

Sustainability Report

2024-2025

Thriving as a Sustainable Gateway

People ♦ Planet ♦ Prosperity

“Sustainability is no longer a parallel agenda; it is becoming an integral part of how we plan, operate, and create long-term value.”



RAC Chief Executive
Officer (Acting)

Mr. Osamah Saleh Alfawaz

CEO Message

The years 2024 and 2025 marked an important chapter in **Riyadh Airports Company's (RAC) journey toward sustainable growth and operational excellence**. As the operator of **King Khalid International Airport**, we recognize that our responsibility extends beyond connectivity and efficiency. Sustainability has become an integral part of how we plan, operate, and create long-term value for our stakeholders.

Guided by the strategic oversight of our **Board of Directors** and supported by the dedication of our people, passenger traffic continued its strong growth trajectory, **exceeding 37 million passengers in 2024 and surpassing 40 million in 2025**. At the same time, King Khalid International Airport maintained its position among the world's most punctual airports, reflecting the dedication, resilience, and professionalism of our teams.

We also achieved significant milestones in enhancing airport capacity and passenger experience through the reopening of **Terminals 1** following the redevelopment, the expansion of **Concourse H in Terminal 4**, and the continued growth of commercial services. These achievements reinforce RAC's role as a leading regional aviation hub and support the Kingdom's economic transformation under Saudi Vision 2030.

Alongside our operational growth, we strengthened our environmental and sustainability performance through achieving Airport Carbon Accreditation (ACA) Level 4, advancing our Net Zero Roadmap, enhancing our sustainability governance framework, and progressing our carbon management practices. We also continued to elevate the passenger experience through ACI Customer Experience Level 4 Accreditation, while our commitment to operational excellence was further recognized through international achievements, including Cirium's On-Time Performance Award. Together, these milestones demonstrate our commitment to delivering sustainable growth while advancing our ambition to achieve Net-Zero emissions by 2050.

As expectations continue to evolve across the aviation sector, we remain committed to transparency, accountability, and alignment with leading international frameworks, including the ACI World ESG Framework. We will continue embedding sustainability into our decision-making processes while building resilience and creating long-term value for future generations.

I extend my sincere appreciation to our employees, partners, and stakeholders for their continued dedication and support. Together, we are shaping a future-ready airport that delivers excellence today while contributing to a more sustainable tomorrow.

Sustainability is Created Across RAC

2024-2025 Highlights

Every achievement across Riyadh Airports contributes to creating long-term sustainable value for our people, our passengers, our partners, and the environment. Together, these achievements demonstrate how sustainability is embedded across every part of our business.

Environment



Airport Carbon Accreditation
Continued progress in Airport Carbon Accreditation, strengthening RAC's carbon management practices and supporting the airport's long-term decarbonization journey.



Net Zero Roadmap
Progressing the development of RAC's Net Zero Roadmap, establishing the pathway toward achieving Net Zero emissions by 2050.



ISO 14064 1&2 Certified
Strengthened greenhouse gas quantification and reporting practices through the implementation of ISO 14064.



ISO 14001 Recertified
Maintaining excellence in environmental management through continued compliance with international standards.



Civil Aviation Environmental Sustainability Program (CAESP)
Continued alignment with GACA's Civil Aviation Environmental Sustainability Program through structured environmental reporting and performance monitoring.



Green Airports Recognition
Gold Recognition for biodiversity conservation and the implementation of nature-based environmental initiatives.



Environmental Compliance
Maintained environmental compliance through the renewal and implementation of the environmental Permit to Operate (EPO)

Sustainability At The Core of What We Do



Social

Passenger Growth
Passenger traffic at KKIA continues to grow, with an increase of 8.9% internationally and 8.5% domestically, solidifying its status as a leading aviation hub in the region.



Achieved ACI Customer Experience Accreditation Level 4



ACI Global Training Partner
Recognition as an ACI Global Training Partner, supporting the continuous development of aviation professionals. Community Engagement



Cirium On-Time Performance
International recognition for operational punctuality through Cirium's On-Time Performance Awards.



Main & Digital Wayfinding
Implementation of new physical and digital wayfinding systems to improve passenger accessibility and navigation.



Riyadh Breeze
Launch of the airport's signature scent identity, enhancing the passenger experience.



Community Engagement
Strengthening community connections through university engagement, career fairs, blood donation campaigns, awareness initiatives, and knowledge-sharing programs.



Governance & Economic



Digital Experience International recognition
for RAC's digital platforms through the Sitecore Global



Cybersecurity Excellence
Continued enhancement of cybersecurity governance and digital resilience across RAC's operational and information technology



Excellence in Data Governance
Recognition for innovation in data governance and information management at the Middle East Artificial Intelligence and Analytics Summit 2025.



ISO 22301:2019 Recertified
Enhancing organizational resilience through effective business continuity management and preparedness for operational disruptions.



Identity & Access Management Award
for excellence in identity and access management practices.



Zero Trust Adoption Recognition
for advancing Zero Trust cybersecurity architecture.



Performance Excellence Recognition
for promoting performance management and continuous organizational improvement.

ISO 9001:2015 Certified
Strengthening operational excellence through internationally recognized quality management practices and a culture of continual improvement

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Overview

01

Driving Excellence, Innovation, and Sustainable Growth

Our Vision

To be a leading airport company, excelling in airport development, operations, commercial and customer experience standards

Our Mission

To deliver a world-class innovative passenger experience along with the most efficient services to enable National aviation and tourism strategy being part of KSA Vision 2030 and ensure highest level of safety, sustainability and people development

Riyadh Airports Company at a glance

Riyadh Airports Company (RAC) was established as part of the privatization program of Saudi Arabia's aviation sector and is responsible for managing and operating King Khalid International Airport (KKIA) in Riyadh. RAC is committed to **enhancing airport infrastructure, expanding services and facilities, and delivering a world-class passenger experience while maintaining the highest standards of safety, operational excellence, and sustainability.**

Aligned with **Saudi Arabia's National Aviation Strategy and Vision 2030**, RAC plays a key role in supporting the Kingdom's ambition to become a **global aviation hub through innovation, strategic partnerships, and continuous improvement.**

King Khalid International Airport (IATA: RUH, ICAO: OERK), inaugurated in 1983, covers an area of 375 km² and is located 25 km north of Riyadh city center.

The airport comprises **five passenger terminals**, including **three international terminals** and **two domestic terminals**, in addition to a **Private Terminal** and a **Royal Terminal**. KKIA also features a **central control tower, two parallel runways** each measuring 4,260 meters, and parking facilities with a capacity of approximately 11,600 vehicles.

Our Core Values

01 Achievement

Striving for excellence in every aspect of airport operations and service delivery.

02 Innovation

Embracing new technologies and creative solutions to enhance the passenger experience.

03 Safety

Maintaining the highest standards of safety and security across all operations.

04 Collaboration

Working together with partners and stakeholders to achieve shared goals.

05 Commitment

Dedicated to delivering on our promises and exceeding expectations.

About this Report

This document marks the first **Sustainability Report of Riyadh Airports Company (RAC)**, demonstrating our commitment to integrating sustainability into corporate strategy and operations.

As a proactive and voluntary initiative, our leadership recognizes the strategic importance of sustainability reporting in enhancing transparency, strengthening accountability, and fostering a shared culture of environmental and social responsibility across all RAC departments, while effectively communicating our environmental, social, and governance (ESG) performance to stakeholders.

In addition, global emerging trends and market interest are driving more companies worldwide to align with sustainability disclosure standards. In the Middle East, investors and stakeholders have increasingly focused on this topic in recent years, and it is reasonable to expect even greater attention in the years to come.

The primary objective of this report is to provide a comprehensive **overview and an initial repository of information on RAC's sustainability efforts, covering environmental, social, and governance (ESG) performance** in alignment with our corporate values and long-term business objectives. This initiative is a foundational step towards fostering internal communication, collaboration, and data-driven decision-making to enhance sustainability practices across the organization.

Reporting Framework

This report has been prepared in accordance with internationally **recognized ESG frameworks and industry best practices**, including the **Global Reporting Initiative (GRI)**, the **IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2)** issued by the International Sustainability Standards Board (ISSB), **Tadawul ESG Guidelines**, and the **Airports Council International (ACI) World ESG Reporting Framework and Guidance for Airports**. These frameworks provide a structured and consistent approach to sustainability reporting while ensuring alignment with global standards and addressing the sustainability topics most relevant to the aviation sector.

Building a Foundation for Transparent Sustainability Reporting

Reporting scope

This report **covers Riyadh Airports Company's activities across airport operations and infrastructure development projects**, including areas under direct control and those where RAC exercises significant operational influence. The information presented has been compiled from internal departments, operational records, and corporate databases.

As RAC's inaugural Sustainability Report, this publication represents an important milestone in **strengthening transparency, accountability, and sustainable growth**. The report is based on the best available data and methodologies at the time of publication and serves as a baseline for future sustainability reporting and performance improvement.



Sustainability at RAC

02

What Sustainability Means at RAC

At Riyadh Airports Company (RAC), **sustainability represents a long-term commitment to responsible growth and value creation.** It is **embedded within the way we plan, operate, and engage with our stakeholders, ensuring that business success is achieved while preserving environmental resources and supporting social well-being.**

RAC adopts the internationally recognized definition of sustainable development established by the Brundtland Report: **meeting the needs of the present without compromising the ability of future generations to meet their own needs.** In practice, this means integrating sustainability considerations into decision-making processes, operational activities, and strategic planning across the organization.

Our approach is founded on balancing three interconnected dimensions: **environmental stewardship, social responsibility, and economic resilience.** By maintaining this balance, **RAC seeks to drive innovation, strengthen organizational resilience, and create long-term value for passengers, employees, partners, and the wider community.**

Through this integrated approach, sustainability serves not only as a responsibility, but also as a driver of continuous improvement and sustainable growth throughout the airport ecosystem.

Environment



Protecting natural resources, reducing emissions, and enhancing environmental performance.

Social



Supporting employees, passengers, partners, and surrounding communities.

Governance & Economics



Promoting accountability, transparency, compliance, and responsible decision-making.

Embedding Sustainability into Every Decision We Make

Sustainability is at the core of how we operate today and how we build a better tomorrow for aviation, our communities, and future generations.



Double Materiality Assessment

Understanding what matters most to RAC and our stakeholders

Our Assessment Process



REVIEW & ANALYSIS
Reviewed internal policies, processes and ESG frameworks, sector trends and benchmarks.



ESG TOPIC IDENTIFICATION
Identified a comprehensive list of potential environmental, social and governance impacts, risks and opportunities.



INTERNAL WORKSHOPS
Conducted three cross-functional workshops with representatives from key departments to discuss and assess the identified topics.



EXECUTIVE INTERVIEWS
Held one-on-one interviews with direct reports to the CEO (N-1) to validate and prioritize the topics aligned with strategic objectives.



BENCHMARKING & ANALYSIS
Integrated stakeholder insights with sector benchmarks and the RAC Green Journey framework.



