



# Investing in growth Innovating for sustainability

Sustainability Report 2025





## Resilience, reliability, and sustainability amidst global challenges

The business landscape is growing, shaped by heightened geopolitical tension and disruption across global energy markets. The resilience of energy supply was tested numerously, and most recently at an unprecedented scale. During periods of uncertainty, reliable energy supply depends not only on infrastructure, but also on the ability to respond decisively, adapt quickly, and maintain operational discipline under pressure.

Aramco delivered through what has been reported as the largest global energy shock in history, responding effectively with the strength, agility and resolve that it developed over many challenging periods in the past. Through the strength of its strategic planning, capable and execution-oriented workforce, and operational flexibility, Aramco continued to reliably provide energy for customers around the world while maintaining its focus on safety and operational excellence.

The investments made over decades in resilient infrastructure proved critical during this period. The East-West pipeline, developed around forty years ago, to provide an alternative export route, enabled crude flows to reach the Red Sea, independent of regional chokepoints. Combined with Aramco's domestic and international storage network, this flexibility helped mitigate supply disruption and reinforce global market stability.

This long-term approach also extends to supply chain resilience. More than a decade ago, Aramco began localizing key elements of its supply chain to strengthen responsiveness and continuity. During the recent geopolitical events in the region, over 90% of the restoration materials were sourced locally, enabling rapid response and timely operational recovery.

Recent energy disruptions reinforce the continued importance of oil and gas in supporting security, economic development, and industrial growth worldwide. Oil and gas are the building blocks of modern life and several strategic sectors such as petrochemicals, semiconductors, fertilizers and mobility. At the same time, sustainability remains embedded in Aramco's strategy and operations, demonstrated over the years through advancement of initiatives to reduce emissions, improve efficiency, and expand lower-carbon technologies.

Looking ahead, Aramco remains committed to providing the energy the world needs today, while helping build a more resilient, reliable, and lower-carbon energy future.

### 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 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**

[aramco.com/en/about-us/our-governance/our-values](https://aramco.com/en/about-us/our-governance/our-values)

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

### Our approach to sustainability reporting

Sustainability for Aramco is about being a responsible corporate citizen environmentally, socially, and economically.

Our fifth Sustainability Report presents how we integrate sustainability practically and responsibly within our corporate strategy and operations, structured around our four focus areas: Climate change and the energy transition, Safe operations and people development, Minimizing environmental impact, and Growing societal value, underpinned by robust governance.

In this Report, we outline the material sustainability issues impacting our business and stakeholders under these focus areas and provide a summary of our approach in managing the issues, as well as our performance during 2025.

### Reporting standards

This Report has been prepared with reference to and/or guidance from the following:

- International Petroleum Industry Environmental Conservation Association (Ipieca) sustainability reporting guidelines;
- Ipieca Petroleum industry guidelines for reporting greenhouse gas emissions – 2nd edition;
- Greenhouse gas (GHG) emissions measurement and reporting: GHG Protocol (World Resources Institute and WBCSD); and
- Health and safety performance metrics reporting: Occupational Safety and Health Administration Standards and the American Petroleum Institute's Recommended Practices.

### Reporting boundaries and scope

This Report contains data for the full year 2025 (January 1 – December 31). Where available, the 2025 sustainability performance has been compared with 2024 and 2023 data.

For clarity and transparency, the specific reporting boundaries of each sustainability metric for 2025, 2024, and 2023 data have been noted in detail on page 91 in the Data section of this Report.

### Abbreviations, terms, and glossary

Explanation of abbreviations, terms, and key definitions used throughout this Report are available **online** on our website for reference.

All financial (including operational) metrics are of the same boundary as applied in our Annual Report and Accounts, unless stated otherwise. For more information on reporting boundaries of our financial metrics, please refer to Aramco 2025 Annual Report.

Sadara, SABIC, S-OIL, Petro Rabigh, and Luberef's sustainability data are not in the scope of this Report. These subsidiaries are publicly listed and issue separate annual sustainability reports.

### Internal controls and data validation

All figures in this Report represent the latest available, internally validated data, unless specifically referenced. Some of the totals presented may reflect the rounding-down or rounding-up of subtotals.

### External limited assurance

External limited assurance has been sought against various key performance metrics, including GHG emissions, in accordance with the revised International Standard on Assurance Engagements 3000 (ISAE 3000 (revised)). Data that have undergone assurance have been referenced throughout the Report.

The basis of preparation of the performance metrics that undergo external assurance is available **online** on our website. It outlines the definition, scope, and approach used in calculating and consolidating the metrics.

More information on assured data and the assurance statements can be found **online** on our website.

[aramco.com](https://aramco.com)

### Online report

See our **online** Report

[aramco.com/en/sustainability/sustainability-report](https://aramco.com/en/sustainability/sustainability-report)

This Sustainability Report is issued in both Arabic and English.

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

### Assured data

#### Ⓔ External limited assurance symbol

Figures within this Report that have undergone external limited assurance in accordance with ISAE 3000 (revised) are marked with this symbol Ⓔ.



# Investing in growth

## Chairman’s message

“Sustainability, for us, is never only an environmental question. It means also encouraging development for the future, both in our partnerships and in our people.”



In 2025, Aramco once again helped provide the world with the energy it needed, while investing to meet the needs of the future. We do this through our enduring commitment to growth, innovation, and energy security, while showing our usual resilience and readiness during geopolitical shocks. In a rapidly changing world, we recognize that future challenges will require a lower-carbon energy mix underpinned by technology investments that will help power affordable, efficient, and more sustainable solutions.

Since our last Sustainability Report, we have continued to demonstrate our responsible energy leadership. Our upstream operations remain among the most efficient and least carbon-intensive in the world, a result of our unique geology, reservoir management, and deployment of advanced technologies. While we have established high standards for sustainability, we are executing a strategy to elevate those standards even higher.

Integral to our goals is our Operational Excellence Management System (OEMS), which is the foundation for how we execute our strategy and achieve our sustainability ambitions. OEMS integrates critical environmental and social elements to ensure a consistent approach across all our activities, reinforcing our focus on reliable, efficient performance today and into the future.

Our gas growth is a central feature of this focus. In 2025, we increased our target for sales gas production capacity growth from 60% to approximately 80% by 2030 from 2021 production levels. This expansion is expected to help meet the demand for affordable, lower-carbon energy, while supporting economic growth in Saudi Arabia.

We are bridging this growth with innovation, leveraging our AI capabilities to enhance operational efficiency and optimize resources. In fact, wide-scale AI deployment across our operations is helping to mitigate GHG emissions, aligning technology with sustainability goals to produce energy for a world that demands more of it.

Our legacy of technology leadership in the energy sector and lower upstream carbon intensity positions us to develop, test, and deploy carbon capture and storage solutions. Our planned Jubail CCS hub, a joint venture with Linde and SLB, is expected to be one of the largest projects of its kind. This initiative will also help unlock large-scale hydrogen production, which holds promise as a lower-carbon energy source in the years ahead.

The energy landscape will also require innovation to advance next-generation energy storage and renewables solutions. To that end, Aramco deployed in 2025 the world’s first megawatt-hour-scale iron vanadium flow battery as a backup solar power source for our operations in harsh environments. This system, engineered to perform in extreme heat, supports unconventional gas operations with reliable, clean power and addresses energy intermittency while offering a cost-effective, climate-resilient solution.

The technologies that could help build a reliable and affordable energy mix in the future will require targeted investment. That is why we are managing a diversified portfolio of over 40 sustainability-focused startups worldwide through Aramco Ventures. Since its inception, our Sustainability Fund has committed \$639 million, including \$139 million in 2025 alone, to support innovation across the energy transition.

Sustainability, for us, is never only an environmental question. It also means encouraging development for the future, both in our partnerships and in our people. Our iktva program remains a shining example of this. In 2025, we achieved 70% localization, a testament to the strength of our domestic supply chain and our efforts toward building a globally competitive Saudi industrial base. With a new target of 75% by 2030, we are creating value that extends far beyond our operations.

These achievements are possible thanks to the continued support and guidance 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.

To our employees, partners, and stakeholders, thank you for another year of progress. We step into the future with confidence in our people, our strategy, and our efforts for a more sustainable energy future.

**H.E. Yasir O. Al-Rumayyan**  
Chairman of the Board of Directors

# Innovating for sustainability

## President and CEO’s message

“In 2025, we grew our digital and AI capabilities, deploying advanced tools to mitigate emissions, enhance safety, and drive efficiency.”



Aramco delivers safe and reliable energy that grows economies and improves billions of lives. This effort is supported by the vast scale and resilience of our operations. As we look ahead, we recognize that meeting rising global energy demand requires the operational excellence we are known for, matched by our efforts toward a realistic, stable, and inclusive energy future for all.

Our long-term ambition remains clear: to achieve net-zero Scope 1 and Scope 2 GHG emissions across our wholly-owned operated assets by 2050. To support this ambition, we have set interim targets, first reducing upstream carbon intensity to 8.6 kg CO<sub>2</sub>e/boe or lower by 2030 and achieving a 15% reduction by 2035 compared to our 2018 baseline. We also aim to mitigate 52 million metric tons of CO<sub>2</sub>e annually by 2035.

Technology plays a critical role in reaching our goals. It is an enabler, transforming how we monitor, analyze, and optimize performance across our operations. In 2025, we grew our digital and AI capabilities, deploying advanced tools to mitigate emissions, enhance safety and drive efficiency. From AI analytics that help mitigate methane emissions to drilling prediction models that improve well integrity and reduce fuel consumption, these innovations have become a cornerstone of our sustainability strategy. In fact, we have now deployed almost 500 AI use cases Company-wide.

Achieving our net-zero ambition also requires developing the materials that make clean energy technologies possible. That is why, in collaboration with Maaden, we advanced our proposed joint venture to explore and produce lithium, a critical mineral

for batteries and energy storage. We are on track to reach commercial lithium production by 2027, establishing Saudi Arabia’s role in the future of transition minerals and battery technologies.

We also intend to grow our Liquids-to-Chemicals business through selected disciplined investments, with a long-term goal to increase capacity in petrochemical production by up to four million barrels per day. These integrated, high-value projects are being developed in alignment with our net-zero Scope 1 and Scope 2 ambitions.

Renewable energy is of course a key part of that future as well. We are deepening our collaboration with key partners to expand renewable energy across the Kingdom. In 2025, we completed transactions on major solar and wind projects totaling 16.4 gigawatts gross capacity, which are expected to begin operations between 2027 and 2028. By integrating renewables into our business, we are supporting broader energy diversification in Saudi Arabia and enhancing long-term business value.

We recognize that the energy transition is not a single path but a sustained process, shaped by the needs of nations and the realities of global markets. As we build and invest in secure, affordable, and lower-carbon solutions, our multi-dimensional approach ensures that we are resilient in the face of global events.

Safety is integral to our business and is one of our five core values. While in 2025 we recorded our best total recordable case rate since our IPO, we recorded four contractor fatalities. Each incident was investigated, and targeted corrective actions have been implemented to help prevent similar occurrences in the future. No loss of life is acceptable and we remain focused on promoting our culture of safety excellence as we safeguard our people, assets, and the environment.

Finally, Aramco’s exclusive access to some of the world’s largest traditional reservoirs, an upstream carbon intensity that is among the lowest globally, and fully integrated networks and systems, uniquely position us to meet the world’s growing demand for energy – both today and for decades to come. Despite our upstream carbon intensity rising slightly in 2025, due to gas production assuming a larger share of our hydrocarbon production mix, we are focused on deploying operational efficiencies to bend the curve downward.

As we look ahead, Aramco will continue to do what we do best: deliver reliable energy to the world with confidence, clarity, and purpose.

To our employees, whose relentless and resilient pursuit of excellence powers every milestone and innovation, thank you. Your ingenuity, dedication, and commitment are the lifeblood of our Company and the foundation of our progress.

**Amin H. Nasser**  
President & CEO



# Our business performance 2025

## Inputs

Operations

Total hydrocarbon reserves¹  
(billion boe)

247.2

Maximum sustainable capacity  
(MMbd)

12.0

Net refining capacity  
(MMbd)

4.2

Total hydrocarbon production\*  
(MMboed)

12.9

Net chemicals production capacity²  
(MMtpa)

59.3

Total liquids production\*  
(MMbd)

10.7

Total gas production\*  
(bscfd)

11.4

Financial

Capital expenditure³  
(billion)

\$51 ₪190

Average capital employed⁴  
(billion)

\$541 ₪2,028

Net debt⁴  
(billion)

\$18 ₪69

Relationships

Countries of operations

50+

Stakeholders⁵

▪ Employees

▪ Customers

▪ Suppliers

▪ Partners

▪ Governments

▪ Communities

▪ Investors

▪ Regulators

Human

Company employees

76,664

Nationalities

95

Total hours of training and development (million hours)

16.6

## Outcomes and impacts

| Operations                               |                                                           |                                                     |                                                                                                                                                                                                            |
|------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope 1 emissions<br>(MMtCO₂e)           | Power supplied to the national grid⁶ (GW)                 | Upstream carbon intensity⁷<br>(kg CO₂e/boe)         | Products produced <ul style="list-style-type: none"><li>Crude oil</li><li>Gas</li><li>NGL</li><li>Condensate</li><li>Chemicals</li><li>Refined products</li><li>Electricity</li><li>Nonmetallics</li></ul> |
| 58.0 <sup>Ⓞ</sup>                        | 0.5                                                       | 10.0 <sup>Ⓞ</sup>                                   |                                                                                                                                                                                                            |
| Scope 2 emissions⁷<br>(MMtCO₂e)          | Supply reliability⁸ (%)                                   | Technology realized value (TRV) captured⁹ (billion) |                                                                                                                                                                                                            |
| 14.0 <sup>Ⓞ</sup>                        | 99.9                                                      | \$5.3 ₪19.9                                         |                                                                                                                                                                                                            |
| Financial                                |                                                           |                                                     |                                                                                                                                                                                                            |
| Adjusted net income¹¹<br>(billion)       | Dividends paid¹⁰<br>(billion)                             | Free cash flow¹¹<br>(billion)                       | Return on average capital employed (ROACE)¹¹ (%)                                                                                                                                                           |
| \$105 ₪392                               | \$85 ₪320                                                 | \$85 ₪320                                           | 19.8                                                                                                                                                                                                       |
| Relationships                            |                                                           |                                                     |                                                                                                                                                                                                            |
| In-Kingdom Total Value Add (iktva)¹² (%) | Payments to the Saudi and foreign governments¹³ (billion) | R&D spend (billion)                                 | Social investment (million)                                                                                                                                                                                |
| 70                                       | \$163 ₪612                                                | \$1.5                                               | \$541                                                                                                                                                                                                      |
| Human                                    |                                                           |                                                     |                                                                                                                                                                                                            |
| Tier 1 process safety events             | Fatalities                                                | Total recordable case rate (per 200,000 work hours) | Female employees in leadership positions (%)                                                                                                                                                               |
| 9                                        | 4 <sup>Ⓞ</sup>                                            | 0.028                                               | 6.2                                                                                                                                                                                                        |

\* 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 liquids comprises crude oil, NGL, and condensate. Total gas includes natural gas and ethane.

1. Hydrocarbon reserves of Saudi Arabian Oil Company (the Company) as at December 31, 2025, under the Concession agreement.

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

3. Capital expenditures do not include external investments.

4. For definition of average capital employed and net debt, refer to the "Non-IFRS measures reconciliations and definitions" on page 42 in the Aramco 2025 Annual Report.

5. See pages 20 and 21 for more information on our stakeholders and how we work with them.

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

7. Market-based.

8. Applies to the Company.

9. Figure has been independently validated.

10. To the shareholders of the Company.

11. Non-IFRS measure: Refer to the "Non-IFRS measures reconciliations and definitions" on page 42 in the Aramco 2025 Annual Report.

12. iktva is a program created by Aramco to build local supply chain capacity and capability by measuring total in-Kingdom procurement spend as a percentage of our total procurement spend.

13. Figures include income taxes, royalties and dividends paid to the Saudi and foreign governments.

Ⓞ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). Upon completion of the assurance, the assurance report can be found [online](#) in the Sustainability section of our website.



# Building a resilient future

The ability to grow and meet the trust and expectations of stakeholders is the key to strength and longevity.

Aramco has many stakeholders: governments, customers, regulators, owners and investors, suppliers, and employees, to which we strive to deliver the value they expect over the decades to come.

In 2025, we built on our determination to secure a strong, and resilient Aramco for our principal stakeholders.



## People

We believe that people are a key enabler and source of resilience for both Aramco and the Kingdom of Saudi Arabia. We invest in our employees, in the people of the Kingdom at large, and in the communities where we are active.

We provide tailored development programs to equip our employees with the skills they need to excel and meet the evolving demands of our business. We train or sponsor students, apprentices, and interns to ensure we have a robust pipeline of talent to support our strategic goals and those of the Kingdom.

We foster a diverse and inclusive workforce and promote a culture in which everyone has the opportunity to succeed and feels welcome, supported, and valued.

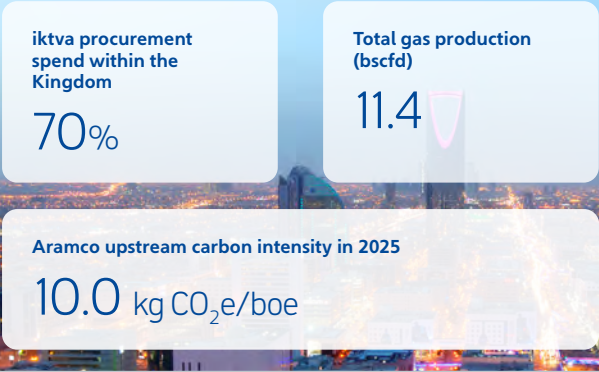


## Kingdom of Saudi Arabia

Aramco has one of the lowest upstream carbon intensities compared to industry peers, due to effective reservoir management, low depletion rates, and our focus on energy efficiency.

As we aim to be resilient, we are increasing production of natural gas to meet rising energy demand in the Kingdom. This enables us to help the Kingdom's economy grow and contribute to Saudi Arabia's ambition to reach net-zero emissions by 2060.

Aramco's iktva program continues to be a focus of our supply chain localization efforts and in-Kingdom value creation. The program strengthens national capabilities while enhancing the resilience of the Company's supply chain.



## Governments

Aramco has some of the largest oil and gas reserves and production capacities in the world. This enables us to react quickly to unexpected spikes in demand, thus ensuring our customers continue to receive the energy they need to keep their economies resilient.

We also contribute to the resilience of the Kingdom and our host governments by paying taxes and royalties and by providing employment and careers for more than 76,600 people.



\* Figures include income taxes, royalties and dividends paid to the Saudi and foreign governments.

## Customers

Our customers depend on us for oil, gas, and petrochemical products to fuel their economies, power their facilities, provide heat or cooling for their people.

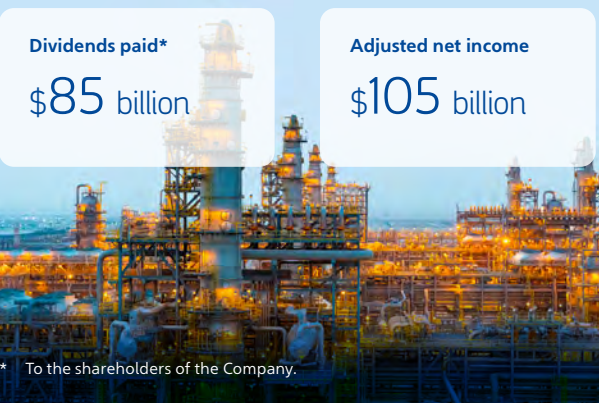
Reliability and quality of supply is key. As one of the world's largest integrated energy and chemicals companies, we continuously innovate new technologies to help reduce carbon intensity and ensure reliability of supply.



## Investors

We deliver value to our investors by reinforcing our competitive positions across upstream and downstream activities to drive profitability.

We seek to maintain our resilience, both operational and financial, which enable the Board of Directors to declare dividends on a regular basis, with a view to building long-term shareholder value.



\* To the shareholders of the Company.

