



ACTIVITY REPORT

2021/2022



CULTURE & HERITAGE
ARCHITECTURE & URBAN DEVELOPMENT
TOURISM & HOSPITALITY
SECURITY & SAFETY
HUMAN CAPITAL
ENVIRONMENT & INFRASTRUCTURES
BOTANICAL PRODUCTS
AGRICULTURE
EQUESTRIAN PROJECTS
DEVELOPMENT

ACTIVITY REPORT

2021/2022

FRENCH
AGENCY
FOR ALULA
DEVELOPMENT

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GÉRARD MESTRALLET,
AFALULA EXECUTIVE CHAIRMAN



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EDITO



Gérard Mestrallet
Afalula Executive Chairman

**“ We have entered
a phase where our
various plans of action
are taking shape,
and where the
initiatives jointly
envisioned by
Afalula and our
Saudi partners are
emerging. ”**

It is now an annual event: the publication of Afalula Activity Report. For the third year running, I am pleased to present you with this summary of Afalula's activities in collaboration with the Royal Commission for AIUla (RCU), covering the 2021-2022 period.

The past year was a pivotal one, marked by the resumption of our activities on the ground after months of pandemic.

April 2021 saw the international launch of the *Journey Through Time* Masterplan, which heralded the project's transition from concept to reality, integrating sustainable development as a fundamental requirement – that is, being respectful of the territory and its history and being inclusive of local communities.

We have entered a phase where our various plans of action are taking shape, and where the initiatives jointly envisioned by Afalula and our Saudi partners are emerging.

The 2021-2022 period has witnessed many highlights and landmark achievements. To name a few: the inauguration of the direct flight from Paris to AIUla; the signing of strategic partnership agreements with leading French industrial groups in the fields of infrastructure, technology, smart cities, mobility (first on the occasion of the 5th edition of the FII Forum, then during the official visit of the President of the French Republic, Emmanuel Macron, to Saudi Arabia in December 2021); the success of the Oasis Reborn pilot programme, which marked the launch of artists' residencies in AIUla.

“ We want to continue to mobilize experts in our fields of excellence in order to offer visitors to AIUla a unique experience of this exceptional heritage. ”

The year was crowned by the signing of a second intergovernmental agreement, which succeeds the 2018 agreement that created the Agency, with this iteration giving birth to Villa Hegra, a reference cultural institution dedicated to the arts, in line with the world's great French villas.

In addition to all these milestones, significant archaeological research has been undertaken at the Dadan, Oasis, Old Town, and Khaybar sites, making AIUla the archaeological epicenter of the Near and Middle East.

This year, French companies were in the spotlight once again: an ecosystem of innovation (artisans, startups, VSEs, SMEs, and large groups) actively came together to contribute to the advancement of the project. The hospitality, restaurant, culture, infrastructure, and security sectors successfully applied the expertise for which French companies are renowned.

I would like to congratulate the Afalula teams for the work they have done and to pay tribute to the relationship that binds us with our Saudi partners. I would also like to share our pride in the commitment of French actors to the Royal Commission. We want to continue to mobilize experts in our fields of excellence in order to offer visitors to AIUla a unique experience in this exceptional heritage.

It is with confidence and enthusiasm that we are taking the next steps toward the international outreach of AIUla.



“As we fully enter the execution phase of the AIUla projects, the ties between France and the Kingdom of Saudi Arabia have become stronger than ever. French Institutional, academic and economic stakeholders remain fully dedicated to deliver the promises of the destination. In the future like over the past years, Afalula and RCU teams will continue to work to as one family, comforted and honored by the trust regularly expressed by Leaders in both countries.”

Laura KWIATOWSKI
Secretary General
Director Public Affairs &
Institutional Relations



“The year 2022 marks an acceleration in our collaboration with our Saudi partners and the operational realisation of all projects. Villa Hegra, a place of intercultural dialogue between France and the Kingdom of Saudi Arabia, is one of the best examples. We will continue to work with all the Afalula teams to promote and enhance AIUla's exceptional site.”

Mathias CURNIER
Chief of Staff
Director Communications,
Marketing, Innovation
& Public Relations





| INTRODUCTION |

BOARD OF DIRECTORS

AS OF 15TH JULY 2022

ANNE GUEGUEN

Director for
Middle East & North Africa,
*French Ministry for Europe
and Foreign Affairs*



NICOLAS SEJOUR

Head of Office Turkey, Balkans,
CIS and Middle East, General
Directorate of the Treasury,
*French Ministry for
Economy and Finance*



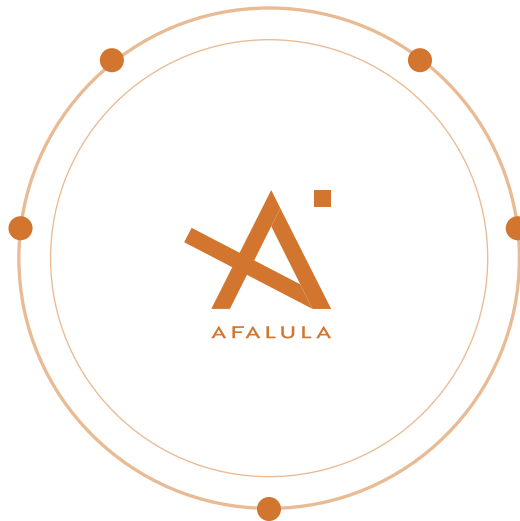
CYRILLE PIERRE

Deputy Director General
for Globalization,
*French Ministry for Europe
and Foreign Affairs*



ARISTIDE GASANGWA

Deputy-Head
for Middle East countries,
*French Ministry for
Economy and Finance*



GÉRARD MESTRALLET

Executive Chairman
of the French Agency
for AIUla Development
(Afalula)





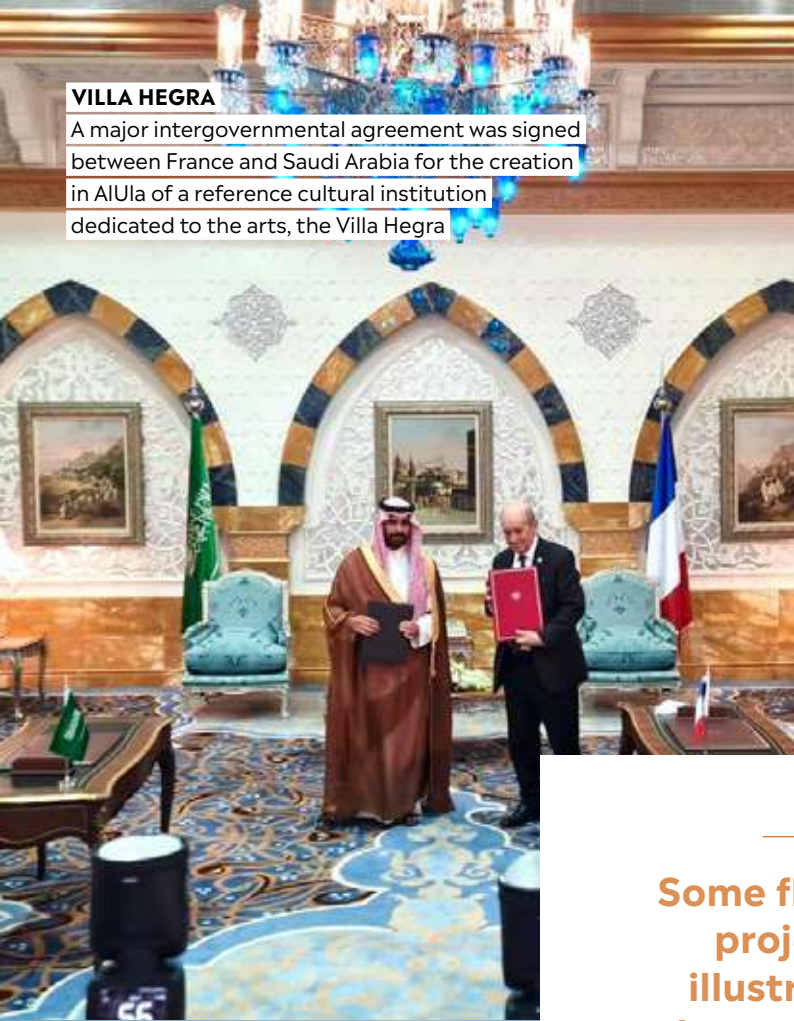
ORGANIZATION CHART

2021/2022



VILLA HEGRA

A major intergovernmental agreement was signed between France and Saudi Arabia for the creation in AlUla of a reference cultural institution dedicated to the arts, the Villa Hegra



DADAN

Major discoveries on the Dadan site by the Saudi-French archaeological team



Some flagship projects illustrating the successful French-Saudi cooperation

STRATEGIC PARTNERSHIPS

Signing of a partnership between RCU and the French consortium comprising SETEC, Egis, Assystem (SEA) to manage the global infrastructure programme for the entire AlUla County infrastructures in a sustainable, innovative and inclusive development perspective



ALULA ARTISTS RESIDENCY

Launch of the first AlUla Artists Residency: 6 artists were invited to AlUla to develop a creative concept on the topic of the Oasis regeneration



| INTRODUCTION |

AFALULA DEDICATED TO ALULA

A TWOFOLD MISSION

TO CO-DEVELOP AND TO MOBILIZE

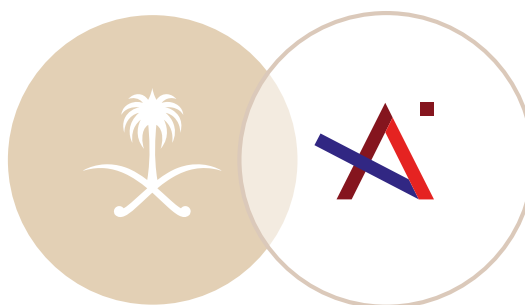
The Agency's mission is twofold: co-develop the project with the Royal Commission for AlUla (RCU), located in Riyadh and AlUla, and mobilize the full breadth of French expertise (specialists, operators, companies) regarding the project's key fields. Founded in July 2017 and headed by H.R.H. Crown Prince of the Kingdom Mohammed bin Salman, the RCU aims at protecting and developing AlUla and promoting its cultural and natural heritage, and its population.