PRIORITIZATION & VALIDATION
Assessed topics based on impact materiality and financial materiality to determine the final material topics.



MATERIAL TOPICS
Final list of material topics that guide our sustainability strategy and reporting.

Our Material Topics

CLIMATE CHANGE & CARBON EMISSIONS



WATER MANAGEMENT



WASTE MANAGEMENT



BIODIVERSITY & NATURAL RESOURCES



ENERGY MANAGEMENT



EMPLOYEE WELLBEING



GOVERNANCE & COMPLIANCE



PASSENGER EXPERIENCE



In 2024, Riyadh Airports Company conducted its first Double Materiality Assessment to identify and prioritize the sustainability topics most relevant to our operations and stakeholders.

The assessment considered **environmental, social, and governance (ESG) impacts, risks, and opportunities** across our operations and value chain. The process combined **research, internal workshops, executive interviews, and sector benchmarking** to establish a robust foundation for sustainability decision-making.

The results support RAC's sustainability strategy, guide reporting priorities, and strengthen alignment with stakeholder expectations and international best practices.

IDENTIFYING THE SUSTAINABILITY TOPICS THAT SHAPE OUR DECISIONS

RAC ESG & Sustainability Strategy House

Vision

A leading airport in sustainable aviation, delivering exceptional **customer experiences** while **minimizing our environmental impact** and **maximizing our social impact**.

Our Mission

To embed sustainability principles throughout the organisation, driving innovation, operational excellence, and social responsibility to ensure a **sustainable future for RAC** and the aviation industry.

Environment

- Climate change adaptation
- Climate change mitigation
- Energy
- Material Use
- Pollution of Air
- Pollution of Water and Soil
- Waste, Water source and consumption
- Biodiversity

Social

- Benefits and compensation
- Customer satisfaction
- Health, safety, and well-being
- Mobility
- Noise and light
- Service quality
- Societal contribution, Community engagement, and Airport extension

Governance & Economic

- Airport Safety and Security
- Privacy, cybersecurity, and data protection
- Responsible procurement and Third-party management

Building Sustainability, One Milestone at a Time

Contribution to the UN SDGs

Riyadh Airports Company (RAC) aligns its sustainability strategy with the United Nations Sustainable Development Goals (SDGs) a global blueprint to achieve a better and more sustainable future for all. These 17 goals address critical challenges, including climate change, resource efficiency, social inclusion, and economic growth.

The selection of our material topics ensure that our actions directly support several SDGs, contributing to both local and global sustainability priorities. Below, we outline how each material topic connects to the SDGs and why this alignment is significant. Additionally, by mapping each topic to the pillars of Saudi Vision 2030, we highlight our commitment to advancing the Kingdom’s national transformation agenda.



17

United Nations Sustainable Development Goals (SDGs)

8

SDGs Relevant to RAC



Aligned with

Saudi Vision 2030

SDGs Most Relevant to RAC



How Our Material Topics align with SDGs

GHG Emissions & Energy Management

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Benefits & Compensation

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Airport Safety & Security

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Noise & Light

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Employee Acquisition & Retention

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Privacy, Cybersecurity & Data Protection

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Pollution to Air

11

Occupational Health & Safety

3

Service Quality

9

Biodiversity

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Diversity & Inclusion

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Responsible Procurement & Third-Party Management

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Community Engagement

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Environmental Stewardship in Action at Riyadh Airports

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Environmental Leadership



ACA Level 4



2050 Target



2550.08

tCO₂e

Scope 1 Emissions
2025



171,155.11

tCo₂

Scope 1 & 2
2025

Environmental Management Excellence



ISO 14001
Recertified



ISO 14064-1 & 2
certified



Environmental Permit
to Operate Renewed

International
Recognition



Green Airports
Gold Recognition



Airport
Carbon
Accreditation



International
Organization for
Standardization

ISO
Certifications



▼ 1.18% CO₂/Passenger



▲ 3.8% CO₂/Cargo(ATM)



▼ 9.65% CO₂/ATM

Environmental Programs



Civil Aviation Environmental
Sustainability Program
(CAESP) Implementation



Air Quality Monitoring



Biodiversity Preservation



Wildlife Management

Resource Efficiency



Water Efficiency



2% Electricity Reduction
Annually



Recycling Initiative
Over 140,000 plastic bottles recycled.



Waste Segregation Facility
(Future)



Solar System project
(Future)

Awareness Stickers

مطار الملك خالد الدولي
king khald in't airport

بالماء نحياء،
وبحفاظنا عليه ندوم



Environmental Stewardship in Action

Environmental stewardship supports operational resilience, regulatory compliance, and RAC's commitment to achieving Net Zero emissions by 2050.

Riyadh Airports Company (RAC) operates through an **integrated Environment and Sustainability approach that embeds environmental criteria into corporate processes, operational activities, and strategic decision-making practices.** This approach supports the implementation of RAC's Environmental & Sustainability Policy and the organization's long-term sustainability objectives.

OUR KEY ENABLERS



Policy & Governance

Provides the framework for integrating environmental and sustainability commitments into airport operations, governance, and decision-making.



Environmental Management & Carbon Accounting Standards

Aligned with ISO 14001 and ISO 14064 frameworks to support environmental management, emissions monitoring, regulatory compliance, and continual improvement.



Environmental & Sustainability Department

Leads environmental compliance, sustainability integration, performance monitoring, and the implementation of strategic environmental initiatives.



Net Zero Commitment 2050

RAC's commitment to reaching Net Zero by 2050 through decarbonization and operational efficiency initiatives

Environmental Material Topics



Climate Change
(Mitigation & Adaptation)



Energy



Waste



Water Consumption



Pollution to Groundwater & Soil



Pollution to Air



Biodiversity



Material Use

Environment & Sustainability Policy

Riyadh Airports Company (RAC) is committed to advancing environmental stewardship and sustainable airport operations, in alignment with Saudi Arabia's Vision 2030 and the Saudi Civil Aviation Environmental Sustainability Program.

Through the adoption of innovative, efficient, and environmentally responsible practices, RAC aims to deliver an exceptional and eco-friendly passenger experience, while minimizing environmental impact and embedding sustainability principles into all aspects of its operations.

RAC has set a strategic goal to achieve Net-Zero Greenhouse Gas (GHG) emissions by 2050, in collaboration with internal and external stakeholders.

This reflects our broader commitment to environmental protection, pollution prevention, and continuous improvement of environmental performance as an integral part of our operational and decision-making processes.

Our Commitments



Embedding sustainability principles into all aspects of its operations



exceptional and eco-friendly passenger experience



To achieve Net-Zero Greenhouse Gas (GHG) emissions by 2050

Our Key Principles



Compliance



Corporate Responsibility



Air Quality and Noise Management



Water Management



Circular Economy & Waste Management



Biodiversity Management



Carbon Management



Climate Adaptation and Resilience

Climate Change

Embedding sustainability into airport operations, infrastructure, and decision-making.

Climate change presents both physical and transition risks to airport operations, requiring organizations to strengthen resilience, improve environmental performance, and support long-term decarbonization objectives.

At Riyadh Airports Company (RAC), climate action is addressed through two complementary approaches: **climate adaptation** and **climate mitigation**. **Climate adaptation** focuses on understanding and managing potential climate-related risks that may affect airport infrastructure, operations, and future development. **Climate mitigation** focuses on measuring, managing, and reducing greenhouse gas emissions across airport activities and the wider value chain.

RAC’s climate management approach is supported by the **Environmental & Sustainability Policy, the Environmental Management System (ISO 14001), ISO 14064 carbon management standards & Guidelines, and the Net Zero Roadmap 2050**. Greenhouse gas emissions are quantified in accordance with the **GHG Protocol, Airport Carbon Accreditation (ACA) methodology, and GACA CAESP requirements**.

To strengthen transparency and performance management, **RAC monitors and reports Scope 1, Scope 2, and Scope 3 emissions while tracking emission intensity indicators linked to passenger traffic and airport operations**. These efforts support the organization's commitment to continual improvement, operational resilience, and long-term climate objectives.

The following sections present RAC’s climate adaptation approach, carbon footprint performance, greenhouse gas emissions inventory, and emission intensity indicators for 2024 &2025 .

Carbon Footprint calculator

An interactive tool developed to help employees estimate their personal carbon footprint, raise environmental awareness, and encourage sustainable lifestyle choices through engagement and participation.



Climate Adaptation

Managing climate-related risks and strengthening the resilience of airport infrastructure, operations, and future development against the impacts of climate change.



Climate Mitigation

Reducing greenhouse gas emissions through carbon footprint management, GHG accounting (Scope 1, 2 & 3), Airport Carbon Accreditation (ACA), ISO 14064, and the development of RAC's Net Zero Roadmap.

Climate Performance 2024

RAC is committed to advancing climate action across its operations and value chain, aligning with international best practices, national priorities, and Saudi Arabia's Vision 2030.

Total Emissions
(Scope 1&2)

158,070 tCO2e

▲ 9.3%
vs 2023

Direct Emissions
Scope 1

1,648 tCO2e

▼ 55.7%
vs 2023

Indirect Emissions
Scope 2

156,422 tCO2e

▲ 11%
vs 2023

Indirect Emission
Scope 3

4,147,965 tCO2e

▲ 0.7%
vs 2023

2024 Carbon Footprint Breakdown

Scope	Carbon Footprint (tCO2e)	Percentage
Scope 1	1,648	0.04%
Scope 2	156,422	3.63%
Scope 3	4,147,965	96.33%
Total	4,310,035	100%

	CO2/Passenger tCO2e/pax	0.00423	▼ 7.2% vs 2023
	CO2/Air Traffic Movement (ATM) tCO2e/ATM	0.632	▼ 5.4% vs 2023
	CO2/Commercial (ATM) tCO2e/Commercial ATM	0.652	▼ 5.2% vs 2023
	CO2/Cargo(ATM) tCO2e/Cargo ATM	19.643	▼ 13.2% vs 2023

Scope 3 Value Chain Emissions

Purchased Goods & Services

224,094.41 tCO2e
(5.439%)

Fuel & Energy Related Activities (Well-to-Tank)

2395.56 tCO2e
(0.058%)

Waste & Water Management

2,779.18 tCO2e
(0.068%)

Business Travel

388.04 tCO2e
(0.009%)

Employee Commuting

8,798.43 tCO2e
(0.214%)

Aircraft Operations

3,868,374.93 tCO2e
(92.341%)

Third-Party Electricity Use

67,186.58 tCO2e
(1.8%)

“Carbon emission intensity declined across all key operational indicators despite increased passenger traffic and airport activity, demonstrating improved carbon efficiency across RAC's operations.”

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Climate Performance 2025

Direct Emissions Scope 1

Following a significant reduction in Scope 1 emissions achieved in 2024 through fleet modernization and operational optimization, emissions increased in 2025 due to higher fuel consumption from stationary sources and fleet expansion to support growing airport operations. RAC will continue implementing fleet electrification and cleaner vehicle initiatives, targeting a 30% increase in environmentally friendly vehicles by 2026.

