nose cone, when changing ends.
- j) Train drivers should use cab to cab or GSMR as the means of communicating.

**Stay safe and stay alert!**

[I] Internal

Following a slow speed collision incident at Dammam, where a train reversed into the bufferstops. A lessons learned was issued (in English and Arabic) and an investigation commenced.

تم اصدار الدروس المستفادة (باللغتين الانجليزية والعربية) لحادث تصادم بطيء السرعة في الدمام ، حيث رجع القطار إلى حاجز توقف وبدأ التحقيق

### Lessons Learned (Initial Advice) (3):

Buffer Stop Collision - Dammam – 20<sup>th</sup> February 2025



#### Train Driver Actions:

- a) Never rush any safety critical activity, always prepare your cab correctly and confirm what all equipment and indicators are displaying BEFORE you make any train movement.
- b) When undertaking safety critical activities, you must keep ALL communications to a minimum and ONLY discuss issues concerning the activities being undertaken.
- c) Do not use the direction selector as an indication the desk is active, you MUST use the TCMS indications and only select the direction for travel when ready to move the train.
- d) If you become aware that a train may have struck something, the train must be stopped immediately and assessed BEFORE any further movements take place.
- e) You must report ALL incidents to OCC immediately!



#### All Staff Actions:

- a) If you become aware that a train is moving not as expected (rolling away / moving in reverse) you MUST bring the train to an emergency by using the emergency mushroom (pictured)

**Stay safe and stay alert!**

[I] Internal

## What is Safe365 app?

- A mobile and website application designed to enhance safety culture.
- Provide real time safety incident reporting and response tools.

## Key Benefits:

- Real time health and safety risk reporting - instant incident and hazard reporting via the mobile or website applications.
- Improve compliance - ensures adherence to safety regulations.
- Data-driven decision-making - analyzing trends to help prevent future incidents.
- Efficient communication - immediate notifications and follow-up.

## ما هو تطبيق Safe365؟

- تطبيق للهاتف المحمول والموقع الإلكتروني مصمم لتعزيز ثقافة السلامة.
- توفير أدوات الإبلاغ عن حوادث السلامة والاستجابة في الوقت الفعلي.

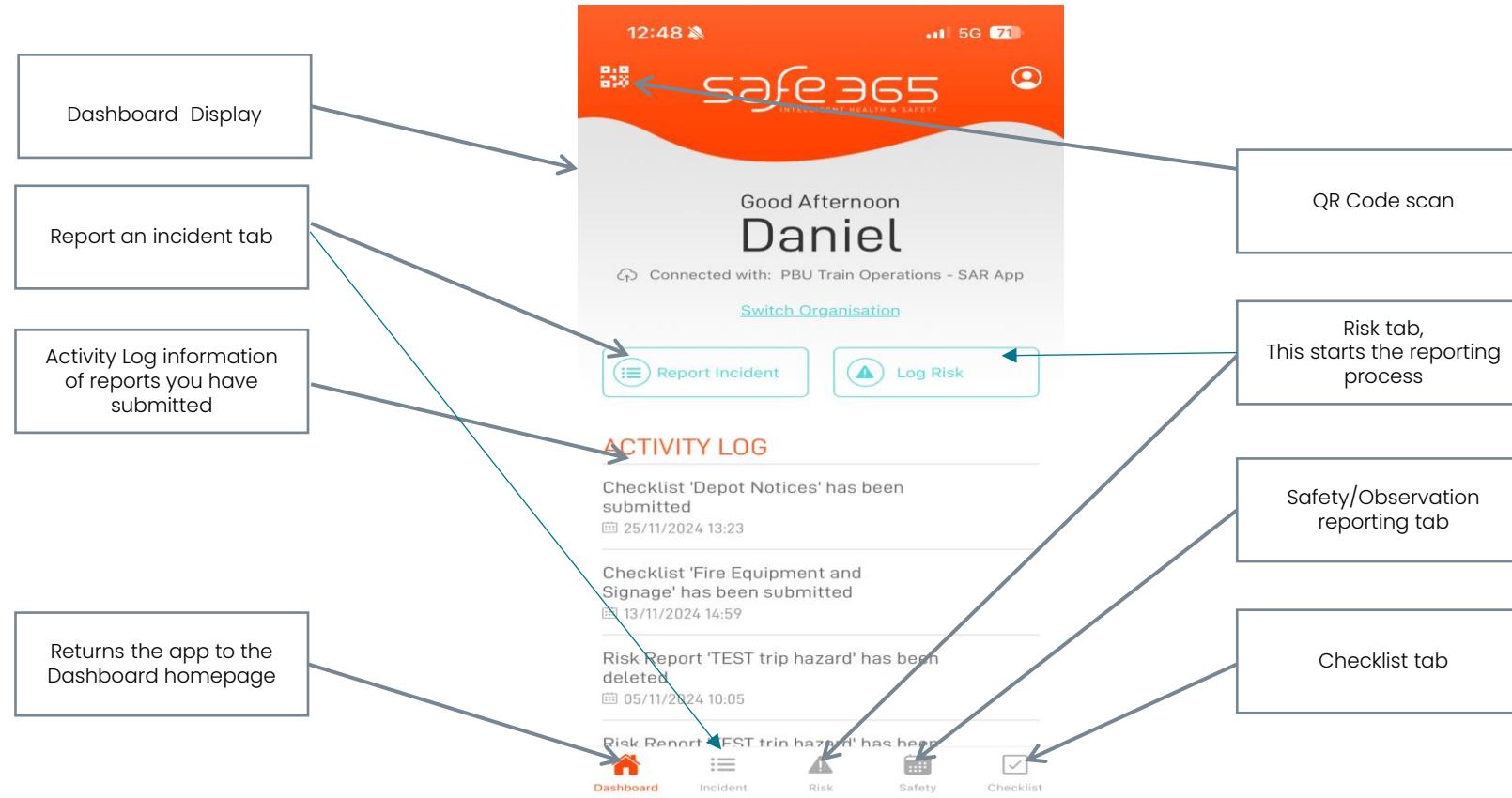
## الفوائد الرئيسية:

- الإبلاغ عن مخاطر الصحة والسلامة في الوقت الفعلي - الإبلاغ الفوري عن الحوادث والمخاطر عبر تطبيقات الهاتف المحمول.
- تحسين الامتثال - يضمن الالتزام بلوائح السلامة.
- اتخاذ القرارات المستندة إلى البيانات - تحليل البيانات والمساعدة في منع الحوادث المستقبلية.
- التواصل الفعال - الإخطارات والمتابعة الفورية.

# Main Page

## الصفحة الرئيسية

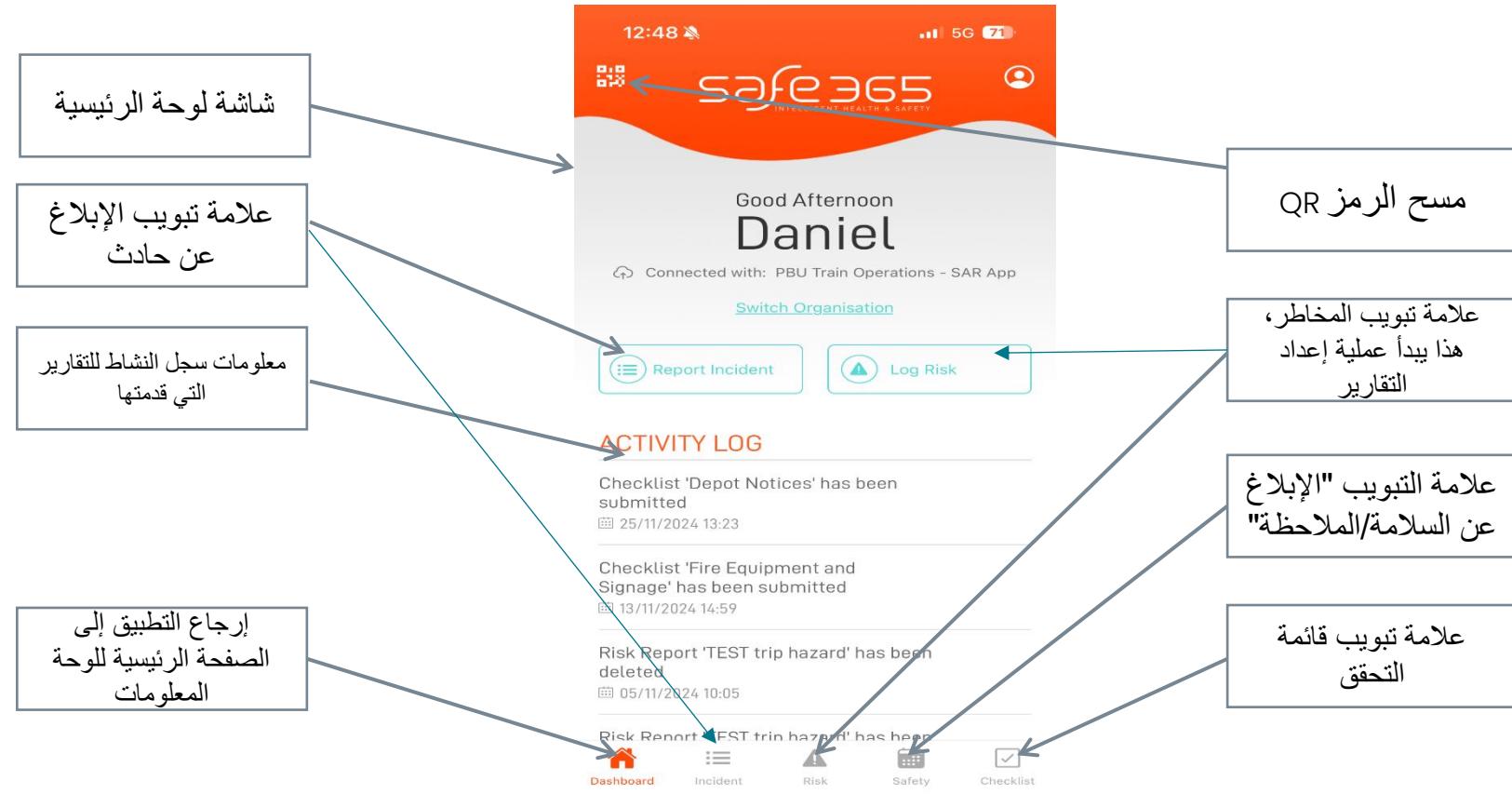
**Dashboard gives an overview of items you have submitted**



# Main Page

## الصفحة الرئيسية

### لوحة المعلومات تعطيك نظرة شاملة للتقارير التي تم ارسالها



# 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

February 2025



Gerard McFadden  
Rolling Stock Maintenance Director

**Executive Summary****Achievements** 

**100% Service delivery in EWR and NSR.**

**RSM Successfully partnered with the corporate marketing team to develop and implement an advertising campaign for EWR and NSR trains promoting the Islamic Arts Biennale 2025.**

**EWR PC05 G-exam Done.**

**Delivery of more than 50% of the Visualization boards.**

**Install Safe365 App on all mobile devices in each operational department.**

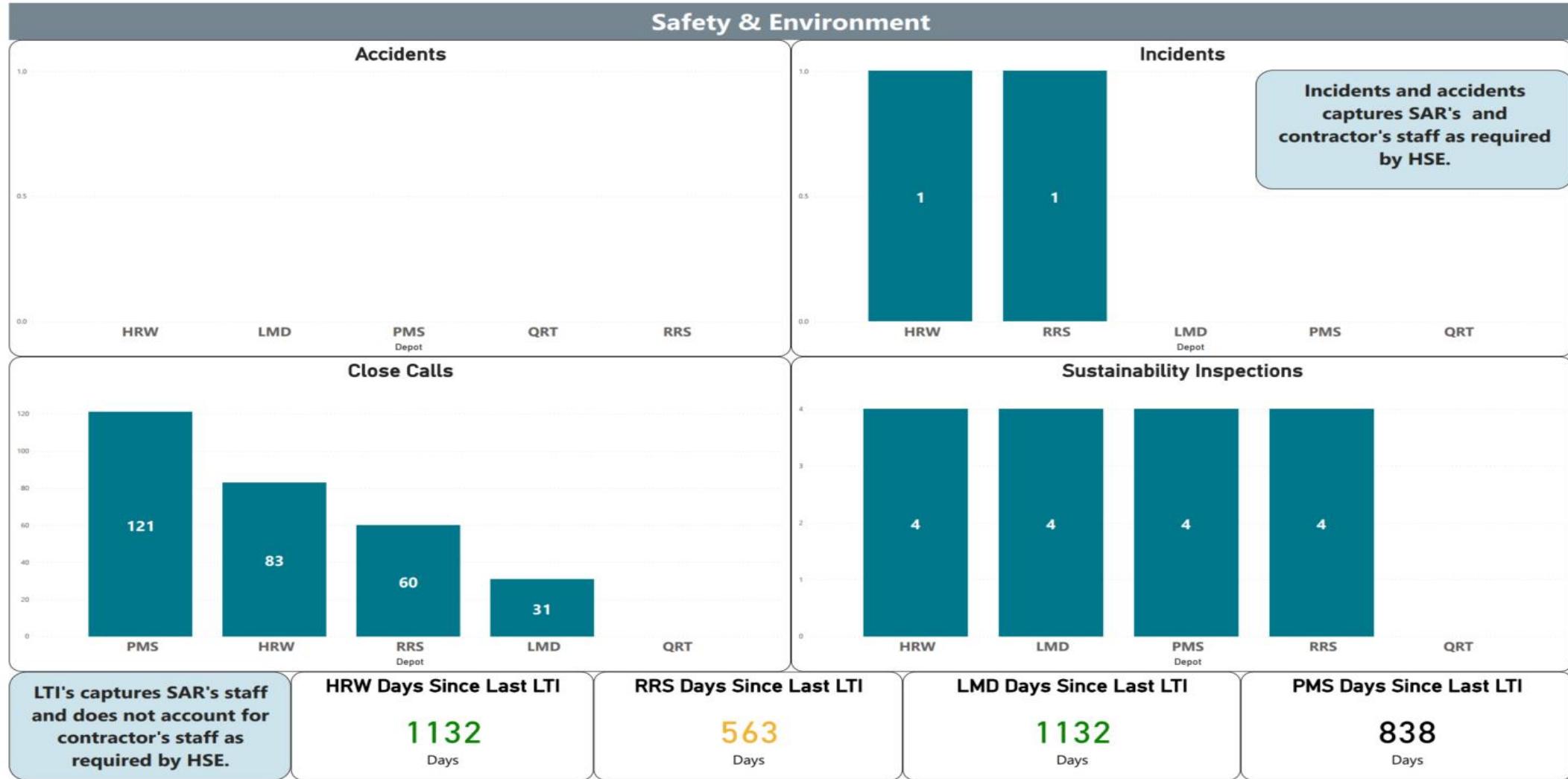
**Issues** 

**Total of 311 min failure delay in EWR and 97 min in NSR.**

**A wall socket has caught fire in RRS which an extension plug was plugged into.  
CAF Technician sustained grazes due to tripping incident by protruding pit grill plate.**

