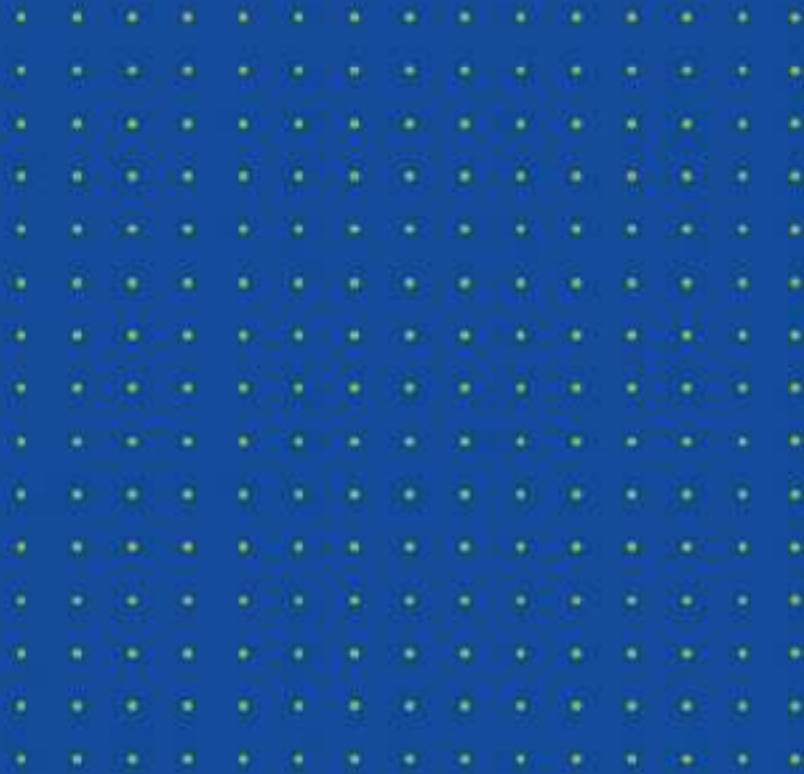




Saudi Aramco Annual Report 2024

Saudi Aramco
Annual Report 2024





Fourth Industrial Revolution Center
Dhahran, Kingdom of Saudi Arabia

Innovation

Powering business growth with
new solutions and technology



Yanbu Refinery
Madinah Province, Kingdom of Saudi Arabia

Integration

Capturing value across
the energy chain



Fadhili Gas Plant (FGP)
Eastern Province, Kingdom of Saudi Arabia

Investment

Maintaining upstream preeminence,
increasing downstream integration



Mangrove Plantation
Red Sea Coast, Kingdom of Saudi Arabia

Sustainability

Reducing environmental impact while
increasing business performance

We are Aramco, one of the world's largest integrated energy and chemicals companies

Our vision

Aramco's vision is to be the world's preeminent integrated energy and chemicals company, operating in a safe, sustainable and reliable manner.

Our mission

Aramco strives to provide reliable, affordable, and more sustainable energy to communities around the world, and to deliver value to its shareholders through business cycles by maintaining its preeminence in oil and gas production and its leading position in chemicals, aiming to capture value across the energy value chain and profitably growing its portfolio.

Our values

By living our values and prioritizing sound business practices, we consistently achieve high levels of performance and efficiency – delivering value not only for our Company, but for our customers, partners, and the communities in which we operate.



Safety



Citizenship



Integrity



Accountability



Excellence

For more information on our values, visit:
www.aramco.com/en/about-us/our-governance/our-values

For more information on our rich history spanning more than nine decades, visit: www.aramco.com/en/about-us/our-history

Online Report

This Annual Report covers financial and operational aspects of Aramco and is issued in both Arabic and English.

The print version is identical to its PDF counterpart, which is available at www.aramco.com/en. The Arabic version prevails in the event of any discrepancy. The images in this document are representative of the services provided by Aramco.

▶ See our online report: www.aramco.com/en/investors/annual-report

The information contained in Sections 1–6 of this Annual Report constitutes our Board of Directors' report.

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King Salman bin Abdulaziz Al-Saud
The Custodian of the Two Holy Mosques



His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud
Crown Prince and Prime Minister



1 Aramco overview and strategy

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Investing to meet global demand growth

Marjan 4 platform, Marjan field, Saudi Arabia

Aramco is implementing the largest capital program in its history, aiming to leverage its low-cost, lower upstream carbon intensity production to meet expected global demand growth.

Production from the Marjan crude oil increment is expected to come onstream in 2025, adding 300 mbpd of production capacity.

Chairman's message

“With the world’s demand for energy continuing to grow, one of the defining challenges of our time will be meeting this rising need while also lowering overall emissions to address climate challenges. Against this backdrop, Aramco is purposely investing today with the long-term in mind.”

Dear shareholders,

In the five years since our IPO, Aramco has provided exceptional dividend distributions and robust earnings, consistently delivering value to our shareholders. We have delivered $\text{¥} 1,656.4$ billion ($\$441.7$ billion) in dividends during this period.

For 2024, the Company recorded strong earnings and cash flows and posted net income of $\text{¥} 398.4$ billion ($\$106.2$ billion) for the full year.

Specific to the fourth quarter of 2024, the Board of Directors declared a base dividend of $\text{¥} 79.3$ billion ($\$21.14$ billion), and a performance-linked dividend of $\text{¥} 0.8$ billion ($\$0.22$ billion) based on full-year results of 2024. In 2024, we paid total dividends of $\text{¥} 465.9$ billion ($\$124.2$ billion), representing an increase of 27.0% from 2023 and reflecting our dividends framework that is specifically designed to share the upside success with our shareholders while also offering downside protection across business cycles.

Broadening our investor base

I am also pleased to note that during 2024, we welcomed a significant number of new investors in Aramco’s ongoing growth story. This was accomplished through a secondary public offering, an international bond issuance, and an international sukuk issuance. All three transactions were very well received by the market, underscoring Aramco’s ongoing operational and financial excellence as well as investor confidence in your Company’s longer-term potential.

The secondary public offering in June resulted in the sale by the Government of approximately 1.7 billion shares, representing 0.7% of the Company’s issued shares. The offering served several goals, including further diversifying the Company’s shareholder base internationally and domestically, as well as increasing share liquidity. In July, Aramco issued an international bond that was more than six times oversubscribed based on the initial targeted size, with strong demand from a diverse base of institutional

investors, both existing and new. Then in October, we completed a U.S. dollar-denominated international sukuk that was also oversubscribed more than six times.

Preparing for the future

With the world’s demand for energy continuing to grow, clearly one of the defining challenges of our time will be meeting this rising need while also lowering overall emissions to address climate challenges. What is also clear is that the global energy transition to a lower-carbon future is a complex process that will take decades rather than a singular event.

Against this backdrop, Aramco is purposely investing today with the long-term in mind. This includes several crude oil increments that are scheduled to come onstream in the coming years to sustain our maximum sustainable capacity and maintain our ability to provide our customers with reliable energy supplies. Additionally, these increments will help preserve Aramco’s distinct operational flexibility, as and when such is required. During the past year, we also made further progress toward our previously stated aim of significantly increasing our sales gas production capacity by 2030 and strengthened our position in the expanding global LNG market.

We continue to pursue downstream opportunities that will allow us to capture additional value. In 2024, we made investments in refining and petrochemical projects in key markets, while extending our retail presence in select geographies globally. For example, in recent years we have made a number of low-equity investments with high crude placement rights in China as part of our long-term intention of increasing our liquids-to-chemicals business. By strategically expanding our downstream portfolio, we are positioning ourselves to be able to place more of the crude oil and natural gas liquids we produce into refineries and petrochemical complexes that we either wholly own or in which we have an equity interest. This will serve to provide further resilience during inevitable fluctuations in the oil market.



Back in 2021, we announced our ambition for net-zero Scope 1 and Scope 2 greenhouse gas emissions from wholly-owned operated assets by 2050. Our efforts toward achieving this ambition remain on track through a variety of pathways, including improving the energy efficiency of our operations. During this past year, we also made further investments in renewables projects through our New Energies business, as well as advancing lower-carbon products and solutions in the energy, chemicals, and materials sectors. On the technology side of sustainability, we believe the energy industry in general has significant opportunities to benefit from AI advancements. At Aramco, we are integrating AI into our operations to extract more value from data, improve efficiencies, and further lower our emissions.

We also continue our efforts to develop a more locally diverse and globally competitive energy ecosystem in Saudi Arabia. In 2024, we entered into 145 corporate purchase agreements to strengthen the local supply chain and enhance the Kingdom's manufacturing landscape. Such actions provide obvious benefits, including further enhancing our Company's ability to compete as well as supporting economic development within Saudi Arabia.

Conveying our appreciation

Aramco's continued success would not be possible without the patronage of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al-Saud, and His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud, Crown Prince and Prime Minister of the Kingdom of Saudi Arabia. Likewise, we sincerely appreciate the support provided by the Ministry of Energy of the Kingdom of Saudi Arabia.

Let me also express my gratitude to all of the members of our Board for their guidance over the past year. In 2024, we had the privilege of welcoming two new Board members: His Excellency Faisal Alibrahim, Minister of Economy and Planning of Saudi Arabia, and Bob Dudley, former Group Chief Executive of BP p.l.c. They replace His Excellency Mohammed Al-Tuwaijri and Peter Cella, who both stepped down from our Board after more than six years of distinguished service each. We sincerely thank Mohammed and Peter for their many contributions to the betterment of Aramco.

On behalf of the Board of Directors, I also want to salute the highly talented team of men and women at Aramco who strive each and every day to maintain our Company's overarching emphasis on reliability and our underlying foundational focus on value creation.

Finally, to you our shareholders, we say thank you for trusting in us and for investing in Aramco.

H.E. Yasir O. Al-Rumayyan

Chairman of the Board of Directors

President and CEO's message

“The global energy transition requires a multi-source, multi-speed, and multi-dimensional approach to properly address the energy security, affordability, and sustainability priorities of individual countries. We remain confident in Aramco’s ability to thrive in an increasingly carbon-conscious world.”

Dear shareholders,

During 2024, Aramco demonstrated its ability to provide predictability to our shareholders and reliability for our customers.

In addition to once again posting industry-leading financial results and dividend distributions, we retained our reputation as one of the most dependable crude oil suppliers in the world with 99.7% reliability. We also made significant strides during the year on a number of projects and initiatives aimed at reinforcing our upstream preeminence, further integrating our downstream portfolio, and developing our New Energies business.

Increasing our operational flexibility

Amid growing global oil demand reaching an all-time high for the second year in a row, our upstream crude oil development and increment projects remain on track. The Dammam development project is progressing with water injection operations, and we expect it, together with the Marjan and Berri increments, to be onstream in 2025. Our Zuluf field increment is scheduled to follow in 2026 and the second phase of Dammam in 2027. The resulting additional cumulative oil production capacity of these projects will serve to offset natural reservoir declines, enabling us to maintain our MSC at 12.0 mmbpd while providing built-in spare capacity that can be quickly activated.

We continue to make progress on our previously stated goal of increasing our sales gas production capacity by more than 60%. Phase one of our Jafurah unconventional gas field development remains on schedule for 2025, with contracts now awarded for phase two. Our Tanajib Gas Plant project will come onstream in 2025 as well, providing additional raw gas processing capacity from Marjan and Zuluf. We have also completed the first full cycle of gas storage and reproduction into the Master Gas System from the Kingdom’s first underground natural gas storage reservoir. In the liquefied natural gas space, we acquired a strategic minority stake in MidOcean followed by additional investments including the

funding of MidOcean Energy’s acquisition of additional interests in Peru LNG.

In 2024, we successfully added to Saudi Arabia’s hydrocarbon reserves, with seven discoveries being announced: two unconventional oil fields, one Arabian Light oil reservoir, two natural gas fields, and two natural gas reservoirs. All are in the country’s Eastern Province and Empty Quarter.

We also continue to further expand, integrate, and balance our downstream business. Construction is ongoing at a number of projects, including the Amiral expansion at the SATORP refinery in the Kingdom and also on two integrated refinery and petrochemical complexes in China and South Korea. During 2024, we broke ground for another joint venture refinery and petrochemical complex in southeast China. We also signed a framework agreement with a Chinese partner for the expansion of our SASREF facility in Jubail. These projects support our long-term intention of increasing our liquids-to-chemicals business, with a goal to increase its capacity in petrochemical producing complexes to up to four million barrels per day by 2030. And we continued to grow our global retail footprint, completing acquisitions in Chile and Pakistan. Aramco’s adoption of advanced digital solutions to enhance operational and environmental performance also continues to be recognized with the North Ghawar Oil Producing Complex becoming our fifth facility to join the World Economic Forum’s prestigious Global Lighthouse Network.

Supporting a lower-carbon future

We have been consistent in our belief that the global energy transition requires a multi-source, multi-speed, and multi-dimensional approach to properly address the energy security, affordability, and sustainability priorities of individual countries. Our view has not changed. At the same time, as economies in the Global South grow and living standards there rise, we believe the corresponding increased energy demand can only be satisfied through a mix of sources that includes oil and gas.



Accordingly, in addition to supporting the transition by providing reliable energy as we have done for decades, we continue to invest in ways to further lower emissions from oil and gas operations. In 2024, we signed a shareholders' agreement to develop a carbon capture and storage hub at Jubail. When completed, this facility is expected to be one of the largest in the world with the capacity to capture up to nine million tons of CO₂ annually from the first phase, which is equivalent to removing two million cars from the road each year. Given carbon capture has the potential to reduce carbon emissions associated with hard-to-abate industries, we believe it will be a crucial component to not only our own net-zero ambition, but also to global emission reduction targets.

We are also expanding our New Energies portfolio through investments in several renewable projects within the Kingdom. This includes the commencement of commercial operations at the 1.5 GW_{ac} Sudair Solar PV Plant, and the Al Shuaibah 1 and Al Shuaibah 2 solar PV projects, which have a planned combined capacity of up to 2.66 GW_{ac}. We also recently signed agreements together with our partners to develop three new solar PV projects that are anticipated to contribute an additional 5.5 GW_{ac} of renewable energy to the Kingdom's power grid by 2027.

Hydrogen is another new energy where we continue to have discussions with potential customers about the long-term offtake contracts which will be critical to advancing the global hydrogen market. In the meantime, we acquired a 50% equity interest in a blue hydrogen company with the intention of developing a hydrogen network to serve domestic customers.

As part of our efforts to positively contribute to the global energy transition and also grow our portfolio into an adjacent sector, we have signed a non-binding Heads of Terms with Ma'aden to establish a joint venture for minerals exploration and mining in Saudi Arabia. The JV could draw on Aramco's extensive geoscience data and subsurface knowledge, with lithium production potentially commencing by 2027.

We also continue to increase the utilization of artificial intelligence in a number of areas of our operations to help unlock the full value of every hydrocarbon molecule we produce. We are, for example, using AI-driven analytics to monitor and further reduce our greenhouse gas emissions. Most of our critical equipment is also now AI-monitored, with predictive algorithms helping to improve facility reliability and therefore overall efficiency.

Maintaining our competitive advantages

Looking ahead, we remain confident in our Company's ability to thrive in an increasingly carbon-conscious world. This confidence is based on Aramco having a number of competitive advantages, including our unique scale, our low lifting costs, our lower upstream carbon intensity, and our exclusive access to Saudi Arabia's vast reserves. That said, our greatest advantage remains our people and their commitment to delivering the reliable energy the world needs both now and in the future.

Amin H. Nasser

President and Chief Executive Officer

Recapping a year of success and milestones

Q1

Jafurah gas reserves additions

Aramco announced the addition of 15.0 tscf of raw gas and 2.0 bstb of condensate as proven reserves at the Jafurah unconventional field.

15.0^{tscf}

Jafurah additional proven raw gas reserves announced

2.0^{bstb}

Jafurah additional proven condensate reserves announced

Petrochemical complex construction

Construction commenced at the SABIC Fujian Petrochemical Complex in China's Fujian province. The complex will consist of a mixed-feed steam cracker and world-class downstream facilities, with an expected annual ethylene capacity of up to 1.8 million tons.

1.8^{million tons}

Expected annual ethylene capacity of Petrochemical Complex

International LNG investment

Aramco completed its first international investment in LNG by acquiring a strategic minority stake in MidOcean.

South America retail investment

Aramco completed its acquisition of a 100% equity stake in the Chilean retailer Esmac, representing its first downstream retail investment in South America.

Sudair Solar PV Plant

The Sudair Solar PV Plant, jointly owned by Aramco (30%), PIF (35%), and ACWA Power Company (35%), reached full operational capacity of 1.5 GW_{ac}.

1.5^{GW_{ac}}

Operational capacity of Sudair Solar PV Plant

Q2

Strategic gas expansion contracts

Contracts worth more than \$25.0 billion awarded in relation to the Jafurah unconventional gas development, the expansion of Aramco's Master Gas System, new gas rigs, and ongoing capacity maintenance to progress Aramco's gas expansion strategy.

+\$25.0^{bn}

Value of contracts awarded to progress strategic gas expansion

Hadeed ownership transfer

SABIC completed the transfer of its ownership of Hadeed to PIF, enabling SABIC's portfolio optimization efforts so it can focus on its core business, and supporting its vision to become the preferred world leader in chemicals.

Pakistan retail investment

Aramco completed its acquisition of a 40% equity stake in Gas & Oil Pakistan Limited, supporting its global retail expansion and marking its first entry in the Pakistani fuels retail market.

Secondary public offering

The Government completed the sale of the Company's ordinary shares, representing 0.7% of the Company's issued shares through a secondary public offering.

First verified carbon offset crude cargo

Aramco delivered its first independently-verified carbon offset crude cargo through a pilot shipment of two million barrels of Arabian Light crude oil.

Q3

Oil and gas discoveries

Aramco announced that exploration activities resulted in seven oil and gas discoveries in the Kingdom's Eastern Province and Empty Quarter.

Hawiyah Unayzah Gas Reservoir Storage

The Hawiyah Unayzah Gas Reservoir Storage, the first underground natural gas storage in the Kingdom, successfully completed its first full cycle of gas storage and reproduction.

Petro Rabigh investment

Aramco signed a definitive agreement to acquire an additional stake of approximately 22.5% in Petro Rabigh from Sumitomo Chemical for ₪ 2.6 billion (\$0.7 billion).

ALBA shareholding sale

SABIC announced the signing of an agreement for the sale of its 20.62% stake in ALBA to Ma'aden. The sale was completed in February 2025.

Three solar PV projects

Aramco, along with partners ACWA Power Company and PIF, announced the financial closure for three solar PV projects worth ₪ 12.0 billion (\$3.2 billion) and with a combined capacity of 5.5 GW_{ac}.

5.5 GW_{ac}

Combined capacity of three solar PV projects

International bond issuance

Aramco successfully raised ₪ 22.5 billion (\$6.0 billion) through an international bond issuance, reflecting the market's belief in Aramco's longevity and the strength of its balance sheet.

\$6.0_{bn}

Raised through international bond issuance

Q4

Additional International LNG investment

Aramco made further investments in MidOcean, which included the funding of MidOcean Energy's acquisition of additional interests in Peru LNG.

Integrated refining and petrochemical groundbreaking

Aramco, Sinopec, and Fujian Petrochemical broke ground on an integrated refining and petrochemical complex in China, further expanding Aramco's downstream investment portfolio in China and advancing its liquids-to-chemicals strategy.

HORSE Powertrain acquisition

Aramco completed its acquisition of a 10% equity stake in HORSE Powertrain to solidify a key strategic partnership to pursue advances in powertrain technologies, synthetic fuels, and lubricants.

CCS hub

A shareholders' agreement between Aramco, Linde, and SLB was signed for the development of the Jubail CCS hub with a planned CO₂ storage capacity of up to 9.0 mmtpa.

9.0 mmtpa

Planned CO₂ storage capacity of Jubail CCS hub

International sukuk issuance

Aramco announced the completion of its ₪ 11.25 billion (\$3.0 billion) international sukuk issuance, demonstrating Aramco's efforts to widen and diversify its debt investor base, and enhance liquidity.

\$3.0_{bn}

Proceeds from international sukuk issuance

Business model

Capturing value across the hydrocarbon chain

Inputs

OPERATIONS

Total hydrocarbon reserves¹
(billion boe)

250.0

Maximum Sustainable Capacity
(mmbpd)

12.0

RELATIONSHIPS

Stakeholders

- Customers
- Suppliers
- Partners
- Governments

Domestic and foreign subsidiaries, joint arrangements, and associates

400+

Countries of operations

50+

FINANCIAL

Capital expenditures²
(billion)

⌌ 189 \$50

Net debt³
(billion)

⌌ 78 \$21

Average capital employed³
(billion)

⌌ 1,999 \$533

HUMAN

Company employees⁴

75,118

1. Hydrocarbon reserves of Saudi Arabian Oil Company (the Company) as at December 31, 2024, under the Concession agreement.

2. Capital expenditures do not include external investments.

3. For definition of net debt and average capital employed, refer to "Non-IFRS measures reconciliations and definitions".

4. Refer to Section 3: Sustainability for further information.

5. Refer to Section 2: Results and performance – Upstream.

6. Excludes SABIC Agri-Nutrients business and includes only ZPC's net chemical production capacity through our investment in Rongsheng.

7. Applies to Saudi Arabian Oil Company (the Company).

8. Power supplied through Aramco's captive power plants.

9. Includes income taxes, royalties, and dividends.

* Non-IFRS measure: refer to "Non-IFRS measures reconciliations and definitions" for further information.

1. Low-cost, lower carbon intensity production

Low-cost upstream production with a lower upstream carbon intensity associated with production of both oil and gas which is one of the lowest among major producers, and operational flexibility to rapidly increase crude oil production.

Upstream production is monetized through a high-quality external customer base and captive downstream system.

High-quality gas reserves

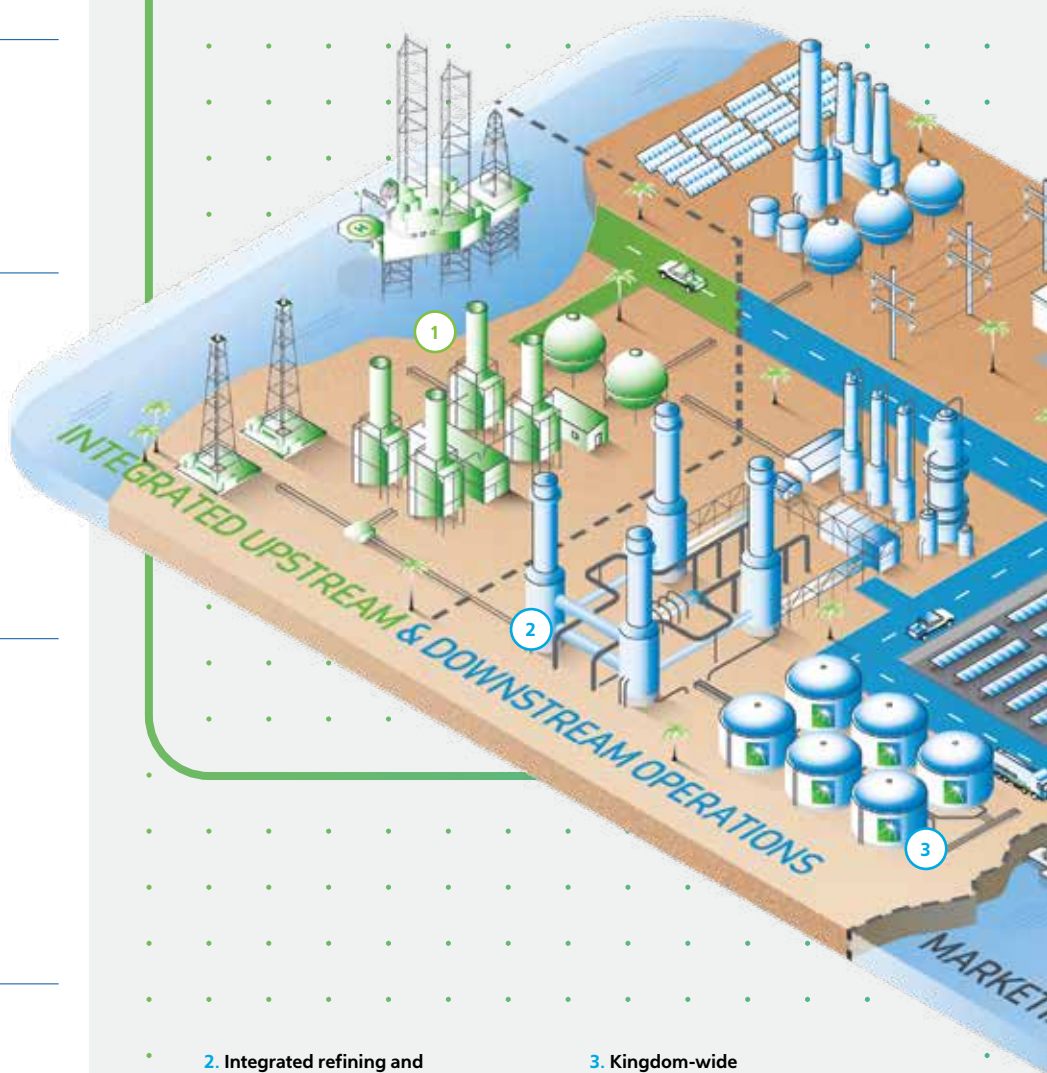
Exclusive access to extensive high-quality gas reserves and high success rates in locating new reserves in known hydrocarbon-bearing basins adjacent to existing fields and production infrastructure.

Total hydrocarbon production⁵
(mmbpd)

12.4

Total liquids production⁵
(mmbpd)

10.3



2. Integrated refining and chemical operations

Major integrated refiner and chemical producer with a global network of reliable assets in key regional markets and hubs.

Net refining capacity
(mmbpd)

4.1

Net chemicals production capacity⁶
(million tons per year)

57.6

3. Kingdom-wide distribution network

Kingdom-wide distribution network includes pipelines, bulk plants, air refueling sites, and terminals that deliver crude oil, NGL, natural gas, and refined products.

4. Integrated trading business

Integrated trading business enables optimization of product supplies to maximize returns.

5. New solutions

Robust technology program aims to develop synthetic fuels, nonmetallics, and crude-to-chemicals.

6. Growing domestic market

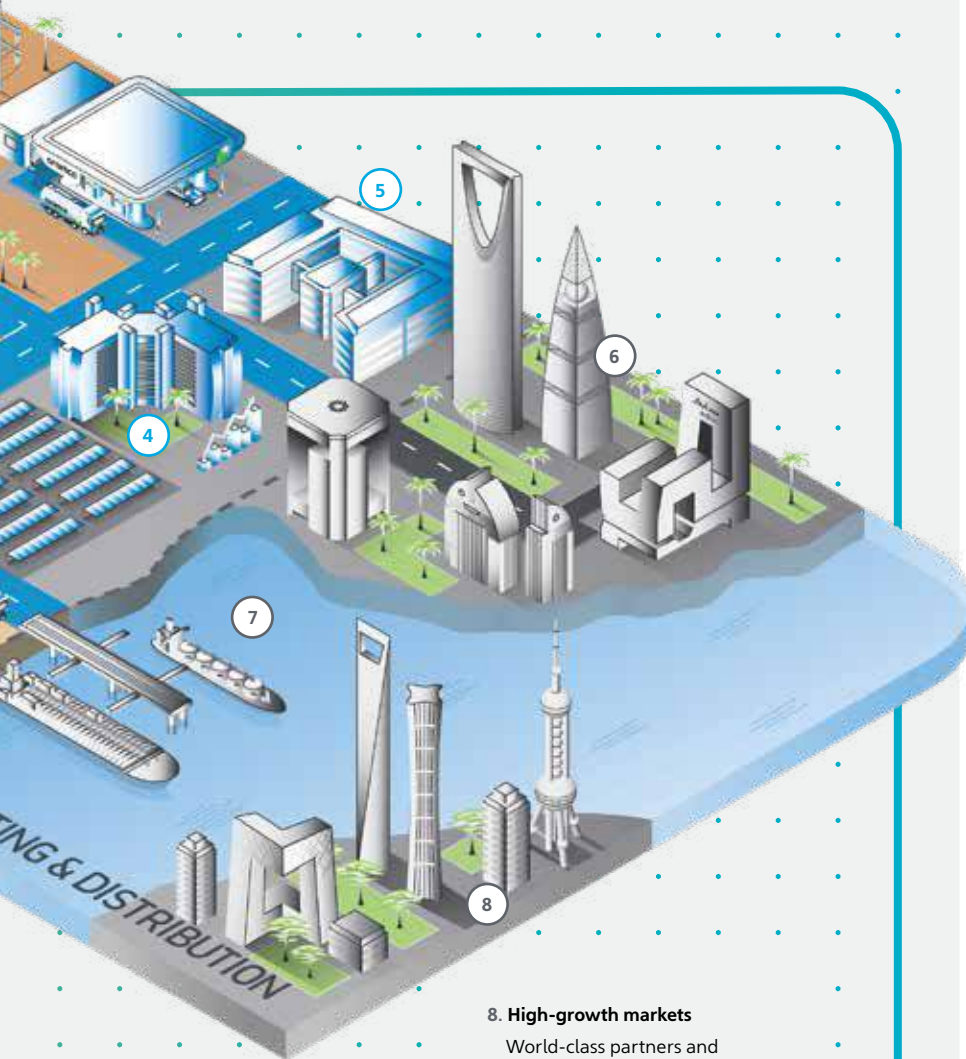
Exclusive access to the Kingdom's large and growing gas market.

7. New products

Development of products like blue ammonia support Aramco's efforts to build a robust and sustainable new business sector and its customers' interest in mitigating GHG emissions.

8. High-growth markets

World-class partners and customer base provide access to high-growth markets and material demand centers.



Outcomes and impacts

OPERATIONS

Products produced

- Crude oil
- Gas
- NGL
- Condensate
- Refined products
- Chemicals
- Electricity
- Blue ammonia
- Nonmetallics

Upstream carbon intensity⁴
(kg of CO₂e/boe)

9.7

Scope 1 emissions⁴
(mmtCO₂e)

56.1

Power supplied to the national grid⁸
(gigawatts)

0.7

Reliability⁷
(%)

99.7

Scope 2 emissions⁴
(mmtCO₂e)

12.4

Freshwater consumption⁴
(million cubic meters)

83.0

RELATIONSHIPS

In-Kingdom Total Value Add (iktva)⁴
(%)

67.0

Payments to the Government⁹
(billion)

₹ 746 \$199

FINANCIAL

Net income
(billion)

₹ 398 \$106

Dividends paid
(billion)

₹ 466 \$124

Free cash flow^{*}
(billion)

₹ 320 \$85

ROACE^{*}
(%)

20.2

HUMAN

Lost time injuries /illnesses rate⁴
(per 200,000 work hours)

0.021

Tier 1 process safety events⁴

9

Total recordable case rate⁴
(per 200,000 work hours)

0.046

Fatalities⁴

8

Aramco's operations

Global operations

Countries of operations – as at December 31, 2024

- Subsidiary offices
- Terminals and distribution hubs
- Refining, petrochemical and manufacturing facilities
- Crude oil and natural gas production facilities
- Aramco retail fuels network*
- Technology and innovation centers

Saudi Arabia



* Aramco retail fuels network includes service stations owned and operated through affiliates and investments.



Business overview

Overview

Aramco is one of the world's largest integrated energy and chemicals companies. Its operating segments are Upstream and Downstream, which are supported by corporate activities.

Integrated operations

Upstream

The Upstream segment's activities consist of exploring for, developing, and producing crude oil, condensate, natural gas, and NGL. Aramco's principal fields are located in close proximity to each other within the Central and Eastern Provinces of the Kingdom. The crude oil, condensate, natural gas, and NGL produced by the Upstream segment travel through Aramco's pipelines to multiple facilities for processing into refined and petrochemical products, or to domestic customers or export terminals. For more information, see Section 2: Results and performance – Upstream.

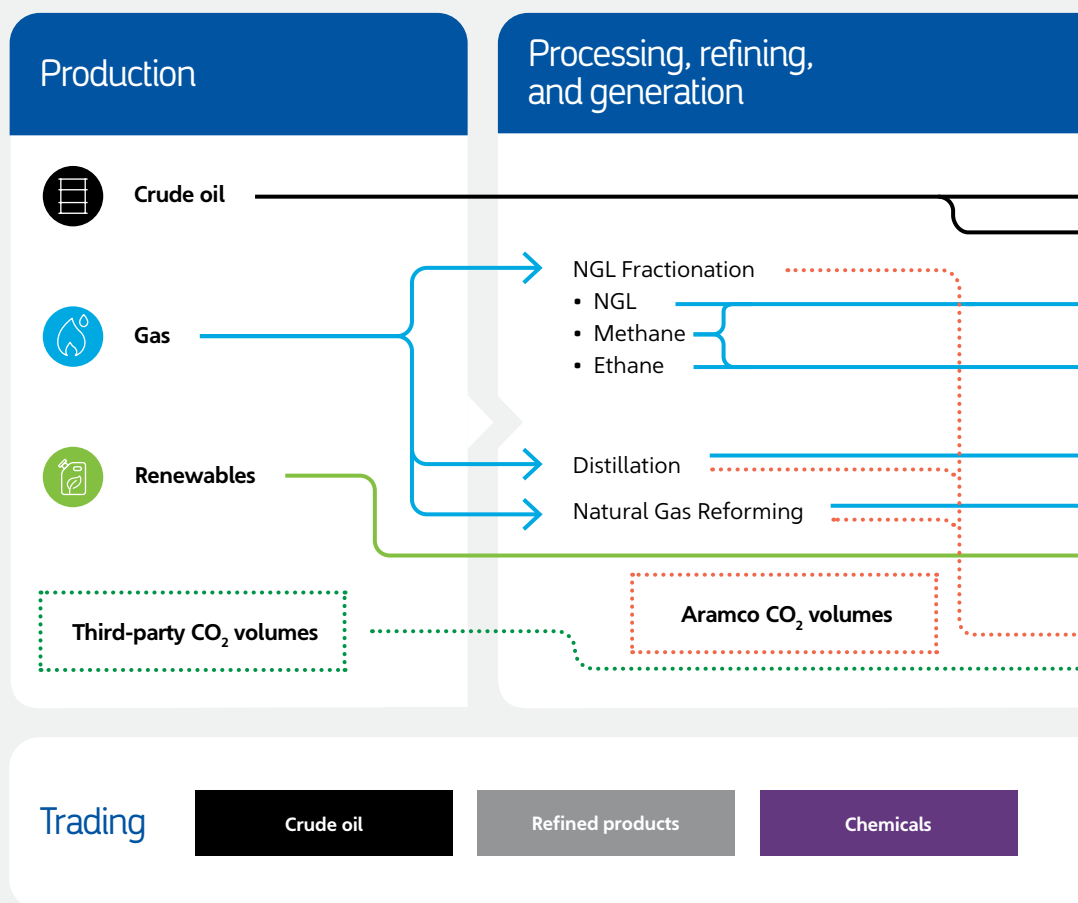
Downstream

The Downstream segment's activities consist primarily of refining and chemicals, base oils and lubricants, retail, distribution, supply and trading, and power generation. These support the Upstream and Downstream businesses by enabling optimization of crude oil sales and attractive placement through Aramco's significant infrastructure network of pipelines and terminals, and to access shipping and logistics resources.

Aramco's downstream investments diversify its revenue and integrate its oil and gas operations to optimize value across the hydrocarbon chain, meeting crude oil and gas demand and facilitating the placement of its crude oil. Aramco continues to strengthen its Downstream portfolio to further balance its product slate between chemicals and fuels, which provides offtake security and incremental value. Aramco also has an integrated chemicals business within its Downstream segment that produces basic chemicals, such as aromatics, olefins, and polyolefins, as well as more complex chemical products such as polyols, isocyanates, and synthetic rubber. For more information, see Section 2: Results and performance – Downstream.

Integrated value chain

Aramco is active across the energy value chain, from the upstream production of crude oil, gas, and renewable energy, through to the marketing and selling of crude oil, refined products, petrochemicals, and other products derived from hydrocarbons and renewable sources. By converting the molecules it produces into a variety of products, Aramco positions itself to meet anticipated demand for both conventional and lower-carbon energy sources, refined products, petrochemicals, and sustainable materials. Through its globally-integrated trading activities, Aramco gains visibility into demand for its products so it can optimize product supplies to maximize returns.

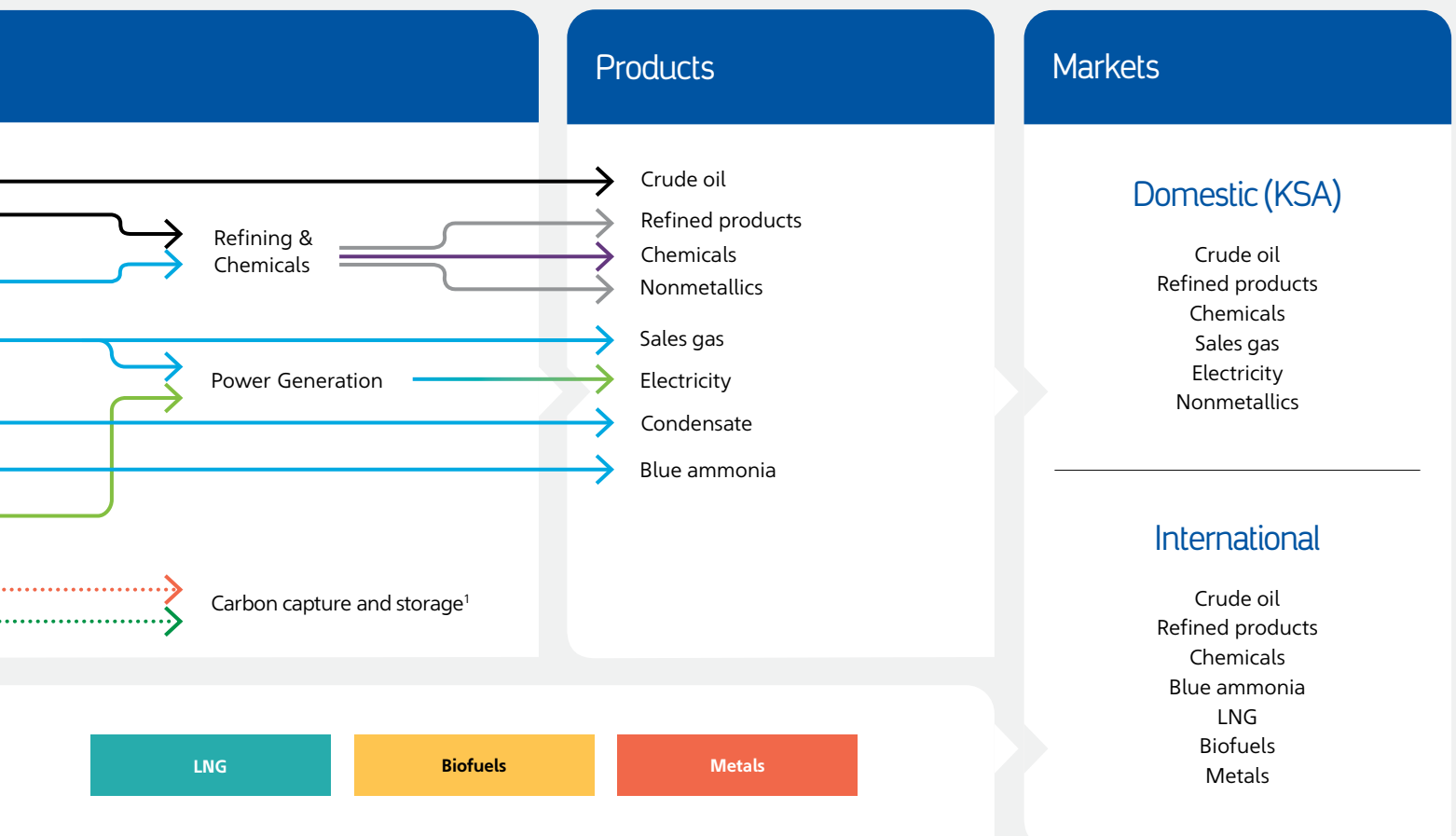


1. Through phase one of the Jubail CCS program, Aramco aims to capture and store up to 9.0 mmtpa of CO₂ from three Aramco gas facilities and other industrial sources.

Corporate

Aramco's Upstream and Downstream segments, as well as the overall business, are supported by corporate functions. These include Technical Services essential to the success of Aramco's core business, as well as Law, Finance; Technology and Innovation; and Human Resources and Corporate Services. Additionally, the Strategy and Corporate Development organization seeks to maximize value creation by efficiently optimizing Aramco's asset portfolio and pursue growth opportunities in line with corporate strategies. For more information on some of the corporate activities undertaken in 2024, see Section 2: Results and performance – Corporate.

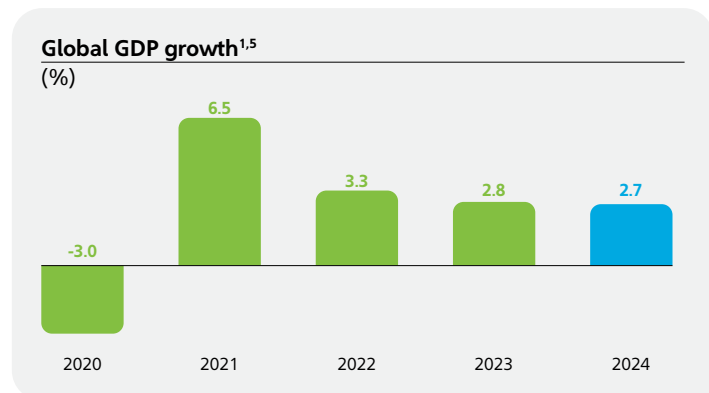
Aramco's corporate activities are underpinned by its commitment to good governance and leadership, which includes sustainability practices (Section 3: Sustainability), risk management (Section 4: Risk), and corporate governance (Section 5: Organizational structure and corporate governance).



Market overview

Global

The world economy is expected to maintain its performance in the coming years as central banks continue lowering interest rates following a gradual moderation in inflation. Global GDP in 2024 is estimated to grow by 2.7%¹. Continued accommodative economic policies and expected consumer demand recovery in key European and Asian economies are expected to lift global growth to 2.8%¹ in 2025.



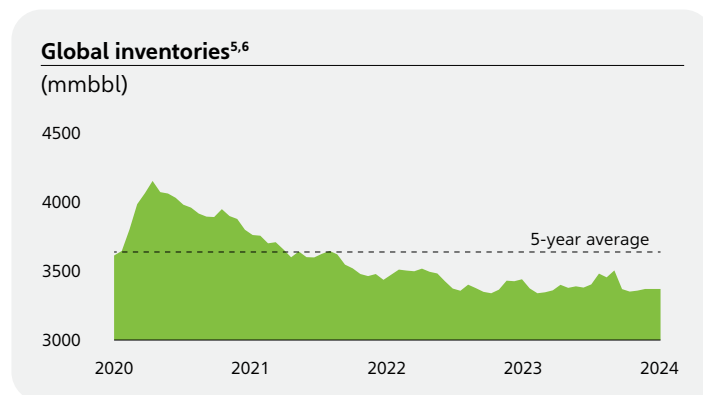
In the U.S., economic reforms and incentives are expected to be introduced in 2025 by the new administration, which will impact the U.S. and global economy.

The European economy is expected to gradually recover in 2025, after continued pressure from the energy crisis triggered by the ongoing geopolitical events. China continues to experience pressure from excess manufacturing capacity and property sector declines. However, the Chinese government's stimulus rollout will help maintain a strong growth trajectory.

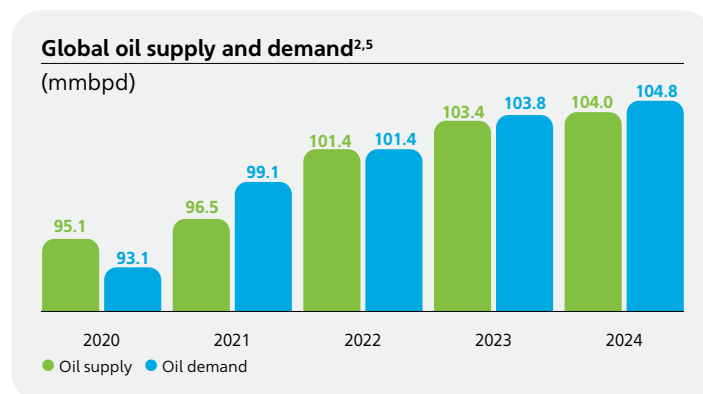
India is likely to remain a key growth engine, given its ability to attract manufacturing. Asia as a whole continues to be the fastest-growing economic region, maintaining its current growth level of 4.1%¹ for 2024 and 2025.

Global oil demand in 2024 is estimated to have risen by approximately 1.0 mmbpd to 104.8 mmbpd². This was driven by overall demand for transport fuels and aviation jet fuel in particular as global aviation traffic nears pre-pandemic levels, followed by petrochemical feedstocks.

The increase in oil demand is largely driven by Asia, which is estimated to account for around 60%² of annual growth in 2024, contributing to low global inventory levels, which remained at the lower end of a five-year range. Oil demand in China is estimated to have reached 17.4 mmbpd² in 2024. Global petrochemicals feedstock demand for hydrocarbon liquids is estimated to have grown by 0.6 mmbpd to 15.7 mmbpd³ in 2024. Similarly, demand for hydrocarbon liquids from the transport fuels sector is projected to have risen by 0.6 mmbpd to 64.6 mmbpd² in 2024.



Global oil supply increased by an estimated 0.6 mmbpd in 2024, reaching 104.0 mmbpd², with the growth driven by non-OPEC+ producers. The U.S. accounted for most of the supply growth, followed by Guyana and Canada. In 2024, ICE Brent crude price averaged \$79.86 per barrel⁴.



1. Oxford Economics.

2. S&P Global Crude Oil Markets Outlook.

3. S&P Global Inflections Energy Dataset.

4. Market View, Intercontinental Exchange (ICE).

5. Comparative figures have been adjusted to reflect actual data, where applicable.

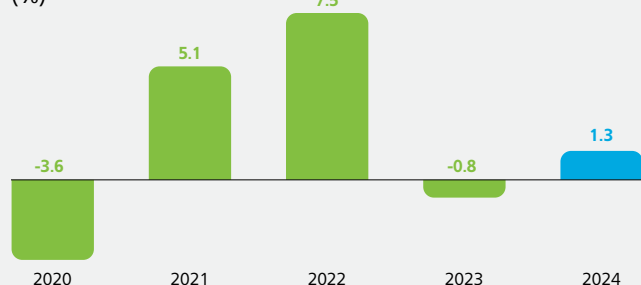
6. Crude and condensate including commercial and refinery, strategic petroleum reserves, and floating inventories. Data provided by Kpler.

Domestic

Domestic real GDP experienced a rebound in 2024, expanding by 1.3%⁷ after a contraction of 0.8%⁷ in 2023. This growth was primarily driven by a 4.3%⁷ increase in non-oil activities, driven by targeted investments and increased business activities, particularly in consumer-facing tourism, hospitality, and trade segments, coupled with ongoing diversification efforts.

Kingdom real GDP growth⁷

(%)



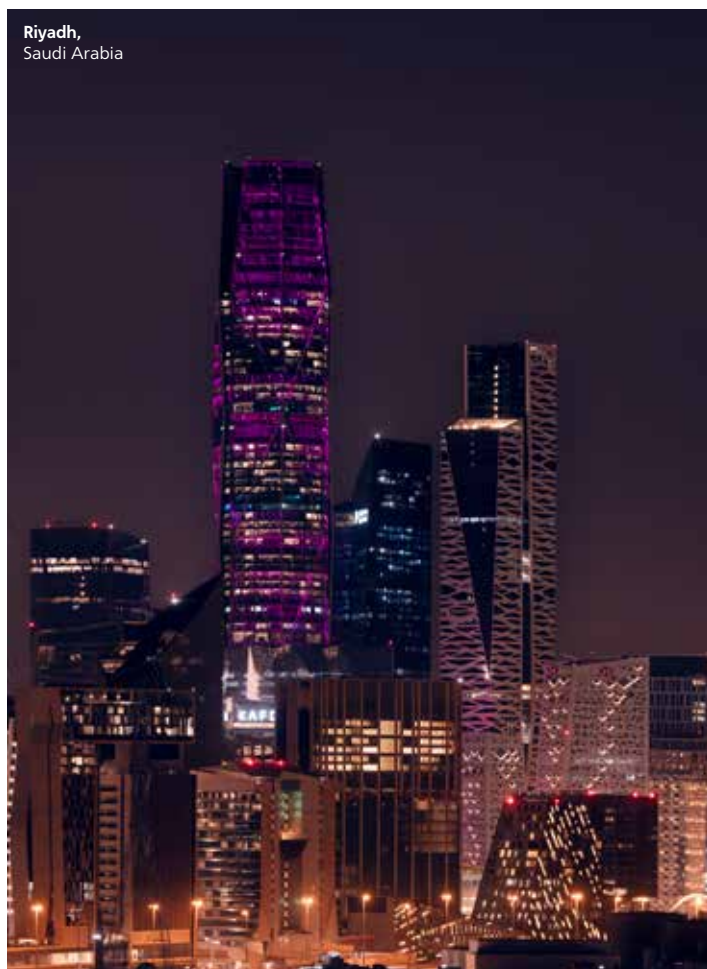
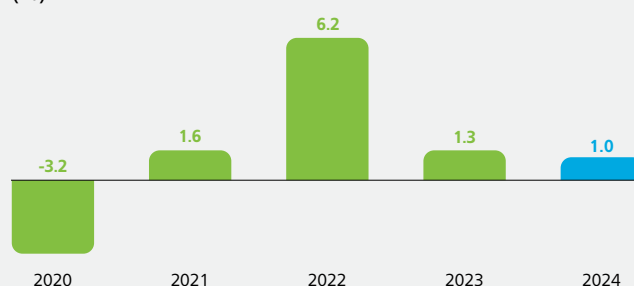
Government activities also played a crucial role in lifting overall Kingdom GDP, with a growth rate of 2.6%⁷ in 2024. The Government is leveraging its strong fiscal position to finance infrastructure development, numerous mega projects, and new investment opportunities. In contrast, hydrocarbon activities experienced a modest decline of 4.5%⁷ in 2024, compared to a nearly 9.0% drop in 2023, primarily driven by a smaller decrease in Kingdom crude oil production in 2024 compared to the preceding year.

In 2024, Kingdom energy demand increased by 1.0%, in line with the recent trend of slower growth driven by price reforms and energy efficiency standards. This rise in domestic energy consumption was largely driven by the transportation sector of 2.1% and the utilities sector of 1.0%. Industrial energy demand saw a tepid 0.4% rise in 2024 amid weak petrochemical demand and lower oil production.

Sales gas forms the largest energy source in the kingdom, accounting for 37.0% of the overall energy mix and 56.0% of the utility sector fuel mix in 2024. Bolstered by robust investment and growing supplies, the share of sales gas in the utility sector's fuel mix increased by more than 10 percentage points during the previous decade. As a result, liquid burning in the sector modestly declined during the same period, despite rising demand for electricity.

Kingdom energy demand growth

(%)



Riyadh,
Saudi Arabia

7. General Authority for Statistics, Kingdom of Saudi Arabia.

Positioning Aramco for the future

Aramco's strategy is driven by its belief that reliable and affordable energy supplies, including oil and gas, will be required to meet the world's growing energy demand, and that new lower-carbon energy supplies will gradually complement conventional sources. Aramco continues to work to achieve further reductions in greenhouse gas emissions from its oil and gas operations. Aramco also invests in technologies and solutions supporting the global energy and materials transition toward a lower-carbon emissions future. The world's demand for affordable, reliable, and more sustainable energy will continue to grow, and Aramco believes it can best be met by a broad mix of energy solutions.

Within this context, Aramco's vision is to be the world's preeminent integrated energy and chemicals company, operating in a safe, sustainable, and reliable manner.

Aramco strives to provide reliable, affordable, and more sustainable energy to communities around the world, and to deliver value to its shareholders through business cycles by maintaining its preeminence in oil and gas production and its leading position in chemicals, aiming to capture value across the energy value chain and profitably growing its portfolio.

Our strategic themes

To achieve its vision, Aramco focuses on four strategic themes across its businesses:



Upstream preeminence

As the principal engine of value generation, Aramco intends to maintain its position as the world's largest crude oil company by production volume and one of the lowest-cost producers. The Company's vast reserves base, spare capacity, and unique operational flexibility allow it to effectively respond to changes in demand.

→ For more information **see page 22**

Downstream integration

Aramco has a dedicated system of domestic and international wholly-owned and affiliated refineries that serve to monetize its upstream production. Through continued strategic integration, the Company captures additional value across the hydrocarbon value chain.

→ For more information **see page 23**

Lower-carbon initiatives

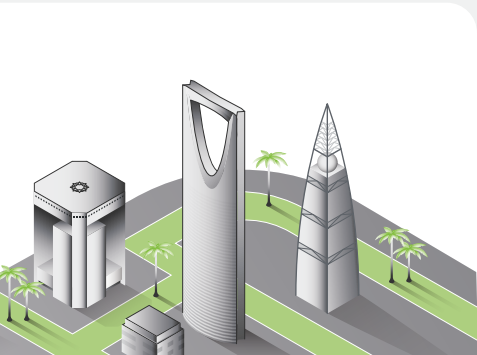
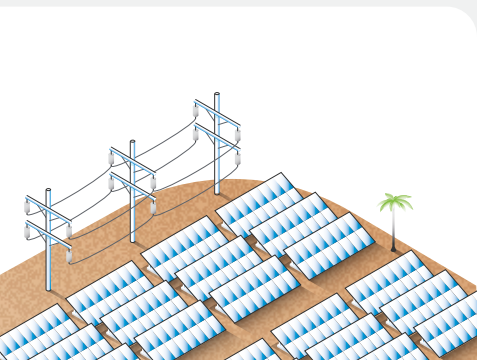
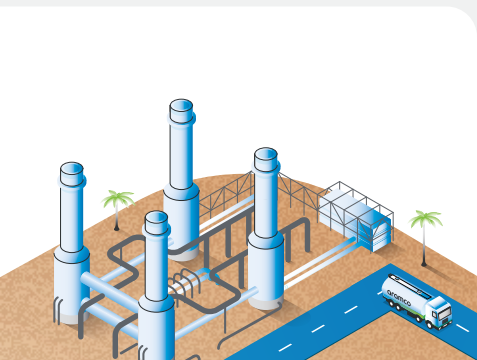
Aramco aims to lower the net carbon emissions of its operations and support the global energy transition through development of a New Energies business that includes renewable power generation and lower-carbon products and solutions across the energy, chemicals, and materials sectors.

→ For more information **see page 24**

Localization and promotion of national champions

Aramco facilitates the development of a diverse, more sustainable, and globally competitive in-Kingdom energy ecosystem to underpin the Company's competitiveness and support the Kingdom's economic development.

→ For more information **see page 24**



Our key enablers

Aramco's strategy requires a number of enablers to be successful, including:

People

Aramco recognizes the need to prepare its workforce of the future to ensure its capabilities match its strategic requirements. This includes advancing technical and professional skills, developing commercial and leadership competencies, supporting the progress of localization, and focusing on equity and inclusion.

Technology

Aramco's technology program aims to develop new solutions for its Upstream and Downstream businesses, help diversify its product portfolio, grow its business sustainably, and achieve its net-zero ambition.

The program also aims to enable Aramco to grow its business competitively and sustainably in new areas such as new energies, advanced materials, and digital solutions.

Portfolio optimization

Aramco seeks to unlock value, enhance its capital structure, and reallocate capital to higher growth and return investments. It follows a comprehensive and disciplined internal approval process for capital expenditures, new projects, and debt issuances.

→ For more information see **page 25**

How we deliver value

Aramco seeks to deliver value across four dimensions:

Profitability

By reinforcing its competitive positions across its upstream and downstream activities.

Resilience

Both operational and financial, enabling our Board to declare dividends on a regular basis with a view to building long-term shareholder value. This includes providing sustainable dividend growth through crude oil price cycles and maintaining a strong investment-grade credit rating.

Growth

Both in its traditional oil and gas activities and new businesses.

Sustainability

As a core element of Aramco's operational philosophy.

Four strategic themes

Upstream preeminence



Oil

Aramco intends to maintain its position as the world's largest crude oil company by production volume. Its reserves, operational capabilities, and spare capacity allow it to increase production in response to demand.

Aramco expects global demand for crude oil will continue to increase for many years to come. Aramco believes there is a need for industry-wide investment to meet this demand, and that new oil discoveries and developments will be needed to offset the natural decline in production from currently producing fields. The Company intends to continue to invest in crude oil exploration and production through oil price cycles in order to meet this expected global demand growth, and believes that its low lifting costs, low capital intensity, and lower upstream carbon intensity uniquely position it to benefit from these investments and the continued pressure on the oil and gas industry to reduce the environmental impact of the industry's operations.

The Company seeks to preserve its position as one of the world's lowest average upstream carbon intensive crude oil producers. Aramco's low per barrel gas flaring rates, low depletion rate operational model, and a focus on reducing the quantity of produced water contribute to its low average upstream carbon intensity production. The Company is also pursuing a wide range of initiatives to reduce its upstream carbon intensity by at least 15%

by 2035 compared to a 2018 baseline. Through reliable and lower carbon intensity production, Aramco aims to support energy access and security through the energy transition.

The Company balances production between maturing areas and newer production sources, tapping into new reservoirs when required to optimize the depletion rate of its fields and maintain crude oil production. Aramco's low-cost position is a result of the unique nature of the Kingdom's geological formations, favorable onshore and shallow water offshore environments in which its reservoirs are located, synergies from Aramco's use of its large infrastructure and logistics networks, its low depletion rate operational model, and its scaled application of technology.

Aramco seeks to maintain its position as one of the world's most reliable crude oil suppliers. The Company utilizes term agreements for selling crude oil to major consumers globally, providing supply predictability to customers by standardizing price and delivery terms to major regional demand centers. Aramco continues to invest in its sophisticated and extensive crude oil distribution and dispatch system to maintain its supply reliability.

The Government determines the Kingdom's maximum level of crude oil production in the exercise of its sovereign prerogative and requires Aramco to maintain an MSC in accordance with the Hydrocarbons Law. The Government has directed Aramco to maintain crude oil MSC at 12.0 mmbpd. The spare capacity afforded by maintaining an MSC provides operational flexibility to increase production. While Aramco has a robust field maintenance philosophy that emphasizes the reliability of its upstream operations, the MSC provides an alternative supply option in the event of unplanned production outages.

Gas

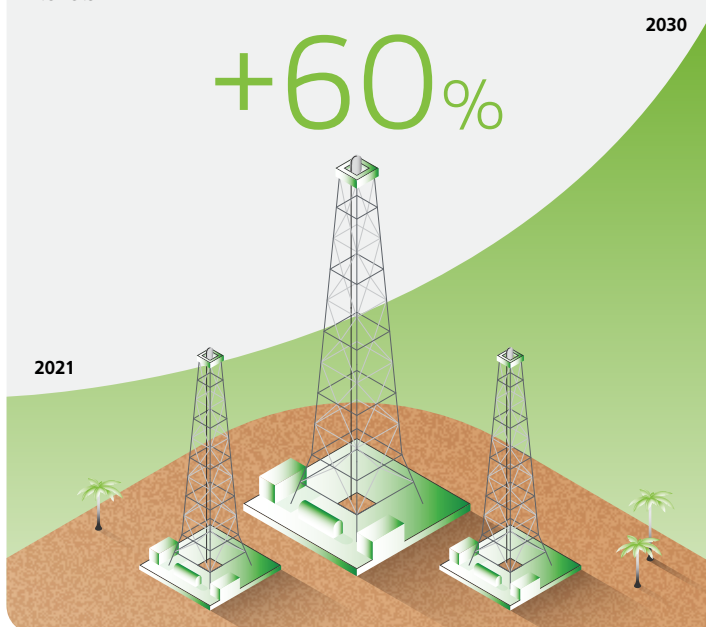
Domestically, Aramco plans to further expand its gas business, including the development of its unconventional gas resources, increase its sales gas production capacity by more than 60% by 2030 compared to its 2021 production levels subject to demand and inclusive of pre-FID projects not yet announced, and invest in additional infrastructure to meet the large and growing domestic demand for lower-cost energy and to reduce liquids-burning in power generation. Domestic gas demand growth is driven by power generation, water desalination, petrochemical production, and other industrial consumption in the Kingdom.

An important additional benefit of Aramco's gas production is the significant NGL and condensate yields, which supplement crude oil production and provide feedstock to the refining and petrochemical industries.

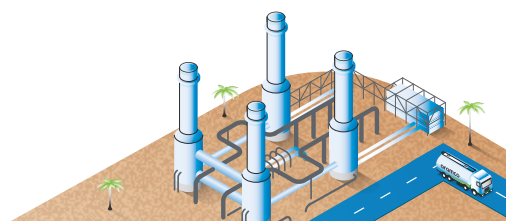
Internationally, Aramco anticipates strong demand-led growth for LNG as the world continues on its energy transition journey, with gas being a vital fuel and feedstock in various industries, and critical to meeting the world's need for secure, accessible, and more sustainable energy. As a result, Aramco plans to develop an integrated global LNG business, and is pursuing investment opportunities.

Strategy in action

Aramco plans to increase its sales gas production capacity by more than 60% by 2030 compared to 2021 production levels.



Downstream integration



Aramco intends to continue the strategic integration of its Upstream and Downstream businesses to facilitate the placement of the Company's crude oil in larger offtake volumes through a dedicated system of domestic and international wholly-owned and affiliated refineries and petrochemical complexes, allowing it to capture additional value across the hydrocarbon value chain, expand its sources of earnings, and provide resilience to oil market volatility.

Aramco's 70% equity interest in SABIC has supported the expansion of its downstream activities, including integration between refining and chemicals and improving the balance of its product portfolio between fuels and chemicals, and provides a consistent outlet for its crude oil and gas. Changing patterns of demand, including growth in chemicals demand and the long-term risk of decline in fuels demand, are driving the Company's strategy to favor investments in facilities with high liquids-to-chemicals conversion rates. Aramco intends to continue to grow its liquids-to-chemicals

business, with a goal to increase its capacity in petrochemical producing complexes to up to four million barrels per day by 2030.

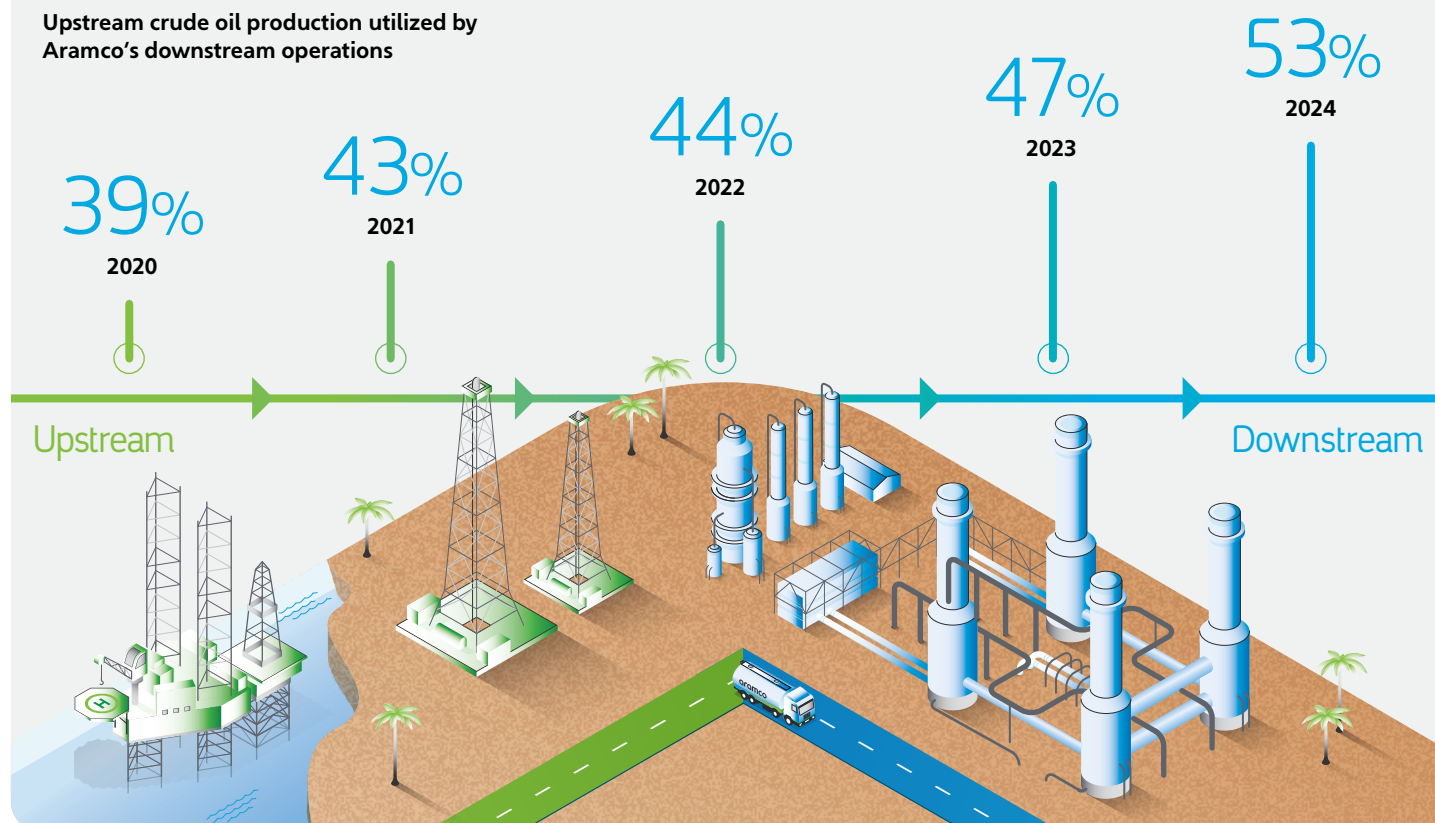
Geographically, Aramco intends to enhance both its domestic and global Downstream businesses in key high-growth geographies such as China, India, and Southeast Asia, which are integral to its existing business and future expansion strategy, as well as in other attractive markets. Aramco also intends to maintain its presence in key large countries, such as the United States, and in countries that rely on imported crude oil, such as Japan and South Korea.

Aramco continues to expand global recognition of its brands. One aspect of this strategy is to introduce its brands to existing domestic and international marketing businesses, including at retail service stations, and further develop its petrochemicals, base oil and lubricants brands. As new marketing activities are added to its business portfolio, Aramco intends to use its own brands to build recognition of its position in the global energy sector.

Strategy in action

Aramco's dedicated system of domestic and international refineries provide secure demand for upstream crude production.

**Upstream crude oil production utilized by
Aramco's downstream operations**



Strategy continued

Lower-carbon initiatives

Aramco's strategy for lower carbon intensity energy is designed to address climate-related risks and opportunities while derisking its businesses and maintaining competitiveness and differentiation in carbon-constrained scenarios. At the same time, it aims to build a material and profitable new business area for the longer-term.

The strategy comprises two main aspects. The first focuses on achieving lower net carbon emissions of the Company's operations over time, with the ambition to achieve net-zero Scope 1 and Scope 2 greenhouse gas emissions across wholly-owned operated assets by 2050. The second involves developing and investing in renewable power generation and lower-carbon products and solutions across the energy, chemicals, and materials industries.

Lowering the Company's own net carbon emissions requires managing, reducing, and balancing carbon emissions across its wholly-owned operated assets through a number of measures, including efficiency gains, renewable power investment, carbon capture and storage, and multiple offset initiatives.

By developing and investing in renewable power generation and lower-carbon products and solutions, Aramco aims to support its efforts to reduce carbon emissions from its own operations. Through investments in lower-carbon hydrogen and ammonia, lower-carbon fuels, and gas, Aramco aims to support emissions reductions in hard-to-abate sectors, such as heavy-duty transport and industrial applications, as well as developing products to complement renewables in the domestic energy mix. These initiatives are expected to support the participation in the growing lower-carbon products and solutions market. Aramco is also pursuing carbon capture and storage as a service offering to third parties, and is seeking investments in renewables that align with its other lower-carbon initiatives. To

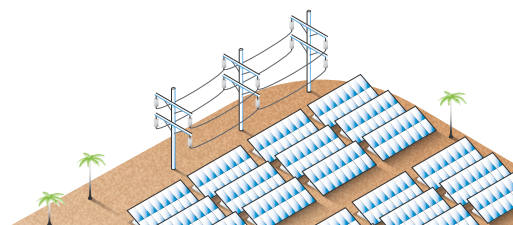
Localization and promotion of national champions

In addition to Aramco's core businesses, the Company seeks to foster new businesses that aim to increase the long-term reliability and competitiveness of the Company's ecosystem, as well as contributing to the Kingdom's economic development. This is key to ensuring Aramco's long-term cost and productivity leadership, sustainability, and resilience. The objectives are two-fold: to maximize localization of the Company's supply chain, and promote national champions.

Aramco aims to strengthen its supply chain through its localization efforts and uses the Kingdom's Shareek program, which provides a framework to incentivize in-Kingdom investments. As part of this strategy, Aramco seeks to increase the use of in-Kingdom suppliers of goods and services to 70.0% through its iktva program by the end of 2025.

Through its Namaat industrial investment program, Aramco intends to drive continued growth and development of a resilient and sustainable domestic supply chain to strengthen and expand the in-Kingdom private sector.

The Company's Taleed program seeks to accelerate the growth of small- and medium-enterprises across multiple sectors in the sustainability, digital, manufacturing, industrial, and social innovation domains.



support this strategy, the Company has established a New Energies organization to consolidate its lower-carbon businesses, focusing on renewable power generation, lower-carbon hydrogen, and carbon capture and storage. Aramco has ambitions to invest in up to 12 GW_{dc} capacity of solar PV and wind projects by 2030. As part of the Jubail carbon capture and storage hub, Aramco aims to capture and store up to 9.0 million tons of CO₂ annually from Aramco facilities and other industrial sources by 2028. A prudent strategy is being adopted in developing the company's low-carbon hydrogen and ammonia business, with a phased development approach that calibrates supply with market demand and with optionality for early market entry to establish a market leading position. Aramco is targeting the production of up to 2.5 million tons of blue ammonia annually by 2030, subject to the availability of commercially viable long-term offtake projects.

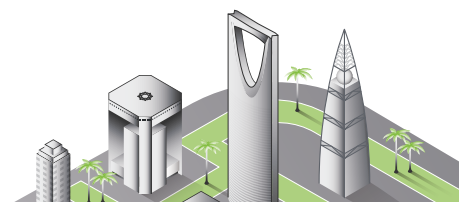
Aramco aims to grow its business sustainably by leveraging technology and innovation. The Company intends to maintain its position among the leaders in upstream carbon intensity, with one of the lowest carbon emissions per unit of hydrocarbons produced.

Strategy in action

Aramco is developing a hub to capture and store up to

9.0 million tons

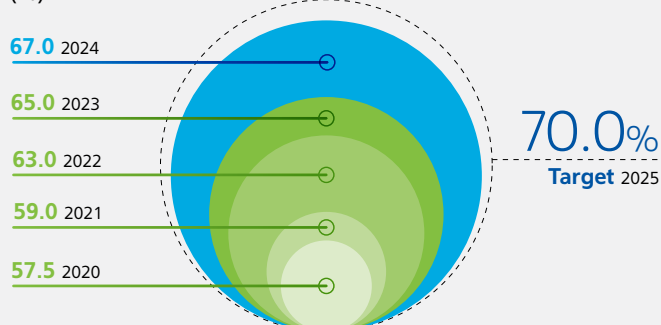
of CO₂ annually by 2028.



Strategy in action

Aramco is helping to build a world class local supply chain through its iktva program.

Percentage of total procurement expenditures locally sourced¹ (%)



1. Applies to Saudi Arabian Oil Company (the Company).

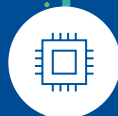
Our key enablers



People

Aramco recognizes the need to prepare its workforce for the future and seeks to ensure its capabilities match its strategic requirements by:

- Advancing technical and professional skills, developing commercial and leadership competencies, and supporting the progress of localization; and,
- Focusing on equity and inclusion.



Technology

Aramco's technology program aims to develop new solutions for its Upstream and Downstream businesses, help diversify its product portfolio, and grow its business sustainably and achieve its net-zero ambition. The program also aims to enable Aramco to grow its business competitively and sustainably in new areas such as new energies, advanced materials, and digital solutions. Aramco focuses its technology initiatives in upstream, downstream, and sustainability, and recognizes the importance of embedding technology in its strategy and business culture.

Aramco's venture capital fund continues to invest in disruptive technologies outside the energy sector and late-stage larger-ticket ventures in the sustainability and digital domains in an effort to build a portfolio of start-up companies and minority equity holdings in significant high-growth technology companies to support Aramco's diversification and competitiveness.

Aramco intends to finance game-changing innovations across a variety of industries and pave the way for collaborations with innovative companies to develop new technologies that create long-term diversification opportunities.

Examples of the new solutions that Aramco believes could positively impact its business sustainability, and which are being actively pursued, include:

- Directly converting liquids to chemicals;
- Producing hydrogen from hydrocarbons while capturing and storing associated emissions;
- Expanding nonmetallic applications;
- Accelerating large-scale deployment of carbon capture and storage;
- Enabling sustainable transport through more efficient engines and lower-carbon fuels; and,
- Accelerating technology-based offsetting solutions, such as direct air capture.



Portfolio optimization

Through portfolio optimization, Aramco seeks to unlock value, enhance its capital structure, and reallocate capital to higher growth and higher return investments. Aramco has a comprehensive and disciplined internal approval process for capital expenditures, new projects, and debt issuance. The Company analyzes future projects based on strategic, operational, commercial, and financial targets. Aramco's unique reserves and resource base, operational flexibility, field management practices, and strong cash flow generation serve as a foundation for its low gearing and flexibility to allocate capital.



2 Results and performance

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Growing gas production capacity

Jafurah Gas Plant, Jafurah unconventional gas field, Saudi Arabia

Aramco is investing to increase its sales gas production capacity by more than 60% to meet growing domestic demand and reduce liquids burning in power generation.

Phase one of the Jafurah Gas Plant is expected to commence production in 2025, and production from the Jafurah field is expected to reach a sustainable sales gas rate of 2.0 bscfd by 2030, in addition to significant volumes of ethane, NGL, and condensate.

Key 2024 metrics

Financial highlights

Net income
(billion)

﷼ 398

\$106
2023: \$121

EBIT*
(billion)

﷼ 772

\$206
2023: \$231

Free cash flow*
(billion)

﷼ 320

\$85
2023: \$101

**Net cash provided by
operating activities**
(billion)

﷼ 509

\$136
2023: \$143

Capital expenditures¹
(billion)

﷼ 189

\$50
2023: \$42

ROACE*
(%)

20.2

2023: 22.5

Dividends paid
(billion)

﷼ 466

\$124
2023: \$98

Dividends paid per share

﷼ 1.93

\$0.51
2023: \$0.41

Gearing*
(%)

4.5

2023: (6.3)

Earnings per share
(basic and diluted)

﷼ 1.63

\$0.43
2023: \$0.50

Average realized crude oil price
(\$/barrel)

80.2

2023: 83.6

1. Capital expenditures do not include external investments.

* Non-IFRS measures: refer to "Non-IFRS measures reconciliations and definitions" for further details.

Operational highlights

Total hydrocarbon production²
(mmbod)

12.4

2023: 12.8

Total liquids production²
(mmbpd)

10.3

2023: 10.7

Total gas production²
(bscfd)

10.8

2023: 10.7

Net refining capacity
(mmbpd)

4.1

2023: 4.1

Net chemicals production capacity³
(million tons per year)

57.6⁴

2023: 59.6

Reliability⁵
(%)

99.7

2023: 99.8

Upstream carbon intensity⁶
(kg of CO₂e/boe)

9.7

2023: 9.6⁷

Flaring intensity⁶
(scf/boe)

6.07

2023: 5.64

Total recordable case rate⁶
(per 200,000 work hours)

0.046

2023: 0.042

2. Refer to Section 2: Results and performance – Upstream.

3. Excludes SABIC Agri-Nutrients business for 2024 and SABIC Agri-Nutrients and Metals (Hadeed) businesses for 2023 and includes only ZPC's net chemical production capacity through our investment in Rongsheng.

4. The reduction in net chemicals production capacity is due to the termination of operations of three assets related to SABIC mainly in Europe.

5. Applies to Saudi Arabian Oil Company (the Company).

6. Refer to Section 3: Sustainability for further information.

7. 2023 figure has been revised to reflect the market-based calculation methodology.
Refer to Section 3: Sustainability for further information.



CFO's message

“In 2024 we maintained our exceptional financial strength, including world-leading profitability and cash flows. Our focus remains firmly on capturing growth opportunities and providing long-term value to shareholders with resilience through business cycles.”

Dear shareholders,

In 2024, we grew our business and continued our commitment to a sustainable and progressive dividend for our shareholders while also maintaining financial discipline, a robust balance sheet, and our proven track record for performance across business cycles.

Our business demonstrated its resiliency with net income of SAR 398.4 billion (\$106.2 billion) and a free cash flow of SAR 320.0 billion (\$85.3 billion) for the full year ended December 31, 2024. At 20.2%, our ROACE also remains ahead of the average of our peers. Our gearing ratio also remained healthy at 4.5% at year end.

Providing value through cycles

Our strong results have once again enabled us to increase total dividend distributions to our shareholders. In 2024, our shareholders collectively received SAR 465.9 billion (\$124.2 billion) in dividends, up 27.0% from the total dividends received in 2023. This included base dividends of SAR 304.3 billion (\$81.15 billion), which were up 4.0% from the base dividends paid out in 2023, as well as a further SAR 161.6 billion (\$43.09 billion) in performance-linked dividends.

We have consistently demonstrated our commitment to sharing our success with shareholders through dividend distributions. We have delivered on this promise by paying total dividends of SAR 1,656.4 billion (\$441.7 billion) since our IPO. This significant payout underscores our dedication to providing value to our shareholders. Our dividend policy is designed to balance growth and yield, ensuring that shareholders benefit from our robust financial performance. By distributing a considerable portion of our earnings, we have reinforced our position as a reliable and attractive investment opportunity.

Attracting additional investment

During 2024, Aramco was involved in three separate capital markets transactions that attracted considerable investor interest and further expanded our international investor base. The first transaction saw the Government complete a secondary public offering of 0.7% of the Company's issued shares in June 2024, which was the largest secondary offering in Europe, the Middle East, and Africa in more than two decades. Following the offering, the Government remains the Company's majority shareholder.

In the third quarter of 2024, Aramco completed a SAR 22.5 billion (\$6.0 billion) international bond issuance, comprised of three tranches of U.S. dollar-denominated senior unsecured notes with 10, 30, and 40-year maturities. Then, at the beginning of the fourth quarter, we completed a SAR 11.25 billion (\$3.0 billion) international sukuk issuance comprised of two U.S. dollar-denominated tranches maturing in 2029 and 2034. Both the international bond and the international sukuk were oversubscribed and are now listed on the London Stock Exchange's Main Market. We see the success of the secondary public offering and these issuances as an indication of the confidence of investors in both our current financial position and our long-term growth strategy.

Making strategic progress

In 2024, we continued implementing the largest capital program in our Company's history. Our capital expenditures for the year were SAR 188.9 billion (\$50.4 billion), representing an increase of 19.3% from the previous year. This increase was primarily due to continued development activities on multiple crude oil increments and on a number of gas projects, including our Jafurah unconventional development. Going forward, we expect our capital expenditures to continue to rise until around the middle of the decade as we seek to capture the long-term value created by anticipated growth in energy demand.



During the year, we also made progress on growing our Upstream, Downstream, and New Energies businesses. In March, we completed our acquisition of a strategic minority stake in MidOcean, marking our formal entry into the global liquefied natural gas market. This was followed by additional investments in MidOcean, which included the funding of MidOcean Energy's purchase of additional interests in Peru LNG. In line with our downstream growth ambitions, we signed a definitive agreement to acquire an additional stake of approximately 22.5% in Petro Rabigh, which would raise our equity share to approximately 60%.

On the retail side, we completed acquisitions of a 100% equity stake in Esmac in Chile and a 40% equity stake in GO in Pakistan. Meanwhile, our 2020 acquisition of a majority stake in SABIC continues to deliver value. We expect approximately ₪ 11.3 billion to ₪ 15.0 billion (\$3.0 billion to \$4.0 billion) in annual recurring synergies by 2025.

In relation to our New Energies business, we announced the financial close for the development of three solar PV projects in the Kingdom worth ₪ 12.0 billion (\$3.2 billion). Through our wholly-owned subsidiary SAPCO, we hold a 30% stake in these projects, which collectively have a production capacity of 5.5 GW_{ac}. Specific to our hydrogen ambitions, we acquired a 50% equity interest in the Jubail-based Blue Hydrogen Industrial Gases Company. As part of our focus on the energy transition, we also completed the acquisition of a 10% equity stake in HORSE Powertrain, a manufacturer of lower-emissions vehicle engines.

Reinforcing our investor proposition

The investment proposition for Aramco remains clear. As a Company, we have multiple distinct competitive advantages in the conventional energy space and we are positioning ourselves to be a key player in the global energy transition. We have maintained our exceptional financial strength, including world-leading profitability and cash flows. Finally, our focus remains firmly on capturing growth opportunities and providing long-term value to shareholders with resilience through business cycles.

Ziad T. Al Murshed

Executive Vice President & Chief Financial Officer

Aramco in the capital markets

Expanding our shareholder base

During the year, Aramco was active in both equity and debt capital markets, providing multiple opportunities for investors to benefit from Aramco's unique investor proposition, anchored by its sustainable competitive advantages, value-focused growth, financial strength, and strong position to maximize long-term value.

In June 2024, the Government completed a secondary public offering, building on the success of its IPO and underscoring the Company's dedication to delivering value to shareholders. The offering saw the sale of approximately 1.7 billion shares, representing 0.7% of the Company's issued shares. This development drew strong interest from both international and domestic investors, increasing the Company's free float, share liquidity, and international ownership, and further diversifying its shareholder base.

Initial Public Offering 2019

3.45_{bn}
Shares

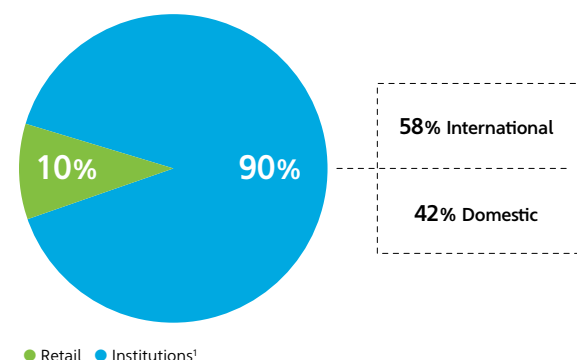
1.73%
Shareholding

Secondary Public Offering 2024

1.7_{bn}
Shares

0.7%
Shareholding

Secondary public offering allocation



● Retail ● Institutions¹

1. Excludes Treasury shares

Improved trading liquidity by approximately

60%

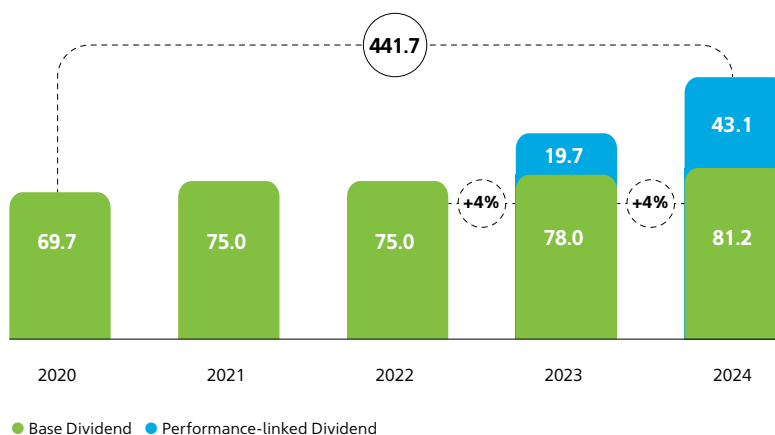
Increased free float by approximately

35%

Sustainable and progressive dividends

Saudi Aramco's dividend policy is centered around sharing its success with shareholders, as evident from its consistent efforts to increase base dividends and introduce performance-linked dividends. The Company has demonstrated its commitment to this approach by increasing its base dividend by 4.0% for the last two years. Furthermore, it has introduced a performance-linked dividends mechanism to share the upside of its financial performance with shareholders. This mechanism is designed to provide shareholders with a direct link to the Company's financial success, ensuring they benefit from both the resilience and upside potential of its performance. Since its IPO, the Company has made a total dividend payment of SAR 1,656.4 billion (\$441.7 billion), reflecting its dedication to providing value to its shareholders.