Indirect Emissions Scope 2

Although electricity consumption decreased slightly from approximately 284 GWh in 2024 to 281 GWh in 2025 (a reduction of around 3 GWh), Scope 2 emissions increased by 8.38%. This increase is primarily attributable to the updated grid electricity emission factor introduced in 2025, which is approximately 10% higher than the factor applied in 2024. The reduction in electricity consumption reflects continued improvements in operational efficiency, including the rehabilitation of airport terminals and the adoption of modern, energy-efficient technologies.



CO2/Passenger
tCO2e/pax

0.00418

▼ 1.18%
vs 2024



CO2/Air Traffic Movement (ATM)
tCO2e/ATM

0.571

▼ 9.65%
vs 2024



CO2/Commercial (ATM)
tCO2e/Commercial ATM

0.645

▼ 1.07%
vs 2024



CO2/Cargo(ATM)

20.39

▲ 3.8%
vs 2024



Total Emissions
(Scope 1&2)

171,155.11 tCO2e

▲ +8.87%
vs 2024



Direct Emissions
Scope 1

2,550.08 tCO2e

▲ +54.73%
vs 2024

This includes stationary and mobile sources.



Indirect Emissions
Scope 2

168,605.03 tCO2e

▲ +8.38%
vs 2024

Did You Know?

Scope 1: Direct greenhouse gas emissions from sources owned or controlled by RAC, including fuel consumed by company vehicles, stationary combustion sources (e.g., generators), and refrigerant leakage.



Scope 2: Indirect greenhouse gas emissions associated with purchased electricity consumed across airport operations and facilities.



Energy Management

RAC continues to advance energy transition initiatives that enhance operational efficiency, reduce carbon emissions, and support long-term sustainability objectives.

King Khalid International Airport (KKIA) manages energy across airport facilities through a combination of electricity supply, backup power systems, fuel consumption monitoring, and energy efficiency initiatives.

To ensure continuous and reliable power supply in line with international airport standards and ICAO requirements, the airport receives electricity from the **Saudi Energy** through the main 132 kV network, which is distributed across airport facilities through dedicated substations. Backup generators are maintained to ensure operational continuity during power interruptions.

Energy performance is monitored through periodic audits, environmental compliance processes, and Airport Carbon Accreditation (ACA) reporting requirements. This approach supports transparent data collection, energy performance tracking, and continuous improvement of operational efficiency.

In parallel, Riyadh Airports Company is preparing future energy transition initiatives, including the planned deployment of a solar photovoltaic (PV) system and the gradual electrification of airport vehicles and ground service equipment, supporting the airport’s long-term sustainability objectives.

Energy Transition Initiatives



Solar System project (Planned)

- 4.9 MWpCapacity
- >8,900 Solar Panels
- ~4,200 tCO₂e/year Reduction
- > 8 Million kWh/year Produced



Fleet Electrification (Planned)

- Hybrid & Electric Vehicles
- Charging Infrastructure
- 15% Fleet Target



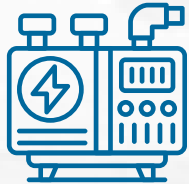
Energy Efficiency Programs

- Motion Sensors
- Replacement of lighting fixtures
- Building management system
- HVAC Preventative maintenance cleaning

Current Energy Sources



Grid electricity supply across airport facilities



Backup power generation systems.



Fuel consumption for vehicles, GSE, and emergency operations.



Energy monitoring and efficiency improvement programs



Planned renewable energy and fleet electrification initiatives

Energy Performance

2023-2025 Trends

Electricity Consumption

Total Electricity Consumption (RAC scope2) in Million KWh



↑ 11.5% increase vs 2023

↓ 1.05% decrease vs 2024



Energy Intensity

Energy Consumption Per passenger



↓ 5.3% decrease vs 2023

↓ 9.01% decrease vs 2024



Passenger Traffic

Total Number of Passenger (Million Pax)



↑ 17.8% increase vs 2023

↑ 8.5% increase vs 2024

Passenger Growth vs Energy Consumption Growth

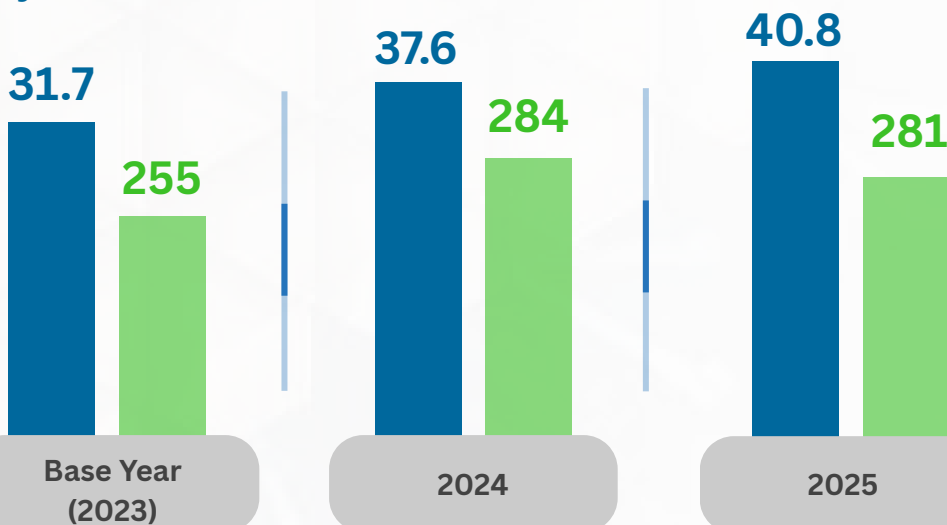
Passenger traffic grew faster than energy consumption, supporting improved operational efficiency.



Passenger Traffic
Million Pax



Electricity Consumption
Million KWh



Passenger Growth

2023-2024	2024-2025
+18%	+8.5%

Electricity Consumption



2023-2024	2024-2025
+11.5%	-1.05%

Improved Efficiency
Achieved

Energy Efficiency Initiatives

Improving energy performance through infrastructure upgrades, smart technologies, and high-efficiency equipment.



21,859 kWh Annual
Energy Savings



4.64 tCO₂e Annual
Emissions Reduction

Water Management

RAC's water management approach integrates water treatment, purification, reuse, and cooling infrastructure to support operational resilience and environmental sustainability.

Water management is an integral part of RAC's sustainability approach, ensuring the **efficient use of water resources** while **supporting operational reliability, environmental protection, and regulatory compliance** across King Khalid International Airport.

RAC's water management framework is built around **three interconnected systems** that support airport operations and **long-term sustainability objectives**.

Our Commitments



Efficiency



Compliance



Transparency



Waste Water Treatment

Wastewater is treated through dedicated treatment facilities before being safely reused for landscape irrigation, supporting water conservation and reducing reliance on external water resources.

Current Capacity:

9,600 m³/day
Secondary Treatment

Future Capacity:

19,200 m³/day
Tertiary Treatment

Treated Water
Reused for Irrigation



Drinking Water Purification

Groundwater is treated using advanced reverse osmosis technology to provide a reliable supply of potable water that complies with Saudi and GCC drinking water standards.

Capacity:

25,000 m³/day

Expandable to:

30,000 m³/day

Reverse Osmosis
Technology



Direct cooling System

Centralized cooling plants supply chilled water across airport facilities while advanced control systems optimize water flow and operational efficiency.

LC1

20,000 RT

LC5

5,688 RT

TES Backup System

Water Performance

Monitoring water consumption and efficiency across airport operations.



Total Water Consumption
(Excel, Recycled)

2023	2024	2025
5.29	6.22	6.24
Million m ³	Million m ³	Million m ³
	▲ +17.58%	▲ +0.32%

Waste Water Treatment

Current Capacity	9,600 m ³ /day
Future Capacity	19,200 m ³ /day



Water Consumption per Passenger
m³/pax

2023	2024	2025
0.1667	0.1663	0.1527
m ³ /pax	m ³ /pax	m ³ /pax
	▼ -0.2%	▼ -8.17%

Key Performance Highlight

Passenger Growth
+8.5%

Total Water Consumption
+0.32%

Water Consumption / Pax
-8.17%
2024 Vs 2025



Water Consumption per Area
m³/m²

2023	2024	2025
3.48	4.09	4.11
m ³ /m ²	m ³ /m ²	m ³ /m ²
	▲ +17.5%	▲ +0.48%

"Water consumption per passenger remained stable despite increased passenger activity and operational demand across the airport."

Waste Management

01 Overview

02 Sustainability
at RAC

03 **Environmental
Stewardship in Action at
Riyadh Airport**

04 Supporting our People
and Communities

05 Operational
Excellence

Managing solid, hazardous, and liquid waste streams through responsible handling, recycling, and regulatory compliance across airport operations.

Riyadh Airports Company (RAC) implements a comprehensive waste management approach designed to minimize environmental impacts, support circular economy principles, and ensure compliance with national regulations. The framework covers the management of liquid, solid, and hazardous waste generated across airport operations while promoting waste reduction, segregation, recycling, and safe disposal practices.

Wastewater Management



- ✓ 2.71 Million m³ treated in 2024
- ✓ Dedicated Secondary wastewater treatment facilities
- ✓ Treated water reused for landscape irrigation
- ✓ Continuous effluent quality monitoring
- ✓ Future Upgrade to Tertiary Wastewater Treatment

Non-Hazardous Waste Management



- ✓ Comprehensive airport-wide waste segregation across all waste streams.
- ✓ Recycling initiatives maximizing resource recovery and landfill diversion.
- ✓ Passenger recycling collection points across airport terminals.
- ✓ Future centralized Waste Segregation
- ✓ Facility supporting circular economy objectives.

Hazardous waste Management



- ✓ Used oils and lubricants
- ✓ Batteries and spare parts
- ✓ Chemical residues and filters
- ✓ Disposal through licensed
- ✓ MWAN contractors

Our Commitments

RAC is committed to advancing circular economy principles through waste reduction, reuse, recycling, and responsible waste management practices.



