



Honour and Impact

Honouring Generations
An Impact Touched by Every Pilgrim

Executive Summary

on the Achievements of the
Pilgrim Experience Program

2025 AD

In the name of Allah,
the Most Beneficent,
the Most Merciful

Leadership Statement

Serving the Two Holy Mosques A National approach Guided by the Leadership



”

Allah has honoured this blessed nation with serving the Pilgrims among pilgrims and visitors, and with providing all means for them to perform their Nusuk with tranquility and ease. Since its foundation, sparing no effort or precious resource in serving them and caring for their comfort has remained a source of pride for our country.

“



Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

May Allah preserve him

Leadership Statement

Leadership Responsibility and the Sanctity of the Trust



”

Allah, the Almighty, has honoured this blessed nation with serving the Two Holy Mosques and those who journey to them among pilgrims, Umrah performers, and visitors. The Kingdom of Saudi Arabia has placed this sacred duty at the forefront of its priorities and dedicated all its capabilities to serving the Pilgrims and facilitating their journey so they can perform their rites with ease and serenity.

“



His Royal Highness Prince

Mohammed bin Salman bin Abdulaziz Al Saud

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



Foreword

When serving Hajj and Umrah performers becomes an honour inherited by generation after generation, and an impact touched by every pilgrim, Pilgrim Experience Organization is transformed into a renewed journey of giving, for which the Kingdom of Saudi Arabia has dedicated its capabilities for centuries, and has made serving the Two Holy Mosques and their visitors a firmly established responsibility stemming from the status of this blessed country and its mission in serving Islam and Muslims, so that the journey of the Hajj and Umrah performers remains surrounded by care at every stage, and built on integration and continuous development.

From this standpoint, the Pilgrim Experience Program continues to lead the development and advancement of the Pilgrim Experience Organization by building a more integrated and innovative system that seeks to facilitate the journey of Hajj performers, Umrah performers, and visitors, and enrich their spiritual, cultural, and human experience, through developing services, raising the efficiency of infrastructure, and enhancing integration among various relevant entities, thus consolidating the Kingdom's position and leadership in serving Hajj and Umrah performers.

This Annual Report on the Achievements of the Pilgrim Experience Program incorporates the journey of achievement since the Program's launch in 1440 AH/2019 AD, as one of the key programs of Saudi Vision 2030, and as a translation of the wise leadership's — may Allah support them — belief in the esteemed status of the Two Holy Mosques and its steadfast commitment to providing the highest standards of care and services to Pilgrims.

Furthermore, this report serves as documentation of an ongoing journey, measured not only by achieved figures and accomplishments, but also by the lasting impact these efforts have on the journey of every visitor to this blessed land, who finds care at every step and an extension of the Kingdom's mission to serve the Two Holy Mosques and their visitors in every experience.

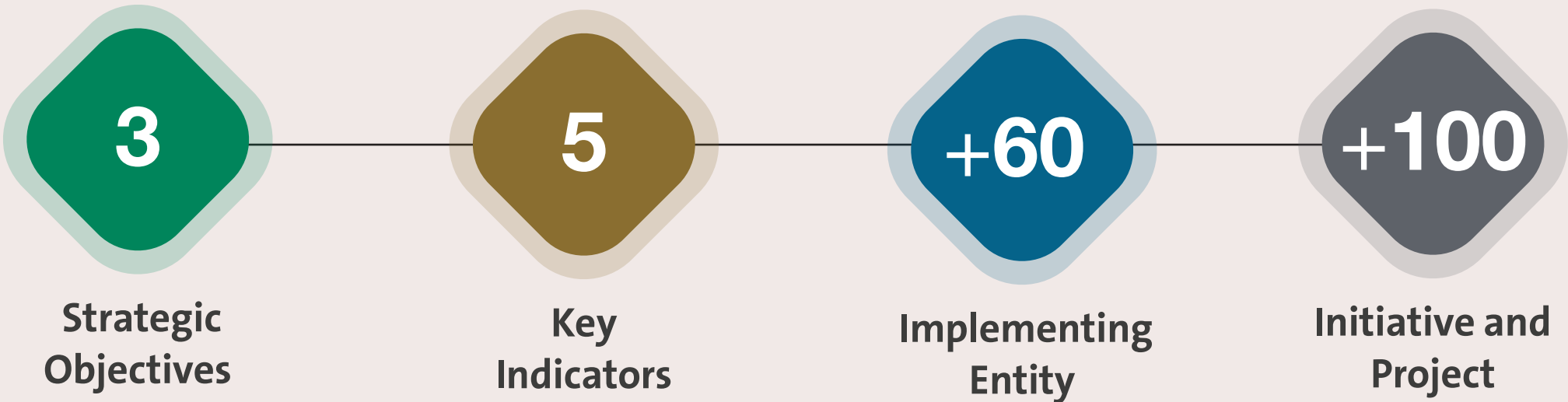


From Vision Ambition to Service Achievements

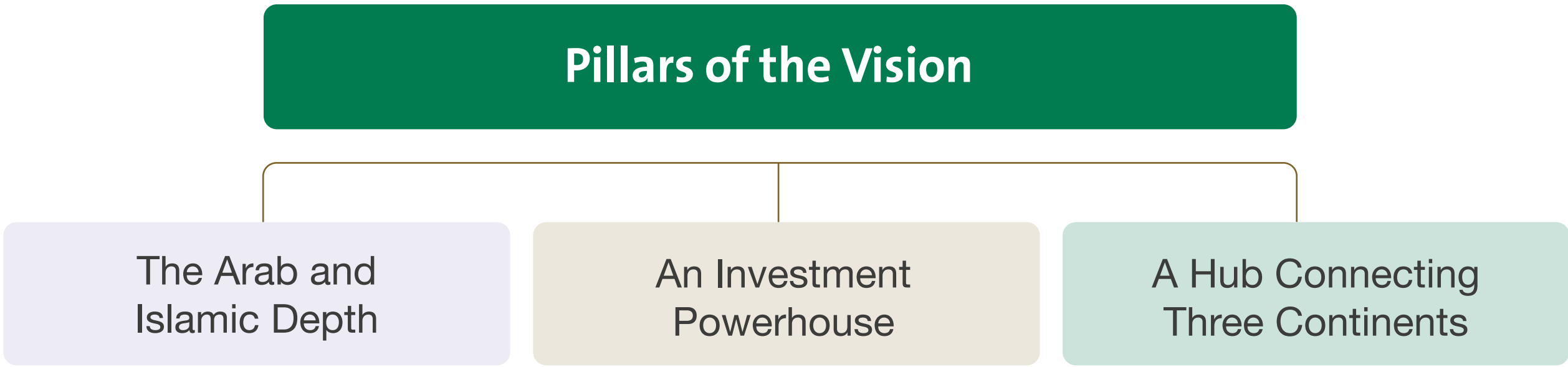


The launch of Saudi Vision 2030 in 1437 AH (2016 AD) marked a turning point in the nation's development journey, as the Kingdom launched ambitious strategic programs to translate the Vision's objectives into tangible reality.

In its pursuit of enhancing the services provided to pilgrims, **the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, launched the Pilgrim Experience Program on the 24th day of Ramadan 1440 AH (May 29, 2019 AD).** The ambitions of Saudi Vision 2030 were manifested in their highest form with a lofty national blessing, as the Pilgrim Experience Program was launched as one of the most prominent programs for achieving Saudi Vision 2030, to be the bridge through which Muslims from all parts of the earth cross to the Two Holy Mosques, and with its existence, the Kingdom of Saudi Arabia harnesses its capabilities, and opens its doors so that the Hajj and Umrah Performers may live a deep faith experience befitting the sanctity of the place and the status of the visitor.