THE BEST OF FRENCH AND INTERNATIONAL KNOW-HOW

The Agency gathers a full range of leading experts in the project's key fields: cultural engineering, archaeology, architecture and urban planning, agriculture and botany, tourism, education, horse, security, water and sustainable environment management.



Eng. Amr Saleh Almadani
Chief Executive Officer of the
Royal Commission for AlUla (RCU)



The Royal
Commission
for AlUla
(RCU)

The French
Agency for AlUla
Development
(Afalula)

| INTRODUCTION |

DECEMBER 4TH 2021

PRESIDENTIAL VISIT TO SAUDI ARABIA

During his official visit to Saudi Arabia on December 4th 2021, the President of the French Republic, Emmanuel Macron, welcomed the existing fruitful cooperation for the sustainable development of AIUla, within the framework of the government agreement signed in April 2018, and praised the signing of new partnerships through which France contributes to supporting the cultural and tourism development of this potentially-rich region.



“ The cooperation in AIUla is above expectation ”

President of the French Republic,
Emmanuel Macron.

The visit gave the opportunity to sign:

- A major intergovernmental agreement between France and Saudi Arabia by His Highness Prince Badr bin Abdullah bin Mohammed bin Farhan Al Saud, Minister of Culture and Governor of The Royal Commission for AIUla, and Jean-Yves Le Drian, former Minister for Europe and Foreign Affairs, for the creation in AIUla of a reference cultural institution dedicated to the arts, the Villa Hegra;
- A partnership with the French school of culinary arts and hospitality management FERRANDI Paris for the creation of a training college (ICTH) in culinary arts, hotel management and tourism professions in AIUla;
- Two memorandums of understanding with French companies Dassault Systèmes, for the implementation of a collaborative digital twin of the territory, and RATP Dev as global local mobility operator.



SUSTAINABILITY AT THE CORE OF THE ALULA PROJECT

AlUla ambitions
to rank amongst
the most iconic
developments
internationally
in terms of
sustainability

KEY SUSTAINABILITY TOPICS IN ALULA:

- Water conservation
- Carbon footprint reduction
- Biodiversity protection
- Communities' empowerment
- Balanced socio-economic development

ALULA'S 12 STRATEGIC PRINCIPLES

- Safeguard the natural and cultural landscape
- Heritage, cultural and arts global destination
- Sustaining ecosystems & wildlife
- Balanced agriculture
- Light touch tourism
- Subtle connectivity
- Revitalization, restoration and regeneration
- Local community development
- Imaginative infrastructure
- Invisible security
- Safe and healthy places, products and systems within the circular economy
- Practice anticipatory design





“ This project will be innovative, sustainable and respectful of the historical, archaeological and natural heritage of the governorate and of its local culture (...). ”

Bilateral agreement, April 2018
Article I - General objectives of the agreement

MASTERPLAN KEY FIGURES

→ The Journey Through Time
Masterplan includes:

5 distinctive districts

5 key heritage sites
(Old Town, the Cultural Oasis,
Dadan, Jabal Ikma, Hegra)

5 major and targeted
archaeological excavation
programmes

3 conservation surveys and
stabilisation programmes

15 cultural assets based
on 3 pillars: knowledge,
immersion, creativity

+5000 hotel keys

9 km rejuvenated Cultural Oasis

A state-of-the-art plant nursery
with over **200** native species

10 million m² of green
and open spaces

A **20 km** public realm, the Wadi
of Hospitality

A **46 km** low-carbon
tram system



→ Once completed in 2035, the AlUla development programme will:

Welcome **2 million** people annually

Offer **9,400** hotel unit keys

Create more than **38,000** jobs

Contribute **120 billion SAR** overall to the Kingdom's GDP

Grow a diversified multi-sector economy

Increase population growth to **130,000**

Protect 80 percent of the county as natural reserve areas





AFALULA ACHIEVEMENTS 2021

April 2021 saw the international launch of the *Journey Through Time* Masterplan, which heralded the project's transition from concept to reality, integrating sustainable development as a fundamental requirement – that is, being respectful of the territory and its history and being inclusive of local communities.

SECRETARY GENERAL

STRATEGIC PARTNERSHIPS

Following the launch of the Journey Through Time masterplan, two major events led to the signing of several partnerships between leading French companies and the RCU: the 5th edition of the FII Forum and the French presidential visit to Saudi Arabia

BUSINESS MOBILIZATION

- Contributed to the mobilization of French business ecosystems through seminars/webinars and delegations of French companies to AIUla
- Among more than 10 sequences: the delegation of Saudi and French business leaders gathered by MISA and MEDEFI

CULTURE & HERITAGE

CULTURAL ASSETS

- Worked alongside RCU to develop key assets including the Perspectives Galleries and the Incense Road Museum
- The RIBA 1 exercise was launched for the Kingdoms Institute: elaboration of the programming for the design of the institute, involving French experts to define the laboratories, the research institute and the museum galleries



CULTURAL PROGRAMMES

- Contributed to the coming cultural programmes, including the Incense Road Museum prefiguration, Water Pavilion, conferences strategy, etc.

MEDIATION/COMMUNITY ENGAGEMENT

Created, organized and ran community engagement workshops about earthen architecture, held by the experts of the UNESCO Chair leader CRAterre

PARTNERS:
UNESCO, CRATERRE

ALULA EXHIBITION

Developed and adapted a full concept for AlUla Wonder of Arabia exhibition in Beijing - shared and agreed in its principles with the Forbidden City - and the next venues of the touring plan



PARTNERS:
IMA, FORBIDDEN CITY



ARCHAEOLOGY

- Carried out laboratory analysis following the archaeological field work; in particular, datation and characterization of organic samples and artefacts (eg. Terracotta Ottoman pipes). Produced field reports and participated to a major international scientific congress (ie Seminar of Arabian Studies)

- Major discoveries on the Dadan site by the Saudi-French archaeological team, to be published. It will lead to specific communication events

- Launched the first conservation and management plan for a heritage site in AlUla, at Dadan



PARTNER: CNRS

- Khaybar, Old Town (MUDUD), Oasis (UCOP), Dadan missions on site with over 120 archaeologists on the field for the autumn research campaigns. Intermediary reports are being compiled to present 2021 results, and to prepare the 2022 season

PARTNERS:
CNRS, SORBONNE UNIVERSITY, ARCHAÏOS

- Academic partnership: Facilitated an exploratory mission to KSU (Riyadh) and AlUla for University Paris 1 Panthéon-Sorbonne. Possible partnership areas were identified in the fields of archaeology and history

PARTNER:
SORBONNE UNIVERSITY

AFALULA ACHIEVEMENTS 2021 SNAPSHOT

ARCHITECTURE & URBAN DEVELOPMENT

STRATEGIC PLANNING SUPPORT

Overall support to strategic planning activities : concept & detailed masterplanning, guidelines development, implementation planning, etc.