Circular Economy Goal

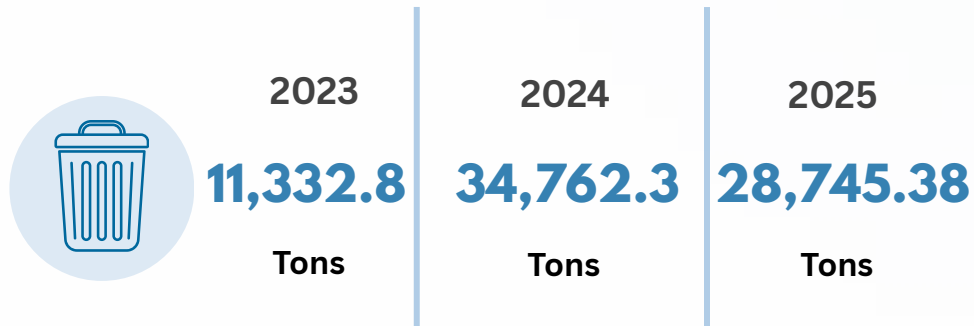
Eliminate Single-Use Plastics by 2027



Waste Performance

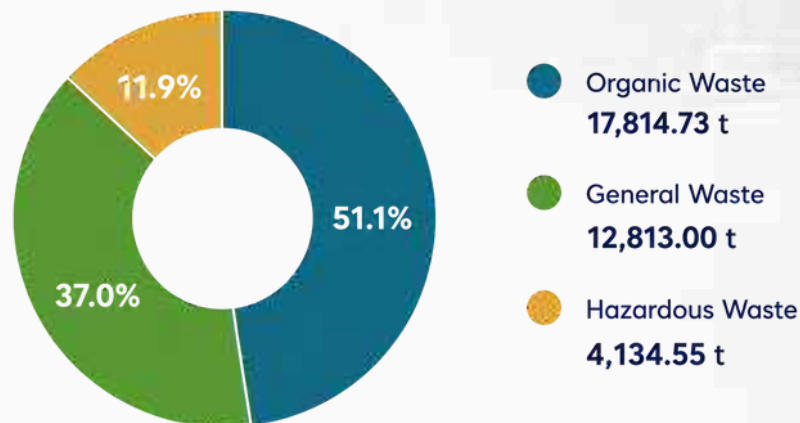
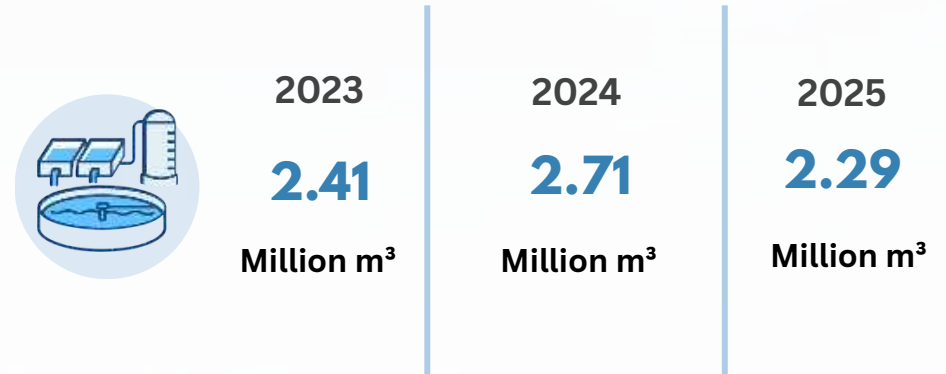
Monitoring waste generation, wastewater treatment performance, and circular economy initiatives across airport operations.

Total Waste Generated



Reporting Note: In 2024, the waste reporting scope was expanded to include hazardous, non-hazardous, and agricultural waste. The 2023 data covered non-hazardous waste only.

Wastewater Treated



Recycling Initiative



+140,000 Bottles

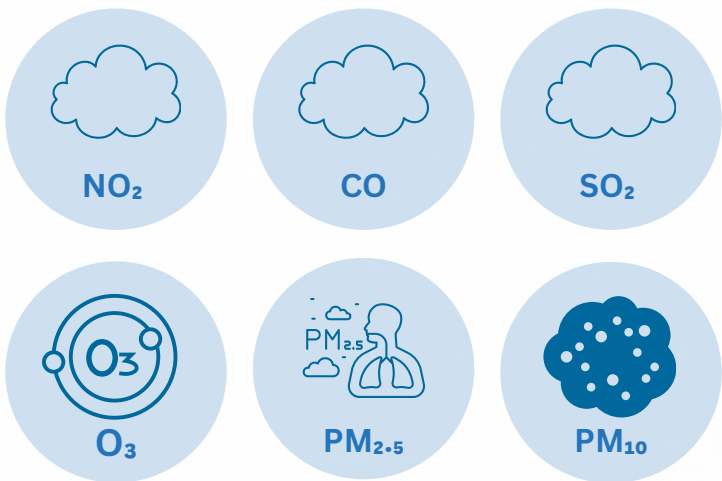
Plastic collected annually through SIRC recycling units.

Driving Circularity Through Responsible Waste Management

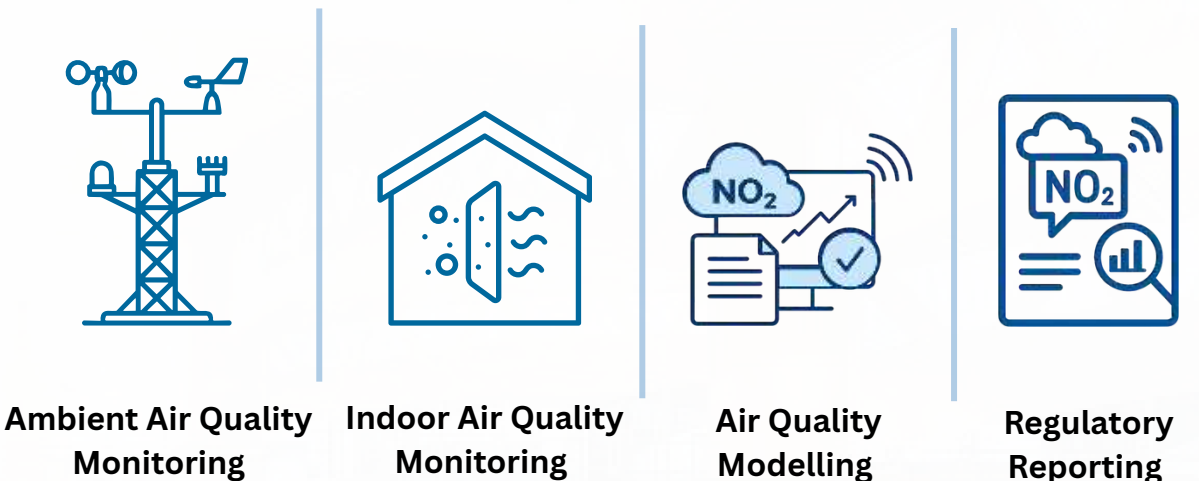
Air Quality Management

Monitoring and managing air quality across airport operations in line with national regulations and aviation sustainability requirements.

Key Pollutions Monitored



Air Quality Management Approach



Reporting & Compliance Frameworks



Air Quality Monitoring Program

Established Since 2018 with 13 Continuous Monitoring Stations (2024–2025)

Supporting healthy environments through continuous air quality monitoring across KKIA, with a next-generation network of 10 optimized monitoring stations planned for 2026.

Our Objective



Monitoring Air Quality, Protecting Communities

Biodiversity

King Khalid International Airport is located within a fenced desert ecosystem that supports a diverse range of native plant and wildlife species. While no officially protected biodiversity areas exist within or adjacent to the airport, RAC applies precautionary biodiversity management practices while maintaining aviation safety as its highest priority.

RAC applies a precautionary approach to biodiversity management while maintaining aviation safety as its highest priority. Through wildlife monitoring, habitat management, and risk assessment programs, the airport works to minimize wildlife strike risks while supporting biodiversity in non-operational areas.

Our Biodiversity Approach



Aviation Safety First

Implementation of wildlife management measures to reduce wildlife strike risks and maintain safe airport operations.



Habitat Management

Removal of wildlife attractants within operational areas and use of non-fruiting, low-maintenance vegetation to minimize aviation hazards.



Wildlife Monitoring

Continuous monitoring and periodic ecological assessments to identify species of interest and support informed environmental management decisions.



Future Commitments

Alignment with Civil Aviation Environmental Sustainability Program (CAESP) requirements, including biodiversity protection programs by 2026 and wildlife trafficking prevention measures.

RAC Agriculture Nursery

Riyadh Airports operates one of the region's largest airport-based agricultural nurseries, using treated water for irrigation sourced from the on-site sewage treatment plant (STP). This supports sustainable greening while conserving resources.



160,000 m²
Nursery Area



1 Million Plants
Annually



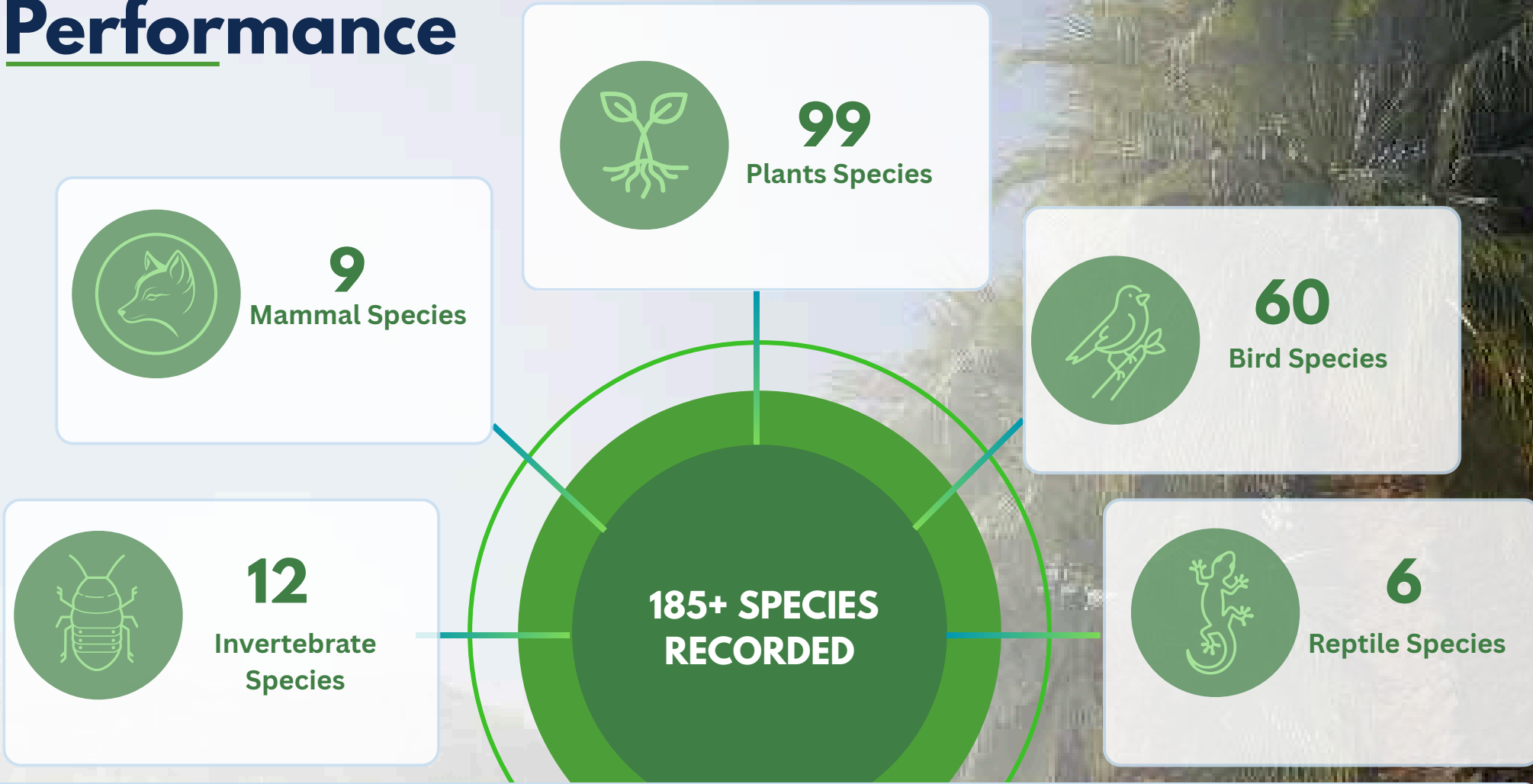
700,000
Flowers



250,000
Seedlings

Protecting Biodiversity While Ensuring Safe Airport Operations

Biodiversity Performance



Despite operating within an arid desert environment, King Khalid International Airport supports a diverse range of flora and fauna across its lands. Biodiversity monitoring data in 2025 identified a variety of plant, bird, mammal, reptile, and invertebrate species, highlighting the ecological value of the airport’s fenced and ungrazed habitats while supporting informed environmental management and conservation efforts.

