



## Saudi Arabia 2030: Shaping the Future of Supply Chains

Samer Al-Madhoun MUHAKAT

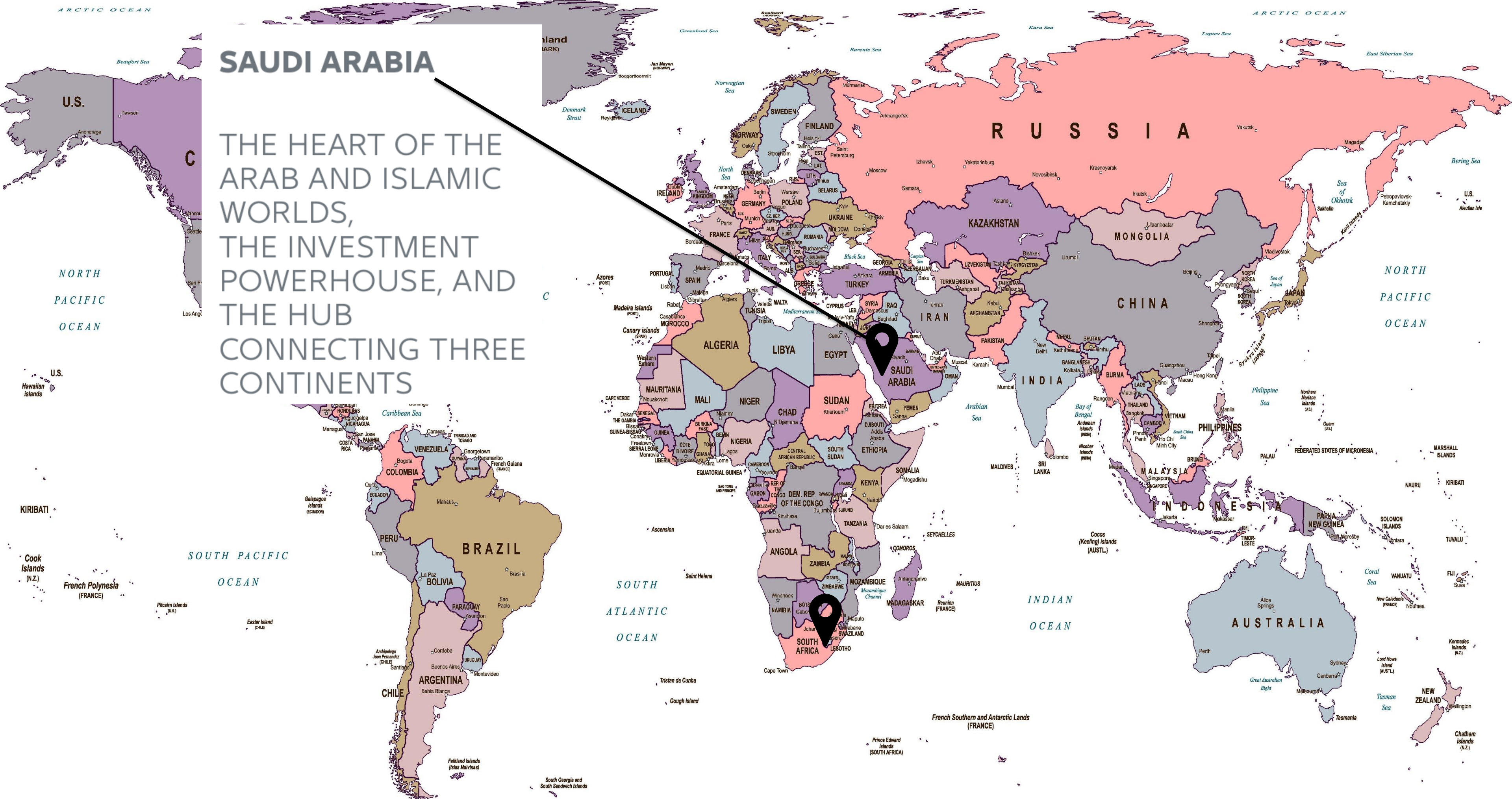




SAUDI ARABIA  
A STORY OF

# TRANSFORMATION





# SAUDI ARABIA

THE HEART OF THE ARAB AND ISLAMIC WORLDS, THE INVESTMENT POWERHOUSE, AND THE HUB CONNECTING THREE CONTINENTS



Saudi Arabia's Vision 2030 is a pathway to the future. Unveiled in 2016, it represents a transformative and deeply ambitious plan to unlock the Kingdom's vast potential by creating a diversified, innovative, and world-leading nation.

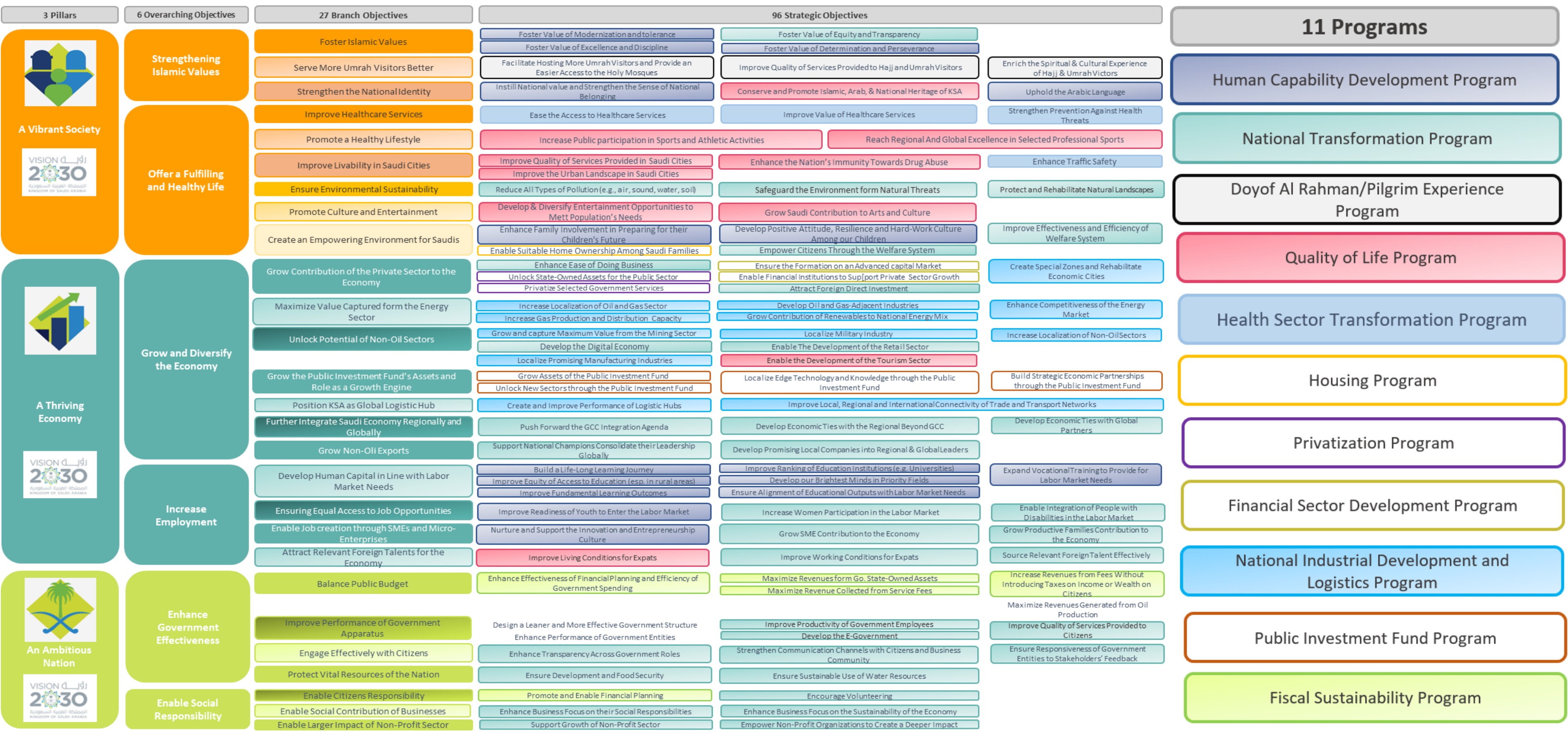
“We have outlined a **comprehensive and ambitious vision** for Saudi Arabia until the year 2030. It is the first step on our journey towards **a better, brighter future, for our country and citizens.**”

His Royal Highness Prince  
Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince, Prime Minister, Chairman of the Council  
for Economic and Development Affairs



# Strategy, Pillars and Programs



- Human Capability Development Program
- National Transformation Program
- Doyof Al Rahman/Pilgrim Experience Program
- Quality of Life Program
- Health Sector Transformation Program
- Housing Program
- Privatization Program
- Financial Sector Development Program
- National Industrial Development and Logistics Program
- Public Investment Fund Program
- Fiscal Sustainability Program

## Vision Pillars



### A Vibrant Society

**To increase the average life expectancy**

from 74 years to 80 years

**To more than double the number**

of Saudi heritage sites registered with UNESCO

**To raise our position**

from 26 to 10 in the Social Capital index

**To increase our capacity to welcome Umrah visitors**

from 8 million to 30 million every year

**To have three Saudi cities**

be recognized in the top-ranked 100 cities in the world

**To increase the ratio of individuals exercising**

at least once a week from 13% of the population to 40%

**To increase household spending on cultural and entertainment activities**

inside the Kingdom from the current level of 2.9% to 6%



### A Thriving Economy

**To raise the share of non-oil exports**

increase non-oil GDP from 16% to 50%

**To increase the Public Investment Fund's assets**

from SAR 600 billion to over SAR 7 trillion

**To raise our global ranking in the Logistics Performance Index**

from 49 to 25 and ensure the Kingdom is a regional leader

**To move from our current position**

as the 19th largest economy in the world into the top 15

**To increase the private sector's contribution**

from 40% to 65% of GDP.

