



Vision 2030 at 10:  
Celebrating a Decade of  
American Business Impact



U.S. Chamber of Commerce  
International Affairs

**U.S.-Saudi Arabia  
Business Program**

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# About This Publication

As Saudi Arabia marks the 10th anniversary of Vision 2030, this publication celebrates the contributions of more than 50 U.S. Chamber member companies that are shaping the Kingdom's transformation bringing American expertise, technology, and investment to one of the world's most ambitious economic agendas.

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The United States and Saudi Arabia share one of the most consequential economic partnerships in the world, a relationship built on decades of trade, investment, and mutual prosperity.

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As American companies bring world-class innovation, operational excellence, and capital to support Saudi Arabia's Vision 2030 transformation, the partnership between the United States and the Kingdom has never been more dynamic and full of opportunity. Leading this effort is the U.S. Chamber of Commerce and its U.S.-Saudi Arabia Business Program, dedicated to deepening bilateral trade and investment ties that advance the Kingdom's long-term economic vision. Not only does this publication capture the accomplishments of U.S. companies to date, but it also outlines their priorities going forward.

The U.S. Chamber of Commerce is the world's largest business advocacy organization, representing the interests of more than three million American companies of every size and sector. Founded in 1912 and headquartered in Washington, D.C., the Chamber has long served as the leading voice of American enterprise, championing policies that promote economic growth, open markets, and global competitiveness. Its unparalleled reach and

influence provide the institutional foundation upon which U.S. international business programs are built.

The U.S.-Saudi Arabia Business Program, chaired by PepsiCo, is the U.S. Chamber of Commerce's dedicated initiative for strengthening the commercial relationship between the United States and the Kingdom of Saudi Arabia. Leveraging the Chamber's unrivaled global scale, the Program serves as the strategic leader for U.S.-Saudi commercial engagement, influencing trade and investment policies and fostering a more business-friendly environment that supports the Kingdom's Vision 2030 objectives. The Program regularly convenes its members with high-level government officials through events held across the United States, the Kingdom, and virtually, ensuring American companies maintain direct access to key Saudi decision-makers. It actively advocates on behalf of its members across key sectors, including AI, capital markets, defense, digital economy, energy, fintech, healthcare, infrastructure, manufacturing, and tourism. The Program works to connect American companies with the opportunities emerging across the Kingdom, ensuring U.S. businesses are well positioned to participate in and contribute to Saudi Arabia's growth.

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Together, the U.S. Chamber of Commerce and its U.S.-Saudi Arabia Business Program form a powerful and coordinated ecosystem of advocacy, access, and intelligence, empowering American businesses to engage confidently and competitively in one of the world's most dynamic and strategically vital markets.

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# Steve Lutes

Vice President,  
Middle East  
International Affairs

This year marks the 10-year milestone of the launch of Saudi Arabia's Vision 2030, the Kingdom's most ambitious socio-economic transformation project ever. What began in 2016 as a bold effort to reduce dependence on oil has reshaped Saudi Arabia's growth model and global economic partnerships, particularly with the United States. At the U.S. Chamber, we celebrate the role American business plays in this story. Our companies don't just participate in Saudi's Vision 2030; they help drive it.

In Saudi Arabia, non-oil government revenues have more than doubled; tourism, entertainment, logistics, AI, and advanced manufacturing have emerged as substantial economic pillars. Saudi Arabia no longer asks the world to see it as a hydrocarbon mono-economy. It demands recognition as a high-growth, opportunity-rich, G20 powerhouse, and it has earned it.

Vision 2030 was always intended as a multi-phase journey. The first decade focused on structural reform: opening markets and sectors, restructuring subsidies, reforming labor laws, expanding women's workforce participation, and building the institutional machinery, including Vision Realization Programs, national strategies, and performance metrics, needed to manage transformation at scale.

American companies have played an outsized role in turning Vision 2030 from policy into practice. The U.S.-Saudi economic relationship has evolved from a narrow oil-and-security bargain into a diversified, strategic commercial partnership spanning technology, healthcare, energy transition, financial services, logistics, and entertainment.

U.S. businesses have contributed in three critical ways:

First, technology and know-how. American companies have led or partnered on Saudi Arabia's digital government platforms, smart-city systems, cloud infrastructure, cybersecurity frameworks, and AI deployment, which are core enablers of productivity across the economy.

Second, capital and market credibility. U.S. asset managers, banks, and institutional investors have participated in Saudi IPOs, privatizations, and PIF-backed ventures, helping deepen capital markets and crowd in global investment.

Third, ecosystem building. From healthcare systems and medical devices to renewable energy, advanced manufacturing, and defense capabilities, American firms have helped the Kingdom establish and grow industries, not just projects, aligned with Vision 2030's local empowerment and skills-transfer goals.

This collaboration has proven mutually beneficial, with Vision 2030 creating one of the world's largest growth markets for U.S. companies, and American expertise accelerating the Kingdom's diversification timeline.

Together, our shared economic future is limitless.

A handwritten signature in blue ink, appearing to read 'Steve Lutes'.

Steve Lutes  
Vice President,  
Middle East, International Affairs



# pepsico

Food. Drinks. Smiles.

## A 70-Year Historic Partnership

Saudi Arabia has been at the center of PepsiCo's story in the Middle East since 1954. Over seven decades, that relationship has evolved alongside the Kingdom itself, from a consumer brand presence into a regionwide operation with roots across agriculture, manufacturing, and workforce development.

Today, PepsiCo's footprint aligns closely with the priorities set out under Vision 2030 around food security, economic diversification, job creation, and sustainability. But what sets this 70-year story apart is the degree to which PepsiCo has backed its commitment with capital. In fact, PepsiCo and its partners have invested around \$2.4 billion in the Kingdom since 2017, reflecting a sustained commercial stake in Saudi Arabia's journey.

The company captures this commitment under one banner, Proudly Saudi, an expression of its strong ties to and pride in the country's achievements. It is the platform through which PepsiCo's contributions across manufacturing, agriculture, workforce development, innovation, and partnerships are unified under one commitment, while recognizing that the company's growth in the region has been inseparable from Saudi Arabia's ambitions under Vision 2030.

## Regional Leadership from Riyadh

Saudi Arabia's role in PepsiCo's regional business has also shaped how PepsiCo is structured regionally. There are few places where this is clearer than in Riyadh's King Abdullah Financial District (KAFD), where PepsiCo was among the first multinational companies to establish its Middle East Regional Headquarters. The decision placed Saudi Arabia at the center of the company's regional leadership structure: both PepsiCo's Foods and Beverages CEOs for the Middle East are based there.

## Food, Beverages, and a Localized Value Chain

PepsiCo operates in the region through two complementary businesses with distinct local footprints: foods and beverages. On the foods side, PepsiCo has established a highly localized agricultural supply chain. Today, 100% of the potatoes used in its foods business are sourced locally within the Kingdom through

partnerships with nine Saudi growers across Al Jouf, Ha'il, and Wadi Al Dawasir. These cover around 5,000 hectares of cultivated farmland and support approximately 6,500 livelihoods across farming and rural communities.





From the lands of Ha'il, PepsiCo's MENAPAK Foods CEO, Ahmed Elsheikh, meets with potato agriculture partners, LEHA. Through modern irrigation and technologies that conserve energy and water, PepsiCo continues its investments in support of Vision 2030 and Saudi agriculture.

Photo: PepsiCo Middle East

These partnerships have contributed to domestic agricultural capability in line with national priorities. Crop varieties have been adapted to local conditions alongside a more than 40% increase in local supply capacity that has eased pressure during peak harvest periods. Additionally, more than 12,000 acres of potato planting areas are certified for sustainable sourcing against rigorous third-party standards. Taken together, these developments have strengthened a supply chain that serves both commercial and national food security interests.

Another anchor of PepsiCo's localized model is manufacturing. Facilities in Riyadh and Dammam produce for the Saudi market while also supplying foods products across the GCC and wider Middle East, positioning Saudi Arabia as a regional production and export hub in line with Kingdom's National Industrial Strategy.

On the beverages side, five production facilities provide scale and proximity to market. The Jeddah plant is among the largest beverage plants in PepsiCo's global network a fact that underscores Saudi Arabia's role as a key production hub. Meanwhile, through partnerships with bottlers such as MenaBev, Al Qahtani Beverages, and

Al Jomaih Beverages Company, PepsiCo has built a distribution model that has consistently served retail outlets across the Kingdom for decades. The key to the model's durability is how it combines global brand infrastructure with local commercial knowledge.

PepsiCo's beverage business also plays a visible role in Saudi Arabia's evolving sports, tourism, and entertainment landscape. Through partnerships with entities such as the Saudi Arabian Football Federation, Saudi Pro League, and Six Flags Qiddiya City and Aquarabia, PepsiCo's brands are present across major events and large-scale tourism and entertainment destinations that form part of the Kingdom's push to diversify its cultural and economic profile. These partnerships are a deliberate effort to align the business with the sectors that Saudi Arabia is actively developing under Vision 2030.

Partnerships shape every part of PepsiCo's value chain. Across both foods and beverages, PepsiCo works with more than 600 suppliers and reaches over 102,000 retailers nationwide, contributing directly to Saudi Arabia's non-oil economy across both industry and agriculture.

## Sustainability, Innovation, and Industry 4.0

As well as being business partners, each of these entities is a sustainability partner, working as part of PepsiCo's operations to collectively reduce the value chain's environmental footprint. For example, since 2015, PepsiCo has reduced water usage in agriculture by 31%, saving more than 90 billion liters of water through improved irrigation practices and farming techniques.

At the Dammam foods facility, built to LEED standards, a bioreactor system treats wastewater for reuse, saving 7 million liters, while solar panels generate around 520 MWh of renewable energy each year. And in Riyadh, a new grey water network for toilet flushing is delivering a further 6 million liters in annual savings.

Beyond its own operations, PepsiCo is extending these practices across farming communities more broadly. Irrigation efficiency projects in Wadi Al Dawasir and Al-Ahsa are improving water use across non-potato farms,

while enhanced pivot and drip irrigation across PepsiCo's local potato network continue to reduce water intensity at farm level. Collectively, PepsiCo's water initiatives in 2025 alone achieved more than 23 billion liters of water savings.

These figures carry weight in a country where water scarcity is a major challenge and is therefore an important part of its industrial strategy. One of the clearest expressions of PepsiCo's investment in efficiency is the Industry 4.0-enabled Dammam facility, whose \$80 million expansion was inaugurated in 2025. The 55,000 sqm site produces Lay's, Doritos, Cheetos, and Tasali for the Saudi market and for export across the GCC and wider Middle East. The site also reflects PepsiCo's workforce localization commitments, with Saudization above 84% and women making up 21% of the workforce.

Beyond sustainability, localized manufacturing, and advanced technology, PepsiCo is investing in local research and development (R&D) to support its next phase of growth. Building on its Riyadh headquarters, PepsiCo is committing \$8 million to a new regional R&D hub set to open in 2026. The center will include a culinary innovation lab and an immersive sensory studio, creating a space where products and packaging can be prototyped, tested, and refined closer to the consumer. The strategy is to shorten the distance between product development, and the markets PepsiCo serves.

## People, Talent, and the Next Generation

Whether it's product development, sustainability, or any other facet of PepsiCo's business, a vibrant, skilled, and diverse local workforce is critical. PepsiCo's operations support nearly 9,000 direct and indirect jobs across the Kingdom, with a focus on Saudization, leadership development, and expanding opportunity for Saudi talent at every level of the business.

Female workforce participation is a priority, reflected in initiatives like Tamakani, PepsiCo's flagship women's leadership program, which has supported thousands of women across Saudi Arabia in building careers and businesses. Programs like Youth Impact Studio have also helped equip young leaders from Saudi Arabia and across the region with mentorship and exposure to sustainability and community-focused challenges.

In its first cohort, Youth Impact Studio selected 60 students from more than 800 applicants across six Arab



His Excellency Bandar AlKhorayef, Minister of Industry and Mineral Resources, joins Ahmed ElSheikh, PepsiCo's MENAPAK Foods CEO to celebrate the inauguration of the company's expanded Dammam manufacturing plant. This SAR 300 million investment is a testament to PepsiCo's 70-year partnership with the Kingdom and continued dedication to the goals of Vision 2030.

Photo: PepsiCo Middle East



A premier partnership for a landmark destination. Mohamed Shelbaya, PepsiCo's MEA Beverages CEO, met with Brian Machamer, Park President of Six Flags Qiddiya City and Aqarabia, to celebrate a major milestone. PepsiCo has been named the exclusive official beverage and snack premier partner for Qiddiya City's Six Flags and Aqarabia, the Kingdom's first-ever theme park and water theme park. This partnership marks a shared commitment to delivering world-class experiences and fueling entertainment in Saudi Arabia in line with Vision 2030.

*Photo: PepsiCo Middle East*



Pepsi's House of Fizz made its debut at Boulevard World during Riyadh Season! The diner brought bold flavors, nonstop energy, and the launch of our newest innovation: Pepsi Extra Fizz, serving up limited-edition menu items, interactive games, and challenges that kept the fun going all season long.

*Photo: PepsiCo Middle East*

countries, including Saudi Arabia, and provided training in sustainability and ESG principles in partnership with institutions such as the University of California, Berkeley. Now in its second cohort, Youth Impact Studio has

expanded its footprint in Saudi Arabia through local hackathons, mentorship programs, and a Riyadh summit that brings together young talent from across Saudi Arabia, the UAE, Lebanon, and Jordan.

## ▶ Forward Look

These programs, all within the Proudly Saudi platform, point to PepsiCo's broader role in the Kingdom, as a contributor to non-oil GDP, strong local supply chains, and human capital development. It is a role that has grown in line with Saudi Arabia's own ambitions, and one the company intends to continue deepening.

As Saudi Arabia enters its tenth year of Vision 2030, the pace of these achievements—across industry, agriculture, innovation, and talent—shows no signs of slowing. For PepsiCo, that means doubling down on long-term investment in the Kingdom, across local manufacturing, resilient supply chains, and the people and partnerships that sustain them.

And ultimately, it means building on a presence that began more than 70 years ago.

In seven decades, PepsiCo has established a regional headquarters, two foods plants and five beverage production facilities, thousands of associates, billions invested, and a pipeline of investment still growing. In doing so, it has become a substantive global participant in one of the world's most ambitious national transformation programs, as well as an ally for the young generations who Vision 2030 is built for.

The depth of that involvement, and critically, the scale of the investment underpinning it, constitutes a relationship with a country and a people that will continue to deepen well beyond 2030.



Over the past eight decades, Bechtel has built a deep and enduring presence in the Kingdom of Saudi Arabia, supporting national development priorities through major infrastructure programs, oil & gas facilities, mining & metals projects, capability-building initiatives, and partnerships that advance Vision 2030. Our work spans economic diversification, national transformation, local ecosystem development, and human capital growth—reflecting our long-term commitment to the Kingdom’s transformation journey.

In alignment with Saudi Arabia’s ambition to develop world-class infrastructure and empower a competitive and future-ready workforce, we have expanded our regional operations in Riyadh, Jubail, and the recently reopened Al Khobar location. These hubs enable us to support government and private-sector partners across transportation, energy, industrial development, urban expansion, and engineering, while strengthening local delivery capability and long-term project stewardship.

We continue to invest in national talent through structured programs that include graduate hiring, technical training, mentorship, and leadership development. Our teams work closely with Saudi universities—including King Saud University, Prince Sultan University, and King Fahd University of Petroleum and Minerals—to provide career guidance, industry exposure, and pathways into high-impact engineering and project roles. This



effort ensures a strong, diverse pipeline of Saudi talent equipped for future national priorities.

Innovation and digital transformation also sit at the heart of our contribution to Vision 2030. We actively promote advanced construction technologies, BIM, ConTech, Industrial IoT, project automation, and data-driven delivery to improve safety, productivity, sustainability, and schedule certainty across complex programs.

With a long-standing heritage of service to the Kingdom and a commitment to partnership, localization, and excellence, Bechtel remains fully aligned with Vision 2030’s mission to build a diversified, sustainable, and globally competitive economy for future generations. Through collaboration, knowledge transfer, and disciplined execution, we aim to deliver lasting value, strengthen national capability, and contribute meaningfully to the Kingdom’s long-term resilience and shared prosperity.

Our work in Saudi Arabia directly supports Vision 2030 by advancing infrastructure delivery, accelerating digital transformation in the engineering and construction sector, and investing in Saudi talent through capability-building, partnerships, and nationalization initiatives that strengthen the workforce and drive long-term economic diversification.





## KSA Activities

- Strengthening local talent development through university partnerships, graduate programs, and structured on-the-job learning aligned with nationalization goals.
- Leading digital transformation initiatives, including BIM adoption, ConTech, Industrial IoT, automation, and data-driven delivery practices across major projects.
- Expanding presence in the Eastern Province with the reopening of the Dammam/Al Khobar office to support regional industries and clients.
- Supporting major national infrastructure and development programs that contribute directly to Saudi Arabia's Vision 2030 economic diversification and industrial growth targets.

## Impact

### Women's Workforce Participation

16%+ women participation in our workforce in our workforce in several functional and project-support roles, contributing directly to national Saudization & directly targets.

### University Engagement

University engagements annually, including workshops, career guidance sessions, and internship opportunities at Saudi universities.

### Eastern Province Expansion

Growing Eastern Province footprint, enabled by the reopening of Bechtel Al Khobar office to support regional economic development.

## Forward Look

Over the next 12–24 months, we will expand our Saudi operations through increased local hiring, deeper digital engineering capabilities, and broader engagement with regional partners. We are investing in new collaboration platforms across the Eastern Province and launching industry meetups to strengthen the local innovation ecosystem. We will continue advancing BIM, automation, and ConTech adoption while deepening our partnerships with Saudi universities to support future talent development. Our goal is to remain a long-term, trusted contributor to the Kingdom's strategic priorities under Vision 2030.



Fifty years ago, Dow began its journey in Saudi Arabia, marking a long standing partnership with the Kingdom and a commitment to innovation, sustainability, and industrial progress. Dow's presence in the Kingdom began in 1976 with its first market entry through a distributor partnership, laying the foundation for a long term commitment to Saudi Arabia's economic, industrial, and cultural development.

Dow's footprint in Saudi Arabia has been shaped by early market expansion in the Western region and strategic partnerships. These milestones reflect Dow's enduring commitment to collaboration, technology, and industrial advancement. In alignment with the Kingdom's national priorities, these partnerships have contributed to building resilient value chains, strengthening local supply bases, and supporting Saudi Arabia's industrial diversification agenda.

From its role in large scale joint ventures such as Sadara—one of the largest petrochemical investments in the world—to establishing the world class Middle East Innovation Center at King Abdullah University of Science and Technology (KAUST), Dow has demonstrated its strategic commitment to advancing industrial capabilities in Saudi Arabia, while also supporting talent development, knowledge transfer, and skills building. Dow's materials science solutions support a broad range of sectors,

including construction, oil and gas, infrastructure, coatings, packaging, consumer goods, and advanced industrial applications, enabling customers to enhance performance and competitiveness.

Sustainability and innovation are central to Dow's approach in the Kingdom. Through advanced materials, process innovation, and circular economy solutions, Dow helps customers improve efficiency, reduce environmental impact, and create more resilient value chains. These efforts also align with national ambitions for economic diversification, safety leadership, and knowledge transfer—supporting the growth of Saudi talent, local research, and professional excellence.

Through manufacturing technologies, local manufacturing, impact and community involvement, Dow is proud of the progress achieved together with its partners and stakeholders in Saudi Arabia. As the Kingdom continues its Vision 2030 transformation, Dow remains committed to trusted partnerships—supporting long-term economic resilience, sustainability, and innovation.

Dow supports Vision 2030 by enabling industrial diversification, advancing sustainability, and strengthening local capabilities. Through materials innovation, localization, and talent development, Dow contributes to economic resilience, environmental stewardship, and the growth of globally competitive industries aligned with the Kingdom's transformation goals.



## KSA Activities

- Supplying advanced materials solutions across construction, packaging, consumer, industrial, and oil and gas value chains
- Supporting localization through technical collaboration, workforce training, and knowledge transfer
- Advancing sustainability through circular economy initiatives and resource efficiency
- Enabling sustainable digital infrastructure through advanced cooling solutions for data centers
- Supporting water and energy security through innovation and resource efficiency
- Supporting the localization of world-scale polyolefin joint venture operations and specialty manufacturing capabilities—enhancing value creation and strengthening domestic supply chains

## Impact

### Industrial Investment

Long term investments supporting industrial and manufacturing activities in Saudi Arabia

### Talent Development

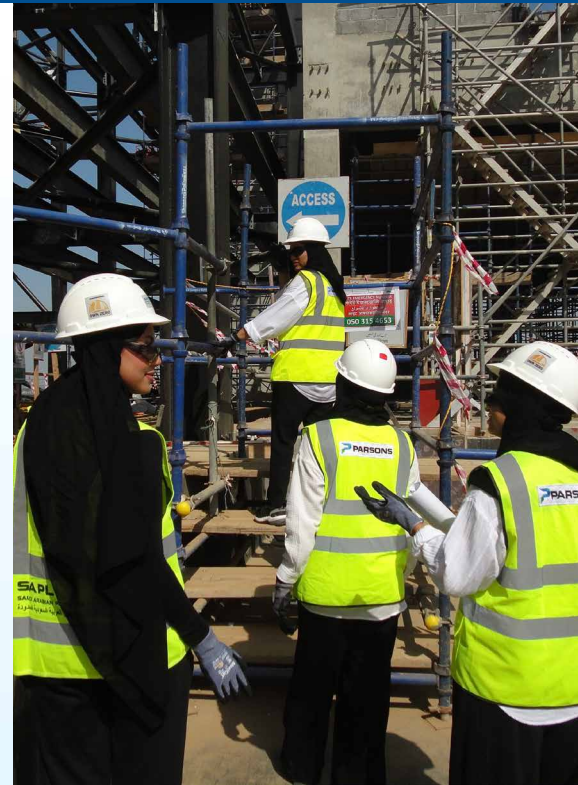
Training and development initiatives supporting Saudi professionals and technical talent

### Advanced Materials Localization

Localization of advanced materials solutions supporting downstream and emerging industries

## Forward Look

Dow plans to deepen its engagement in Saudi Arabia by expanding customer collaboration, advancing sustainability focused solutions, and strengthening local capability development. The company will continue supporting innovation in priority sectors, including digital infrastructure and advanced manufacturing, while enhancing technical training and localization efforts. Dow remains focused on aligning its growth strategy with Vision 2030 priorities and delivering long term value for customers, partners, and communities across the Kingdom of Saudi Arabia



Parsons (NYSE: PSN) is a global leader in disruptive technology for national security and global infrastructure, with capabilities spanning cyber and electronic warfare, space and missile defense, transportation, water and environment, urban development, and critical infrastructure protection. With over 80 years of experience and 20,000 employees worldwide, the company designs, delivers, and protects the infrastructure connecting communities.

Proudly, nearly 70 years of Parsons' history includes a deep portfolio in the Kingdom of Saudi Arabia, dating back to 1958 when the team designed the Dhahran Airport (now King Abdulaziz Air Base). Today, Parsons proudly operates its Regional Headquarters from Riyadh, demonstrating a profound, long-term commitment to the Kingdom.