(Billions \$)



Engagement in debt markets

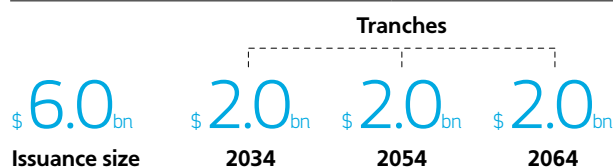
In July 2024, Aramco completed an international bond issuance under its GMTN Programme, successfully raising ¥ 22.5 billion (\$6.0 billion) with 10, 30, and 40-year maturities. This was followed by an international sukuk issuance of ¥ 11.25 billion (\$3.0 billion) in October 2024 under its Trust Certificate Issuance program, split into two tranches with 5 and 10-year maturities.

Both issuances attracted strong demand from investors which was evidenced by an oversubscribed orderbook. This reflects the market's belief in Aramco's longevity and the strength of its balance sheet and demonstrated its distinct credit profile that is supported by its financial resilience and competitive advantages.

Through its bond and sukuk issuances, the Company made efforts to enhance its liquidity across its bond yield curve, re-established its sukuk yield curve, and further diversified its debt investor base.

Bond Issuance

2024



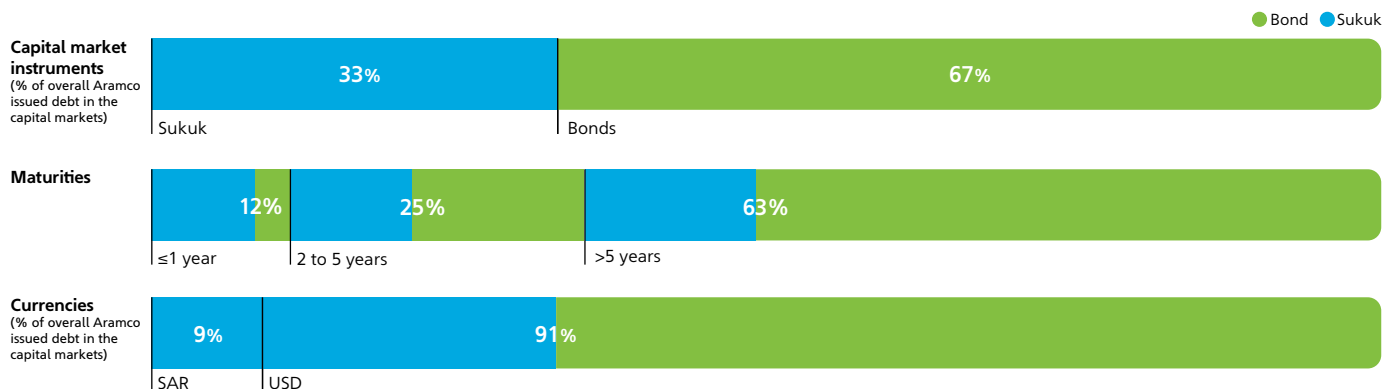
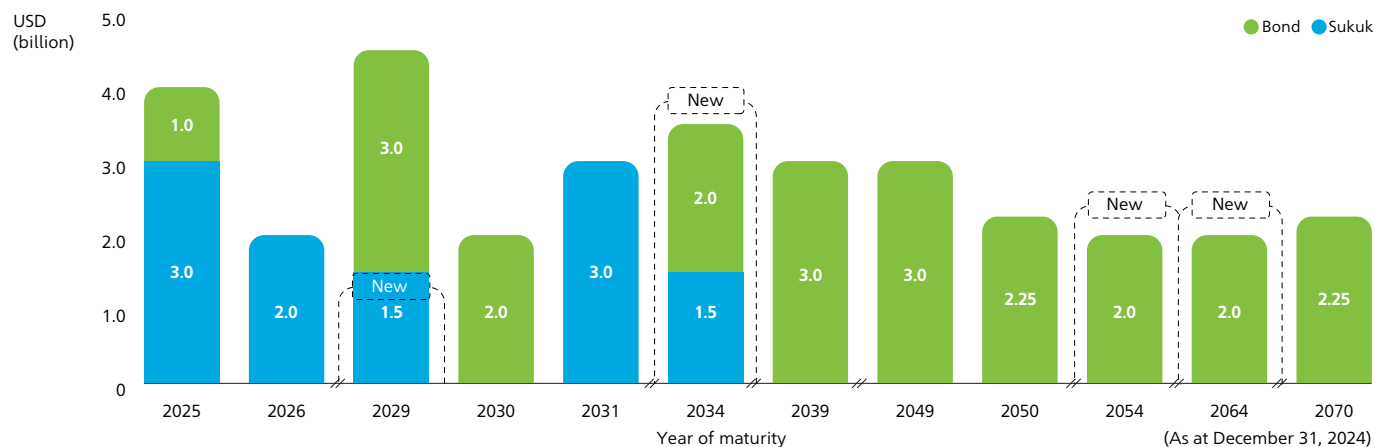
Sukuk Issuance

2024



Debt maturity profile post new issuances

The following illustrates details of Aramco's² issued debt instruments³ as at December 31, 2024.



2. Includes Saudi Arabian Oil Company (the Company), Saudi Aramco Sukuk Company, and SA Global Sukuk Limited.

3. The information presented is based on the principal amounts of the respective issued debt instruments in the capital markets.

Financial performance

Delivering shareholder value through resilient performance

The financial information of Aramco set forth below, as at December 31, 2024 and 2023, and for the years then ended, has been derived without material adjustment from, and is qualified in its entirety by, the financial statements contained in Section 7: Consolidated financial statements. It should be read in conjunction with the financial statements, Section 4: Risk, and other financial data included elsewhere in this Annual Report.

Key factors affecting Aramco's financial results

The following is a discussion of the most significant factors that have impacted Aramco's financial position, results of operations, and cash flows for the year ended December 31, 2024.

Supply, demand, and prices for hydrocarbons, and refined and chemicals products

Aramco's results of operations and cash flows are primarily driven by market prices and volumes sold of hydrocarbons, as well as refined and chemicals products. International crude oil prices have fluctuated significantly in the past and may remain volatile. Fluctuations in the price at which Aramco is able to sell crude oil could cause Aramco's results of operations and cash flow to vary significantly. Crude oil is also a major component of the cost of production of refined products and chemicals that use hydrocarbons as a feedstock. However, because prices for refined products and chemicals may not timely adjust to reflect movements in crude oil prices, such movements could, in the short-term, positively or negatively impact margins for downstream products that use crude oil as a feedstock. The prices for refined products and chemicals are also impacted by changes in supply and demand

and economic cycles. The economic uncertainty in 2024 resulted in lower prices for hydrocarbons and lower refining and chemicals margins, compared to the same period in 2023.

The Government regulates the oil and gas industry and sets the Kingdom's maximum level of crude oil production in the exercise of its sovereign prerogative. Accordingly, the Government may in its sole discretion increase or decrease the Kingdom's maximum hydrocarbon production levels at any time based on its strategic energy security goals or for any other reason. Therefore, Aramco's results of operations and cash flows may depend in part on these sovereign decisions with respect to production levels.

Portfolio and funding optimization

In April 2024, the Company repaid ₪ 7.5 billion (\$2.0 billion) associated with the second tranche of its unsecured notes issued in 2019. In addition, in June 2024 the Company repaid ₪ 3.75 billion (\$1.0 billion) relating to the first tranche of its international sukuk trust certificates issued in 2021. These repayments resulted in a decrease in cash and cash equivalents and a corresponding decrease in borrowings during the year.

In May 2024, SABIC completed the transfer of its ownership in Hadeed to PIF. As part of the transfer, SABIC received cash consideration of ₪ 1.2 billion (\$0.32 billion) with the remaining amount of ₪ 4.8 billion (\$1.3 billion) recognized as deferred consideration. In addition, Hadeed's total assets and liabilities of ₪ 19.1 billion (\$5.1 billion) and ₪ 9.8 billion (\$2.6 billion) respectively, were derecognized. This resulted in an increase in cash



and cash equivalents and other assets and receivables, and a corresponding decrease in assets and liabilities classified as held for sale in the consolidated balance sheet.

During 2024, SATORP finalized external long-term debt financing arrangements which comprise conventional bank borrowings, export credit agencies, Wakala facility, and SIDF facility for a petrochemical facility expansion. The aggregate amount of the arrangements totaled ₪ 25.8 billion (\$6.9 billion), with Aramco's share representing ₪ 16.1 billion (\$4.3 billion). As at December 31, 2024, the total outstanding amounts under these financing arrangements were ₪ 5.3 billion (\$1.4 billion), of which Aramco's share was ₪ 3.3 (\$0.9 billion). This resulted in an increase in borrowings and a corresponding increase in cash and cash equivalents during the year.

In July 2024, the Company issued three tranches of USD-denominated senior unsecured notes, aggregating to an equivalent of ₪ 22.5 billion (\$6.0 billion), under its GMTN Programme. At initial recognition, the Company recorded an amount of ₪ 22.0 billion (\$5.9 billion) for the issuance proceeds, net of discounts and transaction costs. This resulted in an increase in cash and cash equivalents and a corresponding increase in borrowings during the year.

In relation to SABIC's agreement to sell its 20.62% shareholding in ALBA to Ma'aden in September 2024, the carrying amount of the equity investment in ALBA, was reclassified as held for sale in the amount of ₪ 3.3 billion (\$0.9 billion). This resulted in a decrease in investments in joint ventures and associates and a corresponding increase in assets classified as held for sale in the consolidated balance sheet. The transaction closed in February 2025.

In October 2024, Aramco announced the completion of a USD-denominated issuance of international sukuk, amounting to an equivalent of ₪ 11.25 billion (\$3.0 billion), under its Trust Certificate Issuance Programme. This resulted in an increase in cash and cash equivalents and a corresponding increase in borrowings during the year.

Investments in affiliates

In March 2024, Aramco completed the acquisition of a 100% equity stake in Esmax for a purchase consideration of ₪ 1.4 billion (\$0.37 billion). This resulted in a decrease in cash and cash equivalents and a corresponding increase in net assets in the consolidated balance sheet as a result of the first-time consolidation of the acquired entity.

In relation to the definitive agreement to acquire additional shares of Petro Rabigh in August 2024, Aramco and Sumitomo Chemical agreed to a phased waiver of shareholder loans of approximately ₪ 5.6 billion (\$1.5 billion), with Aramco's share amounting to ₪ 2.8 billion (\$0.75 billion). As part of this phased approach, both Aramco and Sumitomo Chemical agreed to waive an initial amount of ₪ 1.9 billion (\$0.5 billion) each. As a result, Aramco's loan receivable and accrued commissions amounting to ₪ 1.9 billion (\$0.5 billion) were derecognized and recorded as an addition to the equity investment in Petro Rabigh. This resulted in a decrease in non-current other assets and receivables and a corresponding increase in investments in joint ventures and associates.

Government share transfer and secondary public offering

In March 2024, the Government announced it had transferred 8.0% of the Company's issued shares to PIF's wholly-owned companies. This private transfer did not affect the Company's total number of issued shares and had no impact on the Company's operations, strategy, dividend distribution policy, or governance framework.

In June 2024, the Government completed a secondary public offering of ordinary shares of Aramco, resulting in the sale of approximately 1.7 billion shares, representing 0.7% of the Company's issued shares. The offering attracted strong participation from both international and domestic investors, broadening the Company's shareholder base and increasing the liquidity of its shares. The Government remains Aramco's largest shareholder, retaining an 81.48% direct shareholding.

Treasury shares

In June 2024, as part of the secondary public offering, the Company acquired 137.6 million ordinary shares from the Government for a cash payment of ₪ 3.75 billion (\$1.0 billion). These shares, classified as treasury shares, will be used by the Company for its employee share plans. This transaction resulted in a decrease in cash and cash equivalents and a corresponding reduction in shareholders' equity in the consolidated balance sheet and statement of changes in equity.

Shareholder returns

During 2024, the Company paid base dividends totaling ₪ 304.3 billion (\$81.15 billion). In addition to the base dividends, the Company paid performance-linked dividends consisting of the third, fourth, fifth, and sixth distribution of ₪ 40.4 billion (\$10.8 billion) each, which were paid in 2024 based on the combined full-year results of 2022 and 2023, resulting in a total payment of performance-linked dividends of ₪ 161.6 billion (\$43.09 billion) in 2024. These dividends payments resulted in a decrease in cash and cash equivalents and a corresponding reduction in shareholders' equity in the consolidated balance sheet and statement of changes in equity.

Summarized consolidated statement of income

	SAR		USD*		
	Year ended December 31		Year ended December 31		
	2024	2023	2024	2023	change
All amounts in millions unless otherwise stated					
Revenue and other income related to sales	1,801,674	1,856,373	480,446	495,033	(2.9)%
Operating costs	(1,027,049)	(988,086)	(273,879)	(263,489)	3.9%
Operating income	774,625	868,287	206,567	231,544	(10.8)%
Income before income taxes and zakat	782,010	888,067	208,536	236,818	(11.9)%
Income taxes and zakat	(383,588)	(433,303)	(102,290)	(115,547)	(11.5)%
Net income	398,422	454,764	106,246	121,271	(12.4)%
Average realized crude oil price (\$/bbl)	NA	NA	80.2	83.6	(4.1)%
ROACE**	20.2%	22.5%	20.2%	22.5%	(2.3) pp

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

** Refer to "Non-IFRS measures reconciliations and definitions" for further details.

Financial results

Revenue and other income related to sales for the year ended December 31, 2024, was ₪ 1,801,674 (\$480,446), compared to ₪ 1,856,373 (\$495,033), for the year ended December 31, 2023. The decrease of 2.9% was primarily attributable to lower prices and volumes sold of crude oil, as well as lower refined and chemical product prices. This was partially offset by higher volumes sold of refined and chemical products during the year.

Operating costs increased by ₪ 38,963 (\$10,390), or 3.9%, from ₪ 988,086 (\$263,489) to ₪ 1,027,049 (\$273,879), for the years ended December 31, 2023 and 2024, respectively. This increase was mainly due to an increase in purchases, higher producing and manufacturing, selling, administrative and general expenses, and higher impairment charges. The increase was partially offset by lower production royalties recorded in 2024.

The increase in total purchases mainly reflects the impact of higher purchases of crude oil and refined and chemical products driven by higher volumes, partially offset by a decrease in crude oil and refined and chemical products prices compared to the previous year.

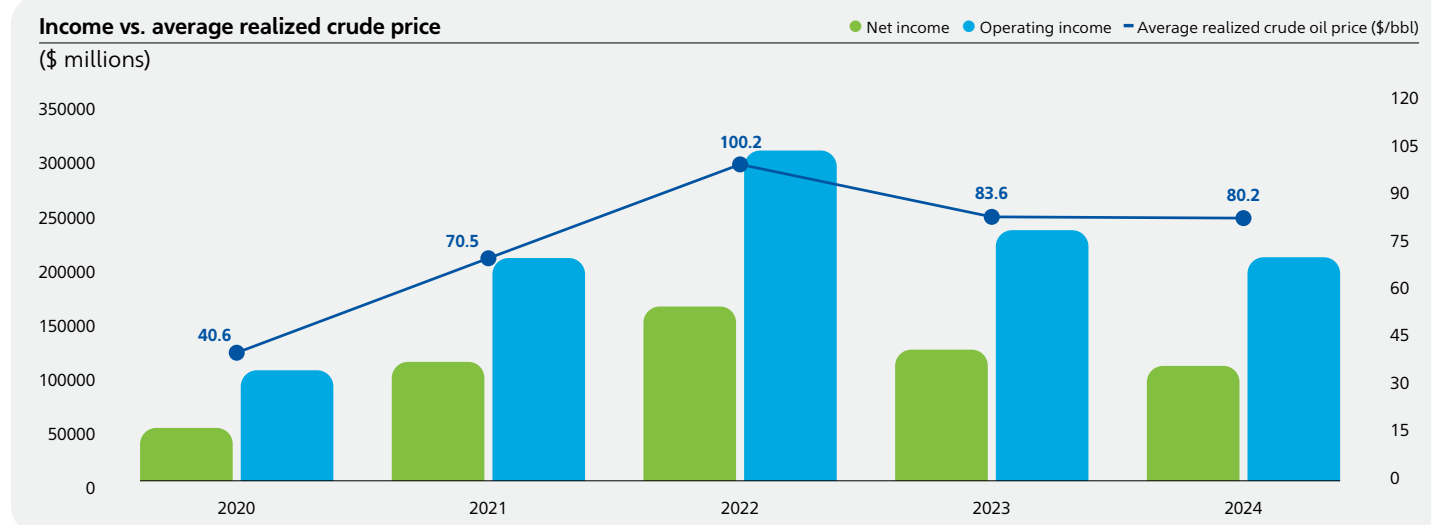
Producing and manufacturing expenses increased primarily due to higher service, labor and other costs as well as inventory valuation movement during the year.

The increase in selling, administrative, and general expenses was primarily driven by higher freight and service costs compared to the prior year.

Higher impairment charges were mainly related to certain domestic and international downstream facilities.

The decrease in production royalties was largely attributable to lower prices and volumes sold of crude oil, as well as a lower average effective royalty rate compared to the previous year.

Net Income decreased by ₪ 56,342 (\$15,025), or 12.4%. The decrease was primarily driven by lower revenue and other income related to sales, higher operating costs, as well as lower finance and other income driven by lower interest income and the absence of the gain related to the prepayment of the deferred consideration in the previous year. This was partially offset by lower income taxes and zakat driven by lower taxable income recorded in 2024.



All amounts in millions unless otherwise stated

Summarized consolidated balance sheet

	SAR		USD*		
	As at December 31		As at December 31		
All amounts in millions unless otherwise stated	2024	2023	2024	2023	change
Total assets	2,423,630	2,477,940	646,301	660,784	(2.2)%
Total liabilities	772,275	740,848	205,940	197,559	4.2%
Significant balance sheet movements:					
Short-term investments	13,186	184,343	3,516	49,158	(92.8)%
Property, plant and equipment	1,494,318	1,384,717	398,485	369,258	7.9%
Cash and cash equivalents	216,642	198,973	57,771	53,059	8.9%
Due from the Government	38,274	49,378	10,206	13,168	(22.5)%
Assets classified as held for sale	3,294	15,424	878	4,113	(78.6)%
Borrowings (non-current and current)	319,290	290,147	85,143	77,373	10.0%
Deferred income tax liabilities	153,369	142,449	40,898	37,986	7.7%
Income taxes and zakat payable	71,951	82,539	19,187	22,010	(12.8)%
Liabilities directly associated with assets classified as held for sale	–	5,701	–	1,520	–
Gearing**	4.5%	(6.3)%	4.5%	(6.3)%	10.8 pp

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

** Refer to "Non-IFRS measures reconciliations and definitions" for further details.

Financial position

Total assets were ₪ 2,423,630 (\$646,301) as at December 31, 2024, compared to ₪ 2,477,940 (\$660,784) as at December 31, 2023. The change largely reflects a decrease in short-term investments, assets classified as held for sale and due from the Government. This was partially offset by an increase in property, plant and equipment, and cash and cash equivalents.

The decrease in short-term investments largely reflects the maturities of USD-denominated time deposits.

The decrease in assets classified as held for sale was primarily due to derecognition of assets resulting from the transfer of SABIC's ownership in Hadeed to PIF. This was partially offset by reclassification of assets held for sale as a result of SABIC's agreement to sell its 20.62% shareholding in ALBA to Ma'aden.

The decrease in due from the Government was largely attributable to lower price equalization compensation primarily resulting from higher regulated prices of crude oil and refined products sold in the Kingdom.

The increase in property, plant and equipment mainly reflects the progress of crude oil increments and advancement of multiple gas projects supporting the strategic expansion of the Company's gas business. This was partially offset by depreciation recorded during the year, and impairment charges mainly relating to plant, machinery and equipment of certain domestic and international Downstream facilities.

The increase in cash and cash equivalents balance primarily reflects operating cash inflows, maturities of short-term investments, partially offset by dividend payments and capital expenditures during the year

Total liabilities were ₪ 772,275 (\$205,940) as at December 31, 2024, compared to ₪ 740,848 (\$197,559) as at December 31, 2023.

The increase largely reflects the impact of higher borrowings and an increase in deferred income tax liabilities. This was partially offset by lower income taxes and zakat payable and the absence of liabilities directly associated with assets classified as held for sale.

The increase in borrowings was driven by proceeds from borrowings mainly reflecting the issuances of international bond and sukuk. This was partially offset by the repayments of borrowings during the year.

The increase in deferred income tax liabilities was mainly driven by changes in taxable temporary differences associated with property, plant, and equipment.

Income taxes and zakat payable decreased due to the impact of lower taxable income during the year.

The change in liabilities directly associated with assets classified as held for sale reflects the derecognition of liabilities resulting from the transfer of SABIC's ownership in Hadeed to PIF.

Summarized consolidated statement of cash flows

	SAR		USD*		
	Year ended December 31		Year ended December 31		
	2024	2023	2024	2023	change
All amounts in millions unless otherwise stated					
Net cash provided by operating activities	508,888	537,814	135,704	143,417	(5.4)%
Net cash used in investing activities	(2,861)	(54,019)	(763)	(14,405)	(94.7)%
Net cash used in financing activities	(488,358)	(510,869)	(130,229)	(136,232)	(4.4)%
Cash and cash equivalents at end of the year	216,642	198,973	57,771	53,059	8.9%
Capital expenditures	(188,890)	(158,308)	(50,371)	(42,215)	19.3%
Free cash flow**	319,998	379,506	85,333	101,202	(15.7)%

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

** Refer to "Non-IFRS measures reconciliations and definitions" for further details.

Cash flows

Net cash provided by operating activities was ₪ 508,888 (\$135,704) for the year ended December 31, 2024, compared to ₪ 537,814 (\$143,417) reported in 2023. The decrease of ₪ 28,926 (\$7,713) mainly reflects lower earnings, partially offset by a reduction in cash paid for the settlement of income, zakat and other taxes.

Net cash used in investing activities was ₪ 2,861 (\$763) for the year ended December 31, 2024, compared to ₪ 54,019 (\$14,405) in 2023, resulting in a change of ₪ 51,158 (\$13,642). This was primarily due to higher maturities of short-term investments, and the absence of cash consideration paid for the acquisition of Valvoline Inc's. global product business in 2023. This was partially offset by higher upstream capital expenditures during the year.

Net cash used in financing activities was ₪ 488,358 (\$130,229) for the year ended December 31, 2024, compared to ₪ 510,869 (\$136,232) in 2023. The decrease in financing related cash outflows of ₪ 22,511 (\$6,003) largely reflects lower repayments of borrowings compared to 2023 due to the absence of the deferred consideration prepayment related to SABIC acquisition, and higher cash proceeds from borrowings largely attributable to the issuances of international bond and sukuk. This was partially offset by higher dividends paid and the purchase of treasury shares associated with the secondary public offering in 2024.

All amounts in millions unless otherwise stated

Non-IFRS measures reconciliations and definitions

This Annual Report includes certain non-IFRS financial measures (ROACE, free cash flow, EBIT, and gearing) which Aramco uses to make informed decisions about its financial position, operating performance, or liquidity. These non-IFRS financial measures have been included in this Report to facilitate a better understanding of Aramco's historical trends of operation and financial position.

Aramco uses non-IFRS financial measures as supplementary information to its IFRS-based operating performance and financial position. The non-IFRS financial measures are not defined by, or presented in accordance with, IFRS. The non-IFRS financial measures are not measurements of Aramco's operating performance or liquidity under IFRS and should not be used instead

of, or considered as alternatives to, any measures of performance or liquidity under IFRS. The non-IFRS financial measures relate to the reporting periods described in this Annual Report and are not intended to be predictive of future results. In addition, other companies, including those in Aramco's industry, may calculate similarly titled non-IFRS financial measures differently from Aramco. Because companies do not necessarily calculate these non-IFRS financial measures in the same manner, Aramco's presentation of such non-IFRS financial measures may not be comparable to other similarly titled non-IFRS financial measures used by other companies. As such, these measures should be read and interpreted in conjunction with the financial statements and other financial data included elsewhere in this Report.

Return on average capital employed (ROACE)

All amounts in millions unless otherwise stated

	SAR		USD*	
	Twelve months ended December 31		Twelve months ended December 31	
	2024	2023	2024	2023
Net income	398,422	454,764	106,246	121,271
Finance costs, net of income taxes and zakat	5,270	4,093	1,406	1,092
Net income before finance costs, net of income taxes and zakat	403,692	458,857	107,652	122,363
As at period start:				
Non-current borrowings	226,481	318,380	60,395	84,901
Current borrowings	63,666	74,764	16,978	19,937
Total equity	1,737,092	1,666,147	463,225	444,306
Capital employed	2,027,239	2,059,291	540,598	549,144
As at period end:				
Non-current borrowings	261,733	226,481	69,795	60,395
Current borrowings	57,557	63,666	15,348	16,978
Total equity	1,651,355	1,737,092	440,361	463,225
Capital employed	1,970,645	2,027,239	525,504	540,598
Average capital employed	1,998,942	2,043,265	533,051	544,871
ROACE	20.2%	22.5%	20.2%	22.5%

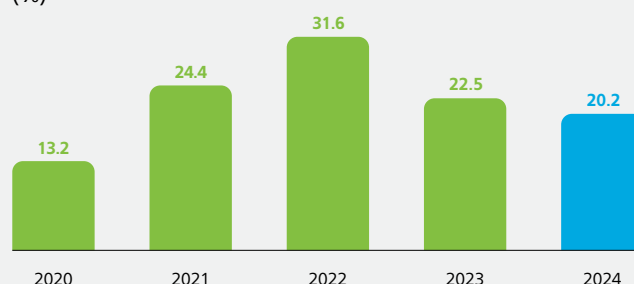
* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

ROACE measures the efficiency of Aramco's utilization of capital. Aramco defines ROACE as net income before finance costs, net of income taxes and zakat, as a percentage of average capital employed, calculated on a 12-month rolling basis. Average capital employed is the average of total borrowings plus total equity at the beginning and end of the applicable period. Aramco utilizes ROACE to evaluate management's performance and demonstrate to its shareholders that capital has been used effectively.

ROACE for the year ended December 31, 2024, was 20.2%, compared to 22.5% in 2023. The decrease in ROACE, calculated on a 12-month rolling basis, was mainly attributable to lower earnings largely driven by a decrease in revenue and other income related to sales, higher operating costs, as well as lower finance and other income, partially offset by lower income taxes and zakat.

ROACE

(%)



Financial performance continued

All amounts in millions unless otherwise stated

Free cash flow

All amounts in millions unless otherwise stated

	SAR		USD*	
	Year ended December 31		Year ended December 31	
	2024	2023	2024	2023
Net cash provided by operating activities	508,888	537,814	135,704	143,417
Capital expenditures	(188,890)	(158,308)	(50,371)	(42,215)
Free cash flow	319,998	379,506	85,333	101,202

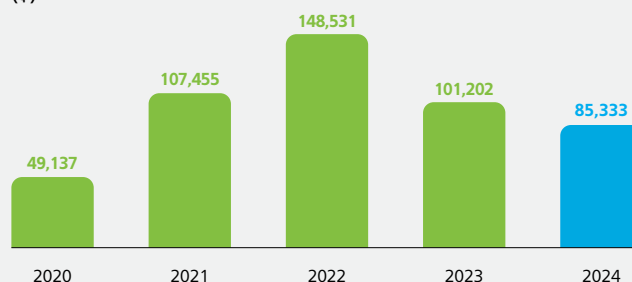
* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

Aramco uses free cash flow to evaluate its cash available for financing activities, including dividend payments. Aramco defines free cash flow as net cash provided by operating activities less capital expenditures.

Free cash flow in 2024 was SAR 319,998 (\$85,333) compared to SAR 379,506 (\$101,202), in 2023, a decrease of SAR 59,508 (\$15,869) or 15.7%. This decrease largely reflects lower operating cash flows mainly due to lower earnings, partially offset by a reduction in cash paid for the settlement of income, zakat and other taxes, and higher upstream capital expenditures.

Free cash flow

(\$)



Earnings before interest, income taxes and zakat (EBIT)

All amounts in millions unless otherwise stated

	SAR		USD*	
	Year ended December 31		Year ended December 31	
	2024	2023	2024	2023
Net income	398,422	454,764	106,246	121,271
Finance income	(20,254)	(31,216)	(5,401)	(8,324)
Finance costs	10,540	8,186	2,811	2,183
Income taxes and zakat	383,588	433,303	102,290	115,547
Earnings before interest, income taxes and zakat	772,296	865,037	205,946	230,677

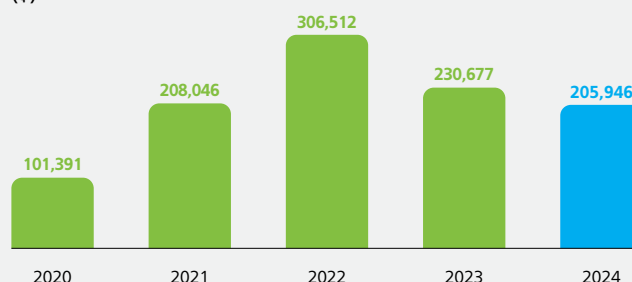
* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

Aramco defines EBIT as net income plus finance costs and income taxes and zakat, less finance income. Aramco believes EBIT provides useful information regarding its financial performance to analysts and investors.

EBIT for 2024 was SAR 772,296 (\$205,946) compared to SAR 865,037 (\$230,677), in 2023. This decrease of SAR 92,741 (\$24,731) or 10.7% was primarily due to lower revenue and other income related to sales as well as higher operating costs compared to the previous year.

EBIT

(\$)



All amounts in millions unless otherwise stated

Gearing

All amounts in millions unless otherwise stated	SAR		USD*	
	As at December 31		As at December 31	
	2024	2023	2024	2023
Total borrowings (current and non-current)	319,290	290,147	85,143	77,373
Cash and cash equivalents	(216,642)	(198,973)	(57,771)	(53,059)
Short-term investments	(13,186)	(184,343)	(3,516)	(49,158)
Investments in debt securities (current and non-current) ¹	(11,384)	(9,584)	(3,037)	(2,556)
Non-current cash investments	—	—	—	—
Net debt (cash)	78,078	(102,753)	20,819	(27,400)
Total equity	1,651,355	1,737,092	440,361	463,225
Total equity and net debt (cash)	1,729,433	1,634,339	461,180	435,825
Gearing	4.5%	(6.3)%	4.5%	(6.3)%

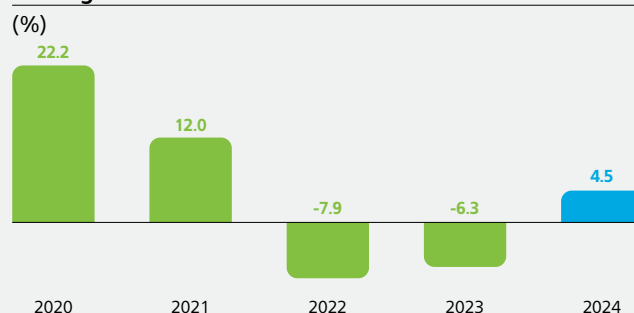
* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

1. As at December 31, 2024, investments in debt securities (current and non-current) are comprised of ₪ 1,656 (\$442) and ₪ 9,728 (\$2,595), which form part of other assets and receivables under current assets, and investments in securities under non-current assets, respectively. As at December 31, 2023, investments in debt securities (current and non-current) are comprised of ₪ 1,249 (\$333) and ₪ 8,335 (\$2,223), which form part of other assets and receivables under current assets, and investments in securities under non-current assets, respectively.

Gearing is a measure of the degree to which Aramco's operations are financed by debt and reflects available liquidity held in current and non-current investments and cash management instruments. Aramco defines gearing as the ratio of net debt (cash) (total borrowings less cash and cash equivalents, short-term investments, total investments in debt securities (current and non-current), and non-current cash investments) to total equity and net debt (cash). Management believes that gearing is widely used by analysts and investors in the oil and gas industry to indicate a company's financial health and flexibility.

Aramco's gearing ratio was 4.5% as at December 31, 2024, compared to (6.3)% as at December 31, 2023. The increase in gearing was principally driven by the change in net debt (cash) position mainly reflecting operating cash inflows, partially offset by dividend payments and capital expenditures during the year.

Gearing²



2. Comparative ratios for the years 2021 and 2020 have been amended to reflect Aramco's revised gearing definition.

Upstream

“Upstream delivered remarkable performance and numerous achievements that included a momentous year for our gas program, announcement of multiple new discoveries, and continued implementation of an ambitious transformation program while prioritizing the safety of our people, the integrity of our assets, and environmental protection.”

Nasir K. Al-Naimi
Upstream President



Upstream overview

The Upstream segment explores for, develops, and produces crude oil, condensate, natural gas, and NGL. Aramco manages the Kingdom’s unique reserves and resource base to optimize production and maximize long-term value pursuant to the Hydrocarbons Law, which mandates Aramco’s hydrocarbon operations, promotes long-term productivity of the Kingdom’s reservoirs, and supports the prudent stewardship of its hydrocarbon resources.

As set out in the Concession, Aramco has the exclusive right to explore, develop, and produce the Kingdom’s hydrocarbon resources, except in the Excluded Areas, for an initial period of 40 years, which will be extended by the Government for 20 years provided Aramco satisfies certain conditions commensurate with current operating practices. For more information, see Section 6: Additional financial and legal information – The Concession.

As at December 31, 2024, Aramco’s reserves under the Concession agreement were 250.0 billion boe (2023: 251.2 billion boe), including 189.8 billion barrels of crude oil and condensate (2023: 191.3 billion barrels), 26.1 billion barrels of NGL (2023: 26.0 billion barrels), and 209.8 tscf of natural gas (2023: 207.5 tscf).

The Government sets the Kingdom’s maximum level of crude oil production in the exercise of its sovereign prerogative and requires Aramco to maintain MSC in accordance with the Hydrocarbons Law. In January 2024, the Government directed Aramco to maintain MSC at 12.0 mmbpd. Production from near-term crude oil increment projects will be used to maintain this MSC, which provides operational flexibility to increase production. Aramco also uses this spare capacity as an alternative supply option in case of unplanned production outages and to maintain its production levels.

Aramco maintained its position as one of the world’s largest producers of crude oil and condensate with an average total daily hydrocarbon production of 12.4 mmboed (2023: 12.8 mmboed). For the year ended December 31, 2024, approximately 83% (2023: 84%) of the aggregate hydrocarbon production consisted of liquids, which generally command a higher margin.

Average upstream lifting costs in 2024 were SAR 13.24 (\$3.53) per boe produced (2023: SAR 11.96 (\$3.19)), while upstream capital expenditures averaged SAR 31.1 (\$8.3) per boe produced (2023: SAR 23.7 (\$6.3)). This competitive advantage is a result of the Company’s robust fiscal discipline, its low depletion rate operational model, the unique nature of the Kingdom’s geological formations, favorable onshore and shallow water offshore environments in which Aramco’s reservoirs are located, synergies available from Aramco’s use of its large infrastructure and logistics networks, and its scaled application of technology. Given the quality of most of Aramco’s reservoirs and its operational model, it is possible to achieve high recovery factors while maintaining relatively low water cut levels for long periods of time.

As the sole supplier of gas to the Kingdom and consistent with the Company’s strategy to further expand its gas business, Aramco aims to increase sales gas production capacity by more than 60% by 2030 compared to 2021 production levels subject to domestic demand and inclusive of pre-FID projects not yet announced. With this anticipated increase in gas production, Aramco expects an increase of up to one mmbpd in high value associated liquids production, and approximately one mmbpd additional liquids released from the substitution of liquids burning with gas in the utility sector.

To capitalize on international demand-led growth for LNG, Aramco plans to develop an integrated global LNG business and is pursuing investment opportunities.

Outlook for 2025

Aramco’s Upstream segment will continue its investments in crude increments to maintain MSC at 12.0 mmbpd and continue to grow its gas business.

Upstream operations

- Business Model **page 12**
- Integrated value chain **page 16**
- Crude Oil **page 45**
- Gas and NGL **page 46**
- Exploration **page 47**



Competitive strengths

Unrivalled scale

One of the world's largest producers of crude oil and condensate, with a vast reserves base.

Unique operational flexibility

Spare capacity created by maintaining an MSC provides operational flexibility to rapidly increase crude oil production.

Multiple crude grades

Ability to produce a range of crude grades that are highly compatible with most refineries globally and delivered through an established network of access points to the global marketplace.

Long reserves life

Strong track record of low-cost reserve replacement, leveraging cutting-edge reservoir stimulation technologies, and proven exploration success.

High-quality gas reserves

Extensive high-quality gas reserves with exclusive access to the Kingdom's large and growing domestic marketplace.

Low upstream carbon intensity

Effective reservoir management, a low depletion rate operational model, and a focus on energy efficiency reduce the Company's upstream carbon intensity associated with production of both oil and gas, which is one of the lowest among major producers.

Low-cost operations

Low lifting costs and capital expenditures per barrel of oil equivalent produced stemming from the unique nature of the Kingdom's geological formations, the location of reservoirs in favorable onshore and offshore environments, access to a large infrastructure and logistics network, and the scaled application of technology.

Optimized recovery and depletion rates

Prolific reserves and spare capacity allow for balanced production between maturing and newer production sources to optimize depletion rates and increase capital efficiency.

Large upstream capital projects

Ability to execute some of the world's largest upstream capital projects.

2024 at a glance

Total daily hydrocarbon production in 2024

12.4 mmb/oe

Hydrocarbon reserves under the Concession agreement as at December 31, 2024

250.0 billion boe

MSC as at December 31, 2024

12.0 mmbpd

Arabian crude oil produced

5 grades

Natural gas reserves under the Concession agreement as at December 31, 2024

209.8 tscf

Upstream carbon intensity¹

9.7 kgCO₂e/boe

Average upstream lifting costs

3.53 \$/boe

Average upstream capital expenditures

8.3 \$/boe

1. Refer to Section 3: Sustainability for further information.

Upstream continued

All amounts in millions unless otherwise stated

Upstream hydrocarbon production

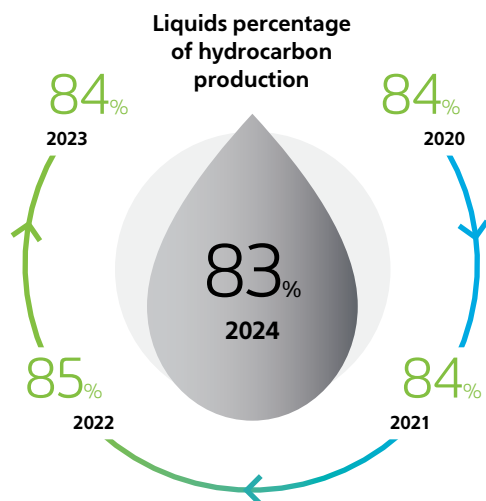
All amounts in millions unless otherwise stated

		Year ended December 31		
		2024	2023	change
Total liquids ¹	mbpd	10,292	10,682	(3.7)%
Total gas ²	mmscfd	10,833	10,672	1.5%
Total hydrocarbon production³	mboed	12,403	12,767	(2.8)%

1. Total liquids is comprised of crude oil, NGL and condensate.

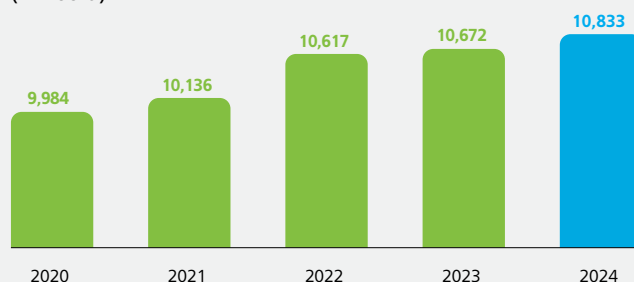
2. Total gas includes natural gas and ethane.

3. Total hydrocarbon production (mboed) is derived from mmscfd (for natural gas and ethane) by dividing the relevant product production by 5.400 (in the case of natural gas) and 3.330 (in the case of ethane).



Total gas production

(mmscfd)



Upstream financial results

All amounts in millions unless otherwise stated

Upstream financial results

	SAR		USD*		
	Year ended December 31		Year ended December 31		
	2024	2023	2024	2023	change
All amounts in millions unless otherwise stated					
Revenue and other income related to sales (including inter-segment revenue)	1,141,156	1,211,773	304,308	323,139	(5.8)%
Earnings before interest, income taxes and zakat	801,047	863,549	213,613	230,280	(7.2)%
Capital expenditures – cash basis	147,135	123,543	39,236	32,945	19.1%

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

Earnings before interest, income taxes and zakat (EBIT) for the year ended December 31, 2024, totaled ₪ 801,047 (\$213,613), compared to ₪ 863,549 (\$230,280) in 2023. The decrease in EBIT resulted primarily from lower volumes sold and lower crude oil prices, partly offset by lower crude oil production royalties.

Capital expenditures in 2024 increased by 19.1%, compared to the year ended December 31, 2023, from ₪ 123,543 (\$32,945) to ₪ 147,135 (\$39,236). This increase reflects progress of crude oil increments aimed at maintaining an MSC of 12.0 mmbpd and advancement of multiple gas projects supporting the strategic expansion of the Company's gas business.

Crude oil

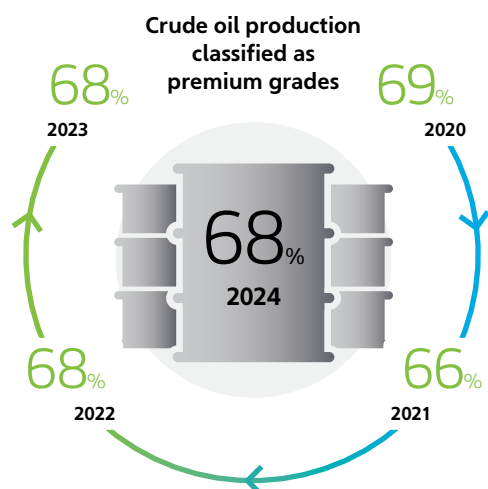
Overview

Aramco actively manages its prolific reserves base to maximize long-term value while optimizing recovery from its fields. Because of the size, number, and spare capacity of its fields, the Company is able to maintain its level of overall production by tapping into new reservoirs when required to improve long-term value through portfolio capacity optimization. Diversification of supply sources for crude oil from fresh reservoirs has the benefit of allowing lower depletion rates from existing fields and deferring costs for additional wells and facilities to handle higher total fluid displacement rates at such fields.

Aramco's principal fields are located in close proximity to each other within the Central and Eastern Provinces of the Kingdom. Aramco believes that its portfolio includes the world's largest discovered conventional onshore oil field (Ghawar) and largest discovered conventional offshore oil field (Safaniyah). The crude oil, condensate, natural gas, and NGL that Aramco produces from its fields travel through the extensive network of pipelines to multiple facilities for processing into refined and petrochemical products, or to domestic customers or export terminals. In particular, Aramco's East-West Pipeline is critical in linking oil production facilities in the Eastern Province with Yanbu' on the west coast, and providing flexibility to export from the east and west coasts of the Kingdom.

Aramco owns and operates the Abqaiq facility, which is its largest oil processing facility and the largest crude oil stabilization plant in the world. Aramco also operates four crude export terminals that contribute to its operational flexibility and supply reliability. In addition, Aramco has strategic international delivery points located in Rotterdam (the Netherlands), Sidi Kerir (Egypt), Okinawa and Kiire (Japan), and Ulsan (South Korea).

Aramco consistently produces five grades of Arabian crude oil: Arabian Super Light, Arabian Extra Light, Arabian Light, Arabian Medium, and Arabian Heavy. These crude grades and the wide range of blends that can be produced from them are compatible with most global refineries. In 2024, Arabian Super Light, Arabian Extra Light, and Arabian Light accounted for approximately 68% (2023: 68%) of Aramco's total crude oil production and were classified as premium grades. In 2024, Aramco's Downstream business was the largest customer of the upstream crude oil production, utilizing 53% (2023: 47%), while the remainder was sold to international and domestic third-party customers.



Highlights and developments

Dammam increment

The Dammam development project continued water injection operations to support the reservoir and crude oil production and is expected to be fully onstream in 2025, adding crude oil production capacity of 25 mbpd and an additional increment of 50 mbpd in 2027.

75_{mbpd}

Total expected production capacity of Dammam development project

Marjan and Berri increment

The Marjan and Berri crude oil increments progressed procurement and construction activities and are expected to be online in 2025, adding crude oil production capacity of 300 mbpd and 250 mbpd, respectively.

550_{mbpd}

Total expected production capacity of Marjan and Berri crude oil increments

Zuluf increment

The Zuluf crude oil increment, which is expected to process 600 mbpd of crude oil from the Zuluf field through a central facility in 2026, advanced with engineering, procurement, and construction.

600_{mbpd}

Total expected production capacity of Zuluf oil increment

Global Lighthouse Network status

The North Ghawar Oil Producing Complex became the fifth Aramco facility to be added to the World Economic Forum Global Lighthouse Network in recognition of its comprehensive adoption of advanced Fourth Industrial Revolution technologies that support its operational and environmental performance.

Upstream continued

Gas and NGL

Overview

Pursuant to the Concession, Aramco is the exclusive marketer and distributor of natural gas in the Kingdom and its gas portfolio is rich in liquids, demonstrated by the production of both NGL and unblended condensate.

The Company's nonassociated gas fields vary widely in reservoir properties, depths, pressures, and compositions. In general, the southern area around the Ghawar field has rich gas at moderate depths and permeability, while the northern offshore fields (Karan, Arabiyah, and Hasbah) have leaner gas in deeper reservoirs with high permeability. Additionally, Aramco's crude oil production provides a base load of associated gas, which is rich in liquids. Aramco's primary natural gas processing and fractionation facilities are located in Ghawar and the northern and western areas of the Kingdom. The Company's facilities are strategically located near its fields to reduce transportation and pipeline compression costs, as well as the time required to deliver gas products to market.

In 2024, Aramco's average gas production was approximately 10.8 bscfd (2023: 10.7 bscfd) of natural gas and ethane. As at December 31, 2024, the total conventional and unconventional

raw gas processing capacity was 19.1 bscfd (2023: 19.1 bscfd), which primarily feeds into the MGS, an extensive network of pipelines that connects Saudi Aramco's key gas production and processing sites with demand centers throughout the Kingdom and is currently undergoing expansion. The Company plans to increase its sales gas production capacity by more than 60% by 2030 from the 2021 production levels subject to domestic demand and inclusive of pre-FID projects not yet announced.

The Company sells natural gas to power generation plants primarily pursuant to long-term contracts and to customers in the Kingdom's industrial sector. The supply of natural gas to domestic customers is regulated by the Energy Supply Law (which superseded the GSPR and became effective in March 2023), and the prices paid by domestic customers are set by resolutions issued from time to time by the Council of Ministers. Aramco also exports a portion of its NGL production and is assessing LNG investments internationally.

Highlights and developments

Jafurah gas reserves additions

Aramco announced the addition of 15.0 tscf of raw gas and 2.0 bstb of condensate as proven reserves at the Jafurah unconventional field.

15.0_{tscf}

Jafurah additional proven raw gas reserves announced

2.0_{bstb}

Jafurah additional proven condensate reserves announced

Hawiyah Unayzah Gas Reservoir Storage

The Hawiyah Unayzah Gas Reservoir Storage, the first underground natural gas storage in the Kingdom, successfully completed its first full cycle of gas storage and reproduction. The program can provide up to 2.0 bscfd of natural gas for reproduction into the MGS enhancing the ability to respond to seasonality of demand.

2.0_{bscfd}

Natural gas reproduction capacity of Hawiyah Unayzah Gas Reservoir Storage

International LNG investments

Aramco completed its first international investment in LNG through the acquisition of a strategic minority stake in MidOcean, which owns MidOcean Energy that subsequently acquired interests in a portfolio of LNG projects in Australia and Peru. Aramco made further investments in MidOcean, which included the funding MidOcean Energy's acquisition of additional interests in Peru LNG.

Fadhili Gas Plant

Engineering, procurement, and construction contracts of ₪ 28.9 billion (\$7.7 billion) were awarded for the expansion of the Fadhili Gas Plant, which is expected to add additional raw gas processing capacity of 1.5 bscfd by 2027.

Strategic gas expansion contracts

Aramco announced contract awards worth approximately ₪ 46.5 billion (\$12.4 billion) for phase two of Jafurah alongside several other gas contracts, including 23 unconventional rig contracts valued at ₪ 9.0 billion (\$2.4 billion), two directional

drilling contracts worth ₪ 2.3 billion (\$0.6 billion), and 13 Jafurah well tie-in contracts totaling ₪ 6.1 billion (\$1.6 billion) awarded between December 2022 and May 2024¹.

Jafurah Gas Plant

The Jafurah Gas Plant, part of the Jafurah unconventional gas field development, advanced procurement and construction activities, with phase one expected to produce 200 mmscfd of sales gas on start up in 2025. Production from Jafurah is expected to reach a sustainable sales gas rate of 2.0 bscfd by 2030, in addition to significant volumes of ethane, NGL, and condensate.

Tanajib Gas Plant

The Tanajib Gas Plant, part of the Marjan development program, continued construction and procurement activities. The plant is expected to come onstream in 2025 and add 2.6 bscfd of additional raw gas processing capacity from the Marjan and Zuluf fields.

1.5_{bscfd}

Fadhili Gas Plant expected additional raw gas processing capacity

2.6_{bscfd}

Tanajib Gas Plant expected additional raw gas processing capacity

1. Refer to Downstream "Pipelines, distribution and terminals" for additional strategic gas expansion contract awards.

Exploration

Overview

Through Aramco's exploration program, the Company continued its efforts to achieve the strategic objectives and associated targets of growing the Kingdom's oil and nonassociated gas initially in place endowments. Aramco has historically replaced reserves on an organic basis through revisions of reserve estimates at existing fields and through delineation and exploration to identify new fields. As a result, the Kingdom's estimated proved reserves at the largest oil fields operated by Aramco have increased since the time of original production. Aramco's exploration program is aligned with strategic value drivers to maximize profitability and lower future finding and development costs through exploring for high-value premium crude and accelerating infrastructure-led gas exploration and delineation programs.

Crude oil

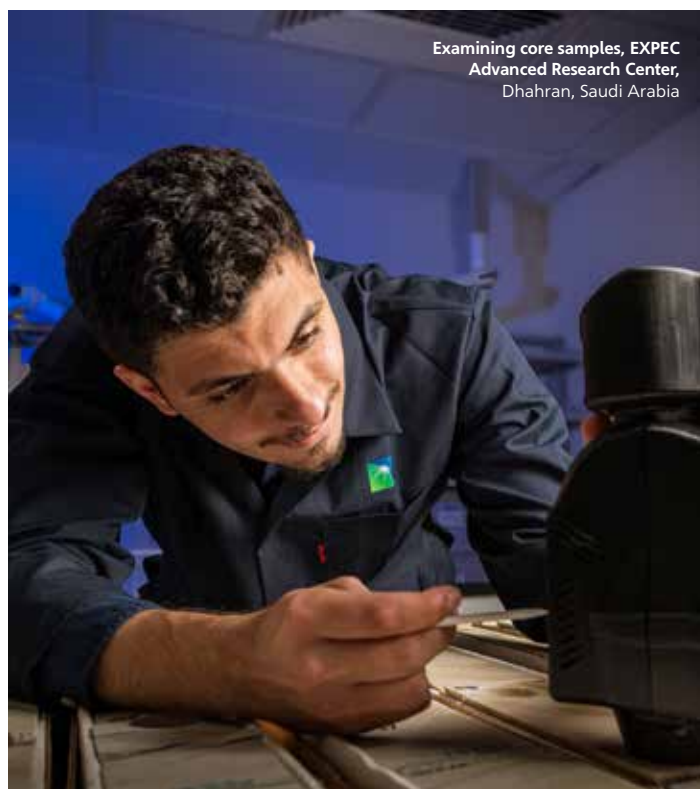
The majority of Aramco's current crude oil exploration activities are focused in the Eastern Province, with smaller scale exploration activities in known hydrocarbon-bearing basins in the Empty Quarter, Northwest, and Summan regions. Aramco places a strong emphasis on improving the operational performance of its drilling activities by applying innovative technologies and benchmarking key metrics to identify trends and potential areas for enhancement. Aramco believes its approach to drilling and development has led to high levels of well integrity.

Natural gas

Aramco's nonassociated gas exploration activities have yielded a number of major discoveries, with particular success in the Ghawar area and in deep reservoirs in the Arabian Gulf. Aramco has enjoyed high success rates in locating new reserves in known hydrocarbon-bearing basins adjacent to its existing fields and production infrastructure, allowing it to meet growing domestic demand at low cost, while also exploring in new basins with high potential. Aramco is looking to further expand its natural gas reserves through new field discoveries, new reservoir additions in existing fields, and the delineation and reassessment of existing reservoirs and fields.

Unconventional resources

Aramco, through its unconventional resource program, is assessing several areas within the Kingdom for their potential to deliver gas and associated liquids to help meet future domestic energy needs. The unconventional resource program consists of exploration activities, pilots, producing wells, and production facilities, with the objective of developing unconventional gas resources in support of the Kingdom's growing demand for gas, and to offset the use of crude oil for power generation.



Highlights and developments

Oil and gas discoveries

Exploration activities resulted in the announcement of seven oil and gas discoveries in the Kingdom's Eastern Province and Empty Quarter, consisting of two unconventional oil fields, one Arabian Light oil reservoir, two natural gas fields, and two natural gas reservoirs.

7

Oil and gas discoveries announced in 2024

Computing power

Aramco successfully deployed the Tuwaiq-1 and Unizah-4 high performance computing systems, which enable advanced seismic imaging and provide significant uplift in seismic trace computational capabilities. The addition of Tuwaiq-1 and Unizah-4 increase Upstream computing power, which is expected to double within two years with the planned addition of the Ghawar-2 and Dammam-7 Plus supercomputers.

Downstream

“Downstream advanced our global strategy, strengthening existing markets like China and moving into new ones like Chile. Our transformation program also made great strides, focusing on improving profitability, resilience, and innovation.”

Mohammed Y. Al Qahtani
Downstream President



Downstream overview

Aramco has a large and growing, strategically integrated global Downstream business that provides opportunities to secure liquids demand to capture incremental value from the hydrocarbon supply chain by selling to its dedicated system of domestic and international refineries and petrochemical plants. The Downstream segment's activities consist primarily of refining, chemicals, supply and trading, distribution, retail, base oils, lubricants and power generation. Aramco is also developing renewables, undertaking projects to capture emissions from its own facilities and the facilities of others, and has ambitions to develop new fuels and products, including blue hydrogen and blue ammonia.

Aramco's downstream investments diversify its revenue and integrate its oil and gas operations to optimize value across the hydrocarbon chain, supporting crude oil and gas demand and facilitating the placement of its crude oil. This crude oil placement provides significant benefits to Aramco operations, offering a secure and reliable supply of high-quality crude oil, which helps to ensure a secure and reliable supply of refined products to its downstream customers. Aramco intends to continue the strategic integration of its Upstream and Downstream business, coupled with future downstream investment, to facilitate the placement of the Company's crude oil. In 2024, the crude oil utilized by Aramco's downstream operations accounted for 53% (2023: 47%) of the Company's crude oil production. In addition, Aramco intends to continue to grow its liquids-to-chemicals business, with a goal to increase its capacity in petrochemical producing complexes to up to four million barrels per day by 2030. By the end of 2024, Aramco achieved approximately 45% of its target, with further capacity additions under development.

The integration of Aramco's refining and chemicals manufacturing assets provides an opportunity to capture additional value and continue the shift of its product portfolio to improve the balance of fuels and chemicals production. Through its June 2020 acquisition of a majority interest in SABIC, a globally diversified chemicals company with manufacturing in the Americas, Europe, the Middle

East, and Asia Pacific, Aramco increased the proportion of chemicals production in its Downstream portfolio. The chemicals business spans across production of basic chemicals, such as aromatics, olefins, and polyolefins to more complex products such as polyols, isocyanates and synthetic rubber. The chemicals business continues to grow through capacity expansions in the Kingdom, increased ownership positions in affiliates and new investments, with net chemical production capacity¹ of 57.6² million tons per year as at December 31, 2024, (2023: 59.6 million tons per year).

Aramco's Downstream business also includes its crude oil marketing and product sales, distribution, retail, lubricants, and trading operations. These operations support Aramco's upstream and downstream operations by enabling it to optimize crude oil sales and product placement through its significant infrastructure network of pipelines and terminals and access to shipping and logistics resources.

The Downstream segment launched a transformation program in 2021, seeking to realize incremental value from its portfolio through yield enhancements, stream integration, optimization, and cost reductions. The ongoing transformation program has delivered estimated incremental EBIT of over ₪ 15.0 billion (\$4.0 billion) in 2024.

Outlook for 2025

Aramco's Downstream segment is expected to continue its strategic expansion and integration across the hydrocarbon value chain. The segment aims to capitalize on the potential of its products to meet the anticipated demand for chemical products and expand its business in key global markets.

To create additional value, the Downstream segment plans to increase refining capacity in strategic location, grow its liquids-to-chemicals business, expand trading activities, increase its marketing business for retail and lubricants, and leverage the Downstream transformation program to further enhance its earning potential.

1. Excludes SABIC Agri-Nutrients business for 2024 and SABIC Agri-Nutrients and Metals (Hadeed) businesses for 2023 and includes only ZPC's net chemical production capacity through our investment in Rongsheng.

2. The reduction in net chemicals production capacity is due to the termination of operations of three assets related to SABIC mainly in Europe.

Downstream operations

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- Integrated value chain **page 16**
- Refining **page 50**
- Chemicals **page 52**
- Base oils and lubricants **page 53**
- Retail operations **page 53**
- Pipelines, distribution, and terminals **page 54**
- Supply and trading **page 54**
- Power **page 55**



Competitive strengths

Captive downstream system

Ability to monetize upstream production into a high-quality external customer base and through a captive downstream system.

Reliable supplier

Strong track record of supply reliability¹.

Major integrated refiner

Major integrated refiner and base oils and lubricants producer with a global network of complex, reliable assets in key regional markets and hubs.

Large global refining and chemical portfolio

Scale advantage with one of the largest refining and chemical portfolios globally.

Globally integrated trading

Globally integrated trading activities, optimize product supply to maximize returns.

World-class partners

World-class partners provide access to additional geographies, technological expertise, operational know-how, and marketing capabilities.

Large downstream capital projects

Ability to execute some of the world's largest downstream capital projects.

Premium branded base oils and lubricants products

Strong integrated base oils and lubricants operation, driven by global presence, significant production capacity, strategic acquisitions, and ability to produce premium branded base oils and lubricants products.

2024 at a glance

Percentage of the Company's crude oil production utilized by Aramco's downstream operations

53%

Estimated incremental EBIT delivered from Downstream transformation program of over

\$4.0 billion

Supply reliability¹

99.7%

Gross refining capacity

7.7 mmbpd

Net refining capacity

4.1 mmbpd

Net chemicals production capacity²

57.6 million tons

Base oils sold

4.8 million tons

Finished lubricants sold

1.1 million tons

Average crude oil and refined products traded

7.3 mmbpd

Liquid chemical products traded

5.9 million tons

1. Applies to Saudi Arabian Oil Company (the Company).

2. Excludes SABIC Agri-Nutrients business and includes only ZPC's net chemical production capacity through our investment in Rongsheng.

Downstream continued

All amounts in millions unless otherwise stated

Downstream financial results

All amounts in millions unless otherwise stated

	SAR		USD*		change
	Year ended December 31		Year ended December 31		
	2024	2023	2024	2023	
Revenue and other income related to sales (including inter-segment revenue)	1,063,258	1,033,512	283,535	275,603	2.9%
Earnings (losses) before interest, income taxes and zakat	(10,998)	21,184	(2,933)	5,649	(151.9)%
Capital expenditures – cash basis	38,989	32,735	10,397	8,729	19.1%

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

Earnings (losses) before interest, income taxes and zakat (EBIT) for the year ended December 31, 2024, was a loss of ₪ 10,998 (\$2,933), compared to a profit of ₪ 21,184 (\$5,649) in 2023. This decrease was primarily driven by lower refining margins, higher impairment charges mainly related to certain domestic and international downstream facilities, and inventory valuation movement.

Capital expenditures increased by 19.1% from ₪ 32,735 (\$8,729) in 2023 to ₪ 38,989 (\$10,397) in 2024. This increase was primarily attributable to increased investments in projects including the construction of the refinery-integrated petrochemical steam cracker being developed by S-OIL and the Amiral expansion at the SATORP refinery.

Refining

Overview

Aramco operates one of the world's largest refining businesses, with gross refining capacity of 7.7 mmbpd as at December 31, 2024, (December 31, 2023: 7.9 mmbpd), and net refining capacity of 4.1 mmbpd (December 31, 2023: 4.1 mmbpd). Aramco's refining operations are conducted in the Kingdom and internationally through wholly-owned and affiliated refineries. The refining operations allow Aramco to transform its crude oil and NGL into refined products for sale within the Kingdom and internationally.

Specifically, Aramco designs and configures its refining system to optimize production using the crude oil it produces. This helps reduce supply chain cost and improves efficiency in refining operations, and therefore the supply of refined products to its downstream customers.

Domestic refining

Aramco's in-Kingdom refineries, both wholly-owned and affiliated, receive their crude oil supply from Aramco's upstream production. These refineries accounted for 62% of Aramco's net refining capacity in 2024 (December 31, 2023: 62%). Together with the local distribution system, this provides Aramco unique access to the large domestic marketplace to which it is the sole supplier.

In 2024, Aramco placed 28% (2023: 26%) of its crude oil production to in-Kingdom wholly-owned and affiliated refineries. Aramco's equity share of refined products and the refined products produced through its wholly-owned refineries located within the Kingdom are primarily distributed wholesale to domestic fuel retailers and industrial customers through Aramco's pipelines, distribution, and terminals system.

Aramco has five wholly-owned and four domestic affiliated refineries in the Kingdom, which produce to meet domestic refined product demand. Through long-term supply agreements with these ventures, Aramco has the right to supply all crude processed at these refineries.

International refining

In addition to increasing its in-Kingdom refining capability, Aramco seeks to expand its strategically integrated Downstream business in high-growth economies such as China, India, and Southeast Asia, while maintaining its current participation in material demand centers, such as the United States and Europe, and countries that rely on importing crude oil, such as Japan and South Korea.

In 2024, Aramco's weighted average ownership percentage in its international refineries was 35% (2023: 34%), but it supplied an average of 53% (2023: 54%) of the crude oil used by those refineries. This crude placement provides significant benefits to Aramco's operations, including a secure and reliable supply of high-quality crude oil, which helps to ensure a secure and reliable supply of refined products to its downstream customers.

The net refining capacity of Aramco's international wholly-owned and affiliated refineries was 1.6 mmbpd (2023: 1.6 mmbpd). Product sales by Aramco's international ventures are generally facilitated through multiple distribution channels, including systems owned by the respective joint venture through a network of more than 17,600 branded company-owned, company-operated or dealer-owned, dealer-operated retail networks.

Highlights and developments

Integrated refining and petrochemical groundbreaking

Aramco, in collaboration with Sinopec and Fujian Petrochemical Company Limited, has initiated the development of a new integrated refining and petrochemical complex in Fujian province, China. The facility is expected to include a 320 mbpd refinery along with a 1.5 mmtpa ethylene unit and a 300,000 tons crude

oil terminal, and have a capacity to produce two million tons of paraxylene and downstream derivatives. Fujian Petrochemical Company Limited will hold a 50% stake in the complex, while Aramco and Sinopec will each have a 25% stake. The complex is expected to be fully operational by the end of 2030.

Global refinery footprint

Motiva, United States of America
(Port Arthur Refinery)

635mbpd

Equity ownership 100%

PKN Orlen, Poland
(Gdansk Refinery)

210mbpd

Equity ownership 30%

FREP, China

280mbpd

Equity ownership 25%

PRefChem, Malaysia

300mbpd

Equity ownership 50%

Hyundai Oilbank, South Korea

690mbpd

Equity ownership 17%

S-Oil, South Korea

669mbpd

Equity ownership 61.6%

Idemitsu Kosan, Japan

825mbpd

Equity ownership 8.3%

ZPC, China
(Rongsheng Petrochemical)

800mbpd

Equity ownership 5.1%

Refining capacity

(mmbpd)



Saudi Arabia

Ras Tanura

550mbpd

Equity ownership 100%

Yanbu'

250mbpd

Equity ownership 100%

Jazan

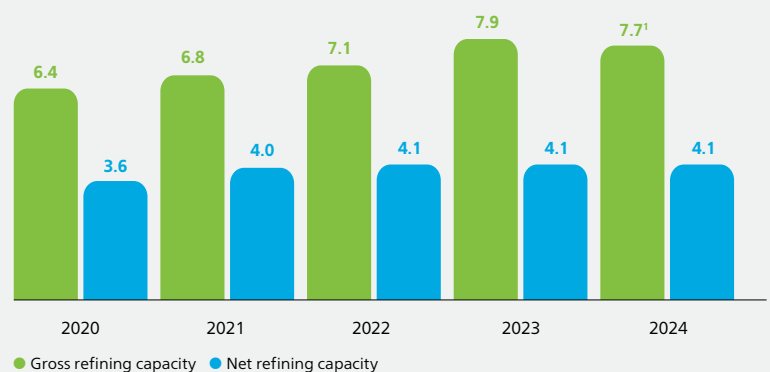
400mbpd

Equity ownership 100%

SAMREF

400mbpd

Equity ownership 50%



● Gross refining capacity ● Net refining capacity

YASREF

430mbpd

Equity ownership 62.5%

SASREF

305mbpd

Equity ownership 100%

Riyadh

130mbpd

Equity ownership 100%

SATORP

460mbpd

Equity ownership 62.5%

Petro Rabigh

400mbpd

Equity ownership 37.5%

1. The reduction in gross refining capacity was due to termination of Idemitsu Kosan's Yamaguchi refinery operations in 2024.

• Percentages disclosed reflect the effective ownership of Aramco in the respective entities.

Downstream continued

Chemicals

Overview

Aramco's chemicals business represents an extension of the hydrocarbon value chain and strategically complements its refining operations. Aramco's chemicals business, including its interest in SABIC, operates globally in several countries and produces a range of chemicals. Aramco's growing operations in chemicals include participation in high-growth chemicals markets with demand from industries such as packaging, automotive, and appliances.

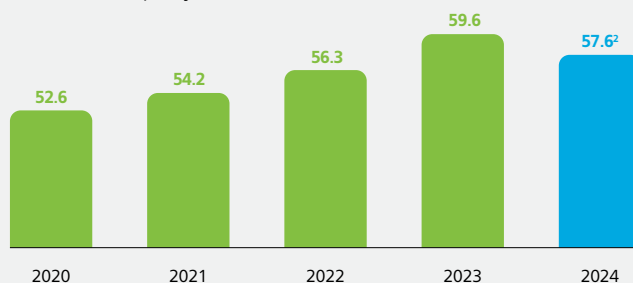
Following the acquisition of SABIC, Aramco is a major global producer of chemicals with manufacturing in the Americas, Europe, the Middle East, and Asia Pacific. The acquisition also expands Aramco's capabilities in procurement, manufacturing, marketing, and sales. SABIC is an industry leader in multiple chemical segments, and produces a wide range of products, including olefins, methanol, MTBE, aromatics, glycols, linear alpha olefins, polyethylene, polypropylene, polyethylene terephthalate, polyvinyl chloride, polystyrene, polycarbonate, and engineering thermoplastics and their blends.

Since the acquisition of SABIC, Aramco has sought to achieve synergies mainly in procurement, supply chain, marketing, feedstock optimization, stream integration, operations, and maintenance. Aramco is targeting to capture approximately ¥ 11.3 billion to ¥ 15.0 billion (\$3.0 billion to \$4.0 billion) in annual recurring synergies by 2025.

Aramco also conducts chemical manufacturing through affiliates located in the Kingdom, China, Japan, South Korea, Malaysia, the United States, and the Netherlands, with other key industry players, including Dow (Sadara), Sumitomo (Petro Rabigh), TotalEnergies (SATORP), PETRONAS (PRefChem), and Sinopec (YASREF and FREP). Through these affiliates and joint ventures, Aramco produces a wide range of commodity and differentiated chemicals.

Aramco's chemicals business continues to grow through capacity expansion and new investments. Including SABIC, Aramco had a net chemicals production capacity¹ of 57.6² million tons per year as at December 31, 2024, (2023: 59.6 million tons per year).

Net chemicals production capacity¹
(million tons per year)



1. Excludes SABIC Agri-Nutrients business for 2024 and SABIC Agri-Nutrients and Metals (Hadeed) businesses for 2023 and includes only ZPC's net chemical production capacity through our investment in Rongsheng.

2. The reduction in net chemicals production capacity is due to the termination of operations of three assets related to SABIC mainly in Europe.

Highlights and developments

Petrochemical complex construction

A groundbreaking ceremony was held by SABIC and Fujian Energy and Petrochemical Group Co. Ltd. to mark the start of construction at the SABIC Fujian Petrochemical Complex in China's Fujian province. With an estimated total investment of ¥ 24.0 billion (\$6.4 billion), the complex will consist of a mixed-feed steam cracker and world-class downstream facilities, with an expected annual ethylene capacity of up to 1.8 million tons. The project aims to support SABIC's goal to diversify its feedstock sources and expand its manufacturing presence in Asia as a key market for a wide range of products. The project is expected to be completed in 2027.

1.8 million tons

Expected annual ethylene capacity of Petrochemical Complex

Amiral complex

During 2024, a financial closing between TAQA and JERA has been completed for a cogeneration plant for the Amiral complex that follows a 25-year power and steam purchase agreement completed earlier in the year. Additionally, TAQA and JERA will be responsible for the operations and maintenance of the plant. The complex will be owned and operated by SATORP and aims to house one of the largest mixed-load steam crackers in the region, with a capacity to produce 1.65 million tons per annum of ethylene and other industrial gases.

Hadeed ownership transfer

SABIC completed the transfer of its ownership of Hadeed to PIF. This transaction enables SABIC to optimize its portfolio, focus on its core business, and support its vision to become the preferred world leader in chemicals.

Petro Rabigh investment

Aramco signed a definitive agreement to acquire an additional stake of approximately 22.5% in Petro Rabigh, an integrated refining and petrochemical complex in the Kingdom, from Sumitomo Chemical for ¥ 2.6 billion (\$0.7 billion), subject to customary closing conditions including regulatory and other third-party approvals. Upon completion of the transaction, Aramco will become Petro Rabigh's largest shareholder with an equity stake of approximately 60%, while Sumitomo Chemical will retain a 15% equity stake.

ALBA shareholding sale

SABIC announced the signing of an agreement for the sale of its 20.62% stake in ALBA to Ma'aden. The transaction, closed in February 2025 with a final sale amount of ¥ 3.61 billion (\$0.96 billion), is expected to support Aramco's portfolio optimization efforts to unlock value and reallocate capital to higher growth and higher return investments.

Base oils and lubricants

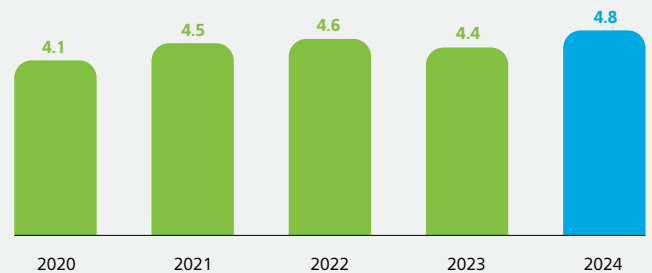
Overview

In keeping with Aramco's strategy to capture incremental value across the hydrocarbon chain, Aramco has a growing presence in domestic and international lubricants markets. Aramco's products are engineered to the highest of standards that meet the latest lubricant specifications required by original equipment manufacturers. In 2024, Aramco sold 1.1 million tons (2023: 0.9 million tons) of finished lubricants.

Aramco's four major producers and marketers of base oils, Luberef, Motiva, S-OIL, and Valvoline, continue to deliver high-quality and technically differentiated products to its global customer base. Aramco markets its base oil products using the official Aramco brands: aramcoDURA® (Group I), aramcoPRIMA® (Group II), and aramcoULTRA® (Group III). In 2024, Aramco sold 4.8 million tons (2023: 4.4 million tons) of base oils, maintaining its position as one of the leading marketers of base oils globally.

Base oils sold

(million tons)



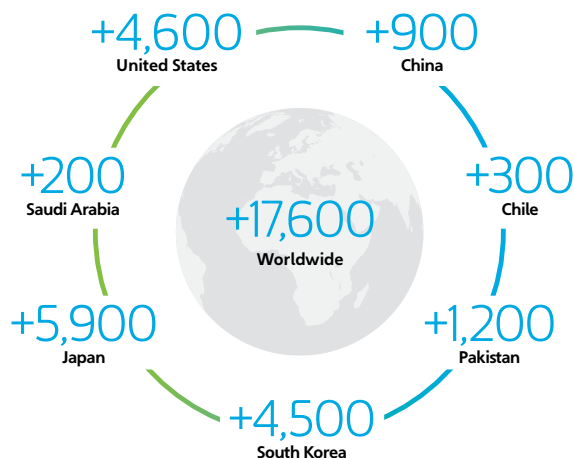
Retail operations

Overview

Aramco has developed a retail strategy that focuses on establishing its own brand presence in the Kingdom and internationally as part of its long-term goal to be a primary global retail player. This includes offering consumers a new line of automotive services, coupled with branded finished lubricant products, as part of its commitment to diversify its Downstream portfolio.

Aramco and TotalEnergies continued to grow their joint network of retail service stations throughout the Kingdom. The in-Kingdom retail network comprises more than 200 service stations and expands the range of quality retail services available across the Kingdom. This network is comprised of Aramco and TotalEnergies-branded stations, providing customers with premium fuels and retail services.

Aramco continued to grow its fuel retail presence through its affiliates and investments, with more than 17,600 service stations worldwide. This includes approximately 4,600 stations in the United States of America, 900 in China, 4,500 in South Korea, 5,900 in Japan, 1,200 in Pakistan including over 10 Aramco branded stations, 300 in Chile including over 100 Aramco branded stations, and 200 in the Kingdom of Saudi Arabia.



Highlights and developments

South America retail investment

Aramco completed its acquisition of a 100% equity stake in Esmex, a leading diversified downstream fuels and lubricants retailer in Chile with retail fuel stations, airport operations, fuel distribution terminals, and a lubricant blending plant, for a purchase consideration of ₡ 1.4 billion (\$0.37 billion). Subsequent to the acquisition of Esmex, Aramco launched its first branded service station in Chile, and introduced its cutting-edge innovative products and offerings.

Pakistan retail investment

Aramco made significant strides in its global retail growth strategy with the successful acquisition of a 40% equity stake in Gas & Oil Pakistan Limited. GO operates as a diverse downstream business in the fuels, lubricants, and convenience stores sector, with an extensive network of over 1,200 retail fuel stations and a total storage capacity of approximately 200,000 metric tons. Following the 40% acquisition of GO, Aramco launched its first branded service station in Pakistan offering premium fuel, alongside the convenience store, high-quality Valvoline lubricants, and professional Express Care automotive services.

These strategic investments mark Aramco's inaugural downstream retail investments in South America and Pakistan and aim to secure outlets for its refined products and facilitate the expansion of its retail business on an international scale. Additionally, these acquisitions are expected to further unlock new market opportunities for Valvoline-branded lubricants.

Downstream continued

Pipelines, distribution, and terminals

Overview

Aramco's Kingdom-wide distribution network includes pipelines, bulk plants, air refueling sites, and terminals that deliver crude oil, NGL, natural gas, and refined products. The pipelines and bulk plants network, and the terminals on the east and west coast, enable the transportation of hydrocarbons for export and for delivery to customers across the Kingdom. Further, Aramco's East-West Pipeline links oil production facilities in the Eastern Province with Yanbu' on the west coast, providing flexibility to export from the east and west coasts of the Kingdom.

Aramco's MGS is an extensive network of pipelines that connects its key gas production and processing sites with customers throughout the Kingdom. The system's current capacity is 12.5 bscfd of natural gas and it supplies eastern, central, and western industrial complexes.

In addition, Aramco has a 15% equity interest in SUMED, a joint venture that operates the SUMED Pipeline. The pipeline runs from the Red Sea to the Mediterranean Sea through Egypt and provides an alternative to the Suez Canal.

Highlights and developments

MGS phase three

Aramco announced the awarding of 15 lump sum turnkey contracts worth a total of approximately ¥ 33.0 billion (\$8.8 billion) to commence the phase three expansion of the Master Gas System, which delivers natural gas to customers across the Kingdom. The expansion is expected to increase the size of the network and raise its total capacity by an additional 3.15 bscfd by 2028 through the installation of around 4,000 kilometers of pipelines and 17 new gas compression trains.

\$8.8 billion

Contracts awarded for MGS phase three

Supply and trading

Overview

Aramco manages crude oil sales operations, along with a large and growing portfolio of refining and chemicals facilities in Asia, Europe, and North America. As part of its strategy to unlock additional value, Aramco is expanding its crude oil, refined products, chemicals, and metals trading to significantly grow total traded volumes over the next few years. Trading activities are conducted primarily through ATC and its subsidiaries.

Aramco sees the potential to expand product trading and has progressed a number of initiatives to offer crude oil with a lower upstream carbon intensity than that of other major producers, including the trading of biofuels.

Aramco is well positioned to use its production and distribution network to optimize its supply and trading capabilities. By controlling the production, refining, and distribution processes and integrating them with its trading business, Aramco seeks to ensure that customers receive reliable service and consistent products. In addition, there is the potential to optimize product flows on a domestic and international basis across regional and global supply chains to maximize value.

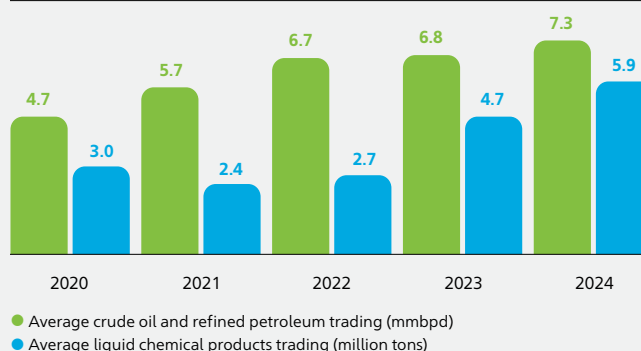
These operations support Aramco's upstream and downstream activities by enabling it to optimize crude oil sales and product placement through its significant infrastructure network of pipelines and terminals, and access to shipping and logistics

resources. Aramco also maintains flexibility to respond to fluctuations in demand through its five crude grades and MSC.

In 2024, Aramco traded an average of 7.3 mmbpd (2023: 6.8 mmbpd) of crude oil and refined petroleum products, and 5.9 million tons of liquid chemical products (2023: 4.7 million tons). In 2024, the Company's total crude oil exports averaged 6.0 mmbpd (2023: 6.6 mmbpd).

The Company continued to demonstrate its strong operational flexibility and supply reliability by delivering crude and other products in a timely manner with a supply reliability¹ of 99.7% in 2024 (2023: 99.8%).

Average traded volumes



1. Applies to Saudi Arabian Oil Company (the Company).

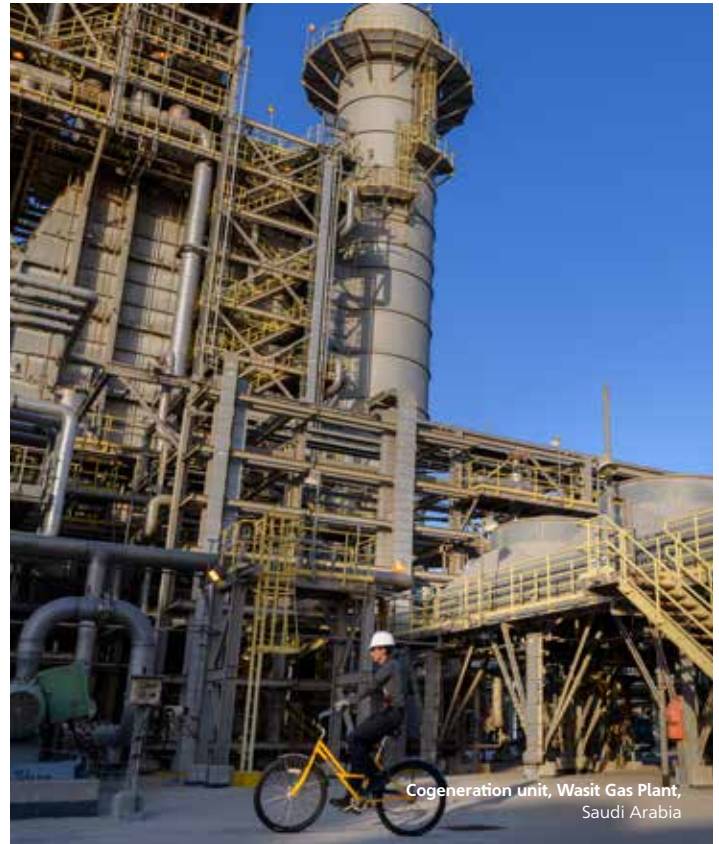
Power

Overview

As at December 31, 2024, Aramco's power operations comprised 18 captive power plants (2023: 18) and associated transmission and distribution assets located across the Kingdom. These assets are primarily designed to provide electricity and steam to Aramco's oil and gas production facilities, gas processing plants, and wholly-owned refineries in a safe, reliable, and efficient manner. Some of these power assets are wholly-owned while others are owned by joint ventures in which Aramco has an ownership interest. Aramco also enters into offtake arrangements with independent power producers.

In 2024, Aramco, through its captive power plants, generated 5.3 GW (2023: 5.3 GW) of power, of which 4.3 GW (2023: 4.2 GW) was used to meet internal demand, and 0.7 GW (2023: 1.1 GW) of spill power was transferred to the national grid. In addition, Aramco currently owns a 6.9% stake in the Saudi Electricity Company, the Kingdom's national electricity utility company, and an effective 29.8% stake in Marafiq, a domestic utility company that serves the industrial areas of Jubail and Yanbu'.

The Company also supports an orderly global energy transition and views renewable energy as a complement to its own energy products, supported by vast solar and wind resources in-Kingdom. As such, Aramco intends to invest in 12 GW_{dc} capacity of solar and wind energy by 2030 in support of the Kingdom's National Renewable Energy Program.



Cogeneration unit, Wasit Gas Plant,
Saudi Arabia

Highlights and developments

Sudair Solar PV Plant

The Sudair Solar PV Plant, one of the largest solar plants in the region with a capacity of 1.5 GW_{ac}, reached full operational capacity. The project is jointly owned by Aramco (30%), PIF (35%), and ACWA Power Company (35%), and reflects Aramco's efforts to address climate change and the energy transition. At its full capacity, the plant will support the Kingdom's ambition to generate part of the nation's power needs from renewable energy by 2030.

Al Shuaibah Solar PV projects

Commercial operations commenced at the Al Shuaibah 1 and Al Shuaibah 2 Solar PV projects, which are jointly owned by Aramco (30.0%), PIF (34.99%), and ACWA Power Company (35.01%). The projects, located in Makkah Province, are expected to have a combined capacity of up to 2.66 GW_{ac}.