To watch the video



The Strategic Objectives of the Pilgrim Experience Program within the Objectives of Saudi Vision 2030

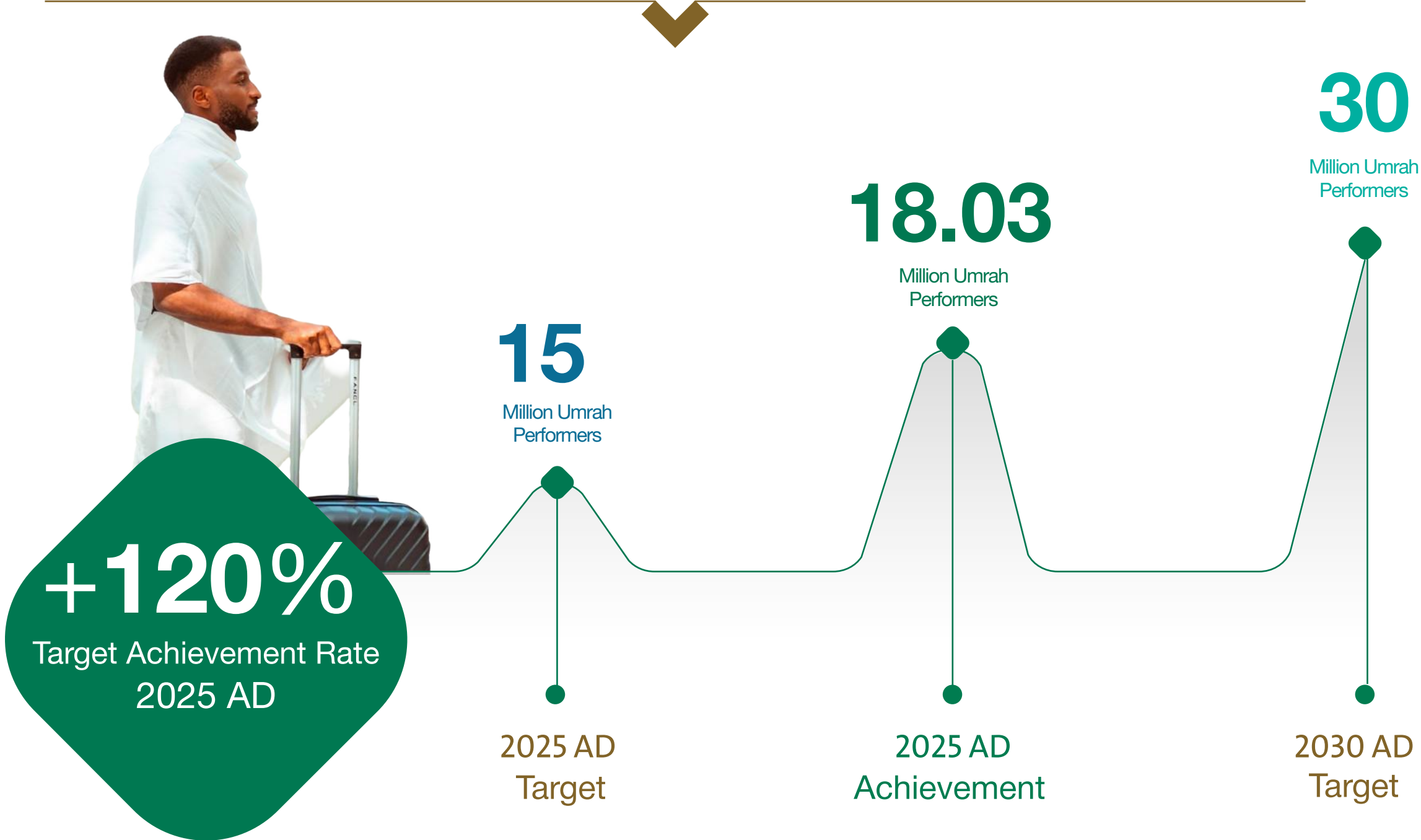


Objectives of the Pilgrim Experience Program

01

Facilitating Hosting More Umrah Performers and Ensuring Easy Access to the Two Holy Mosques

Targeted Capacity for Umrah Performers



02

Enriching Religious and Cultural Experience of Hajj and Umrah Performers

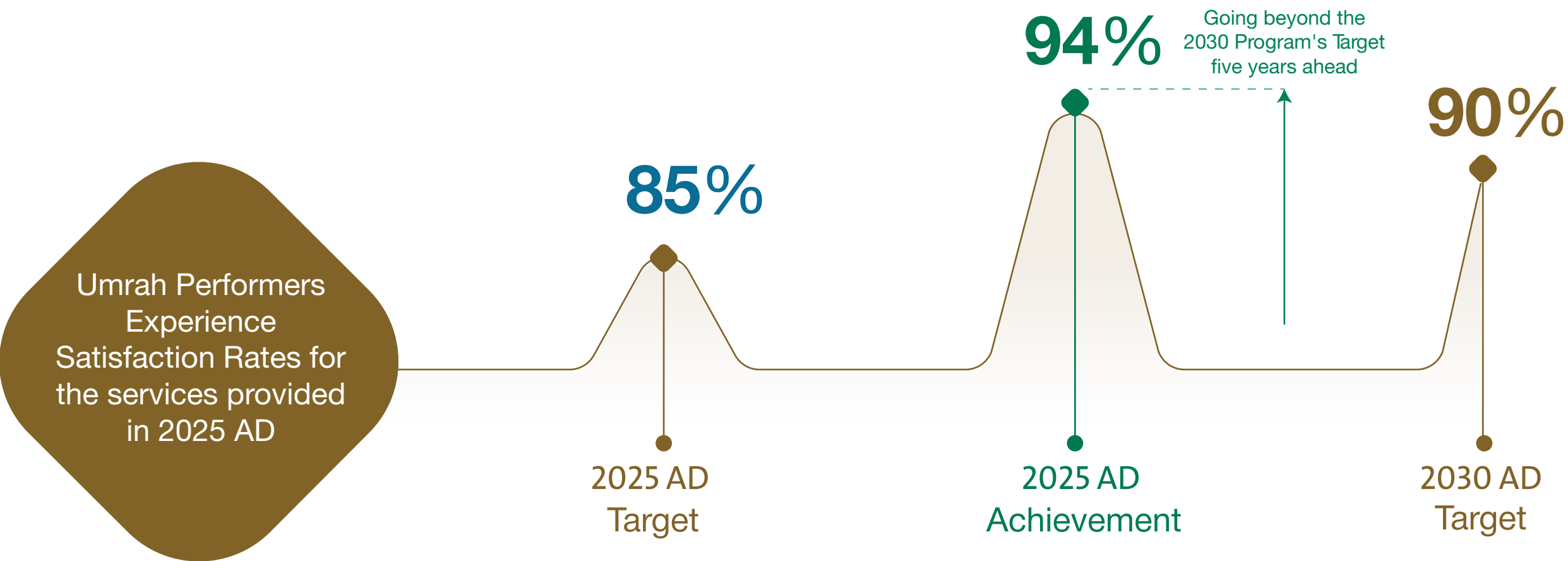
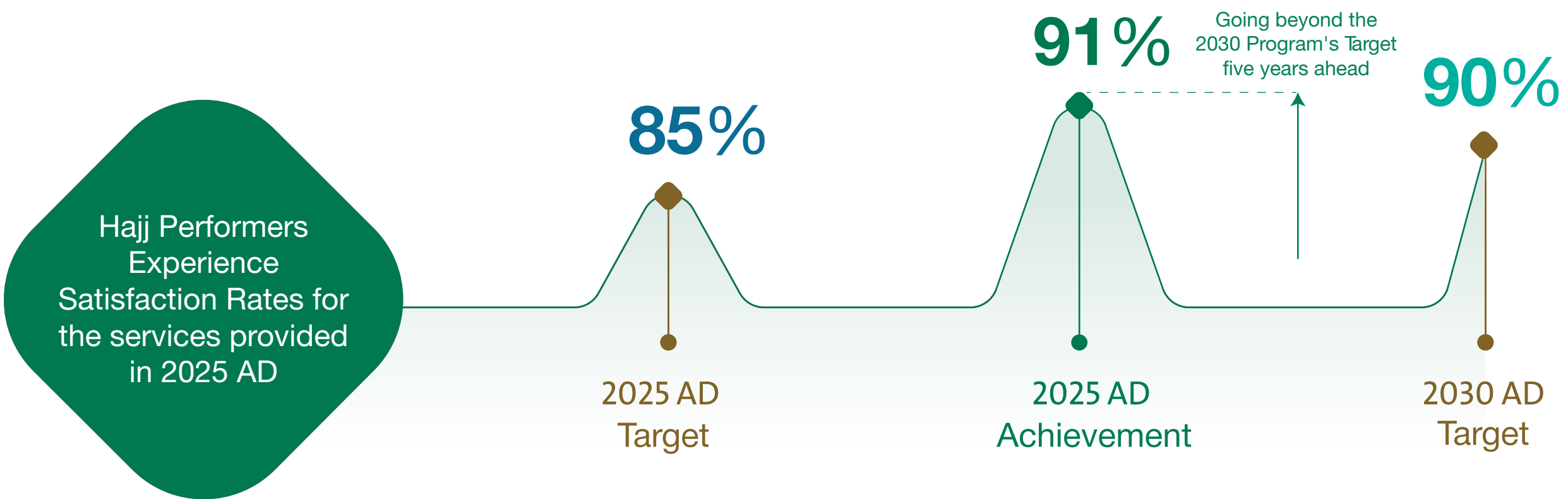
Target for Qualified Historical and Enrichment Sites