CULTURAL OASIS DISTRICT

Support to Dr Khaled Azzam and Priors + Partners on Cultural Oasis District masterplanning design

LBM DEVELOPMENT

- Development of a business case for a Local Building Materials Experimental Lab along with RCU Design team

- Data consolidation and brief preparation for quarries activation

DESIGN SUPPORT

On-going support to the RCU design team: AIUla Season activation facilities, airport landscaping, film camp, Belvedere Café, etc. In addition, UDS (AIUla Design Studio) carried out building permit assessments, including in the newly released blue zone (South of AIUla)

PARTNER:
ARCHITECTURE STUDIO

ASHAR VALLEY

Design development review & contract management of the French architecture office AW2 commissioned to design the Ashar tented resort for Banyan Tree. Completion of the detailed masterplan of the Ashar Valley



PARTNER: AW2



TOURISM & HOSPITALITY

ALULA PROMOTION

- French Media presence

As part of the promotional activities in France, over 137 articles in the French press mentioning AIUla (including tier one publications, specialized websites, etc.), representing about 196 million readers

- International Tourism Forum

Afalula participated in the international forum A World for Travel in Evora (Portugal) and presented AIUla as an example of sustainable tourism development project



PARTNER:
A WORLD FOR TRAVEL

- Press trip

Supported a press field trip to AIUla, managing the 3 selected French journalists from 2 generalist and 1 high-end travel newspapers (Le Point, Le Parisien, L'Officiel Voyage)



- Fam'trip (familiarization trip)

Organized a 4-day Familiarization trip to AIUla for 4 high-end French Tour Operators. The objective is for them to add AIUla to their products

PARTNER:
INTERFACE TOURISM



HOSPITALITY

Made introductions to high-end hotel brands that could potentially operate in AIUla (including Louvre Hotels, Airlles, Barrière, Orient Express)

SECURITY & SAFETY

- Support to different RCU Security and Threat Management operations and Covid crisis Management

- Launched the medical coverage for AIUla Season events, from December 2021 to March 2022. A team of 4 medical staff was on-site throughout to manage medical emergency responses

PARTNERS : AMARANTE,
IRIS CONSEIL SANTÉ

- Mobilization of the French expertise and companies to support the implementation by RCU of public video surveillance and critical communication system projects

PARTNERS : THALES, CRONOS
CONSEIL, HGH INFRARED
SYSTEMS, AZUR DRONES



EQUESTRIAN PROJECTS

Develop “horse-related” concepts for the RCU-CEO

Position AlUla at an international equestrian level, associate the Saudi Equestrian Federation to the strategy, create events with high added value in terms of image, become an example of organization and attractiveness in the standards of the International Equestrian Federation

Develop operational models, marketing, partnership proposals, business plans, implementation

Co-constructed the Horse Sector Department at the RCU, co-designed the organization, the approach, identifying profiles

PLANNING

Designed the functional masterplan for the AlMoatadil facilities: platform dedicated to competition, which will include stables, veterinary clinic, equestrian stadium, polo and endurance fields, audience facilities

*In collaboration with
Architecture & Urban
Development*

EQUESTRIAN TOURISM

Developed the concept of equestrian tourism: products offered to tourists, business plan, positioning. A pilot test of a 5-day tour with clients has been organized

*In collaboration with
Tourism & Hospitality*

EQUESTRIAN SECTOR GUIDELINES

Defined guidelines and good practices for all equestrian sector activities in AlUla: competition hosting, equestrian tourism, horse-mounted rangers on the sites, stables and equipment (including a temporary platform for 200 boxes to cover the needs until permanent infrastructures are built)



HUMAN CAPITAL

SITE MANAGEMENT

- Experts from the Centre des Monuments Nationaux (CMN) came to AIUla to assess the training needs for Site Management staff
- Following their mission in AIUla, an audit report highlighted the training needs for Site Management staff, and possible additional areas of cooperation in running the sites

PARTNER: CMN

ALULA LANGUAGE INSTITUTE

Opening of the first French class, through a partnership with the Alliance Française of Saudi Arabia (AFAS). The French language course was the first to open at the Institute, with good enrolment. The success is confirmed by a second class already opened

PARTNER: ALLIANCE FRANÇAISE D'ARABIE SAOUDITE



AGRI-FOOD - BEEKEEPING

Scoping mission on the potential of the honey industry in AIUla: needs analysis, preliminary study for training proposal. An open talk was carried out at the AIUla Vibes incubator to engage the beekeeper community

PARTNER: MELLIFERT

SPORT

- Afalula staff supported on the field the local community engagement through sport activities. Selected volunteers (15 women and 24 men) who will be trained by the Saudi Arabia Football Federation to become coaches
- The French Football Federation (FFF) professional expert carried out an audit mission in AIUla to develop an approach and action plan on competition level, grass root and women sport development

PARTNER:
FRENCH FOOTBALL
FEDERATION

MOOC



Completed the last session of the Tourism Management at UNESCO World Heritage Sites MOOC. In total, over 5,200 students from 158 countries enrolled and followed the on-line course, run with several universities including the UNESCO Chair leader

Among them, 60 RCU Site Management staff participated and succeeded in the MOOC
In collaboration with
Tourism & Hospitality
and Culture & Heritage

PARTNERS:
PARIS I PANTHÉON SORBONNE
UNIVERSITY, UNESCO UNITWIN
NETWORK

ICTH

Under the auspices of Afalula, RCU signed an agreement with FERRANDI Paris to open an International College for Tourism and Hospitality in AIUla, as a component of the Villa Hegra cluster. An inaugural mission on the ground enabled to launch the first cohort of students (15 selected and onboarded). In parallel, contacts were made with AIUla professionals in hospitality to anticipate future student internships

PARTNER:
FERRANDI PARIS

ENVIRONMENT & INFRASTRUCTURES

INFRASTRUCTURES

Structuring infrastructure development in AIUla

- Mobilized the French consortium Setec-Egis-Assystem to lead the infrastructure programme delivery. 2-year contract signed at FII 2021
- Active contribution, through workshops in AIUla, Riyadh, Paris and London, to the design of a robust infrastructure integrated delivery organization
- Finalized the RCU Infrastructure financing and high level procurement strategy
- With Finance Department, handed over the GPMO (Governance, Procurement, Modelling, Operations) activities to County Ops and D&C departments in their respective quality of infrastructure owner and developer

PARTNERS:
SETEC, EGIS, ASSYSTEM (SEA)

MOBILITY

Mobility in AIUla suited to the needs of the population and visitors

- Facilitated the strategic partnership between RCU and RATP Dev (RATP Group), the French mobility service provider, to design and implement the county wide mobility strategy



PARTNER: RATP DEV

SMART CITY

Innovative ways to shape Smart AIUla County services

- Facilitated the strategic partnership between RCU and Thales Group, to design and implement the Smart County strategy, complemented with a MoU with 3DS to build the AIUla digital twin
- Finalized the Smart County Strategy design
- Selected the technological platform to manage big and smart data and support all county needs, including security, citizens and visitors customized apps

PARTNERS:
THALES, DASSAULT SYSTEM

FUTURE MUNICIPALITY

Setting the foundations of the future municipality

- Developed the community-led vision for AIUla
- Scoped the approach to design the governance, organization and economics of the future municipality of AIUla and selected the relevant experts

PARTNERS:
SITTAE/CAMINNO





SUSTAINABILITY

Environmental Sustainability Strategy approved

Steered the efforts to establish the AIUla Environmental strategy and action plan, endorsed by the CEO in December

NET ZERO CARBON

Roll-out of the Net Zero Carbon roadmap started

- Clarified status of roadmap initiatives and action priorities
- Proposed an internal communication plan
- Set up the dedicated governance and identified the needs to monitor progress

WASTE

Toward sustainable waste management practices

- Facilitated the involvement of French waste management expertise to run the initial assessment of current waste management practices, identify priority projects and short term action plan

PARTNER:
AMANE ADVISORS



AFALULA ACHIEVEMENTS 2021 SNAPSHOT

BOTANICAL PRODUCTS

MORINGA PEREGRINA

- Secured the procurement of required Peregrina seeds (1.2 tons) from local farmers. Quality is above target
- Technical work on the Peregrina pilot farm has started, led by RCU Agriculture
- Signed a Letter of Intent with one major client confirming their desire to buy 600kg of winterised Peregrina oil (the most filtered version of the oil) in 2022

Their technical and logistics team came to visit the farms and the laboratory in December 2021. Following the feedbacks from their markets, this major client is now willing to increase its quantities for 2022 to 907kg of winterised Peregrina oil

PARTNER: CARE, EPHYLA



ALULA PEREGRINA TRADING COMPANY (APTC) IS CREATED

It held its first Board of Directors meeting to validate budgets and business plan. The transfer of the laboratory to the trading company has been approved

- Two of the Moringa peregrina-related cosmetics patents were approved by the European patent office
- The Peregrina laboratory has finalized the season 2021 production in May 2022 with a total of 1,350 tons of virgin Peregrina oil produced. The new high-tech equipment to produce extracts and prepare formulas was received and the lab team (women from the Alula community) trained to operate: this will enable to produce extracts and finished products (higher value ingredient) locally in Alula, and make essential oils from local plants



AGRICULTURE

DATE-PALM

Supported the RCU-organized Dates Festival, with a specific focus on sales/auction data management. Over 400 farmers were registered and geo-localized, data regarding more than 400t of dates sold were gathered and analyzed during the event over 4 weekends in October 2021. Correlation between price and quality of the 'Barni' dates could be established. Seven young people from AIUla were trained and mobilized for data collection and support to the organizing event manager



PARTNER: VALEUR-TECH

AGTECH

Following the full assessment of the Innovation/AgTech potential for the AIUla Agriculture development conducted in early 2021, three technical cards describing AgTech projects on smart irrigation, livestock traceability and date-palm disease control were approved by RCU and used for pilot projects with the King Abdullah University of Science and Technology (KAUST)