Three Solar PV projects

In 2024, Aramco, along with partners ACWA Power Company and PIF, announced the financial closure for three Solar PV projects worth ¥ 12.0 billion (\$3.2 billion). The Haden and Muwayh projects in Makkah Province each have a planned production capacity of 2.0 GW_{ac} while the Al-Khushaybi project in Qassim Province has a planned production capacity of 1.5 GW_{ac}. Commercial operations of the projects, for which Aramco holds a 30% ownership, are expected to commence in Q1 2027 with the Saudi Power Procurement Company being the primary offtaker.

1.5 GW_{ac}

Operational capacity of Sudair Solar PV Plant

5.5 GW_{ac}

Combined capacity of three solar PV projects

Corporate overview

Aramco's corporate activities primarily support the Upstream and Downstream segments, as well as the overall business. The corporate activities include Technical Services that are essential to the success of Aramco's core business, as well as Law, Finance; Technology and Innovation; and Human Resources and Corporate Services.

Additionally, the Strategy and Corporate Development organization seeks to maximize value creation through portfolio optimization

by assessing and monetizing certain existing assets, evaluating investments related to the Kingdom's economic development, and improving access to services and parts to enhance operational efficiencies. This enables the Company to unlock the value of its assets and redeploy capital toward opportunities with growth prospects and attractive returns. The corporate development activities also seek to build a world-class local supply chain to serve the needs of the Company and its partners.

Corporate financial results

	SAR		USD*		
	Year ended December 31		Year ended December 31		
	2024	2023	2024	2023	change
All amounts in millions unless otherwise stated					
Earnings (losses) before interest, income taxes and zakat	(21,830)	(18,220)	(5,821)	(4,859)	19.8%
Capital expenditures – cash basis	2,766	2,030	738	541	36.3%

* Supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only.

Earnings (losses) before interest, income taxes and zakat (EBIT) are principally driven by the cost of the corporate organization, the affiliates recognized under the corporate segment, and the corporate outreach and citizenship activities. The increase in losses in 2024 was mainly attributable to higher employee-related costs during the year.

Corporate capital expenditures increased during the year due to higher various industrial support projects and community development projects.

Highlights and developments

Strengthening the domestic supply chain

In 2024, Aramco signed 145 corporate purchase agreements with an estimated value of ₪ 65.7 billion (\$17.5 billion) with suppliers in Saudi Arabia. The agreements are expected to strengthen Aramco's domestic supply chain ecosystem, enhancing the Company's resilience, reliability, and ability to meet the evolving needs of its customers, while boosting the Kingdom's economic development and providing suppliers with long-term visibility of expected future demand.

FIFA sponsorship

In April 2024, Aramco announced a four-year global partnership to become FIFA's Major Worldwide Partner with rights across multiple events, including the FIFA World Cup 26™ and FIFA Women's World Cup 2027™. The partnership, which runs until the end of 2027, builds on a shared commitment to innovation and development, and will combine football's unique global reach with Aramco's history of championing innovation and community engagement.

Secondary public offering

In June 2024, the Government completed a secondary public offering of ordinary shares of Aramco, resulting in the sale of approximately 1.7 billion shares, representing 0.7% of the Company's issued shares, for a final offer price of ₪ 27.25 per share. The offering attracted strong participation from both international and domestic investors, broadening the Company's

shareholder base and increasing the liquidity of its shares. The Government remains Aramco's largest shareholder, retaining an 81.48% direct shareholding.

International bond and sukuk issuances

Aramco successfully completed two major securities issuances in 2024, an international bond issuance in July, raising ₪ 22.5 billion (\$6.0 billion) through its GMTN Programme, and an international sukuk issuance in October through its Trust Certificate Issuance Programme, raising ₪ 11.25 billion (\$3.0 billion). Both transactions are listed on the London Stock Exchange's Main Market and attracted strong demand from investors that reflects the market's belief in Aramco's longevity and its distinct credit profile and financial resilience.

HORSE Powertrain acquisition

Aramco has completed its acquisition of a 10% equity interest in HORSE Powertrain alongside Renault S.A.S., Zhejiang Geely Holding Group Co. Ltd., and Geely Automobile Holdings Limited, solidifying a strategic partnership to pursue advances in powertrain technologies, synthetic fuels, and lubricants. HORSE Powertrain is expected to produce 5 million powertrain units annually, offering a complete portfolio of advanced powertrain technologies. As part of the transaction, Aramco and Valvoline Global Operations will collaborate with HORSE Powertrain on innovations in internal combustion engine technology, fuels, and lubricants.

Technology and innovation

Technology and innovation remain essential in supporting the Company's corporate strategy, particularly in advancing strategic technology options that promote a sustainable future, enhance operational efficiency, and reduce costs. The Company has made

significant achievements in its research and development portfolio, successfully piloting, demonstrating, and accelerating the delivery of groundbreaking technology options.

Highlights and developments

Venture capital funding

In January 2024, Aramco increased its venture capital funding available to Aramco Ventures by ₪ 15.0 billion (\$4.0 billion). Half of this funding includes the continuation of the Prosperity7 Diversified Venturing Program, focusing on investing in disruptive technologies outside the energy sector. In 2024 this fund executed direct investments into start-up companies. The remaining half is allocated to the Late-Stage Venturing Program, which invests in potential Aramco long-term strategy targets, digital domains and growth of Aramco Ventures portfolio companies. The objective of this program is to build a portfolio of minority equity holdings in significant high-growth technology companies to support Aramco's diversification and competitiveness. This increased funding will bring the total investment funds in Aramco's venture capital programs to ₪ 28.1 billion (\$7.5 billion), including Wa'ed Ventures.

Artificial Intelligence

In February 2024, Saudi Aramco advanced its AI journey by announcing the introduction of Aramco's Large Language Model, solidifying its leadership in the energy sector's digital transformation. This is one of the first industrial Large Language Models powered by a dedicated, on premise, AI supercomputer, which marks a significant milestone for the Company. This innovation provides expert knowledge and advice to our workforce, enables productivity improvement across company processes, powers real-time advisory systems, and improves safety and reliability.

Saudi Accelerated Innovation Lab

In February 2024, SAIL was announced to integrate R&D, prototyping, and commercialization into a unified process. Key achievements included the launch of the AI virtual assistant aramcoSARA, and proofing concepts for new technologies such as Industrial 5G and Quantum secured communications.

Quantum computing

In May 2024, Aramco signed an agreement with Pasqal, a global leader in neutral atom quantum computing, to deploy the first in-Kingdom quantum computer and avail quantum cloud services. The agreement will see Pasqal install, maintain, and operate the 200-qubit quantum computer, which is scheduled for deployment in the second half of 2025. The quantum computer will offer highly-advanced technology to solve complex problems, and supports Aramco's aim to pioneer the use of quantum computing in the energy sector.

Cloud

In February 2024, Aramco Digital and Groq signed an agreement to establish one of the world's largest AI Cloud Inferencing centers in the Kingdom, and by December the first Groq Language Processing Units arrived to the Aramco Digital Data Center at SPARK. Groq's hardware and software platform will provide unparalleled processing capabilities, and be more cost-effective and energy efficient than competitors. This collaboration strengthens Aramco's position in AI cloud computing, driving technological advancement in the Kingdom and the region.



Saudi Accelerated Innovation Lab,
Saudi Arabia



3 Sustainability

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Pursuing net-zero ambition

Cogeneration units, Wasit Gas Plant, Saudi Arabia

Aramco's ambition is to achieve net-zero Scope 1 and Scope 2 greenhouse gas (GHG) emissions across its wholly-owned operated assets by 2050. To achieve its GHG emissions mitigation, the Company focuses on energy efficiency, reduced flaring and methane emissions, carbon capture and storage, increased renewable energy production capacity, and natural climate solutions and offsets.

Cogeneration plants, an important component of the energy efficiency lever toward achieving Aramco's ambition, generate electricity at many of Aramco's operating sites.

Commitment to act responsibly

Sustainability is embedded within Aramco's strategy and underpins how it engages with its people, its partners and suppliers, its host communities, and the planet, while delivering value to shareholders.

The long-term sustainability of the business is driven by the Company's ability to leverage its competitive position while reducing its GHG emissions, within the context that the world needs a realistic and robust energy transition plan that emphasizes the deployment of new energies, while recognizing the continued need for conventional energy. It is Aramco's firm belief that a variety of energy sources are needed for the foreseeable future to meet growing global energy demand, with new energy solutions complementing conventional energy sources over time.

Investments across the energy ecosystem should include an intensified focus on innovation and technology to reduce GHG emissions from energy production, and Aramco is playing a role to support this aspiration.

Sustainability governance

Aramco's sustainability governance model aligns its sustainability aspirations with its corporate business strategy and goals. The Board of Directors oversees sustainability efforts through the Sustainability, Risk and HSE Committee, which provides oversight on sustainability, risk, and HSE policies and practices to ensure they are discussed, understood, owned, and promoted at the Board level.

Sustainability governance framework



At a management level, accountability for sustainability lies with the President and CEO, and the GEC. They are supported by the GHSSE Committee, and the SSC.

The Company's GHSSE Committee is led by the President and CEO, and establishes the Company's health, safety, security, and environmental policies and reviews key issues. This includes Company-wide safety initiatives, environmental and safety performance, compliance and conformance reviews, major HSE incidents, insurance survey results, and cybersecurity.

The SSC comprises Aramco Senior Vice Presidents representing business lines and administrative areas across the Company. The committee is chaired by the Executive Vice President of Strategy and Corporate Development, with the Senior Vice President of Strategy and Market Analysis, heading risk and sustainability, serving as the secretary. The SSC reviews decisions and issues related to sustainability, the Company's plans to mitigate GHG emissions, and sustainability-related corporate risk assessments.

- For more information on Aramco's risk management framework, refer to Section 4: Risk
- For more information on the Sustainability, Risk and HSE Committee report, refer to Section 5: Organizational structure and corporate governance

Four focus areas

Aramco's approach to sustainability is focused on four areas:

- Climate change and the energy transition;
- Safe operations and people development;
- Minimizing environmental impact; and,
- Growing societal value.

These focus areas support Aramco's strategy and are informed by both Saudi Arabia's Vision 2030 and the relevant United Nations Sustainable Development Goals. Additionally, they are informed by guidance from Ipieca Sustainability Reporting Guidance, Greenhouse Gas Protocol, and OSHA Standards.

A high-level overview of the 2024 sustainability performance under each of these focus areas is provided in this section. Aramco will elaborate on its overall sustainability performance and plans in its upcoming 2024 Sustainability Report.

Four focus areas



Climate change and
the energy transition

→ Read more **page 62**



Safe operations and
people development

→ Read more **page 64**



Minimizing
environmental impact

→ Read more **page 65**



Growing
societal value

→ Read more **page 66**

Four focus areas

Climate change and the energy transition

As one of the world's largest integrated energy and chemicals companies, Aramco supports energy security and affordability, and promotes more sustainable practices in the context of the energy transition. Aramco's strategy is based on producing hydrocarbons with one of the lowest upstream production costs and carbon intensities among major producers, and supporting an orderly global energy transition through investing in technologies and developing more sustainable solutions.

The challenge is to develop and deploy technology solutions at speed and scale to provide the benefits of oil and gas for future generations, while reducing GHG emissions from oil and gas operations. It is a complex, multidimensional, and capital-intensive challenge that will span generations. Alternatives to traditional hydrocarbon-based energy sources are progressing, but on their own are not yet ready to meet the world's energy demand. Aramco believes oil demand will grow for many years to come and the world will most likely continue to need oil and gas for the foreseeable future.

Hydrocarbons could also be essential to the development of potential new materials that are expected to play a significant role in the energy transition. Advanced, durable materials are critical for manufacturing wind turbines, solar panels, transportation, storage devices, and infrastructure. The production of hydrocarbons accompanied by carbon capture technology, in which Aramco is investing, could complement emerging alternatives and serve as a component of the future energy mix.

Aramco recognizes the need to reduce GHG emissions from its oil and gas operations and has an ambition to achieve net-zero Scope 1 and Scope 2 greenhouse gas emissions by 2050 across wholly-owned operated assets. The Company also has a target to reduce its upstream carbon intensity by 15% by 2035 against its 2018 baseline of 9.1 kg CO₂e/boe. In support of this ambition, Aramco is focusing on five key levers:

- Energy efficiency across upstream and downstream assets;
- Further reductions in methane emissions and flaring;
- Increased renewable energy production capacity;
- Carbon capture and storage; and,
- Natural climate solutions and offsets.

Aramco's activities within each lever will be outlined in its forthcoming 2024 Sustainability Report.

New Energies Organization

To ensure progress in its efforts to contribute to the energy transition, Aramco established the New Energies organization following the endorsement of the Company's long-term strategy to achieve its ambitions for lower carbon solutions to meet its GHG emissions mitigation ambition. New Energies has so far consolidated three new energies verticals, covering Renewables, Hydrogen, and CCS. Moreover, it aims to nurture robust and more sustainable new energies businesses locally and globally, capitalizing on emerging opportunities to develop capabilities and revenues in strategic growth markets.

Highlights and developments

- In efforts to grow more sustainable energy solutions while diversifying its portfolio, Aramco and Ma'aden have signed non-binding Heads of Terms to establish a joint venture for minerals exploration and mining in Saudi Arabia, focusing on energy transition minerals. With potential lithium production by 2027, the proposed JV aims to leverage Aramco's expertise, infrastructure, and geological data to advance extraction technologies, maximize mineral potential, and strengthen the Kingdom's position in the global energy transition;
- Aramco signed a shareholders' agreement with Linde and SLB for the development of the Jubail CCS hub. Under the terms of the shareholders' agreement, Aramco will own a 60% equity interest in the CCS hub, with Linde and SLB each owning a 20% stake. Construction of the first phase is expected to be completed by the end of 2027 followed by the commissioning of operations in 2028, with an aim to capture and store up to 9.0 mmtpa of CO₂ emissions, of which 6.0 mmtpa is expected from Aramco facilities and 3.0 mmtpa from other industrial sources;
- Aramco continued to partner with leading car manufacturers on lower-emission vehicle technologies by supporting the development of affordable, efficient, and lower-carbon emission internal combustion engines globally through completing the acquisition of a 10% equity interest in HORSE Powertrain alongside Renault S.A.S., Zhejiang Geely Holding Group Co. Ltd., and Geely Automobile Holdings Limited;
- To contribute toward the advancement of the materials transition, Aramco announced a five-year strategic collaboration with China National Building Material Group Co., Ltd. to explore new opportunities in advanced materials and industrial development, including the possible establishment of in-Kingdom manufacturing facilities for wind turbine blades, hydrogen storage tanks, lower-carbon building materials, and energy storage solutions;
- Aramco completed the acquisition of 50% equity interest in BHIG, a wholly-owned subsidiary of APQ. Through BHIG, Aramco and APQ plan to develop a lower-carbon hydrogen network in the Kingdom's Eastern Province, serving domestic customers;
- Aramco delivered its first independently-verified carbon offset crude cargo through a pilot shipment of two million barrels of Arabian Light crude oil, with a carbon intensity of 2.42 kgCO₂e/boe for the production and loading stages and a total carbon intensity of 6.39 kgCO₂e/boe. This was achieved through emissions reduction initiatives across relevant facilities and the use of offsets for residual emissions sourced from the Saudi-based Regional Voluntary Carbon Market; and
- Aramco made progress to deliver up to 12 GW_{dc} capacity of Solar PV and wind projects in the Kingdom by 2030 through multiple projects that are jointly owned with PIF, and ACWA Power Company. The progress includes the following:
 - The commencement of commercial operations at the 1.5 GW_{ac} capacity Sudair Solar PV Plant in Sudair Industrial City;
 - Commercial operations also commenced at the Al Shuaibah 1 and Al Shuaibah 2 Solar PV projects, which have a planned combined capacity of up to 2.66 GW_{ac}; and
 - The announcement of financial closure for three Solar PV projects with an expected combined capacity of up to 5.5 GW_{ac}. Commercial operations at the projects are expected to commence in Q1 2027.

GHG emissions

In line with industry practice, Aramco adopted a market-based methodology to calculate and report on GHG emissions along with the location-based methodology. Therefore, figures reported for upstream carbon intensity and Scope 2 emissions from 2022 to 2024 are now market-based.

In 2024, Scope 1 emissions increased by 3.1% compared to 2023 mainly due to the integration of new major projects. Scope 2 emissions decreased by 4.6% compared to the previous year primarily due to imported steam adjustments.

An important metric for Aramco is the carbon intensity of upstream operations, which is among the lowest of major crude oil and gas producers per barrel of oil equivalent and has been achieved through effective reservoir management, a low depletion rate operational model, and a focus on energy efficiency. In 2024, upstream carbon intensity remained in line with 2023 through energy efficiency and other initiatives, against higher gas production.

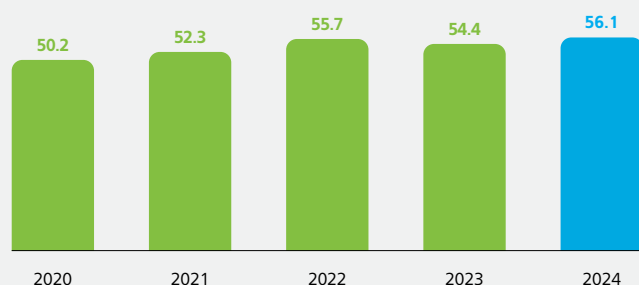
Aramco also strives to reduce flaring across its business through investment in flare gas recovery systems and programs to improve asset integrity, energy efficiency, as well as leak detection and repairs. Flaring intensity in 2024 was 6.07 standard cubic feet per barrel of oil equivalent (scf/boe), up from 5.64 scf/boe in 2023, primarily due to operational expansion during the year.

Natural climate solutions

Natural climate solutions continue to play a complementary role where emissions abatement is challenging. Aramco planted approximately 12.5 million mangrove trees in-Kingdom in 2024, bringing its cumulative total to over 43 million. The third-party assessed total carbon stock of the planted and existing mangroves is equal to approximately 466,697 metric tons of CO₂e.

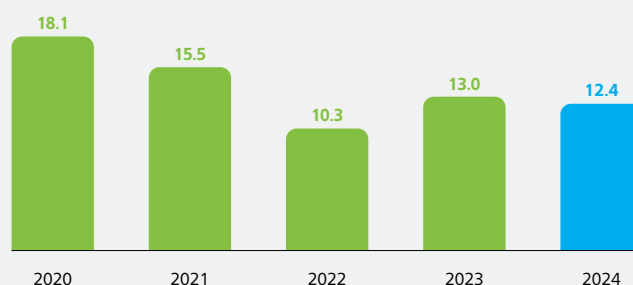
Scope 1 emissions^{1,2,3}

(million metric tons of CO₂e)



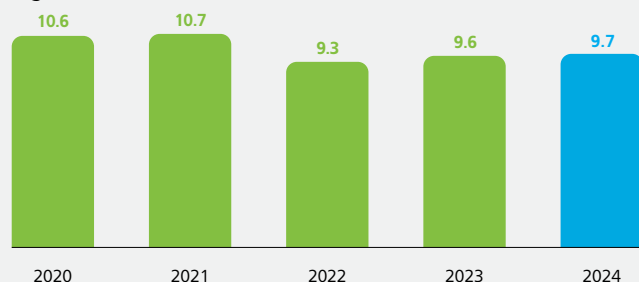
Scope 2 emissions^{1,2,3,4}

(million metric tons of CO₂e)



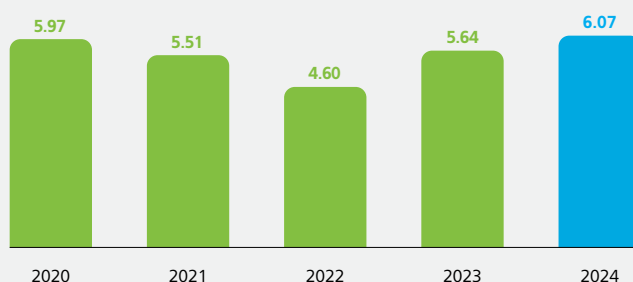
Upstream carbon intensity^{3,4}

(kg of CO₂e/boe)



Flaring intensity^{2,3}

(scf/boe)



1. The Company's GHG emissions reporting is based on the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) GHG protocol guidelines. The Company reports emissions using the operational control basis for measurement.

2. The Company's GHG emissions inventory includes emissions from the Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets, SASREF, Motiva, and ARLANXEO. GHG emissions and flaring inventories from 2020 to 2022 exclude the Jazan Refinery, and in 2023 and 2024, only the stabilized units of Jazan Refinery were included. GHG emissions and flaring inventories for the year 2020 exclude the Fadhili Plant.

3. 2024 figures for Scope 1 emissions, Scope 2 emissions, upstream carbon intensity, and flaring intensity have undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2025. 2023 and 2022 figures have also undergone external limited assurance and can be viewed online at www.aramco.com/en/sustainability/sustainability-report.

4. The Company's Scope 2 emissions and upstream carbon intensity figures from 2022 to 2024 reflect the market-based calculation methodology that has been adopted, as per the GHG Protocol Scope 2 Guidance. The Scope 2 emissions and upstream carbon intensity figures of 2020 and 2021 reflect the location-based calculation methodology.

Four focus areas continued

Safe operations and people development

Safety performance

Safety is a corporate value that drives Aramco's ambition to provide a safe workplace and protect people, assets, and the environment. This commitment leads the Company to proactively identify and mitigate hazards to ensure the safety of operations and avoid business interruptions. These efforts are supported by the deployment of innovative safety solutions, as part of the Company-wide digital transformation initiatives.

Aramco management's commitment to safety is a cornerstone of the successful implementation of its global safety policy. The overall accountability for safety within Aramco lies with the Chief Executive Officer and the GHSE Committee, which provides governance and oversight for all HSSE-related matters.

Aramco's Safety Management System provides a proactive framework that integrates occupational and process safety, and assists business units and affiliates in meeting corporate safety expectations during normal operations as well as during emergencies.

Aramco regrettably had two employee fatalities and six contractor fatalities in 2024. Any loss of life is never acceptable and to this end, the Company continuously strives to reduce the occurrence of incidents. Evaluations and learnings from these incidents have been shared with relevant organizations, and we have implemented remedial actions to prevent reoccurrence.

	2024 ¹	2023 ¹	2022 ¹	2021 ¹	2020 ²
Tier 1 process safety events	9	15	11	11	9
Total recordable case rate ^{3,4}	0.046	0.042	0.050	0.054	0.044
Lost time injuries/illness rate ^{3,4,5}	0.021	0.018	0.014	0.017	0.011
Number of fatalities ^{3,5}	8	3	5	1	1

1. Include Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets, SASREF, Motiva, and ARLANXEO.

2. Include Saudi Arabian Oil Company (the Company).

3. Total workforce (employees and contractors).

4. Per 200,000 work hours.

5. 2024 figures are undergoing ISAE3000 (revised) limited assurance and may be subject to change. Assurance results will be published on the Aramco website in Q2 2025. 2023 and 2022 figures have undergone ISAE3000 limited assurance and assurance results can be viewed at www.aramco.com/en/sustainability/sustainability-report.

People development

Aramco empowers its people to reach their full potential by providing a safe, respectful, and professionally challenging working environment. The Company respects and protects the rights of its workers, and supports its contractors and suppliers to do the same. A key objective of its people strategy is to support the development of women and people with disabilities to create a workplace where all employees can truly thrive.

Aramco has a decades-long history of educating and training Saudi nationals, both employees and non-employees, and providing development opportunities for all of its people. The Company offers corporate-supported education programs, with offerings covering all segments of the workforce, and includes pre-employment, secondary, tertiary, post-graduate, technical/vocational training, upskilling, and leadership programs. In 2024, Aramco introduced five new executive programs to enhance leadership development.

Aramco ranked among the top 100 in the 2024 edition of the World's Best Employers by Statista, published in Forbes, and achieved the highest ranking among its industry peers and among employers in Saudi Arabia. The Company also achieved Top Employer Institute 2025 certification by the Top Employers Institute. These achievements highlight Aramco's commitment to fostering a positive workplace environment for its employees and reaffirms its leadership in the energy sector.

Equity and inclusion

Aramco fosters a culture of equity and inclusion at all levels of its organization. The Company embraces its employees' differences and promotes an inclusive workplace culture where every employee feels valued, respected, and heard. Aramco strives to ensure that employees are provided equitable access to resources and opportunities. The Company aims to become a global role model for inclusive work environments and promoting initiatives that empower people.

Aramco has extended efforts to increase the representation of women and people with disabilities at every level, including interns and sponsored students, by enhancing hiring efforts and supporting their progression from entry-level to leadership roles. These efforts are driven by a clear vision and include not only developmental opportunities, but also policy enhancements and awareness training and programs for all employees. In 2024, the proportion of female employees increased from 7.2% in 2023 to 7.9%, while the proportion of female leaders increased from 4.8% to 5.8%.

	2024	2023	2022	2021	2020
Company employees ⁶	75,118	73,311	70,496	68,493	66,800
Female employees ⁶ (%)	7.9	7.2	6.4	5.6	5.1
Female employees in leadership positions ⁶ (%)	5.8	4.8	3.8	3.1	2.7

6. Applies to the Saudi Arabian Oil Company (the Company).

Minimizing environmental impact

Water management

With many of its operations in a hyper-arid environment, Aramco has long recognized the value of each molecule of water. Aramco's extensive water conservation efforts entail supplementing water supply with alternative sources, implementing water-efficient practices, maximizing wastewater reuse, and minimizing water losses at operating facilities and communities.

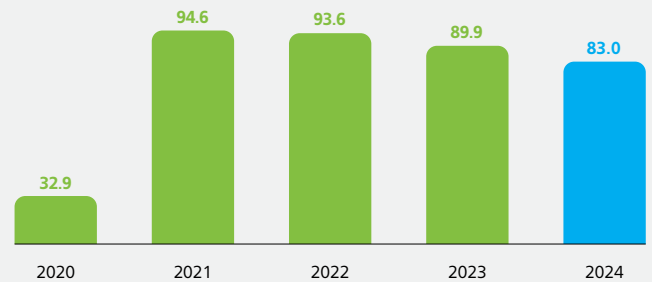
Aramco produces wastewater and recognizes the need to responsibly manage and treat wastewater prior to returning it to the environment. Its approach to wastewater and discharges to water are informed by relevant national and international frameworks or standards, including Saudi Arabian Environmental Standards, Executive Regulations for the Protection of Aquatic Environments from Pollution, and Ipieca's oil and gas industry guidance on voluntary sustainability reporting – discharges to water. In 2024, freshwater consumption was 83.0 million cubic meters, down 7.7% compared to 2023, due to the water conservation efforts in Aramco's operations and by enhancing freshwater return back to the environment from the ARLANXEO operations globally.

Spills to the environment

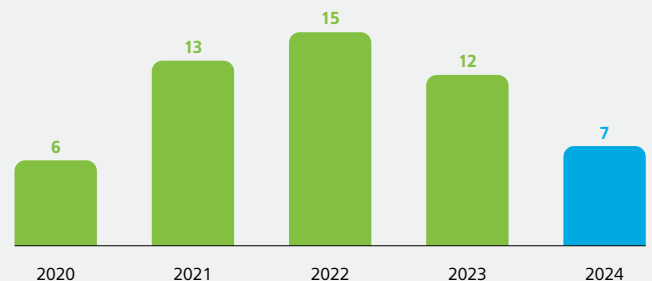
Aramco operates across a vast geographic area with many remote sites. This introduces challenges to early detection of potential spills, particularly across the Kingdom's enormous deserts. To meet its target of zero spills, Aramco employs rigorous inspection programs to assess the integrity of assets, putting fail-safe measures in place, training employees, and utilizing advanced technologies to predict possible failures for rapid decision making and action.

In 2024, seven hydrocarbon spills occurred compared to 12 in 2023, representing a decrease of 41.7%. Additionally, the volume of hydrocarbon spills has decreased by 99.6%. The reduction of spills highlights Aramco's continues efforts in implementing best practices and its proactive management of operations and assets. All spills were rapidly halted by the response team, with inland spills fully recovered and offshore spills effectively mitigated to eliminate environmental impacts.

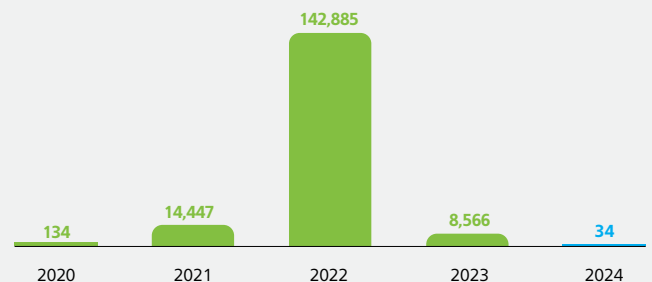
Freshwater consumption^{1,2} (million cubic meters)



Number of hydrocarbon spills^{3,4,5}



Volume of hydrocarbon spills^{3,5} (barrels)



1. Freshwater consumption data for 2020 applies to the Saudi Arabian Oil Company (the Company). Freshwater consumption data from 2021 to 2024 reflects the expanded boundary, which includes the Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets, SASREF, Motiva, and ARLANXEO.

2. The 2024 figure for freshwater consumption has undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2025.

2023 and 2022 figures have also undergone external limited assurance and can be viewed online at www.aramco.com/en/sustainability/sustainability-report.

3. Applies to the Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets, SASREF, Motiva, and ARLANXEO.

4. Oil spill incidents with volume greater than one barrel.

5. The 2024 figures for the number of hydrocarbon spills and the volume of hydrocarbon spills have undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2025. Volume of hydrocarbon spills figures for the year 2023 and 2022 have also undergone external limited assurance and can be viewed online at www.aramco.com/en/sustainability/sustainability-report.

Four focus areas continued

Growing societal value

From the signing of the crude oil Concession agreement in 1933, Aramco has sought to create more sustainable opportunities for the welfare of the Kingdom and the global communities where it operates. Citizenship, and contributing to growing societal value, is a firmly established principle toward which Aramco dedicates resources and capabilities. Informed by relevant Saudi Vision 2030 and UN SDGs, Aramco seeks to support local content and develop innovative opportunities for the future.

iktva and national champions

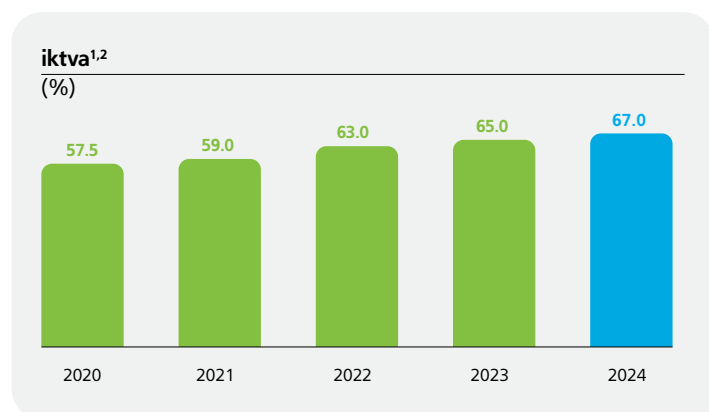
Aramco believes its commitment and investment in training, skills development, and nurturing of in-Kingdom partnerships has contributed to the development of the labor force in Saudi Arabia, while adding robustness to the Company's supply chain through localization.

During 2024, Aramco continued to play a role in the localization of the supply chain and developing a Saudi-based energy ecosystem. The Company's iktva program is an ongoing success, and through it the local component of the Company's overall expenditure across its supply chain now stands at 67.0%, with a target to grow to 70.0% by the end of 2025. This program retained billions of dollars in economic activity within Saudi Arabia, thereby serving the Company's interest while supporting the local economy. In 2024, Aramco entered into 145 Corporate Purchase Agreements with an estimated value of ﷲ 65.7 billion (\$17.5 billion) to strengthen the local supply chain ecosystem for strategic commodities and enhance the manufacturing landscape within the Kingdom. In addition, Aramco signed 145 agreements and Memoranda of Understanding valued at around ﷲ 33.75 billion (\$9.0 billion) at the 2025 iktva Forum and Exhibition. The Company has also launched the Supplier ESG Program, aimed at embedding ESG principles across its supply chain.

Community and society

The Company continued its citizenship efforts through the Global Citizenship Signature Programs, which serve as platforms to address key societal issues in a way that allows the Company to make a global impact. One of the focuses of GSPs is to support Science, Technology, Engineering, and Mathematics education. In 2024, Aramco extended the reach of its STEM education initiatives to Europe, the Americas, and Asia through programs that aimed to, among others, develop the capability of STEM educators and enhance access to resources needed to support effective STEM education, including infrastructure and teaching materials, involving teachers especially from predominately low-income and underserved school districts and schools in less developed areas.

Aramco's citizenship initiatives in 2024 demonstrated a deep commitment to community engagement and societal development. Key highlights include employee donation campaigns, such as the BlueBox Campaign and Ramadan Donation Campaign that provided food, along with social, educational, and medical support to underprivileged families. The Company also led impactful micro-industry projects like the Saudi Coffee Development Center, fostering local economic growth. Aramco's outreach efforts celebrated cultural milestones like the Saudi National Day with orphans and people with disabilities, while educational partnerships like the STEM Challenge and World Robotics Olympiad empowered future innovators. Aramco's Energy Access Program distributed over 20,000 cooking stoves, benefiting more than 153,000 people in India. Volunteering activities, such as blood donation campaigns, home renovation projects, and collaborations with people with disabilities care centers showcased Aramco's dedication to inclusion and community welfare.



1. Percentage of total procurement expenditures locally sourced.

2. Applies to the Saudi Arabian Oil Company (the Company).

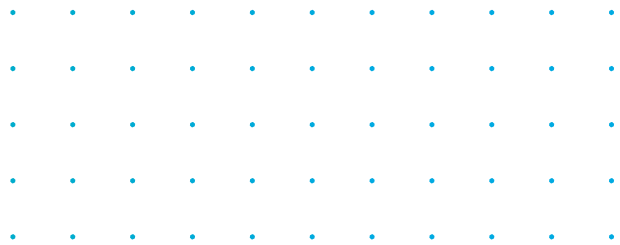
Ithra, Aramco's flagship citizenship initiative, has grown to be a leading stakeholder in the Kingdom's arts and culture sector by driving engaging and relevant programs for cultural sector development, innovation, education, and entrepreneurship. Since opening, Ithra has welcomed around five million visitors who have engaged in thousands of offerings. School visits and special visits, organized as part of Ithra's community engagement efforts, continue to enrich children's cultural knowledge, benefiting more than 120,000 children over the years. In 2024, there was a compelling series of programs, exhibitions, performances, workshops, events, and other various initiatives. These world-class experiences bring together culture, innovation, and knowledge, and are carefully designed to engage diverse communities.

Aramco also fosters a culture of volunteerism among both employees and community members. In 2024, it introduced a unified global volunteer program called "Energy for You" uniting employees across local and international offices under a shared mission and brand. Aramco has also significantly expanded its employee volunteer program while facilitating a well-established volunteer program for the public at Ithra. Further reinforcing its efforts on impactful and innovative community service, Aramco, together with its partners, also offers training and certification for volunteer practitioners and leaders in public education with the aim of enhancing the curation of volunteer activities. Additionally, the Company provides volunteering impact awareness sessions and curated courses for public education students.

King Abdulaziz Center for
World Culture (Ithra),
Dhahran, Saudi Arabia

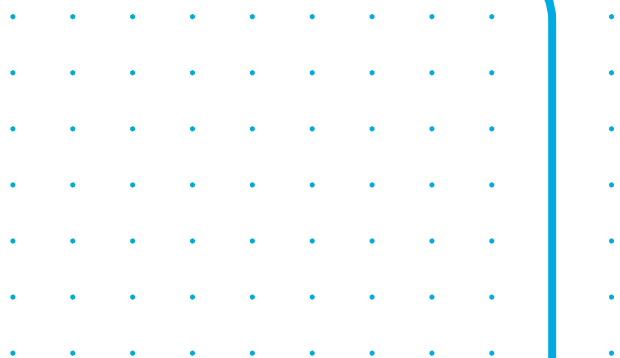
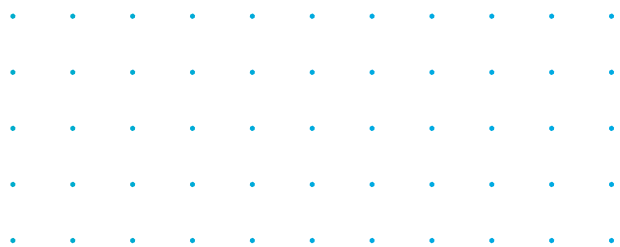






4 Risk

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Mitigating risks

Fire station, Dhahran, Saudi Arabia

Safety is an Aramco core value, and the Board of Directors' Sustainability, Risk and HSE Committee provides leadership and governance toward the Company's risk management framework.

Aramco's Safety Management System provides a proactive framework that integrates occupational and process safety, assists business units and affiliates in meeting corporate safety expectations.

Oil and gas is an industry characterized by hazardous operations, and Aramco's Fire Protection Department plays a central role in maintaining robust emergency preparedness, through inspections, education, and incident response.

Risk management

Managing risk exposure

Risk objectives

Aramco operates in an industry characterized by market volatility, hazardous operations, and uncertain project outcomes. Taking informed risks is an inherent and necessary part of doing business. Aramco manages its strategic, operational, compliance, and financial risks by continuously assessing them and undertaking appropriate responses. Business decisions are made after due consideration of rewards and associated risks.

Risk management framework

The Board of Directors provides risk oversight as a component of its strategic leadership. The Sustainability, Risk and HSE Committee of the Board oversees the risk management framework and monitors specific risks.

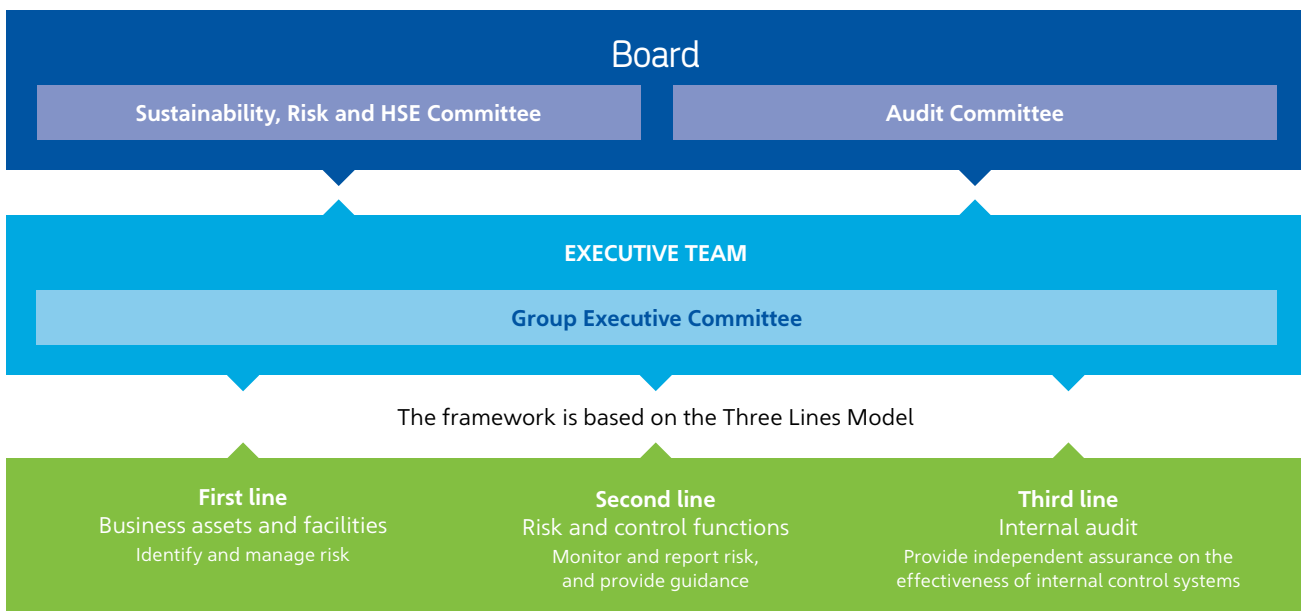
The primary role of the Sustainability, Risk and HSE Committee is to monitor the Company's overall risk management and to assist the Board of Directors with:

- (i) Leadership, direction, and oversight with respect to the Company's risk appetite, risk tolerance, risk framework, and risk strategy;
- (ii) Governance and management of strategic, operational, sustainability, and ESG related risks; and,

- (iii) Fostering a culture within the Company that emphasizes and demonstrates the benefits of risk management.

Aramco's ERM framework consists of a set of policies, procedures, systems, and organizational structure to manage risks holistically, and follows the Three Lines Model. The operating businesses and support organizations form the first line, as risk owners, and have primary responsibility for identifying and managing their risks. The second line comprises dedicated risk management functions, responsible for monitoring and reporting on risks, and providing guidance to risk owners. Risk management functions include Loss Prevention, Environmental Protection, Information Security, Corporate Emergency Management and Continuity, Corporate Compliance, and Financial Risk Management organizations, as well as the Corporate Enterprise Risk Management group. Internal Audit, as the third line, provides management and the Audit Committee with independent assurance on the effectiveness of internal control systems.

Enterprise risk management framework



Aramco's Global ERM Policy requires subsidiaries¹ and operationally controlled entities to manage risks in a structured manner, overseen by their respective Boards of Directors. The same ERM principles and practices are recommended for affiliates that Aramco does not control.

Management-level oversight of the ERM framework is provided by the Group Executive Committee, chaired by the President and CEO. He also chairs the GHSSE Committee, which oversees health, safety, security, environmental, and cybersecurity risk management; the Group Strategy Committee, which reviews matters of strategic risk; and the Conflicts of Interest and Business Ethics Committee. Various other management-level committees oversee specific risk-related topics, such as the Sustainability Steering Committee and the Information Security Risk Management Steering Committee.

Business risk assessment

The process by which individual organizations identify, assess, mitigate, monitor, and report risks to the achievement of business objectives is integrated into Aramco's annual planning cycle through a system based on ISO 31000 principles and guidelines. This includes the escalation, as appropriate, of risk ownership through Aramco's organizational levels, resulting in a hierarchy of risks from individual departmental risks to corporate risks.

Annually, the Group Executive Committee reviews the composition of the top risks, taking into consideration risks reported from the businesses and a top-down assessment of emerging risks. The Group Executive Committee is updated quarterly on individual risks, and every year several risks are presented in detail to the Group Executive Committee and the Board's Sustainability, Risk and HSE Committee.

Decision-making

To reduce planning uncertainty and help manage the variability of outcomes, Aramco has embedded risk assessment into its strategic and investment planning. Strategic scenarios are stress-tested, and individual projects and investments pass through a gated decision process that includes risk assessments and value assurance reviews. This ensures risk-informed decisions related to potential opportunities are taken throughout the Company.

1. For the purpose of the Global ERM policy, Aramco defines subsidiaries as those entities which are classified as such under IFRS Accounting Standards.

Principal risk categories

RISKS RELATED TO ARAMCO'S OPERATIONS AND ACTIVITIES



- Crude oil supply and demand
- Competitive environment
- Climate change
- Economic or political developments in Asia
- Operational risks and hazards
- Delivery of current and future projects
- Insufficient insurance
- Terrorism and armed conflict
- Hydrocarbon reserves
- Epidemics and pandemics
- Acquisition benefits and integration
- Operating in several countries
- Senior Management and key personnel
- Dependency on IT systems

RISKS RELATED TO THE LEGAL AND REGULATORY ENVIRONMENT



- Litigation
- Regulatory changes
- Sanctions and trade restrictions
- Government licenses and permits
- Environmental regulations
- Mechanism of equalization compensation

RISKS RELATED TO THE KINGDOM



- Government directive of MSC
- Domestic gas demand
- Hydrocarbon industry
- Political and social instability
- Pegging SAR to U.S. Dollar
- Government projects

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Risk factors

Understanding risks

The following risks do not necessarily comprise all the risks affecting Aramco. There may be additional risks that Aramco is currently not aware of, or that Aramco currently believes are immaterial, which may in the future become material or affect Aramco's business, financial position and results of operations, or the market price of the shares. As a result of these and other risks, the forward-looking events and circumstances discussed in this Annual Report might not occur in the way Aramco expects, or at all.

All forward-looking statements in this Annual Report should be considered in light of these explanations and shareholders should not put undue reliance on forward-looking statements.

The risks described in this section are not presented in order of priority based on their importance or expected effect on Aramco.



RISKS RELATED TO ARAMCO'S OPERATIONS AND ACTIVITIES

Crude oil supply and demand

Aramco's results of operations and cash flow are significantly impacted by international crude oil supply and demand and the price at which it sells crude oil.

Sales of crude oil are the largest component of Aramco's consolidated revenue and other income related to sales, accounting for 47.0% and 47.9% for the years ended December 31, 2024 and 2023 respectively. Accordingly, Aramco's results of operations and cash flow are significantly impacted by the price at which it sells crude oil.

International crude oil supply and demand and the sales price for crude oil are affected by many factors that are beyond Aramco's control, including:

- Market expectations with respect to future supply, demand and price of petroleum and petroleum products;
- Global economic and political conditions and geopolitical events, including any that impact international trade (including trade routes);
- Decisions regarding production levels by the Kingdom or other producing states (the Kingdom is a member country of OPEC);
- The impact of natural disasters and public health pandemics or epidemics on supply and demand for crude oil, general economic conditions, and the ability to deliver crude oil;
- The development of new crude oil exploration, production, and transportation methods, or technological advancements in existing methods;
- Capital investments of oil and gas companies relating to the exploration, development, and production of crude oil reserves;
- The impact of climate change on the demand for, and price of, hydrocarbons (see risk – Climate change);
- Changes to environmental or other regulations or laws applicable to crude oil and related products or the energy industry (see risk – Environmental regulations);
- Prices and availability of alternative energies, including renewable energy;

- The electrification of transportation, technological developments in the cost or endurance of fuel cells for electric vehicles and changes in transportation-mode preferences; Weather conditions affecting supply and demand;
- Fluctuations in the value of the U.S. Dollar, the currency in which crude oil is priced globally; and,
- Crude oil trading activities.

International crude oil prices have fluctuated significantly in the past and may do so in the future. For example, Brent prices rose significantly in February 2022 in response to the Russia-Ukraine conflict, related international sanctions and other macroeconomic factors. Since then, Brent prices generally fluctuated between \$75 and \$100 per barrel. As of December 31, 2024, the ICE Brent price was \$74.6 per barrel¹.

Fluctuations in the price at which Aramco sells crude oil, have in the past and could in the future, cause its results of operations and cash flow to vary significantly. In addition, decreases in the price at which Aramco is able to sell its crude oil could have a material adverse effect on Aramco's results of operations and cash flow.

1. Market View, Intercontinental Exchange (ICE).

Competitive environment

Aramco operates in a highly competitive environment. Competitive pressure could have a material adverse impact on the price at which it sells crude oil and other products.

The sale of crude oil outside the Kingdom is very competitive. Aramco's primary competitors for the sale of crude oil outside the Kingdom include national and international oil companies, many of which have substantial crude oil reserves and financial resources. The primary factors affecting competition are the price, reliability, quantity, quality, and geographic location of crude oil produced. Increased competitive pressures could have a material adverse impact on prices at which Aramco can sell crude oil and its regional and global market share.

In addition, outside the Kingdom, refining and petrochemical plants in Aramco's Downstream segment are subject to competition in the

geographies into which they sell refined and chemicals products. Competitors include, but are not limited to, refining and petrochemical plants located in, or in close proximity to, relevant markets, and in the case of refining and petrochemical plants that are net importers, from other international producers. Operating efficiencies and production costs are key factors affecting competition for refined and chemicals products. Accordingly, if the operating efficiencies and production costs of Aramco's refineries are not sufficiently competitive in the geographies they serve, Aramco's business, financial position and results of operations could be materially and adversely impacted.

Climate change

Climate change concerns and impacts could reduce global demand for hydrocarbons and hydrocarbon-based products and could cause Aramco to incur costs or invest additional capital. In addition, Aramco may not fully meet its net-zero ambition to achieve Scope 1 and Scope 2 GHG emissions across its wholly-owned operated assets by 2050.

Climate change concerns manifested in public sentiment, government policies, laws and regulations, international agreements and treaties, lawsuits against energy companies, company net-zero and other targets, fossil fuel divestment campaigns, and other actions may reduce global demand for hydrocarbons and hydrocarbon-based products and propel a shift toward lower carbon intensity fossil fuels, such as gas, or alternative energy sources. In particular, increasing pressure on governments, businesses, organizations, and individuals to reduce GHG emissions has led to a variety of actions that aim to reduce the use of fossil fuels, and the implementation of international agreements to limit or reduce GHG emissions. In addition, the landscape of GHG related laws and regulations has been in a state of constant reassessment and it is difficult to predict the ultimate impact that GHG related laws, regulations and international agreements will have on Aramco. Furthermore, jurisdictions in which Aramco operates or its products are sold that are not currently subject to GHG regulation may become regulated and existing GHG regulations, in other jurisdictions, may become more stringent. As climate change concerns grow, investors may choose to allocate

their funds toward other investments, such as renewable energy projects. This shift in investment priorities may also reduce the capital available for hydrocarbon-based projects and exploration. A reduction in demand for hydrocarbons and hydrocarbon-based products or limitations on the ability to raise capital for new projects or investments on favorable terms could have a material adverse effect on Aramco's business, financial position, and results of operations.

In line with the Kingdom's announced aims and the Saudi Green Initiative Forum, Aramco announced its ambition to achieve net-zero Scope 1 and Scope 2 GHG emissions across its wholly-owned operated assets by 2050 to support the Kingdom's 2060 net-zero goal through the circular carbon economy approach including, among other things, reducing carbon emissions and capturing, storing and using carbon dioxide to produce chemicals, fuels, and other products. Aramco may incur substantial costs and capital expenditures to achieve its net-zero ambition. In addition, Aramco may not fully meet its announced net-zero ambition by 2050.

Economic or political developments in Asia

The Company exports a substantial portion of its crude oil and refined and chemicals products to customers in Asia, and adverse economic or political developments in Asia could impact its results of operations.

The Company exports a substantial portion of its crude oil and refined and chemicals products to customers in Asia. In 2024 and 2023, customers in Asia, including Company's affiliated refineries located in Asia, purchased 81% and 82%, respectively, of its crude oil exports. The Company expects to export additional crude oil to Asia as new downstream assets in Asia commence operations. In addition, the refined, chemical, petrochemical, base oil, and finished lubricant products that are produced at the Company's joint ventures and international operations in Asia are generally sold locally and exported to other Asian countries.

If there is a slowdown in economic growth, an economic recession, or other adverse economic or political developments in Asia, Aramco may experience a material reduction in demand for its products by its customers located in the region. Moreover, any such development in other parts of the world (including political and social instability or armed conflict) may result in other producers supplying surplus capacity to Asia, thereby increasing competition for customers in Asia, which could negatively impact the prices at which Aramco sells its products to customers there. A significant decrease in demand for Aramco's products in Asia could have a material adverse effect on its business, financial position, and results of operations.

Risk factors continued

Operational risks and hazards

Aramco is subject to operational risks and hazards that may have a significant impact on its operations or result in significant liabilities and costs.

Aramco is subject to operational risks common in the oil and gas and petrochemical industries, including:

- Crude oil or gas spills, pipeline leaks and ruptures, storage tank leaks and accidents involving explosions, fires, blow-outs, and surface cratering;
- Power shortages or failures;
- Mechanical or equipment failures;
- Transportation interruptions and accidents;
- Tropical monsoons, storms, floods, and other natural disasters (including weather conditions associated with climate change); and,
- Chemical spills, discharges, or releases of toxic or hazardous substances or gases.

These risks could result in damage to, or destruction of, Aramco’s properties and facilities, death or injury to people, and harm to the environment, which could have a significant impact on its operations or result in significant liabilities and remediation costs. In addition, Aramco is not insured against all risks and insurance in connection with certain risks and hazards may not be available (see risk — Insufficient insurance). To the extent a subcontractor is responsible for the damage, Aramco’s recourse to the relevant subcontractor

may be limited by contract or the financial viability of such subcontractor. Such occurrences could also interrupt Aramco’s operations, delay Aramco projects, or damage its reputation, which could have a material adverse effect on its business.

Furthermore, the majority of Aramco’s assets are located in the Kingdom and it relies heavily on a cross country pipeline system and terminal facilities to transport crude oil and products through the Kingdom. Aramco also depends on critical assets to process its crude oil, such as the Abqaiq facility, which is its largest oil processing facility and processes a significant amount of Aramco’s daily produced crude oil. The East-West pipeline, the Shaybah NGL facility, the Abqaiq facility, and the Khurais processing facility were subject to attacks in 2019. If Aramco’s critical transport systems or processing facilities were subject to a significant disruption, it could have a material adverse effect on Aramco’s business, financial position, and results of operations (see risk — Terrorism and armed conflict).

Delivery of current and future projects

Aramco's ability to achieve its strategic growth objectives depends on the successful delivery of current and future projects and achieving these objectives may not have the anticipated impact.

Aramco's ability to achieve its strategic growth objectives depends, in part, on the successful, timely and cost-effective delivery of capital projects, which are carried out by Aramco or by it along with joint ventures or partners and affiliates. Aramco faces challenges in developing such projects, including:

- Fluctuations in the prices for hydrocarbons, which may impact its ability to finance its projects from its cash flow from operating activities or make projects less economically feasible or rendered uneconomic;
- Making economic estimates or assumptions based on data or conditions, including demand and price assumptions, which may change;
- Constraints on the availability and cost of skilled labor, contractors, materials, equipment, and facilities;
- Its ability to obtain funding necessary for the implementation of the relevant project on terms acceptable to it, or at all;
- Uncertainty regarding the implementation and duration of regulations and incentives that support investments to mitigate GHG emissions;
- Difficulties in obtaining necessary permits, complying with applicable regulations and changes to applicable law or regulations;
- Difficulties coordinating multiple contractors and sub-contractors involved in complex projects;
- Its ability to find major global industry partners and new opportunities for downstream investments globally;
- Market factors outside of its control affecting its ability to fund such projects, including constraints that prevent or limit financing providers' ability to invest in hydrocarbons-related projects; and,
- Undertaking projects or ventures in new lines of business in which Aramco has limited or no prior operating experience.

These challenges have led and could lead to delays in the completion of projects and increased project costs. If projects are delayed, cost more than expected, or do not generate the expected return, Aramco's operations and expected levels

of production could be impacted. These occurrences could result in Aramco recognizing impairments on its projects, assuming liabilities of joint ventures or partners and affiliates, or other consequences, any of which could have a material adverse effect on Aramco's business, financial position, and results of operations.

Aramco is pursuing lower carbon intensity products and operations to help address climate-related risks and opportunities. Other oil and gas companies benefit from governmental incentives such as financial incentives provided by the U.S. Inflation Reduction Act enacted in August 2022 for clean energy, including hydrogen, energy storage, clean energy vehicles, and CCS, which could impact Aramco's competitive position. In addition, Aramco's ability to develop lower-carbon products and solutions will also depend on the market acceptance of and regulatory support for these products.

In addition, the financial impact resulting from some of Aramco's strategic growth projects is uncertain. There is a risk that even if Aramco is able to achieve its strategic growth objectives, their impact on its business may not be as profitable or as beneficial as anticipated, which may have a material adverse effect on its business, financial position, and results of operations.

Furthermore, many of Aramco's projects require significant capital expenditures. If cash flow from operating activities and funds from external financial resources are not sufficient to cover Aramco's capital expenditure requirements, Aramco may be required to reallocate available capital among its projects or modify its capital expenditure plans, which may result in delays to, or cancellation of, certain projects or deferral of certain capital expenditures. Any change to Aramco's capital expenditure plans could, in turn, have a material adverse effect on Aramco's growth objectives and its business, financial position, and results of operations.

Risk factors continued

Insufficient insurance Aramco could be subject to losses from risks related to insufficient insurance.	Aramco insures against risk primarily by self-insuring through its captive insurance subsidiary, Stellar, which provides insurance exclusively to Aramco. Aramco also obtains insurance in certain areas from third-party providers in excess of the coverage provided through Stellar. Aramco does not insure against all risks and its insurance may not protect it against liability from all potential events, particularly catastrophic events such as major crude oil spills, environmental disasters, terrorist attacks, or acts of war. In addition, it does not maintain business	interruption insurance for disruptions to its operations and certain operations are insured separately from the rest of its business. Furthermore, there can be no assurance that Aramco can continue to renew its existing levels of coverage on commercially acceptable terms, or at all. As a result, it could incur significant losses from uninsured risks or risks for which its insurance does not cover the entire loss. Any such losses could have a material adverse effect on Aramco's business, financial position, and results of operations.
Terrorism and armed conflict Terrorism and armed conflict may materially and adversely affect Aramco.	Aramco's facilities have been targeted by terrorist and other attacks. In March 2022, a storage facility in Jeddah was subject to attack by unmanned aerial vehicles and missiles and, in March 2021, the Riyadh refinery was subject to an attack by unmanned aerial vehicles. In addition, in September 2019, the Abqaiq facility and the Khurais processing facility were subject to attack by unmanned aerial vehicles and missiles. As a result of the attacks on the Abqaiq facility and the Khurais processing facility, crude oil production and associated gas production were temporarily reduced and Aramco took a number of actions to minimize the impact of lower Arabian Light and Arabian Extra Light production by tapping into Aramco's inventories located outside of the	Kingdom and swapping crude oil grades of deliveries to Arabian Medium and Arabian Heavy. Furthermore, in both May and August 2019, the East-West pipeline and the Shaybah field, respectively, were targeted by unmanned aerial vehicle attacks. These attacks resulted in a brief shutdown of the pipeline and fires and damage to the processing and cogeneration infrastructure at the Shaybah NGL facility. Additional terrorist or other attacks or armed conflict could impact Aramco's operations and have a material adverse effect on Aramco's business, financial position, and results of operations, could cause Aramco to expend significant funds and could impact the market price of the shares.
Hydrocarbon reserves Estimates of proved hydrocarbon reserves depend on significant interpretations, assumptions, and judgments. Any significant deviation or changes in existing economic and operating conditions could affect the estimated quantity and value of Aramco's proved reserves.	Aramco's reserve estimates conform to the SPE-PRMS definitions and guidelines, which are internationally recognized industry standards promulgated by the Society of Petroleum Engineers, the World Petroleum Council, the American Association of Petroleum Geologists, the Society of Petroleum Evaluation Engineers, the Society of Exploration Geophysicists, the Society of Petrophysicists and Well Log Analysts, and the European Association of Geoscientists and Engineers. Reserve estimation is an inherently complex process that principally relies on a combination of knowledge, experience, and judgment. Aramco's estimates of the quantity of Aramco's proved hydrocarbon reserves depend on significant interpretations, assumptions, and judgments relating to available geological, geophysical, engineering, contractual, economic, and other information, and take into account existing economic and operating conditions and commercial viability as at the date the reserve estimates are made. There can be no assurance that the interpretations, assumptions, and judgments	utilized by Aramco to estimate proved reserves will prove to be appropriate or accurate. Any significant deviation from these interpretations, assumptions, or judgments could materially affect the estimated quantity or value of Aramco's proved reserves. In addition, these estimates could change due to new information from production or drilling activities, future adjustments to MSC, changes in economic factors, including changes in the price of hydrocarbons, changes to laws, regulations, or the terms of the Concession or other events. Further, declining hydrocarbon prices may cause certain proved reserves to no longer be considered commercially viable, which could result in downward adjustments to Aramco's estimates of its proved reserves, impairment of its assets, or changes to its capital expenditures and production plans. Moreover, proved reserve estimates are subject to change due to errors in the application of published rules and changes in guidance. Any material reduction in the quantity or value of Aramco's proved reserves could adversely affect Aramco's business and reputation.

Epidemics and pandemics

Future epidemics or pandemics and their impact on business and economic conditions may have negative effects on Aramco's business.

Future epidemics or pandemics may have a widespread impact on business and economic conditions and, in particular, on Aramco's business, including on the demand for crude oil, natural gas, refined and chemicals products. For example, in 2020, public health authorities and governments at local, national, and international levels implemented various measures in response to the COVID-19 pandemic, including restrictions on travel, voluntary and mandatory quarantines, reductions of nonessential personnel reporting into workplaces, and restrictions on business activities. These measures led to lower demand

for crude oil, natural gas, refined and chemicals products, which had a direct impact on Aramco's business. In addition, an epidemic or pandemic may result in volatility in global capital markets and investor sentiment, which may affect the availability, amount, and type of financing available to Aramco.

Furthermore, if a significant percentage of Aramco's workforce is unable to work, or if Aramco is required to close facilities because of illness or government restrictions, Aramco's operations and business may be negatively affected.

Acquisition benefits and integration

Aramco may not realize some or all of the expected benefits of recent or future acquisitions.

Aramco has engaged in, and may continue to engage in, acquisitions of businesses, technologies, services, products, and other assets from time to time. Any such acquisition entails various risks, including that Aramco may not be able to accurately assess the value, strengths, and weaknesses of the acquisition or investment targets, effectively integrate the purchased businesses or assets, achieve the expected synergies or recover the purchase costs of the acquired businesses or assets. Aramco may also incur unanticipated costs or assume unexpected liabilities and losses in connection with any business or asset it acquires, including in relation to the retention of key employees, legal contingencies (such as, contractual, financial, regulatory, environmental, or other obligations and liabilities) and risks related to the acquired business, and the maintenance and integration of procedures, controls, and quality standards.

These difficulties could impact Aramco's ongoing business, distract its management and employees, and increase its expenses, which could, in turn, have a material adverse effect on its business, financial position, and results of operations.

On June 16, 2020, Aramco acquired the PIF's 70% equity interest in SABIC for total consideration of ₪ 259.1 billion (\$69.1 billion). For the integration of the acquisition to be successful for Aramco, it will need to continue to manage its ownership stake in SABIC in a manner which supports the optimization of SABIC's performance. The realization of such benefits may be affected by a number of factors, many of which are beyond Aramco's control. Failure to realize some or all of the anticipated benefits of the acquisition may impact Aramco's financial performance and prospects, including the growth of its Downstream business.

Operating in several countries

Aramco is exposed to risks related to operating in several countries.

A substantial portion of Aramco's downstream operations are conducted outside the Kingdom. Risks inherent in operating in several countries include, without limitation:

- Complying with, and managing changes to and developments in, a variety of laws and regulations, including, without limitation, with respect to price regulations, data privacy, cybersecurity, the environment, forced divestment of assets, expropriation of property, and cancellation or forced renegotiation of contract rights;
- Complying with tax regimes in multiple jurisdictions and the imposition of new or increased withholding or other taxes or royalties;
- The imposition of new, or changes to existing, transfer pricing regulations or the imposition of new restrictions on foreign trade, investment, or travel;

- Political and economic instabilities resulting in a material reduction in demand for its products by its customers located in that region;
- Adverse changes in economic and trade sanctions, import or export controls, and national security measures resulting in business disruptions, including delays or denials of import or export licenses, or blocked or rejected financial transactions;
- Conducting business with subsidiaries, joint operations, and joint ventures and their potential challenges implementing policies and procedures consistent with the Company's policies and procedures; and,
- Fluctuations in foreign currency exchange rates.

Operating in several countries also requires significant management attention and resources. The occurrence of any of these risks may be burdensome and could have a material adverse effect on Aramco's business, financial position, and results of operations.

Risk factors continued

Senior Management and key personnel Aramco is dependent on Senior Management and key personnel.	Aramco operates in a competitive environment, and its success depends upon its ability to identify, hire, develop, motivate, and retain highly-qualified Senior Management and other key personnel. Aramco’s Senior Management and other key personnel may voluntarily terminate their employment with Aramco or leave their positions due to reasons beyond Aramco’s control. If Aramco experiences a large number of	departures of its oil and gas experts in a relatively short period of time, attracting and retaining a sufficient number of replacement personnel may be challenging. If Aramco is unable to hire and retain Senior Management and other key personnel with requisite skills and expertise, it could have a material adverse effect on Aramco’s business, financial position, and results of operations.
Dependency on IT systems Aramco’s operations are dependent on the reliability and security of its IT systems.	Aramco relies on the security of critical information and operational technology systems for, among other things, the exploration, development, production, storage, and distribution of hydrocarbons; the processing, use, and security of financial records, proprietary information, intellectual property, personal information, and operating data; and communications with management, personnel, and business partners. Cyber incidents may negatively impact these or other functions and, particularly in relation to industrial control systems, may result in physical damage, injury or loss of life and environmental harm. Aramco’s systems are a high-profile target for sophisticated cyberattacks by nation states, and criminal hackers, and it routinely fends off malicious attempts to gain unauthorized systems access. While Aramco seeks to maintain a secure network	infrastructure to protect against critical data loss and to ensure operational integrity and continuity, there is a risk that determined attackers with access to the necessary resources could successfully penetrate its systems. To date, none of these attempts have been material to Aramco’s financial performance or reputation. Nonetheless, the nature and breadth of any potential future cyberattack remain unknown and technology that has allowed an increase in remote working arrangements may increase the risk of cybersecurity incidents, data breaches, or cyberattacks. Such incidents could result in significant costs, including investigation and remediation expenses, regulatory scrutiny, legal liability, and the loss of personal or sensitive business or third-party information, and could have a material adverse effect on Aramco’s operations and reputation.



RISKS RELATED TO THE LEGAL AND REGULATORY ENVIRONMENT

Litigation

Aramco is and has been subject to significant litigation and other actions.

Aramco is and has been subject to significant litigation, primarily in the United States and the Kingdom. Some of the most significant U.S. litigation has involved allegations of violations of antitrust laws arising, in part, from the Kingdom's membership and participation in OPEC. Such antitrust litigation sought extensive relief, including treble damages, divestiture of assets in the United States, and disgorgement of profits. If granted, this relief could have had a material adverse impact on Aramco. To date, the OPEC-related antitrust lawsuits have been dismissed on the basis of various sovereign defenses under U.S. law. However, there is no assurance that Aramco will prevail on the basis of these defenses in the future in connection with OPEC-related or other lawsuits, and Aramco and its affiliates could be subject to similar claims elsewhere. In addition, there is a risk that laws could be enacted in the future that would expressly remove or weaken certain sovereign defenses.

Also, increasing attention on climate change risks may result in increased litigation against Aramco and its affiliates. Claims relating to climate change matters have been filed against companies in the oil and gas industry by private parties, shareholders of such companies, public interest organizations, state attorneys general, cities and other localities, especially in the United States and Europe. These lawsuits seek a variety of remedies, including financial compensation for alleged past and future damages resulting from climate change and court orders requiring energy companies to reduce GHG emissions. Furthermore, oil and gas companies have been subject to a growing number of lawsuits alleging damages from the companies' contributions to climate change, failure to protect the environment from the effects of their operations, concealing information about the consequences of the use of their products on climate change and similar matters. Motiva has been named in several of these lawsuits, and Aramco and its affiliates may be named in similar lawsuits in the future.

In addition, oil and gas companies are also increasingly subject to lawsuits based on allegations that certain public statements regarding ESG matters or net-zero or carbon neutrality targets are false and misleading "greenwashing" campaigns or that climate-related disclosures made by companies are inadequate. Aramco could be subject to, and Motiva has been named in and is defending, this type of lawsuit.

Litigation could result in substantial costs (including civil or criminal penalties, or both, damages or the imposition of import trade measures) and require Aramco to devote substantial resources and divert management attention, any of which may have a material adverse effect on its business, financial position and results of operations.

Moreover, exports of crude oil and refined and chemicals products by Aramco or its affiliates to foreign countries may be affected by litigation, regulatory actions, investigations, disputes, or agreements that lead to the imposition of import trade measures, including anti-dumping and countervailing duties, safeguard measures, import licensing and customs requirements, and new or increased tariffs, quotas, or embargoes. The possibility and effect of any such measures will depend on the laws governing the foreign country to which the applicable products are being exported and applicable international trade agreements. Foreign countries may take such measures for political or other reasons, including reasons unrelated to Aramco actions or operations. Because the majority of Aramco's products are exported, any such measures may have a material adverse effect on Aramco's business, financial position, and results of operations.

In addition, the Kingdom is a party to international trade agreements, such as World Trade Organization agreements, that include commitments by the Kingdom with respect to the composition of its laws, regulations, and practices that impact international trade. The Kingdom may become a party to other such agreements in the future. Compliance by the Kingdom with any such commitments may directly or indirectly impact Aramco and could cause it to alter its operations in a manner that is costly or otherwise has a material adverse effect on its business, financial position, or results of operations. If the Kingdom is deemed to be non-compliant, Aramco's business operations could be exposed to scrutiny and Aramco or its affiliates' exports could be subject to potential remedial measures, such as duties, which could have a material adverse effect on Aramco's business, financial position, and results of operations.

Risk factors continued

Regulatory changes

Aramco operates in a regulated industry and its business may be affected by regulatory changes.

The oil and gas industry in the Kingdom is a regulated industry. Any change in the Kingdom's laws, regulations, policies, or practices relating to the oil and gas industry could have a material adverse effect on Aramco's business, financial position, and results of operations. In addition, although the Concession provides for an initial period of 40 years, which will be extended by the Government for 20 years provided Aramco satisfies certain conditions commensurate with current operating practices (and may be amended and extended for an additional 40 years thereafter subject to Aramco and the Government agreeing on the terms of the extension), there is no assurance that the Government will not revoke

the Concession in whole or in part or adversely change Aramco's rights in respect of the Concession, which would have a significant adverse effect on Aramco's business, financial position, and results of operations.

Additionally, Aramco's operations and products are subject to a number of laws and regulations in jurisdictions in which it operates or sells products. These laws and regulations result in an often complex, uncertain, and changing legal and regulatory environment for Aramco's global businesses and operations. Changes in laws or regulations, including how they are interpreted and enforced, can and does impact all aspects of Aramco's business.

Sanctions and trade restrictions

Sanctions and trade restrictions, as well as anti-bribery and anti-corruption laws, could adversely affect Aramco.

Aramco currently engages in business activities, and could in the future decide to take part in new business activities, involving locations subject to trade restrictions and where certain parties are subject to sanctions, as well as anti-bribery and anti-corruption laws, imposed by the United States, the European Union, the United Kingdom, and other sanctioning or regulatory bodies. Laws and regulations governing sanctions, trade restrictions, and bribery and corruption are complex and are subject to change. For example, sanctions against Russia, products therefrom, and Russian individuals and entities have increased following the start of the Russia-Ukraine conflict and additional sanctions could be imposed in the future.

Sanctions on parties with which Aramco does business or trade restrictions affecting its markets could have a material adverse effect on Aramco's

business. In addition, there can be no assurance that Aramco's corporate governance, compliance, and ethics policies and procedures (including with respect to sanctions, trade restrictions, anti-bribery, and anti-corruption) will protect it from the improper conduct of its employees or business partners, which conduct could result in substantial civil or criminal penalties, or otherwise have a material adverse effect on Aramco's business. Furthermore, if Aramco were to be sanctioned in the future, as a result of its transactions with other parties or otherwise, such sanctions could result in blocking measures or asset freezes against Aramco, restrictions on investors trading securities issued by Aramco, or other adverse consequences. Such penalties or sanctions could have a material adverse effect on Aramco's business, financial position, and results of operations.

Government licenses and permits

Aramco is required to obtain, maintain, and renew Governmental licenses, permits, and approvals in order to operate its businesses.

The rights granted to Aramco under the Concession constitute its licenses, permits, and approvals necessary to conduct hydrocarbons operations and related activities in the Kingdom. However, Aramco is required to obtain and maintain licenses, permits, and approvals required under the Hydrocarbons Law and the Energy Supply Law (which superseded the GSPR and became effective in March 2023). As a result of the Energy Supply Law superseding the GSPR, Aramco will need to obtain new licenses for activities that were previously governed by the GSPR within the two-year transitional period set forth in the royal decree enacting the Energy Supply Law. In addition, Aramco is currently in discussions with the Ministry of Energy

concerning the gas facilities licenses mandated by the GSPR. Aramco is required to have licenses, permits, and approvals necessary to conduct business in jurisdictions in which it operates or sells products and with respect to certain activities unrelated to hydrocarbons operations.

There can be no assurance that Aramco will receive any necessary licenses, permits, or approvals. Any failure to obtain or maintain required licenses, permits, or approvals, or the revocation or termination thereof, may interrupt Aramco's operations, could result in financial and other penalties and could have a material adverse effect on Aramco's business, financial position, and results of operations.

Environmental regulations

Aramco's operations are subject to environmental protection, health, and safety laws and regulations. Increased concerns regarding the safe use of various materials, including chemicals and plastics, and their potential impact on the environment, have resulted in more restrictive regulations and could lead to the implementation of new regulations.

Aramco's operations are subject to laws and regulations relating to environmental protection, health and safety. These laws and regulations govern, among other things, the generation, storage, handling, use, disposal, and transportation of hazardous materials, the emission and discharge of hazardous materials, groundwater use and contamination, and the health and safety of Aramco's employees and the communities in which it operates. Compliance with these obligations can result in significant expenditures. If Aramco fails to comply with applicable laws and regulations, it could be subject to fines or the partial or total shutdown of related operations. Aramco has, from time to time, shutdown certain facilities in order to ensure compliance with applicable laws and regulations.

The regulations relating to air quality in the Kingdom impose stringent limits on emissions from various types of facilities. The Company has conducted several engagements with the Ministry of Energy relating to certain requirements set out under these regulations. Depending on the outcome of the discussions with the regulator, there is a risk that material corrective costs could be required to bring Aramco's facilities into compliance with these regulations. In addition, a stricter interpretation of existing laws and regulations, any changes in these laws and regulations or the enactment of new laws and regulations may impose new obligations on Aramco or otherwise adversely affect Aramco's business, financial position, and results of operations.

Aramco may also (i) incur significant costs associated with the investigation, clean up and restoration of contaminated land, water or ecosystems, as well as claims for damage to property and (ii) face claims of death or injury to persons resulting from exposure to hazardous materials or adverse impacts on natural resources

and properties of others resulting from its operations (including potentially from the transportation of hazardous substances and products, feedstock, or chemical pollution). Any such costs or liabilities could have a material adverse effect on Aramco's business, financial position, and results of operations. In particular, in the United States, Motiva and other companies in the petroleum refining and marketing industry historically used MTBE as a gasoline additive. Motiva is a party to pending lawsuits concerning alleged environmental impacts associated with historic releases of MTBE in the United States, many of which involve other petroleum marketers and refiners. Plaintiffs in these MTBE lawsuits generally seek to spread liability among large groups of oil companies and seek substantial damages. Additional lawsuits and claims related to the use of MTBE, including personal-injury claims, may be filed in the future. Motiva could be subject to material liabilities relating to MTBE claims.

Moreover, concerns regarding chemicals and plastics, including their safe use and potential impact on the environment, and how plastics contribute to climate change, reflect a growing trend in societal demands for increasing levels of product safety, less plastic use, environmental protection, and recycling. These concerns have led to more restrictive regulations and could lead to new regulations. They could also manifest themselves in shareholder proposals, delays, or failures in obtaining or retaining regulatory approvals, increased costs related to complying with more restrictive regulations, delayed product launches, lack of market acceptance, lower sales volumes or discontinuance of chemicals or plastics products, continued pressure for more stringent regulatory intervention, and increased litigation. These consequences could also have an adverse effect on Aramco's business, financial position, results of operations, and reputation.

Risk factors continued

Mechanism of equalization compensation

The mechanism for equalization compensation Aramco receives from the Government in respect of domestic sales of certain hydrocarbons may be changed.

The Concession requires Aramco to meet domestic demand for hydrocarbons, petroleum products, and LPG through domestic production or imports. In addition, pursuant to the Kingdom's regulatory regime, Aramco is required to sell crude oil and certain refined products to third parties in the Kingdom at the Government's regulated prices. The regulated prices for these products have historically generated less revenue for Aramco than if the same product had been sold for export.

Pursuant to an equalization mechanism, the Government compensates Aramco for the revenue it directly forgoes as a result of selling these products in the Kingdom at regulated prices. Under this mechanism, Aramco receives compensation for the difference between regulated prices and equalization prices in respect of such sales.

Furthermore, in the Kingdom, natural gas prices are regulated by the Government and the price that domestic customers pay is traditionally set by

the Council of Ministers. Effective September 17, 2019, the Government implemented an equalization mechanism to compensate Aramco for the revenue it directly forgoes as a result of selling Regulated Gas Products in the Kingdom at Domestic Gas Prices to ensure Aramco receives a commercial rate of return on each project. Under this mechanism, Aramco receives compensation for the difference between Domestic Gas Prices and Blended Prices in respect of such sales.

No assurance can be given that either equalization mechanism will not be revoked or amended on terms less favorable to Aramco than the existing mechanism. In addition, in the event that the equalization price is less than the regulated price, in the case of liquids, or the Blended Price is less than the Domestic Gas Price, in the case of natural gas, the difference would be due from Aramco to the Government. Any such event could have a material adverse effect on Aramco's earnings, cash flow, financial position, and results of operations.



RISKS RELATED TO THE KINGDOM

Government directive of MSC

The Government determines the Kingdom's maximum level of crude oil production and target MSC.

The Government determines the Kingdom's maximum level of crude oil production in the exercise of its sovereign prerogative. Accordingly, the Government may in its sole discretion increase or decrease the Kingdom's maximum level of crude oil production at any time based on its sovereign energy security goals or for any other reason.

In order to facilitate rapid changes in production volumes, the Government requires Aramco to maintain MSC in accordance with its exclusive authority to set MSC under the Hydrocarbons Law. Aramco incurs substantial costs to maintain MSC and has historically utilized a significant amount of this spare capacity. However, there can be no assurance that it will utilize spare capacity in the future. The Government has decided in the past and may in the future decide to adjust MSC.

On January 30, 2024, the Government (acting through the Ministry of Energy) directed Aramco to maintain MSC at the current level of 12.0 million barrels of crude oil per day. Future increases in MSC could require Aramco to incur significant additional capital expenditures.

The Government's decisions regarding maximum level of crude oil production and MSC, and Aramco's costs of complying with such decisions, may not maximize returns for Aramco. For example, Aramco may be precluded from producing more crude oil in response to either a decrease or increase in prices, which may limit its ability to generate additional revenue or to increase its production of downstream products. Any of these actions could have a material adverse effect on Aramco's business, financial position, and results of operations.

Domestic gas demand

If growth in domestic gas demand is less than expected, Aramco may not receive its expected return on its gas infrastructure investments.

The Concession requires that Aramco meet domestic demand for gas, which is expected to grow substantially by 2030 due to continued economic and industrial development and the Government's plans to substitute liquids burning with gas in the utility sector. In response to the expected increase in demand for gas in the Kingdom, Aramco is undertaking several projects to grow its gas supply. Aramco's gas infrastructure investment costs may include costs related to well drilling, upgrades to existing facilities, and the construction of new facilities to handle additional

volumes, including gas processing facilities, pipelines and distribution networks including MGS, and storage facilities. Aramco is compensated for its sales of natural gas to domestic consumers based on usage. Therefore, if the forecasted growth in domestic demand for natural gas is less than expected, Aramco may not receive its expected return on its gas infrastructure investments, which may have a material adverse effect on its business, financial position, and results of operations.

Hydrocarbon industry

The Kingdom's public finances are highly connected to the hydrocarbon industry.

The oil sector accounted for 27.9% and 29.6%¹ of the Kingdom's real GDP in the years ended December 31, 2024 and 2023, respectively. In addition, the oil sector estimated for 61.6% and accounted for 62.3%¹ of the Government's total revenues in the years ended December 31, 2024 and 2023, respectively.

The Government is expected to continue to rely on royalties, taxes, and dividends from Aramco and other income from the hydrocarbon industry for a significant portion of its revenue. Any change in crude oil, condensate, NGL, oil product, chemical, and natural gas prices, or other occurrences that negatively affect Aramco's

results of operations could materially affect the macroeconomic indicators of the Kingdom, including GDP, balance of payments, foreign trade, and the amount of cash available to the Government. A shortfall in funding to the Government or a decision to seek more revenue from hydrocarbons may lead the Government to change the fiscal regime to which hydrocarbon producers in the Kingdom, including Aramco, are subject. Any such change could have a material adverse effect on Aramco's business, financial position, and results of operations.

1. Comparative figures have been adjusted to reflect actual data, where applicable.

Risk factors continued

Political and social instability

Political and social instability and unrest and actual or potential armed conflicts in the MENA region may affect Aramco's results of operations and financial position.

Aramco is headquartered and conducts much of its business in the MENA region. The MENA region is strategically important geopolitically and has been subject to political and security concerns and social unrest. For example, in recent years, a number of countries in the region have witnessed significant social unrest, including widespread public demonstrations and, in certain cases, armed conflict, terrorist attacks, diplomatic disputes, foreign military intervention, and change of government. Such social unrest and other political and security concerns may not abate, may worsen and may spread to additional countries. Some of Aramco's facilities, infrastructure, and reserves are located near the borders of countries that have been or may be impacted. No assurance can be given that these political or security concerns or social unrest will not have a material adverse effect on Aramco's business, financial position, and results of operations.

In addition, the majority of Aramco's crude oil production is exported using international supply routes. In particular, the Strait of Hormuz, the Red Sea, and the Suez Canal are key shipping routes for Aramco's crude oil and are located in areas subject to political or armed conflict from time to time. For example, on April 27, 2023 and May 3, 2023, two oil tankers belonging to other oil companies were seized by Iranian forces in the

Strait of Hormuz. In addition, in January 2024, drone and missile attacks in the Red Sea disrupted maritime trade through the Suez Canal. Any political or armed conflict or other event, including those described above, that impacts Aramco's use of the Strait of Hormuz, the Red Sea, Suez Canal, or other international shipping routes could have a material adverse effect on Aramco's business, financial position, and results of operations.

Moreover, the majority of Aramco's assets and operations are located in the Kingdom and accordingly, may be affected by the political, social, and economic conditions from time to time prevailing in or affecting the Kingdom or the wider MENA region. Any unexpected changes in political, social, or economic conditions may have a material adverse effect on Aramco, which could in turn have a material adverse effect on Aramco's business, financial position, and results of operations or investments that Aramco has made or may make in the future.

Furthermore, any of the events described above may contribute to instability in the MENA region and may have a material adverse effect on investors' willingness to invest in the Kingdom or companies that are based in the Kingdom, which may in turn adversely affect the market value of the Shares.

Pegging SAR to U.S. Dollar

Aramco's financial position and results of operations may be adversely affected if the Kingdom stops pegging the SAR to the U.S. Dollar.