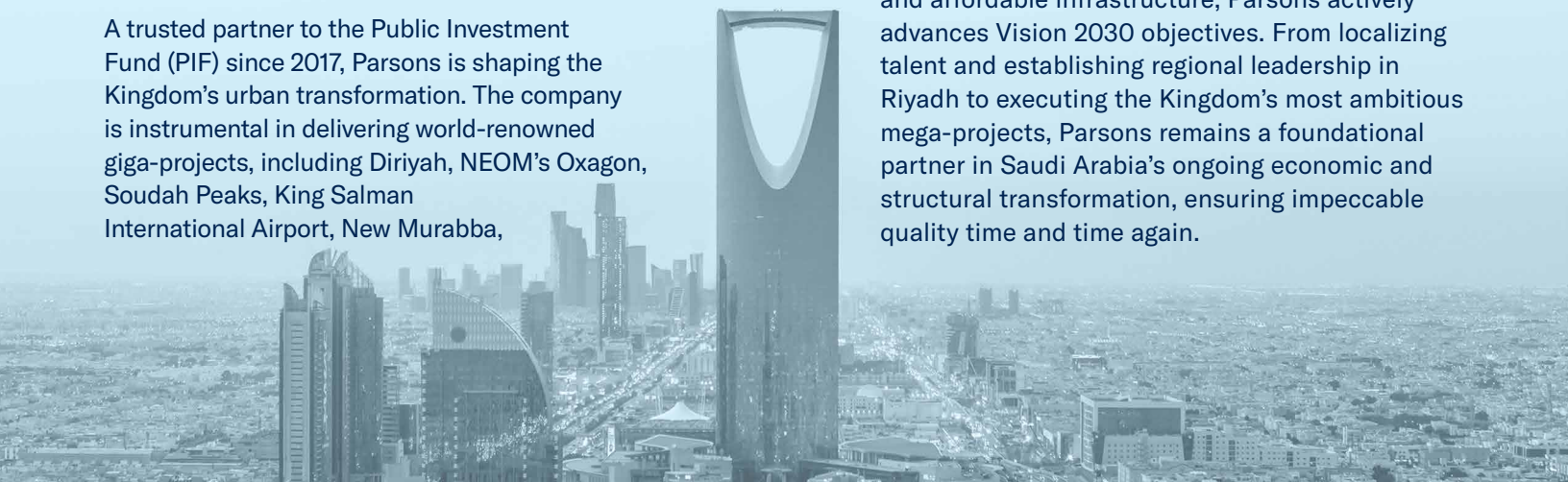
Drawing on global expertise and local knowledge, Parsons delivers projects aligned with Saudi Arabia's national development priorities. The company's more than 3,000 in-Kingdom employees support a diverse client base across urban and destination development, smart mobility, and asset management, while also globalizing their expertise by supporting international projects directly from Riyadh design centers.

A trusted partner to the Public Investment Fund (PIF) since 2017, Parsons is shaping the Kingdom's urban transformation. The company is instrumental in delivering world-renowned mega-projects, including Diriyah, NEOM's Oxagon, Soudah Peaks, King Salman International Airport, New Murabba,

and Rua Al Madinah. These monumental developments directly support the realization of Saudi Vision 2030, aiming to diversify the economy, enhance the quality of life, and establish Saudi Arabia as a global leader.

Beyond PIF, Parsons has partnered for decades with multiple Royal Commissions, including the Royal Commission for Jubail and Yanbu (RCJY) and the Royal Commission for Riyadh City (RCRC), where Parsons led the transformational delivery of the Riyadh Metro project.

Parsons is deeply dedicated to reimagining the future for the communities that live, work, do business in, and visit Saudi Arabia. By delivering innovative, safe, and affordable infrastructure, Parsons actively advances Vision 2030 objectives. From localizing talent and establishing regional leadership in Riyadh to executing the Kingdom's most ambitious mega-projects, Parsons remains a foundational partner in Saudi Arabia's ongoing economic and structural transformation, ensuring impeccable quality time and time again.





NEW MURABBA



## KSA Activities

- King Salman Park: Providing Project Management Office services for what will become the world's largest urban park, scaling five times larger than New York's Central Park.
- King Salman International Airport: Serving as a delivery partner providing project management services for the delivery of airfield assets and critical landside infrastructure.
- Yanbu Industrial City: Partnering with the Royal Commission since 1975 to establish and continuously grow one of the world's largest industrial cities, now housing over 135,000 residents.

## Impact

### Massive Project Scale

Employs over 3,000 professionals in Saudi Arabia, currently delivering more than 50 mega and giga projects across the country.

### In-Kingdom Value

Holds over 50% Local Content certification, reflecting strong localization, local supplier engagement, and sustained value creation.

## Forward Look

In preparation for global events like Expo 2030 and the Asian Winter Games, Parsons is perfectly positioned to meet the demand for hospitality, tourism, and event infrastructure, drawing on decades of experience supporting the Olympics, FIFA World Cup, and Super Bowl. Parsons also addresses requirements for expanding existing infrastructure in growing urban areas, including utilities, transportation, and logistics. As the Kingdom transforms its defense sector, Parsons is equipped to deploy advanced technologies and deliver bespoke defense infrastructure in line with Saudi Arabia's national security strategy.

# abbvie

AbbVie is a global biopharmaceutical company committed to discovering and delivering innovative medicines and therapies that address serious health needs. Its scientific and commercial footprint spans immunology, oncology, neuroscience, eye care, aesthetics, and other therapeutic areas, supported by capabilities in clinical research, supply chain, medical affairs, and market access across multiple geographies. In the Middle East, including Saudi Arabia, AbbVie's presence reflects the company's broader strategy of combining scientific innovation with operational excellence to improve patient outcomes and expand access to transformative treatments.

Saudi Arabia's Vision 2030 creates a strong environment for companies like AbbVie by prioritizing economic diversification, healthcare modernization, pharmaceutical localization, employment, and innovation in biotechnology and life sciences. Although the available search results do not provide a detailed official AbbVie Saudi Arabia strategy statement, AbbVie's global operating model aligns well with these national priorities. A company focused on innovation, partnerships, and scalable healthcare delivery can naturally contribute to the Kingdom of Saudi Arabia long-term goals.

In particular, AbbVie's international experience in supply chain transformation, procurement excellence, and cross-functional collaboration can support local capability building in Saudi Arabia. These strengths may help advance technology



transfer, strengthen local supplier ecosystems, improve operational resilience, and create opportunities for workforce upskilling. By partnering with government stakeholders, healthcare providers, and academic institutions, AbbVie can support knowledge exchange and help build a more advanced healthcare ecosystem.

Over the time, this alignment can contribute to the Kingdom's ambitions to develop a more self-sustaining pharmaceutical sector, expand access to innovative therapies, and create high-value jobs for Saudi nationals. It can also support clinical research capacity, digital health readiness, and a stronger environment for future innovation and investment. Further, it may encourage local sourcing, regulatory agility, and long-term ecosystem development. Continued focus on local talent, partnerships, and innovation would strengthen AbbVie's contribution to national health priorities.





## KSA Activities

- AbbVie Saudi Arabia aligns with Vision 2030 through government partnerships, local talent development, and expanding clinical research capabilities. Its regional headquarters underscores the Kingdom's strategic importance, while collaboration with regulators, universities, and healthcare stakeholders supports innovation, faster access to medicines, and digital health transformation. AbbVie also invests in Saudi talent, training, and clinical trial infrastructure to strengthen local capabilities and advance healthcare outcomes across the Kingdom.

## Impact

### Investment

Regional headquarters, clinical research infrastructure, and continued expansion of local capabilities in Saudi Arabia to support long-term healthcare growth.

### Jobs/Training

Saudi hiring, internships, leadership programs, and Saudization development.

### Localization

Capability transfer, regulatory collaboration, and workflow transitions.

## Forward Look

AbbVie Saudi Arabia will deepen alignment with Saudi Vision 2030 by expanding clinical research capabilities, strengthening partnerships with regulators and healthcare institutions, and accelerating digital health readiness. Priority areas include increasing Saudi talent development through hiring, internships, and leadership programs, while advancing knowledge transfer and Saudization. AbbVie can also support faster access to innovative therapies, broaden local collaboration, and reinforce the Kingdom's role as a regional healthcare and research hub.

# AM GENERAL™

MISSION READY ★ FUTURE DRIVEN

AM General is a global leader in the design, engineering, manufacturing, and sustainment of advanced mobility solutions for defense and commercial customers worldwide. For decades, the company has delivered mission-proven platforms that enable operational readiness across diverse and demanding environments. With a well-rounded product portfolio that includes the iconic HUMVEE® platform, Joint Light Tactical Vehicle A2 (JLTV A2), and the revolutionary soft recoil technology for mobile platforms, AM General strives to offer continuous improvement that is ready now.

Today, AM General's capabilities extend beyond vehicle production to include integrated system solutions, advanced mobility platforms, aftermarket support, and comprehensive training programs. From next-generation tactical vehicles to modular and scalable weapon system integrations, the company is focused on delivering adaptable solutions that enhance survivability, mobility, and mission effectiveness. Backed by deep engineering expertise and a commitment to continuous transformation, AM General ensures its customers are equipped for both current operations and future challenges.

AM General's strategic approach aligns closely with Saudi Vision 2030, particularly in advancing localization, industrial diversification, and sustainable economic growth within the Kingdom of Saudi Arabia. The company is actively pursuing strategic partnerships that support the



Kingdom's goals of strengthening domestic defense capabilities and expanding local industry participation.

Through various options like technology transfer, workforce development, and regional partner collaboration, AM General can participate in building a sustainable, in-country defense ecosystem. By combining proven global manufacturing experience with a forward-looking partnership model, the company stands ready to support Saudi Arabia's defense modernization while contributing to the Kingdom's broader vision for economic diversification and national resilience.

AM General is honored for the opportunity to contribute to the KSA security objectives in the region. And we are committed to being a trusted and reliable partner for the Kingdom now and well into the future.





## KSA Activities

- Reset and modernization of 4,000+ legacy HUMVEE vehicles to restore readiness and extend operational lifecycle
- Exploration of local manufacturing and sustainment partnerships to support in-Kingdom capability development
- Potential procurement and fielding support of next-generation JLTV A2 platforms
- Integration of advanced 105mm and 155mm mobile artillery systems leveraging soft recoil technology
- Workforce training, technology transfer, and development of a sustainable local defense ecosystem

## Impact

**Target meaningful investment aligned with industrial participation goals, supporting localized production, sustainment infrastructure, and capability development**

**Advance localization through partnerships with Saudi industry enabling supply chain participation, increasing local content, and strengthening a sustainable defense ecosystem**

## Forward Look

Work with end customers to prioritize and define specific timing for the opportunities identified above. Focus on converting the highest priority items into actionable initiatives. Explore and identify additional opportunities to support KSA priorities. Introduce next generation platforms such as the Unmanned Ground Vehicle (UGV). Identify opportunities for KSA customers to participate in demonstrations of AM General's Soft Recoil Technology and other capabilities

# AMGEN

Amgen is a leading global biotechnology company operating in more than 100 countries. For more than 40 years, Amgen has focused on fighting the world's toughest diseases by harnessing the best of biology and technology to improve patients' lives.

In Saudi Arabia, Amgen's impact extends beyond medicines. Since establishing its presence in 2006, the company has maintained a long-term commitment to supporting the Kingdom's healthcare transformation by strengthening local capabilities, advancing clinical research and collaborating with national stakeholders to improve standards of care and patient outcomes.

Amgen brings expertise across serious diseases, including oncology, cardiovascular disease, bone health and rare diseases. By combining deep scientific knowledge, human data and local partnerships, Amgen works to develop more precise and effective treatments while addressing areas of high unmet need. Improving access to care is central to Amgen's approach. The company helps reduce barriers through patient support programs, healthcare professional education and partnerships that support earlier diagnosis and better treatment pathways. Through these efforts, Amgen helps more patients benefit from biotechnology advances while supporting Vision 2030 goals to enhance healthcare quality and life expectancy.

Supporting Saudi Arabia's Vision 2030, particularly the Health Sector Transformation Program, is a core focus of Amgen's work in the Kingdom. Amgen contributes to a more integrated, innovative and sustainable healthcare system



by improving patient outcomes through science-driven innovation, strong partnerships and reliable access to medicines.

Amgen supports the Kingdom's research ambitions through clinical trials, real-world evidence generation and patient journey digitization with leading national institutions. In parallel, it invests in capability building and scientific exchange, empowering healthcare professionals and strengthening the broader healthcare ecosystem. This commitment is reinforced through investment in a regional headquarters, knowledge transfer and partnerships that enhance local capabilities and support sustainable healthcare development.

Amgen also works closely with government entities, healthcare institutions and local organizations to address system-level challenges, support policy development and help develop future Saudi healthcare leaders. Overall, Amgen is a strategic partner in advancing healthcare quality, innovation and sustainability in Saudi Arabia.



## KSA Activities

- Supporting oncology and cardiovascular data generation with the Ministry of Health.
- Conducted four trials supporting 55 patients and contributed to three real-world studies involving 7,533 patients.
- Established a Saudi LLC with 76% Saudization, directly managing product availability.
- Opened a regional headquarters to accelerate initiatives.
- Advancing KRAS G12C testing in NSCLC and RAS testing in metastatic colorectal cancer.
- Signed MoUs, including with Health Holding Company, for capability development and collaboration.

## Impact

**Amgen develops Saudi talent through national university internships, with 87% securing employment. The workforce reflects 76% Saudization (44% female).**

**Supporting research, evidence generation and scientific exchange.**

**Strengthening local value through regional headquarters, patient programs and partnerships.**

**Advancing data-driven healthcare.**

## Forward Look

Over the next 12 to 24 months, Amgen Saudi Arabia will focus on expanding access to innovative therapies in priority disease areas while deepening collaboration with local healthcare institutions. This includes advancing clinical research, supporting digital health solutions, strengthening disease awareness and continuing to invest in capability building. These efforts aim to enable more timely patient access, strengthen local evidence generation and support the continued development of Saudi talent while contributing to the Kingdom's healthcare transformation and Vision 2030 ambitions.



APCO is a global advisory and advocacy firm helping leading corporations, foundations, and governments navigate a complex world and create lasting impact. Founded in 1984 and headquartered in Washington, D.C., APCO is an independent, majority women-owned firm of more than 1,200 employees with work spanning 80 markets worldwide. By bringing diverse people and ideas together and working beyond traditional boundaries, APCO builds the un/common ground upon which progress is made.

Since establishing its office in Saudi Arabia in 2017, APCO has applied this global perspective to support the Kingdom's Vision 2030 agenda, working alongside Saudi institutions at the intersection of economic diversification, global engagement, and institutional development.

APCO has established one of its most substantive and enduring presences in Saudi Arabia, supporting the Kingdom's transformation across tourism, culture, entertainment, healthcare, and economic development. The firm has played a pivotal role in the launch and positioning of landmark destinations and giga-projects, including Diriyah, working closely with public-sector stakeholders at moments of heightened national and international visibility. Across these engagements, APCO has delivered end-to-end mandates spanning destination launches, leadership positioning, stakeholder engagement, crisis advisory, and global media relations.

In parallel, APCO has advised leading Saudi private sector companies, reinforcing its ability

to translate Vision 2030 priorities into commercially grounded, reputation-driven strategies for market leaders.

As part of Vision 2030 reforms, APCO supported the establishment of the Center for International Communication (CIC), strengthening Saudi Arabia's engagement with international media and stakeholders and reinforcing institutional readiness for more coordinated, proactive global communications.

Established in 2022 and headquartered in Riyadh, the APCO Institute represents a long-term investment in building communications and public affairs capability in Saudi Arabia. The Institute delivers executive-level training and customized programs for government and private sector organizations, supporting leadership communication, media engagement, and institutional capacity aligned with Vision 2030.

Alongside advisory support, APCO has made sustained investments in local capacity building, employing more than 70 consultants in Riyadh—nearly 50 percent of whom are Saudi nationals—and supporting long-term talent development aligned with the Kingdom's human capital objectives.

APCO's work in Saudi Arabia is closely aligned with Vision 2030, supporting economic diversification, global engagement, and institutional development. Through destination development, communications capability building, and international convening initiatives, APCO supports the Kingdom's ambition to strengthen global partnerships and drive sustainable long-term growth.



## KSA Activities

- Established in 2022 and headquartered in Riyadh, the APCO Institute represents APCO’s long-term investment in building communications and public affairs capability within the Kingdom.
- The Institute delivers practical, executive-level training and customized programs for government and private sector organizations, drawing on APCO’s global curriculum and regional expertise.
- Its programs span media engagement, leadership communication, public speaking, and industry best practices, delivered by APCO senior leaders and selected global guest lecturers, including former journalists with decades of experience advising senior leaders and institutions.
- As the APCO Institute continues to scale its footprint from Saudi Arabia, it reinforces APCO’s broader commitment to long term capability building aligned with Vision 2030.

## Impact

### Investing in Local Talent

Alongside advisory support, APCO has made sustained investments in local capacity building. Today, the firm employs more than 70 consultants in Riyadh, nearly 50 percent of whom are Saudi nationals, supported by a leadership team combining international expertise with deep regional experience. APCO has invested in training, coaching, and mentoring Saudi university graduates, providing accelerated career pathways aligned with the Kingdom’s human capital development goals.

### Advancing Strategic Partnerships

In parallel, APCO has established strategic partnerships in the Kingdom, including with the National Center for Family Business, supporting governance, leadership communication, and reputation-building for Saudi family-owned enterprises as part of the broader private sector transformation agenda.

## Forward Look

APCO will continue deepening its presence in Saudi Arabia as Vision 2030 enters its next phase. The firm will expand its advisory support to government entities and private sector partners while further investing in local talent and institutional capability. A core focus will be scaling the APCO Institute in Riyadh as a regional hub for communications and public affairs training, alongside continued support for destination development, global engagement initiatives, and long-term economic diversification priorities.

# argentum medical

A Bravida Medical Company

Argentum Medical LLC, d/b/a Bravida Medical, is an American medical device company specializing in infection prevention and advanced wound and burn care. The company supplies the leading U.S. hospitals and exports to 60 countries. Argentum's flagship Silverlon dressing is widely used for the treatment of large and complex burns. Peer-reviewed studies have demonstrated favorable clinical outcomes with Silverlon, including faster healing and reduced hospital length of stay compared to certain silver-impregnated dressings (source: Bravida Medical Clinical Evidence). It is the only technology of its kind to achieve U.S. FDA Breakthrough Device designation. The U.S. Government invested over \$30 million in research funding to support the development of Silverlon products as a medical countermeasure for the management of injuries caused by radiological and chemical weapons. This funding facilitated Silverlon becoming the only antimicrobial technology to receive three FDA clearances for the management of injuries resulting from nuclear detonations and chemical radiation attacks. Today, Silverlon is stockpiled for this purpose in the U.S. Strategic National Stockpile.

It has been referred to as the "Standard of Care" in the treatment of burn and blast injuries by the U.S. Army and is in the specifications for multiple U.S. Army Tactical Combat Casualty Care Kits and the U.S. Navy's Authorized Medical Allowance List.

Argentum Medical has been a committed partner to the Kingdom of Saudi Arabia for more than 10 years. Over that time, Saudi healthcare providers have used Silverlon dressings to treat more than 120,000 patients across over 20 regions. In May 2023, Argentum's Board approved the establishment of the Company's first manufacturing facility outside the United States in Saudi Arabia. The project is being delivered in two phases. Phase 1, completed in 2024, covered the initial construction of the facility and the launch of local Silverlon dressing production, representing a total investment of \$5.6 million in CapEx and OpEx.

Phase 2 is now being implemented (2025–2026), which will expand the Saudi facility to manufacture Anasept antimicrobial cleanser. This phase will involve an additional local investment of approximately \$2.1 million in CapEx and OpEx.





## KSA Activities

- Establishment of state-of-the-art manufacturing facility in KSA and expanded production lines with “gold tier” certification from the “Made in Saudi” program.
- Production of “Made in Saudi” dressings for the Saudi market and export across MENA region.
- Creation of high-tech jobs and knowledge transfer through training Saudi staff at Argentum’s HQ in Geneva, Illinois.
- Longstanding commitment to educating Saudi HCPs by bringing global experts to train leading Saudi physicians.

## Impact

**20,000+ patients served across 20+ regions.**

**Nearly SAR 30 million invested in Saudi manufacturing.**

**20-25 high-tech jobs created; multiple clinical workshops and trainings delivered to more than 200 Saudi physicians and nurses over the past 10 years.**

## Forward Look

Argentum remains committed to supporting the Kingdom’s ambitions under Vision 2030, the Health Sector Transformation Program, and the National Biotechnology Strategy. Commitment includes: Facility expansion: Launching second production line at our Saudi facility and expanding regional exports. Centre of excellence: Positioning Saudi Arabia as our regional burn care center of excellence, bringing together American and Saudi expertise. Partnerships: Working with NUPCO and other Saudi partners to implement the USD 250 million, 5-year MOU signed at the Saudi-U.S. Investment Forum in May 2025.



BD (Becton, Dickinson and Company) (NYSE: BDX) is one of the world's largest pure-play medical technology companies, committed to advancing the world of health™ through innovation across medical essentials, connected care, biopharma systems, and interventional. BD supports those on the frontlines of healthcare by developing transformative technologies, services, and solutions that optimize clinical operations and improve patient outcomes. Operating globally with more than 60,000 employees, the company delivers billions of products annually that positively impact healthcare systems worldwide.

Healthcare systems globally are undergoing a structural transformation, shifting from reactive treatment to predictive, preventive, and connected models of care. In Saudi Arabia, this transformation is being driven by Vision 2030 and the Health Sector Transformation Program, which prioritize advanced data, digital connectivity, and value-based models to enhance patient safety, improve efficiency, and strengthen access to care. With more than US\$66.7 billion invested to expand private-sector participation, the Kingdom is building a more integrated healthcare system where AI and connected ecosystems play a central role.

At BD, we recognize the importance of innovation in supporting Vision 2030 and advancing a more efficient, sustainable, and patient-centric healthcare system. Our AI-enabled Connected Care platforms, including BD Incada, and medication management technologies such as BD Pyxis™ Pro are designed to unify data across systems, enhance patient safety, and improve operational efficiency.

BD's strategy also prioritizes workforce capacity and wellbeing. We support healthcare professionals through strengthened nursing education, enhanced clinical competency development, and solutions that reduce workflow complexity and administrative burden. By easing manual tasks and minimizing workflow disruptions, BD innovations enable more timely, informed decision-making and help address workforce pressures and clinician burnout.

Our vision is to build a bridge from reactive to proactive medicine by connecting data across infusion, monitoring, and medication management systems, enabling clinicians to act before harm occurs. Anchored in Integration, Intelligence, and Impact, our Connected Care strategy enables safer, smarter, and more sustainable healthcare delivery. In the Middle East, this is reinforced through local manufacturing, workforce upskilling, and patient safety partnerships, including collaboration with the Saudi Patient Safety Center.



## KSA Activities

- Establishing an RHQ in Saudi Arabia, reinforcing its commitment to regional operations and market expansion.
- Engaging with the Saudi Patient Safety Center to advance national safety standards across nearly 500 hospitals.
- Our Training Center in Riyadh provides hands-on training on BD's medical technologies, best practices, and clinical applications.
- Investing in local partnerships, developing local talent, and exploring manufacturing expansion, while partnering with the Saudi Nursing Association to enhance nursing education and clinical competency.

## Impact

**BD Incada connects data from over three million smart devices worldwide. Our partnership with the Saudi Patient Safety Center supports nearly 500 hospitals. We invest in local manufacturing and partnerships aligned with Vision 2030.**

## Forward Look

BD is committed to delivering value to patients, healthcare professionals, and the government by developing connected, intelligent ecosystems that help enhance care delivery, enable preventive medicine, and support a sustainable healthcare future for the Kingdom. Through its Connected Care, Medical Essentials, and Interventional segments, BD supports the entire healthcare ecosystem—from routine care and minimally invasive procedures to integrated data, coordination, and decision-making across prevention, diagnosis, treatment, and long-term management.



Biogen is a leading biotechnology company pioneering innovative science to deliver new medicines that transform patients' lives while creating value for shareholders and communities. With deep understanding of human biology and the use of diverse scientific modalities, Biogen advances first-in-class therapies designed to deliver superior outcomes. Our strategy embraces bold scientific risk, balanced with disciplined investment, to support sustainable long-term growth.