**To increase the localization of oil and gas sectors**

from 40% to 75%

**To increase foreign direct investment**

from 3.8% to the international level of 5.7% of GDP

**To increase women's participation**

in the workforce from 22% to 30%

**To rise from our current position**

of 25 to the top 10 countries on the Global Competitiveness Index

**To increase SME contribution**

to GDP from 20% to 35%



### An Ambitious Nation

**To lower the rate of unemployment**

from 11.6% to 7%

**To rally one million volunteers**

per year (compared to 11,000 now)

**To raise the non-profit sector's contribution**

to GDP from less than 1% to 5%

**To increase household savings**

from 6% to 10% of total household income

**To raise our ranking on the E-Government Survey Index**

from our current position of 36 to be among the top five nations.

**To raise our ranking in the Government Effectiveness Index,**

from 80 to 20

**To increase non-oil government revenue**

from SAR 163 billion to SAR 1 Trillion

# Embracing the vision



## Abdulrahman AlJanfawi, CIPP/CIPM · 2nd

Executive Leader | Development & Operations Strategy | Real Estate,  
Supply Chain & Procurement | Strategic Partnerships | Vision 2030  
Aligned



Confidentiel



Southern Illinois University,  
Carbondale

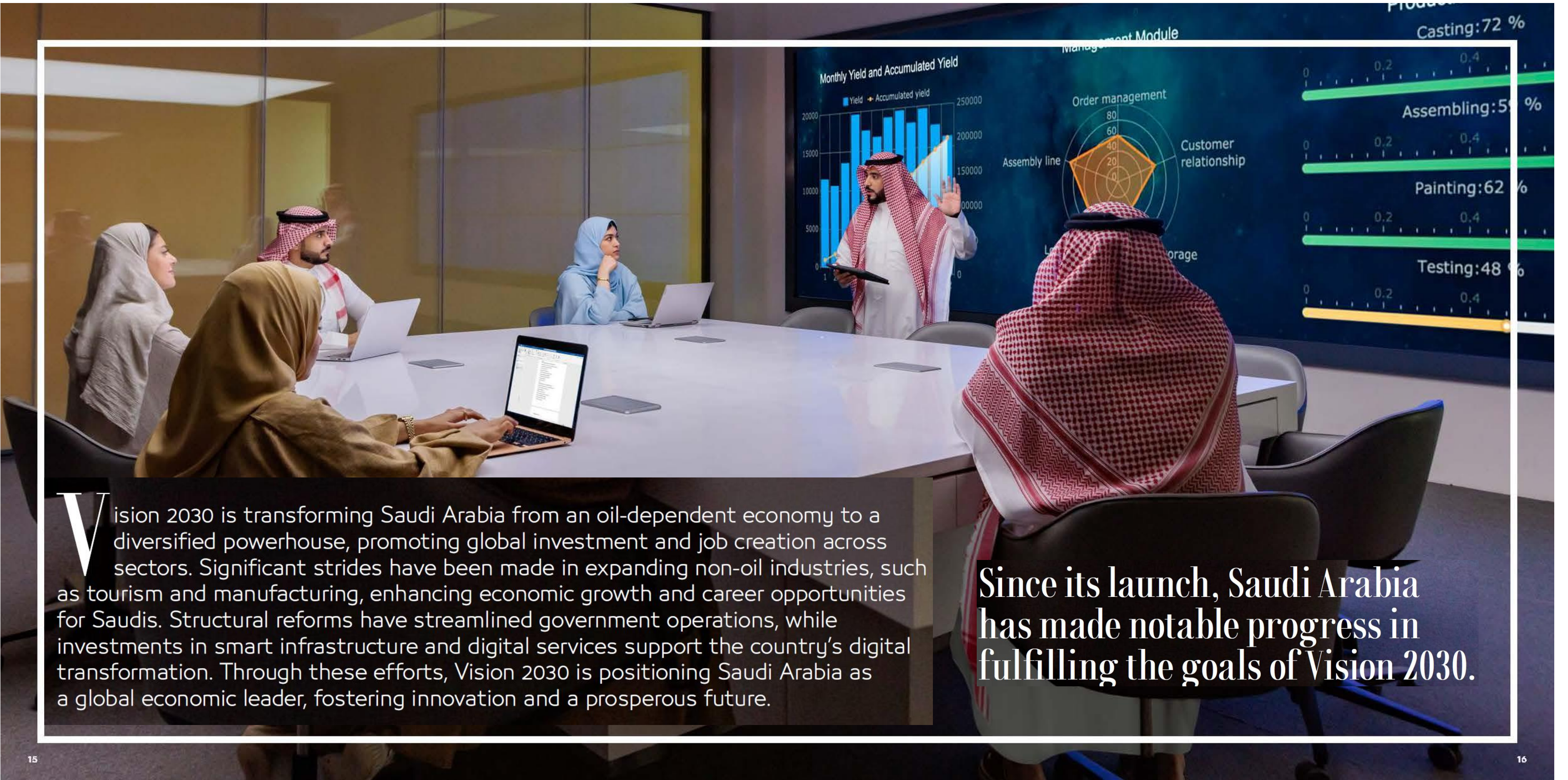
# Embracing the vision



**Bader Aljudhei** · 2nd

Vision 2030 | Leadership | Governance

Riyadh, Saudi Arabia · [Contact info](#)



**V**ision 2030 is transforming Saudi Arabia from an oil-dependent economy to a diversified powerhouse, promoting global investment and job creation across sectors. Significant strides have been made in expanding non-oil industries, such as tourism and manufacturing, enhancing economic growth and career opportunities for Saudis. Structural reforms have streamlined government operations, while investments in smart infrastructure and digital services support the country's digital transformation. Through these efforts, Vision 2030 is positioning Saudi Arabia as a global economic leader, fostering innovation and a prosperous future.

**Since its launch, Saudi Arabia has made notable progress in fulfilling the goals of Vision 2030.**

# THE JOURNEY OF ECONOMIC DIVERSIFICATION



Non-oil  
revenues.  
All values  
are in  
billions.





# GLOBAL INTEREST

Saudi Arabia has become a prime destination for international investors, issuing over 28,900 foreign investment licenses, thanks to the reforms under Vision 2030.

These reforms, including allowing 100% foreign ownership in specific sectors and streamlining business and visa procedures for rapid approvals, have significantly boosted investor confidence. This investor-friendly climate, especially in sectors like renewable energy and AI, reflects the Kingdom's dedication to creating an attractive and efficient business environment. The surge in global interest highlights the success of Vision 2030 in establishing Saudi Arabia as a global investment powerhouse.

# SUPPLY CHAINS OF THE FUTURE

Saudi Arabia's strategic location, connecting three continents and situated just a few hours from most major economic hubs, underpins the Global Supply Chain Resilience Initiative (GSCRI). This initiative is focused on drawing vital supply chains to the Kingdom, making the most of its distinct competitive and unique strengths. This GSCRI not only supports Saudi Arabia's domestic development but also aims to strengthen supply chains at both regional and global levels, offering investors a distinct competitive advantage.