Vulnerable Species

- *Heliotropium bacciferum*
- *Uromastyx aegyptia*

Invasive Flora

- 5 Species
- Limited spread currently under control.
- *Heliotropium curassavicum*
- *Amaranthus spinosus*

Habitat Diversity

Airport lands include:

- Desert Plains
- Seasonal Wadis
- Evaporation Ponds
- Landscaped Areas



Supporting our People & Communities

Creating Social Value

Creating lasting value for people, passengers, and communities through exceptional experiences, talent development, and responsible engagement.



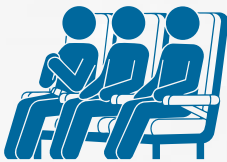
Level 4

ACI Customer Experience Accreditation



#1 Worldwide

Cirium On-Time Performance



40+ Million

Passengers Served in 2025



Investing in People

Future Airport
Leaders Program
(FAL)
Graduate Development
Program

RAC Academy
learning initiatives

ACI Global
Training Partner
recognition

Average Training Investment
/ Employee (SAR)

18,961

Average Training Hours

38.16

Hours / Employee



Health, Safety & Well-being

ISO 45001

Occupational Health &
Safety Recertification

ISO 22000

Food Safety
Management
Recertification

ISO 39001

Road Traffic Safety
Recertification

Saudi Workforce

98.68%

Recruitment Highlight

Male Hire

1183

+17.6%
vs 2024

Female Hire

216

+21%
vs 2024



Passenger Experience Leadership

Skytrax World
Airport Awards
Recognition

Riyadh Breeze
passenger
experience
initiative

Digital
Wayfinding
implementation



Community Engagement

University visits
and educational
tours

Community
awareness
campaigns

Support for local
employment
opportunities

Employee Fatalities



ZERO

Supporting our People and Communities

Investing in people, passengers, and communities strengthens long-term social value and supports sustainable airport growth.

Riyadh Airports Company recognizes that people are at the heart of its success. Through a comprehensive human capital framework, RAC focuses on attracting, developing, and retaining talent while fostering a safe, inclusive, and supportive work environment. The company's social approach is centered on empowering employees, enhancing well-being, supporting professional growth, and maintaining positive relationships with surrounding communities. These efforts contribute to operational excellence, long-term sustainability, and an exceptional experience for employees, passengers, and stakeholders.

Our Social Priority



Benefits & Compensation



Employee Acquisition & Retention



Training & Development



Health, Safety & Well-being



Noise & Light Management



Passenger Experience

Investing in People, Enhancing Communities

Accessible Passenger Experience

PRM Assistance

- Dedicated support for passengers with reduced mobility.
- Priority boarding, accessible restrooms, and clear wayfinding signage.



PRM Assistance



Accessible Parking & Mobility

- Reserved parking spaces, including designated accessible parking.
- Wheelchair-accessible vehicles and mobility support services.

Sensory Room

- A calm and supportive environment for children with disabilities and their families.
- Available 24 hours a day.



Free Wheelchair Service

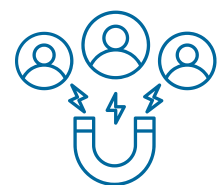
- Complimentary wheelchair service throughout the terminal.
- Advance requests available through the airline.

Human Capital Overview

Empowering People to Drive Sustainable Growth

At Riyadh Airports Company (RAC), employees are the foundation of operational excellence and a driving force in achieving the company’s strategic goals. Through a comprehensive human capital framework, RAC is committed to attracting, developing, and retaining talent while providing the resources, opportunities, and support systems that enable employees to thrive and reach their full potential.

Our Human Capital Framework



Attract

Talent Acquisition

Recruitment

Onboarding



Develop

Training & Development

Career Growth

Leadership Development



Support

Employee Services

Compensation & Benefits

Well-being



Enable Performance

Performance Management

Succession Planning

Recognition

Human Capital Policies



Talent Acquisition Policy



Succession Planning Policy



Payroll Policy



Organization Development & Total Rewards Policy



Employee Services Policy



Talent Development Operation Policy

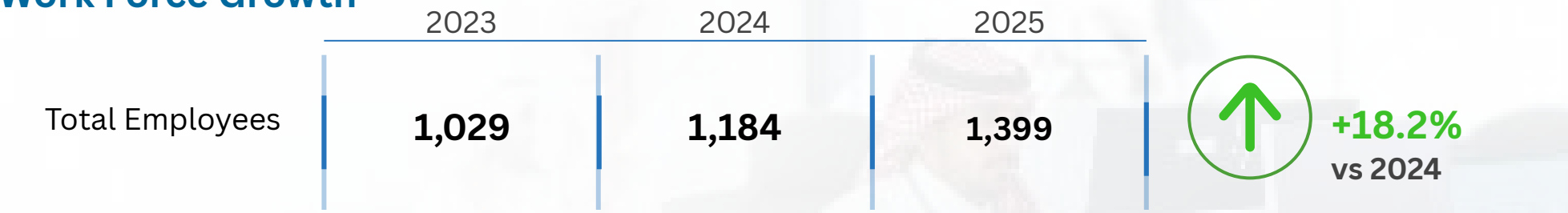


Performance Management Policy

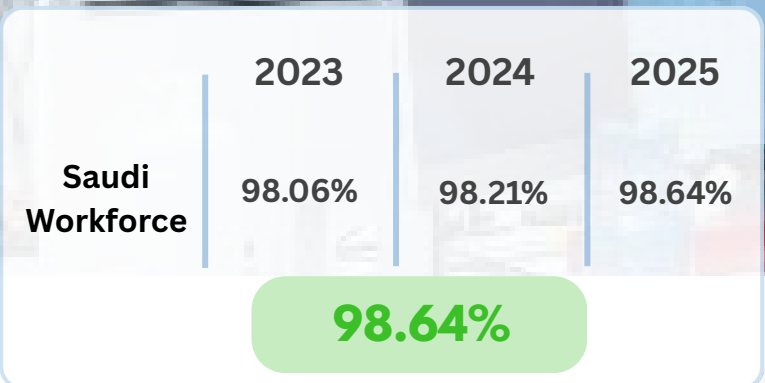
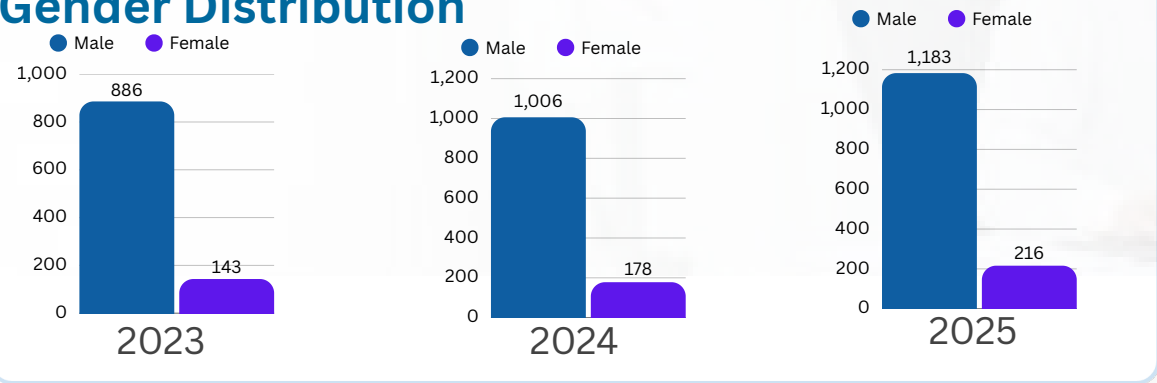
"By investing in people, RAC strengthens operational excellence while supporting the ambitions of Saudi Vision 2030."

RAC continues to strengthen its workforce by investing in local talent, maintaining high Saudization levels, and developing a balanced workforce that supports long-term organizational growth.

Work Force Growth



Gender Distribution



Age Profile

	2023	2024	2025
≤ 30	305	354	422
31-50	637	741	884
≥ 51	87	89	93

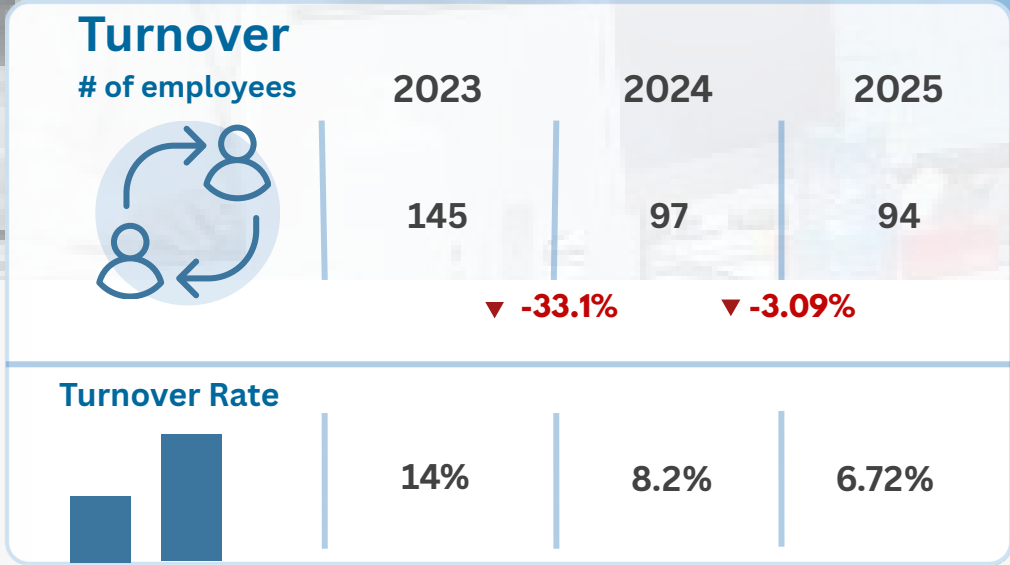
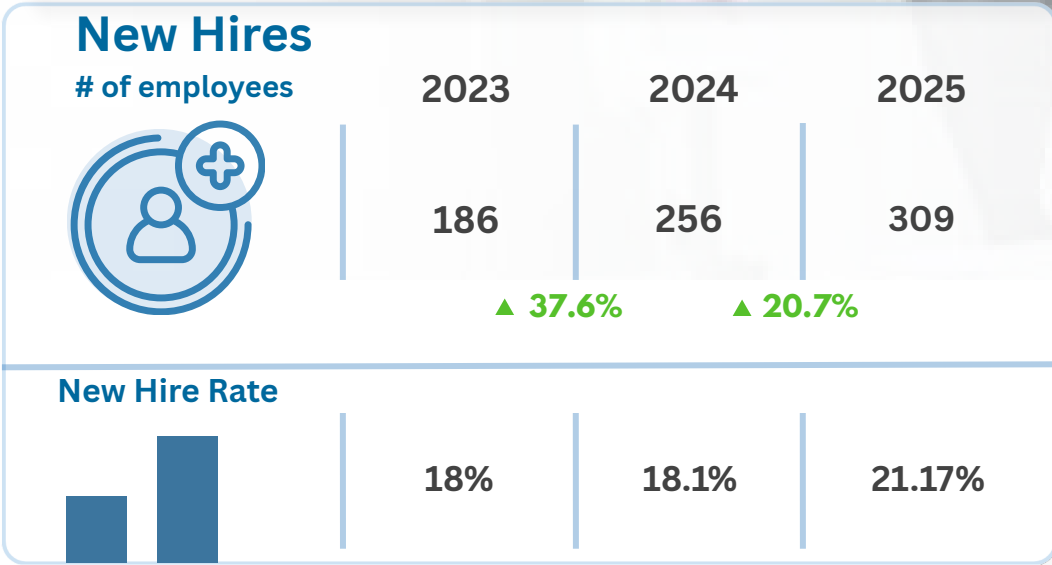
Investing in people, strengthening local talent, and building a future-ready workforce