03

Providing High-Quality Services to Hajj and Umrah Performers

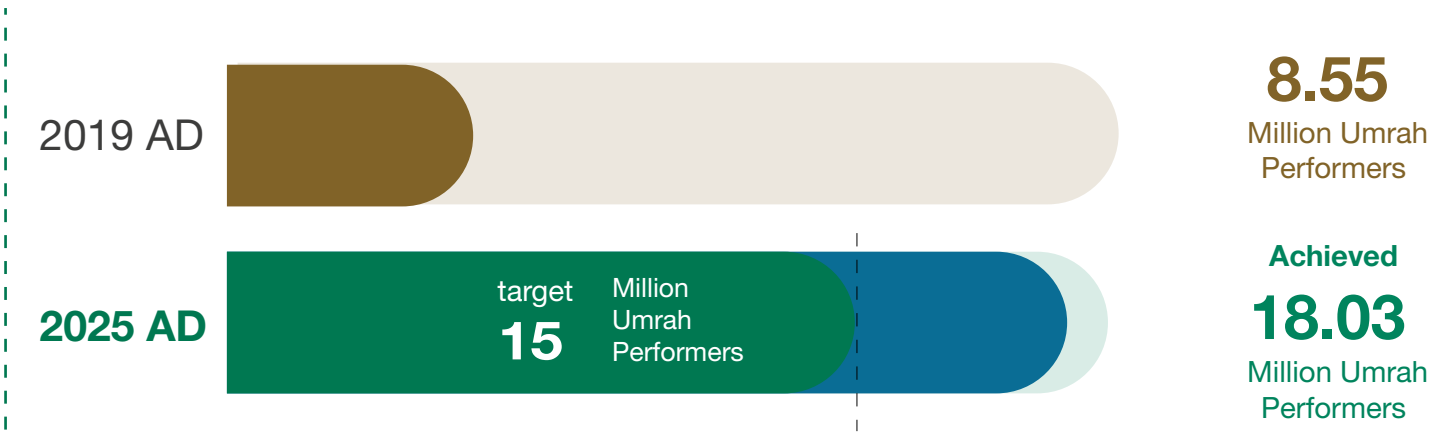
Achieved Target Satisfaction Rate for the Services Provided



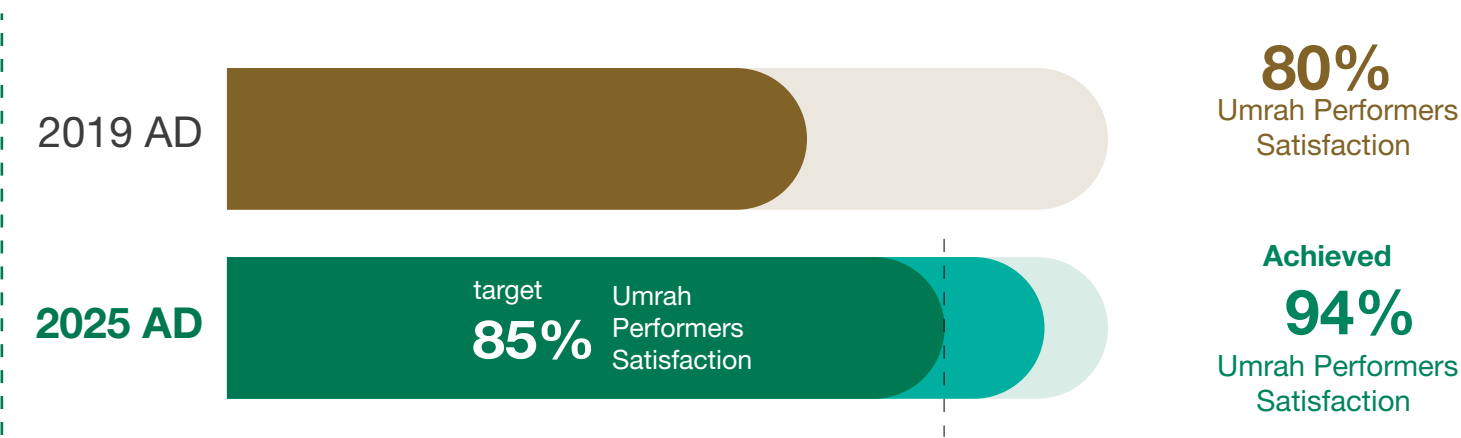
Key Performance Indicators

Evidence of Excellence in Serving Pilgrims

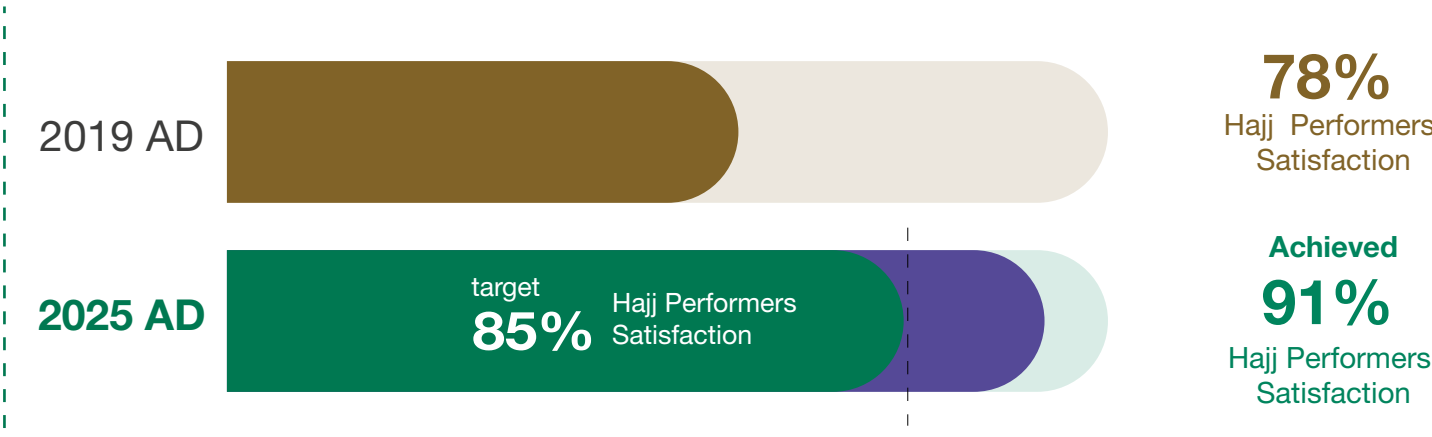
01 Indicator of Visitors Arriving from Abroad to Perform Umrah



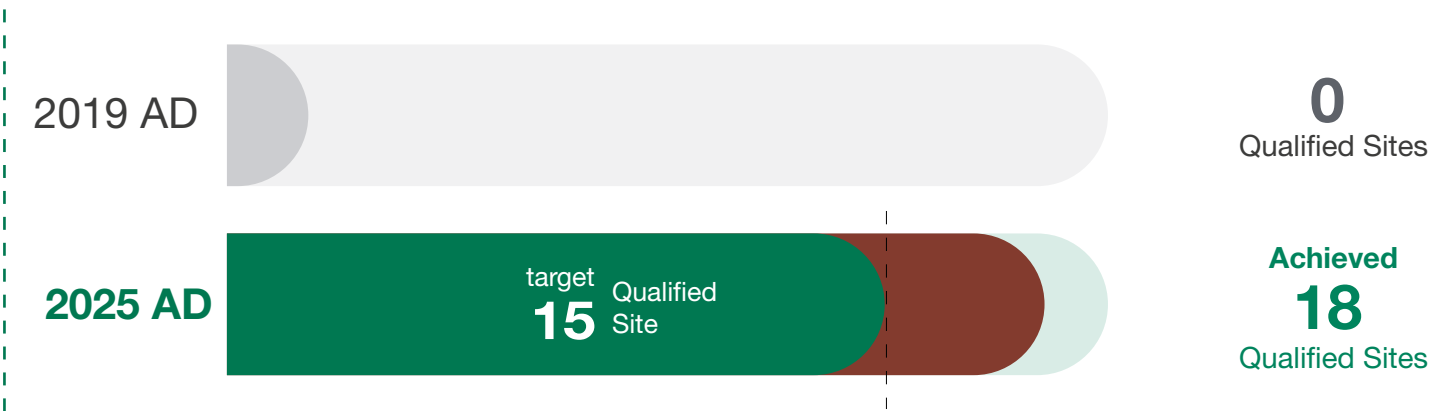
02 Indicator of Umrah Performers Experience



