



# Monthly Business Review

## Passenger Business Unit

March 2025



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







# Planning & Technical

March 2025



Ashrf Al Jabri  
Planning & Technical Director



0 to 15 minute PPM	 96.5%
Change From Last Month By	 1.7%
Cancellations	0%
Right Time Arrivals	72.6%
Services Planned 	482
Delay 	68.1 Hrs





0 to 15 minute PPM	97.5%
Increased From Last Month By	3.6%
Cancellations	0%
Right Time Arrivals	81.0%
Services Planned	121
Delay	3.0 Hrs





0 to 15 minute PPM	96.1%
Increased From Last Month By	8.8%
Cancellations	0%
Right Time Arrivals	69.8%
Services Planned	361
Delay	65.3 Hrs

KPIs

0 to 15 minute PPM	90%	
Cancellations	≤1.9%	

Environmental Impact

37,975 Cars off Road with	
3,456,918 Kg of Emissions	

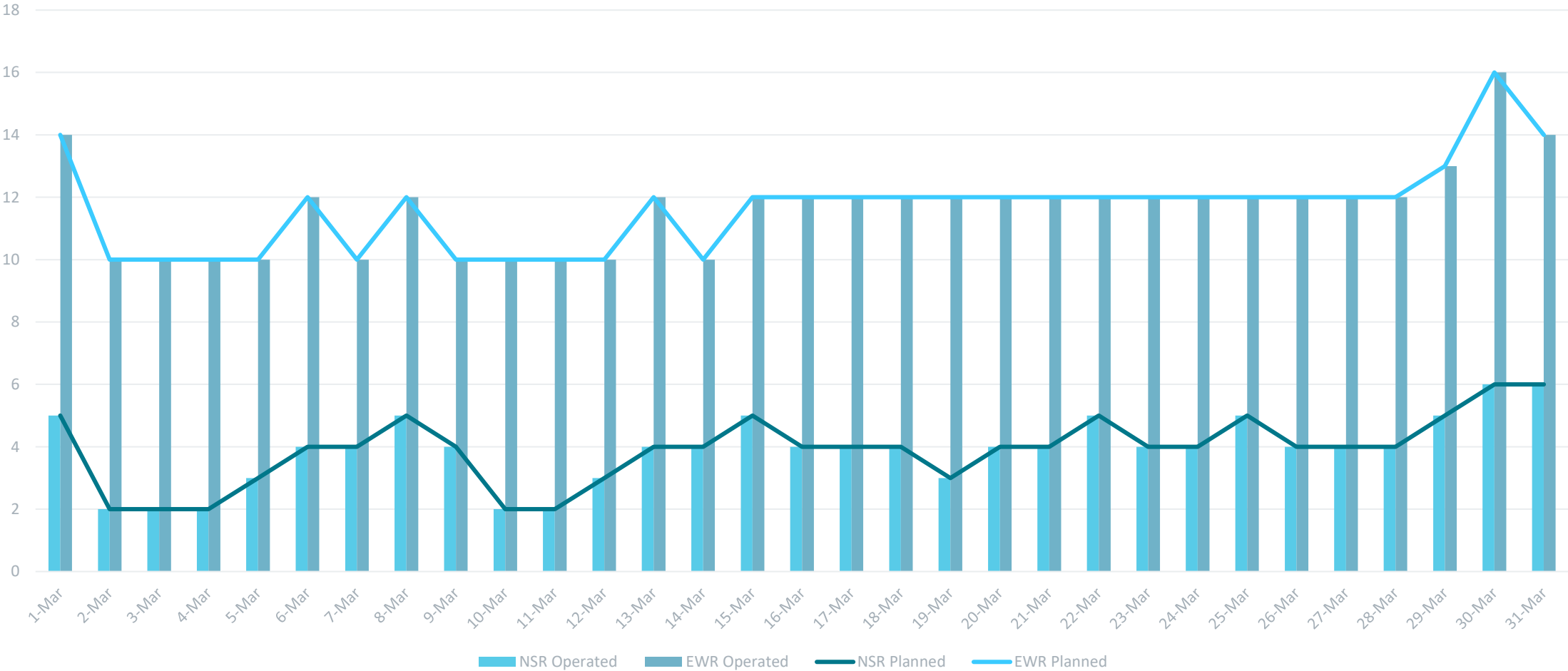
KMs

PAX Trains	229,463
ECS/SBY	380



# SAR Planning and Performance

Services Planned VS Services Operated – March 2025



# SAR Planning and Performance (NSR)

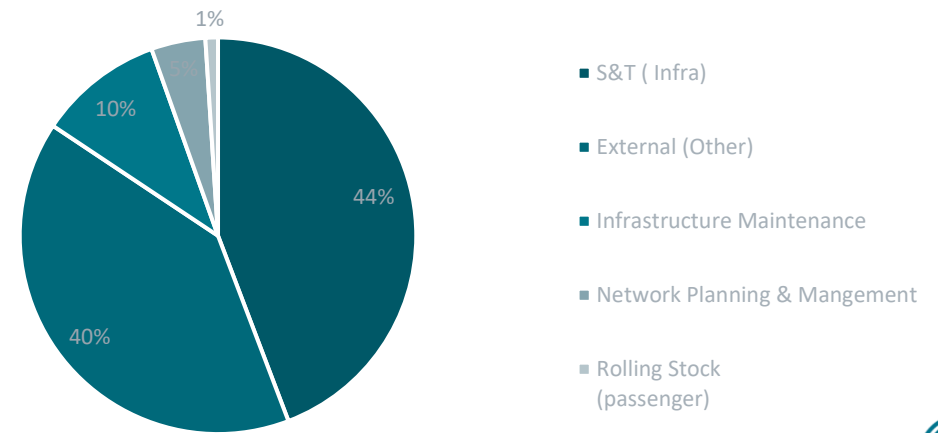


**\*176 minutes delay**

Delay by Business units	
External (Other)	78
Rolling Stock (Passenger)	71
Infrastructure Maintenance	18
Structure Maintenance	8
Passenger Operations	2
<b>Total</b>	<b>176</b>

Top 3 Delays by code		
Delay Code	Delay mins	%
Track Disturbance (S&T)	78	44%
Ext Weather Speeds	56	32%
Ext Weather	15	9%

## Delays Attribution by Business unit



\*176 minutes delays at final destination.

# SAR Planning and Performance (EWR)

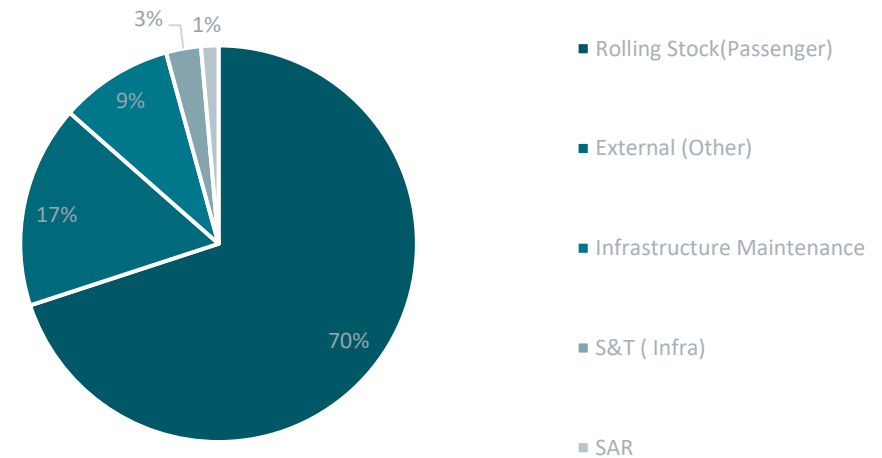


**\*3918 minutes delay**

Delay by Business units	
Rolling Stock(Passenger)	2725
External (Other)	643
Infrastructure Maintenance	360
S&T ( Infra)	111
SAR	55
Other	24
<b>Total</b>	<b>3918</b>

Top 3 Delays by code		
Delay Code	Delay mins	%
RSM Passenger Request	2146	55%
Ext Obstructions	418	11%
Track Defect	301	8%

Delays Attribution by Business unit



\*3918 minutes delays at final destination & intermediate stations.

# SAR Planning and Performance (NSR)



Item	2 Mar 25 to 8 Mar 25	9 Mar 25 to 15 Mar 25	16 Mar 25 to 22 Mar 25	23 Mar 25 to 29 Mar 25	30 Mar 25 to 5 Apr 25
Cancellations	0	0	0	0	0
0 to 15 minutes PPM	100%	100%	92.9%	100%	97.8%
Services Planned	22	24	28	30	46
Services Operated	22	24	28	30	46
Riyadh Depot Presentation%	100%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 97.5% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

\* Percentages for the whole month.



Item	2 Mar 25 to 8 Mar 25	9 Mar 25 to 15 Mar 25	16 Mar 25 to 22 Mar 25	23 Mar 25 to 29 Mar 25	30 Mar 25 to 5 Apr 25
Cancellations	0	0	0	0	0
0 to 15 minutes PPM	96.0%	100%	90.5%	97.7%	92.3%
Services Planned	74	74	84	85	104
Services Operated	74	74	84	85	104
Riyadh Depot Presentation%	100%	100%	100%	100%	100%

- 0% cancellations reported against a target of 1.9%.
- 96.1% 0 to 15 minutes PPM against a target of 90%.
- 100% Riyadh depot presentation.

\* Percentages for the whole month.

