



# The Journey Continues

The  
**National Transformation  
Program's Achievements**

Report

20  
25





# The National Transformation Program Makes Impact

NTP has built a model for sustainable progress and impact. It built a comprehensive infrastructure for several sectors to thrive. Numbers were turned into success stories, and initiatives were transformed into achievements that made a difference at all levels.

What has been accomplished so far is just the beginning. Continued success is paving the way for a brighter future and improving the quality of life for our citizens and visitors.

## Tuwaiq Mountain – the Heart of the Kingdom



A symbol of the determination and resilience of the Saudi people, inspired by the words of His Royal Highness Crown Prince Mohammed bin Salman

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# Opening Remarks from the Chairman of NTP's Committee



**H.E**  
**Mohammed bin Mazyed Al-Tuwaijri**

Member of the Council of Economic and Development Affairs  
Chairman of NTP's Committee

“ The National Transformation Program’s 2025 achievements report, titled “The Journey Continues” embodies a national success story and a remarkable transformation in the public, private, and non-profit sectors.

NTP's journey is a period defined by dedication, ambitious planning, and disciplined execution. The transformation has extended across diverse sectors, laying the foundation for a sustainable path that reflects our nation’s leadership aspirations and rising expectations.

Since 2016, we have witnessed a bold vision translated into tangible reality. NTP has evolved from a foundational phase to an impactful one, becoming a driver of change in Saudi Vision 2030 with a wide range of sectors, goals, and KPIs that directly impact people.

NTP has contributed to reshaping government work by embedding a culture of performance, integration across entities, digital transformation, private-sector empowerment, and innovation. These efforts have a positive impact not only on the national economy but also on service quality and sustainable development.

Today, as we close one chapter, we begin another in which we continue to work alongside a great national force of inspiring entities.

It is my honor to present this report on behalf of the NTP Committee members. We look forward to building on this progress, deepening our impact, and advancing the goals of Saudi Vision 2030, positioning the Kingdom ahead of the curve and meeting the aspirations of future generations.

Lastly, I extend my sincere gratitude to our leadership for their unwavering support, trust, and guidance on this journey, a cornerstone of our success. May our nation continue to flourish and march forward toward lasting prosperity. ”

# About NTP

The National Transformation Program (NTP) aims to develop the necessary infrastructure and create an environment that enables the public, private, and non-profit sectors. Through advancing government performance, accelerating digital transformation, empowering the private sector, strengthening economic partnerships, fostering social development, and safeguarding the sustainability of vital resources.



NTP launched in June 2016 as the 1<sup>st</sup> Vision Realization Program



Oversees  
313+ initiatives



Leads 34 Strategic Objectives (SOs), representing 35% of Vision 2030 SOs



Measures progress through 78 strategic indicators



Collaborates with 7 leading ministries and 50+ entities

# NTP Committee Members



**Chairman**

**H.E  
Mohammed Al-Tuwaijri**  
Member of the Council of Economic and  
Development Affairs



**Vice- Chairman**

**H.E  
Abdulrahman Al-Fadhli**  
Minister of Environment, Water and  
Agriculture



**H.E  
Walid Al-Samaani**  
Minister of Justice



**H.E  
Majid Al-Qasabi**  
Minister of Commerce



**H.E  
Fahad Al-Saif**  
Minister of Investment



**H.E  
Abdullah Al-Swaha**  
Minister of Communications  
and Information Technology



**H.E  
Faisal Al-Ibrahim**  
Minister of Economy and Planning



**H.E  
Majed Al-Hogail**  
Minister of Municipalities and  
Housing



**H.E  
Ahmad Al-Rajhi**  
Minister of Human Resources and  
Social Development



**H.E  
Hamad Al-Sheikh**  
Minister of State and Member of  
Council of Ministers



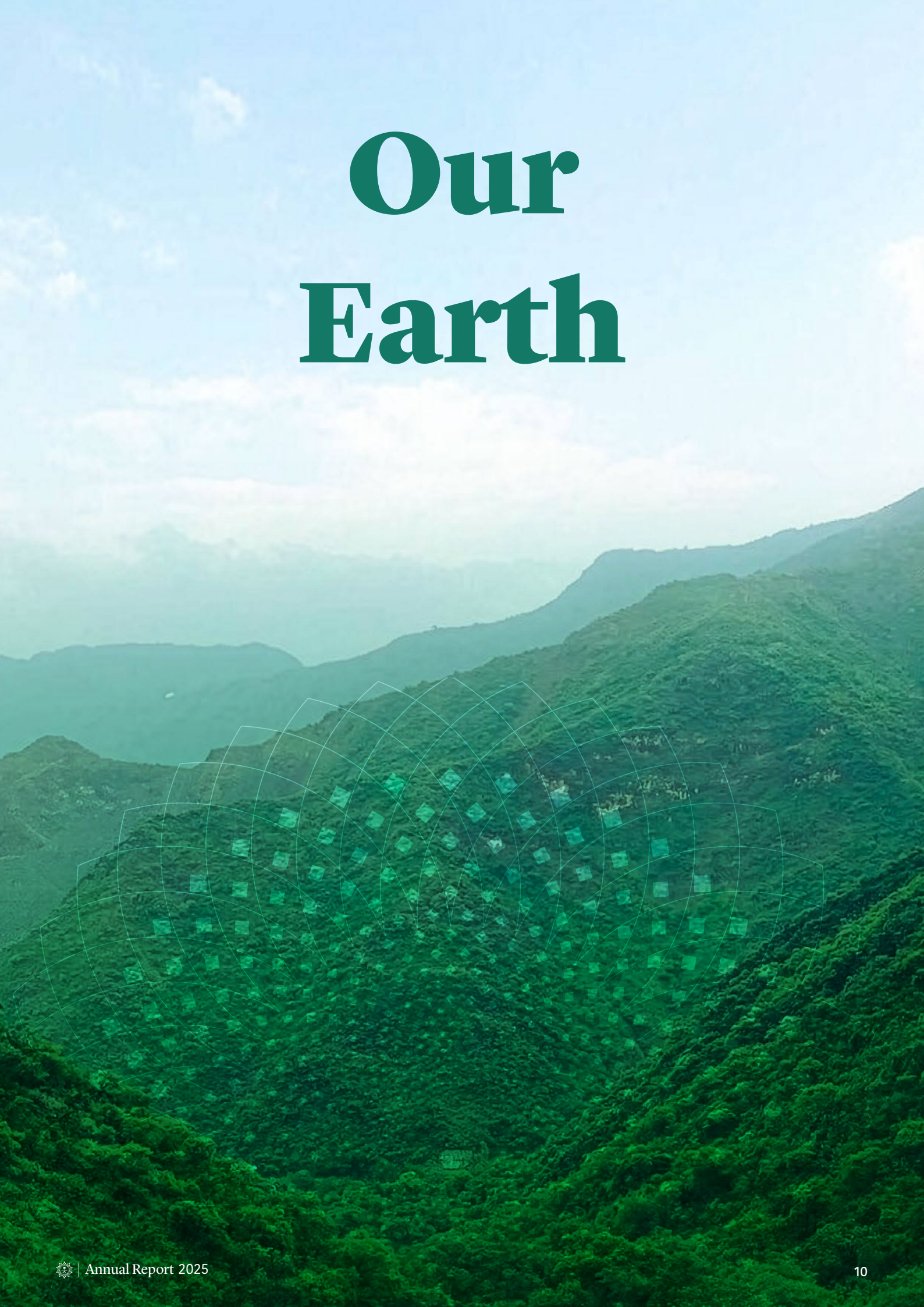
**H.E  
Amr Rajab**  
Vice-President of Bureau of Experts  
at the Council of Ministers

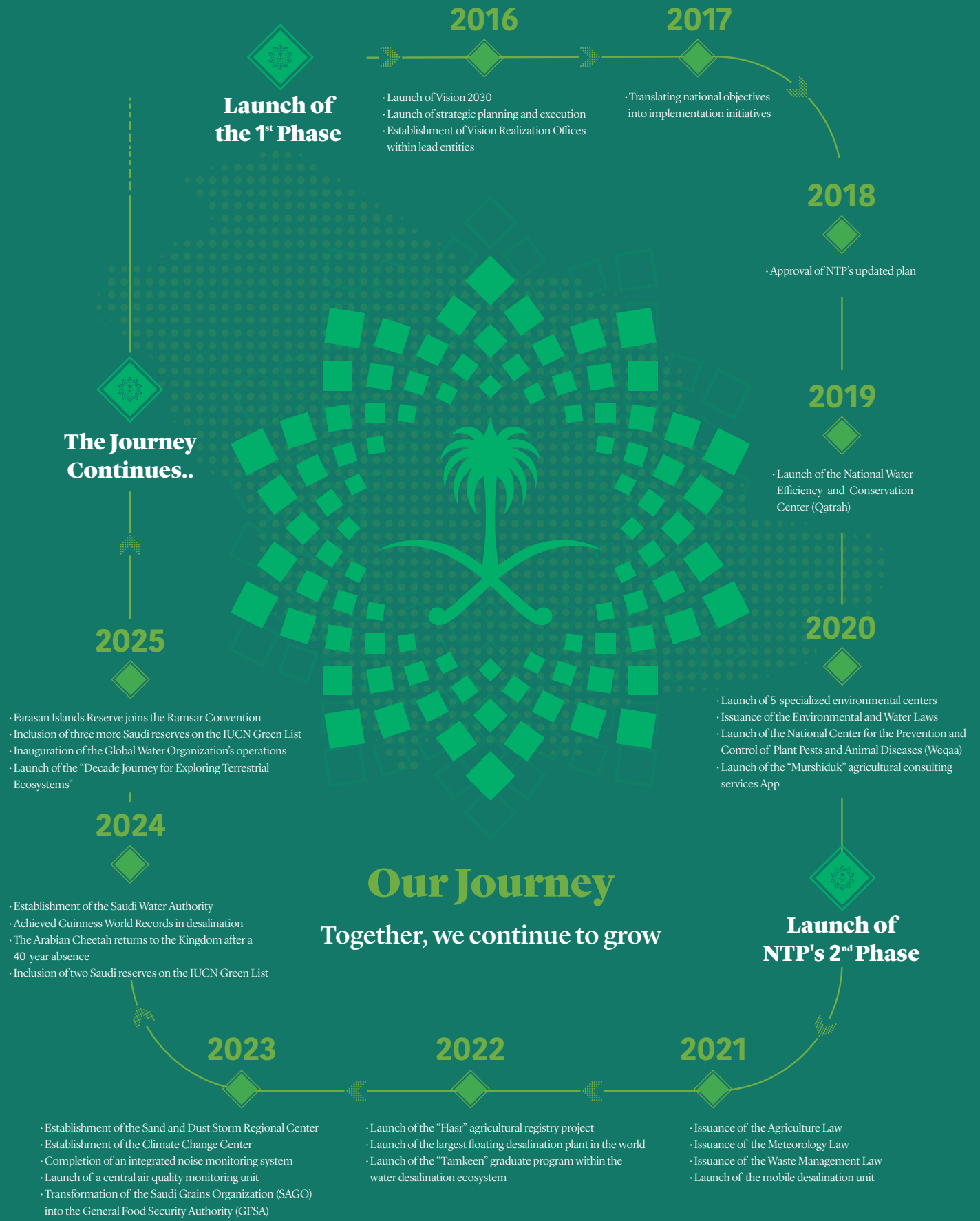


**H.E  
Hindi Al-Suhaimi**  
Assistant Minister of Finance



# Our Earth





# Thriving Green Landscapes



Since the launch of Saudi Vision 2030, green spaces have played a pivotal role in enhancing the quality of life for both residents and visitors throughout the Kingdom. Vision 2030 set forth strategic objectives to ensure the long-term sustainability of vital resources, spearheaded by the National Transformation Program in partnership with the Ministry of Environment, Water, and Agriculture.

Saudi Arabia's efforts in this area have become a national success story and a model for achievement, leading to an unprecedented expansion of green spaces.



**More than a million hectares restored by end of 2025**

**1 million hectares = 10+ billion m<sup>2</sup>**  
**= 6X the size of Riyadh city**



**151+ million trees planted in the Kingdom by end of 2025**

Within the Saudi Green initiative



# The Farasan Islands 1<sup>st</sup> Saudi Reserve to Join Ramsar Convention

The Farasan Islands Reserve joined the Ramsar Convention List of Wetlands of International Importance. This prestigious designation highlights its vital role in global biodiversity and underscores Saudi Arabia's dedication to preserving its unique ecosystems and natural heritage.





# 5 Saudi Reserves Added to “Green List”

The inclusion of five Saudi protected areas on the International Union for Conservation of Nature (IUCN) «Green List» of Protected and Conserved Areas marks a significant milestone, highlighting the Kingdom’s ongoing commitment to environmental protection and biodiversity preservation.

## King Salman Bin Abdulaziz Royal Natural Reserve

(Aljouf, Hail, Tabuk, and Northern Borders Regions)

## Uruq Bani Ma’arid Reserve

(Riyadh and Najran Regions)

## Ibex Protected Area

(Riyadh Region)



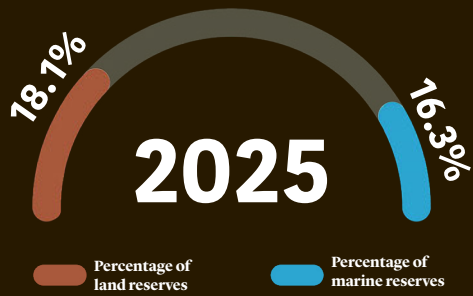
## King Abdulaziz Royal Reserve

(Riyadh Region)

## Sharaan Nature Reserve

(Al Ula)





## Percentage of land and marine natural reserves to the Kingdom's total area

### In Collaboration With:



Local and international experts



National universities and research centers



Royal reserves and large projects



International organizations

## Launch of the “Decade Land Expedition”

### The Largest National Exploration Mission

The National Center for Wildlife (NCW) initiated the Terrestrial Decade Journey to explore terrestrial habitats—natural environments home to land-based organisms. This initiative stands as the largest research mission dedicated to terrestrial ecosystems within the Kingdom.