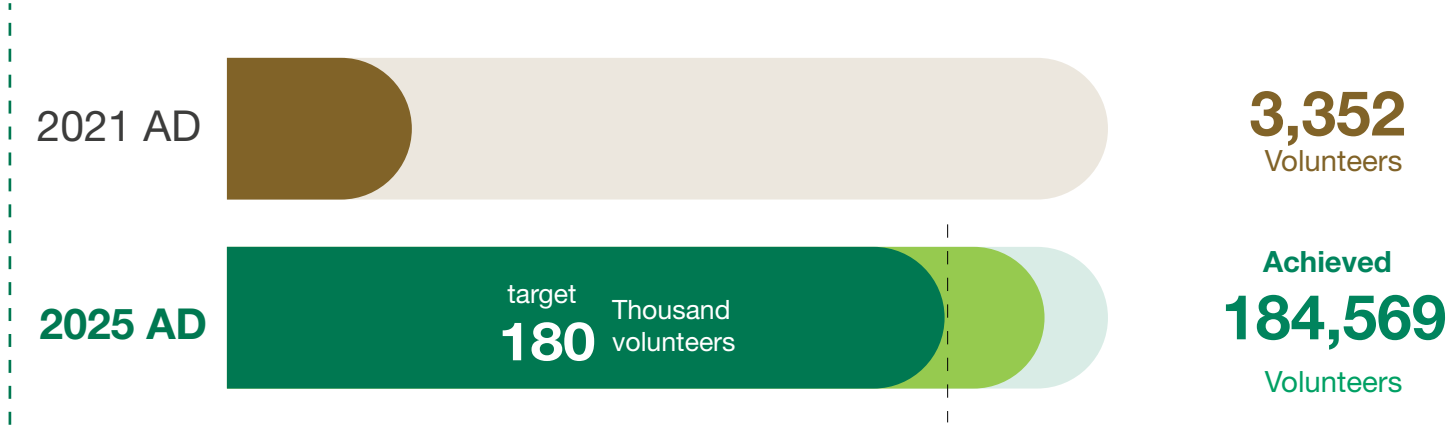
03 Indicator of Hajj Performers Experience



04 Indicator of Qualified Historical and Cultural Sites



05 Indicator of the Number of Volunteers Serving Pilgrims



Executive Summary

Key Achievements of the Pilgrim Experience Program

Qualitative Efforts and Initiatives Illuminating the Journey of the Visitors of the Two Holy Mosques from Afar.



+19.5

Million Hajj and Umrah Performers from Abroad.

1.5

Million Hajj Performers from Abroad.

91%

Hajj Performers’ Satisfaction Rate in 2025 AD, exceeding 2030 Target amounting 90%.

94%

Umrah Performers’ Satisfaction Rate in 2025 AD exceeding 2030 AD Target amounting 90%, despite the doubling of numbers.

18.03

Million Umrah Performers from Abroad.

+55

million visits to Historical Sites and Enrichment Destinations.

87

Qualified

Historical Sites and Enrichment Destination.

184,569

Volunteers

With growth rate exceeding 54 times from the baseline in 2021 AD.

100% Initiatives Implementation
Compliance Rate in 2025 AD

From 57% to 88%

Increase in Al-Rawdah Al-Sharifah visitors' satisfaction rate, despite the increase in visitors number to more than fourfold for the current year.

The visitors number reached
+16 million visitors in 2025 AD
compared to approx.**+3.8 million** visitors in 2022 AD.

From **680,000** to **+1** Million Hajj Performers of the Beneficiaries of Hajj without Luggage Initiative within two years;
Along with the decrease of arrival procedures completion period
Arrival procedures fell **from 120 minutes to 15 minutes per Hajj Performer**, with shorter waiting times, as well as a calmer and more seamless arrival.

53.4 million

Passengers arrived at King Abdulaziz International Airport, positioning it among the world's major projects and classifying it as one of the mega airports.

314,337 Hajj Performers

Benefited from Makkah Route Initiative for 2025 AD, so that the total beneficiaries of the initiative since its launch reached **+1.2 million Hajj Performers**.

9,600,000 Beneficiaries
Of the Haramain High Speed Railway.

2,206 Trips
Operated by Al Mashaaer Al-Mugaddassah Metro Line between Arafat, Muzdalifah, and Mina.

15.03 million
Total Number of Umrah, Visit, and Other Visas Issued in 2025 AD.

+40 million
Users of the Nusuk App across **+190 countries** worldwide.

+600 Thousand Worshippers

Benefited from the Project for Improving the Experience of Elderly People and Persons with Disabilities.

94% User Satisfaction Rate
With the Unified Mobility Platform **800 thousand** users benefited from it during the first five months following its launch in March 2025 AD.

+204 Thousand Visitors

To the Hajj Conference and Exhibition in its fifth edition from **150 participating countries**.

+200 Qualitative Studies
Across Pilgrim Journey Touchpoints.

+32,000 Visitors

From **160 Countries** participated in Umrah and Ziyarah Forum.



Global Standing on the Map of Excellence

Makkah Al-Mukarramah

Ranked
5th
Globally

in the Index of Top
Cities Receiving
International
Visitors



Ranked
7th
Globally

Madinah Al-Munawwarah

in the Tourism
Performance
Index



Main Initiatives

Facilitating the Journey and Enhancing Reassurance

With hearts filled with authentic Saudi hospitality and souls seeking sincerity and acceptance, we at the Pilgrim Experience Program are honoured to serve and care for the Pilgrims, fully aware of the greatness of this responsibility and dedicating all our capabilities to elevate their experience toward greater comfort and tranquility.

The Pilgrim Experience Program takes pride in **achieving a 100% compliance rate concerning initiatives implementation**, reflecting a responsible commitment to transforming plans into a tangible reality experienced by every Hajj Performer, Umrah performer, and visitor.

Our commitment to execution efficiency is accompanied by a continuous passion for measuring the impact of serenity and reassurance throughout the Pilgrim Journey. These initiatives have achieved exemplary integration across various sectors to develop a service organization characterized by excellence and innovation, befitting the honour of service with which Allah has blessed our nation.

Status of Pilgrim Experience Program Initiatives for 2025 AD



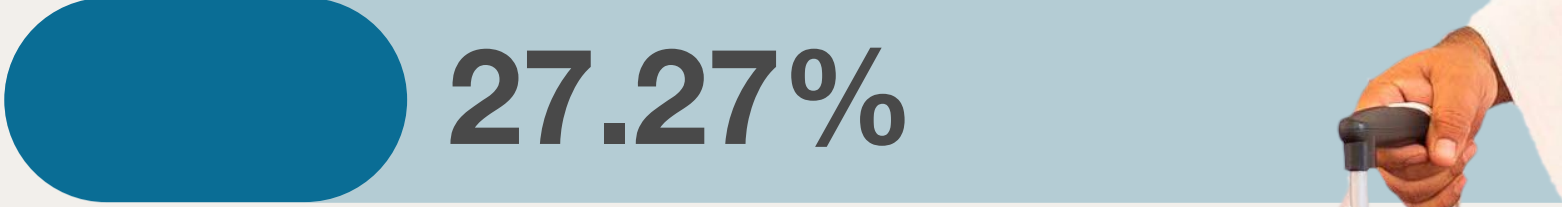
Initiatives Implementation Compliance Rate



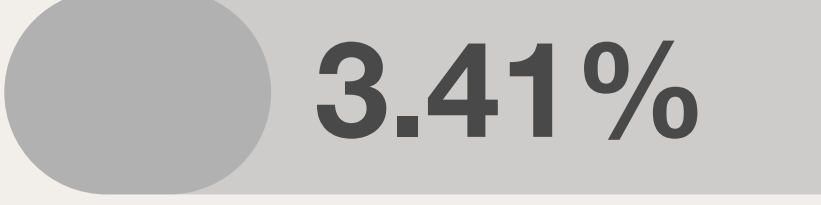
Completed



On Track



Not Started



Legislation and Regulations

From Organizational Engineering to Regulatory Frameworks

The laws and regulations constituted a fundamental pillar of the Pilgrim Experience Program, contributing to the establishment of a flexible regulatory environment that enhances the efficiency of service delivery and elevates the experience of Pilgrims.

Collectively, these Legislation and regulations served as enabling and effective instruments for achieving integration in accordance with clear foundations.