# Stations Operations

March 2025



Ali Al-Olyani  
Station Operations Director



# Station Performance Review & MBR







**Station  
Performance  
Review &  
MBR**



# East/West Stations Monthly Evacuation Exercise



Riyadh Station



Abqaiq Station



Hufuf Station



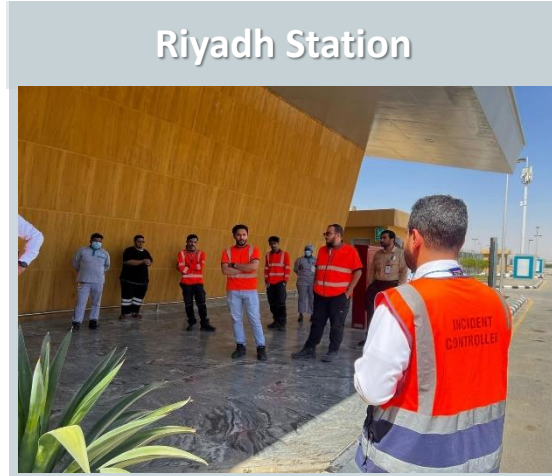
Dammam Station



# Monthly Evacuation Exercise



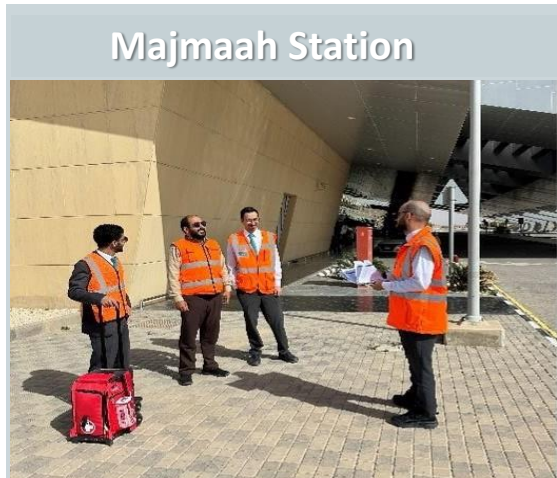
Qurayyat Station



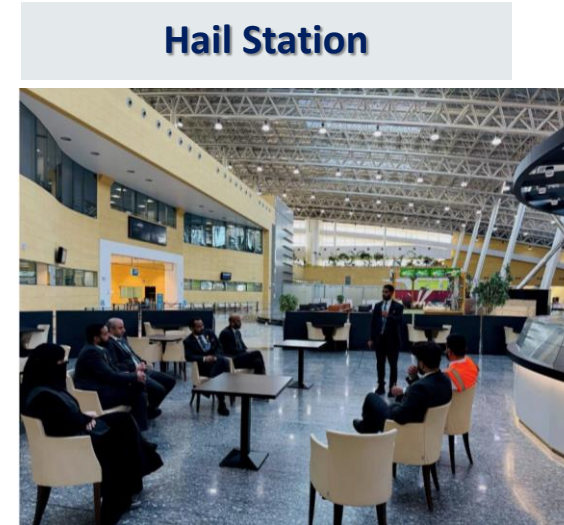
Riyadh Station



Qassim Station



Majmaah Station

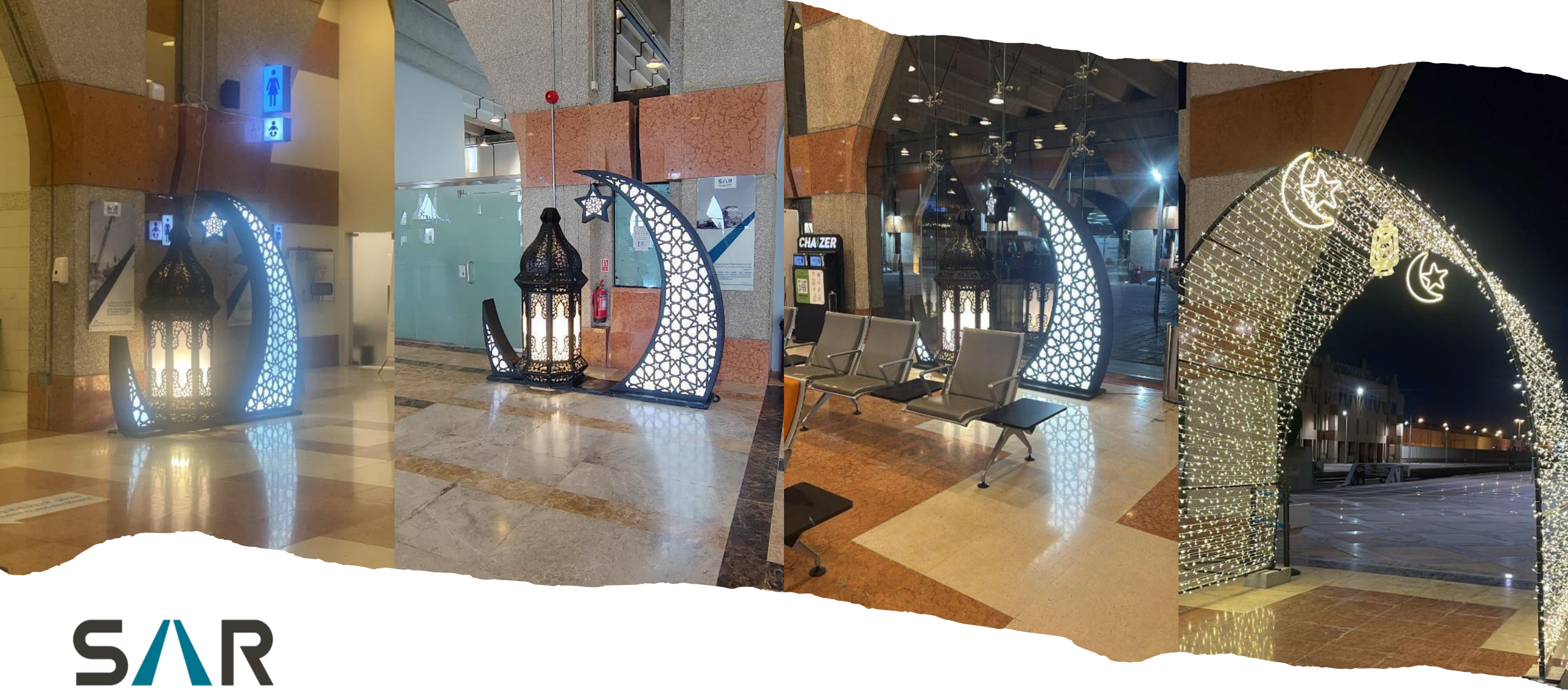


Hail Station



Jauf Station





**SAR**

**East West stations welcome the holy month of Ramadan**



## Iftar Ramadan East Stations Employees



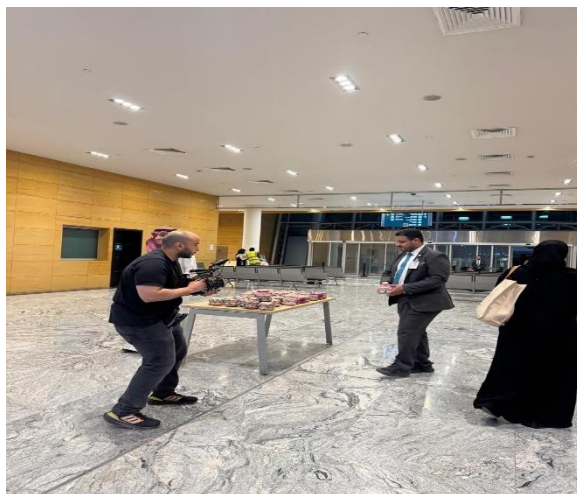






# Gargee'an 2025

## Riyadh



## Majmaah



## Qassim



## Hail



## Juaf



## Qurayyat





# عيد مبارك

Eid Mubarak

- Riyadh
- Hofuf





# عيد مبارك

Eid Mubarak

- Dammam
- Abqaiq











# Car Cargo Performance Report

Total Cars Booked  
83

Total Cars Transported  
79

Rejected Cars  
4

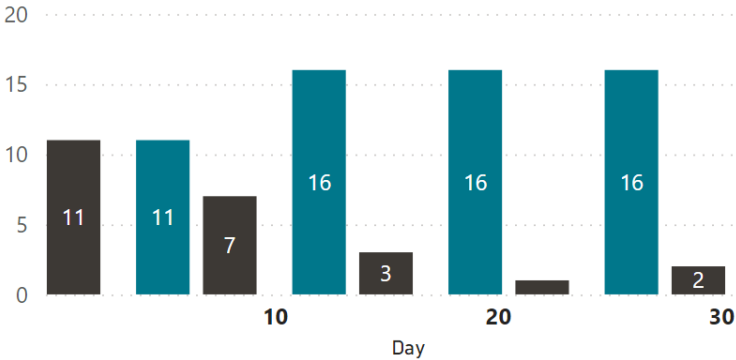
Damaged Cars  
0

Avr. Loading Time  
1

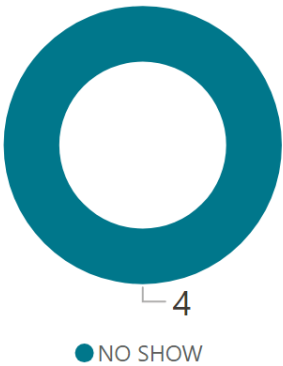
Avr. Unloading Time  
11

Car Booked

Train No. ● 76 ● 79

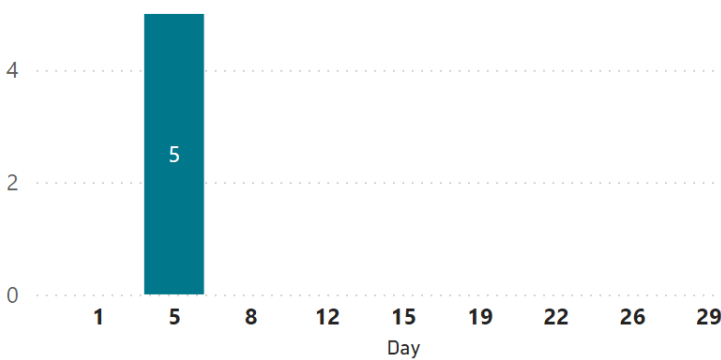


Rejection Breakdown



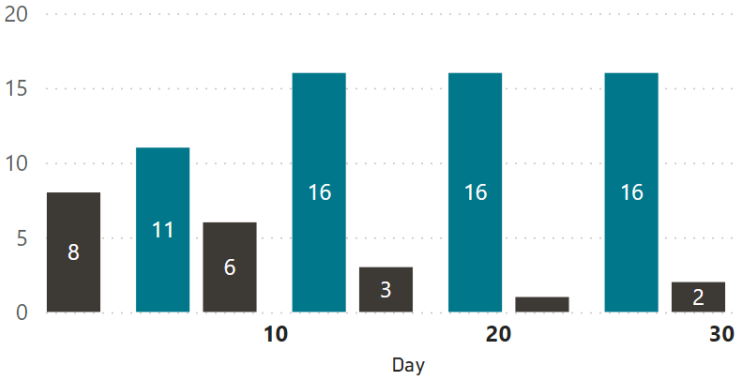
Loading Time After Cut-off Time

Train No. ● 76 ● 79



Car Transported

Train No. ● 76 ● 79



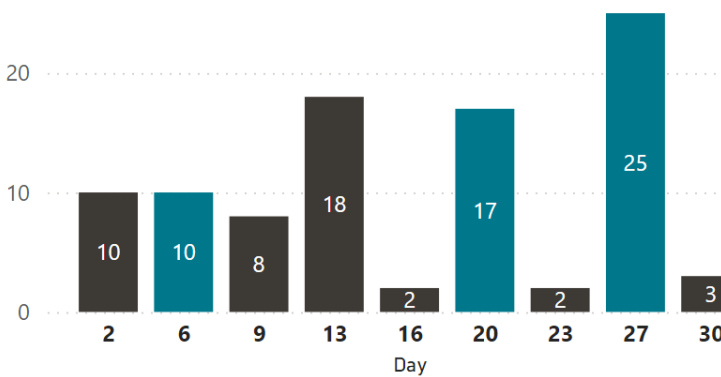
False Suspensions

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



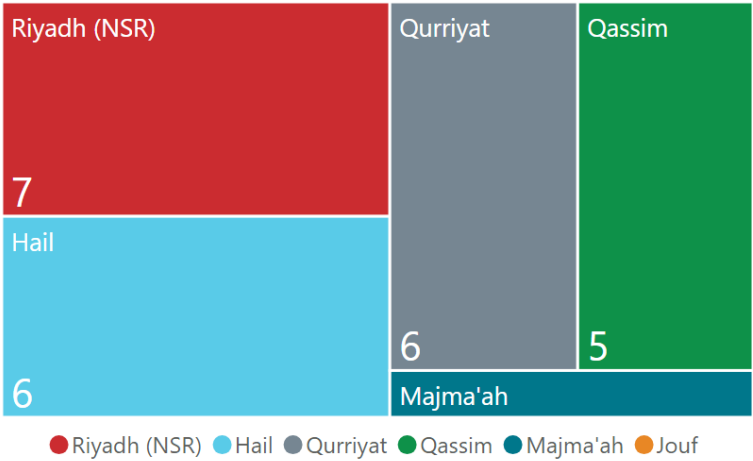
Unloading Time

Train No. ● 76 ● 79

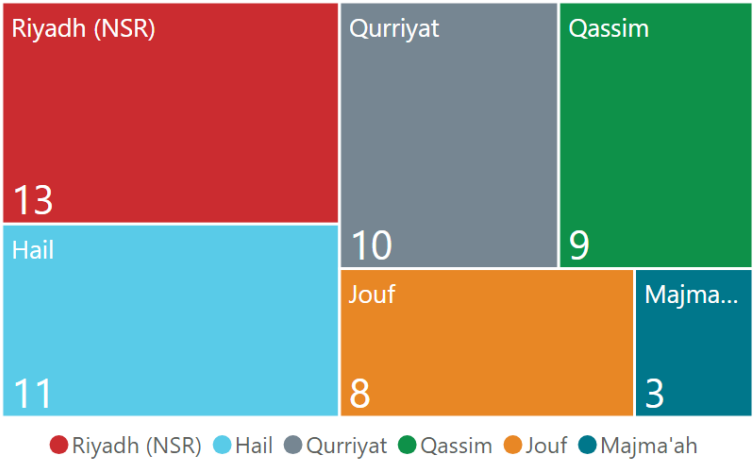


# NSR Baggage Monthly Performance Report

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



Average Baggage Unloading Time (ABUT) in mins



Total Baggage  
13K

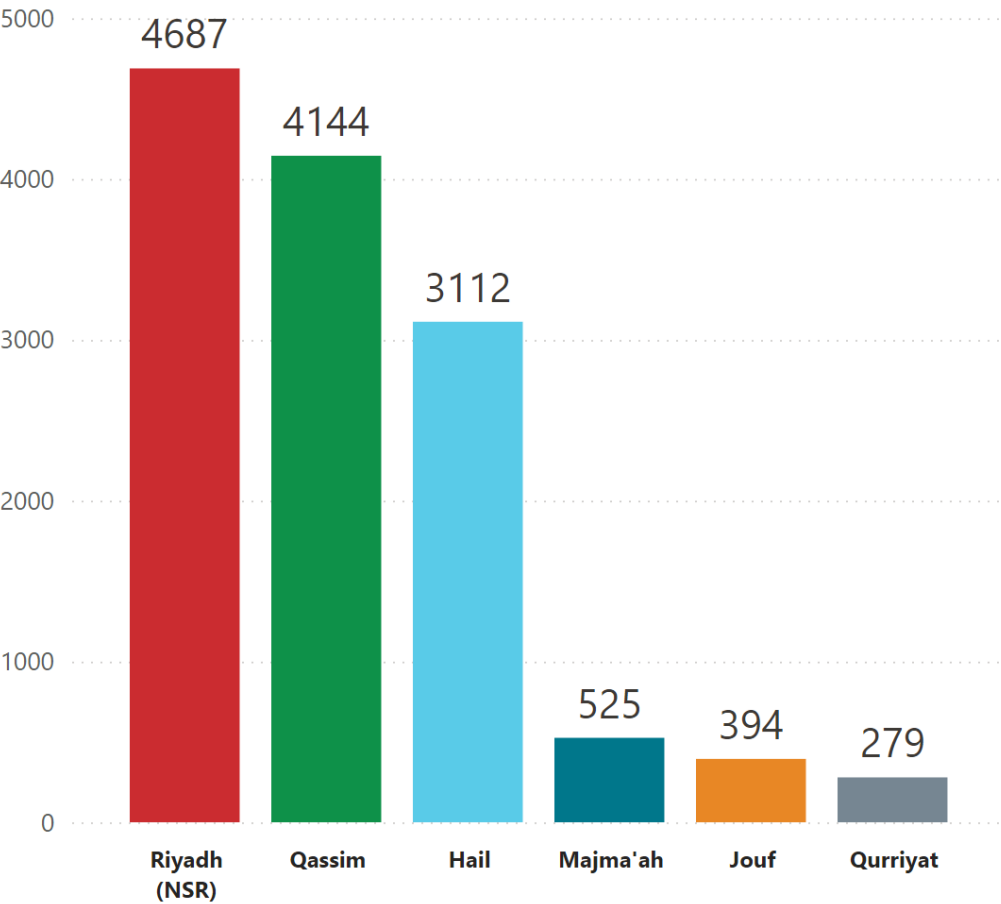
Total AFBUT  
4

Total ABUT  
8

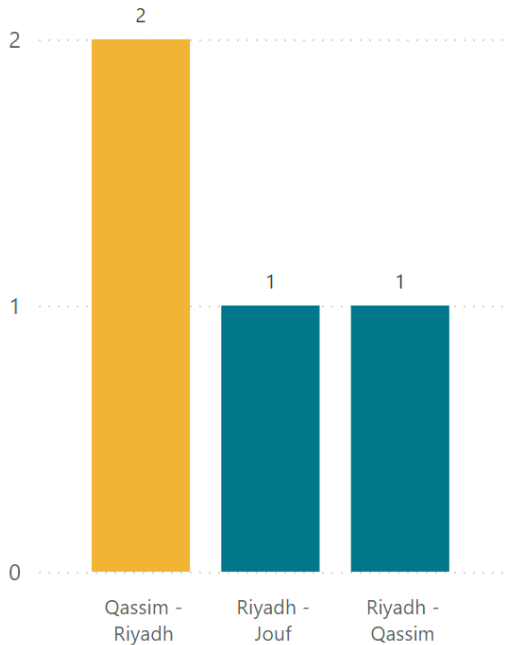
Trips Exceeded 30 mins to Unload

All baggage unloaded on time

Total Arrival Baggage



Damaged Baggage



# Stations Operations Incidents Report

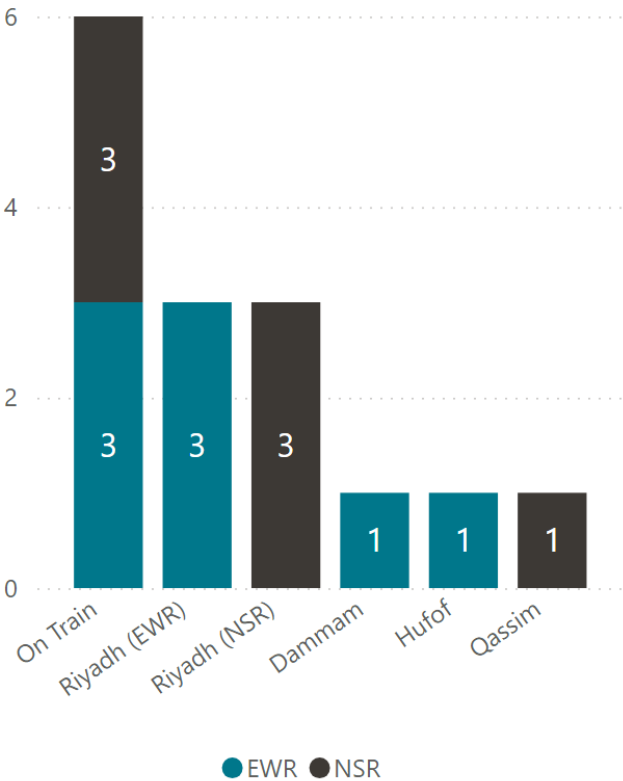
Total Incidents  
15

Total EWR Incidents  
5

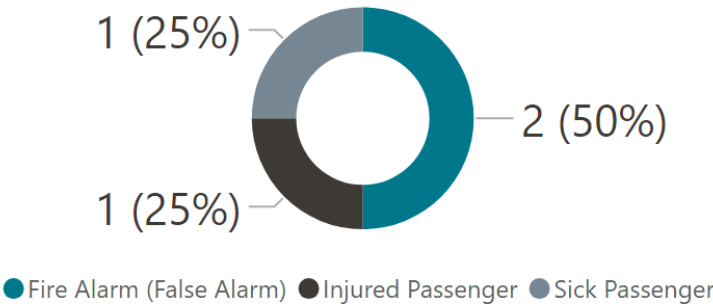
Total NSR Incidents  
4

Total On Board Incidents  
6

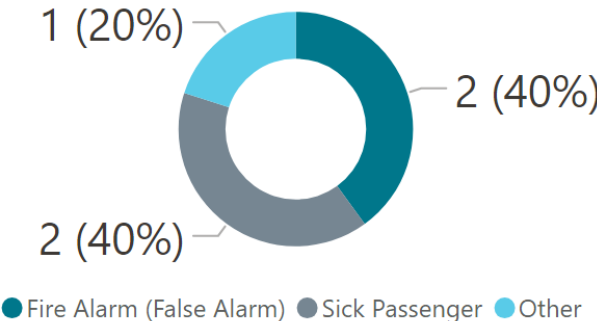
Incidents per Location



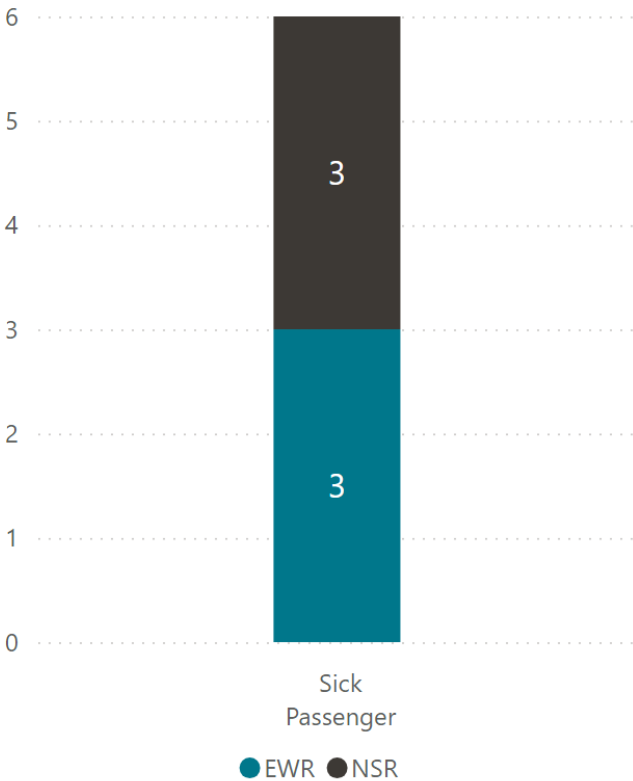
NSR Stations Incidents Breakdown



EWR Stations Incidents Breakdown



On Board Incidents Breakdown





# Train Operations

March 2025



# SAR Train Operations



**Yazeed Y. Gaari**

Passenger Train Operations Senior Manager  
East West Railway (EWR)



**Terry Oliver**

Passenger Train Operations Senior Manager  
North South Railway (NSR)



# SAR Thank You

PBU saw very good performance on the NSR and EWR routes in March, with both routes only having 2 days each where we failed to meet the 90% PPM target. We also had no cancellations of trains.

Furthermore, we had the holy month of Ramadan during March and the start of Eid Al Fitr. Yet again, due to everyone's efforts we delivered our train services safely.

It is only through those efforts and teamwork that we do this. You should all be very proud of the part that you have all played!

WELL DONE and THANK YOU!

Stay safe out there.

شهدنا أداء ممتاز على شبكتي الشرق الغرب والشمال الجنوب في شهر مارس ، حيث لم نحقق فقط هدف معدل مقياس الاداء بنسبة 90% في يومين لكل من الشبكتين ولم يكن لدينا أي إلغاء للقطارات.

أيضا ، خلال شهر رمضان المبارك وبداية عيد الفطر (شهر مارس) ، وبفضل الله ثم جهود الجميع ، قمنا بتقديم رحلات آمنة لعملائنا.

حيث تم تحقيق ذلك بجهود عمل الجميع ويجب أن تكونوا جميعا فخورين جدا بالدور الذي بذلتموه!

أحسنتم وشكرا لكم!

ابقوا آمنين اينما كنتم.

Yazeed Y. Gaari and Terry Oliver

We would like to extend appreciation to all staff for their dedication and hard work during the holy month of Ramadan and the Eid Al-Fitr period. Despite the unique challenges that this time of the year presents, your continued professionalism, commitment to duty, and focus on safety and operational excellence have been exemplary. Thank you everyone and well done.

نود أن نعرب عن تقديرنا لجميع الموظفين على تفانيهم وجهودهم الكبيرة خلال شهر رمضان المبارك وفترة عيد الفطر. وعلى الرغم من التحديات الخاصة التي قد تصاحب هذه الفترة من العام، فإن احترافيتكم المستمرة، والتزامكم بأداء الواجب، وتركيزكم على السلامة والتميز التشغيلي كانت مثالية، شكرا لكم وكل عام وانتم بخير.





# 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 ومراجعة 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 Zahrani) 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.

# Training Database

## قاعدة بيانات التدريب

The screenshot displays the 'Employee Details' form with fields for Employee ID, Employee Name, Position, Birth Date, Workplace, Railway, and Responsible. It includes buttons for 'Refresh Data', 'Save', 'Find Record', 'Undo Record', 'Add Record', 'Delete Record', 'Open Report', and 'Home Page'. Below the form is a 'Training' table with columns: Course Title, Start Date, End Date, Location, Status, and Expirat.

The Train Operations Department has created a comprehensive training database to streamline the collection, tracking, and management of employee training records. This system enables end-to-end oversight, from nominee identification to real-time dashboard analytics with providing actionable insights into workforce development.

By centralizing training data, we enhance management efficiency, ensure accurate record-keeping, and facilitate data-driven decision-making. This initiative supports our commitment to fostering continuous learning, improving competency across the department, and driving strategic growth through measurable training outcomes.

أنشأت إدارة تشغيل قطارات الركاب قاعدة بيانات شاملة بما يخص التدريب وذلك لجمع سجلات تدريب الموظفين وتتبعها وإدارتها. حيث يتيح هذا النظام الإشراف الشامل وترشيح الموظفين المستحقين للدورات.

من خلال مركزية بيانات التدريب ، نعزز الكفاءة الادارية، ونضمن حفظ السجلات بدقة ، ونسهل اتخاذ القرارات المستندة من البيانات. تدعم هذه المبادرة التزامنا بتعزيز التعلم المستمر ، وتحسين الكفاءة موظفين قسم تشغيل قطارات الركاب ، وتحفيز النمو الاستراتيجي من خلال نتائج تدريبية قابلة للقياس.



Updating the Database & archiving by the management team  
تحديث قاعدة البيانات والارشفة من قبل الادارة



Tracking Progress  
متابعة الانجاز



Candidate to attend the Course  
على المرشح حضور الدورة



Recording in a Database by the management team  
التسجيل في قاعدة البيانات من قبل الادارة



Candidate  
المرشح



Filtering the candidate according to the business needs  
تصفية المرشحين على حسب احتياج العمل



Nomination  
الترشيحات



Courses  
الدورات



# NSR Performance

## أداء شبكة الشمال الجنوب

March 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	75	100	100	100	100	100	100	100	100	100	100	50	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Trains Operated	5	2	2	2	3	4	4	5	4	2	2	3	4	4	5	4	4	4	3	4	4	5	4	4	5	4	4	4	5	6	6
% RT	80	100	100	100	40	50	75	80	75	100	100	92.3	75	75	80	75	25	75	100	75	80	75	75	75	80	75	75	75	80	100	83.3
Trains failed PPM	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	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	0
All Trains	5	2	2	2	3	4	4	5	4	2	2	3	4	4	5	4	4	4	3	4	4	5	4	4	5	4	4	4	5	6	6

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

During March, NSR achieved the required PPM for most of the month, with only 2 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 مارس ، حققت شبكة الشمال الجنوب معدل مقياس الأداء المطلوب في معظم الشهر، بينما لم يتم تحقيق معدل مقياس الأداء في يومين 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)

## NSR - Q1 Safety Briefs

### موجز التعريف بالسلامة للربع الأول

At NSR, the Safety Briefing sessions for the first quarter of 2025 have been successfully delivered to all NSR staff. This achievement reflects our continued dedication to fostering a strong safety culture. By ensuring that every team member is well-informed on the latest safety procedures, operational guidelines, and risk mitigation strategies, we reaffirm our commitment to maintaining a safe and compliant working environment..

في شبكة الشمال الجنوب اكملنا جلسات تعريفية بموجز السلامة للربع الأول من عام 2025 لجميع الموظفين. ويعكس هذا الإنجاز التزامنا المستمر بترسيخ ثقافة السلامة. ومن خلال ضمان إطلاع جميع الموظفين على أحدث إجراءات السلامة، والإرشادات التشغيلية، واستراتيجيات الحد من المخاطر، نؤكد من جديد التزامنا بالحفاظ على بيئة عمل آمنة ومتوافقة مع أعلى المعايير التنظيمية.





## EWR Performance

### آداء سكة الشرق الغرب

Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
PPM * (trains operated)	100	90	100	100	90	100	100	91.7	100	100	100	100	100	100	100	100	100	91.7	91.7	100	91.7	58.3	100	100	100	100	100	100	84.7	100	92.9
Trains Operated	14	10	10	10	10	12	10	12	10	10	10	10	12	10	12	12	12	12	12	12	12	12	12	12	12	12	12	12	13	16	14
% RT	87.5	70	70	60	40	83.3	100	66.7	60	50	90	90	83.3	100	83.3	66.7	91.3	91.7	66.7	58.3	66.7	41.7	41.7	33.3	41.7	91.7	75	75	23.1	93.8	78.6
Trains failed PPM	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0	1	5	0	0	0	0	0	0	2	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	0
All Trains	14	10	10	10	10	12	10	12	10	10	10	10	12	10	12	12	12	12	12	12	12	12	12	12	12	12	12	12	13	16	14

March was an excellent performance period, and EWR achieved 100% performance on 22 of 31 days, only failing to meet PPM twice, on the 22nd of March - mainly due to weather related impacts and on 29th of March - mainly due to train failure related issues.

Given that this performance period was during Ramadan, with a few days of Eid, this is a fantastic result, and we thank everyone for the part they played in delivering the continued service to our customers during the Holy 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).

كان شهر مارس فترة أداء ممتازة ، وحقق فريق شبكة الشرق الغرب الاداء بنسبة 100% في 22 يوما من اصل 31 يوما ، بينما لم يتم تحقيق معدل مقياس الأداء في يومين فقط، ذلك بسبب التأثيرات المتعلقة بالطقس في يوم 22 والمشكلات المتعلقة بفشل القطار في يوم 29.