Education Profile

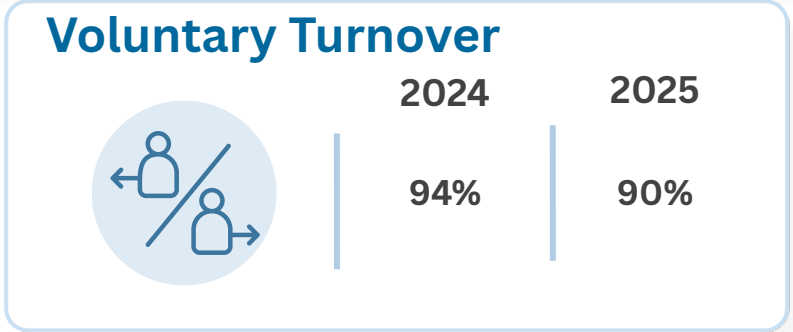
	2023	2024	2025
Master	10%	9%	9%
Bachelor	63%	66%	69%
Diploma	9%	8%	11%
High School	14%	12%	11%
Other	4%	4%	1%

Talent Acquisition & Retention

RAC continues to strengthen its workforce by attracting high-quality talent while enhancing employee retention through engagement, career development, and a supportive work environment. This approach contributes to workforce stability and supports long-term organizational resilience.



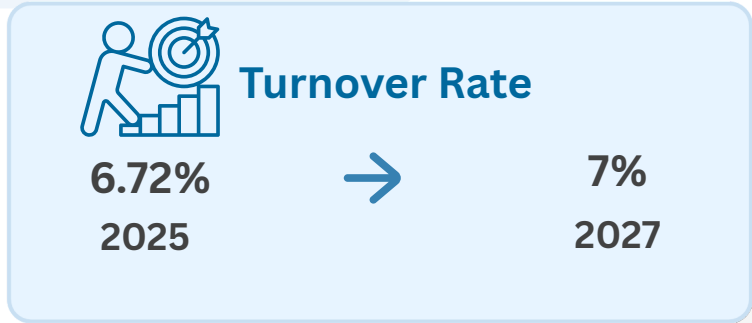
Attracting, retaining, and developing the talent that drives RAC's future



Recruitment Highlight



Long Term Targets



Rewards & Benefits

At Riyadh Airports Company (RAC), the compensation and benefits framework is designed to ensure fairness, transparency, and competitiveness in the labor market. Employees receive a comprehensive package that combines competitive compensation, healthcare, family support, professional development, and work-life balance initiatives to enhance employee well-being and long-term retention.

Parental Leave

	2024	2025
Eligible Employees	447	743
Employees Taking Leave	95	120
Retention after Leave	21.3%	16.15%

Long-Term Target

Retention after Parental Leave

2024	➔	2027
15.9%		18.22%

Employee Benefits Highlights

Healthcare



Education Support



Family Benefits



Financial Rewards



Career Support



Employee Value Proposition

Compensation



- Competitive Salary
- Annual Merit Increments
- Performance Bonus
- Overtime Pay

Health & Well-being



- Private Medical Insurance
- Harm & Infection Allowance
- Fire Fighting Allowance

Family Support



- Children's Education
- Nursery Allowance
- Parental Leave

Mobility & Travel



- Air Tickets
- Per Diem
- Relocation Allowance
- Business Travel

Employee Recognition & Appreciation



- Performance Awards
- Long Service Recognition
- Marriage Support
- Newborn Congratulations
- New Home Celebration
- Get Well & Employee Care Program

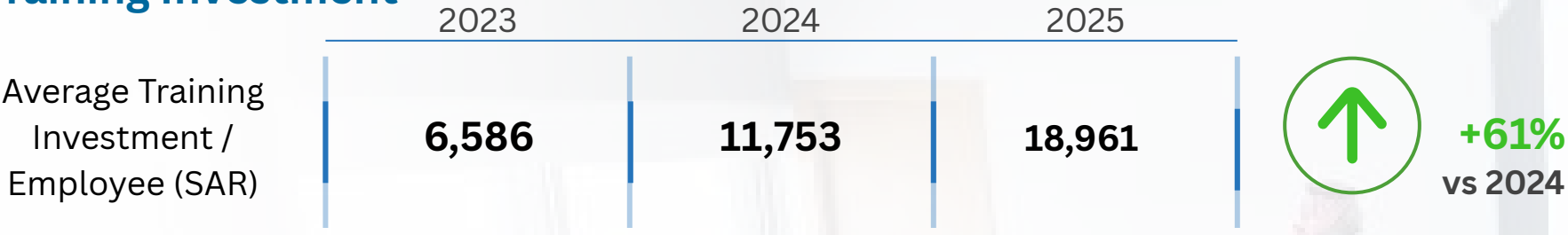
Work-Life Balance



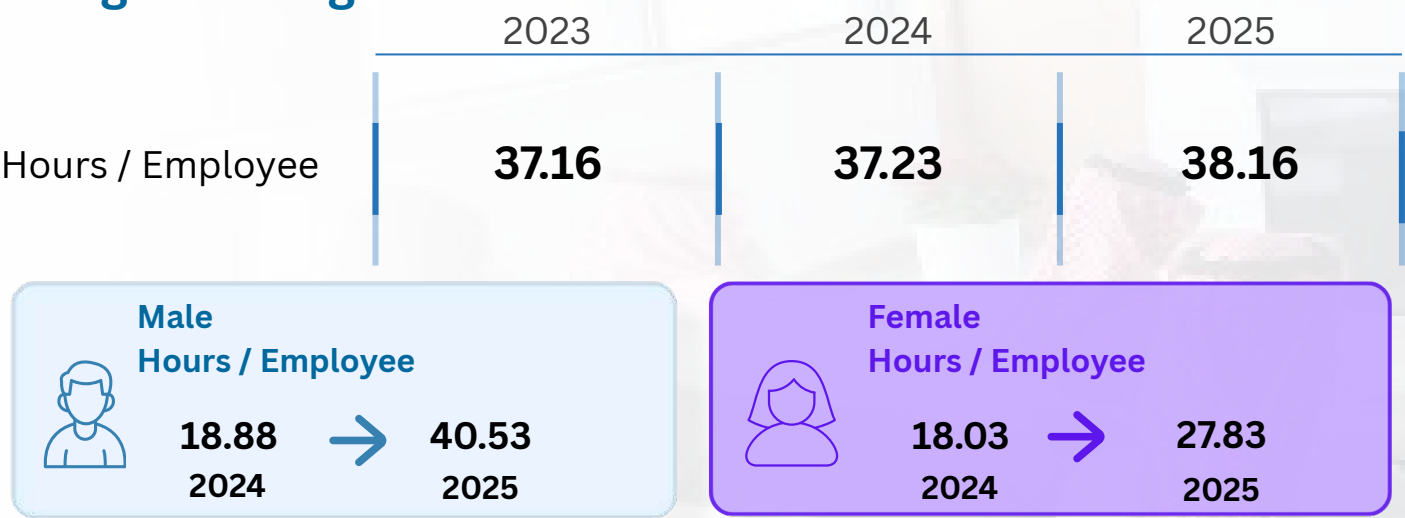
- Annual Leave
- Employee Services
- Flexible Support Policies

Learning & Development

Training Investment



Average Training Hours



Learning Framework



Training



Capability



Leadership



Operational Excellence

Training Programs



Airside Driving



Fire Safety



Leadership Development



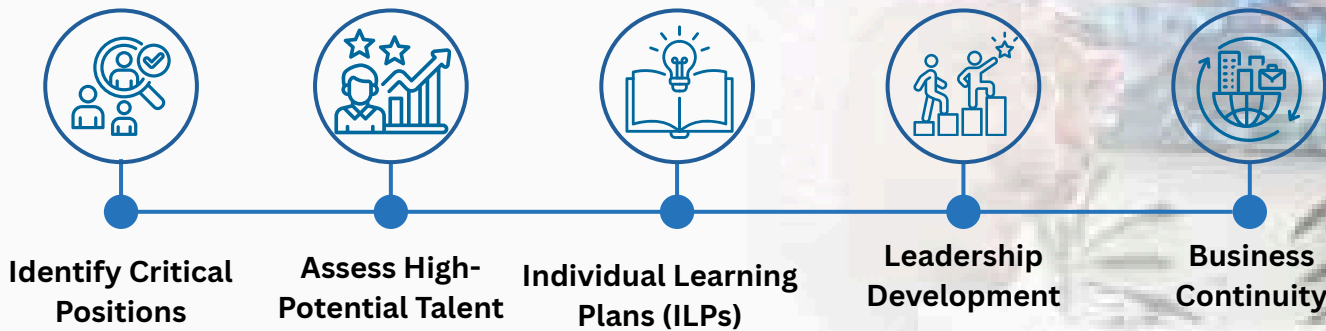
Technical & Professional Training

Developing skills, empowering talent, and investing in future capabilities

Leadership Development & Succession Planning

Succession planning is a core element of RAC's human capital strategy, ensuring business continuity by identifying high-potential employees, developing leadership capabilities, and preparing successors for critical positions through structured learning and Individual Learning Plans (ILPs).