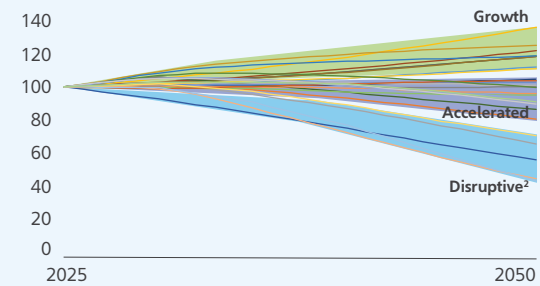


# Reliable and affordable energy through oil and gas

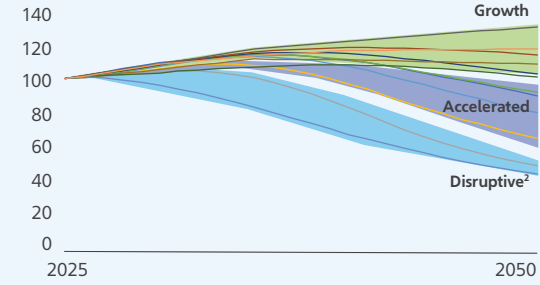
Oil and gas are expected to play an essential role in meeting the world’s needs for reliable and affordable energy.

**The scenarios** – A vast range of projections exist for global energy demand.

**Global oil demand scenarios<sup>1</sup>**  
(2025 demand indexed to 100)



**Global gas demand scenarios<sup>1</sup>**  
(2025 demand indexed to 100)



**What are these scenarios?**

Scenarios are alternative plausible pathways depicting future energy landscapes. These scenarios can broadly be categorized into three groups:

- Disruptive transition scenarios** assume rapid emergence and deployment of technological breakthroughs and forceful displacement of existing energy systems, but with questions around plausibility, a key criterion for developing scenarios;
- Accelerated transition scenarios** project a phasing-down of hydrocarbons which contrasts with the historical trend of adding new sources of energy, without necessarily phasing out existing sources of energy; and
- Growth case scenarios** depict a landscape that assumes slow incremental development in line with past trends, with new developments that have a high probability of occurring in the future and hydrocarbons continuing to play a major role in the energy mix.

**How do we use scenarios?**

Scenario analysis has long been an integral part of Aramco’s strategic planning. Through consistent and rigorous scenario analysis, we have been able to build a responsible, resilient, and reliable Aramco that we see today. The Company leverages both independent third-party scenarios and internally developed scenarios by our subject matter experts using advanced tools and models. These scenario narratives are founded on evolving megatrends shaping our industry today, including geopolitical fragmentation, increasing digitalization and artificial intelligence, and the energy transition. They enable benchmarking against consensus views and assessment of plausibility in light of policy developments, technological progress, and investment trends.

**What do these scenarios tell us?**

Across all scenarios, the pace of the energy transition influences the level of oil and gas demand; however, under all projected scenarios, oil and gas is expected to continue to play a significant role in meeting global energy and materials demand. Scenarios tell us the window of uncertainty and possible outcomes in our business landscape. They also assist in assessing the resilience of our current business and future investments. Aramco’s oil and gas have one of the lowest upstream carbon intensities among its peers. As Aramco continues its efforts to enhance its reliability and lower upstream carbon intensity, these two factors will potentially make our operations resilient under the evaluated scenarios. These projections indicate that oil and gas are expected to continue to be an essential part of the energy mix. Our global demand scenarios have been updated to reflect recent changes in third-party scenarios and reported trends in energy demand, including indications of reduced plausibility of net-zero emissions by 2050 scenarios. The updates reflect these indications to increase reliability of the demand projections.

**The outcomes** – These projections indicate that oil and gas are expected to continue to be an essential part of the energy mix.

**Why are oil and gas expected to be part of the energy mix?**

Achieving a lower-carbon future requires an effective materials transition. For the past six decades, oil has dominated the global energy mix, while natural gas continues to expand as industries move away from higher-emission fuels. Sectors like aviation and shipping, for which emissions are harder to abate, still rely on oil due to its high energy density.

Even with the rise of electric vehicles, only a fraction of oil demand is expected to be impacted, as most transportation systems worldwide still depend heavily on oil. While EV adoption is growing, it is expected not to drastically reduce oil demand as the demand for passenger mobility also continues to increase.

Beyond transportation, oil and gas would play a role in supporting lower-carbon solutions by driving the shift to alternative materials. Lightweight, carbon-based materials can complement or replace more emission-intensive options like steel and iron. Natural gas also would help cut emissions by replacing coal in power generation.

Additionally, with food demand projected to grow by 40%<sup>3</sup> by 2050, natural gas would remain essential for fertilizer production, supporting a population expected to rise by over 25%<sup>4</sup> by 2050 and by over 40%<sup>4</sup> by 2100. As hydrocarbons continue to be part of the energy mix, managing emissions will be critical – requiring investment in carbon capture, removal technologies, and verified offsets.

3. World Economic Forum, 2022.  
4. United Nations, 2025.

# Delivering value through products...

We produce oil and gas with one of the lowest carbon intensities and at one of the lowest costs per barrel among our peers. We will continue to demonstrate leadership in helping meet the world’s growing energy demand in a practical, stable, and orderly manner.

## Our competitive advantages

**Lower upstream carbon intensity**

Our ambition is to be the supplier of crude oil with lower upstream carbon intensity compared to industry peers.

|                                                      |                                |
|------------------------------------------------------|--------------------------------|
| Upstream carbon intensity (kg CO <sub>2</sub> e/boe) | Upstream methane intensity (%) |
| 10.0 <sup>®</sup>                                    | 0.04% <sup>®</sup>             |

**Low cost and large scale**

|                                                          |                                               |                                                                            |
|----------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------|
| Total hydrocarbon reserves <sup>1</sup><br>(billion boe) | Average upstream lifting costs<br>(\$/boe)    | Product delivered within 24 hours of the scheduled time<br>(reliability %) |
| 247.2                                                    | 3.51                                          | 99.9                                                                       |
| Maximum sustainable capacity (MMbbl)                     | Total liquids production <sup>2</sup> (MMbbl) | Total gas production <sup>2</sup> (bscfd)                                  |
| 12.0                                                     | 10.7                                          | 11.4                                                                       |

# ...and beyond

Beyond our traditional products, Aramco continues to innovate and contribute to societies around the world.

**Innovation**

|                                      |                                                       |
|--------------------------------------|-------------------------------------------------------|
| Capital allocated by Aramco Ventures | Technology Realized Value (TRV) captured <sup>3</sup> |
| ~\$7.5 billion                       | \$5.3 billion                                         |

**People**

|           |               |
|-----------|---------------|
| Employees | Nationalities |
| 76,664    | 95            |

**Society**

|                                              |                                               |
|----------------------------------------------|-----------------------------------------------|
| Cumulative iktva GDP contribution since 2015 | Total number of volunteering hours            |
| \$280 billion                                | 1.485 million                                 |
| Social investment                            | Number of people on Aramco sponsored programs |
| \$541 million                                | 14,042                                        |

**Governments**

|                                                            |
|------------------------------------------------------------|
| Payments to the Saudi and foreign governments <sup>4</sup> |
| \$163 billion                                              |

<sup>®</sup> This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.  
1. Hydrocarbon reserves of Saudi Arabian Oil Company (the Company) as at December 31, 2025, under the Concession agreement.  
2. Total liquids production includes crude, NGL, and condensate. Total gas includes natural gas and ethane.  
3. Figure independently validated.  
4. Figure includes income taxes, royalties and dividends paid to the Saudi and foreign governments.



# Technology and AI as enablers for sustainability

The global energy system is becoming more complex, interconnected, and technology-dependent. Meeting rising demand for energy, materials, and mobility, while reducing environmental impact, requires technologies that can transform how energy and industrial systems are designed, operated, and optimized.

Artificial intelligence, advanced materials, carbon management solutions, and digitalization are now critical system enablers, supporting efficiency, safety, emissions reduction, and long-term value creation.

The shift is not unique to energy. Technological innovation is driving change across society, reshaping industries ranging from healthcare and manufacturing to transportation and infrastructure. In energy, the same advances are central to addressing the challenge of GHG emissions reduction while maintaining reliability and affordability.

## Key global technologies

### Artificial intelligence, big data, and digitalization

Enabling predictive maintenance, real-time optimization, and performance improvements across complex industrial systems.

### Carbon capture, utilization, and storage (CCUS)

Technologies to manage emissions from large point sources.

### Hydrogen and ammonia

Technologies, supporting the mitigation of GHG emissions reduction of energy-intensive industrial processes.

### Advanced materials and minerals

Including nonmetallics, composites, and high-performance alloys that withstand extreme environments, extend asset life, and improve energy efficiency.

### Internal Combustion Engine (ICE) Technologies

To improve fuel efficiency and reduce emissions, recognizing that ICE-powered vehicles will remain a significant part of global transportation for years to come.

Together, these technologies are essential to reducing the GHG emissions of energy systems while continuing to support modern life.



## How Aramco delivers

Look for this icon to read our "Technology spotlights" throughout this Report

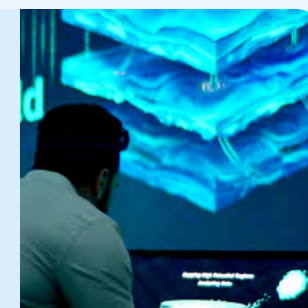


**\$5.3 billion**  
In 2025, our investments in technology generated \$5.3 billion of technology realized value

### Artificial intelligence, big data, and digitalization

We use AI widely to increase efficiency, mitigate emissions, and enhance safety across our businesses.

In 2025, around half of the technology realized value generated by our investments in technology was linked to AI.



### Carbon capture and storage

We believe that carbon capture, utilization, and storage (CCS and CCUS) will play a key role in global efforts to mitigate GHG emissions.

We are building one of the world's largest CCS hubs and developing mobile CCS technologies.



### Hydrogen and ammonia

We are developing lower-carbon hydrogen and ammonia solutions that reduce industrial and transportation emissions.

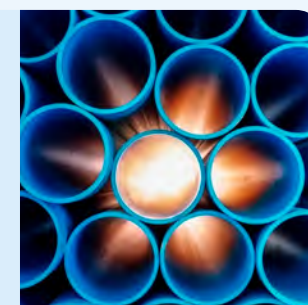
In 2025, Aramco closed the acquisition of a 50% interest in Jubail-based Blue Hydrogen Industrial Gases Company (BHIG) from Air Products Qudra, which remains a joint owner. BHIG aims to produce hydrogen, including lower-carbon (blue) hydrogen from competitive natural gas resources leveraging our carbon capture and storage hub in Jubail.



### Advanced materials and minerals

We are developing advanced materials and minerals with lower-carbon intensities across their lifecycles.

Aramco is already a key producer of nonmetallic solutions for the oil and gas industry. We are now developing similar solutions for the automotive, construction, packaging, and renewable energy sectors.



### Internal Combustion Engine (ICE) Technologies

We are working via our investment in HORSE Powertrain and with some of the world's largest automakers, and technology providers to improve fuel efficiency and reduce emissions from ICE vehicles. These technologies include innovative exhaust architecture, optimized after treatment control systems, and a wide range of engine combustion improvements.



**\$100 million**  
The Aramco Research Center at King Abdullah University of Science and Technology is part of a \$100 million decade-long initiative to accelerate innovation in sustainability and the energy transition

By deploying advanced technologies across its value chain, Aramco translates innovation into real-world impact. This helps to improve environmental performance, supporting safe operations and delivering energy and materials essential to society, while contributing to job creation and long-term sustainability objectives.



# Sustainability and our strategy

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 its entry into select diversified growth businesses will be value accretive over time.

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.

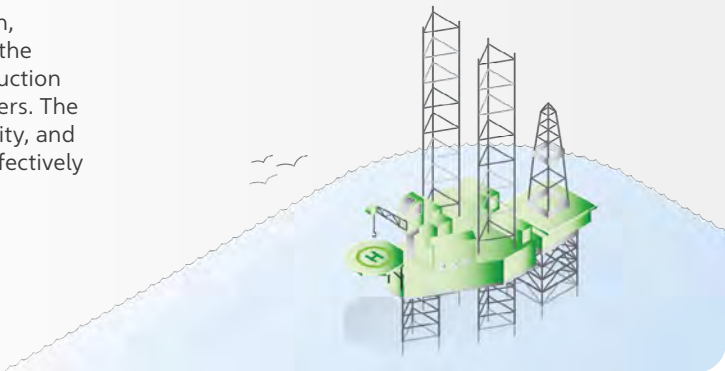
Aramco strives to deliver value to its shareholders through business cycles by maintaining its preeminence in oil and gas production and its leading positions in downstream businesses, aiming to capture value across the energy value chain, and profitably growing its portfolio.

## Our three strategic themes

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

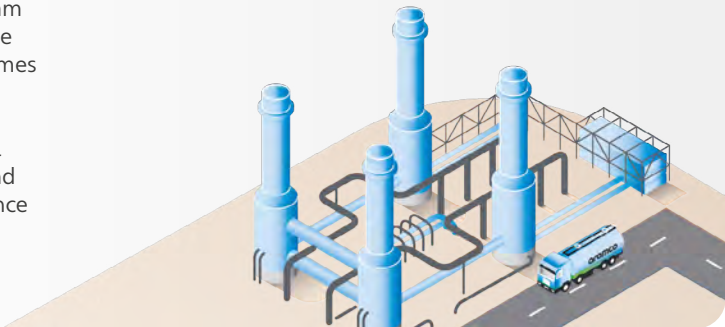
### Upstream preeminence

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.



### 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 captive system of domestic and international wholly-owned and affiliated refineries, allowing it to capture additional value across the hydrocarbon chain, expand its sources of earnings, and provide resilience to oil price volatility.



### Diversified growth businesses

Aramco intends to build the foundations of a range of high-growth, adjacent businesses principally focused in the areas of digital, new energies, transition minerals, and diversified industrials. Each business has the potential to be value accretive over time.



## Our key enablers

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

### People

Aramco recognizes the need to prepare its workforce for 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

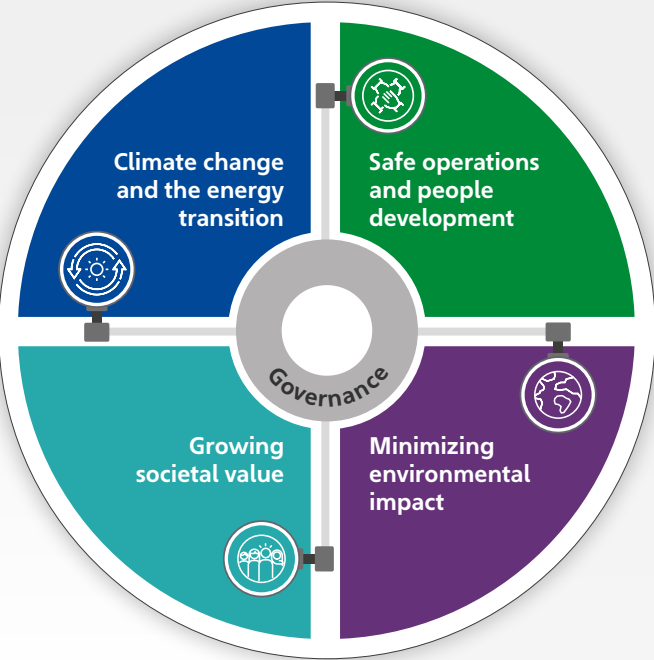
Aramco’s technology program aims to develop new solutions for our customers and its Upstream and Downstream businesses, help diversify its product portfolio, and grow its business sustainably.

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

### 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.

## Our sustainability focus areas





# Our sustainability governance

We continue to integrate sustainability into governance, risk management, and decision-making.

A set of policies and procedures has been established on various sustainability matters to govern our sustainability performance.

Our Operational Excellence Management System (OEMS), outlines a unified framework for our operations in delivering our strategy and business objectives. It integrates environmental and social requirements by setting expectations and processes (on health, safety, security, environment, people development, corporate citizenship, operational efficiency, and reliability, among others) relating to our sustainability framework, supporting a consistent approach across our operations.

## Sustainability governance structure

The Company has a well-established comprehensive structure to govern sustainability matters that sets out defined roles and responsibilities for relevant stakeholders within the Company.

### Board of Directors

The Board of Directors is responsible for overseeing the Company’s management and providing strategic leadership and guidance, as well as assessing business opportunities. It is also responsible for the Company’s governance, risk, and compliance regime, including those related to sustainability matters.

In performing this oversight duty, the Board is assisted by its Sustainability, Risk and HSE Committee. This Board-level committee meets quarterly and provides leadership, direction, and oversight on sustainability matters.

- The Sustainability, Risk and HSE Committee does this by:
- Overseeing the Company’s strategy, performance, and reputation on sustainability matters that contribute to long-term value creation throughout our global business.
  - Reviewing the effectiveness of policies, programs, and practices with respect to safety, health, environment, and social issues, as well as making such recommendations to the Board.
  - Reviewing summary reports on material health, safety, and environmental incidents.

The Sustainability, Risk and HSE Committee held four meetings in 2025. During the year, the Committee received updates from management on routine assessments and reviews that were conducted regarding corporate risks that the Company is actively managing, including those relating to major industrial incidents, major transactions, cost inefficiency, market disruption, cyberattack, and facility attack. The Committee received an update relating to the Company’s Sustainability Report and endorsed the 2024 Sustainability Report for approval by the Board.

In addition, the Sustainability, Risk and HSE Committee reviewed 2024 performance with respect to safety incidents and certain HSE metrics and targets. The Committee also reviewed quarterly performance for the first three quarters of 2025 with respect to HSE metrics and targets, as well as proposed HSE corporate key performance indicator metrics and targets for 2026.

A summary of the additional activities and updates received by the Sustainability, Risk and HSE Committee in 2025 can be found in the Sustainability, Risk, and HSE Committee section of Aramco’s 2025 Annual Report.

### Corporate committees

Responsibility for implementing and monitoring sustainability activities at company level rests with the President and CEO, supported by the Group Executive Committee (GEC), Group Strategy Committee (GSC), and the Group Health, Safety, Security and Environment Committee (GHSSE).

The GEC approves major sustainability initiatives and targets (such as GHG mitigation investment plans), while the GSC reviews and approves functional strategies including those relating to human resources, technology, and sustainability (for example, our Scope 1 and Scope 2 net-zero emissions ambition for our wholly-owned and operated assets).

The GHSSE Committee, led by the President and CEO, guides Aramco’s health, safety, security, and environmental policies, evaluating material issues such as safety initiatives, environmental and safety performance, compliance reviews, insurance survey results, major incidents, and cybersecurity.

### Business committees

At the business level, the Sustainability Steering Committee (SSC) comprises 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, and serving as the Secretary.

The SSC reviews and guides decisions and strategies related to sustainability. This enables us to assess potential impacts on long-term value creation for stakeholders and the business. It evaluates the Company’s GHG mitigation plans and corporate risk assessments for items related to sustainability. Outcomes from these evaluations are presented to and endorsed by the GEC.

In 2025, the SSC held eight meetings, where discussions included:

- Evaluation of the Company’s GHG mitigation plan and updates on initiatives.
- Review of the annual materiality assessment.
- Endorsement of the 2024 Sustainability Report.
- Updates on global sustainability-related regulations.
- Review of the oversight process for selected sustainability matters.

The Company has established corporate-level and business-level committees to oversee specific sustainability-related topics. The committee topics include: people and organization, conflict of interest, business ethics, energy management, information security risk management, oil spills, iktva, and citizenship.

### External advisory group

The Climate and Energy Transition Advisory Group comprises up to six independent advisers whose role is to bring external perspectives to key issues. This advisory group has now been in place for five years. To reinforce its independence, it is managed by a third party on behalf of Aramco. The advisory group provides feedback direct to management, including members of the SSC.