# 1. RSM Safety Performance

# SAR 1.1 EWR & NSR Safety KPIs

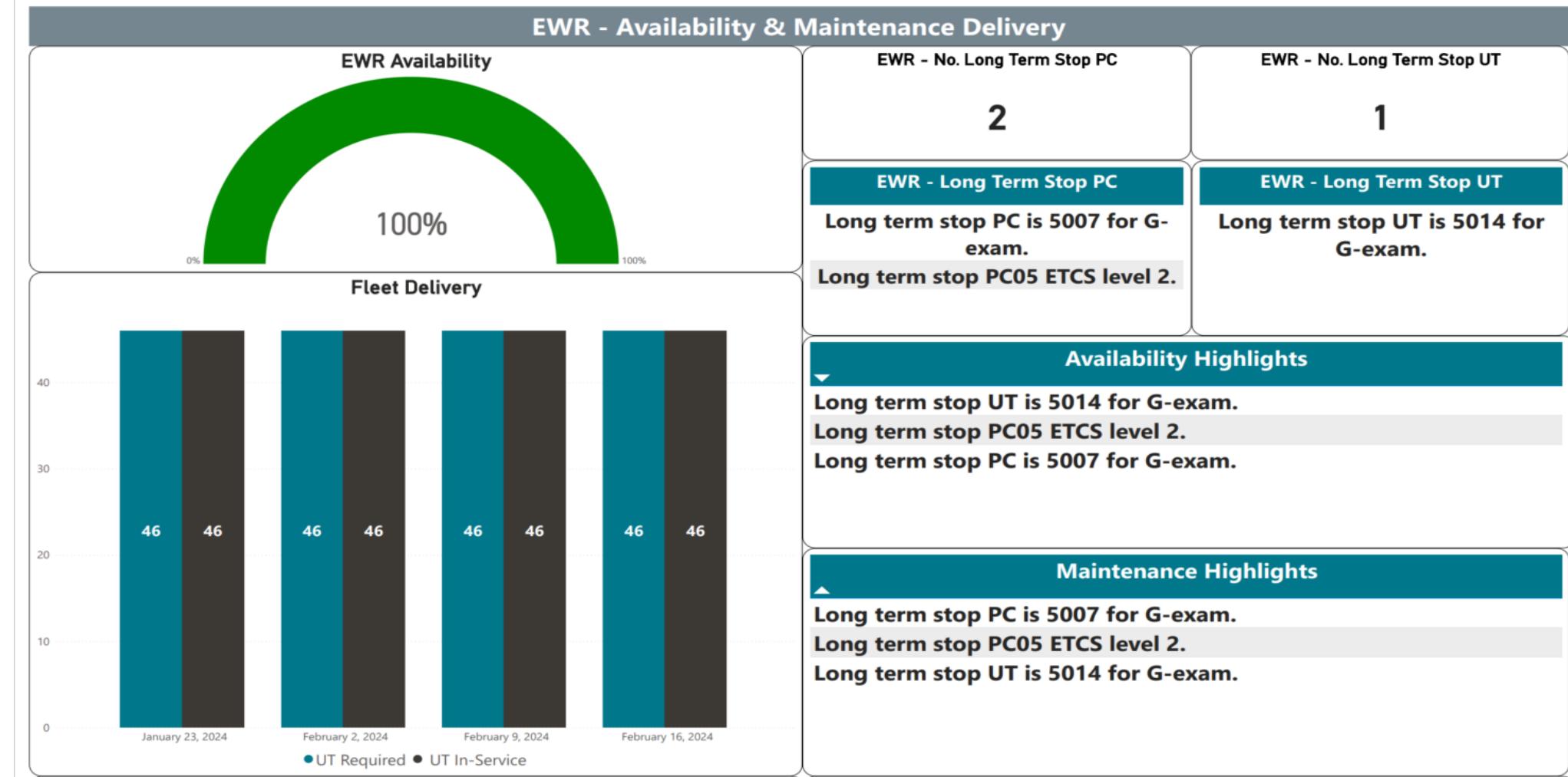


# SAR 1.2 EWR & NSR Safety Update

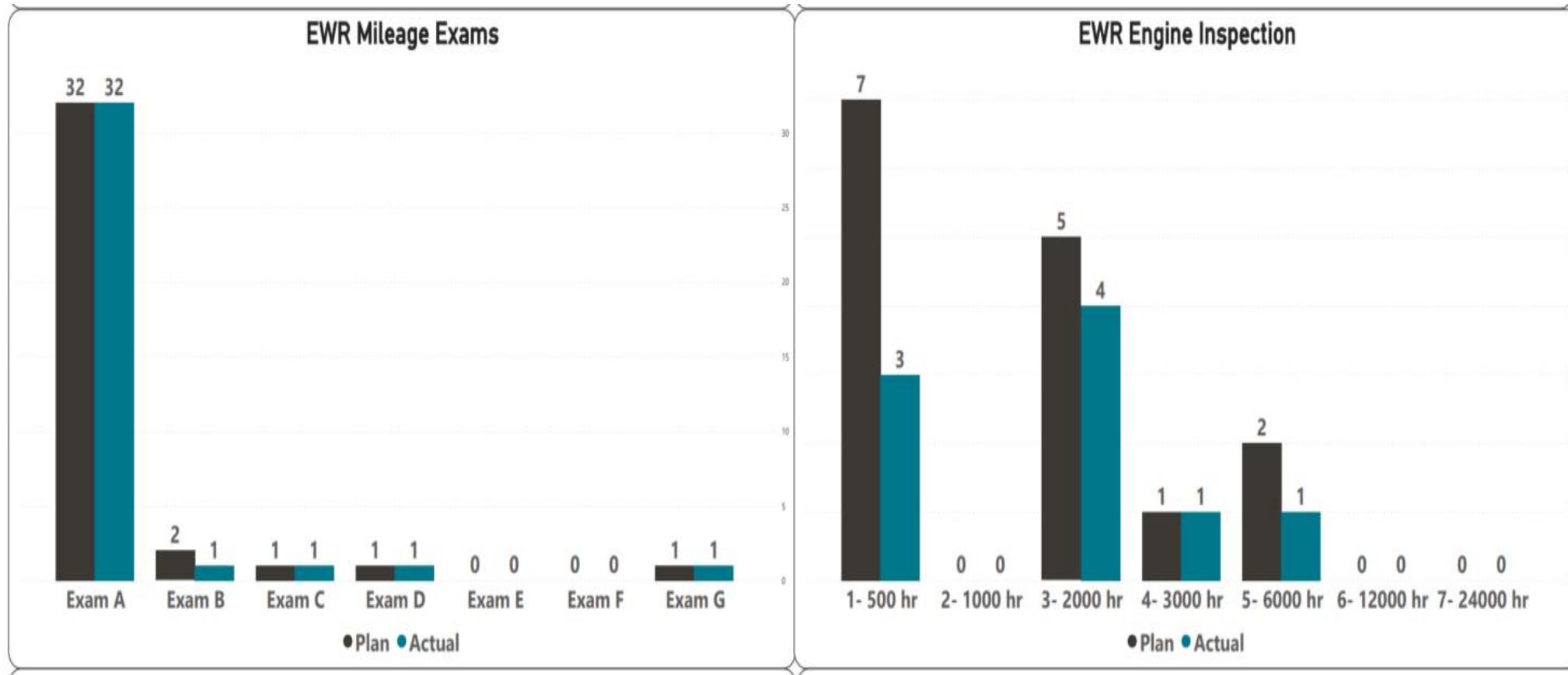
Safety & Environment Concerns	Safety & Environment Updates
RRS Malaz - Electrical Wall Socket Burn	<p>On the 04th February it was reported that a burning smell was evident within the CAF office. It was discovered that a wall socket had caught fire, which an extension lead was plugged into. FM are currently reviewing the relevant distribution boards/circuit breakers. CAF are reviewing all extension leads and items that are being plugged into them for serviceability.</p>
HRW - Tripping Incident (Road 4 Pit) (Bruising/Graze)	<p>On the 11th February it was reported that a CAF Technician sustained Bruising/Graze, which was a result of a tripping incident caused by a protruding pit grill plate.</p>
Environmental (Waste) Management	<p>The HSE Department has released a new Waste Management Procedure (SAR-012-300-2-001), which became effective on January 1, 2025.</p> <p>Currently, an analysis is underway to identify key gaps across RSM where significant risks may restrict both the initial implementation of the procedure's requirements and the ongoing management of waste.</p>

## **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

100% Service delivery.

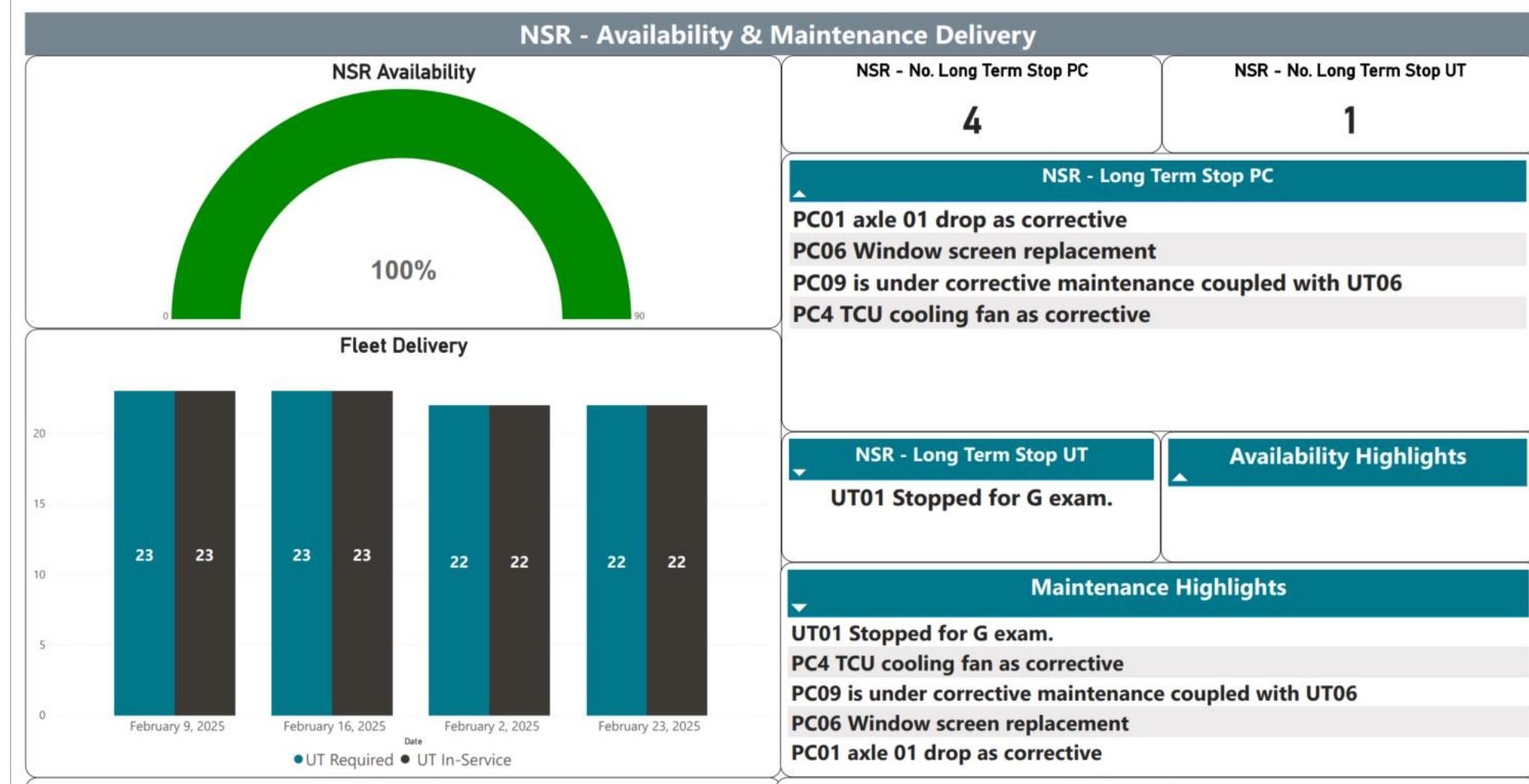
In order to enhance depot management, we have re-categorizing materials and storage for RRS workshop for more convenient space

RSM Successfully partnered with the corporate marketing team to develop and implement an advertising campaign for EWR and NSR trains promoting the Islamic Arts Biennale 2025