◆ **\$18bn**  
MARKET SIZE

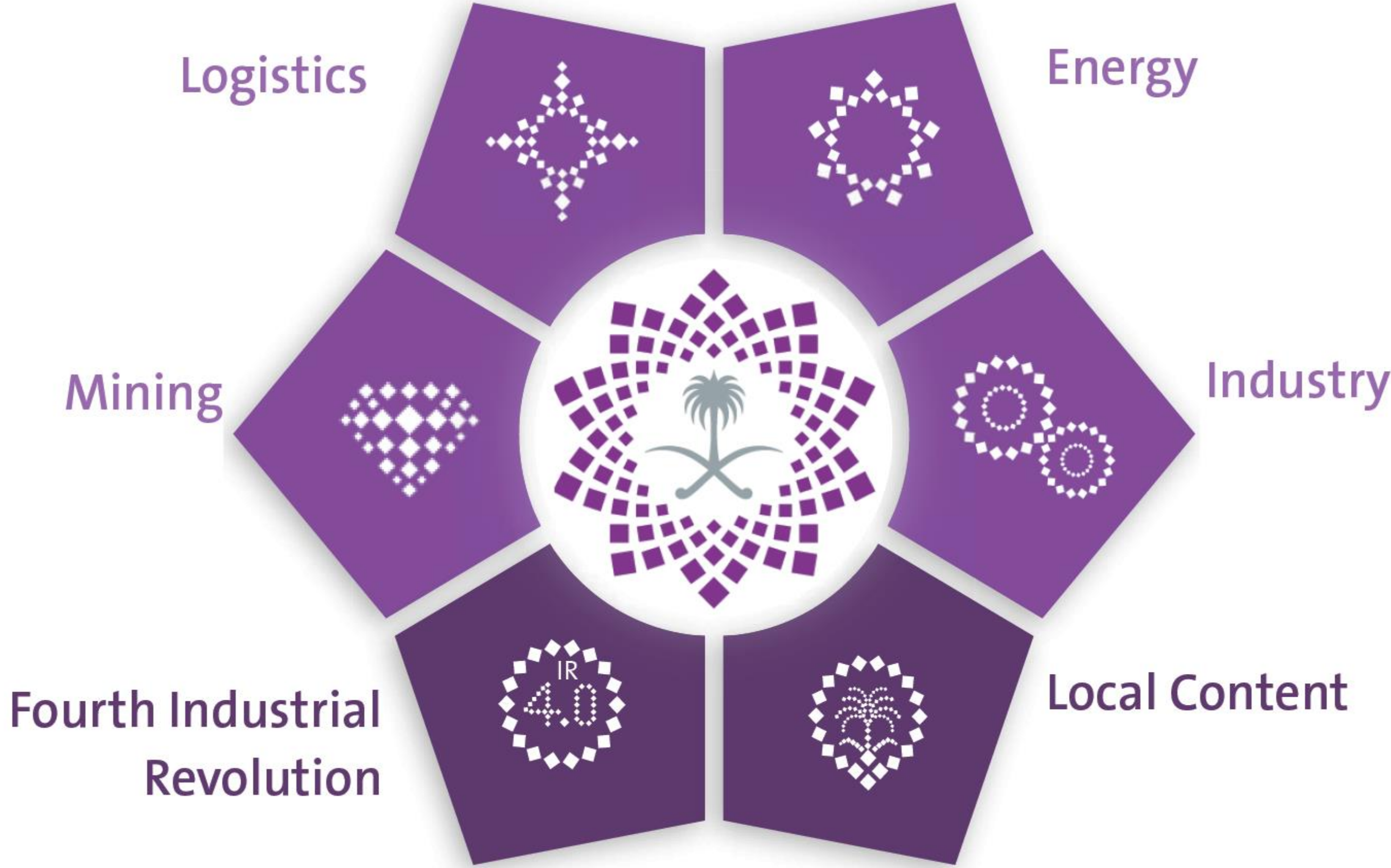
◆ **55%**  
SHARE OF THE GCC MARKET

◆ **\$10.7bn**  
IN FDI TO BE ATTRACTED  
THROUGH GSCRI WITHIN  
THE FIRST TWO YEARS

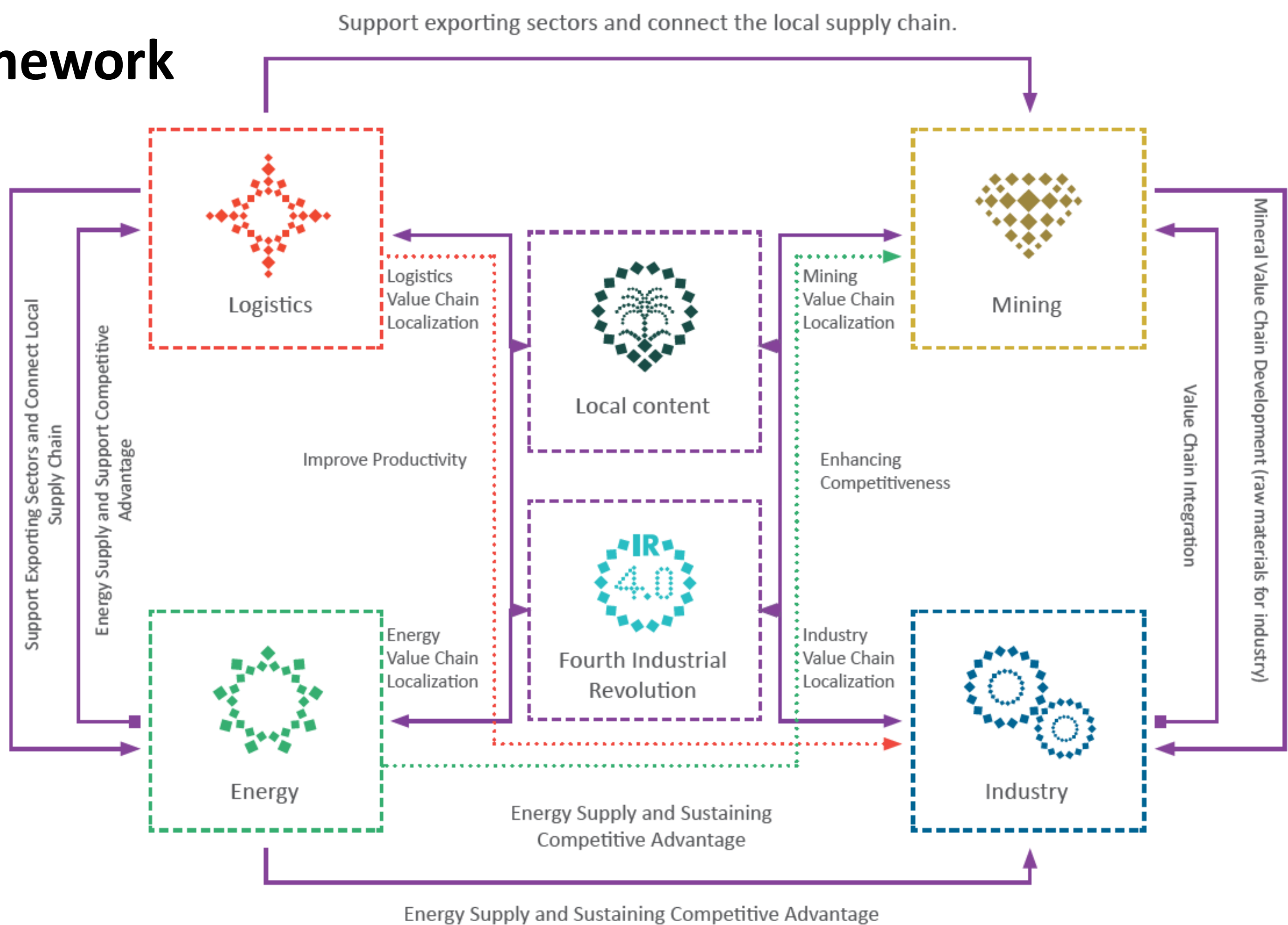
◆ **\$2.7bn**  
IN INCENTIVES  
TO BE DISBURSED  
THROUGH GSCRI