PARTNERS:
TRIESSEGRESSARD, VALEUR-TECH, ITK, O. FREY

AGRICULTURE AND INFRASTRUCTURE

Finalization of the technical specifications of the agricultural section of the future Nursery. Contributions and technical advice to several RCU-implemented projects related to agricultural infrastructure, such as the Pilot Farms, the Farmers' Market and the Farmers' Services Center

PARTNERS: APEXAGRI,
DOMAINES AGRICOLES



AFALULA ACHIEVEMENTS 2021 SNAPSHOT

RCU/AFALULA
TASK FORCE

COMMUNICATION & PUBLIC RELATIONS

AFALULA PUBLICATION

Published the second edition of the Afalula Activity Report (1000 printed copies/online on Afalula official website)



QUARTERLY NEWSLETTER - LA LETTRE D'AFALULA

Diffusion of two Afalula Culture & Heritage special edition Newsletters dedicated to Archaeological Projects & Museums, distribution to a database of 5000 contacts



AUDIOVISUAL PRODUCTION

Production of two video interviews on Afalula's Development and Equestrian Projects divisions highlighting the co-construction work between RCU and Afalula, and the different areas of expertise involved in the AIULA project



AFALULA SOCIAL NETWORKS

Daily animation of Afalula's social networks to promote the Agency, the RCU and the AIULA project During the last 6 months:

Twitter : 3K followers
148 tweets published (FR/GB)
972 likes in total
662K impressions
(number of screen displays)

Linkedin : 4.2K followers
57 posts published (FR/GB)
4.5K likes in total
188K impressions
(number of screen displays)

Including: An important digital communication campaign to support two key events:

Partnership announcements related to the FIJ:

Twitter
16 Tweets published (FR/GB)
162 likes in total
49K impressions
(number of screen displays)

Linkedin
8 posts published (FR/GB)
881 likes in total
43K impressions
(number of screen displays)

Partnership announcements related to the presidential visit to Saudi Arabia:

Twitter
16 Tweets published (FR/GB)
119 likes in total
39K impressions
(number of screen displays)

Linkedin
8 posts published (FR/GB)
559 likes in total
28K impressions
(number of screen displays)



These digital campaigns were part of a more global communication plan to reinforce the visibility of these two events: drafting and mass distribution of press releases, production of a video presenting Thales contribution to AIUla project for the signing ceremony, etc.



AJN (ATELIER JEAN NOUVEL) FILM

Through ongoing joint work with Film AIUla, defined the project. Contacted French and international directors to realize the future film. Work in progress

ARABIAN LEOPARD BOOK

Connected RCU and Assouline, and briefed the latter, on the new book on Arabian Leopard

PARTNER: ASSOULINE

COMMUNICATION PLAN & STRATEGY

- Designed a communication plan on AIUla archaeological missions including a very ambitious/global audiovisual production project and an extensive digital communication campaign
- Rolled out a digital communication strategy to promote the first AIUla Artists Residency programme on social networks (RCU/Afalula)
- Defined a Moringa peregrina communication strategy and branding



AFALULA
ACHIEVEMENTS
2021
SNAPSHOT



Ashar tented resort (Banyan Tree) - © AW2

Environmental Sustainability Strategy



Moringa Peregrina



Position AlUla at an international equestrian level







AFALULA PROJECTS 2022

We have entered a phase where our various plans of action are taking shape, and where the initiatives jointly envisioned by Afalula and our Saudi partners are emerging. The year was crowned by the signing of a second intergovernmental agreement, which succeeds the 2018 agreement that created the Agency, with this iteration giving birth to Villa Hegra, a reference cultural institution dedicated to the arts, in line with the world's great French villas.

SECRETARY GENERAL

PARTNERSHIP

- The interministerial high level joint committee gathered ministers from both the Saudi and French Governments. They praised the work and cooperation for the past 4 years, beyond expectations, and recommended it be even further developed and deepened
- A joint RCU-Afalula workshop gathered leaders and Chiefs of both organisations to jointly look at future cooperation. It concluded a week of seminars with the entire French team and joint celebrations

AFALULA BOARD

The Afalula Board meeting took place in AIUla, enabling bilateral discussions with French officials, and an on-site update on the progress and successful areas of cooperation

BUSINESS MOBILIZATION

Organization of relevant business trips for 4 RCU departments in France . This reinforces direct cooperation between French stakeholders and our Saudi partners

CULTURE & HERITAGE

KINGDOMS INSTITUTE

- For the Kingdoms Institute RIBA 1 exercise, a consortium of specialists led by Embase are working under Afalula's direction. Intermediary workshops and deliverables were organized with RCU to finalize and adjust the preprogramming work carried out in 2020
- Dedicated specialist consultants have been onboarded by Afalula to provide input for museum galleries, laboratories and the research institute
- The teams are now engaged in the writing of the RIBA 1: the detailed architectural brief needed before the launch of the design competition

PARTNER: EMBASE

ALULA PERSPECTIVES MAGAZINE

Produced #0 magazine as a proposal for a targeted international cultural/arts publication. The objective is to communicate on the 'destination built by artists' ahead of the cultural assets opening and present the point of view of scientists, researchers, architects, creatives



ALULA EXHIBITION

Launched the design competition for the AlUla Wonder of Arabia exhibition in Beijing, planned for Q4 2023. Audiovisual production started with on-site missions, and the selected publishing house worked on an updated version of the catalogue in Arabic, English and Chinese

PARTNERS:

IMA, FORBIDDEN CITY, SKIRA



ARTS ACADEMY

Organized an on-site mission in AlUla with 'Campus des Métiers d'Art et du Design' (French institution gathering 34 professional training organisations from handcrafts to new technologies). This may lead to a cooperation with the AlUla Arts Academy



ARCHAEOLOGY

Khaybar, Old Town (MUDUD), Oasis (UCOP), Dadan (conservation) missions on-site with over 70 archaeologists on the field for the winter & spring research campaigns. Intermediary reports and final annual reports were compiled to present 2021 results

PARTNERS:

CNRS, SORBONNE UNIVERSITY

Dadan

- Discovering of a colossal statue in Dadan sanctuary dating back to the 1st millennium BC, among several other artefacts (sculptures....). Stabilisation of the statue was held on-site before being deposited at the AlUla museum storage

- A restauration and conservation plan was operated by French expert CRATERre. Strated in May 2022, the plan is being reviewed and endorsed by RCU

- Collections: finalized the loan process of a monumental statue of Dadan to the Musée du Louvre in Paris. It will start to be displayed to the public in the Near Eastern Antiquities department in September 2022, for a period of 5 years

PARTNER: CNRS, CRATERRE

Khaybar

Study of a monumental fortification wall from pre-islamic period, circa 20km long, in Khaybar oasis

PARTNER: CNRS, CEFREPA



ARCHITECTURE & URBAN DEVELOPMENT

STRATEGIC PLANNING SUPPORT

- Overall support to detailed masterplanning and mobility planning
- Initiation of the social initiatives portfolio including socio-economics & community planning, sectoral planning and social initiatives

PARTNERS: PRIOR & PARTNERS, ATKINS, DAR, WATG, ARUP, WSP, JACOBS

CULTURAL OASIS DISTRICT

Support to Dr Khaled Azzam and Priors + Partners on Cultural Oasis District masterplanning design and seasonal activation

KSU-FAP STUDENTS

7 students of the King Abdulaziz University, Faculty of Architecture & Planning, worked on one of AIUla South districts' Masterplan, and developed key public buildings architecture

PARTNERS: KAU-FAP, DR AHMED KHAN

LBM (LOCAL BUILDING MATERIALS) DEVELOPMENT



- LBM strategy & quarry sector plan: co-lead with RCU sustainability to grant sites for LBM excavation. ESIA for those sites are ongoing and materials characteristics are being confirmed
- Preparation of scope and project plan for the Center of Excellence in Earthen architecture phase 1 through the development of the LBM Experimental Lab
- Co-lead on the overall Construction Supply Chain modelling and strategic options
- Support to the Sciences Po Capstone programme with Saint-Gobain on earthen construction innovation. Field trip and interview with various RCU leaders

PARTNERS: EGIS, SCIENCES PO, SAINT-GOBAIN

DESIGN SUPPORT

- Participation to the competition process and the jury of "100 Architects for 100 Houses" and "Villa Hegra"
- Design lead and development for Afalula's future campus in AIUla

PARTNER: ARCHITECTURE STUDIO

ASHAR

Design guardianship management including compliance assessment of the design and design improvement report for future works. FF&E (Furniture, Fixtures and Equipment) and de-snagging support to RCU and Accor Banyan Tree

PARTNER: AW2



TOURISM & HOSPITALITY

ALULA PROMOTION

- French Media presence

As part of the promotional activities in France, about 140 articles in the French press mentioning AIUla (including tier one publications, specialized websites, etc.), representing about 132 million readers

- Digital campaign

To support the direct flight from Paris to AIUla, a digital campaign was online for 2 weeks, targeting French high-end frequent travellers and promoting a newly designed package to visit AIUla

- Press trips

Organized two press field trips to AIUla:

- National Geographic: 12-page article
- for a group of 4 journalists from travel publications

