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85 Years of Leadership

- **1930s**: First oil produced
- **1940-1950s**: Operations start at Ras Tanura refinery
- **1960-1970s**: Company becomes world's leading oil producer
- **1980-1990s**: Production raised by 3 mmbbl/d within 6 months in light of Gulf War
- **2000-2009**: Full Motiva ownership
- **2010-Present**: Petro Rabigh begins production

1. Revised concession agreement signed on 24th December 2017
2. Based on company belief
3. In terms of volume produced in a single year
Strategy: Sustainable Energy Leadership

Mission

To Be The World’s Pre-eminent Integrated Energy and Chemicals Company, Operating In A Safe, Sustainable and Reliable Manner

Vision

Pre-eminent Upstream Position
Value Chain Integration
Differentiated Growth
Technology

Focus Areas
History of Aramco Operating Independently

Rule-Based Relationship with the Government

- Clear alignment and governance
- Only four KSA - Aramco touchpoints in codified relationship:
  - MSC | Production | Royalties | Taxes
- Codified hydrocarbon law
- Revised concession agreement with the Government
- Company bylaws
- Aligned with peers
- Market based domestic pricing framework
  - Progressive royalty scheme, with marginal rate amended to 15% for Brent price up to $70/bbl, 45% for Brent price between $70/bbl and $100/bbl, and 80% for Brent price above $100/bbl

We Operate Under a Robust Governance Framework and Aligned Interests with the Government

1. Effective from 1 January 2020
Reliability and HSE Operations

- **Operations**
  - Crude Production (mmbbl/d): 2017 - 10.1, 2018 - 10.3
  - Natural Gas Production (bscf/d): 2017 - 8.7, 2018 - 8.9
  - Refined Product Volumes (mmbbl/d): 2017 - 3.0, 2018 - 3.2

- **Reliability**
  - 2017 - 99.7%, 2018 - 99.9%

- **Safety**
  - LTI Rate: per 200,000 work hours

- **Environment**
  - Upstream Carbon Intensity of 10.2 kg CO₂/boe
  - Methane Intensity of 0.06%
  - Gas Flaring of <1%

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**Reliable and Safe Operations at the Heart of Saudi Aramco**

1. Represents production levels
2. Reliability measures the ability to deliver crude, gas and oil products not later than 24 hours of scheduled time
3. Lost time injury rate
4. Kilograms of carbon dioxide (CO₂) equivalent per barrel of oil equivalent during 2018
5. Per ton of marketed sales gas
6. As of H1 2019
Robust Financial Framework

Capital Structure

- Prudent capital structure
- Aaa standalone metrics through the cycle \(^1\)
- Target gearing 5-15% across the cycle \(^2\)

Capital Investment

- Rigorous capital allocation processes and investment thresholds
- Low sustaining capex
- High ROACE (41% in 2018)

Shareholder Returns

- Base dividend of $75 Bn in 2020 \(^3\)
- Progressive growing dividend on sustainable basis at Board discretion

Commitment to Value Creation

5-15% Across the Cycle

41% ROACE in 2018

Prudent Approach to Public Capital Markets In-Line with Financial Policy

1. Indicative ratings from Moody’s based on the ratings methodology grid
2. Gearing calculated as net debt to net debt plus book equity
3. Current intent to pay, at the Board’s discretion
**Dividend Prioritisation Mechanism**

- The Board has sole discretion to declare dividends, based on the dividend policy, financial performance and balance sheet targets.

- The Board will declare an intention to distribute an annual base dividend of $75 Bn for 2020.

- For the years 2020 to 2024, if annual dividends declared would have been less than $75 Bn, dividends to non-Government shareholders are intended to be prioritised so that they receive their pro-rata share of a $75 Bn equivalent dividend.

- In such case, the Government will receive the remaining amount of dividend.

- Any differential in the dividend received by the Government due to prioritisation will not accrue or result in a liability to the Government.

- For avoidance of doubt, when dividends to shareholders are above $75 Bn, non-Government shareholders will receive their pro-rata share of dividends.