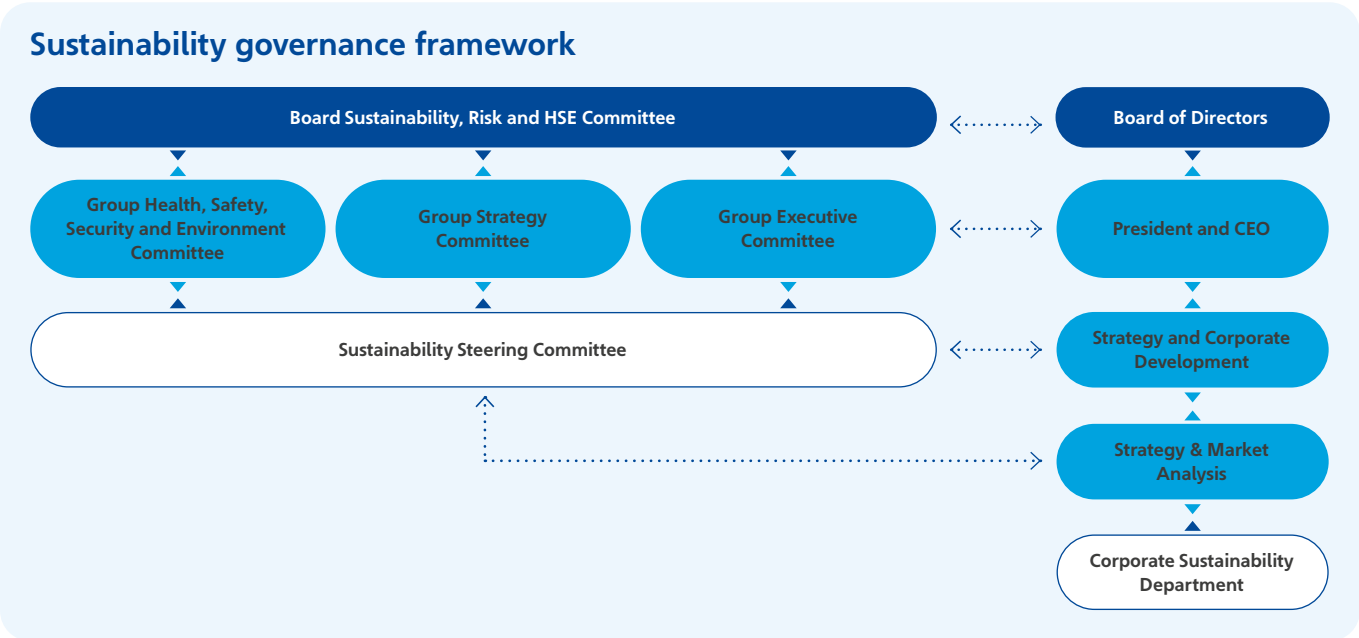
## Sustainability-linked executive remuneration

The Company’s compensation framework for its senior executives incorporates fixed and variable components, where the variable component is market-aligned and subject to fulfillment of predefined performance goals, including sustainability performance.

This component consists of two distinct variable pay plans:

- **The Short-Term Incentive Plan:** An annual cash-based initiative rewarding performance in financial, operational, safety, and sustainability areas.
- **The Long-Term Incentive Plan:** Designed to recognize key financial, strategic, and environmental and sustainability achievements over a three-year period.

Eight of our 20 key performance indicators are related to safety, climate change, environment, people development, and localization, and are linked to variable pay. This practice helps drive transparency, oversight, accountability, and alignment of our sustainability targets with our business strategy and key objectives.



# Our sustainability framework

Our sustainability framework presents the key areas that hold the greatest potential for our business to have long-term positive impacts, connecting Saudi Vision 2030 and the UN SDGs to our four focus areas, which incorporate the

material sustainability topics stakeholders expect from us, and we feel a responsibility to address. The Company’s sustainability focus areas and sustainability performance are overseen by the Board of Directors’ Sustainability, Risk and HSE Committee.



# Our material sustainability topics

Our materiality<sup>1</sup> assessment involves identification of risks and opportunities related to environment, social, and governance that impact our stakeholders and the environment, as well as areas that we believe we have an influence over. The identified topics are then prioritized according to their levels of impact on our business and on our stakeholders. The output of this exercise informs both our strategy and reporting.

In 2025, we performed a materiality refresh exercise to assess whether our 14 material topics, covered in the 2024 Sustainability Report, mapped to our four sustainability areas, remain relevant and significant. The refresh also involved research to identify new and emerging sustainability topics, including a review of the Company risk register, sustainability frameworks, legislations, and industry trends.

The views of different stakeholders expressed throughout the year were considered in the assessment. See the Stakeholder engagement section for more information.

Based on this refresh exercise, we confirmed that our 14 material topics in 2024 are of continuing importance to Aramco, with a focus on governance (i.e., corporate governance and compliance)

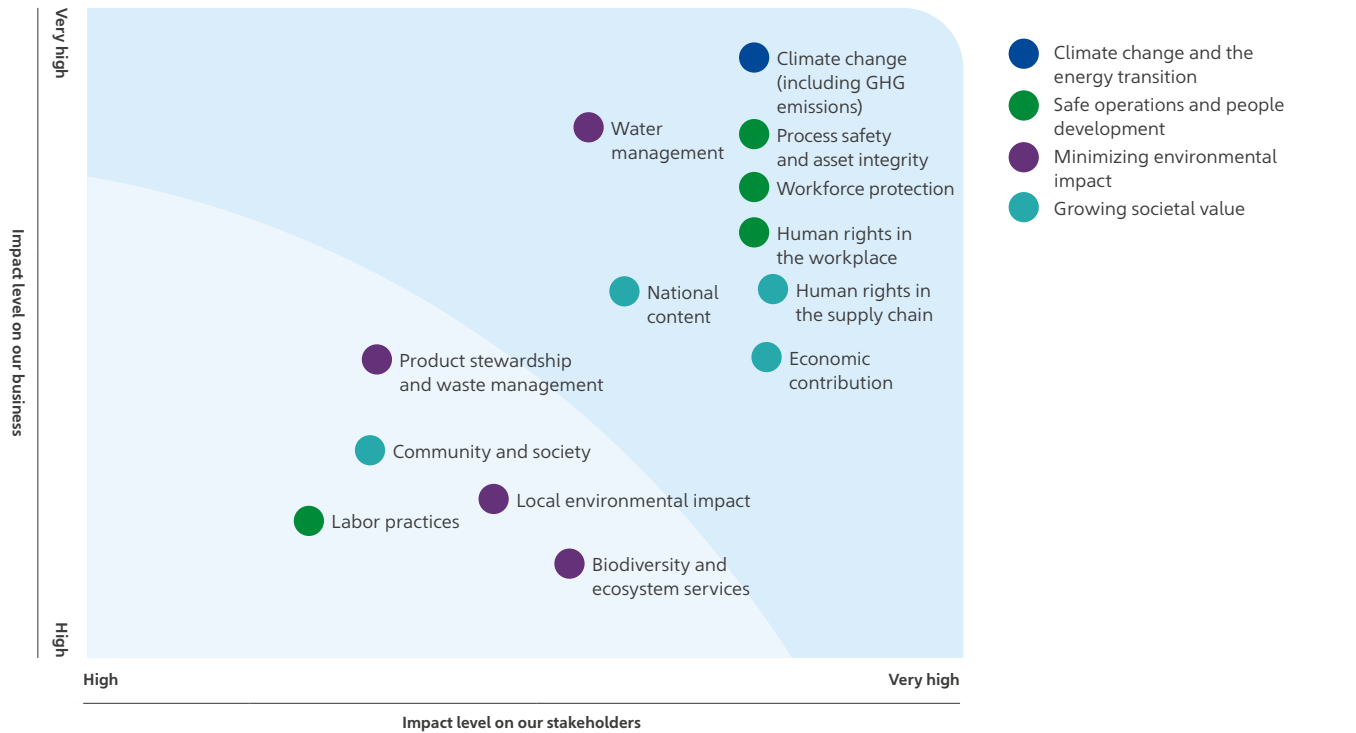
as an overarching element remains appropriate. See the Governance chapter for more information.

Furthermore, we recognized technology and innovation as another overarching element of Aramco’s sustainability approach, supporting us in advancing toward our sustainability ambitions across all four focus areas. Information regarding our technology and innovation efforts is interwoven throughout the Report as a central theme, while our approach toward managing cybersecurity, a technology-related risk, is outlined in the Governance section.

In this Report, we continue to enhance both our qualitative and quantitative disclosures in alignment with our materiality results. This includes reporting additional metrics under several material topics to better illustrate our performance in those areas. This brings the total metrics disclosed in this Report to 82, with 24 of them undergoing external limited assurance.

Our material topics and their relative impact on both stakeholders and business are presented in the materiality matrix below:

Our material topics



1. The concept of “materiality” refers to the guidance on external reporting from the Global Reporting Initiative, and does not necessarily correspond to the concept of materiality used in connection with Aramco’s financial reports.



# Our contribution to SDGs

We have identified several UN SDGs where we have strong opportunities to contribute and have an impact, given our local context, the resources we have, as well as the input received from local communities and other stakeholders.



3

GOOD HEALTH AND WELL-BEING

Health and safety is one of our core values. We implement health, safety, and well-being programs for our employees and contractors, supported by our ongoing digital transformation.

Material topics

↗ **Workforce protection and process safety, pages 44-50**

↗ **Labor practices, pages 52-57**

4

QUALITY EDUCATION

We continue to provide our employees with multiple learning opportunities that help make our operations more efficient. We support in-Kingdom education and skills development by providing internships, apprenticeships, vocational training, and college and university sponsorship.

Material topics

↗ **Labor practices, pages 52-57**

↗ **Community and society, pages 80-83**

5

GENDER EQUALITY

We continue our efforts to improve the gender balance of our workforce through various female empowerment initiatives. We provide educational and development opportunities for women and aim to increase female representation in management and STEM subjects.

Material topic

↗ **Labor practices, pages 52-57**

6

CLEAN WATER AND SANITATION

Groundwater is scarce in Saudi Arabia. We minimize the use of groundwater by utilizing seawater as the primary source for oil production and for domestic consumption of our workforce and local communities. We also implement water-efficient practices, increase wastewater reuse, and minimize water losses at our operating facilities and communities.

Material topic

↗ **Water management, pages 67-69**

7

AFFORDABLE AND CLEAN ENERGY

Alongside our business of producing oil and gas at lower cost and with lower-carbon intensity, We are also investing in renewable energies, developing CO<sub>2</sub> storage capacity, increasing gas production to displace the burning of liquids for power generation in the Kingdom, and improving energy efficiency in production and operation.

Material topic

↗ **Climate change and the energy transition, pages 24-41**

8

DECENT WORK AND ECONOMIC GROWTH

We contribute to the Kingdom's Saudization program by offering education and training opportunities to Saudi citizens. We are expanding our investments beyond the oil and gas sectors to support economic diversification while aligning with the energy transition, including through our National Champions program. We also encourage local procurement and supplier development through our iktva program.

Material topics

↗ **Human rights in the workplace, page 51**

↗ **Labor practices, pages 52-57**

↗ **Economic contribution, page 74**

↗ **National content, pages 75-78**

↗ **Human rights in the supply chain, page 79**

↗ **Community and society, pages 80-83**

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

Aramco Ventures, our venturing arm, manages five funds with approximately \$7.5 billion capital allocated, investing in innovative technologies and solutions. We actively participate in the Kingdom's innovation ecosystems through our R&D and National Champions programs. Aramco has invested in infrastructure that benefits the nation, from natural gas distribution networks to roads, educational facilities, and culture centers.

Material topic

↗ **Community and society, pages 80-83**

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

We promote circular economy principles across our operations and activities. We have also adopted circular business models that aim to optimize resource use and reduce environmental impact, collaborating with international partners to develop and implement innovative solutions.

Material topic

↗ **Product stewardship and waste management, pages 70-71**

13

CLIMATE ACTION

Our climate efforts are guided by our Climate change and energy transition framework and ambition to reach net-zero Scope 1 and Scope 2 GHG emissions across all our wholly-owned operated assets by 2050. The framework outlines our approach to differentiate Aramco as a leader in lower upstream carbon intensity operations, providing customers with lower-emission solutions, diversifying our products and lowering Scope 1 and Scope 2 GHG emissions across our wholly-owned operated assets, and investing in lower-carbon technologies and solutions to support the global energy and materials transition.

Material topic

↗ **Climate change and the energy transition, pages 24-41**

14

LIFE BELOW WATER

We have procedures and systems in place to prevent our assets from unintentionally discharging hydrocarbons and untreated wastewater into the sea, as well as procedures related to oil spill containment and clean-up. We invest in maintenance and monitoring systems to avoid leaks and spills by maintaining asset integrity throughout the lifecycle. We manage our biodiversity risks and impacts, including those related to life below water, through avoidance, minimization, restoration, and offsets, guided by our biodiversity mitigation hierarchy, which sees us establishing 16 Biodiversity Protection Areas covering coastal and marine areas.

Material topics

↗ **Local environmental impact, pages 64-66**

↗ **Water management, pages 67-69**

↗ **Biodiversity and ecosystem services, pages 60-63**

15

LIFE ON LAND

Aramco aims to achieve net positive impact on biodiversity and ecosystem services by 2030 through the application of our biodiversity mitigation hierarchy. To do this, we have established 35 BPAs throughout the Kingdom. We are combating desertification and soil erosion by planting millions of native trees, especially mangroves in coastal areas, which also have the potential to nurture biodiversity. We actively collaborate with leading local universities in applied research projects, aiming to advance knowledge of the ecosystems in which we operate.

Material topic

↗ **Biodiversity and ecosystem services, pages 60-63**

17

PARTNERSHIPS FOR THE GOALS

We participate in various organizations such as OGDC, OGCI, IOGP, Ipieca, and WEF, as well as with many research centers, to develop solutions for sustainability challenges and promote industry-best climate, environmental, and safety practices. We also provide funds for social investment initiatives, supporting more than 250 non-profit organizations around the world. We are working with our suppliers to strengthen supply chain transparency and provide measurable sustainability improvements.

Material topics

↗ **Stakeholder engagements, pages 20-21**

↗ **Climate change and the energy transition, pages 24-41**

↗ **Workforce Protection and Process Safety, pages 44-50**

↗ **Community and society, pages 80-83**

## Our sustainability focus areas

Climate change and the energy transition

Safe operations and people development

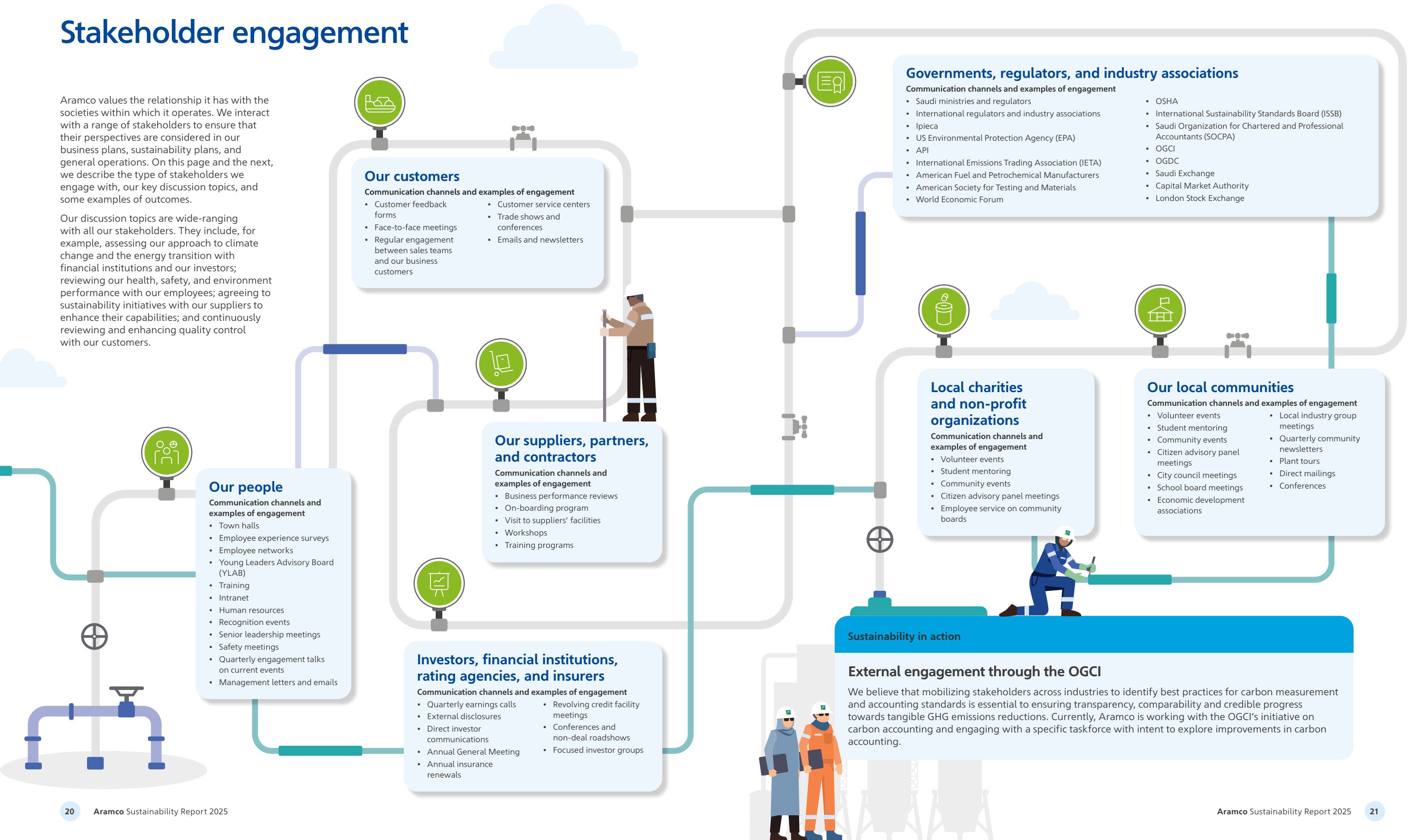
Minimizing environmental impact

Growing societal value

# Stakeholder engagement

Aramco values the relationship it has with the societies within which it operates. We interact with a range of stakeholders to ensure that their perspectives are considered in our business plans, sustainability plans, and general operations. On this page and the next, we describe the type of stakeholders we engage with, our key discussion topics, and some examples of outcomes.

Our discussion topics are wide-ranging with all our stakeholders. They include, for example, assessing our approach to climate change and the energy transition with financial institutions and our investors; reviewing our health, safety, and environment performance with our employees; agreeing to sustainability initiatives with our suppliers to enhance their capabilities; and continuously reviewing and enhancing quality control with our customers.







# Climate change and the energy transition

## Our view

We believe an inclusive energy transition balances security, affordability, and sustainability to drive long-term growth and shared prosperity. We believe that resilience comes from adapting our strategy to global energy trends and the Kingdom's climate goals, developing and maintaining leadership positions where possible, and ensuring competitiveness and long-term value for stakeholders.

## Our ambition

Our ambition is to reach net-zero Scope 1 and Scope 2 GHG emissions by 2050 across our wholly-owned operated assets. To support this ambition, our interim targets are to reduce our upstream carbon intensity to 8.6 kg CO<sub>2</sub>e/boe or lower by 2030, and by 2035, target a 15% reduction compared to our 2018 baseline. We are also striving to mitigate our business-as-usual forecasted emissions by 52 MMtCO<sub>2</sub>e annually by 2035.

## Our approach

We have established a climate change and energy transition framework – underpinned by four pillars (defined on page 25) – to achieve our net-zero Scope 1 and Scope 2 emissions ambition across our wholly-owned operated assets. We aim to do this by improving our energy efficiency, continuing to develop lower-carbon solutions, diversifying into lower-emission products, and investing in lower-carbon technologies and businesses.

Under this framework, our GHG reduction roadmap, centered on five key levers, translates our four pillars into concrete initiatives.

We also have a circular carbon economy program in place to guide our operations to manage resources efficiently and reduce GHG emissions on a lifecycle basis.

### Material topic

### 2025 progress

#### Climate change

58.0<sup>Ⓐ</sup>

Scope 1 emissions  
(million metric tons  
of CO<sub>2</sub>e)

72.0<sup>Ⓐ</sup>

Total Scope 1 and  
Scope 2 market-  
based emissions  
(million metric  
tons of CO<sub>2</sub>e)

Hawiyah Gas Storage: Aramco's gas storage program supports the Kingdom's gas supply strategy by maintaining a reliable balance between supply and demand.