Another 3 high visibility articles were published: Figaro-Histoire, Géo, Désirs de Voyages

- Fam'trip

Organized the AIUla-leg of the 'Voyageurs du Monde' fam-trip in KSA. VdM confirmed they would add AIUla to their catalogue

- Promotional web conference

Co-organized with Intermèdes (cultural tour operator) a web-conference on AIUla, gathering over 500 clients

Afalula received the 2021 award of the best tourist promotion event from the PATA France Chapter (Pacific Asia Travel Association) for the "One hour in AIUla" event organized in June 2021

PARTNER:
INTERFACE TOURISM



SUSTAINABLE TOURISM

With an expert consulting firm in sustainable tourism, established an evaluation of the current situation in AIUla, and drew a proposed roadmap towards international certification

VISITORS' FEEDBACK

Set-up and launched a customized platform for AIUla, to collect and analyze the reviews posted by visitors in AIUla on tourist activities and services. 6700 reviews were collected for 2021

ENTERTAINMENT

A group of 35+ delegates from French firms specialized in entertainment, led by French business organisation MEDEFI, visited RCU and identified potential areas of cooperation

SECURITY & SAFETY

- Support in upgrading and maintenance of existing security and safety infrastructure within different heritage sites and RCU assets

- Mobilization of the French expertise and companies to support the deployment by RCU of multiple security, safety and critical communication systems

PARTNERS : THALES, CRONOS CONSEIL, HGH INFRARED SYSTEMS, AZUR DRONES

- Deployment of a medical team to ensure health and emergencies covering during 2022/23 AIUla Season

PARTNERS : AMARANTE, IRIS CONSEIL SANTÉ

EQUESTRIAN PROJECTS

PLANNING

Kicked-off the design and construction phase for the Equestrian Village: a platform dedicated to equestrian sports and competition. Definition of the site's new location, close to the original one. The project is now entering construction phase

In collaboration with
Architecture & Urban Development

EQUESTRIAN TOURISM

Started the pilot of the equestrian tourism offer: a 5-day tour with clients took place involving local guides

In collaboration with
Tourism & Hospitality

EQUESTRIAN TRAINING

Three training workshops on equestrian skills (farrier, equestrian tourism, and stable management) were carried out, gathering over 65 participants from the AIula community, to address the main workforce needs identified in the sector and source talents and candidates for the next core training programme

In collaboration with
Human Capital

PARTNERS : IFCE,
COMPAGNONS DU DEVOIR,
CHEVAL D'ADVENTURE





COMPETITION

The endurance race (Fursan Endurance Cup 2022) took place in AIUla; Afalula had contributed to its designing and to adopting the international rules. Following the race, feedback was shared, to further improve the future editions of the event

FRENCH EXPERTISE

- Afalula organized two field trips of French horse industry experts during the endurance race and polo competition weekends, contributing to the international visibility of AIUla as a horse destination
- RCU staff carried out a field visit in France, including the World Endurance Championship Test Event for juniors and young riders. On that occasion, RCU sponsored the event
- Provided recommendations to promote AIUla as an equestrian destination through participation in international events





HUMAN CAPITAL

SITE MANAGEMENT

- Following the Centre des Monuments Nationaux mission in AIUla, a training plan was designed and a staff study tour proposed for the Site Management teams
- 15 Rowah (guides) started their 3-week training as tour guides in the Centre des Monuments Nationaux sites. The programme combined in-class sessions and on-field internships in 4 famous sites: Arc de Triomphe (Paris), Sainte-Chapelle (Paris), Carcassonne, Azay-le-Rideau (Loire Valley)

PARTNER: CMN



AGRI-FOOD - DAIRY PRODUCTS

Scoping mission on dairy products and the potential of the dairy sector in AIUla: needs assessment, preliminary study for training proposal. This may lead to the development of a small local dairy products industry

PARTNER: PATRICK ANGLADE

HOSPITALITY

- The first cohort of hospitality and F&B (Food & Beverage) management started their classes with FERRANDI Paris
- In addition to online classes, two FERRANDI Paris teachers spent one month each in AIUla to deliver technical courses to the first cohort of hospitality and F&B management

PARTNER: FERRANDI PARIS





SPORT

- A dedicated Afalula staff helped to launch the Ramadan football tournament, contributing to developing after-school sport activities for the community
- The French Football Federation (FFF) presented its audit mission report: recommendations and proposed action plan were drawn for the development of both grassroots and professional football in AIUla - for men and women
- Afalula hired a specialist consultant to benchmark football clubs from small European cities comparable to AIUla. The report highlighted different possible football development strategies

PARTNERS: FRENCH FOOTBALL FEDERATION, KPMG SPORTS

SCHOLARSHIP PROGRAMME

15 scholarship students benefited from Afalula support and network of partners to find relevant internships and foster their employability

PARTNER: CAMPUS FRANCE



ENVIRONMENT & INFRASTRUCTURES

INFRASTRUCTURES

Progressing the infrastructure agenda

- Supported the consolidation and modelling of budgetary implications of infrastructure programme
- Defined the procurement options for the solar farm, within the national context, in particular with MoE
- Continued the work on the infrastructure procurement strategy, primarily on waste management and telecom infrastructures

PARTNERS: SETEC, EGIS, ASSYSTEM (SEA)

CONSTRUCTION SUPPLY CHAIN STRATEGY

Strengthening the construction supply chain

- Contributed to the identification of construction strategic risks
- Designed the method and steered the efforts with RCU stakeholders and potential industrial partners to establish the RCU's construction supply chain strategy

FUTURE MUNICIPALITY

Preparing the future municipality

- Finalized the community-led vision and organized a 2-day workshop in Paris, concluded with a programme articulating 20 short and mid-term priority initiatives
- Under the auspices of Afalula, visit of two cities (Dijon and Casablanca), models for performing local public services
- Led interviews to design the capacity-building programme for County Ops leadership team and for structural support to Land Management and Licensing Depts

PARTNERS: SITTAE/CAMINNO, NODALIS

MOBILITY

Mobility on the go

- Supported the implementation of RCU's ambition through the quality service delivery-driven partnership with RATP Dev, namely the alignment with the Net Zero Carbon and Sustainability strategies
- Introduced Bolloré-Gaussin, Iveco, Navya, Easymile and Lohr to RCU to deliver on priorities set for the next touristic season: provision of electric vehicles, autonomous pods, public mobility corridors

PARTNER: RATP DEV

AIRPORT

Fly me-et

- Accompanied the Airport team to the Passenger Fret Expo in Paris
- Introduced Thales and Egis international experience in security and operations of airports

PARTNERS: THALES, EGIS, ENOVA

SMART CITY

Smart city architecture design and first use cases

- Facilitated joint design thinking workshops with RCU & Thales to structure smart services across RCU, with a focus on security and services for visitors and citizens, serving RCU's vision and strategic plans

- Acceleration of the detailed technical design to work in agile mode, with potential for implementation of a full cloud enabled platform in KSA

- First use cases deployed for mobility and security with additional high priority use cases in security, agriculture, heritage and sustainability

Digital twin adoption

- Initiated Digital Twin adoption with County Operations, Design & Construction and GIS Department leading. First mockup delivered
- Joint initiative to prioritize applications development, optimize resources and tackle operations

PARTNERS: THALES, DASSAULT SYSTEM



LOCAL PUBLIC SERVICES

Enhancing local public and mobility services

- Several visits were organized with French experts, including RATP Dev (mobility) and Thales (smart city), showcasing innovative solutions applicable to AIUla in their Innovation Labs
- RATP Dev completed its initial 60-day inception period, with a gap assessment leading to the presentation of the strategic roadmap, and operational next steps, for the integrated county mobility
- Supported waste management value chain activities : definition of the procurement model for Waste Management; reestablishment of the waste production baseline; preparation of the operator RfP

PARTNERS: RATP DEV, AMANE ADVISORS

SUSTAINABILITY

Starting the roll-out of the Environmental Sustainability roadmap

- Together with Environment Department, officially kicked off the implementation of the Environmental Strategy with a wide and diverse range of RCU colleagues
- Revised the Environment and Net Zero Carbon objectives and launched a 150-initiative comprehensive action plan



- Worked on consolidation of comprehensive programme management. Prepared 1o1 meetings with Chiefs and Champions
- Supported the priority setting process of the Environmental Action plan and associated budgeting exercise
- Organized visits and meetings with French players in the environment sector, in particular the French Ministry for Ecological Transition and French firms specialized in geohazards, air quality and climate monitoring, with the view to create an environmental observatory in AIUla

NET ZERO CARBON STRATEGY

Net Zero Carbon trajectory

Mobilized support to refine the current baseline for CO2 and initiate a practical approach to build the Net Zero Carbon reporting and monitoring systems

WATER

Knowing and preserving AIUla's underground water resources

- Supervised the next steps of IRD-CEREGE research programme on past, present and future underground water conditions in AIUla Oasis comprising two major field sampling missions and design of a piezometric network for future surveillance of water levels
- In complement to the studies carried out in AIUla North on the Saq aquifer, the vulnerability of the over exploited alluvial aquifer in AIUla South has been assessed to inform the evolution of Mughayra and Abu Zeraib, and to establish the comprehensive AIUla water balance
- Triggered the creation of a RCU-Afalula multistakeholder Working Group to launch the Water Strategy shaping. Terms of Reference approved and Request for Proposal launched