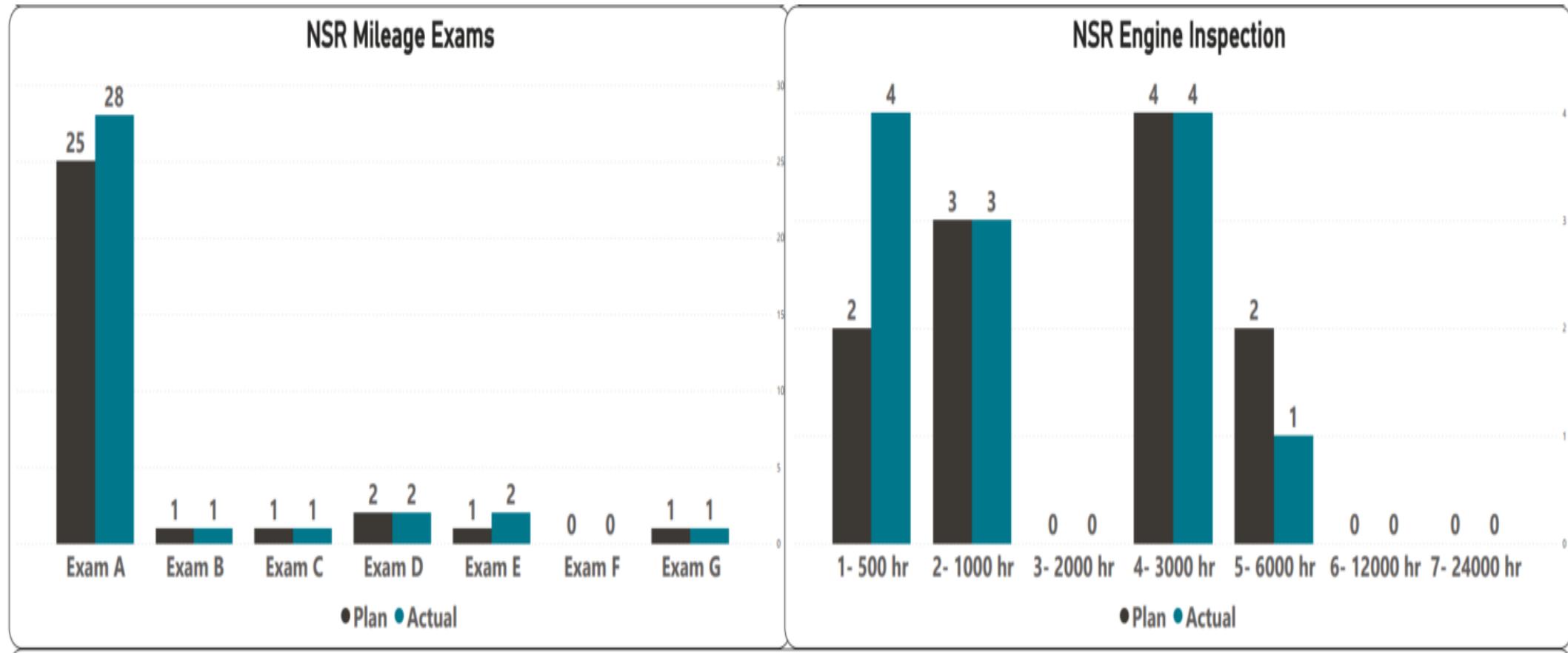


### **3. NSR Fleet Performance**

# SAR 3.1 NSR Availability



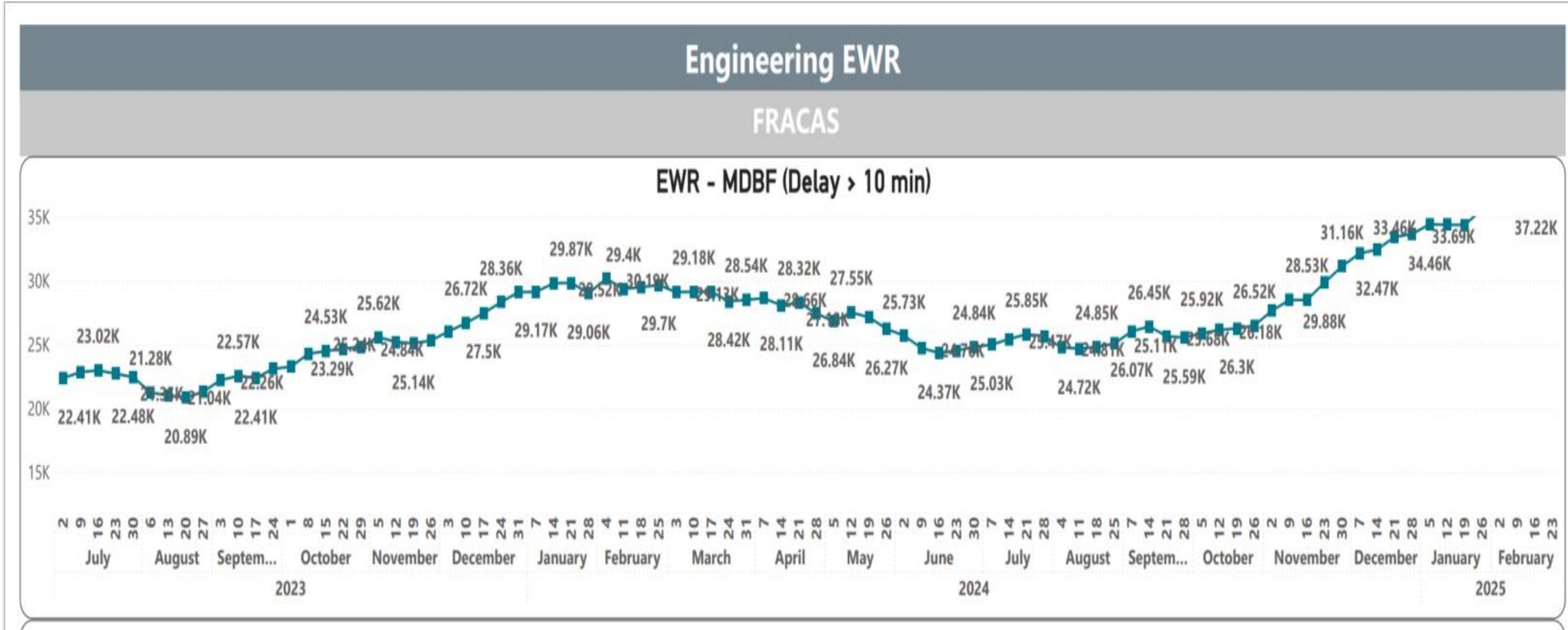
## SAR 3.2 NSR Overview Maintenance



## SAR 3.3 NSR Overview Maintenance

Top Issues	Top Achievements
Side skirt issues ( mitigation ongoing)	100% Service delivery.
Lower train availability due to Major exams& overhaul	Additional service to Al Jouf as part of the TT enhancement
Line 04 partially out of use	Changed parking brake cylinders across the fleet
CET lower availability	E-exam transition plan (final phase)
	G-exam ongoing for Ut01 (60% completion)

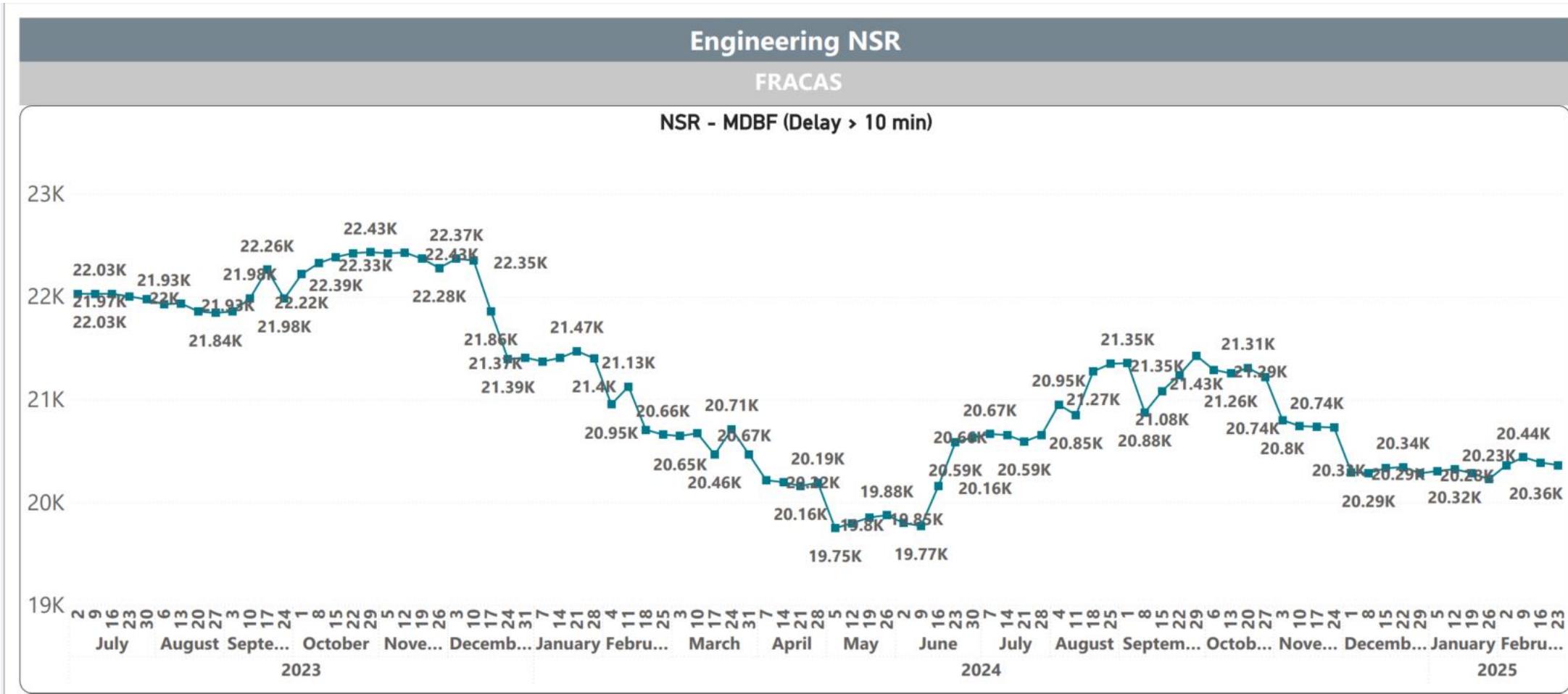
## 4. RSM Engineering



# SAR 4.1 EWR FRACAS

EWR FRACAS	
Failure	Action Taken/To Be Taken
[EW0089] - Emergency Door Loop Issue	We discussed this at the FRACAS and have learned of instances where train doors suddenly close during passenger boarding. This issue appears to occur when certain maintenance activities are being undertaken on the train. Specifically, the doors are closing when the ETCS cycles on or off. This issue has been reported on Unit 05.
[EW0086] - EW PC fan motor mounting brackets	This is a weak spot which tends to fail more often. This is a design fault which requires a process for repair. The failure is caused due to the vibration. The G-exam looks at these brackets
Use of non-compliant conduits	Request to undertake a fleet wide check on the conduit has been issued. The conduit and cables will be inspected.
EW0071 - TCU Thermal Management Strategy	Managing alerts and TCU temperatures will be a priority this year.
On 15th Feb 2024 unit 13/PC5010 lost both engine at KM 303. The unit was operating as Service 7.	Final cleaning will be needed before the normalization. Will get new updates of the required cables (4mm and 6mm) and we are closely monitoring the status of shipping of these cables. (already escalated). Installation of the cables mentioned. Normalization and Test. Production Team already reviewed all the cabling requirement and proceeded for the requisition. Other actions to be agreed within Engineering.
[EW0087] - Axial Runout Measurements (EW & NS)	EW and NS follow the same method. The issue was identified on Axle 8 of Unit 02 in the NS fleet. The wheels were fitted in October, and axial runout values were found to be out of tolerance. The acceptable limit is 0.3mm. Axial runout values are checked during profiling. However, during the third or fourth wheel profiling, the values increased to 0.7mm. The axle was removed last week and replaced. Moving forward, CAF must revise their process to check axial runout values for every wheel during wheel assembly. During wheel assembly, the check is performed manually, whereas in service, it is done automatically. According to the standard, every wheel must be checked. Given the number of wheels in service and past wheel-related incidents, it is critical to verify each wheel's axial runout. EW and NS fleets must be identical in their processes, but currently, discrepancies exist. We need to identify the key values that must be reviewed during wheel assembly.
Emergency Push Button aka Mushroom are going unnecessary contact close causing the engine to be shutdown. These are located outside the engine room.	Engine Filter cleaning procedure to be checked and lessons learnt from NS to be adapted.
[EW0088] - EB Curve for NS & EW Fleets	Concern - Extended stopping distance is an issue. We need to monitor the stopping distances - This is not a major issue on our fleet. The tolerances on international standards are very tight. We need to calculate the deceleration using Leadmind - We need to request a dashboard.