Key Decisions and Regulations Issued that Contributed to the Development of the Pilgrim Experience Organization

Key Legislative Milestones in the Hajj Sector

1440 AH - 2019 AD	Approval of the Law of Service Providers for Foreign Hajj Performers and repeal of several related regulations. Impact: A transformative step in regulating service providers and enhancing service quality.
1441 AH - 2020 AD	Adoption of the Makkah Route Initiative Agreement Framework between the Kingdom and participating countries. Impact: Enabling the implementation of the Makkah Route Initiative and organizing Hajj Performers’ arrival procedures.
1443 - 1444 AH 2022 - 2023 AD	Issuance of the Executive Regulations of the Law of Service Providers for Foreign Hajj Performers. Impact: Advancing the executive framework and improving operational quality.
1444 AH - 2023 AD	Establishment of the Hajj Projects Management Office (Central Hajj Planning Initiative). Impact: Integrating efforts, enhancing execution efficiency, and strengthening operational readiness during Hajj seasons, which contributed to increasing hajj performers satisfaction rates.
1445 AH - 2024 AD	Issuance of the Procedures Manual for Violations Related to Domestic Hajj Performer Services. Impact: Strengthening governance and oversight of service providers.
1445 AH - 2024 AD	Issuance of the Regulatory Framework for Temporary Work Visas for Hajj and Umrah. Impact: Regulating the seasonal workforce and improving operational efficiency.
1446 AH - 2025 AD	A decision to impose penalties on those who breach the regulations requiring a Hajj permit and those who facilitate their violation. Impact: Reducing irregular Hajj and promoting adherence to regulations.

Key Legislative Milestones in the Umrah Sector

1441 AH - 2020 AD	Involving Government Entities in Providing Electronic Visa Services. Impact: Enhancing digital transformation in Umrah services.
1442 - 1443 AH 2021 - 2022 AD	Decision to Open Investment (Lifting the Ban on Umrah-Related Tourist Guiding). Impact: Enhancing the role of the private sector.
1443 AH - 2022 AD	Issuance of Regulations for Services Provided to Umrah Performers and Visitors. Impact: Improving the quality of services provided.
1444 AH - 2023 AD	A decision to establish an independent body called the Presidency of Religious Affairs for the Grand Mosque and the Prophet's Mosque, and to transform the General Presidency for the Affairs of the Grand Mosque and the Prophet's Mosque into a public authority called the General Authority for the Affairs of the Grand Mosque and the Prophet's Mosque. Impact: Enhancing governance and clarifying roles and responsibilities.
1445 AH - 2024 AD	Responsibility for the Quba Mosque and the surrounding area has been transferred to the Madinah Region Development Authority. Impact: Enhancing the visitor experience by developing the infrastructure of the mosque and its surrounding area, and improving the urban landscape and visual appeal.
1446 AH - 2025 AD	Updating Temporary Employment Regulations for Umrah. Impact: Supporting operational sustainability and improving efficiency.



Pathways of the Blessed Journey

Pre-Arrival

Fewer Procedures and a More Seamless Experience



First Impression

An Organized Journey and Facilitated Mobility



Performing Nusuk

Performing Nusuk with Devotion and Human-centered Services



Discovering the Kingdom

A Destination to Be Told and an Experience to Be Shared

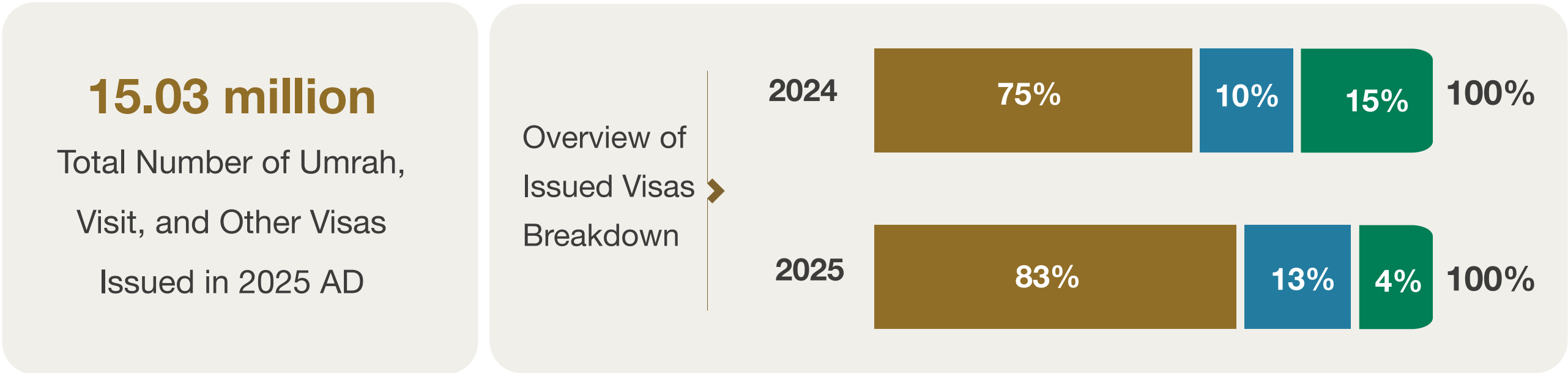


First Phase

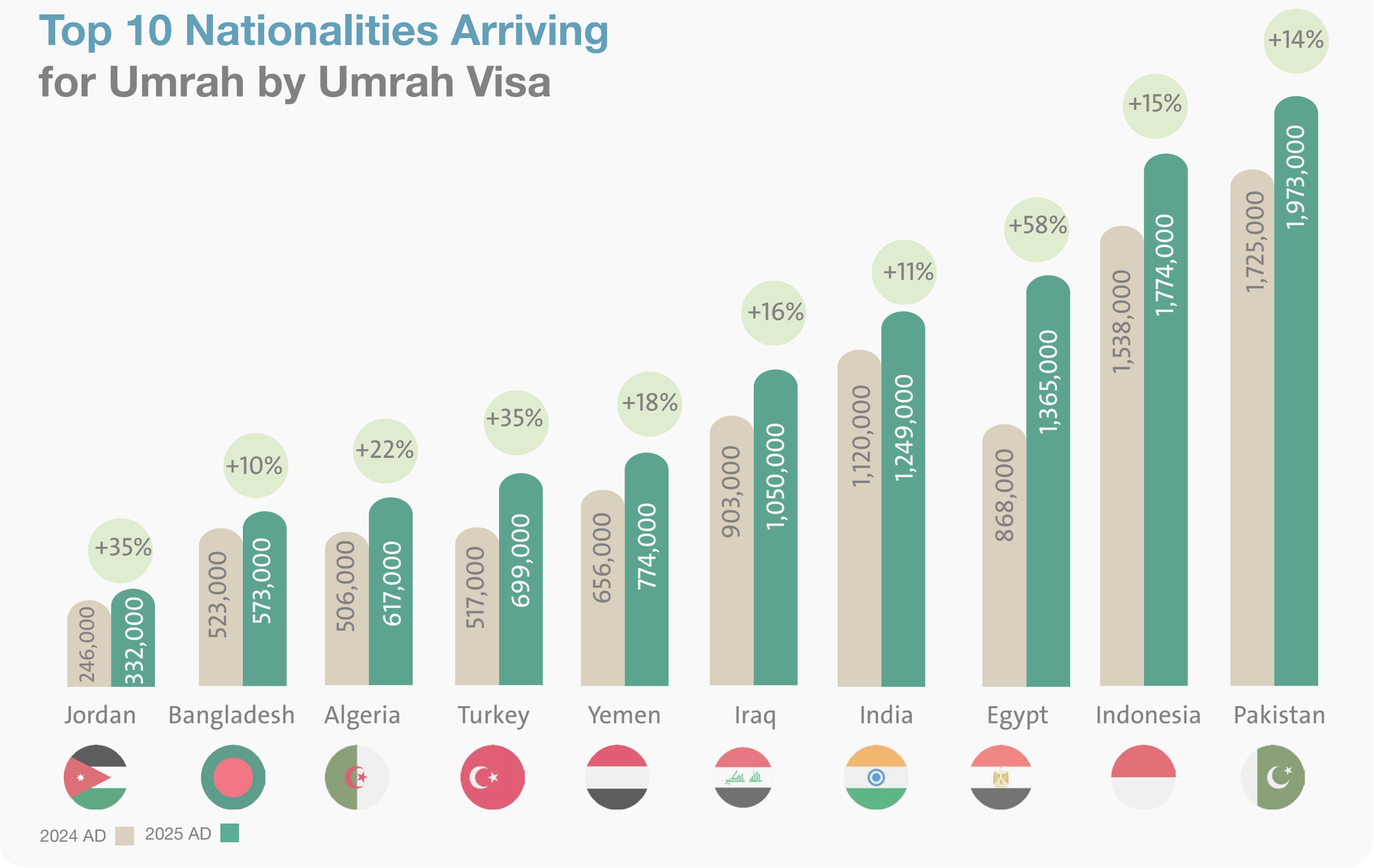
Pre-Arrival

Before the Pilgrim sets foot on the land of the Kingdom, the journey begins with planning and preparation. This phase focuses on facilitating procedures, enabling bookings, and providing information and digital services that prepare pilgrims for a clear and seamless journey.