Aramco has determined that the U.S. Dollar is its functional currency because a substantial amount of its products are traded in U.S. Dollars in international markets. A portion of Aramco's capital expenditures and operating expenses are denominated in Saudi Riyals, while a significant portion of its revenues and long-term liabilities are denominated in U.S. Dollars. The Saudi Riyal has been pegged to the U.S. Dollar in the Kingdom since 1986. If the Kingdom's policy of pegging the SAR to the U.S. Dollar were to change in the future and the SAR were to become stronger relative to the U.S. Dollar, Aramco may experience an increase in the SAR denominated

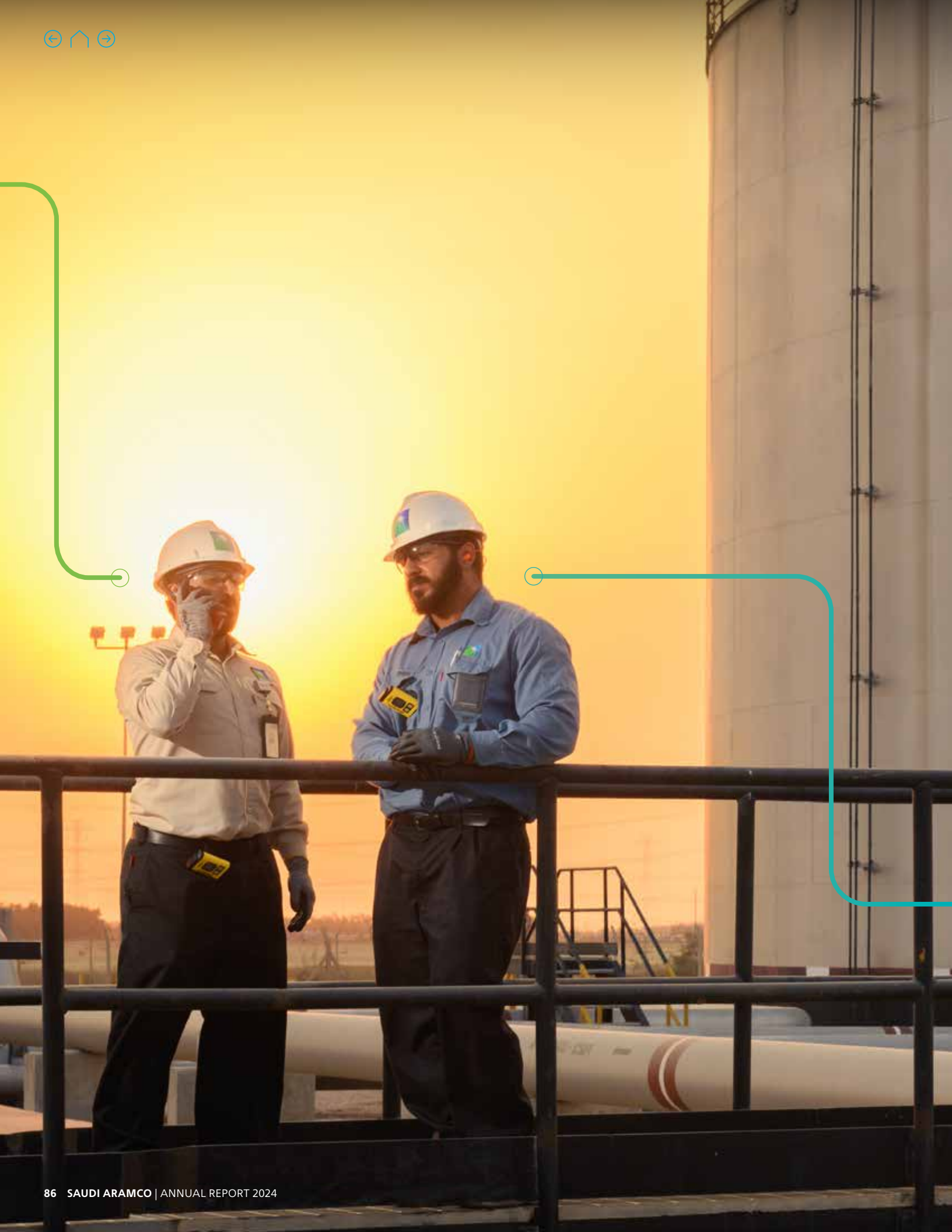
costs of its operations. Such an increase could have a material adverse effect on Aramco's business, financial position, and results of operations. In addition, Aramco pays dividends to the Government, in its capacity as a shareholder of the Company, in U.S. Dollars and to other shareholders in SAR. If the SAR is no longer pegged to the U.S. Dollar and the SAR were to become stronger relative to the U.S. Dollar, Aramco may be required to expend additional cash to fund its SAR denominated dividends. Such changes could have a material adverse effect on Aramco's financial position.

Government projects

The Government may direct Aramco to undertake projects or provide assistance for initiatives outside Aramco's core business, which may not be consistent with Aramco's immediate commercial objectives.

The Government has directed, and may in the future direct, Aramco to undertake projects or provide assistance for initiatives outside Aramco's core business in furtherance of the Government's macroeconomic, social or other objectives, leveraging Aramco's know-how, resources, and operational capabilities. For instance, the Government has previously directed Aramco to develop and construct large infrastructure projects and provide management, logistical, and other technical assistance for certain Government initiatives. The Concession requires that all Aramco contracts with any Government agency or any arrangement for the furnishing of hydrocarbons, services, or otherwise shall be on a

commercial basis and, on September 5, 2019, Aramco and the Government entered into a framework agreement to govern the furnishing of services by Aramco to the Government. While these projects and initiatives have generally been of national importance to the Kingdom and in Aramco's long-term commercial interests, they have often been outside of Aramco's core businesses and have not always been consistent with its immediate commercial objectives. If the Government directs Aramco to undertake future projects other than on a commercial basis, Aramco's financial position and results of operation may be materially and adversely affected.



5 Organizational structure and corporate governance

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Strategic integration

Qatif Bulk Plant, Qatif, Saudi Arabia

Aramco's Board of Directors provide strategic leadership and oversight to Company management, ensuring the CEO and Senior Executives pursue the Company's strategic goals while aligning with its vision, mission, and values.

Through its dedicated system of domestic and international refineries and petrochemical complexes, the Company strategically integrates its Upstream and Downstream businesses, capturing additional value across the hydrocarbon value chain.

Evolving shareholder profile

Shareholding structure¹

The Company completed its IPO on December 11, 2019, listing its ordinary shares on the Saudi Exchange, with the Government selling 3.45 billion ordinary shares, or 1.73% of the Company’s share capital. Subsequent share transfers include 4% to PIF on February 13, 2022, 4% to Sanabil Investments Company on April 16, 2023, and an additional 8% to PIF’s wholly-owned companies on March 7, 2024.

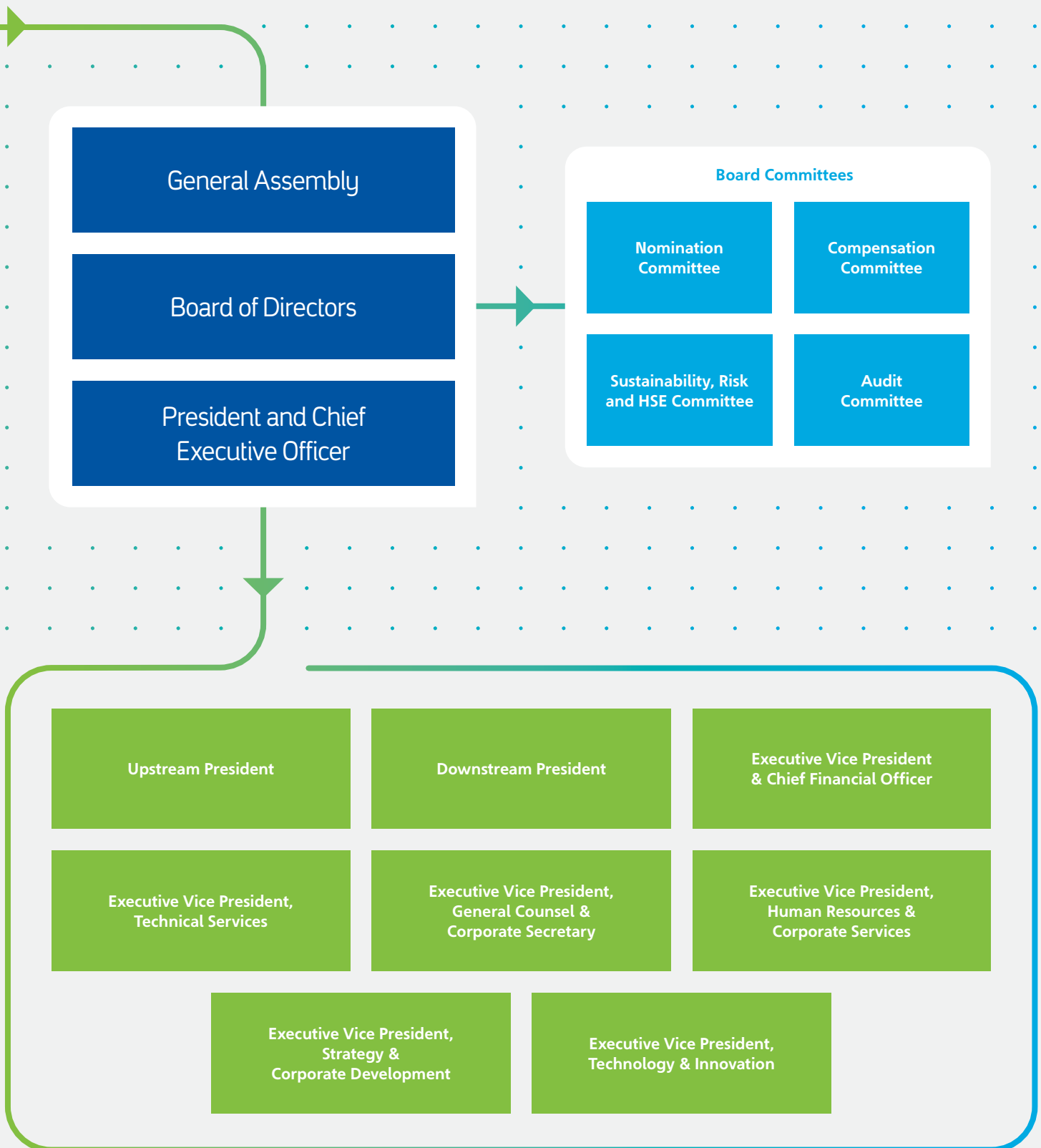
On June 11, 2024, the Government completed a secondary public offering, selling approximately 1.7 billion shares, representing 0.7% of the Company’s issued shares. Following these transactions, the Government continues to remain the Company’s largest shareholder, holding an 81.48% direct shareholding.

Shareholder	No. of Shares (millions)	Percent ownership	Share capital amount (millions)
Government	197,191	81.48%	73,332
Public	5,944	2.46%	2,214
Company Treasury ²	145	0.06%	54
Other ³	38,720	16.00%	14,400
Total	242,000	100%	90,000

1. The shareholding structure shown is as of December 31, 2024.
 2. Includes shares held in treasury by the Company.
 3. Includes shares transferred to PIF, Sanabil Investments Company, and PIF’s wholly-owned Companies.



The following chart⁴ shows the Company's organizational structure including the Board of Directors, supervisory committee and the main executive departments.



4. The chart shown is as of March 4, 2025.

Board of Directors

Setting high standards of governance

The Board of Directors of the Company oversees Company management, and provides strategic leadership and guidance, as well as assesses opportunities, risks, and risk mitigation controls of the Company. The Board also oversees the Company’s governance, risk, and compliance regime.

The Chairman of the Board is H.E. Yasir O. Al-Rumayyan. The current members of the Board include high-ranking Saudi Government officials and former senior executives from the international oil and gas, chemical, petroleum refining, petrochemical, and finance industries.

→ Full Board of Director’s memberships, inside and outside of KSA on **page 94**

Committee membership key*

- Committee Chair
- Audit Committee
- Sustainability, Risk and HSE Committee
- Nomination Committee
- Compensation Committee



H.E. Yasir O. Al-Rumayyan ● ●
Chairman
 Non-executive Director since 2016
Age: 55 **Nationality:** Saudi

Experience

Currently, H.E. Al-Rumayyan serves as the Governor of PIF.

H.E. Al-Rumayyan has held several executive leadership positions, including Director of Corporate Finance and Issuance, CMA, Head of International Brokerage, Saudi Hollandi Bank, CEO of Gulf Investments Company, and CEO of Saudi Fransi Capital.

Qualifications

H.E. Al-Rumayyan obtained a B.S. in Accounting from King Faisal University in 1993 and completed a General Management Program at Harvard Business School in 2007.



H.E. Dr. Ibrahim A. Al-Assaf ●
Deputy Chairman
 Non-executive Director since 1999
Age: 76 **Nationality:** Saudi

Experience

Currently, H.E. Dr. Al-Assaf serves as a Minister of State of the Kingdom and as a member of the Council of Ministers, the Council of Political and Security Affairs, and the Council of Economic and Development Affairs.

Previously, H.E. Dr. Al-Assaf served as the Minister of Foreign Affairs from 2018 to 2019 and as the Minister of Finance of the Kingdom from 1996 to 2016.

Qualifications

H.E. Dr. Al-Assaf obtained a B.S. in Economics and Political Science from King Saud University in 1971, a M.A. in Economics from the University of Denver in 1976 and a Ph.D. in Economics from Colorado State University in 1982.

* The Committee membership shown is as of March 4, 2025.


H.E. Mohammed A. Al-Jadaan
Director

Non-executive Director since 2018

Age: 61 Nationality: Saudi
Experience

Currently, H.E. Al-Jadaan serves as the Minister of Finance and as a member of the Council of Ministers. He also serves as a member of CEDA.

Previously, H.E. Al-Jadaan served as the Acting Minister of Economy and Planning from 2020 to 2021 and as the Co-founder and Managing Partner of Al-Jadaan & Partners Law Firm from 1996 to 2015.

Qualifications

H.E. Al-Jadaan obtained a B.A. in Islamic Law, with a specialty in Islamic Economics, from Imam Muhammad bin Saud Islamic University in 1986, and earned a degree in Legal Studies from the Institute of Public Administration, Riyadh in 1998.


H.E. Faisal F. Alibrahim¹
Director

Non-executive Director since 2024

Age: 43 Nationality: Saudi
Experience

Currently, H.E. Alibrahim serves as the Minister of Economy and Planning and is also the Supervisor of the Secretariat of CEDA and a member of the Council.

H.E. Alibrahim serves as a member of several high-level Governmental committees such as the Finance Committee, the Strategic Management Committee, and the CEDA Standing Committee.

H.E. Alibrahim served as the Vice Minister of Economy and Planning from 2018 to 2021, Advisor to the Minister of Economy and Planning from 2016 to 2018, Director of Commercial, King Salman International Complex for Maritime Industries and Services from 2014 to 2015, and was a key position holder at the Company from 2009 to 2015.

Qualifications

H.E. Alibrahim obtained a B.S. in Economics and a B.S. in Accounting, with a minor in Management Information Systems, from Pennsylvania State University in 2004 and an MBA from the Massachusetts Institute of Technology in 2009. H.E. Alibrahim is a World Economic Forum Young Global Leader.


Mr. Khalid H. Al-Dabbagh
Director

Non-executive Director since 2021

Age: 63 Nationality: Saudi
Experience

Currently, Mr. Al-Dabbagh serves as the Chairman of the Board of Directors of SABIC. He is also a member of the Investment Committee of PIF, and the World Economic Forum Chairperson's Committee.

Previously, Mr. Al-Dabbagh served in a number of senior executive positions at the Company, including Senior Vice President Finance, Strategy & Development and Chief Financial Officer from 2018 to 2021. He also served as President and CEO for Saudi Petroleum International, Inc. from 2003 to 2006 and as the Managing Director for Saudi Petroleum Limited from 2001 to 2003.

Qualifications

Mr. Al-Dabbagh obtained a B.S. degree in Industrial Engineering from the University of Toledo in 1985, and has completed a number of executive leadership programs, including the Senior Executive Program at London Business School.

1. H.E. Faisal F. Alibrahim was elected to the Board on May 6, 2024.

Board of Directors continued



Mr. Amin H. Nasser

Director, President & Chief Executive Officer

Executive Director since 2010

Age: 66 **Nationality:** Saudi

Experience

Currently, Mr. Nasser serves as President and CEO of the Company, and is a member of the International Advisory Board of KFUPM and a member of the Board of Trustees of KAUST.

Prior to serving as President and CEO, Mr. Nasser served in a number of leadership positions at the Company, including Senior Vice President of Upstream from 2007 to 2015 and Vice President of Petroleum Engineering and Development from 2006 to 2007.

Qualifications

Mr. Nasser obtained a B.S. in Petroleum Engineering from KFUPM in 1982. He also completed the Senior Executive Program at Columbia University in 2002, the Saudi Aramco Global Business Program in 2000, and the Saudi Aramco Management Development Seminar in Washington, D.C. in 1999.



Mr. Robert W. Dudley¹

Director

Independent Non-executive Director since 2024

Age: 69 **Nationality:** American

Experience

Currently, Mr. Dudley serves as a director on the boards of several publicly traded companies.

Previously, Mr. Dudley served as an Executive at Amoco and then BP from 1979 to 2020, holding several senior executive roles including Group Chief Executive Officer of BP p.l.c. from 2010 to 2020, Managing Director of BP's Asia and Americas Department from 2009 to 2010, President and CEO of TNK-BP from 2003 to 2009, and Director, Gas, Power and Renewables at BP Amoco from 2001 to 2002.

Qualifications

Mr. Dudley obtained a B.A. in Chemical Engineering from University of Illinois Urbana-Champaign in 1977, an M.A. in International Business from Thunderbird School of Global Management in 1978 and an MBA from Southern Methodist University in 1979.



Ms. Lynn L. Elsenhans

Director

Independent Non-executive Director since 2018

Age: 68 **Nationality:** American

Experience

Currently, Ms. Elsenhans serves as a director on the boards of several publicly traded companies.

Previously, Ms. Elsenhans has served as the President and CEO of Sunoco, Inc. from 2008 to 2012, CEO of Sunoco Logistics Partners in 2010, and as an Executive at Royal Dutch Shell from 1980 to 2008, holding several senior executive roles, including Executive Vice President Global Manufacturing.

Qualifications

Ms. Elsenhans obtained a B.A. in Applied Mathematics from Rice University in 1978 and an MBA from Harvard Business School in 1980.

1. Mr. Robert W. Dudley was elected to the Board on May 6, 2024.



Mr. Stuart T. Gulliver

Director

Independent Non-executive Director since 2021

Age: 65 **Nationality:** British

Experience

Currently, Mr. Gulliver serves on the international advisory council for the HK Stock Exchange.

Previously, Mr. Gulliver served as an Executive at HSBC Holdings plc, holding several senior executive roles including Group Chief Executive Officer from 2011 to 2018, Group Managing Director from 2004 to 2011, CEO, Global Banking Markets & Global Asset Management from 2006 to 2010, Co-head of Corporate Investment Banking and Markets from 2003 to 2006, Group General Manager from 2000 to 2004, Head of Treasury and Capital Markets Asia Pacific from 1996 to 2002, and as a graduate trainee in 1980.

Qualifications

Mr. Gulliver obtained an M.A. in Jurisprudence from the University of Oxford in 1980.



Mr. Andrew N. Liveris

Director

Independent Non-executive Director since 2018

Age: 70 **Nationality:** Australian

Experience

Currently, Mr. Liveris serves as an Advisor to Teneo and Affinity Partners. He is also the founder of The Hellenic Initiative and was named the President of the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games.

Previously, Mr. Liveris served as Chairman and CEO of The Dow Chemical Company from 2006 to 2018. He also served as the Chair of President Obama's and President Trump's Manufacturing Councils.

Qualifications

Mr. Liveris obtained a B.S. in Chemical Engineering from the University of Queensland in 1975, graduating with first class honors and awarded the University Medal. He was awarded honorary doctorates in Engineering from Michigan State University in 2015, in Laws from the Northwood University in 2015, in Commercial Sciences from the University of Central Michigan in 2006, and in Science from the University of Queensland in 2005.



Mr. Mark A. Weinberger

Director

Independent Non-executive Director since 2020

Age: 63 **Nationality:** American

Experience

Currently, Mr. Weinberger is a Strategic Advisor to the Board of FCLTGlobal, a Senior Advisor to Stone Canyon Industries Holdings, Tanium and Teneo, and Chief Executive for Corporate Purpose and an Executive Advisor to G100 and World 50.

Previously, Mr. Weinberger held a series of roles at Ernst & Young (EY) including Global Chairman and CEO from 2013 to 2019. He was Co-Founder and Principal of Washington Counsel, P.C. (acquired by EY) from 1996 to 2000, Partner, Oldaker, Ryan & Leonard from 1995 to 1996, member of the International Business Council at the World Economic Forum, and Global Agenda Steward for Economic Progress at the World Economic Forum.

In addition, Mr. Weinberger has served the U.S. government in several strategic roles.

Qualifications

Mr. Weinberger obtained a B.A. from Emory University (Economics) in 1983, an MBA and a J.D. from Case Western Reserve University in 1987 and an LLM in Taxation from Georgetown University Law Center in 1991. Mr. Weinberger has an honorary doctorate from the Kogod School of Business at American University.

Board of Directors continued

Board memberships

Names of the companies inside and outside the Kingdom in which a Board member is a member of their current or previous Boards.

H.E. Yasir O. Al-Rumayyan

Board of Directors membership inside KSA

Current

- Director of PIF
- Chairman of Riyadh Air
- Chairman of the Saudi Decision Support Center of the Royal Court
- Chairman of NEOM Investment Fund
- Member of the Board of Trustees of the Hevolution Foundation
- Director of Industrial Company for Electronics (ALAT)
- Chairman of the Future Investment Initiative Institute
- Director of Ceer National Automotive
- Director of Savvy Games Group
- Chairman of Aviation Services Company
- Director of Oil Park Development Company
- Director of the Board of Destinations Development Company
- Member of the Large Companies Investment Committee (Shareek)
- Chairman of Golf Saudi
- Director of NEOM Company
- Chairman of Ma'aden
- Director of The Red Sea Global Company
- Vice Chairman of Roshn Real Estate Company
- Director of Qiddiya Investment Company
- Chairman of Noon Investments Company
- Chairman of Sanabil Investments Company

Previous

- Director of Red Sea Cruises Company from 2019 to 2022
- Vice Chairman of Saudi Information Technology Company (SITE) from 2019 to 2022
- Member of the Board of Governors of the Islamic Development Bank from 2016 to 2020
- Director of the Saudi Industrial Development Fund from 2016 to 2020
- Director of the Saudi Exchange (Tadawul) in 2014
- CEO and Director of Saudi Fransi Capital from 2011 to 2015
- Director of Corporate Finance and Issuance, CMA from 2008 to 2010

Board of Directors membership outside KSA

Current

- Chairman of Magic Leap, Inc
- Chairman of LIV Golf Investments Ltd
- Chairman of Newcastle United Football Club
- Director of Reliance Industries Limited

Previous

- Director of Uber Technologies, Inc from 2016 to 2023
- Director of ARM Limited from 2018 to 2022
- Director of SoftBank Group Corp. from 2017 to 2020

H.E. Dr. Ibrahim A. Al-Assaf

Board of Directors membership inside KSA

Current

- Director of PIF

Previous

- Chairman of Sanabil Investments Company from 2009 to 2017
- Governor of the Islamic Development Bank from 1996 to 2016

Board of Directors membership outside KSA

Previous

- Governor of the International Monetary Fund from 1996 to 2016
- Governor of the World Bank from 1996 to 2016
- Governor of the Arab Monetary Fund from 1996 to 2016

H.E. Mohammed A. Al-Jadaan

Board of Directors membership inside KSA

Current

- Chairman of the General Authority for Awqaf
- Director of Economic Cities and Special Zones Authority
- Chairman of the Zakat, Tax and Customs Authority
- Chairman of Expenditure & Projects Efficiency Authority
- Chairman of Saudi Authority for Accredited Valuers
- Chairman of the National Center of Government Resources Systems
- Director of Digital Government Authority
- Director of Royal Commission for Makkah City and Holy Sites
- Chairman of the General Organization for Social Insurance
- Director of General Authority for Statistics
- Chairman of the National Center for Privatization & PPP (NCP)
- Chairman of the National Debt Management Center
- Director of the Saudi Authority for Data and Artificial Intelligence
- Director of the Royal Commission for Riyadh City
- Committee Chairman of the Privatization Program Committee
- Chairman of the Non-Oil Revenue Center
- Chairman of the State Properties General Authority
- Committee Chairman of the Fiscal Sustainability Program Committee
- Committee Chairman of the Financial Sector Development Program Committee
- Committee Chairman of the Fiscal Balance Program Committee
- Director of National Development Fund
- Director of General Authority for Military Industries
- Director of PIF
- Director of Military Industries Corporation
- Member of the Board of Governors of the Islamic Development Bank

Previous

- Chairman of the CMA from 2015 to 2016

Board of Directors membership outside KSA**Current**

- Member of the Board of Governors of the International Monetary Fund
- Member of the Board of Governors of the World Bank
- Member of the Board of Governors of the Arab Fund for Economic and Social Development
- Member of the Board of Governors of the Arab Monetary Fund
- Member of the Board of Governors of the Arab Bank for Economic Development in Africa
- Member of the Board of Governors of the Asian Infrastructure Investment Bank
- Member of the Board of Governors of the Arab Authority for Agricultural Investment and Development
- Member of the Board of Governors of the Arab Investment and Export Credit Guarantee Corporation

H.E. Faisal F. Alibrahim**Board of Directors membership inside KSA****Current**

- Chairman of the General Authority for Statistics
- Chairman of the National Infrastructure Fund (INFRA)
- Director of PIF
- Director of the National Development Fund
- Director of the Royal Commission for Riyadh City
- Director of the General Organization for Social Insurance
- Director of the Local Content and Government Procurement Authority
- Director of the National Center for Performance Management
- Director of the Cultural Development Fund

Board of Directors membership outside KSA**Current**

- Member of the UCLA Health International Advisory Board

Mr. Khalid H. Al-Dabbagh**Board of Directors membership inside KSA****Current**

- Chairman of SABIC
- Member of the Investment Committee of PIF
- Member of King Abdulaziz Excellence Award Board Advisory Committee

Previous

- Chairman of SADCO from 2018 to 2021
- Chairman of Wisayah Global Investment Company from 2019 to 2021
- Director of Sadara from 2015 to 2018
- Director of Aramco Ventures LLC from 2015 to 2018
- Director of Saudi Aramco Entrepreneurship Center from 2014 to 2017
- Director of ATC and the Chairman of its Board Audit Committee from 2011 to 2013
- Director of Luberef from 2009 to 2011

Board of Directors membership outside KSA**Current**

- Director of Governors of the GCC Board Directors Institute
- Member of the World Economic Forum Chairpersons' Committee

Previous

- Director of PRefChem from 2018 to 2020
- Director of ARLANXEO (the Netherlands) from 2016 to 2018
- Director of Fujian Refining and Petrochemical Company (China) from 2007 to 2009
- Vice Chairman of Sinopec SenMei Products Company (China) from 2007 to 2009
- Director of Showa Shell Sekiyu K.K. (Japan) from 2007 to 2009
- Director of SUMED from 2000 to 2001

Board of Directors continued

Mr. Amin H. Nasser

Board of Directors membership inside KSA

Current

- Member of the International Advisory Board of KFUPM
- Member of the Board of Trustees of KAUST

Board of Directors membership outside KSA

Current

- Member of the World Economic Forum's International Business Council (IBC)
- Member of the Massachusetts Institute of Technology Presidential CEO Advisory Board and its Executive Committee
- Member of the JP Morgan International Council
- Member of the Board of Directors of BlackRock, Inc

Mr. Robert W. Dudley

Board of Directors membership outside KSA

Current

- Chairman of Prism Global Management, LLC
- Chairman of Axio
- Director of LyondellBasell Industries
- Director of Freeport-McMoran
- Director of Bahrain Petroleum Company (BAPCO)
- Director of 8 Rivers Capital

Ms. Lynn L. Elsenhans

Board of Directors membership outside KSA

Current

- Director of Baker Hughes Company
- Director of TSMC

Previous

- Director of GlaxoSmithKline plc from 2012 to 2022
- Director of Baker Hughes, a GE Company from 2017 to 2019
- Director of Baker Hughes, Inc from 2012 to 2017
- Director of Flowserve Corporation from 2014 to 2017
- Director of International Paper Company from 2007 to 2012
- Chairwoman of Sunoco, Inc in 2009
- Chairwoman of Sunoco Logistics Partners from 2008 to 2012

Mr. Stuart T. Gulliver

Board of Directors membership inside KSA

Current

- Director of the Saudi Awwal Bank

Board of Directors membership outside KSA

Current

- Director of the Jardine Matheson Holdings Limited
- Chairman for Maggie's Cancer Charity

Previous

- Director of the Airport Authority Hong Kong from 2019 to 2023
- Chairman of the Hong Kong and Shanghai Banking Corporation from 2011 to 2018
- Executive Director of HSBC Holdings plc from 2008 until 2018
- Executive Director of the Hong Kong and Shanghai Banking Corporation from 2006 to 2018
- Chairman of HSBC Private Banking Holdings (Suisse) SA from 2010 to 2011 and HSBC France from 2009 to 2012
- Deputy Chairman of HSBC Trinkaus & Burkhardt AG from 2007 to 2011 and a member of its supervisory board from 2006 to 2011
- Chairman of HSBC Bank plc and HSBC Bank Middle East Limited in 2010

Mr. Andrew N. Liveris

Board of Directors membership inside KSA

Current

- Member of the Board of Trustees of KAUST
- Member of the Advisory Board of NEOM
- Director of Industrial Company for Electronics (ALAT)

Board of Directors membership outside KSA

Current

- Deputy Chairman of Worley Parsons
- Director of Lucid Motors
- Director of IBM Corporation
- Director of the Hevolution Foundation
- Member of the Board of Trustees of the United States Council for International Business
- Chairman of The Hellenic Initiative
- Member of the Advisory Board of Sumitomo Mitsui Banking Corporation (SMBC)
- Member of the Advisory Board of Salesforce.com, Inc
- Director of LIV Golf Investments Ltd
- Director of Global Ai

Previous

- Executive Chairman of DowDuPont Inc from 2017 to 2018
- Chairman of The Dow Chemical Company from 2006 to 2018
- Chairman of the US Business Council from 2013 to 2014

Mr. Mark A. Weinberger

Board of Directors membership outside KSA

Current

- Director of JPMorgan Chase
- Director of MetLife, Inc
- Director of the Board of Trustees for the Greater Washington Partnership
- Director of the Board of Trustees for the Concord Coalition
- Director of the Board of Trustees for the Emory University
- Director of the Board of Trustees for the Case Western Reserve University
- Director of JUST Capital Foundation, Inc
- Director of the National Bureau of Economic Research (NBER)
- Director of Global Ai
- Director of the Board of Advisors of American Council of Capital Formation
- Member of the Advisory Board of the Liveris Academy for Innovation and Leadership at The University of Queensland

Previous

- Global Chairman of EY from 2013 to 2019 and a director since 2000
- Director of U.S. Business Roundtable from 2014 to 2019
- Director of Catalyst from 2013 to 2019
- Chairman of the International Business Leaders Advisory Council (IBLAC)

Senior Executives

Company and industry insight

Aramco is organized into two Business Lines that include Upstream and Downstream, and six Service Lines that include Technical Services; Law; Finance; Technology & Innovation; Strategy & Corporate Development; and Human Resources & Corporate Services. The Business Lines are each headed by a President, and the Service Lines are headed up by Executive Vice Presidents, each delegated the authority to plan and manage the activities of the assigned area. The Business Line and Service Line Heads report directly to the President & CEO.



Mr. Amin H. Nasser
President & Chief Executive Officer

Experience

Currently, Mr. Nasser serves as President and CEO of the Company, and is a member of the International Advisory Board of KFUPM and a member of the Board of Trustees of KAUST.

Prior to serving as President and CEO, Mr. Nasser served in a number of leadership positions at the Company, including Senior Vice President of Upstream from 2007 to 2015 and Vice President of Petroleum Engineering and Development from 2006 to 2007.

Qualifications

Mr. Nasser obtained a B.S. in Petroleum Engineering from KFUPM in 1982. He also completed the Senior Executive Program at Columbia University in 2002, the Saudi Aramco Global Business Program in 2000, and the Saudi Aramco Management Development Seminar in Washington, D.C. in 1999.



Mr. Nasir K. Al-Naimi
Upstream President

Experience

Nasir K. Al-Naimi was appointed as Upstream President of Aramco in July 2023. He has served as a member of Executive Management since July 2010.

Prior to his current appointment, he led various organizations within the Company, including; Petroleum Engineering & Development, Corporate Planning, Northern Area Oil Operations, and Pipelines, Distribution, & Terminals.

Mr. Al-Naimi currently serves as Chairman of Energy City Development Company (SPARK).

Qualifications

Mr. Al-Naimi holds a B.S. degree in Petroleum Engineering from the University of Southern California.



Mr. Mohammed Y. Al Qahtani
Downstream President

Experience

Mohammed Y. Al Qahtani was appointed as Downstream President of Aramco in July 2023. He has served as a member of Executive Management since April 2009.

Prior to his current appointment, he led various organizations within the Company, including; Upstream, Corporate Planning, Corporate Affairs, and Petroleum Engineering & Development. Additionally, he served as President and CEO of Aramco Services Company, and as Chief Petroleum Engineer.

Mr. Al Qahtani currently serves as Chairman of ATC, SATORP, Motiva and as Vice Chairman of SABIC. He is also a Board Director of S-Oil, and is a Non-Executive Director of Ma'aden.

Qualifications

Mr. Al Qahtani holds a B.S. degree in Petroleum Engineering from KFUPM, and an M.S. and Ph.D. degree in Petroleum Engineering from the University of Southern California.



Mr. Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Experience

Ziad T. Al Murshed was appointed as Executive Vice President & Chief Financial Officer in May 2022. He has served as a member of Executive Management since June 2018.

Prior to his current appointment, he led various organizations within the Company, including; Finance, Strategy & Development, Fuels & Lubricants, Downstream Growth & Integration, and New Business Development.

Mr. Al Murshed currently serves as Chairman of Wisayah Global Investment Company, and is also a Board Director of SABIC and Global Digital Integrated Solutions Company (Aramco Digital).

Qualifications

Mr. Al Murshed holds a B.S. degree in Chemical Engineering from Arizona State University, and an MBA from the Massachusetts Institute of Technology.

Senior Executives continued



Mr. Wail A. Al Jaafari

Executive Vice President, Technical Services

Experience

Wail A. Al Jaafari was appointed as Executive Vice President of Technical Services in October 2023. He has served as a member of Executive Management since September 2021.

Prior to his current appointment, he led various organizations within the Company, including; Southern Area Gas Operations, IPO Structuring, Global Analysis, and Portfolio Analysis & Decision Support.

Mr. Al Jaafari currently serves as Chairman of International Maritime Industries Company. He is also a Board Director of Johns Hopkins Aramco Healthcare Company.

Qualifications

Mr. Al Jaafari holds a B.S. degree in Mechanical Engineering from KFUPM, and an MBA from the Massachusetts Institute of Technology.



Mr. Nabeel A. Al Mansour

Executive Vice President, General Counsel & Corporate Secretary

Experience

Nabeel A. Al Mansour was appointed as General Counsel & Corporate Secretary in May 2016, and also as Executive Vice President in 2017. He has served as a member of Executive Management since February 2014.

Prior to his current appointment, he held the positions of Deputy General Counsel and Associate General Counsel, and has also led the Procurement & Supply Chain Management organization.

Qualifications

Mr. Al Mansour holds a B.S. degree in Systems Engineering from KFUPM and a J.D. degree in Law from Oklahoma City University.



Mr. Nabeel A. Al-Jama'

Executive Vice President, Human Resources & Corporate Services

Experience

Nabeel A. Al-Jama' was appointed as Executive Vice President of Human Resources & Corporate Services in July 2020. He has served as a member of Executive Management since May 2009.

Prior to his current appointment, he led various organizations within the Company, including; Corporate Affairs, Human Resources, Office of the Chairman, Pipelines, Distribution, & Terminals, Industrial Services, and Community Services.

Mr. Al-Jama' currently serves as Chairman of John Hopkins Aramco Healthcare Company and Aramco Foundation.

Qualifications

Mr. Al-Jama' holds B.S. and M.S. degrees in Community and Regional Planning from KFUPM.



Mr. Ashraf A. Al Ghazzawi
Executive Vice President,
Strategy & Corporate Development

Experience

Ashraf A. Al Ghazzawi was appointed as Executive Vice President of Strategy & Corporate Development in April 2023. He has served as a member of Executive Management since June 2020.

Prior to his current appointment, he led various organizations within the Company, including; Strategy & Market Analysis, and Treasury. Additionally, he led the Planning, Budgeting & Performance Management Center.

Mr. Al Ghazzawi currently serves as Chairman of Wa'ed Ventures, SADC, and Sadara. He is also a Board Director of Johns Hopkins Aramco Healthcare Company.

Qualifications

Mr. Al Ghazzawi holds B.S. and M.S. degrees in Electrical Engineering from King Saud University, and a Ph.D. degree in Electrical Engineering from the University of Manchester.



Mr. Ahmad O. Al Khowaiter
Executive Vice President,
Technology & Innovation

Experience

Ahmad O. Al Khowaiter was appointed as Executive Vice President of Technology & Innovation in April 2023. He has served as a member of Executive Management since January 2015.

Prior to his current appointment, he held the positions of Chief Technology Officer, and Chief Engineer.

Mr. Al Khowaiter currently serves as Chairman of Global Digital Integrated Solutions Company (Aramco Digital), and Aramco Ventures Company. He is also a Board Director of SADC, and King Abdulaziz City of Science & Technology (KACST).

Qualifications

Mr. Al Khowaiter holds a B.S. degree in Chemical Engineering from KFUPM, an M.S. degree in Chemical Engineering from the University of California, and an MBA from the Massachusetts Institute of Technology.

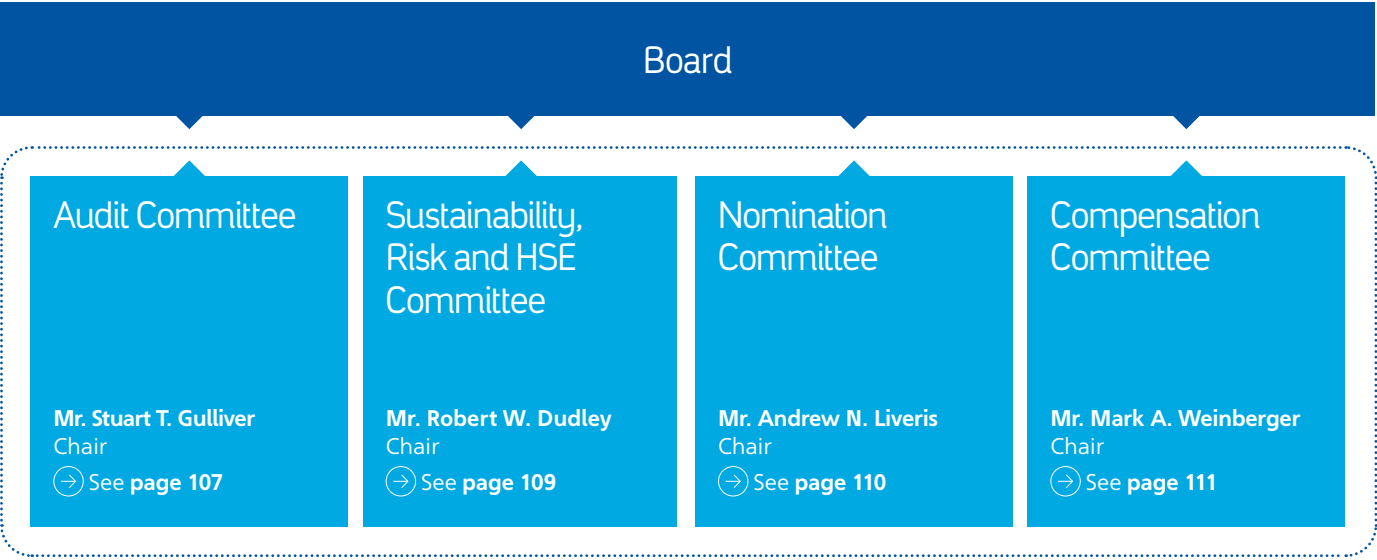
Board structure

Overseeing the business

The Company is supervised by a Board consisting of 11 Directors. The Board oversees the management of the Company and is vested with all authority to manage the business of the Company and supervise its affairs. The Board has the power to form any number of committees it deems necessary for effective governance, oversight, and operations of the Company, and to delegate all or some of its authorities to any of the committees, as it deems appropriate. The Capital Market Law, Companies Law and its implementing regulations, and the Bylaws along with the Company’s internal governance regulations and policies, outline the duties and responsibilities of the Board.

Each of the Board’s 11 Directors were elected at the Company’s EGM convened on May 6, 2024, except for the President and Chief Executive Officer who is automatically appointed as a member of the Board, pursuant to the Bylaws. Each Director was elected for a term of three years until June 30, 2027, or until his or her replacement is duly elected. There is no limit on the number of terms that a Director may serve on the Board. Further, on June 30, 2024, H.E. Mohammad M. Al Tuwajiri and Mr. Peter L. Cella departed from the Board and its Committees. On July 1, 2024, H.E. Faisal F. Alibrahim and Mr. Robert W. Dudley joined the Board. On August 4, 2024, the membership of the Audit Committee, Sustainability, Risk and HSE Committee, Nomination Committee, and Compensation Committee were reconstituted to include the new Board members.

Board Committees



Board Committees

Currently, the Board has four Committees: Audit, Sustainability, Risk and HSE, Nomination, and Compensation. Each Committee meets regularly throughout the year, reports its actions and recommendations to the Board, and receives reports from management. All Board Committees have their respective charters that identify each Committee's roles, powers, and responsibilities. The primary responsibilities of each Committee are summarized below in each of the respective Committee reports or statements, as applicable. Additionally, each Board Committee is chaired by an independent Non-executive Director.

Independence

The Company's Bylaws set forth requirements concerning the composition of its Board, including that the number of independent Directors must satisfy the minimum requirements of applicable laws and regulations in the Kingdom. Annually, the Board makes an affirmative determination regarding the independence of each Director based upon the recommendation of the Nomination Committee and in accordance with applicable laws and regulations. Applying these standards, the Board has determined that the following five Board members are independent Directors: Mr. Liveris, Ms. Elsenhans, Mr. Dudley, Mr. Weinberger, and Mr. Gulliver.

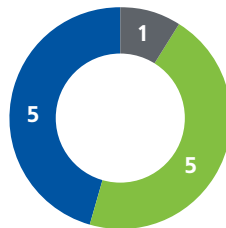
There are no existing conflicts of interest between any duties of any Director toward the Company and the Director's personal interests and/or other duties. Further, during the last fiscal year, none of the Directors participated in any competing business with the Company, according to the competition standards approved by the General Assembly.

The business address of each Director is the registered address of the Company.

Overview of the Board¹

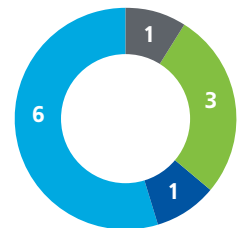
Independence

- Executive Director
- Non-executive Director
- Independent Non-executive Director



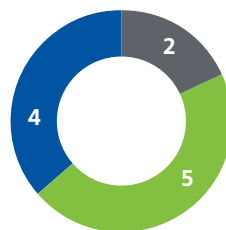
Nationality

- British
- American
- Australian
- Saudi



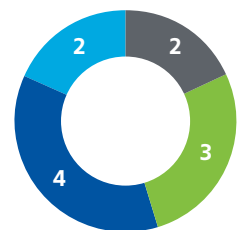
Age

- 40-55
- 56-66
- 66+



Tenure

- 0-2 years
- 3-4 years
- 5-10 years
- 11+ years



1. All Board statistics are as of March 4, 2025.

Board structure continued

Board diversity and composition

The Board values diversity of talent, skills, viewpoints, and experience, and believes that Board diversity of all types enhances the performance of the Board and provides significant benefits to the Company. Accordingly, the Nomination Committee considers diversity when reviewing the Board's composition, as well as when nominating new Director candidates.

In its assessment of the Board's composition, the Nomination Committee also considers each Director's professional experience, integrity, honesty, judgment, independence, accountability, willingness to express independent thought, understanding of the Company's business, and other factors that the Nomination Committee determines are pertinent in light of the current needs of the Board. The Nomination Committee also considers each Director's key skills and experience in light of the Company's strategy.

When identifying prospective candidates for the Board, the Nomination Committee considers the criteria described in this section and seeks individuals with successful leadership experience who have achieved prominence in their primary fields, and whose background demonstrates an understanding of business affairs as well as the complexities of a large, publicly listed company. In addition, candidates must have demonstrated an ability to think strategically and make decisions with a forward-looking focus, as well as the ability to assimilate relevant information on a broad range of complex topics. Moreover, candidates must have the ability to devote the time necessary to meet a Director's responsibilities.

The following table summarizes certain key characteristics of the Company's businesses and the associated qualifications, skills, and experience that the Nomination Committee believes should be represented on the Board.

Business characteristics	Qualifications, skills and experience
The Company is a complex, globally integrated energy and chemicals company with products sold around the world.	• Energy industry experience. • Broad international exposure.
The Company's businesses are impacted by regulatory requirements and policies of various governmental entities around the world.	• Government, public policy, and international trade experience.
The Company's business is multifaceted and includes operations, transactions, and partnerships in many jurisdictions.	• Expertise in audit, tax, and global finance. • Global business leadership, knowledge, and experience.
Technology and innovation add significant value to the Company's operations.	• Engineering, technology, manufacturing, and/or other technical knowledge and experience.
The Company's customers are diverse and located in many countries around the world.	• Diversity of race, ethnicity, gender, cultural background, or professional experience.
Demand for many of the Company's products is directly tied to global economic conditions and is heavily influenced by global commodity, energy, construction, and transportation sectors.	• Experience in the evaluation of global economic conditions and its impacts. • Knowledge of key global markets, including commodity, energy, and transportation sectors.
The Board's responsibilities include understanding and overseeing the various risks facing the Company and ensuring that appropriate policies and procedures are in place to effectively manage these risks.	• Risk oversight/management expertise. • Executive and/or other significant leadership experience.
Environmental performance and sustainable practices are increasingly critical drivers of the Company's strategic plans for long-term value creation.	• Environmental and sustainability expertise. • Regulatory and/or compliance experience.

Director skills and experience

Skills and experience	Definition	Members
Financial experience	Brings valuable financial experience to the Board, including oversight of financial reporting, internal controls, financial disclosure, investment and portfolio management and/or trading.	11
Risk management experience	Aids the Board in its risk oversight and can effectively identify, prioritize, and manage a broad spectrum of risks.	11
Energy and chemicals industry expertise	Demonstrates a practical understanding of the energy and chemicals industry and provides valuable perspective on issues specific to the Company's business.	7
Global business leadership experience	Provides perspective on diverse business environments, customers, and supply chains associated with the Company's global business and strategy.	9
Regulatory, legal, public policy, and government experience	Supports the Board in assessing and responding to evolving legal and regulatory environments.	8
Executive leadership experience	Possesses a deep understanding of organizations and strategy to assist the Board in oversight of the Company's global operations and strategic planning.	11
Technology, innovation, cybersecurity, and scientific experience	Assists the Board in overseeing the Company's leadership in technological change and innovation and related risks, including with respect to the Company's sustainability initiatives.	6
Other public company Board experience	Aids the Board with an understanding of issues commonly faced by public companies, and provides insight on corporate governance practices and trends.	8

Board structure continued

Board evaluations

The Board conducts an annual self-assessment, alternating between conducting its own assessment with the Nomination Committee overseeing the process and engaging with a third-party consultant to conduct the assessment at least once every three years. Director responses and feedback are reviewed and tracked over time to identify trends and determine appropriate items of focus to enhance the Board's performance. In 2024, the Nomination Committee oversaw the Board's self-assessment process.

2024 Board meeting attendance

In 2024 there were six Board meetings held on: March 8, May 6, August 5, September 17, November 4, and December 19. There were no meeting attendances by proxy during 2024. Below is a record of attendance at these meetings for each Board member.

Members	Eligible	Attended
H.E. Yasir O. Al-Rumayyan, Chairman	6	6
H.E. Dr. Ibrahim A. Al-Assaf, Deputy Chairman	6	6
H.E. Mohammed A. Al-Jadaan	6	6
H.E. Faisal F. Alibrahim ¹	4	4
Mr. Andrew N. Liveris	6	6
Ms. Lynn L. Elsenhans	6	6
Mr. Robert W. Dudley ¹	4	4
Mr. Mark A. Weinberger	6	6
Mr. Stuart T. Gulliver	6	6
Mr. Khalid H. Al-Dabbagh	6	6
Mr. Amin H. Nasser	6	6
H.E. Mohammad M. Al-Tuwaijri ²	2	2
Mr. Peter L. Cella ²	2	2

1. H.E. Faisal F. Alibrahim and Mr. Robert W. Dudley were elected to the Board on May 6, 2024.

2. H.E. Mohammad M. Al-Tuwaijri and Mr. Peter L. Cella departed from the Board and its Committees on June 30, 2024.

Annual General Meeting of Shareholders

On May 6, 2024, the Company held its annual assembly by conducting an EGM. The meeting was held virtually. All of the Board members attended the EGM. The EGM voted and approved the following items: (i) the election of the members of the Board of Directors for a new term, commencing on July 1, 2024, for a period of three years ending on June 30, 2027; (ii) the amendment of Article (16) of the Company's Bylaws relating to the election of a temporary member of the Board; (iii) the amendment of Article (18) of the Company's Bylaws relating to the remuneration of the Board; (iv) the amendment of Article (22) of the Company's Bylaws relating to the recording of deliberations and decisions of the Board; (v) the amendment of Article (26) of the Company's Bylaws relating to the invitation for the General Assembly; (vi) the amendment of Article (32) of the Company's Bylaws relating to the agenda of the General Assembly; (vii) the amendment of Article (37) of the Company's Bylaws relating to the Company's financial statements, Board report, and the Auditor's report; (viii) the amendment of Article (41) of the Company's Bylaws relating to the liability of Board members; (ix) the amendment of Article (44) of the Company's Bylaws relating to the rights of shareholders in filing a lawsuit against the Company or the Board. The EGM reviewed and discussed the 2023 Board of Directors report and the 2023 financial statements. The 2023 auditor's report was also discussed.

The Company's shareholders play an integral role in the Company's overall governance framework. Pursuant to the CMA's Corporate Governance Regulations, members of the Board are required to attend the Company's General Assembly meetings. At such meetings, shareholders can provide their suggestions and remarks to the members of the Board.

Audit Committee report

The Audit Committee is chaired by
Mr. Stuart T. Gulliver



2024 Audit Committee meeting attendance

Members	Eligible	Attended
Mr. Stuart T. Gulliver, Chair ¹	4	4
H.E. Faisal F. Alibrahim ²	2	2
Mr. Khalid H. Al-Dabbagh ³	2	2
Mr. Andrew N. Liveris ³	2	2
Ms. Lynn L. Elsenhans ⁴	4	4
H.E. Mohammed A. Al-Jadaan ⁵	2	2
Mr. Mark A. Weinberger ⁵	2	2
Mr. Peter L. Cella ⁶	2	2

- The membership of the Audit Committee was reconstituted on August 4, 2024 at which time Mr. Stuart T. Gulliver was appointed as the Committee Chair.
- H.E. Faisal F. Alibrahim was elected to the Board on May 6, 2024, with his term commencing on July 1, 2024. The membership of the Audit Committee was reconstituted on August 4, 2024 to include H.E. Faisal F. Alibrahim.
- The membership of the Audit Committee was reconstituted on August 4, 2024 to include Mr. Khalid H. Al-Dabbagh and Mr. Andrew N. Liveris.
- Ms. Lynn L. Elsenhans was the Audit Committee Chair until the Committee was reconstituted on August 4, 2024.
- The membership of the Audit Committee was reconstituted on August 4, 2024. H.E. Mohammed A. Al-Jadaan and Mr. Mark A. Weinberger are no longer members of the Audit Committee.
- Mr. Peter L. Cella departed from the Board and its Committees on June 30, 2024.

The primary role of the Audit Committee is to monitor the Company's affairs and assist the Board and its Directors with oversight of the financial reporting and disclosure process, including oversight of:

- The integrity, effectiveness, and accuracy of the Company's consolidated financial statements and reports, and the performance, soundness, and effectiveness of the Company's internal controls, audit, financial reporting, and financial risk management systems;
- The qualifications and performance of the Company's internal auditor;
- The qualifications, independence, and performance of the Company's independent external auditor; and,
- The Company's compliance with legal and regulatory requirements.

The Audit Committee met four times in 2024; March 7, May 5, August 4, and November 3.

To enable the Audit Committee to fulfill its role, duties, and objectives, the relevant key Company stakeholders and members of management participated in each of the Audit Committee meetings held in 2024 along with the Company's external auditor.

Key stakeholders and various members of management presented and provided input to the Audit Committee on certain matters including the integrity, effectiveness, and accuracy of the Company's consolidated financial statements and reports, and the performance, soundness, and effectiveness of the Company's internal controls, audit, financial reporting, and financial risk management.

The Audit Committee engages with:

- Management for the preparation and accuracy of the Company's consolidated financial statements;
- Management for the establishment of effective internal controls and procedures to ensure the Company's compliance with accounting standards, financial reporting procedures, and applicable laws and regulations;
- The General Auditor for support in discharging the Audit Committee's responsibilities with respect to risk management, financial reporting processes, systems of internal control, and compliance with legal and regulatory requirements; and,
- The external auditor in connection with the external auditor's annual audit and quarterly review, as applicable, of the consolidated financial statements.

Based on input and presentations from relevant key stakeholders and members of management, the Audit Committee endorsed several items in 2024 for Board approval, including:

- The 2023 Annual Report, containing the 2023 consolidated audited financial statements;
- The 2024 quarterly interim reports;
- The Group Treasury cash management updates; and
- The recommendation for the continued appointment of the Company's external auditor for the fiscal year 2025.

Audit Committee report continued

Further, the Audit Committee evaluated and received reports on various key issues including:

- A summary of the Company's internal auditing activities in 2023, covering areas such as assurance activities, advisory engagements, fraud risk management, and certain key initiatives taken during the year;
- Quarterly reports on the Company's ongoing internal auditing activities in 2024;
- The financial performance in 2023 of the investments to fund the Company's benefit plans;
- A report on significant litigation matters;
- A review of the Company's financial risk management activities;
- A review of organizational changes to internal auditing structure;
- The Company's 2025 global internal auditing plan, including the related plan development approach and process;
- A report on the Company's Enterprise Tax Risk Management Framework; and,
- A report on managing enterprise-wide regulatory compliance risks through a global compliance framework.

The Company's General Auditor was present at each of the Audit Committee meetings held in 2024. As part of his presentations to the Audit Committee, the General Auditor reported on the Company's internal auditing activities undertaken during the year. As part of the Audit Committee's review of the 2025 global internal audit plan, the Audit Committee sought to ensure that the plan is aligned with the key risks of the business.

Financial reporting and external audit

Two of the Audit Committee's key responsibilities are to monitor the integrity of the financial statements and to assess the effectiveness of the external auditor.

The Audit Committee has assessed that appropriate accounting policies have been adopted throughout the accounting period and that management has made reasonable estimates and judgments that determine the recognition, measurement, and presentation of items in the financial statements.

At the Audit Committee's meetings in 2024 there were presentations from and discussions with the external auditor and members of management regarding the financial statements, including detailed analysis of the financial performance and changes in the financial position of the Company, the process to prepare the final audited annual financial statements, and the related independent review by the external auditor for the first, second, and third quarters of the year. The external auditor also presented to the Audit Committee members the 2024 External Audit Plan, reviewing the process they would undertake to complete the audit of the 2024 annual financial statements. Also, at this meeting, the Audit Committee reviewed the external auditor's performance and independence for 2024 and did not identify any deficiencies.

At the 2021 AGM, the Company's shareholders appointed PwC for the 10-year period from 2021-2030 up to and including the first quarter of 2031; therefore, PwC will not have to be appointed by the shareholders until fiscal year 2031. The Audit Committee endorsed, for approval by the Board, the continued appointment of PwC for 2025 and approved the engagement letter with PwC, setting out the terms and conditions for its services in 2025. Regardless of this shareholder appointment, the Company may, in its discretion, appoint, for approval by the shareholders, a different external auditor prior to the end of PwC's term.

In 2024, when recommending the appointment of PwC as the external auditor for 2025, the Audit Committee authorized management to engage PwC to perform certain limited other services, to ensure they, as external auditor, remain independent in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) as issued by the International Ethics Standards Board for Accountants, and endorsed in the Kingdom of Saudi Arabia by SOCPA.

PwC fees for the year related to the audit and review of Aramco's consolidated financial statements were SAR 31 million (2023¹: SAR 32 million). Other fees for the year comprise of SAR 124 million (2023¹: SAR 120 million) for the audit of the subsidiaries², and SAR 19 million (2023¹: SAR 14 million) for additional services provided to Aramco and its subsidiaries.

The current audit partner will complete his term as global engagement audit partner after the conclusion of the review of the first quarter of 2025. The Audit Committee oversaw a process to select the new global engagement audit partner, who is expected to serve a five-year term, subject to satisfactory performance and continued engagement of PwC, as external auditor.

Internal controls

The Audit Committee is responsible for reviewing the adequacy and effectiveness of the Company's internal control and financial risk management systems. During the course of the year, the Audit Committee has considered various material controls, including financial, operational, and compliance controls, and the Audit Committee is of the opinion that the Company's internal and financial control systems and risk management systems are effective and adequate.

1. 2023 amounts have been updated to reflect the final fees for the year.

2. The term subsidiaries, as defined by IFRS, means entities over which the Company has control.

Sustainability, Risk and HSE Committee report

The Sustainability, Risk and HSE Committee is chaired by Mr. Robert W. Dudley



2024 Sustainability, Risk and HSE Committee meeting attendance

Members	Eligible	Attended
Mr. Robert W. Dudley, Chair ¹	2	2
Mr. Peter L. Cella ²	2	2
H.E. Faisal F. Alibrahim ³	2	2
H.E. Mohammad M. Al-Tuwaijri ⁴	2	2
Mr. Khalid H. Al-Dabbagh ⁵	2	2
Mr. Amin H. Nasser	4	4
Mr. Stuart T. Gulliver	4	4
Mr. Mark A. Weinberger ⁶	2	1

1. Mr. Robert W. Dudley was elected to the Board on May 6, 2024, with his term commencing on July 1, 2024. The membership of the Board Sustainability, Risk and HSE Committee was reconstituted on August 4, 2024 at which time Mr. Dudley was appointed as the Committee Chair.

2. Mr. Peter L. Cella was the Committee Chair until his term ended on June 30, 2024.

3. H.E. Faisal F. Alibrahim was elected to the Board on May 6, 2024, with his term commencing on July 1, 2024. The membership of the Board Sustainability, Risk and HSE Committee was reconstituted on August 4, 2024 to include H.E. Faisal F. Alibrahim.

4. H.E. Mohammad M. Al-Tuwaijri departed from the Board and its Committees on June 30, 2024.

5. The membership of the Board Sustainability, Risk and HSE Committee was reconstituted on August 4, 2024. Mr. Khalid H. Al-Dabbagh is no longer a member of the Sustainability, Risk and HSE Committee.

6. The membership of the Sustainability Risk and HSE Committee was reconstituted on August 4, 2024 to include Mr. Mark A. Weinberger. He did not attend the meeting conducted on August 4, 2024.

The primary role of the Sustainability, Risk and HSE Committee is to monitor the Company's overall risk management and to assist the Board with:

- Leadership, direction, and oversight with respect to ESG matters;
- Governance and oversight of strategic and operational risks including providing leadership, direction and oversight with respect to the Company's risk framework and risk strategy; and,
- Fostering a culture within the Company that emphasizes and demonstrates the benefits of risk management.

The Sustainability, Risk and HSE Committee held four meetings in 2024; March 7, May 5, August 4, and November 3.

During the year, it received updates from Management on routine assessments and reviews that were conducted regarding several corporate risks that the Company is actively managing, including those relating to major industrial incidents, major transactions, market disruption, cyberattack, environmental compliance, and climate change.

Further, in 2024 the Sustainability, Risk and HSE Committee received updates on the Company's ERM framework, the Company's Operational Excellence Program, and the Company's sustainability related issues. The Sustainability, Risk and HSE Committee received an update relating to the Company's Sustainability Report and endorsed the 2023 Sustainability Report for approval by the Board.

In addition, the Sustainability, Risk and HSE Committee reviewed the Company's 2023 performance with respect to safety incidents and with respect to certain health, safety, and environmental metrics and targets. The Sustainability, Risk and HSE Committee also reviewed the Company's quarterly performance for the first three quarters in 2024 with respect to HSE metrics and targets, along with reviewing proposed HSE corporate key performance indicator metrics and targets for 2025.

The Sustainability, Risk and HSE Committee continues to support the Board and the Company by carrying out its duties and responsibilities that include the following:

- Overseeing the Company's strategy, performance and reputation regarding ESG matters that contribute to long-term value creation throughout the Company's global business;
- Reviewing the Company's risk appetite;
- Reviewing the Company's operational and strategic risks, and the risk and control frameworks established to manage them, including risks that may arise in connection with the social, political environmental, and public policy aspects of the Company's activities;
- Reporting on major strategic risk exposures and recommending steps to manage these risks to the Board;
- Reviewing the effectiveness of the Company's policies, programs and practices with respect to safety, health, environment, social, and making such recommendations to the Board with respect thereto as may be advisable; and
- Reviewing summary reports on significant health, safety, and environmental incidents within the Company.

The Sustainability, Risk and HSE Committee also carries out the functions and the duties and responsibilities of the Risk Management Committee described in the CMA's Corporate Governance Regulations.

Nomination Committee statement

The Nomination Committee is chaired by
Mr. Andrew N. Liveris



2024 Nomination Committee meeting attendance

Members	Eligible	Attended
Mr. Andrew N. Liveris, Chair	3	3
H.E. Yasir O. Al-Rumayyan ¹	3	2
H.E. Dr. Ibrahim A. Al-Assaf ²	1	1
H.E. Mohammad M. Al-Tuwaijri ³	1	1
H.E. Mohammed A. Al-Jadaan ⁴	2	2
Mr. Khalid H. Al-Dabbagh	3	3
Ms. Lynn L. Elsenhans ⁴	2	2

1. H.E. Yasir O. Al-Rumayyan did not attend the meeting conducted on November 3, 2024.
2. The membership of the Nomination Committee was reconstituted on August 4, 2024.
H.E. Dr. Ibrahim A. Al-Assaf is no longer a member of the Nomination Committee.
3. H.E. Mohammad M. Al-Tuwaijri departed from the Board and its Committees on June 30, 2024.
4. The membership of the Nomination Committee was reconstituted on August 4, 2024 to include H.E. Mohammed A. Al-Jadaan and Ms. Lynn L. Elsenhans.

The primary role of the Nomination Committee is to lead the process of nominating, appointing, and evaluating members of the Board and to ensure the effectiveness of the Board and the individual Directors. The Nomination Committee also evaluates and makes recommendations with respect to the structure of the Board and composition of the Board's Committees. Further, the Nomination Committee evaluates and recommends to the Board the appointments of Senior Executives. The Nomination Committee also proposes and makes recommendations to the Board with respect to the Company's relevant corporate governance practices and procedures.

The Nomination Committee held three meetings in 2024; March 7, November 3, and December 18.

In March 2024, the Nomination Committee verified the following with respect to the Directors: (i) the independence of five Directors; and (ii) the absence of any conflicts of interest, as of the date thereof, with respect to any Director. In addition, the Nomination Committee reviewed and endorsed a proposed process for the 2024 Board and Board Committees' self-assessment process. The Nomination Committee also considered individuals for election as Directors at the Company's 2024 EGM and endorsed a list of candidates.

Furthermore, the Nomination Committee considered and endorsed certain amendments to Aramco's Bylaws, and recommended to the Board that it endorse the same and present the amendments for approval by the shareholders at the EGM. Finally, the Nomination Committee endorsed for the Board's approval the appointment of one individual to serve as Senior Executive.

In November 2024, the Nomination Committee reviewed the workshops conducted for the Directors in 2024, and reviewed and endorsed proposed workshops for the Directors for the year 2025. Further, the Nomination Committee reviewed and endorsed certain amendments to Aramco's Corporate Governance Manual, Director Nomination Procedures, and General Assemblies Procedures, to reflect the above described updates to Aramco's Bylaws, approved by the shareholders at the EGM.

In December 2024, the Nomination Committee convened for a third time in 2024, for a discussion of the Company's succession planning process for Senior Executives, including for the CEO, and related matters with respect to oversight of the Senior Executives.

With respect to the means used by the Board to assess its performance and the performance of its members, the Nomination Committee oversaw the Board's 2024 self-assessment process, which was conducted without third-party participation, following the Board's 2023 engagement with a third-party consultant. The self-assessment primarily consisted of responding to a questionnaire. This year, the questionnaire had been updated from previous years in line with board self-assessment best practices to optimize its usefulness. A discussion of the results to determine any trends in the performance of the Board and its Committees and suggestions for improvements, is scheduled for the Board's March 2025 meeting.

Compensation Committee statement

The Compensation Committee is chaired
by Mr. Mark A. Weinberger



2024 Compensation Committee meeting attendance

Members	Eligible	Attended
Mr. Mark A. Weinberger, Chair	5	5
H.E. Yasir O. Al-Rumayyan	5	5
H.E. Mohammed A. Al-Jadaan	5	5
H.E. Ibrahim A. Al-Assaf ¹	3	3
Mr. Robert W. Dudley ¹	3	3
Ms. Lynn L. Elsenhans ²	2	2
Mr. Andrew N. Liveris ^{2,3}	2	1

1. The membership of the Compensation Committee was reconstituted on August 4, 2024 to include H.E. Ibrahim A. Al-Assaf and Mr. Robert W. Dudley.
2. The membership of the Compensation Committee was reconstituted on August 4, 2024. Mr. Andrew N. Liveris and Ms. Lynn L. Elsenhans are no longer members of the Compensation Committee.
3. Mr. Andrew N. Liveris did not attend the Compensation Committee meeting conducted on May 5, 2024.

Per the Committee's charter, the primary role of the Compensation Committee is to:

- Oversee the Company's policy on compensation and its implementation;
- Develop annual individual compensation plans for Directors and Senior Executives of similar standing or performing duties equivalent to those of an Executive Vice President or higher; and,
- Review and approve the design of annual compensation plans for the Company's broad-based employee population.

The Compensation Committee held five meetings in 2024; March 7, May 5, August 4, November 3, and December 18.

As part of its regular schedule of activities, the Compensation Committee discussed and evaluated remuneration policies and decisions applicable to the Company's key management personnel, including Directors and Senior Executives.

The Compensation Committee made recommendations to the Board on the annual Company-wide compensation plan and associated budget, and approved Director and Executive compensation within the budget approved by the Board. The Compensation Committee also reviewed and endorsed the performance targets for use in variable pay plans at the beginning of the year and subsequently reviewed the performance results and ratified the variable pay plan amounts resulting from that performance at the end of the year.

Compensation and other interests

Compensation policy

The Company has a shareholder-approved policy, which aims to ensure that its Directors and Executives are compensated in a manner that promotes sustainable performance and is in the long-term interest of the Company and its shareholders, while attracting, retaining, and motivating the talent it requires to achieve its business goals.

Board remuneration

Table 1 below sets out the remuneration of Board members consistent with the Company's compensation policy and Bylaws.

Table 1: 2024 Board remuneration

	Fixed remuneration							Variable remuneration								
	Specific amount	Allowance for attending Board meetings	Total allowance for attending committee meetings	In-kind benefits	Remuneration for technical, managerial, and consultative work	Remunerations of the Chairman, Managing Director or Secretary, if a member	Total	Percentage of the profits	Periodic remuneration	Short-term incentive plans	Long-term incentive plans	Granted shares (value)	Total	End-of-service award	Aggregate amount	Expenses allowance
All amounts in SAR																
Independent Directors																
Mr. Andrew N. Liveris	1,340,625	-	-	5,644	-	-	1,346,269	-	-	-	-	-	-	-	1,346,269	7,500
Ms. Lynn L. Elsenhans	1,218,750	-	-	5,644	-	-	1,224,394	-	-	-	-	-	-	-	1,224,394	13,500
Mr. Peter L. Cella ¹	-	-	-	2,822	-	-	2,822	-	-	-	-	-	-	-	2,822	13,500
Mr. Robert W. Dudley ²	1,340,625	-	-	5,644	-	-	1,346,269	-	-	-	-	-	-	-	1,346,269	-
Mr. Mark A. Weinberger	1,340,625	-	-	5,644	-	-	1,346,269	-	-	-	-	-	-	-	1,346,269	7,500
Mr. Stuart T. Gulliver	1,340,625	-	-	5,644	-	-	1,346,269	-	-	-	-	-	-	-	1,346,269	7,500
Total	6,581,250	-	-	31,042	-	-	6,612,292	-	-	-	-	-	-	-	6,612,292	49,500
Non-executive Directors																
H.E. Yasir O. Al-Rumayyan	1,828,125	-	-	83,092	-	-	1,911,217	-	-	-	-	-	-	-	1,911,217	6,000
H.E. Dr. Ibrahim A. Al-Assaf	1,218,750	-	-	6,484	-	-	1,225,234	-	-	-	-	-	-	-	1,225,234	7,500
H.E. Mohammed A. Al-Jadaan	1,218,750	-	-	6,484	-	-	1,225,234	-	-	-	-	-	-	-	1,225,234	7,500
H.E. Faisal F. Alibrahim ²	1,218,750	-	-	6,484	-	-	1,225,234	-	-	-	-	-	-	-	1,225,234	-
H.E. Mohammad M. Al-Tuwaijri ³	-	-	-	3,242	-	-	3,242	-	-	-	-	-	-	-	3,242	6,000
Mr. Khalid H. Al-Dabbagh	1,218,750	-	-	4,538	-	-	1,223,288	-	-	-	-	-	-	-	1,223,288	7,500
Total	6,703,125	-	-	110,324	-	-	6,813,449	-	-	-	-	-	-	-	6,813,449	34,500
Executive Directors																
Mr. Amin H. Nasser	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	13,284,375	-	-	141,366	-	-	13,425,741	-	-	-	-	-	-	-	13,425,741	84,000

1. Mr. Peter L. Cella departed from the Board and its Committees on June 30, 2024.

2. H.E. Faisal F. Alibrahim and Mr. Robert W. Dudley were elected to the Board on May 6, 2024.

3. H.E. Mohammad M. Al-Tuwaijri departed from the Board and its Committees on June 30, 2024.

In accordance with the Company's Bylaws, the Compensation Committee of the Board recommends Director remuneration, and the manner thereof, of the Chairman and each other member of the Board of Directors shall be set as it deems appropriate to the full Board for ratification. Non-executive/independent members of the

Board receive an annual fixed fee, a premium payment for those Directors chairing committees and the Board, reimbursement of any travel expenses, and health, welfare, and accommodation benefits for their service. Committee members receive no additional remuneration for their service on Board Committees, other than in the capacity as Chair of any committee. Executive members of the Board are not remunerated for their service as Directors.

Senior Executives remuneration

Table 2 sets out the aggregated remuneration paid to the Company's five highest paid Senior Executives, inclusive of the CEO and CFO positions.

Table 2: Total remuneration paid to the five highest paid executives including CEO and CFO

All amounts in SAR	Fixed remuneration				Variable remuneration						End-of-service award	Total remunerations for Board Executives, if any	Aggregate amount
	Salaries	Allowances	In-kind benefits	Total	Periodic remuneration	Profits	Short-term incentive plans	Long-term incentive plans	Granted Shares (value)	Total			
Total	17,006,550	9,774,343	3,116,801	29,897,694	–	–	24,893,526	3,351,366	22,479,590	50,724,482	35,277,516	–	115,899,692

The Company's compensation framework for its Senior Executives is designed to provide a competitive compensation package that includes base pay, variable pay, and benefits as follows:

- With respect to fixed remuneration, the Company considers the level and demands of the position, including duties and responsibilities, as well as the educational qualifications, practical experience, skills, performance, and seniority of the individual, all within the context of market conditions and pay practices of peers and other relevant companies;
- With respect to variable remuneration, the Company offers variable compensation that is market-aligned and subject to the fulfillment of predefined performance goals. Two variable pay plans are used: a Short-Term Incentive Plan and a Long-Term Incentive Plan. The Short-Term Incentive Plan is an annual cash-based plan designed to reward performance against pre-determined scorecard metrics in three key areas (financial, operational, and safety/sustainability). Additionally, there is an individual performance component designed to reward performance against key performance metrics and goals related to an individual's specific business line and area of expertise. The Long-Term Incentive Plan is designed to reward key financial, strategic, and environmental/sustainability performance over a three-year period. The values reported for 2024 represent the awarded amount for the 2022 to 2024 performance period, granted in shares which vest on March 2, 2025, and the cash equivalent of dividend distributions on those shares during the performance period;
- Allowances and In-Kind Benefits include: pension, savings plan, medical services and housing-related and transportation-related allowances. The nature and levels of benefits for the Senior Executives are periodically reviewed and approved by the Compensation Committee;
- End-of-service awards represent the annual incremental value to the employee of pension provisions and end-of-service severance provisions, all of which are paid post-employment.

Compensation and other interests continued

Directors' and Senior Executives' shareholdings and holdings in debt instruments

Table 3 illustrates shares held by Directors, their relatives, and changes that occurred during 2024. No Director has any interest in debt instruments issued by the Company or its subsidiaries, and there were no arrangements or agreements by which any of the Directors waived any salary or compensation.

Table 3: Board of Directors' rights to shares or debt instruments

Ownership of Directors

Description of any interest, contractually-based securities, and subscription rights of the Directors and their relatives in the Company's/ subsidiaries' shares or debt instruments.

Name of interest holder	Beginning of the year		End of the year		Net change
	Number of shares	Debt instruments	Number of shares	Debt instruments	
H.E. Yasir O. Al-Rumayyan	3,630,000	–	3,630,000	–	–
H.E. Dr. Ibrahim A. Al-Assaf	140,008	–	140,008	–	–
H.E. Mohammed A. Al-Jadaan	–	–	–	–	–
H.E. Mohammad M. Al-Tuwaijri ¹	–	–	–	–	–
Mr. Andrew N. Liveris	–	–	–	–	–
H.E. Faisal F. Alibrahim ²	2,300	–	2,605	–	305
Ms. Lynn L. Elsenhans	–	–	–	–	–
Mr. Robert W. Dudley ²	–	–	–	–	–
Mr. Peter L. Cella ³	–	–	–	–	–
Mr. Mark A. Weinberger	–	–	–	–	–
Mr. Stuart T. Gulliver	–	–	–	–	–
Mr. Khalid H. Al-Dabbagh	92,998	–	149,395	–	56,397

Ownership of Directors' relatives⁴

Name of interest holder	Beginning of the year		End of the year		Net change
	Number of shares	Debt instruments	Number of shares	Debt instruments	
Relatives of H.E. Yasir O. Al-Rumayyan	601	–	127,561	–	126,960
Relatives of H.E. Dr. Ibrahim A. Al-Assaf	–	–	–	–	–
Relatives of H.E. Mohammed A. Al-Jadaan	–	–	–	–	–
Relatives of H.E. Mohammad M. Al-Tuwaijri ¹	–	–	–	–	–
Relatives of Mr. Andrew N. Liveris	–	–	–	–	–
Relatives of H.E. Faisal F. Alibrahim ²	–	–	–	–	–
Relatives of Ms. Lynn L. Elsenhans	–	–	–	–	–
Relatives of Mr. Robert W. Dudley ²	–	–	–	–	–
Relatives of Mr. Peter L. Cella ³	–	–	–	–	–
Relatives of Mr. Mark A. Weinberger	–	–	–	–	–
Relatives of Mr. Stuart T. Gulliver	–	–	–	–	–
Relatives of Mr. Khalid H. Al-Dabbagh	4,986	–	5,506	–	520

1. H.E. Mohammad M. Al-Tuwaijri departed from the Board and its Committees on June 30, 2024.

2. H.E. Faisal F. Alibrahim and Mr. Robert W. Dudley were elected to the Board on May 6, 2024.

3. Mr. Peter L. Cella departed from the Board and its Committees on June 30, 2024.

4. The term relatives, as defined under the Corporate Governance Regulations, refers to:

- Fathers, mothers, grandfathers, and grandmothers (and their ancestors);
- Children and grandchildren and their descendants;
- Siblings, maternal and paternal half-siblings; and,
- Husbands and wives.

Table 4 illustrates shares held by Senior Executives, their relatives, and changes that occurred during 2024. No Senior Executive has any interest in debt instruments issued by the Company or its subsidiaries and there were no arrangements or agreements by which any of the Senior Executives waived any salary or compensation.

Table 4: Senior Executives' rights to shares or debt instruments

Ownership of Senior Executives

Description of any interest, contractually-based securities, and subscription rights of the Senior Executives and their relatives in the Company's/subsidiaries' shares or debt instruments.

Name of interest holder	Beginning of the year		End of the year		Net change
	Number of shares	Debt instruments	Number of shares	Debt instruments	
Mr. Amin H. Nasser	524,810	–	1,038,992	–	514,182
Mr. Nasir K. Al-Naimi	60,193	–	118,546	–	58,353
Mr. Mohammed Y. Al Qahtani	120,902	–	228,729	–	107,827
Mr. Ziad T. Al Murshed	35,847	–	73,093	–	37,246
Mr. Ashraf A. Al Ghazzawi	24,498	–	63,430	–	38,932
Mr. Wail A. Al Jaafari	10,896	–	21,793	–	10,897
Mr. Nabeel A. Al Mansour	87,529	–	175,674	–	88,145
Mr. Nabeel A. Al-Jama'	101,118	–	221,880	–	120,762
Mr. Ahmad O. Al-Khowaiter	135,814	–	186,860	–	51,046

Ownership of Senior Executives relatives¹

Name of interest holder	Beginning of the year		End of the year		Net change
	Number of shares	Debt instruments	Number of shares	Debt instruments	
Relatives of Mr. Amin H. Nasser	29,663	–	83,506	–	53,843
Relatives of Mr. Nasir K. Al-Naimi	759	–	1,959	–	1,200
Relatives of Mr. Mohammed Y. Al Qahtani	19,762	–	45,714	–	25,952
Relatives of Mr. Ziad T. Al Murshed	626	–	1,387	–	761
Relatives of Mr. Ashraf A. Al Ghazzawi	1,535	–	2,747	–	1,212
Relatives of Mr. Wail A. Al Jaafari	5,306	–	5,592	–	286
Relatives of Mr. Nabeel A. Al Mansour	–	–	22,782	–	22,782
Relatives of Mr. Nabeel A. Al-Jama'	14,630	–	17,996	–	3,366
Relatives of Mr. Ahmad O. Al-Khowaiter	9,846	–	9,846	–	–

1. The term relatives, as defined under the Corporate Governance Regulations, refers to:

- Fathers, mothers, grandfathers, and grandmothers (and their ancestors);
- Children and grandchildren and their descendants;
- Siblings, maternal and paternal half-siblings; and,
- Husbands and wives.

Governance, risk and compliance

The Company has adopted and implemented certain corporate governance policies and procedures pursuant to the Corporate Governance Regulations, together with certain global ethics and compliance policies. Moreover, the Company has implemented a Code of Business Conduct, which provides guidelines to the Directors, Senior Management, employees, and contract employees of the Company and its controlled subsidiaries regarding, among other things, health, safety and environmental protection, competition and antitrust, anti-bribery and anti-corruption, conflicts of interest, disclosures controls, insider trading, related parties transactions, data privacy, international trade controls, internal investigations, and compliance with applicable law. In addition, the Company has established an ongoing internal training plan in support of the Company's ethics and regulatory compliance programs, and requires personnel to provide various certifications attesting to awareness of, and adherence to, the Company's ethical and regulatory compliance standards.

Risk management

The Board routinely assesses the Company's risks that could impact its business model and/or future performance. The Company's risk management framework and risk factors are outlined in Section 4: Risk.

Board of Directors declarations

The Board declares the following:

- The accounting records were properly prepared;
- The system of internal control is sound in design and has been effectively implemented; and,
- There are no doubts on the Company's ability to continue business.

Company declarations

SOCPA endorsed IFRS compliant

The consolidated financial statements have been prepared in accordance with IFRS that are endorsed in the Kingdom, and other standards and pronouncements issued by SOCPA. The consolidated financial statements are also in compliance with IFRS as issued by the IASB.

Contractual interests of Directors and Senior Executives

Other than compensation arrangements, there are no Company contracts or business with the Company in which Directors, Senior Executives or persons related to them have a personal interest.

Interests in voting shares

On March 7, 2024, the Government announced the transfer of an additional 8% of the Company's ordinary shares to PIF's wholly-owned companies. In June 2024, the Government completed a secondary public offering, selling approximately 1.7 billion shares, representing 0.7% of the Company's issued shares. As a result, the Government remains the Company's largest shareholder, holding an 81.48% direct shareholding as of the date of this Annual Report.

During the year 2024, there were no interests in any class of voting shares held by persons who have officially notified the Company of their holdings pursuant to Article 70 of the Rules on the Offer of Securities and Continuing Obligations.

Investments made or any reserves set up for the benefit of employees

All amounts in millions SAR	2024	2023
Pension plans	(8,693)	(7,784)
Medical and other post-employment benefit plans	8,194	9,270
Net benefit (asset) liability	(499)	1,486

For details regarding investments made or any reserves set up for the benefit of employees, refer to Section 7: Consolidated financial statements – Note 21.

Convertible debt instruments, contractual securities, preemptive right, or similar rights issued or granted

In June 2024, as part of the secondary public offering, the Company acquired 137.6 million ordinary shares from the Government for the purposes of issuing them to employees through the Company's share plans. For further details, refer to Section 7: Consolidated financial statements – Notes 16 and 17.

Conversion or subscription rights under any convertible debt instruments, contractually-based securities, warrants, or similar rights issued or granted

The Company did not issue or grant any conversion or subscription rights under any convertible debt instruments, contractually-based securities, warrants, or similar rights.

Redeemable debt instruments

The Company did not redeem, purchase, or cancel any redeemable debt instruments.

The Company's requests of shareholders records in 2024*

Request date	Request rationale
January 2	Shareholder analysis
January 14	Shareholder analysis ¹
January 23	"Extraordinary General Assembly meeting"
February 5	Shareholder analysis
March 6	Shareholder analysis
March 12	Shareholder analysis ¹
March 18	Dividend distribution ²
March 31	Dividend distribution
April 3	Shareholder analysis
May 5	"Extraordinary General Assembly meeting"
May 16	Dividend distribution
May 28	Shareholder analysis
June 4	Shareholder analysis ¹
June 6	Shareholder analysis
June 11	Shareholder analysis
July 1	Shareholder analysis
July 4	Shareholder analysis ³
August 11	Shareholder analysis
August 12	Shareholder analysis
August 20	Shareholder analysis ¹
August 22	Dividend distribution
September 9	Shareholder analysis
September 25	Shareholder analysis
October 14	Shareholder analysis
November 7	Shareholder analysis
November 18	Dividend distribution
November 28	Shareholder analysis ¹
December 9	Shareholder analysis

1. Two requests on that day for shareholder analysis.

2. Two requests on that day for dividend distribution.

3. Three requests on that day for shareholder analysis.

* In 2024, total number of requests of shareholder records is 36.

Dividend distribution policy and dividends framework

Pursuant to the Bylaws, the Board has sole discretion to declare dividends with respect to the outstanding shares in accordance with the Company's dividend distribution policy. However, it is under no obligation to do so. The amount and frequency of any dividends will depend on a number of factors, including the Company's historic and anticipated earnings and cash flow, the Company's financial obligations, capital requirements and growth plans, the Company's desire to maintain an investment grade credit rating across oil price cycles, general economic and market conditions, and other factors deemed relevant by the Board. The Company's expectations in connection with these factors are subject to numerous assumptions, risks, and uncertainties, which may be beyond the Company's control.

The Company pays cash dividends to non-Government shareholders in SAR and to the Government in U.S. dollars. All shares have the same entitlement to any dividends declared by the Board and any dividends are and will be distributed in compliance with applicable tax laws.

In 2023 and 2024, the Company's base dividend payments totaled ₪ 292.7 billion (\$78.0 billion) and ₪ 304.3 billion (\$81.15 billion), respectively.

On March 3, 2025, the Board declared a base dividend of ₪ 79.3 billion (\$21.14 billion) for the fourth quarter of 2024.

In addition to the base dividend, in 2023, the Company introduced a mechanism for performance-linked dividends to support its aim to deliver a balanced mix of growth and yield to shareholders, which is intended to be paid in the amount of 50-70% of the Group's annual free cash flow, net of the base dividend and other amounts including external investments¹. The first performance-linked dividends were calculated based on the Group's combined full-year results of 2022 and 2023 and was paid over six quarters, commencing in the third quarter of 2023.

In 2023 and 2024, the Company's performance-linked dividend payments totaled ₪ 74.0 billion (\$19.8 billion) and ₪ 161.6 billion (\$43.09 billion), respectively.

On March 3, 2025, the Board declared performance-linked dividends in the amount of ₪ 0.8 billion (\$0.22 billion) based on full-year results of 2024 to be paid in the first quarter of 2025.

1. For the purpose of calculating performance-linked dividends, external investments include acquisition of affiliates, net of cash acquired, additional investments in joint ventures and associates, and certain amounts recognized in net investment in securities. Please see the consolidated statement of cash flows for more information.