Biogen is focused on discovering, developing, and delivering innovative therapies for people living with serious neurological and rare diseases. With a strong footprint across the GCC and the establishment of its Regional Headquarters (RHQ) in the Kingdom of Saudi Arabia in 2023, Biogen has reinforced its long-term commitment to supporting the Kingdom's healthcare transformation under Vision 2030.

In Saudi Arabia, Biogen works closely with government stakeholders, healthcare institutions, and local partners to enhance patient access to advanced therapies, strengthen system capabilities, and promote sustainable healthcare innovation. Our portfolio addresses critical unmet needs in areas including multiple sclerosis, spinal muscular atrophy, Friedreich's ataxia, and other complex neurological conditions.



Beyond delivering innovative medicines, Biogen plays an active role in shaping value-based healthcare models, supporting health policy dialogue, and enabling knowledge transfer. Through partnerships, risk-sharing frameworks, collaborative initiatives with public sector entities, we strive to ensure that cutting-edge treatments are accessible in a responsible, affordable, and sustainable manner.

The establishment of our RHQ in Riyadh reflects Biogen's strategic alignment with Saudi Arabia's economic diversification agenda and confidence in the Kingdom's growing life sciences ecosystem. Biogen continues to invest in local talent, develop national capabilities, and contribute to a healthcare system focused on prevention, early diagnosis, and improved quality of life.

Our approach to health equity is centered on four pillars: ensuring access to healthcare and medicines; bolstering the clinical research ecosystem; navigating the unique patient journey; and engaging and collaborating with communities. Through value-based partnerships in rare diseases, including collaboration with the Ministry of Health's national programs, localization initiatives, and patient-focused solutions, Biogen actively supports Vision 2030 by advancing healthcare innovation, strengthening local capabilities, and contributing to a vibrant, productive, and resilient society for patients, partners, future generations globally.



## KSA Activities

- In 2023, Biogen established its Regional Headquarters in Riyadh to reinforce long-term strategic investments in the Kingdom’s healthcare sector.
- Through a pioneering risk-sharing agreement with the Ministry of Health, it enhanced sustainable access to innovative therapies, successfully treating over 200 patients with Spinal Muscular Atrophy.
- Biogen continually delivers comprehensive capacity-building programs and educational initiatives for healthcare professionals, specifically focusing on neurology and rare diseases to support early diagnosis and drive clinical excellence across Saudi Arabia.

## Impact

Conducted over 200 educational activities for healthcare professionals, investing in local talent development across Saudi Arabia.

Collaborates with national entities to improve clinical access pathways for patients with neurological and rare diseases.

Employs 72 professionals regionally to drive these initiatives.

## Forward Look

Over the next 12–24 months, Biogen aims to strengthen its contribution to Saudi Arabia’s healthcare ecosystem by expanding strategic partnerships, enhancing patient access frameworks, and advancing localization aligned with Vision 2030. The immediate priority is execution, including the continued introduction of SOD1-associated ALS therapy and advancement of the spinal muscular atrophy franchise. Looking ahead, Biogen’s immunology pipeline is promising, with key Phase III readouts expected between 2027 and 2029, including Felzartamab and Litifilimab. Preparatory work is underway to enable future access, while affiliate expansion into immunology will require new capabilities, specialties, and talent.



For nearly eight decades Boeing has been a strategic partner in Saudi Arabia's aviation, defense, space and industrial transformation. The relationship began in 1945 with the gifting of a DC-3 from U.S. President Franklin D. Roosevelt to King Abdulaziz Al Saud, marking the start of both Boeing's presence in the Kingdom and Saudi commercial aviation. Since then, Boeing has delivered more than 174 commercial aircraft. The Company delivered and supported a defense fleet of 400+ platforms in the Kingdom, one of Boeing's largest international defense footprints. Boeing Saudi Arabia operates with a locally led senior team, a majority Saudi workforce in-country, and a dedicated Boeing Global Services presence.

Boeing's engagement spans platforms, services, industrial partnerships and talent development. On the commercial side, Boeing supports fleet modernization and long-haul growth for Saudia, Riyadh Air and AviLease, including 787 Dreamliner and 737 MAX programs. On the defense side, Boeing provides sustainment, training and digital logistics for F-15 variants, AH-64 Apache, CH-47 Chinook, AWACS/tanker derivatives and ScanEagle systems. Boeing Global Services delivers training with high Saudization rates, supply chain solutions, engineering, and digital tools to improve fleet availability and readiness.

Industrial localization is central to Boeing's long-term strategy in the Kingdom. Boeing partners with national stakeholders, including SAMI on a rotorcraft MRO joint venture, and with Ma'aden, Tasnee, Bahri Logistics, the Public Investment Fund and the Ministry of Investment, to develop MRO capacity, parts manufacturing, aerospace training and raw material value chains for aerospace-grade aluminum and titanium. Research and talent development are advanced through collaborations with King Abdullah University of Science and Technology (KAUST), King Abdulaziz City for Science and Technology (KACST) and Alfaisal University, plus student internships, STEAM centers and university competitions. Boeing has invested millions into local Saudi community, education and inclusion programs, while annual charitable grants expand STEAM outreach.

Boeing's eight-decade engagement directly advances Saudi Vision 2030 objectives. By localizing aerospace industrial capacity, expanding MRO and supply-chain capabilities, developing Saudi talent through training and Saudization, and supporting defense and commercial aviation modernization, Boeing helps diversify the economy, build sovereign industrial capability, and increase domestic value capture.





## KSA Activities

- **Fleet Modernization:** Saudia, Riyadh Air, and AviLease ordered over 140 new Boeing aircraft, marking the fifth largest order by value in Boeing history. This directly supports Saudi Arabia Vision 2030 goals of attracting 150 million annual visitors.
- **Talent and Innovation:** Boeing drives local development through a permanent AI research office at KAUST, a new wind tunnel laboratory at Princess Nourah University, and achieving full Saudization in key training programs while supporting more than four thousand learners.

## Impact

### Fleet Scale

Delivered over 174 commercial aircraft and 400 defense platforms to the Saudi Armed Forces, strengthening civil aviation and operational readiness.

### Strategic Localization

Driving 55% localization in defense MRO through joint ventures like SAMI, while developing titanium value chains.

## Forward Look

Over the next two years, Boeing will support the delivery and entry into service of newly ordered 787 and 737 aircrafts. The company will operationalize agreements to scale local MRO and parts manufacturing, activate Advanced Air Mobility initiatives with GACA, and expand training pipelines to accelerate Saudization. Boeing will also deepen workstreams with Ma'aden and Tasnee on titanium value chains, progress Bahri logistics collaborations, and implement digital sustainment tools. Continued R&D partnerships will accelerate skills transfer and aerospace capabilities across the Kingdom.

# Boston Scientific

Advancing science for life™

Boston Scientific is a global leader in medical devices used across a broad range of interventional medical specialties. For more than 45 years, the company has advanced minimally invasive technologies, enabling physicians to diagnose and treat complex conditions. Boston Scientific's mission is to advance science for life by transforming lives through innovative medical solutions that improve the health of patients around the world.

Boston Scientific has an established presence in the Kingdom of Saudi Arabia, with a local team and office in Riyadh, demonstrating its long-term commitment and investment in the Kingdom.

In Saudi Arabia, Boston Scientific aligns closely with Vision 2030 and the Health Sector Transformation Program (HSTP), which seeks to build an integrated, value-based health care system that enhances access, quality, and patient experience while improving efficiency and prevention. As a committed partner in this transformation, Boston Scientific is investing in building capabilities across its wide portfolio, serving

Cardiology, Vascular, Oncology, Endoscopy, Urology, and Neurology specialties.

Through strategic collaborations with leading health care institutions and health care centers of excellence (COEs), the company delivers advanced clinical education, proctorships, and hands-on training programs that support Saudi health care professionals in adopting minimally invasive technologies. These efforts contribute to the localization of expertise, support the safe and effective use of medical devices, and help strengthen a more sustainable health care system.

Saudi Arabia is increasingly positioned as a strategic market for the early adoption and launch of new medical technologies, and Boston Scientific actively contributes to this direction by introducing innovative solutions tailored to local patient needs.

Boston Scientific reinforces its role as a trusted partner in advancing access to health care, elevating quality and safety standards, and supporting the Kingdom's journey toward a world-class health care ecosystem through the following key activities and initiatives.





## KSA Activities

- Advanced clinical training and proctorship programs across the Kingdom.
- Initiation of a national Walk Safe initiative in collaboration with the Ministry of Health and scientific societies, aimed at raising awareness and supporting efforts to reduce diabetic foot complications.
- Capacity building to address obesity through endoscopic procedures, including Endoscopic Sleeve Gastroplasty (ESG).
- Introduction of minimally invasive solutions for benign prostate enlargement, including the Rezūm™ Water Vapor Therapy system.

## Impact

**Collaboration with healthcare centers of excellence (COEs) to localize expertise and expand access to minimally invasive therapies across Saudi Arabia and the wider region.**

**Strengthening the regional supply chain through the development of a Saudi-based hub.**

## Forward Look

Boston Scientific will continue expanding its footprint in Saudi Arabia by scaling clinical education programs, deepening collaborations with health care clusters, and supporting localization initiatives aligned with Vision 2030. The company plans to accelerate the introduction of next-generation technologies across its broad portfolio to further support Saudi clinicians and their patients. Additional focus will be placed on digital innovation, data integration, and strengthening local capabilities to support sustainable, high-quality, patient-centered care delivery.



At Bristol Myers Squibb, our mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. We are motivated by the power of science, with a legacy of pursuing bold science across oncology, hematology, cardiovascular, immunology and neuroscience. Through differentiated research platforms, advanced technologies, and a deep commitment to patients and scientific excellence, BMS continues to redefine what is possible for the future of medicine globally and in priority growth markets such as the Kingdom of Saudi Arabia.

BMS is deeply committed to the Health Sector Transformation Program under Saudi Vision 2030. Through our Regional Headquarters in Riyadh, we contribute to the Kingdom's ambition of building a resilient, innovation-driven healthcare system by advancing research localization, strengthening institutional partnerships, and expanding access to transformative therapies.

By embedding capability building and patient-centric collaboration into our operations, BMS supports the national goals of improving population health outcomes and positioning Saudi Arabia as a regional leader in life sciences. BMS remains committed to partnering with the Kingdom on its transformation journey and supporting the

evolution of healthcare infrastructure to include Saudi patients in cutting-edge clinical science.

Our commitment to a knowledge-based economy is further realized through flagship initiatives like the SAcademy. In collaboration with leading academic institutions, we provide Saudi pharmacists with hands-on field exposure and practical industry training. This program supports the development of a skilled national workforce, bridging the gap between academia and the biopharmaceutical industry.

By working closely with national stakeholders, BMS aims to ensure that scientific progress translates into meaningful patient access; supporting a healthier and more prosperous future for the Kingdom.

At BMS, evolution is in our DNA, mirroring the unprecedented transformation taking place across the Saudi healthcare landscape. As a company reinventing itself to lead, we leverage our scientific expertise to drive progress in full alignment with Vision 2030 goals. We achieve this through a team of talented and engaged individuals who understand the regional realities of patients and the medical community, working together as one team to redefine what is possible for the future of science and the patients we serve.



## KSA Activities

- Actively expanding clinical trials across oncology, hematology, cell therapy, and rare diseases
- Investing in national talent through STEM education and vocational training program such as SAcademy
- Strengthening patient access and healthcare value chain through partnerships with MoH, NUPCO, LCGPA and local authorities.
- Championing Saudization, leadership development, and community-driven CSR initiatives that extend our impact beyond medicine

## Impact

**Clinical trials across Oncology, Hematology, Cell Therapy, Rare Diseases**

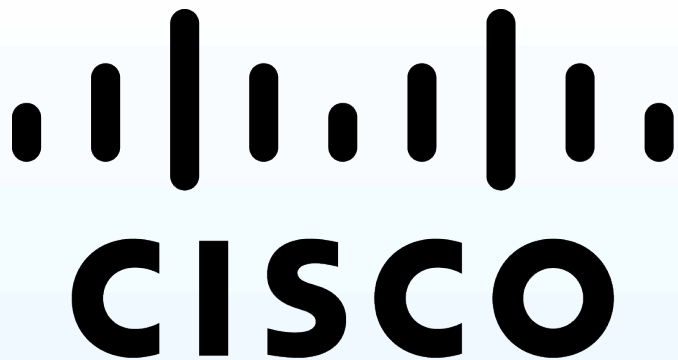
**SAcademy delivered 10 editions**

**Since 2020, BMS achieved 100% nationalization in critical Therapeutic Area Partner roles. Saudis now represent 65% of workforce.**

**Riyadh office gender split: 40% women/60% men**

## Forward Look

Bristol Myers Squibb remains focused on contributing to the future of healthcare in Saudi Arabia by supporting scientific advancement, strengthening local capabilities, and expanding sustainable impact. Our strategy prioritizes advancing innovative therapeutic platforms across priority disease areas as we continue to engage with government authorities, healthcare institutions and patient associations to further integrate the Kingdom into our global clinical research ecosystem. Central to this commitment is our ongoing investment in national talent, supporting the development of Saudi professionals to lead healthcare innovation and excellence.



Cisco has been a dedicated partner in Saudi Arabia's digital transformation for nearly three decades, building foundational broadband infrastructure that connects the Kingdom. As Saudi Arabia advances toward Vision 2030's ambitious goals, Cisco is now driving the next phase of innovation—connecting and securing the nation's AI future through strategic investments in infrastructure, talent, and digital transformation across critical sectors.

With a regional head office in Riyadh, Cisco demonstrates its commitment through strategic investments in AI infrastructure, talent development and digital transformation across key sectors. The company also supports local manufacturing initiatives aligned with 'Made in Saudi.'

In 2016, Cisco launched the Country Digital Acceleration (CDA) program, designed in line with Saudi Arabia's strategic goals and supporting the nation's transition to a knowledge-based digital economy under Vision 2030. Currently, the CDA program focuses on four strategic pillars: health and wellness, sustainable environment, energy and industrial leadership, and economies of the future in collaboration with the Ministry of Communications and Information Technology (MCIT).

Through its established data centers in Saudi Arabia, the company plays a key role in localizing critical digital infrastructure. With cybersecurity growing in importance, Cisco is helping strengthen cyber resilience in Saudi Arabia with its fundamental new approach to safeguarding the digital ecosystem, where security meets the network. The company also works with organizations across diverse industries to accelerate their AI journeys and contributes to the Kingdom's giga-projects by deploying smart building technologies and IoT solutions to create sustainable, connected urban environments.

Cisco also supports a diverse and digitally skilled workforce in Saudi Arabia through the Cisco Networking Academy, one of the world's longest-standing IT-skills-to-jobs programs. In 2025, Cisco has committed to providing free digital training for 500,000 learners in Saudi Arabia over the next five years. The company provides Cisco Certified Internetwork Expert (CCIE) certifications in collaboration with King Abdulaziz City for Science and Technology (KACST).





## KSA Activities

- Partnering with HUMAIN and AMD to deploy 1 GW of AI infrastructure by 2030, starting with 100 MW in 2026.
- Delivered data centers for cloud security and Webex, with plans for a dedicated Meraki cloud region.
- Splunk Cloud Platform now available on Google Cloud in Saudi Arabia with in-country data residency for enhanced cybersecurity.
- Launching an AI Institute with KAUST to advance R&D and talent training.
- Supporting national giga-projects, including Qiddiya and Red Sea Global.

## Impact

**39 high-impact CDA projects delivered in Saudi Arabia since 2016, spanning government digitalization**

**1 GW of AI infrastructure planned for deployment in Saudi Arabia by 2030**

**480,000 learners trained through Cisco Networking Academy in the Kingdom, including 36% Women**

## Forward Look

Cisco's strategy for Saudi Arabia is centered on developing the critical infrastructure to connect and secure the Kingdom's AI future, directly supporting the goals of Vision 2030. Building on its strong track record, the company plans to work with the sponsors of Riyadh Expo 2030 and the FIFA World Cup 2034 to ensure seamless operations and standout event experiences. Cisco is also initiating manufacturing groundwork in KSA, focusing on fulfillment operations for wireless technologies.

# THE *Coca-Cola* COMPANY

For decades, the Coca-Cola System has played an active role in KSA's economic and social development, with a growing footprint aligned to the ambitions of Vision 2030. As The Kingdom transitions towards a diversified, non-oil economy, Coca-Cola's locally embedded business model supports this shift through manufacturing, distribution, employment, and sustained investment.

Coca-Cola operates in KSA through its local bottler, The Coca-Cola Bottling Company Saudi Arabia (CCBCSA), established in 1993 as a joint venture between Olayan Holding Company and The Coca-Cola Company. CCBCSA is supported by a nationwide distribution network, with 24 strategically located sales depots serving communities across The Kingdom.

A cornerstone of this model is local production. The vast majority of beverages sold in Saudi Arabia are manufactured domestically, strengthening national industrial capacity and reducing reliance on imports. This approach supports approximately 4,000 direct and indirect jobs across manufacturing, logistics, sales, and retail, while enabling a broader ecosystem of local suppliers, transport providers, SMEs, and traditional trade outlets. These linkages directly contribute to Vision 2030's objectives of non-oil GDP growth and a more resilient private sector.

People development remains central to Coca-Cola's presence here. In alignment with Saudization and workforce-readiness goals, the company prioritizes the recruitment, development, and advancement of Saudi nationals across commercial, operational, and technical functions. Structured training programs, leadership pathways, and hands-on capability building help equip young Saudis with in-demand skills and long-term career opportunities in the private sector.

Sustainability is equally integral, particularly in a water-scarce environment. Coca-Cola continues to invest in water-use efficiency, waste reduction, and recyclable packaging, aligning with national environmental priorities. Its global focus on water stewardship and circular-economy solutions supports Saudi Arabia's long-term resource efficiency and resilience.

Beyond business operations, Coca-Cola contributes to community well-being through a diverse beverage portfolio, including low- and no-sugar options, and partnerships in sports, entertainment, and culture. Together, these efforts reinforce Coca-Cola's role as a long-term partner in Saudi Arabia's journey toward a more diversified, sustainable, and people-centric economy under Vision 2030.



## KSA Activities

- Toumouhi, launched with The Coca-Cola Foundation and local partners, empowered more than 300 women in sports.
- Through PACT (Partnership for a Circular Tomorrow), Coca-Cola partnered with Naqaa Solutions to pilot the Lesser App, enabling household recycling and plastic circularity.
- Via CCBCSA, multiple leadership, sales, digital, technical, and women focused academies trained 200+ participants in two years.
- A water replenishment program with Doktor and Thimar Al Qassim will train 1,000 farmers to save 700 million liters of annually.

## Impact

**More than half a million dollars spent in KSA on sustainability projects supported by The Coca-Cola Foundation**

**The Coca-Cola system in KSA supports with the employment of approximately 4,000 people directly and indirectly across the value chain**

## Forward Look

Coca-Cola in collaboration with our local bottling partner CCBCSA will continue to support the objectives of Saudi Vision 2030 by driving sustainable business growth that contributes to economic diversification and long-term prosperity. This includes expanding local operations, building Saudi talent capabilities, and strengthening partnerships across the value chain, while accelerating green initiatives focused on water stewardship, circular packaging, and resource efficiency to support a resilient, future-ready economy in The Kingdom.



# Arabia

At Cummins Saudi Arabia, our focus has always been simple: to support customers in the Kingdom with real local capability, not just products. As a joint venture between Cummins Inc. and the Olayan Group, we provide engines, power solutions, parts, and aftermarket support across sectors including power generation, oil and gas, mining, marine, defense, infrastructure, data centers, and commercial and industrial applications. Our portfolio also includes sustainable power solutions such as Battery Energy Storage Systems (BESS), hydrogen fuel cells, electrolyzers, and alternative fuel-compatible technologies. With operations across Al Khobar, Riyadh, Jeddah, Al-Qassim, and Abha, we are well placed to support customers and critical projects across Saudi Arabia.

As Saudi Arabia moves forward with Vision 2030, we see our role not only in supporting industrial growth, but also in contributing to a more capable, modern, and sustainable business environment. One clear example of this commitment is our recent multi-million-dollar investment in the Service & Rebuild Center in Dammam. The facility supports high-horsepower engine rebuild and testing within Saudi Arabia, with capability from 100 HP to 3000 HP and an annual rebuild capacity of 200 engines. More

importantly, it strengthens our in-Kingdom service capability, improves response times, and helps build deeper technical expertise.

Our presence is backed by continued investment in infrastructure, inventory, and people. We have over 200 employees in Saudi Arabia, with dedicated teams providing service and application engineering support. We also maintain a substantial local inventory of parts and maintenance consumables to support customer operations and critical projects with speed and reliability. We also continue to invest in local hiring and workforce development. In finance, we have achieved more than 80% Saudization, significantly above the required level, and strengthened our development efforts through recognition as a Platinum Approved Employer by ACCA. Over the past two years, five Saudi trainees have been enrolled in the ACCA program, combining professional qualifications with practical experience. Alongside our operational investments, we are advancing digital capability through the implementation of SAP, helping improve governance, transparency, financial controls, and alignment with Saudi regulatory requirements, including ZATCA e-invoicing and tax compliance.





## KSA Activities

- Invested in the Service & Rebuild Center in Dammam, strengthening in-Kingdom high-horsepower engine rebuild and testing capability.
- Supported complex Saudi projects, especially data centers, from early design through engineering, testing, commissioning, and long-term service support.
- Continued investing in local infrastructure, inventory, and people to improve speed and reliability.
- Advanced local hiring, workforce development, and digital capability through Saudization, ACCA training, and SAP implementation.

## Impact

**200+ employees support customers and critical projects in Saudi Arabia.**

**Finance Saudization exceeds 80%, with five Saudi ACCA trainees enrolled over two years.**

**The Dammam SRC strengthens in-Kingdom technical training and expertise, while Injaz collaboration supported 150 students.**

## Forward Look

Over the next 12–24 months, we will remain focused on building local capability in Saudi Arabia through continued investment in in-country execution, workforce development, digital progress, and sustainable power solutions. This includes strengthening service and rebuild capability, supporting complex customer projects with local engineering and service teams, advancing SAP-driven governance and compliance, and continuing to invest in local hiring and training. We also expect to further support the Kingdom's long-term growth through modern, reliable, and sustainable power solutions.



ALBRIGHT  
STONEBRIDGE  
GROUP

## Stay ahead with us.

DGA-ASG is a global, boutique, implementation-focused strategic advisory firm operating at the intersection of public policy, government affairs, and geopolitics, with a regional headquarters in Riyadh. Building on our legacy as Albright Stonebridge Group, DGA-ASG has supported both foreign investors and Saudi government entities in the Kingdom for more than a decade, combining global geopolitical and public policy expertise and experience with local insights to deliver tailored solutions for the Saudi market.

Since the launch of Vision 2030, DGA-ASG has worked closely with multinational companies seeking to establish or expand their footprint in the Kingdom and with Saudi government entities seeking to advance their domestic and international priorities. Our work enables Vision 2030 by supporting both private sector participation and public sector transformation in priority economic sectors.

We help our corporate clients understand the Saudi market and stakeholder landscape, anticipate and navigate policy change, identify and capture strategic and investment opportunities, and build long-

term relationships that support sustainable, profitable growth. Our work often involves helping clients engage government to develop commercially viable, win-win solutions to complex policy issues – such as Regional Headquarters and Economic Participation – where significant business value is at stake.

For our government clients, we focus on three areas: public policy, international partnerships, and strategic communications. We help authorities strengthen evidence-based policymaking, develop policy and governance frameworks, build policy capabilities and functions, and design investor-friendly reforms and incentives. We also support government entities to build and derive long-term value from partnerships with international peers, multilateral institutions, civil society, and the private sector. Finally, we help them communicate with purpose and confidence, pairing strong messaging with policy substance to maximize impact.