PARTNERS: IRD-CEREGE, BRGM

BOTANICAL PRODUCTS

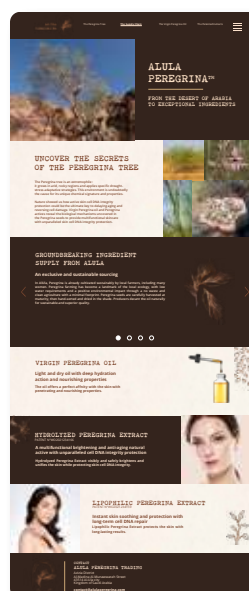
MORINGA PEREGRINA

- The new equipment was successfully delivered and installed in the lab. The training of the AIUla personnel was completed. This now allows the lab to start autonomous research on some ingredients, winterisation of oil and to provide more advanced required analyses for export
- The branding and identity of the AIUla Peregrina Trading Company were approved. This enables the launch of communication and marketing activities

- A major potential client carried out a pre-audit of a value-chain 'Corporate Social Responsibility' (CSR) in AIUla farms
- 2021 season production was completed in line with the objectives. The farm visits for the 2022 targets started with a new Farmer assessment grid (including CSR items) - the 2022 production target is 22t of seeds

- The two cosmetic patents have now been registered in all priority countries (except China, underway)
- The first two orders of virgin Peregrina oil related to one major client agreement have been shipped (1,300kg). After long negotiations, only one item remains to be agreed upon, while their order was increased from 860kg to 1,300kg of virgin oil

PARTNERS: CARE, EPHYLA





- Following the presence at the international fair trade 'In-Cosmetic', discussions have been opened with 10 potential clients for Moringa peregrina based products
- The final UEBT audit (Union for Ethical BioTrade) was completed: their debrief indicates we would reach 'Responsibly Sourced' level label (excellent result for a new value chain, and as required by the client), to be confirmed in their final report in August
- The number of farmers contracted to supply Moringa seeds increased from 72 (in 2021) to 102 in 2022



HORTICULTURE

Afalula contributed to the 'Landscaping Codes and Standards'. Afalula also provided expertise support to the landscaping programme for hotel Aman Hegra

PERFUMES

- Afalula developed a perfume programme cycle for community members, to input into the pre-activation of the Incense Road Museum, and to promote local SMEs
- And carried out a scoping mission with a perfume ingredient sourcer, to identify local products presenting an interest for the industry, and to develop signature perfumes requested by hotels

SHARAAN REGENERATION PROJECT

- Provided expertise in the monitoring of the 3-year project
- Carried for the Royal Commission by Valorhiz a French Ecological Engineering high-tech company

PARTNER: VALORHIZ

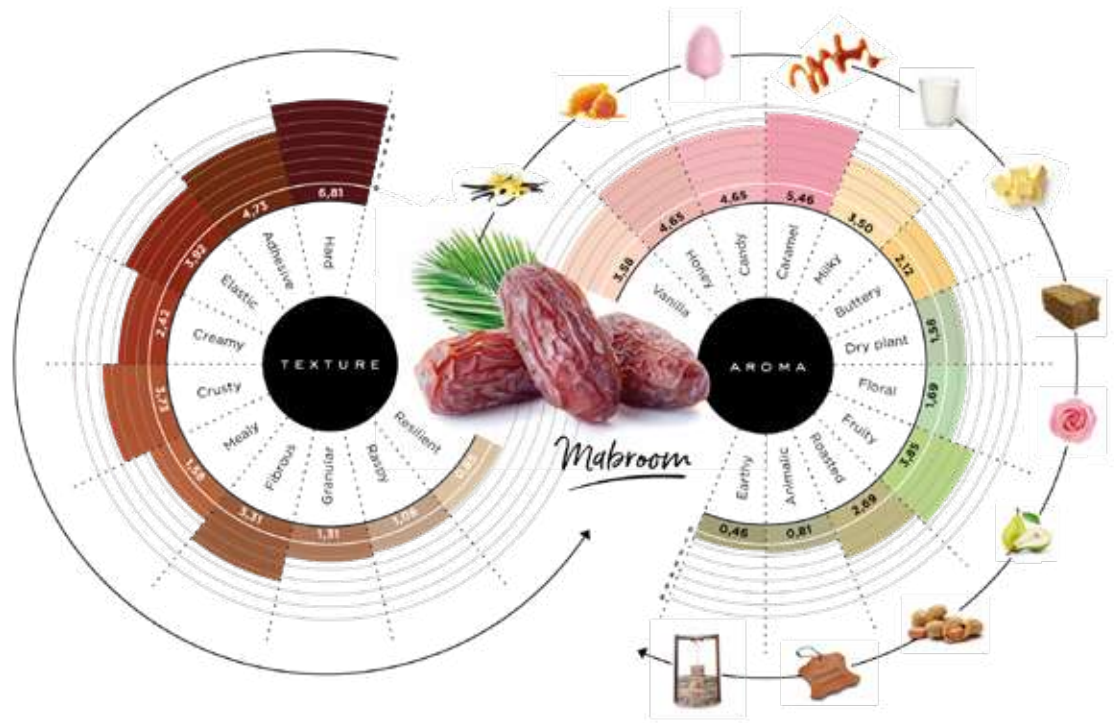
NATIVE PLANTS & AGRICULTURE NURSERY

Continued to support the RCU nursery project: the nursery business plan was updated (to be presented to the Asset Committee) and the design brief was finalized, for transfer to development and construction (D&C)

In collaboration with Agriculture

PARTNERS: VALORHIZ, APEXAGRI, DOMAINES AGRICOLES





AGRICULTURE

DATE-PALM

Sensory profile of dates: first characterization of dates from AIUla and other parts of the world, providing 10 texture and 12 aroma descriptors to assess flavours and other physical-chemical dimensions and enable marketing and commercialization. A specific Dates Flavour Wheel was designed and AIUla dates (Barni Mabroom, Wananah) assessed against it

PARTNERS: ASFO (GRASSE INSTITUTE OF PERFUMES), SEEDS

LIVESTOCK SECTOR

- Developed the scope of work of the proposed Livestock Sector Diagnosis and Development Plan and selected and signed the contract with the firm that will conduct the study. The Kick-off meeting was organized and the study will close by the end of 2022

PARTNER: PHYLUM

- Contributed into the onboarding of the new ESD Animal Production and Health Lead



AGRICULTURE, WILDLIFE AND BIODIVERSITY

Contributed and provided technical advice in several projects implemented by Wildlife & Natural Heritage or Economic & Social Development in RCU, including reviewing scope of works, participating in the bid evaluation committees, peer-reviewing the deliverables, etc., such as in Dates & Citrus Festivals 2022, agricultural resources situational analysis and transformation plan for AlUla County and Old Khaybar Oasis; Pilot farms, agricultural training

and advisory services; determining rangelands carrying capacity, wildlife and livestock diseases surveillance, inventory of the AlUla fauna, determine diet composition of wildlife species in Sharaan Nature Reserve (SNR), etc.

WATER

Provided technical assistance to the Economic and Social Department on RCU's irrigation transformation strategy, starting with AlUla core area

PARTNER: BRL INGENIERIE



AFALULA PROJECTS 2022 SNAPSHOT

RCU/AFALULA TASK FORCE

INNOVATION & CREATION

MADRASAT ADDEERA

Co-organized a field trip mission for the dedicated team. Recommended 2 vendors for the strategy and 1 year operation RFP for Madrasat AdDeera. Designed programme: organized a 3-day mission for the International Festival of Design and Interior Architecture. **In collaboration with Culture & Heritage**

NFTS CRYPTO-LEOPARDS

As part of the working group on NFTs Crypto-Leopards, drafted strategy, provided vendors' scope of work (operator/auction house), liaised with potential partners

COMMUNICATION & PUBLIC RELATIONS

QUARTERLY DIGITAL LOGBOOK - HORIZON ALULA

- Designed and produced Afalula digital logbook, a new state-of-the-art digital communication tool
- Launched the #1 magazine #2 magazine expected for September 2022
- Set-up a launch plan: published a dedicated newsletter and rolled out a digital communication campaign



QUARTERLY NEWSLETTER - LA LETTRE D'AFALULA

Diffusion of Afalula Culture & Heritage special edition newsletter: focus on contemporary arts and creation, and diffusion of Afalula Equestrian Projects Newsletter - distribution to a database of 5000 contacts



Organization of a special Afalula seminar in AIUla which brought together all the teams for 4 days of site visits and team building sessions

AUDIOVISUAL PRODUCTION



- Production of a promotional video on the Hegra Guide book including an interview with the author and archaeologist Laïla Nehmé

AFALULA SOCIAL NETWORKS

Daily animation of Afalula's social networks to promote the Agency, the RCU and the AIUla project. During the last 6 months of activity:



