

Scaling for Impact

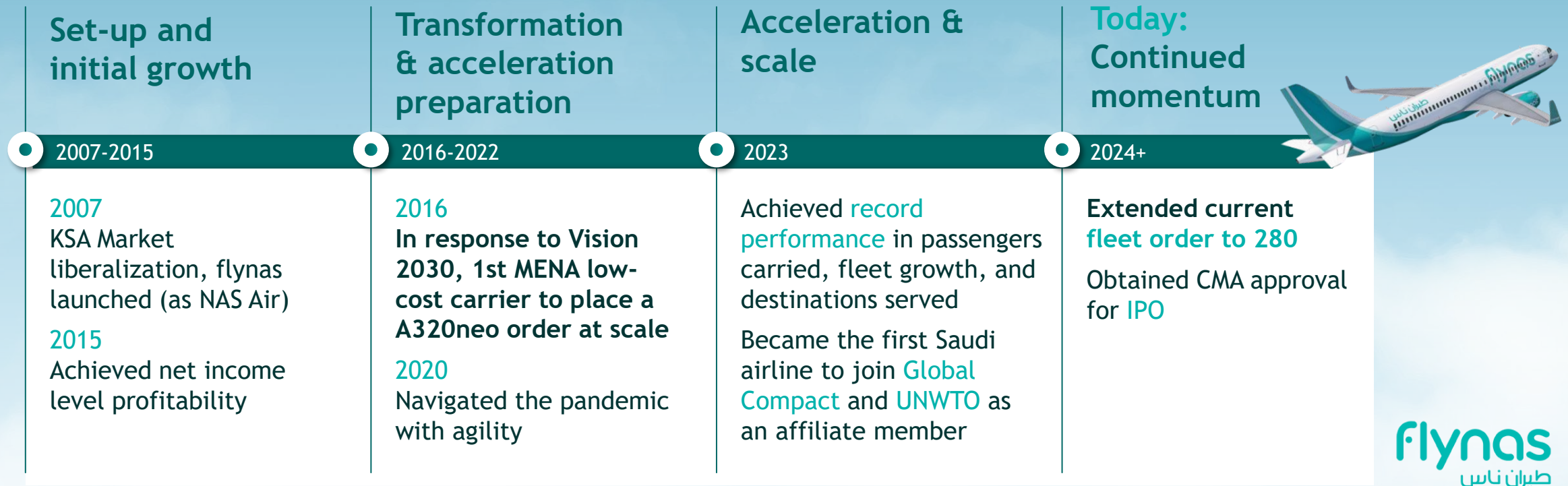
Fueling the Kingdom's aviation and tourism ambitions