بالنظر إلى نتيجة مقياس الأداء خلال فترة شهر رمضان ، مع أيام قليلة من العيد ، فهذه نتيجة رائعة ونشكر الجميع على التزامهم في تقديم الخدمة المتواصلة لعملائنا خلال الشهر الفضيل.

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

# Congratulations

## تهانينا

Congratulations to our EWR Train Drivers  
Faisal Al Saad and Dammam Train Drivers Ali Al Farhan, Naif Al Sahli and  
Mohamad Al Noowaiser who were recognised for their professionalism  
and dedication during the course of their duties.

Thank you and well-done guys.

تهانينا لقائدي قطارات شبكة الشرق الغرب  
محمد النويصر ونايف السهلي وفيصل السعد وعلي الفرحان الذين تم  
تكرمهم لاحترافيتهم وتفانيهم اثناء أداء مهامهم.

شكرا لكم وأحسنتم أيها الزملاء





# EWR Issued Instruction – 1

## اصدار تعليمات - 1

PBU – STAFF BRIEFING  
Train Driver / Train Captains / Station Staff



### TRAIN PLATFORM DOOR OPERATION

Date: 17TH March 2025 Location: EWR ROUTE

### TRAIN DOOR OPERATION

It has been noted during ERTMS faults that require for the ERTMS system to be restarted, that, when the system is switched off ALL automatic passenger doors (platform sides) will close and the open / close buttons will be disabled and the driver has no visual indication that the doors have closed, for approximately 25 seconds, until the ERTMS is reenergised

To remove any impact during this operation the following instructions should apply:

Ideally any ERTMS system reboot should take place AFTER passenger boarding is complete, however:

#### Train Driver

- If passenger boarding has commenced and ERTMS reboot is required then the Train Driver must alert the Train Captain, to ensure that passenger boarding can be suspended.
- The Train driver must note that the door release / close buttons on the driver's desk do not indicate that the doors have closed, and during the restart of the system do not change indications – As a result the driver has no in cab indication that the doors have closed.

#### Train Captain

- The Train Captain must alert Station Staff and between you, you must prevent passengers from boarding, in case a passenger or belongings get trapped within the closing doors.
- When the doors are closed the open / close buttons remain inactive for approximately 25 seconds, the Train Captain MUST remain on-board just in case an emergency arises, and it becomes necessary to release the doors using the emergency egress.

Following a concern with regards to EWR train door operation when the ERTMS system is restarted, the following briefing instructions were issued to PBU Train Drivers, PBU RSM and PBU station team colleagues.

تم إصدار تعليمات بخصوص تشغيل ابواب القطارات على شبكة الشرق الغرب وذلك عندما يتم اعادة تشغيل النظام الاوربي. حيث تم توزيع هذه التعليمات على قائدي قطارات الركاب وموظفي صيانة قطارات الركاب

#### OBT

- The OBT must not start the ERTMS shut down process until the Train Captain has confirmed that passenger boarding has been suspended.

#### Station Staff

- If you are informed by the Train Captain that the ERTMS system is to be restarted, then you MUST suspend the passenger boarding process until the restart operation is complete.

Once the ERTMS system has been restarted all door functions return to normal operations.

Please also note that the doors DO NOT open if they are already closed.

Any issues please contact your line manager to discuss further

Created by: Simon Moran. Train Operations Section Head, EWR.



إدارة تشغيل الركاب – قطاع الشرق

التاريخ: 17 مارس 2025 الموقع: قطاع الشرق

### تشغيل أبواب القطار

لوحظ خلال الأعطال المتعلقة بنظام ERTMS التي تتطلب إعادة تشغيل النظام ، أنه عند إيقاف تشغيل النظام ستغلق جميع أبواب الركاب الأوتوماتيكية (الجانبين المواجهين للرصيف) وستتوقف أزرار الفتح/الإغلاق لمدة تقارب 25 ثانية حتى يتم إعادة تنشيط نظام ERTMS .

لتجنب أي تأثير أثناء هذه العملية يجب اتباع التعليمات التالية :

#### قائد القطار

- إذا كان الركاب قد بدأوا بالصعود إلى القطار وتطلب الأمر إعادة تشغيل نظام ERTMS فيجب على قائد القطار إبلاغ مشرف القطار لضمان إيقاف عملية صعود الركاب .
- يجب أن يلاحظ قائد القطار أن أزرار فتح/إغلاق الأبواب على لوحة القيادة لا تشير إلى أن الأبواب قد أغلقت وحتى أثناء إعادة تشغيل النظام لا تتغير المؤشرات . لذلك لا توجد إشارة في كابينة القائد تفيد بأن الأبواب قد أغلقت.

#### مشرف القطار

- يجب على مشرف القطار إبلاغ موظفي المحطة ، ويجب عليهم معاً منع الركاب من الصعود تحسباً لاحتمال أن يتم إغلاق أحد الأبواب على الركاب أو على أمتعتهم عند إغلاقها .
- عندما تغلق الأبواب وتظل أزرار الفتح/الإغلاق غير نشطة لمدة تقارب 25 ثانية ، يجب على مشرف القطار البقاء على متن القطار تحسباً لأي حالة طوارئ قد تتطلب فتح الأبواب باستخدام نظام الطوارئ .

#### فريق المحطة

- يمنع بدء عملية إيقاف نظام ERTMS حتى يؤكد مشرف القطار أن عملية صعود الركاب قد توقفت .

#### موظفي المحطة

- إذا أبلغك مشرف القطار بأن نظام ERTMS سيتم إعادة تشغيله فيجب عليك إيقاف عملية صعود الركاب حتى تكتمل عملية إعادة التشغيل .

بعد إعادة تشغيل نظام ERTMS ستعود جميع وظائف الأبواب إلى العمل بشكل طبيعي .

يرجى ملاحظة أن الأبواب لن تفتح إذا كانت مغلقة بالفعل .

في حال وجود أي استفسارات يرجى التواصل مع أحد موظفي الإدارة

تم الإعداد بواسطة ساميون موران – رئيس تشغيل قطارات الركاب ، قطاع الشرق

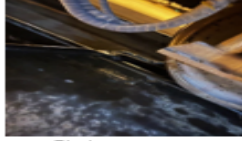

[1] Internal

# EWR Issued Instruction – 2

## اصدار تعليمات - 2

During a recent incident at Riyadh RRS, a train, being pushed by a Loco Pusher (operated by PBU RSM colleagues) ran over and damaged a fuel pipe. The fuel pipe had not been removed following train fueling on road 6. The attached notice has been issued to Train Operations and PBU RSM staff to clarify the arrangements around the fueling process and to reduce the risk of this type of incident re-occurring.

بعد وقوع حادث في ورشة الرياض بشبكة الشرق الغرب ، حيث اصطدم قطارالركاب فارغ بواسطة قاطرة دفع (يديره زملاء قسم صيانة قطارات الركاب ) اصطدم وأتلف هوز الوقود وذلك لعدم إزالته بعد تزويد القطار بالوقود على خط 6 ، تم إصدار هذه تعليمات لموظفي تشغيل قطارات الركاب وموظفي صيانة قطارات الركاب وذلك لتوضيح الترتيبات المتعلقة بعملية التزود بالوقود وتقليل مخاطر تكرار هذا النوع من الحوادث.

Date:	24 <sup>th</sup> March 2025	Location:	Riyadh RRS
<b>ALL STAFF - Briefing</b>			
Following an incident in which a train, being moved by a loco pusher on the wheel lathe road, ran over and severed a fuelling hose (see pictures 1 & 2) <b>the following instructions will apply with immediate effect.</b>			
			
Pic 1		Pic 2	
Under normal operations fuelling <b>MUST ONLY</b> take place on Roads 1, 2 and 3 at RRS. This applies to the current (temporary) fuelling point and will also apply when the new permanent fuelling point is introduced.			
Fuelling will normally take place once train washing is completed and is designed to prevent the fuel pipe being extended over adjacent roads.			
It is the intention that trains should not be stabled without having already been fuelled, this will remove the need to fuel after the train has been left in the depot, which would increase the risk of fuelling activity taking place on roads 6, 7 or 8.			
<b>If for any reason there is a need to fuel on roads 6, 7 or 8 then the following instructions MUST be applied.</b>			
<ol style="list-style-type: none"> <li>1. The fuel pump operator must communicate with the team leader before starting any fuelling activity, to ensure no train movements are undertaken on the lathe line, this communication should be repeated to confirm when fuelling is complete.</li> <li>2. If available the Terminal Operator must support the initial movement to ensure that no fuel lines, or other obstructions or people could be harmed by the movement being undertaken.</li> <li>3. If the Terminal Operator is NOT available then RSM teams must ensure there is someone stationed at the eastern end of the train on the lathe line, to ensure that no fuel lines, or other obstructions or people could be harmed by the movement.</li> <li>4. RSM teams are to ensure all communications between the Loco Pusher operator and the person at the other end of the moving train, are made using two radios, to ensure controlled, consistent communications are undertaken during any movement.</li> </ol>			
If you have any issues please contact one of the PBU Train Operations or PBU RSM management teams to discuss further.			
Created by: Simon Moran – Section Head, Train Operations, EWR.			

<b>موجز - جميع الموظفين</b>	
بعد حادث تم فيها تحريك قطار بواسطة Loco Pusher على خط مخروطة المجلات أدى إلى مرور القطار فوق خرطوم التزود بالوقود وقطعه (انظر الصور 1 و 2)	
<b>سيتم تطبيق التعليمات التالية فوراً</b>	
	
صورة 1	صورة 2
في التشغيل الاعيادي ، يجب أن تتم عملية التزود بالوقود فقط على الخطوط 1 ، 2 و 3 في RRS . ينطبق هذا على محطة التزود بالوقود الحالية (الموقفة) وسيتم تطبيقه أيضاً عند تشغيل محطة التزود بالوقود الجديدة والدائمة .	
عادة ما تتم عملية التزود بالوقود بعد الانتهاء من غسل القطار ، وذلك لتجنب تمديد خرطوم الوقود فوق الخطوط المجاورة .	
النية هي أن لا يتم إيقاف القطار داخل الورشة دون أن يتم تزويده بالوقود مسبقاً ، وهذا سيريد الحاجة إلى تزويد القطار بالوقود بعد إيقافه في الورشة ، مما سيريد من مخاطر التزود بالوقود على الخطوط 6 ، 7 أو 8 .	
<b>(إذا كانت هناك حاجة للتزود بالوقود على الخطوط 6 ، 7 أو 8 لأي سبب ، يجب اتباع التعليمات التالية :</b>	
<ol style="list-style-type: none"> <li>1. يجب على مشغل محطة الوقود التواصل مع قائد الفريق ( القيم لائن ) قبل بدء أي عملية تزود بالوقود للتأكد من عدم إجراء أي تحركات للقطارات على خط المخروطة ، ويجب تكرار هذا التواصل للتأكد على انتهاء عملية التزود بالوقود .</li> <li>2. إذا كان مشغل المحطة متاحاً فيجب عليه دعم الحركة الأولية (حركة القطار في المخروطة) للتأكد من عدم تعرض أي خرطوم وقود أو عوائق أو الأشخاص للخطر بسبب الحركة التي يتم القيام بها .</li> <li>3. إذا لم يكن مشغل المحطة متاحاً فيجب على فريق RSM التأكد من وجود شخص متمركز في الطرف الشرقي من القطار على خط المخروطة للتأكد من عدم تعرض أي خرطوم وقود أو عوائق أو الأشخاص للخطر بسبب الحركة .</li> <li>4. يجب على فريق RSM التأكد من أن جميع الاتصالات بين مشغل Loco Pusher والشخص المتواجد في الطرف الأخر من القطار المتحرك تتم باستخدام راديوين لضمان التواصل المتحكم به والمتسق أثناء أي حركة .</li> </ol>	
إذا كنت لديك أي استفسارات يرجى التواصل مع أحد فريق إدارة تشغيل القطارات PBU أو فريق إدارة RSM لمنطقة التزود .	
تم الإعداد بواسطة : سيمون موران – رئيس قسم تشغيل قطارات الركاب	



# Mobile Devices Usage

## استخدام الاجهزة 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

March 2025



Gerard McFadden  
Rolling Stock Maintenance Director



## Executive Summary

### Achievements

**100% Service delivery in EWR and NSR.**  
**Ramadhan & Eid Time Tables delivered successfully for both fleets.**  
**Commencement of the Prayer Area Enhancement Project in RRS.**  
**No delays per failures in NSR.**  
**Wheel Replacement completed for 9 Units in EWR, with completion of the entire fleet by May 2025 (Remaining two units).**  
**Delivery of more than 50% of the Visualization boards.**

### Issues

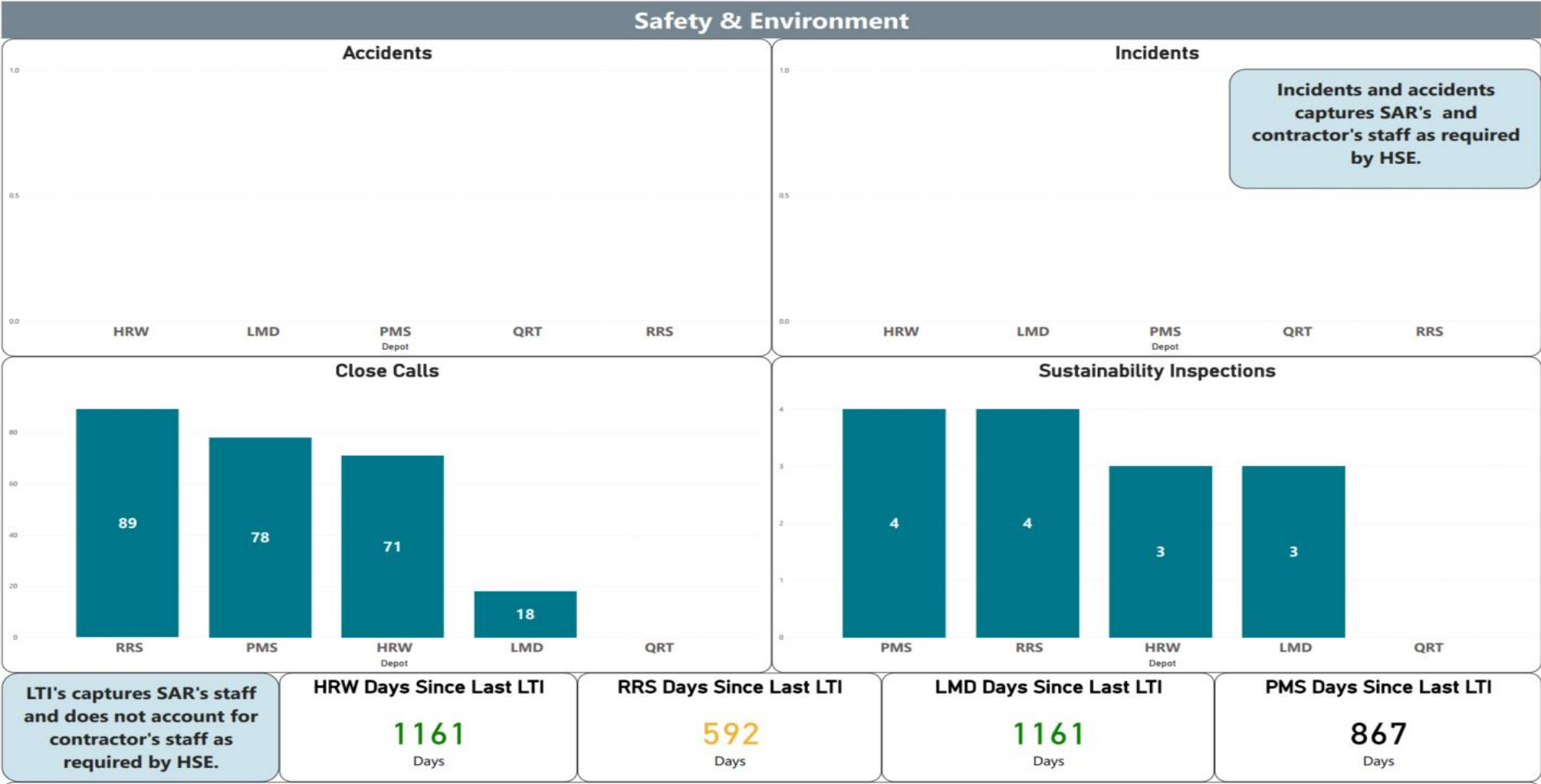
**Total of 163 min failure delay in EWR.**  
**Delays in starting the assembly work in the prayer area enhancement project due to logistic issues.**  
**Line 04 in NSR is partially out of service.**



# **1. RSM Safety Performance**



# SAR 1.1 EWR & NSR Safety KPIs



## SAR 1.2 EWR & NSR Safety Update

### ▼ Safety & Environment Concerns

Environmental (Waste) Management

### Safety & Environment Updates

The HSE Department has released a new Waste Management Procedure (SAR-012-300-2-001), which became effective on January 1, 2025.

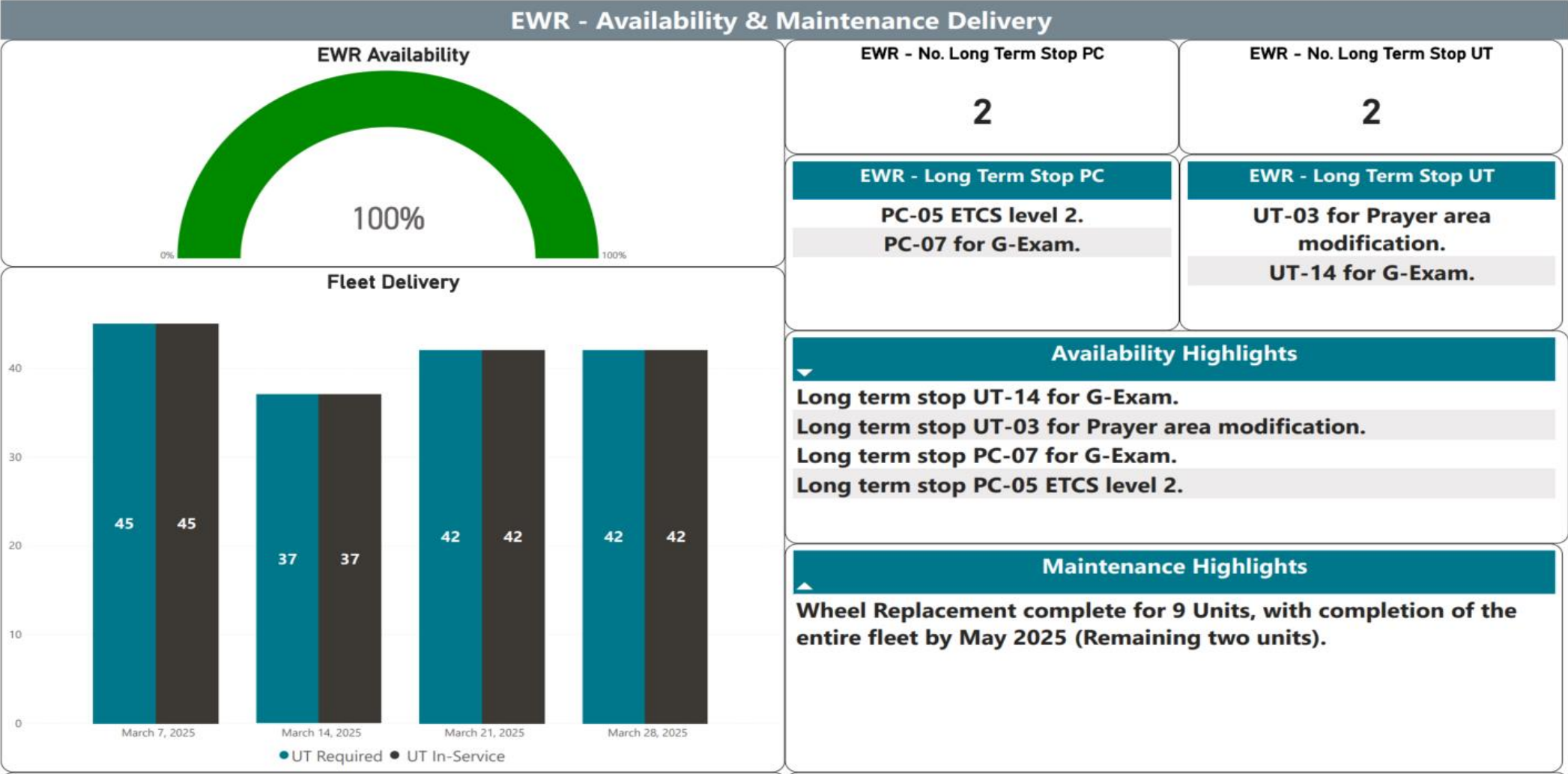
Currently, an analysis is underway to identify key gaps across RSM where significant risks may restrict both the initial implementation of the procedure's requirements and the ongoing management of waste.