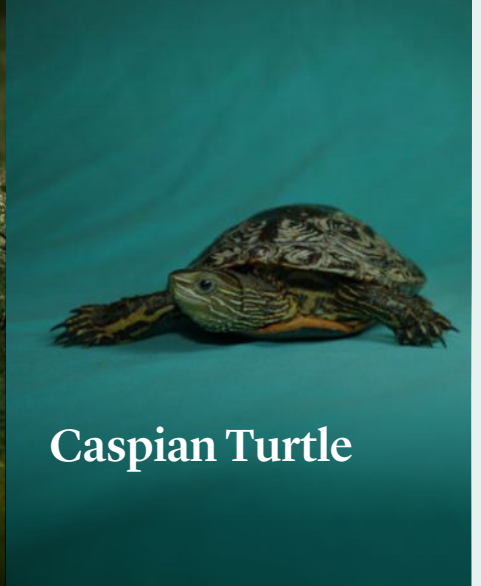
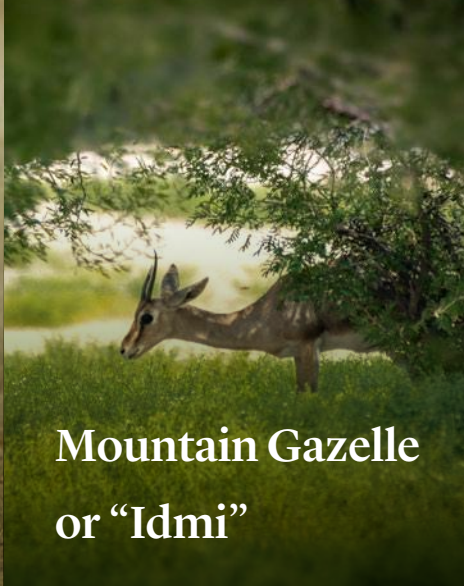
## Objectives of the Decade Journey

Developing a comprehensive national database to document terrestrial ecosystems and biodiversity throughout the Kingdom.

## Impact of the Decade Journey

- ◆ Developing a comprehensive national database for terrestrial habitats and their biodiversity
- ◆ Promoting the protection and conservation of environmentally significant species
- ◆ Enhancing data-driven decision-making processes
- ◆ Leveraging the journey's findings to inform national planning and ensure the sustainable management of protected areas
- ◆ Demonstrating the Kingdom's dedication to international agreements, including the Convention on Biological Diversity (CBD) and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

# Native Species Reintroduced in 2025



## Exceptional Marine Life along the Kingdom's Coasts

**1,220 Marine Sites Surveyed**  
by end of 2025

To improve the management of marine habitats  
and identify conservation priorities, including:

**636**  
coral reef  
ecosystems

**181**  
seaweed  
sites

**119**  
mangrove  
sites



# Expansion of Saudi Arabia's Marine Reserves

The Kingdom of Saudi Arabia announced the addition of two new marine reserves, Ras Hatiba Reserve and the Blue Holes Reserve, to strengthen the protection of marine ecosystems and support biodiversity conservation.



# The Agriculture Sector, a National Treasure

## “Letadom” Platform



A national platform dedicated to minimizing food loss and waste by leveraging innovative technology and fostering collaboration among individuals and sectors, driving progress toward sustainability.

**27.9%**

percentage of food loss and waste (2024)

**40%**

Increase in grain silo storage capacity making it the largest in the MENA region

## The National Palms & Dates Platform



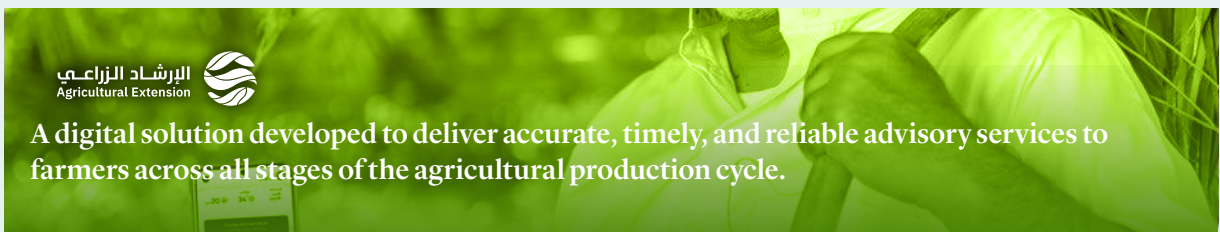
A digital platform that integrates services across the entire palm and dates industry.

**1<sup>st</sup> Globally**

Saudi Arabia's rank in date exports, reaching 133 countries worldwide, with exports exceeding \$452.9 million



## Agricultural Advisory "Murshiduk" App



A digital solution developed to deliver accurate, timely, and reliable advisory services to farmers across all stages of the agricultural production cycle.

**6.4+ million**

Technical consultations provided to farmers

**282,000+**

Registered farmers

**441**

Specialized agricultural advisors

**1,700+**

Weather alerts issued

**337**

Soil and water tests conducted

by end of 2025

# Transformation in Issuing Agricultural Registrations and Permits

**5,319**

Agricultural registrations issued by end of 2025

**18,121**

Agricultural permits issued by end of 2025, including:

10 Plant health sector permits

6,564 Operation permits

3,050 Wheat permits

8,463 Specialized permits



# Livestock Protection

71% Coverage of livestock vaccination against priority diseases

9.2+ Million Animals vaccinated with multiple immunizations

200 Mobile Veterinary Clinics supporting disease prevention and control

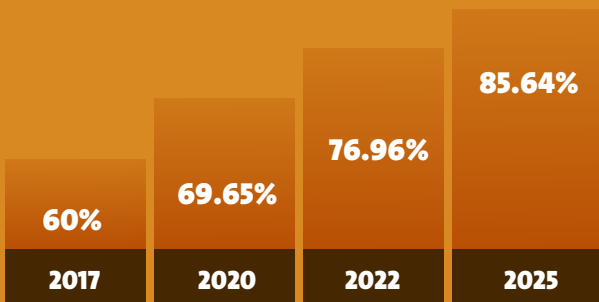
355 Registered Pesticides:  
240 Formulations  
115 Active Ingredients

by end of 2025



# Forecasting Weather Events and Improving Air Quality

Saudi Vision 2030 aims to strengthen climate resilience, improve weather forecasting, and elevate air quality standards. Supporting these ambitions, the National Transformation Program established the National Center for Meteorology (NCM), which operates in accordance with the highest international standards. The Center has initiated several prominent regional initiatives, including the Sand and Dust Storm Regional Center and the Regional Climate Change Center.



**Accuracy rate of forecasting and early warning of meteorological hazards (sandstorms and floods) 3 days prior**

## The Sand and Dust Storm Regional Center

**53% reduction in sandstorms during 2025**

### Why did dust storm incidents decrease?

- Shifts in weather front patterns
- Cloud seeding program
- Increase in vegetation cover
- Controlling overgrazing



# Saudi Arabia, a Global Model in Water Sustainability

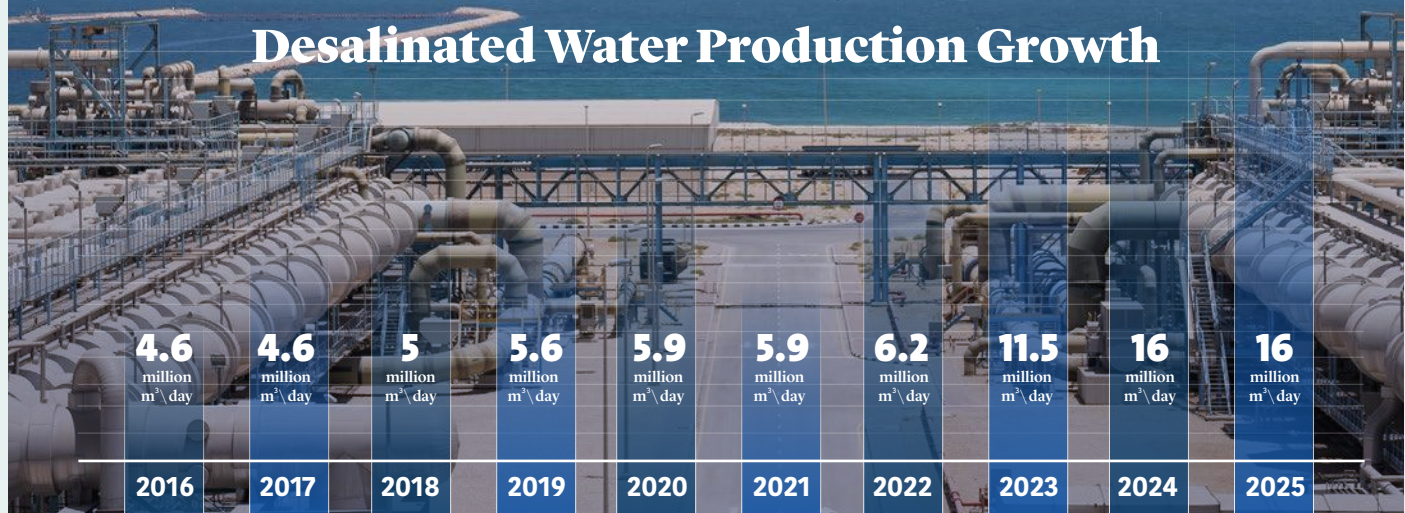
Saudi Arabia stands at the forefront of global desalination, serving as a benchmark for sustainable water resource management. Through the efforts of the Saudi Water Authority and the National Transformation Program, water challenges have been transformed into opportunities that foster innovation, technological progress, and long-term sustainability.

## Saudi Arabia at the Forefront

The Kingdom has gained international recognition as a global model for advancing Sustainable Development Goal 6 (SDG 6), which focuses on ensuring clean water and sanitation for all. This distinction reflects the nation's commitment to best practices and rapid progress in this critical area.

**16+ million m<sup>3</sup> daily** production capacity of desalinated water, the highest in the world

### Desalinated Water Production Growth





الهيئة السعودية للمياه  
Saudi Water Authority

## New Guinness World Records

The Saudi Water Authority has strengthened its global presence by recording nine world records in the Guinness World Records in 2024, with three additional records added in 2025.



### Largest water research facility in the world.

Rabigh Oasis Water Research & Innovation Facility was designed as a flagship national hub with an area larger than 33,000 square meters.



### Lowest energy consumption for an RO desalination plant globally.

The Shuaiba Phase 5 desalination plant achieved a record-low energy consumption of 1.7 kWh/m<sup>3</sup> during the salt separation phase, with an overall consumption of 2.34 kWh/m<sup>3</sup>, the lowest recorded globally.



### Largest reverse osmosis (RO) seawater desalination plant in the world.

Through the Al Khobar Phase II project, the plant achieved a record-breaking production capacity of 670,852.4 cubic meters per day and was constructed on one of the smallest land footprints globally for a project of its scale.



# Water Sector Achievements Across the Kingdom

## Dawadmi

Operation of a brine treatment unit (the saline concentrate remaining after desalination), with a production capacity of 5,000 m<sup>3</sup> per day

## Yanbu

Conversion of the Yanbu desalination project (Phase III) to operate 100% on natural gas, contributing to reduced carbon emissions and improved operational efficiency.

## Al-Shuaibah

Achieving record-low energy consumption in desalination operations globally, with a production capacity exceeding 660,000 cubic meters per day, making it the world's largest desalination plant.

## Al-Lith

Operation of a water desalination unit dedicated to aquaculture, supporting fish production with a capacity exceeding 2,000 cubic meters per day.

## Dammam

Largest reverse-osmosis membrane factory in MENA, located at Dammam's third Industrial City, contributing over \$304 million to GDP

## Jubail

Operation of a facility producing value-added materials derived from desalination processes, including sodium chloride, magnesium, and bromine gas.

## Bisha

Increase in operational capacity at King Fahd Dam from 10,000 to 30,000 cubic meters per day, meeting the needs of more than 80,000 beneficiaries.

## Al Shuqaiq

A significant increase in water production capacity, now reaching 451,000 cubic meters per day.



معهد ابتكار تقنيات  
المياه والأبحاث المتقدمة  
WATER TECHNOLOGIES INNOVATION  
INSTITUTE & RESEARCH ADVANCEMENT

## New Patents in the Water Sector

The Water Technologies Innovation and Research Advancement Institute (WTIIRA), an SWA institute, secured new water technology patents in 2025, including:

### AI-Based System for Analyzing Vibrations and Predicting Failures

A project that uses AI technology to analyze vibrations and predict malfunctions in reverse-osmosis systems and Multi-Stage Flash (MSF), in addition to other water technology solutions.

- Impact**
- Faster fault detection
  - Reduced operational risks
  - Lower cost

### Smart System for High-Precision Water Sampling

Development of a smart system, in collaboration with the University of Tabuk, for collecting water samples with high precision using solar energy. The system applies artificial intelligence to determine optimal sampling depth and sample size, along with automated self-cleaning capabilities.

- Impact**
- Efficiency in water quality monitoring
  - Protection of marine ecosystems
  - Supporting environmental sustainability

# Water Services Reaching Beneficiaries



## Expansion of Water Network by end of 2025

**3.7+**  
million m

water transmission lines and networks implemented

**1.5+**  
million m<sup>3</sup>

total storage capacity

**2+**  
million m<sup>3</sup>/day

pumping station capacity

**27+**  
million

beneficiaries of water supply services

## Expansion of Wastewater Services by end of 2025

**21.6+** million

beneficiaries of wastewater services

**351,000+** m<sup>3</sup>/day

capacity of lift stations

**1.4+** million m

sewer lines and networks implemented

**42,000** m<sup>3</sup>/day

treatment plant capacity



# Reliable and Abundant Water Supply for Pilgrims

The 2025 Hajj season marked another milestone for the Saudi Water Authority (SWA) and its affiliated entities, ensuring a continuous and reliable water supply that enhanced the comfort and ease of pilgrims throughout their journey.

**150,000+**  
Trees

Planted in the Holy Sites using treated water to improve air quality and reduce dust

**100%**  
water quality  
conformity

Through **4,000+** daily laboratory tests conducted via mobile laboratories

**700,000+**  
m<sup>3</sup>/day

storage capacity of treatment plants at the Holy Sites

**10+**  
million m<sup>3</sup>

Water supplied to pilgrims during the Hajj season, with daily production and transmission capacity reaching 1.2 million m<sup>3</sup>



## Success Story



# AgriServ.. for Agricultural Growth

The National Company for Agricultural Services (AgriServ) provides agricultural services that empower farmers, breeders, and commercial enterprises in the agricultural sector. It aims to enhance operational efficiency, improve quality and productivity, and achieve a positive impact across the agricultural sector in support of its developmental goals.