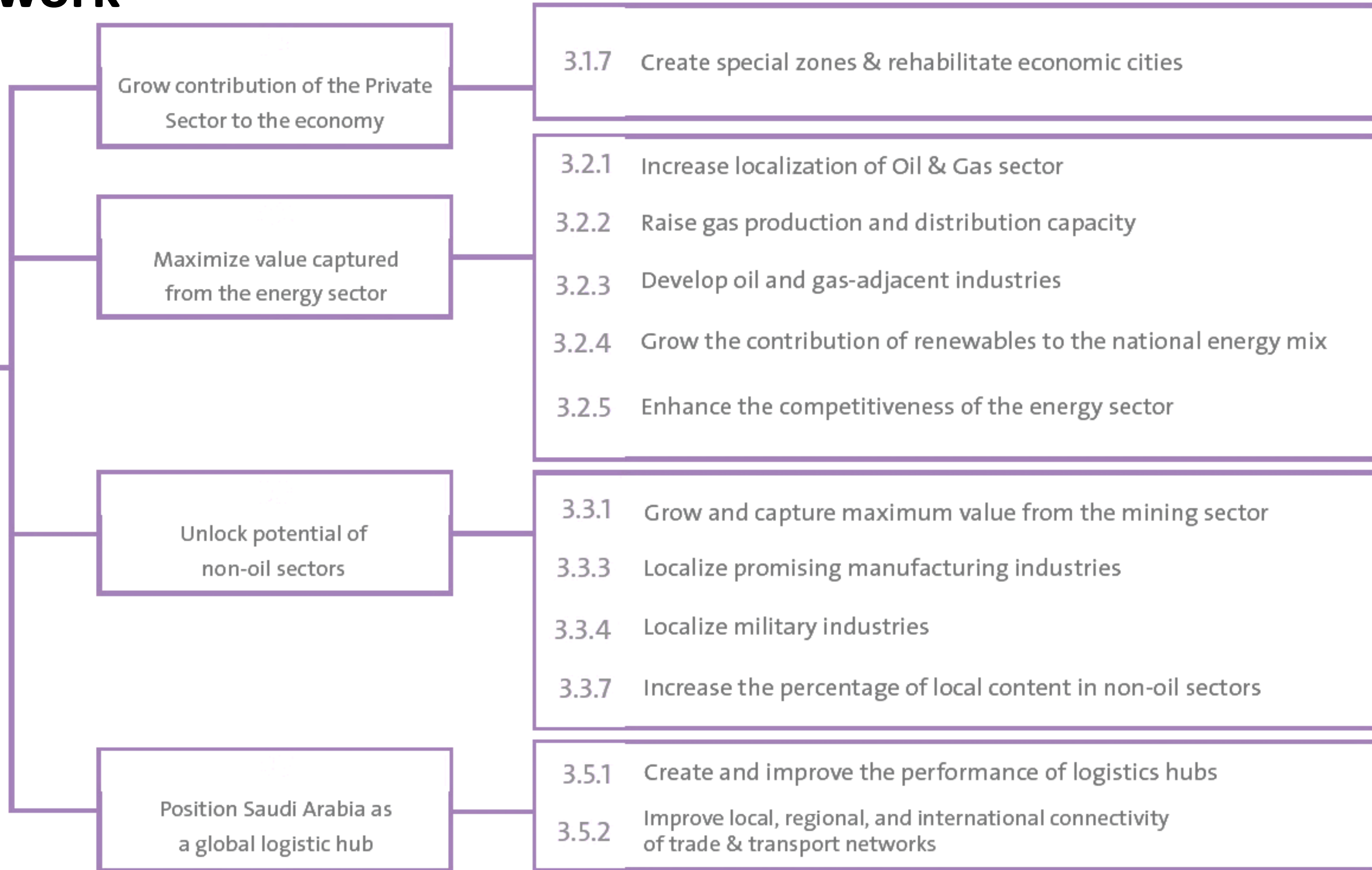
# National Industrial logistics & Development Program



# National Framework



# National Framework



# Aspirations for 2030

# Objectives



**330 million passengers**  
through the Kingdom's  
airports



**40+ million Twenty Equiv-  
alent Units (TEU)**  
the volume of goods trans-  
ported through the King-  
dom's ports



**Increase the connectivity**  
between the Kingdom and the rest of the world  
by air (attaining 15th place in the international air  
connectivity index) and sea (attaining 75th place in the  
(shipping connectivity index



**Top 10 countries**  
The rank of the Kingdom in the  
Logistics Performance Index (LPI)

**3.5.1**

Create and improve the performance  
of logistics hubs

**3.5.2**

Improve the local, regional and  
international connectivity of trade and  
transport networks

# The plan for maximizing the value captured by the logistics sector involves the following:

- Enhancing the efficiency, quality, and speed of logistic services.
- Improving the quality of logistics infrastructure and increasing its capacity.
- Reducing freight costs by developing interconnections between different local intermodal networks, and developing competitive regional networks.
- Increasing the accuracy of the shipping timings and receiving goods.
- Enhancing the tracking and tracing of shipments and goods to supply chains and automating operations.
- Facilitating clearance procedures and cross-border movement of goods to support industrial growth and export and re-export of goods.
- Raising the efficiency of domestic distribution in order to allow the delivery of goods at a competitive cost, capitalizing on the strategic geographical location of the Kingdom.
- Strengthening the logistics sector's governance and regulations and encouraging private sector participation.

# Aspirations for 2030



Localize **50%** of military spending



Making the renewable energy resources industry one of the leading industries in Saudi Arabia



Localizing **40%** of the pharmaceutical manufacturing market value and increasing the localization percentage of the medical devices and supplies manufacturing sector to **15%**



Localizing pioneering and internationally competitive machinery and equipment manufacturing



Building regionally competitive and sustainable maritime industry



Completing and rehabilitating the current economic zones and cities and approving **5** special economic zones



Localizing **70%** of the future supply chain of basic and intermediate chemicals and prioritizing **18** specialized chemical groups



Making the Kingdom a regional hub for food industries to cover **85%** of the local demand for processed food industries as well as enhancing the productivity of aquaculture

# Objectives

3.2.3

Develop Oil and Gas adjacent Industries

3.3.3

Localize promising industries

3.1.7

Create special zones and rehabilitate economic cities

# FLOURISHING INDUSTRIES

The Kingdom's manufacturing sector is one of the fastest-growing in the world, experiencing a 10% growth from 2016. In 2022, its GDP contribution exceeded \$97 billion, establishing it as the third-largest non-oil contributor to the economy. Sub-sectors within this industry are expanding to address existing challenges and optimize resource utilization.



## 12 STRATEGIC SUB-SECTORS

AS PART OF THE NATIONAL INDUSTRIAL STRATEGY (NIS)

- ◆ Machinery and Equipment
- ◆ Automotive
- ◆ Aerospace
- ◆ Military
- ◆ Maritime
- ◆ Food Processing
- ◆ Chemicals
- ◆ Pharmaceuticals
- ◆ Medical Devices
- ◆ Renewables
- ◆ Metals
- ◆ Building Materials

SUPPORTING THE GOAL OF	ASSEMBLING	PRODUCING
<b>30%</b>	<b>5K</b>	<b>155K</b>
Electric vehicles in the Kingdom by 2030	Vehicles in the first phase	Vehicles upon project completion

THE AUTOMOTIVE INDUSTRY IN SAUDI ARABIA IS UNDERGOING A SIGNIFICANT TRANSFORMATION, MARKED BY MAJOR DEVELOPMENTS FROM SEVERAL KEY PLAYERS



# TRANSFORMING THE AUTOMOTIVE LANDSCAPE

THE FIRST EV MANUFACTURING FACTORY IN THE KINGDOM

- ◆ Stimulating investment in vehicle manufacturing
- ◆ Investments amounting to \$4.37 billion.



# RIYADH AIR: NEW NATIONAL AIRLINE



# NEW ABHA INTERNATIONAL AIRPORT

# NEW ECONOMIC CORRIDOR

The Kingdom has signed an MOU to establish a new economic corridor linking India, the Middle East, and Europe. This project will boost infrastructure, trade, and energy security, advancing global economic integration. By reducing travel time for goods by three to six days, the corridor highlights the Kingdom's strategic economic and energy importance.

# JEDDAH ISLAMIC PORT

## Expansion Wins Best Port Award



# LOGISTICS JOINT VENTURE IN NEOM

In partnership with DSV, NEOM is establishing a \$10 billion logistics joint venture to address its land, sea, and air logistics needs, creating 20,000 jobs, driving investment, and advancing sustainable logistics innovation.

## GSCRI IS BUILT ON FOUR MAIN INVESTMENT THEMES

- ◆ Sustainability and Climate Change
- ◆ Future Industry Enablement
- ◆ Global Supply Diversification
- ◆ Advanced Manufacturing



GSCRI STRATEGICALLY PRIORITIZES KEY SECTORS IN WHICH SAUDI ARABIA HAS A COMPETITIVE ADVANTAGE

- 1 Aerospace
- 2 Automotives
- 3 Building materials
- 4 Petrochemicals
- 5 Food processing
- 6 Machining and equipment
- 7 Maritime
- 8 Medical devices
- 9 Military industries
- 10 Mining and metals
- 11 Pharmaceutical manufacturing
- 12 Renewables

## INDUSTRIAL CITIES

- 
- 1 Wa'ad Al-Shamal Industrial City
  - 2 Ar'ar Industrial City
  - 3 Tabuk Industrial City
  - 4 Ha'il Industrial City
  - 5 Al-Zulfi Industrial City
  - 6 Sudair City for Industry and Businesses
  - 7 Hafr Al-Batin Industrial City
  - 8 Dammam 1st. Industrial City
  - 9 Qassim 1st. Industrial City
  - 10 Qassim 2nd. Industrial City
  - 11 Al-Zulfi 1st. Industrial City
  - 12 Dammam 2nd. Industrial City
  - 13 Shaqraa Industrial City
  - 14 Al-Kharj Industrial City
  - 15 Riyadh 1st. Industrial City
  - 16 Dammam 3rd. Industrial City
  - 17 Al-Madina Al-Munawwara Industrial City
  - 18 Riyadh 2nd. Industrial City
  - 19 Riyadh 3rd. Industrial City
  - 20 Al-Ahsa 1st. Industrial City
  - 21 Dhurma Industrial City
  - 22 Rabigh Industrial City
  - 23 Makkah Al-Mukarrama 1st. Industrial City
  - 24 Jeddah 1st. Industrial City
  - 25 Jeddah 2nd. Industrial City
  - 26 Al-Baha Industrial City
  - 27 Assir Industrial City
  - 28 Najran Industrial City
  - 29 Jazan Industrial City

# INDUSTRIAL EVOLUTION

Saudi Arabia's industrial cities are playing a pivotal role in the nation's economic growth and diversification. As a key component of the National Industrial Strategy, the Kingdom is focused on expanding its industrial base. This includes localizing industries with high potential and drawing in both global and regional investments. By fostering an environment that encourages industrial innovation and growth, Saudi Arabia aims to establish itself as a leading industrial power in the region.