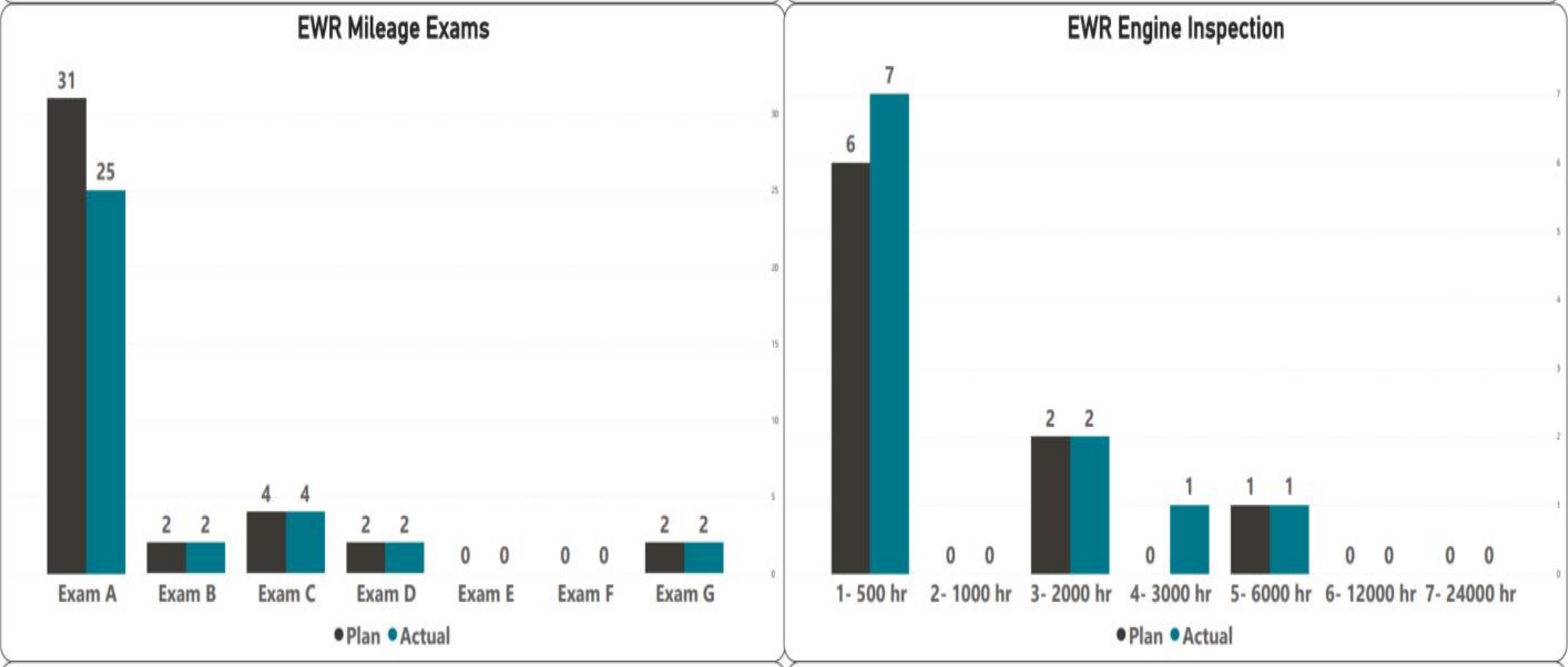
## **2. EWR Fleet Performance**

# SAR 2.1 EWR Availability





# SAR 2.2 EWR Overview Maintenance



## SAR 2.3 EWR Overview Maintenance

### Top Issues



No major issues.

### Top Achievements

100% Service delivery.

ETCS for the 2nd UT (UT-14) is in final stages for testing.

Ramadhan & Eid Time Tables delivered successfully.

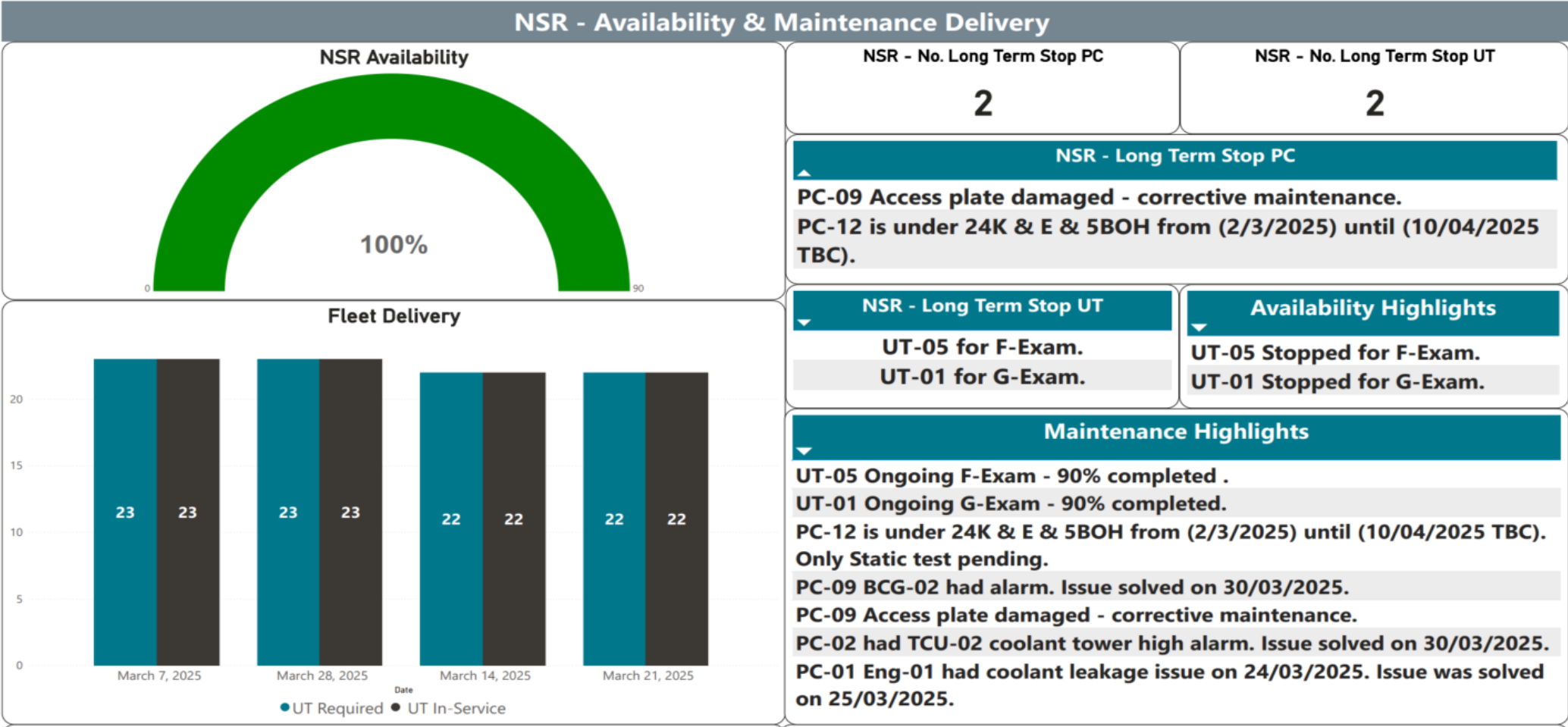
Wheel Replacement complete for 9 Units, with completion of the entire fleet by May 2025 (Remaining two units).



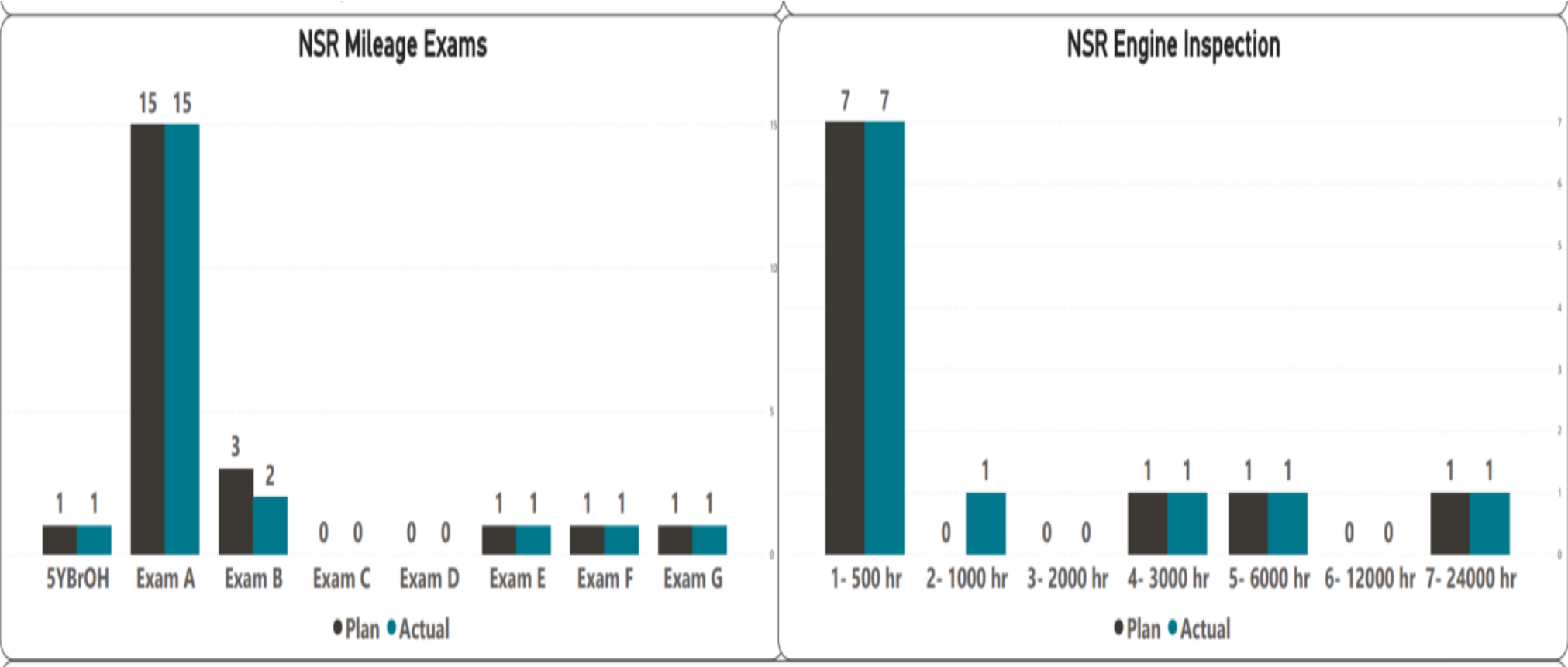


### **3. NSR Fleet Performance**

# SAR 3.1 NSR Availability



# SAR 3.2 NSR Overview Maintenance





## SAR 3.3 NSR Overview Maintenance

### Top Issues

Side skirt issues (Mitigation ongoing).

Lower train availability due to Major exams& overhaul.

Line 04 partially out of use.

### Top Achievements

100% Service delivery.

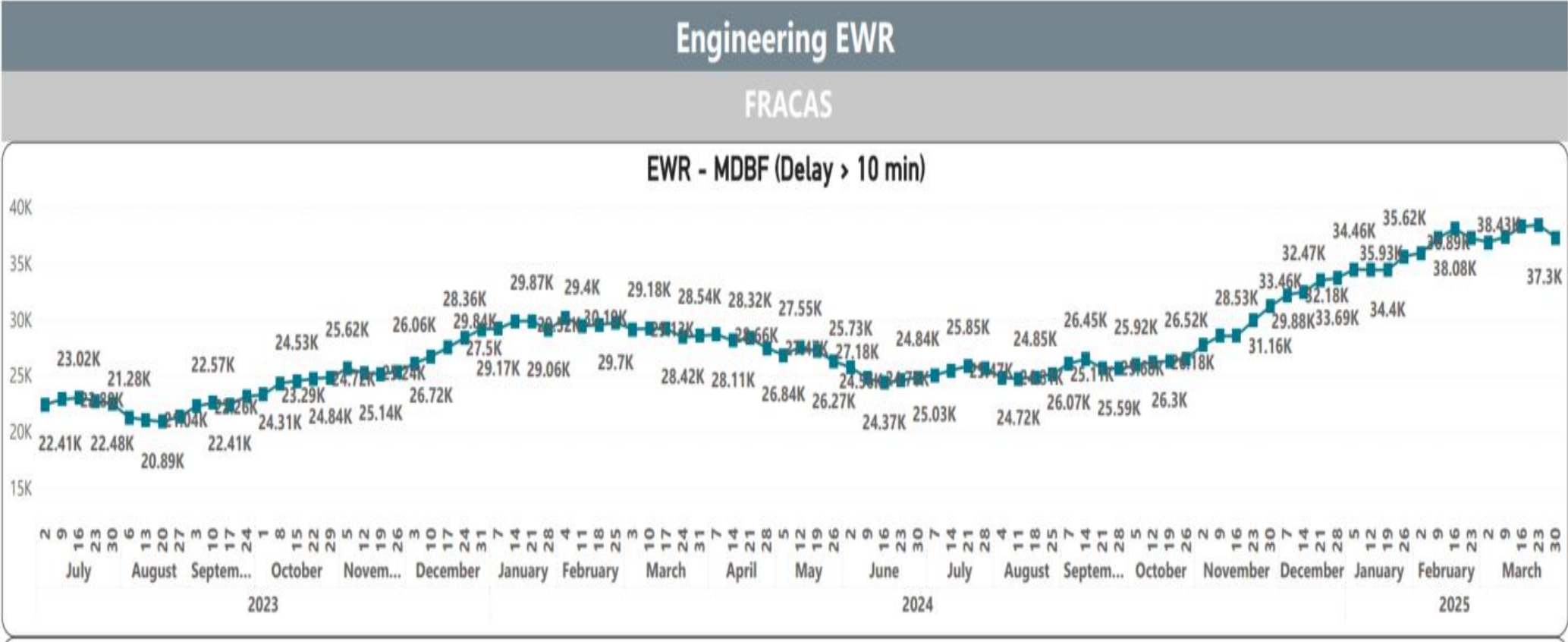
E-Exam transition plan (final phase) - The team is shadowing PC-12 E-Exam.

G-Exam ongoing for UT-01 (90% completion).



## **4. RSM Engineering**

# SAR 4.1 EWR FRACAS

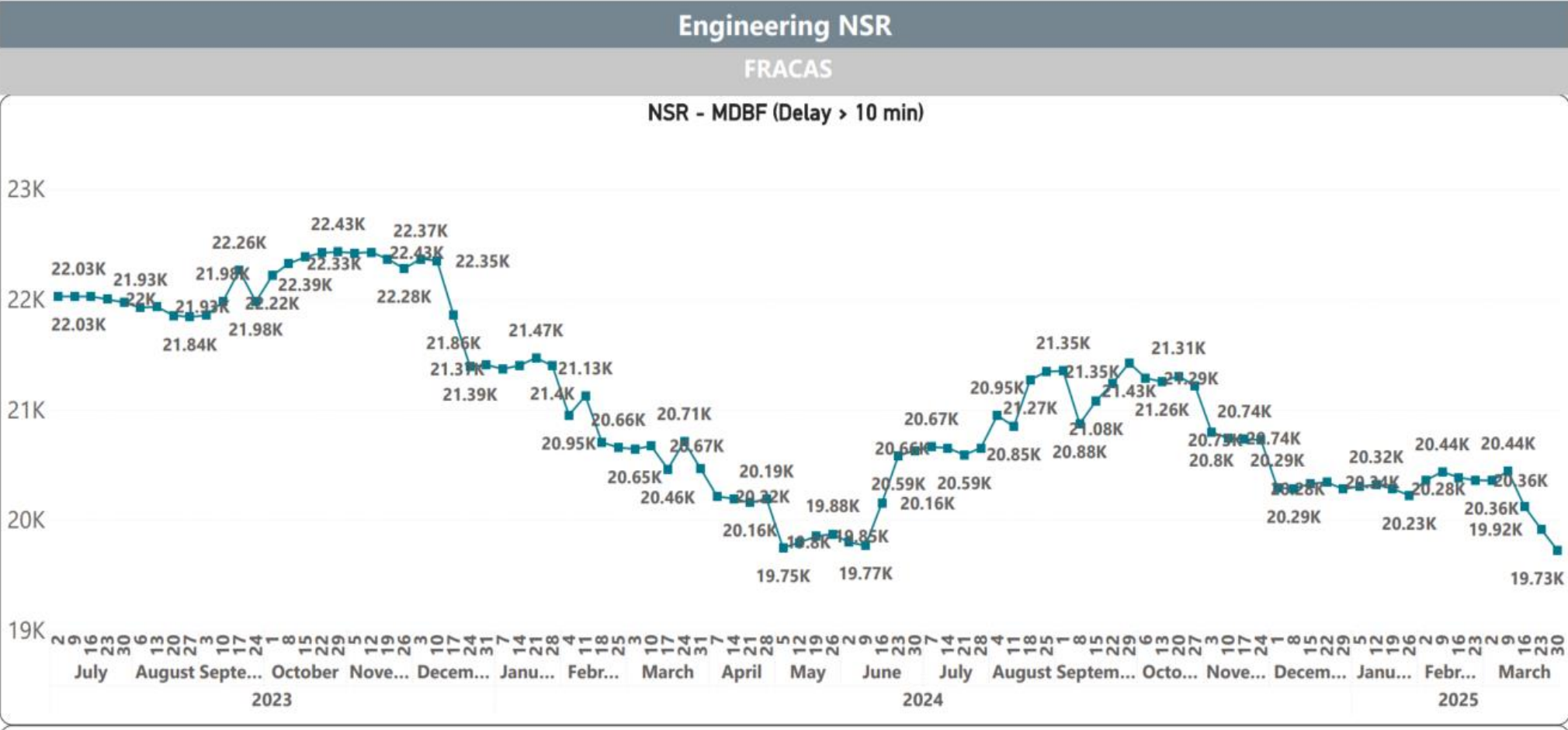




# SAR 4.1 EWR FRACAS

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.
Brake Caliper Failure	Regular updates have been received regarding the brake calipers. The design for EW and NS is the same but the issues faced on the fleets are different. The supplier is the same as well. On NS the parking brakes are the main issue. The EW has majority of its issues with the power car.
High Voltage Cable Damage	PC04 will under HV cable replacement. Inspection of other cables will also be undertaken. RSM Director has requested a visit of the locomotive once it's cleaned.
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 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 axle was removed and replaced. Moving forward, CAF will revise their process to check axial runout values for every wheel 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.
Compressor	BCU panels in all cars found with leaking test fittings and found B19.05 in PC BCU (pressure governor) leaking ,replaced the pressure governor and all leakages repaired
TUC 2 high TEMP	Train was changed (UT14/5005).