[Read more on page 29](#)

10.0<sup>Ⓐ</sup>

Upstream carbon  
intensity (kg CO<sub>2</sub>e/  
boe)

14.0<sup>Ⓐ</sup>

Scope 2 market-  
based emissions  
(million metric  
tons of CO<sub>2</sub>e)

0.04<sup>Ⓐ</sup>%

Upstream methane  
intensity (%)

164.3

Energy intensity  
(thousands Btu/  
boe)

6.65<sup>Ⓐ</sup>

Flaring intensity  
(scf/boe)

<sup>Ⓐ</sup> This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found [online](#) in the Sustainability section of our website.



# Key risks and mitigations

The Company assesses and monitors its climate-related risk through the enterprise risk management framework. This provides a structured and comprehensive approach to identify the Company’s corporate risks on a medium- to long-term horizon.

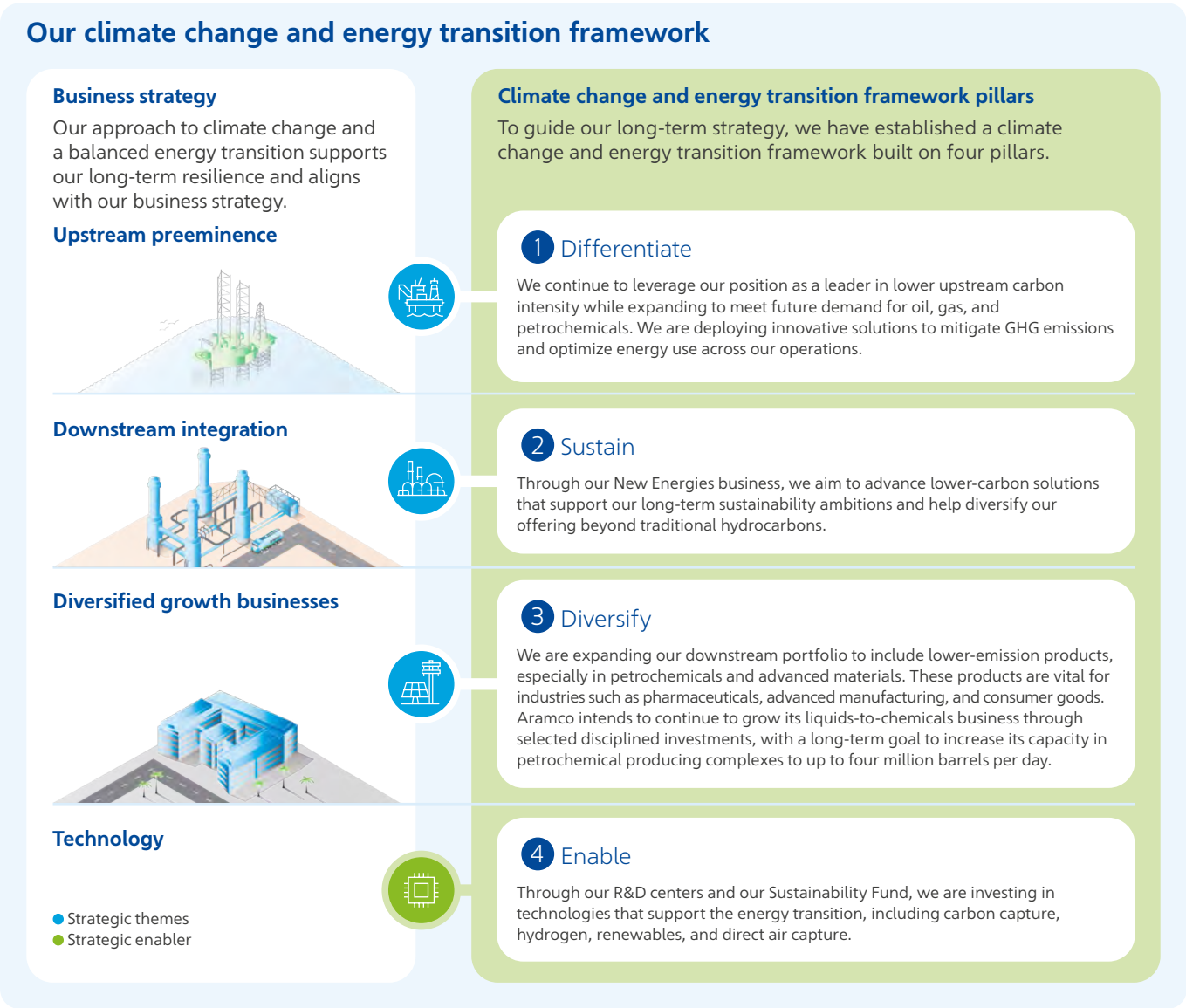
| Risk¹                                                                                                                                                                                                                             | Mitigation                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policy</b><br>Policies restricting or banning the use of fossil fuels, or applying a cost on carbon.                                                                                                                           | Informing our business decision-making by accounting for climate-related demand scenarios and implementing GHG mitigation initiatives, building on our competitive advantage of having one of the lowest upstream carbon and methane intensities among our peers.                                     |
| <b>Technology</b><br>Adopting connected and disruptive technologies can increase the risk of cyberattacks and threaten infrastructure and data. Additionally, there is a risk of slow development of GHG mitigation technologies. | Accelerate the development of our technology portfolios – including lower-carbon new energies, liquids-to chemicals, and carbon capture, utilization, and storage – while embedding cybersecurity, conducting risk assessments, and ensuring continuous monitoring to protect interconnected systems. |
| <b>Market</b><br>Loss of demand for hydrocarbons as customers move to achieve their GHG emission targets.                                                                                                                         | Diversification into lower-carbon emitting products, such as chemicals and materials that support the energy transition.                                                                                                                                                                              |
| <b>Legal</b><br>Potential exposure to climate-related litigation.                                                                                                                                                                 | Accurate and transparent reporting and disclosures with independent assurance.                                                                                                                                                                                                                        |
| <b>Reputation</b><br>Impact on corporate reputation.                                                                                                                                                                              | Stakeholder engagement, including independent external consultants and subject matter experts, to advise on reporting and disclosures and explain the Company’s energy transition pathway, supported by demonstrable leadership positions in relevant areas.                                          |

The Board of Directors and its Sustainability, Risk, and HSE Committee oversee and monitor the Company’s risk management, including climate-related risk and its mitigations. More information on the Company’s enterprise and risk management framework can be found in the Risk management chapter of Aramco’s 2025 Annual Report.

1. For more details, view the Managing Risk Exposure section of the Aramco Annual Report 2025.

# Aramco’s climate change approach

In efforts to support Saudi Arabia’s updated climate ambitions and latest Nationally Determined Contribution (NDC), Aramco is investing in technologies and initiatives. These include improving operational efficiency, developing lower-carbon fuels, and investing in solutions that bridge current and future energy systems. Our efforts are focused on mitigating GHG emissions and improving efficiency across our operations, with particular attention to scaling renewables, lowering methane intensity, improving flaring performance, and deploying GHG emission-reduction technologies.





# A leader in lower upstream carbon intensity



## A lower-carbon intensity barrel

Aramco has one of the lowest upstream carbon intensities of any major oil and gas producer in the world, thanks to our sustainable reservoir management, effective water management, and our investments in infrastructure, technologies, and digital solutions.

## What we do above ground

Above ground, we invest in infrastructure and technologies to lower our carbon intensity by reducing our energy use, optimizing our operations to mitigate our GHG emissions, and by minimizing flaring and methane emissions.

## What we do below ground

Below ground, we prioritize sustainable production over the long-term and we use advanced technologies to optimize well placement and drilling route to avoid the production of unwanted water, decreasing emissions associated with lifting, treating, and reinjecting associated water.

## Advanced well technologies

Our production wells use advanced valves and devices to manage unwanted water production at the subsurface. This reduces energy requirements and associated CO<sub>2</sub> emissions.

## Improving our energy efficiency

We focus on improving energy performance and energy efficiency from the subsurface and across our production activities. This is enabled through electrification, automation, digital technologies, and innovation in our facilities.

## Reducing methane emissions

Our industry-leading upstream methane intensity of 0.04% is achieved through a comprehensive leak detection and repair program, our Methane Detection and Minimization Program, and the ongoing deployment of technologies to enhance our ability to detect, quantify, and reduce methane emissions. These include drones, satellites, optical gas imaging cameras and video imaging spectral radiometry.

## Flare gas minimization

Our investment in infrastructure to capture and reduce flare gas, such as our Master Gas System and flare gas recovery systems, helps us maintain one of the lowest flaring intensities in the industry.

## Monitoring and mitigating our emissions

We employ a variety of digital solutions to monitor and mitigate our emissions and optimize efficiency. These include digital monitoring solutions that help track our emission reduction efforts, quantify the carbon intensity of our fields and products, and enhance our ability to make informed decisions.

## Geosteering and multilateral wells

We use real-time geological data to adjust the drilling path of multilateral wells. This helps target the most efficient path and minimizes the energy-intensive lifting, treatment, and disposal of associated water.

## Sustainable reservoir management

While typical industry practice is to maximize production in each field, we prioritize the long-term health of our reservoirs and produce at lower rates from multiple fields. This low depletion strategy results in lower energy requirements in the long run and lower water use, reducing overall emissions per barrel produced.

## Advanced reservoir modeling

To optimize our well placement and field development plans, we use our advanced reservoir and basin simulators, such as TeraPOWERS, which predict water movement within the reservoir and optimize production efficiency. TeraPOWERS is our in-house reservoir simulator that is essential to our upstream operations. It utilizes next-generation hardware that helps reduce simulation run times, decreasing the computational power and energy required to model extremely large reservoirs.

TeraPOWERS also helps our CCUS operations be more efficient through its advanced modeling capabilities that allow the simulation of various CO<sub>2</sub> sequestration activities, enable the optimization of CO<sub>2</sub> injection strategies, storage site selection, and monitoring of CO<sub>2</sub> behavior in the subsurface to help reduce the risk of CO<sub>2</sub> leakage.

## Our lower upstream carbon intensity is embedded in our downstream products

This, along with our efficient refining operations, results in products with advantageous carbon intensity compared to global averages.

Aramco products help our customers lower the emission intensity of their products and value chains.

We continue to measure and certify the carbon intensities of our in-Kingdom products. These include our base oils (which are the principal component of lubricants and greases), jet fuels, high sulfur fuel oils, and naphtha. We are now expanding our carbon intensity certification to our chemical products.

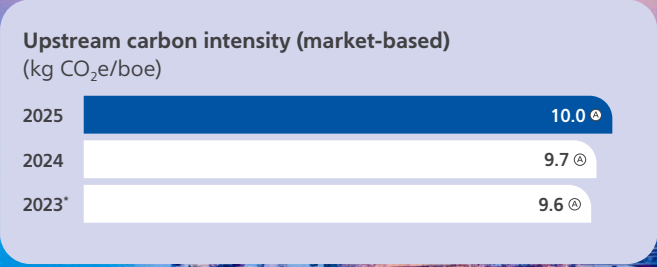
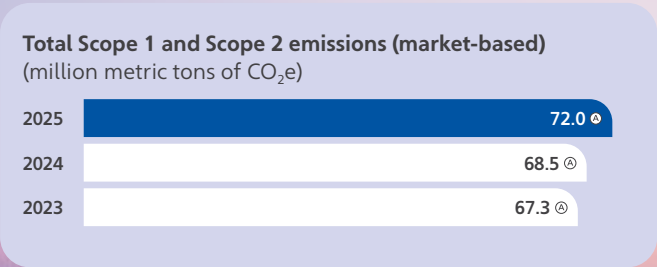


# Achieving our net-zero ambition

## GHG emissions

Aramco focuses on what it can directly control: its Scope 1 and Scope 2 operational emissions across its wholly-owned operated assets. Additionally, the Company is investing in technologies, fuels, and partnerships that support emission mitigation across the energy value chain, supporting broader progress toward a lower-carbon-emitting energy mix.

In 2025, our Scope 1 emissions increased by 3.4% compared to 2024, mainly driven by higher production volumes than the previous year and expanded operations from new projects, and higher gas production and storage. Our Scope 2 emissions increased by 12.9% compared to the previous year, primarily due to greater electricity demand associated with new projects. For instance, in 2025, our internal electricity consumption was approximately 4.5 GW, compared to 4.3 GW in the previous year. This power was supplied through our cogeneration units, which are more efficient than purchasing electricity from the grid. The efficiency of our cogeneration units, combined with the avoidance of grid transmission losses, demonstrates the benefits of our on-site power generation. This also highlights the difference between our Scope 2 market-based emissions, which reflect the emissions intensity of our purchased electricity, and our location-based emissions, which are influenced by the emissions factor of the grid where our facilities are located. By utilizing cogeneration, we can reduce our reliance on grid electricity and lower our overall carbon emissions.



## Upstream carbon intensity

An important metric for Aramco is the carbon intensity of its upstream operations, which continues to rank among the lowest compared to other major oil and gas producers on a per barrel of oil equivalent basis. This reflects our long-standing focus on operational excellence, including sustainable reservoir management, a low depletion strategy, and a consistent focus on energy efficiency, technology deployment, and lowering our flaring and methane intensities.

In 2025, our upstream carbon intensity increased by 3% compared to the previous year, as higher emission-intensive gas production assumed a larger share of the Company's hydrocarbon production mix. While gas emits less GHG emissions when burnt compared to oil, it is more energy-intensive to produce, and the expansion of our gas operations contributed to the increase in carbon intensity.

While this rise is a temporary challenge, it is important to note that our broader strategy remains focused on improving efficiency and investing in technologies – such as carbon capture and storage, and renewable energies – to meet our long-term sustainability ambitions. We continue to prioritize operational performance and energy optimization to maintain our position as a leader in lower-carbon-emitting upstream production.

We also aim to increase natural gas production to help meet the Kingdom's growing domestic demand. Producing natural gas is comparatively energy and carbon intensive; however, when used to generate electricity, it emits less carbon dioxide than liquid fuels or coal, making it a lower-emission fuel alternative for the power sector. This contributes to reducing the Kingdom's GHG emissions and its grid emission factor. Gas storage allows for grid flexibility and stabilization, which is essential, especially during periods of expanding renewable energy integration. However, the gas that is stored is excluded from our marketed hydrocarbon volumes, which results in a higher upstream carbon intensity calculation.

\* In 2023, and in line with industry practice, we began using a market-based methodology to calculate and report on GHG emissions. Figures reported for upstream carbon intensity and Scope 2 emissions from 2022 to 2025 are market-based, while figures for 2021 are location-based.  
This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found [online](#) in the Sustainability section of our website.

# Aramco's role in the Kingdom's gas expansion

Aramco's gas expansion is supporting emissions reduction by replacing liquid fuels with gas for power generation in the Kingdom while also paving the way for the adoption of renewable energy, facilitating the Kingdom's transition to a more diversified and dynamic energy mix.

As the Kingdom advances toward its economic and industrial development goals, natural gas remains an essential source of reliable energy with lower-carbon emissions. By increasing domestic gas production, Aramco is supporting the displacement of heavy fuel oil in its power generation, which lowers carbon emissions, enhances energy security, and preserves higher-value liquids for export. This aligns with the Kingdom's Liquid Fuel Displacement Program, aiming to replace around 1 million barrels of oil equivalent per day with natural gas, renewables, and efficiency measures by 2030.

A key component of this strategy is Aramco's development of combined heat and power plant to improve energy efficiency by capturing and using heat that would otherwise be wasted in traditional power generation. This reduces both emissions and operational costs. These plants generate electricity not only for Aramco's operations but also for the national grid, further supporting the Kingdom's energy transition goals.

In 2025, Aramco generated 6.3 gigawatts (GW) of power through its captive power plants, with 4.5 GW used to meet internal demand.

Natural gas is essential for balancing the inherent intermittency of wind and solar. Unlike liquid or coal fired power plants, which require longer start-up times, modern gas-fired power plants can ramp up to full power in minutes. This agility enables integration of renewables into the grid while stabilizing the power supply, helping to maintain a balanced and resilient energy system.

This integrated approach – using gas, renewables, storage, and carbon management – assists Saudi Arabia's Nationally Determined Contribution (NDC) and broader climate aspirations. It supports renewable integration, reduces emissions intensity, and helps Aramco advance toward its ambition to reach net-zero Scope 1 and Scope 2 GHG emissions across its wholly-owned operated assets by 2050.

The Master Gas System Phase III Expansion is an essential component of Aramco's strategy to grow its natural gas production capacity. The expansion will enhance gas supply capacity to the central and western regions and extend the network to the southern region. It will not only supply gas to utility plants but also connect to 11 industrial clusters across the Kingdom. This connectivity will facilitate fuel switching, promote industrial growth, and contribute to lowering GHG emissions, aligning with the broader goals of the Saudi Green Initiative (SGI).

With domestic gas demand increasing, Aramco is doing its part to add more gas to the Kingdom's hydrocarbon mix. We have raised our target to increase sales gas production from an additional 60% to approximately 80% compared to a 2021 baseline. This aligns with the goals of Saudi Vision 2030 to increase hydrocarbon value and drive economic diversification.

A major accomplishment in 2025 was the commissioning of Marjan Gas Oil Separation Plant 4, a critical hub for separating crude oil and gas for onward transportation to onshore facilities. Marjan GOSP 4 will increase the capacity for gas processing by 1.1 billion standard cubic feet daily, supporting the kingdom's plan for gas expansion.

**Gas storage balances national supply and demand**

In 2025, our Hawiyah Gas Storage facility reached its target of reproducing up to 2 billion standard cubic feet of gas per day into the Master Gas System.

Aramco's gas storage program supports the Kingdom's gas supply strategy by maintaining a reliable balance between supply and demand. It also supports our Peak Seasonal Production Program, which is a strategic initiative to use existing gas plants and production capabilities to increase gas supply during the peak summer months and help the Kingdom reduce its reliance on oil-fired power generation.

**We are expanding our presence in LNG**

We continue to expand our presence in the liquefied natural gas (LNG) market, as demand for reliable energy sources with lower emissions rises.

Aramco signed a 20-year SPA with NextDecade for offtake of 1.2 MMtpa of LNG from liquefaction Train 4 of its Rio Grande facility in Brownsville, Texas.



1 Differentiate 2 3 4

# Five levers to support our interim targets and net-zero ambition

In line with our aim to build a resilient and adaptable strategy, we apply a forward-looking approach that enables us to allocate resources more strategically, focusing on cost-effective solutions that evolve with technological advancements and deliver value.