# DIGITAL DISRUPTION



The Kingdom's digital excellence on a global scale is evident as it occupies the **3rd position globally** and **1st regionally** in the World Bank's GovTech Maturity Index (GTMI). The Kingdom achieved a high maturity rate in the overall index, reaching 97.13%.



هيئة الحكومة الرقمية  
Digital Government Authority



سابر  
s a b e r



فاسح  
FASAH

توكلنا  
Tawakkalna



**Absher**  
Easy life for the citizen

Absher's application helps facilitate the citizen's life in carrying out their government procedures



# FASAH

## A unified digital platform for the import and export system

An integrated platform aims to facilitate international trade services by automating the import and export procedures.

Services and Beneficiaries

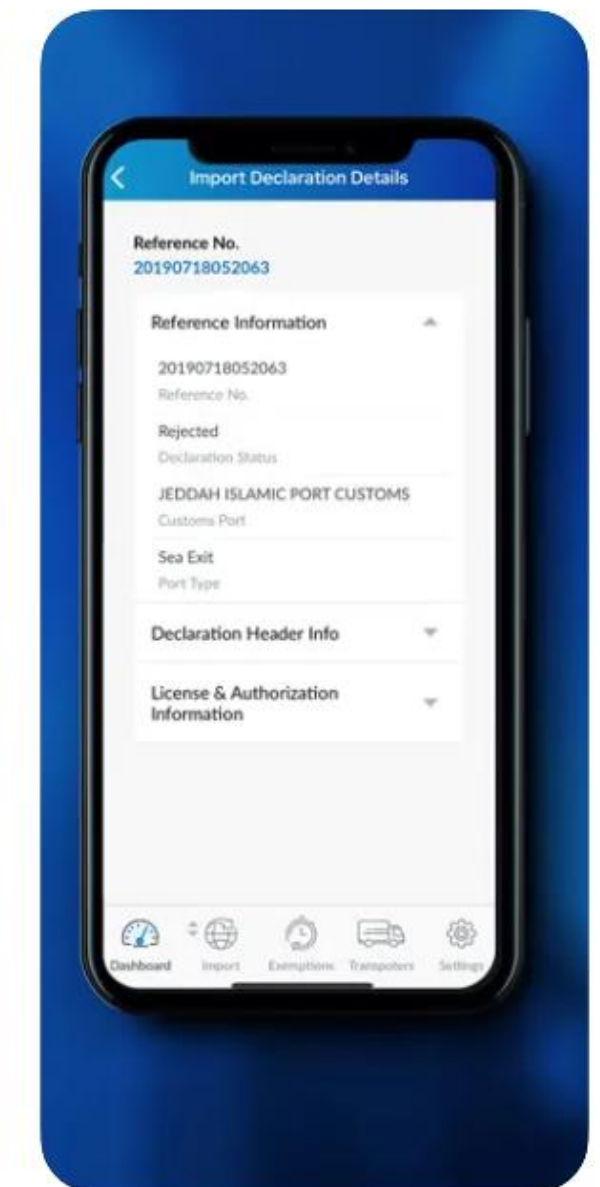
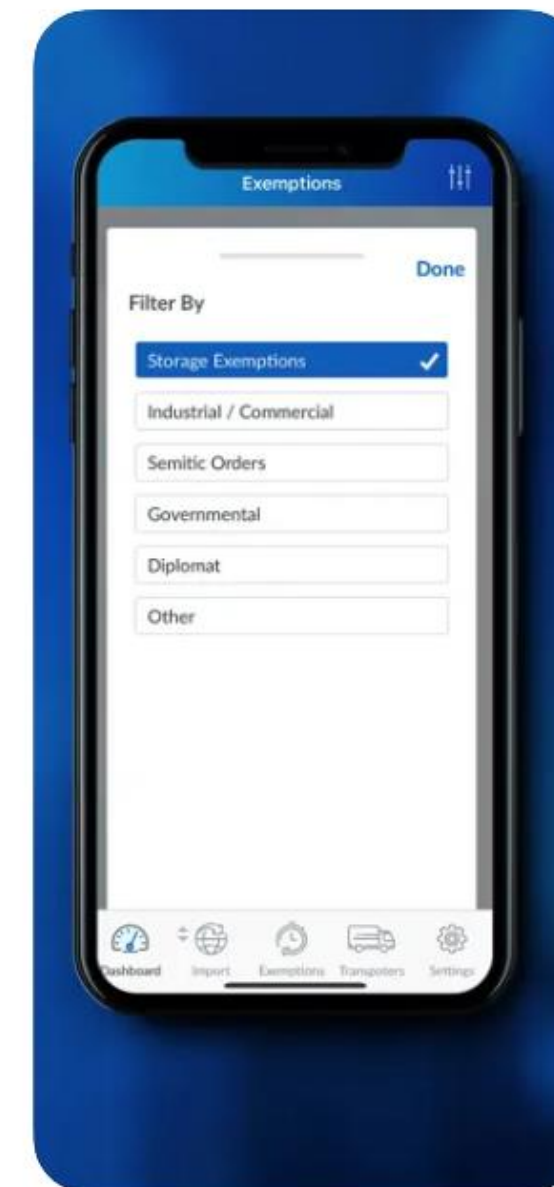
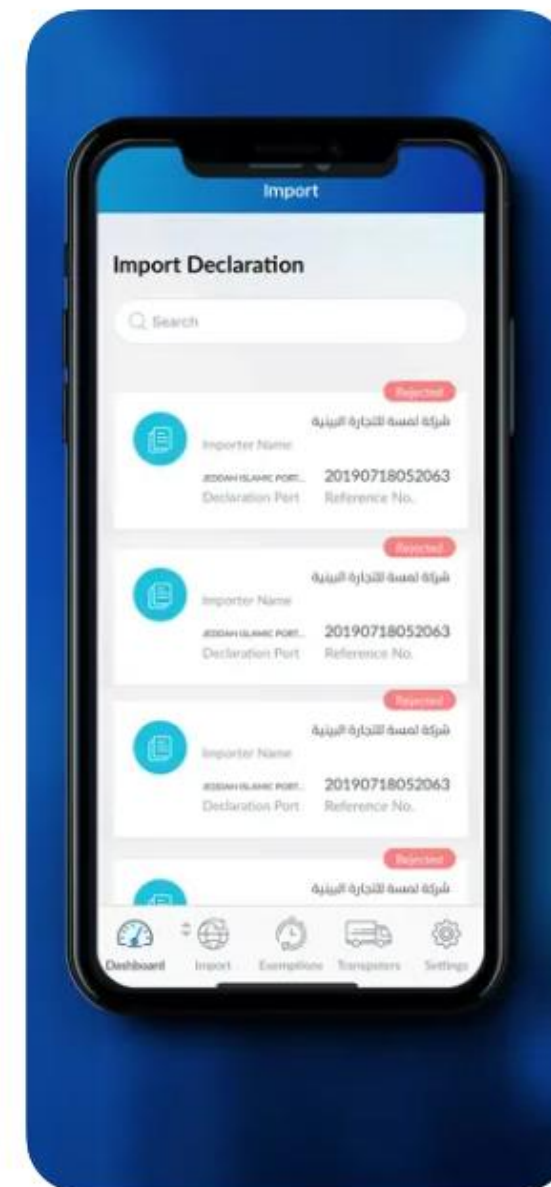
FASAH offers a range of **100+** online services to a wide range of Import and Export beneficiaries

**Key Services**

- Manifest Submission
- Declaration creation and submittal
- Single Payment Portal
- MASAR Tracking System

**Key Beneficiaries**

- Importers and Exporters
- Shipping Agents
- Port Operators
- Public Sector
- Clearing Agents (Brokers)



# SUSTAINABLE PROGRESS



## PROTECTING LAND AND SEA

**18.1%**

of land under protection.

**6.49%**

of marine environments under protection.

**1,660+**

endangered animals rewilded.

## GREENING THE KINGDOM

**49mn+**

trees and shrubs planted across the Kingdom.