## SAR 4.2 NSR FRACAS



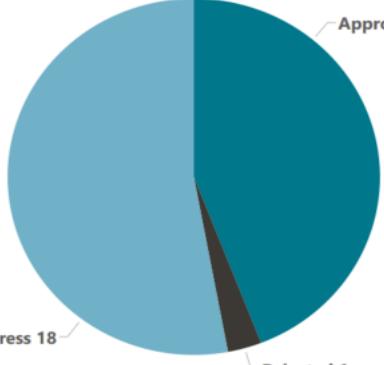
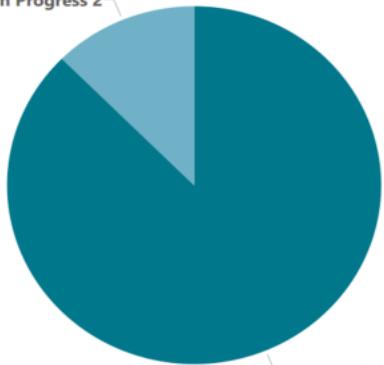
# SAR 4.2 NSR FRACAS

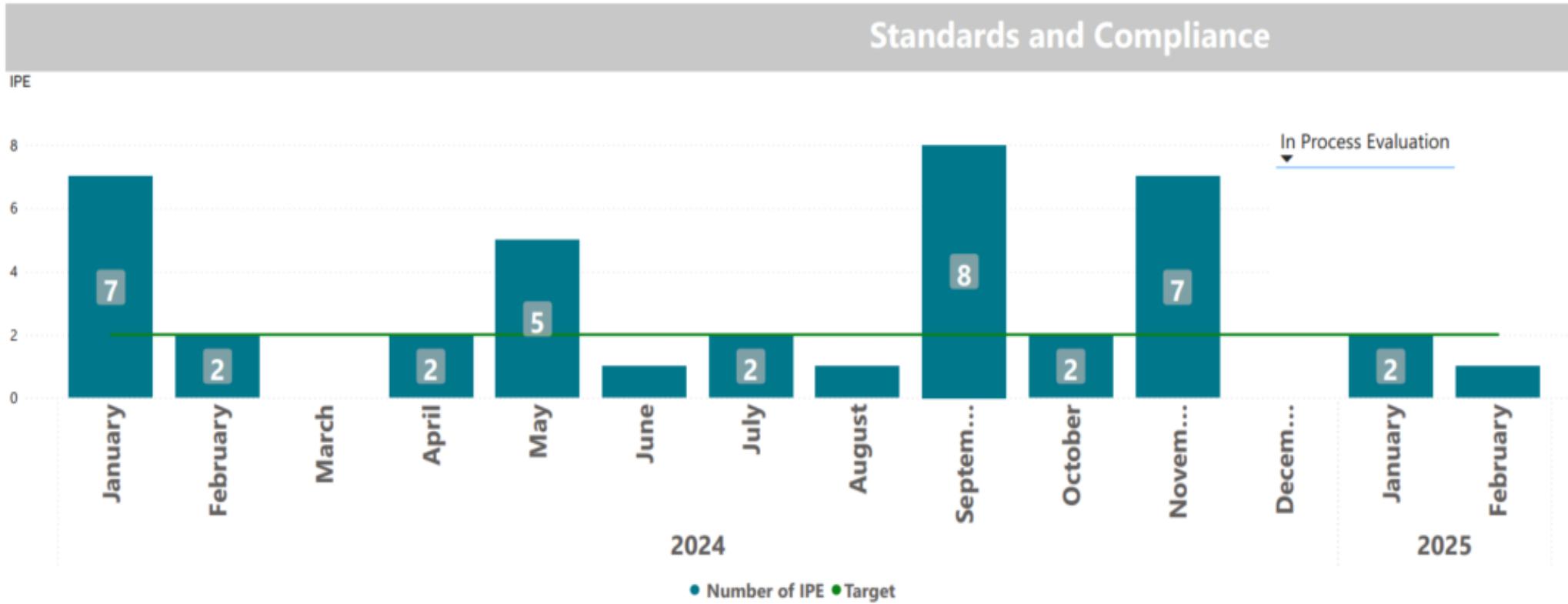
Failure	NSR FRACAS	Action Taken/To Be Taken
NS0103 - PC006 Compressor oil leakage	Draft report shared on 16th February. Main observation is that brittle /hard "O rings were the likely cause of the oil leakages the process of OH is still on progress and report will be shared once the OH completed.	
NS0100 - Power Car Parking Brake	<p>CAF to escalate issue to KB for full overhauls</p> <p>Requested capital spare stock to be available as mitigation</p> <p>Corrective Work:</p> <ul style="list-style-type: none"> <li>PC001 - Cylinder Failure</li> <li>PC002 - FC</li> <li>PC003 - FC</li> <li>PC004 - Axle 2 and 3 Cylinder and Caliper Replaced</li> <li>PC005 - FC</li> <li>PC006 - FC</li> <li>PC007 - Axle 3 Cylinder and Caliper Replaced</li> <li>PC008 - FC</li> <li>PC009 - FC</li> <li>PC010 - FC</li> <li>PC011 - Spring Brake Actuator Replaced</li> <li>PC012 - Axle 3 LHS Cylinder and Caliper Replaced</li> </ul> <p>Total Calipers Replaced Since 05/12/2024: 4</p>	
NS0102 - Floor Damage	<p>Root cause of the floor damage to be understood.</p> <p>All UTs has been reviewed, pending UT04.</p> <p>CAF Spain release a reparation procedure for bulge related to air. Material has been requested, pending ETA.</p> <p>Pictures for the Bubbly floors on UT03 along with other units are uploaded</p>	
NS0096 - PC011 Engine and filter types	<p>Supplier now confirmed to be on the CAF approved supplier list. Coolant expected to be available within 5 weeks.</p> <p>Coolant supplier still not on the approved supplier list from CAF side. This issue to be escalated internally within CAF.</p> <p>Flushing procedure has been shared.</p>	
NS0080 - 5 Year Brake Overhaul	<p>This component is confirmed a 100% replacement. This will be updated in the VOI.</p> <p>Need to understand the Procedure. From 24-Dec-24 still waiting for the answer from CAF.</p> <p>5YBrOH in PC04 installation done. Brake protocol ongoing.</p> <p>Procedure for PC 5YBrOH already generated, pending to submit the other ones.</p>	
NS0095 - Brake Pads	<p>Trial for new brake pads</p> <p>Report has been shared with the ICP. Awaiting feedback on any required testing to be performed prior to passenger trials.</p> <p>We are still awaiting the information that was requested from Ricardo. Reminder email was sent 10th February.</p> <p>CAF Shared the final report for new hexagonal brake pad elements with SAR for review</p> <p>TB issued from Engineering and sent to Production for Briefing.</p>	

# SAR 4.3 Modification Budget Change

Engineering		
Modification Changes		
Projects	Description/Update	Status
Prototype Frontal Headlights	Upgrade East/West headlight due to poor visibility. Design has been approved. Purchasing of material in progress. Installed the project along the fleet.	Project completed (100% Payment in Process)
Prototype EW TCU Cooling Equipment	Prototype completed and approved.	Project completed (100% Payment in Process)
Prototype EW Gearbox	Poor reliability of E/W gearbox design. Modification is to adapt the labyrinth design of the N/S. Design has been approved. 5 Kits shipped to KSA for trial. Two prototypes failed, the materials for the third has beed arrived, Installation mid of November.	Initiating (10% Payment)
Prototype EW Sand deflector	On hold due to wheel incident	Initiating (10% Payment)
Onboard Bearing monitoring SKF	Bearing monitoring due to repeated hot axle incidents. Design review 31/May. Sensors were installed successfully for the fleet.	Project completed (100% Payment in Process)
Prototype EW Pulse Filter	Adapt N/S pulse filtration to E/W. Final Design Review meeting took place first week of September.	Initiating (10% Payment)

# SAR 4.4 Engineering Assurance

Trials	Trials/Description	ECR/Description
 <p>Approved 15</p> <p>In Progress 18</p> <p>Rejected 1</p> <p><b>ECRs</b></p>  <p>In Progress 2</p> <p>Approved 14</p>	<p>2314 NS - Cover for pneumatic Pannel PC (In Progress)</p> <p>2322 EW - Train Side ERTMS System Upgrade (In Progress)</p> <p>2329 NS - TR2329 MTC Improved Air Spring Assembly (Pass)</p> <p>2401 NS - Use the engine from EW in NS fleet (Pass)</p> <p>2402 NS - Dynamic Brake Test Commissioning using alternative brake pads (Pass)</p> <p>2403 NS - INSTALLATION PT100 IN ALTERNATOR (Pass)</p> <p>2404 EW - INSTALLATION PT100 IN ALTERNATOR (Pass)</p> <p>2405 NS - NS New cover design for cabin HVAC (Pass)</p> <p>2406 EW - Cover for grounding system (Pass)</p> <p>2407 EW - Install chain in pneumatic panels located in coaches (Pass)</p> <p>2408 EW - PC Side skirt fabrication by local supplier (Fail)</p> <p>2409 NS - Trial Record for Vibration Measurement in The Train (In Progress)</p> <p>2410 EW - Engine Shutdown Recovery (In Progress)</p> <p>2411 NS - Passenger Trial with new Friction Material (Loco) (In Progress)</p> <p>2413 NS - Train Switch Simulation failure (Pass)</p> <p>2414 NS - NS New SW embedded in T switches (Pass)</p> <p>2415 NS - Simulation of Train switch failure using software (Pass)</p> <p>2416 EW - class C sand wheels (In Progress)</p> <p>2417 NS - NS_CAF Type C Sand Wheels (In Progress)</p> <p>2420 NS - NS New Primary suspension (In Progress)</p> <p>2421 NS - ABB Alternator (In Progress)</p> <p>2422 EW - TCU Software improvement (In Progress)</p> <p>2423 NS - Event Recorder (EVR) timing Modification (Pass)</p> <p>2425 EW - Fleet Fire Suppression System _FSS_ Installation (Pass)</p> <p>2426 EW - Modified Venair Hose for Engine (In Progress)</p> <p>2427 NS-EW - Sand Deflector (In progress)</p> <p>2429 EW - CCTV System Modification (Pass)</p> <p>2430 EW - Prayer area design (In Progress)</p> <p>2431 EW - Pulse Filter Modification (Pass)</p> <p>2432 EW - Gear box modification (In Progress)</p> <p>2433 NS - CCU software for speed restriction when boogie isolated (In Progress)</p> <p>2434 NS - NS Pulse Filter Brackets Modification (Pass)</p> <p>2435 EW - New battery charger for PC (In Progress)</p> <p>2439 EW - Wireless switch for CCTV (In Progress)</p> <p>2440 EW - New coffee Machine for the EW Restaraunt Car (In Progress)</p>	<p>2504 NS - New Pulse Filter Cartridge and brackets (Approved)</p> <p>2503 EW - EW Fleet CCTV Upgrade (In progress)</p> <p>2502 EW - Install chain on pneumatic panel (Approved)</p> <p>2415 NS - Supplementary end coach car body panel (Approved)</p> <p>2413 NS-EVR Timing Change Modification (Approved)</p> <p>2412 NS - New T-Switch Failure using new software (Approved)</p> <p>2411 NS - Install angle in the electrical box of the Car Carriers (Approved)</p> <p>2410 NS - NEW HVAC cover lock (Approved)</p> <p>2408 EW - Water sensor in prefilter (In progress)</p> <p>2407 EW - Fire Supression system Modification (Approved)</p> <p>2406 NS - MP 14 revision (Approved)</p> <p>2405 EW - Mp 10 revision (Approved)</p> <p>2404 NS - Change of Air spring (Approved)</p> <p>2403 EW - EW frontal lights modification (Approved)</p> <p>2402 NS - Embedded TCMS Software change (Approved)</p> <p>2401 EW - T4 transformer Maintenance Periodicity Change (Approved)</p>