Across all of our work, we take a pragmatic, implementation-focused approach, with an emphasis on building long-term value and outcomes that contribute to the Kingdom's economic diversification and institutional development.

## KSA Activities

- **Policy understanding and advocacy:** Support multinationals to navigate complex policy issues and advocate for win-win outcomes.
- **Strategic engagement and investment facilitation:** Help companies develop and execute investment plans and build long-term relationships in the Kingdom.
- **Public policy and governance:** Support government entities to develop governance frameworks, build policy capabilities and functions, and craft investor-friendly reforms.
- **International partnerships and communications:** Support corporations and government authorities in building trust and value through strategic partnerships and effective communications.

## Impact

Advised more than 80 MNCs in KSA and the wider region.

Supported nearly a dozen MNCs in establishing Saudi RHQs.

Helped advance local investments totaling >SAR 2 billion.

Assessed impact of a SAR 800 million G2G partnership.



## Forward Look

DGA-ASG is more committed than ever to supporting Saudi government entities in executing Vision 2030 priorities, with a focus on enhancing policy competitiveness, accelerating investor attraction, and strengthening the Kingdom's positioning through strategic partnerships and communications. This will serve to reinforce long-term investor confidence and global credibility amid a shifting geopolitical environment. In parallel, we continue our longstanding focus on supporting multinationals with market expansion and local investment in Saudi Arabia, in line with the Kingdom's investment attraction and economic diversification priorities.

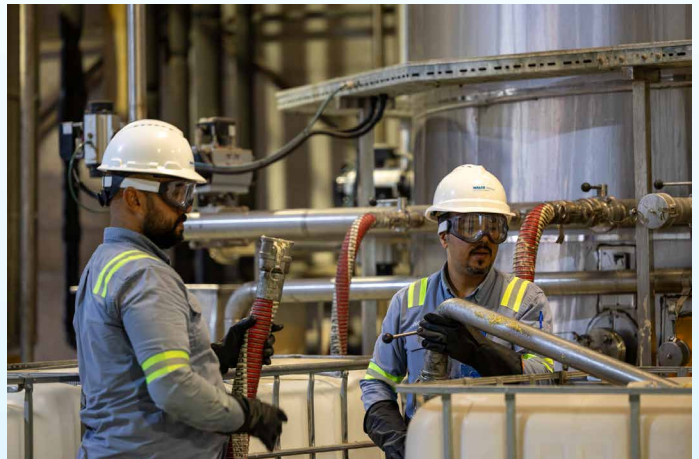
# ECOLAB®

Ecolab has been a long standing partner to Saudi Arabia's industrial sector for more than 45 years, supporting the Kingdom's development through innovation, expertise, and sustained local investment. Through Nalco Water, an Ecolab company, the organization has expanded its operations, customer base, and Saudi workforce, establishing a strong footprint and a leading position in industrial water management and process optimization across critical sectors.

Closely aligned with Saudi Vision 2030 and its pillars of a thriving economy, an ambitious nation, and a sustainable society, Ecolab supports customers by optimizing water use, improving operational performance, and reducing environmental impact. These efforts contribute directly to the Kingdom's goals around industrial competitiveness, economic diversification, and environmental stewardship.

Water sustainability remains a central focus of Ecolab's impact. In 2025 alone, Ecolab helped customers in Saudi Arabia save 7.8 billion liters of water, equivalent to the annual drinking water needs of 7.1 million people. This measurable outcome reflects Vision 2030's sustainability ambitions and reinforces the Kingdom's commitment to responsible water management in water stressed environments.

Supporting the Vision's digital transformation agenda, the Ecolab Intelligence Center (EIC) in Dammam—one of six globally—brings advanced digital and analytics capabilities into the Kingdom. Leveraging real time data from thousands of connected systems worldwide, the EIC enables customers to apply best in class learnings, improve



operational visibility, manage risk, and strengthen resilience across industrial operations.

Human capital development is another key pillar of Ecolab's contribution. Through Nalco Water Saudi University (NWSU), Ecolab equips Saudi talent with advanced technical and practical skills in water treatment and process improvement. By accelerating learning, participants can gain in one year expertise that would traditionally take five years, building local capability and nurturing the next generation of Saudi water leaders.

Ecolab also advances localization and in Kingdom value creation, with 75% of products sold in Saudi Arabia manufactured locally, supporting Vision 2030 priorities around local content, resilient supply chains, and industrial growth.

As Saudi Arabia enters its next phase of growth, driven by industrial transformation and digitalization, Ecolab remains a strategic partner in advancing the Kingdom's Vision 2030 ambitions.



## KSA Activities

- Working with the Saudi Water Authority (SWA) to advance sustainable water management and operational efficiency
- Operating the Ecolab Intelligence Center in Dammam, one of six globally, to enable data-driven industrial performance
- Developing Saudi talent through Nalco Water Saudi University
- Partnering with King Abdullah University of Science and Technology (KAUST) to develop solutions tailored to Saudi Arabia's operating environment
- Supporting localization through manufacturing investment at the Second Industrial City (IC2) plant in Dammam

## Impact

**75% of products sold by Ecolab in Saudi Arabia are manufactured locally**

**NWSU has trained 56 Saudi water specialists.**

**The expansion of the IC2 plant reinforces Ecolab's commitment to localization, increasing in Kingdom production and supporting KSA's industrial development goals.**

## Forward Look

Over the next 12–24 months, Ecolab plans to further strengthen its support for Saudi Arabia's Vision 2030 by scaling digital water management solutions, advancing long-term strategic partnerships, and continuing investments in local manufacturing capabilities and Saudi talent. These initiatives are designed to help customers improve operational efficiency, enhance resilience, and optimize resource stewardship. By combining innovation, collaboration, and local expertise, Ecolab aims to play a meaningful role in supporting the Kingdom's sustainability priorities and enabling its next phase of industrial and economic growth.



Eli Lilly Saudi Arabia (Lilly KSA) is at the forefront of advancing the Kingdom's healthcare transformation by merging world-class science with a deep local commitment to patient-centered care. As a subsidiary of Eli Lilly and Company, a global medicine company, Lilly KSA delivers breakthrough therapies across key therapeutic areas including diabetes, oncology, immunology, neuroscience, and obesity.

With a long-standing presence in the region, Lilly has forged strong partnerships with Saudi institutions to support Vision 2030's healthcare goals, focusing on research, localization, and skill development to improve patient outcomes and expand access and reach.

Among one of its most significant initiatives is the technology transfer to King Faisal Specialist Hospital & Research Centre (KFSH&RC) to enable KFSH&RC to locally manufacture PET tracers in Saudi Arabia. PET scans are advanced imaging tests utilizing radioactive tracers that help in diagnosing and assessing the spread of several diseases including identifying brain disorders such as tumours, epilepsy, dementia, and Alzheimer's disease. Therefore, this collaboration with KFSHRC enables in-country

diagnostics for neurodegenerative and other diseases and positions Saudi Arabia as a hub for innovation in advanced imaging technologies.

Lilly also drives the local research ecosystem forward, conducting multiple Real-World Evidence (RWE) studies, while exploring early-phase gene therapy studies. The company's leadership in nationalization stands out across the industry, with more than 70% of its workforce composed of Saudi nationals, a testament to Lilly's ongoing investment in developing local talent and healthcare capabilities.

Through innovation, strategic collaboration, and ethical leadership, Lilly KSA is helping to shape a resilient, knowledge-based healthcare system in alignment with Vision 2030.

### Vision 2030 Alignment

Lilly KSA fully supports Vision 2030 Healthcare Transformation Program, driving innovation, technology transfer, and localization of talent. Its clinical research, workforce development, and technology partnerships directly contribute to Saudi Arabia's goal of creating sustainable, high-value healthcare systems and a knowledge-based economy.





Lilly  
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التخصصي ومركز الأبحاث  
King Faisal Specialist  
Hospital & Research Centre

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التخصصي ومركز الأبحاث  
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## KSA Activities

- Localization of PET Imaging Technology: Collaboration with KFSH & RC to transfer PET tracer know-how and manufacturing capabilities to Saudi Arabia.
- Clinical Research Expansion: Active implementation of multiple RWE and phase 3 trials, plus exploration of early-phase gene therapy programs.
- Policy Shaping and Advocacy: Collaboration on evidence generation and awareness initiatives in obesity and Alzheimer's disease.
- Nationalization Leadership: Achieving more than 70% Saudi workforce, setting an industry benchmark in localization.

## Impact

**More than 70% Saudi national workforce across Lilly Saudi Arabia.**

**Multiple clinical trials underway in partnership with leading Saudi institutions.**

**Localized PET tracer technology, enabling in diagnosis of Alzheimer's disease.**

## Forward Look

Lilly KSA plans to deepen its collaborations to strengthen local R&D and broaden patient access to breakthrough therapies by initiating early-phase gene therapy clinical trials. The company's priorities include improving Alzheimer's diagnostic ecosystem, exploring early-phase clinical research, and advancing obesity management through education, data generation, and clinic network development. Lilly also seeks to partner with policymakers to cement Saudi Arabia's position as a regional center for advanced pharmaceutical research and precision healthcare under Vision 2030.

# ExxonMobil

ExxonMobil is one of the world's largest publicly traded energy providers and chemical manufacturers, developing and applying next generation technologies to help safely and responsibly meet the world's growing needs for energy and high-quality chemical products. With over 140 years of history, the company has evolved from a regional marketer of kerosene in the United States into a global energy and petrochemical enterprise operating in more than 200 countries. Through its Exxon, Esso, and Mobil brands, including Mobil 1, ExxonMobil powers transportation, energizes cities, supports industry, and provides essential petrochemical building blocks used in thousands of everyday products.

ExxonMobil has been a leading foreign investor in the Kingdom of Saudi Arabia since 1927 and has participated in the Kingdom's energy and industrial development. Through long standing joint ventures with Saudi Aramco and SABIC, ExxonMobil supports world class refining and petrochemical manufacturing operations that are designed to be globally competitive. Its Saudi joint ventures, SAMREF, Yanpet, and Kemya, are large scale facilities producing fuels, chemicals, and advanced materials that serve domestic, regional, and global markets. We are looking

forward to celebrating next year our Centennial in the Kingdom, exemplifying our commitment to the country and the fruitful cooperation with our Saudi partners.

Aligned with Saudi Vision 2030, ExxonMobil contributes to economic diversification, downstream value creation, industrial growth, and localization through sustained investment, technology application, and partnership. The company's activities support the development of petrochemicals and advanced materials while enhancing operational efficiency and competitiveness. ExxonMobil also advances innovation to support potential lower emissions solutions and more efficient energy systems, consistent with national and global sustainability ambitions.

People development and community engagement are central to ExxonMobil's presence in Saudi Arabia. Across its joint ventures and partnerships, the company maintains a strong focus on Saudization, workforce development, leadership capability building, STEM education, women's leadership, and health initiatives. Guided by its values of safety, integrity, innovation, and excellence, ExxonMobil remains committed to responsible operations and to supporting the Kingdom's long term economic and social aspirations under Vision 2030.



## KSA Activities

- Participation in world-scale refining and petrochemical JVs with Aramco and SABIC.
- Operation of globally competitive facilities including SAMREF, Yanpet, and Kemya.
- Advancement of petrochemical manufacturing serving domestic, regional, and global markets.
- Collaboration on innovation and advanced materials solutions, including Proxima™ polymer composite applications.
- Exploring energy transition opportunities in the Kingdom with Saudi partners.

## Impact

### Longstanding Commitment

Nearly a century of continuous investment and partnership in Saudi Arabia.

### Three Strategic Joint Ventures

Three operating joint ventures employing thousands of Saudi nationals.

### Leading in Saudization

Over 95 percent Saudization across ExxonMobil's joint ventures in the Kingdom.

## Forward Look

Over the next 12 to 24 months, ExxonMobil will continue supporting the advancement of its joint ventures in Saudi Arabia, including evaluation and early engineering work related to the proposed SAMREF+ refinery upgrade and petrochemical expansion, subject to further review and approval. The company will also deepen collaboration with partners on potential CCUS opportunities, advanced materials and innovative initiatives, while sustaining its focus on Saudization, workforce development, STEM education, women's leadership, and community engagement aligned with Vision 2030.



Ford has been part of Saudi Arabia’s mobility story for decades, supporting customers and communities as the Kingdom advances its Vision 2030 transformation. From early use of Ford vehicles across the country in the 1940s to today’s growing portfolio of trucks, SUVs, and commercial vehicles, Ford remains committed to serving the Saudi market with products customers trust—backed by strong aftersales, customer care, and a focus on long-term capability-building.

In 2025, Ford Middle East and North Africa took decisive steps to strengthen our operational footprint in Riyadh and expand our ability to support the Kingdom and the wider region. We increased headcount in our Saudi office to 16 full-time employees, and our Riyadh team’s scope has expanded to manage operations across the Kingdom, North Africa, and the Levant. To support long-term growth and readiness for Regional Headquarters (RHQ) formation, we relocated to a larger office in the Olaya District (Centria Mall Tower), and we are building cross-functional local representation across key teams, including Marketing, Sales, Aftersales, Finance, and Sustainability, Environment & Safety Engineering.

Ford is also advancing connectivity and digital ownership tools in Saudi Arabia. We established a dedicated LLC for our connectivity business and launched the Ford app in the Kingdom through a strategic partnership with stc. Following testing and validation, the first connected Ford vehicles received official approval in early August 2024, supporting our plan for all vehicles to be connected by end of 2025.

Across our distributor network, Ford continues to invest in the fundamentals of a stronger ownership experience—making it easier to shop, own, and service a Ford vehicle. This includes work to introduce Ford Guest Experience (FGE), expand express service, grow online service booking, and provide customer resources that support onboarding and everyday use.

Ford MENA supports Vision 2030 by strengthening local capabilities and customer experience in Saudi Arabia through expanded in-country operations, workforce development, and digital connectivity. We work with local partners to improve service standards, enable business productivity through commercial vehicles, and support safer roads through driver training.





## KSA Activities

- Expanded Ford MENA's Riyadh office to 16 FTEs and broadened its regional mandate across KSA, North Africa, and the Levant.
- Launched the Ford app in Saudi Arabia through a strategic partnership with stc, supported by a dedicated connectivity LLC.
- Advanced connected-vehicle readiness: first connected vehicles approved in August 2024, with a plan to have all vehicles connected by end of 2025.
- Strengthened the ownership experience with initiatives such as Ford Guest Experience, online service booking, pickup and delivery, and express service.
- Delivered long-running CSR and capability-building programs including Driving Skills for Life, and the Henry Ford Entrepreneurship Academy partnership.

## Impact

**16 full-time employees in Ford MENA's Saudi office (2025).**

**2,000+ students trained in Saudi Arabia through Driving Skills for Life since 2013.**

**529 students trained at Effat University in Jeddah in 2026 through Driving Skills for Life.**

## Forward Look

Over the next twelve to twenty four months, Ford MENA will continue strengthening its in-country operating model in Saudi Arabia. We plan to appoint a Managing Director to lead the regional office in the Kingdom in Q2 of 2026, establish cross-functional local leadership across Marketing, Sales, Aftersales, Finance, and SE&SE, and continue scaling connected-vehicle readiness and improving the customer experience through service convenience initiatives, clear customer guidance, and consistent aftersales standards.

# GARDAWORLD

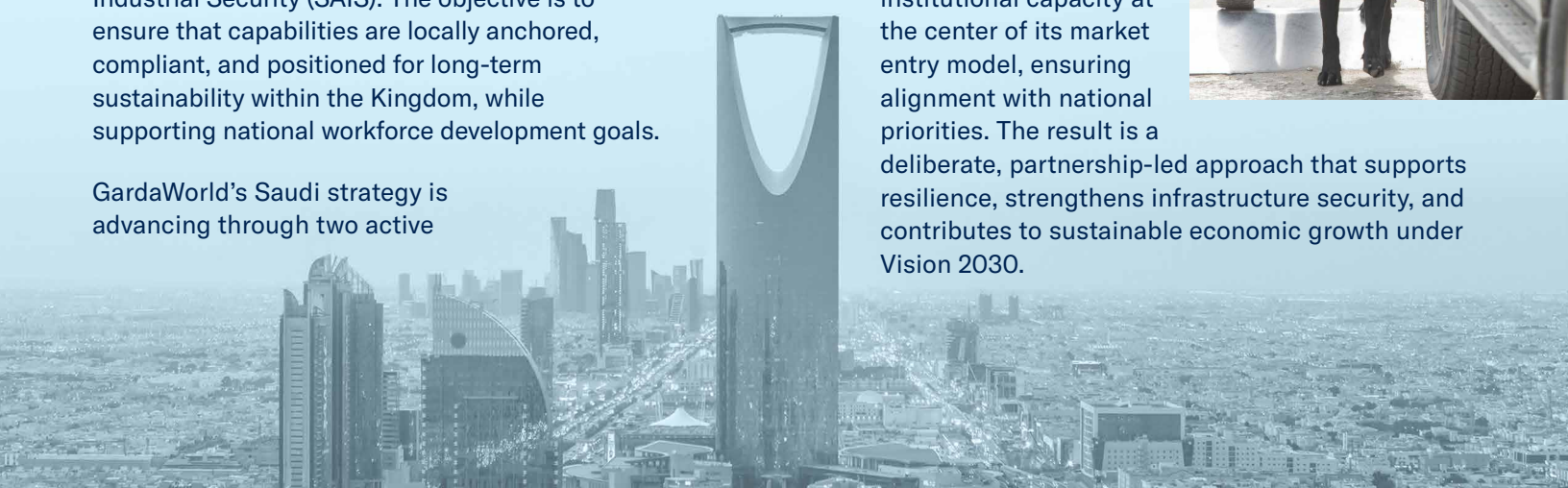
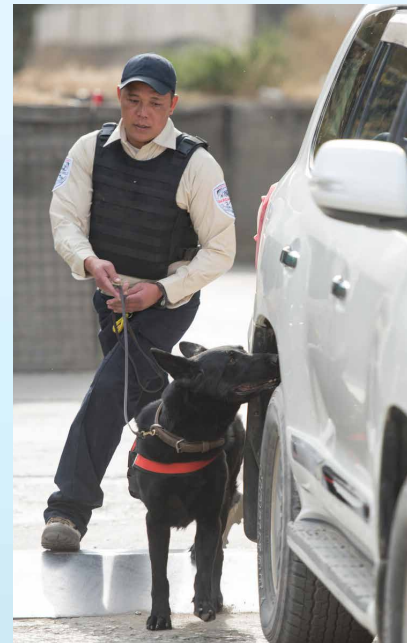
For more than two decades, GardaWorld has supported government, diplomatic, and critical infrastructure clients across the Middle East, delivering integrated security, risk management, and operational support where continuity, oversight, and control are essential. As one of the world's largest privately owned security and risk management companies, GardaWorld operates across 46 countries with a workforce of more than 132,000 personnel, supporting clients throughout the Middle East, Africa, Europe, and North America. This global scale, combined with sustained regional experience, underpins a delivery model built on governance, accountability, and operational consistency in complex and evolving operating environments.

Building on this foundation, GardaWorld is advancing a partnership-led market entry strategy in the Kingdom of Saudi Arabia through a structured, partnership-led approach aligned with Vision 2030 priorities. This expansion is grounded in localization, workforce development, and the transfer of operational standards designed to meet Saudi regulatory requirements, including those set by the Supreme Authority for Industrial Security (SAIS). The objective is to ensure that capabilities are locally anchored, compliant, and positioned for long-term sustainability within the Kingdom, while supporting national workforce development goals.

GardaWorld's Saudi strategy is advancing through two active

partnership tracks. The first, with Saudi Sicli, focuses on developing an integrated fire and security services offering for critical infrastructure and industrial operators, combining GardaWorld's international standards with Saudi Sicli's established in-Kingdom footprint to create a scalable, service model designed to align with applicable SAIS requirements. The second, with Aljihaz Holding, centers on capability development through professional training frameworks, locally managed security programs, and structured pathways for supporting knowledge transfer and professional development for Saudi risk management and security professionals.

Both partnerships are designed for long-term impact. GardaWorld places workforce development, governance standards, and institutional capacity at the center of its market entry model, ensuring alignment with national priorities. The result is a deliberate, partnership-led approach that supports resilience, strengthens infrastructure security, and contributes to sustainable economic growth under Vision 2030.





## KSA Activities

- Strategic partnership with Saudi Sicli to deliver integrated fire and security services across critical infrastructure and industrial sectors
- Collaboration with Aljihaz Holding on capability development, professional standards, and workforce localization
- Development of training and certification frameworks to qualify Saudi personnel to international standards
- Alignment of GardaWorld's global governance and operational frameworks with Saudi regulatory requirements
- Application of 20+ years Gulf operational experience to shape partnerships, service delivery, and localization strategy

## Impact

**20+ years of Middle East operational presence informing GardaWorld's Saudi market entry approach**

**Two active Saudi partnerships spanning critical infrastructure services and workforce capability development**

**Partnership-first entry model delivering measurable localization and capability transfer from launch**

## Forward Look

Over the next 12–24 months, GardaWorld will deepen engagement with Saudi partners to formalize entry pathways and advance partnership-led operating models. Priorities include advancing partnership discussions with Saudi Sicli and Aljihaz Holding, launching Saudi personnel through GardaWorld training and certification programs, and establishing governance and compliance infrastructure for in-Kingdom operations. As regional dynamics evolve, these efforts position GardaWorld to support resilience, infrastructure security, and critical logistics, aligned with Vision 2030 and long-term economic growth.



# GE VERNOVA

GE Vernova is a global energy technology leader with more than 130 years of experience driving progress across the power value chain. In Saudi Arabia, we have played a foundational role in the development and modernization of the Kingdom's energy infrastructure for nearly 90 years, contributing to reliable electricity supply, industrial growth, and technology advancement.

Our technologies — spanning high-efficiency gas turbines, generators, grid solutions, decarbonization technology, digital applications, and lifecycle services — are engineered to meet the evolving needs of utilities, developers, and industrial users.

As a long-term partner to the Kingdom, GE Vernova's commitment extends far beyond equipment supply. Our work in Saudi Arabia is directly linked to Vision 2030 by contributing to the Kingdom's energy transformation, fostering industrial capability, advancing workforce development, and enabling sustainable growth through localization, knowledge transfer, technology exports, and partnerships with public and private stakeholders across the energy ecosystem.

Our footprint in Saudi Arabia includes the GEMTEC campus in Dammam, housing an advanced services and repairs center for gas turbines, the GESAT heavy-duty gas turbine manufacturing facility, and our MENA Decarbonization Center of Excellence — collectively exporting technology to 40+ countries across four continents. GE Vernova



also operates the Khobar Integration Facility that delivers integrated grid control systems and plays an important role in bringing substations online in the Kingdom.

We are committed to nurturing the next generation of Saudi engineers and energy leaders through training, skill development, and active engagement in STEM programs in collaboration with local educational institutions. We are also continuously growing a local ecosystem of suppliers, partnering with Saudi small and medium enterprises (SMEs) to strengthen the Kingdom's industrial base.

From advanced technologies and lifecycle services to multi-directional localization, GE Vernova's presence in Saudi Arabia reflects a shared ambition: to power progress, support economic transformation, and help realize the visionary goals the Kingdom has set for this decade.





## KSA Activities

- First H-Class gas turbine ever rolled out of a Saudi facility, completed at our GESAT site and now powering Jafurah, the world's largest shale gas development.
- Advancing grid infrastructure through high-voltage (HV) substations, grid automation, and digital solutions to support rapid demand growth and renewable integration.
- In December 2024, GE Vernova and Saudi Energy (SE) completed the first gas-turbine outage entirely led by Saudi engineers and specialists.