Twitter : 3K followers

Linkedin : 4.2K followers

126 tweets published (FR/GB)
888 likes in total
322K impressions
(number of screen displays)

59 posts published (FR/GB)
5K likes in total
160K impressions
(number of screen displays)

COMMUNICATION PLAN & STRATEGY

AIUla Artists Residency

- Produced videos and artists portraits focused on the AIUla Artists Residency 'The Oasis Reborn'
- Published a 40-page presentation booklet
- Set-up a digital communication roll-out
- Organized several events (eg Saudi Art Council Jeddah 21.39)



AIUla archaeological missions

- Rolled out a communication plan on Archaeology in AIUla including a very ambitious/global audiovisual production project, and the publication of an archaeology brochure for the inter-ministerial committee meeting
- Shot a series of videos focused on Old Town, Oasis, Dadan, Khaybar sites + an exclusive shooting in Dadan on moving the statue from the site to the museum



ADVISORY BOARD

Gérard Mestrallet presented to the RCU Advisory Board the progress made on the ground, in particular regarding the environmental sustainability approach for AIUla

A Dream of AIUla Signing Event

ORGANISATION OF A SIGNING EVENT AT THE GALIGNANI BOOKSHOP IN THE PRESENCE OF PHOTOGRAPHER GILLES BENSIMON

in collaboration with Tourism & Hospitality

- Design of a dedicated invitation sent to a target of over 1000 people
- Design of an exclusive shop window highlighting the book and AIUla's beauty through a 2-metre high photo print, on Rue de Rivoli in Paris
- Digital communication: leverage of Afalula agency social networks (Twitter / LinkedIn official accounts) to promote the event
- Production of several video teasers available in 5 languages to support and amplify the promotion of the book A Dream of AIUla, including interviews with the photographer, his publisher, Catherine Bonifassi, and Diana Picasso, who prefaced the book
- Nearly 200 people attended the event, including Afalula executive chairman, Gérard Mestrallet, Royal Commission for AIUla members, who were in Paris as part of a site management delegation, and well-known French personalities from the fashion and culture industries (Inès de la Fressange, Sarah Poniatowski, Renaud Donnedieu de Vabres, Christine Orban, etc.) / 15 books were sold and signed by Gilles Bensimon

PARTNERS: GALIGNANI, CASSI EDITION, RIZZOLI



AFALULA
PROJECTS
2022
SNAPSHOT

*Agriculture, wildlife
and biodiversity*



Tramway





Archaeology
Dadan site



Gilles Bensimon - Signing event at the Galignani bookshop





AFALULA CROSS- DIVISION PROJECTS 2021/2022

- _ OASIS RESEARCH PROGRAMME
- _ CITRUS VALUE-CHAIN DEVELOPMENT
- _ TRAMWAY
- _ VILLA HEGRA
- _ ALULA ARTISTS RESIDENCY
- _ LARGE EVENTS



OASIS RESEARCH PROGRAMME

CULTURE & HERITAGE

AGRICULTURE

BOTANICAL PRODUCTS

ENVIRONMENT & INFRASTRUCTURES

PLURINANNUAL GROUND SURVEYS

Fieldwork: archaeological survey, geoarchaeological soundings, archaeobotanical and anthropological studies, biological samplings (soil, water...)

COLLABORATION BETWEEN FRENCH AND SAUDI RESEARCH INSTITUTES

Held several workshops, lectures or meetings between KSA universities (King Saud University (KSU), King Abdullah University of Science and Technology (KAUST)) and the oasis research programme institutions (CNRS, CIRAD, MNHN) to agree on areas of collaboration (including specific genetic analyses in KSA for the characterization of the Barni dates) and select Saudi students for contribution to these programmes

ANNUAL ARCHAEOLOGY AND OASIS BIO JOINT SEMINAR

The 4th cross-disciplinary seminar was held for 2 days in the Afalula office in Paris, to share the results of the various research missions amongst researchers. 35 experts attended in Paris, and over 40 stakeholders connected, covering archaeology, biology (soils, date palms), water and anthropology

SOFUNLAND (OASIS SOILS RESEARCH PROJECT)

Last large field samples collection campaigns were achieved and study of the hydromineral functioning of date-palms and soil microbial symbioses started. First results demonstrated that soils with past human activity may present specific chemical and microbial print compared to soils without such past presence

The SoFunLand team presented a talk popularizing the understanding of soils and its functions to non-specialists from the RCU, partners and local residents

DATE-PALM BIODIVERSITY PROJECT

The sampling campaigns of date palms diversity were completed, with about 900 trees tagged and sampled from over 90 "named-types" (date palms varieties as per local community naming). The genetic analyses will confirm whether they are true genetic varieties ("true-to-type cultivar") or "ethno-varieties", according to local standards, lines of clonal individuals reproduced vegetatively (asexually, by

offshoot) by humans deliberately under a single local name

First laboratory genetic analyses confirmed that the AlUla Barni date is a true-to-type variety

WAO (WATER RESOURCES IN ALULA OASIS)

To deepen the understanding of past, present and future of the underground water resources in AlUla, two field missions were carried out. About 60 wells were analyzed and 400 water/soil samplings taken for physico-chemical analyses in lab. A piezometric network was designed allowing future continuous monitoring of the underground water resource

ANTHROPOLOGICAL SURVEY

Continuous discussions with AlUla community members is going on to understand the sociological organization of the population, their interactions with the living, agricultural and wild, and their evolution with time

PARTNERS:

NYU IN ABU DHABI, CNRS MNHN, CIRAD, VALORHIZ, IRD, CEREGE, ARCHAÏOS

CITRUS VALUE-CHAIN DEVELOPMENT

AGRICULTURE

BOTANICAL PRODUCTS

HUMAN CAPITAL

TOURISM & HOSPITALITY

COMMUNICATION & PUBLIC RELATIONS

HIGH VALUE CITRUS (HVC) TECHNICAL ASSISTANCE PROGRAMME

A junior agronomist moved on-site and will stay in AIUla until May 2023 to coordinate locally HVC activities

Eighty Citrus farms were surveyed and sampled for pest and disease screening. First results, to be confirmed, show that AIUla could be free from Citrus' main quarantine diseases listed by the European Union

A quality monitoring programme of the "Abu Sora" (navel Orange) was launched with samples done in 20 selected farms every two weeks from October 2021 to March 2022. It provides local farmers with indications on when Abu Sora are best harvested and consumed (juice content, sugar, acidity)

Eleven new varieties of Citrus Rootstocks (over 1,000 seedlings) were imported from French Center

for Biological Resources on Citrus to diversify the AIUla production, and planted in the nursery for trials and future multiplication of the best-adapted

PARTNERS: CIRAD, INRAE,
AGROPROSPECTIVE, MAS
BACHÈS, ANSES

CITRUS FESTIVAL

Mrs. Keiko Nagae, a renowned international Chef specialist in Citrus, was invited to contribute in the first AIUla Citrus Festival. She trained 6 young Chefs from AIUla (ex-FERRANDI Paris) and 24 AIUla women (with an official certification) on Citrus diversity and citrus processing and their use in gastronomy. Beside, Afalula coordinated a 'Four Hands' diner between Keiko Nagae and a Saudi Chef in local Suhail Restaurant

Produced "The Citrus Journey" movie, broadcasted during the first edition of the citrus festival in AIUla in January 2022: interviews

with key French players in the citrus sector, renowned French chefs, and showcasing of the different species grown in AIUla.

Afalula took part in the Citrus Festival competition as jury members, together with the experts team

PARTNER:
ARÔME PARIS

POTENTIAL USE OF CITRUS IN COSMETICS AND PERFUMES

Extracts (skin, albedo, seeds, flowers, leaves) from different Citrus species and varieties ("thorouge", pummelo, sour orange, sweet lemon, kumquat and limequat) of AIUla were sampled in farms and sent to the laboratory for analyses of compounds and substances that could have a potential in cosmetics and perfumes

PARTNER: NISS'ACTIVE





TRAMWAY

ARCHITECTURE & URBAN DEVELOPMENT

ENVIRONMENT & INFRASTRUCTURES

SECRETARY GENERAL

An organization set for high quality delivery

- Supported the project proponent (County Ops) for the overall project, in close coordination with the project developer (Design & Construction)
- Through joint RCU/Afalula preparation and presentation, governance and detailed procurement strategy for the tramway project were validated in an ad hoc Infrastructure Steering Committee

“On track”

- Launched the Environmental Impact Assessment of the whole Tramway project
- Issued the infrastructure engineering brief and followed up the tender. French Engineering company SYSTRA was appointed as lead designer for the project
- Organized an initial selection process for rolling stock manufacturers via a Request for Information, supported and supplemented by auditions of manufacturers
- Finetuned the identity of the tramway, the look-and-feel of the coaches and the interior's design
- Completed the tender documents for the rolling stock with a view to float the tender during summer 2022

PARTNERS: RAILCONCEPT,
PATRICK JOUIN, SYSTRA

VILLA HEGRA

EXECUTIVE CHAIRMAN

DEVELOPMENT

ARCHITECTURE & URBAN DEVELOPMENT

CULTURE & HERITAGE

HUMAN CAPITAL

TOURISM & HOSPITALITY

SECRETARY GENERAL

COMMUNICATION & PUBLIC RELATIONS

Designated a site for Villa Hegra project and district; site surveys performed; planning and design studies prepared for launch

Villa Hegra intergovernmental agreement

An intergovernmental agreement specifically dedicated to Villa Hegra project has been prepared by RCU and Afalula, submitted to Saudi and French authorities, and signed by the 2 governments during the visit of the French President to the Kingdom of Saudi Arabia on December 2021. As per this agreement, Villa Hegra is conceived as a cultural institution embodying the French-Saudi partnership to participate in the current flourishing of art and culture in KSA, and bring together creation, global prestige, community empowerment and local impact

Villa Hegra prefiguration

Defined the cultural positioning of Villa Hegra, and concept of programming for the future institution. This defines Villa Hegra as a cultural encounter place between KSA and France, allowing joint creativity.