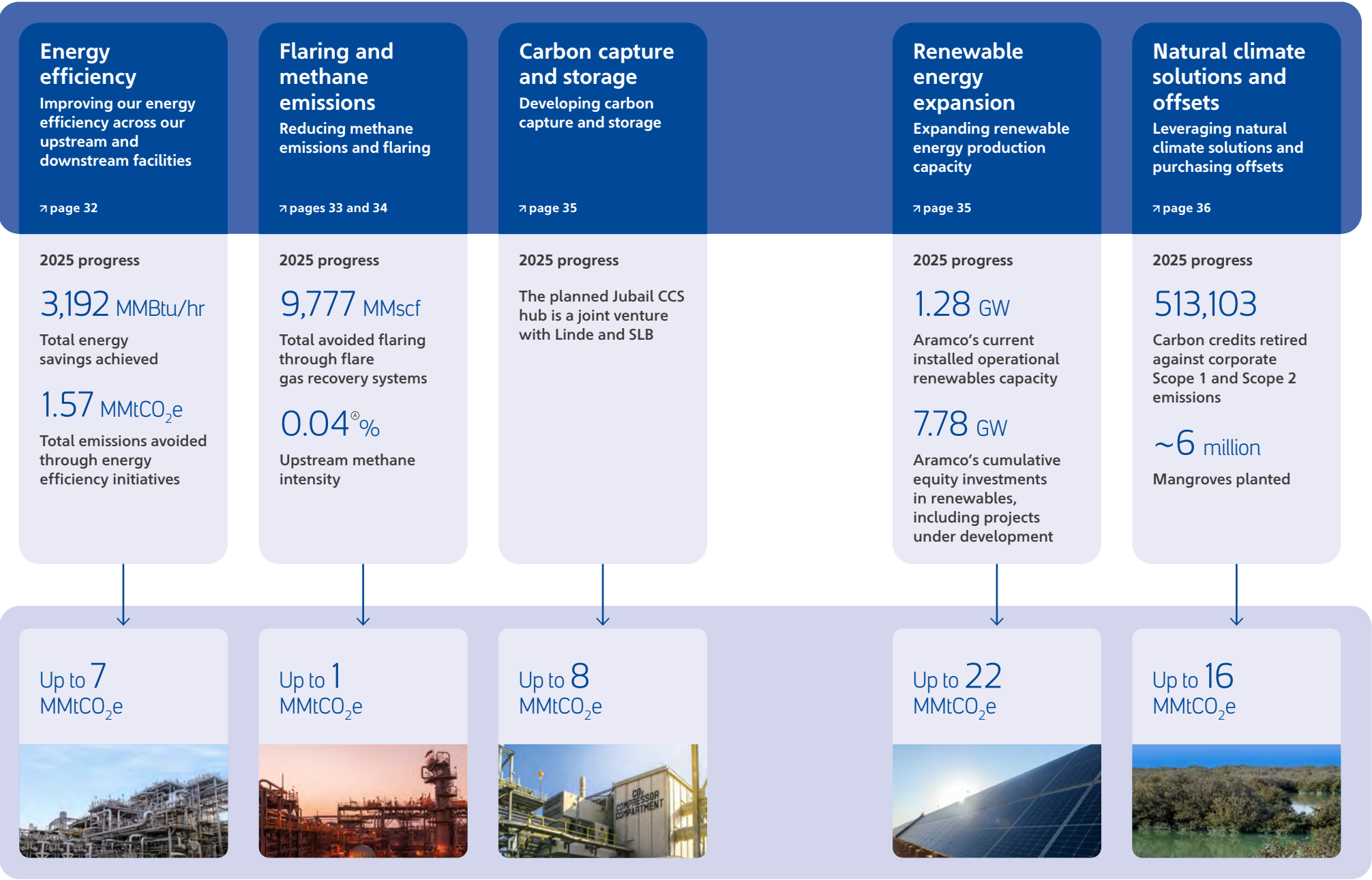
This dynamic approach within our levers enables us to continuously evaluate and prioritize the most cost-effective solutions. To mitigate 52 MMtCO<sub>2</sub>e from our business-as-usual forecast emissions by 2035, we are focusing on five key levers: energy efficiency across Upstream and Downstream assets; further reductions in methane emissions and flaring; increased renewable energy production capacity; carbon capture and storage; and natural climate solutions and offsets.

Levers

Our GHG emissions mitigation roadmap is articulated around our five key levers. The levers are continuously monitored and reviewed to track progress and update the mix of abatement opportunities. This ensures they remain appropriate and relevant in response to technological advancements, evolving regulatory standards, and to optimize cost and capitalize on synergies.

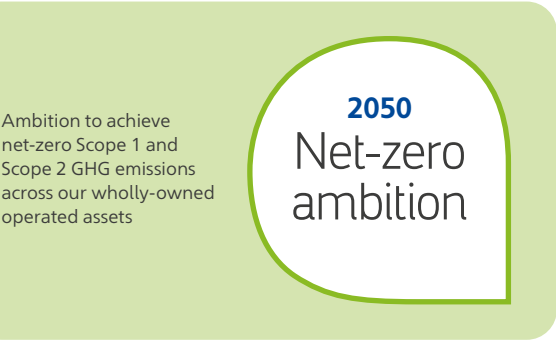
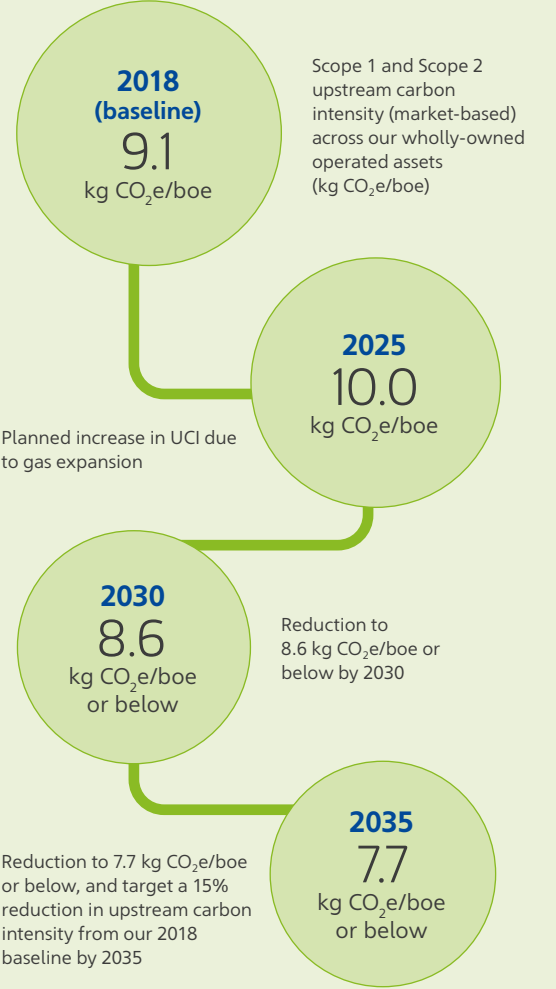
Due to dynamic developments and as part of our continuous optimization of the levers, the contribution of renewables toward mitigating 52 MMtCO<sub>2</sub>e annually by 2035 has increased. This was informed by the cost of renewables, which is currently expected to be lower than initially estimated, and the faster pace of deployment in the Kingdom. Meanwhile, adapting to the lower-than-expected pace of CCS technology development, higher costs of CCS deployment, and lower demand for hydrogen and ammonia in the market, the CCS share toward mitigating 52 MMtCO<sub>2</sub>e annually by 2035 has been reduced.

This repositioning allows us to align our investments with both current realities and future opportunities, while maintaining the aim to mitigate 52 MMtCO<sub>2</sub>e annually by 2035.



## Our roadmap toward net-zero

Our roadmap toward net-zero is built around our five levers. Our path to lowering our Upstream carbon intensity (UCI) is focused on enhancing energy efficiency, reducing flaring and methane emissions, along with investments in renewable energy and CCS.



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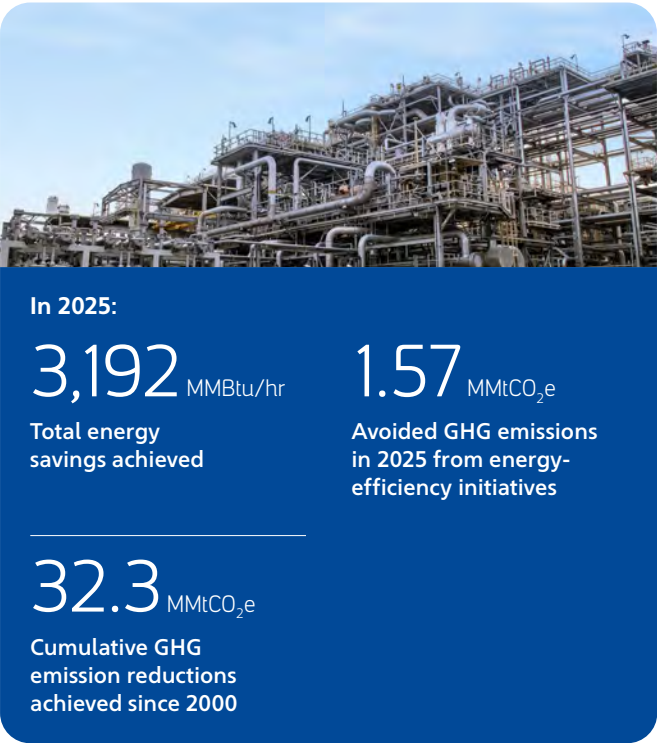
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# Energy efficiency



Energy efficiency is important for maintaining our cost-competitive position and mitigating GHG emissions in our operations. We enhance energy performance across our activities by electrifying oil, gas, and downstream facilities, while leveraging automation, digital technologies, and innovation. Our Energy Management Steering Committee provides guidance and oversight, supported by a robust energy management and performance improvement policy.

In 2025, energy efficiency remained a priority in our operations and procurement, and when designing our facilities. Our energy consumption reached 91,940 MMBtu/hr, a 4.4% increase on 2024. 78% of our energy consumption comes from gas, including gas for cogeneration, and 20% comes from electricity. Oil accounts for less than 0.5% of our total energy use.

Our energy intensity was 0.9% higher, at 164.3 kBtu/boe, than in 2024. Even though we extended our gas operations and increased gas production, the rise in energy intensity is comparatively small, thanks to greater use of electricity in our operations.

In 2025, we implemented 138 energy-saving initiatives, resulting in energy savings of 3,192 MMBtu/hr and avoiding 1.57 MMtCO<sub>2</sub>e of emissions. Since 2000, our Energy Management Program has achieved cumulative GHG emission reductions of 32.3 MMtCO<sub>2</sub>e.

## 2025 energy efficiency initiatives

Aramco implemented many energy efficiency initiatives across its facilities in 2025, including the following:

- **Combined Heat and Power (CHP) Optimizer and Cogen Economic Dispatch Models (EDM) reduce energy consumption:** Our in-house CoGEN EDM uses CHP Optimizer data to determine the optimum mix of cogeneration units and boilers that meets the Company’s energy requirements with the optimal efficiency, and lower GHG emission and operating cost. For 16 facilities hosting cogeneration units, the total energy savings in 2025 were 1,950 MMBtu/hr and avoidance in emissions was 1.3 MMtCO<sub>2</sub>e.
- **Optimizing pumping units in pipelines:** By switching from gas turbine-driven pumping units to high-efficiency electric motor-driven pumps, we reduced energy use in pipelines by an estimated 139 MMBtu/hr, equivalent to 62 MTCO<sub>2</sub>.
- **Maintained ISO 50001 energy management certification in our 40 organizations**

Without these initiatives, including the optimization of our CHP units and boilers, our energy consumption would have increased by 8% instead of the actual 4.4%.

We anticipate that automating energy performance monitoring tools and expanding energy-saving programs would further bolster our GHG emission reduction efforts.

## Technology spotlight



### AI-powered energy monitoring and reporting

We have developed a platform that automates corporate energy performance reporting across all our industrial facilities, reducing manual effort by 95%. Additionally, we have developed a dynamic forecasting system that continuously monitors energy performance for 27 assets against a dynamic baseline to boost efficiency and oversight.

|                                     | 2025   | 2024   | 2023   |
|-------------------------------------|--------|--------|--------|
| Energy intensity (thousand Btu/boe) | 164.3  | 162.9  | 153.8  |
| Energy consumption (MMBtu/hr)       | 91,940 | 88,091 | 85,649 |

# Flaring



Aramco, a signatory to the World Bank’s Zero Routine Flaring by 2030 initiative, maintains one of the lowest flaring levels in the industry, thanks to decades of investment in major infrastructure such as the Master Gas System, and the continuous deployment of operational and digital solutions.

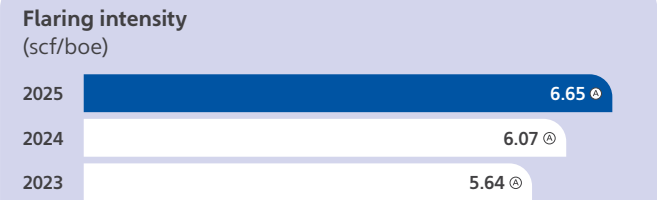
In 2025, we focused on minimizing planned flaring, enhancing flared gas recovery, and improving operational reliability to reduce nonroutine flaring.

We continue to strive to reduce flaring across our business through investment in flare gas recovery systems, programs that improve asset integrity, and leak detection and repairs (LDAR). Flaring intensity increased in 2025 to 6.65 scf/boe from 6.07 scf/boe in 2024, primarily due to increased gas operations and pipeline maintenance activities.

## Our flare minimization program

Aramco’s flare minimization program includes short-, medium-, and long-term measures to reduce gas flaring at production facilities:

- Flare gas recovery systems to capture and reuse waste gases like methane.
- Flare purge optimization to reduce emissions while ensuring system safety.
- Annual control valve surveys to identify and fix gas leaks.
- Synchronization of maintenance to minimize flaring during planned outages.
- Optimization of cooling requirements to prevent flaring in distillation facilities.



## Flaring reduction initiatives in 2025

We are investing in flare capture technology to redirect gas for safe reuse, thereby reducing emissions and conserving resources.

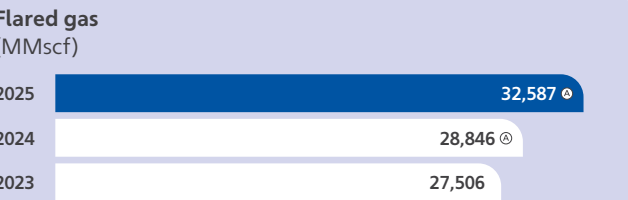
- Hawiyah Gas Plant commissioned a flare gas recovery system, recovering up to 949 MMscf of gas for reuse.
- The Southern Area Project Department completed flare capture on four pipelines, which reduced flaring by 46.5 MMscf.
- The Central Area Pipeline Department optimized fuel gas use during shutdowns, reducing flaring by 299.6 MMscf.
- In our downstream operations, new flare capture technology has reduced flaring by 3.5 MMscf.

## Sustainability in action



## Intelligent gas blending to reduce flaring

Intelligent gas blending at our Fadhili Gas Plant is an innovative solution that eliminates flaring of lower-energy fuel gas by mixing it with sales gas for internal use. This initiative has avoided 1,277 MMscf of flaring annually.



Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.



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# Methane



In 2025, Aramco maintained an upstream methane intensity of 0.04%, which we first achieved in 2024 and which is within the Oil and Gas Climate Initiative’s target of “well below 0.20%” by 2025. Due to methane being a potent GHG with a higher global warming potential than CO<sub>2</sub>, the Company continuously takes steps to improve the management of its methane emissions.

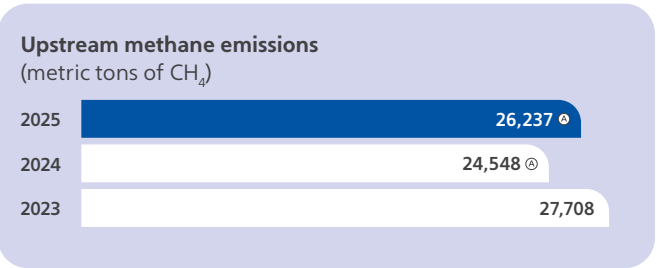
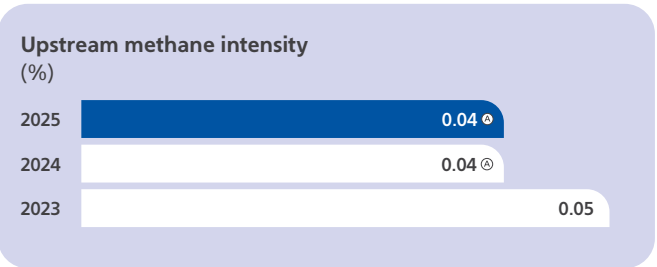
During the year, we continued to implement the Methane Detection and Minimization Program (MDMP) that we introduced in 2024. We expanded our corporate Satellite Methane Program with GHGSat by increasing coverage of Aramco operational facilities from 30 in 2024 to 45 in 2025, representing a 50% increase in sites monitored by satellite. This enables us to detect and respond quickly to any incidents of large methane emissions, should they occur. Despite the increase in facilities covered, the number of major methane emissions detected by the program has dropped by half compared to 2024.

To increase the accuracy and transparency of methane emissions reporting, we are transitioning away from the GHG emission methodologies of the American Petroleum Institute (API) Compendium to our own measurement system. The system aims to use novel technologies for accurate and direct measurement of methane emissions from key emission sources such as thermal oxidizers, turbines and boilers, fugitive emission sources, flaring, and burn pits that burn excess gas. We began testing selected technologies in 2025 with the aim of deploying them across Upstream operations between 2026 and 2028.

In 2025, we tested and evaluated six methane detection and quantification technologies:

- We tested a predictive emissions monitoring system on two gas turbines at our Khurais central processing facility. The system measures turbine performance and takes into account that a turbine working with higher loads is more efficient, whereas the API method bases its estimate on fuel consumption, which results in a less accurate figure. The system calculated that methane emissions from the two turbines were 96% lower than those estimated when using the API method.

- We piloted video imaging spectro-radiometry (VISR) and simplified VISR to measure the combustion efficiency of flares and burn pits at Fadhili Gas Plant. Both technologies were able to accurately determine the combustion efficiency and smoke index (air quality) of flares and burn pits at 99.3%, compared to the industry average of 98% which we used for our calculations previously. A higher combustion efficiency means more fuel is being combusted and turned into CO<sub>2</sub>, instead of it escaping into the atmosphere as methane. This measurement resulted in a 65% reduction in calculated methane emissions due to us moving toward direct measurements and away from using estimates and averages.
- We piloted an optical gas imaging (OGI) camera equipped with AI gas detection algorithms to measure the efficiency of two flares at Uthmaniyah Gas Plant. The camera determined the combustion efficiency of the two flares at 99.5% in both instances, above the industry average of 98%, resulting in a 75% reduction in methane emissions.
- We tested another AI-enhanced OGI camera to continuously monitor process equipment at Uthmaniyah Gas Plant. The camera detects gas leaks immediately, pinpoints the source, and quantifies the gas leaked. This enables speedy detection and repairs, resulting in lower methane emissions compared to the conventional approach of annual leak detection and repair surveys.
- Also at Uthmaniyah Gas Plant, we tested drone mounted Tunable Diode Laser Absorption Spectroscopy (TDLAS) to improve detection of leaks in equipment that is difficult to reach or monitor, such as pipe racks in elevated structures. Drones with TDLAS also helps us track emissions from entire groups of equipment at once. The spectroscopy not only detects but quantifies the methane emissions, thus improving our overall methane detection and measurement.



# Carbon capture and storage

We believe that carbon capture and storage (CCS) can play a role in supporting our efforts to mitigate our GHG emission. As part of Aramco’s Kingdom-wide CCS evaluation program, we have identified saline aquifers with carbon storage potential that can deliver material economies of scale. Our planned Jubail CCS hub, a joint venture with Linde and SLB, is expected to be one of the largest projects of its kind.

## CO<sub>2</sub> mineralization

Carbon mineralization is a process in which certain minerals in rocks react with CO<sub>2</sub> to create carbonates that remove and sequester CO<sub>2</sub>. The process is attracting widespread attention for its potential to capture and store carbon dioxide at scale.

Aramco R&D is in collaboration regarding carbon mineralization projects to design and fabricate a mobile carbon mineralization unit with the capacity to capture and store 400 tons of CO<sub>2</sub> per year. The first unit will be commissioned in 2026 to test both high-purity and low-purity CO<sub>2</sub> gas streams. We are also developing complementary R&D technologies to accelerate CO<sub>2</sub> mineralization.

## Mobile carbon capture

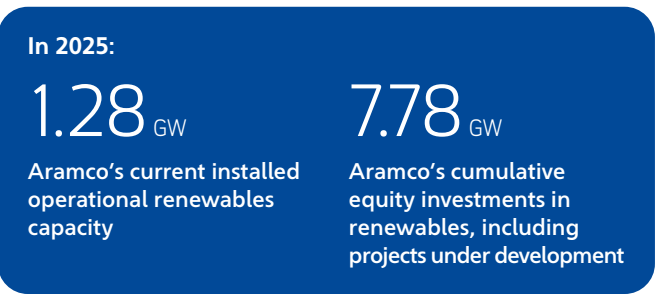
Aramco’s mobile carbon capture technology captures CO<sub>2</sub> emissions from combustion engines at the point of emission. We began developing the technology in 2010, initially for passenger cars, then for heavy-duty trucks. Now we are working with marine industry partners to deploy compact modular carbon capture systems on large ships to support the GHG emissions reduction of this hard-to-abate sector. Several demonstrations are planned in the coming years with multiple marine partners.

## A wide range of new CCS initiatives

In 2025, we introduced new initiatives for capturing and storing carbon across our operations. These include:

- **An automated reservoir simulation tool:** Optimizes injection strategies and well placement to enhance recovery efficiency, supporting the scaling of CCS and smart water projects that improve oil recovery.
- **High-performance CO<sub>2</sub> storage models:** Simulate safe underground CO<sub>2</sub> storage. With over 1,800 simulation scenarios conducted, we aim to improve reliability so that CO<sub>2</sub> can remain securely stored in subsurface rock formations without leakage.
- **Carbon capture collaboration:** We are collaborating with Carbon Clean and Samsung E&A to evaluate a novel carbon capture plant at our Hawiyah NGL facility. This pilot project captures CO<sub>2</sub> from natural gas turbine exhausts, maintaining high performance and efficiency at lower CO<sub>2</sub> concentration, and includes future plans for storage. The technology is expected to be half the size and cost of traditional systems, and reduces energy requirements by 20%.