### How does AgriServ contribute to National Transformation?

Supporting the growth of the agricultural sector

Developing livestock, plant, and fisheries sectors

Contributing to enhancing food security



**Watch the Story!**

## Success Story



# NADEC..

## A Partner of Sustainable Food Security

NADEC is a leading national company in the production and distribution of food and beverages, supporting efforts to achieve food self-sufficiency with the highest quality standards, in line with the Vision's strategy to strengthen sustainable food security.



### How does NADEC contribute to National Transformation?

Building national capabilities in food production

Reducing reliance on imported food products

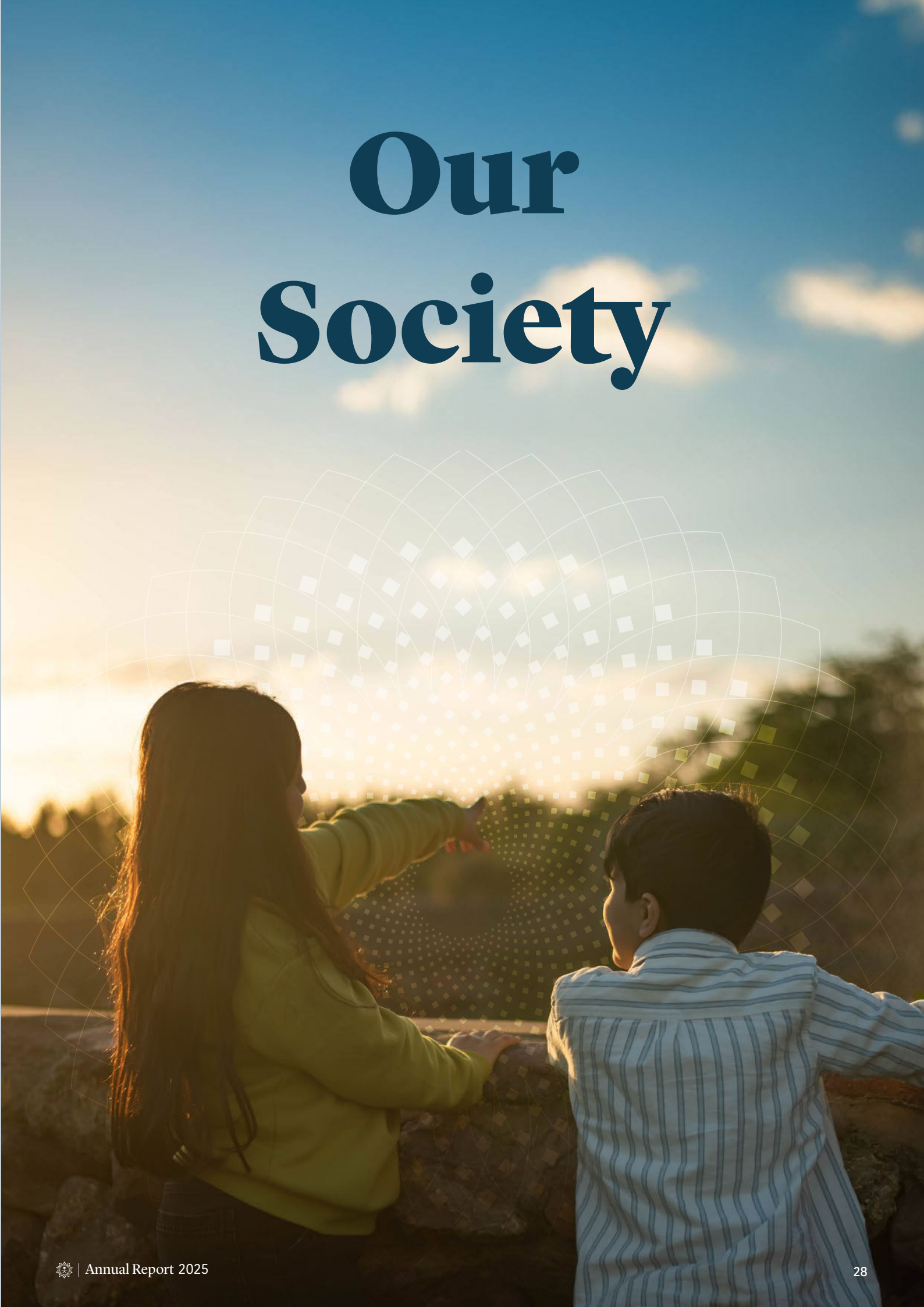
Strengthening food security and supporting local self-sufficiency

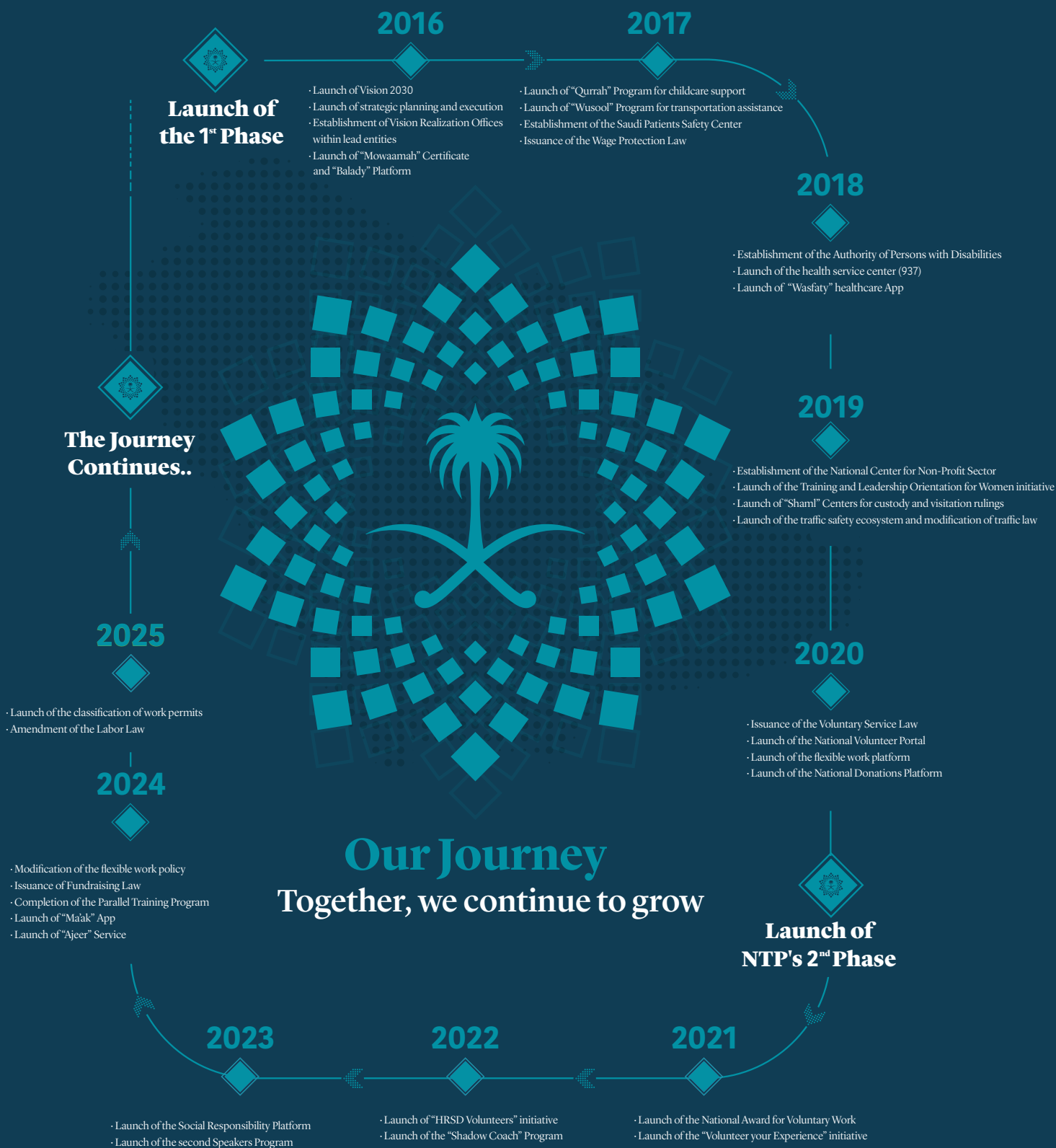
Enhancing the quality of national products and sustainability of the Saudi food sector



**Watch the Story!**

# Our Society

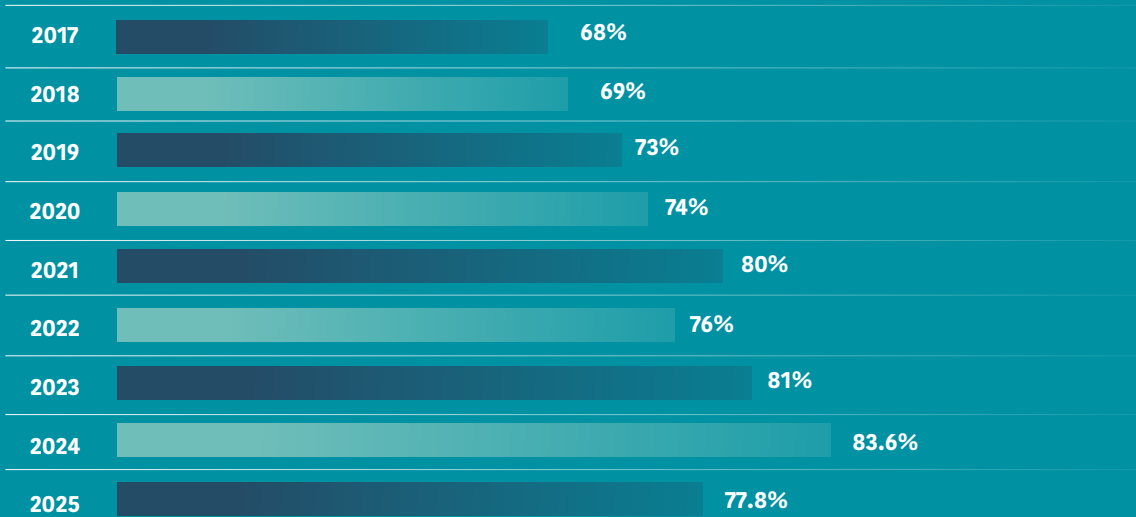




# An Empowered and Attractive Labor Market

The Kingdom continues to achieve remarkable progress in creating an enabling work environment that drives the ambitions of Saudi Vision 2030. The Vision prioritizes inclusivity, empowering every segment of society, expanding participation, creating diverse employment opportunities, and reinforcing the labor sector’s regulatory framework. In 2025, the National Transformation Program exceeded multiple targets and introduced innovative initiatives to accelerate further progress.

## Percentage of civil service employees’ engagement



## Enhancing Labor Market Attractiveness



# New Working Styles, an Opportunity for All

The National Transformation Program collaborated with the Ministry of Human Resources and Social Development (HRSD) to improve legislation and regulations supporting a modern work style. This facilitates diverse employment opportunities tailored to various societal segments.

## Work Contracts Issued Since the Launch of the Initiatives



Remote Work

**339,134**  
Contracts



العمل المرن

Flexible Work

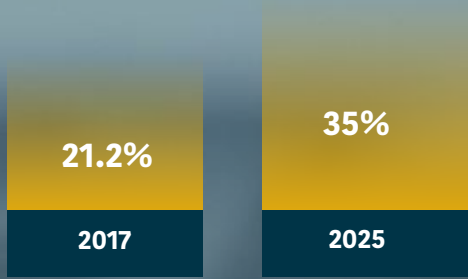
**726,825**  
Contracts



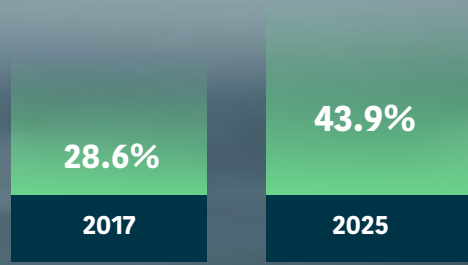
Freelance Work

**430,739**  
Contracts

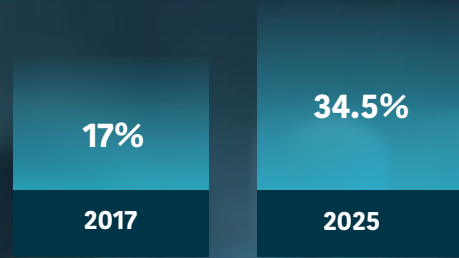
# Saudi Women's Journey of Empowerment and Success



Women's share in the labor market



Women in middle and senior management positions



Economic participation of Saudi females (aged 15+)

## Empowering Initiatives

by end of 2025



Qurrah

**52,000+**

beneficiaries of "Qurrah" for childcare support



Wusool

**370,000+**

beneficiaries of "Wusool" for transportation assistance

## The “Parallel Training” Initiative, a Long-Lasting Impact

This year, the Ministry of Human Resources and Social Development hosted the closing ceremony of the Parallel Training Initiative, a program tailored to address labor market demands. The initiative focuses on expanding women’s employment opportunities through specialized training and on-the-job qualification programs, equipping participants with the essential skills needed to succeed in both current and future labor markets.



Target



**100,000**  
beneficiaries



Achieved



**121,000+**  
beneficiaries

**46,000+**  
beneficiaries registered in GOSI for the first time

**70**  
partnering training entities

**1,000+**  
beneficiaries from social care homes

**2,000+**  
beneficiaries from social security

**3,000+**  
beneficiaries with disabilities

**280,000+**  
official training certificates issued throughout the initiative

**78%**  
of beneficiaries remained in the same job for more than 12 months

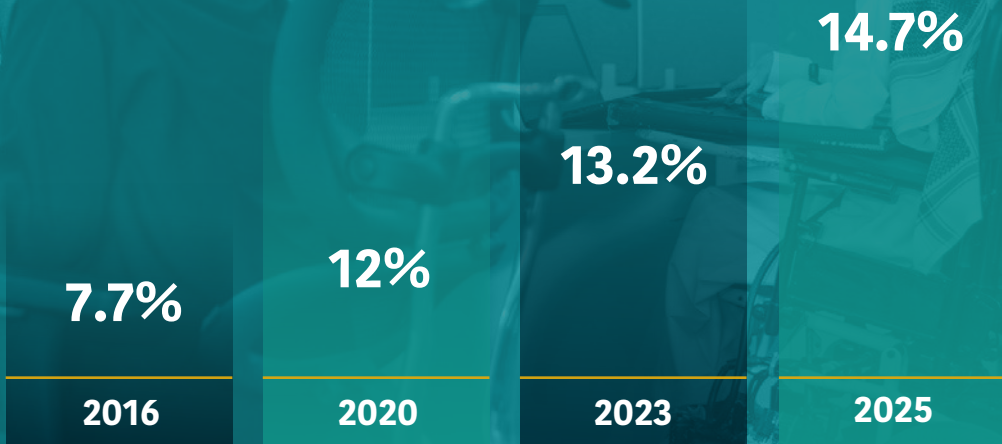
**21,000+**  
beneficiaries received a promotion or secured a better job



## Improving the Lives of People with Disabilities

In pursuit of an inclusive labor market that offers equal opportunities for all, the National Transformation Program has advanced the integration of persons with disabilities into the workforce by enabling accessible employment opportunities and supportive work environments, reinforced by the establishment of the “Authority for Persons with Disabilities.”