Key Achievements in the Pre-Arrival 2025 AD



Top 10 Nationalities Arriving for Umrah by Umrah Visa



Makkah Route Initiative

2019 AD

1,692

Hajj Performers

2025 AD

314,337

Hajj Performers

1,254,994

Hajj Performers Total Number of Beneficiaries of the Makkah Route Initiative Since Its Launch

Hajj Without Luggage Initiative

2023 AD

680,000

Hajj Performers

2025 AD

1,002,132

Hajj Performers

With the decrease in the completion period of arrival procedures.

From 120 minutes to 15 minutes per Hajj Performer

Nusuk Application

+190 Countries Total Number of Countries Benefiting from the App

+40 Million

Number of Nusuk Application Users in 2025 AD

2 Minutes

Time Required to Book a Complete Umrah Journey

136

Services

Second Phase

First Impression

From the very first moment of arrival, this stage focuses on delivering a seamless and well-organized reception experience through facilitating entry procedures and enhancing the quality of services at entry points, leaving a first impression that reflects the Kingdom’s readiness and its deep care for Pilgrims.

Key Achievements in the Performing Nusuk 2025 AD

Key Figures of the Aviation System 1446 AH

growth **+11%**
in the total number of passengers on international flights to Jeddah and Madinah, reaching 22.22 million passengers in 2025 AD, compared to 20.09 million passengers in 2024 AD.

growth **+10%**
in the seating capacity of international flights to Jeddah and Madinah, reaching 25.31 million seats in 2025 AD, compared to 22.93 million seats in 2024 AD.



Transportation plays a pivotal role in the Pilgrim Journey experience, and transportation services witnessed a significant improvement in beneficiary satisfaction levels, rising:

King Abdulaziz International Airport **recorded a historic milestone, reaching 53.4 million passengers during 2025 AD**, leading the Kingdom’s aviation traffic history and joining the ranks of the world’s mega airports.

from **79%** in 2022 AD  to **93%** in 2025 AD

Makkah Buses Project
15,375,530 Beneficiaries
1,097,120 trips
in **2025 AD**

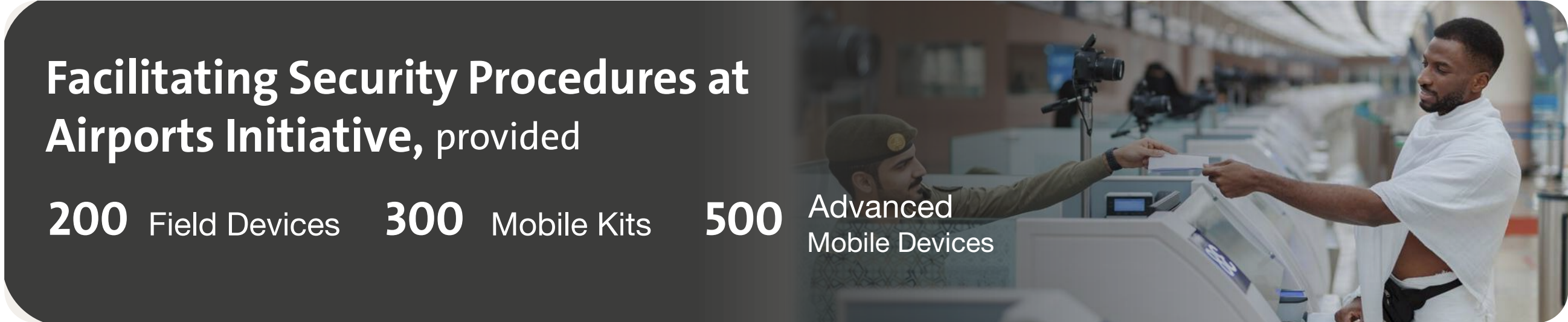
Madinah Buses Project
+1.63 Million
Passengers
During **2025 AD**

Al Mashaaer Al Mugaddassah Metro Line
1,870,000 Beneficiaries
in **2025 AD**

Haramain High Speed Railway Project
9,600,000 Beneficiaries
in **2025 AD**



Facilitating Security Procedures at Airports Initiative, provided
200 Field Devices **300** Mobile Kits **500** Advanced Mobile Devices