**94k**

hectares of degraded land rehabilitated - equivalent to 146,000 football fields.

**10bn**

tree roadmap revealed at MENA Climate Week 2023.

## REDUCING EMISSIONS

**2.8GW**

renewable energy capacity connected to the grid.

**520k**

homes could be powered by installed renewable energy.

**13GW**

of renewable energy capacity currently under development across various projects.



Unemployment has significantly decreased, dropping from 12.3% in 2016 to **7.7%** in 2023. This notable improvement is largely attributed to the creation of new sectors and the diversification of the economy, which have opened up numerous job opportunities.

# CREATING CAREERS





BUILDING AN  
**INCLUSIVE  
WORKFORCE**

The 2030 goal of 30%  
was surpassed early;  
a new target of 40%  
has been set.

THE PERCENTAGE OF SAUDI WOMEN  
IN THE WORKFORCE INCREASED FROM

**17% | 2017** → **35.5% | 2023**

WITH TOTAL WOMEN IN THE  
WORKFORCE REACHING

**34% | 2023**

BRIDGING GAPS,  
**BUILDING FUTURES**

**32%**

OF UNIVERSITY  
GRADUATES ENTER  
THE JOB MARKET  
WITHIN SIX MONTHS

**42%+**

OF GRADUATES FROM TECHNICAL  
AND VOCATIONAL EDUCATION  
PROGRAMS FIND EMPLOYMENT  
WITHIN SIX MONTHS

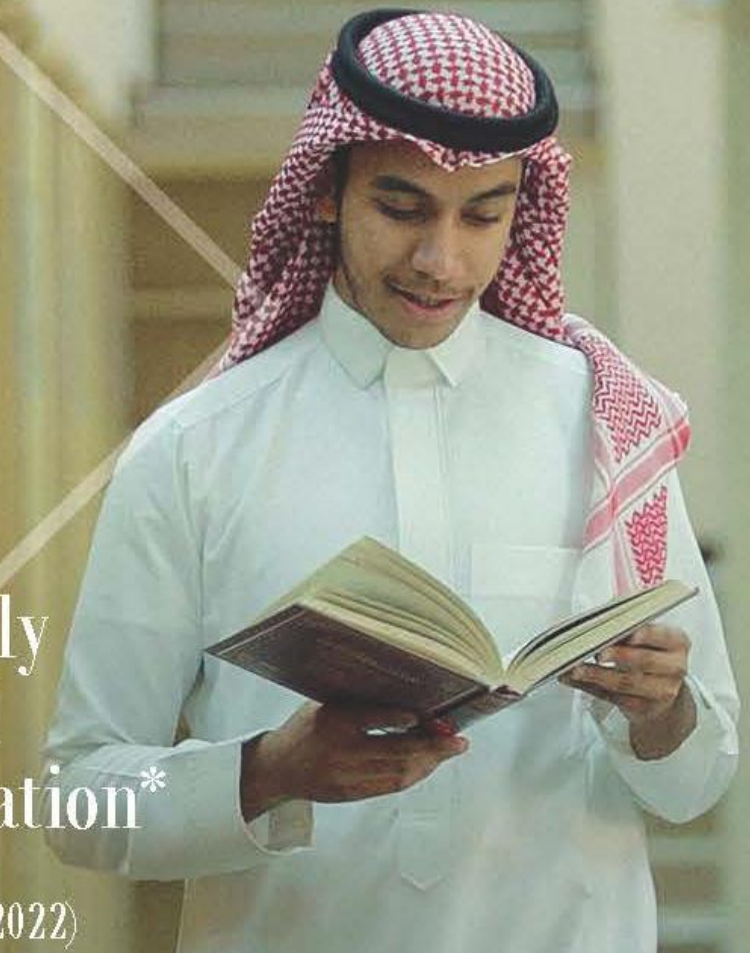
**VOCATIONAL  
TRAINING**

AND SKILLS DEVELOPMENT  
FOR A COMPETITIVE  
WORKFORCE

**1st**

Saudi Arabia  
ranks 1st globally  
in technical and  
vocational education\*

\*(Global Knowledge Index 2022)





# Maritime Logistics: Expanding Global Reach

The Kingdom continues to strengthen its position as a leading maritime logistics hub through large-scale port investments and expanded shipping connectivity:

- ◆ **Ranked 1<sup>st</sup> regionally and 20<sup>th</sup> globally** in commercial tonnage (2024)
- ◆ **Maersk Logistics Hub:** \$346.6M investment in Jeddah Islamic Port, the largest in its global network
- ◆ **Saudi Ports Authority (Mawani)** won the International Finance Award for infrastructure development

These developments align with Saudi Arabia's ambition to become a key link in global trade flows.



A program based on the concept of partnership between customs and business enterprises that enhances the security of the global supply chain, while providing more benefits to facilitate trade



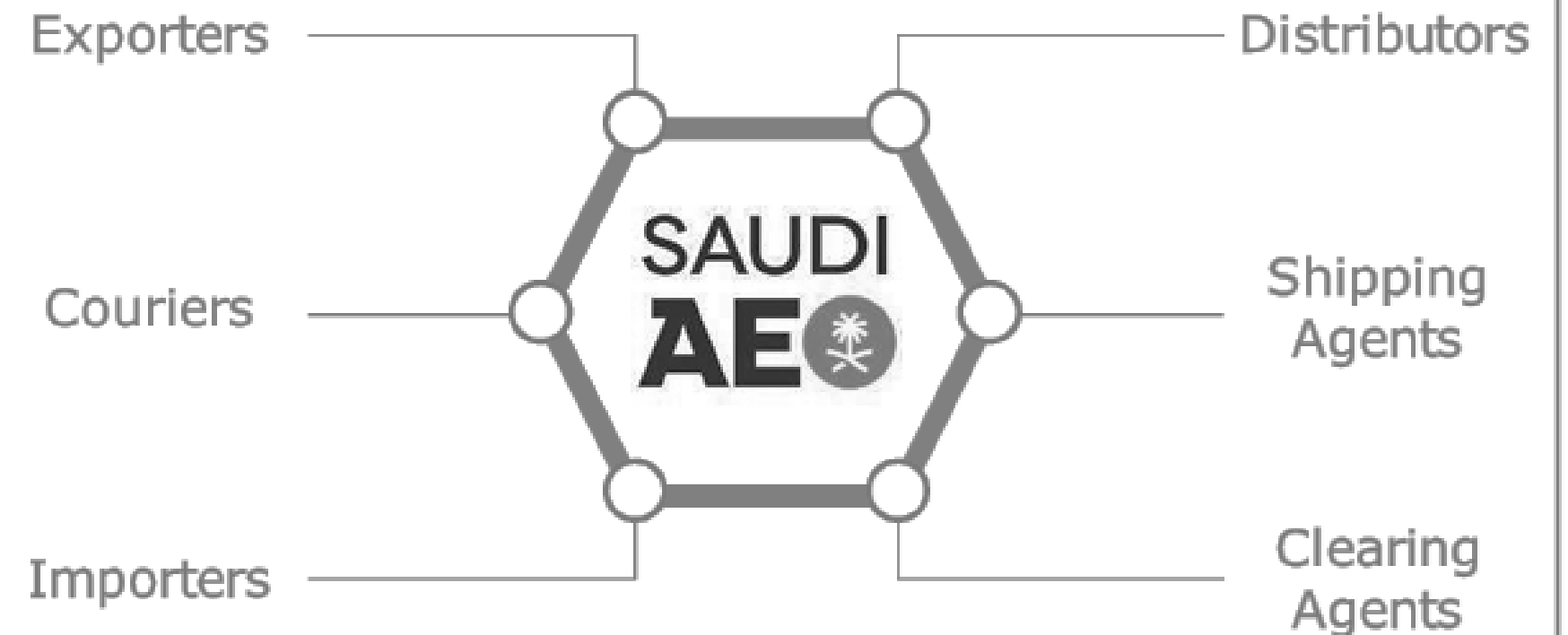
It is a global standard and is also part of the SAFE Framework published by the World Customs Organization since 2005