A Villa Hegra preopening Art and Culture programme has been designed to be integrated in AIUla Season activities. It includes a typology of events (temporary exhibitions, art residencies, talks, etc.) to be implemented prior to the opening of Villa Hegra

Completion and formal approval of RIBA 1 conception stage

An architectural concept design competition was launched, between 5 French leading architects pre-selected and hosted for a 3-day on-site brief on the Villa Hegra project

Designated 5 Jury members for the Villa Hegra concept design competition: international personalities in the fields of culture, art and architecture. A full briefing including site visit was organized for them.

The Jury, chaired by Jean Nouvel, gathered in Paris on 19 and 20 May 2022: they auditioned the 5 candidates, and made a recommendation to designate the architect of the Villa

Development of Strategy and Business case

It comprises of the Legal Entity establishment and Governance, Operational model and Financial, PR & Communication plan





ALULA ARTISTS RESIDENCY

CULTURE & HERITAGE

INNOVATION & CREATION

COMMUNICATION
& PUBLIC RELATIONS

OASIS REBORN 1

Six artists from KSA, the Middle East region and France, were invited to AlUla to start a dialogue with scientists and the local population, and to develop a creative concept on the topic of the Oasis regeneration. Solid and regular communication actions and public programmes, including several talks (Art Dubai), were developed to support the project. An exhibition was produced on-site and opened to the public in the palm grove, as part of the AlUla Art Festival



OASIS REBORN 2

- Draft and delivery of a strategy and operation plan
- Activation: signature of a contract with Manifesto for a kick-off mission focused on artists liaison and curatorial support
- Global coordination in articulation with the RCU: sourcing of artists and pre-contact with them, implementation of the Selection Committee and experts liaison etc.
- Global strategy for 2022 and beyond: strategy document and proposition shared to ACI teams

PARTNER: MANIFESTO

LARGE EVENTS

TOURISM & HOSPITALITY

COMMUNICATION
& PUBLIC RELATIONS

CULTURE & HERITAGE

INNOVATION & CREATION



ECOTRAIL

Advised on the organization of the second sport/environment event (2022) and facilitated the dialogue with the France based organizers

PARTNER:
RUN FOR YOU



DIRECT FLIGHT FROM PARIS

Further to the announcement of the new direct flight Paris-Alula, a launch event was organized on January 26th at the Eiffel Tower in Paris, with both a press conference (12 journalists) and a meeting with 5 leaders of the French Tour Operating industry. Saudia was a partner to the event. The inaugural flight on January 27th comprised events at both ends and social media coverage

PARTNER:
SAUDIA



DUBAI EXPO

Design and production of an institutional corner for the French Pavilion of the Dubai 2020 Expo to introduce a large public to the AIUla project, the AIUla region, and the RCU-Afalula cooperation



POLIDORI EXHIBITION

Organized and ran a Robert Polidori photo exhibition in Palais-Royal gardens in Paris. An estimated 25,000 people saw the exhibition displaying the beauty of AIUla for a month in the central prestigious venue. The event will be repeated in Deauville, France, in the summer

PARTNERS:

CMN, MARTINENGO COMMUNICATIONS (MILAN)



*Oasis Research
Programme*



*AlUla Artists
Residency
Oasis Reborn 1*



Robert Polidori photo exhibition in Palais-Royal gardens - Paris

AFALULA TEAM FULLY DEDICATED TO ALULA PROJECT DELIVERY



SECRETARY GENERAL

- **Secretary General
Public Affairs & Institutional
Relations**
Laura Kwiatowski
- **Controlling & Compliance**
Sophie Rateau
- **Accounting & Finance**
Bruno Dreuillet
- **Project Finance**
William Le Bec
- **Corporate Relations**
Franck Staub
- **Exploitation**
Baidi Sy
Khalid Amine

EXECUTIVE CHAIRMAN OFFICE

- **Executive Chairman**
Gérard Mestrallet
 - **Office Manager**
Lucie Aubeaux
 - **Assitant to Mathias Curnier**
Murielle Johnson
 - **Assitant to Laura Kwiatowski**
Bérengère Chalet
-
- **Senior Liaison Officer (Riyadh)**
Frank Barbaro

COMMUNICATIONS, MARKETING, INNOVATION & PUBLIC RELATIONS

- **Chief of Staff
Communications, Marketing,
Innovation & Public Relations**
Mathias Curnier
- **Content Manager**
Jeanne Garcin
- **Innovation & Creation**
Arnaud Morand
- **Event Manager**
Dali El Haddad

CULTURE & HERITAGE

- **Scientific Director**
Gérard Mestrallet (Acting)
as of 1st July 2022
- **Achaeology & Heritage Director**
Ingrid Périssé
- **Museums**
Tehzeeb Sandhu
- **Museums Architecture & Design**
Jean-Valère Arifont
- **Exhibitions & Interpretation**
Claire Pinault
- **Contemporary Art**
Bethsabée Attali

ARCHITECTURE & URBAN DEVELOPMENT

- **Director**
Étienne Tricaud
- **Planning & Urban Development**
Jérémy Moles
- **Planning & Urban Devt Advisor**
Andreas Heym
- **Senior Architect & Urban Planner**
Najate Abouali
- **Junior Architect-Urbanist**
Flora-Lou Leclair
- **Architect**
Clara O'Neill

TOURISM & HOSPITALITY

- **Director**
Nicolas Lefebvre

SECURITY & SAFETY

- **Director**
Charles Yvinec
- **Security**
Younes Benabdelouahed

HUMAN CAPITAL

- **Director**
Guilhem Constans
- **Project Manager**
Maxime Bos

ENVIRONMENT & INFRASTRUCTURES

- **Director**
Anne Lardoux de Pazzis
- **Senior Advisers**
Michel Bolze
Hazem Abdalla

BOTANICAL PRODUCTS

- **Director**
Elisabeth Dodinet
- **Ingredients and Beauty Project**
Nicolas Levron
- **Natural Ingredients Project & Expertise Manager**
Emilie Truche

AGRICULTURE

- **Director**
Stéphane Forman

DEVELOPMENT

- **Director**
Youssef Safouane

EQUESTRIAN PROJECTS

- **Director**
Antoine Sinniger
- **Development Manager**
Dali El Haddad
- **Project Manager**
Peter Matar

CROSS-DIVISION ASSISTANTS

Audrey Veyrie
Isabelle Patti



OUR VALUES

SHARING
GOODWILL
COHESION
PERFORMANCE

THE FRENCH AGENCY FOR
ALULA DEVELOPMENT IS
DEFINED BY FUNDAMENTAL
VALUES, WHICH WE SHARE,
WHICH WE IDENTIFY WITH,
AND WHICH CHARACTERISE
OUR WORK EACH DAY.

SHARING

From multiple disciplines and diverse backgrounds, we promote the qualities of listening and openness. Our strength lies in the harmonious blend of our multiple areas of expertise. Exchanging and sharing are inseparable from the pleasure we take in working together to support our shared project.

COHESION

United by a sense of solidarity that gives us strength and that we actively cultivate, we work hand-in-hand to successfully achieve our goals as part of our project, in an atmosphere of trust and team spirit.

GOODWILL

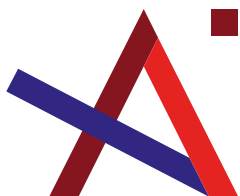
Mutual respect is firmly established as the core value guiding our relationships with others. This goodwill enables us to work with others in a spirit of trust, both within the Agency and with our partners. Listening, availability and empathy make our everyday contacts particularly rewarding.

PERFORMANCE

Our mission to jointly build the AIUIa project drives us each day to surpass ourselves, to be more daring, in order to continue raising performance levels. Our team's commitment to a shared goal is aligned with deep ethical and environmental convictions. Driven by a common goal, our collective success is the result of an ambition that is shared by all.

OUR VALUES

SHARING
GOODWILL
COHESION
PERFORMANCE



AFALULA

FRENCH AGENCY
FOR ALULA
DEVELOPMENT

82, RUE DE COURCELLES
75008 PARIS - FRANCE

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