Airline Economics Growth Frontiers | CEO Keynote presentation

29.04.2025

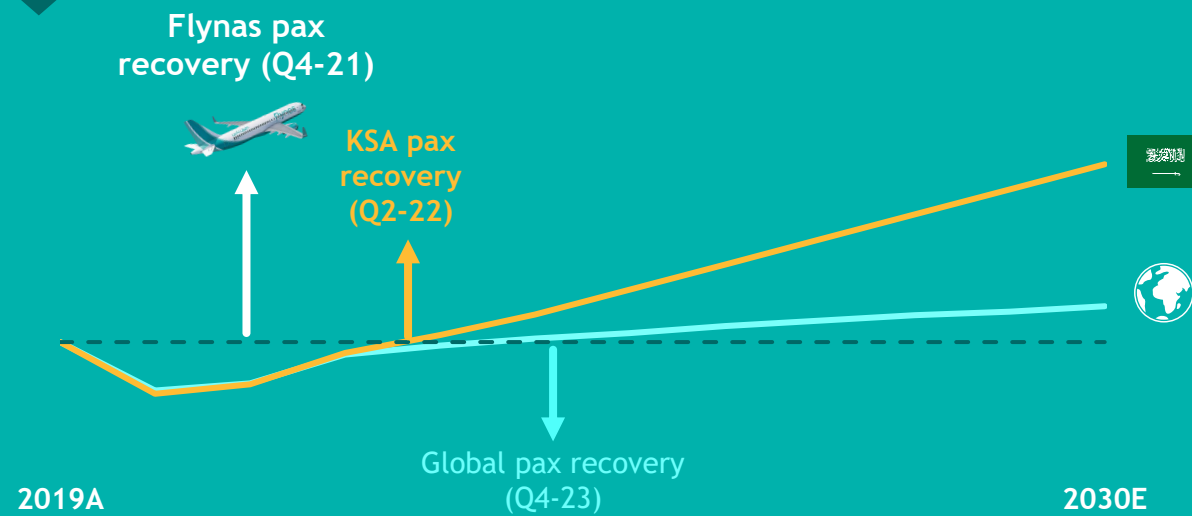


flynas' journey is a testament to our strong ambitions and capability to **manage accelerated growth**



The **pandemic** presented a challenge, but **flynas recovered quickly...**

KSA was ahead of the global pandemic recovery, with flynas pax volumes recovering 2 years ahead of the rest of the World...



...capitalizing on **several opportunities** along the way



Strategic pivot

Capacity deployment and competition strategy revamped



Cost transformation

Cross-company optimization successfully implemented



Nimble fleet

Sourcing restructured and charter operations launched



Workforce

Lay offs avoided and employees taken care of



Financing

No equity injection required

2024 was a landmark year for flynas

~15M

Passengers
flown

+32% from 2023

61

Aircraft
in fleet

6 deliveries in 2024

72

Destinations
served

7 new destinations

227

Fleet order
in pipeline

As of Dec-24

Two key milestones driving us forward in 2025



H2 2024

We signed a new order with Airbus for a **total of 160 aircraft**, one of the **largest aircraft purchase order books** in the region, doubling our previous order volume



H1 2025

On March 26th, we received official **approval from the Saudi Capital Market Authority (CMA)** for our **Initial Public Offering (IPO)** in the Saudi market

The Kingdom has **bold national ambitions** for aviation & tourism...

...**flynas'** as an LCC is best positioned to contribute to achieving these targets

Vision 2030



#1

Aviation Market in the Middle East

#7

Aviation Market Worldwide

10%+

Tourism Contribution to KSA GDP

National Tourism Strategy

#5

Global Destination

120M

Overnight visits

30M

International Umrah Visitors

National Aviation Strategy

330M

Passengers

250+

Destinations Across 29 Airports

\$100B

Total Infrastructure Investments

flynas 2030



#1

LCC in MENA

Top 5

Global LCC by fleet size

160+

Aircraft in fleet

165+

Destinations served

A330 program

Enables larger access to religious traffic

flynas' LCC strategy is designed to enable **Vision 2030** by expanding access, affordability, and connectivity

3 pillars of flynas' LCC Strategy as a KSA Vision 2030 enabler



Customer focus

Prioritizing budget-conscious travelers with a flexible, value-driven ancillary offering



Cost leadership

Operating one of the region's lowest-cost models while continuously improving efficiency



Network growth

Expanding short and medium-haul point-to-point routes, with smart, value-driven connections



4 new summer destinations: Milan, Geneva, Krakow, Rize.

We are accelerating **targeted efforts** to drive long-term growth



Sustainability & fuel efficiency

Operating one of the region's most fuel-efficient fleets & adopting sustainable initiatives



AI and digital transformation initiatives

Enhancing revenue management and customer experience with AI, automation, and digital tools



Investing in Saudi talent

Over 52%¹ of our workforce is Saudi, including cockpit and cabin crew – and growing



Enhanced product offering

New upgrades include refreshed cabins, in-seat power, Wi-Fi rollout, and tailored travel bundles

**At flynas, we are not just preparing for
the future – we are building it...**

...with the Kingdom as our foundation, the world
as our network, and our people as our wings