SAR 4.2 NSR FRACAS



# SAR 4.2 NSR FRACAS

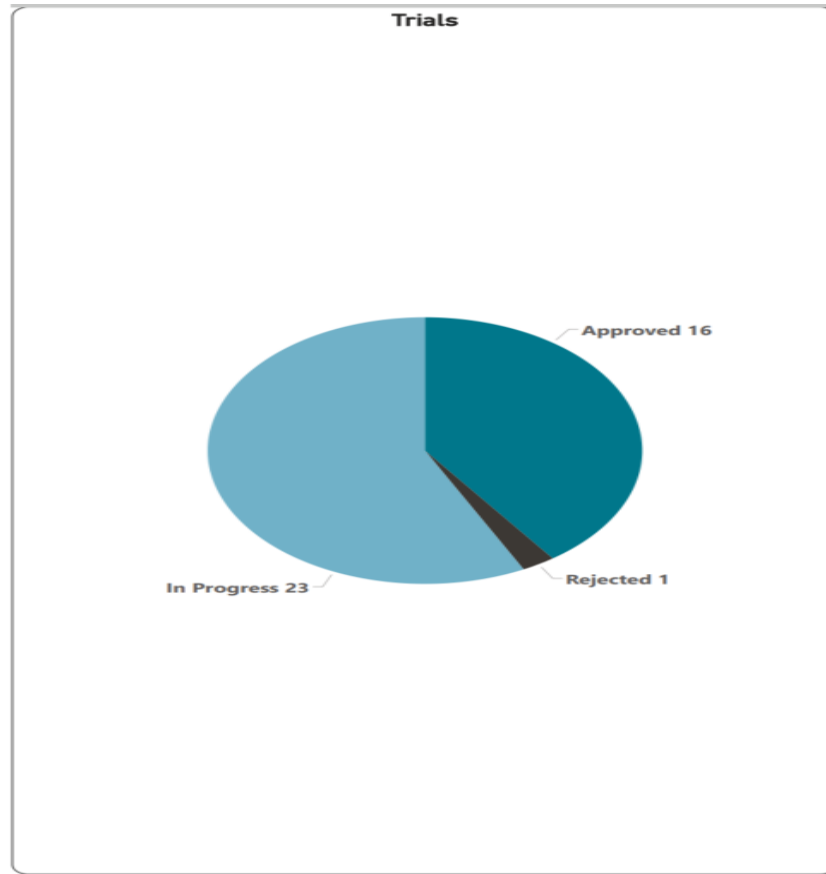
NSR FRACAS	
Failure	Action Taken/To Be Taken
NS0100 - Power Car Parking Brake	CAF to escalate issue to KB for full overhauls Requested capital spare stock to be available as mitigation Total Calipers Replaced Since 05/12/2024: 4
NS0103 - PC006 Compressor oil leakage	Draft report shared on 16th February. 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.
NS0102 - Floor Damage	Root cause of the floor damage to be understood.  All UTs has been reviewed, pending UT04. CAF Spain release a reparation procedure for bulge related to air. Material has been requested, pending ETA. Pictures for the Bubbly floors on UT03 along with other units are uploaded
NS0096 - PC011 Engine and filter types	Supplier now confirmed to be on the CAF approved supplier list. Coolant expected to be available within 5 weeks. Coolant supplier still not on the approved supplier list from CAF side. This issue to be escalated internally within CAF. Flushing procedure has been shared.
NS0080 - 5 Year Brake Overhaul	This component is confirmed a 100% replacement. This will be updated in the VOI. Need to understand the Procedure. From 24-Dec-24 still waiting for the answer from CAF. 5YBrOH in PC04 installation done. Brake protocol ongoing. Procedure for PC 5YBrOH already generated, pending to submit the other ones.
NS0095 - Brake Pads	Trial for new brake pads Report has been shared with the ICP. Awaiting feedback on any required testing to be performed prior to passenger trials. We are still awaiting the information that was requested from Ricardo. CAF Shared the final report for new hexagonal brake pad elements with SAR for review TB issued from Engineering and sent to Production for Briefing.



## SAR 4.3 Modification Budget Change

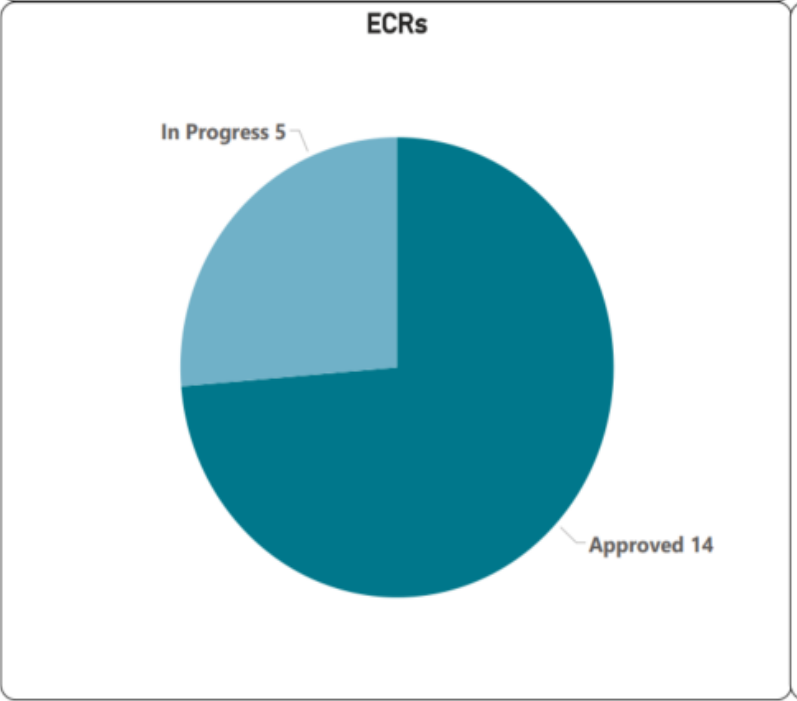
Engineering		
Modification Changes		
Projects	Description/Update	Status
Onboard Bearing monitoring SKF	Bearing monitoring due to repeated hot axle incidents. Design review 31/May. Sensors were installed successfully for the fleet.	Project completed (100% Payment in Process)
Prototype EW TCU Cooling Equipment	Prototype completed, but the modification was rejected due to performance not met expectation.	Project completed (100% Payment in Process)
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 Gearbox	All attempts for the prototype have failed. Modification on hold.	Initiating (10% Payment)
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)
Prototype EW Sand deflector	Sand deflector installed on Two units.	Initiating (10% Payment)

# SAR 4.4 Engineering Assurance



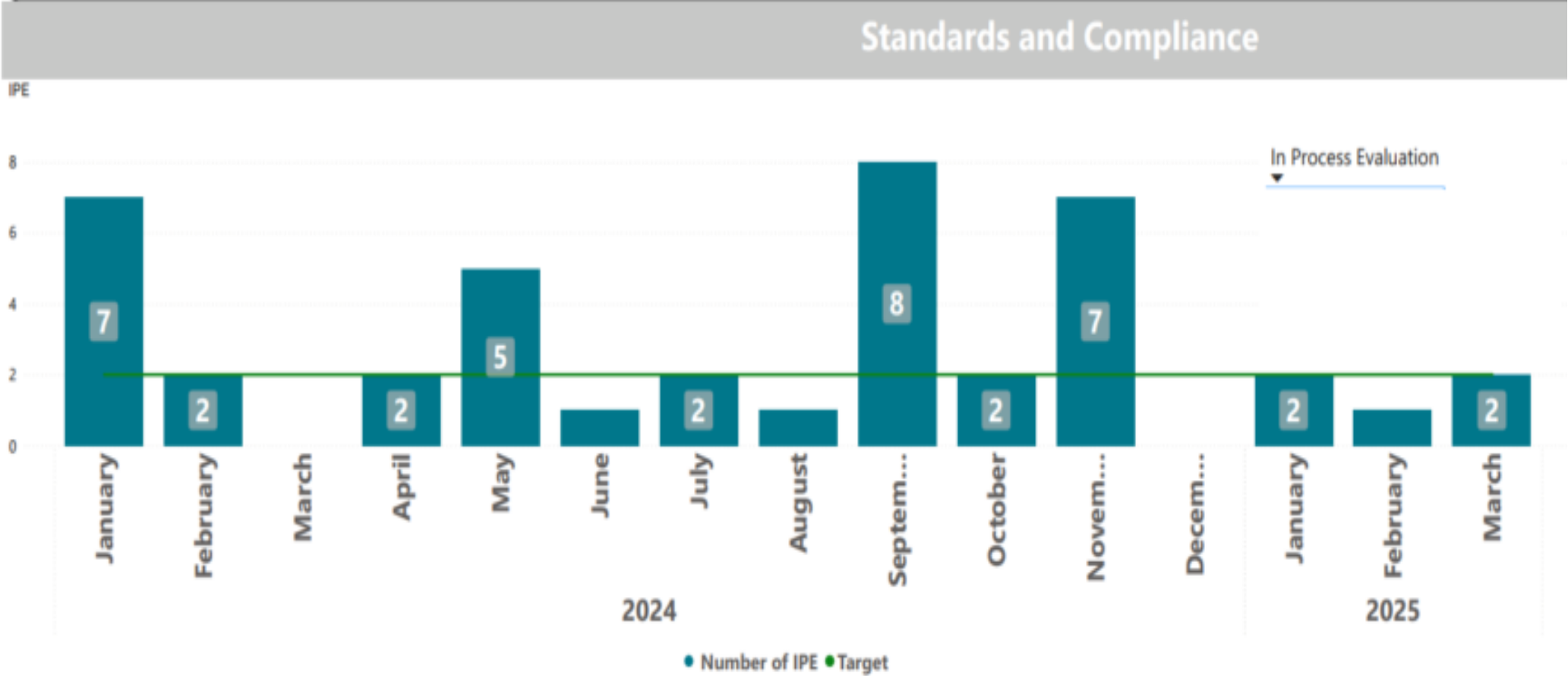
Trials/Description
2314 NS - Cover for pneumatic Pannel PC (In Progress)
2322 EW - Train Side ERTMS System Upgrade(In Progress)
2329 NS - TR2329 MTC Improved Air Spring Assembly(Pass)
2401 NS - Use the engine from EW in NS fleet(Pass)
2402 NS - Dynamic Brake Test Commissioning using alternative brake pads(Pass)
2403 NS - INSTALLATION PT100 IN ALTERNATOR(Pass)
2404 EW - INSTALLATION PT100 IN ALTERNATOR(Pass)
2405 NS - NS New cover design for cabin HVAC(Pass)
2406 EW - Cover for grounding system(Pass)
2407 EW - Install chain in pneumatic panels located in coaches(Pass)
2408 EW - PC Side skirt fabrication by local supplier(Fail)
2409 NS - Trial Record for Vibration Measurement in The Train(In Progress)
2410 EW - Engine Shutdown Recovery(In Progress)
2411 NS - Passenger Trial with new Friction Material (Loco) (In Progress)
2413 NS - Train Switch Simulation failure (Pass)
2414 NS - NS New SW embedded in T switches(Pass)
2415 NS - Simulation of Train switch failure using software(Pass)
2416 EW - class C sand wheels (In Progress)
2417 NS - NS_CAF Type C Sand Wheels(In Progress)
2420 NS - NS New Primary suspension(In Progress)
2421 NS - ABB Alternator(In Progress)
2422 EW - TCU Software improvement(In Progress)
2423 NS - Event Recorder (EVR ) timing Modification(Pass)
2425 EW - Fleet Fire Suppression System _FSS_ Installation(Pass)
2426 EW - Modified Venair Hose for Engine (In Progress)
2427 NS-EW - Sand Deflector (In progress)
2429 EW - CCTV System Modification (Pass)
2430 EW - Prayer area design(In Progress)
2431 EW - Pulse Filter Modification(Pass)
2432 EW - Gear box modification (In Progress)
2433 NS - CCU software for speed restriction when boogie isolated (In Progress)
2434 NS - NS Pulse Filter Brackets Modification (Pass)
2435 EW - New battery charger for PC (In Progress)
2439 EW - Wireless switch for CCTV (In Progress)
2440 EW - New coffee Machine for the EW Restaurant Car (In Progress)
2441 - EW - Fuel Tank Protection (In Progress)
2501 - EW - NS to EW wheel set Trial (In Progress)
2503 - EW - New Transformer proposal for EW Fleet (In Progress)
2504 - EW - Software Update for BOXPC firmware to support ETCS Level 2 (In Progress)
2508 - EW - WSP Valve Cover Modification to allow sand dispersion (In Progress)

# SAR 4.4 Engineering Assurance



ECR/Description
2507 - NS - Alternative Vertical Dampers for the NS Fleet (In Progress)
2506 - NS - NS Fleet HVAC Software Update to increase set Point (In Progress)
2505 - NS - Cooling Duct for Brake & Pneumatic panel in PC (In Progress)
2504 NS - New Pulse Filter Cartridge and brackets (Approved)
2503 EW - EW Fleet CCTV Upgrade (In progress)
2502 EW - Install chain on pneumatic panel (Approved)
2415 NS-Supplementary end coach car body panel (Approved)
2413 NS-EVR Timing Change Modification (Approved)
2412 NS-New T-Switch Failure using new software (Approved)
2411 NS-Install angle in the electrical box of the Car Carriers (Approved)
2410 NS - NEW HVAC cover lock (Approved)
2408 EW - Water sensor in prefilter (In Progress)
2407 EW - Fire Suppression system Modification(Approved)
2406 NS - MP 14 revision (Approved)
2405 EW - Mp 10 revision (Approved)
2404 NS - Change of Air spring (Approved)
2403 EW - EW frontal lights modification(Approved)
2402 NS - Embedded TCMS Software change(Approved)
2401 EW - T4 transformer Maintenance Periodicity Change (Approved)

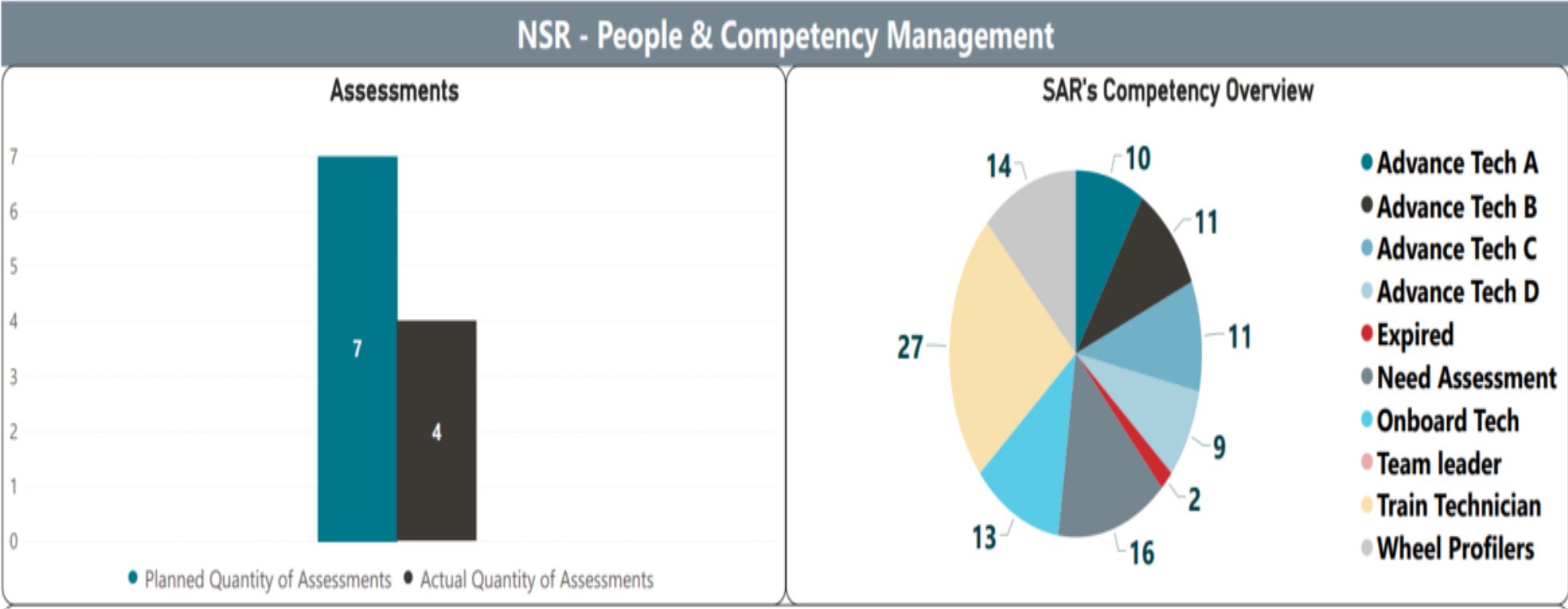






## **5. NSR Competency**

# SAR 5.1 NSR Competency





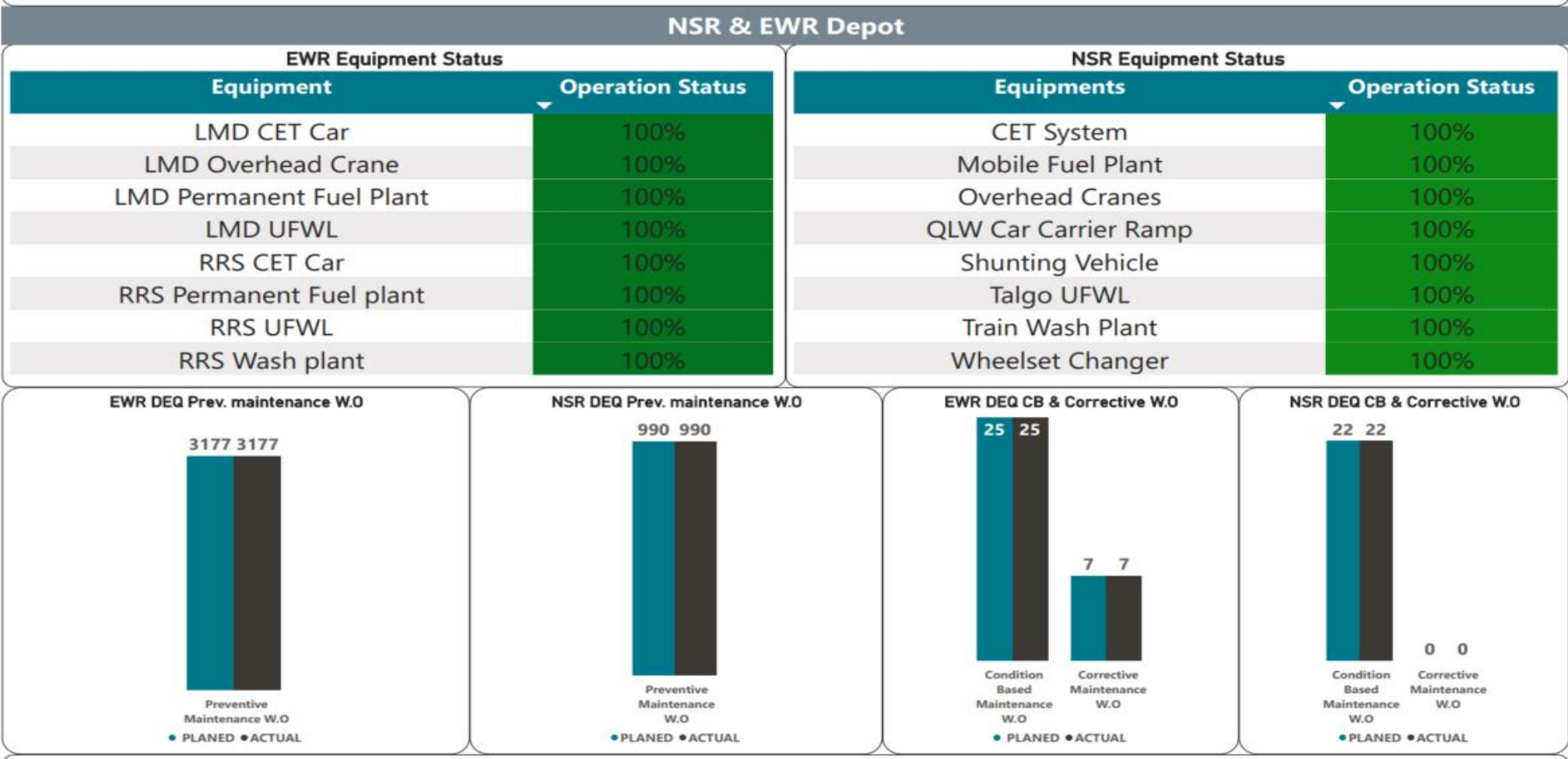
# SAR 5.1 NSR Competency

Competence Highlights
01- Wheel Lathe Competence up to 93%. An additional Wheel Profiling training session is being planned.
02- Fifteen technicians currently working towards Train Technician competence.
03- There are currently 2 staff with expired competence, reassessments are due imminently.
04- SRP Cohort 18 completed their familiarization visit, they will return on 6th April for OJT.
05- Car Carrier training sessions will be held on a weekly basis, as required. No session has been requested for this week. Training being updated.
06- Qurayyat depot staff safety and depot equipment training is continuing at Riyadh.
07- Train the Trainer (TOT) is confirmed for 8-10 & 27-29 April.
08- Doors training is confirmed for 10th April.
09- Awaiting a date for Communications training.
10- Fist Aid is confirmed for 13th, 14th & 15th April (3 sessions).
11- Overhead Crane is confirmed for 14th April.
12- Fire Awareness Training is confirmed for 15 & 16 April.
13- FLT is confirmed for 21st April.
14- Scissor Lift training is confirmed for 28th April.
15- Wheel-Rail Interface and Re-Railing training will commence soon.



## 6. Depot

# SAR 6.1 Depot Overview





## SAR 6.1 Depot Overview

### Depot Highlights

▲ All equipment are functioning normally and fully operational.

No effect on services.

PMS - Talgo UFWL annual maintenance ongoing by OEM.