# Renewable energy expansion



Aramco continues to build a renewable energy portfolio to mitigate emissions from its operations and enhance long-term business value. This is in line with its ambition to reach net-zero Scope 1 and Scope 2 GHG emissions across its wholly-owned and operated assets by 2050.

In 2025, we achieved milestones in multiple solar and wind power projects in collaboration with strategic partners such as Saudi Public Investment Fund (PIF), ACWA Power, EDF of France, and China’s State Power Investment Corporation (SPIC):

- The Al Shuaibah 2 solar PV project achieved commercial operation, which together with Al Shuaibah 1 delivers a combined capacity of 2.66 gigawatts (GW).
- Financial close was achieved in 2025 for five solar projects with a combined generating capacity of 12 GW, and two wind power projects with a combined capacity of 3 GW. These investments are jointly owned by Aramco (30%), PIF (35%), and ACWA Power (35%). These developments are expected to begin commercial operations between 2027 and 2028.
- Financial close was also achieved in 2025 for two solar projects with a combined capacity of 1.4 GW. These investments are jointly owned by Aramco (25%), EDF (30%), and SPIC (45%). Commercial operations for these projects are anticipated in 2027.

In 2025, the total new renewable energy projects with a combined capacity of 16.4 GW reached financial closure, of which Aramco holds an ownership stake in 4.85 GW.

Aramco has achieved a current installed operational renewable capacity of 1.28 GW, with total cumulative investments in renewable energy projects reaching 7.78 GW, reflecting the Company’s efforts toward expanding renewable energy supporting the Kingdom’s renewable energy goals.

Aramco plans to use its allocation of Renewable Energy Certificates (RECs) from these investments to offset its Scope 2 emissions related to power supplied to its operations.

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# Natural climate solutions and offsets

In 2025:

513,103

Carbon credits retired against corporate Scope 1 and Scope 2 emissions<sup>1</sup>

Aramco continues to support the deployment of natural climate solutions to achieve durable carbon removal and storage, while generating broader environmental and social benefits. When integrated with carbon market mechanisms, these solutions can complement Aramco’s emissions avoidance and reduction efforts and support the offsetting of hard-to-abate emissions.

Restoring mangrove forests

Harnessing the carbon removal and storage capacity of mangroves, which are indigenous to Saudi Arabia, is a key lever in our efforts to achieve our ambition to reach net-zero Scope 1 and Scope 2 GHG emissions across our wholly-owned operated assets by 2050. We aim to plant 300 million mangroves within the Kingdom by 2035. In 2025, we planted approximately 6 million mangroves, bringing the total planted to more than 49 million. The total carbon stock of both planted and existing mangroves is approximately 529,692 metric tons of CO<sub>2</sub>e.

Aramco’s collaborations with research and academic institutions across the Kingdom and internationally, including King Faisal University (KFU) and King Abdullah University of Science and Technology (KAUST), continue to advance our scientific understanding of mangrove ecosystems and enhance our restoration practices.

Technology spotlight

Using technology to monitor mangroves

In 2025, Aramco began integrating satellite remote sensing, ultra-high resolution drone imagery, and artificial intelligence to enhance its mangrove monitoring efforts. This integrated technology platform unlocks new insights into our mangrove plantations. The combination of sub-centimeter data and artificial intelligence enhances our ability to monitor individual mangroves, estimate biomass, and quantify ecosystem carbon stocks as part of our certification efforts.

Voluntary carbon market

At Aramco, offsets are intended to be used in alignment with a clear hierarchy where all technically and economically feasible measures to mitigate, reduce, and avoid Scope 1 and Scope 2 emissions are pursued first. We also aim for our carbon credit retirements to contribute to long-term emissions mitigation, sustainable infrastructure development, and socioeconomic benefits in host communities.

Sustainability in action

Aramco completes the first commercial sale of a verified carbon offset crude cargo shipment

Building on the success of its verified carbon offset crude program – first piloted in 2023 and expanded to five shipments in 2024 – Aramco, in 2025, completed its first commercial sale of a verified lower-carbon Arabian Light crude cargo.

Using a cradle-to-gate partial lifecycle assessment approach in accordance with the GHG Protocol Product Life Cycle Accounting and Reporting Standard, product-level carbon emissions were calculated for the shipment. The shipment of approximately 2MMbbl had a carbon intensity of 2.62 kgCO<sub>2</sub>e/boe. Independent third-party verification was conducted by Lloyd’s Register Quality Assurance (LRQA), with a corresponding Qualifying Explanatory Statement prepared in accordance with PAS2060, available **online**.

Following the application of GHG emission mitigation initiatives, carbon credits sourced from the Regional Voluntary Carbon Market (VCM) were retired to offset residual emissions. More specifically, 6,688 credits from the VCS2738 Reducing Gas Leakages within the Karnaphuli Gas Distribution Network in Bangladesh project were used. The project targets gas leakages from aging infrastructure in the climate-vulnerable region of Chittagong, Bangladesh, where soil erosion and forest degradation are widespread. Through advanced leak detection and repair procedures funded by carbon finance, the project reduces methane emissions, improves access to energy, and helps safeguard biodiversity. It has received an “A” rating from BeZero Carbon and is CCP-eligible.

This delivery is part of Aramco’s broader efforts to explore the provision of verified lower-carbon products to international partners, while supporting greater product-level emissions transparency.

Link to strategic enabler:



Technology

1. One carbon credit represents the reduction, avoidance, or removal of 1 metric ton of CO<sub>2</sub> equivalent emissions.

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# Providing customers with lower-carbon products

Aramco’s downstream strategy leverages the lower upstream carbon intensity of our hydrocarbon products to diversify revenue streams and meet rising global energy demand by delivering reliable, affordable, and more efficient energy solutions. Global oil (total liquids) demand growth is projected to have averaged 840,000 barrel per day year over year in 2025<sup>1</sup> and total energy demand is projected to increase by around 1.2% per year to 2035.<sup>2</sup> This rise is also set in the context of AI data centers needing more power every year. Global data center power demand is projected to increase 17% by 2026 and 14% per year through 2030.<sup>3</sup>

While oil and gas continue to be vital for energy security, we are actively investing in lower-carbon solutions. A key innovation is our development of Lower-Carbon Aviation Fuel (LCAF), a scalable solution for reducing emissions in the hard-to-abate aviation sector. LCAF demand is projected to grow at a compound annual rate of 4.1% from 2025 to 2033,<sup>4</sup> underscoring its strategic value in our energy transition efforts.

In 2025, our downstream business strengthened integration across the hydrocarbon value chain and expanded investments in petrochemicals, hydrogen, renewables, and carbon capture technologies. These initiatives help mitigate our own GHG emissions while helping customers and partners to advance sustainability across the global energy system.

Our downstream portfolio is designed to remain resilient in the face of market volatility and evolving energy transition scenarios. Through an integrated refining and petrochemical network, optimized product flexibility, and disciplined capital allocation, we are well positioned to adapt to shifting demand dynamics. We continuously monitor regulatory developments and invest in operational efficiency and lower-carbon fuels to reinforce our competitive advantage, supporting long-term value creation and strategic agility.

Transportation fuels and engine efficiency

Providing access to affordable, reliable, and lower-emissions energy is essential for economic development.

Road, air, and marine transportation accounts for around 30% of global energy demand. This underscores the importance of viable, affordable solutions that reduce emissions at scale while accommodating a multi-dimensional and multi-speed pathway to a lower-emissions energy system. No single technology or source of energy can meet global transportation needs. Progress in this sector would depend on a portfolio of technologies in addition to Battery Electric Vehicles. These include:

- Continued efficiency improvements in internal combustion engines and hybrid vehicles and vessels.
- Further research and investment to support the potential deployment of lower-carbon liquid fuels.
- Scalable technology options for hard-to-abate sectors such as shipping and aviation.

We continue to invest in and collaborate on technologies that can reduce emissions intensity. By integrating fuel innovation, engine efficiency, and system level optimization, we continuously strive to reduce GHG emission intensity of these products while minimizing cost.

Fuel for Formula race cars

As the Official Fuel Supply Partner to Formula 2 and 3 racing, Aramco supplied all F2 and F3 cars with a fuel blend with 55% biomass-derived components in the 2023 and 2024 seasons. In the 2025 season, F2 and F3 cars advanced to an Aramco fuel blend that meets the Federation internationale de l’automobile (FIA) requirements for 100% “Advanced Sustainable” (as defined by the FIA) components for these championships.

To meet FIA technical criteria for advanced sustainable fuels, lower-carbon fuel formulations developed for motorsport applications are sourced from non-food biomass, renewable feedstock of non-biological origin, or municipal waste.

Importantly, these lower-carbon fuels can be used in existing combustion engines with fewer modifications.

Sustainability in action

Lower-carbon aviation fuel – from concept to reality

With global air travel expected to double by 2040,<sup>5</sup> and challenges persisting in the large-scale deployment of sustainable aviation fuel (SAF), lower-carbon aviation fuel (LCAF) presents a practical and cost-effective transitional pathway to reducing GHG emissions in the hard-to-abate aviation sector.

Recognized by the International Civil Aviation Organization (ICAO) CORSIA, LCAF contributes to near-term GHG emission mitigation.

Following the successful validation of the carbon intensity of jet fuel production across all its in-Kingdom refineries, Aramco is actively progressing toward LCAF certification.

LCAF is a petroleum-based fuel, with a carbon intensity that is at least 10% below the global average for conventional aviation fuel.

Link to strategic theme:



Diversified growth business

Link to strategic enabler:



Technology

1. S&P Global Commodity Insights – 2025 Energy Outlook.  
2. World Energy Outlook 2025.  
3. S&P Global Energy Horizons Top Trends 2026.

4. S&P Global Energy Horizons Top Trends 2026.  
5. IATA Air Passenger Market Analysis, December 2024.



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Diversify

Petrochemicals and chemical products

Petrochemicals are essential for many industries, from plastics and pharmaceuticals to consumer goods and advanced materials.

We intend to continue to grow our liquids-to-chemicals business through selected disciplined investments, with a long-term goal to increase capacity in petrochemical producing complexes to up to four million barrels per day.

Among the key achievements in 2025 are:

- We signed a venture framework agreement with an affiliate of China Petroleum & Chemical Corporation (Sinopec) to expand petrochemical production at Yanbu Aramco Sinopec Refining Company (Yasref), Saudi Arabia;
- Aramco, ExxonMobil, and SAMREF signed a venture framework agreement to evaluate upgrading and expanding the SAMREF refinery into a world-scale integrated petrochemical complex to produce higher-value chemicals and cleaner fuels. SAMREF is a 50–50 joint venture between Aramco and ExxonMobil; and
- Aramco affiliate Saudi Aramco Jubail Refinery Company (SASREF), and an affiliate of Rongsheng Petrochemical Co. Ltd. (Rongsheng Petrochemical) signed a development framework agreement in late 2024 that paves the way for a world-scale expansion project at SASREF in Jubail. This project includes ethane and mixed feed crackers and their derivative units.

Other Aramco projects that increase petrochemical production continue to progress. These include Fujian Petrochemical Company Limited, with a new integrated refining and petrochemical complex in Fujian province, China; Shaheen petrochemical project, in partnership with S-OIL at Ulsan in South Korea; Amiral petrochemical project at Jubail, Saudi Arabia, in partnership with TotalEnergies; and Huajin Aramco Petrochemical Company (HAPCO), a joint-venture refinery and petrochemical project in Liaoning province, China. These petrochemical products help lock-in carbon and contribute to lowering overall GHG emissions throughout the value chain.

Synthetic fuels (e-fuels)

In partnership with Repsol, Aramco is developing an e-fuels demonstration plant in Bilbao, Spain, to evaluate the commercial viability and technology readiness of e-fuels such as sustainable aviation fuel, e-diesel, and e-naphtha made using green hydrogen and captured CO<sub>2</sub>. The plant is scheduled for completion in 2026.

In 2025, Aramco made scientific progress in developing novel catalytic systems to convert CO<sub>2</sub> into e-fuels in a single step. This would enhance the process economics and overall production costs for e-fuels. Key milestones in piloting and catalyst scale-up were achieved, and a number of partnerships were initiated. A potential demonstration facility for the single-step CO<sub>2</sub> conversion technology is our Hawiyah Gas Plant in Saudi Arabia.

New hydrogen and ammonia initiatives

Through strategic collaborations and venture capital investments, Aramco is supporting the development of lower-carbon hydrogen and ammonia solutions to contribute to emissions mitigation.

Also, a portfolio of lower-carbon ammonia projects is being developed in the Kingdom, with various projects at different stages of engineering and design.

Highlights in 2025 included:

- **Acquisition to make blue hydrogen:** In 2025, Aramco closed the acquisition of a 50% interest in Jubail-based Blue Hydrogen Industrial Gases Company (BHIG) from Air Products Qudra, which remains a joint owner. BHIG aims to produce hydrogen, including lower-carbon (blue) hydrogen made from natural gas coupled with our planned carbon capture and storage activities in Jubail.
- **Offtake agreements:** Aramco is actively pursuing long-term offtake agreements for lower-carbon hydrogen and ammonia in key sectors (including power, marine, steel, and mobility) domestically and internationally in markets such as Japan, Singapore, South Korea, and Europe. We also continue to monitor and evaluate participation in future demand incentive programs for lower-carbon hydrogen and ammonia.
- **Next-generation steam methane reforming:** Aramco has partnered with Topsoe of Denmark to demonstrate next-generation electrified steam methane reforming (SMR) technology. This technology aims to enhance CO<sub>2</sub> capture rates compared to conventional SMR processes and is designed to integrate with renewable energy sources for further emission reductions. The project is currently in the engineering design phase, aiming for a production capacity of six tons per day (tpd) of lower-carbon hydrogen. The technology also enables a higher rate of CO<sub>2</sub> capture compared to conventional SMR processes. The project is planned to be located in King Salman Energy Park, where it will benefit from the ecosystem and collaborative opportunities within Saudi Arabia’s growing energy innovation hub.

Technology spotlight



Palladium membrane reforming technology

Aramco is advancing a palladium membrane reformer technology, a novel hydrogen separation and purification method that could lower capital and operating costs compared to traditional approaches. Integrated with carbon dioxide capture, this innovation aims to boost the efficiency and economics of producing lower-carbon hydrogen, supporting the growth of a hydrogen economy. A demonstration unit is now being built, which is an important step toward commercialization.

1234

Diversify

Product diversification

Advanced materials and critical minerals

Aramco continues to expand into advanced materials and critical minerals to support the global energy transition and reduce GHG emissions across lifecycles.

Our strategic initiatives in advanced materials and minerals include:

Exploring mineral deposits

To enhance and guide mineral exploration efforts, Aramco has developed GeoMine which maps thermal alteration zones using data fusion of geophysical, geological and remote sensing data to create a more accurate map of potential mineral deposits. The project was tested in the Arabian Platform and proved to be effective in finding areas with mineral potential.

Deeper minerals engagement

We are deepening our involvement in the minerals sector through partnerships and innovative production methods. We have initiated collaborations with Maaden, the Kingdom’s leading mining and metals company, and the Saudi Geological Survey to pilot new exploration and data analytics capabilities. We were also the Diamond Sponsor of the GEOMIN Symposium, a major geoscience conference held by the Society of Exploration Geophysicists and the Saudi Geological Survey.

Sealing wells from corrosive water

We have deployed our proprietary in-house technology, nanosilica fluid, in four additional wells, bringing the total to more than seven oil and gas wells. This reduces unwanted water, which often contains large quantities of salt and other corrosive fluids, from seeping into producing wells. When our Nanosilica fluid is injected into the well, it turns into a solid gel that seals porous rock, preventing water from coming through. Nanosilica helps reduce environmental impact, while enhancing hydrocarbon production efficiency, thereby providing a more sustainable and cost-effective solution. It has now been commercialized and licensed to both Nouryon and TAQA for broader deployment.

Lithium

Lithium is an essential component for the future of electric vehicles and batteries for storing energy.

Aramco aims to produce 5,000 tons per year of lithium carbonate equivalent through aquifer-based direct lithium extraction, turning produced water into a strategic resource. As part of this aim, we have developed and deployed our MQiAS technology for near real-time, on-site lithium and mineral analysis during drilling. This breakthrough solution reduces analysis time from weeks to minutes, supporting faster, data-driven decisions and efficient mineral development.

In 2025, we announced an agreement with Maaden, Saudi Arabia’s leading mining and metals company, to consider forming a transition minerals exploration, and mining joint venture. The JV will leverage Aramco’s geoscience expertise and Maaden’s mining capabilities. It will conduct hard rock exploration, aiming to unlock the potential of key energy transition minerals and to reinforce Saudi Arabia’s role in the future energy landscape.

Aramco has set an ambition of commencing commercial production of lithium by 2027. We aim to extract lithium from high-concentration brines, thereby advancing cost-effective direct lithium extraction technologies. Aramco aims to help meet the Kingdom’s lithium demand, supporting the domestic production of electric vehicle batteries and the expansion of renewable energy capacity.



# Sustainability investments and engagement

### External engagement on climate change

We are actively engaged in several international initiatives to advance the development and deployment of sustainability related technologies.

Aramco is a founding member of the Oil & Gas Climate Initiative (OGCI). Aramco supports OGCI’s Satellite Monitoring Campaign, a methane detection and elimination program that has helped operators in the MENA region to address undetected methane plumes. We work with the OGCI’s initiative on carbon accounting and engage with a specific taskforce with intent to explore improvements in carbon accounting.

Aramco is also a member of the Oil & Gas Decarbonization Charter (OGDC), where Aramco’s CEO serves as one of three CEO Champions. The OGDC supports companies based in the Global South to develop emissions-reduction action plans. Aramco’s proactive engagement with OGCI and OGDC has also driven forward innovative research, advancing lower-carbon technologies such as bio-based marine fuels, lower-carbon aviation fuels (LCAF) and carbon capture utilization and storage (CCUS).

We are a member of the board of the CCUS Technical Section of the Society of Petroleum Engineers, which promotes the development of CCUS technologies and provides knowledge transfer within the global SPE community. We are also a member of the board of the Methane Emissions Management Technical Section which shares knowledge on the measurement, reporting, and cost-effective abatement of methane emissions from oil and gas operations.

In November 2024, a joint industry project of which Aramco is part, published its guidelines for understanding the impact of impurities in captured carbon and the safety, environmental, and operational requirements needed in carbon capture, utilization and storage (CCUS) projects.\*

Aramco is also a member of the Fuel Lubricants Efficient Engine Technology (FLEET) consortium, which brings together key stakeholders in the energy and mobility sectors to develop solutions for the marine, land, and air transportation sectors.

### Research and development

Aramco operates a global research and development (R&D) network, with four R&D centers in Saudi Arabia and eight satellite centers and technology offices in Asia, Europe, and the United States.

In 2025, our sustainability-related R&D spend was \$585 million, which equates to 60% of our total 2025 R&D spend of \$974 million. Sustainability-focused areas of our R&D include solutions to improve our business operations and energy efficiency, enhance carbon circularity, and support the global energy transition. In 2025, we filed 818 patents applications, 20% of which were related to sustainability technologies.