The percentage of workers among all people with disabilities who can work



### “Mowaamah” Certificate

A certification granted to establishments that provide accessible and inclusive work environments for persons with disabilities.

**3,497**

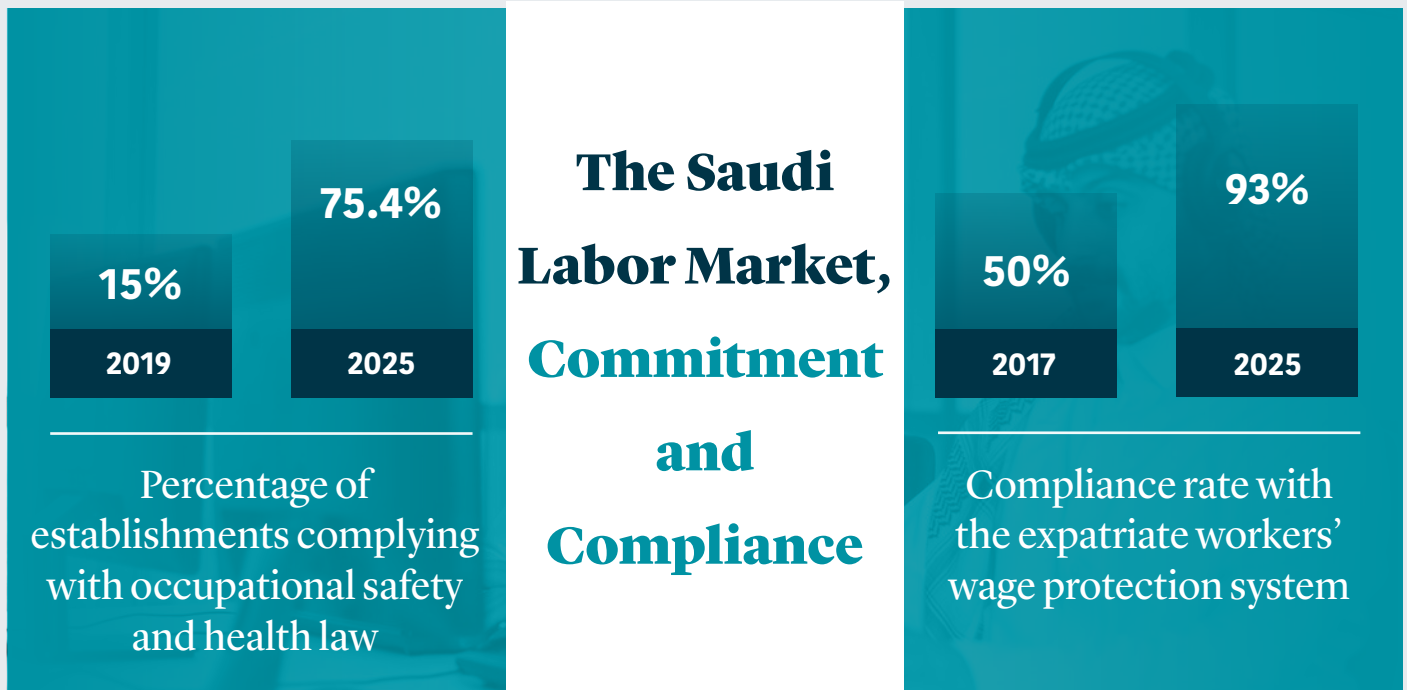
Establishments obtained



by end of 2025

# Al-Dilma Humanitarian City An Integrated and Inclusive Environment

An agreement was signed to establish the “Al-Dilma Humanitarian City” in Al-Jouf Province, dedicated to delivering comprehensive care, accommodation, and rehabilitation services for persons with disabilities over a five-year period from the project’s inception. The city will also provide psychological and social support to foster empowerment, inclusion, and active participation in society. This initiative aims to elevate the quality of life for persons with disabilities and enhance the services available to them.



## Key Occupational Safety and Health (OSH) Initiatives

Launch of the OSH Strategy

Launch of the Annual Saudi International OSH Conference

Establishment of the OSH Center for Studies, Research, and Innovation

### Launch of the OSH Guide for Women

#### Aims to:

Set OSH requirements and standards tailored for working women

Define guidelines that address their health, psychological, and social needs

Improve the sustainability and quality of the work environment

# Launch of Regulations for Licensing OSH Service Providers

The introduction of these regulations establishes a robust licensing and accreditation framework for OSH service providers. This framework aligns with both national and international standards, ensuring higher quality and consistency in occupational safety and health practices.

## Impact:

Higher worker protection

Lower work injuries

Safer and more sustainable work environment

Greater productivity and investment

# The Non-Profit Sector, Impact and Opportunity

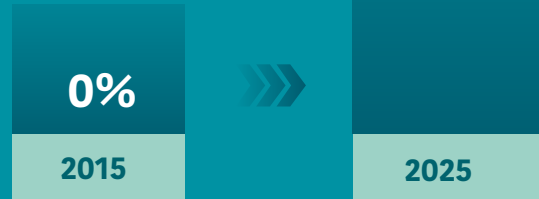
The growth of the non-profit sector in the Kingdom since the launch of Saudi Vision 2030 reflects a national success story. It underscores efforts to enhance the impact of non-profit organizations, expand their services to reach diverse beneficiary segments, strengthen the government support ecosystem, and create diverse employment opportunities.

## 7,213+ Non-Profit Organizations in the Kingdom

Percentage of specialized non-profit organizations that support development priorities



Percentage of growth in number of non-profit organizations



Beneficiaries' satisfaction with the services of non-profit organizations



Percentage of non-profit sector's personnel out of the total workforce

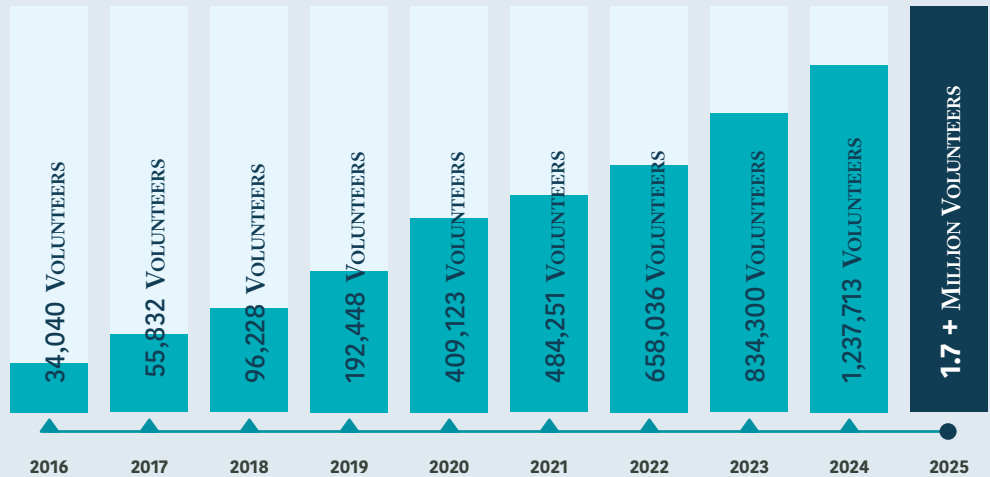




The National Transformation Program, in partnership with the Ministry of Human Resources and Social Development and the National Center for Non-Profit Sector, has championed the values of giving and community engagement by actively supporting and advancing volunteering as a key pillar of sustainable national development. Remarkably, the Vision 2030 target of reaching 1 million annual volunteers was surpassed six years early; in 2024, the number of volunteers exceeded 1.2 million, and by 2025, the total had risen to over 1.7 million.

### The number of volunteers

2030 TARGET IS 1 MILLION VOLUNTEERS



# Key Contributing Initiatives

The National  
Volunteer Portal

المنصة الوطنية  
للعمل التطوعي



The Annual National Award  
for Voluntary Work



The “Volunteer With Your  
Experience” Initiative



## The National Volunteer Portal in 2025

The National  
Volunteer Portal



**30+**  
volunteering  
fields

**552,000+**  
volunteering  
opportunities

**1.7+**  
million  
volunteers

**\$266.6+** million  
economic return from  
volunteering

**59+**  
million recorded  
volunteering hours

# “Shaml” Initiative

## Strengthens Family Bonds

NTP launched the “Shaml” initiative, in collaboration with the Ministry of Justice, to provide a safe and supportive environment for the implementation of child custody, guardianship, and visitation rulings, ensuring the best interests of children and reducing family disputes.



**2+**  
**million**

services  
provided  
from 2018  
to end of  
2025

**37**

centers  
across the  
Kingdom  
from 2018  
to end of  
2025

**18,000+**

children  
benefitted  
in 2025

**3,000+**

beneficiaries  
transitioned  
to house  
visits  
in 2025

شامل  
رؤية - زيارة - حضارة

Shaml



# Corporate Social Responsibility for a Sustainable Impact

Corporate Social Responsibility (CSR) is instrumental in strengthening the private sector’s contribution to sustainable development. The National Transformation Program, in collaboration with the Ministry of Human Resources and Social Development, developed a comprehensive regulatory framework and enabling mechanisms that encourage companies to actively contribute to community development initiatives. To enhance transparency across the sector, the National CSR Platform was launched.

**4.23%**

percentage of private sector’s contribution from total social expenditure

2025

**76.83%**

percentage of large companies adopting social responsibility programs

2025

## The Social Responsibility Platform in 2025

المسؤولية الاجتماعية  
SOCIAL RESPONSIBILITY



**\$1.3+** billion

Private sector’s contributions on the Platform

**1,990+**

available opportunities and initiatives

**\$1.5+** billion

value of opportunities

**16+**

development fields



## Empowerment of Social Security Beneficiaries

Tamkeen Clinics were established to empower employable social security beneficiaries by providing targeted training and rehabilitation programs. These initiatives are designed to enhance beneficiaries' skills and facilitate their smooth integration into the labor market.

**105,000+**

beneficiary cases  
were evaluated

by end of 2025

**30,000+**

beneficiaries of the  
Clinics

by end of 2025

Covers **7** regions  
in the Kingdom

(Riyadh, Eastern Region,  
Makkah, Aseer, Najran, Jazan,  
and Madinah)

## The Non-Profit Sector Contributes to Social Protection

Partnerships were established with non-profit sector organizations to establish family protection centers across the Kingdom, including 11 protection centers and 7 care homes. These efforts support the expansion of family protection services, optimize development costs, and enhance overall service efficiency.

## Success Story



# Savola World Foundation.. Empowering Sustainable Communities

Savola World Foundation develops community initiatives and development programs that empower individuals and families, enhance quality of life, and create sustainable social impact through partnerships across different sectors.