PMS, RRS and LMD - Wheel Profile Monitoring System annual maintenance and calibration completed by OEM.

# Commercial







March 2025



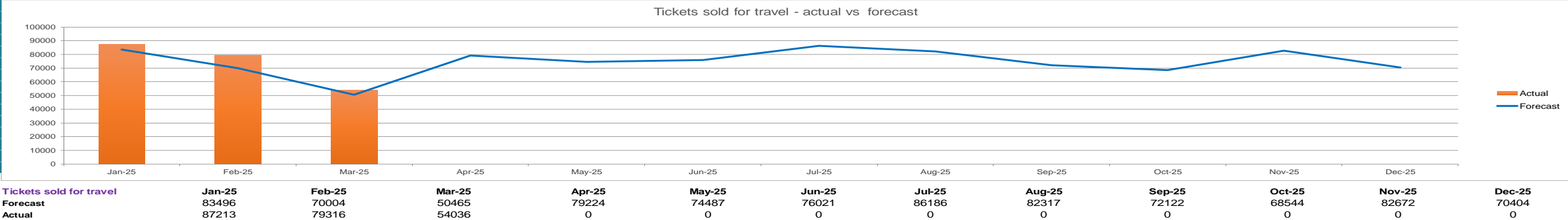
Abdulmajeed Khathlan  
Commercial Director



# COMMERCIAL ANALYSIS (NORTH)

March 2025	Economy Class	Business Class	Private Sleeper Cabin	Total	Load Factor				TSFT Target achieved	
 Tickets sold for travel	42,708	10,708	620	54,036	EC	BC	PSC	Total		
					115%	81%	70%	105%		
 Boarded passengers	40,209	10,431	548	51,188	EC	BC	PSC	Total		
					109%	78%	62%	100%		

Tickets sold for travel									
2025 Forecast			2025 Actual			Monthly Forecast			2025 Actual
895942			220565			50465			54036
% of forecast achieved			25%			% of forecast achieved			107%
Target % achieved of forecast			23%						





Ticket revenue





2025 Forecast	SAR	115,340,112
2025 Actual	SAR	29,474,457
% of forecast achieved		26%
Target % achieved of forecast		23%

Monthly Forecast	SAR	6,494,960
Monthly Actual	SAR	7,144,654
% of forecast achieved		110%





Ticket revenue - actual vs forecast

[illegible]



March 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	2,713	SAR 211,210	SAR 78
		SAR 183,661 (ex. VAT)	SAR 68 (ex. VAT)
 Lounge Access	382	SAR 12,420	SAR 33
		SAR 10,800 (ex. VAT)	SAR 28 (ex. VAT)
 Onboard Meals	218	SAR 8,900	SAR 41
		SAR 7,739 (ex. VAT)	SAR 36 (ex. VAT)
 Seat Selection	6,937	SAR 104,090	SAR 15
		SAR 90,513 (ex. VAT)	SAR 13 (ex. VAT)






March 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	430	SAR 40,028	SAR 93
		SAR 34,807 (ex. VAT)	SAR 81 (ex. VAT)
 Car Cargo	83	SAR 58,450	SAR 704
		SAR 50,826 (ex. VAT)	SAR 612 (ex. VAT)
 On Train Sales	47	SAR 5,201	SAR 111
		SAR 4,523 (ex. VAT)	SAR 96 (ex. VAT)
 Waiting List Tickets	231	SAR 23,198	SAR 100
		SAR 20,172 (ex. VAT)	SAR 87 (ex. VAT)

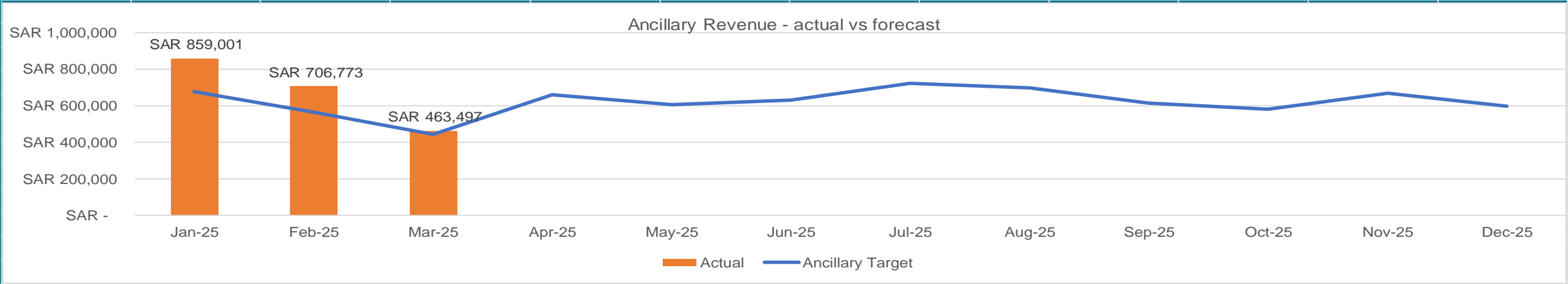


COMMERCIAL ANALYSIS (NORTH)



March 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield	Ancillary Revenue achieved	
 TOTAL ANCILLARY REVENUE	11,041	SAR 463,497	SAR 42	March 2025	2025
		SAR 403,040 (ex. VAT)	SAR 37 (ex. VAT)		


Ancillary Revenue			
2024 Forecast	2024 Actual	% of forecast achieved	Target % achieved of forecast
SAR 7,472,448	SAR 2,029,270	27%	23%
Monthly Forecast	Monthly Actual	% of forecast achieved	
SAR 443,460	SAR 463,497	105%	











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



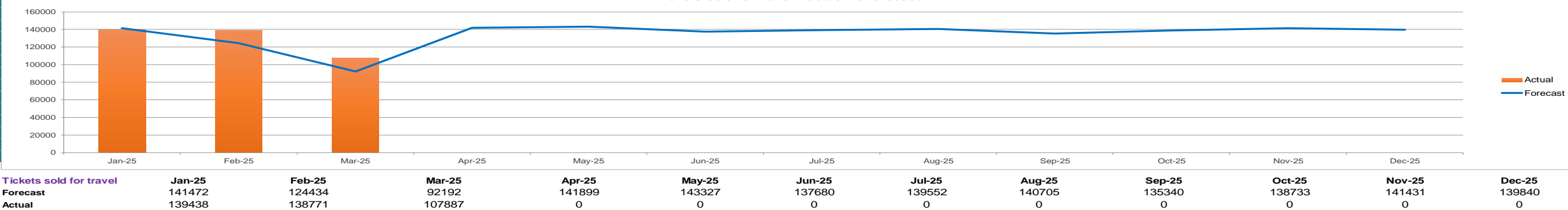
North	Result	Jan – March 2024	Jan – March 2025 (Forecast)	Jan – March 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
	Number of Services Operated	526	494	503	-4%	2%
	Tickets Sold for Travel	219,162	203,964	220,565	1%	8%
	Load Factor (Ticket Sold for Travel)	96%	94%	104%	8% Points	10% Points
	Boarded Passengers	206,769	191,726	208,055	1%	9%
	Load Factor (Boarded Passengers)	90%	88%	98%	8% Points	10% Points
	Ticket Revenue (inc. VAT)	SAR 26,167,473	SAR 26,331,006	SAR 29,474,457	13%	12%
	Ticket Yield (inc. VAT)	SAR 119	SAR 129	SAR 134	12%	4%
	Ancillary Revenue (inc. VAT)	SAR 2,271,041	SAR 1,686,548	SAR 2,029,270	-11%	20%
	Ancillary Yield (inc. VAT)	SAR 10	SAR 8	SAR 9	-11%	11%
	Total Revenue (inc. VAT)	SAR 28,438,513	SAR 28,017,554	SAR 31,503,727	11%	12%
	Total Yield (inc. VAT)	SAR 130	SAR 137	SAR 143	10%	4%

March 2025	Economy Class	Business Class	Aramco	Total	Load Factor			TSFT Target achieved	
 Tickets sold for travel	84,517	23,370	0	107,887	EC	BC	Total	March 2025	2025
					122%	71%	106%		
 Boarded passengers	78,029	22,681	0	100,710	EC	BC	Total		
					113%	69%	99%		

## Tickets sold for travel

92192  
107887  
117%

Tickets sold for travel - actual vs forecast





Ticket revenue

SAR 7,423,967

SAR 4,268,396

SAR 0

SAR 11,692,363

EC

BC

**Total**

**March 2025**

2025

88 SR

183 SR

108 SR



SAR 6,455,624  
(ex. VAT)

SAR 3,711,648  
(ex. VAT)

SAR 0  
(ex. VAT)

SAR 10,167,272  
(ex. VAT)

76 SR  
(ex. VAT)

159 SR  
(ex. VAT)

94 SR  
(ex. VAT)





## Ticket revenue

Monthly Forecast	<b>SAR</b>	<b>9,657,187</b>
Monthly Actual	<b>SAR</b>	<b>11,692,363</b>
% of forecast achieved		<b>121%</b>

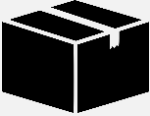



Ticket revenue - actual vs forecast

[illegible]



March 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Extra Baggage	2,139	SAR 173,390	SAR 81
		SAR 150,774 (ex. VAT)	SAR 70 (ex. VAT)
 Lounge Access	588	SAR 19,040	SAR 32
		SAR 16,557 (ex. VAT)	SAR 28 (ex. VAT)
 Onboard Meals	547	SAR 13,685	SAR 25
		SAR 11,900 (ex. VAT)	SAR 22 (ex. VAT)
 Seat Selection	11,549	SAR 173,385	SAR 15
		SAR 150,770 (ex. VAT)	SAR 13 (ex. VAT)



March 2025	Ancillary Service Volumes	Ancillary Service Revenue	Ancillary Service Yield
 Parcel Shipments	3,057	SAR 242,670	SAR 79
		SAR 211,017 (ex. VAT)	SAR 69 (ex. VAT)
 On Train Sales	54	SAR 4,748	SAR 8
		SAR 4,128 (ex. VAT)	SAR 76 (ex. VAT)
 Waiting List Tickets	324	SAR 27,870	SAR 86
		SAR 24,235 (ex. VAT)	SAR 75 (ex. VAT)
 Aramco parking	0	SAR 0	SAR 0
		SAR 0 (ex. VAT)	SAR 0 (ex. VAT)

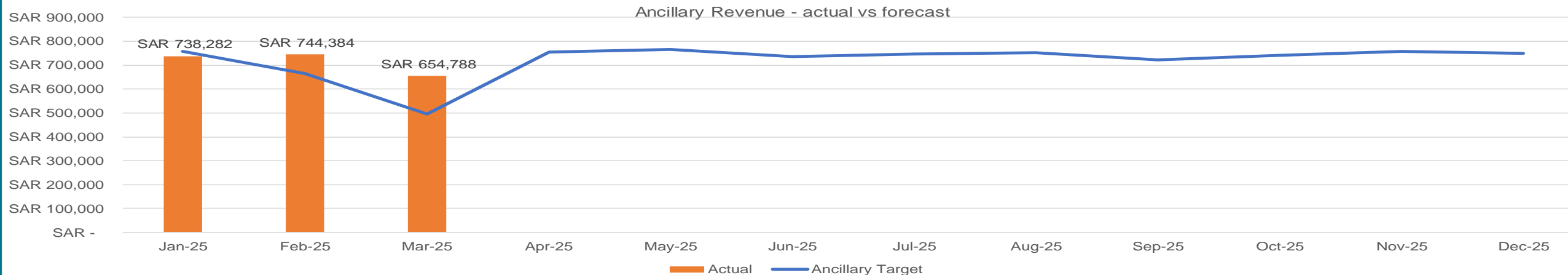




TOTAL ANCILLARY REVENUE


2024 Forecast	➤ SAR 8,650,911
2024 Actual	➤ SAR 2,137,453
% of forecast achieved	25%
Target % achieved of forecast	➤ 22%

Monthly Forecast	<b>SAR 495,178</b>
Monthly Actual	<b>SAR 654,788</b>
% of forecast achieved	<b>132%</b>







Passenger Commercial Performance YTD (March 2025) | East Trains

East	Result	Jan – March 2024	Jan – March 2025 (Forecast)	Jan – March 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
	Number of Services Operated	1,189	1,212	1,240	4%	2%
	Tickets Sold for Travel	385,623	358,098	386,096	0.1%	8%
	Load Factor (Ticket Sold for Travel)	115%	102%	110%	-5% Points	8% Points
	Boarded Passengers	345,524	322,288	351,453	2%	9%
	Load Factor (Boarded Passengers)	103%	92%	97%	-6% Points	5% Points
	Ticket Revenue (inc. VAT)	SAR 34,904,589	SAR 37,738,461	SAR 41,555,098	19%	10%
	Ticket Yield (inc. VAT)	SAR 91	SAR 105	SAR 108	19%	2%
	Ancillary Revenue (inc. VAT)	SAR 2,156,233	SAR 1,919,806	SAR 2,137,453	-1%	11%
	Ancillary Yield (inc. VAT)	SAR 6	SAR 5	SAR 6	-1%	3%
	Total Revenue (inc. VAT)	SAR 37,060,822	SAR 39,658,267	SAR 43,692,551	18%	10%
	Total Yield (inc. VAT)	SAR 96	SAR 111	SAR 113	18%	2%



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

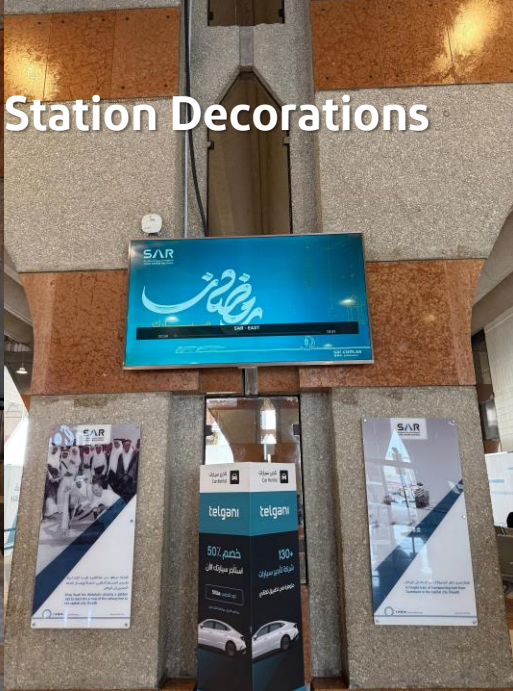
North & East	Result	Jan – March 2024	Jan – March 2025 (Forecast)	Jan – March 2025	% Variance (Year-on-Year)	% Variance (v Forecast)
 North Train  East Train	Number of Services Operated	1,715	1,706	1,743	2%	2%
	Tickets Sold for Travel	604,785	562,062	606,661	0.3%	8%
	Boarded Passengers	552,293	514,014	559,508	1%	9%
	Ticket Revenue (inc. VAT)	SAR 61,072,062	SAR 64,069,466	SAR 71,029,555	16%	11%
	Ticket Yield (inc. VAT)	SAR 101	SAR 114	SAR 117	16%	3%
	Ancillary Revenue (inc. VAT)	SAR 4,427,274	SAR 3,606,354	SAR 4,166,723	-6%	16%
	Ancillary Yield (inc. VAT)	SAR 7.3	SAR 6.4	SAR 6.9	-6%	7%
	Total Revenue (inc. VAT)	SAR 65,499,336	SAR 67,675,821	SAR 75,196,278	15%	11%
	Total Yield (inc. VAT)	SAR 108	SAR 120	SAR 124	14%	3%
	Customer Satisfaction	78%	85%	87%	9% Points	2% Points
	Net Promoter Score	29%	20%	37%	8% Points	17% Points

# RAMADAN CAMPAIGN



Promotional Offers  
New Timetables  
Social Media Posts  
Landing Pages  
Website Banners  
Station Events



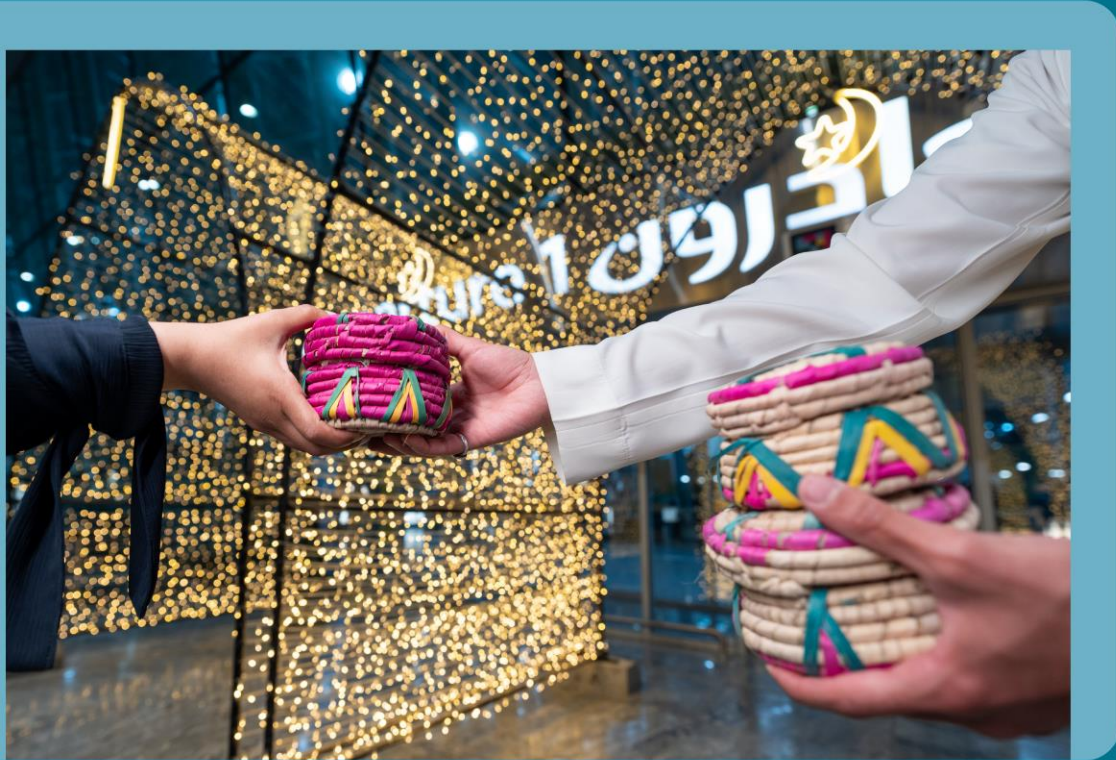


Ramadan Station Decorations



## Station Events: Gargee'an Celebration

We joyfully celebrated Gargee'an in SAR stations from Friday 14<sup>th</sup> until Monday 17<sup>th</sup> March by distributing traditional sweets to our passengers — an age-old custom that reflects the spirit of generosity and community deeply rooted in Saudi culture.





**Video coverage of the Gargee'an celebrations at stations**









# SAR

## Marketing



### Ramadan timetable

starts from Saturday 1st March



# DIGITAL CAMPAIGN FOR RAMADAN TIMETABLE AWARENESS

During Ramadan, SAR launched a digital campaign to inform passengers about the Ramadan-specific timetable. Through various digital channels, including social media, website, and the SAR app, passengers were made aware of any changes to the regular schedule, allowing them to plan their journeys efficiently during the holy month.