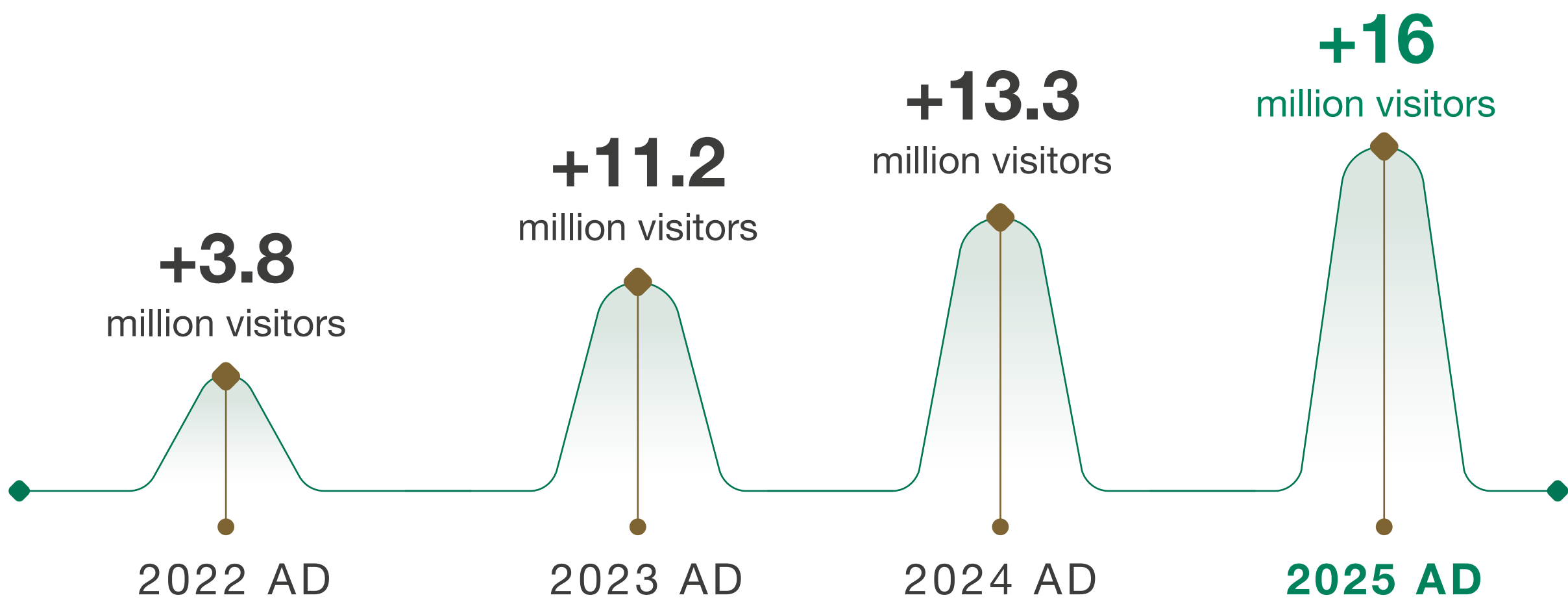
Third Phase

Performing Nusuk

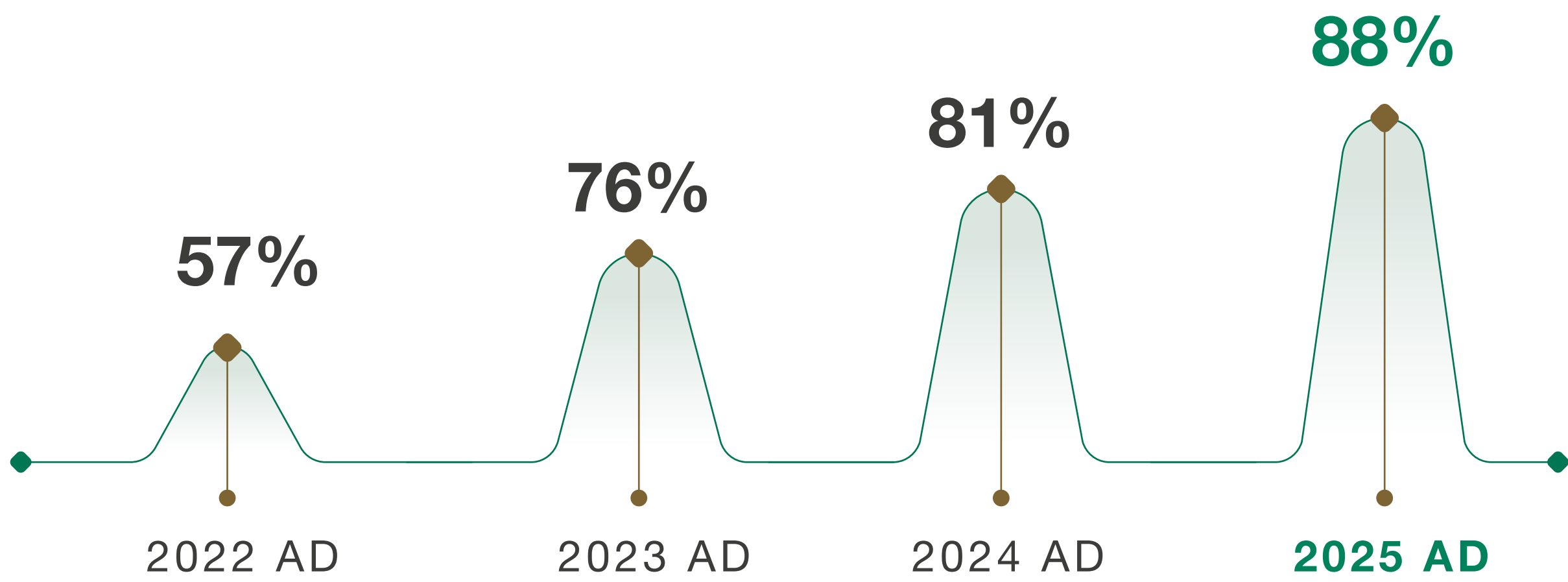
At the heart of the journey, this sector is dedicated to enabling pilgrims to perform their Nusuk with ease and comfort through effective crowd management, integrated services, and enhanced mobility efficiency within the Holy Sites. Here, efforts come together seamlessly, allowing pilgrims to perform their acts of worship with tranquility in a safe and well-organized environment where challenges are minimized and focus on devotion is elevated.

Key Achievements in the Performing Nusuk 2025 AD

Time Series of the Number of Visitors to Al-Rawdah Al-Sharifah



Increase in Al-Rawdah Al-Sharifah Visitors' Satisfaction Rate Over the Years



Humanizing Roads Initiative in the Central Area of Madinah that provided

- 4 Humanized Roads
- +570 Decorative Lighting Units
- +5,300 Trees
- +19 Thousand m² Sidewalk development to enhance mobility quality and pedestrian safety.
- +280 Waiting Benches
- +3,000 Linear Meters Pedestrian pathways and pathways for persons with disabilities.
- +220 Parking Spaces For vehicles and buses

Unified Mobility Platform

- Number of beneficiaries of the mobility platform **800 Thousand** during the first five months
- Platform users' satisfaction rate reached **94%**

Worshipper Guide

That served **16,983** Beneficiaries

E-Training Initiative for Employees in the Hajj and Umrah Sector

Target



22,000 Trainees

Achieved



30,700 Trainees

172,000 Trainees benefited from training

+600

Thousand Worshippers
Benefiting from

Enhancing the Experience of
Elderly People and Persons with
Disabilities in the Courtyards of
the Prophet’s Mosque Project

Childcare center Project in
the Surroundings of the
Prophet’s Mosque

Accommodated

47,357
children

400

Golf Cart

Activation for
Tawaf and Sa’i at the
Grand Mosque

6 Data Centers

Dedicated to command and control centers and the Modernization of operational systems.

2,567,268

Beneficiaries from the Comprehensive Service Centers Project
in the Courtyards of the Prophet’s Mosque

Fourth Phase

Discovering the Kingdom

After completing the rites, the Pilgrim Journey extends to broader horizons, as this sector focuses on enriching the Pilgrim Experience through diversifying cultural and tourism destinations, along with offering content that reflects the Kingdom’s depth and diversity.

Key Achievements in the Discovering the Kingdom 2025 AD

+55,000,000 visits to Historical and Enrichment Destinations in the Kingdom in 2025 AD

Makkah destinations witnessed a remarkable increase in the number of visitors during 2025, by **50%** compared to the previous year, bringing the total number to more than **3.18 million** visitors by September, while continuing to achieve a high satisfaction level of **95.4%**.

69 Developed
Enrichment
Destinations

Enrichment Destinations

Destinations that enrich the Pilgrim’s experience during visits to the Two Holy Mosques.

18 Developed
Historical Sites

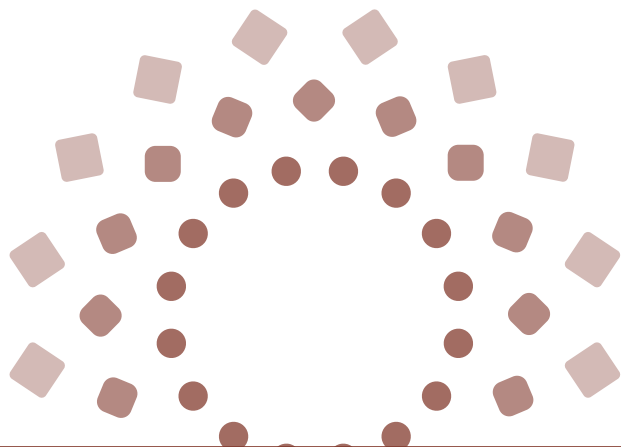
Historical Sites

Sites where historical events and incidents took place in Makkah and Madinah.

The Prophet's Hijrah Trail Initiative

- ◆ 470 km Total Route Length
- ◆ 41 Landmark Stations
- ◆ 7 Overnight Stay Stations
- ◆ 5 Routes

- ◆ 5 Hijrah Story Sites
- ◆ +112 Restaurants
- ◆ +68 Retail Stores



Dhu Al-Hulayfah Miqat Development Initiative

That provided Logistics and Traffic Solutions Including

- ◆ 720 ablution facilities
- ◆ 1,040 sanitary facilities
- ◆ 1,040 shower units

- ◆ 305 parking spaces
- ◆ 40 loading and drop off points



Hajj Projects Management Office (Hajj PMO)

A Sustainable Approach that Addresses Challenges and Enhances Service Efficiency

The Hajj Project Management Office (Hajj PMO) is an office tasked with unifying and monitoring efforts among government agencies to ensure integrated work across more than 60 entities within the system for serving pilgrims during the Hajj season. It works to coordinate efforts and monitor the implementation efficiency to achieve the highest levels of operational readiness for the season.

Hajj Projects Management Office Activities

Integration of roles to create the finest memory for Pilgrims



Proactive Planning and Readiness

+600

action plans.

+4,700

milestones and tasks.

100%

Proactive Planning and Readiness.

Monitoring and Technical Support

+395

workshops.

580

reports issued.

3,831

review documents.

1,256

requests processed.

Control and Decision-Making

Development of 158

operational performance indicators.

Development and monitoring of 16

interactive dashboards.

Monitoring of 70

operational indicators during Hajj days.

Impact

Major contribution to increasing Hajj Performers satisfaction rates to 91%.