## Impact

Nearly 90 years of GE Vernova presence in Saudi Arabia

50+ megawatts (MW) of installed power generation capacity - and growing fast

65% Saudi nationals at GEMTEC/GESAT gas power service & manufacturing sites

## Forward Look

GE Vernova will build on its longstanding commitment to Saudi Arabia by expanding delivery of advanced technology and services, strengthening localization efforts including capability and capacity growth at GEMTEC and GESAT, and deepening partnerships with government, utilities, and SMEs. We will accelerate workforce development initiatives to nurture Saudi talent across engineering, operations, and technology domains. Through active engagement in key forums and strategic projects, GE Vernova aims to contribute to a resilient, sustainable energy ecosystem that supports Vision 2030 and the Kingdom's long-term transition goals.



As a global leader in technology, Google's mission is to organize the world's information and make it universally accessible and useful. Since the Kingdom's transformative journey began a decade ago, Google has been focused on bringing the economic & societal benefits of technology to everyone in Saudi Arabia helping build the Kingdom's bold and responsible digital future together. With AI at the core of our work, we are making people's lives easier, solving complex problems and contributing to Saudi Arabia's national ambitions.

Google's commitment to the Kingdom is reflected in our growing physical and human footprint, scaling our local team to support the Kingdom's rapid digital adoption. Our local presence is further anchored by the Google Cloud region in Dammam, a state-of-the-art infrastructure hub that brings high-performance, low-latency Google Cloud services for the public and private sectors. This significant investment in the Middle East's technology landscape reflected the company's growing presence in the region and its commitment to supporting the realization of Saudi Arabia's Vision 2030 goals.

Our contribution is driven by a diverse ecosystem of products that empower millions of Saudi citizens and businesses daily. Key consumer

tools like Search, YouTube, and Maps have become central to the Kingdom's digital lifestyle, supporting everything from education and tourism to the burgeoning creator economy. For the enterprise sector, Google Cloud and Google Workspace enable Saudi SMEs and large-scale organizations to accelerate their digital transformation through advanced data analytics and collaboration tools. Furthermore, we are leading the next wave of innovation through Gemini, our most capable AI product; specifically optimized for the Arabic language, ensuring that cutting-edge technology is inclusive, accessible, and culturally relevant.

In 2024, Google Search, Google Play, YouTube, Google Cloud and Google Advertising tools provided 31.2 SAR billion of economic activity for Saudi Arabia's businesses, non-profits, publishers, creators and developers. This is equivalent to 1.6% of Saudi Arabia's non-oil GDP.

As we celebrate this 10-year milestone, Google remains dedicated to ensuring that the next decade of Vision 2030 is defined by homegrown innovation and global digital leadership.





## KSA Activities

- The Saudi Ministry of Health is deploying Google Cloud's generative AI within the official Sehaty app to introduce an innovative health coach for improving preventive care.
- In 2023, Google Cloud opened a Dammam region, which is estimated to add up to US\$109 billion and 148,000 jobs to the economy by 2030.
- Since 2018, the flagship Arabic skilling initiative, Maharat Min Google, has trained 590,000 individuals across Saudi Arabia on essential digital and artificial intelligence skills.

## Impact

**20.4 million adults in KSA use Google Search to learn new digital skills boosting Saudi economy by SAR 203 billion annually.**

**29,000 local jobs created by Google Play app ecosystem in 2024.**

**SAR 2.88 billion raised by startups from our 6 regional accelerators creating over 1,335 jobs.**

## Forward Look

Saudi Arabia's Vision 2030 is being realized by its people, businesses and government. Google is enabling the ecosystem through products, investments, programs and AI leadership. We remain committed to playing a key role in supporting the Kingdom's transformation. By partnering with local institutions, we drive forward-looking AI solutions, expand cloud infrastructure, support developer communities and champion responsible AI practices. Our initiatives aim to help Saudi Arabia realize the benefits of AI, shaping a digital ecosystem that thrives on shared expertise, robust security, and economic impact.



# GUARDIAN<sup>®</sup> GLASS

## See what's possible™

Guardian Glass is one of the largest glass producers and innovators in the world. We've been working with glass since 1932, and yet the limitless potential of this amazing material still fascinates and inspires us every day. We operate across five continents and serve over 160 countries. Working closely with clients and partners at a global, regional and local level to apply glass innovation across a hugely diverse range of projects.

Saudi Guardian International Float Glass Company Ltd. (GulfGuard) is one of the region's leading float glass manufacturing facilities. Since 1996, and with a joint venture between Guardian Glass and the National Company for Glass Industries (ZOUJAJ), it has been serving the Middle East region with quality float and mirror glass products for architectural and interior applications, and with high-performance coated glass since the addition of a sputter coater in 2016.

Guardian Glass, through GulfGuard and its ongoing investments in Saudi Arabia, plays a meaningful role in advancing Saudi Vision 2030, position Guardian as a long-term strategic partner to the Kingdom:

GulfGuard is has recently announced its intention to develop a second float glass line and a second glass coater at its existing site in Jubail Industrial City, Saudi Arabia.

The sputter glass coater is expected to begin operations in 2027, followed by the float glass line in 2028, supporting GulfGuard's ongoing commitment



to meet the growing regional demand while enhancing local capabilities. This initiative underscores GulfGuard's contribution to Saudi Arabia's Vision 2030 objectives through technology advancement and regional economic development.

Guardian Glass "GulfGuard" plant in Al Jubail has also received the Local Content Certificate for its manufacturing plant, recognizing 31.5% local value and 10% exports—a total contribution of 41.5% in our sector. This milestone reflects nearly three decades of continuous investment in Saudi Arabia since our start in Jubail Industrial City in 1996. By developing local talent, sourcing raw materials domestically where feasible, and operating to global manufacturing standards, the Al Jubail plant helps strengthen the Kingdom's industry and support its 2030 Vision.

**Industrial Development: Strengthening non-oil GDP through advanced manufacturing and import substitution.**





## KSA Activities

- Recognition by the Royal Commission J&Y for environmental excellence.
- Participation in NEOM, Red Sea Global, AMAALA, ROSHN, Qiddiya and other PIF-led developments.
- Development of specialty products such as Guardian UltraMirror™ for iconic landmarks (e.g., Maraya Hall, AlUla).
- Supply of the façade glass for Saudi's Jeddah Tower (previously known as Kingdom Tower), which will become the world's tallest building upon completion.
- Local content certified and a Saudi Made registered company.

## Impact

**Localization of advanced double and triple silver coating technologies in Saudi Arabia. Strong Saudization (~43%) focused on high-skill roles. Ongoing training aligned with advanced manufacturing and automation. Long-term commitment to developing local talent in line with Vision 2030 goals.**

## Forward Look

The development of new float and coated glass lines in Jubail Industrial City. The new production lines are expected to enhance GulfGuard's capacity to serve customers across Saudi Arabia and the broader Middle East. It is designed to produce standard clear float glass in thicknesses ranging from 4 to 12 mm in jumbo dimensions (up to 6 meters in length), with the capability to manufacture Guardian UltraClear™ low-iron glass. These larger dimensions aim to help customers improve production yield by enabling optimized cutting patterns.



Intel is one of the world's most consequential technology companies—a global leader in semiconductor innovation that has shaped the foundations of modern computing for over five decades. From the processors that power the world's data centers and cloud platforms to the AI accelerators and software frameworks enabling the next generation of intelligent applications, Intel's technologies form the invisible backbone of the global digital economy. The company's mission is not simply to build chips, but to democratize access to advanced computing and AI — ensuring that nations, industries, and communities can harness technology to drive economic growth, innovation, and human progress.

In Saudi Arabia, Intel's relationship spans more than 20 years—but its nature has fundamentally evolved. What began as a supplier-customer dynamic has matured into a strategic co-innovation partnership embedded at the heart of the Kingdom's digital transformation agenda. Intel is no longer only providing critical compute technology to Saudi Arabia; it is building leading-edge technology with Saudi Arabia. The company is expanding its team in the Kingdom, forging deep engineering collaborations with government and private sector leaders, and co-developing

solutions tailored to the Kingdom's unique needs across its most strategically important sectors: energy, healthcare, financial services, telecommunications, smart cities, education, and government.

This commitment operates across three strategic pillars: 1) building the Kingdom's AI and digital infrastructure through world-class computing platforms; 2) developing Saudi talent through national-scale skills and readiness programs; and 3) advancing technology localization through industrial partnerships that support sovereign manufacturing capabilities.

Intel's vision is clear: to help Saudi Arabia move up the global technology value chain — from consuming innovation to producing it. Through open ecosystems, co-creation, and a deep respect for the Kingdom's ambitions, Intel is building for a future where Saudi Arabia stands as a global hub for AI, advanced computing, and semiconductor innovation.

Intel's work in Saudi Arabia directly supports Vision 2030's Thriving Economy pillar. Through AI infrastructure, digital skills development, local manufacturing partnerships, and telecom innovation, Intel contributes to building future-ready industries, a knowledge-based workforce, and the Kingdom's position as a global AI hub.



**Confidential,  
sovereign AI by design.**



***That's the power of Intel Inside.<sup>®</sup>  
For over 20 years in the Kingdom.***

## ▶ KSA Activities

- AI and Data Center Infrastructure: Powering Saudi data centers with Intel Xeon 6, enabling energy-efficient sovereign AI for government, enterprise.
- Telecommunications and 5G Innovation: Partnering with telco operators on software-defined connectivity, AI applications, and 5G/6G.
- Cross-Sector Digital Transformation: Tailored computing solutions for energy, healthcare, finance, and smart cities.
- Digital Readiness and National Skills Programs: delivering AI and digital literacy programs
- Localization: Enabling “Saudi Made” through collaborative frameworks with local partners.

## ▶ Impact

### Localization

MoU with Infiniarc to locally assemble AI PCs, servers and AI infrastructure.

### Talent Development

Two flagship AI programs for decision-makers (2024) and citizens (2025).

### Innovation Infrastructure

SCANIT initiative with KACST to enhance supply chain security.

## ▶ Forward Look

Intel will deepen its Saudi presence by expanding business partnerships, strengthening academic collaborations with leading universities, and scaling digital readiness programs across the workforce and student populations. The company is in active discussions with several key entities in the Kingdom, with strong potential for high-impact engineering collaborations in AI research, semiconductor value-chain localization, skills development and joint innovation. These engagements will further strengthen Intel’s footprint and support the Kingdom’s trajectory as a global leader in AI and advanced computing.



KBR is a global provider of science, technology, and engineering solutions serving government and commercial clients across a wide range of industries. With a longstanding, deeply rooted presence in the Middle East, the company has established itself as a trusted, strategic partner in supporting the rapid development and advancement of key sectors across the Kingdom of Saudi Arabia.

KBR provides integrated services, including advanced engineering, procurement, construction management, consulting, and technology licensing. The company supports complex, large-scale mega-projects across the energy, petrochemical, and government services sectors, delivering innovative and sustainable solutions that enhance operational efficiency and long-term value for its Saudi clients.

In Saudi Arabia, KBR plays an essential role in supporting the Kingdom's ongoing economic transformation and industrial development. Through its deep technical expertise and global experience, the company directly contributes to major infrastructure and energy initiatives that are critical to the country's growth and diversification objectives. KBR's operations are intrinsically aligned with the strategic priorities of Saudi Vision 2030, particularly in advancing localization, driving technological innovation, and ensuring comprehensive knowledge transfer within the Kingdom.

A primary focus for KBR in Saudi Arabia is the aggressive development of local talent and sovereign capabilities. The company actively supports workforce nationalization efforts through specialized training, professional development programs, and strategic collaborations with local academic institutions. By investing heavily in Saudi people and local partnerships, KBR contributes to strengthening the Kingdom's engineering and technical workforce while fostering sustainable, long-term economic development.

Safety, operational excellence, and sustainability remain central to KBR's operations. The company is committed to maintaining the highest standards of health, safety, and environmental performance while delivering projects responsibly and efficiently across the Kingdom.

Through its continued presence and close collaboration with local stakeholders, KBR remains fully dedicated to supporting the ambitious development goals of Saudi Arabia. By delivering complex energy and infrastructure projects, KBR actively advances Vision 2030, supporting economic diversification, strengthening local content, and ensuring sustainable growth and long-term value creation within the Kingdom. This unwavering commitment ensures that KBR will continue to be a foundational pillar in realizing the nation's bold future aspirations for many generations to come.



## ▶ KSA Activities

- **Engineering and Project Delivery:** Providing expert engineering, consulting, and project management services for major energy, petrochemical, and critical infrastructure projects across the Kingdom.
- **Technology and Innovation:** Delivering advanced technologies and digital solutions that significantly enhance efficiency, sustainability, and operational performance within the energy and industrial sectors.
- **Localization and Workforce Development:** Directly supporting the objectives of Saudi Vision 2030 through the development of Saudi talent, specialized training programs, and strategic initiatives that promote essential knowledge transfer.

## ▶ Impact

### Workforce Development

Supporting national workforce development through training, mentorship, and knowledge transfer to Saudi talent.

### Local Content

Contributing to local value creation through strategic partnerships with regional suppliers and contractors.

### Critical Infrastructure

Delivering complex projects that strengthen national industrial capabilities.

## ▶ Forward Look

KBR aims to expand its presence in the Kingdom by supporting strategic projects across energy, infrastructure, and sustainability sectors. The company will continue to invest in developing Saudi talent, strengthening local partnerships, and enhancing in-Kingdom capabilities. Aligned with Saudi Vision 2030, KBR is focused on delivering innovative, efficient, and sustainable solutions while maintaining the highest standards of safety and operational excellence. Over the next 12–24 months, KBR will prioritize localization, digital transformation, and long-term value creation within Saudi Arabia.



KETOS Inc. is a water intelligence technology company delivering the SHIELD platform - an intersection of Robotics automation with IoT, material science and an AI-driven analytics layer that continuously monitors water quality in real time across Industrial, Municipal, & Agricultural operations. SHIELD autonomously measures 36+ regulated parameters (with 40+ by 2027), including heavy metals, nutrients, & emerging contaminants such as PFAS, generating a proprietary dataset that now exceeds 282 million AI-driven insights. As the leading AI-water tech solution operating as a one-stop shop for future water intelligence, KETOS targets risk management, operational efficiency, and sustainability goals for industrial and municipal clients.

Complementing SHIELD, KETOS operates KELP (KETOS Environmental Lab Services), a NELAP-accredited lab services and e-commerce platform at [kelp.ketos.co](http://kelp.ketos.co), & KETOS PRISM, an AI-powered compliance/NPDES navigator for utilities & industrial operators.

KETOS's mission aligns directly with the core pillars of Saudi Arabia's Vision 2030: water security, environmental stewardship, localization of advanced technology, & the build-out of a data-driven, AI-enabled public sector. The Kingdom has ambitious targets under the National Water Strategy 2030 to reduce non-

revenue water, expand reuse, & modernize monitoring across the full production lifecycle of desalinated & distributed water. SHIELD directly addresses these priorities by replacing manual sampling with continuous, defensible, AI-validated data, unlocking operational efficiency, regulatory confidence, & sovereign control over the Kingdom's most critical natural resource.

KETOS has been engaged with the Saudi Water Authority (SWA) for several months, with the CTO office, the Deputy President for Research & Promising Technologies, & the Executive Manager for Engineering & AI actively co-designing a 2026 pilot. The engagement is now moving from discovery into pilot architecture, cybersecurity review, & regulatory-framework collaboration. KETOS has already achieved DoD approvals in the US, EU certification for the Hardware system itself & enterprise software architecture approvals from a leading Fortune 50 company against EU cyber guidelines, materially strengthening KETOS's standing against SWA's rigorous diligence requirements & position the company as a credible long-term partner.

KETOS has been engaged by Coca-Cola bottling and Aramco in KSA.

The Coca-Cola initiative is actively moving toward full-scale deployment, driven by compelling ROI from operational savings+efficiency optimization.



## KSA Activities

- **Pilot Co-Design:** Implementation scoping under joint development with SWA's AI & Engineering office and Coca-Cola's EHS ahead of their ahead of their deployments.
- **Regulatory Framework Collaboration:** Co-authoring compliance standards for water quality monitoring in the Kingdom.
- **AI & Data Sovereignty:** In-region Google Cloud deployment plan to meet SWA cybersecurity and sovereignty requirements.
- **Siemens & Accenture Channels:** Middle East delivery through signed partnerships; Siemens leading regional representation.

## Impact

**242 billion gallons of water monitored, measured, analyzed**

**More than \$3 billion in fines/regulatory violations avoided**

**282 million+ AI-driven water data insights generated**

**38,000 metric tonnes of CO2 emissions reduced**

## Forward Look

Over 12–24 months, KETOS will execute a staged entry into the Kingdom: launching the SWA pilot and Coca-Cola implementations under co-designed KPIs, completing the cybersecurity & data-sovereignty review (leveraging Google Cloud in-region), and co-authoring a regulatory and compliance framework for water monitoring alongside SWA. Concurrently, KETOS will formalize channel alignment (Siemens/Accenture) for Middle East delivery, pursue expansion beyond SWA into industrial accounts (Aramco/SABIC/Coca-Cola) and NEOM-linked developments, and position the Kingdom deployment as a reference showcase at the UN water convening in UAE in December.

# KIRKLAND & ELLIS

With a global platform of more than 4,000 lawyers in 23 cities across the United States, Europe, the Middle East and Asia, Kirkland & Ellis provides elite and unmatched legal advice with a relentless commitment to client service. As the world's largest law firm by revenue, Kirkland is a market-leader in core practice areas including private equity, M&A, complex corporate transactions, investment fund formation, restructurings, and regulatory matters, all of which increasingly intersect with the dynamic Saudi market.

Kirkland launched its Middle East headquarters in Riyadh in 2023, proudly becoming the first large international law firm to participate in the Kingdom's Regional Headquarters (RHQ) Programme. This milestone reflects both the rapid maturation of the Saudi market and the firm's central commitment to being exactly where its clients need it most. From Riyadh, Kirkland supports clients in sophisticated legal matters across corporate, capital markets, debt finance, investment funds, restructuring, and construction-related work tailored to the region's modernization.

The firm prioritises building a durable, long-term presence in Saudi Arabia by seamlessly integrating with local legal and business communities, investing in top-tier regional

talent, and developing firmwide capabilities. Notably, from its Riyadh office, the firm launched a world-class global construction practice specifically designed to serve clients navigating massive, complex infrastructure development projects not only in the Kingdom but also across Asia, Europe, and the United States.

Today, Kirkland's Riyadh office plays an integral role in the firm's global platform, acting as a crucial nexus for clients engaged in Saudi Arabia's next phase of economic growth. Working in lockstep with the ambitious goals of Vision 2030, the firm continuously advises sovereign entities, domestic corporates, and major international investors on the landmark transactions and vital strategic initiatives fundamentally reshaping the Kingdom's evolving economic landscape.





## KSA Activities

- Advised a PIF-led consortium (including Silver Lake and Affinity Partners) on the \$55 billion acquisition of Electronic Arts, the largest take-private investment in history.
- Established the firm's Middle East headquarters in Riyadh, becoming the first large international law firm to participate in Saudi Arabia's Regional Headquarters (RHQ) Programme.
- Expanded local legal capabilities and launched a global construction practice from Riyadh to advise on large-scale infrastructure projects in the Kingdom and globally.

## Impact

**First large international law firm to participate in Saudi Arabia's RHQ Programme.**

**Permanent Middle East headquarters established in Riyadh.**

**Ongoing development of local legal talent and sophisticated international legal advisory within the Kingdom.**

## Forward Look

Kirkland views Vision 2030 not as a fixed endpoint, but as part of a broader, long term transformation that positions Saudi Arabia as a durable global center for investment, capital markets and complex legal work. The Firm will continue to evolve its Riyadh platform in line with client demand and the Kingdom's economic priorities, with a focus on organic growth and further integration of Saudi talent into Kirkland's global network.

# kyndryl®

Kyndryl stands as a premier, industry-leading provider of comprehensive, mission-critical enterprise technology services. The organization is singularly focused on designing, building, managing, and continuously modernizing the vital technology systems relied upon by major enterprises and governments. Recognized globally as the world's largest infrastructure services provider with expansive operations spanning over 60 countries, Kyndryl seamlessly operates the complex, foundational environments that securely power international financial systems, critical transportation networks, large-scale industrial operations, healthcare institutions, and essential government services. By operating at such a massive, global scale, Kyndryl proudly supports comprehensive end-to-end digital transformation, consistently enabling IT environments that are remarkably resilient, highly secure, and deeply sustainable.

Within the Kingdom of Saudi Arabia, Kyndryl deliberately and closely aligns its strategic operations with the ambitious national framework of Saudi Vision 2030. The company places a particular emphasis on core Vision 2030 pillars such as sweeping economic diversification, widespread national digital transformation, and the robust development of localized digital capabilities. Kyndryl plays an unequivocally

strategic role in structurally strengthening Saudi Arabia's foundational digital backbone. By supporting both public and private sector entities, the company facilitates the extensive modernization of outdated legacy systems, promotes the adoption of agile hybrid cloud solutions, guarantees strict adherence to local data sovereignty, and substantially enhances nationwide cybersecurity resilience.

Furthermore, Kyndryl actively contributes to Vision 2030's human capital goals by prioritizing ongoing local talent development through rigorous training, professional certification, and structured knowledge transfer initiatives. Through dynamic collaboration with government entities and strategic ecosystem partners, Kyndryl proactively builds vital, in-country capabilities in advanced disciplines like cloud computing, artificial intelligence, and sophisticated automation—directly supporting the Kingdom's overarching ambition to become a premier regional digital hub. Kyndryl also stresses comprehensive localization by steadily expanding its domestic workforce, carefully integrating global technological expertise with critical local market insights tailored to regulatory requirements. Lastly, sustainability represents another fundamental strategic pillar in KSA, fully aligning with Vision 2030's environmental sustainability objectives by assisting clients in directly maximizing infrastructural energy efficiency.



## ▶ KSA Activities

- Delivers fully managed, highly secure, and continuously resilient core IT infrastructure services tailored directly for government entities and major large-scale enterprises.
- Deploys agile hybrid cloud infrastructure and sweeping digital transformation programs seamlessly across the Kingdom's critical operational sectors.
- Drives dedicated workforce development by offering structured technical training, professional certifications, and robust knowledge transfer.
- Collaborates extensively with a wide array of local partners and specialized SMEs to proactively strengthen the broader domestic digital ecosystem.

## ▶ Impact

**Consistently facilitates substantial corporate investments targeting continuous local workforce development, diligently executing comprehensive technological upskilling programs across the country.**

**Drives the direct, ongoing creation of high-value, specialized technology jobs, thereby significantly expanding the localized human talent base nationwide.**

## ▶ Forward Look

Over the next 12 to 24 months, Kyndryl will deepen its presence in Saudi Arabia by continually expanding its local operations and increasing its direct investment in emerging Saudi talent. The company plans to scale its resilient hybrid cloud, sophisticated cybersecurity protections, and specialized digital transformation services across key priority sectors like government, energy, and financial services. By introducing advanced artificial intelligence and automation capabilities alongside secure, in-country data hosting, Kyndryl will support absolute data sovereignty compliance while accelerating overall sustainable economic growth.

## Member Snapshot—Lucid Motors

# LUCID

Lucid Motors is a global electric vehicle (EV) manufacturer headquartered in the United States, with regional headquarters in the Middle East and Europe, focused on advancing electric mobility through industry leading efficiency, performance, and design. The company operates dual manufacturing hubs in the United States and the Kingdom of Saudi Arabia, forming an integrated transnational production footprint.

Since establishing operations in the Kingdom in 2021, Lucid has positioned Saudi Arabia as a central pillar of its global manufacturing, innovation and growth strategy, directly supporting the Kingdom's Vision 2030 objectives for industrial diversification, advanced manufacturing, and non-oil economic growth.