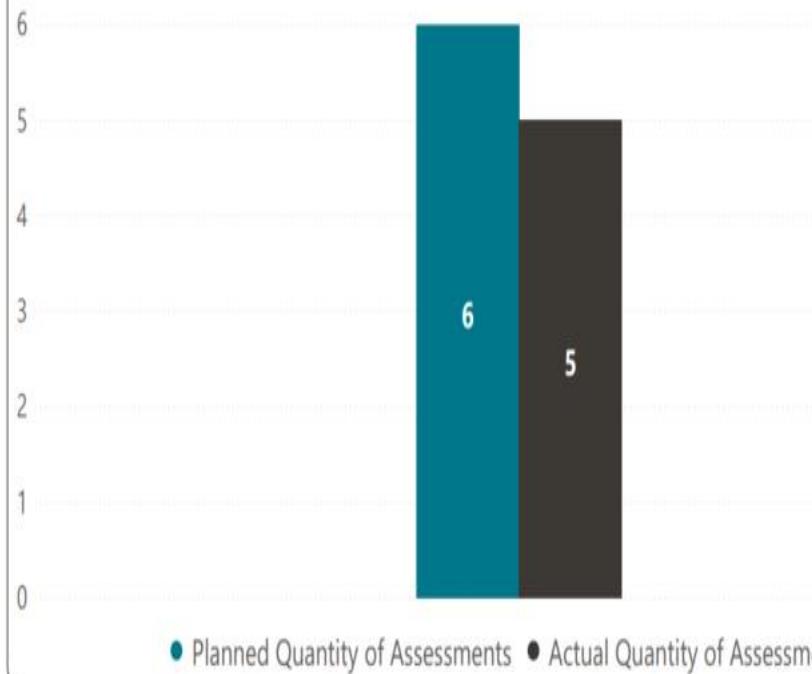


## **5. NSR Competency**

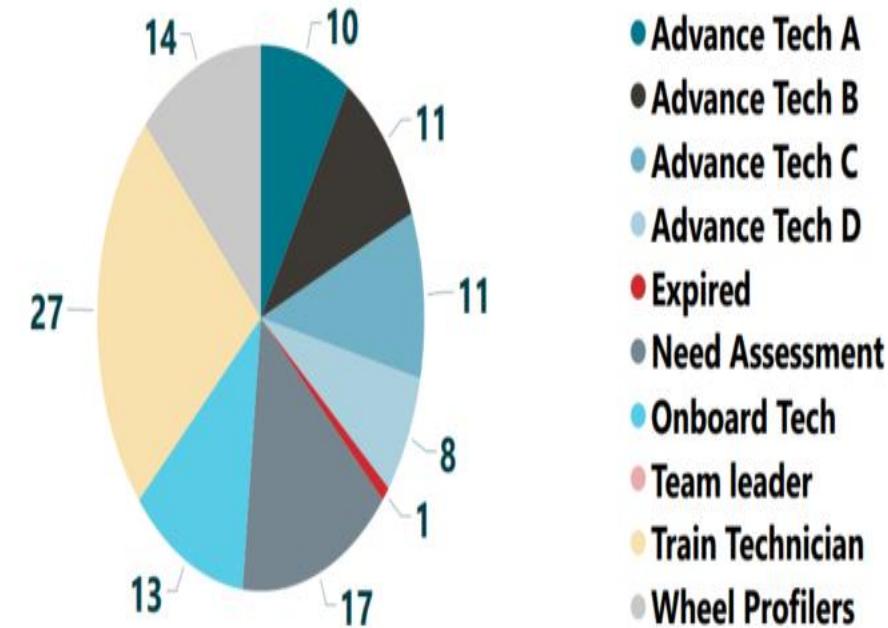
# SAR 5.1 NSR Competency

## NSR - People & Competency Management

Assessments



SAR's Competency Overview



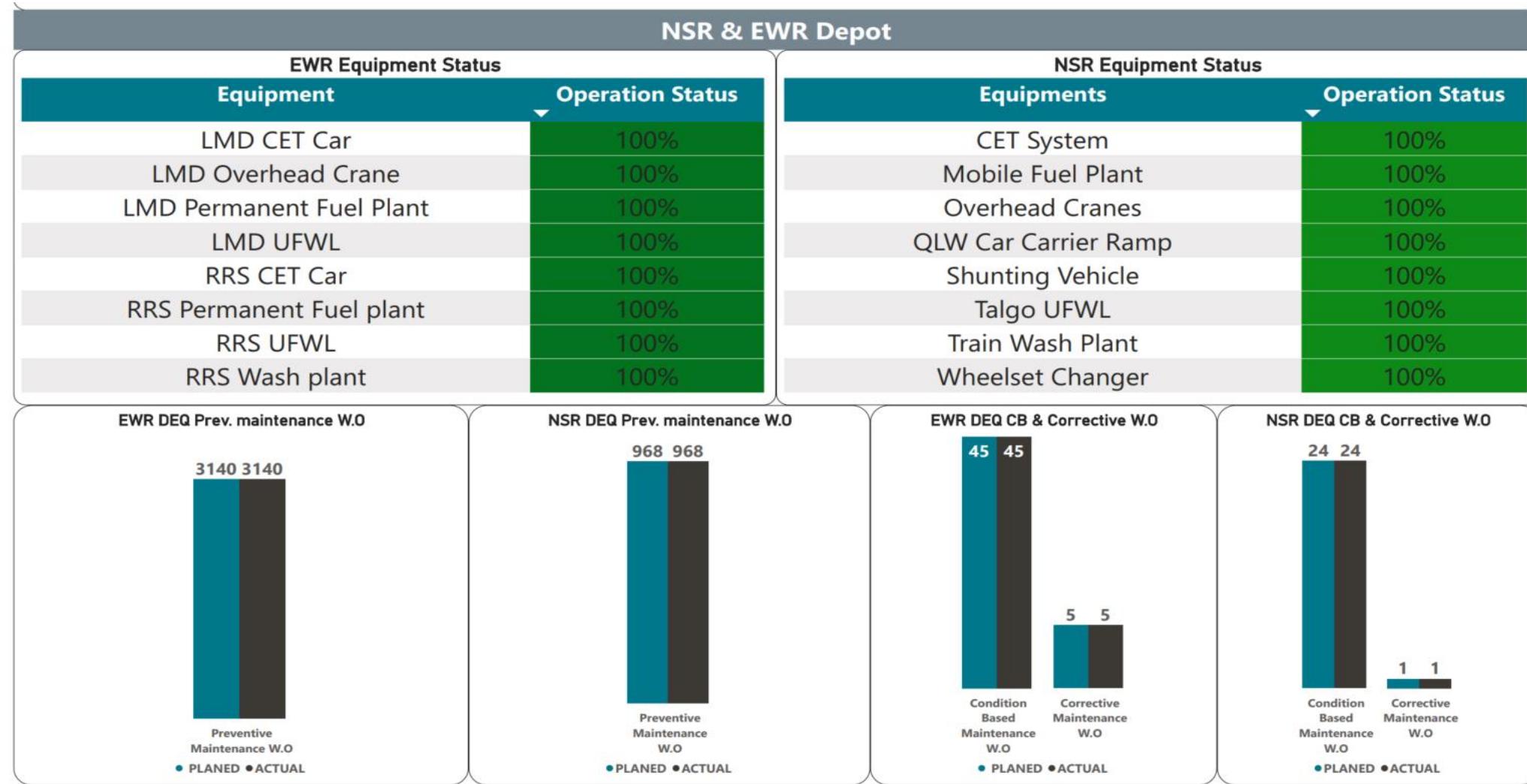
# SAR 5.1 NSR Competency

## Competence Highlights

- 01-Wheel Lathe Competence up to 93%. 2 more technicians are being developed.
- 02. We have 17 technicians currently working towards Train Technician competence.
- 03- Advanced Technicians & UFWL assessments are ongoing. Further staff will be developed and assessed in the coming months. One UFWL Technician Passed the initial Assessment last week, Shown in the Competence Overview.
- 04- There is currently 1 staff expired their competence, reassessment is being arranged.
- 05- SRP Cohort 17 OJT is continuing as planned, SRP stage reviews are due in the coming weeks.
- 06- PTS training was delivered an approved staff member by HSE.
- 07-Car Carrier training sessions will be held on a weekly basis, as required. No session has been requested for this week. Training being updated.
- 08-Qurayyat depot staff equipment training is continuing at Riyadh. Local training will recommence as soon as possible
- 09- Gangways and Couplers, Pneumatics, are taking place on 16th,17th, and 18th of February. All Completed
- 10-HVAC training is taking place on the 23rd of February. Completed
- 11- WC training is taking place on the 24th of February.
- 12-Communications training is taking place on the 25th of February.
- 13-Snack Bar training course is taking place on the 26th of February.
- 14-Fire Awareness Training is taking place on the 27th of February.

## 6. Depot

# SAR 6.1 Depot Overview



## Depot Highlights

All equipment is functioning normally and fully operational.

HRW : Horizontal Wheel Lathe, Vertical Wheel Lathe and Manipulator machine are in service.

No effect on services.

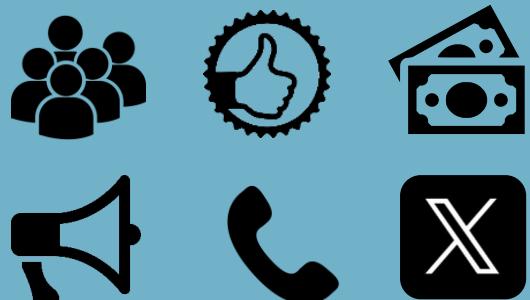
PMS : Bogie Test Stand annual maintenance and operational training completed by OEM.

PMS : NITEQ Shunters annual maintenance successfully completed by OEM.

Transferred mobile fuel station from Al Jouf to Qurayyat.

# Commercial

February 2025



Abdulmajeed Khathlan  
Commercial Director

## COMMERCIAL ANALYSIS (NORTH)



Feb 2025	Economy Class	Business Class	Private Sleeper Cabin	Total	Load Factor				TSFT Target achieved	
					EC	BC	PSC	Total	Feb 2025	2025
	61,722	16,978	616	79,316	110%	84%	55%	103%		
Tickets sold for travel										
	57,532	16,453	465	74,450	103%	81%	42%	96%		
Boarded passengers										

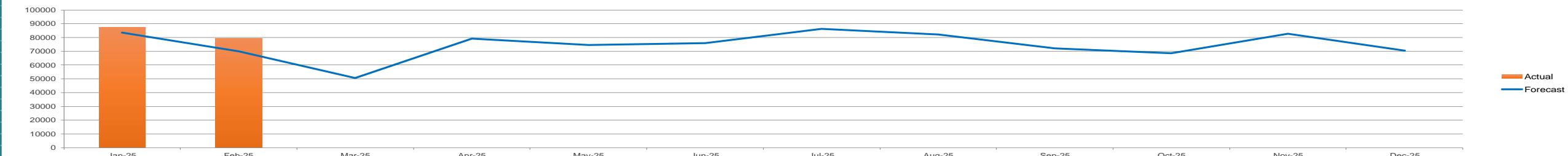
2025 Forecast  
2025 Actual  
% of forecast achieved  
Target % achieved of forecast

895942  
166529  
19%  
17%

Monthly Forecast  
Monthly Actual  
% of forecast achieved

70004  
79316  
113%

Tickets sold for travel - actual vs forecast

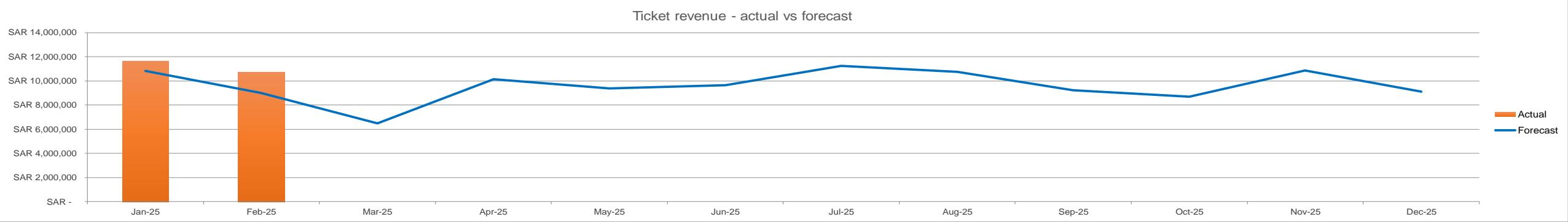


Tickets sold for travel	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Forecast	83496	70004	50465	0	74487	0	76021	0	82317	0	72122	0
Actual	87213	79316	0	0	79224	0	86186	0	82672	0	70404	0



# COMMERCIAL ANALYSIS (NORTH)

Feb 2025	Economy Class	Business Class	Private Sleeper Cabin	Total	Ticket yield				Ticket Revenue achieved	
Ticket revenue	SAR 6,471,773	SAR 4,018,777	SAR 191,163	SAR 10,681,714	EC	BC	PC	Total	Feb 2025	2025
	SAR 5,627,629 (ex. VAT)	SAR 3,494,589 (ex. VAT)	SAR 166,229 (ex. VAT)	SAR 9,288,447 (ex. VAT)	91 SR (ex. VAT)	206 SR (ex. VAT)	270 SR (ex. VAT)	117 SR (ex. VAT)		



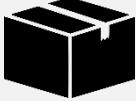
## COMMERCIAL ANALYSIS (NORTH)



Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	3,729	SAR 290,560	SAR 78
		SAR 252,661 (ex. VAT)	SAR 68 (ex. VAT)
 Lounge Access	866	SAR 30,460	SAR 35
		SAR 26,487 (ex. VAT)	SAR 31 (ex. VAT)
 Onboard Meals	529	SAR 17,455	SAR 33
		SAR 15,178 (ex. VAT)	SAR 29 (ex. VAT)
 Seat Selection	11,205	SAR 168,110	SAR 15
		SAR 146,183 (ex. VAT)	SAR 13 (ex. VAT)

## COMMERCIAL ANALYSIS (NORTH)



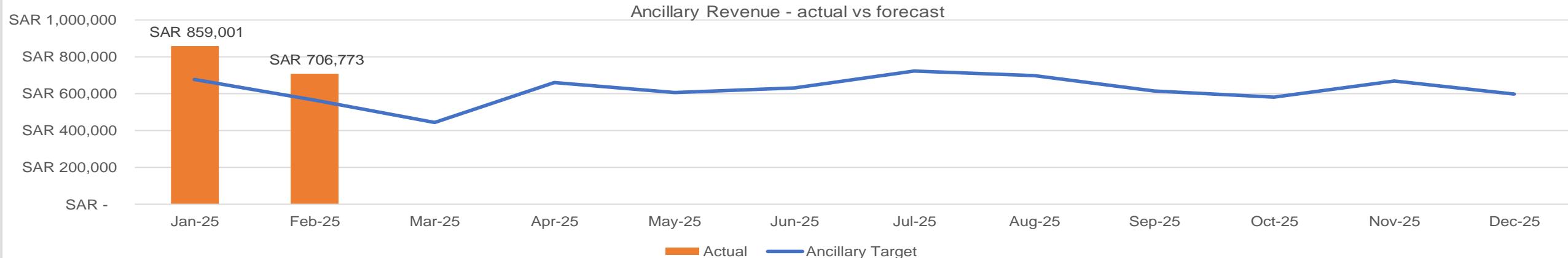
Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	377	SAR 43,680	SAR 116
		SAR 37,983 (ex. VAT)	SAR 101 (ex. VAT)
 Car Cargo	107	SAR 81,770	SAR 764
		SAR 71,104 (ex. VAT)	SAR 665 (ex. VAT)
 On Train Sales	106	SAR 19,375	SAR 183
		SAR 16,848 (ex. VAT)	SAR 159 (ex. VAT)
 Waiting List Tickets	586	SAR 55,363	SAR 94
		SAR 48,141 (ex. VAT)	SAR 82 (ex. VAT)

## COMMERCIAL ANALYSIS (NORTH)



Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield	Ancillary Revenue achieved	
				Feb 2025	2025
	17,505	SAR 706,773	SAR 40		
TOTAL ANCILLARY REVENUE		SAR 614,585 (ex. VAT)	SAR 35 (ex. VAT)		

Ancillary Revenue					
2024 Forecast	 <b>SAR 7,472,448</b>				
2024 Actual	 <b>SAR 1,565,774</b>				
% of forecast achieved	21%				
Target % achieved of forecast	 <b>17%</b>				
		Monthly Forecast	<b>SAR 564,342</b>		
		Monthly Actual	<b>SAR 706,773</b>		
		% of forecast achieved	<b>125%</b>		



# Passenger Commercial Performance YTD (February 2025) | North Trains



North	Result	Jan – Feb 2024	Jan – Feb 2025 (Forecast)	Jan – Feb 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
	Number of Services Operated	386	382	382	-1%	0%
	Tickets Sold for Travel	161,780	153,500	166,529	3%	8%
	Load Factor (Ticket Sold for Travel)	96%	94%	103%	7% Points	9% Points
	Boarded Passengers	152,778	144,290	156,867	3%	9%
	Load Factor (Boarded Passengers)	91%	88%	97%	6% Points	9% Points
	Ticket Revenue (inc. VAT)	SAR 19,291,624	SAR 19,836,046	SAR 22,329,802	16%	13%
	Ticket Yield (inc. VAT)	SAR 119	SAR 129	SAR 134	12%	4%
	Ancillary Revenue (inc. VAT)	SAR 1,747,787	SAR 1,243,089	SAR 1,565,774	-10%	26%
	Ancillary Yield (inc. VAT)	SAR 11	SAR 8	SAR 9	-13%	16%
	Total Revenue (inc. VAT)	SAR 21,039,411	SAR 21,079,134	SAR 23,895,576	14%	13%
	Total Yield (inc. VAT)	SAR 130	SAR 137	SAR 143	10%	4%