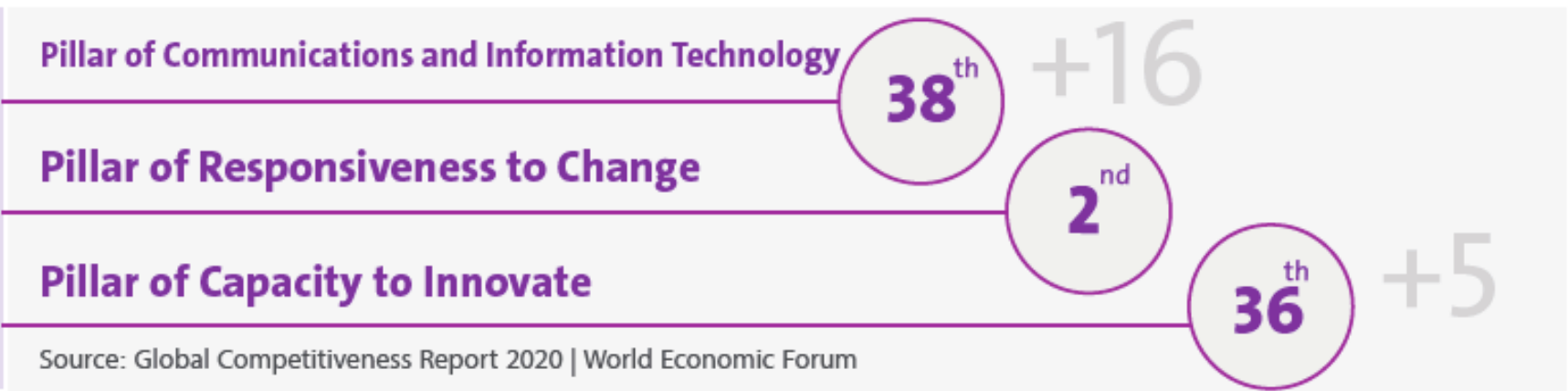
It is one of the components of Kyoto Convention that was published by WTO for Trade Facilitation on February 2017

### AEO Beneficiaries

The program offers many benefits to commercial enterprise that are authorized based on their compliance with number of criteria