Lucid's Middle East manufacturing presence is anchored at King Abdullah Economic City (KAEC) within the King Salman Automotive Cluster, where the company launched its initial Semi Knocked Down (SKD) assembly operations. Production of the Lucid Air began in 2023, followed by Lucid Gravity in 2025, marking the Kingdom's emergence as Lucid's first international manufacturing base outside the United States. This first phase enabled early localization, workforce development, and operational readiness while laying the groundwork for full vehicle manufacturing.

In 2024, Lucid initiated construction of its second phase facility, AMP-2, within the same cluster. Designed for end-to-end vehicle production—from sheet metal stamping to fully assembled electric vehicles—AMP-2 represents a step change in Saudi Arabia's automotive manufacturing capabilities. With planned capacity of up to 150,000



vehicles annually, the facility is expected to position the Kingdom as a global export base for Saudi built luxury electric vehicles by 2030.

Complementing manufacturing, Lucid has invested in long-term capability building through research, development, and partnerships. In collaboration with King Abdulaziz City for Science and Technology (KACST), Lucid inaugurated the Middle East's first Electric Vehicle Innovation Center, supporting advanced research, testing, and validation across EV technologies while enabling Saudi engineers and researchers to contribute to future mobility solutions.

Together, Lucid's manufacturing scale, talent development programs, supplier localization efforts, and research partnerships—anchored by the King Salman Automotive Cluster—reflect a long-term commitment to building sustainable industrial capacity in Saudi Arabia aligned with Vision 2030.

Lucid's investments advance Vision 2030 by strengthening industrial diversification, developing advanced automotive manufacturing within the King Salman Automotive Cluster, localizing high value technologies, creating skilled Saudi jobs, and enabling non-oil exports—supporting long-term economic resilience and global competitiveness.



## KSA Activities

- Development of AMP-2, a large scale EV manufacturing operations at KAEC within the King Salman Automotive Cluster, progressing to full vehicle production.
- Workforce development and localization through HRDF, NAVA, universities, and structured graduate programs aligned to manufacturing needs.
- Supplier localization agreements with global automotive suppliers to support AMP 2 readiness and ecosystem depth.
- Establishment of the Electric Vehicle Innovation Center with KACST to support advanced R&D and knowledge transfer.
- Strategic partnerships to enable EV ecosystem development, including charging infrastructure.

## Impact

### Scaling Global EV Production

AMP 2 is designed to produce up to 150,000 vehicles annually, anchoring the King Salman Automotive Cluster and positioning Saudi Arabia as a global EV export base.

### Driving Local Talent Growth

Significant number of jobs are expected through AMP 2 and its localized supply chain, with a strong emphasis on Saudi talent and skills development.

### Building on Proven Expertise

Localization of advanced materials solutions supporting downstream and emerging industries

## Forward Look

The second phase of expansion at AMP-2 remains on track for completion by the end of 2026, expanding the site beyond three million square feet and enabling full vehicle manufacturing. Over the next 12 to 24 months, Lucid will scale manufacturing within the King Salman Automotive Cluster, prioritizing operational readiness, supplier localization, and workforce capability development. The company will strengthen partnerships across education, research, and industry to support sustainable scale-up, while reinforcing EV ecosystem enablers, including charging infrastructure. These priorities underscore Lucid's long-term commitment to Saudi Arabia as a global hub for advanced automotive manufacturing aligned with Vision 2030 objectives.

# Marriott<sup>®</sup>

## INTERNATIONAL

Marriott International has maintained a strong and growing presence in the Kingdom of Saudi Arabia for over four decades, playing an active role in shaping the country's evolving hospitality landscape. Today, the company has a diverse portfolio spanning luxury, premium, select and mid-scale service brands, reflecting the Kingdom's ambition to cater to a wide spectrum of travellers from domestic tourists to international leisure and business guests. This long-standing presence highlights Marriott's commitment to supporting the Kingdom's transformation into a globally recognised tourism and hospitality hub.

Saudi Arabia represents one of Marriott's most significant growth markets globally, driven by the scale and ambition of Vision 2030. The company's expansion strategy is closely aligned with the Kingdom's national tourism objectives, particularly in enhancing destination appeal and increasing visitor capacity. Through its growing footprint across key cities such as Riyadh, Jeddah, Makkah and Madinah, as well as emerging destinations like the Red Sea and Diriyah, Marriott is contributing to the development of world-class tourism infrastructure. The company also continues to strengthen its partnerships across the public and private sectors to support the Kingdom's long-term tourism vision.

In addition to expanding its portfolio, Marriott is committed to creating meaningful, experience-led travel that reflects Saudi Arabia's cultural



heritage and natural diversity. Flagship developments, like Bab Samhan, a Luxury Collection Hotel, Diriyah, in emerging destinations are designed to showcase the Kingdom globally while supporting sustainable tourism practices and long-term economic value creation. These projects aim to deliver authentic experiences that celebrate Saudi culture while meeting the expectations of modern global travellers.

Equally important is Marriott's focus on talent development, which directly supports Vision 2030's goals of empowering local talent and increasing workforce participation. Through initiatives such as Tahseen, the company invests in developing the next generation of Saudi hospitality leaders, ensuring that growth in the sector is both inclusive and sustainable.

Marriott continues to reinforce its role as a key contributor to Saudi Arabia's growth as a leading business and tourism destination.





## KSA Activities

- Building local talent remains a priority within Marriott, with a focus on developing the next generation of hospitality leaders through hands-on learning and long-term career growth. A key initiative in the Kingdom is the Tahseen programme, developed in partnership with Cornell University. Now in its eighth edition, the 12-month programme equips Saudi talent with practical and academic training, providing operational and leadership expertise while supporting career progression across Marriott properties in the Kingdom.

## Impact

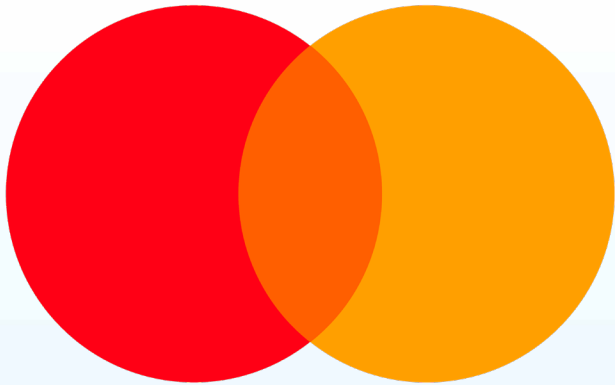
**Over 300 Tahseen graduates since 2017, with more than 60% retained within Marriott properties in Saudi Arabia.**

**46 properties and over 11,000 rooms currently in operation across the Kingdom with over 50 properties in the pipeline.**

## Forward Look

In alignment with Vision 2030, Marriott International continues to expand its presence in Saudi Arabia, surpassing 100 properties across its operational and pipeline portfolio. Recent openings include the debut of the W Hotels brand in the Kingdom, further diversifying its lifestyle offering. The company will also add over 7,000 rooms across the Holy Cities, alongside the debut of Delta Hotels and Renaissance Hotels. Marriott also continues to strengthen loyalty through co-branded credit card collaborations, while future openings will support visitor demand, growth and long-term partnerships.

## Member Snapshot—Mastercard



Mastercard is a global technology company in the payments industry, enabling secure and seamless digital commerce across more than 200 countries and territories. Through its technology, network and partnerships, the company supports a wide range of digital payment solutions that enable consumers, businesses and governments to participate in the global digital economy.

Saudi Arabia represents one of Mastercard's most dynamic markets in the Middle East, driven by rapid digital adoption, a growing fintech ecosystem and strong government support for financial sector innovation. The company works closely with banks, fintechs, merchants and government stakeholders across the Kingdom to strengthen the payments ecosystem and expand access to secure digital financial services.

The Kingdom has made significant progress in advancing its digital payments agenda. According to the Saudi Central Bank (SAMA), electronic payments now account for 85% of all retail transactions, reflecting a clear shift toward a digital-first economy. At the same time, the fintech ecosystem continues to expand, with more than 280 companies operating in Saudi

Arabia, supported by initiatives that encourage financial innovation and infrastructure development.

Mastercard contributes to this transformation through partnerships, technology innovation and localized infrastructure investment. In 2024, the company introduced its gateway platform in Saudi Arabia as part of the Mastercard Merchant Cloud, supported by data centers in Riyadh and Dammam that streamline e-commerce transaction processing and strengthen ecosystem resilience.

The company also collaborates with national stakeholders to advance payment innovation and financial inclusion. Through partnerships with financial institutions and fintech companies, Mastercard supports initiatives spanning cross-border payments, commercial payment digitization and cybersecurity capabilities.

Beyond infrastructure, Mastercard supports entrepreneurship, fintech growth and SME development through digital solutions, insights and ecosystem collaboration. By combining global expertise with strong local partnerships, the company continues to support Saudi Arabia's digital economy and broader economic diversification goals, in line with the Saudi Vision 2030.



## KSA Activities

- Mastercard has advanced strategic partnerships and initiatives in Saudi Arabia. In 2026, it partnered with Riyadh Air to launch travel cards, expanded Google Pay with Google, and enhanced cross-border payments with stc bank via Mastercard Move. In 2025, it secured SAMA certification, expanded remittances with Arab National Bank's TeleMoney, partnered with HyperPay, and launched a Cyber Resilience Centre. In 2024, it established local infrastructure and data centers to support ecommerce processing in the Kingdom.

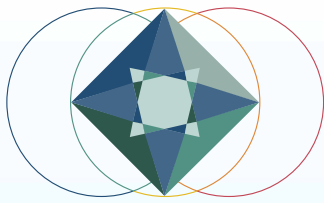
## Impact

**Mastercard processes 159 billion transactions annually across 200+ markets. Invested over USD 10.7 billion in cybersecurity, AI and fraud prevention over six years. Its financial inclusion commitment targets 1 billion people, 50 million small businesses and 25 million women entrepreneurs.**

## Forward Look

Mastercard plans to continue expanding partnerships with financial institutions, fintech companies and merchants across Saudi Arabia to advance digital payments, commercial payment solutions and cross-border financial services. The company will further strengthen the capabilities of its Cyber Resilience Center in Riyadh while scaling AI-driven fraud prevention, digital identity and cybersecurity technologies. Mastercard also plans to expand localized infrastructure and support the continued growth of e-commerce and digital financial services across the Kingdom.

## Member Snapshot—McLarty Associates



**McLARTY**  
ASSOCIATES  
AN ANKURA COMPANY 

McLarty Associates is an international strategic advisory firm that operates at the nexus of business and diplomacy. Founded in 1998 by former White House Chief of Staff Thomas F. “Mack” McLarty, III and led today alongside President Lee Feinstein, former U.S. Ambassador to Poland, the firm has spent more than a quarter century helping the world’s most ambitious companies navigate key global markets. Our team of nearly one hundred specialists includes former diplomats, trade negotiators, senior policymakers, and private-sector leaders. From our offices in Washington, Brussels, and Beijing, and with colleagues in more than twenty countries, we advise Global Fortune 500 corporations, high-growth startups, financial institutions, and non-profits on the policy, political, and regulatory dimensions of cross-border commerce.

Our work spans market entry and strategy, partnership development, government relations, regulatory navigation, and stakeholder and coalition building. We help clients understand how to unlock business opportunities by engaging government stakeholders with an approach that translates mutual ambitions into win-win outcomes.

The firm’s Middle East and North Africa practice is focused on helping clients scale their businesses across the region, with Saudi Arabia as a strategic focal point. Long before Vision 2030 became the organizing framework for the Kingdom’s



transformation under the Crown Prince’s leadership, our advisors were counseling international companies on the opportunities held by the Saudi market, and the relationships that turn opportunity into enduring commercial partnership. We have witnessed the Kingdom’s dramatic growth over these past many years, and are proud of the role we have played in supporting so many global companies as they participate in that historic transformation.

McLarty Associates is committed to growing our role in the Kingdom in advising an expanding client base prioritizing the Saudi market, while building the relationships and capabilities that establish us as a trusted, long-term strategic partner to both our clients and the stakeholders driving Saudi Arabia’s transformation.



## KSA Activities

- Our work is most visible in the industries where Vision 2030 has moved fastest. We have supported hyperscale cloud providers and AI investors. We have advised pharmaceutical and biotech leaders partnering with the Kingdom on its regional healthcare and biotech ambitions. We have also advised hospitality brands and creative-economy investors on opportunities in the Red Sea, Diriyah, Qiddiya, and beyond.

## Impact

**As client interest in Saudi Arabia surges, we help companies become active Vision 2030 contributors – bringing capital, expertise, and global best practices to accelerate diversification, develop local talent, and build lasting partnerships with Saudi entities across priority sectors.**

## Forward Look

Looking ahead, McLarty Associates is deepening its commitment even further to the Kingdom. We are expanding our Gulf practice and our on-the-ground engagement to meet the moment, as Vision 2030 enters its final phase of delivery and companies focus even more on long-term operations, increased localization, and enduring institutional partnership. We will be alongside both our clients and our Saudi partners well beyond 2030, supporting the transition from transformation to enduring institutions, and building on these past decades as a foundation for the decades ahead.



# Medtronic

Engineering the extraordinary

Medtronic, a global leader in healthcare technology, has reaffirmed its long-term commitment to the Kingdom of Saudi Arabia through continued investment in localization, innovation, and strategic partnerships supporting national healthcare and industrial transformation. With more than three decades of presence in the Saudi market, Medtronic has worked closely with trusted local partners to deliver life-changing medical technologies across the Kingdom. Building on this foundation, the company established a direct presence in 2015 through a joint venture with Gulf Medical Company, enabling closer engagement with healthcare stakeholders. Today, Medtronic Saudi Arabia employs more than 460 professionals with more than 55% Saudization rate, reflecting sustained investment in local talent and workforce development.

In 2018, Medtronic further strengthened its commitment by establishing its Regional Headquarters in Riyadh, ahead of the government mandate for multinational companies. This early mover decision demonstrated the company's confidence in Saudi Arabia as a regional hub for healthcare innovation and industrial growth. That same year, Medtronic launched Diabeter in collaboration with the

Ministry of Health, a first-of-its-kind value-based healthcare clinic focused on children living with Type 1 Diabetes. Introduced as a pilot, Diabeter delivered internationally recognized clinical outcomes and earned a Guinness World Record, highlighting the Kingdom's leadership in innovative care delivery models.

Medtronic's commitment to localization was further demonstrated during the COVID-19 pandemic through a partnership with Pioneers Technical Systems in Jeddah to localize manufacturing of the Puritan Bennett™ 560 portable ventilator, supporting national healthcare resilience. Building on this achievement, the partnership expanded to include localization of the Puritan Bennett™ 980 ICU ventilator. The launch of the first Saudi-made ICU ventilator in November 2022 marked a milestone in advanced medical device manufacturing within the Kingdom.

Today, Medtronic continues to advance a localization pipeline aligned with the National Industrial Strategy and Vision 2030, transitioning toward in-Kingdom manufacturing, technology transfer, and capability building through cooperation with national stakeholders.





## ▶ KSA Activities

- Established a Regional Headquarters in Riyadh for Middle East region and expanded local operations
- Launched Diabeter, a value-based diabetes clinic, with the Ministry of Health
- Localized ventilator manufacturing during COVID-19, including ICU devices
- Advanced medical device localization and technology transfer
- Signed EPP and industry agreements supporting Vision 2030 and local content regulations

## ▶ Impact

**460+ Saudi jobs created with more than 55% Saudization rate**

**Early RHQ establishment**

**Diabeter, Internationally recognized clinical outcomes (Guinness World Record)**

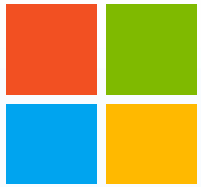
**First Saudi made ICU ventilator localized**

**First Saudi made portable ventilator localized**

**Early compliance with EPP, advancing local content and industrial capability**

## ▶ Forward Look

Medtronic Saudi Arabia is accelerating technology transfer, expanding local manufacturing, and strengthening partnerships with government and industry stakeholders. Key priorities include advancing a robust localization pipeline aligned with the National Industrial Strategy and Vision 2030, investing in Saudi talent, and enhancing supply chain resilience. Through these efforts, Medtronic aims to enable advanced MedTech manufacturing and industrial capabilities, delivering sustainable patient outcomes and generating long term economic impact across healthcare systems, manufacturing ecosystems, and national innovation platforms that support the Kingdom's future growth.



# Microsoft

Microsoft is one of the world's leading technology companies, driving innovation in cloud computing, artificial intelligence, security, and digital productivity. Its mission to empower every person and organization translates into a global footprint spanning next-generation infrastructure. Through platforms like Azure, Microsoft 365, Dynamics 365, GitHub, LinkedIn, and Copilot, Microsoft provides the digital foundation powering modern economies.

Microsoft plays a central role in digital transformation across emerging markets, including the Middle East, where demand for secure, scalable cloud and AI capabilities continues to accelerate. Across the region, Microsoft supports national digital strategies, builds AI capabilities, and invests heavily in workforce development. This includes long-term partnerships with public-sector institutions, major enterprises, and academic organizations to advance innovation, digital resilience, and economic diversification. In the Middle East, Microsoft works with governments to modernize public services and strengthen cybersecurity, while equipping thousands of students with advanced digital skills.

In Saudi Arabia, Microsoft has spent more than 25 years supporting digital transformation, helping organizations adapt to changing market conditions, scale their businesses, and accelerate economic diversification. This long-term investment now advances with the Saudi Arabia East datacenter region, enabling local cloud workloads starting in Q4 2026. This region includes three availability zones, each with independent power, cooling, and networking, ensuring resilience and compliance with national data requirements.



Turki Badhris,  
President of Microsoft Arabia

Microsoft's work in the Kingdom deeply aligns with Vision 2030's focus on economic diversification and digital innovation, grounded in a trusted partnership. Beyond providing secure, low-latency access to cloud and AI services, Microsoft works with Saudi Arabia at scale across digital infrastructure, workforce skilling, and responsible AI governance. This helps public and private organizations modernize operations, improve service delivery, and adopt advanced technologies that drive competitiveness.

Microsoft directly supports Saudi Arabia's Vision 2030 by advancing digital transformation through its upcoming datacenter region. Alongside secure, sovereign AI infrastructure, Microsoft is aggressively accelerating national skilling initiatives. The company has already supported over 800,000 training completions locally and is officially committing to help three million people in the Kingdom acquire critical AI skills by 2030, ensuring a future-ready workforce.

# Skill 3 million Saudis by 2030



## KSA Activities

- **Loud Infrastructure Investment:** Advanced Saudi Arabia's digital transformation by activating three Azure Availability Zones in the Eastern Province. This strengthens data residency, cybersecurity, and compliance while accelerating generative AI innovation across government and enterprise.
- **National AI Skilling:** Surpassed original training targets by 800%, engaging over one million individuals in AI and cloud skilling programs. This builds a future ready workforce, directly contributing to the national ambition to enable three million people with AI skills by 2030.

## Impact

### AI & Data Skilling

Over one million individuals engaged in AI and data skilling initiatives, achieving 800,000 trainings completed. Trained 109,000 teachers with the Ministry of Education to strengthen AI readiness.

### Azure Availability Zones

Construction of three Azure Availability Zones completed in the Eastern Province for the 2026 launch.

## Forward Look

Microsoft plans to deepen its partnership with Saudi Arabia by expanding cloud and AI infrastructure, accelerating national skilling programs, and advancing responsible AI governance alongside entities like MCIT and SDAIA. The company will continue supporting large-scale digital transformation across priority sectors, including government, energy, aviation, and finance, while enabling innovation through the new Saudi Arabia East datacenter region. As organizations prepare to run workloads locally starting in Q4 2026, Microsoft will expand its impact by deepening collaborations with government entities to advance AI skilling initiatives.

# NOVARTIS

Reimagining medicine, together.

Novartis is a leading global medicines company headquartered in Switzerland, committed to reimagining medicine through science-driven innovation. It ranks among the world's top research-based pharmaceutical companies, with a legacy shaped by the merger of Ciba-Geigy and Sandoz in 1996. Novartis develops a broad portfolio of innovative prescription medicines, generics, over-the-counter products, diagnostics, and advanced therapies such as cell and gene treatments. As of 2024, the company reported revenues exceeding USD 50 billion globally and employs more than 75,000 people worldwide.

In Saudi Arabia, Novartis has had a strong and expanding presence for over 50 years, recognized among the top five multinational pharmaceutical companies operating in the Kingdom. The company's regional headquarters—established in Riyadh—reinforces its strategic commitment to the country and its expanding healthcare ecosystem.

Novartis focuses on addressing major therapeutic needs, including oncology, cardiovascular diseases, immunology, and neuroscience. Its mission extends beyond drug development, integrating digital technologies, advanced clinical research, and multi-stakeholder partnerships to improve health outcomes and expand access to innovative therapies across the Kingdom.

The company plays a major role in advancing Saudi Arabia's clinical research capabilities. In 2026, Novartis

received dual national recognitions: First place in the Clinical Research Contribution Award at the Clinical Trials Transformation Conference and acknowledgment by the Saudi Food and Drug Authority as the top multinational contributor to clinical trials in the country, underscoring its scientific leadership and long-term local investment.

Our purpose in Saudi Arabia is to reimagine medicine to improve and extend people's lives. In 2025, Novartis medicines reached 5.2 million patients across the Kingdom, providing access to innovative treatments in areas such as oncology, cardiology, immunology, neuroscience and rare diseases. By addressing unmet medical needs and bringing cutting-edge therapies to Saudi patients, we help improve survival, quality of life and long-term health outcomes.

Novartis has built a broad, innovation-led portfolio in Saudi Arabia, with 139 registered products. We have also helped pioneer access to advanced therapies in the Kingdom, including the first gene therapy (Luxturna), the first cell therapy (Kymriah), and the first radioligand therapy (Pluvicto) approved in Saudi Arabia. Today, our cell and gene therapy portfolio includes Luxturna, Kymriah and Zolgensma, with Itvisma expected by Q4 2026.

Novartis supports Saudi Vision 2030 by advancing the Kingdom's healthcare transformation through expanded clinical research leadership, investment in next-generation therapies, and development of local talent. Its long-term partnerships strengthen innovation, enhance patient access, and contribute to building a globally competitive, knowledge-driven life sciences ecosystem.

اتفاقية تعاون بين  
الجمعية السعودية للأمراض الجلدية وشركة نوفارتس  
Partnership between  
The Saudi Society of Dermatology and Venereology and Novartis



## KSA Activities

- Novartis was awarded with first place in the Clinical Research Contribution Award and recognized in SFDA's 2025 clinical trials statistics as the top contributing multinational company in the Kingdom; dual achievements that underscore our leading role in advancing clinical research, supporting Vision 2030, and positioning Saudi Arabia as a global healthcare innovation hub.
- Local manufacturing and localization: Novartis contributes to local industrial capability and supply resilience through full in-KSA manufacturing of four brands.
- Novartis is strengthening its regional presence in Saudi Arabia in alignment with the Kingdom's Regional Headquarters (RHQ) program.

## Impact

### Recognized Clinical Leadership

Novartis won first place in the Clinical Research Contribution Award at the 2026 Clinical Trials Transformation Conference in Riyadh and was recognized by SFDA as the top contributing multinational in the Kingdom, reinforcing its role in advancing clinical research and Vision 2030.

### Advancing Diversity and Saudization

Novartis' female representation is 41% women (field force being 62% women and management being 30% women) and 100% Saudi, directly aligned with the Kingdom's gender diversity and Saudization goals.

### Expanding Medical Education Impact

Over 2024–2025, Novartis delivered 561 medical education activities, engaged 430 speakers, and educated 3,000+ healthcare professionals, with clear year-on-year growth.