## COMMERCIAL ANALYSIS (EAST)



Feb 2025	Economy Class	Business Class	Aramco	Total	Load Factor			TSFT Target achieved	
					EC	BC	Total	Feb 2025	2025
	93,701	34,442	10,628	138,771	131%	91%	118%		
Tickets sold for travel									
	85,781	33,084	6,447	125,312	116%	87%	107%		
Boarded passengers									

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

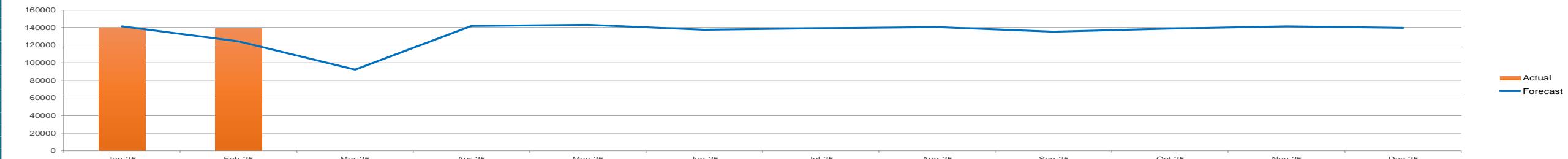
1616605  
278209  
17%  
16%

Monthly Forecast  
Monthly Actual  
% of forecast achieved

124434  
138771  
112%

## Tickets sold for travel

## Tickets sold for travel - actual vs forecast



# COMMERCIAL ANALYSIS (EAST)

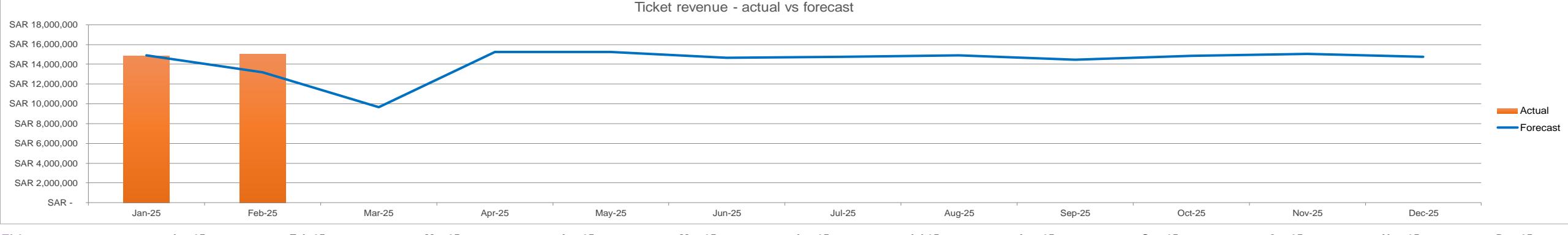


Feb 2025	Economy Class	Business Class	Aramco	Total	Ticket yield			Ticket Revenue achieved	
Ticket revenue	SAR 8,108,300	SAR 6,501,368	SAR 427,777	SAR 15,037,445	EC	BC	Total	Feb 2025	2025
	SAR 7,050,696 (ex. VAT)	SAR 5,653,363 (ex. VAT)	SAR 371,980 (ex. VAT)	SAR 13,076,039 (ex. VAT)	75 SR (ex. VAT)	164 SR (ex. VAT)	94 SR (ex. VAT)		

## Ticket revenue

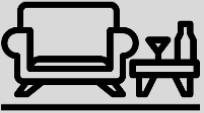
2025 Forecast	SAR	171,631,199
2025 Actual	SAR	29,862,736
% of forecast achieved		17%
Target % achieved of forecast		16%

Monthly Forecast	SAR	13,176,533
Monthly Actual	SAR	15,037,445
% of forecast achieved		114%



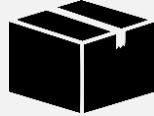
## COMMERCIAL ANALYSIS (EAST)



Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	2,021	SAR 162,250	SAR 80
		SAR 141,087 (ex. VAT)	SAR 70 (ex. VAT)
 Lounge Access	1,212	SAR 39,720	SAR 33
		SAR 34,539 (ex. VAT)	SAR 28 (ex. VAT)
 Onboard Meals	835	SAR 20,880	SAR 25
		SAR 18,157 (ex. VAT)	SAR 22 (ex. VAT)
 Seat Selection	13,033	SAR 195,625	SAR 15
		SAR 170,109 (ex. VAT)	SAR 13 (ex. VAT)

## COMMERCIAL ANALYSIS (EAST)



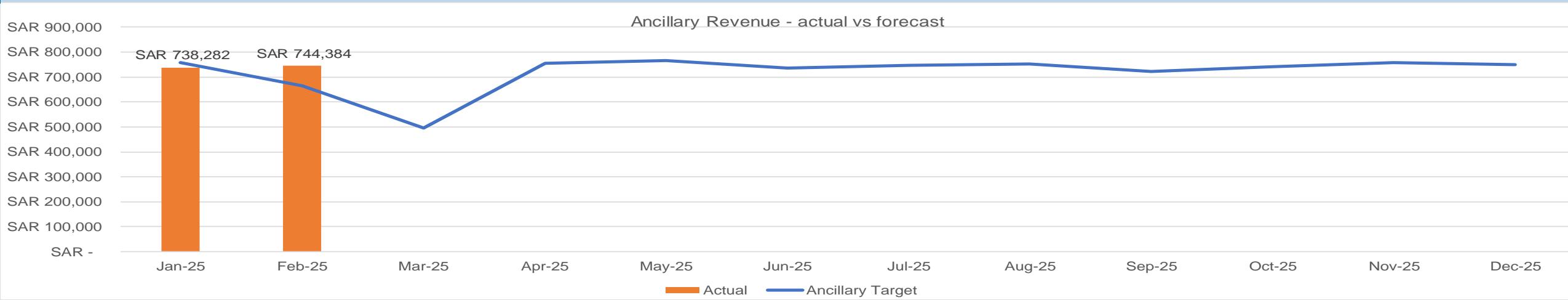
Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	2,332	SAR 190,196	SAR 82
		SAR 165,388 (ex. VAT)	SAR 71 (ex. VAT)
 On Train Sales	131	SAR 11,768	SAR 90
		SAR 10,233 (ex. VAT)	SAR 78 (ex. VAT)
 Waiting List Tickets	915	SAR 111,468	SAR 122
		SAR 96,928 (ex. VAT)	SAR 106 (ex. VAT)
 Aramco parking	317	SAR 12,478	SAR 39
		SAR 10,850 (ex. VAT)	SAR 34 (ex. VAT)

## COMMERCIAL ANALYSIS (EAST)



Feb 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield	Ancillary Revenue achieved	
				Feb 2025	2025
	20,796	SAR 744,384	SAR 36		
TOTAL ANCILLARY REVENUE		SAR 647,290 (ex. VAT)	SAR 31 (ex. VAT)		

Ancillary Revenue					
2024 Forecast	<b>SAR 8,650,911</b>		Monthly Forecast	<b>SAR 666,112</b>	
2024 Actual	<b>SAR 1,482,666</b>		Monthly Actual	<b>SAR 744,384</b>	
% of forecast achieved	17%		% of forecast achieved	112%	
Target % achieved of forecast	16%				



# Passenger Commercial Performance YTD (February 2025) | East Trains



East	Result	Jan – Feb 2024	Jan – Feb 2025 (Forecast)	Jan – Feb 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
 <b>East Train</b>	Number of Services Operated	831	879	879	6%	0%
	Tickets Sold for Travel	267,933	265,906	278,209	4%	5%
	Load Factor (Ticket Sold for Travel)	114%	105%	112%	-2% Points	7% Points
	Boarded Passengers	240,585	239,315	250,743	4%	5%
	Load Factor (Boarded Passengers)	103%	95%	101%	-2% Points	6% Points
	Ticket Revenue (inc. VAT)	SAR 24,288,404	SAR 28,081,273	SAR 29,862,736	23%	6%
	Ticket Yield (inc. VAT)	SAR 91	SAR 106	SAR 107	18%	2%
	Ancillary Revenue (inc. VAT)	SAR 1,537,872	SAR 1,424,628	SAR 1,482,666	-4%	4%
	Ancillary Yield (inc. VAT)	SAR 6	SAR 5	SAR 5	-7%	0%
	Total Revenue (inc. VAT)	SAR 25,826,276	SAR 29,505,902	SAR 31,345,401	21%	6%
	Total Yield (inc. VAT)	SAR 96	SAR 111	SAR 113	17%	2%

## Passenger Commercial Performance YTD (February 2025) | North &amp; East Trains



North & East	Result	Jan - Feb 2024	Jan - Feb 2025 (Forecast)	Jan - Feb 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
 <b>North Train</b>	Number of Services Operated	1,217	1,261	1,261	4%	0%
	Tickets Sold for Travel	429,713	419,405	444,738	3%	6%
	Boarded Passengers	393,363	383,605	407,610	4%	6%
	Ticket Revenue (inc. VAT)	SAR 43,580,028	SAR 47,917,319	SAR 52,192,538	20%	9%
	Ticket Yield (inc. VAT)	SAR 101	SAR 114	SAR 117	16%	3%
	Ancillary Revenue (inc. VAT)	SAR 3,285,659	SAR 2,667,717	SAR 3,048,439	-7%	14%
	Ancillary Yield (inc. VAT)	SAR 7.6	SAR 6.4	SAR 6.9	-10%	8%
	Total Revenue (inc. VAT)	SAR 46,865,687	SAR 50,585,036	SAR 55,240,977	18%	9%
	Total Yield (inc. VAT)	SAR 109	SAR 121	SAR 124	14%	3%
	Customer Satisfaction	77%	85%	87%	10% Points	2% Points
	Net Promoter Score	29%	20%	36%	7% Points	16% Points

SAR

# FOUNDING DAY



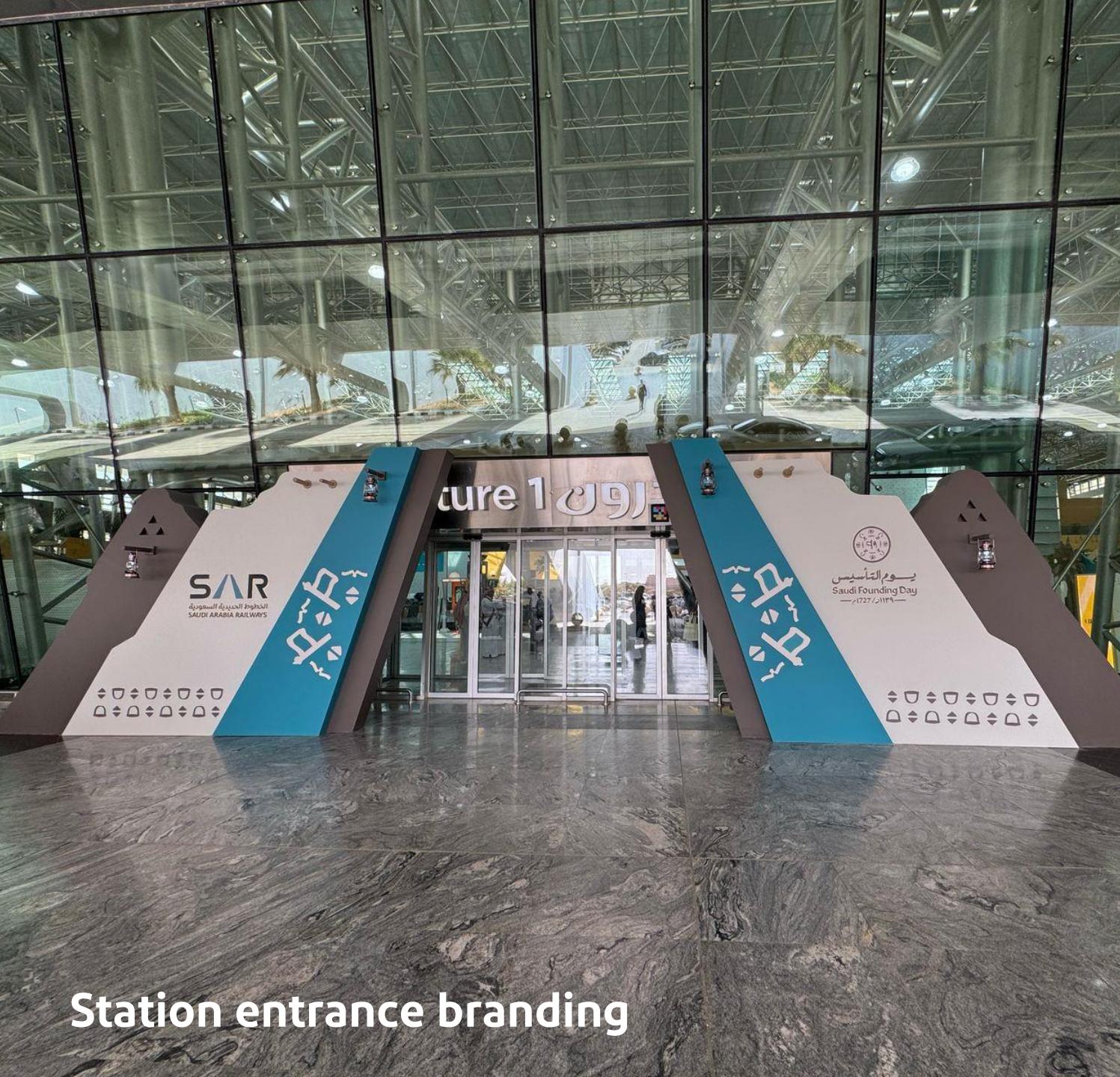
Social Media Posts  
Landing page  
Website banner  
Station event

