Investing for the Future

Mr Abdulaziz M. Al-Judaimi, SVP Downstream, Saudi Aramco
The inspirational beauty of Florence

“The greater danger for most of us lies not in setting our aim too high and falling short...

...but in setting our aim too low, and achieving our mark”

Michelangelo
Saudi Aramco has come a long way...

Dammam #7

3,000 Barrels per day
1938

Manifa
27 man-made islands
41 km of causeway

+10,000,000 Barrels per day
2018
Oil & Gas is no stranger to volatility and uncertainty

Brent Price Evolution

$USD / bbl

0 20 40 60 80 100 120 140


Oil Crises

Saudi Aramco’s First Well

Source: Platts, 2017
Since the 2014 downturn, the industry has continued to underinvest.

**Liquid Demand**

- 2010: 96.3 MMBD
- 2015: 102.8 MMBD

Source: IEA, 2017 New Policies Scenario

**Global Investments**

- 2010: $1,000 Bn
- 2016: $511 Bn
- 2022: $678 Bn

Source: Rystad Energy

Includes all Upstream CAPEX (exploration and development for O&G projects)

Industry investments lagging by 1 Trillion USD
We will continue to reinforce our preeminent position in oil and gas

Saudi Aramco has continued to make major investments

Major Oil Projects
- Khurais: 300 MBD

Major Gas Projects
- Zuluf: 600 MBD
- Marjan: 300 MBD
- Marjan/Tanajib GP: 2.6 BSCFD
- Fadhili GP: 2.5 BSCFD
- Haradh GP: 1.1 BSCFD

Source: Saudi Aramco Upstream
Image: DigitalGlobe
Saudi Aramco is investing across the value chain to deliver yet more value from Downstream.
Our ground-breaking Crude Oil to Chemicals program

Phase I: Integrated Crude to Chemicals

- Crude Oil
- Refinery
- Chemical Plant
- Chemicals

- 2025 Target Completion
- 9 Million Tons Annual Chemical Products
- 400 MBD Crude Processed

Innovative and Unprecedented Configuration

Phase II: Direct Crude to Chemicals

- Crude Oil
- Petrochemical Complex
- Chemicals

- Proprietary Technology Thermal Crude to Chemicals (TC2C™)
- Higher Chemicals yield
- Maximize value of each barrel of crude

Technology First - Direct Conversion Process
Leader in low GHG emissions

2015 Flaring Intensity

Member of

Source: World Bank - M³ per Barrel Oil Produced
We are deploying a wide range of cutting edge technologies to maintain our competitiveness

powering innovation through Digitalization

Productivity

Reliability

Reservoir Management

Environment
Our intent is to be the world’s leading integrated energy and chemicals Company.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Category</th>
<th>Key Performance Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil</td>
<td>Largest producer</td>
<td>10+ MMBD</td>
</tr>
<tr>
<td>Gas</td>
<td>Major Gas Producer</td>
<td>14+ BSCFD</td>
</tr>
<tr>
<td>Refining</td>
<td>Major Refiner</td>
<td>5+ MMBD</td>
</tr>
<tr>
<td>Chemical</td>
<td>Top Tier Producer</td>
<td>14+ MMT</td>
</tr>
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</table>
A wide range of investments to improve our ecosystem

iktva (Localization)
- Human Capital
- Local Capabilities
- Supply Chain Development

Partnerships with Service Industry
- Onshore drilling JV
- Offshore JV
- PMC

Infrastructure Development
- Value Parks
- Maritime Complex
- Energy Park

Building our ecosystem through collaboration with service providers
We are building world-scale infrastructure to facilitate local services and supply chains.
In summary ...

- As the industry recovers, it will need to maintain focus on productivity, cost effectiveness, and environmental responsibility
- The best companies will deploy technology as a vital differentiator
- Saudi Aramco continues to invest to maintain our preeminence in oil and gas

Aiming high... and achieving the mark
Investing for the Future

Florence, Italy
January 29, 2018