## How does Savola World Foundation contribute to National Transformation?

Supporting social development

Empowering target beneficiary groups

Supporting sustainable impact initiatives

Promoting social responsibility

Enhancing quality of life and community empowerment

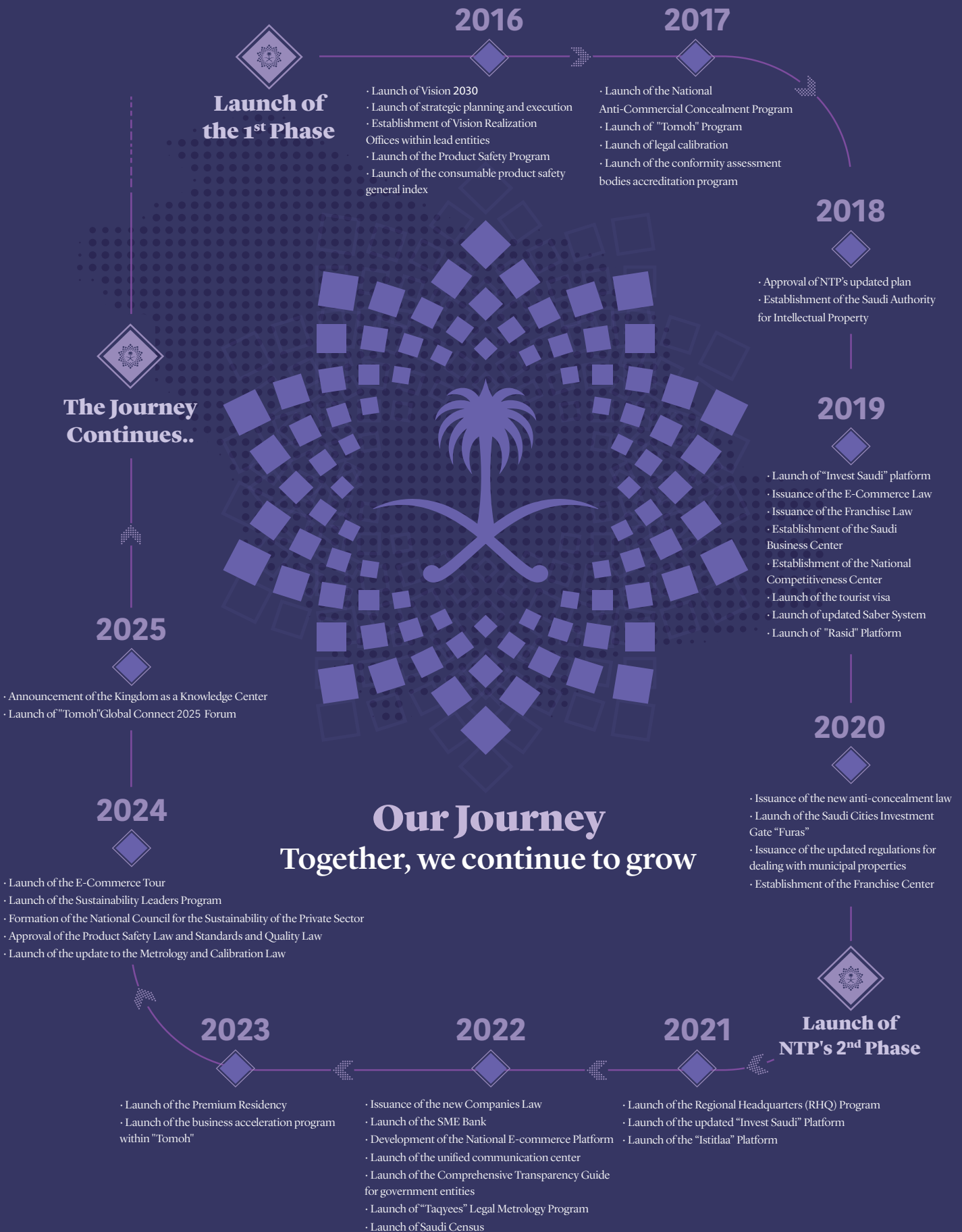


**Watch the Story!**



# Our Economy





# Saudi Arabia, a Vibrant Investment Destination

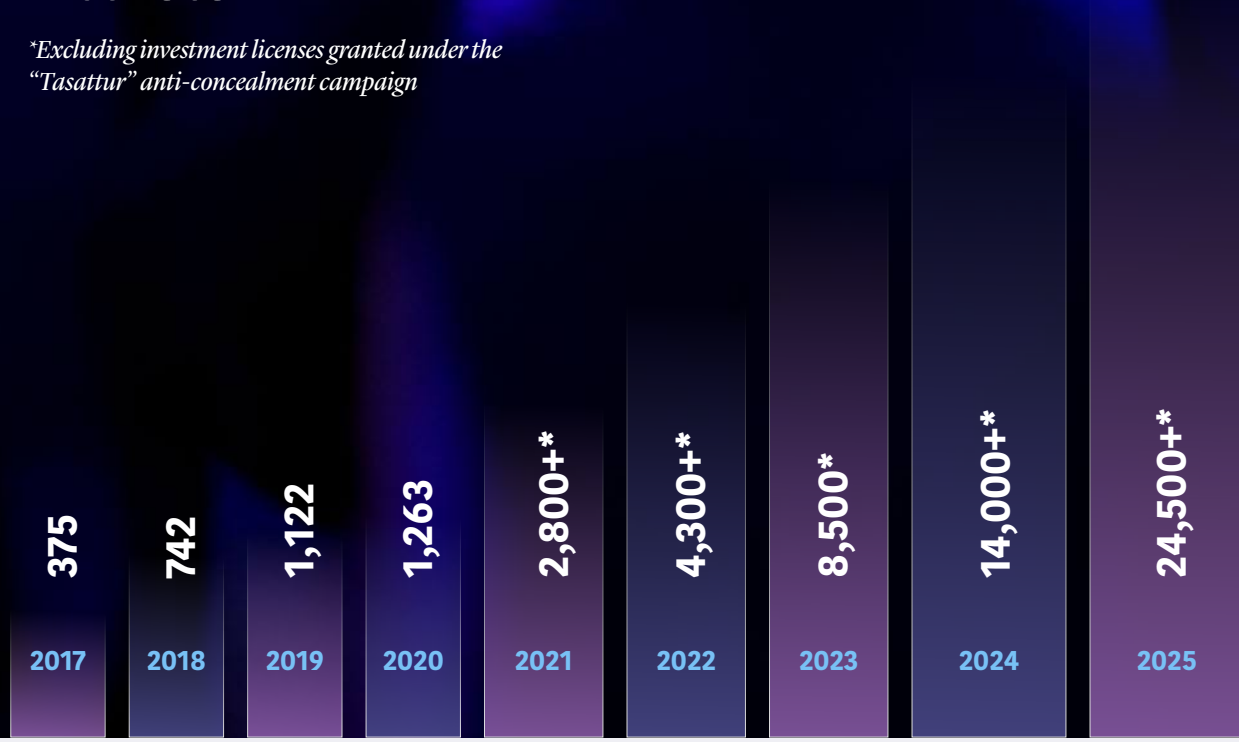
The National Transformation Program, in partnership with the Ministry of Investment, is driving initiatives to attract investment to the Kingdom, supporting the development of a vibrant economy. The significant increase in issued investment licenses demonstrates rising investor confidence, especially as opportunities expand in strategic sectors. The “Invest Saudi” platform plays a key role in achieving the Kingdom’s investment attraction objectives.



<p><b>2,200</b> investment opportunities available on “Invest Saudi” (2025)</p>	<p><b>24,500+</b> investment licenses issued (2025)</p>	<p><b>1,500</b> entrepreneurship licenses in the Kingdom (2025)</p>
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## Growth of Issued Investment Licenses

*\*Excluding investment licenses granted under the “Tasattur” anti-concealment campaign*



# The Kingdom at the Forefront

**1<sup>st</sup>**

in the MENA region for Venture  
Capital Investment

**13<sup>th</sup>**

among 25 countries in Kearney's 2025  
Foreign Direct Investment Confidence Index

## Investment Impact

Job Creation

**35,225  
jobs**

resulting from FDI  
(2025)

Reducing Reliance on Oil

**\$290.4+  
billion**

Gross Fixed Capital Formation  
(GFCF) of the private non-oil  
sector (2025)

Supporting the Economy

**\$31.7  
billion**

in FDI inflows  
(2024)

Higher investor satisfaction

**87%  
satisfaction**

with the investor's journey  
(2025)

# International RHQs Choose the Kingdom

In 2025, the Regional Headquarters (RHQ) Program exceeded its 2030 target ahead of schedule, marking a significant milestone that further solidifies the Kingdom's status as the premier investment destination in the MENA region. By attracting and empowering multinational companies to set up regional headquarters in Saudi Arabia, the program enhances the Kingdom's role as a dynamic regional business hub.

## RHQ Program Goals

- ◆ Attract foreign investments
- ◆ Attract global talent
- ◆ Facilitate knowledge transfer
- ◆ Develop the local labor market

700+

licensed RHQs by end of 2025

90%

in Riyadh





2025

# Saudi – US Investment Forum

**20 signed agreements**

between Saudi Arabia and the USA



منتدى الاستثمار السعودي-الأمريكي  
SAUDI-U.S. INVESTMENT FORUM  
2025

**\$119.8+ billion**

value of signed agreements

## Agreements cover sectors like:

Oil

Gas

Petrochemicals

Electricity

Health

# Syrian - Saudi Investment Forum 2025

المنتدى الاستثماري  
السوري السعودي  
Syrian - Saudi  
Investment Forum



47

signed  
investment  
agreements

\$6.3+  
billion

value  
of  
agreements

Agreements cover  
**sectors**

like:

Real estate

Infrastructure

Tourism

Communication and IT



## Investment Agreements with Global Partners

The Kingdom signed several key agreements across strategic sectors — including agriculture, manufacturing, tourism, energy, technology, and artificial intelligence — in partnership with leading global entities from:





# Saudi Arabia, Competing on the World Stage

**17<sup>th</sup> globally**  
among 69 countries

**4<sup>th</sup>** among G20 countries

According to the IMD World Competitiveness Ranking for 2025

## The World's Knowledge Center in Economic Reforms

The World Bank announced the Kingdom's selection as a Knowledge Center for Economic Reforms in 2024. In 2025, the Saudi Competitiveness & Business Center signed a strategic partnership with the World Bank Group to establish a global knowledge center.

The center aims to facilitate the exchange of expertise and insights, building on the Kingdom's experience in implementing economic reforms. It will also leverage the World Bank's expertise to support member countries in achieving their development objectives.

**223**

**procedural and regulatory**

reforms to improve the business environment (2025)

**92.3%**

**Satisfaction rate**

of the business community with government communication channels (2025)

**Key laws and regulations shaping the business environment:**

New Companies Law

Commercial Register Law

Anti-Concealment Law

Franchise Law

Bankruptcy Law

Trade Names Law

**Why Focus on the Regulatory Environment?**

The commercial regulatory environment is the legal framework that governs various economic activities and underpins all business operations. It comprises laws, regulations, bylaws, instructions, and procedures, among others.

- ◆ Enhances competitiveness
- ◆ Safeguards rights
- ◆ Promotes transparency
- ◆ Stimulates economic growth
- ◆ Supports sustainability and stability



# Saudi Competitiveness & Business Center

A one-stop shop for business owners and investors with comprehensive business-related services aligned with international best practices.

20

Branches across 15 cities in the Kingdom

16+ million

service transactions provided since March 2020

62

government entities provide services through the Center

6,000

services available through the Center and its platform

## Saudi Competitiveness & Business Center through 2025

Issued 111 guidance manuals to facilitate business practices across multiple economic sectors.

Introduced innovative services to enhance the investor journey, such as a virtual assistant.

Reduced the average service time at branches to 7 minutes; the time required to establish a foreign company to 8 minutes; and the issuance of a commercial register to 3 minutes.

Enhanced the digital financial statements filing program to strengthen legal compliance, increase stakeholder trust, and protect rights.

Developed and updated the unified register for rights over movable assets, enabling private-sector establishments to leverage operational assets while safeguarding creditors' rights.

# Procedural Guide for Mergers and Acquisitions

The Ministry of Commerce, a leading entity in the National Transformation Program, launched the Procedural Guide for Mergers and Acquisitions to streamline merger and acquisition processes among national entities, establishing them as a strategic alternative to liquidation. The guide is structured around three key stages:

**1** Pre-Merger/  
Acquisition

**2** During Merger/  
Acquisition Execution

**3** Post-Merger/  
Acquisition

The Guide contributes to:

- ◆ Strengthening business sustainability
- ◆ Improving market efficiency
- ◆ Enhancing business environment
- ◆ Building more competitive companies locally and globally

## A Sustainable Future

The Ministry of Economy and Planning is leading efforts to achieve the objectives of the National Transformation Program by fostering corporate commitment to national economic sustainability. The number of companies issuing sustainability reports in the Kingdom has exceeded targets, highlighting the effectiveness of these collaborative initiatives.

### What are sustainability reports?

They are periodic reports that document an organization's economic, social, and environmental performance and impact.



**304**

**companies publishing**  
sustainability reports in 2025

Target: 297 in 2025



## Saudi Enterprises on a Path of Continuous Growth

The Small and Medium Enterprises General Authority (Monsha'at), in collaboration with the National Transformation Program, has launched numerous initiatives to boost the economic contribution of Small and Medium Enterprises (SMEs). As a result, the number of SMEs in the Kingdom surged to over 1.7 million in 2025, up from 429,000 in 2016.

This remarkable progress demonstrates substantial strides in fostering entrepreneurship and harnessing the potential of Saudi youth, fully aligned with the objectives of Saudi Vision 2030.



## SME Growth



## SMEs Key Achievements in 2025

- Enhanced students' entrepreneurial skills and supported the development of 300 MVPs through an entrepreneurship development program across 6 universities in the Kingdom.
- Supported the participation of 60 commercial brands in Commercial Franchising tours across the Kingdom, and developed 50 local brands to operate and expand under the franchise business model.



## “Tomoh” Program An Integrated Community

The “Tomoh” Program serves as a fully integrated support ecosystem for ambitious entrepreneurs, with a particular focus on supporting high-growth enterprises through integrated specialized services. The program also facilitates the listing of fast-growing companies on the parallel market “Nomu” of the Saudi stock exchange, enhancing their contribution to the national economy.

<b>3,200+</b>	<b>39</b>	<b>11</b>	<b>24</b>
Registered enterprises	Enterprises listed on the Parallel Market “Nomu”	Enterprises participated in the Tomoh Global Connect 2025 UK	Services and programs delivered

### Safeguarding Innovation and Creativity



### What is Intellectual Property (IP)?

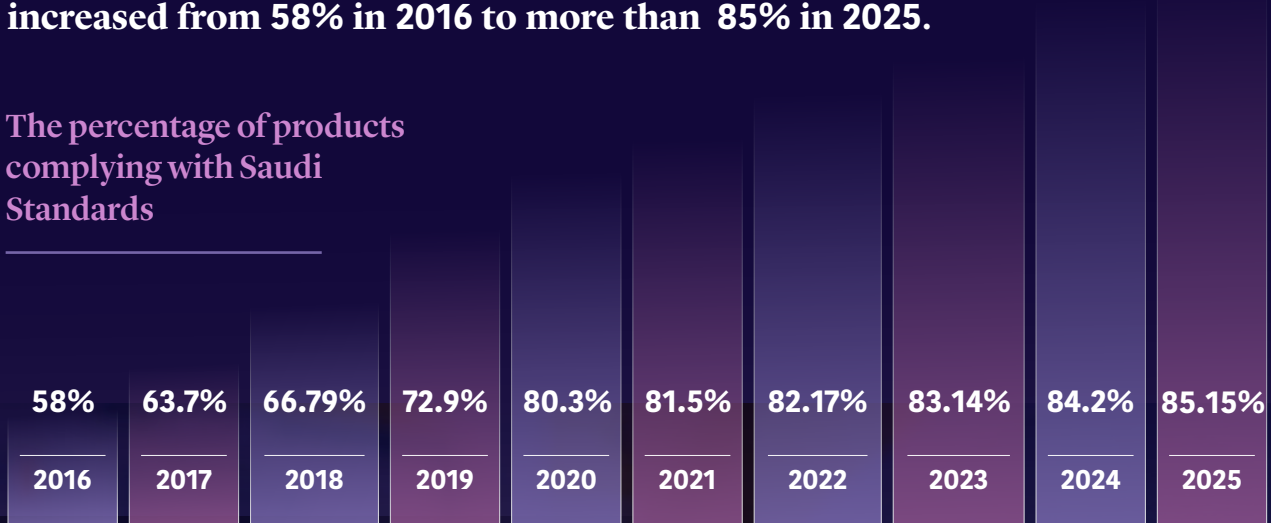
It is a set of rights that safeguard the intellectual and creative outputs of the human mind. These rights promote investment, drive research and development, and increase the market value of businesses. The Saudi Authority for Intellectual Property (SAIP) oversees the regulation and development of the intellectual property sector in the Kingdom.

<b>Types of IP Rights</b>	<b>1 Patents</b> Grant inventors exclusive rights over their inventions. <b>9,000+ Patent requests in 2025</b>	<b>2 Trademark</b> Exclusive rights that prevent others from using identical or similar marks for products or services without permission. <b>61,000+ Trademark requests in 2025</b>
	<b>3 Copyright</b> Protect literary and artistic works, including both moral and economic rights. <b>4,000+ Copyright requests in 2025</b>	<b>4 Industrial Designs</b> Cover creative aspects related to the ornamental or aesthetic appearance of a product. <b>2,000+ Industrial design requests in 2025</b>

# Compliance with Saudi Specifications

The Saudi Standards, Metrology, and Quality Organization (SASO) ensures the quality of services and products in the Kingdom, leading efforts to safeguard consumer health and safety, protect the national market, and support the economy. The percentage of products compliant with Saudi standards increased from 58% in 2016 to more than 85% in 2025.