Governance, risk and compliance continued

It is the intention of the Board, in its discretion, to deliver a sustainable base dividend and performance-linked dividends to the Company's shareholders. The Company's dividend distribution policy states that dividends may be declared from net profits only after the Company has:

- Ensured that dividends are capable of being distributed by the Company with reference to its most current financial statements;
- Established any reserves to meet contingencies as determined from time to time at the discretion of the Board; and,
- Taken into consideration its working capital requirements, near-term liquidity, and any other factors or considerations that may be relevant in this regard, including but not limited to the implications of any dividend distributions on the Company's capital structure, credit ratings, and publicly communicated gearing targets.

Royal Order No. A/42, dated 26/1/1441H (corresponding to September 25, 2019) provides that, if the Board resolved to distribute dividends, and to the extent that the Board determines that the amount of any quarterly cash dividend declared with respect to calendar years 2020 through 2024 would have been less than \$0.09375 per ordinary share (based on 200,000,000,000 ordinary shares outstanding) but for the Government forgoing its rights to such dividend as follows, the Government will forgo its right to receive the portion of cash dividends on the shares owned by the Government (amounting to 81.48% as at the date of this Annual Report) equal to the amount necessary to enable the Company to first pay the minimum quarterly cash dividend amount described above to holders of ordinary shares other than the Government. The remaining amount of the declared dividend as determined by the Board in its discretion will be paid to the Government.

Additionally, dividends forgone will not accrue or otherwise be paid to the Government and the waiver applies to all ordinary shares not held by the Government from time to time and held from 2020 to 2024.

In 2024, there is no shareholder of the Company who has waived any rights to dividends.

Punishments and penalties

The Company is committed to high standards of governance. The Company is not aware of any penalty, precautionary procedure, or preventative measure imposed on it by any authority, supervisory, regulatory, or judicial body in 2024.

Board of Directors' report

The information contained in Sections 1–6 of this Annual Report constitutes the Board of Directors' report.

Compliance with CMA Corporate Governance Regulations

The Company has implemented all the provisions contained in the Corporate Governance Regulations issued by the CMA, to the extent applicable to it in light of the Bylaws, except the provisions noted below:

Article No.	Provision of the Article	Justification
63 (b) (Guiding Article)	The number of nominees to the Board whose names are presented to the General Assembly shall be more than the number of available seats to give a chance to the General Assembly to select the Board members among those nominees.	The number of nominees presented to the General Assembly as part of the Company's 2024 nomination process was not more than the seats available as suggested in this Guiding Article. The Company did not receive any nomination from any qualified shareholder, other than the State, during the shareholder nomination period. The Nomination Committee also considers the competence, experience and independence of the nominated members to the Board with regards to the size and business of the Company.
92 (Guiding Article)	If the Board forms a corporate governance committee, it shall assign to it the competencies stipulated in Article (91) of the Corporate Governance Regulations. Such committee shall oversee any matters relating to the implementation of governance, and shall provide the Board with its reports and recommendations at least annually.	While Aramco's Board has not formed a corporate governance committee as stated in this Guiding Article, the Board has instead charged the Nomination Committee, formed pursuant to the Company Bylaws, with the responsibility of overseeing and making recommendations to the Board with respect to the Company's corporate governance policies and practices, including the competencies of effective governance described in Article (91) of the Corporate Governance Regulations.

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Leveraging technology in operations

Oil Supply Planning and Scheduling, Dhahran, Saudi Arabia

Aramco's technology program aims to develop new solutions for its Upstream and Downstream businesses, diversify its product portfolio, grow its business sustainably, and achieve its net-zero ambition. Innovative technology solutions are deployed by the Company across its integrated Upstream and Downstream operations.

Inside Aramco's Dhahran headquarters, advanced data and communications technology monitors real-time oil and gas flows from operating sites.

Additional financial information

All amounts in millions SAR unless otherwise stated

Historical financial highlights

Summarized consolidated statement of income

All amounts in millions SAR unless otherwise stated	Year ended December 31				
	2024	2023	2022	2021	2020
Revenue	1,637,299	1,653,281	2,006,955	1,346,930	768,109
Other income related to sales ¹	164,375	203,092	259,418	154,828	93,982
Revenue and other income related to sales	1,801,674	1,856,373	2,266,373	1,501,758	862,091
Operating costs	(1,027,049)	(988,086)	(1,122,296)	(729,840)	(478,731)
Operating income	774,625	868,287	1,144,077	771,918	383,360
Income before income taxes and zakat	782,010	888,067	1,152,962	769,521	372,424
Income taxes and zakat ²	(383,588)	(433,303)	(548,957)	(357,125)	(188,661)
Net income	398,422	454,764	604,005	412,396	183,763

1. Aramco sells certain hydrocarbons within the Kingdom at regulated prices mandated by the Government. The Government implemented an equalization mechanism to compensate the Company for revenues directly forgone as a result of its compliance with the Government mandates related to crude oil and certain refined products. Effective September 17, 2019, the Government implemented an equalization mechanism related to Regulated Gas Products. Effective January 1, 2020, the Government expanded the equalization mechanism to include LPGs and certain other products.
2. The income tax rate applicable to Aramco was 50%, except that: (i) effective from January 1, 2018, a 20% tax rate applies to the Company's taxable income related to certain natural gas activities; and (ii) effective January 1, 2020, the tax rate applicable to the Company's Downstream activities is the general corporate tax rate of 20% that applies to all similar domestic downstream companies under the Income Tax Law on the condition that the Company separates its Downstream activities under the control of one or more separate wholly-owned subsidiaries before the due date of December 31, 2024, otherwise the Company's Downstream activities will be retroactively taxed at 50%. An extension of the due date to December 31, 2030 is in progress and the Company expects that it will be granted. Consequently, the Company continues to apply the 20% income tax rate to its Downstream activities.

Summarized consolidated balance sheet

All amounts in millions SAR unless otherwise stated	As at December 31				
	2024	2023	2022	2021	2020
Total assets	2,423,630	2,477,940	2,492,924	2,162,690	1,914,261
Total liabilities	772,275	740,848	826,777	882,022	813,167
Net assets (total equity)	1,651,355	1,737,092	1,666,147	1,280,668	1,101,094

Summarized consolidated statement of cash flows

All amounts in millions SAR unless otherwise stated	Year ended December 31				
	2024	2023	2022	2021	2020
Net cash provided by operating activities	508,888	537,814	698,152	522,601	285,297
Net cash used in investing activities	(2,861)	(54,019)	(389,009)	(135,741)	(20,899)
Net cash used in financing activities	(488,358)	(510,869)	(382,675)	(294,513)	(234,872)

All amounts in millions SAR unless otherwise stated

Statutory amounts paid and payable

Statutory amounts paid¹

All amounts in millions SAR unless otherwise stated	Reasons for amounts paid	Year ended December 31, 2024
Income taxes and zakat	Income taxes and zakat calculated in accordance with Saudi Income Tax Regulations. See Note 8 of the consolidated financial statements	176,523
Royalties	Production royalties determined in accordance with Government agreements	187,982
Total		364,505

Statutory amounts payable¹

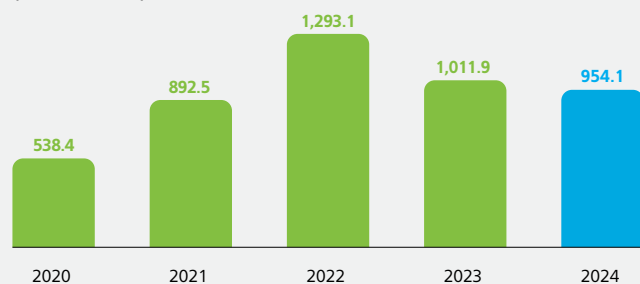
All amounts in millions SAR unless otherwise stated	Reasons for amounts payable	As at December 31, 2024
Income taxes and zakat	Government obligation, payable on a monthly basis	69,964
Royalties	Government obligation, payable on a monthly basis	12,050
Total		82,014

1. Statutory amounts paid and payable are in respect of the Company.

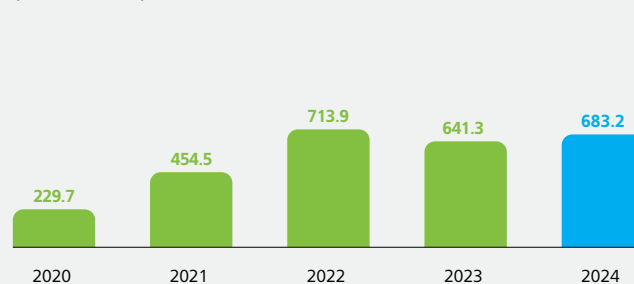
Geographical analysis of Aramco's external revenue

Revenue from sales to external customers by region is based on the location of the Aramco entity which made the sale. Out-of-Kingdom revenue includes sales of ₪ 190,011 originating from the United States of America (2023: ₪ 194,072). For more details, refer to Section 7: Consolidated financial statements – Note 4.

In-Kingdom (Billions SAR)



Out-of-Kingdom (Billions SAR)



Additional financial information continued

All amounts in millions SAR unless otherwise stated

Related party transactions

As part of its normal course of business, Aramco enters into various related party contracts and transactions. These principally include sales and purchases, and providing and receiving services. Aramco sells hydrocarbon products and provides services to, and receives services from, Government, semi-Government entities and other entities in which the Government has ownership or control. These transactions are made on specific terms within the relevant regulatory framework in the Kingdom.

Other than with respect to compensation arrangements, as at the date of this Annual Report there are no related party transactions in which any of the Company's Directors or Senior Executives or an immediate family member thereof had or will have a direct or indirect material interest or were not entered into on an arm's length basis. For compensation related transactions with the Company's Directors and Senior Executives, see Section 5: Organizational structure and corporate governance.

The table below sets forth the transactions during the year ended December 31, 2024, identified by Aramco as material related party transactions based on available information. For more information on Aramco's related party transactions, see Section 7: Consolidated financial statements – Note 29.

All amounts in millions SAR unless otherwise stated	Year ended December 31, 2024
Joint ventures:	
Revenue from sales	25,894
Other revenue	83
Interest income	206
Purchases	27,773
Service expenses	34
Associates:	
Revenue from sales	85,766
Other revenue	218
Interest income	353
Purchases	57,818
Service expenses	180
Government, semi-Government and other entities with Government ownership or control:	
Revenue from sales	37,376
Other income related to sales	164,375
Other revenue	936
Purchases	10,215
Service expenses	514
Lease expenses	1,178

The following table sets forth Aramco's material related party transaction balances as at December 31, 2024.

All amounts in millions SAR unless otherwise stated	As at December 31, 2024
Joint ventures:	
Other assets and receivables	3,888
Trade receivables	5,378
Interest receivable	645
Trade payables and other liabilities	6,365
Associates:	
Other assets and receivables	3,831
Trade receivables	18,739
Trade payables and other liabilities	4,576
Government, semi-Government and other entities with Government ownership or control:	
Other assets and receivables	5,634
Trade receivables	4,556
Due from the Government	38,274
Short-term investments with banks	5,749
Cash and cash equivalents held with banks	48,762
Trade payables and other liabilities	2,799
Borrowings	26,393

All amounts in millions SAR unless otherwise stated

The following table sets forth material related party transactions and balances for the year ended, and as at December 31, 2024, by related party.

All amounts in millions SAR unless otherwise stated		December 31, 2024
Transactions with joint ventures:		
Revenue from sales		
Eastern Petrochemical Company ("SHARQ")		6,769
Sadara Chemical Company ("Sadara")		5,809
Al-Jubail Petrochemical Company ("KEMYA")		4,121
Saudi Yanbu Petrochemical Company ("YANPET")		2,850
First Coast Energy LLP ("FCE")		1,943
Tas'helat Marketing Company ("TMC")		2,085
Others		2,317
		25,894
Other revenue		
Others		83
		83
Interest income		
Sadara Chemical Company ("Sadara")		206
		206
Purchases		
Eastern Petrochemical Company ("SHARQ")		7,358
Sadara Chemical Company ("Sadara")		5,453
Al-Jubail Petrochemical Company ("KEMYA")		4,215
SINOPEC SABIC Tianjin Petrochemical Company Limited ("SSTPC")		4,260
Saudi Yanbu Petrochemical Company ("YANPET")		3,720
Others		2,767
		27,773
Service expenses		
Others		34
		34
Other assets and receivables		
Sadara Chemical Company ("Sadara")		1,781
Eastern Petrochemical Company ("SHARQ")		1,939
Others		168
		3,888
Trade receivables		
Sadara Chemical Company ("Sadara")		1,909
Al-Jubail Petrochemical Company ("KEMYA")		735
Eastern Petrochemical Company ("SHARQ")		1,583
Saudi Yanbu Petrochemical Company ("YANPET")		619
Others		532
		5,378
Interest receivable		
Others		645
		645
Trade payables and other liabilities		
Eastern Petrochemical Company ("SHARQ")		2,633
Sadara Chemical Company ("Sadara")		1,200
Al-Jubail Petrochemical Company ("KEMYA")		1,095
Saudi Yanbu Petrochemical Company ("YANPET")		1,163
Others		274
		6,365

Additional financial information continued

All amounts in millions SAR unless otherwise stated

Related party transactions continued

All amounts in millions SAR unless otherwise stated

	December 31, 2024
Transactions with associates:	
Revenue from sales	
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	34,399
Hyundai Oilbank Co. Ltd. ("Hyundai Oilbank")	33,660
Fujian Refining and Petrochemical Company Limited ("FREP")	14,813
Power and Water Utility Company for Jubail and Yanbu ("Marafiq")	2,006
Others	888
	85,766
Other revenue	
Others	218
	218
Interest income	
Others	353
	353
Purchases	
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	33,660
Hyundai Oilbank Co. Ltd. ("Hyundai Oilbank")	13,541
Power and Water Utility Company for Jubail and Yanbu ("Marafiq")	1,208
National Shipping Company of Saudi Arabia ("Bahri")	3,473
Ma'aden Wa'ad Al-Shamal Phosphate Company ("MWSPC")	1,384
Ma'aden Phosphate Company ("MPC")	1,718
Fujian Refining and Petrochemical Company Limited ("FREP")	848
Others	1,986
	57,818
Service expenses	
Others	180
	180
Other assets and receivables	
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	3,728
Others	103
	3,831
Trade receivables	
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	14,749
Fujian Refining and Petrochemical Company Limited ("FREP")	1,706
Hyundai Oilbank Co. Ltd. ("Hyundai Oilbank")	1,463
Others	821
	18,739
Trade payables and other liabilities	
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	3,203
Hyundai Oilbank Co. Ltd. ("Hyundai Oilbank")	776
Others	597
	4,576

All amounts in millions SAR unless otherwise stated

		December 31, 2024
Transactions with Government, semi-Government and other entities with Government ownership or control:		
Revenue from sales		
Government or semi-Government		2,284
Saudi Power Procurement Company ("SPPC")		18,836
Saudi Arabian Airlines ("Saudia")		5,351
Saline Water Conversion Company ("SWCC")		2,854
Saudi Arabian Mining Company ("Ma'aden")		2,104
Saudi Electricity Company ("SEC")		300
Others		5,647
		37,376
Other income related to sales		
Government and semi-Government		164,375
		164,375
Other revenue		
Government and semi-Government		458
Others		478
		936
Purchases		
Government and semi-Government		641
Saudi Electricity Company ("SEC")		3,814
Arabian Drilling Company		3,139
Jubail Energy Services Company ("JESCO")		1,354
Others		1,267
		10,215
Service expenses		
Government and semi-Government		514
		514
Lease expenses		
Government and semi-Government		98
Others		1,080
		1,178
Other assets and receivables		
Public Investment Fund ("PIF")		4,826
Saudi Electricity Company ("SEC")		761
Others		47
		5,634
Trade receivables		
Government and semi-Government		214
Saudi Power Procurement Company ("SPPC")		1,950
Saline Water Conversion Company ("SWCC")		488
Saudi Arabian Mining Company ("Ma'aden")		368
Saudi Arabian Airlines ("Saudia")		626
Others		910
		4,556
Due from the Government		
Government and semi-Government		38,274
		38,274

Additional financial information continued

All amounts in millions SAR unless otherwise stated

Related party transactions continued

All amounts in millions SAR unless otherwise stated

Short-term investments with banks	
Gulf International Bank ("GIB")	746
Riyad Bank	986
Saudi Investment Bank ("SAIB")	1,328
The Saudi National Bank ("SNB")	1,819
Others	870
	5,749
Cash and cash equivalents held with banks	
Riyad Bank	5,411
Saudi Investment Bank ("SAIB")	146
The Saudi National Bank ("SNB")	7,451
Others	35,754
	48,762
Trade payables and other liabilities	
Government and semi-Government	1,062
Others	1,737
	2,799
Borrowings	
Government and semi-Government	6,364
Others	20,029
	26,393

Total indebtedness of Aramco

Information on Aramco's total indebtedness as at December 31, 2024, is as follows:

All amounts in millions SAR unless otherwise stated	Total facility ¹	Original Loan duration	Repaid during the year	Balance as at December 31, 2024	Maturity date
Bank borrowings	35,149	1 to 24 years	(5,337)	26,562	2025-2045
Sukuk (Shari'a compliant)	41,389	3 to 14 years	(3,842)	41,389	2025-2034
Export credit agencies	12,289	15 to 17 years	(687)	880	2025-2039
Public Investment Fund ("PIF")	3,049	15 years	(404)	416	2025
Saudi Industrial Development Fund (Shari'a compliant)	7,363	7 to 17 years	(461)	4,119	2025-2035
Ijarah/Procurement (Shari'a compliant)	3,705	7 to 23 years	–	3,540	2026-2039
Murabaha (Shari'a compliant)	25,488	5 to 24 years	(4,878)	14,436	2028-2032
Wakala (Shari'a compliant) and other Islamic financing	2,460	7 to 16 years	–	1,255	2028-2038
Revolving Credit Facilities	36,880	1 to 5 years	(534)	703	2025-2029
Short-term borrowings	37,487	Under 1 year	(5,787)	21,242	2025
Debentures	106,283	10 to 50 years	(9,552)	106,283	2025-2070
Lease liabilities	–	–	(15,344)	62,483	Not defined
Other financing arrangements	35,982	11 to 25 years	–	35,982	2028 - 2046
	347,524		(46,826)	319,290	

1. Includes total facility amounts and carrying amounts for certain long-term loans being repaid in installments.

Reserves information

All amounts in millions unless otherwise stated

Reserves as at December 31, 2024

As at December 31, 2024, the Kingdom's reserves in the fields Aramco operates consisted of 341.3 billion boe (2023: 340.8 billion boe), including 261.7 billion barrels (2023: 261.7 billion barrels) of crude oil and condensate, 37.5 billion barrels (2023: 37.4 billion barrels) of NGL and 255.1 tscf (2023: 252.6 tscf) of natural gas, including 167.8 tscf (2023: 164.8 tscf) of nonassociated gas.

Under the Original Concession, which was in effect until December 24, 2017, Aramco's rights with respect to hydrocarbons in the Kingdom were not limited to a particular term. Accordingly, until such date, the Kingdom's reserves in the fields Aramco operated were the same as Aramco's reserves. Effective December 24, 2017, the Concession limited Aramco's exclusive right to explore, develop and produce the Kingdom's hydrocarbon resources, except in the Excluded Areas, to an initial period of 40 years, which will be extended by the Government for 20 years provided Aramco satisfies certain conditions commensurate with current operating practices. In addition, the Concession may be extended for an additional 40 years beyond the prior 60-year period subject to Aramco and the Government agreeing on the terms of the extension (see Section 6: Additional financial and legal information – The Concession). The provision of a specified term in the Concession impacts the calculation of Aramco's reserves as compared to the Kingdom's reserves in the fields Aramco operates. The Concession also requires Aramco to meet domestic demand for certain hydrocarbons, petroleum products, and LPGs through domestic production or imports.

Based on the initial 40-year period and 20-year extension of the Concession, as at December 31, 2024, Aramco's reserves were 250.0 billion boe (2023: 251.2 billion boe). Aramco's oil equivalent reserves consisted of 189.8 billion barrels (2023: 191.3 billion barrels) of crude oil and condensate, 26.1 billion barrels (2023: 26.0 billion barrels) of NGL and 209.8 tscf (2023: 207.5 tscf) of natural gas. As at December 31, 2024, Aramco's portfolio included 548 (2023: 541) reservoirs within 148 (2023: 144) fields distributed throughout the Kingdom and its territorial waters.

Aramco manages the Kingdom's unique reserves and resources base to optimize production and maximize long-term value pursuant to the Hydrocarbons Law, which mandates that Aramco's hydrocarbon operations promote long-term productivity of the Kingdom's reservoirs and support the prudent stewardship of its hydrocarbon resources. Aramco has historically replaced reserves on an organic basis through revisions of reserve estimates at existing fields and through delineation and exploration to identify new fields. As a result, the Kingdom's estimated proved reserves at the largest oil fields operated by Aramco have increased since the time of original production.

The following table sets forth Aramco's estimates of its proved reserves based on the term of the Concession as at December 31, 2024 and 2023.

	Crude Oil and Condensate (mmbbl)	Natural Gas (bscf) (mmboe)		NGL (mmbbl)	Combined (mmboe)
Reserves as at December 31, 2024	189,782	209,769	34,189	26,058	250,029
Reserves as at December 31, 2023	191,349	207,450	33,822	26,024	251,195

The following table sets forth the Kingdom's estimates of its proved reserves in the fields Aramco operates as at December 31, 2024 and 2023.

	Crude Oil and Condensate (mmbbl)	Natural Gas (bscf) (mmboe)		NGL (mmbbl)	Combined (mmboe)
Reserves as at December 31, 2024	261,682	255,117	42,101	37,496	341,279
Reserves as at December 31, 2023	261,677	252,567	41,696	37,395	340,768

Aramco's reserve estimates conform to the SPE-PRMS definitions and guidelines, which are the internationally recognized industry standard sponsored by the Society of Petroleum Engineers, the American Association of Petroleum Geologists, the World Petroleum Council, the Society of Petroleum Evaluation Engineers, the Society of Exploration Geophysicists, the Society of Petrophysicists and Well Log Analysts, and the European Association of Geoscientists and Engineers. To estimate or update Aramco's reserve estimates, the Upstream segment employees responsible for reserves calculations perform technical analyses that are reviewed internally by progressively higher levels of management until finalized at year-end. Aramco annually updates its estimates as it acquires and interprets new data. For reservoirs that have been producing and have established certain performance trends, Aramco is typically able to reliably forecast the reservoir's future production. For reservoirs that have little to no production history and new discoveries, Aramco undertakes further analysis in addition to multidisciplinary evaluation to formulate production forecasts.

Additional legal information

All amounts in millions unless otherwise stated

Aramco

The Company was established in the Kingdom as a company with limited liability by virtue of Royal Decree No. M/8 dated 4/4/1409H (corresponding to November 13, 1988) to assume the privileges and rights of the Arabian American Oil Company. On January 1, 2018, the Company was converted into a Saudi joint stock company pursuant to Council of Ministers Resolution No. 180 dated 1/4/1439H (corresponding to December 19, 2017) and registered in the city of Dhahran under commercial registration No. 2052101150 dated 11/07/1439H (corresponding to March 28, 2018) with Saudi Arabian Oil Company as its official name. Its registered head office is located at P.O. Box 5000, Dhahran 31311, Kingdom of Saudi Arabia. Its share capital is ninety billion Saudi Riyals (ﷲ 90,000,000,000), consisting of two hundred and forty two billion (242,000,000,000) fully paid ordinary shares with no par value. Aramco's primary operating segments are Upstream and Downstream, which are supported by corporate activities (for further details refer to Section 2: Results and performance).

On December 11, 2019, the Company completed its IPO and its ordinary shares were listed on the Saudi Exchange. In connection with the IPO, the Government, being the sole owner of the Company's shares at such time, sold 3.45 billion ordinary shares, or 1.73% of the Company's share capital. In addition, concurrent with the IPO, the Company acquired 117.2 million of its ordinary shares from the Government for a cash payment of ﷲ 3.75 billion (\$1.0 billion), which are being classified as treasury shares. These shares are for use by the Company for its employee share plans. On February 13, 2022, the Government announced the transfer of 4% of the Company's total share capital to PIF. On April 16, 2023, the Government announced the transfer of an additional 4% of the Company's ordinary shares to Sanabil Investments, a wholly-owned subsidiary of PIF, and on March 7, 2024, the Government announced the transfer of an additional 8% of the Company's ordinary shares to PIF's wholly-owned companies.

On June 11, 2024, the Government completed a secondary public offering of the Company's ordinary shares. In connection with the offering, the Government sold an aggregate of approximately 1.7 billion shares, representing 0.7% of the Company's issued shares. This includes 137.6 million ordinary shares acquired by the Company from the Government for a cash payment of ﷲ 3.75 billion (\$1.0 billion), which have been classified as treasury shares. These treasury shares will be used by the Company for its employee share plans. Following the completion of the offering, the Government remains the Company's largest shareholder, retaining an 81.48% direct shareholding as of the date of this Annual Report.

In May 2022 and May 2023, the Extraordinary General Assembly approved grants of one bonus share for every ten outstanding shares. As a result of the bonus share grants, the Company's share capital increased by a total of thirty billion Saudi Riyals by capitalizing a portion of its retained earnings. As a result, as at the date of the Report, the share capital of the Company is ninety billion Saudi Riyals, which is fully paid, consisting of two hundred and forty two billion shares with no par value.

Material agreements

Aramco has entered into a number of agreements for the purposes of its business. The following is a summary of those agreements that Aramco considers material to its business. Aramco believes that all such agreements, in addition to the key provisions thereunder, have been included in this section and that there are no other agreements that are material in the context of its business. These summaries do not purport to describe all the applicable terms and conditions of such agreements and are qualified in their entirety by the respective agreements.

The Concession

Background

The Arabian American Oil Company Concession Agreement, which was entered into on 4/2/1352H (corresponding to May 29, 1933) was ratified on 14/3/1352H (corresponding to 7 July 1933) pursuant to Royal Decree No. 1135, pursuant to which the Government granted Arabian American Oil Company predecessors certain exclusive rights, including the right to explore, drill, recover, and treat crude oil and other hydrocarbons located within certain areas of the Kingdom. Pursuant to Royal Decree No. M/8 dated 4/4/1409H (corresponding to November 13, 1988) approving Aramco's original articles, Aramco enjoyed all the privileges and rights provided under the Original Concession Agreement (the "Original Concession"). Effective 6/4/1439H (corresponding to December 24, 2017), the Government, represented by the Minister of Energy, and Aramco entered into the Concession Agreement (the "Concession"), which replaced and superseded in its entirety the Original Concession on such date (the "Concession Effective Date"). Further, on 20/1/1441H (corresponding to September 19, 2019), and in accordance with the Hydrocarbons Law, the Government, represented by the Minister of Energy, and Aramco entered into an amendment to the Concession (the "Concession Amendment"), with effect from January 1, 2020.

Grant of rights

The Concession grants Aramco the following rights to be exercised during the term of the Concession:

- The exclusive right to explore, drill, prospect, appraise, develop, extract, recover, and produce hydrocarbons in the Concession Area;
- The non-exclusive right to manufacture, refine, treat, market, sell, transport, and export hydrocarbons and their derivatives extracted, recovered, developed, produced, treated, refined, consumed, transported, manufactured, marketed, sold, exported, or dealt with in any other way by Aramco or on its behalf pursuant to the rights granted to Aramco in the Concession;
- The exclusive right to market and distribute hydrocarbons, petroleum products, and LPG in the Kingdom, with Aramco's commitment to meeting all the domestic market's needs for such products in accordance with the consumption requirements thereof through domestic production or imports in accordance with laws issued by the Government;
- The right to build, own, and operate relevant facilities and assets as may be necessary or desirable to perform Aramco's operations within the Reserved Areas;
- Certain rights related to lands, such as use of land, easements, water rights, right-of-way, and other suitable rights of any part of the Concession Areas, that are outside the Reserved Area, designated in connection with Aramco's operations and transportation of products and free access to and use of any part of the Reserved Area;
- The right to purchase, lease, import or otherwise obtain all materials, equipment, and any other supplies required for Aramco's operations;
- The right to conduct such other activity related to the foregoing subject to the provisions of the Concession and applicable law; and,
- The right to receive Government assistance in securing the rights granted in the Concession, without prejudice to the foregoing, obtaining permits, licenses, and other special approvals and obtaining access, rights of way, and water rights from third parties necessary for Aramco's operations.

Under the Concession, Aramco is required to obtain the necessary licenses, permits, and approvals that may be required pursuant to the Hydrocarbons Law, the Law of Gas Supplies and Pricing (which was superseded by the Energy Supply Law), and the regulations issued pursuant to these laws. All hydrocarbons in the Kingdom are owned by the Kingdom, and upon extraction or recovery of such hydrocarbons by Aramco, title to such hydrocarbons shall automatically pass to Aramco at the ownership transfer point. Aramco has no rights to any natural resources existing in the Concession Area other than hydrocarbons except as otherwise provided in the Concession.

The rights granted to Aramco under the Concession are subject to the Hydrocarbons Law and other applicable law and regulation, including production decisions issued by the Government pursuant to its sovereign authority. Aramco may not sell to any entity any hydrocarbons or derivatives therefrom obtained pursuant to the Concession in violation of decisions the Government considers necessary for the protection of supreme security interests for the Kingdom in times of war or other emergency in international relations.

Term

The Concession will remain effective for 40 years from the Concession Effective Date, unless terminated earlier in accordance with its terms.

The Government will issue a decision to extend the Concession for a period of 20 years on the 30th anniversary of the Concession Effective Date, provided it becomes clear to the Government that Aramco has fulfilled the following conditions: (a) Aramco has exerted reasonable efforts to maximize reserves and their recovery in the Concession Area, taking into consideration production decisions and hydrocarbons market conditions; (b) Aramco has conducted its operations in a manner that (i) is economically efficient, (ii) enhances the productivity of the reservoirs in the long-term in the Concession Area, and (iii) supports good management of hydrocarbons, in all cases, according to the Hydrocarbons Law; and, (c) Aramco generally has conducted its activities and operations in the Kingdom in an economically efficient manner thereby enhancing the efficiency of the Kingdom's economy.

If the Concession is extended as described in the previous paragraph, the Concession may be amended and extended for an additional 40 years following the 60th anniversary of the Concession Effective Date, if Aramco provides the Government with notice confirming its intent to extend the Concession, at any time from the beginning of the 50th anniversary until the end of the 53rd anniversary of the Concession Effective Date, provided that the parties undertake exclusive negotiations for a two-year period (which may be extended or reduced by mutual agreement of the parties), commencing at the end of the 53rd anniversary of the Concession Effective Date, to reach an agreement on the terms and conditions of such amendment and extension. If the Government and Aramco are unable to reach agreement on the amendment and extension during such exclusive negotiation period, and the Government elects to negotiate with any third-party to enter into an agreement with respect to any hydrocarbon activities or operations in the Concession Area, Aramco will have a priority right to enter into an agreement with the Government under the same terms and conditions as agreed between the Government and such third-party, provided that Aramco notifies the Government of its desire to exercise the priority right within 120 days of its receipt of a written notice from the Government that includes the entire draft agreement with such third-party with respect to such hydrocarbon activities and operations.

Additional legal information continued

All amounts in millions unless otherwise stated

Royalties

Commencing January 1, 2017, royalties payable to the Government with respect to the Company's operations were calculated as follows:

- With respect to the Company's production of crude oil and condensate, including those used by the Company in its operations, royalties were calculated based on a progressive scheme applied to crude oil and condensate production value. Production was valued based on the Company's official selling prices. An effective royalty rate was applied to production value and was based each month on the average daily price quotes for Brent crude on the Intercontinental Exchange (or any successor exchange) for each day during such period. The effective royalty rate was determined based on a baseline rate of 20% applied to the value of production at prices up to \$70 per barrel, a marginal rate of 40% applied to the value of production at prices above \$70 per barrel up to \$100 per barrel and a marginal rate of 50% applied to the value of production at prices above \$100 per barrel.
- With respect to the Company's production of natural gas, ethane and NGL, excluding those volumes used by the Company for upstream operations and related operations (including transportation, pipelines, and storage and export facilities, fractionation plants, gas, and NGL plants), royalties are calculated based on a flat royalty rate of 12.5% applied to a factor established by the Ministry of Energy. As at December 31, 2024, the factor to which this royalty is applied is \$0.035 per mmBTU for NGL (propane, butane, and natural gasoline) and \$0.00 per mmBTU for natural gas (methane) and ethane. The Minister of Energy may amend the price on which such values are based, taking into account the price that achieves the targeted internal rate of return set by the Minister of Energy in coordination with the Company.

Commencing January 1, 2020, the Concession Amendment amended the royalties payable to the Government with respect to the Company's production of crude oil and condensate, including those used by the Company in its operations, so that the effective royalty rate is determined based on a baseline rate of 15% applied to the value of production at prices up to \$70 per barrel, a marginal rate of 45% applied to the value of production at prices above \$70 per barrel up to \$100 per barrel, and a marginal rate of 80% applied to the value of production at prices above \$100 per barrel.

In order to increase gas production to meet the needs of the Kingdom, the Government may choose not to collect royalties on natural gas, NGL (including ethane), and condensate for a period specified by the Government with respect to any field as required by the economics of such field's development. Pursuant to the Ministry of Energy's authority under the Concession, on February 25, 2018, the Ministry of Energy decided not to collect royalties from the Company on condensate production for a grace period of five years beginning on January 1, 2018. On September 17, 2019, the Ministry of Energy issued Ministerial Resolution No. 1/422/1441, dated 18/1/1441H (corresponding to September 17, 2019), which extends the period for which the Company will not be obligated to pay royalties on condensate production after the current five-year period for an additional 10-year period, which may be further extended for subsequent 10-year periods, unless the Government determines the economics impacting gas field development do not warrant such an extension.

The Government has the option to take all or part of the royalty in-kind from the produced hydrocarbons.

Intellectual property

Aramco assesses, develops, and incorporates new technology in a manner tailored to Aramco's operations to ensure the long-term sustainability of its business interests, its operational efficiency, increase profitability and reduce the environmental impact of its operations. The scale of Aramco's hydrocarbon reserves and operational capabilities enable it to realize significant benefits and value from otherwise marginal technological benefits.

Aramco focuses its technology initiatives in three primary areas: upstream, downstream and sustainability. Upstream technology development is directed primarily to improving methods for discovering new hydrocarbon reserves, improving oil recoveries, increasing productivity, discovering novel catalysts, and reducing lifting costs. Downstream technology development is dedicated primarily to maximizing value across the hydrocarbon chain and finding new and improved methods of producing products. Sustainability technology development is aimed at growing non-fuel applications for crude oil, sustaining lower carbon intensity crude oil, advancing more sustainable transport, and driving high-impact lower carbon intensity solutions.

Aramco intellectual property portfolio includes patents, trademarks, and copyrights, of which no individual asset is considered material to the Company, nor does the business of the Company depend on any such asset.

All amounts in millions SAR unless otherwise stated

Litigation

From time to time, Aramco and its subsidiaries are subject to various claims, lawsuits, regulatory investigations, and other legal matters arising in the ordinary course of business, including contractual claims relating to construction projects and agreements to render services undertaken by Aramco, claims for title to land, and environmental claims. Additionally, Aramco in the past has been subject to antitrust claims.

Furthermore, exports of crude oil and refined chemicals products by Aramco or its affiliates to foreign countries may be affected by litigation, regulatory actions, investigations, disputes, or agreements that lead to the imposition of import trade measures, including anti-dumping and countervailing duties, safeguard measures, import licensing and customs requirements, and new or increased tariffs, quotas or embargoes. The possibility and effect of any such measures will depend on the domestic laws in the relevant country to which the applicable products are being exported and applicable international trade agreements. Foreign countries may take such measures for political or other reasons, including reasons unrelated to Aramco actions or operations.

The outcome of litigation and other legal matters, including Government investigations or other trade actions, is inherently uncertain. Aramco believes it has valid defenses to the legal matters currently pending against it as a party. Certain trade actions that do not involve Aramco as a party may instead involve its products or industry, other products or industries impacting its operations, or the countries in which it operates. Trade actions may be taken without prior notice, or with retroactive effect. Actual outcomes of these legal, regulatory, and other proceedings may materially differ from current estimates. To date, none of these types of litigation or trade matters has had a material impact on Aramco's operations or financial position. Aramco believes that it is not presently a party to any legal, regulatory, or other proceedings that, if determined adversely to it, could reasonably be expected, individually or taken together, to have a material adverse effect on Aramco's business, financial position or results of operations.

Debt instruments issued by subsidiaries

All amounts in millions SAR unless otherwise stated		Balance as at December 31, 2024 ¹
	Debt instrument	
Esmax Distribución SpA ("Esmax")	Debentures	259
Motiva Enterprises LLC	Debentures	5,700
SA Global Sukuk Limited	Sukuk	30,124
Sadara Chemical Company	Sukuk	5,201
Saudi Aramco Sukuk Company	Sukuk	11,396
Saudi Basic Industries Corporation ("SABIC")	Debentures	8,066
S-Oil Corporation	Debentures	8,029

1. Represents 100% of the balance as reported in the respective subsidiaries' balance sheet.

Additional legal information continued

Shares issued by subsidiaries

The Company holds direct or indirect ownership in the following domestic and foreign subsidiaries as at December 31, 2024¹:

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
A. Wholly-owned:					
4 Rivers Energy LLC	USA	100%	Retail fuel operations	USD	–
Al-Qadsiah Club Company	Saudi Arabia	100%	Sports club	SAR	0.5
AOC Management Consultancies LLC	UAE	100%	Consulting services	AED	0.0
Aramco (Beijing) Venture Management Consultant Co., Ltd.	China	100%	Investment	USD	1.8
Aramco Affiliated Services Company	USA	100%	Support services	USD	–
Aramco Asia India Private Limited	India	100%	Purchasing and other services	INR	2.9
Aramco Asia Japan K.K.	Japan	100%	Purchasing and other services	JPY	738.2
Aramco Asia Korea Limited	South Korea	100%	Marketing and vendor sourcing activities	KRW	3.7
Aramco Asia Singapore Pte. Ltd.	Singapore	100%	Purchasing and other services	USD	3.9
Aramco Associated Company	USA	100%	Aircraft operations	USD	0.0
Aramco Capital Company, LLC	USA	100%	Aircraft leasing	USD	–
Aramco Chemicals Company	Saudi Arabia	100%	Chemicals	SAR	75.0
Aramco Far East (Beijing) Business Services Co., Ltd.	China	100%	Petrochemical purchasing, sales and other services	USD	25.0
Aramco Financial Services Company	USA	100%	Financing	USD	0.0
Aramco Fuels Poland sp. z o.o.	Poland	100%	Wholesale fuel operations	PLN	50.0
Aramco Gulf Operations Company Limited	Saudi Arabia	100%	Production and sale of crude oil	SAR	1.0
Aramco Innovations Limited Liability Company	Russia	100%	Research and commercialization	USD	0.2
Aramco International Gas Holding Co B.V.	Netherlands	100%	Financing	USD	–
Aramco InvestCo GP B.V.	Netherlands	100%	Financing	USD	–
Aramco InvestCo NewCo Sub B.V.	Netherlands	100%	Financing	USD	–
Aramco InvestCo, LP	United Kingdom	100%	Financing	USD	–
Aramco Lubricants and Retail Company	Saudi Arabia	100%	Retail fuel marketing	SAR	0.2
Aramco Overseas – Egypt	Egypt	100%	Personnel and other support services	EGP	0.1
Aramco Overseas Company B.V.	Netherlands	100%	Purchasing and other services	USD	21,098.0
Aramco Overseas Company Spain, S.L.	Spain	100%	Personnel and other support services	EUR	0.0
Aramco Overseas Company UK Limited	United Kingdom	100%	Personnel and other support services	USD	0.0
Aramco Overseas Malaysia SDN. BHD.	Malaysia	100%	Personnel and other support services	MYR	0.5
Aramco Performance Materials LLC	USA	100%	Petrochemical manufacture and sales	USD	–
Aramco Services Company	USA	100%	Purchasing, engineering and other services	USD	0.0
Aramco Shared Benefits Company	USA	100%	Benefits administration	USD	0.0
Aramco Sohar Overseas SPC	Oman	100%	Personnel and other support services	OMR	0.0
Aramco Trading Americas Holding Inc.	USA	100%	Holding company	USD	772.4
Aramco Trading Americas LLC	USA	100%	Purchasing and sale of petroleum goods and other services	USD	771.4
Aramco Trading Company	Saudi Arabia	100%	Importing, exporting and trading of crude oil, refined and chemical products	USD	35.0
Aramco Trading Dubai Company Limited	UAE	100%	Importing, exporting and trading of crude oil and refined products	AED	0.4

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
Aramco Trading Fujairah FZE	UAE	100%	Importing and exporting refined products	AED	0.2
Aramco Trading Limited	United Kingdom	100%	Importing and exporting refined products	GBP	0.0
Aramco Trading Singapore Pte. Ltd.	Singapore	100%	Marketing and sales support	USD	4.5
Aramco Valvoline Global Holding Corp.	USA	100%	Holding company	USD	0.0
Aramco Venture Management Consultant Company LLC	USA	100%	Consulting services	USD	–
Aramco Ventures (India) Management Consultant Private Limited	India	100%	Consulting services	INR	15.0
Aramco Ventures Company	Saudi Arabia	100%	Investment	SAR	0.5
Aramco Ventures Limited (formerly, SAEV Europe Limited)	United Kingdom	100%	Investment	USD	0.0
Aramco Ventures LLC (formerly, Saudi Aramco Energy Ventures US LLC)	USA	100%	Investment	USD	–
ARLANXEO Holding B.V.	Netherlands	100%	Development, manufacture, and marketing of high-performance rubber	USD	0.0
ARLANXEO Belgium N.V.	Belgium	100%	Development, manufacture, and marketing of high-performance rubber	EUR	0.1
ARLANXEO Branch Offices B.V.	Netherlands	100%	Development, manufacture, and marketing of high-performance rubber	EUR	0.1
ARLANXEO Brasil S.A.	Brazil	100%	Development, manufacture, and marketing of high-performance rubber	BRL	2,151.8
ARLANXEO Canada Inc.	Canada	100%	Development, manufacture, and marketing of high-performance rubber	USD	46.9
ARLANXEO Deutschland GmbH	Germany	100%	Development, manufacture, and marketing of high-performance rubber	EUR	0.0
ARLANXEO Elastomères France S.A.S.	France	100%	Development, manufacture, and marketing of high-performance rubber	EUR	8.4
ARLANXEO Emulsion Rubber France S.A.S.	France	100%	Development, manufacture, and marketing of high-performance rubber	EUR	27.4
ARLANXEO High Performance Elastomers (Changzhou) Co., Ltd.	China	100%	Development, manufacture, and marketing of high-performance rubber	CNY	1,143.2
ARLANXEO India Private Limited	India	100%	Development, manufacture, and marketing of high-performance rubber	INR	22.5
ARLANXEO Industrial Company	Saudi Arabia	100%	Development, manufacture, and marketing of high-performance rubber	SAR	2.3
ARLANXEO Netherlands B.V.	Netherlands	100%	Development, manufacture, and marketing of high-performance rubber	EUR	30.4
ARLANXEO Singapore Pte. Ltd.	Singapore	100%	Development, manufacture, and marketing of high-performance rubber	USD	1,126.6

Additional legal information continued

Shares issued by subsidiaries continued

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
ARLANXEO Switzerland S.A.	Switzerland	100%	Development, manufacture, and marketing of high-performance rubber	USD	35.1
ARLANXEO USA LLC	USA	100%	Development, manufacture, and marketing of high-performance rubber	USD	–
AV China Holdings PCC Limited (formerly, SAEV Guernsey 1 Ltd)	Guernsey	100%	Investment	USD	12.8
AV Global Holdings PCC Limited (formerly, SAEV Guernsey Holdings Limited)	Guernsey	100%	Investment	USD	840.5
Bolanter Corporation N.V.	Curaçao	100%	Crude oil storage	USD	0.0
Briar Rose Ventures LLC	USA	100%	Real estate holdings	USD	–
Canyon Lake Holdings LLC	USA	100%	Retail fuel operations	USD	–
Ellis Enterprises B.V.	Netherlands	100%	Product sales and manufacturing/distribution	EUR	1.7
Ellis Enterprises East doo Kruševac	Serbia	100%	Product sales and manufacturing/distribution	RSD	1,002.2
Energy City Development Company	Saudi Arabia	100%	Industrial development	SAR	18.8
Energy City Operating Company	Saudi Arabia	100%	Industrial development	SAR	5.0
Esmax Distribución SpA (“Esmax”)	Chile	100%	Fuels and lubricants retailer	CLP	24.2
Esmax Industrial SpA	Chile	100%	Fuels and lubricants retailer	CLP	1.5
Esmax Red Limitada	Chile	100%	Fuels and lubricants retailer	CLP	2.0
Excellent Performance Chemicals Company	Saudi Arabia	100%	Petrochemical manufacture and sales	USD	0.3
Global Digital Integrated Solutions Company	Saudi Arabia	100%	Information technology	SAR	0.5
Investment Management Company	Saudi Arabia	100%	Investment management of post-employment benefit plans	USD	0.1
Lex Capital LLC	USA	100%	Financing	USD	397.1
Middle East Information Technology Solutions	Saudi Arabia	100%	Information technology	SAR	50.0
Motiva Enterprises LLC	USA	100%	Refining and marketing	USD	9,558.7
Motiva Pipeline LLC	USA	100%	Pipeline transport	USD	–
Mukamala Oil Field Services Limited	Saudi Arabia	100%	Oil field services	USD	461.1
Mukamalah Aviation Company	Saudi Arabia	100%	Aviation	SAR	0.5
P.T. Valvoline Lubricants and Chemicals Indonesia	Indonesia	100%	Product sales	IDR	173,612.4
P7 China Holdings PCC Limited (formerly, Aramco Ventures Investments Limited)	Guernsey	100%	Investment	USD	694.6
P7 Global Holdings PCC Limited (formerly, Aramco Ventures Holdings Limited)	Guernsey	100%	Investment	USD	420.3
Pandlewood Corporation N.V.	Curaçao	100%	Financing	USD	0.0
Pedernales Ventures LLC	USA	100%	Retail fuel operations	USD	–
Pedernales Ventures II LLC	USA	100%	Investment	USD	–
PT Aramco Overseas Indonesia	Indonesia	100%	Project management support	IDR	2,500.0
Qingdao Valvoline Automotive Services Co., Ltd.	China	100%	Product sales	CNY	–
Saudi Aramco Asia Company Limited	Saudi Arabia	100%	Investment	USD	0.1
Saudi Aramco Capital Company Limited	Guernsey	100%	Investment	USD	–
Saudi Aramco Development Company	Saudi Arabia	100%	Investment	SAR	0.5

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
Saudi Aramco Entrepreneurship Center Company Limited	Saudi Arabia	100%	Financing	SAR	0.5
Saudi Aramco Entrepreneurship Venture Company Limited	Saudi Arabia	100%	Investment	SAR	0.5
Saudi Aramco Jubail Refinery Company	Saudi Arabia	100%	Refining	SAR	1,600.0
Saudi Aramco Power Company	Saudi Arabia	100%	Holding company	SAR	0.1
Saudi Aramco Sukuk Company	Saudi Arabia	100%	Investment	SAR	0.5
Saudi Aramco Technologies Company	Saudi Arabia	100%	Research and commercialization	USD	0.1
Saudi Aramco Upstream Technology Company	Saudi Arabia	100%	Research and commercialization	USD	0.1
Saudi Petroleum International, Inc.	USA	100%	Marketing support services	USD	0.0
Saudi Petroleum Overseas, Ltd. ⁴	United Kingdom	100%	Marketing support and tanker services	GBP	0.0
Saudi Refining, Inc.	USA	100%	Refining and marketing	USD	0.0
Sofon Industries Company	Saudi Arabia	100%	Investment in maritime activities	SAR	0.5
Sofon Naval Industries Company	Saudi Arabia	100%	Manufacturing of naval vessels	SAR	0.5
Stellar Insurance, Ltd.	Bermuda	100%	Insurance	USD	0.1
Valvoline (Australia) Pty. Limited	Australia	100%	Product sales and manufacturing/ distribution	AUD	1.5
Valvoline (Deutschland) GmbH	Germany	100%	Product sales	EUR	0.4
Valvoline (Shanghai) Chemical Co., Ltd.	China	100%	Product sales	CNY	42.4
Valvoline (Thailand) Ltd.	Thailand	100%	Product sales	THB	576.7
Valvoline (Zhangjiagang) Lubricants Co., Ltd.	China	100%	Manufacturing and distribution	CNY	242.5
Valvoline Canada Corp.	Canada	100%	Product sales and manufacturing/ distribution	CAD	33.5
Valvoline Canada Holdings B.V.	Netherlands	100%	Holding company	EUR	23.0
Valvoline Europe Holdings LLC	USA	100%	Holding company	EUR	–
Valvoline Holdings 2 B.V.	Netherlands	100%	Holding company	EUR	297.5
Valvoline Holdings Pte. Ltd.	Singapore	100%	Holding company	USD	442.0
Valvoline Indonesia Holdings LLC	USA	100%	Holding company	USD	2.3
Valvoline International de Mexico S. de R.L. de C.V.	Mexico	100%	Product sales	MXN	142.7
Valvoline International Holdings Inc.	USA	100%	Holding company	USD	691.3
Valvoline International Inc.	USA	100%	Product sales	USD	28.9
Valvoline International Servicios de Mexico S. de R.L. de C.V.	Mexico	100%	Payroll/employment	MXN	5.8
Valvoline Investments B.V.	Netherlands	100%	Investing/holding company	EUR	394.4
Valvoline Italy S.r.l.	Italy	100%	Product sales	EUR	0.4
Valvoline Lubricants & Solutions India Private Limited	India	100%	Payroll/employment	INR	137.6
Valvoline ME FZE	UAE	100%	Product sales	USD	–
Valvoline Middle East DMCC	UAE	100%	Holding company	USD	–
Valvoline New Zealand Limited	New Zealand	100%	Product sales	NZD	0.6
Valvoline Poland Sp. z o.o.	Poland	100%	Product sales	PLN	14.0
Valvoline Pte Ltd.	Singapore	100%	Product sales	SGD	511.5
Valvoline South Africa Proprietary Ltd.	South Africa	100%	Product sales	ZAR	5.8
Valvoline Spain S.L.	Spain	100%	Product sales	EUR	0.6
Valvoline UK Limited	United Kingdom	100%	Product sales	GBP	1.9
VCA Solutions, LLC	USA	100%	Product sales	USD	4.9

Additional legal information continued

Shares issued by subsidiaries continued

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
VGP Holdings LLC	USA	100%	Holding company	USD	1,247.1
VGP IPCo LLC	USA	100%	Intellectual Property company	USD	–
U.S. LNG Holdings Inc.	USA	100%	Holding company	USD	0.0
Vela International Marine Limited	Liberia	100%	Marine management and transportation	USD	0.0
Wisayah Global Investment Company	Saudi Arabia	100%	Investment services	SAR	0.5
B. Non-wholly-owned:					
Aramco Gas Pipelines Company	Saudi Arabia	51%	Pipeline transport	SAR	0.1
Aramco Oil Pipelines Company	Saudi Arabia	51%	Pipeline transport	SAR	0.1
Aramco Training Services Company	USA	49%	Training	USD	0.0
ARLANXEO – TSRC (Nantong) Chemical Industries Co., Ltd	China	50%	Development, manufacture, and marketing of high-performance rubber	CNY	288.3
Johns Hopkins Aramco Healthcare Company	Saudi Arabia	80%	Healthcare	SAR	93.8
Saudi Aramco Base Oil Company – Luberef	Saudi Arabia	70%	Production and sale of petroleum-based lubricants	SAR	1,687.5
Saudi Aramco Nabors Drilling Company	Saudi Arabia	50%	Drilling	SAR	150.0
Saudi Aramco Rowan Offshore Drilling Company	Saudi Arabia	50%	Drilling	SAR	187.5
S-International Ltd. ⁵	The Independent State of Samoa	61.6%	Purchasing and sale of petroleum goods	USD	0.0
S-Oil Corporation ⁵	South Korea	61.6%	Refining	KRW	291,511.8
S-Oil Singapore Pte. Ltd. ⁵	Singapore	61.6%	Marketing support	SGD	1.2
Saudi Basic Industries Corporation (“SABIC”) ³	Saudi Arabia	70%	Holding company	SAR	30,000.0
Arabian Industrial Fibers Company (“IBN RUSHD”)	Saudi Arabia	35.3%	Petrochemicals	SAR	2,000.0
Arabian Petrochemical Company (“PETROKEMYA”)	Saudi Arabia	70%	Petrochemicals	SAR	1,955.5
Exatec, LLC	USA	70%	Petrochemicals		380.6
High Performance Plastics India Pvt Ltd.	India	70%	Specialties	INR	0.0
High Performance Plastics Manufacturing Mexico S de RL de CV	Mexico	70%	Specialties	MXN	13.8
International Shipping and Transportation Co. (“ISTC”)	Saudi Arabia	69.3%	Supply chain	SAR	40.0
Jubail Chemical Storage and Services Company (“CHEMTANK”)	Saudi Arabia	40.6%	Supply chain	SAR	466.3
Jubail United Petrochemical Company (“UNITED”)	Saudi Arabia	52.5%	Petrochemicals	SAR	2,495.6
LLC SABIC Eastern Europe	Russia	70%	Petrochemicals	RUB	0.0
National Chemical Fertiliser Company (“IBN AL-BAYTAR”)	Saudi Arabia	35.1%	Agri-nutrients	SAR	494.7
National Global Business Services Company	Saudi Arabia	70%	Shared service	SAR	0.1
National Industrial Gases Company (“GAS”)	Saudi Arabia	51.8%	Utilities	SAR	248.0
National Methanol Company (“IBN-SINA”)	Saudi Arabia	35%	Petrochemicals	SAR	558.0
NV Pijpleiding Antwerpen-Limburg-Luik (PALL)	Belgium	70%	Support services	EUR	12.3
Petrochemical Pipeline Services B.V.	Netherlands	70%	Petrochemicals	EUR	13.6
SABCAP Insurance Limited	Guernsey	70%	Insurance	USD	187.5
SABIC (China) Research & Development Co. Ltd.	China	70%	Petrochemicals	CNY	170.6

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
SABIC (Shanghai) Trading Co. Ltd.	China	70%	Petrochemicals	CNY	16.9
SABIC (Thailand) Co. Ltd.	Thailand	70%	Petrochemicals	THB	28.8
SABIC Agri-Nutrients Company ("SABIC AN")	Saudi Arabia	35.1%	Agri-nutrients	SAR	4,760.4
SABIC Agri-Nutrients Investment Company ("SANIC")	Saudi Arabia	35.1%	Agri-nutrients	SAR	0.0
SABIC Americas LLC	USA	70%	Petrochemicals, agri-nutrients	USD	7.0
SABIC Asia Pacific Pte Ltd ("SAPPL")	Singapore	70%	Petrochemicals, agri-nutrients	SGD	0.2
SABIC Australia Pty Ltd.	Australia	70%	Petrochemicals	AUD	110.2
SABIC Belgium NV	Belgium	70%	Petrochemicals	EUR	210.1
SABIC Canada, Inc.	Canada	70%	Petrochemical	CAD	1.0
SABIC Capital B.V.	Netherlands	70%	Financing	USD	0.1
SABIC Capital I B.V.	Netherlands	70%	Financing	USD	0.1
SABIC Capital II B.V.	Netherlands	70%	Financing	USD	0.1
SABIC (China) Holding Co., Ltd.	China	70%	Petrochemicals	USD	0.8
SABIC Deutschland GmbH	Germany	70%	Petrochemicals	EUR	0.1
SABIC East Africa for Trade and Marketing LLC	Egypt	70%	Petrochemicals	EGP	0.0
SABIC Europe B.V.	Netherlands	70%	Petrochemicals	EUR	747.1
SABIC France S.A.S.	France	70%	Petrochemicals	EUR	1.9
SABIC Global Ltd.	United Kingdom	70%	Petrochemicals	GBP	166.3
SABIC Global Mobility ("GMC LLC") ⁴	UAE	70%	Personnel and other support services	AED	0.1
SABIC Global Mobility Company FZ LLC ("GMC")	UAE	70%	Personnel and other support services	AED	–
SABIC Global Technologies B.V.	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC High Performance Plastic ("SHPP") Argentina SRL	Argentina	70%	Specialties	USD	3.0
SABIC Holding Deutschland GmbH	Germany	70%	Petrochemicals	EUR	0.1
SABIC Hungary Kft.	Hungary	70%	Petrochemicals	HUF	0.0
SABIC India Pvt Ltd.	India	70%	Petrochemicals	INR	3.3
SABIC Industrial Investments Company ("SIIC")	Saudi Arabia	70%	Investments	SAR	30.0
SABIC Innovative Plastics (China) Co., Ltd.	China	70%	Petrochemicals	USD	392.2
SABIC Innovative Plastics Chongqing Co., Ltd.	China	70%	Petrochemicals	USD	112.5
SABIC Innovative Plastics (SEA) Pte. Ltd.	Singapore	70%	Petrochemicals	USD	265.6
SABIC Innovative Plastics Argentina SRL	Argentina	70%	Petrochemicals	USD	33.5
SABIC Innovative Plastics B.V.	Netherlands	70%	Petrochemicals	EUR	648.6
SABIC Innovative Plastics Czech s.r.o.	Czech Republic	70%	Petrochemicals	CZK	0.0
SABIC Innovative Plastics Denmark Aps	Denmark	70%	Petrochemicals	DKK	0.1
SABIC Innovative Plastics España SL	Spain	70%	Petrochemicals	EUR	2,603.6
SABIC Innovative Plastics Finland OY	Finland	70%	Petrochemicals	EUR	3.0
SABIC Innovative Plastics France S.A.S.	France	70%	Petrochemicals	EUR	4.5
SABIC Innovative Plastics GmbH	Germany	70%	Petrochemicals	EUR	0.5
SABIC Innovative Plastics GP B.V.	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC Innovative Plastics Holding B.V.	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC Innovative Plastics Holding Germany GmbH	Germany	70%	Petrochemicals	EUR	0.3

Additional legal information continued

Shares issued by subsidiaries continued

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
SABIC Innovative Plastics Holding Singapore Pte. Ltd.	Singapore	70%	Petrochemicals	SGD	1,902.6
SABIC Innovative Plastics Hong Kong Ltd.	Hong Kong, China	70%	Petrochemicals	USD	279.7
SABIC Innovative Plastics India Private Ltd.	India	70%	Petrochemicals	INR	34.4
SABIC Innovative Plastics International Trading (Shanghai) Ltd.	China	70%	Petrochemicals	USD	1.2
SABIC Innovative Plastics Kereskedelmi Kft.	Hungary	70%	Petrochemicals	HUF	0.1
SABIC Innovative Plastics Ltd.	United Kingdom	70%	Petrochemicals	GBP	17.5
SABIC Innovative Plastics Malaysia Sdn Bhd	Malaysia	70%	Petrochemicals	MYR	162.3
SABIC Innovative Plastics Mexico S de RL de CV	Mexico	70%	Petrochemicals	MXN	36.2
SABIC Innovative Plastics Mt. Vernon, LLC	USA	70%	Petrochemicals	USD	7,593.8
SABIC Innovative Plastics Poland Sp. Z o.o.	Poland	70%	Petrochemicals	PLN	1.8
SABIC Innovative Plastics Rus Z.o.o.	Russia	70%	Petrochemicals	RUB	0.0
SABIC Innovative Plastics SIT Holding Ltd.	Hong Kong, China	70%	Petrochemicals	USD	27.4
SABIC Innovative Plastics South America-Indústria e Comércio de Plásticos Ltda	Brazil	70%	Petrochemicals	BRL	318.8
SABIC Innovative Plastics US LLC	USA	70%	Petrochemicals	USD	9,766.2
SABIC Innovative Plastics Utilities B.V.	Netherlands	70%	Petrochemicals	EUR	0.0
SABIC International Holdings B.V.	Netherlands	70%	Petrochemicals	EUR	5,718.1
SABIC Investment and Local Content Development Company ("NUSANED")	Saudi Arabia	70%	Investment	SAR	336.2
SABIC Italia Srl	Italy	70%	Petrochemicals	EUR	0.5
SABIC Kenya	Kenya	70%	Petrochemicals	KES	0.9
SABIC Korea Ltd.	South Korea	70%	Petrochemicals	KRW	86.7
SABIC Licensing B.V.	Netherlands	70%	Licensing company	EUR	0.1
SABIC Limburg B.V.	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC Luxembourg S.à r.l.	Luxembourg	70%	Petrochemicals	USD	34.4
SABIC Manufacturing Geleen BV	Netherlands	70%	Petrochemicals	EUR	0.0
SABIC Marketing Ibérica S.A.	Spain	70%	Petrochemicals	EUR	0.3
SABIC Middle East Business Management LLC	Jordan	70%	Petrochemicals	JOD	0.1
SABIC Middle East Offshore Company ("SABIC MIDDLE EAST") ⁴	Lebanon	70%	Petrochemicals	USD	0.1
SABIC Mining B.V. ⁴	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC Morocco	Morocco	70%	Petrochemicals	MAD	0.4
SABIC Nordic A/S	Denmark	70%	Petrochemicals	DKK	2.0
SABIC Pakistan (Pvt.) Ltd.	Pakistan	70%	Petrochemicals	PKR	0.9
SABIC Petrochemicals B.V.	Netherlands	70%	Petrochemicals	EUR	192.1
SABIC Petrochemicals Holding US, LLC	USA	70%	Petrochemicals	USD	0.0
SABIC Petrochemicals Japan LLC	Japan	70%	Petrochemicals	JPY	3.6
SABIC Petrokemya Ticaret Limited	Turkey	70%	Petrochemicals	TRY	0.9
SABIC Poland Sp. Z o.o.	Poland	70%	Petrochemicals	PLN	0.1
SABIC Polyolefine GmbH	Germany	70%	Petrochemicals	EUR	0.1
SABIC R&T Pvt Ltd.	India	70%	Petrochemicals	INR	259.7
SABIC Sales Europe B.V.	Netherlands	70%	Petrochemicals	EUR	0.5
SABIC Sales Italy Srl	Italy	70%	Petrochemicals	EUR	0.0
SABIC Sales Spain SL	Spain	70%	Petrochemicals	EUR	0.0
SABIC South Africa Proprietary Ltd.	South Africa	70%	Petrochemicals	ZAR	0.0

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
SABIC Supply Chain Services Limited Company ("SSCS")	Saudi Arabia	69.3%	Supply chain	SAR	0.5
SABIC Taiwan Holding Ltd. (Hong Kong)	Hong Kong, China	70%	Petrochemicals	USD	92.7
SABIC Tees Holdings Ltd.	United Kingdom	70%	Petrochemicals	EUR	1,245.0
SABIC Terminal Services ("SABTANK")	Saudi Arabia	63%	Supply chain	SAR	30.0
SABIC Tunisia	Tunisia	70%	Petrochemicals	TND	0.8
SABIC UK Ltd.	United Kingdom	70%	Petrochemicals	GBP	–
SABIC UK Pension Trustee Ltd.	United Kingdom	70%	Petrochemicals	GBP	–
SABIC UK Petrochemicals Ltd.	United Kingdom	70%	Petrochemicals	GBP	2,576.3
SABIC US Holdings LP	USA	70%	Petrochemicals	USD	13,971.3
SABIC US Projects LLC	USA	70%	Petrochemicals	USD	10,609.9
SABIC Ventures B.V.	Netherlands	70%	Petrochemicals	EUR	0.1
SABIC Ventures US Holdings LLC	USA	70%	Petrochemicals	USD	231.0
SABIC Vietnam Company Ltd.	Vietnam	70%	Petrochemicals	VND	1.9
Saudi European Petrochemical Company ("IBN ZAHRA")	Saudi Arabia	56%	Petrochemicals	SAR	1,025.7
Saudi Innovative Plastics Sweden AB	Sweden	70%	Petrochemicals	SEK	1.6
Saudi Methanol Company ("AR-RAZI")	Saudi Arabia	52.5%	Petrochemicals	SAR	259.0
Scientific Design Co. Inc.	USA	70%	Specialties	USD	69.2
SD Verwaltungs GmbH	Germany	70%	Administrative company	EUR	0.1
SHPP (Shanghai) Co., Ltd.	China	70%	Specialties	USD	432.7
SHPP B.V.	Netherlands	70%	Specialties	EUR	0.0
SHPP Canada, Inc.	Canada	70%	Specialties	CAD	209.1
SHPP Capital B.V.	Netherlands	70%	Financing	USD	0.0
SHPP Capital I B.V.	Netherlands	70%	Financing	USD	0.0
SHPP Capital II B.V.	Netherlands	70%	Financing	USD	0.0
SHPP Czech s.r.o.	Czech Republic	70%	Specialties	EUR	0.0
SHPP Finland OY	Finland	70%	Specialties	EUR	0.0
SHPP France S.A.S.	France	70%	Specialties	EUR	9.8
SHPP Germany GmbH	Germany	70%	Specialties	EUR	0.1
SHPP Global Technologies B.V.	Netherlands	70%	Specialties	EUR	0.0
SHPP Holding B.V.	Netherlands	70%	Specialties	EUR	0.0
SHPP Hong Kong	Hong Kong, China	70%	Specialties	USD	12.7
SHPP Hungary Kft.	Hungary	70%	Specialties	HUF	0.0
SHPP Italy Srl	Italy	70%	Specialties	EUR	0.0
SHPP Japan LLC	Japan	70%	Specialties	JPY	276.8
SHPP Korea Ltd.	South Korea	70%	Specialties	KRW	63.6
SHPP Malaysia Sdn Bhd	Malaysia	70%	Specialties	MYR	0.9
SHPP Manufacturing Spain SL	Spain	70%	Specialties	EUR	0.0
SHPP Manufacturing UK Ltd	United Kingdom	70%	Specialties	GBP	80.1
SHPP Marketing Plastics SL	Spain	70%	Specialties	EUR	0.0
SHPP Petrokimya Ticaret Ltd Sirketi	Turkey	70%	Specialties	TRY	0.0
SHPP Poland Sp. Z o.o.	Poland	70%	Specialties	PLN	0.0
SHPP Russia OOO	Russia	70%	Specialties	RUB	0.0
SHPP Sales B.V.	Netherlands	70%	Specialties	EUR	0.0
SHPP Sales Italy Srl	Italy	70%	Specialties	EUR	0.0
SHPP Sales UK Ltd	United Kingdom	70%	Specialties	GBP	0.0

Additional legal information continued

Shares issued by subsidiaries continued

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
SHPP Singapore Pte. Ltd.	Singapore	70%	Specialties	USD	1,827.5
SHPP South America-Comércio de Plásticos Ltda	Brazil	70%	Specialties	BRL	44.3
SHPP Thailand Co. Ltd.	Thailand	70%	Specialties	THB	70.9
SHPP US LLC	USA	70%	Specialties	USD	0.0
SHPP Ventures B.V.	Netherlands	70%	Specialties	USD	0.0
SHPP Vietnam Co Ltd	Vietnam	70%	Specialties	VND	0.4
Yanbu National Petrochemical Company ("YANSAB")	Saudi Arabia	36.5%	Petrochemicals	SAR	5,625.0
C. Joint operations:					
Al-Khafji Joint Operations	Saudi-Kuwaiti Partitioned Zone	50%	Oil and gas exploration and production	SAR	–
Fadhili Plant Cogeneration Company	Saudi Arabia	30%	Power generation	SAR	1.5
Gulf Coast Growth Venture LLC ("GCGV") ³	USA	35%	Petrochemicals	USD	24,701.5
Korea Electric Power Corporation for Power Company	Saudi Arabia	40%	Power generation	SAR	15.0
Pengerang Petrochemical Company SDN. BHD.	Malaysia	50%	Petrochemicals	MYR	1,207.4
Pengerang Refining Company SDN. BHD.	Malaysia	50%	Refining	MYR	6,457.2
Power Cogeneration Plant Company	Saudi Arabia	50%	Power generation	SAR	24.8
Saudi Aramco Mobil Refinery Company Ltd.	Saudi Arabia	50%	Refining	SAR	1,800.0
Saudi Aramco Total Refining and Petrochemical Company	Saudi Arabia	62.5%	Refining/petrochemicals	USD	3,100.0
Saudi Methacrylates Company ("SAMAC") ³	Saudi Arabia	35%	Petrochemicals	SAR	1,350.0
Tanajib Cogeneration Power Company	Saudi Arabia	40%	Power systems	SAR	15.0
Torathuna Social Responsibility Company	Saudi Arabia	62.5%	Corporate social responsibility	SAR	0.5
Yanbu Aramco Sinopec Refining Company Limited	Saudi Arabia	62.5%	Refining	USD	1,560.3
D. Joint ventures:					
Advanced Energy Storage System Investment Company ("AESSIC") ^{3,4}	Saudi Arabia	34.1%	Renewable energy	SAR	–
AIR BP Aramco Poland sp. z o.o.	Poland	50%	Aviation fuels	PLN	13.9
Al-Jubail Petrochemical Company ("KEMYA") ³	Saudi Arabia	35%	Petrochemicals	SAR	2,149.2
Arabian Rig Manufacturing Company	Saudi Arabia	30%	Rig manufacturing	SAR	28.6
Cosmar Company ("COSMAR") ³	USA	35%	Petrochemicals	USD	–
Eastern Petrochemical Company ("SHARQ") ³	Saudi Arabia	35%	Petrochemicals	SAR	1,890.0
Energy City Logistics Company	Saudi Arabia	51%	Logistics	SAR	0.5
First Coast Energy, L.L.P.	USA	50%	Marketing	USD	163.8
Gas & Oil Pakistan Ltd.	Pakistan	40%	Retail	PKR	20,000.0
HAERTOL Chemie GmbH	Germany	50%	Coolant manufacturer	EUR	–
Juniper Ventures of Texas LLC	USA	60%	Marketing	USD	125.7
Latitude Ventures JV LLC	USA	35%	Leasing and developing retail gas stations	USD	–
LTIM Aramco Digital Solutions for Information Technology Company	Saudi Arabia	49%	Technology	SAR	–
Lubrival S.A.	Ecuador	51%	Product sales	ECS	–
Middle East Cloud and Digital Transformation Company Limited	Saudi Arabia	51%	Information technology	SAR	22.5
Novel Non-Metallic Solutions Manufacturing Plant Digital for Industry Company	Saudi Arabia	50%	Manufacturing	SAR	150.1
	Saudi Arabia	50%	Industrial digital solutions	SAR	1.9

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
Sadara Chemical Company	Saudi Arabia	65%	Petrochemicals	USD	9,500.0
Sadara Basic Services Company	Saudi Arabia	65%	Petrochemical manufacture and sales	USD	2.0
Sadara Sukuk Wahid BV	Netherlands	65%	Investment	USD	0.1
Sadara Sukuk Ithnayn BV	Netherlands	65%	Investment	USD	0.1
Sadara Sukuk Thalatha BV	Netherlands	65%	Investment	USD	0.1
Sadara Sukuk Arba'a BV	Netherlands	65%	Investment	USD	0.1
Sadara Sukuk Khamsa BV	Netherlands	65%	Investment	USD	0.1
Saudi Hydrogen Peroxide Company	Saudi Arabia	32.5%	Petrochemical manufacture	SAR	242.0
SABIC Fujian Petrochemicals Co., Ltd. ("FUJIAN") ³	China	35.7%	Petrochemicals	CNY	967.2
SABIC Plastic Energy Advanced Recycling BV ("SPEAR") ³	Netherlands	35%	Petrochemicals	EUR	97.6
SABIC SK Nexelene Company Pte. Ltd. ("SSNC") ³	Singapore	35%	Petrochemicals	SAR	1,125.0
Sahel Cafe Food Services Company	Saudi Arabia	50%	Retail services	SAR	0.1
Sahel Mart Company	Saudi Arabia	50%	Retail services	SAR	40.0
Sahel Transportation Company	Saudi Arabia	50%	Retail services	SAR	0.5
Saudi Arabian Industrial Investment Company	Saudi Arabia	42.5%	Investment	SAR	3,600.0
Saudi Engines Manufacturing Company	Saudi Arabia	55%	Manufacturing	SAR	156.0
Saudi Yanbu Petrochemical Company ("YANPET") ³	Saudi Arabia	35%	Petrochemicals	SAR	4,596.0
Shanghai ZhiSheng Automobile Technology Co., Ltd.	China	49%	Product sales	CNY	–
SINOPEC SABIC Tianjin Petrochemical Company Limited ("SSTPC") ³	China	35%	Petrochemicals	SAR	5,558.0
S-Oil TotalEnergies Lubricants Co., Ltd.	South Korea	30.8%	Lubricants production and sales	KRW	35,000.0
Star Enterprise ⁴	USA	50%	Pension administration	USD	283.9
Tas'helat Marketing Company	Saudi Arabia	50%	Marketing	SAR	40.0
Utility Support Group ("USG") ³ B.V.	Netherlands	35%	Utilities	EUR	181.5
Valvoline Cummins Argentina S.A.	Argentina	50%	Product sales	ARS	–
Valvoline Cummins Private Limited	India	50%	Product sales	INR	–
Valvoline de Colombia S.A.S.	Colombia	51%	Product sales	COP	–
VC Lubricating Oil Co., Ltd	Hong Kong, China	50%	Holding company	CNY	–
E. Associates:					
ASMO for Logistics Services Company	Saudi Arabia	49%	Logistics	SAR	0.1
BP AOC Pumpstation Maatschap	Netherlands	50%	Storage	EUR	0.0
BP ESSO AOC Maatschap	Netherlands	34.4%	Storage	EUR	0.0
Buraiq Holding Company	Saudi Arabia	30%	Holding company	SAR	0.0
Buraiq Renewable Energy Company	Saudi Arabia	30%	Renewable energy	SAR	0.0
Huajin Aramco Petrochemical Co., Ltd.	China	30%	Refining/petrochemicals	RMB	0.3
International Maritime Industries Company	Saudi Arabia	40.1%	Maritime yard	SAR	1,590.8
MidOcean Holdings II, L.P.	United Kingdom	49%	Holding company	USD	633.0
Moya Holding Company	Saudi Arabia	30%	Holding company	SAR	0.0
Moya Renewable Energy Company	Saudi Arabia	30%	Renewable energy	SAR	0.0
Nabah Holding Company	Saudi Arabia	30%	Holding company	SAR	0.0
Nabah Renewable Energy Company	Saudi Arabia	30%	Renewable energy	SAR	0.0
Noor Al Shuaibah Holding Company	Saudi Arabia	30%	Power generation	SAR	0.1

Additional legal information continued

Shares issued by subsidiaries continued

Name of entity	Place of business/ country of incorporation	Percent ownership ²	Principal business activity	Share capital	
				Currency	Amount (millions)
Nusaned Fund I ³	Saudi Arabia	35%	Equity investments	SAR	71.6
Nusaned Fund II ³	Saudi Arabia	42%	Equity investments	SAR	15.2
Rabigh Refining and Petrochemical Company ("Petro Rabigh")	Saudi Arabia	37.5%	Refining/petrochemicals	SAR	16,710.0
Rafineria Gdańska sp. z o.o.	Poland	30%	Refining	PLN	1,545.0
Sudair 1 Holding Company	Saudi Arabia	30.3%	Holding company	SAR	0.2
Team Terminal B.V.	Netherlands	34.4%	Storage	EUR	0.0

1. Excludes subsidiaries which are passively held for investment purposes and not deemed material by Aramco.

2. Percentages disclosed reflect the effective ownership of Aramco in the respective entities.

3. Share capital amounts are presented in SAR. The currencies listed represent the functional currency of the entity.

4. Under liquidation.

5. The shareholding interest represents the full diluted basis. On a non-diluted basis, Company's shareholding interest is 63.4% of the entity.

For more information on Aramco's subsidiaries, see Section 7: Consolidated financial statements – Notes 38, 39, and 40.

Forecasts and forward-looking statements

This Annual Report may contain certain forward-looking statements with respect to Aramco's financial position, results of operations and business and certain of Aramco's plans, intentions, expectations, assumptions, goals and beliefs regarding such items. These statements include all matters that are not historical fact and generally, but not always, may be identified by the use of words such as "believes", "expects", "are expected to", "anticipates", "intends", "estimates", "should", "strive", "will", "shall", "may", "is likely to", "plans", "targets", "goals", "outlook", or similar expressions, including variations and the negatives thereof or comparable terminology. These statements include, among other things, statements about expectations in connection with Aramco's environmental, social and governance ("ESG") initiatives.

Prospective investors should be aware that forward-looking statements are not guarantees of future performance and that Aramco's actual financial position, results of operations and business and the development of the industries in which it operates may differ significantly from those made in or suggested by these forward-looking statements. In addition, even if Aramco's financial position, results of operations and business and the development of the industries in which it operates are consistent with these forward-looking statements, those results or developments may not be indicative of results or developments in subsequent periods.

Factors that could cause actual results to differ materially from Aramco's expectations are contained in cautionary statements in this Annual Report and include, among other things, the following:

- Global supply, demand and price fluctuations with respect to oil, gas, and petrochemicals;
- Global economic market conditions;
- Competition in the industries in which Aramco operates;
- Climate change concerns, weather conditions and related impacts on the global demand for hydrocarbons and hydrocarbon-based products;
- Risks related to Aramco's ability to successfully meet its ESG targets goals, including its failure to fully meet its GHG emission reduction targets by 2050;
- Conditions affecting the transportation of products;
- Operational risk and hazards common in the oil and gas, refining and petrochemicals industries;
- The cyclical nature of the oil and gas, refining and petrochemicals industries;
- Political and social instability and unrest, and actual or potential armed conflicts in the MENA region and other areas;
- Natural disasters and public health pandemics or epidemics;
- The management of Aramco's growth;
- The management of Aramco's subsidiaries, joint operations, joint ventures, associates and entities in which it holds a minority interest;
- Aramco's exposure to inflation, interest rate risk and foreign exchange risk;
- Risks related to operating in a regulated industry and changes to oil, gas, environmental, health, safety, or other regulations that impact the industries in which Aramco operates; and,
- Legal proceedings, international trade matters, and other disputes or agreements.

The sections of this Annual Report entitled "Risk Factors" and "Financial Performance" contain a more complete discussion of the factors that could affect Aramco's future performance and the industries in which it operates. In light of these risks, uncertainties and assumptions, the forward-looking events described in this Annual Report may not occur in the manner described or may not occur at all.

The forward-looking statements speak as of the date of this Annual Report. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. All subsequent written and oral forward-looking statements attributable to us or to persons acting on our behalf are expressly qualified in their entirety by the cautionary statements referred to above and contained elsewhere in this Annual Report. Undue reliance should not be placed on the forward-looking statements.

Terms and abbreviations

Currencies

﷼/SAR/Saudi Riyal

Saudi Arabian riyal, the lawful currency of the Kingdom

\$/USD/Dollar

U.S. dollar

Units of measurement

Barrel (bbl)

Barrels of crude oil, condensate, or refined products

bn

Billion

boe

Barrels of oil equivalent

bpd

Barrels per day

bscf

Billion standard cubic feet

bscfd

Billion standard cubic feet per day

bstb

Billion stock tank barrels

GW

Gigawatt

GW_{ac}

Gigawatt (alternate current)

GW_{dc}

Gigawatt (direct current)

kgCO₂e/boe

Kilograms of carbon dioxide equivalent per barrel of oil equivalent

mboed

Thousand barrels of oil equivalent per day

mbspd

Thousand barrels per day

mmbbl

Million barrels

mmboe

Million barrels of oil equivalent

mmboed

Million barrels of oil equivalent per day

mmbpd

Million barrels per day

mmBTU

Million British thermal units

mmtCO₂e

Million metric tons of carbon dioxide equivalent

mmscfd

Million standard cubic feet per day

mmtpa

Million metric tons per annum

per day

Volumes are converted into a daily basis using a calendar year (Gregorian)

scf

Standard cubic feet

tscf

Trillion standard cubic feet

Technical terms

Arabian Extra Light

Crude oil with API gravity of 36° to 40° and sulfur content between 0.5% and 1.3%.

Arabian Heavy

Crude oil with API gravity less than 29° and sulfur content greater than 2.9%.

Arabian Light

Crude oil with API gravity of 32° to 36° and sulfur content between 1.3% and 2.2%.

Arabian Medium

Crude oil with API gravity of 29° to 32° and sulfur content between 2.2% and 2.9%.

Arabian Super Light

Crude oil with API gravity of more than 40° and sulfur content less than 0.5%.

Carbon dioxide equivalent (CO₂e)

A metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential (GWP). Carbon dioxide equivalents are commonly expressed as million metric tons of carbon dioxide equivalents (mmtCO₂e). The carbon dioxide equivalent for a gas is derived by multiplying the tons of the gas by the associated GWP.

Carbon intensity

A measure of greenhouse gas emissions in carbon dioxide (CO₂) equivalent per barrel of oil equivalent.

CO₂

Carbon dioxide.

Condensate

Light hydrocarbon substances produced with raw gas, which condense into liquid at normal temperatures and pressures associated with surface production equipment.

Delineation

A process by which new wells are drilled in order to determine the boundaries of a discovered oil or gas field, both its areal extent and its vertical hydrocarbon column.

Freshwater

Non-brackish water with total dissolved solids (TDS) concentration up to 2,000 mg/l.

Greenhouse gas (GHG) emissions

Any gaseous compound in the atmosphere that is capable of absorbing infrared radiation. Generally, consists of water vapor, CO₂, methane, nitrous oxide, hydro fluorocarbons, perfluorocarbons, and sulfur hexafluoride. Aramco's inventory includes CO₂, methane, and nitrous oxide.

Gross chemicals production capacity

The total combined chemicals production capacity of Aramco and the joint ventures and other entities in which Aramco owns an equity interest.

Gross refining capacity

The total combined refining capacity of Aramco and the joint ventures and other entities in which Aramco owns an equity interest.

Hydrocarbons

Crude oil and other hydrogen and carbon compounds in liquid or gaseous state.

Lifting costs

Oil and gas operations (i) production related expenses; (ii) taxes other than income taxes (if applicable); and (iii) production-related general and administrative expenses. Lifting costs exclude exploration, royalty, R&D, public service costs, gain or loss on disposal of property, plant and equipment, and depreciation costs.

Liquids

Crude oil, condensate, and NGL.

LNG

Liquefied natural gas.

LPG

Liquefied petroleum gas, which is a mixture of saturated and unsaturated hydrocarbons, with up to five carbon atoms, used as household fuel.

MSC

Maximum Sustainable Capacity – the average maximum number of barrels per day of crude oil that can be produced for one year during any future planning period, after taking into account all planned capital expenditures and maintenance, repair, and operating costs, and after being given three months to make operational adjustments. The MSC excludes AGOC's crude oil production capacity.

MTBE

Methyl tertiary butyl ether – a volatile, colorless, flammable liquid that is manufactured via a chemical reaction between methanol and isobutylene, and is used as a component in fuel for gasoline engines.

Natural gas

Methane produced at Aramco's gas plants and sold within the Kingdom as sales gas.

Net chemicals production capacity

Aramco's equity share of its gross chemicals production capacity, calculated by multiplying the gross chemicals production capacity of each facility in which Aramco has an interest by Aramco's percentage equity ownership in the entity that owns the facility.

Net refining capacity

Aramco's equity share of its gross refining capacity, calculated by multiplying the gross refining capacity of each refinery in which Aramco has an interest by Aramco's percentage equity ownership in the entity that owns the refinery.

NGL

Natural gas liquids, which are liquid or liquefied hydrocarbons produced in the manufacture, purification, and stabilization of natural gas. For the reporting of reserves, ethane is included in NGL. For the reporting of production, NGL is included in total liquids, and ethane is reported as a component of total gas.

Production costs

The sum of operating costs and depreciation, reflecting both the erosion of asset value over time on an accounting basis and the cost of operating the business.