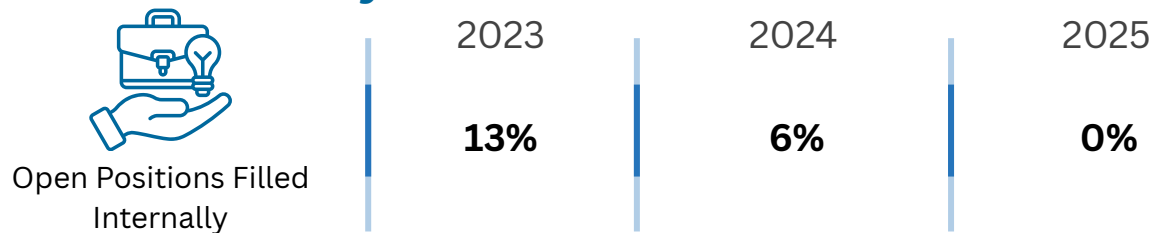
Succession Planning Framework



Key Highlights



Internal Mobility



Training Programs



Leadership



Mentoring



Training



External Courses



Performance Reviews



By investing in continuous learning, RAC strengthens workforce capability, enhances operational excellence, and prepares future leaders.

Occupational Health & Safety

At Riyadh Airports Company (RAC), protecting the health, safety, and well-being of employees and contractors is a core priority. Our Occupational Health and Safety (OHS) framework is built on proactive risk prevention, regulatory compliance, and continuous improvement, ensuring a safe and resilient workplace that supports operational excellence and sustainable growth.

Governance



Protecting our people through a proactive safety culture, strong governance, and continuous improvement.

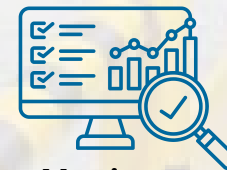
OHS Management Approach



Identify Hazards



Implement Controls



Monitor Performance



Continuous Improvement

Our Strategic Focus



Prevention & Compliance



Workplace inspections, audits, and risk assessments to identify and eliminate hazards before incidents occur.

Awareness & Training



Safety inductions, targeted operational training, and awareness campaigns that promote a proactive reporting culture.

Incident Management



Structured reporting, investigation, and corrective actions focused on learning from incidents and preventing recurrence.

Safety Performance

Monitoring safety performance to strengthen prevention, reduce risks, and protect our workforce.

Employee Fatalities



ZERO

Zero employee fatalities recorded during the reporting period.

2023

0

2024

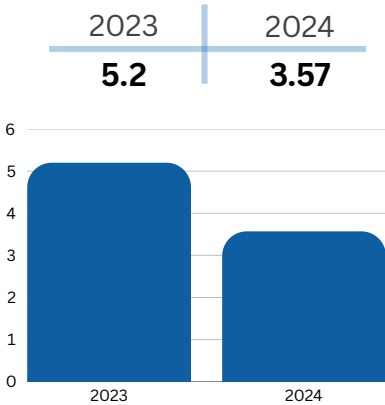
0

2025

0

Accident Rate

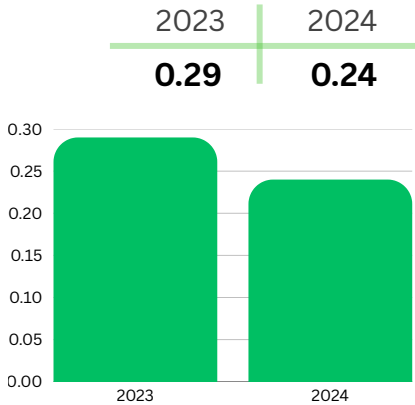
Per (1,000,000) Hours Worked



↓ **31% Reduction**
vs 2023

Recordable Injury Rate

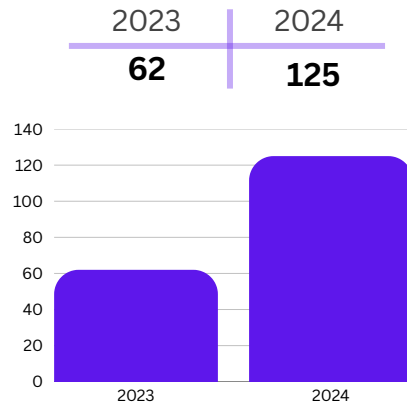
Per (1,000,000) Hours Worked



↓ **17% Improvement**
vs 2023

Near Misses

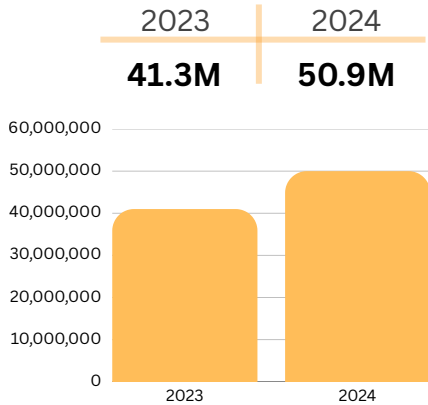
#No of Reports



Higher reporting reflects a stronger safety reporting culture.

Total Hours Worked

Per (1,000,000) Hours Worked



↑ **23% Increase**
vs 2023



employees

- Accident Rate ↓
- Zero Fatalities



Contractors

- Performance Continuously Monitored
- Safety Requirements Applied



Continuous monitoring

- Incidents
- Near Misses
- Corrective Actions

Note

2025 data is currently undergoing validation and quality assurance and will be reported once the verification process is completed.

Noise & Lighting

As passenger traffic and aircraft movements continue to grow, effective noise management remains essential to balancing operational efficiency with community well-being. Riyadh Airports Company (RAC) manages aircraft noise in accordance with ICAO best practices and GACA requirements through continuous monitoring, Noise modelling, and proactive mitigation measures to minimize impacts on surrounding communities.

Noise Management Framework



Continuous Monitoring



Continuous environmental monitoring stations are used to monitor aircraft noise around KKIA.

Noise Modelling



Quarterly modeling assesses Day Night Noise contours and pollution exposure trends.

Compliance & Reporting



Independent Environmental Audits and periodic reporting ensure compliance with applicable aviation requirements.

Community Consideration



Noise Monitoring supports proactive engagement and continuous improvement to minimize impact on surrounding communities.

Noise modelling is conducted proactively to support effective aircraft noise management. In the absence of dedicated national aircraft noise limits, RAC applies the nearest applicable NCEC industrial area criteria as a conservative reference. No confirmed community noise complaints were recorded during the reporting period.

Community Noise Assessment



Aircraft Movements

Noise Contours

Population Exposure



Flight Path Distribution



Community Impact

- ✔ All monitored workplace locations remained below the OSHA permissible exposure limit.
- ✔ Population exposure is influenced by both aircraft movements and flight path distribution.
- ✔ Operations over less populated areas significantly reduce community noise impact.
- ✔ RAC remains compliant with applicable aviation noise requirements.

A man in a white thobe and red ghutra is walking through an airport terminal. He is carrying a blue suitcase and a brown bag. The terminal has large windows that look out onto an airport tarmac with planes and a control tower. The ceiling is high with a grid of lights. The text "Operational Excellence" is overlaid in white on the right side of the image.

Operational Excellence

05

Responsible Governance and Economics



First RAC
Sustainability Report



ESG Governance
Framework



Double Materiality
Assessment



Integration of ESG into
corporate strategy

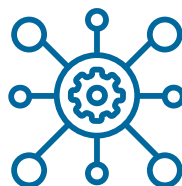
Certified Management Systems



ISO 9001
Quality Management
Certified



22301
ISO 22301
Business Continuity
Recertified



Integrated
Management System

NCA Compliance

95.24%

Culture Index

97%

2025

Digital Governance & Cybersecurity



Cybersecurity Maturity
Improvement



Identity & Access
Management



Continuous security
awareness

Data Breaches

ZERO

Data breaches affecting RAC
users during 2024

2025

Responsible Business



Responsible
Procurement



Supplier Performance
Evaluation



Local Content
Program



Risk Management

In Compliance with
Aviation Security Quality

2025

Digital Transformation

87%

2025

Percentage of Automated processes

81%

2025

Operational Excellence Overview

Operational excellence reinforces sustainable airport operations through strong governance, innovation, safety, digital transformation, and responsible business practices.

Operational excellence is a cornerstone of Riyadh Airports Company's governance approach to sustainability. Through structured governance, internationally recognized standards, and continuous improvement, RAC strengthens operational resilience while enhancing passenger experience, protecting airport operations, safeguarding information, and promoting responsible procurement practices in support of Saudi Vision 2030.

Delivering world-class airport operations through safety, innovation, and service excellence

“RAC Operational Excellence contributes directly to RAC's long-term resilience, accountability, transparency, and sustainable goals.”

Passenger Experience



Delivering world-class passenger services through continuous monitoring and internationally recognized benchmarks.

Airport Safety & Security



Maintaining safe and secure airport operations in alignment with GACA regulations and ICAO standards.

Privacy & Cybersecurity



Protecting operational systems and stakeholder information through resilient digital security practices.

Responsible Procurement



Promoting ethical procurement, responsible suppliers, and effective third-party management.

Passenger Experience

Delivering an exceptional passenger experience contributes to RAC's social sustainability by improving accessibility, customer satisfaction, and long-term stakeholder trust.



ACI Customer Experience Accreditation

Level 4

Target 2027

Level 5

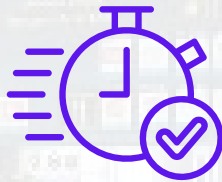


Net Promoter Score

60%

Target 2027

70%



On-Time Performance

86%

Cirium 2024



Average Security Queue

00:49

Target 2025

2:00

Recognition

King Khalid International Airport won both the "Large" and "Global" Airport categories in Cirium's 2024 On-Time Performance Awards.

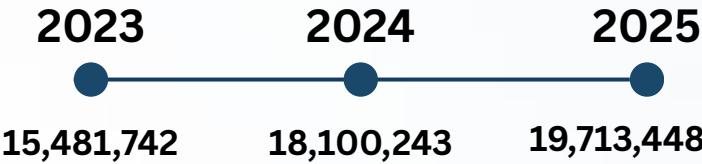


Together, these indicators demonstrate RAC's structured approach to measuring and enhancing passenger satisfaction while delivering world-class experiences aligned with Saudi Vision 2030.

Passenger Growth



International Passenger



↑ +8.9%
vs 2024



40.6
Million
Passengers Served
in 2025



Domestic Passenger



↑ +8.5%
vs 2024



37.4
Million
Passengers Served
in 2024



Total Passenger



↑ +8.7%
vs 2024

Executive Insight

International and domestic passenger traffic both exceeded projections in 2024 and continued to grow in 2025, confirming RAC's strategic positioning and reinforcing the importance of sustaining service quality as demand continues to grow.

Passenger Journey Performance

RAC continuously monitors operational indicators across the passenger journey to evaluate performance, identify improvement opportunities, and deliver a smoother and more efficient travel experience.