## Forward Look

Expand R&D footprint in KSA : Novartis plans to continue strengthening Saudi Arabia's clinical trial ecosystem, building on its recognition as the top multinational contributor to clinical trials in the Kingdom. This includes increasing the number of high-quality studies, partnering with local institutions, and scaling advanced research capabilities across major therapeutic areas.

# ORACLE



Oracle has been a trusted technology partner of Saudi Arabia for nearly three decades, and since 2019 has steadily strengthened its role in advancing the Kingdom's digital transformation agenda. Oracle's Saudi footprint now includes offices in Riyadh, Jeddah, and Dammam, plus a Regional Headquarters in Riyadh opened in 2024.

As a testament of their commitment, Oracle announced in 2025 a US\$14 billion investment over 10 years, expanding their cloud and AI offerings and supporting GPU computing demand across the Kingdom. This announcement builds on a previous US\$1.5 billion investment to expand cloud infrastructure, including public cloud regions in Riyadh and Jeddah set to reach 25 MW capacity by 2027- all positioned to support Saudi Vision 2030. Oracle currently operates two sovereign cloud regions in partnership with STC and designed to help meet Saudi Arabia's digital sovereignty goals.

Oracle's presence in the Kingdom reflects its commitment to enabling innovation, accelerating modernization and supporting the development of a competitive digital economy.

The Oracle Innovation Hub in Riyadh, established in 2019 and inaugurated by His Excellency Eng. Haitham Abdulrahman Al-Ohali, has brought emerging technologies closer to both public and private sector organizations, and provided a dynamic platform for co-creating solutions together with customers, partners, academia and startups.

Oracle's success in Saudi Arabia is built on a simple but powerful proposition: combining world-class infrastructure, advanced AI capabilities and a local ecosystem investment, with a view to deliver measurable impact at national scale. Oracle is dedicated to helping Saudi organizations innovate faster, modernize their core operations and unlock new sources of productivity. Through our skills programs and collaborative innovation model, we are not only supporting digital adoption, we are helping shape the foundations of a more resilient and future-ready Saudi economy, working alongside leading organizations such as Riyadh Air, Ministry of Health, Saudi Tourism Development Fund, Saudi Agricultural Development Fund, Saudi Railway, Saudi Mining Company (Ma'aden), Red Sea Global and Al Rajhi Medicine.





## KSA Activities

- Oracle expanded their Saudi cloud presence with public cloud regions in Jeddah (2020) and Riyadh (2024).
- Oracle helped advanced Saudi Arabia’s sovereign cloud development with STC to support national data sovereignty ambitions.
- Oracle established its Riyadh Innovation Hub in 2019 to accelerate adoption of emerging technologies and support co-innovation with Saudi stakeholders.
- Oracle launched local initiatives with government entities, universities, and incubators to build digital readiness and strengthen the Saudi talent pipeline.

## Impact

**Oracle announced a US\$14billion investment over 10 years, expanding on cloud and GPU compute.**

**Oracle operates two public cloud regions (25MW by 2027) and two sovereign regions with STC.**

**Their Mostaqbali program is set to upskill 50,000 nationals by 2027.**

## Forward Look

Oracle will continue to deepen its leadership in Saudi Arabia’s digital economy by scaling their cloud infrastructure and AI capabilities, advancing sovereign cloud deployment with their local partner STC and expanding digital readiness programs to strengthen local upskilling development. With a deeply integrated approach to infrastructure, innovation and talent, Oracle will remain a key enabler of Saudi Arabia’s Vision 2030 objectives, supporting the Kingdom’s technology-driven growth in the long term.



# ORGANON

Here for her health

Established in 2021 and built upon more than a century of pharmaceutical legacy, Organon is a premier, independent global healthcare company. With a robust workforce of approximately 10,000 employees operating across nearly 140 countries, Organon manages a diversified, expanding portfolio of over 60 critical medicines supported by six state-of-the-art manufacturing sites worldwide. As a purpose-driven organization, Organon is deeply committed to improving women's health while strategically addressing broader unmet medical needs through accessible, innovative healthcare solutions.

In the Kingdom of Saudi Arabia, Organon aligns seamlessly with the ambitious objectives of Saudi Vision 2030, particularly the Health Sector Transformation Program and the Quality of Life Program. By focusing on enhancing the well-being of communities and prioritizing women's health, Organon directly supports the Vision's mandate to create a comprehensive, effective, and integrated health system. The company aims to empower women, reflecting the Kingdom's national priority of increasing women's participation in various sectors and elevating their overall healthcare standards.

Furthermore, Organon contributes significantly to the ongoing transformation of Saudi Arabia's healthcare sector by expanding access to advanced, life-changing treatments, raising crucial disease awareness, and strengthening local healthcare capabilities.



The company recognizes that empowering the local ecosystem is fundamental to sustainable growth. Through strategic public-private partnerships, Organon is promoting the localization of pharmaceutical knowledge and fostering an environment of continuous innovation and digital health advancement.

This commitment is deeply intertwined with Vision 2030's goals of diversifying the economy, nurturing local talent, and creating a strong foundation for future generations. By elevating the standards of care, supporting local educational institutions through talent capacity building, and encouraging technological entrepreneurship in healthcare, Organon ensures its regional mission operates in lockstep with the Kingdom's transformative journey. Moving forward, the company remains dedicated to leveraging its vast global expertise and deep local insights to drive meaningful, enduring progress in healthcare delivery, cementing its position as a key strategic partner and an integral contributor to Saudi Arabia's rapidly evolving and dynamic healthcare landscape.





## KSA Activities

- Supported the delivery of a novel migraine treatment in the Saudi market, enhancing patient care in historically underserved areas.
- Launched the “Mis(s)diagnosed” campaign to raise awareness about the underdiagnosis of migraines, specifically promoting early detection and prevention among women.
- Initiated the PharmaD internship program in collaboration with leading Saudi universities to provide essential practical experience to final-year pharmacy students.
- Rolled out new therapeutic product launches spanning biosimilars, antiviral treatments, and women’s health solutions nationwide.

## Impact

Screened nearly 700 regional startup applications via the Women’s Health Accelerator Program.

Accelerated 25 promising digital health startups, providing dedicated mentorship and early scalability support.

Awarded 6 outstanding entrepreneurial enterprises for their distinctive contributions to regional healthcare innovation.

## Forward Look

Looking ahead to the next 12–24 months, Organon is firmly positioned to continue scaling its existing initiatives across Saudi Arabia. The company plans to sustain its focus on introducing essential treatments in women’s health, biosimilars, and antiviral therapies. Concurrently, Organon will maintain its active investment in local capacity building and professional empowerment. By continuing to foster the region’s dynamic healthcare innovation ecosystem, the company intends to drive meaningful progress, ensuring long-term sustainable growth and improved quality of life for communities throughout the Kingdom.



Pfizer Inc. is a leading global biopharmaceutical company that discovers, develops, manufactures, and delivers innovative medicines and vaccines to improve patient outcomes around the world, with a focus on advancing science, expanding access, and addressing some of the world's most pressing health challenges, through partnerships, cutting-edge research, and sustained investment in healthcare innovation globally. In the Kingdom of Saudi Arabia (KSA), Pfizer supports the national health transformation agenda by partnering with government, academic, and healthcare institutions to strengthen the end-to-end clinical research ecosystem and expand the Kingdom's capability to generate locally relevant evidence. These efforts align closely with Vision 2030 priorities to improve quality of care, develop high-value jobs and skills for Saudis, and position KSA as a regional hub for innovation in life sciences and biotechnology.

A central focus of Pfizer's work in KSA is enabling high-quality clinical trials and real-world evidence (RWE) generation by building national talent, modernizing research infrastructure, and supporting

transparent governance. Pfizer collaborates with leading Saudi entities to increase the availability of trained clinical research professionals and to promote internationally recognized standards for study conduct, data quality, and patient safety. In parallel, Pfizer supports the development and use of real-world data (RWD) through disease registries and evidence programs that can inform clinical guidelines, resource planning, and national health priorities.

By strengthening Saudi-led research capabilities, Pfizer contributes to a sustainable ecosystem that attracts scientific collaboration and accelerates the translation of research into impact for patients. Examples include support for national platforms operated by the Saudi National Institute for Health Research (SNIH) that improve funding transparency, trial visibility, and researcher connectivity, as well as scientific infrastructure that can advance precision medicine and regenerative research. Together, these initiatives reinforce Vision 2030 objectives by expanding local expertise, enabling innovation, and supporting a more resilient health system grounded in evidence-based decision-making.

# SAUDI-U.S. INVESTMENT FORUM

13 May 2025 | Riyadh, Saudi Arabia



## KSA Activities

- Developed a Clinical Research Professional training program w/King Saud University and IQVIA to strengthen trial execution capacity.
- Supported SNIH national platforms to improve research governance for grant management, the Saudi Clinical Trial Registry, and Relink collaboration network.
- Partnership w/MOH and academia to build RWD/RWE capabilities (e.g., sickle cell disease).
- Collaborated with KAIMRC to establish Saudi scientific infrastructure to accelerate innovation.
- MoU with Lifera and NUPCO as part of Saudi National Biotechnology Strategy

## Impact

**70+ CRPs trained expanding the pool of Saudi clinical research talent.**

**Support for SNIH platforms that strengthen funding transparency, trial visibility, and researcher connectivity.**

**Help w/development of large-scale disease registry capability to inform guidelines and health planning.**

## Forward Look

Over the next 12–24 months, Pfizer will deepen collaboration with national stakeholders (including SCFHS, SNIH, the Ministry of Health, and KAIMRC) to expand Saudi-led clinical research and RWE capabilities. Priorities include scaling workforce development, strengthening trial readiness and site quality, and enhancing the interoperability and use of national research platforms. Pfizer will also explore opportunities to advance vaccine and biomedical innovation research, supporting Vision 2030 ambitions to grow life sciences and increase the Kingdom's role as a regional innovation hub.



المملكة العربية السعودية  
شركة اسماعيل أبو داود بروكتر أند جامبل المحدودة  
جائزة التميز الصناعي الخليجي على فئة المصانع الكبيرة



Procter & Gamble (P&G) is one of the world's leading consumer goods companies, serving billions of consumers worldwide through a portfolio of trusted brands used in everyday life. Founded more than 185 years ago, P&G has grown into a global organization with operations in approximately 70 countries, and its products are sold in more than 180 countries and territories worldwide.

P&G's extensive portfolio includes some of the most globally recognized brands across categories such as home care, personal care, health care, grooming, and baby care. These include Pampers®, Tide®, Gillette®, Head & Shoulders®, Oral-B®, Pantene®, Always®, Fairy®, and Vicks®. Each of these brands is designed to deliver superior product performance while improving the everyday lives of consumers around the world.

While P&G's trusted brands reach nearly five billion consumers globally, the company maintains a profound and strategic commitment to the Kingdom of Saudi Arabia. P&G Saudi Arabia directly supports the ambitious goals of Saudi Vision 2030 through comprehensive initiatives focused on expanding local manufacturing capabilities, strengthening supplier localization, and aggressively developing Saudi talent and leadership.

At the core of P&G's business in the Kingdom is a deep commitment to transforming consumer insights into innovative products that create meaningful value for Saudi families. By integrating advanced research and strong supply chain capabilities, P&G delivers trusted products at scale while driving domestic economic growth.

P&G's success in Saudi Arabia is driven by its people. The company is deeply committed to attracting, developing, and empowering talented Saudi nationals across diverse functions. Employees are encouraged to take ownership of their work from day one, contributing to meaningful projects that create impact for local communities and the broader Saudi economy.

With a strong footprint supported by local manufacturing sites and supply chain operations, P&G consistently delivers its brands efficiently and responsibly across the Kingdom. Furthermore, the company continuously advances supply chain innovation, sustainability initiatives, and community engagement programs. Through these localized efforts, P&G actively contributes to Saudi Arabia's economic diversification, industrial localization, and long-term value creation, ensuring its operations remain fully aligned with the transformative goals of Saudi Vision 2030.



## KSA Activities

- **Localizing Production:** Expanding the localization of production inputs and increasing locally sourced materials to strengthen Saudi Arabia's industrial ecosystem and support national local content goals.
- **Expanding Regional Exports:** Strengthening Saudi Arabia's role as a regional manufacturing and export hub by increasing exports from local operations, directly supporting the Kingdom's global trade ambitions.
- **Saudi Talent Development:** Investing in the development of Saudi talent through advanced training, leadership development, and career opportunities that support national workforce participation goals.

## Impact

### Workforce Development

Nearly 500 employees across P&G Saudi operations, with around 71% Saudization. Women hold 20% of leadership roles.

### Industrial Contribution

More than 50% of locally manufactured production is exported, while local content reaches approximately 67%, integrating local Saudi suppliers.

## Forward Look

Looking ahead, P&G Saudi aims to further strengthen its role as a regional manufacturing and export hub by increasing export volumes from its Saudi operations to regional markets. In collaboration with the Ministry of Industry and other national stakeholders, the company will continue expanding local content and strengthening the local value chain by increasing the share of locally sourced materials, suppliers, and services. These efforts support Saudi Arabia's Vision 2030 ambitions to enhance industrial competitiveness, strengthen domestic capabilities, and position the Kingdom as a leading logistics and manufacturing hub in the region.

# Qualcomm

Qualcomm is one of the world's leading technology companies, driving innovation at the heart of the digital economy through the design of semiconductors. Its technologies power billions of devices across mobile communications, telecommunications networks, data centers, automobiles, industrial systems, and consumer electronics.

Qualcomm's breakthroughs helped ignite the mobile revolution and continue to shape the future of connectivity and computing. Today, its innovations are foundational to 5G and emerging 6G wireless technologies, software-defined vehicles, edge computing, and artificial intelligence. Since its founding in 1985, Qualcomm has invested more than \$110 billion in research and development, consistently reinvesting at industry-leading levels. This sustained commitment has made Qualcomm the leading R&D spender among U.S. fabless semiconductor firms and the number one patent holder among U.S. companies—underscoring its role as a cornerstone of American technological leadership.

Looking ahead, Qualcomm is helping define the next generation of wireless with 6G, which will deliver a step-change in network performance and capability. Building on its leadership in 5G, Qualcomm is advancing foundational 6G technologies that

enable dramatically higher efficiency and capacity, ultra-reliable low-latency performance, integrated sensing and positioning, seamless satellite-terrestrial connectivity, and AI-native networks that can predict, adapt, and optimize in real time. These capabilities will unlock the next decade of innovation, powering advanced AI applications, automation, immersive experiences, and mission-critical communications across industries.

Beyond smartphones, Qualcomm is rapidly scaling its technologies into high-growth markets. In automotive, its Snapdragon® Digital Chassis™ platforms enable connected, intelligent, and software-defined vehicles, delivering advanced infotainment, connectivity, and driver-assistance capabilities. Across consumer, enterprise, and industrial markets, Qualcomm's edge AI solutions bring real-time, low-power intelligence directly to devices—enhancing performance, security, and efficiency while reducing dependence on the cloud.

Qualcomm directly supports Vision 2030 by enabling advanced connectivity, scalable AI infrastructure, industrial digitalization, and talent development. Through strategic partnerships across key sectors, Qualcomm helps accelerate Saudi Arabia's shift toward a global hub for next-generation industrial innovation and sovereign AI capability.



## KSA Activities

- **AI Infrastructure Development:** Qualcomm and HUMAIN are partnering to build advanced data center infrastructure in Saudi Arabia, uniting AI cloud capacities with Qualcomm's AI platforms.
- **Industrial AI Collaboration:** Qualcomm and Aramco are spearheading industrial AI use cases, focusing on digitalizing complex operations including factory monitoring, rapid response, and predictive equipment maintenance.
- **World-Class Innovation Ecosystem:** Alongside Aramco and RDIA, Qualcomm manages the DISAI accelerator program, equipping early-stage startups with essential platform access and resources for commercialization.

## Impact

### Expansion

Qualcomm is expanding Saudi operations, establishing an AI Engineering Center with HUMAIN in Riyadh.

### Industrial Edge 5G

Qualcomm AI processors power Aramco Digital's 450MHz network.

### PC Innovation

The HUMAIN AI PC, featuring Snapdragon, delivers advanced on-device AI supporting Arabic model ALLaM.

## Forward Look

Aligning with Saudi Vision 2030, Qualcomm will deepen its strategic collaboration within the Kingdom to support key national priorities across AI, digital industries, and advanced connectivity. By continuously providing foundational technologies, Qualcomm aims to accelerate the region's broader digital transformation and economic diversification. Building upon an established commitment to the Saudi technology ecosystem, LEAP 2026 will serve as a pivotal turning point, setting the stage for truly groundbreaking future announcements.



### COLLINS AEROSPACE | PRATT & WHITNEY | RAYTHEON

For over 60 years, RTX, through its businesses Raytheon, Collins Aerospace, and Pratt & Whitney, has been a trusted partner in supporting the Kingdom of Saudi Arabia's national defense, aerospace, and economic ambitions. As a global leader in aerospace and defense, RTX has played a key role in protecting Saudi Arabia's citizens, residents, and critical infrastructure through cutting-edge technologies, integrated air and missile defense systems, advanced aerospace solutions, and reliable propulsion technologies.

With nearly 300 employees and offices in Riyadh and Jeddah, RTX has become an integral part of the Kingdom's defense and aerospace industries. The company's commitment to supporting Saudi Arabia's Vision 2030 is evident in its focus on fostering local talent, expanding manufacturing capabilities, and driving technological innovation. By collaborating with local partners and suppliers, RTX not only strengthens the Kingdom's defense capabilities but also contributes to workforce localization and economic diversification.

Through Raytheon, RTX sustains and modernizes the Patriot® air and missile defense system, equips the Royal Saudi Air Force with advanced air warfare technologies like the APG-63(V)3 AESA radar and AMRAAM® air-to-air missiles, and partners with Zahid Industries to locally manufacture Prime Power Units (PPUs) for Saudi Arabia's missile defense systems. Collins Aerospace, meanwhile, supports the Kingdom's commercial



aviation sector in partnership with Saudia Aerospace Engineering Industries (SAEI), enhancing the operational efficiency and reliability of fleets such as the A320, A330, and B787. Pratt & Whitney powers the Royal Saudi Air Force's Pilatus PC-21 training fleet with its dependable PT6A engines, which have recently surpassed 100,000 flight hours—a testament to RTX's long-term commitment to operational excellence.

With 60% of its workforce in Saudi Arabia comprising Saudi nationals and partnerships with over 100 local suppliers, RTX is dedicated to empowering local talent and fostering economic growth. As a trusted partner to the Kingdom, RTX is committed to delivering mission-ready solutions and advancing the Kingdom's strategic goals for a secure and sustainable future.





## KSA Activities

- Sustaining and modernizing the Patriot® air and missile defense system and the advanced AN/TPY-2 radar to protect critical national infrastructure.
- Manufacturing Prime Power Units locally with Zahid Industries in Jeddah, directly supporting the Kingdom's missile defense systems and its Vision 2030 industrialization goals.
- Equipping the Royal Saudi Air Force with advanced air warfare technologies, including the APG-63(V)3 AESA radar and AMRAAM® air-to-air missiles, ensuring continuous mission readiness, national security, and operational superiority across the entire region.

## Impact

### 60% Saudi Workforce

RTX employs nearly 300 people in the Kingdom, with Saudi nationals comprising 60% of the workforce, driving local talent development.

### 100+ Local Suppliers

RTX collaborates with over 100 local suppliers, strengthening Saudi Arabia's national defense supply chain.

## Forward Look

RTX plans to deepen its partnerships in Saudi Arabia. Raytheon will continue to advance localization efforts for defense systems, Pratt & Whitney will expand its support for the RSAF's training and operational fleets, and Collins Aerospace will enhance its collaboration with SAEI to boost commercial aviation capabilities. Across all sectors, RTX is committed to empowering Saudi talent, driving technological innovation, and supporting the Kingdom's Vision 2030 economic and industrial goals.



salesforce

Salesforce is the #1 AI CRM, where humans with agents drive customer success together. Through Agentforce, the digital labor platform, Salesforce brings autonomous agents, unified data from any source, accessible analytics, and best-in-class Customer 360 apps together on one deeply unified platform to help companies connect with customers in a whole new way.

Salesforce is proud to be the market leader, but we're even more proud to lead in philanthropy, innovation and culture. Guided by core values of trust, customer success, innovation, equality, and sustainability, Salesforce is more than a business — we're a platform for change.

Twenty-six years ago, Salesforce helped lead the world of business software onto the Cloud. The rise of agentic AI marks another inflection point, a fundamental change in how work gets done. We're helping our customers reach and continually evolve toward this new model, powered by the agentic platform that sets Salesforce apart.

Salesforce empowers teams in the public and private sectors with a comprehensive platform for the digital and agentic transformation. Not just AI—a complete operational stack.

In Saudi Arabia, Salesforce is actively operationalizing our \$500 million investment, directly supporting the Kingdom's ambitions for AI innovation, cloud adoption, digital upskilling, and ecosystem growth.

Fully aligned with Vision 2030, we are equipping local talent with essential digital skills through strategic partnerships with government entities, academic institutions, NGOs, and industry leaders. By the end of 2026, Salesforce will upskill 2,500 Saudi citizens, scaling to over 15,000 individuals by 2030 with a dedicated focus on AI and Agentforce-related roles. In lockstep with the Kingdom's gender parity goals, this initiative heavily emphasizes championing female talent to ensure inclusive, future-ready career opportunities for all.

Furthermore, our expanded local presence enables premier organizations including Almosafer (part of Seera Group), Red Sea Global, and Saudi Research and Media Group (SRMG) to leverage Salesforce's on-the-ground expertise, empowering the Kingdom's public and private sectors to drive unprecedented innovation and operational efficiency.



## KSA Activities

- **Localisation & Expansion:** Established our Regional Headquarters and commercial entity in Riyadh, scaling the local team to over 50 employees.
- **Human Capital Development:** Launched landmark training initiatives to upskill 30,000 Saudi citizens in AI, featuring a primary education partnership with Princess Nourah University and a tourism workforce program with Red Sea Global.
- **Ecosystem Expansion:** Announced strategic alliances with Capgemini, Deloitte, Globant, IBM, and PwC at LEAP 2025 to extend Agentforce capabilities across the region.

## Impact

**\$500M financial commitment dedicated to world-class AI deployment in KSA.**

**30,000 Saudi citizens fast-tracked for AI upskilling and workforce readiness.**

**50+ new regional jobs created through our new Riyadh commercial entity.**

## Forward Look

Salesforce is committed to realizing our \$500M investment commitment by 2032, prioritizing the training of 30,000 individuals in AI and Agentforce skills. Salesforce will bring Hyperforce, its next-generation platform architecture. Delivered through a strategic partnership with Amazon Web Services (AWS), Hyperforce enables Salesforce's global customer base to run workloads locally through a distributed public cloud infrastructure. This expansion also allows local businesses and talent to leverage Salesforce and its most innovative products while ensuring trust by remaining compliant with local regulations.

# S&P Global

S&P Global (NYSE: SPGI) enables businesses, governments, and individuals with trusted data, expertise and technology to make decisions with conviction. We are Advancing Essential Intelligence through world-leading benchmarks, data, and insights that customers need to plan confidently, act decisively, and thrive economically in a rapidly changing global landscape.

S&P Global recently opened its Regional Headquarters (RHQ) office in Riyadh, marking a significant milestone in the company's long-term commitment to the Kingdom of Saudi Arabia. The new RHQ office, located in the King Abdullah Financial District (KAJD), positions S&P Global at the heart of the region's economic transformation. This strategic location will enable S&P Global to work more closely with its clients and stakeholders to support the goals of Saudi Vision 2030.