Proved reserves/Hydrocarbon reserves

Those quantities of liquids and gas, which, by analysis of geoscience and engineering data, can be estimated with reasonable certainty to be economically producible – from a given date forward, from known reservoirs, and under existing economic conditions, operating methods, and government regulations – prior to the time at which contracts providing the right to operate expire, unless evidence indicates that renewal is reasonably certain, regardless of whether deterministic or probabilistic methods are used for the estimation. The project to extract the hydrocarbons must have commenced or the operator must be reasonably certain that it will commence the project within a reasonable time.

PV

Photovoltaic.

Reserves life

Calculated on a barrel of oil equivalent basis by dividing proved reserves as at a given year-end by production for that year.

Scope 1 GHG emissions

Direct emissions, which include GHG emissions from onsite fuel combustion, flaring, venting, and fugitive emissions.

Scope 2 GHG emissions

Indirect emissions, which account for GHG emissions from offsite power generation, including electricity and steam.

Supply reliability

Total products volume shipped/delivered within 24 hours of the scheduled time, divided by the total products volume committed. Any delays caused by factors that are under the Company's control (e.g. terminal, pipeline, stabilization, or production) negatively affect the score, whereas delays caused by conditions that are beyond the Company's control, such as adverse weather, are not considered. A score of less than 100% indicates there were issues that negatively impacted supply reliability.

Tier 1 process safety event

An unplanned or uncontrolled release of any material, including nontoxic and nonflammable materials, from a process that results in one or more of the consequences listed in API Recommended Practice-754.

Total recordable case (TRC) rate

Sum of recordable cases that occurred in the workplace per 200,000 work hours.

Unconventional oil and gas

Refers to the oil and gas resources which cannot be explored, developed, and produced by conventional processes just in using the natural pressure of the wells and pumping or compression operations.

Glossary

Affiliate

Except with respect to financial information, the term Affiliate means a person who controls another person or is controlled by that other person, or who is under common control with that person by a third person. In any of the preceding, control could be direct or indirect.

With respect to financial information, the term Affiliate means the Company's subsidiaries, joint arrangements and associates, each as defined by IFRS.

AGM

Ordinary Annual General Assembly meeting.

AGOC

Aramco Gulf Operations Company Ltd.

AI

Artificial Intelligence.

ALBA

Aluminum Bahrain BSC.

API

The American Petroleum Institute, which is the major United States trade association for the oil and gas industry.

APQ

Air Products Qudra for Energy.

ARLANXEO

ARLANXEO Holding B.V., a wholly-owned specialty chemicals subsidiary.

Associate

With respect to financial information, the term Associate, as defined by IFRS, means an entity over which the Company has significant influence but not control, generally reflected by a shareholding of between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

ATC

Aramco Trading Company, a wholly-owned subsidiary of Aramco.

Auditor

An auditor is a person or entity authorized to review and verify the accuracy of financial records and ensure that companies comply with applicable laws and regulations. Aramco is audited by an independent external auditor, PricewaterhouseCoopers (PwC) Public Accountants, the independent external auditor of Aramco.

BHIG

Blue Hydrogen Industrial Gases Company.

Blended Price

Pursuant to Council of Ministers Resolution No. 370, dated 10/7/1439H (corresponding to March 27, 2018) and the Ministerial Resolution issued by the Ministry of Energy, in agreement with the Ministry of Finance, No. 01-5928-1439, dated as at 27/8/1439H (corresponding to May 13, 2018), effective on 1/7/1439H (corresponding to March 17, 2018), the Kingdom established the price due to licensees for the domestic sale of Regulated Gas Products.

Board

The Board of Directors of the Company.

Bylaws

The Bylaws of the Company, approved by Council of Ministers Resolution No. 180 dated 1/4/1439H (corresponding to December 19, 2017), which came into effect on 14/4/1439H (corresponding to January 1, 2018), as amended from time to time.

Capital Market Law

The Capital Market Law, issued pursuant to Royal Decree No. (M/30) dated 2/6/1424H (corresponding to July 31, 2003), as amended.

Carbon offset

Mitigation credits generated in one location that are transferred to another location or entity, and are usually denominated in metric tons of a reduced emission or MWh of renewable energy produced.

CCS

Carbon Capture and Storage.

CEDA

The Council of Economic and Development Affairs.

CEO

Chief Executive Officer.

Circular carbon economy

A circular carbon economy is a framework for managing and reducing emissions. It is a closed loop system involving 4Rs: reduce, reuse, recycle, and remove.

CMA

The Capital Market Authority, including, where the context permits, any committee, sub-committee, employee or agent to whom any function of the CMA may be delegated.

Companies Law

The Companies Law, issued under Royal Decree No. M/132, dated 1/12/1443H (corresponding to July 1, 2022).

Company

Saudi Arabian Oil Company (the Company).

Concession

As defined in Section 6: Additional financial and legal information – Material agreements – The Concession.

Concession Amendment

As defined in Section 6: Additional financial and legal information – Material agreements – The Concession.

Concession Area

The territorial lands and maritime areas of the Kingdom except in the Excluded Areas.

Concession Effective Date

As defined in Section 6: Additional financial and legal information – Material agreements – The Concession.

Control

Except with respect to financial information, the term "Control" means the ability to influence the actions or decisions of another person through, whether directly or indirectly, alone or with a relative or affiliate (a) holding 30% or more of the voting rights in a company, or (b) having the right to appoint 30% or more of the Board of a company; "controller" shall be construed accordingly.

With respect to financial information, the term "Control" is defined by IFRS: The Company controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Corporate Governance Regulations

The Corporate Governance Regulations as issued by the Board of the CMA pursuant to CMA Board Resolution No. 8-16-2017 dated 16/05/1438H (corresponding to February 13, 2017), as amended.

Council of Ministers

A regulatory body presided over by HRH the Crown Prince, except when the Custodian of the Two Holy Mosques, the King is in attendance.

COVID-19

The coronavirus disease identified in 2019.

Domestic

Refers to the Kingdom of Saudi Arabia.

Domestic Gas Price

Certain prices for the domestic sale of gas hydrocarbons, including those for Regulated Gas Products.

EBIT

Earnings (losses) before interest, income taxes and zakat.

EGM

Extraordinary General Assembly meeting.

ERM

Enterprise risk management.

ESG

Environmental, social, and governance.

Esmax

Esmax Distribución SpA.

Excluded Areas

The limited area excluded from Aramco's rights under the Concession, consisting of: (a) the boundaries of the Holy Mosques in Makkah AL-Mukarramah and Madinah AL-Munawwarah, (b) the partitioned territory and its adjoining offshore areas in accordance with the agreements between the Kingdom and the State of Kuwait, and, (c) the common zone in the Red Sea in accordance with the agreement between the Kingdom and the Republic of Sudan.

FREP

Fujian Refining & Petrochemical Company Limited, a joint venture established among Saudi Aramco Asia Company Ltd., Fujian Petrochemical Company Ltd. (itself a joint venture between Sinopec and the Provincial Government of Fujian, China) and ExxonMobil China Petroleum & Petrochemical Company Ltd.

GCC

The Cooperation Council for the Arab States of the Gulf, consisting of the member states of the Kingdom of Bahrain, State of Kuwait, Sultanate of Oman, State of Qatar, Kingdom of Saudi Arabia, and United Arab Emirates.

GDP

Gross domestic product. The broadest quantitative measure of a nation's total economic activity, representing the monetary value of all goods and services produced within a nation's geographic borders over a specified period of time.

GEC

Group Executive Committee.

General Assembly

Any Ordinary General Assembly or Extraordinary General Assembly.

GHSSE

Group Health, Safety, Security and Environment Committee.

GMTN

The Global Medium-Term Note Programme, established on April 1, 2019, pursuant to which the Company may from time to time issue notes.

GO

Gas & Oil Pakistan Limited.

Government

The Government of the Kingdom (and "Governmental" shall be interpreted accordingly).

GSPs

Global Citizenship Signature Programs.

Greenhouse gas (GHG)

Any gas that absorbs infrared radiation in the atmosphere rather than allowing it to radiate into space. Greenhouse gases include CO₂, methane, nitrous oxide, ozone, chlorofluorocarbons, hydrochlorofluorocarbons, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride.

Greenhouse Gas Protocol

Establishes comprehensive global standardized frameworks to measure and manage greenhouse gas emissions from private and public sector operations, value chains, and mitigation actions. It is a product of the collaboration between the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD).

Groq

Groq Inc.

GSC

Group Strategy Committee.

GSPR

The Law of Gas Supplies and Pricing issued pursuant to Royal Decree No. M/36, dated 25/6/1424H (corresponding to August 23, 2003), which has been replaced by the Energy Supply Law.

H

Hijri calendar.

Hadeed

Saudi Iron and Steel Company.

HORSE Powertrain

HORSE Powertrain Limited.

HSE

Health, safety, and environment.

HSSE

Health, safety, security, and environment.

Hydrocarbons Law

Hydrocarbons law governing hydrocarbons, hydrocarbon resources, and hydrocarbon operations existing within the territory of the Kingdom, issued pursuant to Royal Decree No. M/37, dated 2/4/1439H (corresponding to December 20, 2017), as amended.

IAS

International Accounting Standard(s).

IASB

International Accounting Standards Board.

IFRS

International Financial Reporting Standard(s) that are endorsed in the Kingdom and other standards and pronouncements endorsed by SOCPA.

iktva

In-Kingdom Total Value Add.

Income Tax Law

Income Tax Law issued under Royal Decree No. M/1 dated 15/1/1425H (corresponding to March 6, 2004) and its Implementing Regulations issued under Ministerial Resolution No. 1535 dated 11/6/1425H (corresponding to August 11, 2004), as amended from time to time.

Ipieca

International Petroleum Industry Environmental Conservation Association.

IPO

Initial Public Offering.

ISO

International Organization for Standardization.

Ithra

King Abdulaziz Center for World Culture.

JERA

JERA Co., Inc.

Joint arrangement

The term joint arrangement, as defined by IFRS, refers to either a joint operation or a joint venture.

Joint operation

The term joint operation, as defined by IFRS, means a type of joint arrangement whereby the parties that have joint control of the agreement have rights to the assets and obligations for the liabilities relating to the arrangement.

Glossary continued

Joint venture

The term joint venture, as defined by IFRS, means a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement.

KAUST

King Abdullah University of Science and Technology.

KFUPM

King Fahd University of Petroleum and Minerals.

Kingdom

Kingdom of Saudi Arabia.

Linde

Linde plc.

Luberef

Saudi Aramco Base Oil Company, a Saudi listed joint stock company and a subsidiary of Aramco.

Ma'aden

Saudi Arabian Mining Co.

Marafiq

Power and Water Utility Company for Jubail and Yanbu', which is a publicly traded company listed on the Saudi Exchange (Tadawul).

Master Gas System

An extensive network of pipelines that connects Aramco's key gas production and processing sites throughout the Kingdom.

MENA

Middle East and North Africa.

MidOcean

MidOcean Holdings II, L.P.

MidOcean Energy

MidOcean Energy, L.L.C.

Ministry of Energy

Ministry of Energy of the Kingdom.

Ministry of Finance

Ministry of Finance of the Kingdom.

Motiva

Motiva Enterprises LLC.

Namaat

Aramco's industrial investment program.

Net-zero ambition

Aramco's ambition to achieve net-zero Scope 1 and Scope 2 greenhouse gas emissions across wholly-owned operated assets by 2050.

Net-zero emissions

This is achieved when anthropogenic GHG emissions to the atmosphere are balanced by anthropogenic removals.

OPEC

Organization of the Petroleum Exporting Countries.

OPEC+

The coalition of OPEC and additional net oil-exporting nations that collaborate to coordinate and manage oil production levels to ensure stabilization of oil markets.

Established in December 2016, OPEC+ includes OPEC's member countries and other significant net oil-exporting nations, such as Russia, Kazakhstan and Oman.

Operationally controlled entities

An entity is designated to be under Saudi Aramco's operational control, if Saudi Aramco is able to exercise direct operational control over the day-to-day activities of that entity.

Includes SASREF, Motiva, ARLANXEO, ATC, Aramco Overseas Company, Aramco Services Company, Saudi Aramco Asia Company Ltd.

Original Concession

As defined in Section 6: Additional financial and legal information – Material agreements – The Concession.

OSHA

Occupational Safety and Health Administration.

PETRONAS

Petroleum Nasional Bhd.

Petro Rabigh

Rabigh Refining and Petrochemical Company, a venture established by Aramco and Sumitomo Chemical Co. Ltd. in 2005, which is a publicly traded company listed on the Saudi Exchange (Tadawul).

PIF

Public Investment Fund of Saudi Arabia.

PKN ORLEN

Polski Koncern Naftowy ORLEN S.A.

PP

Percentage Point.

PRefChem

PRefChem Petrochemical and PRefChem Refining.

PRefChem Petrochemical

Pengerang Petrochemical Company SDN. BHD.

PRefChem Refining

Pengerang Refining Company SDN. BHD.

Price equalization

Prices are established separately by the Ministry of Energy for each relevant product using a combination of either internationally recognized indices or, where relevant, the Company's official selling price and, depending on the relevant product, on the basis of export parity, import parity or a combination of both.

PwC

PricewaterhouseCoopers.

R&D

Research and development.

Regulated Gas Products

Gas hydrocarbons which are subject to the Kingdom's gas pricing regime, including natural gas, ethane and NGL (propane, butane and natural gasoline).

Relatives

The term relatives, as defined under the Corporate Governance Regulations, refers to:

- I. Fathers, mothers, grandfathers and grandmothers (and their ancestors);
- II. Children and grandchildren and their descendants;
- III. Siblings, maternal and paternal half-siblings; and,
- IV. Husbands and wives.

Reserved Areas

The areas reserved for Aramco's operations within the Concession Area.

ROACE

Return on average capital employed.

Rongsheng Petrochemical

Rongsheng Petrochemical Company Limited.

Rules on the Offer of Securities and Continuing Obligations (OSCO Rules)

As issued by the Board of the CMA pursuant to CMA Board Resolution No. 3-123-2017 dated 9/4/1439H (corresponding to December 27, 2017) based on the Capital Market Law, as amended.

SABIC

Saudi Basic Industries Corporation.

SADCO

Saudi Aramco Development Company.

Sadara

Sadara Chemical Company, a joint venture established by Aramco and Dow Chemical Company in 2011.

SAIL

Saudi Accelerated Innovation Lab.

Sanabil Investments

Saudi Arabian Investment Company, a wholly-owned subsidiary of the PIF.

SAPCO

Saudi Aramco Power Company.

SASREF

Saudi Aramco Jubail Refinery Company, a subsidiary of Aramco, formerly known as Saudi Aramco Shell Refinery Company.

SATORP

Saudi Aramco Total Refining and Petrochemical Company, a joint venture established by Aramco and Total Refining Saudi Arabia SAS in 2008.

Saudi Aramco/Aramco/Group

Saudi Arabian Oil Company, together with its consolidated subsidiaries, and where the context requires, its joint operations, joint ventures and associates.

Any reference to "us," "we," or "our" refers to Aramco except where otherwise stated.

Unless otherwise stated, the text does not distinguish between the activities and operations of the Company and those of its subsidiaries.

Saudi Exchange (Tadawul)

The Saudi Exchange, the sole entity authorized in the Kingdom to act as a securities exchange.

Saudi Green Initiative

A national initiative that unites environmental protection, energy transition, and sustainability programs with the overarching aim of offsetting and reducing emissions, increasing the Kingdom's use of clean energy, and addressing climate change.

Senior Executives/The Group Executive Committee

The members of the Senior Management of Aramco holding the title of CEO, President, or Executive Vice President.

Senior Management

The Senior Management and other officers of Aramco who, while subordinate to the Senior Executives, are still involved in the management of Aramco and participate in driving its strategies, decisions, or operations.

Shareek program

A cooperative Government program that is designed to provide support via various pillars, including financial, monetary, operational and regulatory cooperation, and asset investment, aiming to enhance the development and resilience of the Saudi economy by increasing the GDP, providing job opportunities, diversifying the economy and strengthening cooperation between public and private sectors.

Shareholder

Any holder of shares.

Shari'a

The Islamic law.

Sinopec

China Petroleum & Chemical Corporation.

SLB

SLB Ltd.

SME

Small and medium enterprise.

SOCPA

Saudi Organization for Chartered and Professional Accountants.

S-OIL

S-Oil Corporation.

SPARK

King Salman Energy Park.

SPE-PRMS

Society of Petroleum Engineers – Petroleum Resources Management System.

SSC

Sustainability Steering Committee.

Stellar

Stellar Insurance Ltd.

STEM

Science, Technology, Engineering, and Mathematics.

Subsidiaries

Except with respect to financial information, the term subsidiaries mean the companies that Aramco controls through its ability to influence the actions or decisions of another person through, whether directly or indirectly, alone or with a relative or affiliate (i) holding 30% or more of the voting rights in a company, or (ii) having the right to appoint 30% or more of the Board of a company.

With respect to financial information, the term subsidiaries is defined by IFRS, meaning entities over which the Company has control.

Sukuk

A financial instrument similar to a bond that complies with Shari'a principles.

SUMED

Arab Petroleum Pipelines Company.

Sumitomo Chemical

Sumitomo Chemical Co. Ltd.

Taleed

Aramco's program aimed at accelerating the growth of SMEs in Saudi Arabia.

TAQA

Abu Dhabi National Energy Company.

The Energy Supply Law

The Energy Supply Law, issued pursuant to Royal Decree No. (M/80) dated 4/6/1444H (corresponding to December 28, 2022).

TotalEnergies

TotalEnergies SE.

U.S./United States/USA

United States of America.

UN SDGs

United Nations Sustainable Development Goals.

YASREF

Yanbu' Aramco Sinopec Refinery Company Limited, a joint venture established by Aramco and Sinopec Century Bright Capital Investment (Amsterdam) B.V. in 2010.

ZPC

Zhejiang Petroleum & Chemical Co., Ltd.



ELECTRICAL

7 Consolidated financial statements

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Localizing supply chain

MGS Gas Compression Plant 3, Saudi Arabia

Aramco continually seeks to strengthen its business ecosystem, and contribute to the Kingdom's economic development.

For nearly five decades, the Company's extensive gas pipelines of its Master Gas System have connected the Company's key gas production and processing sites to industrial and domestic customers in Saudi Arabia.

Aramco's significant investment in increasing natural gas production supports the Kingdom's plans to reduce burning oil for domestic power generation and water desalinization.

Independent Auditor's Report



Independent auditor's report to the shareholders of Saudi Arabian Oil Company

Report on the audit of the consolidated financial statements

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Saudi Arabian Oil Company (the "Company") and its subsidiaries (together the "Group") as at December 31, 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards, that are endorsed in the Kingdom of Saudi Arabia, and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA).

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of income for the year ended December 31, 2024;
- the consolidated statement of comprehensive income for the year ended December 31, 2024;
- the consolidated balance sheet as at December 31, 2024;
- the consolidated statement of changes in equity for the year ended December 31, 2024;
- the consolidated statement of cash flows for the year ended December 31, 2024; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards), endorsed in the Kingdom of Saudi Arabia (the "Code"), that is relevant to our audit of the consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with the Code's requirements.

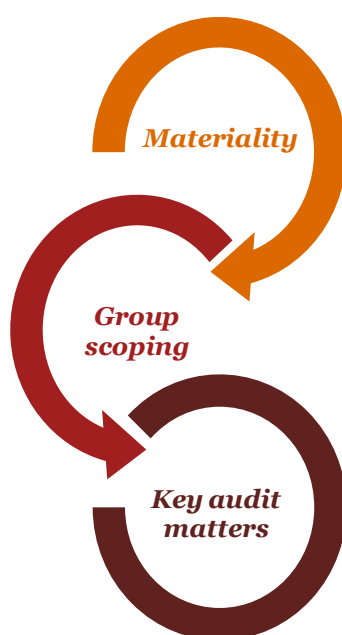
PricewaterhouseCoopers, License No. 25, Saudi Aramco, P.O. Box 1659, Dhahran 31311, Kingdom of Saudi Arabia
T: +966 (13) 873-6800, F: +966 (13) 873-8883, www.pwc.com/middle-east



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

Our audit approach

Overview



- We determined overall Group materiality taking into account the profit-oriented nature of the Group.
- Based on a percentage of income before income taxes and zakat of Saudi Arabian Riyal ("SAR") 782.0 billion, we determined our overall Group materiality at SAR 30.0 billion.
- Our quantitative threshold for reporting misstatements to those charged with governance was set at SAR 2.3 billion.

Based on their size, complexity and risk:

- We selected the Company for a full-scope audit; and
- We also determined a number of other components to be in scope for the Group audit, in respect of which a full-scope audit or audit procedures over specified financial statement line items were performed.

Our key audit matters comprise the following:

- Assessment of the recoverability of the goodwill and brand (intangible assets) recognised as part of the Saudi Basic Industries Corporation ("SABIC") acquisition; and
- Assessment of the recoverability of property, plant and equipment.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Board of Directors made subjective judgments; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgment, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the following table. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

Overall Group materiality	SAR 30.0 billion (2023: SAR 30.0 billion).
How we determined it	Based on a percentage of income before income taxes and zakat.
Rationale for the materiality benchmark applied	Income before income taxes and zakat is an important benchmark for the users of the consolidated financial statements and is a generally accepted benchmark for profit-oriented groups.

We agreed with those charged with governance that we would report to them misstatements identified during our audit above SAR 2.3 billion.

How we tailored our Group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The Group's operations are conducted through many components in different parts of the world. The most significant component within the Group is the Company itself and most of the audit effort was spent by the Group engagement team based in Dhahran, Kingdom of Saudi Arabia. The Group engagement team also directed the work done by the various component teams as well as internal specialists and experts across different locations and performed audit procedures on the consolidation workings and disclosures.

We identified a number of other components where a full-scope audit or audit procedures over specified financial statement line items were performed under our instructions. Component teams from the PwC network in Dhahran and Riyadh, Kingdom of Saudi Arabia, the United States of America, the Republic of Korea, Bermuda and Guernsey as well as a non-PwC network component team in Malaysia performed the required procedures. The selection of these components was based on qualitative and quantitative considerations, including whether the component accounted for a significant proportion of individual consolidated financial statement line items.

The Group engagement team directed, supervised and reviewed the audit work performed by component teams, taking into account the relative significance and associated audit risk of each component. This process included allocating overall Group materiality to the different components, sending detailed instructions, considering the sufficiency and appropriateness of resources assigned, holding regular meetings to share relevant information, obtaining regular updates on progress and results of procedures related to significant and other relevant matters as well as reviewing deliverables and selected underlying working papers.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

Key audit matter

How our audit addressed the Key audit matter

Assessment of the recoverability of the goodwill and brand (intangible assets) recognised as part of the SABIC acquisition

International Accounting Standard ("IAS") 36 'Impairment of Assets', that is endorsed in the Kingdom of Saudi Arabia, requires goodwill and intangible assets that have indefinite useful lives to be tested annually for impairment, irrespective of whether there is any indication of impairment.

Management performed an assessment of the recoverability of the goodwill and brand (determined to have an indefinite useful life) recognised as part of the SABIC acquisition during the year ended December 31, 2020. The carrying amounts of these assets were SAR 99.1 billion and SAR 18.1 billion, respectively, as at December 31, 2024.

Goodwill has been allocated to the Downstream operating segment. Therefore, the goodwill impairment test was performed at the Downstream operating segment level. The brand test was performed based on an aggregation of the relevant Cash-Generating Units ("CGUs").

The recoverable amounts were determined based on value-in-use derived using discounted cash flow models. Each of the models were based on the most recent approved financial plans and included 10-year projection periods with terminal values assumed thereafter.

The exercise performed by management supported the goodwill and brand carrying values and did not identify the need for any impairment charges to be recognised.

We considered this to be a key audit matter given the significant judgment and estimates involved in determining recoverable amounts and the uncertainty inherent in the underlying forecasts and assumptions. The key inputs to the recoverable amounts included the:

- Cash flows during the 10-year projection periods including commodity prices (input and output) and other underlying assumptions;
- Terminal growth rates; and
- Pre-tax discount rates.

Refer to Note 2(e), Note 2(h) and Note 6 to the consolidated financial statements for further information.

Our procedures included the following:

- We considered the appropriateness of management's allocation of goodwill to the Downstream operating segment and brand to the aggregation of the relevant CGUs, based on the requirements of IAS 36 'Impairment of Assets', that is endorsed in the Kingdom of Saudi Arabia.
- We considered the completeness of the carrying values of the assets and liabilities considered as part of the impairment tests for both goodwill and brand.
- With input from internal valuation experts, where considered necessary, we performed the following procedures on management's valuation models, as deemed appropriate:
 - Considered the consistency of the projection periods with management's financial planning cycle;
 - Considered the consistency of certain unobservable inputs underlying the 10-year cash flows such as expected product volumes and costs with approved financial plans;
 - Compared a sample of commodity prices (input and output) underlying the 10-year cash flows to market data points;
 - Evaluated the reasonableness of approved financial plans by comparison to historical results;
 - Assessed the reasonableness of the approach and inputs used to determine the terminal values;
 - Evaluated the reasonableness of the pre-tax discount rates used by cross-checking the underlying assumptions against observable market data;
 - Tested the mathematical accuracy and logical integrity of the models; and
 - Tested management's sensitivity analyses that considered the impact of changes in assumptions on the outcome of the impairment assessments.
- We considered the reasonableness of the year-on-year movements in the recoverable amounts as at December 31, 2024 in view of the changes in the underlying key assumptions.
- We considered the appropriateness of the related accounting policies and disclosures in the consolidated financial statements.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

Key audit matter	How our audit addressed the Key audit matter
Assessment of the recoverability of property, plant and equipment Management performed an assessment to consider whether there was any indication that items of property, plant and equipment as at December 31, 2024 may be impaired. For certain Downstream operating segment CGUs where such indicators were identified, recoverable amounts were determined. The recoverable amounts were based on value-in-use derived using discounted cash flow models and determined to be higher than the fair value less costs of disposal. Based on a comparison of recoverable amounts with carrying values, an aggregate impairment charge of SAR 10.4 billion was recorded in the consolidated financial statements. We considered this to be a key audit matter given the significant judgment and estimates involved in identifying impairment indicators and in determining recoverable amounts of the property, plant and equipment as well as the uncertainty inherent in the underlying forecasts and assumptions. The key inputs to the recoverable amounts included the following, where applicable: • Cash flows during the projection periods including commodity prices (input and output) and other underlying assumptions; • Terminal growth rates or terminal value multiples; and • Pre-tax discount rates. <i>Refer to Note 2(g), Note 2(h) and Note 5 to the consolidated financial statements for further information.</i>	We selected certain CGUs for testing based on their relative carrying values as at December 31, 2024. For these CGUs, our procedures included the following: • We considered the reasonableness of management's assessments of impairment indicators considering our knowledge of internal and external factors based on the requirements of IAS 36 'Impairment of Assets', that is endorsed in the Kingdom of Saudi Arabia. • We considered the completeness of the carrying values of the assets and liabilities considered as part of the impairment tests for the relevant CGUs. • With input from internal valuation experts, where considered necessary, we performed the following procedures on management's valuation models, as deemed appropriate: - Evaluated the appropriateness of the projection periods considering the characteristics of the underlying assets; - Considered the consistency of certain unobservable inputs underlying the cash flows such as expected product volumes and costs with approved financial plans; - Compared a sample of forecast commodity prices (inputs and outputs) underlying the cash flows to market data points; - Evaluated the reasonableness of approved financial plans by comparison to historical results; - Assessed the reasonableness of the approach and inputs used to determine the terminal values; - Evaluated the reasonableness of the pre-tax discount rates used by cross-checking the underlying assumptions against observable market data; - Tested the mathematical accuracy and logical integrity of the models; and - Tested management's sensitivity analyses that considered the impact of changes in assumptions on the outcome of the impairment assessments. • We considered the appropriateness of the related accounting policies and disclosures in the consolidated financial statements.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

Other information

The Board of Directors is responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and those charged with governance for the consolidated financial statements

The Board of Directors is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards, that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA, and the applicable requirements of the Regulations for Companies and the Company's Bylaws, and for such internal control as they determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

As part of an audit in accordance with International Standards on Auditing, that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.



Independent auditor's report to the shareholders of Saudi Arabian Oil Company (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'Omar M. Al Sagga'.

Omar M. Al Sagga
License No. 369

March 3, 2025

Consolidated statement of income

All amounts in millions of Saudi Riyals unless otherwise stated

	Note	SAR		USD*	
		Year ended December 31		Year ended December 31	
		2024	2023	2024	2023
Revenue	24	1,637,299	1,653,281	436,613	440,875
Other income related to sales		164,375	203,092	43,833	54,158
Revenue and other income related to sales		1,801,674	1,856,373	480,446	495,033
Royalties and other taxes		(200,532)	(231,795)	(53,475)	(61,812)
Purchases	25	(509,430)	(471,225)	(135,848)	(125,660)
Producing and manufacturing		(110,275)	(96,523)	(29,406)	(25,739)
Selling, administrative and general		(89,235)	(76,890)	(23,796)	(20,504)
Exploration		(8,552)	(9,416)	(2,281)	(2,511)
Research and development		(5,816)	(5,197)	(1,550)	(1,386)
Depreciation and amortization	5,6	(103,209)	(97,040)	(27,523)	(25,877)
Operating costs		(1,027,049)	(988,086)	(273,879)	(263,489)
Operating income		774,625	868,287	206,567	231,544
Share of results of joint ventures and associates	7	(4,966)	(4,001)	(1,324)	(1,067)
Finance and other income	27	22,891	31,967	6,104	8,524
Finance costs	20	(10,540)	(8,186)	(2,811)	(2,183)
Income before income taxes and zakat		782,010	888,067	208,536	236,818
Income taxes and zakat	8	(383,588)	(433,303)	(102,290)	(115,547)
Net income		398,422	454,764	106,246	121,271
Net income attributable to					
Shareholders' equity		393,891	452,753	105,038	120,734
Non-controlling interests		4,531	2,011	1,208	537
		398,422	454,764	106,246	121,271
Earnings per share (basic and diluted)	37	1.63	1.87	0.43	0.50

* This supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only, and is presented in millions of U.S. dollars.

H.E. Yasir O. Al-Rumayyan
Chairman of the Board

Amin H. Nasser
President & Chief Executive Officer

Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Consolidated statement of comprehensive income

All amounts in millions of Saudi Riyals unless otherwise stated

	Note	SAR		USD*	
		Year ended December 31		Year ended December 31	
		2024	2023	2024	2023
Net income		398,422	454,764	106,246	121,271
Other comprehensive income (loss), net of tax	18				
Items that will not be reclassified to net income					
Remeasurement of post-employment benefits		3,138	(25)	837	(7)
Share of post-employment benefits remeasurement from joint ventures and associates		(95)	90	(25)	24
Changes in fair value of equity investments classified as fair value through other comprehensive income		(793)	(1,671)	(212)	(446)
Items that may be reclassified subsequently to net income					
Cash flow hedges and other		(658)	(1,044)	(176)	(278)
Changes in fair value of debt securities classified as fair value through other comprehensive income		(67)	520	(18)	139
Share of other comprehensive income of joint ventures and associates		138	1,250	37	333
Currency translation differences		(5,549)	(829)	(1,480)	(221)
		(3,886)	(1,709)	(1,037)	(456)
Total comprehensive income		394,536	453,055	105,209	120,815
Total comprehensive income attributable to					
Shareholders' equity		391,720	451,111	104,458	120,296
Non-controlling interests		2,816	1,944	751	519
		394,536	453,055	105,209	120,815

* This supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only, and is presented in millions of U.S. dollars.



H.E. Yasir O. Al-Rumayyan
Chairman of the Board



Amin H. Nasser
President & Chief Executive Officer



Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Consolidated balance sheet

All amounts in millions of Saudi Riyals unless otherwise stated

	Note	SAR		USD*	
		At December 31		At December 31	
		2024	2023	2024	2023
Assets					
Non-current assets					
Property, plant and equipment	5	1,494,318	1,384,717	398,485	369,258
Intangible assets	6	164,581	164,554	43,888	43,881
Investments in joint ventures and associates	7	65,261	69,474	17,403	18,526
Deferred income tax assets	8	20,659	20,560	5,509	5,483
Post-employment benefits	21	27,365	24,661	7,297	6,576
Other assets and receivables	9	46,844	48,265	12,492	12,871
Investments in securities	10	39,206	33,974	10,455	9,060
		1,858,234	1,746,205	495,529	465,655
Current assets					
Inventories	11	83,728	85,951	22,327	22,920
Trade receivables	12	167,884	163,919	44,770	43,712
Due from the Government	13	38,274	49,378	10,206	13,168
Other assets and receivables	9	42,388	33,747	11,304	8,999
Short-term investments	14	13,186	184,343	3,516	49,158
Cash and cash equivalents	15	216,642	198,973	57,771	53,059
		562,102	716,311	149,894	191,016
Assets classified as held for sale	34	3,294	15,424	878	4,113
		565,396	731,735	150,772	195,129
Total assets		2,423,630	2,477,940	646,301	660,784
Equity and liabilities					
Shareholders' equity					
Share capital		90,000	90,000	24,000	24,000
Additional paid-in capital		26,981	26,981	7,195	7,195
Treasury shares	16	(3,943)	(1,362)	(1,052)	(363)
Retained earnings:					
Unappropriated		1,342,442	1,411,474	357,984	376,394
Appropriated		6,000	6,000	1,600	1,600
Other reserves	18	(3,251)	1,514	(866)	403
		1,458,229	1,534,607	388,861	409,229
Non-controlling interests	19	193,126	202,485	51,500	53,996
		1,651,355	1,737,092	440,361	463,225
Non-current liabilities					
Borrowings	20	261,733	226,481	69,795	60,395
Deferred income tax liabilities	8	153,369	142,449	40,898	37,986
Post-employment benefits	21	26,866	26,147	7,164	6,973
Provisions and other liabilities	22	31,044	28,205	8,279	7,521
		473,012	423,282	126,136	112,875
Current liabilities					
Trade payables and other liabilities	23	157,467	151,553	41,992	40,414
Obligations to the Government:					
Income taxes and zakat	8	71,951	82,539	19,187	22,010
Royalties		12,288	14,107	3,277	3,762
Borrowings	20	57,557	63,666	15,348	16,978
		299,263	311,865	79,804	83,164
Liabilities directly associated with assets classified as held for sale	34	—	5,701	—	1,520
		299,263	317,566	79,804	84,684
Total liabilities		772,275	740,848	205,940	197,559
Total equity and liabilities		2,423,630	2,477,940	646,301	660,784

* This supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only, and is presented in millions of U.S. dollars.

H.E. Yasir O. Al-Rumayyan
Chairman of the Board

Amin H. Nasser
President & Chief Executive Officer

Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Consolidated statement of changes in equity

All amounts in millions of Saudi Riyals unless otherwise stated

SAR									USD*
Shareholders' equity									Total
Note	Share capital	Additional paid-in capital	Treasury shares	Retained earnings		Other reserves (Note 18)	Non-controlling interests	Total	
				Unappropriated	Appropriated ¹				
Balance at January 1, 2023	75,000	26,981	(2,236)	1,339,892	6,000	3,279	217,231	1,666,147	444,306
Net income	–	–	–	452,753	–	–	2,011	454,764	121,271
Other comprehensive loss	–	–	–	–	–	(1,642)	(67)	(1,709)	(456)
Total comprehensive income (loss)	–	–	–	452,753	–	(1,642)	1,944	453,055	120,815
Transfer of post-employment benefits remeasurement	18	–	–	66	–	(66)	–	–	–
Transfer of share of post-employment benefits remeasurement from joint ventures and associates	18	–	–	90	–	(90)	–	–	–
Treasury shares issued to employees	16	–	874	232	–	(439)	–	667	178
Share-based compensation	–	–	–	(4)	–	472	–	468	125
Dividends	36	–	–	(366,674)	–	–	–	(366,674)	(97,780)
Bonus shares issued	36	15,000	–	(15,000)	–	–	–	–	–
Dividends to non-controlling interests and other	–	–	–	119	–	–	(16,690)	(16,571)	(4,419)
Balance at December 31, 2023	90,000	26,981	(1,362)	1,411,474	6,000	1,514	202,485	1,737,092	463,225
Net income	–	–	–	393,891	–	–	4,531	398,422	106,246
Other comprehensive loss	–	–	–	–	–	(2,171)	(1,715)	(3,886)	(1,037)
Total comprehensive income (loss)	–	–	–	393,891	–	(2,171)	2,816	394,536	105,209
Transfer of post-employment benefits remeasurement	18	–	–	3,015	–	(3,015)	–	–	–
Transfer of share of post-employment benefits remeasurement from joint ventures and associates	18	–	–	(95)	–	95	–	–	–
Acquisition of treasury shares	–	–	(3,750)	–	–	–	–	(3,750)	(1,000)
Treasury shares issued to employees	16	–	1,169	78	–	(459)	–	788	210
Share-based compensation	–	–	–	(3)	–	582	–	579	154
Dividends	36	–	–	(465,918)	–	–	–	(465,918)	(124,245)
Dividends to non-controlling interests and other	–	–	–	–	–	203	(12,175)	(11,972)	(3,192)
Balance at December 31, 2024	90,000	26,981	(3,943)	1,342,442	6,000	(3,251)	193,126	1,651,355	440,361

1. Appropriated retained earnings, originally established under the 1988 Articles of the Saudi Arabian Oil Company, represent a legal reserve which is not available for distribution. This amount is maintained pursuant to the Company's existing Bylaws.

* This supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only, and is presented in millions of U.S. dollars.



H.E. Yasir O. Al-Rumayyan
Chairman of the Board



Amin H. Nasser
President & Chief Executive Officer



Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Consolidated statement of cash flows

All amounts in millions of Saudi Riyals unless otherwise stated

	Note	SAR		USD*	
		Year ended December 31		Year ended December 31	
		2024	2023	2024	2023
Income before income taxes and zakat		782,010	888,067	208,536	236,818
Adjustments to reconcile income before income taxes and zakat to net cash provided by operating activities					
Depreciation and amortization	5,6	103,209	97,040	27,523	25,877
Exploration and evaluation costs written off	6	2,325	3,018	620	804
Loss on disposal of property, plant and equipment		1,983	1,805	528	482
Loss on fair value measurement of assets classified as held for sale	34(a)	304	3,219	81	858
Inventory movement		742	832	198	222
Share of results of joint ventures and associates	7	4,966	4,001	1,324	1,067
Finance and other income	27	(22,891)	(31,967)	(6,104)	(8,524)
Finance costs	20	10,540	8,186	2,811	2,183
Change in fair value of investments through profit or loss		(39)	(347)	(10)	(92)
Change in joint ventures and associates inventory profit elimination	7	208	(389)	55	(103)
Other		(802)	406	(213)	108
Change in working capital					
Inventories		1,506	11,285	402	3,010
Trade receivables		541	47	144	12
Due from the Government		11,104	5,167	2,962	1,377
Other assets and receivables		(6,613)	(3,005)	(1,764)	(801)
Trade payables and other liabilities		9,110	9,946	2,429	2,653
Royalties payable		(1,819)	(2,147)	(485)	(572)
Other changes					
Other assets and receivables		(5,604)	(17,740)	(1,495)	(4,731)
Provisions and other liabilities		189	476	50	126
Post-employment benefits		3,629	1,034	967	276
Settlement of income, zakat and other taxes	8	(385,710)	(441,120)	(102,855)	(117,633)
Net cash provided by operating activities		508,888	537,814	135,704	143,417
Net cash used in investing activities					
Capital expenditures	4	(188,890)	(158,308)	(50,371)	(42,215)
Acquisition of affiliates, net of cash acquired	35(a)	(1,533)	(9,878)	(409)	(2,634)
Additional investments in joint ventures and associates	7	(4,736)	(3,607)	(1,263)	(962)
Proceeds from sale of subsidiaries	34	1,583	–	422	–
Distributions from joint ventures and associates	7	3,165	3,545	844	945
Dividends from investments in securities	27	463	411	124	110
Interest received		22,735	25,628	6,063	6,834
Investments in securities – net	35(c)	(6,805)	(8,682)	(1,815)	(2,316)
Net maturities of short-term investments		171,157	96,872	45,642	25,833
Net cash used in investing activities		(2,861)	(54,019)	(763)	(14,405)
Net cash used in financing activities					
Dividends paid to shareholders of the Company	36	(465,918)	(366,674)	(124,245)	(97,780)
Dividends paid to non-controlling interests in subsidiaries		(11,935)	(14,428)	(3,182)	(3,848)
Acquisition of treasury shares	16	(3,750)	–	(1,000)	–
Proceeds from issuance of treasury shares	16	788	662	210	176
Proceeds from borrowings		54,398	32,057	14,506	8,549
Repayments of borrowings		(31,482)	(134,495)	(8,395)	(35,865)
Principal portion of lease payments		(15,344)	(13,639)	(4,092)	(3,637)
Interest paid		(15,115)	(14,352)	(4,031)	(3,827)
Net cash used in financing activities		(488,358)	(510,869)	(130,229)	(136,232)
Net increase (decrease) in cash and cash equivalents		17,669	(27,074)	4,712	(7,220)
Cash and cash equivalents at beginning of the year		198,973	226,047	53,059	60,279
Cash and cash equivalents at end of the year		216,642	198,973	57,771	53,059

* This supplementary information is converted at a fixed rate of U.S. dollar 1.00 = SAR 3.75 for convenience only, and is presented in millions of U.S. dollars.

H.E. Yasir O. Al-Rumayyan
Chairman of the Board

Amin H. Nasser
President & Chief Executive Officer

Ziad T. Al Murshed
Executive Vice President & Chief Financial Officer

Notes to the consolidated financial statements

All amounts in millions of Saudi Riyals unless otherwise stated

1. General information

The Saudi Arabian Oil Company (the "Company"), with headquarters located in Dhahran, Kingdom of Saudi Arabia (the "Kingdom"), is engaged in prospecting, exploring, drilling and extracting hydrocarbon substances ("Upstream") and processing, manufacturing, refining and marketing these hydrocarbon substances ("Downstream"). The Company was formed on November 13, 1988, by Royal Decree No. M/8; however, its history dates back to May 29, 1933, when the Saudi Arabian Government (the "Government") granted a concession to the Company's predecessor for the right to, among other things, explore the Kingdom for hydrocarbons.

On December 20, 2017, Royal Decree No. M/37 dated 2/4/1439H was issued approving the Hydrocarbons Law, which applies to the Kingdom's hydrocarbons and hydrocarbon operations. Under the Hydrocarbons Law, all hydrocarbon deposits, hydrocarbons and hydrocarbon resources are the property of the Kingdom until ownership is transferred at the well head or when extracted. Further, the Hydrocarbons Law codifies the Government's sole authority to set the maximum amount of hydrocarbons production by the Company and the maximum sustainable capacity that the Company must maintain.

All natural resources within the Kingdom, including hydrocarbons, are owned by the Kingdom. Through a concession in 1933, the Government granted the Company's predecessor the exclusive right to explore, develop and produce the Kingdom's hydrocarbon resources, except in certain areas. As of December 24, 2017, the original concession agreement was replaced and superseded by an amended concession agreement (the "Concession Agreement") which provides the Company the exclusive right to explore, drill, prospect, appraise, develop, extract, recover, and produce hydrocarbons in the concession area. The Company is also provided the exclusive right to market and distribute hydrocarbons, petroleum products and liquid petroleum gas ("LPG") in the Kingdom along with the non-exclusive right to manufacture, refine, and treat production and to market, sell, transport and export such production.

The initial term of the Concession Agreement is for 40 years, which shall be extended by the Government for 20 years unless the Company does not satisfy certain conditions commensurate with its then current operating practices. In addition, the Concession Agreement may be amended and extended for an additional 40 years beyond the original 60-year period, subject to the Company and the Government agreeing on the terms of such extension.

Effective January 1, 2018, Council of Ministers Resolution No. 180, dated 1/4/1439H (December 19, 2017) converted the Company to a Saudi Joint Stock Company with new Bylaws. The Company's 1988 Articles were cancelled as of January 1, 2018, pursuant to Royal Decree No. M/36, dated 2/4/1439H (December 20, 2017). The Company's Commercial Registration Number is 2052101150. The Company's share capital was set at Saudi Riyals ("SAR" or "ﷲ") 60,000, divided into 200 billion fully paid ordinary shares with equal voting rights without par value. On May 12, 2022 and May 8, 2023, after obtaining necessary approvals from the competent authorities in relation to the issuance of bonus shares, the Extraordinary General Assembly ("EGA") approved the increases in the Company's share capital by ﷲ 15,000 and ﷲ 15,000, respectively, and the commensurate increase in the number of the Company's issued ordinary shares by 20 billion and 22 billion, respectively. The Company's share capital after these increases is ﷲ 90,000, divided into 242 billion fully paid ordinary shares with equal voting rights without par value (Note 36).

On December 11, 2019, the Company completed its Initial Public Offering ("IPO") and its ordinary shares were listed on the Saudi Exchange. In connection with the IPO, the Government, being the sole owner of the Company's shares at such time, sold an aggregate of 3.45 billion ordinary shares, or 1.73% of the Company's share capital. In addition, concurrent with the IPO, the Company acquired 117.2 million of its ordinary shares from the Government for a cash payment of ﷲ 3,750, and classified them as treasury shares (Note 16). These shares are being used by the Company for its employee share plans (Note 17).

On February 13, 2022, the Government transferred 4% of the Company's issued shares to the Public Investment Fund ("PIF"), the sovereign wealth fund of the Kingdom, followed by another transfer of 4% on April 16, 2023 to Saudi Arabian Investment Company ("Sanabil Investments"), a wholly-owned company of PIF. Further, on March 7, 2024, the Government transferred an additional 8% of the Company's issued shares to PIF's wholly-owned companies.

On June 11, 2024, the Government completed a secondary public offering of the Company's ordinary shares. In connection with the offering, the Government sold an aggregate of approximately 1.7 billion shares, representing 0.7% of the Company's issued shares. This includes 137.6 million ordinary shares acquired by the Company from the Government for a cash payment of ﷲ 3,750, which have been classified as treasury shares. These treasury shares will be used by the Company for its employee share plans. Following the completion of the offering, the Government remains the Company's largest shareholder, retaining an 81.48% direct shareholding.

The consolidated financial statements of the Company and its subsidiaries (together "Saudi Aramco") were approved by the Board of Directors on March 3, 2025.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates

The material accounting policies applied in the preparation of these consolidated financial statements are set out below.

(a) Basis of preparation

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), that are endorsed in the Kingdom, and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants ("SOCPA"). The consolidated financial statements are also in compliance with IFRS as issued by the International Accounting Standards Board ("IASB").

The consolidated financial statements have been prepared under the historical cost convention except for certain items measured at fair value, which are primarily investments in securities, derivatives, certain trade receivables and payables, and post-employment benefit plan assets. Further, assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. The accounting policies that follow have been consistently applied to all years presented, unless otherwise stated.

(b) Significant accounting judgments and estimates

The preparation of the consolidated financial statements in conformity with IFRS requires management to exercise judgment in applying Saudi Aramco's accounting policies and in the use of certain critical accounting estimates and assumptions concerning the future. Management has made various judgments that may significantly impact the valuation and presentation of assets and liabilities. In addition, management also applies judgment when undertaking the estimation procedures necessary to calculate assets, liabilities, revenue and expenses. Accounting estimates, by definition, may not equal the related actual results and are subject to change based on experience and new information.

The areas requiring the most significant judgments, estimates and assumptions in the preparation of the consolidated financial statements are: accounting for interests in subsidiaries, joint arrangements and associates, fair values of assets acquired and liabilities assumed on acquisition, recoverability of asset carrying amounts, determining the lease term, taxation, provisions, post-retirement obligations and determination of functional currency and are set out in the individual accounting policies below.

Net zero ambition and the energy transition

Saudi Aramco's ambition is to achieve net-zero Scope 1 and Scope 2 greenhouse gas emissions by 2050 across its wholly-owned operated assets. Low lifting costs and lower upstream carbon intensity, associated with the production of both oil and gas, compared to its peers, facilitates Saudi Aramco to continuously supply hydrocarbon products through the energy transition for the foreseeable future. Saudi Aramco's greenhouse gas emissions mitigation targets are to be achieved through: further improving energy efficiency and managing flaring and methane emissions; investing in renewable energy projects and certificates; carbon capture and storage; and developing an offsetting program that includes planting mangroves and purchasing carbon offsets through voluntary markets.

Climate change considerations are key elements of Saudi Aramco's strategic planning processes, which include judgments and estimates relating to the pace of the energy transition and associated demand forecasts, and their impact on commodity prices, margins, and growth rates. Such judgments and estimates, used in the preparation of the 2024 consolidated financial statements, are consistent with Saudi Aramco's long-term strategy and the profile of its operations, and are subject to change as market factors, policies and regulations evolve. Saudi Aramco will continue to assess its financial plans, estimates, and assumptions concerning the economic environment and the pace of the energy transition to update any impacts on the financial statements in future periods.

(c) New or amended standards

- (i) There are no amendments or interpretations that are effective for annual periods beginning on or after January 1, 2024 that have a material impact on the consolidated financial statements.
- (ii) The following IASB pronouncement that is endorsed in the Kingdom will become effective for annual periods beginning on or after January 1, 2027 and has not been early adopted by Saudi Aramco.

IFRS 18, Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued IFRS 18, Presentation and Disclosure in Financial Statements, which will replace IAS 1, Presentation of Financial Statements. IFRS 18 introduces new requirements that will change the structure of the statement of profit or loss by including specified totals and subtotals, while carrying forward many of the IAS 1 requirements. In addition, the standard also requires disclosure of management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information. Saudi Aramco is currently assessing the impact of the adoption of IFRS 18 and will apply the standard from its mandatory adoption date of January 1, 2027.

There are no other standards, amendments and interpretations that are not yet effective that are expected to have a material impact in the current or future reporting periods or on foreseeable future transactions.

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(d) Principles of consolidation, acquisition and equity accounting

(i) Subsidiaries

The consolidated financial statements reflect the assets, liabilities and operations of the Company and its subsidiaries. Subsidiaries are entities over which the Company has control. The Company controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which the Company obtains control, and continue to be consolidated until the date that such control ceases.

Intercompany balances and transactions, including unrealized profits and losses arising from intragroup transactions, have been eliminated. Where necessary, adjustments are made to the financial statements of subsidiaries to align the accounting policies with those used by the Company.

The acquisition method of accounting is used to account for business combinations, including those acquisitions of businesses under common control that have commercial substance. Acquisition related costs are expensed as incurred. The consideration transferred to acquire a subsidiary comprises the fair value of the assets transferred, liabilities incurred to the former owners of the acquired business, equity interests issued by Saudi Aramco, the fair value of any asset or liability resulting from a contingent consideration arrangement, and the fair value of any pre-existing equity interest in the subsidiary. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at fair value at the date the assets and liabilities are exchanged, irrespective of the extent of any non-controlling interests. The excess of the consideration transferred and the amount of any non-controlling interest in the acquired entity over the fair value of the acquired identifiable net assets is recorded as goodwill. Where settlement of any part of the cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained under comparable terms and conditions. Any goodwill arising on acquisition is allocated to each of the cash-generating units, or groups of cash-generating units, expected to benefit from the business combination's synergies.

Non-controlling interests represent the equity in subsidiaries that is not attributable, directly or indirectly, to Saudi Aramco. Saudi Aramco recognizes any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets. Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of income, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated balance sheet, respectively.

Saudi Aramco treats transactions with non-controlling interests that do not result in a loss of control as transactions between equity owners of the group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognized in equity.

If the business combination is achieved in stages, the acquisition date carrying value of the previously held equity interest is remeasured to fair value at the acquisition date with any gains or losses arising from such remeasurement recognized in net income or other comprehensive income, as appropriate.

(ii) Joint arrangements

Under IFRS 11, Joint Arrangements, an arrangement in which two or more parties have joint control is a joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. Saudi Aramco has interests in both joint operations and joint ventures.

1) Joint operations

Joint operations arise where the investors have rights to the assets and obligations for the liabilities of a joint arrangement. Saudi Aramco recognizes its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(d) Principles of consolidation, acquisition and equity accounting continued

2) Joint ventures

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Investments in joint ventures are accounted for using the equity method of accounting and are initially recognized at cost.

Saudi Aramco's share of results of its joint ventures is recognized within net income, while its share of post-acquisition movements in other comprehensive income is recognized within other comprehensive income. The cumulative effect of these changes is adjusted against the carrying amount of Saudi Aramco's investments in joint ventures, which is presented separately in the consolidated balance sheet. When Saudi Aramco's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured non-current receivables, Saudi Aramco does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, the difference between the carrying amount derecognized and the proceeds received is recognized in the consolidated statement of income.

Gains and losses on transactions between Saudi Aramco and joint ventures not realized through a sale to a third party are eliminated to the extent of Saudi Aramco's interest in the joint ventures. Where necessary, adjustments are made to the financial statements of joint ventures to align their accounting policies with those used by Saudi Aramco.

Saudi Aramco's investments in joint ventures includes, when applicable, goodwill identified on acquisition, net of any accumulated impairment loss. Goodwill represents the excess of the cost of an acquisition over the fair value of Saudi Aramco's share of the net identifiable assets of the acquired joint venture at the date of acquisition.

Dividends received or receivable from joint ventures are recognized as a reduction in the carrying amount of the investment.

(iii) Associates

Associates are entities over which Saudi Aramco has significant influence. Significant influence is the power to participate in financial and operating policy decisions but without control or joint control over those policies and is generally reflected by a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognized at cost. The accounting policies for joint ventures detailed in Note 2(d)(ii)(2) above are also applied by Saudi Aramco to its associates.

Significant accounting judgments and estimates

The acquisition of subsidiaries, joint arrangements and associates requires management to estimate the fair values of the assets acquired and liabilities assumed. In addition, judgments are applied in the determination of whether control, joint control or significant influence is present with respect to investments in subsidiaries, joint arrangements or associates. Judgment is applied when determining if an entity is controlled by voting rights, potential voting rights or other rights granted through contractual arrangements and includes consideration of an entity's purpose and design, among other factors. Judgment is applied when assessing whether an arrangement is jointly controlled by all of its parties or by a group of the parties by taking decisions about relevant activities through unanimous consent of the parties sharing control. Judgment is also applied as to whether a joint arrangement is classified as a joint venture or joint operation taking into account specific facts and circumstances, such as the purpose and design of the arrangement, including with respect to its output, its relationship to the parties and its source of cash flows. Judgment is applied in determining whether significant influence is held by assessing factors such as representation on the board of directors, participation in policy-making processes, material transactions with the entity, interchange of managerial personnel, and provision of essential technical information. Refer to Notes 7, 19, 34, 35, 38, 39 and 40.

(e) Intangible assets

Goodwill on the acquisition of subsidiaries is included in intangible assets. Goodwill is not amortized but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is carried at cost less accumulated impairment losses. For the purpose of impairment testing, goodwill is allocated to cash-generating units or groups of cash-generating units that are expected to benefit from the acquisition in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes.

Intangible assets other than exploration and evaluation costs (Note 2(f)) and those with indefinite useful lives such as goodwill and brands acquired on acquisition of certain subsidiaries, consist primarily of brands and trademarks, franchise/customer relationships and computer software. If acquired in a business combination, these intangible assets are recognized at their fair value at the date of acquisition and, if acquired separately, these intangible assets are recognized at cost. All these intangible assets are subsequently amortized on a straight-line basis over their estimated useful lives.

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(e) Intangible assets continued

The following table sets forth estimated useful lives, in years, of the principal groups of these intangible assets:

Brands and trademarks	10 to 22
Franchise/customer relationships	5 to 25
Computer software	3 to 15

Amortization is recorded in depreciation and amortization in the consolidated statement of income.

(f) Exploration and evaluation

Exploration and evaluation costs are recorded under the successful efforts method. Under the successful efforts method, geological and geophysical costs are recognized as an expense when incurred and exploration costs associated with exploratory wells are initially capitalized on the consolidated balance sheet as an intangible asset until the drilling of the well is complete and the results have been evaluated. If potential commercial quantities of hydrocarbons are found, these costs continue to be capitalized subject to further appraisal activities that would determine the commercial viability and technical feasibility of the reserves. If potentially commercial quantities of hydrocarbons have not been found, and no alternative use of the well is determined, the previously capitalized costs are written off to exploration in the consolidated statement of income.

Exploratory wells remain capitalized while additional appraisal drilling on the potential oil and/or gas field is performed or while optimum development plans are established. All such capitalized costs are not subject to amortization, but at each reporting date are subject to regular technical and management review to confirm the continued intent to develop, or otherwise extract value from the well. Where such intent no longer exists, the costs are written off to exploration in the consolidated statement of income. Capitalized exploratory expenditures are, at each reporting date, subject to review for impairment indicators.

When proved reserves of hydrocarbons are determined and there is a firm plan for development approved by management, the relevant capitalized costs are transferred to property, plant and equipment.

(g) Property, plant and equipment

Property, plant and equipment is stated on the consolidated balance sheet at cost less accumulated depreciation and impairment losses, if any. Cost includes expenditures directly attributable to the construction and/or acquisition of the asset (Note 2(s)). Land and construction-in-progress are not depreciated. When a construction-in-progress asset is deemed available for use as intended by management, depreciation commences.

Subsequent expenditures including major renovations are included in an asset's carrying amount, or recognized as a separate asset only when it is probable that future economic benefits associated with the item will flow to Saudi Aramco and the cost of the item can be measured reliably. The carrying amount of the replaced item is derecognized. All other repair and maintenance expenditures are expensed as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met (Note 2(v)).

Where the life of expected hydrocarbon reserves substantially exceeds the economic or technical lives of the underlying assets, the straight-line method of depreciation is used. The unit of production method is used for fields where the expected reserve life is approximately equal to or less than the estimated useful lives of the underlying assets. Depletion rates are calculated on the basis of a group of wells or fields with similar characteristics based on proved developed reserves. The estimation of expected reserve lives reflects management's assessment of proved developed reserves and the related depletion strategy on a field-by-field basis. Depreciation expense on all other assets is calculated using the straight-line method to allocate the cost less residual values over the estimated useful lives. Depreciation expense is recorded in the consolidated statement of income.

Depreciation expense is calculated after determining an estimate of an asset's expected useful life and the expected residual value at the end of its useful life. The useful lives and residual values are determined by management at the time the asset is initially recognized and are reviewed annually for appropriateness or when events or conditions occur that impact capitalized costs, hydrocarbon reserves, residual values or estimated useful lives.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(g) Property, plant and equipment continued

The estimated useful lives or, for right-of-use assets the lease term, if shorter (Note 2(i)), in years, of principal groups of depreciable assets is as follows:

Land and land improvements	3 to 54
Buildings	5 to 50
Oil and gas properties	15 to 30
Plant, machinery and equipment	2 to 52
Depots, storage tanks and pipelines	4 to 30
Fixtures, IT and office equipment	2 to 20

Gains and losses on disposals of depreciable assets are recognized in net income.

(h) Impairment of non-financial assets

At each reporting date, Saudi Aramco assesses, whether there are any indications that a non-financial asset with a definite life might be impaired. Assets with indefinite useful lives, such as goodwill and brands acquired on acquisition of certain subsidiaries, are reviewed for impairment on an annual basis. If an indication of impairment exists, or when annual impairment testing for an asset is required, the asset's recoverable amount is estimated. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal or value in use ("VIU"). The fair value less costs of disposal calculation is based on either, post-tax discounted cash flow models or available data from binding arm's length sales transactions for similar assets, or observable market prices less incremental costs of disposing of the asset. The VIU calculation is based on a post-tax risk adjusted discounted cash flow model. The use of post-tax discount rates in determining VIU does not result in a materially different determination of the need for, or the amount of, impairment that would be required if pre-tax discount rates had been used.

Impairment losses are recognized as a component of net income and are presented within depreciation and amortization in the consolidated statement of income. If, in a subsequent period, the amount of a non-goodwill impairment loss decreases, a reversal of the previously recognized impairment loss is recognized in net income.

Significant accounting judgments and estimates

Impairment tests are undertaken on the basis of the smallest identifiable group of assets (cash-generating unit), or individual assets, for which there are largely independent cash inflows. The key assumptions used to determine the different cash-generating units involves significant judgment by management.

For the purposes of determining whether impairment of non-financial assets has occurred, and the extent of any impairment or its reversal, the key assumptions management uses in estimating future cash flows for its VIU calculations are forecasted future oil, gas, refined product and chemical prices, expected production volumes, future operating and development costs, refining and petrochemical margins and changes to the discount rate used for the discounted cash flow model. There is an inherent uncertainty over forecasted information and assumptions. Changes in these assumptions and forecasts could impact the recoverable amounts of assets and any calculated impairment and reversals thereof.

(i) Leases

Saudi Aramco's portfolio of leased assets mainly comprises land and buildings, drilling rigs, marine vessels, industrial facilities, equipment, storage and tanks, aircraft and vehicles. The determination of whether the contract is, or contains, a lease is based on the substance of the contract at the inception of the lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Saudi Aramco recognizes right-of-use assets and lease liabilities at the lease commencement date. Right-of-use assets are initially measured at cost, which comprises lease liabilities at initial measurement, any initial direct costs incurred, any lease payments made at or before the commencement date, and restoration costs less any lease incentives received. Subsequent to initial recognition the right-of-use assets are measured at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any remeasurement of the lease liability. Right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis unless the lease transfers ownership of the underlying asset by the end of the lease term or if the cost of the asset reflects the exercise of the purchase option, in which case right-of-use assets are depreciated over the useful life of the underlying asset. Depreciation expense is recorded in the consolidated statement of income. Right-of-use assets are included under property, plant and equipment (Note 5).

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(i) Leases continued

Lease liabilities are initially measured at the present value of lease payments. Lease payments include fixed lease payments, variable lease payments that depend on an index or rate, amounts payable for guaranteed residual values and payments to be made under extension or purchase or termination options, where applicable. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. Subsequent to initial recognition, the lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and adjusted for remeasurement to reflect any reassessments or lease modifications. Lease liabilities are included under borrowings (Note 20). Lease payments are allocated between the principal and finance costs. Finance costs are recorded as an expense in the consolidated statement of income over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Saudi Aramco has elected not to recognize right-of-use assets and lease liabilities for short-term and low-value leases. Lease payments under short-term and low-value leases are recorded as an expense in the consolidated statement of income on a straight-line basis over the lease term.

Significant accounting judgments and estimates

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options are only included in the lease term if the lease is reasonably certain to not be terminated or to be extended. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and is within the control of the lessee.

(j) Investments and other financial assets

(i) Classification

Management determines the classification of its financial assets based on its business model for managing the financial assets and the contractual terms of the cash flows. Saudi Aramco's financial assets are classified into the following categories:

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss). These include equity securities at fair value through profit or loss ("FVPL"), equity securities at fair value through other comprehensive income ("FVOCI"), debt securities at FVPL, and debt securities at FVOCI. In addition, certain revenue contracts provide for provisional pricing at the time of shipment with the final pricing based on an average market price for a particular future period. Such trade receivables are measured at fair value because the contractual cash flows are not solely payments of principal and interest; and
- those to be measured subsequently at amortized cost. These comprise debt securities at amortized cost, cash and cash equivalents, short-term investments, other assets and receivables, due from the Government, and trade receivables other than those subsequently measured at FVPL, as described above.

(ii) Recognition and derecognition

Regular purchases and sales of financial assets are recognized on the trade-date, which is the date on which Saudi Aramco commits to purchase or sell the asset. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and Saudi Aramco has transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, Saudi Aramco measures a financial asset at its fair value plus, in the case of a financial asset not subsequently measured at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed as a component of net income.

Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are subsequently measured at amortized cost using the effective interest method. A gain or loss on a debt investment that is subsequently measured at amortized cost and is not part of a hedging relationship is recognized as a component of net income when the asset is derecognized or impaired. Interest income from these financial assets is included in finance income using the effective interest method.

All equity investments and certain debt instruments are subsequently measured at fair value. Gains and losses on financial assets measured at fair value are recorded either in profit or loss, or in other comprehensive income. For investments in debt securities, this depends on the business model within which the investment is held. Saudi Aramco reclassifies debt securities, when and only when, its business model for managing those assets changes. For investments in equity securities that are not held for trading whose gains and losses are recorded in profit or loss, this depends on whether Saudi Aramco has made an irrevocable election at the time of initial recognition, due to the strategic nature of these investments, to account for such equity securities at FVOCI.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(j) Investments and other financial assets continued

(iv) Impairment

Saudi Aramco assesses, on a forward-looking basis, the expected credit losses associated with debt securities carried at either amortized cost or FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables, measured at amortized cost, Saudi Aramco applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognized from initial recognition of the receivables.

(k) Derivative instruments and hedging activities

(i) Derivative instruments classified as held for trading

Saudi Aramco uses commodity derivative financial instruments to manage exposure to price fluctuations, which arise on purchase and sale transactions for physical deliveries of crude, natural gas liquids and various refined and bulk petrochemical products. The derivatives are initially recognized, and subsequently remeasured at fair value and recorded as an asset, when the fair value is positive, or as a liability, when the fair value is negative, under other assets and receivables or trade payables and other liabilities in the consolidated balance sheet, respectively.

The fair value of the derivatives is determined in accordance with Saudi Aramco's derivative valuation policy by reference to the traded price of that instrument on the relevant exchange or over-the-counter markets at the consolidated balance sheet date. The gain or loss from the changes in the fair value of the derivatives from its value at inception is recognized in net income.

(ii) Derivative instruments designated as hedges

Saudi Aramco uses interest rate swaps and currency forward contracts as derivative financial instruments to manage its exposure to fluctuations in interest rates and foreign exchange rates. These derivative financial instruments, designated as either fair value or cash flow hedges, are purchased from counterparties of high credit standing and are initially recognized, and subsequently remeasured, at fair value.

At the inception of the hedging transaction, Saudi Aramco documents the economic relationship between the hedging instrument and the hedged item, as well as its risk management objectives and strategy for undertaking the hedge transaction.

The fair value of a derivative financial instrument used for hedging purposes is classified as a current asset or liability when the remaining maturity of the derivative is less than 12 months; otherwise, it is classified as a non-current asset or liability.

(l) Income tax and zakat

Income tax expense for the period comprises current and deferred income tax expense. Income tax expense is recognized in net income, except to the extent that it relates to items recognized in other comprehensive income. In this case, the related income tax is also recognized in other comprehensive income.

Current income tax expense is calculated primarily on the basis of the Saudi Arabian Income Tax Law of 2004 and its amendments (the "Tax Law"). In addition, income tax expense results from taxable income generated by foreign affiliates.

Deferred income tax is provided in full, using the liability method at tax rates enacted or substantively enacted at the end of the reporting period and expected to apply when the related deferred income tax is realized or settled on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. In estimating such tax consequences, consideration is given to expected future events. Deferred income tax is not provided on initial recognition of an asset or liability in a transaction, other than a business combination that at the time of the transaction, does not affect either the accounting profit or the taxable profit. As required by the amendment to IAS 12, Saudi Aramco continues to apply the mandatory temporary exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes (Note 8(f)).

Deferred income tax assets are recognized where future recovery is probable. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority. Deferred income tax is not provided for taxes on possible future distributions of retained earnings of subsidiaries where the timing of the distribution can be controlled and it is probable that the retained earnings will be substantially reinvested by the entities.

Zakat is levied at the higher of adjusted income subject to zakat or the zakat base in accordance with the Regulations of the Zakat, Tax and Customs Authority ("ZATCA") in the Kingdom. Zakat is computed using the zakat base. The zakat provision is charged to the consolidated statement of income.

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(l) Income tax and zakat continued

Significant accounting judgments and estimates

Saudi Aramco establishes provisions, based on reasonable estimates, for potential claims by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as different interpretations of tax regulations by the taxable entity and the responsible tax authority and the outcome of previous negotiations. This requires the application of judgment as to the ultimate outcome, which can change over time depending on facts and circumstances. A change in estimate of the likelihood of a future outflow and/or in the expected amount to be settled would be recognized in net income in the period in which the change occurs. Deferred income tax assets are recognized only to the extent it is considered probable that those assets are recoverable. This includes an assessment of when those assets are likely to reverse, and a judgment as to whether or not there will be sufficient taxable income available to offset the assets when they do reverse. This requires assumptions regarding future profitability. To the extent assumptions regarding future profitability change, there can be an increase or decrease in the amounts recognized in respect of deferred income tax assets as well as in the amounts recognized in net income in the period in which the change occurs. At December 31, 2024, the Company continued to apply 20% income tax rate to its Downstream activities. Refer to Note 8 for further details.

Detailed taxation information, including current expense and deferred income tax assets and liabilities, is presented in Note 8.

(m) Inventories

Inventories are stated at the lower of cost or estimated net realizable value. Cost comprises all expenses to bring inventories to their present location and condition and, for hydrocarbon and chemical inventories, is determined using the first-in, first-out ("FIFO") method. For materials and supplies inventories, cost is determined using the weighted average method, less an allowance for disposal of obsolete and/or surplus materials and supplies. Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

(n) Due from the Government

The Government compensates the Company through price equalization (Note 2(y)) and for past due trade receivables of specified Government, semi-Government and other entities with Government ownership or control to whom the Company supplies specified products and services.

Revenue on sales to these specified Government, semi-Government and other entities with Government ownership or control is recognized upon the satisfaction of performance obligations, which occurs when control transfers to these customers. Control of the products is determined to be transferred when the title of products passes, which typically takes place when product is physically transferred to these customers. Once receivables from these customers are past due, these trade receivables are reclassified as a due from the Government current receivable. In cases where any of these customers settle past due amounts, the Government guarantee receivable is credited with the amounts received. The balance is presented within due from the Government even if it is payable to the Government based on the Company's expectation to settle the balance on a net basis with other amounts due from the Government.

Implementing regulations issued by the Government allow the Company to offset any amounts due from the Government against payment of taxes, and in the event of insufficiency of tax balances, offset against any other amounts due and payable by the Company to the Government. Balances due from the Government at December 31 represent amounts to be settled through offset against tax payments.

(o) Cash and cash equivalents

Cash and cash equivalents include cash on hand and in banks together with all highly liquid investments purchased with original maturities of three months or less.

(p) Assets classified as held for sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable.

Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell, and are not depreciated, or amortized. An impairment loss is recognized for any initial or subsequent write-down of the asset to fair value less costs to sell. Non-current assets and disposal groups classified as held for sale are presented separately from the other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

(q) Treasury shares

Treasury shares are recognized as a deduction from equity at the amount of consideration paid by the Company for their acquisition, including any directly attributable transaction costs incurred.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(r) Financial liabilities

Saudi Aramco initially recognizes a financial liability at fair value when it becomes party to the contractual provisions of an instrument. A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

Saudi Aramco's financial liabilities are classified into the following categories:

- those to be measured subsequently at FVPL, which mainly include derivative financial liabilities categorized as held for trading unless they are designated as hedges (Note 2(k)). Derivative financial liabilities held for trading are included in current liabilities under trade payables and other liabilities with gains or losses recognized in net income. In addition, trade payables related to contracts with provisional pricing arrangements are subsequently measured at FVPL; and
- those to be measured subsequently at amortized cost using the effective interest method, which mainly include borrowings, trade payables, excluding those with provisional pricing arrangements, and other liabilities.

(s) Borrowing costs

Any difference between borrowing proceeds and the redemption value is recognized as finance costs in the consolidated statement of income over the term of the borrowing using the effective interest method.

Borrowing costs are expensed as incurred except for those costs directly attributable to the acquisition, construction or production of a qualifying asset which are capitalized as part of the cost of that asset until the asset is complete for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for intended use or sale.

(t) Post-employment benefit plans

(i) Pension plans

Funded pension plans are non-contributory plans for the majority of employees and are generally funded by payments by Saudi Aramco and where applicable by group companies to independent trusts or other separate entities. Assets held by the independent trusts and other separate entities are held at their fair value. Valuations of both funded and unfunded plans are performed annually by independent actuaries using the projected unit credit method. The valuations take into account employees' years of service, average or final pensionable remuneration, and are discounted to their present value using interest rates of high-quality corporate bonds that have terms to maturity approximating the terms of the related defined benefit obligation.

The amount recognized in the consolidated balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The periodic pension cost included in operating costs in the consolidated statement of income in respect of defined benefit pension plans primarily represents the increase in the actuarially assessed present value of the obligation for pension benefits based on employee service during the year and the net interest on the net defined benefit liability or asset. Net interest is calculated by multiplying the defined benefit liability and plan assets by the discount rate applied to each plan at the beginning of each year, amended for changes to the defined benefit liability and plan assets as a result of benefit payments or contributions.

Past service costs, representing plan amendments, are recognized immediately as pension costs in the consolidated statement of income, regardless of the remaining vesting period.

Remeasurements representing actuarial gains and losses, arising from experience adjustments and changes in actuarial assumptions, and the actual returns on plan assets excluding interest on plan assets, are credited or charged to equity, net of tax, through other comprehensive income.

For defined contribution plans where benefits depend solely on the amount contributed to or due to the employee's account and the returns earned from the investment of those contributions, plan cost is the amount contributed by or due from Saudi Aramco and is recognized as an expense in the consolidated statement of income.

(ii) Other post-employment benefits

Saudi Aramco provides certain post-employment healthcare, life insurance and other benefits to retirees and certain former employees. The entitlement is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period. To the extent these plans are not fully funded, a liability is recognized in the consolidated balance sheet. Valuations of benefits are performed by independent actuaries.

Such plans follow the same accounting methodology as used for defined benefit pension plans.

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(t) Post-employment benefit plans continued

Significant accounting judgments and estimates

The costs of defined benefit pension plans and post-employment medical benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions, which are reviewed annually. Key assumptions include discount rates, future salary increases, future healthcare costs, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. Information about amounts reported in respect of defined benefit plans, assumptions applicable to the plans and their sensitivity to changes are presented in Note 21.

(u) Share-based compensation

The cost of an equity-settled award granted to employees is measured by reference to the fair value of the equity instrument on the date the award is granted. This cost is recognized as an employee benefit expense in the consolidated statement of income with a corresponding increase in equity.

The cost of a cash-settled award granted to employees is measured by reference to the fair value of the liability at each consolidated balance sheet date until settlement. This cost is recognized as an employee benefit expense in the consolidated statement of income with the corresponding recognition of a liability on the consolidated balance sheet.

The cost of both the equity-settled and cash-settled awards is recognized over the vesting period, which is the period over which the employees render the required service for the award and any non-market performance condition attached to the award is required to be met. Additionally, for a cash-settled award, any changes in the fair value of the liability between the vesting date and the date of its settlement are also recognized in the consolidated statement of income within employee benefit expense.

In determining the fair value of an equity-settled or cash-settled award, an appropriate valuation method is applied. Service and non-market performance conditions are not taken into account in determining the fair value of the award, but during the vesting period the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of awards that are expected to vest. Any market performance conditions and non-vesting conditions are taken into account in determining the award's fair value.

(v) Provisions and contingencies

Saudi Aramco records a provision, and a corresponding asset, for decommissioning activities in Upstream operations for well plugging and abandonment. The decommissioning obligation for a well is recognized when it is drilled. Decommissioning provisions associated with Downstream facilities are generally not recognized, as the potential obligations cannot be measured, given their indeterminate settlement dates. The decommissioning obligations will be recognized in the period when sufficient information becomes available to estimate a range of potential settlement dates. Decommissioning costs are provided for at the present value of expected costs to settle the obligation using estimated cash flows. The value of the obligation is added to the carrying amount of the related asset and amortized over the useful life of the asset. The increase in the provision due to the passage of time is recognized as finance costs in the consolidated statement of income. Changes in future cash flow estimates resulting from revisions to the estimated timing or amount of undiscounted cash flows are recognized as a change in provision and related asset.

A contingent liability is disclosed where the existence of a possible obligation will only be confirmed by future events or where the amount of a present obligation cannot be measured with reasonable reliability or it is not probable that there will be an outflow of resources to settle that obligation. Contingent assets are not recognized, but are disclosed where the inflow of economic benefits is probable.

Significant accounting judgments and estimates

Most of Saudi Aramco's well plugging and abandonment activities are many years into the future with technology and costs constantly changing. Estimates of the amounts of a provision are recognized based on current legal and constructive requirements and costs associated to abandon using existing technologies. Actual costs are uncertain and estimates can vary as a result of changes in the scope of the project and/or relevant laws and regulation. The estimated timing of decommissioning may change due to certain factors, such as reserve life, a decision to terminate operations, or changes in legislation. Changes to estimates related to future expected costs, discount rates and timing may have a material impact on the amounts presented. As a result, significant judgment is applied in the initial recognition and subsequent adjustment of the provision and the capitalized cost associated with decommissioning, plugging and abandonment obligations. Any subsequent adjustments to the provision are made prospectively. Detail on the particular assumptions applied when making certain non-current provisions is included in Note 22.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(w) Functional and presentation currency

The U.S. dollar ("USD" or "\$") is the functional currency of the Company. Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign currency monetary assets or liabilities are translated at each reporting date using the prevailing reporting date exchange rate. Non-monetary assets or liabilities measured at fair value are translated at the exchange rate on the date when fair value was last measured. Non-monetary assets or liabilities, other than those measured at fair value, are translated into the functional currency using the exchange relevant spot rates at the dates of the transactions. Foreign exchange gains and losses from these translations are recognized as a component of net income.

The consolidated financial statements are presented in Saudi Riyals ("SAR" or "ﷲ"). The financial position and results of the operations of the Company, subsidiaries, joint arrangements and associates that have a functional currency which is different from the presentation currency are translated to the presentation currency at reporting date exchange rates and the average exchange rates that approximate the cumulative effect of rates prevailing at the transaction dates, respectively. All resulting exchange differences are recognized through other comprehensive income.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the reporting date exchange rate.

Translations from SAR to USD presented as supplementary information in the consolidated statement of income, consolidated statement of comprehensive income, consolidated balance sheet, consolidated statement of changes in equity, and consolidated statement of cash flows at December 31, 2024 and 2023, are for convenience and were calculated at the rate of USD 1.00 = SAR 3.75 representing the exchange rate at the consolidated balance sheet dates.

Significant accounting judgments and estimates

The Company has determined that USD is the functional currency as a substantial amount of its products are traded in USD in international markets. However, a substantial amount of costs of the Company are denominated in SAR, which has been exchanged at a fixed rate to USD since 1986. A change in the fixed exchange rate could impact the recorded revenue, expenses, assets and liabilities of the Company.

(x) Revenue recognition and sales prices

Revenue from sales of crude oil and related products is recognized upon the satisfaction of performance obligations, which occurs when control transfers to the customer. Control of the products is determined to be transferred to the customer when the title of crude oil and related products passes to the customer, which typically takes place when product is physically transferred into a vessel, pipe or other delivery mechanism.

Revenue contracts for crude oil and certain related products provide for provisional pricing at the time of shipment, with final pricing based on the average market price for a particular future period. Revenue on these contracts is recorded based on the estimate of the final price at the time control is transferred to the customer. Any difference between the estimate and the final price is recorded as a change in fair value of the related receivable, as part of revenue, in the consolidated statement of income. Where applicable the transaction price is allocated to the individual performance obligations of a contract based on their relative stand-alone selling prices.

(y) Other income related to sales

The Government compensates the Company through price equalization for revenue directly forgone as a result of the Company's compliance with local regulations governing domestic sales and distribution of certain liquid products, LPGs and certain other products. This compensation reflected in these consolidated financial statements, is calculated by the Company as the difference between the product's equalization price and the corresponding domestic regulated price, net of Government fees, in accordance with the implementing regulations issued by the Government in 2017 and 2019.

This compensation is recorded as other income related to sales, that is taxable, when the Company has satisfied its performance obligations through transfer of the title to the buyer, which occurs when product is physically transferred. The compensation due from the Government is characterized as a due from the Government (Note 2(n)) current receivable and is recognized initially at fair value and subsequently measured at amortized cost using the effective interest method less impairment losses, if any.

The implementing regulations allow the Company to offset any amounts due from the Government against payment of taxes, and in the event of insufficiency of tax balances, offsetting may extend against any other amounts due and payable by the Company to the Government.

All amounts in millions of Saudi Riyals unless otherwise stated

2. Material accounting policy information and significant judgments and estimates continued

(z) Production royalties

Royalties to the Government are calculated based on a progressive scheme applied to crude oil production. An effective royalty rate is applied to production based on the Company's official selling prices. The effective royalty rate is determined based on a baseline marginal rate of 15% applied to prices up to \$70 per barrel, increasing to 45% applied to prices above \$70 per barrel and 80% applied to prices above \$100 per barrel. All such royalties are accounted for as an expense in the consolidated statement of income based on volumes sold during the year and are deductible costs for the Government income tax calculations.

(aa) Research and development

Development costs that are expected to generate probable future economic benefits are capitalized as intangible assets and amortized over their estimated useful life. During the period of development, the asset is tested for impairment annually. All other research and development costs are recognized in net income as incurred.

(bb) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorized and no longer at the discretion of the Company, on or before the end of the reporting period but not distributed at the end of the reporting period.

(cc) Earnings per share

(i) Basic earnings per share

Basic earnings per share is calculated by dividing:

- the net income attributable to the ordinary shareholders of the Company.
- by the weighted average number of ordinary shares outstanding during the reporting period, adjusted for bonus elements in ordinary shares issued during the period and excluding treasury shares.

(ii) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares; and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

3. Financial risk management

Financial risks include market risk (including foreign currency exchange risk, price risk, and interest rate risk), credit risk, and liquidity risk. Financial risk management is carried out primarily by a central treasury department. The adequacy of financial risk management policies is regularly reviewed with consideration of current activities and market conditions on a consolidated basis. Saudi Aramco uses derivative financial instruments with limited complexity to manage certain risk exposures and does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

(a) Financial risk factors

(i) Market risk

1) Foreign currency exchange risk – The risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign currency exchange rates.

Saudi Aramco operates internationally but has limited exposure to foreign currency exchange risk as most significant transactions are denominated in its functional currency (Note 2(w)), are linked to its functional currency or are hedged. Saudi Aramco's limited foreign currency exchange risk arises from future commercial transactions or recognized assets or liabilities denominated in a currency that is not Saudi Aramco's functional currency. In addition, a substantial amount of costs of Saudi Aramco are denominated in SAR which has been at a fixed rate to USD since 1986. A change in the fixed exchange rate would result in foreign exchange differences being recognized in the consolidated financial statements.

Saudi Aramco engages in foreign currency hedging activities through the use of currency forward contracts to manage its exposure from significant transactions denominated in a foreign currency. The hedge ratio considers variability in potential outcomes, spot rates, as well as interest rates on a transaction by transaction basis.

The notional amounts of outstanding currency forward contracts designated as hedging instruments are included in Note 30.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

3. Financial risk management continued

(a) Financial risk factors continued

2) Price risk – The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Price risk primarily stems from investments in securities and commodity trading.

a) Investments in securities

Saudi Aramco has limited exposure to price risk with such risk mainly arising from investments in securities carried at fair value.

Saudi Aramco regularly reviews its positions in investments in securities considering current and expected future economic trends.

At December 31, 2024 and 2023, a change in fair value due to a movement of 5% in the price of listed equity securities would result in a change in other comprehensive income before income taxes and zakat of $\text{SAR } 622$ and $\text{SAR } 669$, respectively.

At December 31, 2024 and 2023, a change in fair value due to a movement of 5% in the unit price of equities and mutual and hedge funds would result in a change in income before income taxes and zakat of $\text{SAR } 31$ and $\text{SAR } 26$, respectively.

b) Commodity derivative contracts

Saudi Aramco trades crude, natural gas liquids and various refined and bulk petrochemical products and uses commodity derivatives as a means of managing price and timing of risks arising from this trading. In effecting these transactions, Saudi Aramco operates within policies and procedures designed to ensure that risks, including those related to the default of counterparties, are managed within authorized limits.

3) Interest rate risk – The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Saudi Aramco is exposed to interest rate risk from changes in interest rates that affect the fair value or future cash flows of financial instruments, principally borrowings, issued at variable and fixed rates. Borrowings issued at variable rates expose Saudi Aramco to cash flow interest rate risk, which is partially offset by short-term time deposits and debt securities held at variable rates. Borrowings issued at fixed rates expose Saudi Aramco to fair value interest rate risk. Saudi Aramco may enter into interest rate swap agreements as part of its overall strategy to manage the interest rate risk on its debt. The notional amounts of interest rate swap contracts are included in Note 30.