Developments in 2025 include:

- **New temperature control patent:** Aramco was granted a new patent for controlling the temperature of an incinerator. This innovation optimizes thermal oxidizer operation by dynamically adjusting temperature set points, reducing fuel gas use, CO<sub>2</sub> emissions, and operating costs.
- **Petroleum Conversion Research Center:** The Petroleum Conversion Research Center (PCRC) specializes in scaling up process and advanced refining and petrochemical technologies and advancing the technology readiness level. It is located in Dhahran Techno Valley and is operated by KFUPM.



| R&D focus areas                                                | 2025 spend (\$ million) | 2024 spend (\$ million) | 2023 spend (\$ million) |
|----------------------------------------------------------------|-------------------------|-------------------------|-------------------------|
| CCUS                                                           | 71                      | 63                      | 40                      |
| Renewable energy                                               | 14                      | 28                      | 8                       |
| Energy efficiency                                              | 100                     | 70                      | 71                      |
| Waste management and recycling                                 | 23                      | 20                      | 16                      |
| Water management                                               | 57                      | 56                      | 50                      |
| Gas treatment                                                  | 25                      | 26                      | 43                      |
| Lower-carbon hydrogen                                          | 57                      | 127                     | 58                      |
| Sustainable mobility                                           | 189                     | 190                     | 209                     |
| Crude-to-chemicals                                             | 23                      | 16                      | 16                      |
| Nonmetallic applications                                       | 26                      | 28                      | 30                      |
| Total R&D spend for sustainability technologies <sup>1,2</sup> | 585                     | 623                     | 540                     |
| Total Aramco R&D <sup>2</sup>                                  | 974                     | 996                     | 861                     |
| % sustainability technologies <sup>2</sup>                     | 60%                     | 63%                     | 63%                     |

\* The project involved collaboration with 11 global companies, including Shell and TotalEnergies, and worked alongside research and industry experts.

1. Includes direct R&D program costs plus estimated overheads.

2. The reporting boundary for this is Company in-Kingdom (including Global Research Centers). As part of Aramco’s innovation ecosystem, our Global Research Centers play an enabling role in advancing long-term goals related to energy innovation, sustainability, and operational efficiency. Each research center’s scope and activities are functionally aligned with at least one R&D program, with many centers focusing on multiple objectives and programs.

3. Non-sustainability focused technologies.

# Aramco Ventures

Aramco Ventures is Aramco’s corporate venturing arm, headquartered in Saudi Arabia with affiliates in North America, Europe, and Asia. It manages a diversified portfolio of venture capital stage companies and funds aimed at driving innovation and strategic growth. Current capital allocated is approximately \$7.5 billion.

Since 2014, Aramco Ventures has achieved 117 pilot installations and deployments of its technology portfolio across Aramco’s facilities. In 2025, we made 49 new deployments, including several in the sustainability sector.



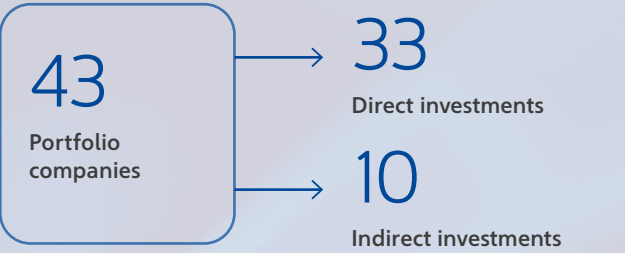
In 2025, six Aramco Ventures portfolio companies were included in the Global Cleantech 100, reflecting recognition across multiple GHG emission mitigation technology areas.

12 of Aramco Ventures’ 43 sustainability portfolio companies were named in Time Magazine’s Top Greentech Companies of 2025.

## The Sustainability Fund

The Sustainability Fund focuses on investing in startups globally that align with our sustainability goals and that can deliver strategic value through deployment within Aramco.

As of 2025, the fund had:



\$639 million Committed since its inception

Investments in 2025 include:

Ferveret has developed a two-phase immersion cooling solution for data centers that provides 15–20°C greater cooling than other methods. Inspired by nuclear reactor technology, it is drop-in and water-free, reducing energy use and cooling costs.

Hytzer Energy focuses on solid-state lithium-ion batteries with high energy density, validated in demanding applications like deep-sea exploration and space missions. Its high-performance battery systems are poised to contribute to next-generation energy storage solutions.

Janbon High Tech is a leading producer of high-end photovoltaic silver powder in China, supplying essential materials for solar cell manufacturing. Using innovative Vitamin C reduction technology, it ensures consistent production across various particle sizes and is pioneering the use of silver-coated copper powder technology to enhance material efficiency and cost performance in solar applications.

HydoTech specializes in alkaline electrolyzers and digital solutions that enhance efficient, lower-carbon hydrogen production. Its electrolyzer improves efficiency, lowering the energy intensity and cost of hydrogen production, thus supporting lower-carbon technologies.





# Safe operations and people development

## Our view

People are one of the key enablers of Aramco's strategy. By maintaining the safety of our workforce, assets, and surrounding communities, and by fostering the well-being and development of our workforce, we are strengthening the foundation for our resilience and success.

## Our ambition

Aramco fosters a diverse, inclusive workforce. We endeavor to provide our employees with a safe working environment and dedicated training, education, and development opportunities to support their careers and their future. We also aim to increase the representation of women and people with disabilities in the Company, while promoting a culture where all employees can thrive.

## Our approach

We strive to provide robust safety systems and processes to enhance the protection of our employees and contractors. To do this, we use the latest digital technologies and unify our health and safety approaches across all areas of our operations, guided by best practices and affiliates' insights. Our policies are informed by applicable human rights principles and aim to cultivate a respectful and productive workplace. We engage with our employees through a variety of communication channels, including a formal grievance process overseen by our Human Resources organization. To advance equity and inclusion, we focus on attracting diverse talent, increasing equity in leadership, building an inclusive workplace, and establishing equity and inclusion as a business priority and enabler.

### Material topics

### 2025 progress

#### Workforce protection and process safety

0.028

Our best total recordable case rate since our IPO in 2019

Mitigating health and safety risks, both on and off the job, is a top priority. We actively promote a culture that values employee health and well-being and we enforce strict safety protocols in all of our facilities and workplaces.

Supplying the world with the energy and chemical products it needs is important work, but taking care of the health and safety of our people is the most important work of all.

#### Human rights in the workplace

100%

Aramco sites with a grievance mechanism in place

#### Labor practices

167

Hours (average) of training and development per employee per year

354

Females in leadership positions



# Workforce protection and process safety

Safety is integral to our operations and is one of our five core values. Safeguarding people, assets, and the environment is central to our mission and is reflected in our approach to building and sustaining a robust safety culture across our workforce.

We operate under a total workforce approach, whereby our safety standards and practices apply to all our employees and contractors. Our aim is to create a workplace where safety is a personal responsibility and part of our day-to-day operations.

Our approach to incident prevention reflects our belief that all incidents are preventable when addressed systematically. We are guided throughout by our Safety Policy and our Safety Management System.

Through clear accountability and active engagement, our management sets the tone to ensure high safety standards and practices are implemented and maintained across our organization.

Oversight of safety is reinforced through a robust governance structure with two committees:

- the Board's Sustainability, Risk and Health, Safety and Environment Committee; and
- the Group Health, Safety, Security and Environment Committee, a corporate-level committee chaired by the CEO.

These two bodies provide strategic guidance on safety matters and receive regular updates on our safety and health performance.

Our ongoing digital transformation further supports our strategy, enabling the deployment of innovative safety solutions that enhance safety governance, improve real-time risk management, and strengthen emergency preparedness, all while maintaining our focus on operational resilience. These solutions use predictive analytics, real-time monitoring systems, and automated safety protocols, among others.

## Our Safety Management System

Aramco's Safety Management System (SMS) serves as the foundational framework guiding safety performance across our operations. Built on a set of clear, measurable safety expectations, the SMS reflects our focus on safety as a core corporate value. It is designed to ensure that both occupational and process safety are consistently and effectively managed, with clear accountability at every level of the organization.

The SMS has been developed through extensive benchmarking with leading global industry practices and is aligned with internationally recognized standards. Its structure enables seamless integration of safety into daily operations, promoting a unified and disciplined approach to risk management, incident prevention, and continuous improvement.

In 2025, Aramco's SMS underwent independent assurance and was confirmed to be fully aligned with ISO 45001:2018, the globally recognized standard for occupational health and safety management systems. This independent validation reinforces our position as a leader in safety governance and provides external assurance of the rigor and effectiveness of our safety management framework.

The SMS supports a proactive safety culture by embedding structured processes for hazard identification, risk assessment, incident investigation, and performance monitoring. It also enables consistent application of safety protocols across all business units, ensuring that safety remains a central consideration in every decision, process, and activity.

Through ongoing review, digital enablement via platforms such as our SafeLife mobile safety reporting application, we continue to evolve to meet the dynamic challenges of our operating environment. Our goal is not only to maintain compliance with internal and external standards, but to set a global benchmark in safety excellence.

### Loss prevention compliance reviews

Loss Prevention Compliance Reviews (LPCRs) monitor the implementation and effectiveness of Aramco's safety programs across the organization. These reviews ensure that operations remain aligned with our safety policy and broader SMS, reinforcing a culture of accountability, transparency, and continuous improvement.

In 2025, a total of 49 LPCRs were conducted across in-Kingdom facilities, major capital projects, local and international affiliates, and elsewhere. Our focus on consistent safety governance spans all that we do, regardless of location or operational complexity.

In recognition of its maturity and rigor, Aramco's corporate LPCR program was validated as an independent second-party audit mechanism under the ISO 19011:2018 guidelines. This external validation affirms the credibility and effectiveness of our internal audit program.

### Technology spotlight



### Centralized safety solutions and technology hub

In 2025, Aramco launched its Safety Solutions and Technology Hub, a one-stop platform to simplify access to approved safety technologies across the Company. The hub provides a streamlined interface where users can explore, evaluate, and implement the latest safety tools and, including innovative personal protective equipment and monitoring tools such as digital helmet and Salamatic Eagle. By offering teams easy access to approved technologies, the hub enables more informed decision-making and facilitates the rapid deployment of effective safety controls.

### Sustainability in action

### Aramco hosts IOGP safety committees

Aramco hosted the 2025 International Association of Oil & Gas Producers (IOGP) Process Safety Subcommittee meeting in Dhahran, Saudi Arabia.

The committee comprises subject matter experts from leading national and international oil and gas companies. It convenes to review recent process safety trends, analyze industry incidents, and explore opportunities for collaborative improvement in process safety management.

Aramco also hosted the IOGP Land Transportation Safety Subcommittee in Dhahran. The meeting gathered experts from IOGP member companies to share knowledge, enhance collaboration, and expand the use of international standards and governing bodies on safety in employee mass transportation, autonomous vehicles, and advanced fatigue monitoring devices.

Link to strategic enabler:



People



# Our safety performance

## Occupational safety

In 2025, we experienced the tragic loss of four contractor colleagues while performing their duties. These incidents had a profound impact on their families, teammates, and the broader Aramco community.

All four incidents were the result of personnel being struck by a moving object. Each incident was investigated to identify the root causes and any contributing factors. Based on the findings, targeted corrective actions have been implemented, including enhanced supervision and additional training to help prevent similar occurrences in the future.

## Process safety and asset integrity

Aramco aims to prevent process safety incidents through a proactive safety culture, rigorous operational discipline, and continuous improvement. We implement a range of measures, including regular safety inspections, comprehensive training programs, and consistent safety messaging, to reinforce awareness and compliance across all levels of the organization.

In 2025, Aramco recorded nine Tier 1 process safety events, all occurring at wholly-owned assets within the Kingdom. None of the Tier 1 events in 2025 resulted in loss of life; however, one event resulted in a lost time injury (LTI) to a colleague. Each event was investigated to identify root causes and implement preventive actions.

Our goal remains unchanged: the complete elimination of major process safety events. We continue to strengthen our approach through centralized oversight, cross-site sharing of lessons learned, and the deployment of dedicated incident investigation teams focused on driving systemic improvements.

# Safety training programs

In 2025, we expanded our comprehensive range of safety training programs to enhance leadership capabilities, technical expertise, and workforce development.

New programs included e-learning supporting the work permit system covering hazardous activities and work in restricted areas. These courses support our transition to a fully digital work permit platform. We also offered new courses on how to build a robust safety assurance framework for the use of hydrogen in Aramco facilities, and on the fundamentals of functional safety for loss prevention engineers, among others.

We delivered a series of safety leadership workshops targeting frontline managers up to senior executives to reinforce safety as a core leadership value. These included a new safety leadership workshop for shift managers to show how their decisions, communications, and presence on the floor directly impact operational safety and workforce well-being. A total of 74 shift managers across Aramco’s operations participated in the program.

To extend this culture beyond our core operations, we delivered safety leadership training to our affiliates. Since 2024, more than 130 leaders across three continents have participated in these programs, promoting a consistent approach to safety across the Aramco Group. By equipping leaders with the mindset and tools to integrate safety into daily operations, we continue to strengthen safety performance and organizational resilience.

# Transport safety

Across our operations, we transport large numbers of people, products, and equipment by road, air, and sea. This movement of people and things poses safety risks, which we continuously seek to reduce.

## Safety on the road

Our operations are widely spread and sometimes located in remote places. We closely monitor the safety of our people on the road and mandate several traffic training and education programs for our employees, such as the Driver Improvement Program and its refresher, as well as off-road and specialty driving courses. We also employ digital solutions aimed at improving traffic safety.

In 2025, we continued to improve our safety governance by mandating the implementation of traffic safety requirements on all projects and operations. We have incorporated these requirements in our mandatory engineering standards for Aramco facilities, including the application of RAPID Matrix to clarify decision accountabilities and the integration of road safety audits.

## Safety in the air

>1.2 million

### Passengers flown by our fleet in 2025.

Our wholly-owned subsidiary, Aloula Aviation,<sup>1</sup> operates a fleet of 64 aircraft for passenger and executive journeys, special mission operations, and helicopter services. It serves 18 domestic airports and more than 300 helipads, both onshore and offshore, across the Kingdom. In 2025, the fleet safely flew more than 1.4 million passengers.

In 2025, Aloula remained fully compliant with all applicable regulations of Saudi Arabia’s General Authority of Civil Aviation. Aloula also retained its ARGUS Platinum safety certification, a prestigious, independent audit and rating system that represents the highest level of safety and quality in the aviation industry.

| Occupational safety                                              |                    |                    |                    |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|
|                                                                  | 2025               | 2024               | 2023               |
| Number of fatalities                                             | 4 <sup>Ⓢ</sup>     | 8 <sup>Ⓢ</sup>     | 3 <sup>Ⓢ</sup>     |
| Fatal accident rate (per 100,000,000 work hours)                 | 0.362 <sup>Ⓢ</sup> | 0.771 <sup>Ⓢ</sup> | 0.305 <sup>Ⓢ</sup> |
| Total recordable case rate (per 200,000 work hours)              | 0.028              | 0.046              | 0.042              |
| Lost time injuries/illnesses (LTI) rate (per 200,000 work hours) | 0.011 <sup>Ⓢ</sup> | 0.021 <sup>Ⓢ</sup> | 0.018 <sup>Ⓢ</sup> |



74

Shift managers participated in the new safety leadership workshop

130+

Affiliate leaders across three continents have participated in Aramco safety leadership programs since 2024

## Sustainability in action

### Marine Training Academy trains females for offshore work

Aramco’s Marine Training Academy provides internationally recognized maritime training for Aramco employees.

As part of our ambition to increase female representation in our workforce, the academy continued to deliver the Personal Survival Techniques training course, certifying a total of 33 female employees in the Standards of Training, Certification, and Watchkeeping for Seafarers (STCW). The STCW is a set of international standards adopted by the International Maritime Organization to ensure that personnel working offshore or at near-water shore facilities, have the knowledge and skills they need to work safely.

Training was developed in-house and conducted by the first Saudi female instructor certified by the Saudi Transport General Authority.

Link to strategic enabler:



## Safety at sea

~7,000

Members of our workforce are involved in the management and operation of our fleet of more than 330 maritime vessels.

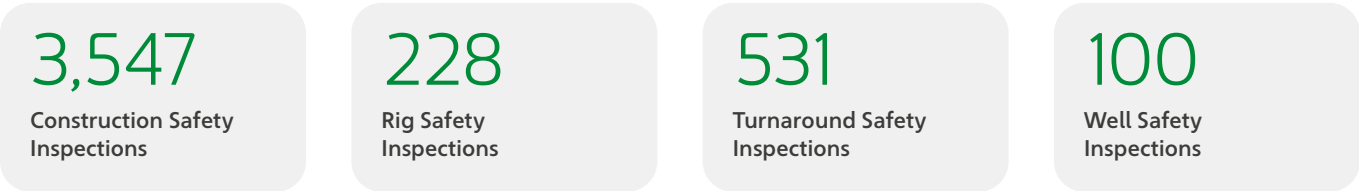
Aramco’s marine operations span the Kingdom’s coastlines in the Arabian Gulf and Red Sea, providing safe, reliable, and cost-effective services. These support our offshore operations in exploration, drilling, production, exportation, crew transfer, oil spill response, subsea repairs, offshore logistics, and offshore security.

<sup>Ⓢ</sup> This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). Upon completion of the assurance, the assurance report can be found [online](#) in the Sustainability section of our website.

<sup>1</sup>. Aloula Aviation is the brand name of Mukamalah Aviation Company, a wholly-owned Saudi Aramco subsidiary.



In 2025, we performed:



**Technology spotlight**

**Using AI to mitigate risk**

In 2025, we introduced two AI-enabled tools to help reduce safety risks for our marine workers and drivers.

**AI-enhanced berth safety and hazard identification**

At the Tanajib Marine Facility on the Arabian Gulf coast, which serves Aramco’s extensive offshore oil and gas operations, we introduced an AI safety solution to help reduce risk and enhance safety for workers. The solution works alongside the existing CCTV system, using advanced AI and machine learning that detect unsafe conditions and safety violations in real time, sending notifications that enable rapid and effective intervention.

**Predictive road surface and maintenance analytics**

During 2025, we piloted AI-enabled systems to assist with real-time detection of driver fatigue and distraction. We also launched tools that assess road surface conditions to support maintenance planning. These technologies help strengthen situational awareness and help ensure that vehicles operate under suitable conditions, contributing to safer journeys and consistent service reliability.

Contractor safety

Our contractors are valued business partners whose contributions are essential to our operational success. As such, we promote the safety and well-being of all contractor personnel working across our operations.

Our approach to contractor safety is built on three pillars: strong field presence, systematic performance evaluation, and robust governance, supported by the use of specialized tools designed to monitor and evaluate contractor safety performance. In addition, Aramco is actively involved with the International Association of Oil & Gas Producers to help enhance the future of contractor management, contributing insights to enhance safety practices throughout the lifecycle of contractor involvement.

We employ a range of tailored performance indicators to measure and track contractor compliance with safety

requirements. These include the Construction Safety Index for construction-related contractors, the Turnaround Safety Index for performance during major maintenance activities, the Rig Safety Index for drilling contractors, and the Well Safety Index for well completion operations.

In 2025, we also introduced the Marine Safety Index, which evaluates the safety performance of both company-owned and contractor-operated marine assets; and the Exploration Safety Index, which assesses the safety performance of seismic surveying operations. Through the application of these tools, Aramco conducted more than 4,400 safety inspections across 109 major contractors during the year. These efforts reinforce our focus on maintaining a safe and accountable working environment for all personnel, whether directly employed by Aramco or by our contractor partners.

Emergency preparedness

In 2025, Aramco continued to strengthen its emergency management practices and focus on enhancing organizational readiness and resilience.

We maintain compliance with national requirements for risk management, emergency response, and business continuity. We are also aligned with the Government’s resilience index and are reinforcing Aramco’s role in supporting national preparedness efforts.

A key initiative during the year was the expansion of incident command training, which equipped responders across the Company with standardized emergency response knowledge and decision-making tools. In response to evolving global risks, we updated our corporate emergency preparedness standards to ensure readiness for potential external radiation threats arising from geopolitical developments.

To drive continuous improvement, we assessed more than 4,000 emergency exercise critiques stored in our SafeLife safety management platform. Insights and trends derived from these analyses were shared with more than 600 emergency preparedness coordinators and emergency management subject matter experts during quarterly technical exchange forums. These forums provided a platform for knowledge sharing, lessons learned, and collaborative problem-solving across departments.

Technology spotlight



Extreme weather mitigation

Aramco has developed a platform to help quantify the physical weather impact on business continuity, infrastructure, and the health and safety of personnel, and to issue timely, tailored weather notifications. These notifications help provide sufficient lead time to implement mitigative plans when necessary. The platform delivers intelligent insights into natural hazards in real time and in predictive formats, across various spatio-temporal scales, from national to global.