The percentage of products complying with Saudi Standards



## Legal Metrology Program “Taqyees”

It aims to ensure that measuring instruments comply with the approved standards by conducting technical inspections to verify measurement accuracy.

### Commercial Scales

- ◆ 33,000+ verification requests
- ◆ 87,000+ verifications completed
- ◆ 65.7% coverage rate of all scales

### Electricity Meters

- ◆ 8.6+ million verifications operations of smart electricity meters
- ◆ 58.06% coverage rate of all meters

### Water Meters

- ◆ 622,000+ verifications completed
- ◆ 24.47% coverage rate of all meters

### Fuel Pumps

- ◆ Commenced metrological verification procedures for fuel pumps under the Legal Metrology framework

From 2016 to end of 2025

**Impact:** Greater Consumer Trust - Higher Consumer Protection - Fair Competition



# Biban 2025

Global Destination for Opportunities

**12,000+**  
Opportunities

**1,500+**  
Exhibitors

**65+**  
Participating  
Countries

**240+**  
Global and  
Local Speakers

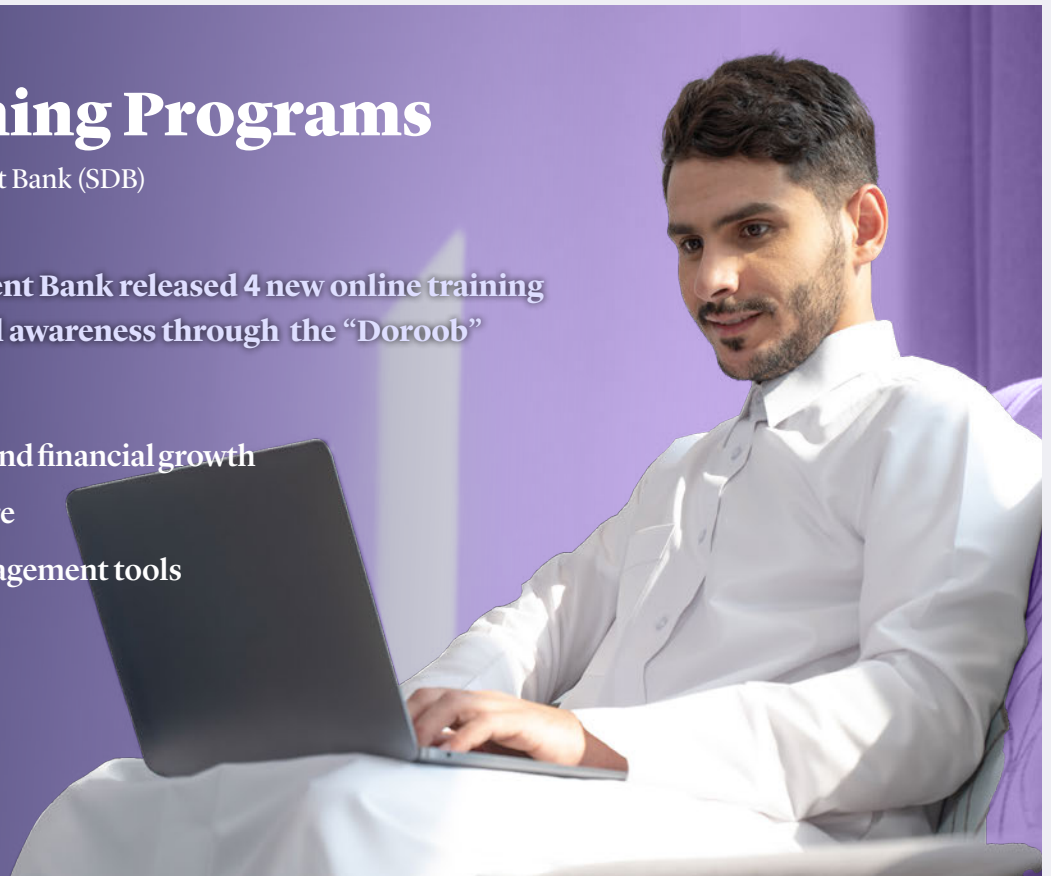


## New Training Programs

by the Social Development Bank (SDB)

The Social Development Bank released 4 new online training programs on financial awareness through the “Dorooob” e-learning platform.

- ◆ Smart investment and financial growth
- ◆ Saving for the future
- ◆ Personal debt management tools
- ◆ Financial planing

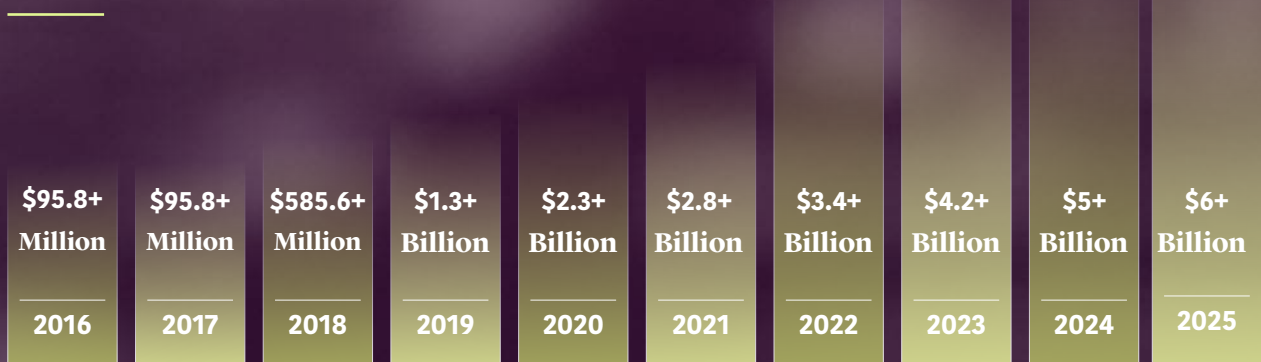




# The Success of Productive Families

The term “Productive Families” refers to households that leverage their skills, crafts, and resources to establish and operate small-scale businesses. Saudi Vision 2030 recognizes the strategic importance of this sector in supporting entrepreneurship and driving economic growth. Through initiatives led by NTP in collaboration with the Social Development Bank, the sector has witnessed remarkable progress. Sales of productive families exceeded \$6 billion, with more than 151,000 beneficiaries by 2025.

## Volume of productive families’ sales supported by Social Development Bank



## 2025 Achievements

151,000+ productive families benefited from the Social Development Bank (2025)

63,000+ beneficiaries participated in 245 workshops under the “Freelancing Culture and Specialized Training” Program

80,000+ beneficiaries from 600 workshops on financial savings

133,000+ issued productive family certificates

## Success Story



# D360 Bank.. the 1<sup>st</sup> Saudi Digital Bank

D360 Bank is a Saudi digital bank designed to simplify financial management for individuals and businesses. Tech-driven solutions put the customer first with full transparency and no hidden fees.



### How does D360 Bank contribute to National Transformation?

Growing the digital economy

Empowering startups and tech enterprises

Enabling digital transformation

Enabling access to services for all segments of society



**Watch the Story!**

## Success Story

# Geidea..

## Growing the Digital Economy

Geidea offers a comprehensive list of solutions, from integrated payments to business management systems, empowering merchants and business partners with the right tools to drive success.



### How does Geidea contribute to National Transformation?

Increasing cashless transactions

Empowering SMEs

Growing the digital economy

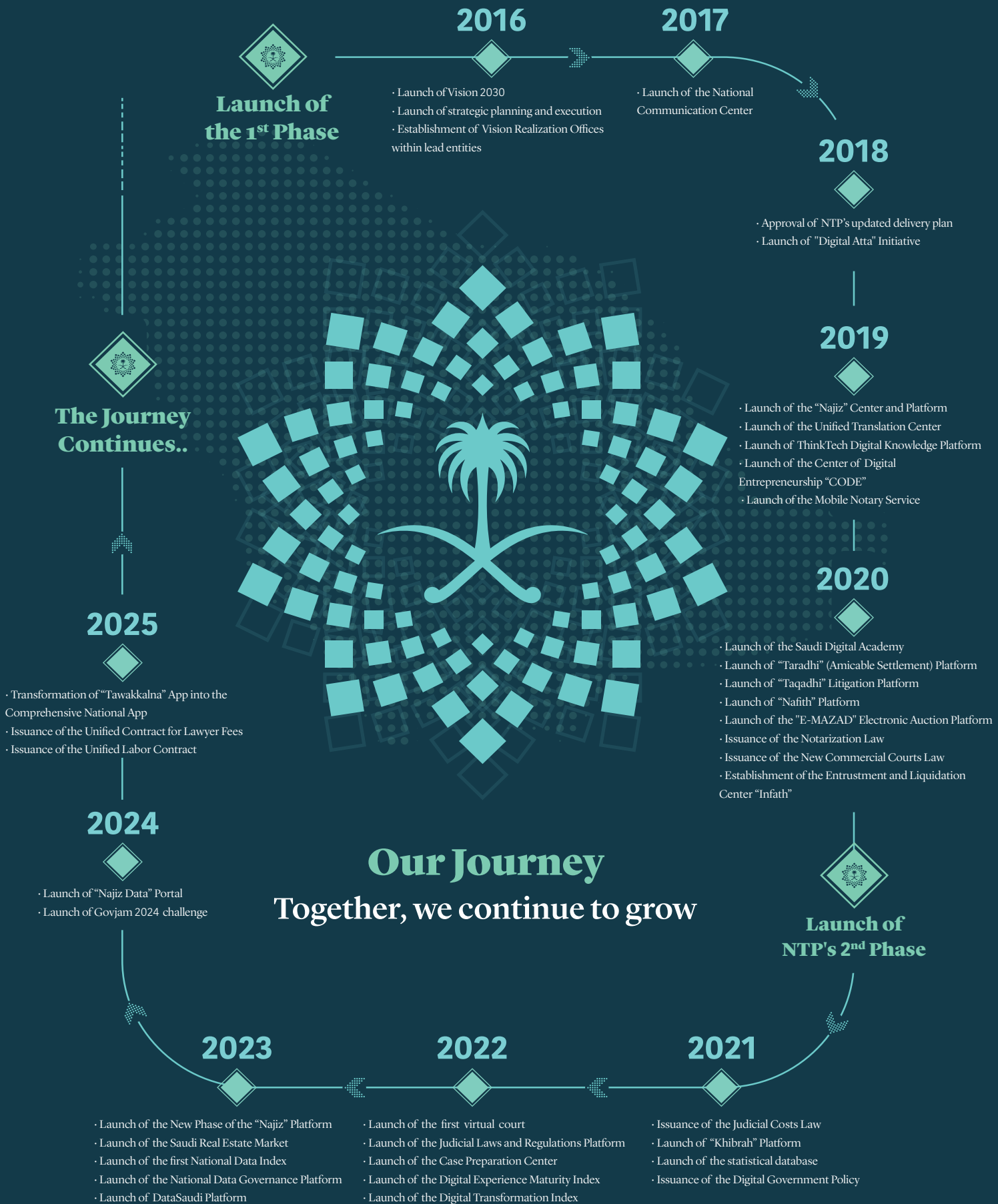
Supporting the retail sector



**Watch the Story!**

# Our Future



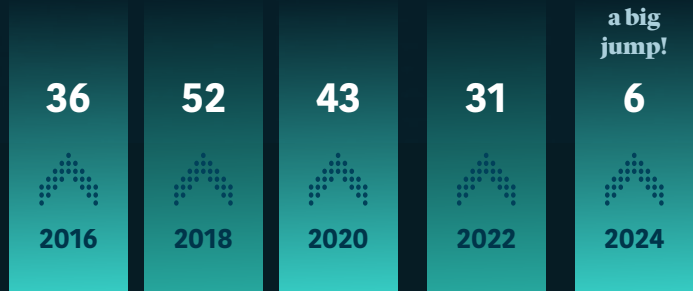


# Saudi Arabia Leads the Digital Future

The National Transformation Program, the Ministry of Communications and Information Technology, and the Digital Government Authority have jointly advanced the Kingdom's digital transformation. This is among the most notable success stories of our time. It involved developing digital infrastructure, enacting sector regulations, and launching initiatives to empower digital entrepreneurship.

## The Kingdom's ranking in the UN's E-Government Development Index\*

\*Measured every 2 years



## Saudi at the Forefront of the Digital World

**1<sup>st</sup>**

In the MENA Region in the E-Government and Mobile Government Services Maturity Index issued by ESCWA for the third consecutive year in 2024

**1<sup>st</sup>**

In the MENA Region in Artificial Intelligence (AI), according to the Government AI Readiness Index 2025 issued by Oxford Insights

**1<sup>st</sup> globally**

in the ICT Development Index (IDI) by the International Telecommunication Union (ITU) in 2025

**1<sup>st</sup> globally**

in the Cybersecurity Index within the World Competitiveness Yearbook in 2025

## Impact of Digital Transformation

### Seamless access to services

85.4% wireless broadband coverage in remote areas (2025)

### Contributing to the economy

\$2.4+ billion savings resulting from digital government initiatives (2025)

### Saving time and money

88.3% government digital transformation "Qiyas" (2025)

### Boosting digital entrepreneurship

650 digital business models (MVPs) (2025)

# Saudi Arabia Named “Country of the Year 2025”

Saudi Arabia has reached a significant milestone in its innovation journey, being named “Country of the Year 2025” by StartupBlink, a leading global platform that monitors the tech innovation ecosystem and digital economy worldwide. This recognition highlights Saudi Arabia’s advanced position in the global innovation and digital economy landscape.

**1<sup>st</sup>**

in  
tech startup growth

**1<sup>st</sup>**

in nanotechnology  
and transportation  
technologies

**1<sup>st</sup>**

in  
healthtech

**Riyadh**

among the top 100  
cities in the Global  
Startup Ecosystem  
Ranking

**2<sup>nd</sup>**

in insurance and  
investment technologies

**1<sup>st</sup>**

in  
fintech

**1<sup>st</sup>**

in MENA in  
E-Commerce





## The Economy of the Future

The digital economy now drives global growth. Saudi Vision 2030 prioritizes its development, making it a foundation of the future economy.