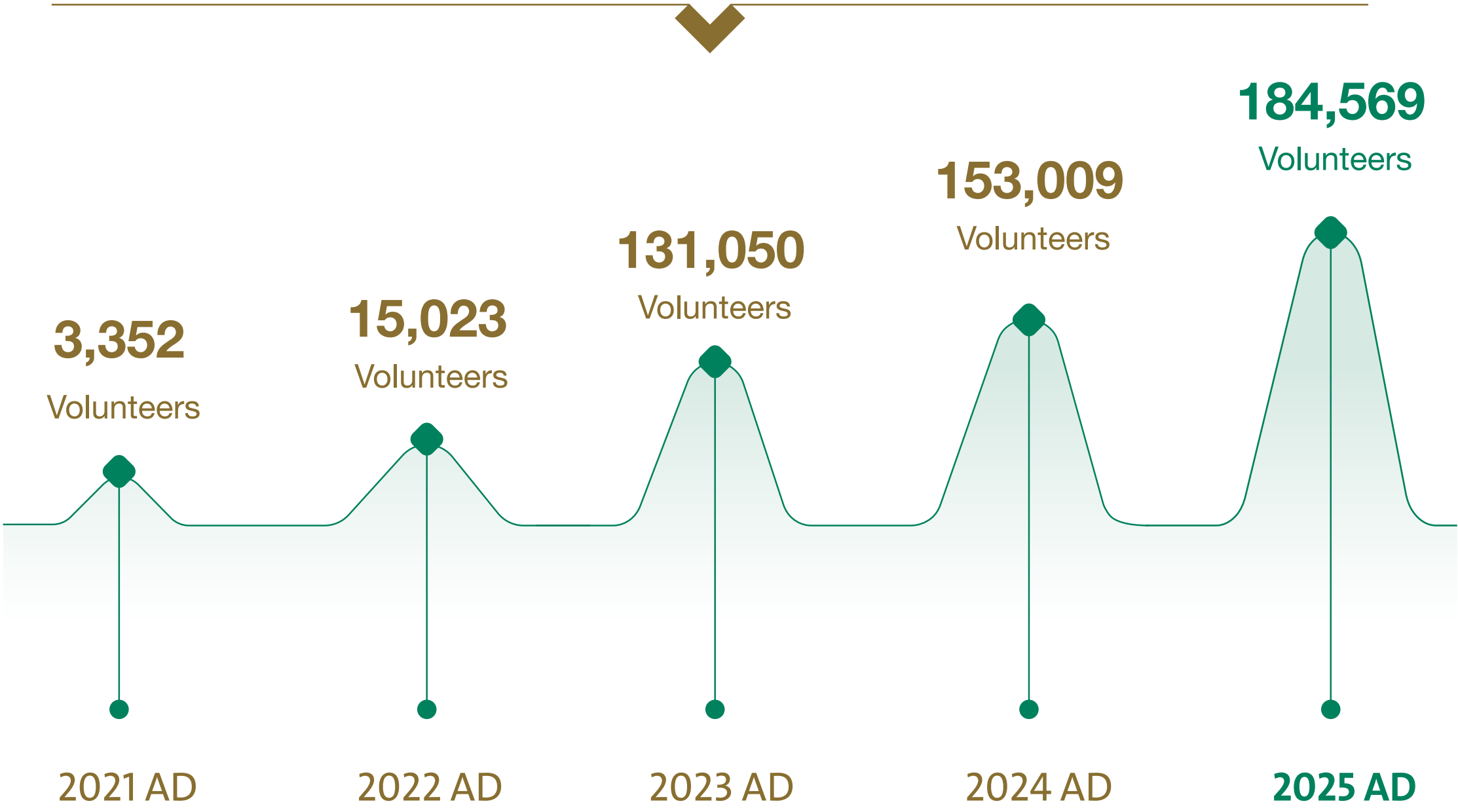
Enhancing the experience of Pilgrims through an integrated operational organization serving more than +1.8 million Hajj Performers during the Hajj season.



Communication and Partnerships

Tangible Achievements in Developing the Capabilities of the Non-Profit Sector

Timeline of the Number of Volunteers Serving Pilgrims



Qualifying **1,098** trainees Working in the non-profit sector serving Pilgrims.

➤

Through **Project for Developing Occupational Standards for Professionals Serving Pilgrims and Qualifying Workforce Accordingly**

114 Non-Profit Initiatives

➤

Innovation Lab in the Non-Profit Sector

Initiative for Developing the Capabilities of the Non-Profit Sector and Enhancing Coordination and Integration through

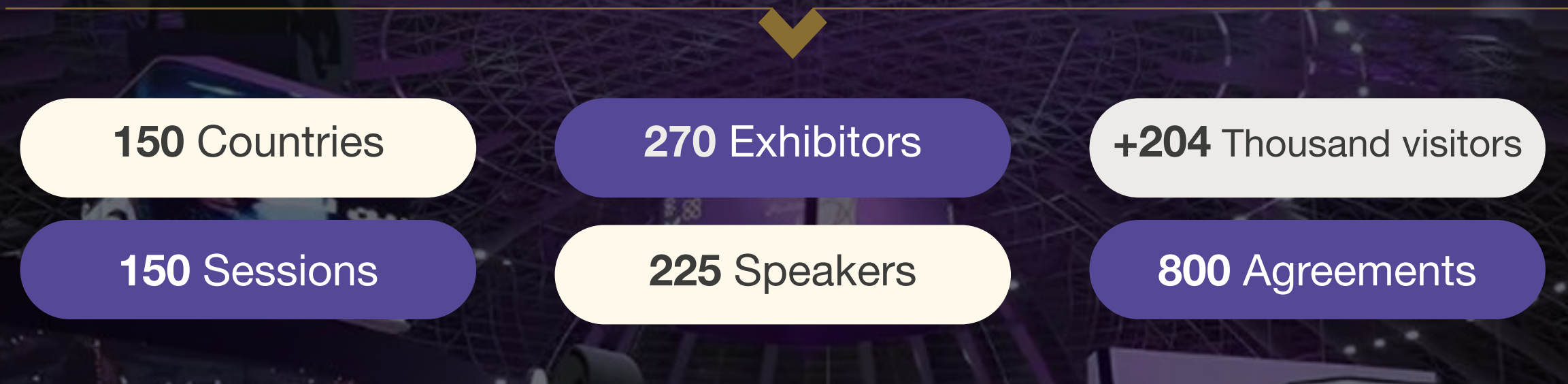
- Establishing optimal occupational standards.
- Qualifying employees in the non-profit sector.
- Enhancing the efficiency of the institutional and knowledge organization.



Conferences and Forums

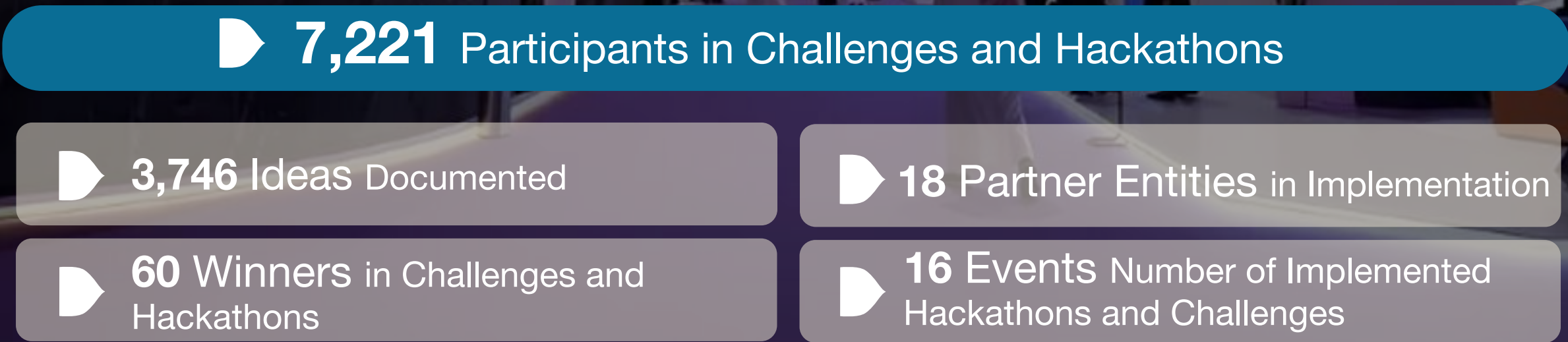
The fifth edition

held in November 2025, recorded a remarkable increase in the participation of the government, private, and non-profit sectors through:



Challenges and Hackathons

from 2023 AD to 2025 AD



Hajj Media Forum

The Voice of Pilgrim Services

In strategic partnership with the Pilgrim Experience Program, the Ministry of Media organized the second edition of the Hajj Media Forum in Makkah during the period from 5 – 8 Dhu Al-Hijjah 1446 AH, corresponding to 1–4 June 2025 AD, as part of the activities of the Unified Media Operations center for the Hajj Season.



Umrah and Ziyarah Forum

The second Umrah and Ziyarah Forum (UZF) 2025 AD, held from April 14-16 , 2025 AD, at the King Salman International Convention Center in Madinah, Saudi Arabia, was a landmark event that united global leaders, innovators, and service providers to redefine the future of Umrah and Ziyarah.



Conclusion



Dear Esteemed Pilgrims This Journey Is Crafted for You

These achievements were not isolated milestones, nor were these efforts merely stories to be told. Rather, they are part of an ongoing journey that has evolved and integrated to make your experience more seamless, of higher quality, and closer to what you truly deserve.

Throughout this journey, visions converged, efforts were integrated, and energies were united, transforming plans into reality, initiatives into services, and aspirations into a journey experienced in every detail.

What has been achieved is not merely numbers to be recorded, but an impact that is felt in every step, quality reflected in every service, and an experience carefully designed to align more closely with your needs and respond more effectively to your aspirations.

You are the heart of this journey, You are its purpose, the reason from which it began, and the measure by which the quality of every achievement is assessed. And for you, these efforts continue toward a smoother journey, a deeper and more meaningful experience, and accomplishments built to keep pace with ambitions that never cease.