At December 31, 2024 and 2023, a change of one percentage point in market interest rates, with all other variables held constant, would result in a net change of $\text{SAR } 605$ and $\text{SAR } 1,281$, respectively, in Saudi Aramco's income before income taxes and zakat as a result of the effect of higher or lower market interest rates.

(ii) Credit risk

Credit risk is the risk that counterparties might not fulfill their contractual payment obligations towards an entity.

Saudi Aramco is exposed to credit risk related to its counterparties not performing or honoring their obligations, which could result in financial loss. Credit risk arises from credit exposures on trade and other receivables as well as from cash and cash equivalents, short-term investments, debt securities, and derivatives with financial institutions. The maximum exposure to credit risk is the carrying value of these assets.

Saudi Aramco's trade receivables arise from a global customer base, which limits geographic concentrations of credit risk. Moreover, a credit risk policy is in place to ensure credit limits are extended to creditworthy counterparties and risk mitigation measures are defined and implemented accordingly. Saudi Aramco performs ongoing evaluations of its counterparties' financial standing and takes additional measures to mitigate credit risk when considered appropriate, including but not limited to letters of credits, bank guarantees or parent company guarantees.

In addition, the credit risk policy limits the amount of credit exposure to any individual counterparty based on their credit rating as well as other factors. Moreover, Saudi Aramco's investment policy limits exposure to credit risk arising from investment activities. The policy requires that cash and cash equivalents and short-term investments be invested with a diversified group of financial institutions with acceptable credit ratings. Saudi Aramco ensures that each counterparty is of an acceptable credit quality by relying on quantitative and qualitative measures compiled from internal and third-party rating models. At December 31, 2024, all short-term investments were with financial institutions assigned a long-term credit rating of "BBB" (2023: "BBB") or above.

Employee home loans (Note 9) and debt securities are generally considered to have low credit risk based on history of default and thus the impairment provision recognized during the year based on the general approach allowed by IFRS 9, where applicable, was substantially limited to 12-month expected losses.

Saudi Aramco applies the simplified approach allowed by IFRS 9 in providing for expected credit losses for trade receivables, measured at amortized cost, which uses the lifetime expected credit loss provision for these trade receivables. Such credit losses have historically been nominal and the loss allowance for trade receivables (Note 12) is not material.

All amounts in millions of Saudi Riyals unless otherwise stated

3. Financial risk management continued

(a) Financial risk factors continued

(iii) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

Saudi Aramco's liquidity risk management includes maintaining sufficient cash and cash equivalents and ensuring the availability of incremental funding through credit facilities (Note 20). Management also monitors and forecasts Saudi Aramco's liquidity requirements based on current and non-current expected cash flows.

Saudi Aramco invests surplus cash in current accounts, time deposits, money market instruments, government repurchase agreements, and marketable securities, choosing instruments with appropriate maturities or sufficient liquidity to meet forecasted cash flow requirements. Saudi Aramco prioritizes security and liquidity over yield.

Note 20 analyzes Saudi Aramco's borrowings into relevant maturity groupings based on the balances associated with each contractual maturity date at the end of the reporting period.

Saudi Aramco's derivative liabilities relate to contracts that mature within 12 months from the balance sheet date, except for certain interest rate swaps and financial liabilities – options and forward contracts that have maturity dates of more than five years.

Saudi Aramco has financial guarantees arising in the ordinary course of business. The earliest period in which such guarantees can be called is the effective date as defined in the related agreements. The maximum exposure is limited to the gross value of such guarantees.

(b) Capital structure management

Saudi Aramco seeks to maintain a prudent capital structure, comprised of borrowings and shareholders' equity, to support its capital investment plans and maintain a sustainable dividend profile. Maintaining sufficient financial flexibility is considered strategically important to mitigate industry cyclicality, while also enabling the pursuit of organic and inorganic investment opportunities. Borrowings or dividends will result in an adjustment to Saudi Aramco's capital structure.

Gearing is a measure of the degree to which Saudi Aramco's operations are financed by debt. Saudi Aramco defines gearing as the ratio of net debt / (cash) (total borrowings less cash and cash equivalents, short-term investments, investments in debt securities (current and non-current), and non-current cash investments) to total equity and net debt / (cash). Saudi Aramco's gearing ratios at December 31, 2024 and 2023, were as follows:

	2024	2023
Total borrowings (current and non-current)	319,290	290,147
Cash and cash equivalents	(216,642)	(198,973)
Short-term investments	(13,186)	(184,343)
Investments in debt securities (current and non-current)	(11,384)	(9,584)
Non-current cash investments	–	–
Net debt (cash)	78,078	(102,753)
Total equity	1,651,355	1,737,092
Total equity and net debt (cash)	1,729,433	1,634,339
Gearing	4.5%	(6.3)%

(c) Casualty loss risk retention

Saudi Aramco's casualty loss risk strategy includes a risk retention and insurance program, including providing coverage to certain joint arrangements and associates limited to Saudi Aramco's percentage interest in the relevant entity. Current maximum risk retention is ₪ 3,301 per loss event (2023: ₪ 3,301) and various insurance limits apply, of which the risk retention forms a part. Should a credible loss event occur, the maximum insurance limit above retention is ₪ 4,388 (2023: ₪ 4,388) per event dependent on the circumstances.

(d) Fair value estimation

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or, in the absence of a principal market, in the most advantageous market for the asset or liability. Management believes that the fair values of Saudi Aramco's financial assets and liabilities that are measured and recognized at amortized cost are not materially different from their carrying amounts at the end of the reporting period.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

3. Financial risk management continued

(d) Fair value estimation continued

Saudi Aramco measures financial instruments such as derivatives, equity investments and debt securities classified as FVPL, and equity investments and debt securities classified as FVOCI, at fair value at each consolidated balance sheet date. Saudi Aramco uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The following table presents Saudi Aramco's financial assets and financial liabilities measured and recognized at fair value at December 31, 2024 and 2023, based on the prescribed fair value measurement hierarchy on a recurring basis. Saudi Aramco did not measure any financial assets or financial liabilities at fair value on a non-recurring basis at December 31, 2024 and 2023.

Assets	Level 1	Level 2	Level 3	Total
At December 31, 2024				
Investments in securities:				
Equity securities at FVOCI	12,443	38	4,702	17,183
Debt securities at FVOCI	71	10,300	–	10,371
Equity securities at FVPL	622	1,853	9,822	12,297
Debt securities at FVPL	–	–	569	569
	13,136	12,191	15,093	40,420
Other assets and receivables:				
Interest rate swaps	–	663	–	663
Commodity derivative contracts	–	2,395	–	2,395
Currency forward contracts	–	174	–	174
Financial assets – option rights	–	–	3,670	3,670
	–	3,232	3,670	6,902
Trade receivables related to contracts with provisional pricing arrangements	–	–	128,101	128,101
Total assets	13,136	15,423	146,864	175,423
At December 31, 2023				
Investments in securities:				
Equity securities at FVOCI	13,376	36	2,143	15,555
Debt securities at FVOCI	75	8,884	–	8,959
Equity securities at FVPL	548	1,628	7,908	10,084
Debt securities at FVPL	–	176	–	176
	13,999	10,724	10,051	34,774
Other assets and receivables:				
Interest rate swaps	–	556	–	556
Commodity derivative contracts	–	3,651	486	4,137
Currency forward contracts	–	80	–	80
Financial assets – option rights	–	–	3,745	3,745
	–	4,287	4,231	8,518
Trade receivables related to contracts with provisional pricing arrangements	–	–	98,978	98,978
Total assets	13,999	15,011	113,260	142,270

All amounts in millions of Saudi Riyals unless otherwise stated

3. Financial risk management continued

(d) Fair value estimation continued

Liabilities	Level 1	Level 2	Level 3	Total
At December 31, 2024				
Trade payables and other liabilities:				
Interest rate swaps	–	6	–	6
Commodity derivative contracts	–	1,581	–	1,581
Currency forward contracts	–	93	–	93
Trade payables related to contracts with provisional pricing arrangements	–	–	37,308	37,308
	–	1,680	37,308	38,988
Provisions and other liabilities:				
Financial liabilities – options and forward contracts	–	–	1,980	1,980
Total liabilities	–	1,680	39,288	40,968
At December 31, 2023				
Trade payables and other liabilities:				
Interest rate swaps	–	21	–	21
Commodity derivative contracts	225	2,776	126	3,127
Currency forward contracts	–	49	–	49
Trade payables related to contracts with provisional pricing arrangements	–	–	35,598	35,598
	225	2,846	35,724	38,795
Provisions and other liabilities:				
Financial liabilities – options and forward contracts	–	–	2,011	2,011
Total liabilities	225	2,846	37,735	40,806

The valuation techniques for Saudi Aramco's investments in securities are described in Note 10. The changes in Level 3 investments in securities for the years ended December 31, 2024 and 2023, are as follows:

	2024	2023
January 1	10,051	8,490
Net additions	5,079	1,633
Net unrealized fair value gain (loss)	8	(64)
Realized loss	(45)	(8)
December 31	15,093	10,051

The movement in trade receivables and trade payables related to contracts with provisional pricing arrangements mainly arises from sales and purchase transactions made during the year, net of settlements (Notes 12 and 23). Unrealized fair value movements on these trade receivables and trade payables are not significant.

The change in the carrying amount of commodity derivative contracts primarily relates to purchase and sales of derivative contracts, including recognition of a gain or loss that results from adjusting a derivative to fair value. Fair value movements on commodity derivative contracts are not significant.

The movements in financial assets – option rights and financial liabilities – options and forward contracts, being put, call and forward contracts on equity instruments of certain non-wholly-owned subsidiaries, are mainly due to changes in the unrealized fair values of those contracts during the period.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

4. Operating segments

Saudi Aramco is engaged in prospecting, exploring, drilling, extracting, processing, manufacturing, refining and marketing hydrocarbon substances within the Kingdom and has interests in refining, petrochemical, distribution, marketing and storage facilities outside the Kingdom.

Saudi Aramco's operating segments are established on the basis of those components that are evaluated regularly by the President & CEO, considered to be the Chief Operating Decision Maker. The Chief Operating Decision Maker monitors the operating results of Saudi Aramco's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on revenues, costs and a broad range of key performance indicators in addition to segment profitability.

For management purposes, Saudi Aramco is organized into business units based on the main types of activities. At December 31, 2024, Saudi Aramco had two reportable segments, Upstream and Downstream, with all other supporting functions aggregated into a Corporate segment. Upstream activities include crude oil, natural gas and natural gas liquids exploration, field development and production. Downstream activities consist primarily of refining and petrochemical manufacturing, supply and trading, base oils and lubricants, retail, distribution and power generation, logistics, and marketing of crude oil and related services to international and domestic customers. Corporate activities include primarily supporting services including Human Resources, Finance and IT, that are not allocated to Upstream and Downstream. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

The accounting policies used by Saudi Aramco in reporting segments internally are the same as those described in Note 2 of the consolidated financial statements. There are no differences from the consolidated financial statements for the year ended December 31, 2023 in the basis of segmentation or in the basis of measurement of segment earnings before interest, income taxes and zakat, except for certain changes to the pricing basis of inter-segment transactions, effective October 1, 2024.

Information by segments is as follows:

	Upstream	Downstream	Corporate	Eliminations	Consolidated
2024					
External revenue	719,157	917,044	1,098	–	1,637,299
Other income related to sales	54,972	109,403	–	–	164,375
Inter-segment revenue	367,027	36,811	433	(404,271)	–
Share of results of joint ventures and associates	19	(4,409)	(576)	–	(4,966)
Depreciation and amortization	(48,750)	(49,609)	(4,850)	–	(103,209)
Dividends and other income	–	2,622	15	–	2,637
Earnings (losses) before interest, income taxes and zakat	801,047	(10,998)	(21,830)	4,077	772,296
Finance income					20,254
Finance costs					(10,540)
Income before income taxes and zakat					782,010
Capital expenditures – cash basis	147,135	38,989	2,766	–	188,890
2023					
External revenue	784,642	866,688	1,951	–	1,653,281
Other income related to sales	71,361	131,731	–	–	203,092
Inter-segment revenue	355,770	35,093	312	(391,175)	–
Share of results of joint ventures and associates	(21)	(3,555)	(425)	–	(4,001)
Depreciation and amortization	(48,997)	(42,352)	(5,691)	–	(97,040)
Dividends and other income	–	736	15	–	751
Earnings (losses) before interest, income taxes and zakat	863,549	21,184	(18,220)	(1,476)	865,037
Finance income					31,216
Finance costs					(8,186)
Income before income taxes and zakat					888,067
Capital expenditures – cash basis	123,543	32,735	2,030	–	158,308

All amounts in millions of Saudi Riyals unless otherwise stated

4. Operating segments continued

Information by geographical area is as follows:

	In-Kingdom	Out-of-Kingdom	Total
2024			
External revenue	954,139	683,160	1,637,299
Property, plant and equipment, intangible assets, investments in joint ventures and associates	1,500,218	223,942	1,724,160
2023			
External revenue	1,011,932	641,349	1,653,281
Property, plant and equipment, intangible assets, investments in joint ventures and associates	1,431,965	186,780	1,618,745

Revenue from sales to external customers by region is based on the location of the Saudi Aramco entity, which made the sale. Out-of-Kingdom revenue includes sales of ₪ 190,011 originating from the United States of America ("USA") (2023: ₪ 194,072).

Property, plant and equipment, intangible assets and investments in joint ventures and associates by region are based on the location of the Saudi Aramco entity holding the assets.

5. Property, plant and equipment

	Land and land improvements	Buildings	Oil and gas properties	Plant, machinery and equipment	Depots, storage tanks and pipelines	Fixtures, IT and office equipment	Construction-in-progress	Total
Cost								
January 1, 2024	52,179	91,438	693,089	979,354	109,506	20,935	305,724	2,252,225
Additions ¹	991	1,344	356	21,389	1,112	403	197,294	222,889
Acquisition (Note 35(a))	1,187	148	–	439	–	31	72	1,877
Construction completed	1,161	5,426	61,072	83,220	7,640	1,792	(160,311)	–
Currency translation differences	(845)	(754)	–	(6,553)	(777)	(165)	(1,667)	(10,761)
Transfers and adjustments ²	(28)	(649)	(2,369)	(3,081)	64	(53)	105	(6,011)
Transfer of exploration and evaluation assets	–	–	–	–	–	–	5,433	5,433
Retirements and sales	(235)	(325)	(178)	(6,827)	(381)	(495)	(47)	(8,488)
December 31, 2024	54,410	96,628	751,970	1,067,941	117,164	22,448	346,603	2,457,164
Accumulated depreciation								
January 1, 2024	(21,148)	(43,341)	(266,274)	(474,771)	(48,597)	(13,377)	–	(867,508)
Charge for the year ²	(1,621)	(3,656)	(26,006)	(63,298)	(3,696)	(2,083)	–	(100,360)
Currency translation differences	31	441	–	4,027	376	122	–	4,997
Transfers and adjustments	(220)	177	(57)	(6,247)	(22)	68	–	(6,301)
Retirements and sales	30	242	113	5,234	239	468	–	6,326
December 31, 2024	(22,928)	(46,137)	(292,224)	(535,055)	(51,700)	(14,802)	–	(962,846)
Property, plant and equipment – net, December 31, 2024	31,482	50,491	459,746	532,886	65,464	7,646	346,603	1,494,318

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

5. Property, plant and equipment continued

	Land and land improvements	Buildings	Oil and gas properties	Plant, machinery and equipment	Depots, storage tanks and pipelines	Fixtures, IT and office equipment	Construction-in-progress	Total
Cost								
January 1, 2023	50,738	91,617	641,029	937,307	95,610	20,755	262,903	2,099,959
Additions ¹	660	1,000	292	21,507	375	248	164,142	188,224
Acquisition (Note 35(a))	482	806	–	779	35	44	139	2,285
Construction completed	1,358	2,815	55,216	47,290	14,232	802	(121,713)	–
Currency translation differences	(59)	171	–	813	(106)	8	85	912
Transfers and adjustments ²	(125)	(77)	(3,024)	398	316	84	(670)	(3,098)
Transfer of exploration and evaluation assets	–	–	–	–	–	–	1,858	1,858
Transfer to assets held for sale	(312)	(4,087)	–	(21,758)	–	(415)	(741)	(27,313)
Retirements and sales	(563)	(807)	(424)	(6,982)	(956)	(591)	(279)	(10,602)
December 31, 2023	52,179	91,438	693,089	979,354	109,506	20,935	305,724	2,252,225
Accumulated depreciation								
January 1, 2023	(19,411)	(42,330)	(244,678)	(431,840)	(45,802)	(12,632)	–	(796,693)
Charge for the year ²	(1,934)	(4,038)	(21,810)	(61,840)	(3,377)	(1,681)	–	(94,680)
Currency translation differences	(4)	(90)	–	(741)	44	(9)	–	(800)
Transfers and adjustments	(57)	10	(15)	(1,106)	(13)	(12)	–	(1,193)
Transfer to assets held for sale	64	2,436	–	15,773	–	393	–	18,666
Retirements and sales	194	671	229	4,983	551	564	–	7,192
December 31, 2023	(21,148)	(43,341)	(266,274)	(474,771)	(48,597)	(13,377)	–	(867,508)
Property, plant and equipment – net, December 31, 2023	31,031	48,097	426,815	504,583	60,909	7,558	305,724	1,384,717

1. Additions include borrowing costs capitalized during the year ended December 31, 2024, amounting to ₪ 8,692 (2023: ₪ 8,204), which were calculated using an average annualized capitalization rate of 5.36% (2023: 5.36%).

2. An impairment charge of ₪ 10,370 mainly relating to plant, machinery and equipment of certain domestic and international downstream facilities was recognized during the year (2023: ₪ 3,110). The impairment was recognized as a result of revised cash flow projections due to changes in market conditions and operational plans. The impairment was calculated based on the recoverable amount of ₪ 68,417 (2023: ₪ 10,132), which was determined using VIU calculations. The pre-tax discount rate used in the calculations ranged from 8.3% to 11.6% (2023: 10.2%). In addition, a write-down of ₪ 1,070 (2023: ₪ 907) was recorded relating to certain downstream facilities, including facilities under construction of ₪ 769 (2023: ₪ 377).

Property, plant and equipment include assets leased out by Saudi Aramco to other parties as operating lease with a carrying amount of ₪ 2,475 (2023: ₪ 2,600).

Additions to right-of-use assets during the year ended December 31, 2024, were ₪ 20,989 (2023: ₪ 18,083). Acquisition of right-of-use assets during the year ended December 31, 2024, amounted to ₪ 1,039 (2023: ₪ 364). The following table presents depreciation expense and net carrying amounts of right-of-use assets by class of assets. Information on lease liabilities and related finance costs is provided in Note 20.

	Depreciation expense for the year ended December 31, 2024	Net carrying amount at December 31, 2024	Depreciation expense for the year ended December 31, 2023	Net carrying amount at December 31, 2023
Land and land improvements	274	6,581	161	5,160
Buildings	533	3,506	510	3,210
Oil and gas properties	11	–	11	–
Plant, machinery and equipment	6,299	55,785	12,116	52,196
Depots, storage tanks and pipelines	514	2,633	338	2,250
Fixtures, IT and office equipment	135	330	128	263
	7,766	68,835	13,264	63,079

All amounts in millions of Saudi Riyals unless otherwise stated

6. Intangible assets

	Goodwill	Exploration and evaluation ¹	Brands and trademarks	Franchise/ customer relationships	Computer software	Other ²	Total
Cost							
January 1, 2024	101,010	20,013	24,982	21,701	4,233	3,876	175,815
Additions	–	8,649	–	–	291	640	9,580
Acquisition (Note 35(a))	255	–	–	58	4	24	341
Currency translation differences	(20)	–	(251)	(134)	(30)	48	(387)
Transfers and adjustments	(20)	–	–	–	2	(73)	(91)
Transfer of exploration and evaluation assets	–	(5,433)	–	–	–	–	(5,433)
Retirements and write offs	–	(2,325)	–	–	(919)	(107)	(3,351)
December 31, 2024	101,225	20,904	24,731	21,625	3,581	4,408	176,474
Accumulated amortization							
January 1, 2024	–	–	(2,795)	(4,465)	(2,681)	(1,320)	(11,261)
Charge for the year	–	–	(182)	(1,146)	(307)	(445)	(2,080)
Currency translation differences	–	–	172	131	23	106	432
Transfers and adjustments	–	–	–	–	22	19	41
Retirements and write offs	–	–	–	–	878	97	975
December 31, 2024	–	–	(2,805)	(5,480)	(2,065)	(1,543)	(11,893)
Intangible assets – net, December 31, 2024	101,225	20,904	21,926	16,145	1,516	2,865	164,581
Cost							
January 1, 2023	100,603	17,971	22,730	19,647	5,854	4,031	170,836
Additions	–	6,918	–	–	81	113	7,112
Acquisition (Note 35(a))	410	–	2,288	2,073	–	267	5,038
Currency translation differences	(3)	–	(15)	(2)	11	34	25
Transfers and adjustments	–	–	(21)	(17)	(58)	(388)	(484)
Transfer of exploration and evaluation assets	–	(1,858)	–	–	–	–	(1,858)
Transfer to assets held for sale	–	–	–	–	–	(167)	(167)
Retirements and write offs	–	(3,018)	–	–	(1,655)	(14)	(4,687)
December 31, 2023	101,010	20,013	24,982	21,701	4,233	3,876	175,815
Accumulated amortization							
January 1, 2023	–	–	(2,559)	(3,362)	(4,066)	(1,521)	(11,508)
Charge for the year	–	–	(254)	(1,118)	(302)	(309)	(1,983)
Currency translation differences	–	–	(2)	(2)	(10)	(28)	(42)
Transfers and adjustments	–	–	20	17	42	380	459
Transfer to assets held for sale	–	–	–	–	–	146	146
Retirements and write offs	–	–	–	–	1,655	12	1,667
December 31, 2023	–	–	(2,795)	(4,465)	(2,681)	(1,320)	(11,261)
Intangible assets – net, December 31, 2023	101,010	20,013	22,187	17,236	1,552	2,556	164,554

1. Cash used for exploration and evaluation operating activities in 2024 was ₪ 6,227 (2023: ₪ 6,398) and expenditures for investing activities were ₪ 8,649 (2023: ₪ 6,918).

2. Other intangible assets with a net book value of ₪ 2,865 as at December 31, 2024 (2023: ₪ 2,556) comprise processing and offtake agreements, licenses, technology, usage rights, patents and intellectual property.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

6. Intangible assets continued

Saudi Aramco performed an annual impairment test for the goodwill of ₪ 99,116 at December 31, 2024 and 2023, which was acquired as part of the Saudi Basic Industries Corporation ("SABIC") acquisition and allocated to the Downstream segment. The recoverable amount of the Downstream segment was determined based on VIU calculations which require use of certain assumptions. The calculations used cash flow projections for a period of 10 years based on financial plans approved by management. Cash flows were discounted and aggregated with a terminal value. Management's estimate for the cash flows is based on past performance and management's expectation of the future. This includes management's forecast for prices and margins for the downstream operations. The growth rate of 2.25% (2023: 2.25%) used in the terminal value calculation represents the long-term inflation forecast. The pre-tax discount rate for the VIU calculations was 11.0% (2023: 9.9%). As a result of the analysis, management did not identify any impairment of goodwill related to the SABIC acquisition.

Saudi Aramco also performed an annual impairment test for the brand acquired as part of the SABIC acquisition, which has been determined to have an indefinite useful life, amounting to ₪ 18,140 at December 31, 2024 and 2023. The impairment test was performed by aggregating the relevant cash-generating units. Cash flows were calculated in the same way as for the goodwill impairment test. The pre-tax discount rate for the VIU calculations was 10.1% (2023: 9.1%). As a result of the analysis, management did not identify any impairment.

Pre-tax discount rates of 11.8% and 13.4% in the VIU calculations for the goodwill and the brand, respectively, would result in the recoverable amounts to be equal to the carrying amounts used in the annual impairment tests. Further, management believes that a 1% decrease in the growth rate, or a reasonable range of increase or decrease in any of the other assumptions used for cash flow projections, individually, would not change the outcome of the impairment analysis for the goodwill or the brand.

7. Investments in joint ventures and associates

Company	Equity ownership 2024/2023	Principal place of business	Nature of activities	Carrying amount at December 31, 2024	Carrying amount at December 31, 2023
Joint ventures					
Saudi Yanbu Petrochemical Company ("Yanpet") ¹	50%	Saudi Arabia	Petrochemicals	9,320	9,943
Al-Jubail Petrochemical Company ("Kemya") ¹	50%	Saudi Arabia	Petrochemicals	5,575	6,108
Sinopec SABIC Tianjin Petrochemical Company Limited ("SSTPC") ¹	50%	China	Petrochemicals	4,658	5,481
Eastern Petrochemical Company ("Sharq") ¹	50%	Saudi Arabia	Petrochemicals	4,364	4,758
Sadara Chemical Company ("Sadara") ^{2,3}	65%	Saudi Arabia	Petrochemicals	–	1,139
Other				7,712	6,811
				31,629	34,240
Associates					
Clariant AG ("Clariant") ^{1,4}	31.5%	Switzerland	Specialty chemical	5,690	7,522
Ma'aden Phosphate Company ("MPC") ¹	30%	Saudi Arabia	Agri-nutrients	3,550	3,277
Huajin Aramco Petrochemical Co., Ltd. (HAPCO)	30%	China	Refining/petrochemicals	3,410	1,335
Hyundai Oilbank Co. Ltd. ("Hyundai Oilbank") ⁵	17%	South Korea	Refining/marketing/petrochemicals	3,385	3,560
Power and Water Utility Company for Jubail and Yanbu ("Marafiq") ⁴	35%	Saudi Arabia	Utilities	3,019	3,008
The National Shipping Company of Saudi Arabia ("Bahri") ⁴	20%	Saudi Arabia	Global logistics services	2,903	2,570
Rabigh Refining and Petrochemical Company ("Petro Rabigh") ^{3,4} (Note 35(b)(i))	37.5%	Saudi Arabia	Refining/petrochemicals	2,649	2,786
Ma'aden Wa'ad Al Shamal Phosphate Company ("MWSPC") ^{1,5}	15%	Saudi Arabia	Agri-nutrients	2,284	2,189
Fujian Refining and Petrochemical Company Limited ("FREP")	25%	China	Refining/petrochemicals	1,139	1,640
Aluminium Bahrain BSC ("ALBA") ^{1,4} (Note 34(c))	20.6%	Bahrain	Aluminum	–	3,134
Other				5,603	4,213
				33,632	35,234
				65,261	69,474

1. Equity ownership represents shareholding by SABIC, which is 70% owned by Saudi Aramco.

2. Agreements and constitutive documents do not give a single shareholder control; therefore, the joint venture does not qualify as a subsidiary and has not been consolidated.

3. Saudi Aramco has provided guarantees as described in Note 33.

4. Listed company.

5. Agreements and constitutive documents provide Saudi Aramco significant influence over this entity.

All amounts in millions of Saudi Riyals unless otherwise stated

7. Investments in joint ventures and associates continued

The components of the change in the investments in joint ventures and associates for the years ended December 31 are as follows:

	Joint ventures		Associates	
	2024	2023	2024	2023
January 1	34,240	36,701	35,234	35,495
Acquisitions (Note 35)	273	393	196	–
Share of results of joint ventures and associates	(3,402)	(2,831)	(1,564)	(1,170)
Additional investment	1,734	2,025	4,937	1,582
Transfer to assets held for sale (Note 34(c))	–	–	(3,294)	–
Distributions	(2,002)	(1,924)	(1,163)	(1,621)
Change in elimination of profit in inventory	(140)	255	(68)	134
Share of other comprehensive (loss) income	(54)	1,248	192	92
Other	980	(1,627)	(838)	722
December 31	31,629	34,240	33,632	35,234

Summarized financial information (100%) for joint ventures and associates and reconciliation with the carrying amount of the investments in the consolidated financial statements at December 31, 2024, are set out below:

Summarized balance sheet At December 31, 2024

	Yanpet	Clariant ¹	Kemysa	SSTPC	Sharq	MPC	HAPCO	Hyundai Oilbank ²	Marafiq ²	Bahri	Petro Rabigh ³	MWSPC	FREP	Sadara ³
Current assets:														
Cash and cash equivalents	665	1,531	156	277	267	4,707	622	1,128	1,194	1,822	1,429	3,023	1,932	444
Other	3,444	8,096	3,564	2,356	4,181	3,673	848	16,358	2,347	2,423	9,640	3,169	5,654	6,794
Total current assets	4,109	9,627	3,720	2,633	4,448	8,380	1,470	17,486	3,541	4,245	11,069	6,192	7,586	7,238
Non-current assets	4,407	16,748	9,428	8,899	9,254	11,874	15,286	37,770	19,408	22,364	49,167	23,105	6,355	44,144
Current liabilities:														
Financial liabilities (excluding trade payables and other liabilities)	14	2,880	199	2,090	18	3,594	4	7,421	1,169	896	6,129	813	3,775	588
Other	1,655	3,324	1,315	1,645	2,314	2,082	763	11,060	1,683	2,164	15,607	3,039	2,992	4,495
Total current liabilities	1,669	6,204	1,514	3,735	2,332	5,676	767	18,481	2,852	3,060	21,736	3,852	6,767	5,083
Non-current liabilities	1,214	10,424	1,322	2,382	2,430	1,006	4,964	20,064	11,996	8,963	28,697	13,311	2,619	48,014
Net assets	5,633	9,747	10,312	5,415	8,940	13,572	11,025	16,711	8,101	14,586	9,803	12,134	4,555	(1,715)
Saudi Aramco interest	50%	31.5%	50%	50%	50%	30%	30%	17%	35%	20%	37.5%	15%	25%	65%
Saudi Aramco share	2,817	3,070	5,156	2,708	4,470	4,072	3,308	2,841	2,835	2,917	3,676	1,820	1,139	(1,115)
Fair value and other adjustments at Saudi Aramco level	6,503	2,620	419	1,950	(106)	(522)	102	544	184	(14)	(1,027)	464	–	1,115
Investment balance at December 31	9,320	5,690	5,575	4,658	4,364	3,550	3,410	3,385	3,019	2,903	2,649	2,284	1,139	–

1. The information provided for Clariant is at June 30, 2024.

2. The information provided for Hyundai Oilbank and Marafiq is at September 30, 2024.

3. Information disclosed reflects estimated results.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

7. Investments in joint ventures and associates continued

Summarized statement of comprehensive income

Year ended December 31, 2024

	Yanpet	Clariant ¹	Kemysa	SSTPC	Sharq	MPC	HAPCO	Hyundai Oilbank ²	Marafiq ²	Bahri	Petro Rabigh ³	MWSPC	FREP	Sadara ³
Revenue	5,749	8,590	8,281	10,272	8,179	7,817	–	64,676	5,175	9,482	39,349	7,400	21,564	11,586
Depreciation and amortization	601	494	805	676	1,540	916	–	1,932	926	1,670	3,192	1,112	523	2,901
Conventional interest income	37	75	8	–	6	205	3	372	52	–	21	156	88	38
Interest expense	62	91	38	78	46	295	–	1,270	378	622	2,175	897	167	2,473
Income tax expense (benefit)	167	203	159	–	8	155	114	(346)	41	115	(203)	104	90	67
Net income (loss)	929	730	913	(896)	(483)	2,131	342	(510)	294	2,386	(4,545)	1,052	(2,046)	(4,028)
Other comprehensive income (loss)	–	647	–	–	–	(6)	(145)	12	(33)	23	1	(12)	(78)	(53)
Total comprehensive income (loss)	929	1,377	913	(896)	(483)	2,125	197	(498)	261	2,409	(4,544)	1,040	(2,124)	(4,081)
Dividends received from JVs/associates	726	183	945	–	85	259	–	151	79	81	–	–	–	–

1. The information provided for Clariant is for the six months ended June 30, 2024.

2. The information provided for Hyundai Oilbank and Marafiq is for the nine months ended September 30, 2024.

3. Information disclosed reflects estimated results.

Summarized financial information (100%) for other joint ventures and associates is set out below:

	Joint ventures	Associates
Net loss	(262)	(40)

All amounts in millions of Saudi Riyals unless otherwise stated

7. Investments in joint ventures and associates continued

Summarized financial information (100%) for joint ventures and associates and reconciliation with the carrying amount of the investments in the consolidated financial statements at December 31, 2023, are set out below:

Summarized balance sheet At December 31, 2023

	Yanpet	Clariant ¹	Kemys	SSTPC	Sharq	MPC	HAPCO	Hyundai Oilbank ²	Marafiq	Bahri	Petro Rabigh ³	MWSPC	FREP	Sadara ³	ALBA
Current assets:															
Cash and cash equivalents	831	1,189	502	1,576	480	1,817	572	1,106	1,187	2,913	1,372	1,191	1,725	1,018	589
Other	3,420	8,069	3,948	1,301	3,046	4,848	101	18,788	1,938	2,389	10,567	4,431	6,858	7,352	5,739
Total current assets	4,251	9,258	4,450	2,877	3,526	6,665	673	19,894	3,125	5,302	11,939	5,622	8,583	8,370	6,328
Non-current assets	4,556	14,431	10,021	9,937	10,245	12,085	5,523	37,303	19,928	17,809	51,264	23,968	6,399	47,062	18,902
Current liabilities:															
Financial liabilities (excluding trade payables and other liabilities)	8	2,570	5	901	4	1,429	1	6,932	804	797	10,900	618	4,358	281	2,022
Other	1,548	3,496	1,864	2,365	1,614	573	243	11,263	1,524	2,009	11,856	2,818	2,494	4,951	1,652
Total current liabilities	1,556	6,066	1,869	3,266	1,618	2,002	244	18,195	2,328	2,806	22,756	3,436	6,852	5,232	3,674
Non-current liabilities	1,191	6,992	1,355	3,050	2,583	4,551	1,991	20,943	12,522	7,663	29,896	14,572	1,568	47,820	3,877
Net assets	6,060	10,631	11,247	6,498	9,570	12,197	3,961	18,059	8,203	12,642	10,551	11,582	6,562	2,380	17,679
Saudi Aramco interest	50%	31.5%	50%	50%	50%	30%	30%	17%	35%	20%	37.5%	15%	25%	65%	20.6%
Saudi Aramco share	3,030	3,349	5,624	3,249	4,785	3,659	1,188	3,070	2,871	2,528	3,957	1,737	1,641	1,547	3,642
Fair value and other adjustments at Saudi Aramco level	6,913	4,173	484	2,232	(27)	(382)	147	490	137	42	(1,171)	452	(1)	(408)	(508)
Investment balance at December 31	9,943	7,522	6,108	5,481	4,758	3,277	1,335	3,560	3,008	2,570	2,786	2,189	1,640	1,139	3,134

1. The information provided for Clariant is at June 30, 2023.

2. The information provided for Hyundai Oilbank is at September 30, 2023.

3. Information disclosed reflects estimated results.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

7. Investments in joint ventures and associates continued

Summarized statement of comprehensive income

Year ended December 31, 2023

	Yanpet	Clariant ¹	Kemya	SSTPC	Sharq	MPC	HAPCO	Hyundai Oilbank ²	Marafiq	Bahri	Petro Rabigh ³	MWSPC	FREP	Sadara ³	ALBA
Revenue	5,594	9,529	8,974	9,819	7,489	6,770	–	58,254	6,389	8,778	44,604	7,314	31,999	10,708	15,255
Depreciation and amortization	558	501	792	695	1,391	1,142	–	1,851	1,228	1,406	3,221	1,081	858	3,124	1,323
Conventional interest income	27	54	13	60	1	135	3	365	87	–	27	162	73	66	–
Interest expense	65	188	61	108	44	265	–	1,326	478	622	2,217	996	167	2,426	615
Income tax expense (benefit)	176	167	138	(224)	(31)	121	2	152	46	101	(100)	320	184	79	2
Net income (loss)	1,042	960	1,403	(747)	(599)	762	5	480	526	1,793	(4,693)	1,259	478	(3,777)	1,166
Other comprehensive (loss) income	(20)	–	(27)	–	(32)	–	85	(25)	17	(20)	(13)	–	–	(207)	–
Total comprehensive income (loss)	1,022	960	1,376	(747)	(631)	762	90	455	543	1,773	(4,706)	1,259	478	(3,984)	1,166
Dividends received from JVs/associates	597	182	1,009	–	182	450	–	275	193	49	–	56	–	–	288

1. The information provided for Clariant is for the six months ended June 30, 2023.

2. The information provided for Hyundai Oilbank is for the nine months ended September 30, 2023.

3. Information disclosed reflects estimated results.

Summarized financial information (100%) for other joint ventures and associates is set out below:

	Joint ventures	Associates
Net (loss) income	(407)	1,676

Saudi Aramco's share of the fair value of the listed associates at December 31, together with their carrying value at those dates, is as follows:

	Fair value		Carrying value	
	2024	2023	2024	2023
Petro Rabigh	5,176	6,479	2,649	2,786
Marafiq	4,795	5,670	3,019	3,008
Clariant	4,378	5,786	5,690	7,522
Bahri	3,861	3,257	2,903	2,570
ALBA	–	3,335	–	3,134

8. Income taxes and zakat

(a) Kingdom income tax rates

The Company is subject to an income tax rate of 20% on its Downstream activities and on the activities of exploration and production of non-associated natural gas, including gas condensates, as well as the collection, treatment, processing, fractionation and transportation of associated and non-associated natural gas and their liquids, gas condensates and other associated elements. All other activities are subject to an income tax rate of 50%, in accordance with the Tax Law. The 20% income tax rate applicable to the Company's Downstream activities came into effect on January 1, 2020. This was conditional on the Company separating its Downstream activities under the control of one or more separate wholly-owned subsidiaries before the due date of December 31, 2024, otherwise the Company's Downstream activities will be retroactively taxed at 50%. An extension of the due date to December 31, 2030 is in progress and the Company expects that it will be granted. Consequently, the Company continues to apply the 20% income tax rate to its Downstream activities.

Additionally, according to the Tax Law, shares held directly or indirectly in listed companies on the Saudi Exchange by taxpayers engaged in oil and hydrocarbon activities are exempt from the application of corporate income tax. As a result, the Company's ownership interests in such companies are subject to zakat.

All amounts in millions of Saudi Riyals unless otherwise stated

8. Income taxes and zakat continued

(a) Kingdom income tax rates continued

The reconciliation of tax charge at the Kingdom's statutory rates to consolidated tax and zakat expense is as follows:

	2024	2023
Income before income taxes and zakat	782,010	888,067
Less: Income subject to zakat	(2,517)	(2,674)
Income subject to income tax	779,493	885,393
Income taxes at the Kingdom's statutory tax rates	378,075	428,966
Tax effect of:		
Loss not subject to tax at statutory rates and other	5,232	2,888
Income tax expense	383,307	431,854
Zakat expense	281	1,449
Total income tax and zakat expense	383,588	433,303

(b) Income tax and zakat expense

	2024	2023
Current income tax – Kingdom	371,648	409,931
Current income tax – Foreign	3,414	5,066
Deferred income tax – Kingdom	11,232	19,638
Deferred income tax – Foreign	(2,987)	(2,781)
Zakat – Kingdom	281	1,449
	383,588	433,303

Saudi Aramco paid foreign taxes of ₪ 3,193 and ₪ 7,519 for the years ended December 31, 2024 and 2023, respectively.

(c) Income tax and zakat obligation to the Government

	2024	2023
January 1	82,539	104,978
Provided during the period	371,929	411,380
Payments during the period by the Company (Note 28)	(176,523)	(200,189)
Payments during the period by subsidiaries and joint operations	(13,300)	(14,227)
Settlements of due from the Government	(188,642)	(214,032)
Other settlements	(4,052)	(5,153)
Transfer to liabilities associated with assets held for sale	–	(218)
December 31	71,951	82,539

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

8. Income taxes and zakat continued

(d) Deferred income tax

	2024	2023
Deferred income tax assets:		
Kingdom	16,678	17,466
U.S. Federal and State	141	172
Other foreign	3,840	2,922
	20,659	20,560
Deferred income tax liabilities:		
Kingdom	146,409	133,921
U.S. Federal and State	4,326	4,995
Other foreign	2,634	3,533
	153,369	142,449
Net deferred income tax liabilities	(132,710)	(121,889)

The gross movement of the net deferred income tax position is as follows:

	2024	2023
January 1	(121,889)	(104,218)
Current period charge to income	(8,245)	(16,857)
Other reserves charge	(2,381)	(248)
Other adjustments	(195)	(566)
December 31	(132,710)	(121,889)

All amounts in millions of Saudi Riyals unless otherwise stated

8. Income taxes and zakat continued

(d) Deferred income tax continued

The movement in deferred income tax assets (liabilities) for the years ended December 31 is as follows:

	Post-employment benefits	Investment in subsidiary	Undistributed earnings	Provisions and other	Loss carry-forward	Property plant and equipment and intangible assets	Investments in securities at FVOCI	Total
January 1, 2023								
Deferred income tax assets	2,953	–	–	7,729	8,137	(726)	–	18,093
Deferred income tax liabilities	(6,174)	(4,626)	(1,290)	9,615	6,297	(125,785)	(348)	(122,311)
	(3,221)	(4,626)	(1,290)	17,344	14,434	(126,511)	(348)	(104,218)
Recognized during the year								
Current period (charges) credits to income ¹	(672)	538	(45)	(998)	(68)	(15,612)	–	(16,857)
Other reserves (charges) credits	(505)	–	–	–	–	–	257	(248)
Other adjustments	–	–	–	(566)	–	–	–	(566)
	(1,177)	538	(45)	(1,564)	(68)	(15,612)	257	(17,671)
December 31, 2023								
Deferred income tax assets	2,729	–	–	11,604	6,943	(718)	2	20,560
Deferred income tax liabilities	(7,127)	(4,088)	(1,335)	4,176	7,423	(141,405)	(93)	(142,449)
	(4,398)	(4,088)	(1,335)	15,780	14,366	(142,123)	(91)	(121,889)
Recognized during the year								
Current period credits (charges) to income ¹	1,007	96	176	1,187	1,163	(11,811)	(63)	(8,245)
Other reserves (charges) credits	(2,498)	–	–	–	–	–	117	(2,381)
Other adjustments	–	–	–	(195)	–	–	–	(195)
	(1,491)	96	176	992	1,163	(11,811)	54	(10,821)
December 31, 2024								
Deferred income tax assets	2,500	–	–	13,780	5,051	(672)	–	20,659
Deferred income tax liabilities	(8,389)	(3,992)	(1,159)	2,992	10,478	(153,262)	(37)	(153,369)
	(5,889)	(3,992)	(1,159)	16,772	15,529	(153,934)	(37)	(132,710)

1. Current period credits (charges) include the net impact of ₪ 1,625 (2023: ₪ 3,112) recognized in relation to unrealized fair value movements on the long-term agreements for the pipelines transactions (Note 19).

A deferred income tax liability has not been recognized with regard to the undistributed earnings of certain subsidiaries, which are considered to be permanently reinvested in their respective businesses. Such earnings would be taxed only upon distribution. There was no material cumulative taxable undistributed earnings or unrecognized deferred income tax liability for such subsidiaries at December 31, 2024 and 2023. Also, a deferred income tax asset has not been recognized largely related to cumulative unused tax losses of certain subsidiaries with carry-forward periods from 2025 to indefinite. Such losses are available for offsetting against future taxable profits of the subsidiaries in which the losses arose. The cumulative amount of the unused tax losses and other items is ₪ 68,705 and ₪ 52,622 at December 31, 2024 and 2023, respectively, and the unrecognized deferred income tax asset is ₪ 17,113 and ₪ 13,019 at December 31, 2024 and 2023, respectively.

(e) Income tax and zakat assessments

The Company and the majority of its affiliates are subject to tax review and audit in tax jurisdictions where they operate. In June 2020, the Company and its wholly-owned domestic affiliates were notified that the Saudi Arabian income tax submissions for all years up to and including the year ended December 31, 2019 were accepted as filed.

For the Company's other domestic and international affiliates, examinations of tax and zakat returns for certain prior years had not been completed as of December 31, 2024; however, the Company is not aware of any significant claims. Therefore, no material provision for any additional income tax and zakat liability has been recorded in the consolidated financial statements.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

8. Income taxes and zakat continued

(f) International Tax Reform – Pillar Two Model Rules

In May 2023, the IASB issued an amendment to IAS 12, Income Taxes, relating to the International Tax Reform – Pillar Two Model Rules. This amendment applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two Model Rules published by the Organisation for Economic Co-operation and Development ("OECD"), including tax law that implements qualified domestic minimum top-up taxes described in those rules. The amendment requires entities to make additional disclosures in their annual financial statements regarding their current tax exposure to Pillar Two income taxes. Further, as required by the amendment, Saudi Aramco continues to apply the mandatory temporary exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes. Saudi Aramco has performed an assessment of its exposure to Pillar Two income taxes for jurisdictions where it operates and where Pillar Two legislation has been enacted or substantively enacted as of the reporting date and is effective for annual periods beginning on or after January 1, 2024. The legislation mandates a top-up tax liability for any difference between the Pillar Two effective tax rate per jurisdiction and the 15% minimum rate. Based on the assessment, Saudi Aramco does not have any material exposure to Pillar Two top-up taxes.

9. Other assets and receivables

	2024	2023
Non-current:		
Home loans (Note 9(a))	13,199	12,427
Loans and advances	7,285	9,066
Loans to joint ventures and associates (Note 29(b))	6,839	9,866
Advance payment related to long-term sales agreement (Note 35(c)(ii))	5,596	5,833
Derivative assets (Note 3)	4,259	4,299
Receivable from Government, semi-Government and other entities with Government ownership or control (Note 29(b))	2,554	1,151
Home ownership construction	1,224	692
Lease receivable from associates (Note 29(b))	364	389
Other	5,524	4,542
	46,844	48,265
Current:		
Employee and other receivables	13,428	9,043
Tax receivables	8,472	8,286
Prepaid expenses	5,716	4,840
Receivable from Government, semi-Government and other entities with Government ownership or control (Note 29(b))	3,080	–
Derivative assets (Note 3)	2,643	4,219
Home loans (Note 9(a))	2,507	1,318
Investments in securities (Note 10)	1,658	1,249
Receivables from joint ventures and associates (Note 29(b))	516	5
Interest receivable	–	2,211
Other	4,368	2,576
	42,388	33,747

(a) Home loans

The home ownership programs provide subsidized non-interest-bearing loans to eligible Saudi Arabian employees. Loans are repayable through payroll deductions and are net of associated subsidies. Any balance remaining upon the death, permanent disability or termination of an employee under the Chronic Medical Condition Program is forgiven. An analysis of the home loans balance is as follows:

	2024	2023
Gross amounts receivable	21,366	19,066
Less:		
Discount	(4,911)	(4,604)
Allowance for doubtful home loans	(629)	(555)
Subsidies	(120)	(162)
Net amounts receivable	15,706	13,745
Current	(2,507)	(1,318)
Non-current	13,199	12,427

All amounts in millions of Saudi Riyals unless otherwise stated

10. Investments in securities

	Equity ownership percentage 2024/2023	Carrying amount at December 31, 2024	Carrying amount at December 31, 2023
Investments in equity securities			
Equity securities at FVOCI:			
Listed securities:			
Saudi Electricity Company ("SEC")	6.9%	4,878	5,480
Rongsheng Petrochemical Co., Ltd. ("Rongsheng Petrochemical") (Note 35(c)(ii))	10.0%	4,707	5,536
Idemitsu Kosan Co. Ltd. ("Idemitsu")	8.3%/ 7.8%	2,858	2,360
Unlisted securities:			
HORSE Powertrain Limited ("HORSE") (Note 35(c)(i))	10.0%/ nil	2,539	–
Arab Petroleum Pipelines Company ("SUMED")	15.0%	1,013	769
Industrialization and Energy Services Company ("TAQA")	7.1%	398	626
Daehan Oil Pipeline Corporation	8.9%	158	165
Other		632	619
Equity securities at FVPL:			
Listed securities		622	548
Unlisted securities		11,675	9,536
		29,480	25,639
Investments in debt securities			
Debt securities at FVOCI:			
Listed securities		71	75
Unlisted securities:			
USD debt securities with fixed interest rates ranging from 0.3% to 11.5% (2023: 0.3% to 10.8%) and maturity dates between 2025 and 2069 (2023: 2024 and 2072)		8,588	7,073
USD debt securities with variable interest rates and maturity dates between 2025 and 2074 (2023: 2024 and 2073)		1,337	806
Mutual and hedge funds		375	1,005
Debt securities at FVPL:			
Unlisted securities		569	176
Debt securities at amortized cost:			
Unlisted securities:			
Debt securities with fixed interest rates ranging from 2.5% to 5.1% (2023: 2.5% to 5.1%) and maturity dates between 2025 and 2043 (2023: 2024 and 2043)		188	188
Debt securities with variable interest rates and maturity dates between 2025 and 2028 (2023: 2024 and 2028)		256	261
		11,384	9,584
Total investments in securities		40,864	35,223
Current (Note 9)		(1,658)	(1,249)
Non-current		39,206	33,974

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

10. Investments in securities continued

Equity investments designated at FVOCI are not held for trading. Instead, they are held for medium to long-term strategic purposes. Accordingly, management has elected to designate these equity investments at FVOCI as recognizing short-term fluctuations in these investments' fair value in net income would not be consistent with Saudi Aramco's strategy of holding these investments for long-term purposes and realizing their performance potential in the long run.

The fair value of SUMED is based on expected cash flows discounted using a rate based on market interest rates and a risk premium specific to the unlisted security which was 13.3% and 18.1% at December 31, 2024 and 2023, respectively. The fair value of TAQA is based on an earnings growth factor for unlisted equity securities from market information for similar types of companies. The fair value of Daehan Oil Pipeline Corporation is determined using discounted cash flow analysis based on the risk-adjusted yield. The fair value of HORSE approximates the purchase price paid on closing of the transaction on December 2, 2024.

The fair value of other unlisted equity and debt securities is determined based on valuation techniques, including discounted cash flows, using both observable and unobservable inputs that are categorized in level 2 and level 3, respectively, of the fair value hierarchy.

The maximum exposure to credit risk at the reporting date of the investments in debt securities is the fair value. To limit credit risk, Saudi Aramco's investment policy requires that these securities be diversified. Credit ratings for debt securities held at December 31, 2024, range from AAA to BB (2023: AAA to BB) as set out by internationally recognized credit rating agencies.

The movement in investments in securities is as follows:

	2024	2023
January 1	35,223	27,663
Net additions	6,563	8,596
Net unrealized fair value loss	(893)	(1,061)
Net unrealized foreign currency (loss) gain	(29)	25
December 31	40,864	35,223
Current (Note 9)	(1,658)	(1,249)
Non-current	39,206	33,974

Net additions include unsettled transactions of ₪ (242) at December 31, 2024 (2023: ₪ (86)).

11. Inventories

	2024	2023
Crude oil, refined products and chemicals	66,124	70,512
Materials and supplies – net	15,339	14,157
Natural gas liquids and other	2,265	1,282
	83,728	85,951

During 2024, a write-down to net realizable value of ₪ 984 (2023: ₪ 914) was recognized in the consolidated statement of income for a portion of the hydrocarbon and chemical inventories purchased from third parties by certain affiliates.

The carrying amount of materials and supplies are shown net of an allowance for obsolete and surplus materials with movement as follows:

	2024	2023
Balance, January 1	3,132	3,214
Net movement in allowance	(242)	(82)
Balance, December 31	2,890	3,132

All amounts in millions of Saudi Riyals unless otherwise stated

12. Trade receivables

Trade receivables from export and local sales are denominated primarily in USD and SAR, respectively. The components of trade receivables are as follows:

	2024	2023
Arising from export and local sales at international prices	153,198	153,883
Arising from local sales at Kingdom regulated prices	14,930	10,287
	168,128	164,170
Less: Loss allowance	(244)	(251)
	167,884	163,919

Trade receivables relating to certain contracts with provisional pricing arrangements are measured at fair value. The fair value was calculated using forward curves and future prices. These trade receivables are classified as level 3 in the fair value hierarchy (Note 3(d)) due to the inclusion of unobservable inputs, including counterparty credit risk in the fair value calculation.

As described in Note 2(n), the Government, through the Ministry of Finance, provided a guarantee to the Company in the event that certain Government, semi-Government and other entities with Government ownership or control are unable to settle within the terms agreed with the Company.

The movement of the allowance for trade receivables related to past due sales is as follows:

	2024	2023
January 1	251	281
Net movement in allowance	(7)	(30)
December 31	244	251

13. Due from the Government

	2024	2023
Other income related to sales (Note 2(y))	35,844	50,274
Government guarantee (Note 2(n))	1,864	(1,156)
Other	566	260
Note 29(b)	38,274	49,378

14. Short-term investments

	2024	2023
USD time deposits	4,256	123,851
USD Murabaha time deposits (non-conventional)	761	10,009
SAR time deposits	1,005	9,188
SAR repurchase agreements (non-conventional)	–	21,648
SAR Murabaha time deposits (non-conventional)	7,110	19,583
South Korean Won time deposits	54	64
	13,186	184,343

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

15. Cash and cash equivalents

	2024	2023
Cash at bank and in hand	64,132	67,348
USD time deposits	97,326	87,783
USD Murabaha time deposits (non-conventional)	24,161	25,661
SAR time deposits	5,209	1,545
SAR repurchase agreements (non-conventional)	–	1,808
SAR Murabaha time deposits (non-conventional)	25,350	11,588
South Korean Won time deposits	464	3,240
	216,642	198,973

16. Treasury shares

Treasury shares held by the Company are used for the purposes of issuing them to the Company's employees upon vesting or purchase of the shares in the employee share plans, including those that the Company may adopt in the future. The movements in number of treasury shares (in millions) for the years ended December 31, 2024 and 2023 are as follows:

	2024	2023
January 1	51.3	76.6
Acquisition of treasury shares (Note 1)	137.6	–
Bonus shares issued by the Company (Note 36)	–	6.1
Shares issued to employees (Note 17)	(43.6)	(31.4)
December 31	145.3	51.3

17. Share-based compensation

Share-based compensation relates to grants or issuance of ordinary shares awarded to the Company's eligible employees under the respective plan terms. Awards are generally equity-settled; however, in limited circumstances awards may be settled in cash. The Company recognized the following share-based compensation expense in the consolidated statement of income, as an employee benefit expense, for the years ended December 31, 2024 and 2023:

	Equity-settled	Cash-settled	Total
2024			
Share-based compensation expense	582	11	593
2023			
Share-based compensation expense	472	10	482

At December 31, 2024, the total carrying amount of the liabilities in respect of the cash settlement elements and dividend equivalents of the respective awards was ₪ 30 (2023: ₪ 16) and the intrinsic value of such liabilities, which had vested during the year, was ₪ 31 (2023: ₪ 17).

Awards granted or shares issued during the year relate to the Long-Term Incentive Plan for Executives ("ELTIP") and the Long-Term Incentive Plan for Management ("MLTIP"), the Long-Term Incentive Plan for certain other eligible employees ("LTIP") and the Employee Share Purchase Plan ("ESPP").

All amounts in millions of Saudi Riyals unless otherwise stated

17. Share-based compensation continued

Awards for all plans were granted for nil consideration, with the exception for ESPP, under which shares were issued at a discount of 20% to the fair market value of the shares at each purchase date. The fair values of awards granted were determined by reference to the market values of the Company's ordinary shares on the grant dates for equity-settled awards and at the consolidated balance sheet date for cash-settled awards. Where applicable, the fair values of the awards subject to market-based performance measures were estimated using an appropriate valuation method.

	Number of shares granted (in millions)	Weighted average fair value per share (SAR)
2024		
ESPP	34	29.19
ELTIP	2	30.75
MLTIP	4	30.75
LTIP	4	31.15
2023		
ESPP	25	33.17
ELTIP	2	31.55
MLTIP	2	31.55
LTIP	2	31.55

The number of awards settled in shares during the year in relation to the employee share plans was 43.6 million (2023: 31.4 million).

Participants in the plans (other than the ESPP) are entitled to dividend equivalents, if dividends are paid to ordinary shareholders, during the vesting period. Such dividend equivalents will be paid in cash on vesting of the awards. Accordingly, no adjustment for expected dividends during the vesting period was made in determining the fair value of the awards. Participants in all plans become entitled to dividends only after shares have been issued to the participants as the registered holders.

The vesting of ELTIP is dependent on the achievement of (a) specified non-market and market-based performance measures over a three-year performance period, and (b) required service, except for certain qualifying leavers. Upon vesting, 50% of the vested awards are required to be held by the participants for an additional two years, except for certain qualifying leavers. The awards will be settled with the participants in shares on vesting.

The vesting of MLTIP is dependent on the participants achieving (a) specified individual performance targets over a one-year performance period, and (b) required service, except for certain qualifying leavers. The awards are subject to graded vesting. Twenty-five percent of the awards will vest after the end of the performance period, and the remaining 75% of the awards will vest in equal installments over three years from thereon, provided that the participants continue to meet the required service condition. The awards will be settled with the participants in shares on vesting, except for certain qualifying participants who will receive cash-settlement.

The vesting of LTIP is dependent only on the participants achieving required service, except for certain qualifying leavers. The awards are subject to graded vesting. Twenty-five percent of the awards will vest immediately, and the remaining 75% of the awards will vest in equal installments over three years, provided that the participants continue to meet the required service condition. The awards will be settled with the participants in shares on vesting, except for certain qualifying participants who will receive cash-settlement.

Shares issued under the ESPP are required to be held until the earlier of one year from the date of issuance or at the time of cessation of employment.

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All amounts in millions of Saudi Riyals unless otherwise stated

18. Other reserves

	Currency translation differences	Investments in securities at FVOCI	Post-employment benefits	Share-based compensation reserve and other	Cash flow hedges and other	Share of other comprehensive income (loss) of joint ventures and associates		Total
						Foreign currency translation gains (losses)	Cash flow hedges and other	
January 1, 2023	(3,407)	5,155	–	298	1,034	195	4	3,279
Current period change	(829)	(1,408)	–	472	(1,044)	1,407	(157)	(1,559)
Remeasurement gain	–	–	480	–	–	–	90	570
Transfer to retained earnings	–	–	(66)	(439)	–	–	(90)	(595)
Tax effect	–	257	(505)	–	–	–	–	(248)
Less: amounts related to non-controlling interests	396	(25)	91	–	35	(430)	–	67
December 31, 2023	(3,840)	3,979	–	331	25	1,172	(153)	1,514
Current period change	(5,549)	(977)	–	785	(658)	(148)	286	(6,261)
Remeasurement gain (loss)	–	–	5,636	–	–	–	(95)	5,541
Transfer to retained earnings	–	–	(3,015)	(459)	–	–	95	(3,379)
Tax effect	–	117	(2,498)	–	–	–	–	(2,381)
Less: amounts related to non-controlling interests	1,847	2	(123)	–	(11)	–	–	1,715
December 31, 2024	(7,542)	3,121	–	657	(644)	1,024	133	(3,251)

19. Non-controlling interests

Summarized consolidated financial information (100%) for each subsidiary that has non-controlling interests that are material to Saudi Aramco are set out below. The amounts disclosed for each subsidiary are before inter-company eliminations:

Summarized statement of comprehensive income Year ended December 31

	2024				2023			
	SABIC	AOPC	AGPC	S-Oil Corporation	SABIC	AOPC	AGPC	S-Oil Corporation
Revenue and other income (loss)	147,728	6,150	2,869	101,003	156,259	(4,988)	9,446	102,803
Net (loss) income	(1,493)	4,916	2,288	(919)	(3,705)	(3,990)	7,549	2,516
Other comprehensive (loss) income	(1,650)	–	–	(3,345)	221	–	–	(439)
Total comprehensive (loss) income	(3,143)	4,916	2,288	(4,264)	(3,484)	(3,990)	7,549	2,077
Net income (loss) attributable to non-controlling interests	1,061	2,409	1,121	(351)	(1,159)	(1,955)	3,699	966
Dividends paid to non-controlling interests	(5,775)	(2,595)	(2,914)	(203)	(8,723)	(2,168)	(2,603)	(413)

On June 17, 2021, the Company sold a 49% equity interest in Aramco Oil Pipelines Company ("AOPC") to EIG Pearl Holdings S.à r.l. ("EIG") for upfront sale proceeds of ₪ 46,547 (\$12,412) in cash. Further, on February 23, 2022, the Company sold a 49% equity interest in Aramco Gas Pipelines Company ("AGPC") to GreenSaif Pipelines Bidco S.à r.l. ("GreenSaif") for upfront proceeds of ₪ 58,125 (\$15,500) in cash. AOPC and AGPC are expected to make quarterly distributions to their respective ordinary shareholders from available cash when the Company pays discretionary dividends to its ordinary shareholders. Given the discretionary nature of distributions to EIG and GreenSaif, the shareholdings of EIG and GreenSaif in AOPC and AGPC, respectively, represent non-controlling interests and, therefore, the upfront sale proceeds were recognized in the consolidated financial statements as non-controlling interest within equity.

Net income of AOPC includes an unrealized loss of ₪ 947 (2023: ₪ 10,010), and net income of AGPC includes an unrealized loss of ₪ 3,387 (2023: gain of ₪ 1,712) on their financial assets measured at FVPL at December 31, 2024.

All amounts in millions of Saudi Riyals unless otherwise stated

19. Non-controlling interests continued

Summarized balance sheet At December 31

	2024				2023			
	SABIC	AOPC	AGPC	S-Oil Corporation	SABIC	AOPC	AGPC	S-Oil Corporation
Current assets	91,410	5,543	7,114	25,631	101,235	5,955	7,189	28,054
Non-current assets	230,460	72,994	104,258	38,546	242,704	73,043	107,899	37,223
Total assets	321,870	78,537	111,372	64,177	343,939	78,998	115,088	65,277
Current liabilities	45,664	338	379	29,610	53,475	424	435	26,693
Non-current liabilities	50,618	–	–	10,980	48,548	–	–	10,290
Total liabilities	96,282	338	379	40,590	102,023	424	435	36,983
Net assets	225,588	78,199	110,993	23,587	241,916	78,574	114,653	28,294
Accumulated non-controlling interest	89,089	38,318	54,387	9,053	94,511	38,501	56,180	10,859

Current assets of AOPC and AGPC as at December 31, 2024 and 2023, mainly include current portion of financial assets measured at FVPL, cash received and trade receivables from the Company in respect of quarterly volume-based tariff.

Summarized statement of cash flows Year ended December 31

	2024				2023			
	SABIC	AOPC	AGPC	S-Oil Corporation	SABIC	AOPC	AGPC	S-Oil Corporation
Cash flows from operating activities	14,606	5,288	5,906	3,866	21,469	4,425	4,680	7,635
Cash flows from investing activities	(2,816)	11	23	(8,543)	(8,801)	–	34	(5,873)
Cash flows from financing activities	(13,688)	(5,295)	(5,948)	3,930	(20,314)	(4,429)	(5,310)	71
Net (decrease) increase in cash and cash equivalents	(1,898)	4	(19)	(747)	(7,646)	(4)	(596)	1,833

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

20. Borrowings

		2024			2023		
	Note	Non-current	Current	Total	Non-current	Current	Total
Conventional:							
Debentures	a	99,815	6,468	106,283	81,092	9,683	90,775
Bank borrowings	b	24,741	1,821	26,562	22,853	3,630	26,483
Short-term borrowings	c	–	21,242	21,242	–	18,378	18,378
Revolving credit facilities	d	–	703	703	–	1,237	1,237
Export credit agencies	e	–	880	880	941	656	1,597
Public Investment Fund	f	–	416	416	455	365	820
Other financing arrangements	g	35,527	455	35,982	36,070	200	36,270
		160,083	31,985	192,068	141,411	34,149	175,560
Non-conventional:							
Sukuk	h	29,991	11,398	41,389	18,689	15,000	33,689
Murabaha	i	12,593	1,843	14,436	13,830	2,089	15,919
Saudi Industrial Development Fund	j	3,800	319	4,119	3,057	281	3,338
Ijarah/Procurement	k	3,140	400	3,540	3,499	13	3,512
Wakala	l	1,227	28	1,255	771	27	798
		50,751	13,988	64,739	39,846	17,410	57,256
Borrowings – other than leases		210,834	45,973	256,807	181,257	51,559	232,816
		50,899	11,584	62,483	45,224	12,107	57,331
Total borrowings		261,733	57,557	319,290	226,481	63,666	290,147

The carrying amounts of borrowings above are net of unamortized transaction costs of ₪ 1,255 (2023: ₪ 1,274).

The finance costs recognized in the consolidated statement of income are as follows:

	2024	2023
Finance costs:		
Conventional borrowings	3,956	2,781
Non-conventional borrowings	2,942	2,665
Lease liabilities	2,964	2,229
Unwinding of discount	678	511
	10,540	8,186

In addition, finance costs amounting to ₪ 8,692 were capitalized in property, plant and equipment during the year ended December 31, 2024 (2023: ₪ 8,204) (Note 5).

Borrowings – other than leases

Saudi Aramco has entered into financing arrangements with various lenders. These arrangements limit the creation of additional liens and/or financing obligations and some of these arrangements are secured predominantly over certain property, plant and equipment of Saudi Aramco aggregating to ₪ 108,561 (2023: ₪ 94,091). Additionally, certain financing arrangements require compliance by Saudi Aramco with covenants to maintain certain financial and other conditions. Saudi Aramco has complied with these covenants throughout the reporting period. The fair value of borrowings excluding lease liabilities at December 31, 2024, was approximately ₪ 235,552 (2023: ₪ 219,253). This was mainly determined using inputs that are categorized in level 1 or level 2 of the fair value hierarchy, except for the fair value of other financing arrangements that was primarily determined using level 3 inputs.

All contracts and agreements referencing Synthetic USD LIBOR, recognized at December 31, 2023, were renegotiated with counterparties and transitioned to alternative benchmark rates in 2024.

All amounts in millions of Saudi Riyals unless otherwise stated

20. Borrowings continued

Borrowings – other than leases continued

(a) Debentures

- (i) In October 2018, SABIC issued five-year and 10-year USD denominated \$1,000 bonds each, equivalent to a total of ₪ 7,500 (\$2,000). These bonds are unsecured and carry coupon rates of 4% and 4.5%, respectively. The bonds are issued in accordance with the Rule 144A/Regulation S offering requirements under the U.S. Securities Act of 1933, as amended. The bonds are listed on the Irish Stock Exchange ("Euronext Dublin") and the proceeds were used for refinancing maturing debt. In 2023, bonds with five-year maturities, aggregating to a principal amount of ₪ 3,750 (\$1,000) and carrying a coupon rate of 4%, were repaid.
- In September 2020, SABIC issued 10-year and 30-year USD denominated \$500 bonds each, equivalent to a total of ₪ 3,750 (\$1,000). These bonds are unsecured and carry coupon rates of 2.15% and 3%, respectively. Both bonds are issued in accordance with Rule 144A/Regulation S offering requirements under the U.S. Securities Act of 1933, as amended. These bonds are listed on the Euronext Dublin and the 30-year bond is dual listed on the Taipei Exchange in Taiwan, China. The proceeds were used for general purposes and refinancing maturing debt.
- (ii) On April 16, 2019, the Company issued five tranches of USD denominated unsecured notes aggregating to an equivalent of ₪ 45,000 (\$12,000), under its Global Medium Term Note ("GMTN") Programme. These tranches consist of notes with three-year maturities of ₪ 3,750 (\$1,000) with a coupon rate of 2.75%, five-year maturities of ₪ 7,500 (\$2,000) with a coupon rate of 2.875%, 10-year maturities of ₪ 11,250 (\$3,000) with a coupon rate of 3.5%, 20-year maturities of ₪ 11,250 (\$3,000) with a coupon rate of 4.25%, and 30-year maturities of ₪ 11,250 (\$3,000) with a coupon rate of 4.375%. The notes were issued and sold in accordance with Rule 144A/Regulation S under the U.S. Securities Act of 1933, as amended. Interest is payable semi-annually in arrears on April 16 and October 16. The notes are listed on the London Stock Exchange's Main Market and the proceeds were for general corporate purposes. At initial recognition, the Company recorded an amount of ₪ 44,460 (\$11,856) for the issuance proceeds, net of discounts and estimated transaction costs. On April 16, 2022, notes with three-year maturities, aggregating to a principal amount of ₪ 3,750 (\$1,000) and carrying a coupon rate of 2.75%, were repaid. On April 16, 2024, notes with five-year maturities, aggregating to a principal amount of ₪ 7,500 (\$2,000) and carrying a coupon rate of 2.875%, were repaid.
- On November 24, 2020, the Company issued another series of USD denominated unsecured notes, aggregating to an equivalent of ₪ 30,000 (\$8,000), under its GMTN Programme. These tranches consist of maturity dates of three years to 50 years paid at the end of the maturity date with coupon rates ranging from 1.25% to 3.50%. At initial recognition, the Company recorded an amount of ₪ 29,625 (\$7,900) for the issuance proceeds, net of discounts. On November 24, 2023, notes with three-year maturities, aggregating to a principal amount of ₪ 1,875 (\$500) and carrying a coupon rate of 1.25%, were repaid.
- On July 17, 2024, the Company issued three additional tranches of USD denominated senior unsecured notes, aggregating to an equivalent of ₪ 22,500 (\$6,000), under its GMTN Programme. These tranches consist of notes with 10-year maturities of ₪ 7,500 (\$2,000) with a coupon rate of 5.250%, 30-year maturities of ₪ 7,500 (\$2,000) with a coupon rate of 5.750%, and 40-year maturities of ₪ 7,500 (\$2,000) with a coupon rate of 5.875%. The notes were issued and sold in accordance with Rule 144A/Regulation S under the U.S. Securities Act of 1933, as amended. Interest is payable semi-annually in arrears on January 17 and July 17. The notes are listed on the London Stock Exchange's Main Market and the proceeds are used for general corporate purposes. At initial recognition, the Company recorded an amount of ₪ 22,004 (\$5,868) for the issuance proceeds, net of discounts and transaction costs.
- (iii) Debentures amounting to ₪ 8,025, denominated in South Korean Won, have been issued in capital markets with interest rates ranging from 1.49% to 4.8% and with maturities from 2025 to 2033. In 2024, debentures with three to seven-year maturities, aggregating to a principal amount of ₪ 1,760, were repaid.

Discounts and transaction costs are amortized using the effective interest method and are reflected as finance costs in the consolidated statement of income.

(b) Bank borrowings

- (i) During 2024, Saudi Aramco Total Refining and Petrochemical Company ("SATORP"), a joint operation of the Company, entered into external long-term debt financing arrangements with lenders for a petrochemicals facility expansion at its refinery in Jubail, Saudi Arabia. These financing arrangements comprise conventional bank borrowings of ₪ 7,613, export credit agencies ("ECA") facilities of ₪ 9,750 (Note 20 (e)), a Saudi Industrial Development Fund ("SIDF") facility of ₪ 6,000 (Note 20(j)) and a Wakala facility of ₪ 2,475 (Note 20(l)). The Company's share of these facilities amounts to ₪ 4,758, ₪ 6,094, ₪ 3,750, and ₪ 1,547, respectively. The amounts drawn under the facilities are repayable in semi-annual installments between 2028 to 2039. Commission is payable on amounts drawn and is calculated at a market rate plus a margin. At December 31, 2024, the outstanding amounts under the conventional bank borrowings, the SIDF facility and the Wakala facility were ₪ 2,625, ₪ 1,900 and ₪ 775, respectively, of which the Company's share was ₪ 1,641, ₪ 1,188 and ₪ 484, respectively. No amounts were drawn under the ECA facilities.
- (ii) In addition, Saudi Aramco has other facility agreements with a number of banks with a total carrying amount at December 31, 2024 of ₪ 24,921 (2023: ₪ 26,483). The facilities are primarily repayable in semi-annual installments from November 2008 to September 2045. Interest is payable on amounts drawn and is mainly calculated at a market rate plus a margin. As at December 31, 2024, an amount of ₪ 5,471 (2023: ₪ 1,759) was undrawn against these facilities.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

20. Borrowings continued

Borrowings – other than leases continued

(c) Short-term borrowings

Saudi Aramco has short-term borrowing facilities with a number of banks with a total carrying amount at December 31, 2024 of $\text{SAR } 21,242$ (2023: $\text{SAR } 18,378$), including debt factoring arrangements of $\text{SAR } 9,157$ (2023: $\text{SAR } 4,237$) and a financial liability related to repurchase agreements of nil (2023: $\text{SAR } 5,377$). The maturity period of short-term facilities is less than one year and they incur interest at a market rate plus a margin. As at December 31, 2024, an amount of $\text{SAR } 16,241$ (2023: $\text{SAR } 14,871$) was available for drawdown against these facilities.

(d) Revolving credit facilities

On April 4, 2022, the Company entered into a new five-year common terms agreement for unsecured revolving credit facilities aggregating to $\text{SAR } 37,500$ (\$10,000). The new facilities comprise USD denominated conventional facilities of $\text{SAR } 30,000$ (\$8,000) and a SAR denominated Murabaha facility of $\text{SAR } 7,500$ (\$2,000) (Note 20(i)). The conventional facilities also incorporate a $\text{SAR } 7,500$ (\$2,000) swingline sublimit facility. The common terms agreement provides the framework and common lending terms for the facilities and the Company has the option of up to two extensions of one year each. The Company exercised the extension options in 2023 and 2024, and accordingly, the maturity date of the facilities has been extended till April 2029. The Company shall apply all amounts advanced to it under these facilities for general corporate purposes and towards its general working capital requirements. The entire amounts of these facilities were undrawn as at December 31, 2024 and 2023. In addition, Saudi Aramco has a number of other revolving credit facilities with an aggregate carrying amount of $\text{SAR } 703$ (2023: $\text{SAR } 1,237$), and undrawn amount of $\text{SAR } 6,176$ (2023: $\text{SAR } 14,080$) at December 31, 2024.

(e) Export credit agencies ("ECA")

Saudi Aramco has borrowing facilities with a number of export credit agencies aggregating to a carrying amount of $\text{SAR } 881$ (2023: $\text{SAR } 1,597$). The amounts borrowed are repayable in semi-annual installments from December 2014 to December 2039. Commission is payable on amounts drawn and is calculated at a market rate plus a margin. The undrawn amount at December 31, 2024 comprises the unutilized facility of $\text{SAR } 6,094$ (Note 20(b)) (2023: nil).

(f) Public Investment Fund

Saudi Aramco has borrowing agreements with the PIF with a total carrying amount at December 31, 2024 of $\text{SAR } 416$ (2023: $\text{SAR } 820$). The amounts borrowed are repayable in semi-annual installments from December 2014 to December 2025. Commission is payable on amounts drawn and is calculated at a market rate plus a margin.

(g) Other financing arrangements

Other financing arrangements comprise borrowings from non-financial institutions under commercial terms.

On September 27, 2021, the Company entered into a financing arrangement with the Jazan Integrated Gasification and Power Company ("JIGPC"), a joint operation of Saudi Aramco, for an amount of $\text{SAR } 44,063$. Upon closing Saudi Aramco recognized an amount of $\text{SAR } 21,226$, representing the amount due to the other shareholders of JIGPC, in relation to the first tranche of $\text{SAR } 26,532$ under the financing arrangement. The second tranche of $\text{SAR } 15,563$ was received on January 19, 2023, of which $\text{SAR } 12,450$ is the amount due to the other shareholders of JIGPC. The remaining amount to be received under the financing arrangement as at December 31, 2024 is $\text{SAR } 1,968$. The total amount under the arrangement is repayable in monthly installments, commencing from October 2021 to October 2046.

(h) Sukuk

A Sukuk is a financial instrument similar to a bond that complies with Islamic financing principles.

- (i) On April 10, 2017, Saudi Aramco issued Sukuk for $\text{SAR } 11,250$ at par value as part of a $\text{SAR } 37,500$ program. The Sukuk issuance provides a return based on Saudi Arabian Interbank Offered Rate ("SAIBOR") plus a predetermined margin payable semi-annually on April 10 and October 10. In accordance with the terms of the Sukuk, 51% of the proceeds from issuance are invested in Mudaraba assets and the remaining 49% are used in a Murabaha arrangement. On March 28, 2024, the maturity date of the Sukuk was extended by one year from its original maturity date of April 10, 2024.
- (ii) On June 17, 2021, Saudi Aramco issued three tranches of USD denominated Sukuk trust certificates, under its Trust Certificate Issuance Programme, aggregating to an equivalent of $\text{SAR } 22,500$ (\$6,000) at par value with semi-annual distributions on June 17 and December 17. The senior unsecured certificates consist of three-year maturities of $\text{SAR } 3,750$ (\$1,000) with a profit rate of 0.946%, five-year maturities of $\text{SAR } 7,500$ (\$2,000) with a profit rate of 1.602% and 10-year maturities of $\text{SAR } 11,250$ (\$3,000) with a profit rate of 2.694%. In accordance with the terms of the Sukuk, 55% of the proceeds from issuance are structured as an Ijarah and the remaining 45% are structured as a Murabaha arrangement. The certificates were listed on the London Stock Exchange's Main Market and sold in accordance with Rule 144A/Regulation S under the U.S. Securities Act of 1933, as amended. The proceeds were for general corporate purposes and the Sukuk mature between 2024 and 2031. At initial recognition, the Company recorded an amount of $\text{SAR } 22,399$ (\$5,973) for the issuance proceeds, net of transaction costs. On June 17, 2024, certificates with three-year maturities, aggregating to a principal amount of $\text{SAR } 3,750$ (\$1,000) and with a profit rate of 0.946%, were repaid.

All amounts in millions of Saudi Riyals unless otherwise stated

20. Borrowings continued

Borrowings – other than leases continued

On October 2, 2024, Saudi Aramco issued two additional tranches of USD denominated Sukuk trust certificates under its Trust Certificate Issuance Programme, aggregating to an equivalent of ₪ 11,250 (\$3,000) and with semi-annual distributions on April 2 and October 2. The unsecured certificates consist of five-year maturities of ₪ 5,625 (\$1,500) with a profit rate of 4.25% and 10-year maturities of ₪ 5,625 (\$1,500) with a profit rate of 4.75%. In accordance with the terms of the Sukuk, 55% of the proceeds from issuance are structured as an Ijarah and the remaining 45% are structured as a Murabaha arrangement. The certificates are listed on the London Stock Exchange's Main Market and sold in accordance with Rule 144A/Regulation S under the U.S. Securities Act of 1933, as amended. The proceeds are for general corporate purposes. At initial recognition, the Company recorded an amount of ₪ 11,160 (\$2,976) for the issuance proceeds, net of transaction costs.

(i) Murabaha

On March 28, 2024, Murabaha borrowings of a subsidiary amounting to ₪ 938, repayable in semi-annual installments until 2029, were early settled by the subsidiary. At December 31, 2024, Saudi Aramco has various outstanding Murabaha borrowing facilities from a number of financial institutions, which are repayable in semi-annual installments from 2008 to 2032. Commission is payable on amounts drawn and is calculated at a market rate plus a margin. In addition, Saudi Aramco also has access to unutilized Murabaha facilities of ₪ 11,055 (2023: ₪ 10,320), including the SAR denominated Murabaha facility of ₪ 7,500 (Note 20(d)) (2023: ₪ 7,500).

(j) Saudi Industrial Development Fund

Saudi Aramco has various borrowing agreements with the Saudi Industrial Development Fund. The amounts borrowed are not subject to periodic financial charges and are repayable in semi-annual installments from 2008 to 2035. The undrawn amount at December 31, 2024 was ₪ 3,244 (Note 20(b)) (2023: nil).

(k) Ijarah/Procurement

Saudi Aramco has Procurement and Ijarah facility agreements with a number of banks. The facilities are repayable in semi-annual installments from 2014 to 2039. As at December 31, 2024, an amount of ₪ 165 (2023: ₪ 165) was undrawn under these facilities.

(l) Wakala

Saudi Aramco has Wakala facility agreements with a number of lenders. The facilities utilize a Wakala financing structure which is an agency arrangement. Amounts drawn under these facilities are repayable in installments on a semi-annual basis, from 2019 to 2038. At December 31, 2024, an amount of ₪ 1,208 (2023: ₪ 120) was undrawn under these facilities, which includes the undrawn Wakala facility amount of ₪ 1,063 (Note 20(b)).

Lease liabilities

Lease liabilities are effectively secured as the rights to the leased asset revert to the lessor in the event of default. The lessor has ownership of the assets during the term of the contract and is typically responsible for the operation, insurance and maintenance of the assets until termination of the underlying agreements. For certain leases, the lessor shall transfer its rights, title and interest in the assets to the lessee on the last day of the agreements; for others, there are no further obligations on completion of agreements. Performance guarantees are provided by the lessor under the terms of the agreements.

Expenses relating to short-term and low value leases were recognized in the consolidated statement of income for the year ended December 31, 2024, and amounted to ₪ 2,629 (2023: ₪ 956) and ₪ 236 (2023: ₪ 309), respectively.

The maturities of borrowings are as follows:

	No later than one year	Later than one year and no later than five years	Later than five years	Total contractual amount	Total carrying amount
2024					
Borrowings – other than leases	48,496	111,898	237,014	397,408	256,807
Leases	13,970	30,232	30,964	75,166	62,483
	62,466	142,130	267,978	472,574	319,290
2023					
Borrowings – other than leases	55,931	72,048	193,512	321,491	232,816
Leases	14,327	27,589	28,933	70,849	57,331
	70,258	99,637	222,445	392,340	290,147

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

20. Borrowings continued

Lease liabilities continued

The movement of borrowings is as follows:

	Long-term borrowings	Short-term borrowings and revolving credit facilities	Lease liabilities	Total liabilities from financing activities
January 1, 2023	330,275	10,205	52,664	393,144
Cash flows	(111,999)	9,561	(13,639)	(116,077)
Non-cash changes:				
Lease additions	–	–	18,056	18,056
Foreign exchange adjustment	(141)	(214)	(96)	(451)
Transfer to liabilities associated with assets held for sale	(543)	–	–	(543)
Accretion of liabilities and others ¹	(4,391)	63	346	(3,982)
December 31, 2023	213,201	19,615	57,331	290,147
Cash flows	10,382	382	(18,307)	(7,543)
Non-cash changes:				
Lease additions	–	–	19,865	19,865
Foreign exchange adjustment	(1,356)	(460)	(128)	(1,944)
Accretion of liabilities and others	12,635	2,408	3,722	18,765
December 31, 2024	234,862	21,945	62,483	319,290

1. Amount for long-term borrowings includes a gain of 5,775 on prepayments of deferred consideration to PIF.

21. Post-employment benefits

Saudi Aramco sponsors or participates in several funded and unfunded defined benefit pension plans and other post-employment benefit plans that provide pension, severance, death, medical and other benefits to substantially all of its employees primarily in the Kingdom. The majority of the defined benefit plans for the Kingdom-based employees are governed under the Kingdom's Labor Law, applicable benefit plan laws of the USA, and/or Company policies. Benefits to employees of group companies are provided based on local regulations and practices of the respective jurisdiction.

Retirement benefits for defined benefit pension plans are paid, primarily, in the form of lump sum payments upon retirement based on final salary and length of service. Other post-employment benefits such as medical are used to cover retired employees and eligible dependents of retirees for medical services in line with the plan policy documents.

Royal Decree No. M/273 was issued on 26/12/1445H (corresponding to July 2, 2024) approving the new Social Insurance Law ("the Law"); effective on July 3, 2024. The Law, among other provisions, extends statutory and early retirement ages of some employees. The extension applies to all new contributors joining the workforce in the public and private sectors in the Kingdom, and applies to some existing contributors depending on both their contribution periods under the Civil Pension Law and the previous Social Insurance Law and their age on the Law's effective date. Based on an assessment performed, the Law does not have any material impact on Saudi Aramco's post-employment benefit plans.