PBU MBR

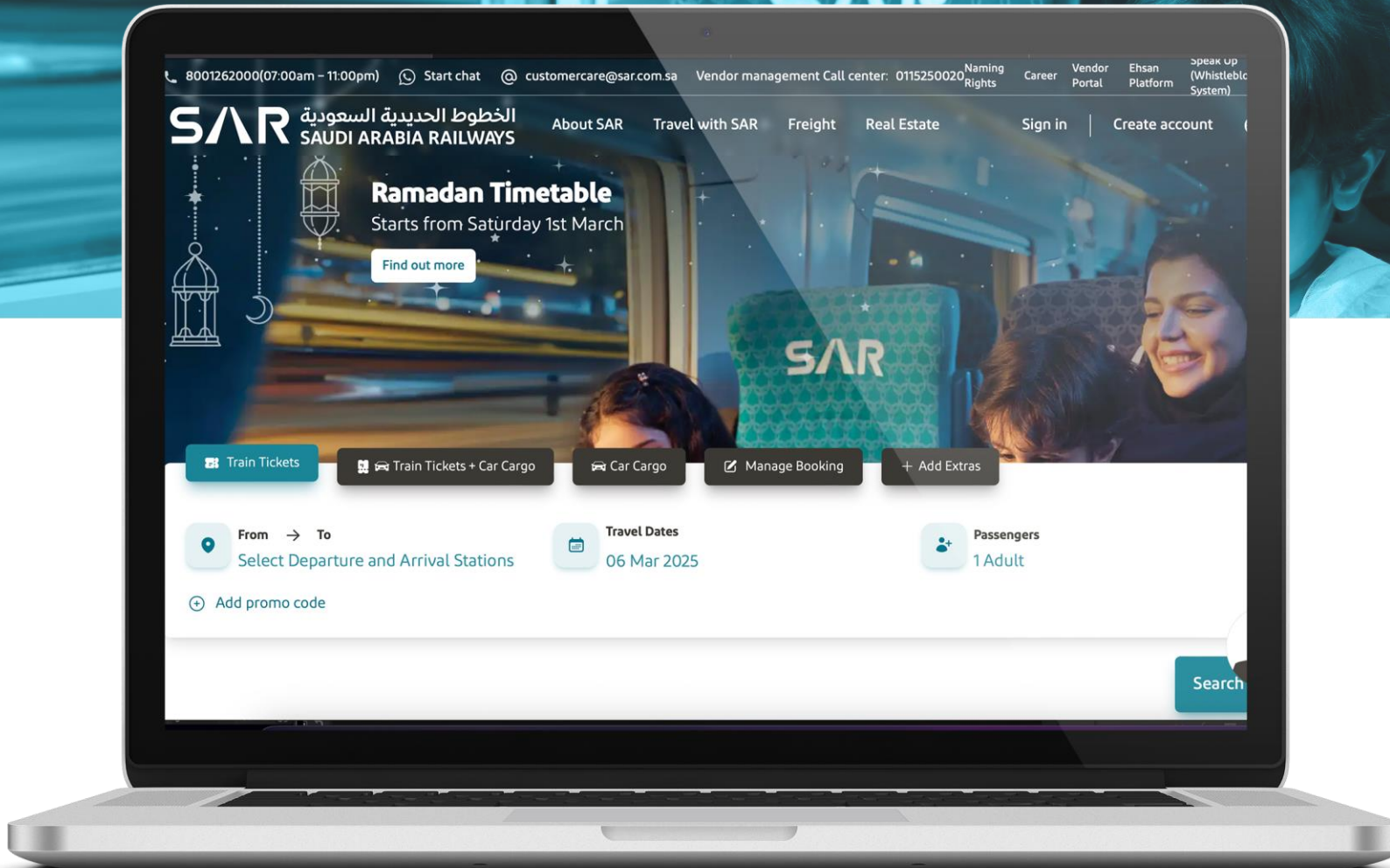


# SAR

## WEBSITE BANNER

Ramadan Campaign: Timetable

PBU MBR





# SAR

# LANDING PAGE

Ramadan Campaign: Timetable

PBU MBR



8001262000(07:00am – 11:00pm) Start chat @ customercare@sar.com.sa Vendor management Call center: 0115250020 Naming Rights Career Vendor Portal Ehsan Platform Speak (Whistle) System

**SAR** الخطوط الحديدية السعودية SAUDI ARABIA RAILWAYS About SAR Travel with SAR Freight Real Estate Sign in Create account

## Train Schedule

Plan your journey ahead and save up to 40%

Select Departure Station Select Arrival Station Select Travel Date Get Schedule

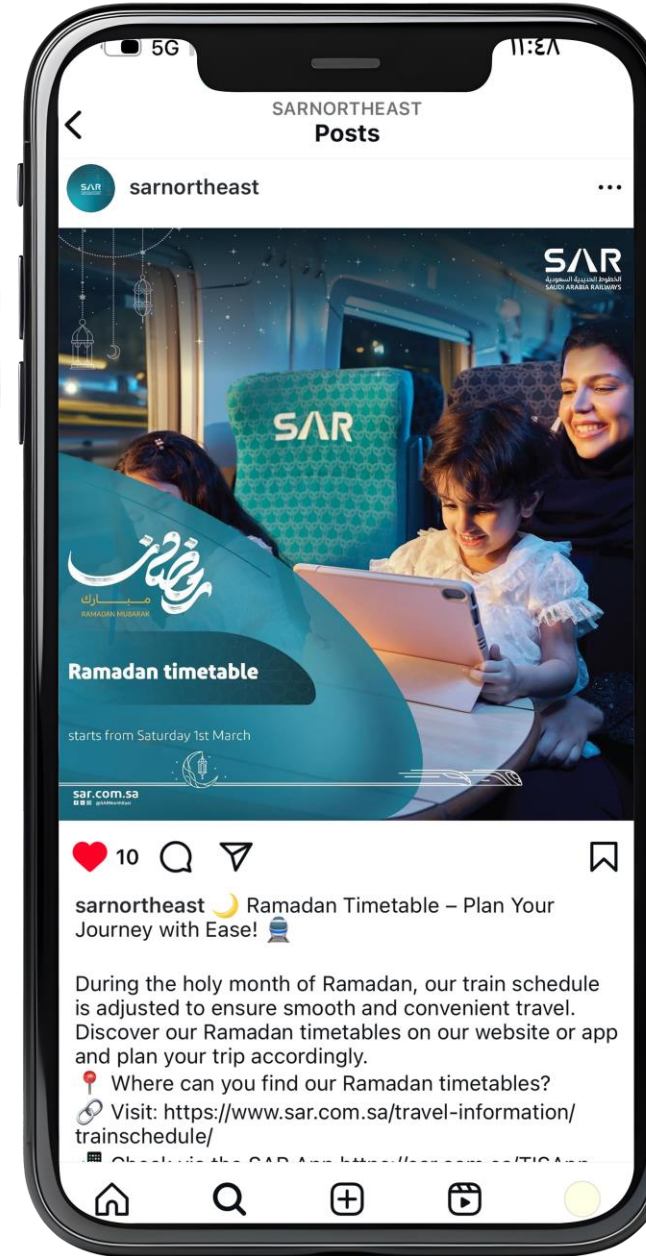
Please select departure and arrival stations

Download our North Ramadan Timetables Download our East Ramadan Timetables

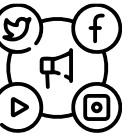


# SAR

## SOCIAL MEDIA



PBU MBR





# SAR

## Sales & Marketing



Ship one parcel &  
**send a second parcel FREE**

Offer available: 27th February – 22nd March 2025

\*Terms & conditions apply



## RAMADAN OFFER: SHIP ONE PARCEL & SEND THE SECOND FREE

In line with the Ramadan spirit, SAR offered a “Ship One, Get the Second Free” promotion for parcel shipment services. This campaign encouraged customers to send gifts and parcels to family and friends, enhancing the season’s gifting experience while promoting SAR’s parcel services.

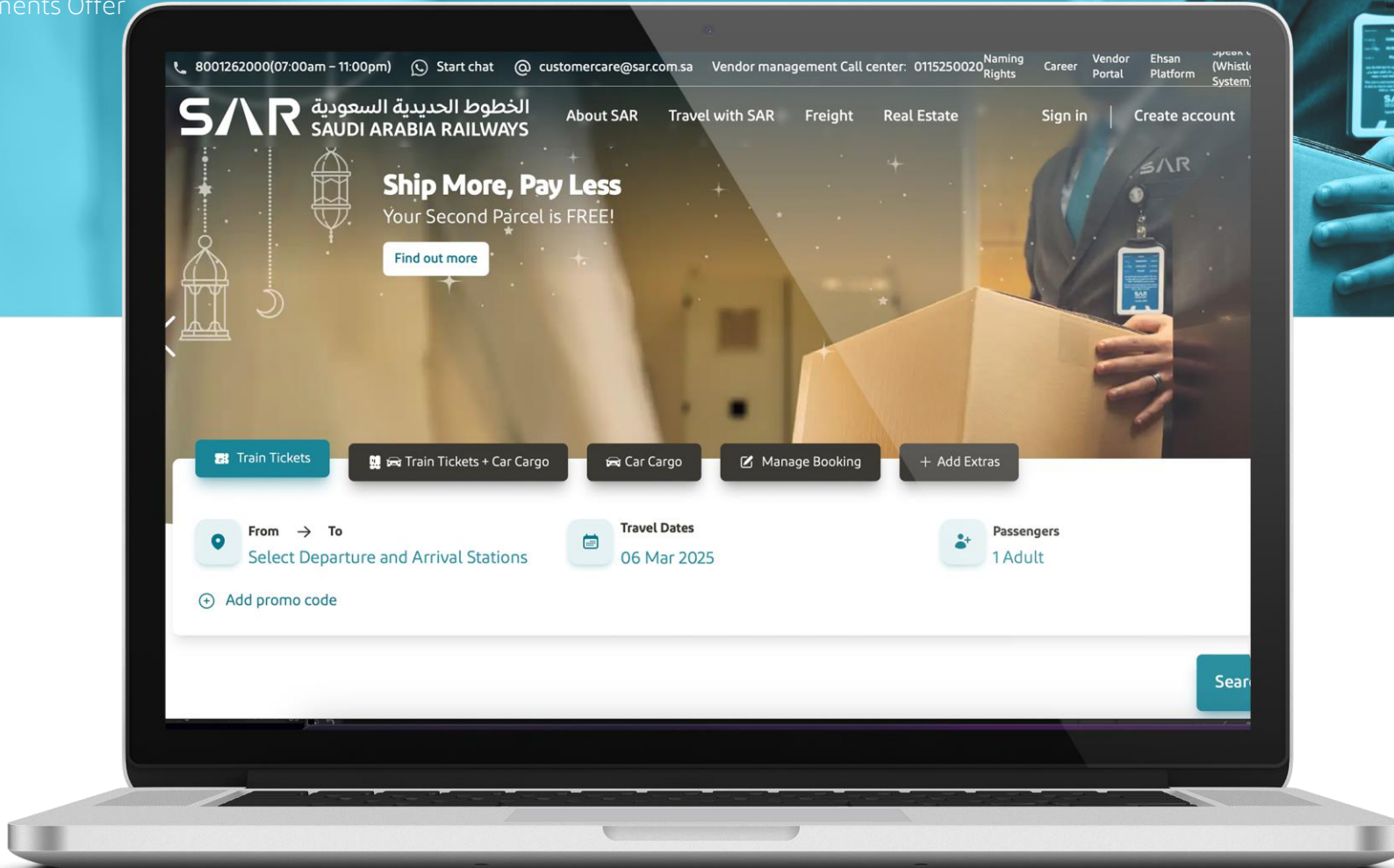


# SAR

## WEBSITE BANNER

Ramadan Campaign: Parcel Shipments Offer

PBU MBR

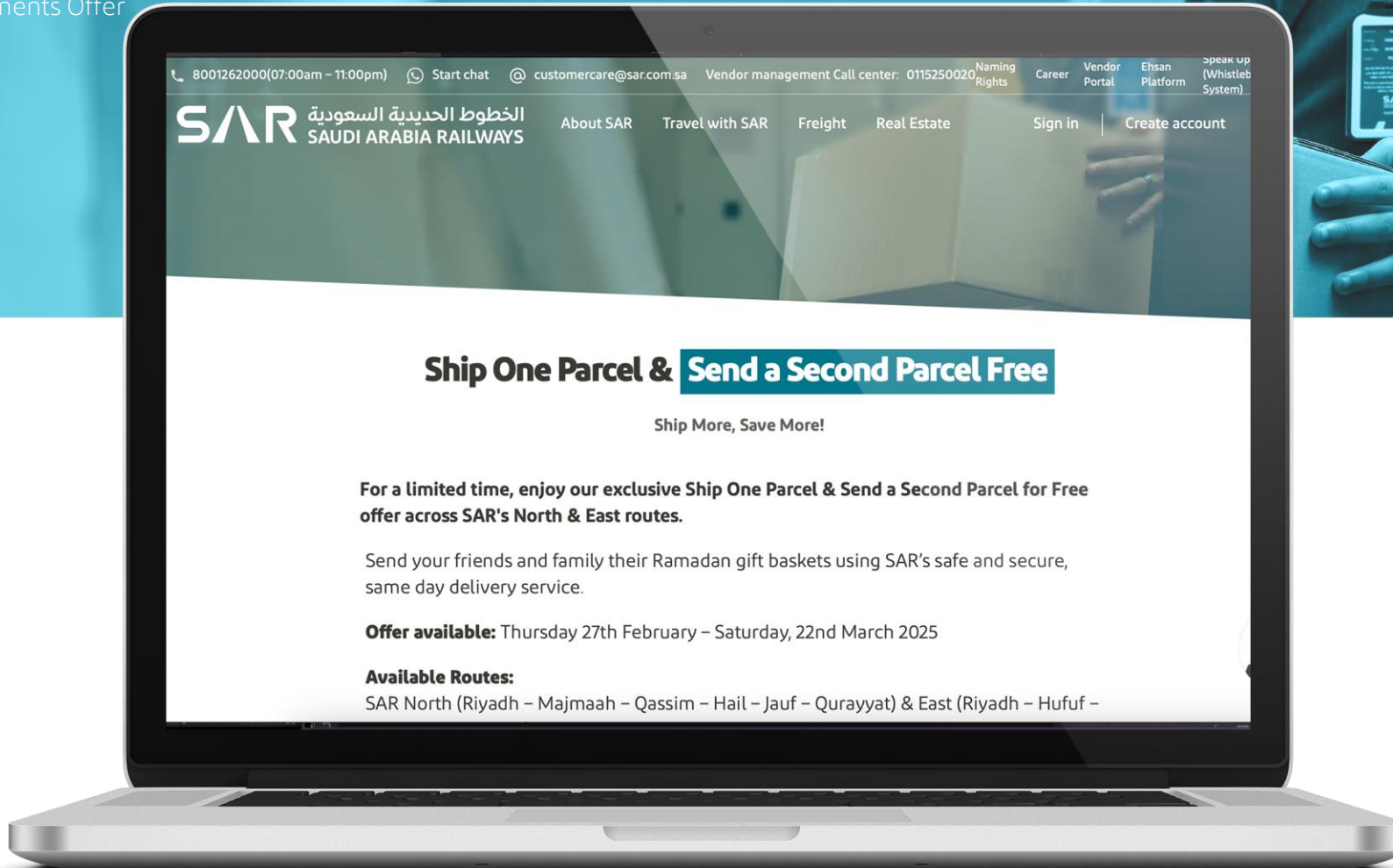


# SAR

# LANDING PAGE

Ramadan Campaign: Parcel Shipments Offer

PBU MBR



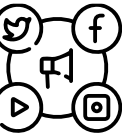


# SAR

## SOCIAL MEDIA



PBU MBR





# SAR

## Sales & Marketing

PBU MBR



## RAMADAN OFFER: 20% OFF BUSINESS CLASS TICKETS

To celebrate Ramadan, SAR introduced a 20% discount on Business Class tickets, available through the SAR website and mobile app. This initiative allowed passengers to enjoy premium travel at a reduced cost, enhancing the customer experience during the holy month.



### 20% OFF Business Class

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

Travel period: 2nd – 15th March 2025

\*Terms & conditions apply

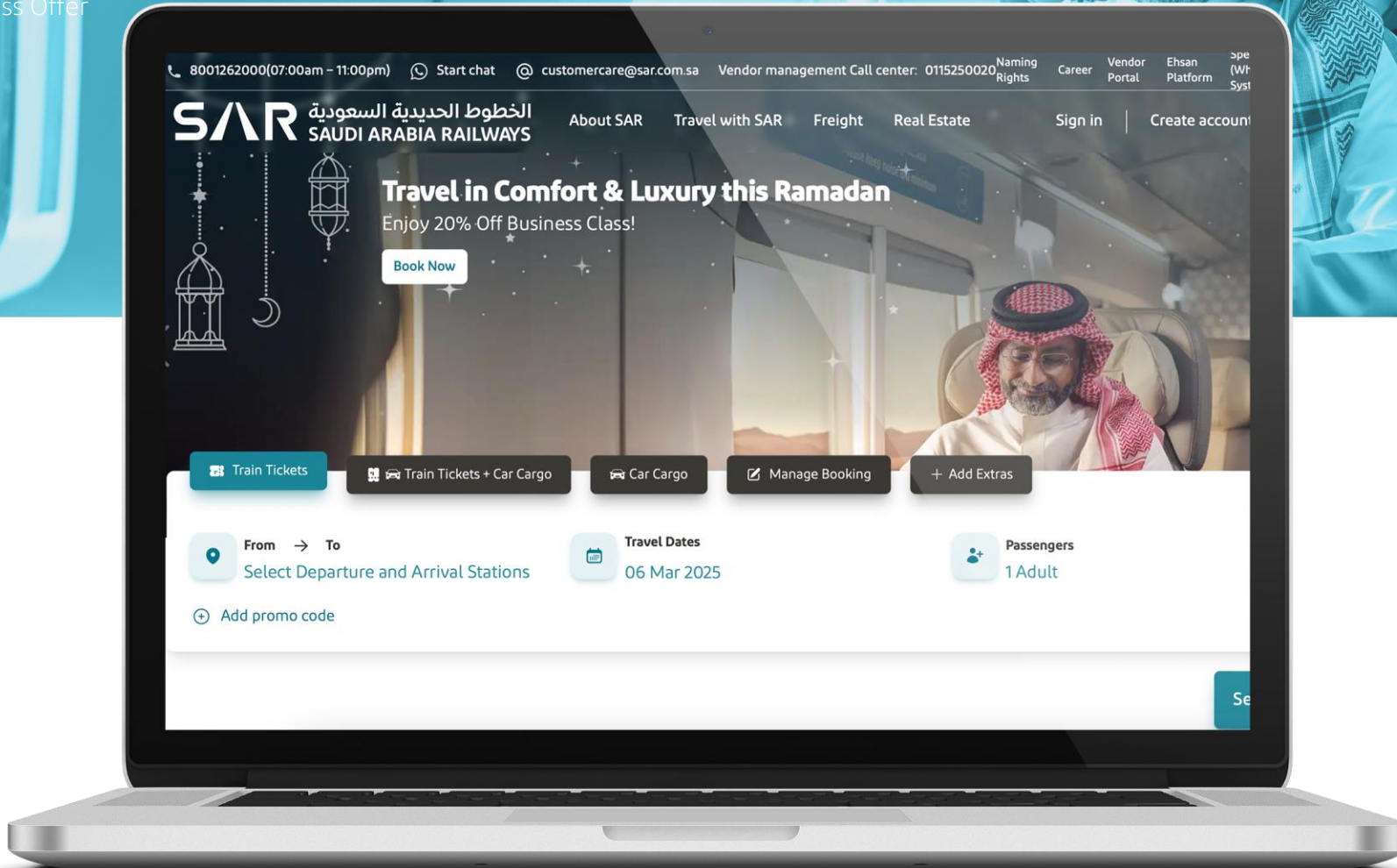


# SAR

## WEBSITE BANNER

Ramadan Campaign: Business Class Offer

PBU MBR





# SAR

## LANDING PAGE:

Ramadan Campaign: Business Class Offer

PBU MBR



8001262000(07:00am - 11:00pm) Start chat @ customercare@sar.com.sa Vendor management Call center: 0115250020 Naming Rights Career Vendor Portal Ehsan Platform Speak u (Whistle System)