To achieve this objective, the National Transformation Program leads a range of initiatives, including the digitization of government services, the promotion of e-commerce, and the expansion of internet connectivity across the Kingdom.

### What is the Digital Economy?

It is any economic activity that uses technology and the internet to produce, sell, purchase, or offer services.

Examples:

E-Commerce

Digital Payments

E-Government Services

Digital Applications



## Supporting the Digital Economy

99%

of the Kingdom is covered by internet, making it one of the most highly connected countries

1+ million

Number of participants in digital awareness activities (2025)

# Digital Experience Maturity Index 2025

The Digital Experience Maturity Index for Government Services annually assesses the maturity of government platforms and services across several domains and key dimensions. The index helps achieve digital government development targets and drives improvements in government service quality.

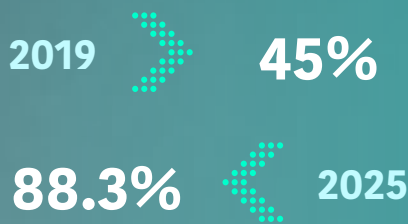
Progress since index launch

	2022	2023	2024	2025
Overall Index Result	77.26%	80.68%	85.04%	86.71%
Number of Participants	18,000+	134,000+	175,000+	374,000+
Number of Digital Platforms Assessed	12	24	39	50

## Top 10 Platforms in the General Index



## "Qiyas" Digital Transformation Index



## Success Story



# Salla..

## Smart & Seamless Commerce

Salla enables entrepreneurs and businesses to launch online stores within minutes and access integrated digital solutions for payments, logistics, marketing, and e-commerce management through a seamless and user-friendly platform.



### How does Salla contribute to National Transformation?

Enabling digital transformation

Empowering entrepreneurs

Supporting the digital economy

Expanding workforce participation opportunity

Supporting productive families

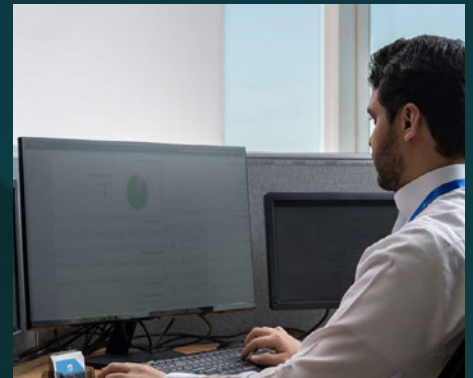


**Watch the Story!**

## Success Story

# Mobily.. a Partner of Digital Empowerment

Mobily plays a pivotal role in strengthening the Kingdom's digital infrastructure and accelerating digital transformation, supporting the growth of the digital economy through a comprehensive range of innovative digital solutions and services.



## How does Mobily contribute to National Transformation?

Driving digital transformation

Accelerating digital economy growth

Enhancing access to digital services

Expanding nationwide connectivity



**Watch the Story!**

## "Tawakkalna" the Comprehensive National App

**1,300+**

services available from 350+ entities

**35+ million**

app users

**300+**

viewable personal IDs and documents

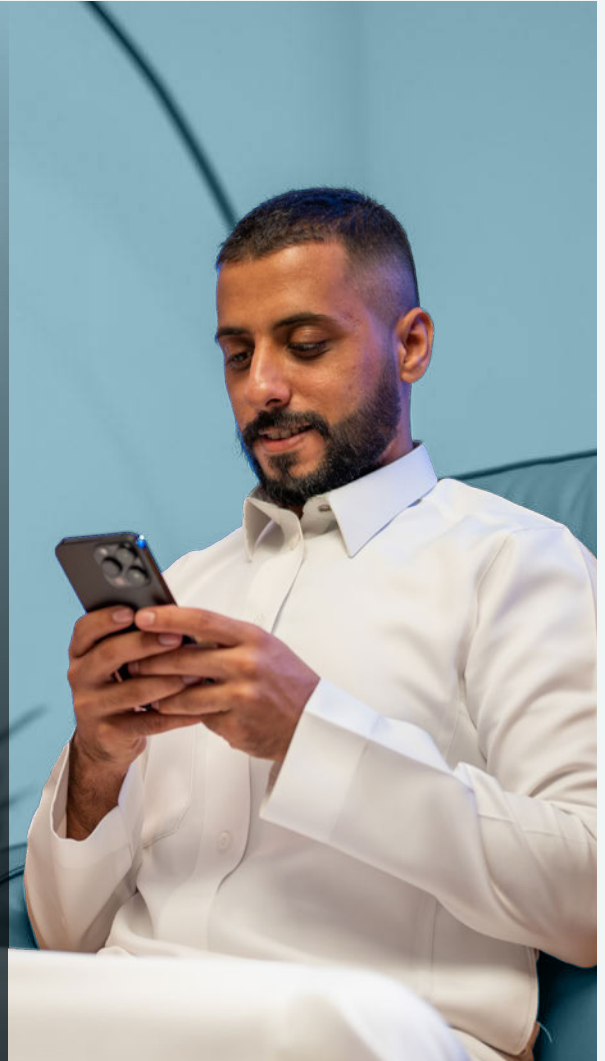
Launch of "Global Tawakkalna" for use outside the Kingdom

### 2025 Achievements

Launched a technical sandbox environment to empower the private sector to deliver its digital services through a unified national platform.

Awarded the Best Arab Smart Government App at the fourth edition of the Arab Government Excellence Award, organized by the League of Arab States in Cairo.

Optimized the user journey and introduced specialized, seamless interfaces, contributing to faster service delivery and improved service quality.



## "CODE," your Digital Entrepreneurship Destination

The Center of Digital Entrepreneurship (CODE) brings together ambitious entrepreneurs from diverse sectors. It offers integrated support through specialized mentors and fosters connections with investors focused on digital innovation.

### ◆ Phases of a Startup

Idea Stage

Vision and planning

Early Stage

Implementation

Investment Stage

Securing funding

Growth Stage

Financial stability and revenue

"CODE" by end of 2025

**16,000+**

beneficiaries

**1,500+**

digital business models (MVPs)

**\$127.1+ million**

investments in startups

**800+**

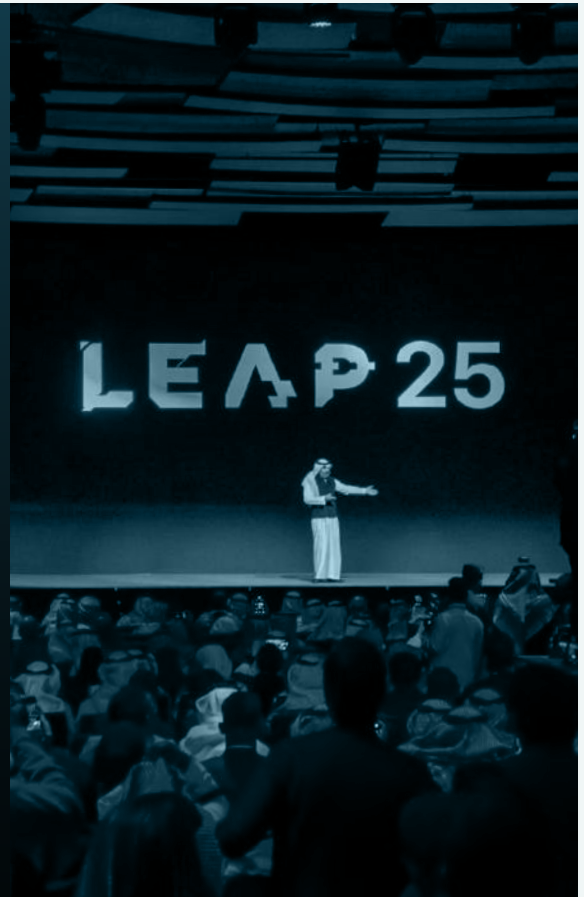
benefitting startups and digital business models



# “LEAP,” the World's Most Attended Tech Event

The fourth LEAP Conference achieved remarkable success as a global platform that attracted investment in Artificial Intelligence, digital infrastructure, and cloud computing.

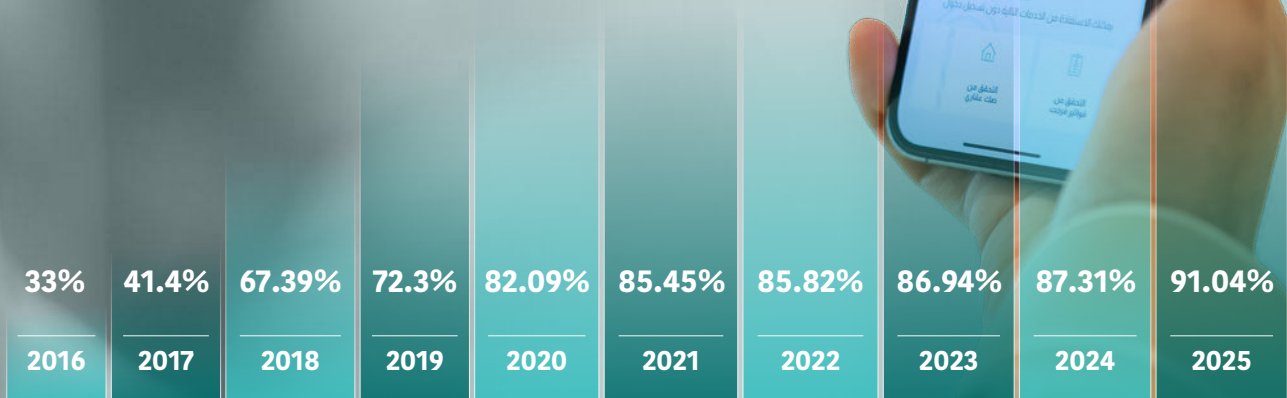
- ◆ \$14.9 billion in total investments
- ◆ 1,800+ local and global participating entities
- ◆ 1,000+ international speakers
- ◆ 680+ participating startups



## Judicial Services Wherever You Are

The “Najiz” Platform for Judicial Services marks a major milestone in the Kingdom’s digital transformation journey. It provides access to more than 140 digital services across key judicial areas, including enforcement, powers of attorney, licensing, litigation, verification, and personal status.

Percentage of digitized judicial services



# Impact of the Digital Transformation of Judicial Services

## ◆ Improving satisfaction rates

**94.83%** satisfaction rate with judicial services in 2025

## ◆ Seamless access to services

**83+ million** visits to “Najiz” in 2025

## ◆ Saving time

**99%** reduction in visits to judicial facilities

## ◆ Transitioning to paperless transactions

**100+ million** papers saved annually

## New “Najiz” Services



### Renewal of a power of attorney

Allows expired powers of attorney to be renewed electronically

### Issuance of an individual power of attorney

Allows the beneficiary to issue a power of attorney directly without visiting a notary office

### Issuance of a multi-party power of attorney

Allows issuing a power of attorney that includes multiple principals and agents within a single document

### Issuance of a power of attorney for a visitor

Allows visitors to the Kingdom to issue an electronic power of attorney through the virtual notary service



# Real Estate Services in One Place



In 2023, the Ministry of Justice launched the Real Estate Market Platform, marking a significant transformation in the real estate sector. The platform streamlines real estate procedures and enhances market transparency by offering a wide range of services, including property sales, purchases, and transfers of ownership.

## The Real Estate Market in Numbers

- ◆ **42+ billion** square meters of traded real estate area in 2025
- ◆ **2.3+ million** beneficiaries since its launch
- ◆ **30+ million** enquiries of the Real Estate Market in 2025
- ◆ **94,000+** daily visits



# Conciliation, a Better Alternative

The “Taradhi” Platform enables parties to settle disputes online, avoiding court. It uses expert conciliators and digital processes for efficient, mutually beneficial resolutions.

## “Taradhi” in 2025



**1.8+ million**  
beneficiaries

**1.4+ million**  
conciliation  
sessions

**186,000+**  
conciliation  
agreements

# Launch of the Unified Translation Center through “Taqadhi” Platform

Aims to streamline translation process management, improve the quality of supervision, provide an integrated digital environment, and streamline procedures.

**180,000+** translated court hearings during 2025

**47** major and secondary languages available, in addition to sign language

Most used languages: English | Urdu | Filipino | Amharic

## Innovative Digital Services

“Taqadhi” is a digital service that enables litigants and their representatives to complete the litigation process electronically, without the need to visit the court.

In 2025

**2.7+ million** virtual hearings held

**31.5+ million** electronic notices

“Prisoner’s Services” enable inmates to access judicial services easily through digital solutions and on-site judicial personnel in prisons.



# The Ministry of Justice in 2025

## Hajj Season

The Ministry of Justice provided judicial and notarial services to cover the needs of Hajj pilgrims with ease and convenience.

15+ judicial departments within the Grand Mosque and Mina sites

5+ notary public offices providing full notarization services

Judicial facilities equipped with qualified personnel

## Enforcement of “Saudi Sports Arbitration Center” Rulings

For the implementation of rulings related to sports disputes or other matters connected to sports, such as sports investment contracts and sponsorships.

## Launch of Judicial Services on the “Tawakkalna” App

More than 10 judicial services were launched on the "Tawakkalna" App, including verification of a judicial license, verification of an enforcement request, verification of personal status documents, and others.

## The Judicial Training Center

2,900 trainees graduated from the lawyer training program and the higher diploma program.

Impact:

Enhanced legal and professional competence

Improved judicial outputs

Instilled justice principles

## Approval of the Executive Regulation for the Family Law

To strengthen family and community stability and regulate cases related to family relations.

## Launch of the Unified Contract for Lawyer Fees

This digital contract regulates the relationship between lawyers and their clients within a legal framework that enhances transparency and reliability.

## Launch of the Unified Employment Contract

Aims to regulate the contractual relationship between the employer and the employee.

## Launch of the 2<sup>nd</sup> International Justice Conference



With the participation of representatives from more than 40 countries to discuss topics related to judicial quality.



# NTP's KPIs



The National Transformation Program tracks **78** national and global Key Performance Indicators (KPIs) to measure progress, demonstrate advancement toward achieving Saudi Vision **2030** goals, and identify strengths and areas for improvement.