**Global Competitiveness Index**



Advanced 3 ranks



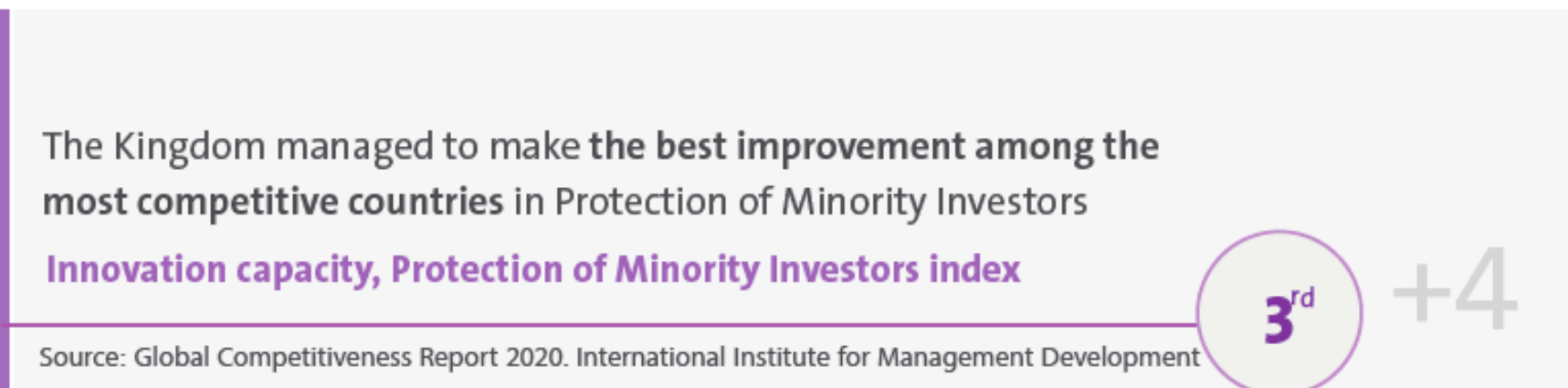
**Ease of Doing Business**



Advanced 30 ranks



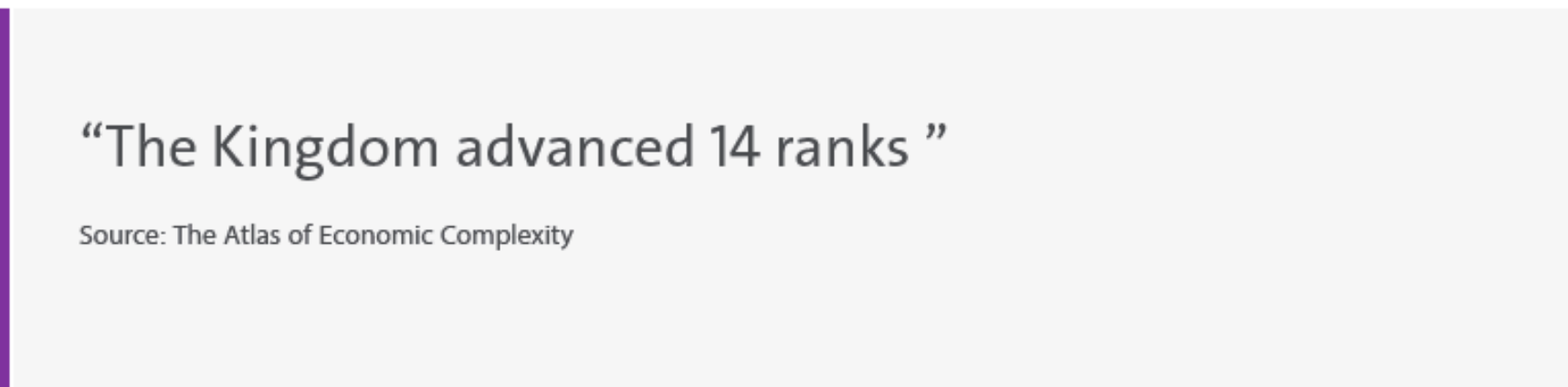
**The Global Competitiveness**



Advanced 2 ranks



**Economic Complexity Index**



Advanced 14 ranks



# REMARKABLE LEAPS IN THE LOGISTICS SECTOR

## SAUDI ARABIA

Score

**59/100**

Rank

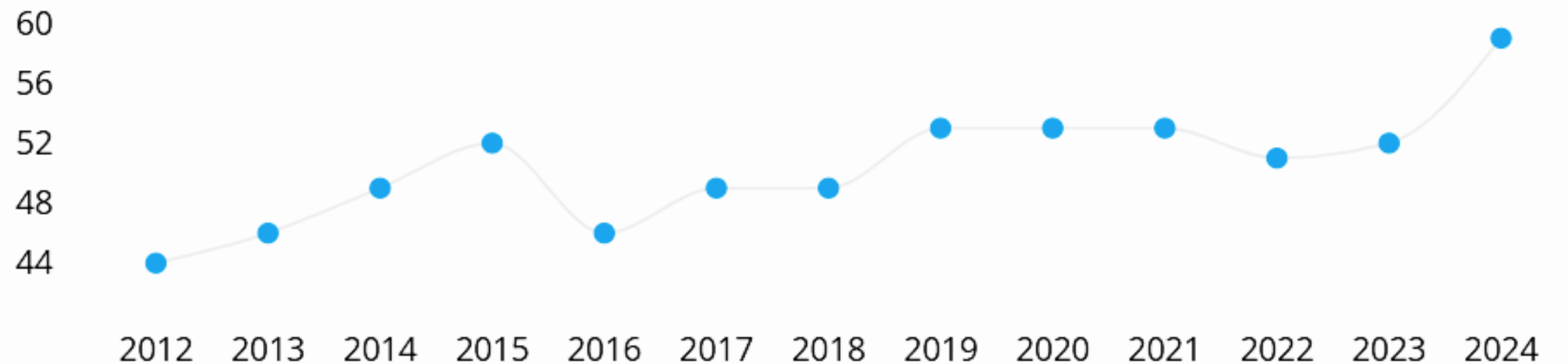
**38/180**

Score change

**↑ +7** Since 2023

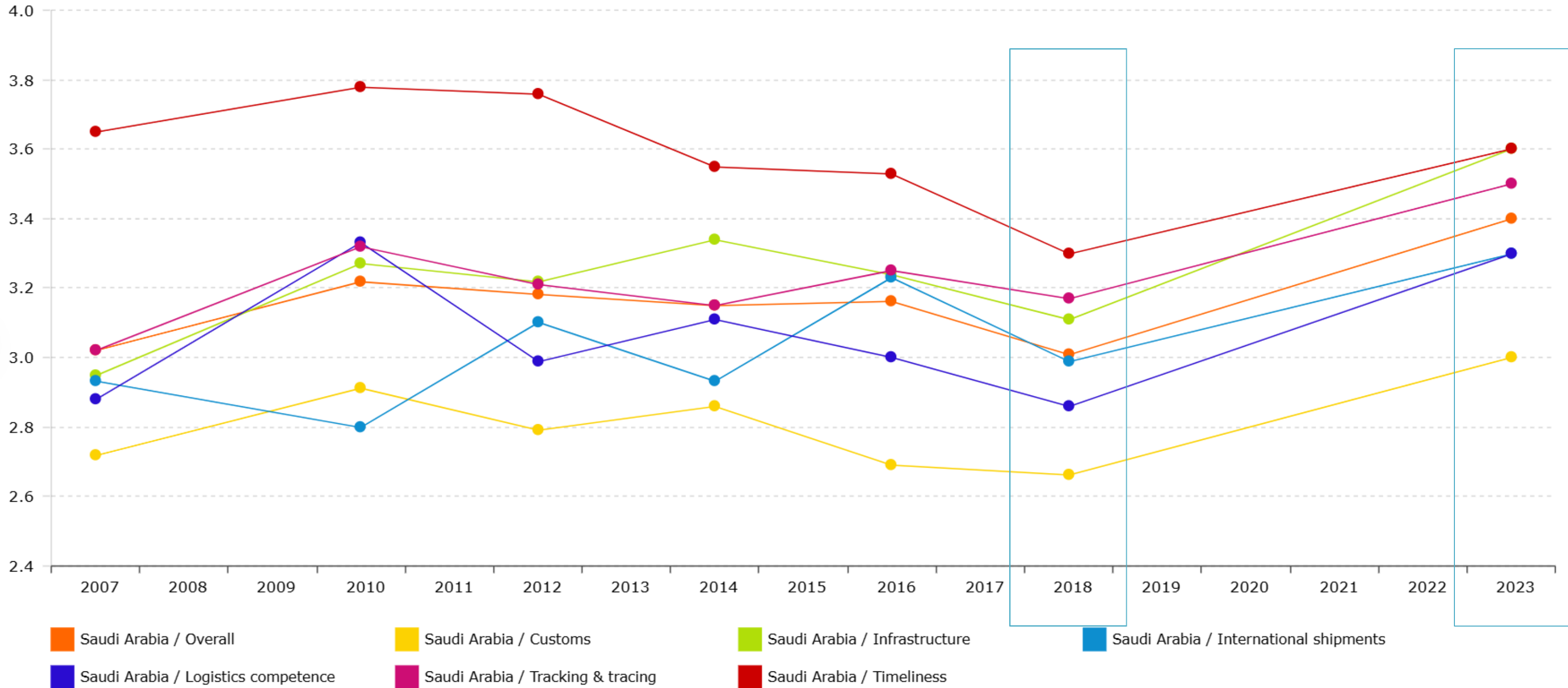
<https://www.transparency.org/en/countries/saudi-arabia>

Score changes 2012 - 2024



# Enhance the logistics competitiveness through the LPI

Country	Year	LPI Rank	LPI Score	Customs Score	Infrastructure Score	International shipments Score	Logistics competence Score	Tracking & tracing Score	Timeliness Score
Saudi Arabia	2023	38	3.4	3	3.6	3.3	3.3	3.5	3.6



# Improvement of Regulations and Legislations

“Thriving and competitive legislative and regulatory environment”

Launching Regulatory framework for small solar energy system



Enacting a New Mining Investment Law



Launching the Local Content Mandatory List amount approximately to **SAR 1.1 billion**

Customs clearance reduced from **288 hours** to **9 hours**



Launching the study of local content policies for the medical devices and supplies sector



# Infrastructure Development

“Developing sustainable world-class infrastructure that is attractive for investment.”

**1.9**  
billion investments  
in infrastructure development



  
Constructed logistical  
hub to handle  
shipments with special  
requirements  
Such as Covid-19 vaccine



**4**  
Solar PV  
projects were  
introduced

Fourth Industrial Revolution transformation agreements signed for

**8** factories

Fourth Industrial Revolution transformation plans implemented in

**5** factories



**9783**  
existing and under-construction industrial factories with  
a growth rate of **9.6 %**



# Access to local and international markets

“Improving the local, regional and international connectivity of trade and transport network.”

Fish products have reached Russia and Singapore



Inauguration of Jadidat Arar border crossing



3 new shipping lines launched to Asia and Africa.

The Kingdom was ranked

5<sup>th</sup>

in the index of the fastest countries in handling container ships



5

8 agreements

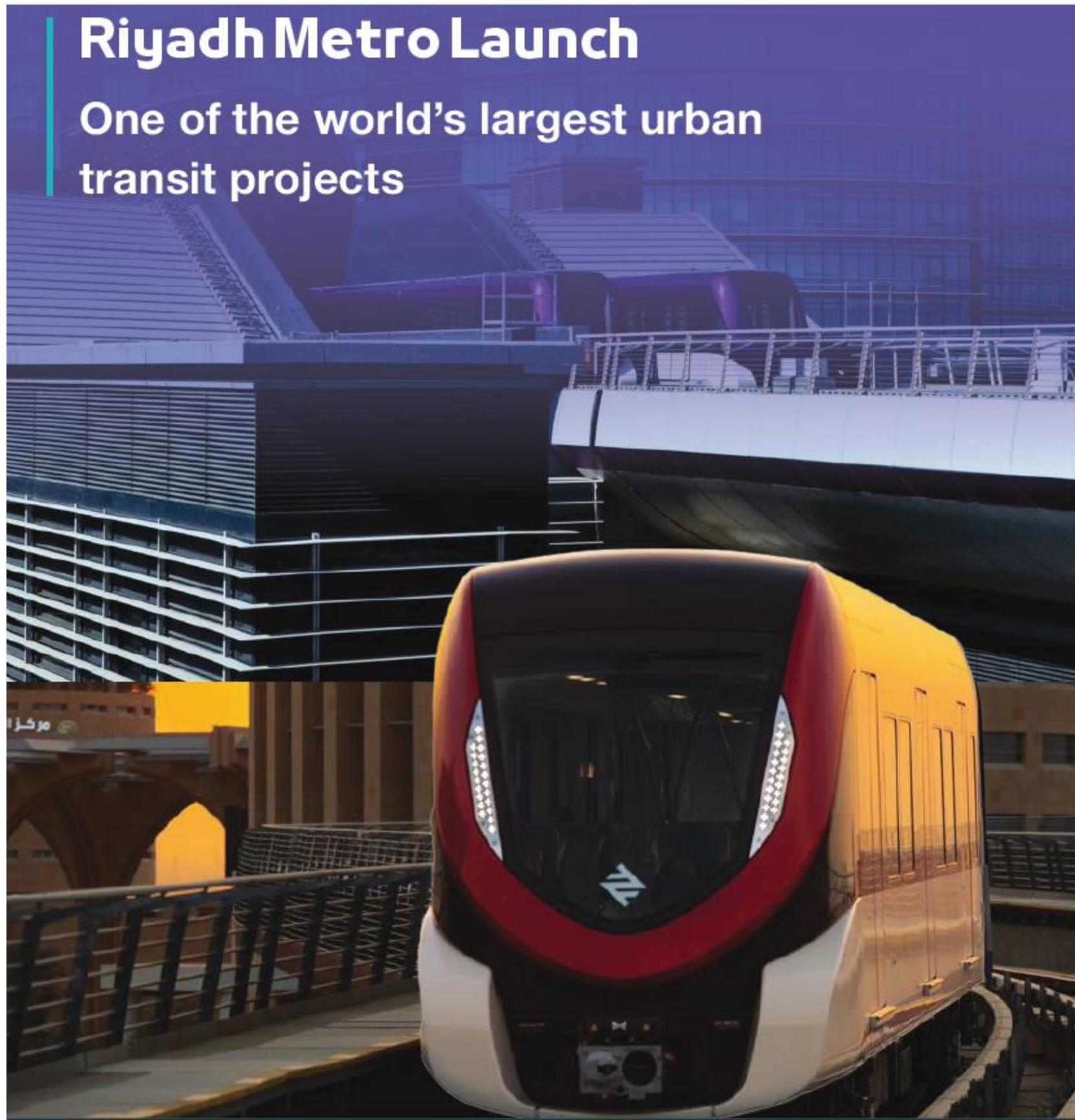
signed with private sector to operate cargo facilities in operational functions of cargo buildings in a number of airports in the Kingdom



الجمارك السعودية  
SAUDI CUSTOMS

# Riyadh Metro Launch

One of the world's largest urban transit projects



6 Lines, 176 km



1.9M Passengers in first week



\$680.9B

Non-oil GDP (USD Billion)

47%

Private sector contribution to GDP

9.1%

SMEs' loans as a percentage of bank loans

65.5%

Share of local content in oil and gas sector

\$191.62B

Total value of exports from industries related to oil and gas (USD Billion)

55.8%

Share of local content in expenditures of non-oil sectors

19.35%

Percentage of military industry localization

0.94T

Total value of PIF managed assets (USD Trillion)

25.7%

Share of non-oil exports as a percentage of non-oil GDP

7%

Unemployment rate among Saudis

47.81%

Percentage of technical and vocational education graduates who joined labor market within 6 months of graduation date

43%

Percentage of university graduates who joined labor market within 6 months of graduation date

13.4%

Percentage of employed persons with disabilities who are able to work

33.5%

Percentage of women's participation in labor market

0.551

Economic Participation and Opportunity Subindex

78.8

The Kingdom's rank in E-Government Development Index





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