**SAR** الخطوط الحديدية السعودية  
SAUDI ARABIA RAILWAYS

About SAR

Travel with SAR

Freight

Real Estate

Sign in

Create account

### Exclusive Ramadan Business Class Offer **Save 20%!**

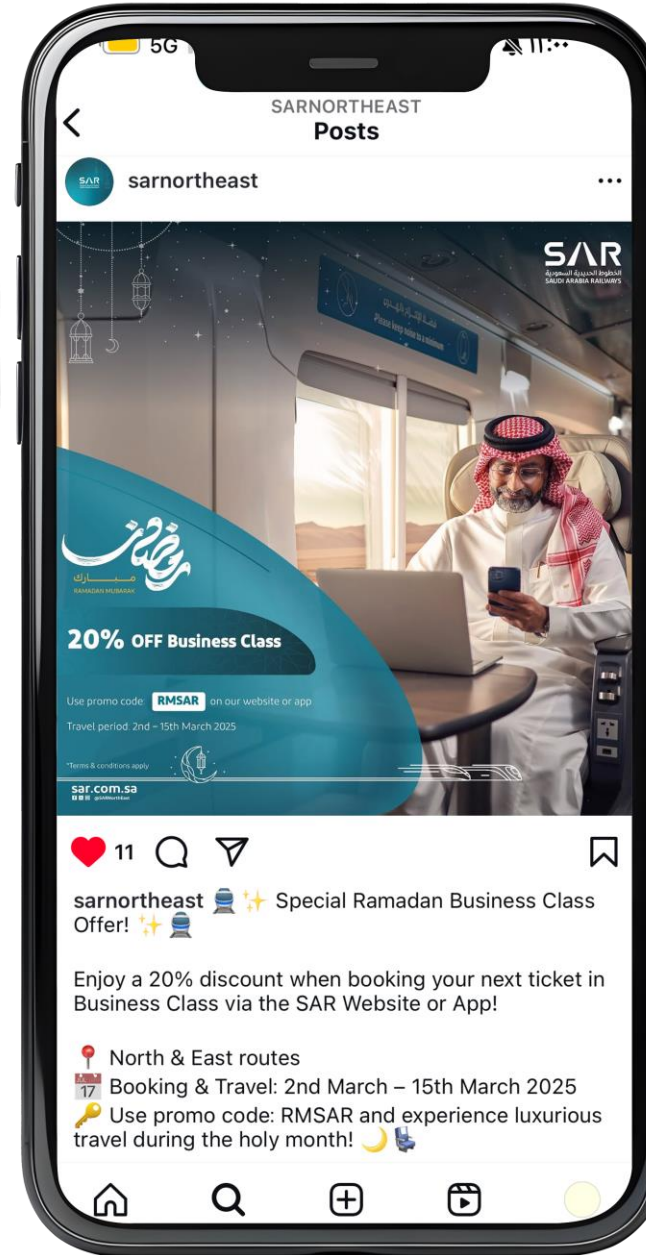
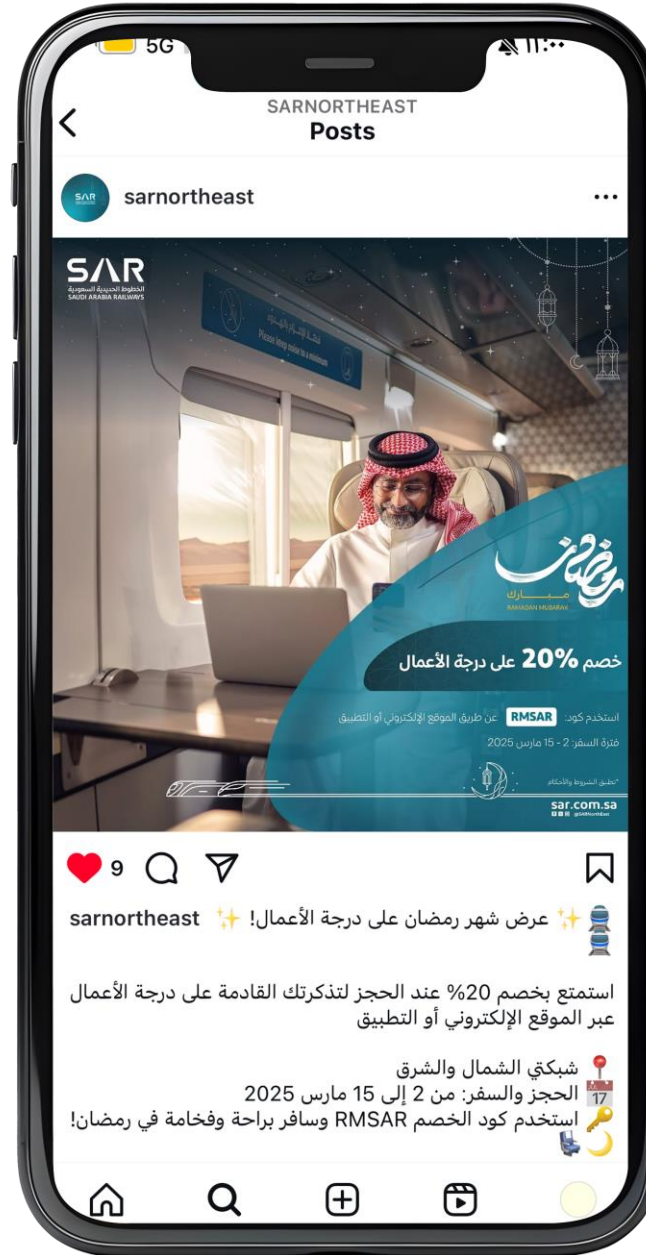
Experience a journey of comfort and luxury this Ramadan with SAR. Book your Business Class tickets now and enjoy 20% off when booking via the SAR Website & App.

1. **Valid on:** North & East routes
2. **Booking Class:** Business Class
3. **Ticket Types:** Business & Business Premium
4. **Passenger Types:** All
5. **Booking Dates:** Sunday, 2nd March – Saturday, 15th March 2025
6. **Travel Dates:** Sunday, 2nd March – Saturday, 15th March 2025
7. **Booking Channel:** SAR Website & App



# SAR

## SOCIAL MEDIA





# SAR

## Sales & Marketing

PBU MBR



# RAMADAN PROMOTIONAL OFFER RESULTS

	Ramadan Business Class Offer Forecast	Ramadan Business Class Offer Actual	Variance (Actual v Forecast)
Business Class Ticket Volumes using Promo Code	2,789	2,862	+73 (+3%)
Average Ticket Value (Before Discount)	150 SR	173 SR	+23 SR (+15%)
Ticket Revenue (Before Discount)	418,350 SR	495,610 SR	+77,260 SR (+18%)
Average Ticket Value (After Discount)	120 SR	139 SR	+19 SR (+16%)
Ticket Revenue (After Discount)	334,680 SR	396,488 SR	+61,808 SR (+18%)



March 2025	X	Instagram	Facebook	TOTAL
Followers	58,823	14,576	7,516	80,915
Posts	18	18	18	54
Impressions	65,517	3,244,307	8,876	3,318,700
Engagements	2,506	421	362	3,289
Engagement Rate	3.80%	0.00%	4.10%	0.10%

**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.

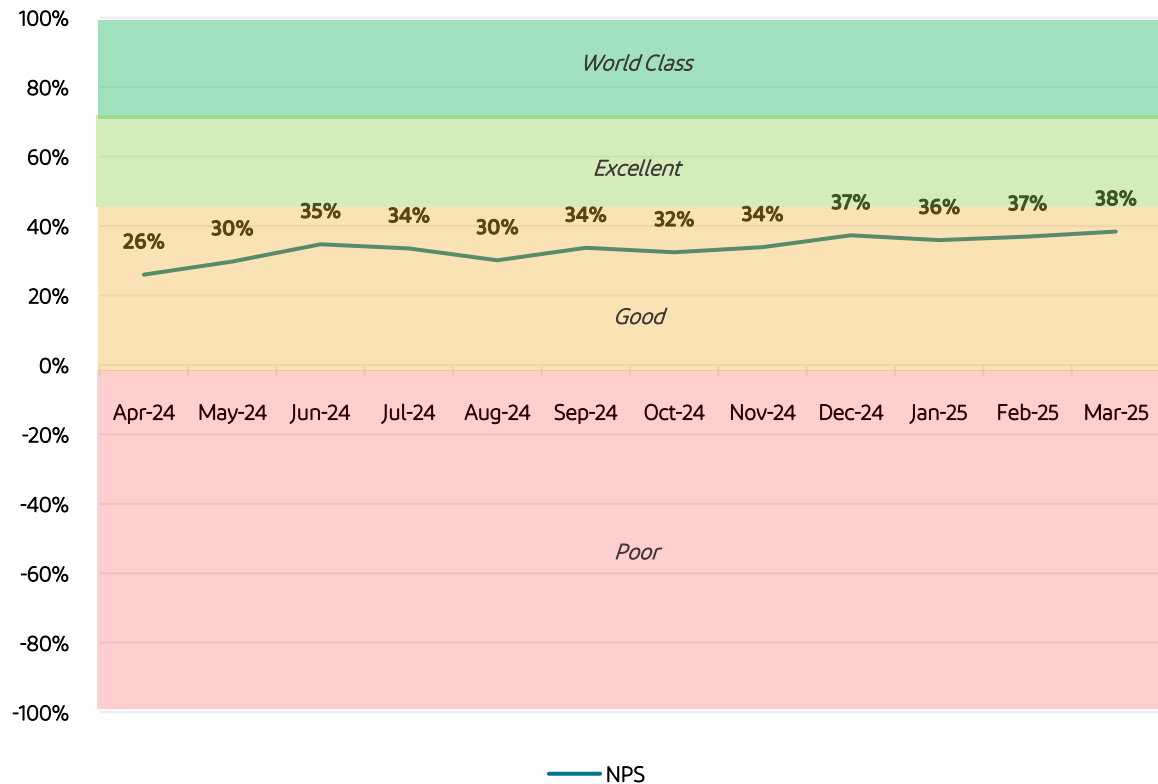
**Engagements:** The number of times users engaged (Reactions, Shares, Comments, Shares, Retweets, Replies, Clicks etc..) with the content.

**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 March 2025 NPS Score was 38% measured as Good in the NPS Range.





# CUSTOMER EXPERIENCE

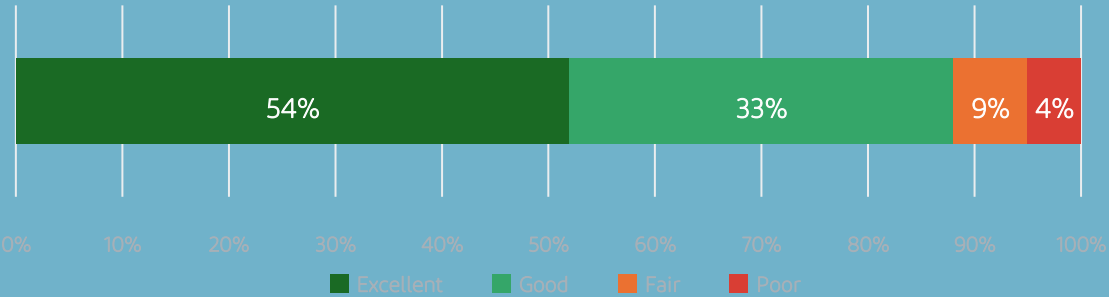
How was your  
overall  
experience  
today?



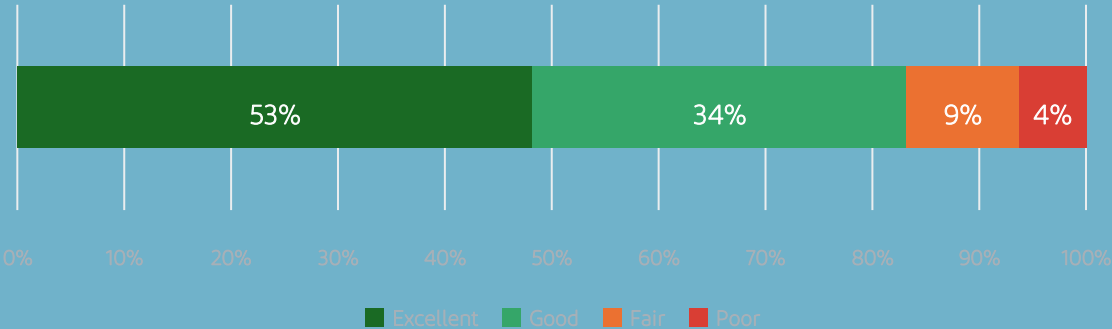
Overall	Excellent	Good	Fair	Poor
March 2025	54%	33%	9%	4%
February 2025	52%	34%	10%	4%
January 2025	54%	34%	8%	4%
December 2024	53%	36%	7%	4%
November 2024	51%	36%	8%	5%
October 2024	51%	37%	8%	4%
September 2024	52%	36%	7%	5%
August 2024	51%	35%	9%	5%
July 2024	51%	35%	9%	5%
June 2024	52%	36%	8%	4%
May 2024	50%	36%	9%	5%
April 2024	45%	36%	14%	5%



Overall customer satisfaction  
(March 2025)



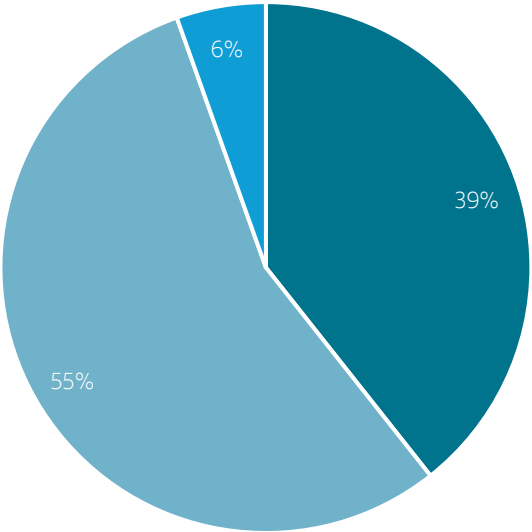
Overall customer satisfaction (2025)



CUSTOMER ANALYSIS

February

BOOKING CHANNEL

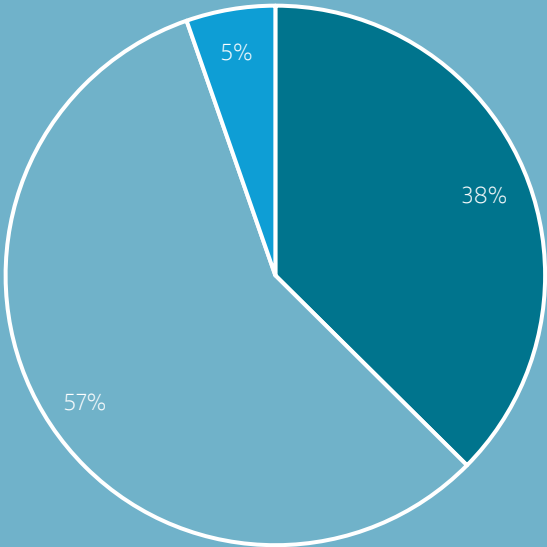


Website Mobile Station



March

BOOKING CHANNEL

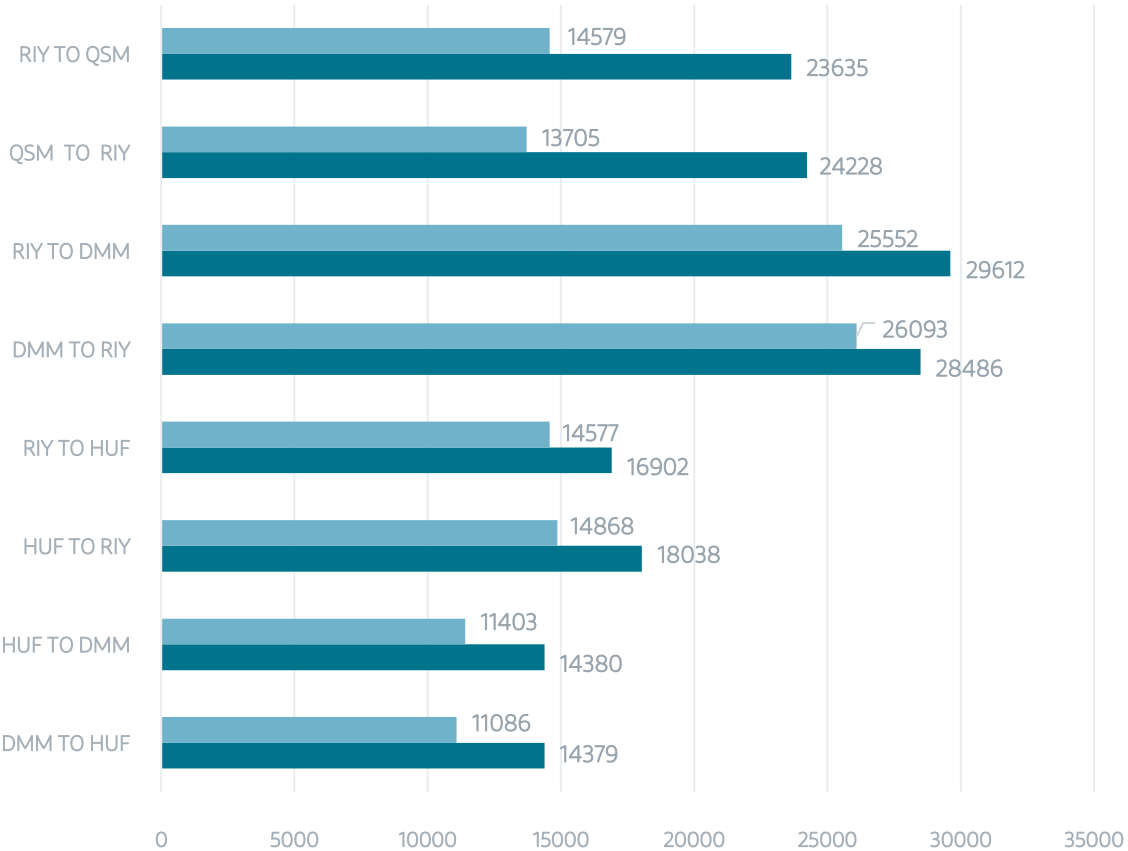


Website Mobile Station

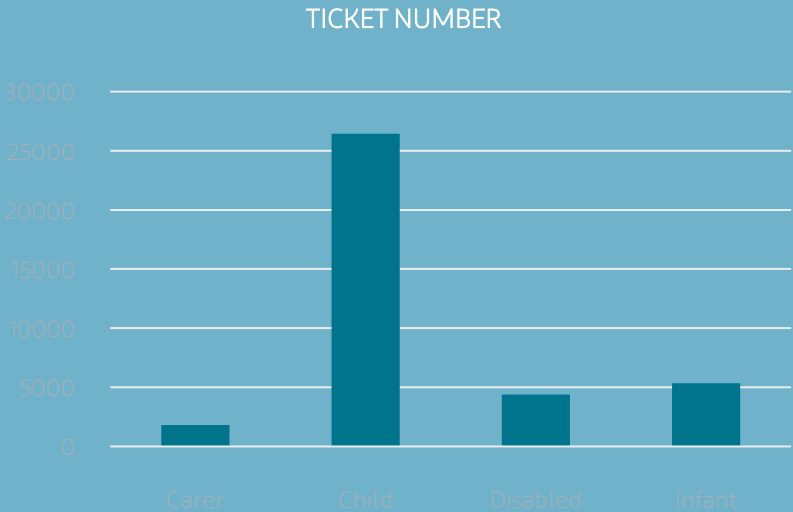


# CUSTOMER ANALYSIS

The most demanded trip between February & March:



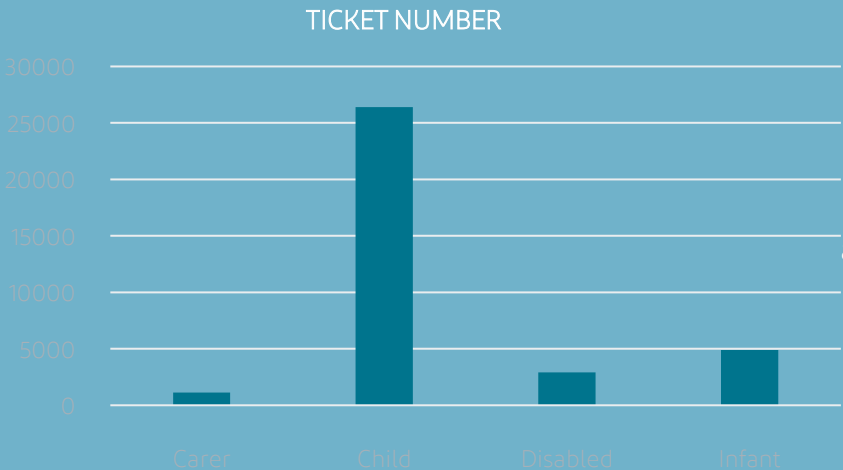
## February Passenger Type



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



## March Passenger Type



The number of passengers was 161,923 and 78.17% (126,569) were Adults





# CONTACT CENTER

The difference between the contact center February & March:



**Calls**



**Customer Satisfaction**



**Average Time**



**Remarks:**

## 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 customers calls was 0:05 and the average call duration was 02:48

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

## March

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

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

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



# SAR

## SOCIAL MEDIA



**Remarks:**

### February

Total engagements were 4,288 and the average time to respond was 1:00

Number of total users served through Chatbot was 3,826

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

### March

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

Number of total users served through Chatbot was 2,054



# SAR

## VOICE OF SAR CUSTOMERS

Customers feedback and suggestions  
regarding their experience with SAR :



PBU MBR



### 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
- Quite coach
- Package offers



شكراً لكم  
**Thank You**



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