يَوْمُ التَّأْسِيس  
Saudi Founding Day  
— 1129 هـ / 1927 م —



PBU MBR





Station entrance branding



Live Ardha performances



Giveaways

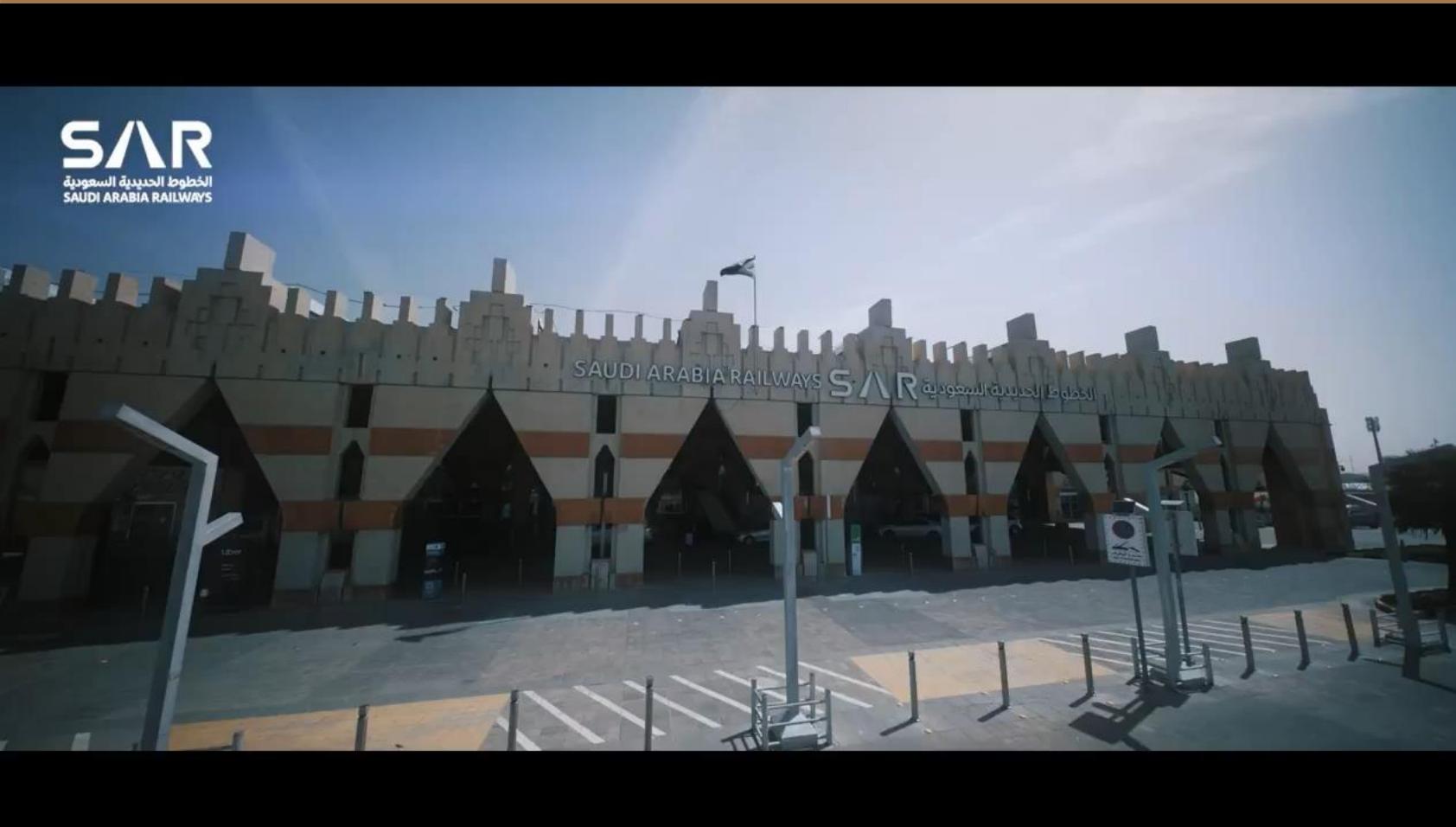


Craft stations



Hospitality

# Video coverage of the Founding Day event at the stations:





# FOUNDING DAY DIGITAL COMPETITION

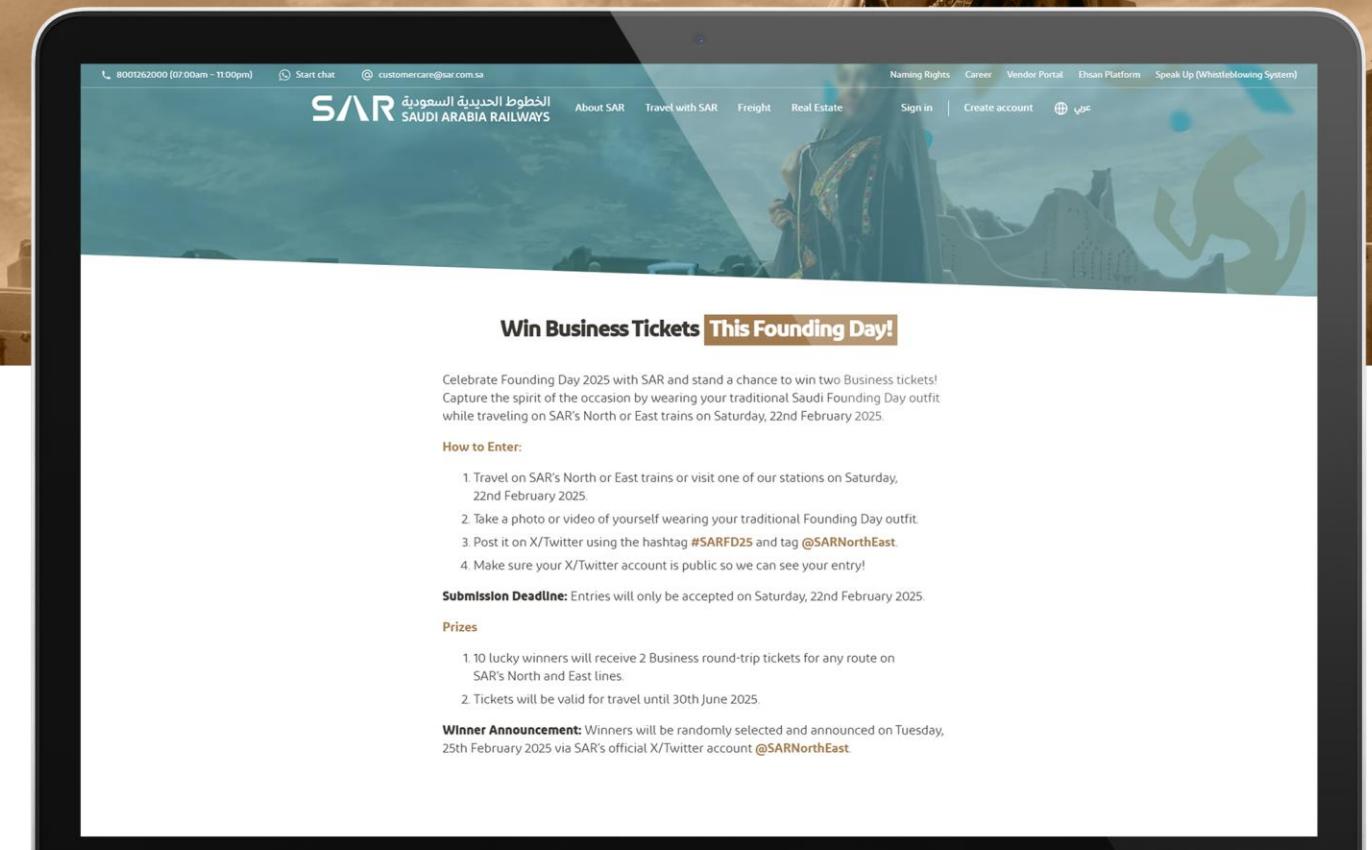
In celebration of Founding Day, SAR conducted a digital competition on its X account, inviting participants to showcase their best traditional outfits. This initiative fostered engagement with the community, while promoting national pride, and rewarded the best entries with exciting prizes.



# SAR

# LANDING PAGE

Founding Day - Competition



8001262000 (07:00am - 11:00pm) Start chat customercare@sar.com.sa

الخطوط الحديدية السعودية SAUDI ARABIA RAILWAYS

About SAR Travel with SAR Freight Real Estate Sign in Create account

Naming Rights Career Vendor Portal Ehsan Platform Speak Up (Whistleblowing System)

Win Business Tickets This Founding Day!

Celebrate Founding Day 2025 with SAR and stand a chance to win two Business tickets! Capture the spirit of the occasion by wearing your traditional Saudi Founding Day outfit while traveling on SAR's North or East trains on Saturday, 22nd February 2025.

**How to Enter:**

1. Travel on SAR's North or East trains or visit one of our stations on Saturday, 22nd February 2025.
2. Take a photo or video of yourself wearing your traditional Founding Day outfit.
3. Post it on X/Twitter using the hashtag #SARFD25 and tag @SARNorthEast.
4. Make sure your X/Twitter account is public so we can see your entry!

**Submission Deadline:** Entries will only be accepted on Saturday, 22nd February 2025

**Prizes**

1. 10 lucky winners will receive 2 Business round-trip tickets for any route on SAR's North and East lines.
2. Tickets will be valid for travel until 30th June 2025.

**Winner Announcement:** Winners will be randomly selected and announced on Tuesday, 25th February 2025 via SAR's official X/Twitter account @SARNorthEast.

PBU MBR



## Passenger participation in the competition:



أمل @nmfal2030 · 1d

#SARFD25  
@SARNorthEast



Alnoor 🎀 @Noor\_nor8333 · 1d  
@SARNorthEast #SARFD25



غدير @\_Ghadeer\_ · 22h  
#SARFD25



# SAR

## Sales & Marketing



# FOUNDING DAY 25% OFF ON ALL TICKET TYPES

To celebrate Founding Day, SAR offered a 25% discount on all ticket types across its North and East networks. This limited-time promotion, available through the SAR website and app, aimed to enhance customer engagement and provide passengers with discounted travel in celebrate of Founding Day.

PBU MBR



# SAR

# WEBSITE BANNER

Founding Day - Competition

PBU MBR



62000 (07:00am - 11:00pm) Start chat @ customercare@sar.com.sa Naming Rights Career Vendor Portal Ehsan Platform Speak Up (Whistleblowing)

**SAR** الخطوط الحديدية السعودية SAUDI ARABIA RAILWAYS

**25% Off all Ticket Types**  
In Celebration of Founding Day

Find out more

Train Tickets Train Tickets + Car Cargo Car Cargo Manage Booking + Add Extras

From → To  
Select Departure and Arrival Stations

Travel Dates  
20 Feb 2025

Passengers  
1 Adult

Add promo code

Search





## FOUNDING DAY PROMOTIONAL OFFER RESULTS

Founding Day offer analysis	Tickets Sold	Ticket Revenue	Ticket Yield
Previous 4 week average (Saturdays)	8,696	SAR 965,443	SAR 111
Saturday 22 <sup>nd</sup> February 2024 (Founding Day)	9,532	SAR 1,021,251	SAR 107
Variance (FD v 4 week average)	+836	+ SAR 55,808	-SAR 4
% change	+10%	+6%	-3%



## SOCIAL MEDIA KPIS



February 2025	X	X	Instagram	Facebook	TOTAL
<b>Followers</b>	58,708		14,438	7,491	80,637
<b>Posts</b>	19		19	19	57
<b>Impressions</b>	442,354		18,356	5,164	465,874
<b>Engagements</b>	3,146		389	389	3,924
<b>Engagement Rate</b>	0.7%		2.1%	7.5%	0.8%

**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.

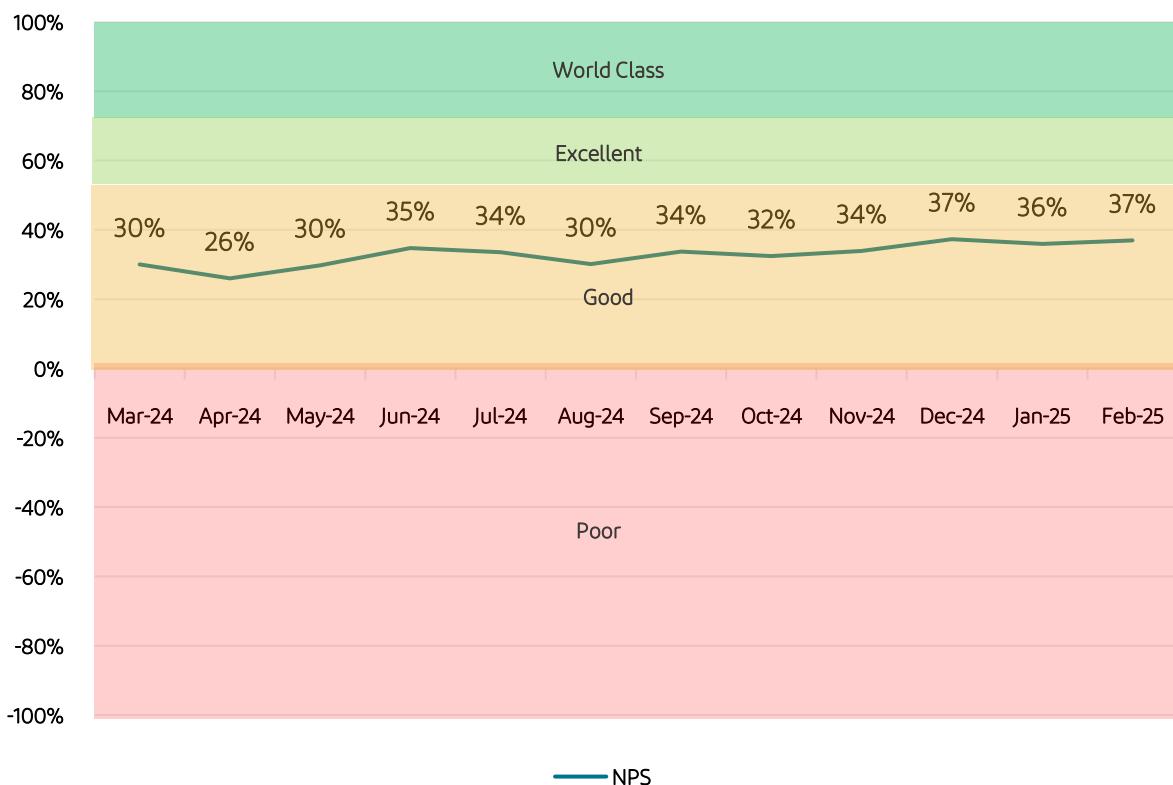
**Engagements:** The number of times users engaged (Reactions, Shares, Comments, Shares, Retweets, Replies, Clicks etc.) with the content.