In alignment with Saudi Vision 2030, S&P Global is supporting the Kingdom's ambition to build deep, transparent, and internationally integrated debt capital markets, a core pillar of the Financial Sector Development Program (FSDP). We are engaged with local issuers, regulators, and investors to build new relationships, strengthen markets, and deliver cutting-edge financial innovation

linked to Vision 2030. Our team also published several research pieces on areas such as the evolution of equities, local currency debt, asset management and securitization markets in the Kingdom.

S&P Global's credit ratings, benchmarks, indices, data, and workflow tools support national, regional and global capital market growth and integration. Our solutions support asset owners and managers with portfolio construction, performance measurement, and market transparency to facilitate access and capital allocation to Saudi equity and fixed income markets.

Beyond capital markets, S&P Global Energy's price benchmark and research capabilities in energy markets, sustainability and climate analytics directly support Vision 2030 goals around energy transition, economic diversification, and data-led decision-making.

As financial technology and asset classes evolve, we value the inclusive dialogue fostered by Saudi public authorities and Ministries to support the growth of Riyadh as a financial hub.

S&P Global is eager to partner with Saudi institutions to develop local capital markets, explore energy transformation solutions and build a resilient, future-ready financial ecosystem.



## KSA Activities

- Opened S&P Global RHQ office in Q1 2026, which is already 65% staffed and continuing hiring activities.
- S&P Global Ratings rates The Saudi Arabia Sovereign and PIF on solicited basis and introduced the Kingdom of Saudi Arabia national credit rating scale (KSA scale) for the assignment of credit ratings to issuers domiciled in Saudi Arabia.
- S&P DJI supporting Saudi equity and fixed income benchmark development to enhance transparency, attract foreign capital, and deepen markets.

## Impact

**S&P Global Ratings was the first international credit rating agency to open in KSA in 2017. Since opening, Ratings hosts workshops to support Saudi capital markets and is working with Financial Academy of Saudi Arabia to provide analytical educational programs**

## Forward Look

S&P Global is expanding and investing in local talent in Riyadh. The RHQ serves as a strategic hub for the company's operations, fostering innovation, enhancing its ability to deliver data and analytics, and advancing benchmark and data solutions that strengthen investment access to Saudi markets. S&P Global Ratings is working with regulators, issuers, investors and other stakeholders to help develop Saudi capital markets, enabling global investors to access more information on the local market.

# servicenow®

ServiceNow, the AI control tower for business reinvention enables organizations to operate more efficiently by connecting people, processes, data, and systems on a single cloud-based platform. Initially established to modernize IT service management, ServiceNow has evolved into an enterprise-wide platform supporting critical business functions such as IT operations, human resources, customer service, security operations, and core business workflows.

At its core, ServiceNow helps organizations transition from fragmented, manual processes to streamlined, automated, and data-driven workflows. By leveraging embedded artificial intelligence, advanced analytics, and automation capabilities, the platform enhances productivity, improves service delivery, and provides real-time operational visibility across the enterprise. Today, ServiceNow is widely adopted by governments, financial institutions, and large global enterprises to accelerate digital transformation, increase organizational agility, and strengthen operational resilience.

In Saudi Arabia, ServiceNow has established a growing presence aligned with the objectives of Vision 2030 and the Kingdom's national digital transformation agenda. The company works closely with both public and private sector organizations to modernize operations, enhance service delivery, and support the development of future-ready digital infrastructure. Through its platform capabilities, ServiceNow enables institutions to digitize workflows, improve internal efficiency, and deliver more responsive services to employees, citizens, and customers.



A key pillar of ServiceNow's engagement in the Kingdom is strong local alignment. This includes adherence to Saudi regulatory frameworks, consideration of data residency requirements, investment in local talent development, and commitment to long-term economic contribution. The platform supports government efficiency, citizen-centric services, and enterprise productivity while aligning with national priorities around digital innovation and institutional modernization.

Through strategic public sector engagements, large-scale private sector deployments, and continued investment in its local presence, ServiceNow continues to strengthen its role as a trusted partner in Saudi Arabia's digital transformation journey. The company's approach emphasizes sustainability, workforce development, and localization to ensure that technology adoption delivers lasting value for Saudi institutions, enterprises, and the national workforce.



## ▶ KSA Activities

- SDAIA Academy Upskilling: Supporting workforce development through training, certifications, and practical exposure to digital workflows and AI enabled operations.
- Private Sector Transformation: Supporting large enterprises such as Al Rajhi with enterprise scale, secure, and compliant digital workflow platforms.
- Regional Headquarters (RHQ): Establishing Saudi Arabia as a strategic regional hub for leadership, governance, and long term investment.
- National Champion Engagement (stc): Modernizing internal IT and service delivery through a unified, automated service platform.

## ▶ Impact

### Local Talent Development

Upskilled Saudi professionals and government employees through AI and digital workflow training at SDAIA Academy.

### Enterprise & Government Digital Transformation

Enabled government entities and national champions to modernize operations via secure digital workflow platforms, improving efficiency.

## ▶ Forward Look

Over the next 12 to 24 months, ServiceNow plans to deepen its engagement in Saudi Arabia by expanding skills development initiatives, supporting additional government modernization programs, and scaling adoption across priority sectors. The company will continue investing in local talent, strengthening partnerships with national institutions, and growing its RHQ based operations. ServiceNow also aims to advance AI enabled workflow adoption to help Saudi organizations improve productivity, service quality, and operational resilience in line with Vision 2030 objectives.

# Uber

Uber began in 2010 with a simple idea: tap a button, get a ride. That idea changed expectations for convenience and helped set the foundation for a technology platform that supports global mobility at scale.

Today, Uber operates in thousands of cities around the world, helping people move around their cities more easily. Behind the app is a real-time marketplace that uses technology to match riders and drivers quickly and efficiently, supported by advanced mapping, routing, and systems designed to perform at scale. It is built for moments when cities feel busiest, including rush hours, peak travel, and major events - when reliable mobility becomes critical.

Our mission is to create opportunity through movement. We do that by improving access to transportation and by building products that make mobility more seamless, more dependable, and easier to use. We also work to earn trust in the experience. Uber invests in in-app safety features and support tools that help riders and drivers feel more confident using the platform, and we continuously improve our technology and processes to ensure the service performs well in real-world conditions.

We also engage with cities and stakeholders to help strengthen urban mobility. That includes sharing learnings from global operations and supporting solutions that complement public



transport and improve first and last mile connectivity. Our goal is to help make everyday movement more efficient and more accessible for residents and visitors.

Uber is also building toward what comes next. We believe the future of urban transport is multimodal, shared, electric, and increasingly autonomous. We are committed to partnering with cities and stakeholders to deploy innovative mobility solutions that complement public transport, strengthen first and last mile connectivity, and improve the overall experience of getting around. Over time, this means more integrated journeys, more sustainable options, and new technology that can expand access to safe and reliable transportation.

In Saudi Arabia, Uber supports Vision 2030 by improving mobility for residents and visitors and enabling seamless movement across expanding cities, tourism destinations, giga-projects, and mega events.





## KSA Activities

- **Integrated mobility:** Supporting first and last mile connections to public transport, including Riyadh Metro and Saudi Railways, making multimodal journeys easier for residents and visitors.
- **Autonomous transport:** Working with partners to advance safe autonomous mobility in the Kingdom.
- **Rihla:** Launched with TGA, Misk, and the Quality of Life Program to explore how mobility drives progress through innovation, local talent, and culture. The first activation at the Misk Global Forum challenged innovators to design mobility solutions.

## Impact

### Economic

Hundreds of thousands of Saudis earned through Uber since 2016.

### Women

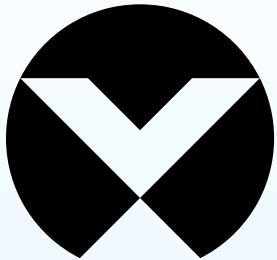
Wusool supported over 200,000 women entering the workforce as riders; Saudi Arabia is also a leading market for women drivers.

### Partnerships

With ALJ targeting 30,000 local earning opportunities.

## Forward Look

Over the next 12 to 24 months, we plan to deepen our support for Vision 2030 by scaling initiatives that expand economic opportunities for Saudis, developing local talent, and strengthening the mobility ecosystem. Priorities include progressing safe and responsible autonomous mobility, advancing integrated mobility solutions connected with public transport networks, and supporting the shift toward more sustainable mobility. We will also explore how AI-enabled solutions can unlock new pathways for earning opportunities and skills development aligned with the Kingdom's digital economy ambitions.



# VERTIV™

Vertiv (NYSE: VRT) is a global leader in critical digital infrastructure, bringing together hardware, software, analytics, and ongoing services to enable its customers' vital applications to run continuously, perform optimally, and grow with their business needs. Vertiv solves the most important challenges facing today's data centers, communication networks, and commercial and industrial facilities with a comprehensive portfolio of power, cooling, and converged infrastructure solutions and services that extend from the cloud to the edge of the network. Headquartered in Westerville, Ohio, USA, Vertiv operates in more than 130 countries, serving some of the world's most demanding industries including hyperscale cloud, telecommunications, healthcare, finance, and government.

Vertiv's strategic direction is closely aligned with Saudi Vision 2030 and the Kingdom's broader drive toward a diversified, digitally enabled economy. As Saudi Arabia accelerates its transformation into a regional hub for artificial intelligence, smart cities, and advanced cloud infrastructure, supported by flagship initiatives such as NEOM, the Saudi Data and Artificial

Intelligence Authority, and the government's Saudi Cloud First Policy, demand for reliable and scalable digital infrastructure continues to grow. Vertiv is well positioned to support this transformation by providing the critical physical infrastructure that underpins the Kingdom's expanding digital economy.

Saudi Vision 2030 places strong emphasis on economic diversification and technological innovation, areas that align with Vertiv's focus on solutions to support and accelerate AI adoption and Enterprise growth. Vertiv's advanced cooling technologies and high-density power management systems enable data centers and critical facilities to operate at peak performance. They also optimize operational efficiency while supporting the infrastructure requirements of a rapidly expanding digital ecosystem.

Through its growing presence in the Middle East and partnerships with leading hyperscalers, telecommunications providers, and government stakeholders, Vertiv supports Saudi Arabia's digital transformation by enabling resilient and scalable infrastructure for next-generation digital services.



## KSA Activities

- Established regional headquarters in Saudi Arabia, with a dedicated focus on hiring local talent
- Regularly organizes technical AI Roadshows, hands-on training and data center networking events across the Kingdom, with active sponsorship and participation in key local trade shows
- Recognized an official Solution Advisor partner in the NVIDIA Partner Network (NPN)

## Impact

**Supports AI implementation and skill development for the local community**

**Contributes to the physical infrastructure of AI deployments and enabling rapid scaling of AI “factories” in the Kingdom**

**Drives technology localization and capacity building through partnerships with leading AI ecosystem players**

## Forward Look

Vertiv continues to support local AI deployments through its regional headquarters in Saudi Arabia, with the goal of providing innovative solutions like the converged infrastructure approach of Vertiv™ OneCore, to help address growing demand and related challenges, including reducing complexity and increasing speed of deployment. Vertiv is positioned to support its customers and partners by enhancing rapid deployment capabilities, and working with local talent and expertise. Vertiv is committed to enabling scalable, resilient, and energy-efficient infrastructure to underpin the Kingdom’s expanding digital and AI ecosystem.

# VISA

Visa is a global leader in digital payments, operating across more than 200 countries and territories with a mission to connect the world through an innovative, reliable, and secure network. For over 40 years, Visa has been a trusted partner in building Saudi Arabia's payments infrastructure. To deepen this commitment, Visa recently established a state-of-the-art Innovation Center at King Abdullah Financial District (KAFD), deploying localized leadership to co-design next-generation payment solutions for the Kingdom and the wider GCC.

Visa's local operations align closely with Saudi Vision 2030 and the Financial Sector Development Program. By collaborating with SAMA, local banks, merchants, and government entities, Visa supports the national shift toward an inclusive digital economy. This partnership is reflected in Saudi Arabia's achievement of nearly 85% non-cash transactions nationwide (SAMA, 2026), and contactless penetration soaring from just 4% in 2017 to nearly 98% of face-to-face transactions by December 2025 (VisaNet, 2024).

Beyond everyday commerce, Visa provides secure, future-proof payment infrastructure. By integrating payment management solutions and localizing essential technology capabilities, Visa empowers local merchants

with innovative tools that drive growth and advance the Kingdom's digital payments vision.

In support of Saudi Arabia's fintech ambitions, Visa acts as a payments hyperscaler — equipping the local financial technology sector with the robust infrastructure and digital tools needed to rapidly scale and compete. This growth is accelerated through strategic collaborations with a diverse network of local and regional fintech innovators.

As digital adoption accelerates, Visa reinforces the Kingdom's financial ecosystem through uncompromising security. By deploying advanced digital identity frameworks and AI-driven fraud prevention, Visa ensures consumer and merchant data remains fully protected — empowering businesses to confidently embrace next-generation commerce.

Through continuous innovation, Visa serves as a foundational partner in Saudi Arabia's digital economy. Visa launched Account Funding Transactions (AFT) with a major Saudi banking partner, enabling international cardholders to seamlessly fund local wallets and channel foreign capital into Saudi investment portfolios. Visa is also enabling digital payments on the National Rent Platform, offering millions of tenants new, convenient payment choices aligned with Vision 2030's housing objectives.



## KSA Activities

- Executed a world-first localization of the Visa Acceptance Platform in 2025 to support SAMA mandates and build a local cloud infrastructure.
- Expanded secure payment capabilities across the Kingdom by driving the adoption of EMV, contactless technology, tokenization, and Visa+ solutions.
- Partnered with financial innovators across Saudi Arabia and the wider GCC to foster strategic fintech enablement.

## Impact

**Enabled national data sovereignty priorities by keeping critical payment infrastructure and transaction data hosted locally.**

**Supported the Kingdom's cashless transition by directly contributing to the 85% non-cash transaction milestone and 98% contactless payment rate. (SAMA, 2026)**

## Forward Look

Following the establishment of a dedicated sub-region for Saudi Arabia, Bahrain, and Oman headquartered in Riyadh, Visa plans to significantly deepen its strategic presence in the Kingdom. Utilizing the KAFD Innovation Center as a collaborative hub, priorities include expanding local infrastructure capabilities and advancing collaborations with SAMA and emerging fintechs. Visa remains committed to upskilling local talent and deploying advanced technologies, such as AI Commerce and enhanced tokenization, to foster a secure, resilient, and inclusive financial landscape.



Workday is the enterprise AI platform for managing people, money, and agents. Workday unifies HR and finance on one intelligent platform with AI at the core to empower people at every level with the clarity, confidence, and insights they need to adapt quickly, make better decisions, and deliver outcomes that matter. Founded in 2005 in Pleasanton, California, Workday is used by more than 11,500 organizations around the world and across industries – from medium-sized businesses to more than 65% of the Fortune 500. We serve companies across industries such as professional services, retail, manufacturing, financial services, technology. We also support public sector organizations and agencies in countries such as the U.S., the UK, Singapore, Canada, Australia, the Netherlands among others. About a quarter of Workday’s 21,000+ employees are based in more than 20 offices across Europe, the Middle East and Africa. Workday is offered around the world and provides a user interface in more than 35 languages. Workday is deployed in more than 175 countries, and hosted in data centers in Asia, Canada, Europe, and the U.S. We work with a broad and diverse set of partners, such as Deloitte, PwC, Accenture, IBM, and many others. Through Workday Ventures, we invest in early stage companies shaping tomorrow’s technology. We currently have 49 partner companies based in the United States, the UK, Canada, Chile, Portugal and Belgium. Elevating human potential in the age of AI is a core objective for Workday. The Workday Foundation invests



in solutions that build skills, deepen connections and empower individuals and communities to remain resilient in a rapidly changing world. The Workday Foundation has awarded more than \$50 million in grants since its inception in 2013.

Workday’s launch in Saudi Arabia can align and support the Kingdom’s Vision 2030 objectives. Our leading AI technology can help accelerate the National Transformation Program, driving digital transformation. Our learning platform technology can enable continuous training and upskilling for the Saudi workforce, supporting the Human Capability Development Program. And, finally, we can support the introduction of responsible AI technology, advancing the Kingdom’s AI and innovation agenda.



## KSA Activities

- Workday is in the process of launching our operations in Saudi Arabia, and we are planning to open an office in Riyadh during 2026. Workday intends to participate in Saudi Arabia's Regional Headquarters Program. Workday's official business launch in the Kingdom is being planned for a dedicated event scheduled for the second half of 2026, marking a major milestone in Workday's strategic growth in the Middle East.

## Impact

**Workday is excited to build our presence in Saudi Arabia, actively contributing to the country's success. We plan to deliver leading-edge AI technology to our prospective customers and collaborate with local and international partners, supporting Vision 2030's goals.**

## Forward Look

Workday aims to bring our leading AI technology to private and public sector organizations across Saudi Arabia and the wider Middle Eastern region, and will be using in-country data center infrastructure. Workday intends to participate in Saudi Arabia's Regional Headquarters Program. We look forward to recruiting and welcoming many new workmates to the Workday family. We intend to work with both local and international partners, contributing positively to the Kingdom's rapidly growing technology ecosystem.



# ZIMMER BIOMET

## Moving You Forward.™



Every day at Zimmer Biomet, our mission is to alleviate pain and improve the quality of life for people around the world. Our team members believe in it, our customers count on it and patients depend on it. We are committed to advancing healthcare through cutting-edge technology and unwavering dedication to improving patient outcomes. Our innovative solutions are designed to meet the evolving needs of the healthcare community, improving efficiency, accuracy, and ultimately, better patient care.

Founded in 1927, Zimmer Biomet has been setting the standard of excellence in orthopedics for nearly a century. Our clinical heritage continues to grow every day, and we continue to develop, research, and invest in market-leading implants, digital technology, and infrastructure to enhance safety, efficiency and clinical outcomes.

We design, manufacture and market orthopedic reconstructive products for joints and we also serve customers in sports medicine, with biologics, extremities and trauma products, craniomaxillofacial and thoracic (CMFT) and surgical products.

What sets us apart is our suite of integrated digital and robotic technologies that leverage data, data analytics and artificial intelligence to the benefit of our customers and their patients.

Through its Vision 2030, Saudi Arabia seeks to transform its healthcare system to be more comprehensive, effective, and integrated than ever before. This enhanced system prioritizes innovation, financial sustainability, and disease prevention while improving access to healthcare. New approaches are needed to truly optimize efficiency and productivity without neglecting the quality of clinical results.

We drive that vision forward by looking to deliver our integrated digital and robotic technologies to enhance the patient experience across the Kingdom. We're harnessing the power of data, analytics, and artificial intelligence to redefine what's possible in healthcare.

Together with healthcare professionals, we help people across Saudi Arabia and around the world to alleviate pain and improve the quality of life.



## KSA Activities

- Expanding access to innovative orthopedic technologies across Saudi Arabia, ensuring patients and healthcare providers benefit from the latest advancements in treatment and care delivery
- Advancing adoption of Zimmer Biomet's robotic surgical assistant ROSA®, enabling more personalized procedures, further improving surgical precision, and supporting more consistent clinical outcomes nationwide<sup>1</sup>
- Delivering comprehensive medical education programs to train and upskill healthcare professionals, while developing local talent and strengthening capabilities aligned with Saudi Arabia's Vision 2030

## Impact

Approx. 50 employees support ~160 hospitals nationwide

Serving customers since a decade, directly present since 2018 (joint venture) and established regional headquarters in 2022

Recognized as Top 5 Best Workplaces in KSA™ by Great Place to Work®

## Forward Look

Building on the strong adoption of robotic-assisted surgery, we are focused on expanding the uptake of mymobility®, our digital care management platform that supports patients throughout their surgical journey: from pre-operative education through recovery. By enabling remote monitoring, improving patient engagement, and supporting data-driven decisions, mymobility® helps to improve efficiency, reduce variability in outcomes, and support more coordinated, high-quality care nationwide<sup>2</sup>. To further advance medical education, we plan to open an Innovation Hub at our regional headquarters in Riyadh.

<sup>1</sup> Seidenstein A, Birmingham M, Foran J, Ogdan S. Better accuracy and reproducibility of a new robotically-assisted system for total knee arthroplasty compared to conventional instrumentation: a cadaveric study. *Knee Surg Sports Traumatol Arthrosc.* 2020 May 24. doi: 1007/s00167-020-06038-w. Epub ahead of print. PMID: 32448945. Further clinical evidence available at: <https://www.zimmerbiomet.com/en/products-and-solutions/zb-edge/supporting-evidence.html>

<sup>2</sup> Crawford, David et al. 2021 Mark Coventry Award: Use of a Smartphone-Based Care Platform After Primary Partial and Total Knee Arthroplasty: A Prospective Randomized Controlled Trial. *Bone Joint J* 2021;103-B (6 Supple A) : 3-12. doi: <https://doi.org/10.1302/0301-620X.103B6.BJJ-2020-2352.R1>

# zoom

Zoom Communications, Inc. is a global leader in AI-driven communication and collaboration, dedicated to helping organizations and individuals connect without friction. As the Kingdom of Saudi Arabia continues its rapid ascent as a global technology hub, Zoom is proud to deepen its strategic commitment to the region. Our mission in the Kingdom is intrinsically linked to the ambitious objectives of Saudi Vision 2030, specifically focusing on digital transformation, economic diversification, and the fostering of a vibrant, tech-enabled society.

Zoom’s expansion in Saudi Arabia represents a fundamental shift from providing a global service to building a localized, resilient infrastructure that serves the specific needs of Saudi businesses, government entities, and citizens. By aligning with the Kingdom’s “Cloud First” policy and data sovereignty goals, Zoom is ensuring that the future of work in Saudi Arabia is secure, efficient, and powered by the latest advancements in artificial intelligence.

Our alignment with Vision 2030 is evidenced by our proactive regulatory engagement and infrastructure investment. Zoom has successfully secured its Regional Headquarters (RHQ) license, signaling a long-term commitment to being an active participant in the local economy. Furthermore, we are investing more than US\$75 million to develop localized AI-driven innovation and



infrastructure. This includes the imminent establishment of a co-located data center within the Kingdom, which will ensure that data residency and protection standards are met at the highest level.

By introducing the first UCaaS-hosted AI capabilities (Zoom AI Companion) localized for the Kingdom, Zoom is empowering the Saudi workforce with tools that support the Arabic language and are optimized for regional hardware. This federated AI approach minimizes operational costs while maximizing productivity. Through these initiatives, Zoom is not just operating within the Kingdom; we are partnering with Saudi Arabia to build a digital-first economy that serves as a model for the Middle East and the world.

The AI-first work platform for human connection



## KSA Activities

- Regional Headquarters: Successfully established a Regional Headquarters in Riyadh to drive local operations and strategy.
- Infrastructure Localization: Launching a dedicated, co-located data center to provide superior service delivery and ensure domestic data residency. Achieving CST's Class B license for our data center.
- AI Localization: Introducing Zoom AI Companion with Arabic language support, optimized specifically for regional hardware infrastructure.
- Vision 2030 Partnership: Aligning UCaaS solutions with local regulatory frameworks to support government and enterprise digital transformation.

## Impact

**Committed over \$75 million USD over the next 3 years toward AI-driven innovation and local infrastructure.**

**Successfully secured the Regional Headquarters license and local data center license from MISA and CST.**

**Enabling local data residency for AI-driven communication services.**

## Forward Look

Over the next 3 years, Zoom will complete the deployment of its US\$75 million investment, focusing on the full operationalization of our Saudi-based data center. We will scale our next-generation AI assistant, Zoom AI Companion, across the Kingdom, providing localized, context-driven responses to enhance productivity for Saudi enterprises. Our priority remains supporting the Kingdom's digital maturity by expanding our local team and fostering partnerships that ensure Zoom's technology infrastructure continues to evolve alongside Saudi Arabia's Vision 2030 milestones.

# Acknowledgments

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