Recognition at Future Aviation Forum



Best Passport Control Area

Best Security Check Area

Last Bag Delivery Time



Median

2023

00:28

2024

00:27

2025

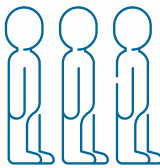
00:27



Target

00:26

Security Queue



Average

2023

00:39

2024

00:45

2025

00:49



Target

02:00

Passport Queue



Departure Average

2023

00:29

2024

00:32

2025

00:37



Target

02:00

Customs Queue



Average

2023

00:25

2024

00:28

2025

00:32



Target

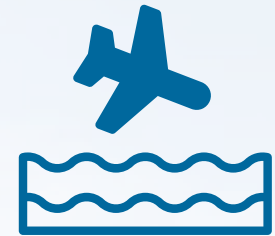
02:00

Airport Safety & Security

A safe and secure airport is fundamental to sustainable operations and responsible governance.

Riyadh Airports Company (RAC) places the highest priority on ensuring safe, secure, and reliable airport operations. Through a structured Safety Management System (SMS), aligned with GACA requirements and ICAO standards, RAC identifies hazards, mitigates risks, and promotes safety awareness across the airport community to protect passengers, employees, and stakeholders while supporting Saudi Vision 2030.

Aircraft Accidents



2023	2024	2025
0	0	0

Airport Safety Governance



ICAO



GACA



Regulations
& Oversight



Riyadh Airports
Company



Safety Management
System (SMS)



Safe, Secure & Efficient
Airport Operations

GACA provides regulatory oversight, while RAC is responsible for implementing and maintaining a compliant Safety Management System.

Strategic Focus



Digital Transformation



Safety Governance & Compliance



Safety Culture & Workforce



Safety Performance &
Risk Management



Emergency Preparedness



Mandatory Safety Training

Privacy, Cybersecurity/ICT & Data Protection

Protecting digital infrastructure strengthens organizational resilience and safeguards stakeholder confidence.

RAC integrates privacy, cybersecurity, and data protection within its Governance framework to strengthen organizational resilience, protect sensitive information, and ensure secure airport operations. Through continuous monitoring, employee awareness, and international best practices, RAC proactively addresses evolving cyber threats across both IT and OT environments.

Cybersecurity Strategy



Privacy & Data Protection

Protecting sensitive personal and operational information.



IT & OT Security

Strengthening cybersecurity across information and operational technology.



Cybersecurity Culture

Building awareness through mandatory training and phishing simulations.



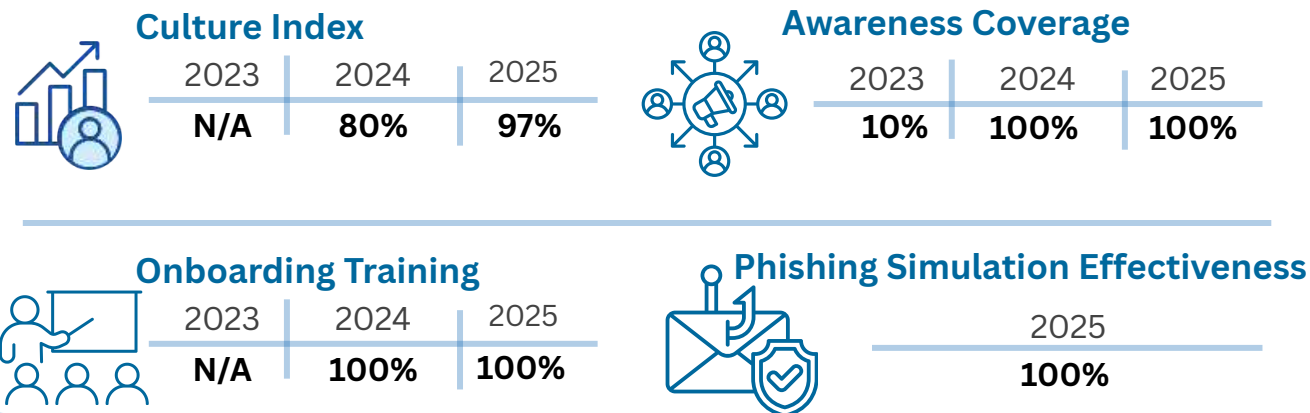
Continuous Monitoring

Real-time monitoring and mitigation of emerging cyber threats.

Protecting critical information and digital infrastructure through resilient cybersecurity and continuous innovation

Cybersecurity Performance

Cybersecurity Awareness & Culture



“Employee awareness remains a key pillar of RAC’s cybersecurity strategy, supported through mandatory training, onboarding programs, phishing simulations, and continuous awareness campaigns.”

Cybersecurity Maturity & Compliance





ISO 27001:2022 information security management
Certified

Intrusion Attempts (2024)

Category	Count
Published Services	600
Network Level	2,943
Total Intrusion Attempts	3,543

Annual maturity assessments and compliance monitoring strengthen RAC’s cybersecurity governance and align with the National Cybersecurity Authority (NCA) framework.



Data Breaches

ZERO

Data breaches affecting RAC users during 2024

Long Term Targets



NCA Compliance Score

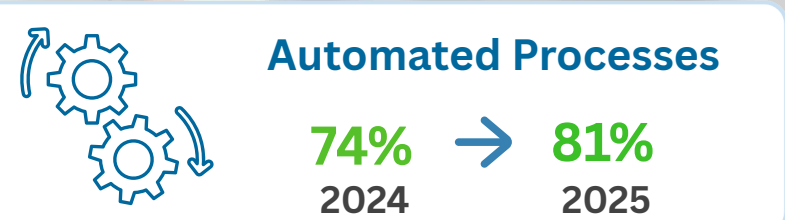
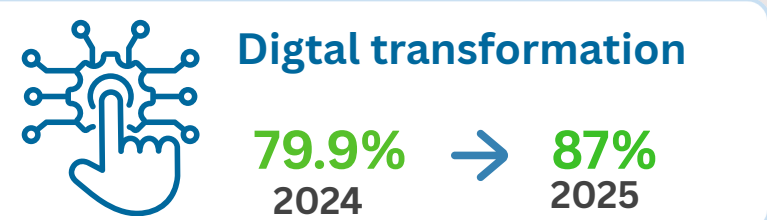
95.24%
2025



100%
2026

Digital Transformation Enabling Sustainable Growth

Digital transformation is a key enabler of Riyadh Airports Company's sustainability journey. By integrating smart technologies, automation, cybersecurity, and data-driven decision-making into airport operations, RAC continues to improve operational efficiency, strengthen governance, enhance passenger experience, and optimize resource utilization. These initiatives contribute to building a resilient, digitally enabled airport aligned with Saudi Vision 2030 and the organization's long-term sustainability ambitions.



Smart Airport Operations



Airport Digital Twin



Queue Management System



Airport Scenario Planning

Intelligent Automation



Robotic Process Automation (RPA)



SAP Ariba



Aerodrome Ops Software & DMS

Digital Customer Experience



Self-Service Digital Solutions



Airport Website



WhatsApp Services

Digital Governance & Cybersecurity



National Cybersecurity Authority Compliance



Continuous Vulnerability Management



Cybersecurity Governance

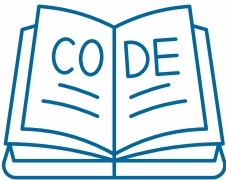
“transforming technology into a strategic enabler of sustainability, supporting smarter operations, resilient governance, and an enhanced passenger experience”

Supply Chain Management

Responsible procurement enables sustainable value creation across RAC's supply chain and business ecosystem.

RAC recognizes procurement as a strategic enabler of operational excellence and long-term sustainability. While the company continues to develop its Sustainable Procurement framework, it already monitors key procurement indicators that strengthen efficiency, supplier performance, operational resilience, and collaboration across its supply chain.

Strategic Priorities



Supplier Code of Conduct

Develop a formal supplier code aligned with sustainability principles.



Sustainable Supplier Evaluation

Integrate environmental and social performance into vendor assessments.



Supplier Engagement

Strengthen supplier collaboration through awareness and training programs.



Strategic Partnerships

Promote innovation, operational efficiency, and environmental value through future partnerships.

Procurement Performance



Inventory Turnover Ratio		
2023	2024	2025
67%	69%	75%



Materials Procurement SLA Timeline		
2023	2024	2025
85%	89%	93%



Evaluated Vendors after Project Delivery		
2023	2024	2025
19%	26%	91%



Partnership Agreements Signed		
2023	2024	2025
3	3	6

“RAC continues to strengthen procurement performance through efficient supplier management while progressively integrating sustainability considerations into future procurement practices and strategic partnerships”

Appendices

Appendix A : GRI Context Index

Appendix B : ACI World ESG Framework Content Index

	GRI Standard	Disclosure	RAC Report Section	RAC Report Section
GRI 2 General Disclosure	2.1	Organizational details	RAC at a Glance	6 to 7
	2.2	Reporting entities	Reporting Scope	6 to 7
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	2.22	Strategy statement	CEO Messages	2
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	2.24	Embedding commitments	Sustainability at RAC	9 to 12
	2.27	Compliance	Environmental Management Approach	15 to 28
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GRI 2 Material Topic	3.1	Process	Double Materiality Assessment	9to 12
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	3.3	Management	Throughout report	1 to 61
Environment Disclosure	302	Energy	Energy Management	20 to 21
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Social Disclosure	401	Employment	Supporting our People	31 to 42
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	416	Customer Health and Safety	Operational Excellence	45 to 54
Governance Disclosure	205	Anti-corruption	Governance	45 to 54
	206	Anti-competitive Behavior	Governance	45 to 54
	418	Customer Privacy	Governance	45 to 54

Environmental

ACI World ESG Topic	RAC Report Reference	RAC Report Section
Climate Change	Climate Change	18 to 19
Carbon Management & ACA	Climate Performance	18 to 19
Net Zero Roadmap	Climate Change	18 to 19
Energy Management	Energy	20 to 21
Water Management	Water	22 to 23
Waste & Circular Economy	Waste Management	24 to 25
Biodiversity	Biodiversity	27 to 28
Air Quality	Air Pollution	26
Noise Management	Noise & Light	41 to 42
Environmental Management System (ISO 14001)	Environmental Management	15 to 28

Social

ACI World ESG Topic	RAC Report Reference	RAC Report Section
Human Capital	Supporting our People	31 to 42
Employee Value Proposition	Supporting our People	31 to 42
Occupational Health & Safety	Occupational Health & Safety	31 to 42
Passenger Experience	Passenger Experience	45 to 54
Service Quality	Operational Excellence	45 to 54
Community Engagement	Supporting our Communities	31 to 42
Social Responsibility	Supporting our Communities	31 to 42

Governance

ACI World ESG Topic	RAC Report Reference	RAC Report Section
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Double Materiality Assessment	Materiality Assessment	9 to 12
Airport Safety & Security	Airport Safety & Security	45 to 54
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Building a More Sustainable Gateway for the Future

Together with our people, partners and stakeholders, Riyadh Airports Company continues to create lasting value for passengers, the environment, and future generations In support of the Saudi Vision 2030