KPI	Baseline	Target	Actual Value
 Percentage of digitized judicial services	30% 2015	86.2% 2025	91.04% 2025
 Beneficiary satisfaction percentage for legal services	72% 2018	85% 2025	94.83% 2025
 Dispute resolution effectiveness index	33.74 Points 2020	100 Points 2025	146.82 Points 2025
 Rate of case inflow to courts*	537 2020	484 2025	490 2025
 Percentage of civil service employees' engagement	68% 2017	77% 2025	77.8% 2025
 Number of ministries that transformed job performance management	6 2021	24 2025	24 2025
 Kingdom's rank in Corruption Perception Index (CPI) issued by Transparency International***	57 2017	42 2025	45 2025
 Citizens trust level of government transparency and performance	87.52% 2023	87.92% 2024	89.75%** 2024
 Proportion of renewable water consumption in the agricultural sector	9.49% 2018	22.34% 2025	22.61% 2025
 Number of licenses issued to trade in wildlife and their products	2,035 Licenses 2018	20,000 Licenses 2025	34,353 Licenses 2025
 Kingdom's rank at Environmental Performance Index (EPI)****	95 2020	70 2024	108 2024

\* Descending indicator - The target was not achieved due to the rapid automation of judicial services, which facilitated easy access to services and case registration.

\*\*\* Saudi Arabia progressed in two sub-indexes, the Bertelsmann Stiftung Transformation Index (BTI) and the PRS Group's International Country Risk Guide (ICRG). However, the Kingdom experienced a decline in its overall ranking resulting from a drop in other indicators, most notably the Economist Intelligence Unit (EIU) Country Risk Service.

\*\* Value available by H1 2026




\*\*\*\* Measured every 2 years

KPI	Baseline	Target	Actual Value
 Kingdom's rank in the Global Food Security Index (GFSI)*	71.1% 2022	69.90% 2022	69.90% 2022
 Percentage of environmentally licensed industrial facilities	42% 2019	89% 2025	91.7% 2025
 Area of rehabilitated natural vegetation	22,668 Hectares 2015	86,982 Hectares 2025	1,000,000 Hectares 2025
 Accuracy of forecasting and early warning of meteorological hazards (sandstorms and floods) 3 days prior	60% 2017	80% 2025	85.64% 2025
 Percentage of natural reserves to the Kingdom's total area**	4.33% 2016	18.84% 2025	19.85% 2025
 Percentage of essential medicines available at the local market	90.83% 2015	95.4% 2025	95.78% 2025
 Percentage of food loss and waste***	33.1% 2018	26.1% 2024	27.9% 2024
 Reuse rate of treated wastewater	13.55% 2015	25% 2025	27.69% 2025
 Quantity of treated water utilization in the agricultural sector	107 Million m <sup>3</sup> /year 2019	523.19 Million m <sup>3</sup> /year 2025	553.34 Million m <sup>3</sup> /year 2025
 Percentage of sanitation services coverage for the population	56.65% 2019	67% 2025	67.62% 2025
 Duration of water strategic storage for urban utilization	1.35 Days 2018	3.23 Days 2025	3.11 Days 2025

\* The issuing entity has not published indicator data for 2 years; the indicator is currently under review and will be replaced with an alternative to improve performance measurement.












\*\*International standards require separate measurement of marine and land reserves. The KPI is being updated to align with this requirement.

\*\*\*The target was not achieved during the measurement period, pending the completion of regulatory frameworks and the activation of incentives to support food value chains.

KPI	Baseline	Target	Actual Value
 Supply continuity rate*	14 Hours/day 2017	22 Hours/day 2025	20.41 Hours/day 2025
 Water consumption rate in the urban sector	277 Liters/day/person 2019	268 Liters/day/person 2025	282.2 Liters/day/person 2025
 The Percentage of private sector's contribution from total social expenditure	1.19% 2018	4.2% 2025	4.23% 2025
 The Percentage of large companies adopting social responsibility programs	30% 2018	75% 2025	76.83% 2025
 Beneficiaries' satisfaction with the services of non-profit organizations	73% 2019	85% 2025	89.71% 2025
 Number of volunteers in the Kingdom	22,924 Volunteers 2015	750,000 Volunteers 2025	1,749,197 Volunteers 2025
 Number of volunteering opportunities available to the Kingdom's population	9,578 Opportunities 2015	360,000 Opportunities 2025	552,005 Opportunities 2025
 Economic value of volunteering in the Kingdom per capita	ﷲ 0.6 2015	ﷲ 65 2025	ﷲ 305.51 2025
 Percentage of non-profit organizations' contribution to GDP	0.2% 2015	0.56% 2024	1.4%** 2024
 Percentage of growth in number of non-profit organizations	0% 2015	124% 2025	341.97% 2025
 Percentage of specialized non-profit organizations that support development priorities	26% 2015	80% 2025	96.8% 2025

\* The target was partially met due to scheduled and unscheduled maintenance on supply lines and delays in completing some ongoing pumping projects.

\*\* Value available by H1 2026

KPI	Baseline	Target	Actual Value
 Percentage of development expenditures from total non-profit sector expenditures	21% 2015	73.8% 2024	76.2%* 2024
 Percentage of non-profit sector's personnel out of the total workforce	0.13% 2017	0.62% 2024	0.8%* 2024
 Beneficiaries' satisfaction with social services	68% 2019	75% 2025	88.7% 2025
 Percentage of welfare beneficiaries from financial support who can work	1% 2017	33% 2025	33.4% 2025
 Expenditure of social services for each beneficiary**	ﷲ 17,015 2020	ﷲ 16,406.89 2025	ﷲ 15,767.37 2025
 Women ratio in managerial positions (middle & senior)	28.6% 2017	31% 2025	43.9% 2025
 Economic participation rate of Saudi females (over the age of 15)***	17% 2017	37.6% 2025	34.5% 2025
 Woman's share in the labor market (from the overall Saudi labor force)	21.2% 2017	34.9% 2025	35% 2025
 Percentage of workers among all people with disabilities who can work	7.7% 2016	13.4% 2025	14.7% 2025
 Percentage of establishments complying with occupational safety and health law	15% 2019	75% 2025	75.4% 2025
 Compliance rate with the expatriate workers' wage protection system	50% 2017	80% 2025	93% 2025

\* Value available by H1 2026    \*\* Descending indicator    \*\*\* The KPI surpassed the previous Vision target of 30%. Ambitious new targets are set through 2030, and ongoing initiatives will strengthen capabilities and accelerate indicator growth to meet future targets.

KPI	Baseline	Target	Actual Value
 Improvement percentage of expatriates working conditions	39.7% 2020	53.6% 2025	71.3% 2025
 Kingdom's Rank in IMD World Talent Ranking	29 2019	25 2025	31 2025
 Fiber-optic coverage across homes in the Kingdom	12% 2015	48.05% 2025	71% 2025
 Wireless broadband coverage (over 10 Mbps) at remote areas	0.6% 2016	64.47% 2025	85.4% 2025
 Digital business models (MVPs)	10 2019	650 2025	650 2025
 Number of participants in digital awareness activities	0 2020	1,060,000 2025	1,063,439 2025
 Kingdom's rank in the UN EGDI*	36 2016	26 2024	6 2024
 Savings resulting from digital government initiatives	₹ 0.62 billion 2019	₹ 3.24 billion 2025	₹ 9.2 billion 2025
 "Qiyas" Digital Transformation Measurement	45% 2019	75% 2025	88.3% 2025
 Digital Experience Maturity**	77.26% 2022	90% 2025	86.71% 2025
 Response rate of beneficiary complaints via communication channels	72.58% 2022	80% 2025	80.05% 2025

\* Measured every 2 years

\*\* The target was not met due to the expanded measurement scope and the inclusion of additional platforms in the assessment, which affected the average result. Efforts are underway to improve maturity levels in upcoming cycles.

KPI	Baseline	Target	Actual Value
 Number of e-consultations uploaded by government entities	0 2022	52 2025	174 2025
 Number of the large leading companies that will be supported to consolidate their leadership globally	21 2019	45 2025	45 2025
 Average number of countries where local leading companies entered	1 2019	2 2025	2.09 2025
 Average external revenues out of total revenues rate of program's large leading companies	18% 2019	26% 2025	27.59% 2025
 Percentage of promising companies progress to become leading companies regionally and globally	63.6% 2021	80% 2025	80.98% 2025
 Number of procedural and organizational reforms to ease business	48 2017	223 2025	223 2025
 FDI Inflows	₪ 20.5 billion 2020	₪ 109.03 billion 2024	₪ 119.174 billion* 2024
 Gross Fixed Capital Formation (GFCF) of the private non-oil sector	₪ 354.2 billion 2020	₪ 637.3 billion 2025	₪ 1089.2 billion 2025
 Number of jobs resulting from FDI	11,164 Jobs 2019	34,070 Jobs 2025	35,225 Jobs 2025
 Beneficiary satisfaction with investor's journey	0% 2021	84% 2025	87% 2025
 Percentage of satisfaction of the national promising companies with the support provided	78.5% 2021	84% 2025	85.4% 2025

\* Value available by September 2026

KPI	Baseline	Target	Actual Value
 Percentage of satisfaction of the large leading companies with the support provided	67% 2021	84% 2025	87.3% 2025
 Retail sector's contribution to GDP	ﷲ 257,991 Million 2019	ﷲ 313,054 Million 2024	ﷲ 344,507 Million* 2024
 Sales volume of retail sector through e-payments	ﷲ 43.83 billion 2019	ﷲ 81.2 billion 2025	ﷲ 94.691 billion 2025
 SMEs contribution to GDP	21.2% 2019	21.1% 2024	22.9%* 2024
 SME employees out of the total private sector's workforce	59.1% 2019	62.3% 2025	67.95% 2025
 Business community's satisfaction with government communication channels	90% 2020	93% 2025	92.3% 2025
 Volume of productive families' sales supported by Social Development Bank	ﷲ 360 Million 2016	ﷲ 18,819.75 Million 2025	ﷲ 22,557.408 Million 2025
 Number of productive families benefiting from Social Development Bank's services	3,000 2018	92,374 2025	151,267 2025
 Number of companies publishing sustainability reports	114 2022	297 2025	304 2025
 Percentage of products complying to Saudi standards	57% 2016	85% 2025	85.15% 2025
 The number of economic agreements and partnerships	23 2022	27 2025	28 2025
 Number of free trade agreements	3 2022	10 2025	8 2025

\* Value available by H1 2026

## Leading Entities



## Contributing Entities

 وزارة النقل والخدمات اللوجستية Ministry of Transport and Logistic Services	 وزارة الإعلام Ministry of Media	 هيئة الحكومة الرقمية Digital Government Authority	 هيئة الاتصالات والفضاء والتقنية Communications, Space & Technology Commission	 الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority
 منشآت monsh'at	 الهيئة العامة للتجارة الخارجية Saudi General Authority of Foreign Trade	 المواصفات السعودية Saudi Standards	 الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority	 SDAIA الهيئة السعودية للبيانات والذكاء الاصطناعي Saudi Data & AI Authority
 هيئة المحتوى المحلي والمشتريات الحكومية Local Content & Government Procurement Authority	 الهيئة السعودية للملكية الفكرية Saudi Authority for Intellectual Property	 تقييم TAQEEM الهيئة السعودية للمتقنين المعتمدين Saudi Authority of Accredited Valuers	 APD هيئة إدارة الأشغال Saudi Authority of Accredited Valuers	 الهيئة العامة للإحصاء General Authority for Statistics
 الهيئة السعودية لتسويق الاستثمار Investment Promotion Authority	 الهيئة السعودية للمياه Saudi Water Authority	 الهيئة العامة لمدينة مكة المكرمة ROYAL COMMISSION FOR MKAH MUNICIPALITY	 الهيئة العامة للأمن الغذائي General Food Security Authority (GSA)	 أوقاف AWQAF
 شاه ولي مركز التميز Shah Wali Center for Excellence	 إنفاذ Infath	 الإقامة المميزة Premium Residency	 المركز السعودي للتنافسية والأعمال SAUDI COMPETITIVENESS & BUSINESS CENTER	 المركز الوطني لكفاءة وترشيد المياه NATIONAL WATER EFFICIENCY AND CONSERVATION CENTRE MAEE
 المركز الوطني للحياة البرية National Center for Wildlife	 موان مركز الوطني لإدارة المناطق National Center for Urban Management	 المركز الوطني لتنمية الغطاء النباتي ومكافحة التصحر National Center for Vegetation Cover Development & Controlling Identification	 المركز الوطني للأرصاد National Center for Metrology	 المركز الوطني للجودة National Center for Environmental Quality
 مركز وقاء WEQAA CENTER	 المركز الوطني لتنمية القطاع غير الربحي National Center for Non-Profit Sector	 مركز تهيئة الدعاوى Case Preparation Center	 مركز التدريب القضائي JUDICIAL TRAINING CENTER	 الهيئة العامة لمكافحة الفساد National Program for Combating Corruption
 صندوق البيئة ENVIRONMENT FUND	 صندوق التنمية الزراعية National Program for Agricultural Development	 صندوق الموارد البشرية HUMAN RESOURCES DEVELOPMENT FUND	 بنك التنمية الاجتماعية SOCIAL DEVELOPMENT BANK	 بنك المنشآت الصغيرة والمتوسطة Small & Medium Enterprises Bank
 National Program for Combating Corruption	 كفالة Kafalah	 معهد الإدارة العامة Institute of Public Administration 1961	 شركة المياه الوطنية National Water Company	 شركة نقل وتقنيات المياه WATER TRANSMISSION AND TECHNOLOGIES CO.
 شراكات SHARAKAT	 مجلس شؤون الأسرة FAMILY AFFAIRS COUNCIL	 إيسار EISAR	 وحدة التحول الرقمي National Digital Transformation Unit	

# Closing Remarks by NTP's CEO



**Eng.**  
**Fawaz bin Alaa Al-Rabeh**

“ NTP's journey is of unwavering commitment and notable achievements. Over the years, NTP has transformed challenges into opportunities and ambitious goals into measurable results.

Since its launch in 2016, NTP has acted as both an executive framework and a catalyst for national transformation. It laid the foundation for progress by increasing government efficiency, fostering collaboration among entities, and accelerating delivery. These efforts have directly improved the quality of life, driven sustainable development, and boosted the national economy's competitiveness.

This progress results from the teamwork, dedication, and accountability shown by the NTP Center and our strategic partners. We believe transformation is a continuous journey that requires focus, disciplined execution, and adaptability.

We are proud of our accomplishments and look ahead with renewed ambition. With extensive expertise, forward-thinking regulations, and national talent, we will strengthen our impact and help advance Saudi Vision 2030's goals.

Finally, I thank our leadership for their support and guidance, and value everyone who contributed to this national effort, affirming our shared commitment to shaping our country's future. ”



## Communication and Media Department National Transformation Program

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### Disclaimer:

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