At December 31, the net liability recognized for employee defined benefit plans in the consolidated balance sheet is as follows:

	2024	2023
Pension plans	(8,693)	(7,784)
Medical and other post-employment benefit plans	8,194	9,270
Net benefit (asset) liability	(499)	1,486
Represented by:		
Non-current assets	(27,365)	(24,661)
Non-current liabilities	26,866	26,147
Net benefit (asset) liability	(499)	1,486

All amounts in millions of Saudi Riyals unless otherwise stated

21. Post-employment benefits continued

The status of Saudi Aramco's pension and other post-employment defined benefit plans is as follows:

	Pension benefits		Other benefits	
	2024	2023	2024	2023
Net benefit obligation by funding:				
Present value of funded obligations	66,544	66,746	95,633	96,034
Fair value of plan assets	(81,293)	(80,258)	(95,348)	(94,380)
Benefit (surplus) deficit	(14,749)	(13,512)	285	1,654
Present value of unfunded obligations	6,056	5,728	7,909	7,616
Net benefit (asset) liability	(8,693)	(7,784)	8,194	9,270
Change in benefit obligations:				
Benefit obligations, January 1	72,474	66,912	103,650	95,640
Current service cost	3,641	3,169	2,944	2,220
Interest cost	3,810	3,255	5,595	5,265
Past service (gain) cost	(4)	563	(120)	23
Remeasurement	(2,295)	3,870	(5,663)	4,204
Plan participants' contribution	45	38	–	–
Benefits paid	(4,736)	(3,514)	(2,985)	(2,745)
Transfer to liabilities associated with assets held for sale	–	(2,556)	–	(211)
Foreign currency translation and other	(335)	737	121	(746)
Benefit obligations, December 31	72,600	72,474	103,542	103,650
Change in plan assets:				
Fair value of plan assets, January 1	(80,258)	(74,393)	(94,380)	(84,270)
Interest income	(4,154)	(4,024)	(5,085)	(4,718)
Remeasurement	214	(3,053)	2,108	(5,501)
Employer contributions	(2,350)	(3,188)	(851)	(2,636)
Benefits paid	4,736	3,514	2,985	2,745
Foreign currency translation and other	519	886	(125)	–
Fair value of plan assets, December 31	(81,293)	(80,258)	(95,348)	(94,380)
Net benefit (asset) liability at December 31	(8,693)	(7,784)	8,194	9,270

The weighted average duration of the pension benefit obligations is 11 years at December 31, 2024, and 12 years at December 31, 2023.

The weighted average duration of the other benefit obligations is 18 years at December 31, 2024, and 18 years at December 31, 2023.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

21. Post-employment benefits continued

The components of net defined benefit cost, before tax, are primarily recognized in producing and manufacturing, and selling, administrative and general expenses in the consolidated statement of income. Remeasurements are included in the consolidated statement of comprehensive income. Net defined benefit cost and remeasurements for the years ended December 31 are as follows:

	Pension benefits		Other benefits	
	2024	2023	2024	2023
Amounts recognized in net income:				
Current service cost	3,641	3,169	2,944	2,220
Past service (gain) cost	(4)	563	(120)	23
Net interest (income) cost	(344)	(769)	510	547
Other	–	–	15	(38)
	3,293	2,963	3,349	2,752
Amounts recognized in other comprehensive income:				
Losses (gains) from changes in demographic assumptions	191	(98)	–	323
(Gains) losses from changes in financial assumptions	(3,817)	2,336	(2,250)	4,699
Losses (gains) from changes in experience adjustments	1,331	1,632	(3,413)	(818)
Returns on plan assets (excluding interest income)	214	(3,053)	2,108	(5,501)
	(2,081)	817	(3,555)	(1,297)
Net defined benefit loss (gain) before income taxes	1,212	3,780	(206)	1,455

The present value of the defined benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions, based in part on market conditions. Any changes in these assumptions will impact the carrying amount of the defined benefit obligations.

The significant assumptions used to determine the present value of the defined benefit obligations for the years ended December 31 are as follows:

	Pension benefits		Other benefits	
	2024	2023	2024	2023
Discount rate	5.6%	5.1%	5.8%	5.3%
Salary growth rate	5.3%	5.5%	5.0%	5.0%
Annual average medical claim cost, in whole SAR			33,469	31,800
Health care participation rate			95.0%	95.0%
Assumed health care trend rates:				
Cost-trend rate			7.0%	6.0%
Rate to which cost-trend is to decline			5.0%	5.0%
Year that the rate reaches the ultimate rate			2033	2026

All the above assumptions are reviewed and updated as necessary as part of the periodic actuarial valuation of the defined benefit obligations.

Saudi Aramco determines the discount rate used to calculate the present value of estimated future cash outflows expected to be required to settle the post-employment benefit plan obligations. In determining the appropriate discount rate, Saudi Aramco considers the interest rates of high-quality corporate bonds in the USA that have terms to maturity approximating the terms of the related defined benefit obligation.

The salary growth rate assumption is based on a study of recent years' salary experience and reflects management's outlook for future increases. The annual average medical claim cost assumption is based on medical costs incurred in external medical providers, on behalf of the Company's employees and retirees. The health care participation rate considers the historical participation rate, amongst others, derived from the best available historical data. The assumed health care cost-trend rates reflect Saudi Aramco's historical experience and management's expectations regarding future trends.

All amounts in millions of Saudi Riyals unless otherwise stated

21. Post-employment benefits continued

Mortality assumptions are reviewed regularly and set based on actuarial advice in accordance with best practice and statistics, adjusted to reflect the experience and improvements to longevity. Relevant life expectancies are as follows:

Life expectancy at age:	Saudi plans		U.S. plans	
	Male	Female	Male	Female
50	33.8	36.5	35.7	37.6
60	24.6	26.8	26.6	27.9
60 (currently aged 40)	26.4	28.4	28.0	29.4

The sensitivity of the overall defined benefit obligations to changes in the principal assumptions, keeping all other assumptions constant, is presented below. The sensitivity analysis may not be representative of an actual change in the defined benefit obligations as it is unlikely that changes in assumptions would occur in isolation from one another.

	Change in assumption	Impact on obligation	2024	2023
Ultimate health care cost-trend rates	Increase by 0.5%	Increase by	8,546	9,825
	Decrease by 0.5%	Decrease by	(7,586)	(8,648)
Discount rate - other benefits	Increase by 0.5%	Decrease by	(8,261)	(8,385)
	Decrease by 0.5%	Increase by	9,413	9,604
Discount rate - pension benefits	Increase by 0.5%	Decrease by	(3,596)	(3,795)
	Decrease by 0.5%	Increase by	3,934	4,028
Salary growth rate	Increase by 0.5%	Increase by	1,988	2,014
	Decrease by 0.5%	Decrease by	(2,119)	(2,213)
Annual average medical claim cost	Increase by 5%	Increase by	4,703	4,770
	Decrease by 5%	Decrease by	(4,691)	(4,770)
Life expectancy	Increase by 1 year	Increase by	3,458	3,484
	Decrease by 1 year	Decrease by	(3,465)	(3,664)
Health care participation rate	Increase by 5%	Increase by	1,256	1,260
	Decrease by 5%	Decrease by	(1,256)	(1,298)

Plan assets consist of the following:

	2024	2023
Cash	4,498	4,793
Equity instruments	33,638	31,712
Investment funds	69,198	62,178
Bonds	68,418	75,066
Sukuk (non-conventional)	889	889
	176,641	174,638

Plan assets are administered under the oversight of the Company or one of its subsidiaries and managed by independent trustees or separate entities, in a manner consistent with fiduciary obligations and principles, acting in the best interest of plan participants. The objectives of the plans are to maximize investment returns consistent with prudent risk over a long-term investment horizon in order to secure retiree benefits and minimize corporate funding.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

21. Post-employment benefits continued

All plan assets are held separately, solely to pay retiree benefits. Funded Saudi plans have the right to transfer assets held in excess of the plan's defined benefit obligation to another funded Saudi plan. The right to transfer such assets is solely in respect of amounts held in excess of the plan's defined benefit obligations and solely to plans with defined benefit obligations exceeding the value of assets held. Where Saudi Aramco has no rights to a refund of plan assets, surplus assets are recognized on the consolidated balance sheet on the basis that economic benefit can be gained through a reduction in future contributions.

Through its post-employment benefit plans, Saudi Aramco is exposed to a number of risks including asset volatility, changes in bond yields, inflation and life expectancy. Investment risk is minimized through diversification of investments among fixed income, equity, and alternative asset classes. Asset allocation is determined by an asset liability modeling study. The target asset allocation is, approximately, 17% (2023: 17%) equity instruments, 46% (2023: 46%) debt instruments, and 37% (2023: 37%) alternative assets. Inflation risk is partially offset by equities inflation and life expectancy risk is borne by Saudi Aramco.

Plan assets include transferable securities with a fair value of **ﷲ 2,964** (2023: **ﷲ 2,749**) in the Company and its affiliated entities.

Employer contributions to defined benefit plans are estimated to be **ﷲ 2,760** in 2025. While the Saudi plans are not governed by regulatory minimum funding requirements, the funding objective is to reach full funding of the larger plans only. Asset outperformance is expected to meet the shortfall between assets and the assessed liabilities within a reasonable period. Funding for the U.S. plans sponsored by Aramco Shared Benefit Company, a wholly-owned subsidiary of the Company, is recommended by the actuary in order to meet Saudi Aramco's funding strategy to meet benefit plan expenses using applicable U.S. plan funding rules. Other plans follow local regulations or contractual obligations to meet minimum funding requirements.

In addition to the above plans, Saudi Aramco maintains or participates in defined contribution plans for which Saudi Aramco's legal or constructive obligation is limited to the contributions. The costs of the defined contribution plans, which are included principally within producing and manufacturing, and selling, administrative and general expenses in the consolidated statement of income, are **ﷲ 1,429** and **ﷲ 1,322** for the years ended December 31, 2024 and 2023, respectively (Note 26).

22. Provisions and other liabilities

	2024	2023
Asset retirement	13,529	15,150
Environmental	706	698
Derivative liabilities (Note 3)	1,980	2,011
Other non-current liabilities	14,829	10,346
	31,044	28,205

Asset retirement provisions relate to the future plugging and abandonment of oil and natural gas wells and the decommissioning of certain Downstream assets. The environmental provision is for the remediation of ground water and soil contamination. Payments to settle these provisions will occur on an ongoing basis and will continue over the lives of the operating assets, which can exceed 50 years for the time when it is necessary to abandon oil and natural gas wells. The amount and timing of settlement in respect of these provisions are uncertain and dependent on various factors that are not always within management's control. Derivative liabilities comprise financial liabilities relating to options and forward contracts.

The movements in asset retirement and environmental provisions are as follows:

	Asset retirement	Environmental
January 1, 2023	17,568	770
Revision to estimate	(3,461)	23
Additional provisions	664	30
Unwinding of discount	458	15
Amounts charged against provisions	(79)	(140)
December 31, 2023	15,150	698
Revision to estimate	(2,513)	23
Additional provisions	450	30
Unwinding of discount	476	11
Amounts charged against provisions	(34)	(56)
December 31, 2024	13,529	706

All amounts in millions of Saudi Riyals unless otherwise stated

23. Trade payables and other liabilities

	2024	2023
Trade payables	78,439	71,993
Accrued materials and services	42,480	44,633
Amounts due to related parties (Note 29(b))	13,740	13,823
Employee related payables	12,319	10,769
Derivative liabilities (Note 3)	1,680	3,197
Other	8,809	7,138
	157,467	151,553

Trade payables relating to certain contracts with provisional pricing arrangements are measured at fair value. The fair value was calculated using forward curves and future prices. These trade payables are classified as level 3 in the fair value hierarchy (Note 3(d)) due to the inclusion of unobservable inputs, including counterparty credit risk in the fair value calculation.

24. Revenue

	2024	2023
Revenue from contracts with customers	1,630,366	1,644,114
Movement between provisional and final prices	(637)	(549)
Other revenue	7,570	9,716
	1,637,299	1,653,281
Other revenue:		
Services provided to:		
Government, semi-Government and other entities with Government ownership or control (Note 29(a))	936	934
Third parties	2,708	2,168
Joint ventures and associates (Note 29(a))	301	210
Freight	694	555
Other	2,931	5,849
	7,570	9,716

Revenue from contracts with customers is measured at a transaction price agreed under the contract and the payment is due within 10 to 120 days from the invoice date depending on specific terms of the contract.

Transaction prices are not adjusted for the time value of money, as Saudi Aramco does not have any contracts where the period between the transfer of product to the customer and payment by the customer exceeds one year.

Disaggregation of revenue from contracts with customers

Saudi Aramco's revenue from contracts with customers according to product type and source is as follows:

	2024			
	Upstream	Downstream	Corporate	Total
Crude oil	671,412	131,728	–	803,140
Refined and chemical products	–	768,438	–	768,438
Natural gas and NGLs	47,304	6,273	–	53,577
Metal products	–	5,211	–	5,211
Revenue from contracts with customers	718,716	911,650	–	1,630,366
Movement between provisional and final prices	(58)	(579)	–	(637)
Other revenue	499	5,973	1,098	7,570
External revenue	719,157	917,044	1,098	1,637,299

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

24. Revenue continued

	2023			
	Upstream	Downstream	Corporate	Total
Crude oil	746,689	91,945	–	838,634
Refined and chemical products	–	750,355	–	750,355
Natural gas and NGLs	38,053	4,018	–	42,071
Metal products	–	13,054	–	13,054
Revenue from contracts with customers	784,742	859,372	–	1,644,114
Movement between provisional and final prices	(475)	(74)	–	(549)
Other revenue	375	7,390	1,951	9,716
External revenue	784,642	866,688	1,951	1,653,281

25. Purchases

	2024	2023
Refined and chemical products	287,873	277,022
Crude oil	185,912	162,236
NGL and other products	35,645	31,967
	509,430	471,225

Purchases primarily consist of refined products, chemicals, crude oil and NGL purchased from third parties for use in Downstream operations and to meet demand for products in the Kingdom when it exceeds Saudi Aramco's production of the relevant product. Saudi Aramco also purchases products from third parties in certain markets where it is more cost effective compared to procuring them from other business units.

26. Employee benefit expense

	2024	2023
Salaries and wages	55,528	49,530
Social security costs	3,209	3,280
Post-retirement benefits (Note 21):		
Defined benefit plans	6,642	5,715
Defined contribution plans	1,429	1,322
Share-based compensation (Note 17)	593	482
	67,401	60,329

27. Finance and other income

	2024	2023
Interest income	16,868	22,275
Investment income	3,386	3,166
Dividend income from investments in securities	463	411
Gain on partial prepayment of deferred consideration to PIF	–	5,775
Other	2,174	340
	22,891	31,967

28. Payments to the Government by Saudi Arabian Oil Company

	2024	2023
Income taxes (Note 8(c))	176,523	200,189
Royalties	187,982	213,216
Dividends	381,426	333,699

All amounts in millions of Saudi Riyals unless otherwise stated

29. Related party transactions

(a) Transactions

	2024	2023
Joint ventures:		
Revenue from sales	25,894	23,899
Other revenue (Note 24)	83	34
Interest income	206	23
Purchases	27,773	25,729
Service expenses	34	11
Associates:		
Revenue from sales	85,766	90,045
Other revenue (Note 24)	218	176
Interest income	353	124
Purchases	57,818	46,260
Service expenses	180	135
Government, semi-Government and other entities with Government ownership or control:		
Revenue from sales	37,376	23,355
Other income related to sales	164,375	203,092
Other revenue (Note 24)	936	934
Purchases	10,215	14,194
Service expenses	514	563
Lease expenses	1,178	1,015

Goods are purchased and sold according to supply agreements in force. Note 33 includes additional information on loans to joint ventures and associates.

(b) Balances

	2024	2023
Joint ventures:		
Other assets and receivables (Note 9)	3,888	5,378
Trade receivables	5,378	4,976
Interest receivable	645	581
Trade payables and other liabilities (Note 23)	6,365	6,236
Associates:		
Other assets and receivables (Note 9)	3,831	4,882
Trade receivables	18,739	12,971
Trade payables and other liabilities (Note 23)	4,576	6,139
Government, semi-Government and other entities with Government ownership or control:		
Other assets and receivables (Note 9)	5,634	1,151
Trade receivables	4,556	2,606
Due from the Government (Note 13)	38,274	49,378
Short-term investments with banks	5,749	38,138
Cash and cash equivalents held with banks	48,762	33,878
Trade payables and other liabilities (Note 23)	2,799	1,448
Borrowings	26,393	26,466

Sales to and receivables from Government, semi-Government and other entities with Government ownership or control are made on specific terms within the relevant regulatory framework in the Kingdom.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

29. Related party transactions continued

(c) Compensation of key management personnel

Key management personnel of Saudi Aramco included directors and senior executive management. The compensation paid or payable to key management for services is shown below:

	2024	2023
Short-term employee benefits	92	90
Post-employment benefits	56	58
Share-based compensation	29	34
Other long-term benefits	5	4
	182	186

(d) Other transactions with key management personnel

Other than as set out in Note 29(c), there were no reportable transactions between Saudi Aramco and members of key management personnel or their close family members during the year ended December 31, 2024 (2023: nil).

30. Hedging activities

Saudi Aramco uses interest rate swap contracts to manage exposure to interest rate risk mainly resulting from borrowings. These hedges are designated as cash flow hedges. Saudi Aramco also engages in hedging activities through the use of currency forward contracts in relation to firm commitments under procurement contracts and highly probable forecast transactions. These hedges are designated as fair value hedges and cash flow hedges, respectively.

The notional amounts of interest rate swap contracts and currency forward contracts designated as hedging instruments are as follows:

	2024	2023
Interest rate swaps	9,900	10,399
Currency forward contracts	7,916	4,794
	17,816	15,193

31. Non-cash investing and financing activities

Investing and financing activities during 2024 include: (a) increase in the carrying amount of the investment in Petro Rabigh due to the waiver of a non-current shareholder loan receivable, together with the accrued commission, aggregating to ₪ 1,935 (Note 35(b)(i)); (b) deferred consideration of ₪ 4,826 on the sale of the Saudi Iron and Steel Company ("Hadeed") (Note 34(a)); (c) deferred consideration of ₪ 375 on the sale of the Film & Sheet business (Note 34(b)); (d) additions to right-of-use assets of ₪ 20,989 (2023: ₪ 18,083); (e) asset retirement provisions of ₪ 343 (2023: ₪ 295); and (f) equity awards issued to employees of ₪ 381 (2023: ₪ 212).

32. Commitments

(a) Capital commitments

Capital expenditures contracted for but not yet incurred were ₪ 223,301 and ₪ 222,938 at December 31, 2024 and 2023, respectively. In addition, leases contracted for but not yet commenced were ₪ 38,496 and ₪ 26,369 at December 31, 2024 and 2023, respectively.

(b) International Maritime Industries Company ("IMI")

In 2017, Saudi Aramco Development Company ("SADCO"), a wholly-owned subsidiary of the Company, Maritime Offshore Limited, a wholly-owned subsidiary of Lamprell plc, Bahri and Korea Shipbuilding and Offshore Engineering Co., Ltd ("KSOE") formed a company, IMI, in which SADCO owns 40.1%, Maritime Offshore Limited owns 20%, Bahri owns 19.9% and KSOE owns 20%. In 2024, SADCO transferred its interest in IMI to one of its wholly-owned subsidiaries, Sofon Industries Company. The principal activities of IMI are the development, operation, and maintenance of a maritime yard under construction by the Government, as well as, the design, manufacture, maintenance and repair of ships and rigs. The maritime yard is divided into four main operational zones and completion of the construction of the individual zones will vary, with the final yard completion and handover expected in 2025. SADCO has committed to fund IMI up to ₪ 1,053 through equity contributions. At December 31, 2024, the full amount of ₪ 1,053 (2023: ₪ 1,053) has been drawn down by IMI. In addition, Saudi Aramco has guaranteed the purchase of 20 offshore rigs over a 10-year period beginning in 2023. Two rigs were delivered up to the end of 2024, and accordingly, the commitment as at December 31, 2024 for the 18 remaining rigs amounted to ₪ 20,250.

All amounts in millions of Saudi Riyals unless otherwise stated

32. Commitments continued

(c) Arabian Rig Manufacturing Company ("ARM")

In June 2018, SADCO and NOV Downhole Eurasia Limited formed a company, ARM (Note 40), to provide onshore land drilling manufacturing, equipment and services to Saudi Aramco Nabors Drilling Company and the Middle East and North Africa region. The Company committed to invest ₪ 225, of which, ₪ 207 is invested at December 31, 2024. In addition, SADCO has guaranteed the purchase of 50 onshore rigs over a 10-year period beginning in 2022. 10 of these rigs were delivered up to the end of 2024, and accordingly, the remaining commitment as at December 31, 2024 amounted to ₪ 7,667. SADCO has the option to cancel the rig orders for a maximum financial exposure of ₪ 1,050.

(d) Other

- (i) The Company and The Dow Chemical Company ("Dow") equally committed to comply with the Ministry of Energy feedstock agreement to support the development of Chemical Value Parks in the Kingdom in the total amount of ₪ 375. The first payment of approximately ₪ 38 will be deposited within one month from the date of supplying Sadara with additional ethane. The remaining funds will be paid over nine years at ₪ 38 annually. Saudi Aramco's commitment of ₪ 188 is outstanding at December 31, 2024.
- (ii) In order to comply with past Government directives, the Company expects to sell portions of its equity in SATORP and Yanbu Aramco Sinopec Refining Company Limited (Note 39) through a public offering of shares in Saudi Arabia.
- (iii) Saudi Aramco is committed to comply with the Government directive to guarantee that SATORP shall spend a total of ₪ 375 over a 10-year period ending December 31, 2025 on social responsibility programs. At December 31, 2024, ₪ 217 remains to be spent.
- (iv) Saudi Aramco is committed to comply with the Government directive to guarantee that Yanbu Aramco Sinopec Refining Company Limited shall spend a total of ₪ 375 on social responsibility programs by September 30, 2025. At December 31, 2024, ₪ 131 remains to be spent.
- (v) Saudi Aramco has commitments of ₪ 569 (2023: ₪ 492) to invest in private equity investments both inside and outside the Kingdom. Such commitments can be called on demand.
- (vi) Saudi Aramco has commitments of ₪ 35 (2023: ₪ 79) to fund additional loans and acquire additional unlisted equity investments of certain small to mid-sized enterprises in the Kingdom. The commitments can be called by the enterprises upon meeting certain conditions.
- (vii) Saudi Aramco has commitments of ₪ 3,865 (2023: ₪ 1,175) in relation to capital contributions for certain other affiliates.

33. Contingencies

Saudi Aramco has contingent assets and liabilities with respect to certain disputed matters, including claims by and against contractors and lawsuits and arbitrations involving a variety of issues. These contingencies arise in the ordinary course of business. It is not anticipated that any material adjustments will result from these contingencies.

Saudi Aramco also has contingent liabilities with respect to the following:

(a) Sadara

On March 25, 2021, Sadara entered into various agreements to restructure its senior project financing debt amounting to ₪ 37,280. Terms of the restructuring include a principal repayment grace period until June 2026 and an extension of the final maturity date from 2029 to 2038. In connection with the restructuring, the Company and Dow have agreed to guarantee up to an aggregate of ₪ 13,875 of senior debt principal and its associated interest in proportion to their ownership interests in Sadara. Further, the Company and Dow have agreed to provide guarantees and support, in proportion to their ownership interest in Sadara, for interest payment shortfalls on all outstanding senior debt until June 2026, working capital shortfall support up to ₪ 1,875 in 2030, as well as an undertaking to provide acceptable credit support to cover the required Debt Service Reserve Account balance, which needs to be funded prior to June 2026.

In addition to the senior debt restructuring, effective March 25, 2021, the Company, Dow (and/or their affiliates) and Sadara have also entered into agreements to (i) provide additional feedstock by increasing the allocated quantity of ethane and natural gasoline supplied by Saudi Aramco, and (ii) gradually increase Saudi Aramco's rights to market, through SABIC, its equity share of finished products produced by Sadara (subject to certain agreed terms) over the next five to 10 years. The Company has provided a guarantee for the payment and performance obligations of SABIC under the Product Marketing and Lifting Agreement.

On June 17, 2021, Excellent Performance Chemical Company ("EPCC"), a wholly-owned subsidiary of the Company, and Sadara entered into a ₪ 1,500 subordinated revolving credit facility to provide shortfall funding to Sadara. The facility, originally scheduled to mature in June 2023, has been extended till June 2026. As of December 31, 2024, the facility was not utilized.

With respect to Sadara's fuel and feedstock allocation, Saudi Aramco has provided two letters of credit to the Ministry of Energy for ₪ 169 and ₪ 152 to construct epoxy plants and for the development of projects to support conversion industries in the Kingdom.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

33. Contingencies continued

(b) Petro Rabigh

In 2020, the two founding shareholders of Petro Rabigh, the Company and Sumitomo Chemical Co., Ltd. ("Sumitomo"), entered into a debt service undertaking with lenders of the Rabigh II Project, whereby each founding shareholder, on a several basis, undertakes to pay 50% of any shortfalls in scheduled (and not accelerated) Rabigh II debt service on each Rabigh II payment date until the earlier of the final Rabigh II repayment date in June 2032 or the full repayment of ₪ 5,625 of the equity bridge loans ("EBLs"). The semi-annual scheduled principal debt service under the Rabigh II financing is approximately ₪ 890.

On September 30, 2020, Petro Rabigh entered into revolving loan facilities in an aggregate amount of ₪ 5,625 with the Company and Sumika Finance Company Limited, a wholly-owned subsidiary of Sumitomo. The facilities were fully drawn in 2024 (2023: ₪ 3,525). In August 2024, the Company and Sumitomo agreed to a phased waiver of the outstanding amount under these facilities, which will result in a direct reduction of ₪ 5,625 in Petro Rabigh's liabilities and accumulated losses (Note 35(b)(i)). In 2020, Petro Rabigh also entered into another revolving loan facility for ₪ 1,875 with the Company, out of which ₪ 113 was utilized as at December 31, 2024. The maturity date of this facility was extended to December 31, 2025 in the current year.

The founding shareholders arranged EBLs in an aggregate amount of ₪ 11,250 which the founding shareholders guarantee on a several and equal basis, to meet the equity financing requirements under the senior finance agreements. Petro Rabigh repaid ₪ 1,940 of the EBLs out of the proceeds of the rights issuance in July 2022. The remaining EBLs of ₪ 9,310 matured on March 20, 2023 and were refinanced by Petro Rabigh. Under the refinancing arrangement, Sumitomo guaranteed its share of the EBLs, amounting to ₪ 4,655, that was fully financed by external lenders. In addition, the Company, through its wholly-owned subsidiary, Aramco Overseas Company B.V. ("AOC"), provided Petro Rabigh EBLs of ₪ 3,000, while the remaining amount of its share, amounting to ₪ 1,655, was provided by external lenders and was guaranteed by the Company. The refinanced EBLs mature on December 20, 2027.

(c) Noor Al Shuaibah Holding Company

On May 2, 2023, Saudi Aramco Power Company ("SAPCO"), a wholly-owned subsidiary of the Company, entered into a shareholders' agreement with the Water and Electricity Holding Company ("Badeel"), wholly-owned by PIF, and ACWA Power Company, to invest in Noor Al Shuaibah Holding Company for the development of Al Shuaibah 1 and Al Shuaibah 2 solar photovoltaic power generating plants in Makkah province in the Kingdom ("Al Shuaibah Projects"). Al Shuaibah Projects will have a combined capacity of over 2.6 gigawatts and commercial operations are expected to commence by 2025. The estimated total cost of the Al Shuaibah Projects is ₪ 8,919 which will be funded through a mix of senior debt financing and equity bridge loans. The Company guaranteed SAPCO's 30% share of the equity bridge loans, amounting to approximately ₪ 800, under the terms of the project financing. The equity bridge loans were fully drawn as of December 31, 2024. Further, additional guarantees amounting to ₪ 347 have been provided to support SAPCO's obligations related to the Al Shuaibah Projects.

(d) Haden, Muwayh and Al-Khushaybi Solar Power Projects

On July 23, 2024, SAPCO, a wholly-owned subsidiary of the Company, entered into various shareholder agreements with the Water and Electricity Holding Company ("Badeel"), wholly-owned by PIF, and Oasis Power Two Renewable Energy Company, wholly-owned by ACWA Power Company, to invest in the development of the Haden, Muwayh and Al-Khushaybi solar photovoltaic power generating plants in the Kingdom (the "Projects"). The Projects, with a combined power generation capacity of 5.5 gigawatts, are expected to commence commercial operations by 2027. The estimated total cost of the Projects is ₪ 12,042, which will be funded through a mix of senior external debt financing and equity bridge loans. SAPCO's 30% share of the equity bridge loans, amounting to ₪ 833, is being provided through AOC, a wholly-owned subsidiary of the Company. As at December 31, 2024, the amounts drawn under the equity bridge loans amounted to ₪ 311. In addition, the Company has provided guarantees, amounting to ₪ 816 to support SAPCO's obligations related to the Projects.

(e) Other

Saudi Aramco has provided guarantees of ₪ 1,855 (2023: ₪ 1,863) in relation to borrowings and other obligations of certain other affiliates, arising in the ordinary course of business.

All amounts in millions of Saudi Riyals unless otherwise stated

34. Assets held for sale

(a) Saudi Iron and Steel Company ("Hadeed")

On September 3, 2023, SABIC, a subsidiary of Saudi Aramco, announced the signing of an agreement to sell its 100% shareholding in the Saudi Iron and Steel Company ("Hadeed") to PIF. This transaction enables SABIC, which is part of the Downstream segment, to optimize its portfolio and focus on its core business. Following the signing of the agreement, assets and liabilities of Hadeed were classified as held for sale, and were presented separately on the consolidated balance sheet.

On May 31, 2024, SABIC obtained all approvals from the relevant authorities and satisfied all conditions in addition to the transfer of ownership of Hadeed to PIF. SABIC received cash consideration of $\text{SAR } 1,163$, and recognized deferred consideration of $\text{SAR } 3,032$ and $\text{SAR } 1,794$ within current and non-current other assets and receivables, respectively.

Hadeed's total assets and liabilities derecognized on May 31, 2024, the date of the sale, were $\text{SAR } 19,072$ and $\text{SAR } 9,848$, respectively. These comprised property, plant and equipment and intangible assets of $\text{SAR } 8,270$, other assets of $\text{SAR } 10,802$, post-employment benefit obligations of $\text{SAR } 2,901$, and other liabilities of $\text{SAR } 6,947$. A loss on fair value measurement of $\text{SAR } 3,219$, to reduce the carrying amount of the assets to their fair value less costs to sell, was recognized in the 2023 consolidated financial statements. In addition, a fair value loss of $\text{SAR } 304$ was recognized during 2024.

(b) Film & Sheet business

In 2024, SABIC completed the sale of its Film & Sheet business for a consideration of $\text{SAR } 937$. The carrying values of the total assets and liabilities of the Film & Sheet business, classified as held for sale during the year, amounting to $\text{SAR } 1,079$ and $\text{SAR } 433$, respectively, were derecognized. SABIC received cash consideration of $\text{SAR } 562$ and recognized a deferred consideration of $\text{SAR } 375$. A gain of $\text{SAR } 291$ was recognized at the consolidated level.

(c) ALBA

On September 17, 2024, SABIC announced the signing of an agreement for the sale of its 20.62% shareholding in ALBA, an equity accounted associate, to Saudi Arabian Mining Company (Ma'aden). The carrying amount of the investment in ALBA, classified as held for sale and presented separately on the consolidated balance sheet, amounted to $\text{SAR } 3,294$ at December 31, 2024. Subsequently, on February 19, 2025, SABIC announced the completion of the sale of the shares for cash proceeds of BHD 363 million (approximately $\text{SAR } 3,612$).

35. Investments in affiliates and securities

(a) Investments in subsidiaries

(i) Esmax Distribución SpA ("Esmax")

On March 1, 2024, the Company announced the completion of the acquisition of a 100% equity stake in Esmax Distribución SpA ("Esmax"), through its wholly-owned subsidiary, AOC, from Southern Cross Group, a Latin America-focused private equity company, for a cash payment of $\text{SAR } 1,373$, subject to customary adjustments. The customary adjustments resulted in the receipt of $\text{SAR } 22$ in the third quarter of 2024. Esmax is one of the leading diversified downstream fuels and lubricants retailers in Chile, and its operations include retail fuel stations, airport operations, fuel distribution terminals and a lubricant blending plant. The transaction represents Saudi Aramco's first downstream retail investment in South America and enables it to secure outlets for its refined products, including fuel placement from Motiva. It also creates a platform to launch the Aramco brand in South America while strengthening its downstream value chain and unlocks new market opportunities for its Valvoline-branded lubricants.

The transaction resulted in Saudi Aramco obtaining control of Esmax. Saudi Aramco accounts for acquisitions of subsidiaries using the acquisition method of accounting. This requires recognition of the assets acquired and liabilities assumed at fair value as of the acquisition date. Based on the purchase price allocation, as performed by an independent valuer, the total identifiable net assets and goodwill carrying amounts are $\text{SAR } 1,096$ and $\text{SAR } 255$, respectively.

Post-acquisition, Esmax contributed revenues of $\text{SAR } 7,796$ and net income of $\text{SAR } 8$, which are included in the consolidated statement of income. If the acquisition had occurred on January 1, 2024, management estimates that consolidated revenue and net income for the year ended December 31, 2024 would have been higher by $\text{SAR } 1,564$ and $\text{SAR } 15$, respectively.

(ii) Valvoline Inc.'s global products business

On March 1, 2023, AOC, a wholly-owned subsidiary of the Company, acquired a 100% equity interest in Valvoline Inc.'s global products business ("VGP Holdings LLC") for a cash consideration of $\text{SAR } 10,338$ ($\text{USD } 2,757$), including customary adjustments. VGP Holdings LLC is one of the leading worldwide independent producer and distributor of premium branded automotive, commercial and industrial lubricants, and automotive chemicals. This strategic acquisition is expected to complement Saudi Aramco's line of premium branded lubricant products, optimize its global base oils production capabilities, and expand its own research and development activities and partnerships with original equipment manufacturers.

The transaction resulted in Saudi Aramco obtaining control of VGP Holdings LLC. Saudi Aramco accounts for acquisitions of subsidiaries using the acquisition method of accounting. This requires recognition of the assets acquired and liabilities assumed at fair value as of the acquisition date.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

35. Investments in affiliates and securities continued

(a) Investments in subsidiaries continued

Saudi Aramco engaged an independent valuer in order to determine the fair value of the assets and liabilities of VGP Holdings LLC as part of the purchase price allocation process. The fair values of the identifiable assets and liabilities are as follows:

Cash and cash equivalents	460
Trade receivables, inventories and other current assets	3,854
Property, plant and equipment (Note 5)	2,285
Intangible assets (Note 6)	4,628
Other non-current assets	512
Trade payables and other current liabilities	(1,275)
Non-current liabilities	(536)
Total identifiable net assets at fair value	9,928
Goodwill (Note 6)	410
Purchase consideration	10,338

Acquisition and transaction costs of ₪ 161 were expensed as selling, administrative and general expenses in the consolidated statement of income for the year ended December 31, 2023.

Post-acquisition, VGP Holdings LLC contributed revenues of ₪ 9,428 and net income of ₪ 668 for the year ended December 31, 2023 which are included in the consolidated statement of income. If the acquisition had occurred on January 1, 2023, management estimates that consolidated revenue and net income for the year ended December 31, 2023 would have been higher by ₪ 11,189 and ₪ 802, respectively.

(b) Investments in joint ventures and associates

(i) Petro Rabigh

On August 7, 2024, the Company and Sumitomo, the founding shareholders of Petro Rabigh, signed a definitive agreement whereby the Company will acquire an additional 22.5% stake in Petro Rabigh from Sumitomo for ₪ 2,632. Upon completion of the transaction, which is priced at ₪ 7 per share, the Company will become Petro Rabigh's largest shareholder with an equity stake of 60%, while Sumitomo will retain a stake of 15%. The completion of the transaction, which is subject to customary closing conditions including regulatory approvals and other third-party approvals, is expected in the second quarter of 2025. The transaction aligns with Saudi Aramco's downstream expansion and is part of a package of financial measures intended to reinforce Petro Rabigh's financial position.

Under the terms of the agreement, all proceeds received by Sumitomo from the sale will be injected into Petro Rabigh, through a mechanism to be agreed with Petro Rabigh. The Company will also provide additional funds to Petro Rabigh, via a mechanism also to be agreed, equivalent to the ₪ 2,632 from Sumitomo.

In addition, the Company and Sumitomo agreed to a phased waiver of revolving shareholder loans of approximately ₪ 2,813 each, which will result in a direct reduction of ₪ 5,625 in Petro Rabigh's liabilities and accumulated losses (Note 33(b)). In August 2024, both parties completed an initial waiver of their respective shareholder loans amounting to ₪ 1,875 each. Accordingly, the Company recognized the waiver of its shareholder loan receivable, together with the accrued commission, aggregating to ₪ 1,935, by increasing the carrying amount of the investment in Petro Rabigh. Subsequently, in January 2025, both parties completed the waiver of the remaining amounts of their respective shareholder loans of approximately ₪ 938 each. The Company recognized the waiver of its share of the loans as an increase in the carrying amount of the investment in Petro Rabigh in the first quarter of 2025.

(ii) Blue Hydrogen Industrial Gases Company ("BHIG")

On July 16, 2024, SADCO, a wholly-owned subsidiary of the Company, entered into definitive agreements to acquire an equity interest in Blue Hydrogen Industrial Gases Company ("BHIG"), a wholly-owned subsidiary of Air Products Qudra for Energy ("APQ"). BHIG, a company based in the Kingdom, aims to produce lower-carbon hydrogen while capturing and storing CO₂. This investment highlights Saudi Aramco's ambition to expand its new energies portfolio. Subsequently, the transaction closed on January 27, 2025 with Saudi Aramco acquiring a 50% stake in BHIG.

(iii) Gas & Oil Pakistan Limited ("GO")

On May 31, 2024, Aramco Asia Singapore Pte. Ltd., a wholly-owned subsidiary of the Company, completed the acquisition of a 40% equity stake in Gas & Oil Pakistan Limited ("GO"), for a purchase consideration of ₪ 279. GO is a diversified downstream fuels, lubricants and convenience stores operator in Pakistan, with a network of more than 1,200 retail fuel stations. The transaction represents Saudi Aramco's first downstream retail investment in Pakistan, advancing the Company's strategy to strengthen its downstream value chain internationally. The investment in GO has been accounted for as a joint venture.

All amounts in millions of Saudi Riyals unless otherwise stated

35. Investments in affiliates and securities continued

(b) Investments in joint ventures and associates continued

(iv) MidOcean Holdings II, L.P. ("MidOcean")

On September 27, 2023, AOC, a wholly-owned subsidiary of the Company, entered into definitive agreements to acquire a strategic minority stake in MidOcean Holdings II, L.P. ("MidOcean"), which in turn owns MidOcean Energy, LLC ("MidOcean Energy"). MidOcean Energy is a Liquefied Natural Gas ("LNG") company, formed and managed by EIG Global Energy Partners with the objective of building a high-quality, long-term LNG portfolio, and has recently acquired interests in a portfolio of LNG projects in Australia and Peru. This strategic partnership marks Saudi Aramco's first international investment in LNG. The transaction closed on March 21, 2024, with Saudi Aramco investing ₪ 195, followed by additional investments during the second half of 2024, aggregating to ₪ 969, which include contributions in connection with the increase of MidOcean Energy's interest in Peru LNG from 20% to 35%. The investment in MidOcean has been accounted for as an associate. Saudi Aramco's equity interest and associated rights in MidOcean can vary depending upon the future investments MidOcean makes and the extent of Saudi Aramco's capital contribution to those investments.

(v) Huajin Aramco Petrochemical Co., Ltd. ("HAPCO")

On March 25, 2023, AOC, a wholly-owned subsidiary of the Company, entered into definitive agreements with North Huajin Chemical Industries Group Corporation ("North Huajin") and Panjin Xincheng Industrial Group Co., Ltd. ("Panjin Xincheng") to construct the HAPCO refinery and petrochemical complex in Panjin City, Liaoning Province, China. AOC owns a 30% interest in HAPCO, while North Huajin and Panjin Xincheng own 51% and 19%, respectively. The investment in HAPCO has been accounted for as an associate. The complex, expected to be completed in 2026 with an estimated construction cost of RMB 83.7 billion (₪ 43,000), will be financed through a combination of debt and equity. The facility will combine a 300,000 barrels per day ("bpd") refinery and a petrochemical plant with annual production capacity of 1.65 million metric tons of ethylene and 2 million metric tons of paraxylene. Saudi Aramco's share of the equity contribution is RMB 8.4 billion (₪ 4,315), of which RMB 1.9 billion (₪ 976) was undrawn as at December 31, 2024.

(c) Investment in securities

(i) HORSE Powertrain Limited ("HORSE")

On December 2, 2024, the Company announced the completion of the acquisition of a 10% equity interest in HORSE Powertrain Limited ("HORSE"), through its wholly-owned subsidiary Aramco Asia Singapore Pte. Ltd., alongside Renault S.A.S., Zhejiang Geely Holding Group Co., Ltd. and Geely Automobile Holdings Limited. The completion follows the signing of definitive agreements on June 28, 2024, and receipt of all applicable regulatory approvals. The purchase price of ₪ 2,576 was paid in cash and is subject to certain customary adjustments. HORSE develops, manufactures and supplies energy-efficient internal combustion and hybrid powertrains and transmissions to partners around the world. Saudi Aramco's investment in HORSE aims to enhance the Company's contribution to the global energy transition through the development and commercialization of more efficient mobility solutions. Saudi Aramco recognized the transaction as an equity investment at FVOCI within investments in securities.

(ii) Rongsheng Petrochemical

On July 21, 2023, the Company announced the completion of the acquisition of a 10% equity interest in Rongsheng Petrochemical from Zhejiang Rongsheng Holding Group Co., Ltd., through its wholly-owned subsidiary, AOC, for a total transaction value of RMB 24.6 billion (₪ 12,767). The acquisition of the equity interest in Rongsheng Petrochemical, a company listed on the Shenzhen Stock Exchange in China, follows the signing of definitive strategic agreements by the companies, as announced on March 27, 2023. Among other assets, Rongsheng Petrochemical owns a 51% equity interest in Zhejiang Petroleum & Chemical Co., Ltd. ("ZPC"), which in turn owns and operates the largest integrated refining and chemicals complex in China with a capacity to process 800,000 bpd of crude oil and to produce 4.2 million metric tons of ethylene per year. Through this strategic arrangement, Saudi Aramco would significantly expand its downstream presence in China, including supplying 480,000 bpd of crude oil to ZPC, under a long-term sales agreement. Upon completion, Saudi Aramco recognized an equity investment at FVOCI of ₪ 6,399 within investments in securities (Note 10), and a non-current other asset of ₪ 5,932 (Note 9), relating to a payment made for the long-term sales agreement, which is amortized over the term of the agreement. In addition, a loss of ₪ 436 was recognized in selling, administrative and general expenses in the consolidated statement of income, representing fair value changes to the market price up to the completion date.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

36. Dividends

	2024	2023	SAR per share	
			2024	2023
Dividends declared and paid each quarter:				
March	116,503	73,150	0.4815	0.3326
June	116,517	73,160	0.4815	0.3024
September	116,447	110,181	0.4815	0.4554
December	116,451	110,183	0.4815	0.4554
Total ¹	465,918	366,674	1.9260	1.5458
Dividends declared on March 3, 2025 and March 8, 2024 ²	80,104	116,503	0.3312	0.4815

1. Includes ₪ 161,593 (₪ 0.6680 per share) of performance-linked dividends for the year ended December 31, 2024 (2023: ₪ 74,035 (₪ 0.3060 per share)). Performance-linked dividends were first declared and paid in the third quarter of 2023.

2. Dividend of ₪ 80,104 (₪ 0.3312 per share) represents a base dividend of ₪ 79,282 (₪ 0.3278 per share) and a performance-linked dividend of ₪ 822 (₪ 0.0034 per share). These dividends are not reflected in the consolidated financial statements and will be deducted from unappropriated retained earnings in the first quarter of 2025.

On May 8, 2023, after obtaining necessary approvals from the competent authorities, the EGA approved the increase of the Company's share capital by ₪ 15,000 and the commensurate increase of the number of the Company's issued ordinary shares by 22 billion without par value. Such increase was effected through capitalization of the Company's retained earnings. Each shareholder was granted one (1) bonus share for every ten (10) shares owned. The Company's share capital after the increase is ₪ 90,000, divided into 242 billion fully paid ordinary shares with equal voting rights without par value.

37. Earnings per share

The following table reflects the net income and number of shares used in the earnings per share calculations:

	2024	2023
Net income attributable to the ordinary shareholders of the Company	393,891	452,753
Weighted average number of ordinary shares (in millions) (Note 2(cc)) ¹	241,894	241,933
Earnings per share for net income attributable to the ordinary shareholders of the Company (in Saudi Riyals) ¹	1.63	1.87

1. Earnings per share for the year ended December 31, 2023 was calculated by retrospectively adjusting the weighted average number of outstanding shares to reflect the effect of the issuance of bonus shares approved on May 8, 2023 (Note 36).

Potential ordinary shares during the year ended December 31, 2024, related to employees' share-based compensation in respect of employee share plans that were awarded to the Company's eligible employees under those plan terms (Note 17). These share plans did not have a significant dilution effect on basic earnings per share for the years ended December 31, 2024 and 2023.

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
A. Wholly-owned:						
4 Rivers Energy LLC	Retail fuel operations	100%	USA	–	–	–
AlQadsiah Club Company	Sports club	100%	Saudi Arabia	289	131	1
AOC Management Consultancies LLC	Consulting services	100%	UAE	–	–	–
Aramco (Beijing) Venture Management Consultant Co., Ltd.	Investment	100%	China	10	15	–
Aramco Affiliated Services Company	Support services	100%	USA	1	–	–
Aramco Asia India Private Limited	Purchasing and other services	100%	India	8	20	–
Aramco Asia Japan K.K.	Purchasing and other services	100%	Japan	50	438	6
Aramco Asia Korea Limited	Marketing and vendor sourcing activities	100%	South Korea	65	21	1
Aramco Asia Singapore Pte. Ltd.	Purchasing and other services	100%	Singapore	32,765	133	573
Aramco Associated Company	Aircraft operations	100%	USA	222	206	18
Aramco Capital Company, LLC	Aircraft leasing	100%	USA	68	–	3
Aramco Chemicals Company	Chemicals	100%	Saudi Arabia	462	25	20
Aramco Far East (Beijing) Business Services Co., Ltd.	Petrochemical purchasing, sales and other services	100%	China	528	95	19
Aramco Financial Services Company	Financing	100%	USA	178	–	8
Aramco Fuels Poland sp. z o.o.	Wholesale fuel operations	100%	Poland	152	1,506	19
Aramco Gulf Operations Company Limited	Production and sale of crude oil	100%	Saudi Arabia	3,543	2,270	349
Aramco Innovations Limited Liability Company	Research and commercialization	100%	Russia	10	12	–
Aramco International Gas Holding Co B.V.	Financing	100%	Netherlands	–	–	–
Aramco InvestCo GP B.V.	Financing	100%	Netherlands	–	–	–
Aramco InvestCo NewCo Sub B.V.	Financing	100%	Netherlands	–	–	–
Aramco InvestCo, LP	Financing	100%	Scotland	–	–	–
Aramco Lubricants and Retail Company	Retail fuel marketing	100%	Saudi Arabia	47	88	–
Aramco Overseas – Egypt	Personnel and other support services	100%	Egypt	–	–	–
Aramco Overseas Company B.V.	Purchasing and other services	100%	Netherlands	16,587	2,361	1,037
Aramco Overseas Company Spain, S.L.	Personnel and other support services	100%	Spain	–	2	–
Aramco Overseas Company UK Limited	Personnel and other support services	100%	United Kingdom	1	52	1
Aramco Overseas Malaysia SDN. BHD.	Personnel and other support services	100%	Malaysia	33	11	–
Aramco Performance Materials LLC	Petrochemical manufacture and sales	100%	USA	–	–	–
Aramco Services Company	Purchasing, engineering and other services	100%	USA	1,788	433	74
Aramco Shared Benefits Company	Benefits administration	100%	USA	2	1	–
Aramco Sohar Overseas SPC	Personnel and other support services	100%	Oman	–	–	–
Aramco Trading Americas Holding Inc.	Holding company	100%	USA	2	–	2
Aramco Trading Americas LLC	Purchasing and sale of petroleum goods and other services	100%	USA	1,770	22,103	109

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
Aramco Trading Company	Importing, exporting and trading of crude oil, refined and chemical products	100%	Saudi Arabia	15,177	6,403	548
Aramco Trading Dubai Company Limited	Importing, exporting and trading of crude oil and refined products	100%	UAE	–	22	–
Aramco Trading Fujairah FZE	Importing and exporting refined products	100%	UAE	1,487	5,386	38
Aramco Trading Limited	Importing and exporting refined products	100%	United Kingdom	953	2,210	42
Aramco Trading Singapore Pte. Ltd.	Marketing and sales support	100%	Singapore	1,918	7,789	116
Aramco Valvoline Global Holding Corp.	Holding company	100%	USA	–	–	–
VGP Holdings LLC	Holding company	100%	USA	1,288	1,814	70
Ellis Enterprises B.V.	Product sales and manufacturing/ distribution	100%	Netherlands	2	–	7
Ellis Enterprises East doo Kruševac	Product sales and manufacturing/ distribution	100%	Serbia	7	–	–
Lex Capital LLC	Financing/funding company	100%	USA	4	–	–
P.T. Valvoline Lubricants and Chemicals Indonesia	Product sales	100%	Indonesia	3	–	–
Qingdao Valvoline Automotive Services Co., Ltd.	Product sales	100%	China	–	–	–
Valvoline (Australia) Pty. Limited	Product sales and manufacturing/ distribution	100%	Australia	29	–	1
Valvoline (Deutschland) GmbH	Product sales	100%	Germany	–	–	–
Valvoline (Shanghai) Chemical Co., Ltd.	Product sales	100%	China	39	26	–
Valvoline (Thailand) Ltd.	Product sales	100%	Thailand	26	–	–
Valvoline (Zhangjiagang) Lubricants Co., Ltd.	Manufacturing and distribution	100%	China	16	87	–
Valvoline Canada Corp.	Product sales and manufacturing/ distribution	100%	Canada	7	–	–
Valvoline Canada Holdings B.V.	Holding company	100%	Netherlands	–	–	–
Valvoline Europe Holdings LLC	Holding company	100%	USA	–	–	–
Valvoline Holdings 2 B.V.	Holding company	100%	Netherlands	21	–	9
Valvoline Holdings Pte. Ltd.	Holding company	100%	Singapore	1	–	–
Valvoline Indonesia Holdings LLC	Holding company	100%	USA	–	–	–
Valvoline International de Mexico S. de R.L. de C.V.	Product sales	100%	Mexico	62	–	–
Valvoline International Holdings Inc.	Holding company	100%	USA	–	–	–
Valvoline International Inc.	Product sales	100%	USA	–	–	–
Valvoline International Servicios de Mexico S. de R.L. de C.V.	Payroll/employment	100%	Mexico	1	–	–
Valvoline Investments B.V.	Investing/holding company	100%	Netherlands	–	–	–
Valvoline Italy S.r.l.	Product sales	100%	Italy	–	–	–

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

				Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation			
Valvoline Lubricants & Solutions India Private Limited	Payroll/employment	100%	India	9	–	–
Valvoline ME FZE	Product sales	100%	UAE	–	–	–
Valvoline Middle East DMCC	Holding company	100%	UAE	2	–	4
Valvoline New Zealand Limited	Product sales	100%	New Zealand	4	–	–
Valvoline Poland Sp. z.o.o.	Product sales	100%	Poland	7	–	–
Valvoline Pte Ltd.	Product sales	100%	Singapore	29	–	–
Valvoline South Africa Proprietary Ltd	Product sales	100%	South Africa	9	–	–
Valvoline Spain S.L.	Product sales	100%	Spain	3	–	–
Valvoline UK Limited	Product sales	100%	United Kingdom	–	–	–
VCA Solutions, LLC	Product sales	100%	USA	30	7	–
VGP IPCo LLC	IP company	100%	USA	–	–	–
Aramco Venture Management Consultant Company LLC	Consulting services	100%	USA	5	10	–
Aramco Ventures (India) Management Consultant Private Limited	Consulting services	100%	India	–	–	–
Aramco Ventures Company	Investment	100%	Saudi Arabia	389	–	–
Aramco Ventures Limited (formerly, SAEV Europe Limited)	Investment	100%	United Kingdom	10	7	–
Aramco Ventures LLC (formerly, Saudi Aramco Energy Ventures US LLC)	Investment	100%	USA	17	14	–
ARLANXEO Holding B.V.	Development, manufacture, and marketing of high-performance rubber	100%	Netherlands	359	2,544	19
ARLANXEO Belgium N.V.		100%	Belgium	–	10	–
ARLANXEO Branch Offices B.V.		100%	Netherlands	4	1	–
ARLANXEO Brasil S.A.		100%	Brazil	56	127	6
ARLANXEO Canada Inc.		100%	Canada	–	109	–
ARLANXEO Deutschland GmbH		100%	Germany	–	317	–
ARLANXEO Elastomères France S.A.S.		100%	France	–	111	–
ARLANXEO Emulsion Rubber France S.A.S.		100%	France	–	155	–
ARLANXEO High Performance Elastomers (Changzhou) Co., Ltd.		100%	China	193	323	3
ARLANXEO India Private Limited		100%	India	12	1	1
ARLANXEO Industrial Company		100%	Saudi Arabia	3	3	–
ARLANXEO Netherlands B.V.		100%	Netherlands	–	246	3
ARLANXEO Singapore Pte. Ltd.		100%	Singapore	–	381	–
ARLANXEO Switzerland S.A.		100%	Switzerland	–	2	–
ARLANXEO USA LLC		100%	USA	–	213	–
AV China Holdings PCC Limited (formerly, SAEV Guernsey 1 Ltd)	Investment	100%	Guernsey	25	–	–
AV Global Holdings PCC Limited (formerly, SAEV Guernsey Holdings Limited)	Investment	100%	Guernsey	3,171	–	–
Bolanter Corporation N.V.	Crude oil storage	100%	Curaçao	90	3	3
Briar Rose Ventures LLC	Real estate holdings	100%	USA	–	–	–
Canyon Lake Holdings LLC	Retail fuel operations	100%	USA	–	–	–
Energy City Development Company	Industrial development	100%	Saudi Arabia	46	111	3

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
Energy City Operating Company	Industrial development	100%	Saudi Arabia	8	4	–
Esmax Distribución SpA	Fuels and lubricants retailer	100%	Chile	213	1,903	9
Esmax Industrial SpA	Fuels and lubricants retailer	100%	Chile	7	–	–
Esmax Red Limitada	Fuels and lubricants retailer	100%	Chile	29	–	–
Excellent Performance Chemicals Company	Petrochemical manufacture and sales	100%	Saudi Arabia	703	–	–
Global Digital Integrated Solutions Company	Information technology	100%	Saudi Arabia	216	260	–
Investment Management Company	Investment management of post-employment benefit plans	100%	Saudi Arabia	10	–	–
Middle East Information Technology Solutions	Information technology	100%	Saudi Arabia	12	56	–
Motiva Enterprises LLC	Refining and marketing	100%	USA	5,806	13,731	259
Motiva Pipeline LLC	Pipeline transport	100%	USA	–	–	–
Mukamala Oil Field Services Limited	Oil field services	100%	Saudi Arabia	132	1	7
Mukamalah Aviation Company	Aviation	100%	Saudi Arabia	624	179	29
P7 China Holdings PCC Limited (formerly, Aramco Ventures Investments Limited)	Investment	100%	Guernsey	1,770	–	–
P7 Global Holdings PCC Limited (formerly, Aramco Ventures Holdings Limited)	Investment	100%	Guernsey	3,068	–	–
Pandlewood Corporation N.V.	Financing	100%	Curaçao	35	1	99
Pedernales Ventures II LLC	Investment	100%	USA	294	–	–
Pedernales Ventures LLC	Retail fuel operations	100%	USA	–	–	–
PT Aramco Overseas Indonesia	Project management support	100%	Indonesia	–	–	–
Saudi Aramco Asia Company Limited	Investment	100%	Saudi Arabia	3,315	–	185
Saudi Aramco Capital Company Limited	Investment	100%	Guernsey	–	–	–
Saudi Aramco Development Company	Investment	100%	Saudi Arabia	1,435	88	46
Saudi Aramco Entrepreneurship Center Company Limited	Financing	100%	Saudi Arabia	317	9	17
Saudi Aramco Entrepreneurship Venture Company Limited	Investment	100%	Saudi Arabia	1,117	90	–
Saudi Aramco Jubail Refinery Company	Refining	100%	Saudi Arabia	5,541	983	375
Saudi Aramco Power Company	Holding company	100%	Saudi Arabia	5,914	1	71
Saudi Aramco Sukuk Company	Investment	100%	Saudi Arabia	1	–	–
Saudi Aramco Technologies Company	Research and commercialization	100%	Saudi Arabia	198	14	–
Saudi Aramco Upstream Technology Company	Research and commercialization	100%	Saudi Arabia	19	3	–
Saudi Petroleum International, Inc.	Marketing support services	100%	USA	50	38	2
Saudi Petroleum Overseas, Ltd. ⁴	Marketing support and tanker services	100%	United Kingdom	–	1	–
Saudi Refining, Inc.	Refining and marketing	100%	USA	4,078	67	157
Sofon Industries Company	Investment in maritime activities	100%	Saudi Arabia	303	171	5
Sofon Naval Industries Company	Manufacturing of naval vessels	100%	Saudi Arabia	17	25	–
Stellar Insurance, Ltd.	Insurance	100%	Bermuda	2,967	509	349
U.S. LNG Holdings Inc.	Holding company	100%	USA	–	–	–

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
Vela International Marine Limited	Marine management and transportation	100%	Liberia	97	1	799
Wisayah Global Investment Company	Investment services	100%	Saudi Arabia	337	24	14
B. Non-wholly owned:						
Aramco Gas Pipelines Company	Pipeline transport	51%	Saudi Arabia	10	–	24
Aramco Oil Pipelines Company	Pipeline transport	51%	Saudi Arabia	6	1	12
Aramco Training Services Company ⁵	Training	49%	USA	1	–	–
ARLANXEO-TSRC (Nantong) Chemical Industries Co., Ltd. ⁵	Development, manufacture, and marketing of high-performance rubber	50%	China	36	130	–
Johns Hopkins Aramco Healthcare Company	Healthcare	80%	Saudi Arabia	778	1,211	7
SA Global Sukuk Limited ⁵	Investment	0%	Cayman Islands	–	–	–
Saudi Aramco Base Oil Company – Luberef ⁶	Production and sale of petroleum-based lubricants	70%	Saudi Arabia			
Saudi Aramco Nabors Drilling Company ⁵	Drilling	50%	Saudi Arabia	865	2,486	46
Saudi Aramco Rowan Offshore Drilling Company ⁵	Drilling	50%	Saudi Arabia	187	3,283	11
S-International Ltd.	Purchasing and sale of petroleum goods	61.6%	The Independent State of Samoa	4	–	–
S-Oil Corporation	Refining	61.6%	South Korea	5,245	35,872	147
S-Oil Singapore Pte. Ltd.	Marketing support	61.6%	Singapore	89	153	3
Saudi Basic Industries Corporation (“SABIC”) ⁶	Holding company	70%	Saudi Arabia			
Al-Jubail Fertiliser Company (“AL BAYRONI”) ⁵	Agri-nutrients	17.5%	Saudi Arabia			
Arabian Industrial Fibers Company (“IBN RUSHD”) ⁵	Petrochemicals	35.3%	Saudi Arabia			
Arabian Petrochemical Company (“PETROKEMYA”)	Petrochemicals	70%	Saudi Arabia			
Exatec, LLC	Petrochemicals	70%	USA			
High Performance Plastics India Pvt Ltd.	Specialties	70%	India			
High Performance Plastics Manufacturing Mexico S de RL de CV	Specialties	70%	Mexico			
International Shipping and Transportation Co. (“ISTC”)	Supply chain	69.3%	Saudi Arabia			
Jubail Chemical Storage and Services Company (“CHEMTANK”) ⁵	Supply chain	40.6%	Saudi Arabia			
Jubail United Petrochemical Company (“UNITED”)	Petrochemicals	52.5%	Saudi Arabia			
LLC SABIC Eastern Europe	Petrochemicals	70%	Russia			
National Chemical Fertiliser Company (“IBN AL-BAYTAR”) ⁵	Agri-nutrients	35.1%	Saudi Arabia			
National Global Business Services Company	Shared service	70%	Saudi Arabia			
National Industrial Gases Company (“GAS”)	Utilities	51.8%	Saudi Arabia			
National Methanol Company (“IBN-SINA”) ⁵	Petrochemicals	35%	Saudi Arabia			
NV Pijpleiding Antwerpen-Limburg-Luik (PALL)	Support services	70%	Belgium			
Petrochemical Pipeline Services B.V.	Petrochemicals	70%	Netherlands			

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

				Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation			
SABCAP Insurance Limited	Insurance	70%	Guernsey			
SABIC (China) Research & Development Co. Ltd.	Petrochemicals	70%	China			
SABIC (Shanghai) Trading Co. Ltd.	Petrochemicals	70%	China			
SABIC (Thailand) Co. Ltd.	Petrochemicals	70%	Thailand			
SABIC Agri-Nutrients Company ("SABIC AN") ⁵	Agri-nutrients	35.1%	Saudi Arabia			
SABIC Agri-Nutrients Investment Company ("SANIC") ⁵	Agri-nutrients	35.1%	Saudi Arabia			
SABIC Americas LLC	Petrochemicals, agri-nutrients	70%	USA			
SABIC Asia Pacific Pte Ltd ("SAPPL")	Petrochemicals, agri-nutrients	70%	Singapore			
SABIC Australia Pty Ltd.	Petrochemicals	70%	Australia			
SABIC Belgium NV	Petrochemicals	70%	Belgium			
SABIC Canada, Inc.	Petrochemical	70%	Canada			
SABIC Capital B.V.	Financing	70%	Netherlands			
SABIC Capital I B.V.	Financing	70%	Netherlands			
SABIC Capital II B.V.	Financing	70%	Netherlands			
SABIC (China) Holding Co., Ltd.	Petrochemicals	70%	China			
SABIC Deutschland GmbH	Petrochemicals	70%	Germany			
SABIC East Africa for Trade and Marketing LLC	Petrochemicals	70%	Egypt			
SABIC Europe B.V.	Petrochemicals	70%	Netherlands			
SABIC France S.A.S.	Petrochemicals	70%	France			
SABIC Global Ltd.	Petrochemicals	70%	United Kingdom			
SABIC Global Mobility ("GMC LLC") ⁴	Personnel and other support services	70%	UAE			
SABIC Global Mobility Company FZ LLC ("GMC")	Personnel and other support services	70%	UAE			
SABIC Global Technologies B.V.	Petrochemicals	70%	Netherlands			
SABIC High Performance Plastic ("SHPP") Argentina SRL	Specialties	70%	Argentina			
SABIC Holding Deutschland GmbH	Petrochemicals	70%	Germany			
SABIC Hungary Kft.	Petrochemicals	70%	Hungary			
SABIC India Pvt Ltd.	Petrochemicals	70%	India			
SABIC Industrial Investments Company ("SIIC")	Investments	70%	Saudi Arabia			
SABIC Innovative Plastics (China) Co., Ltd.	Petrochemicals	70%	China			
SABIC Innovative Plastics Chongqing Co., Ltd.	Petrochemicals	70%	China			
SABIC Innovative Plastics (SEA) Pte. Ltd.	Petrochemicals	70%	Singapore			
SABIC Innovative Plastics Argentina SRL	Petrochemicals	70%	Argentina			
SABIC Innovative Plastics B.V.	Petrochemicals	70%	Netherlands			
SABIC Innovative Plastics Czech s.r.o.	Petrochemicals	70%	Czech Republic			
SABIC Innovative Plastics Denmark Aps	Petrochemicals	70%	Denmark			
SABIC Innovative Plastics Espana SL	Petrochemicals	70%	Spain			
SABIC Innovative Plastics Finland OY	Petrochemicals	70%	Finland			
SABIC Innovative Plastics France S.A.S.	Petrochemicals	70%	France			

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

				Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation			
SABIC Innovative Plastics GmbH	Petrochemicals	70%	Germany			
SABIC Innovative Plastics GP B.V.	Petrochemicals	70%	Netherlands			
SABIC Innovative Plastics Holding B.V.	Petrochemicals	70%	Netherlands			
SABIC Innovative Plastics Holding Germany GmbH	Petrochemicals	70%	Germany			
SABIC Innovative Plastics Holding Singapore Pte. Ltd.	Petrochemicals	70%	Singapore			
SABIC Innovative Plastics Hong Kong Ltd.	Petrochemicals	70%	Hong Kong, China			
SABIC Innovative Plastics India Private Ltd.	Petrochemicals	70%	India			
SABIC Innovative Plastics International Trading (Shanghai) Ltd.	Petrochemicals	70%	China			
SABIC Innovative Plastics Kereskedelmi Kft.	Petrochemicals	70%	Hungary			
SABIC Innovative Plastics Ltd.	Petrochemicals	70%	United Kingdom			
SABIC Innovative Plastics Malaysia Sdn Bhd	Petrochemicals	70%	Malaysia			
SABIC Innovative Plastics Mexico S de RL de CV	Petrochemicals	70%	Mexico			
SABIC Innovative Plastics Mt. Vernon, LLC	Petrochemicals	70%	USA			
SABIC Innovative Plastics Poland Sp. Z o.o.	Petrochemicals	70%	Poland			
SABIC Innovative Plastics Rus Z.o.o.	Petrochemicals	70%	Russia			
SABIC Innovative Plastics SIT Holding Ltd.	Petrochemicals	70%	Hong Kong, China			
SABIC Innovative Plastics South America- Indústria e Comércio de Plásticos Ltda	Petrochemicals	70%	Brazil			
SABIC Innovative Plastics US LLC	Petrochemicals	70%	USA			
SABIC Innovative Plastics Utilities B.V.	Petrochemicals	70%	Netherlands			
SABIC International Holdings B.V.	Petrochemicals	70%	Netherlands			
SABIC Investment and Local Content Development Company ("NUSANED")	Investment	70%	Saudi Arabia			
SABIC Italia Srl	Petrochemicals	70%	Italy			
SABIC Kenya	Petrochemicals	70%	Kenya			
SABIC Korea Ltd.	Petrochemicals	70%	South Korea			
SABIC Licensing B.V.	Licensing company	70%	Netherlands			
SABIC Limburg B.V.	Petrochemicals	70%	Netherlands			
SABIC Luxembourg S.à r.l.	Petrochemicals	70%	Luxembourg			
SABIC Manufacturing Geleen BV	Petrochemicals	70%	Netherlands			
SABIC Marketing Ibérica S.A.	Petrochemicals	70%	Spain			
SABIC Middle East Business Management LLC	Petrochemicals	70%	Jordan			
SABIC Middle East Offshore Company ("SABIC MIDDLE EAST") ⁴	Petrochemicals	70%	Lebanon			
SABIC Mining B.V. ⁴	Petrochemicals	70%	Netherlands			
SABIC Morocco	Petrochemicals	70%	Morocco			
SABIC Nordic A/S	Petrochemicals	70%	Denmark			
SABIC Pakistan (Pvt.) Ltd.	Petrochemicals	70%	Pakistan			
SABIC Petrochemicals B.V.	Petrochemicals	70%	Netherlands			
SABIC Petrochemicals Holding US, LLC	Petrochemicals	70%	USA			
SABIC Petrochemicals Japan LLC	Petrochemicals	70%	Japan			
SABIC Petrokemya Ticaret Limited	Petrochemicals	70%	Turkey			
SABIC Poland Sp. Z o.o.	Petrochemicals	70%	Poland			

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
SABIC Polyolefine GmbH	Petrochemicals	70%	Germany			
SABIC R&T Pvt Ltd.	Petrochemicals	70%	India			
SABIC Sales Europe B.V.	Petrochemicals	70%	Netherlands			
SABIC Sales Italy Srl	Petrochemicals	70%	Italy			
SABIC Sales Spain SL	Petrochemicals	70%	Spain			
SABIC South Africa Proprietary Ltd.	Petrochemicals	70%	South Africa			
SABIC Supply Chain Services Limited Company ("SSCS")	Supply chain	69.3%	Saudi Arabia			
SABIC Taiwan Holding Ltd. (Hong Kong)	Petrochemicals	70%	Hong Kong, China			
SABIC Tees Holdings Ltd.	Petrochemicals	70%	United Kingdom			
SABIC Terminal Services ("SABTANK")	Supply chain	63%	Saudi Arabia			
SABIC Tunisia	Petrochemicals	70%	Tunisia			
SABIC UK Ltd.	Petrochemicals	70%	United Kingdom			
SABIC UK Pension Trustee Ltd.	Petrochemicals	70%	United Kingdom			
SABIC UK Petrochemicals Ltd.	Petrochemicals	70%	United Kingdom			
SABIC US Holdings LP	Petrochemicals	70%	USA			
SABIC US Projects LLC	Petrochemicals	70%	USA			
SABIC Ventures B.V.	Petrochemicals	70%	Netherlands			
SABIC Ventures US Holdings LLC	Petrochemicals	70%	USA			
SABIC Vietnam Company Ltd.	Petrochemicals	70%	Vietnam			
Saudi European Petrochemical Company ("IBN ZAHRA")	Petrochemicals	56%	Saudi Arabia			
Saudi Innovative Plastics Sweden AB	Petrochemicals	70%	Sweden			
Saudi Kayan Petrochemical Company ("SAUDI KAYAN") ⁵	Petrochemicals	24.5%	Saudi Arabia			
Saudi Methanol Company ("AR-RAZI")	Petrochemicals	52.5%	Saudi Arabia			
Scientific Design Co. Inc.	Specialties	70%	USA			
SD Verwaltungs GmbH	Administrative company	70%	Germany			
SHPP (Shanghai) Co., Ltd.	Specialties	70%	China			
SHPP B.V.	Specialties	70%	Netherlands			
SHPP Canada, Inc.	Specialties	70%	Canada			
SHPP Capital B.V.	Financing	70%	Netherlands			
SHPP Capital I B.V.	Financing	70%	Netherlands			
SHPP Capital II B.V.	Financing	70%	Netherlands			
SHPP Czech s.r.o.	Specialties	70%	Czech Republic			
SHPP Finland OY	Specialties	70%	Finland			
SHPP France S.A.S.	Specialties	70%	France			
SHPP Germany GmbH	Specialties	70%	Germany			
SHPP Global Technologies B.V.	Specialties	70%	Netherlands			
SHPP Holding B.V.	Specialties	70%	Netherlands			
SHPP Hong Kong	Specialties	70%	Hong Kong, China			
SHPP Hungary Kft.	Specialties	70%	Hungary			
SHPP Italy Srl	Specialties	70%	Italy			
SHPP Japan LLC	Specialties	70%	Japan			
SHPP Korea Ltd.	Specialties	70%	South Korea			

All amounts in millions of Saudi Riyals unless otherwise stated

38. Subsidiaries of Saudi Arabian Oil Company continued

				Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation			
SHPP Malaysia Sdn Bhd	Specialties	70%	Malaysia			
SHPP Manufacturing Spain SL	Specialties	70%	Spain			
SHPP Manufacturing UK Ltd	Specialties	70%	United Kingdom			
SHPP Marketing Plastics SL	Specialties	70%	Spain			
SHPP Petrokimya Ticaret Ltd Sirketi	Specialties	70%	Turkey			
SHPP Poland Sp. Z o.o.	Specialties	70%	Poland			
SHPP Russia OOO	Specialties	70%	Russia			
SHPP Sales B.V.	Specialties	70%	Netherlands			
SHPP Sales Italy Srl	Specialties	70%	Italy			
SHPP Sales UK Ltd.	Specialties	70%	United Kingdom			
SHPP Singapore Pte. Ltd.	Specialties	70%	Singapore			
SHPP South America-Comércio de Plásticos Ltda	Specialties	70%	Brazil			
SHPP Thailand Co. Ltd.	Specialties	70%	Thailand			
SHPP US LLC	Specialties	70%	USA			
SHPP Ventures B.V.	Specialties	70%	Netherlands			
SHPP Vietnam Co Ltd	Specialties	70%	Vietnam			
Yanbu National Petrochemical Company ("YANSAB") ⁵	Petrochemicals	36.5%	Saudi Arabia			

1. Percentages disclosed reflect the effective ownership of Saudi Aramco in the respective entities.

2. Conventional financial assets comprise cash, time deposits, short-term investments and investments in securities.

3. Represents 100% amounts of subsidiaries, after elimination of intercompany transactions.

4. Under liquidation.

5. Agreements and constitutive documents provide Saudi Aramco control.

6. Information for conventional financial assets, conventional financial liabilities and interest income from conventional financial assets not included for entities and groups listed on the Saudi Exchange.

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

39. Joint operations of Saudi Arabian Oil Company

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ^{2,3}	Conventional financial liabilities as of December 31, 2024 ³	Interest income from conventional financial assets for the year ended December 31, 2024 ³
Al-Khafji Joint Operations	Oil and gas exploration and production	50%	Saudi-Kuwaiti Partitioned Zone	–	–	–
Fadhili Plant Cogeneration Company	Power generation	30%	Saudi Arabia	9	525	–
Jazan Integrated Gasification and Power Company	Power systems	20%	Saudi Arabia	30	3,005	–
Korea Electric Power Corporation for Power Company	Power generation	40%	Saudi Arabia	34	572	–
Maasvlakte Olie Terminal C.V.	Tank storage	9.6%	Netherlands	–	71	–
Maasvlakte Olie Terminal N.V.	Tank storage	16.7%	Netherlands	–	–	–
Pengerang Petrochemical Company SDN. BHD.	Petrochemicals	50%	Malaysia	622	2,657	8
Pengerang Refining Company SDN. BHD.	Refining	50%	Malaysia	391	25,747	31
Power Cogeneration Plant Company	Power generation	50%	Saudi Arabia	55	318	–
Saudi Aramco Mobil Refinery Company Ltd	Refining	50%	Saudi Arabia	419	771	27
Saudi Aramco Total Refining and Petrochemical Company ⁴	Refining/petrochemicals	62.5%	Saudi Arabia	3,129	9,265	187
Tanajib Cogeneration Power Company	Power systems	40%	Saudi Arabia	3	930	–
Yanbu Aramco Sinopec Refining Company Limited ⁴	Refining	62.5%	Saudi Arabia	227	2,832	–
Geismar ⁵	Petrochemicals	8.1%	USA			
Gulf Coast Growth Venture LLC ("GCGV") ⁵	Petrochemicals	35%	USA			
Saudi Acrylic Butanol Company ("SABUCO") ⁵	Petrochemicals	8.2%	Saudi Arabia			
Saudi Methacrylates Company ("SAMAC") ⁵	Petrochemicals	35%	Saudi Arabia			

1. Percentages disclosed reflect the effective ownership of Saudi Aramco in the respective entities.

2. Conventional financial assets comprise cash, time deposits, short-term investments and investments in securities.

3. Represents Saudi Aramco's share of conventional financial assets, financial liabilities and interest income.

4. Agreements and constitutive documents do not give a single shareholder control; therefore, the joint operation does not qualify as a subsidiary.

5. Information for conventional financial assets, conventional financial liabilities and interest income from conventional financial assets not included for entities and groups listed on the Saudi Exchange.

All amounts in millions of Saudi Riyals unless otherwise stated

40. Joint ventures and associates of Saudi Arabian Oil Company

				Conventional financial assets as of December 31, 2024 ²	Conventional financial liabilities as of December 31, 2024 ²	Interest income from conventional financial assets for the year ended December 31, 2024 ²
	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation			
A. Joint ventures:						
AIR BP Aramco Poland sp. z o.o.	Aviation fuels	50%	Poland	70	47	–
Arabian Rig Manufacturing Company	Rig manufacturing	30%	Saudi Arabia	582	1,126	–
BAP Al-Khair Steel Company	Steel plates manufacturing	25%	Saudi Arabia	–	–	–
Energy City Logistics Company	Logistics	51%	Saudi Arabia	40	10	–
First Coast Energy, L.L.P.	Marketing	50%	USA	38	384	–
Gas & Oil Pakistan Ltd.	Retail	40%	Pakistan	864	1,494	–
HAERTOL Chemie GmbH	Coolant manufacturer	50%	Germany	30	14	–
Jasara Program Management Company	Engineering services	20%	Saudi Arabia	496	297	–
Juniper Ventures of Texas LLC	Marketing	60%	USA	8	208	–
Lubrival S.A.	Product sales	51%	Ecuador	83	29	1
Latitude Ventures JV LLC	Leasing and developing retail gas stations	35%	USA	2	20	–
LTIM Aramco Digital Solutions for Information Technology Company	Technology	49%	Saudi Arabia	–	–	–
Middle East Cloud and Digital Transformation Company Limited	Information technology	51%	Saudi Arabia	117	132	–
Novel Non-Metallic Solutions Manufacturing	Manufacturing	50%	Saudi Arabia	43	63	–
Plant Digital for Industry Company	Industrial digital solutions	50%	Saudi Arabia	52	5	–
Port Neches Link LLC	Pipelines	25.1%	USA	23	9	1
Sadara Chemical Company	Petrochemicals	65%	Saudi Arabia	3,900	44,500	38
Saudi Arabian Industrial Investment Company	Investment	42.5%	Saudi Arabia	49	–	4
Saudi Engines Manufacturing Company	Manufacturing	55%	Saudi Arabia	14	69	–
Saudi Silk Road Industrial Services Company	Investment services	20%	Saudi Arabia	91	13	–
Shanghai ZhiSheng Automobile Technology Co Ltd	Product sales	49%	China	9	1	–
S-OIL TotalEnergies Lubricants Co., Ltd.	Lubricants production and sales	30.8%	South Korea	106	178	–
Star Enterprise ³	Pension administration	50%	USA	8	2	1
Synkedia Biscay A.I.E.	E-fuels demo production	50%	Spain	77	6	–
Tas'helat Marketing Company	Marketing	50%	Saudi Arabia	124	2,022	–
Tuwaiq Casting & Forging Company	Metals	15%	Saudi Arabia	139	35	–
Valvoline Cummins Argentina S.A.	Product sales	50%	Argentina	29	35	–
Valvoline Cummins Private Limited	Product sales	50%	India	155	204	–
Valvoline de Colombia S.A.S.	Product sales	51%	Colombia	6	2	–
VC Lubricating Oil Co., Ltd.	Holding company	50%	Hong Kong, China	174	70	2
Advanced Energy Storage System Investment Company ("AESSIC") ^{3,4}	Renewable energy	34.1%	Saudi Arabia			
Al-Jubail Petrochemical Company ("KEMYA") ⁴	Petrochemicals	35%	Saudi Arabia			
Cosmar Company ("COSMAR") ⁴	Petrochemicals	35%	USA			
Eastern Petrochemical Company ("SHARQ") ⁴	Petrochemicals	35%	Saudi Arabia			
ETG Inputs Holdco Limited ("EIHL") ⁴	Agri-nutrients	17.2%	UAE			
Isotopes Company ("IHC") ⁴	Machinery equipment	9.4%	Saudi Arabia			
SABIC Fujian Petrochemicals Co., Ltd. ("FUJIAN") ⁴	Petrochemicals	35.7%	China			
SABIC Plastic Energy Advanced Recycling BV ("SPEAR") ⁴	Petrochemicals	35%	Netherlands			
SABIC SK Nexelene Company Pte. Ltd. ("SSNC") ⁴	Petrochemicals	35%	Singapore			
Saudi Pallet Manufacturing Company ("SPMC") ⁴	Logistics	26.6%	Saudi Arabia			
Saudi Yanbu Petrochemical Company ("YANPET") ⁴	Petrochemicals	35%	Saudi Arabia			

Notes to the consolidated financial statements continued

All amounts in millions of Saudi Riyals unless otherwise stated

40. Joint ventures and associates of Saudi Arabian Oil Company continued

	Principal business activity	Percent ownership ¹	Place of business/ country of incorporation	Conventional financial assets as of December 31, 2024 ²	Conventional financial liabilities as of December 31, 2024 ²	Interest income from conventional financial assets for the year ended December 31, 2024 ²
SINOPEC SABIC Tianjin Petrochemical Company Limited ("SSTPC") ⁴	Petrochemicals	35%	China			
Utility Support Group ("USG") B.V. ⁴	Utilities	35%	Netherlands			
B. Associates:						
ASMO for Logistics Services Company	Logistics	49%	Saudi Arabia	5	—	—
BP AOC Pumpstation Maatschap	Storage	50%	Netherlands	—	—	—
BP ESSO AOC Maatschap	Storage	34.4%	Netherlands	—	—	—
Burairq Holding Company	Holding company	30%	Saudi Arabia	—	—	—
Fuel Cell Innovation Co., Ltd.	Fuel cell manufacturing	12.3%	South Korea	5	21	—
Fujian Refining and Petrochemical Company Limited	Refining/ petrochemicals	25%	China	3,684	9,146	88
GCC Electrical Equipment Testing Lab	Inspection	20%	Saudi Arabia	—	—	—
Huajin Aramco Petrochemical Co., Ltd.	Refining/ petrochemicals	30%	China	622	5,711	3
Hyundai Oilbank Co., Ltd.	Refining/ marketing/ petrochemicals	17%	South Korea	7,046	36,909	372
International Maritime Industries Company	Maritime yard	40.1%	Saudi Arabia	28	1,029	20
Moya Holding Company	Holding company	30%	Saudi Arabia	—	—	—
MidOcean Holdings II, L.P.	Holding company	49%	United Kingdom	1,871	—	—
Nabah Holding Company	Holding company	30%	Saudi Arabia	—	—	—
Noor Al Shuaibah Holding Company	Power generation	30%	Saudi Arabia	—	11	—
Power and Water Utility Company for Jubail and Yanbu ⁴	Utilities	29.8%	Saudi Arabia			
Rabigh Refining and Petrochemical Company ⁴	Refining/ petrochemicals	37.5%	Saudi Arabia			
Rafineria Gdańska sp. z o.o.	Refining	30%	Poland	1,211	316	33
Sinopec Senmei (Fujian) Petroleum Company Limited	Marketing/ petrochemicals	22.5%	China	2,986	5,237	35
Sudair 1 Holding Company	Holding company	30.3%	Saudi Arabia	—	2	—
Team Terminal B.V.	Storage	34.4%	Netherlands	—	—	—
The National Shipping Company of Saudi Arabia ⁴	Global logistics services	20%	Saudi Arabia			
Aluminium Bahrain B.S.C. ("ALBA") ⁴ (Note 34(c))	Aluminum	14.4%	Bahrain			
ARG mbH & Co KG ("ARG") ⁴	Transportation	17.5%	Germany			
ARG Verwaltungs GmbH ⁴	Administrative company	11.7%	Germany			
Clariant AG ("Clariant") ⁴	Specialty chemical	22.1%	Switzerland			
German Pipeline Development Company GMBH ("GPDC") ⁴	Transportation	27.3%	Germany			
Gulf Aluminum and Rolling Mill Company ("GARMCO") ⁴	Aluminum	10.4%	Bahrain			
Gulf Petrochemical Industries Company ("GPIC") ⁴	Agri-nutrients, petrochemicals	11.7%	Bahrain			
Ma'aden Phosphate Company ("MPC") ⁴	Agri-nutrients	21%	Saudi Arabia			
Ma'aden Wa'ad Al Shamal Phosphate Company ("MWSPC") ⁴	Agri-nutrients	10.5%	Saudi Arabia			
Mallinda, Inc. ("MALLINDA") ⁴	Ventures	18.3%	USA			
National Chemical Carrier Company ("NCC") ⁴	Transportation	14%	Saudi Arabia			
Nusaned Fund I ⁴	Equity investments	35%	Saudi Arabia			
Nusaned Fund II ⁴	Equity investments	42%	Saudi Arabia			

1. Percentages disclosed reflect the effective ownership of Saudi Aramco in the respective entities.

2. Represents 100% amounts of conventional financial assets, financial liabilities and interest income.

3. Under liquidation.

4. Information for conventional financial assets, conventional financial liabilities and interest income from conventional financial assets not included for entities and groups listed on the Saudi Exchange.