**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 February 2025 NPS Score was 37% measured as Good in the NPS Range



# CUSTOMER EXPERIENCE

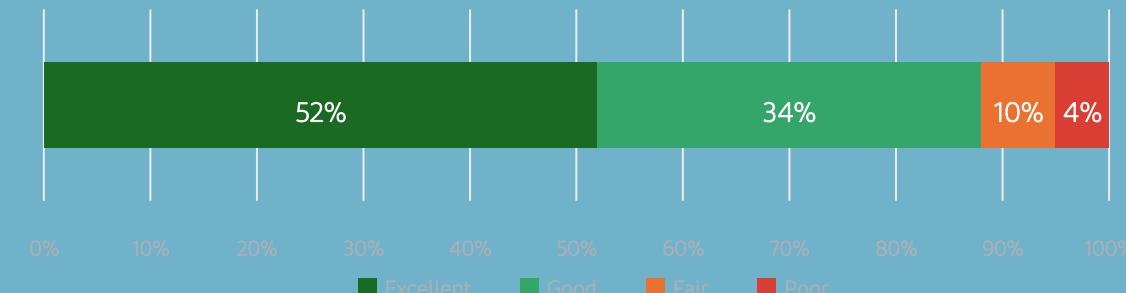
How was your  
overall  
experience  
today?



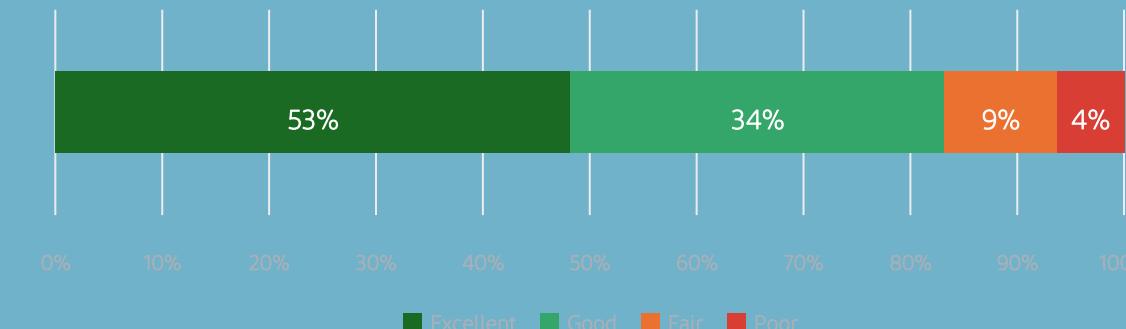
Overall	Excellent	Good	Fair	Poor
February 2025	52%	34%	10%	4%
January 2025	54%	34%	8%	4%
December 2024	53%	36%	7%	4%
November 2024	51%	36%	8%	5%
October 2024	51%	37%	8%	4%
September 2024	52%	36%	7%	5%
August 2024	51%	35%	9%	5%
July 2024	51%	35%	9%	5%
June 2024	52%	36%	8%	4%
May 2024	50%	36%	9%	5%
April 2024	45%	36%	14%	5%
March 2024	46%	35%	11%	8%



Overall customer satisfaction  
(February 2025)



Overall customer satisfaction (2025)

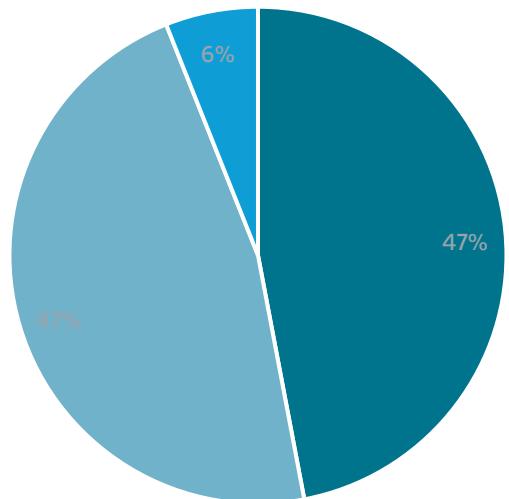


## CUSTOMER ANALYSIS



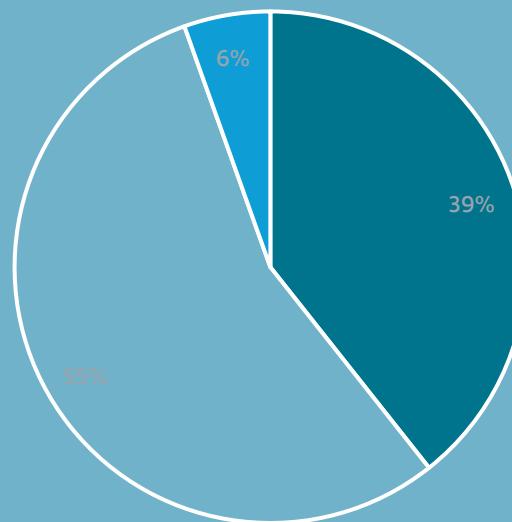
January

BOOKING CHANNEL



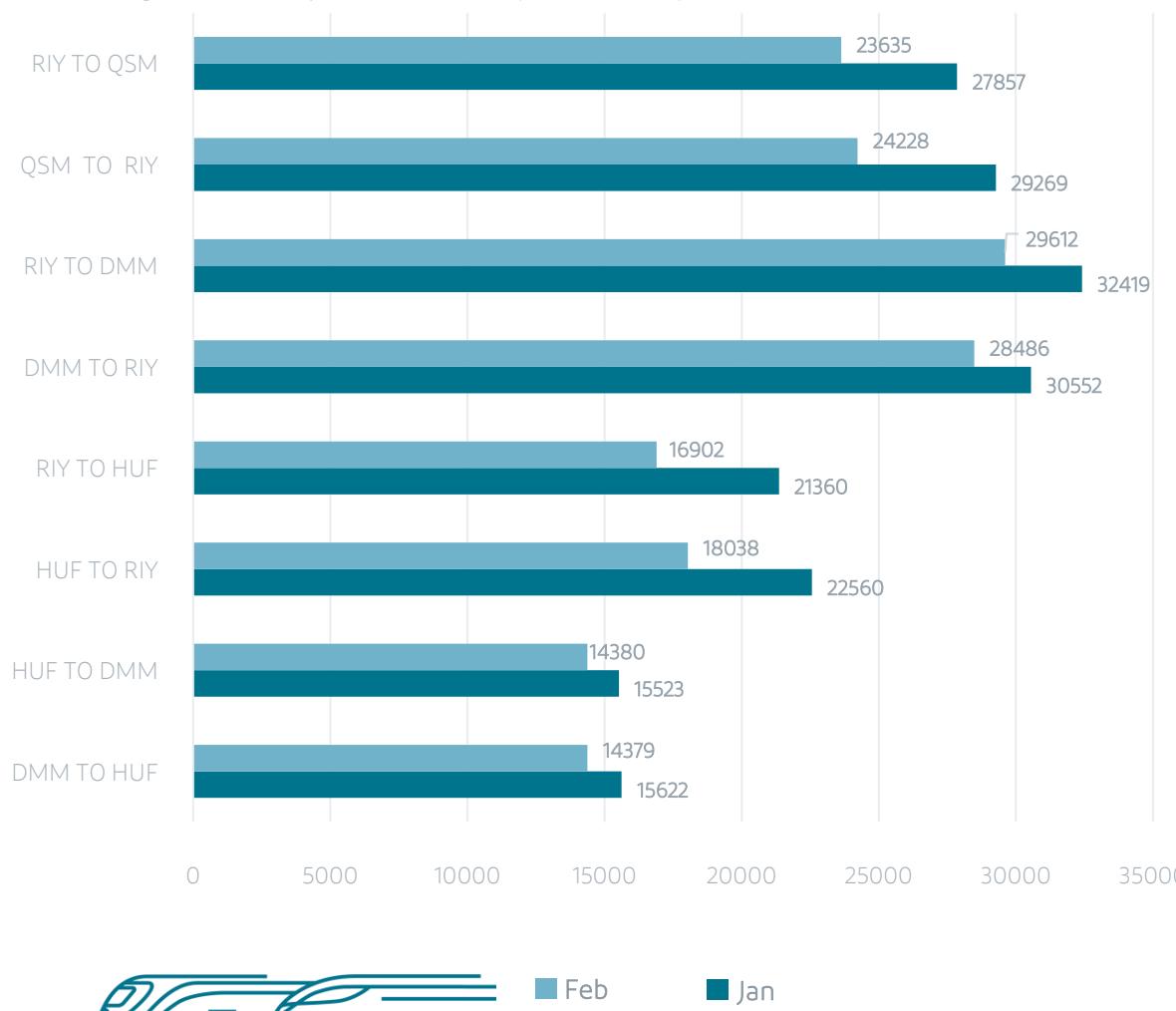
February

BOOKING CHANNEL

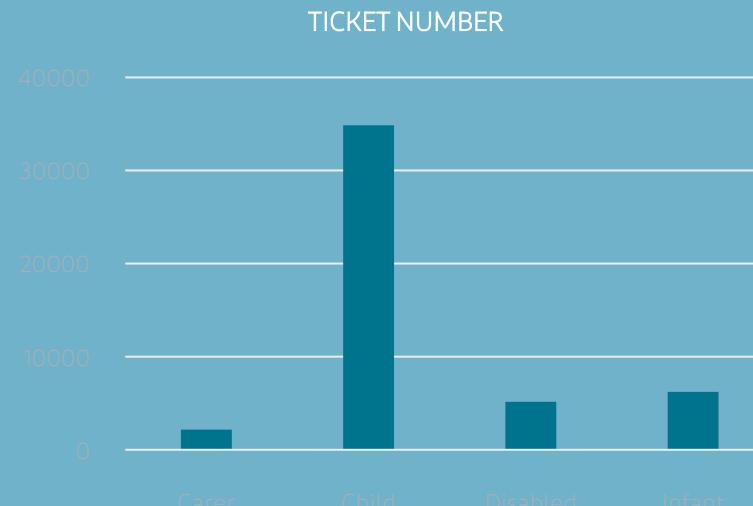


# CUSTOMER ANALYSIS

Passenger volumes per route January vs February:



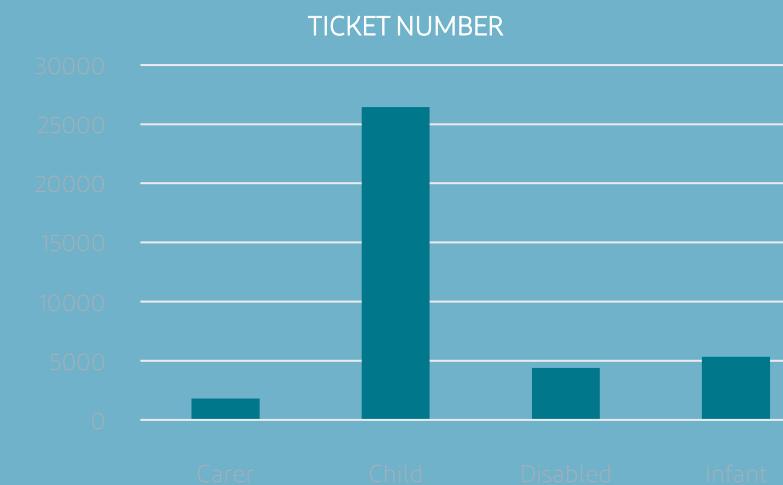
## January Passenger Type



The number of passengers was 240,290 and 79.87% (191,918) were Adults



## February Passenger Type



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



# CONTACT CENTER

The difference between the contact center January & February:



**Calls**



**Customer Satisfaction**



**Average Time**



**Remarks:**

## January

Number of calls received was 29,725 and the percentage of answered calls was 94.70%

There were 5,396 customers who evaluated their calls after completion, and the customer satisfaction was 91.62%

Average time to respond to customer calls was 00:11 and the average call duration was 02:51

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

## February

Number of calls received was 22,959 and the percentage of answered calls was 97.50%

There were 4,405 customers who evaluated their calls after completion, and the customer satisfaction was 91.92%

Average time to respond to customer calls was 00:05 and the average call duration was 02:48





## January

Total engagements were 5,343 and the average time to respond was 01:00

Number of total users served through Chatbot was 5,777

## Remarks:

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

## February

Total engagements were 4,288 and the average time to respond was 01:00

Number of total users served through Chatbot was 3,826



# SAR

## VOICE OF SAR CUSTOMERS

Customers feedback and suggestions  
regarding their experience with SAR :



### Negative Feedback

- Payment issues
- High prices.
- Poor User Experience
- Unauthorized taxis

### Customer Suggestions

- Additional Retailers.
- Improving the Website and App.
- Quiet coach
- Package offers

شكراً لكم  
Thank You



الخطوط الحديدية السعودية  
SAUDI ARABIA RAILWAYS

[SAR.COM.SA](http://SAR.COM.SA)