For instance, in 2025, the platform played a role in supporting Aramco’s affiliate, Fujian Refining and Petrochemical in China, by detecting the intensification of tropical storm Podul into a typhoon within a 24-hour window. Similarly, the system issued early warnings to facilities in southwest Saudi Arabia regarding imminent natural hazards, allowing for timely preparedness actions. These timely alerts and the responsive measures helped in mitigating potential adverse impacts.

Fostering a strong safety culture

We aim to cultivate a strong safety culture that is foundational to achieving safety excellence and operational resilience.

In alignment with international best practices, Aramco conducted a comprehensive Company-wide safety culture assessment in 2025 guided by our 10 Safety Culture Principles. We obtained insights from employees at all levels, providing a meaningful understanding of safety culture perceptions across business units. This data-driven approach allows us to identify key areas of strength as well as opportunities for targeted improvement, enabling focused interventions to drive long-term cultural change.

Our efforts to promote safety innovation and excellence are also reflected in the Aramco Exceptional Safety Achievement Recognition Program (ESARP), a long-standing initiative that recognizes and rewards impactful safety initiatives. The program aims to encourage employees to take an active role in advancing safety performance across operations. In 2025, ESARP expanded its reach by formally integrating our affiliates, both operationally and non-operationally controlled, into its framework. This has enabled broader participation, with several affiliates receiving recognition for their outstanding contributions to safety.

Technology spotlight



Automated naturally occurring radioactive material (NORM) management

NORM refers to radioactive elements like uranium, radium, and polonium that are widely present in the Earth’s crust, soil, water, and air. Industrial processes can concentrate these elements into sludge, scale, or ores, increasing the risk of higher-level exposure for workers and the public.

Nearly all of Aramco’s NORM waste is tagged with radio-frequency identification. In 2025, we successfully rolled out an automated waste management solution for NORM at all Aramco facilities, managing it from generation to disposal. The solution features advanced capabilities such as smart disposal prioritization, standardized quarterly inspection checklists, centralized radiological data, and a dynamic executive dashboard for strategic oversight.

Health protection

Health protection is an integral part of Aramco’s approach to the health and the well-being of our people. All our operations and projects are conducted in accordance with the applicable health protection regulations and are guided by our Global Environment and Health Protection Policy.

We continue to engage stakeholders, deliver health protection programs, promote appropriate industry practices, and use technology to protect and improve health.

Various compliance programs are in place with the aim of eliminating any negative health impacts of our operations and facilities. These cover environmental health, occupational health, industrial hygiene, and radiation protection.

In 2025, we resolved more health compliance cases than in the previous year, thereby reducing the health risks posed by unresolved cases. We also introduced long-term mitigation measures to minimize the likelihood of the cases reoccurring.

Health performance  
(% overdue health findings)



© This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found online in the Sustainability section of our website.



Technology spotlight



Technical innovations improve safety



**New AI-driven improvements at Berri Gas Plant**

In 2025, Berri Gas Plant in Eastern Province deployed two AI-enabled improvements to automate safety and compliance monitoring.

One was an innovative compliance identifier that monitors emergency shutdown bypasses by cross-referencing activities with the database, flagging violations in real time. It provides assurance that all emergency shutdown bypasses are properly controlled, documented, and adhere to safety requirements.

The plant also deployed an AI-enabled worker safety monitoring system that tracks unsafe behaviors, such as the absence of safety gear, and provides assurance for compliance with safety standards.

**FalconEye: Reducing well incidents through early risk detection**

In gas fields, overpressure can cause fluid influxes, which pose health and safety risks as well as causing environmental damage, including well control incidents. In 2024, we introduced a new AI-based solution called FalconEye that helps predict unexpected overpressure zones in drilling operations and recommends the proper mitigation actions in the planning phase.

As of late 2025, Aramco’s gas drilling operations saw over 50% reduction in well control incidents related to unexpected overpressure, thanks to FalconEye. This is in addition to decreasing the need for drilling fluid and cement additives.

Sustainability in action



**Promoting safety in local communities**

Promoting safety in local communities is part of our Safety Management System. Examples of our efforts include:

**Enhancing traffic safety in Eastern Province**

Aramco continues to play a role in improving traffic safety performance across the Eastern Province (EP), positioning EP at a leading province nationwide through active participation in the development and implementation of the Eastern Province Traffic Safety Strategy. Comprising 91 initiatives planned over a decade, Aramco contributes to the Province’s progress in achieving higher safety standards and reducing traffic-related incidents. This collaborative effort, guided by the Eastern Province Traffic Safety Council, has led to measurable improvements, including notable declines in fatality and serious injury rates.

In addition, Aramco helps strengthen infrastructure support by allocating six strategic truck holding areas, collectively accommodating over 6,000 trucks. These facilities help ease congestion and enhance traffic flow, in response to increased truck volumes due to rerouting from maritime port activities. This reflects Aramco’s proactive approach to fostering safer roads in alignment with Saudi Vision 2030.

**Advancing traffic safety through research and training**

Since its inception in 2013, the Saudi Aramco Traffic Safety Chair at Imam Abdulrahman bin Faisal University (IAU) has conducted more than 70 research studies and delivered 22 specialized training sessions with the aim of improving traffic safety in the Kingdom. As part of its focus on traffic improvement, Aramco will continue to fund the chair at IAU, worth more than \$0.5 million annually.

# Human rights in the workplace

Aramco employs more than 76,000 people from 95 different countries. A positive workplace culture for our diverse workforce is central to what we do.

Our culture across all our operations prioritizes dignity, respect, and inclusivity. This includes taking a strong stance against abusive practices, modern slavery, exploitation, and child labor.

We work with our suppliers to promote respect for human rights, incorporating health and safety requirements into our procurement practices. We also support wider stakeholder engagement and seek to manage human rights across our operations. Our actions are informed by applicable recognized human rights standards.

Our governance framework emphasizes transparency, adherence to applicable laws, and social and economic development. By embedding these principles into our operations, we aim to make positive contributions.

## Code of Business Conduct

Aramco’s Code of Business Conduct (CoBC) reflects our efforts in maintaining a respectful, safe, and ethical workplace while upholding human rights. These principles guide how our people, our suppliers, and our key stakeholders are expected to behave, and empower them to speak up, act with integrity, and contribute to a safe and ethical workplace.

The CoBC can be found on [aramco.com](https://www.aramco.com).

## Grievances

Aramco fosters a workplace grounded in trust, accountability, and fairness, where employees are assured that they can voice concerns openly and without the fear of retaliation.

In addition to the reporting channels available under the CoBC, the Company maintains a formal grievance process overseen by its Human Resources organization to ensure impartial review and equitable resolution of all matters. Employees may submit grievances at any time without risk of disciplinary action or adverse impact to their career. Submissions are made through a secure online platform, supported by personnel advisors Kingdom-wide and through digital channels to provide guidance throughout the process.



In 2025, Aramco strengthened its engagement efforts by increasing awareness initiatives for leaders, with particular emphasis on the effective handling of employee matters. These efforts focused on reinforcing accountability, enhancing consistency in application, and promoting early dialogue and resolution.

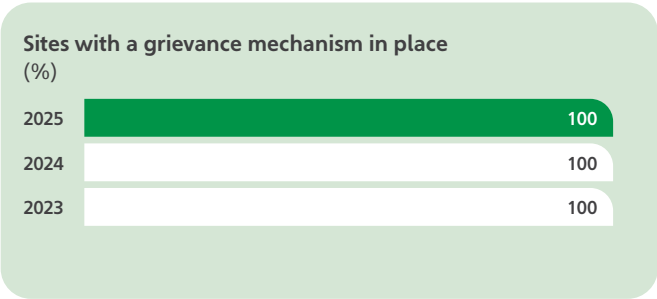
## Employee relations

We engage with our employees through a wide variety of channels:

**A Workers Committee**, managed by a voluntary team of elected employees, which conducts regular employee experience surveys.

**A Young Leaders Advisory Board** for employees aged under 36, which serves as a bridge with executive management (more than half of our employees are younger than 36).

Other opportunities for voicing opinions include town hall meetings and recognition events.





# Labor practices

We embrace and celebrate our diverse and multinational workforce and promote mutual values of respect, collaboration, and innovation in the workplace.

We engage with our employees through a variety of channels, from town hall meetings to surveys and recognition events, offering opportunities for their voices to be heard.

We promote equity and inclusion, and have policies, training programs, and adjustments in place to foster an inclusive and accepting work environment where everyone feels valued, respected, and empowered to thrive.

## Aramco's employees in 2025

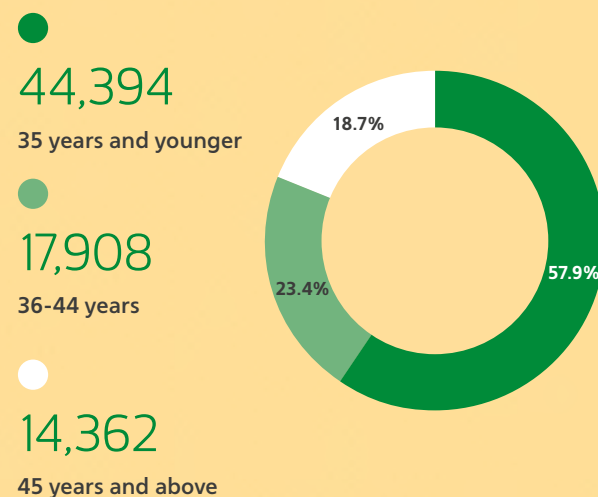
76,664

Total number of employees

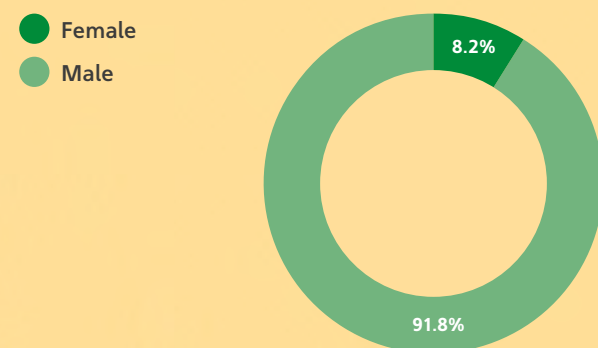
95

Nationalities

### Breakdown of Company employees – by age



### Breakdown of Company employees – by gender



## Equity and inclusion

Aramco continues to foster a diverse and inclusive workforce and promote a culture in which everyone has the opportunity to succeed and feels welcome, supported, and valued.

Our Equity and Inclusion Framework promotes equal access to opportunities, resources, and advancement. Our aim is to create an environment where all employees feel a sense of belonging, are respected, and valued for their unique perspectives and contributions.

A key objective in our people strategy is to increase the representation of women and people with disabilities through a strategic HR value chain approach of Attract, Develop, and Retain, while fostering a culture where all employees can succeed. Progress in equity and inclusion initiatives is overseen by our People and Organization Committee.

### Gender equity

In 2025, the percentage of Saudi and non-Saudi females in new hires rose to 26%, up 2 percentage points from the previous year. Female employees made up 8.2% of the workforce at year-end, up from 7.9% in 2024. The number of females in leadership positions also increased, from 5.8% in 2024 to 6.2% in 2025.

### Number of female employees



### Number of female employees in leadership positions



|                                              | 2025 | 2024 | 2023 |
|----------------------------------------------|------|------|------|
| Female employees (%)                         | 8.2  | 7.9  | 7.2  |
| Female employees in leadership positions (%) | 6.2  | 5.8  | 4.8  |
| Female new hires (%)                         | 26.0 | 24.0 | 24.1 |

We continue to help female employees develop through advanced degree programs, scholarships, and leadership initiatives. Our collaborations with national institutions have enhanced female representation in science, technology, engineering, and mathematics (STEM), with 52% of Saudi female direct hires coming from STEM majors.

### Inclusion of people with disabilities

Aramco values the contributions of people with disabilities and promotes an inclusive workplace. As a member of the Valuable 500, a global initiative to end disability exclusion, Aramco uses best practices to support employees with disabilities.

Disability inclusion at Aramco focuses on accessibility in physical, digital, and learning environments, helping employees to thrive in their work. Efforts include increasing the number of accessible facilities, initiating personal emergency evacuation plans, offering workplace adjustments like office ergonomics and mobility services, and providing assistive technology tools such as screen readers and speech generation devices.

Aramco also offers regular training programs for leaders and employees to raise awareness and build a culture of inclusion for people with disabilities.

## Our accessibility progress in 2025

In 2025, we made progress in several areas of accessibility.

- Governance:** We issued a company-wide disability inclusion instruction that embeds roles, processes, and multi-year planning expectations, making inclusion a shared accountability across all business lines, and we integrated best practice requirements into our OEMS. These ensure our HR systems consistently reflect inclusivity.
- Organizational capability:** We introduced certified neurodiverse workplace training programs, using digital platforms to scale awareness across human resource functions. Our equity and inclusion team earned four prestigious international awards spanning strategy, training, and communications, and obtained Certified Neurodiverse Workplace status with the International Board of Credentialing and Continuing Education Standards, the global standard for training and certification in the fields of autism, neurodiversity, and accessibility.
- Expanded resource access:** We expanded access to inclusion resources through digital tools. These include a human resource virtual assistant for disability inclusion guidance, complemented by campaigns and online learning libraries.
- Knowledge exchange:** We delivered technical and professional sessions on disability safety and workforce inclusion to national and international peer forums. These included the Society of Petroleum Engineers and the American Society of Safety Professionals.
- Accreditation:** Aloula Aviation,<sup>1</sup> our wholly-owned subsidiary, became the first airline in Saudi Arabia to achieve autism accreditation, highlighting its efforts toward delivering an inclusive and accessible travel experience for all passengers.

1. Aloula Aviation is the brand name of Mukamalah Aviation Company, a wholly-owned Saudi Aramco subsidiary.



## Investing in our workforce

From new recruits to senior leadership, we provide tailored development programs to equip employees with the skills they need to excel in their role, building the capacity and resilience of our workforce to meet the evolving demands of our business.

The total number of hours spent by our employees on training and development in 2025 increased to 16.6 million hours, from 13.8 million hours the previous year. This growth reflects our efforts to enhance workforce capabilities and invest in employee development. The average number of training hours per employee increased to 167 from 140 in 2024.

In 2025, our achievements included the following:

- **Training offering alignment:** We brought together more than 20 learning providers under the Corporate Academy umbrella. In 2025, Aramco’s Corporate Academy supported more than 46,000 participants through various development programs.
- **Structured career development for industrial talent:** We established a dedicated corporate entity to oversee industrial career development, ensuring structured and transparent pathways for growth.
- **Lifelong learning:** We introduced an Advanced Industrial Leadership Program with the SDA Bocconi School of Management, with the aim of building leadership continuity, supporting internal mobility, and fostering inclusive growth.
- **Coaching:** In 2025, we delivered some 3,000 hours of leadership coaching sessions to selected supervisors and managers. We also partnered with Business Technical Solutions to provide coaching that is scaled to different levels of Aramco leaders. Since its inception in 2024, more than 500 leaders have taken part in the program.

Technology spotlight



ENOA – our new corporate immersive campus

In 2025, we launched ENOA, our new corporate immersive campus, with the goal of providing a unified virtual space for training, business meetings, events, community engagement, and employee well-being.

Key features include more than 100 virtual reality simulations supported by AI-powered assistants, replacing traditional face-to-face sessions and enabling new training modules that were previously impossible to offer through conventional means.

The aim is for fast adoption of ENOA across Aramco. ENOA has already enhanced training experience, with improved engagement and knowledge retention.

### Our training and development suite

#### Industrial training

offered to industrial workforce, focusing on building technical skills, safety awareness, digital literacy, and soft skills.

7 out of 10

Industrial employees participated in these programs in 2025

#### Professional development opportunities

are provided to the professional workforce, through a range of academic programs including:

- **Our Hosted University Program** allows employees to earn a master’s degree from a top 30 university while they work. Since 2011, more than 1,100 employees have graduated from the program.
- **Our Advanced Degree Program** provides full-time scholarships for employees to pursue higher degrees at top universities around the world. 82% of our participants have been placed in top 30 universities globally.

#### Soft skills and leadership development opportunities

including assessments and coaching sessions for our professionals on these topics. We regularly hold Global Perspective Sessions to which we invite experts in various fields to share their knowledge and experience with our employees.

#### Digital training and e-learning platforms

allow employees to learn at their own pace, anytime and anywhere.

1+ million

myLearning completions in 2025, 82% of which were non-mandatory

|                                                         | 2025 | 2024 | 2023 |
|---------------------------------------------------------|------|------|------|
| Total hours of training and development (million hours) | 16.6 | 13.8 | 9    |
| Average number of training hours per employee (hours)   | 167  | 140  | 95   |

### Nurturing young talent

Aramco continues to develop a robust talent pipeline to support its strategic goals and align with Saudi Arabia’s Vision 2030.

We offer various programs designed to help develop young talent and equip them with the skills for success. These include numerous programs for non-employees for apprenticeships, vocational training, college and university sponsorship, and for high-achieving undergraduates.

Graduate and apprenticeship development programs

**The Apprenticeship Program for Non-Employees** provides academic and job skills training for high school graduates to join our administrative or industrial workforce.

**The Vocational College Graduate Program for Non-Employees** bridges technical skill gaps for vocational college graduates, allowing them to join Aramco in specialized roles.

**The College Completion Program** sponsors high-achieving undergraduates studying in top universities in required majors.

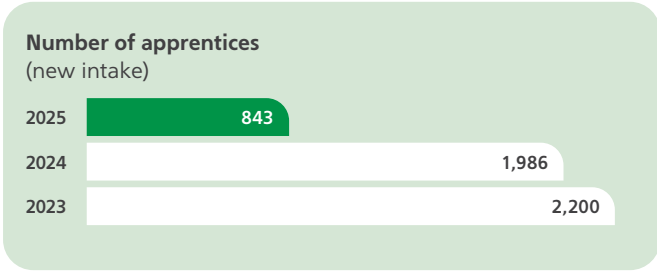
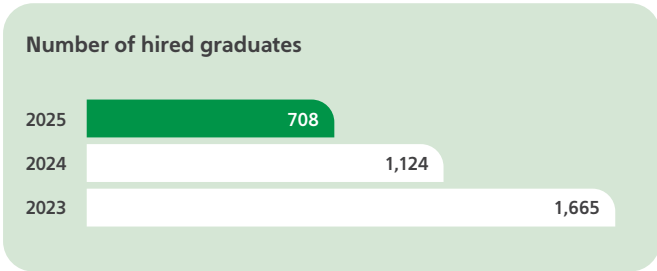
**The College Degree Program** is a scholarship program for Saudi high school graduates. It comprises two phases:

**The College Preparatory Program (CPP):**  
A foundational one-year program conducted in Dhahran to prepare students for entry into universities.

**University sponsorship:** Bachelor degree studies in top universities in or out of the Kingdom, following the completion of the CPP foundational year.

The quality of our college degree programs for non-employees was underscored in 2025 by an 82% placement rate in the top 30 universities, including MIT, Caltech, and the University of Cambridge.

Although the number of graduates and apprentices we hired in 2025 decreased in response to business requirements, our hiring goals remain bold for the future and essential for Aramco’s long-term growth and resilience.

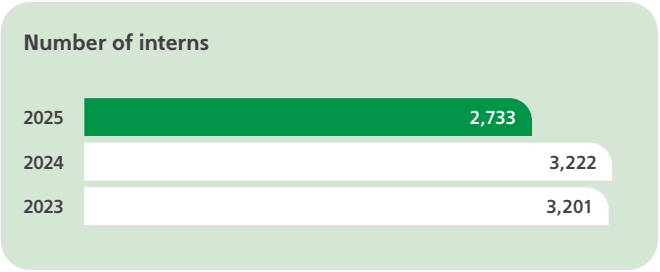


### Internship opportunities

We offer a range of internship programs designed to provide valuable work experience and professional development opportunities, including the University Internship Program and the Vocational Internship Program. These programs also provide Aramco with the opportunity to establish a pool of qualified and top talent as candidates for future hiring.

In 2025, we accommodated 2,733 professional and vocational interns countrywide, which was lower than in 2024 (3,222). This decrease was primarily driven by operational optimizations, which led to a drop in demand for interns by our business lines. Nevertheless, our efforts toward providing students with essential work experience continue.

More information on how we support people through education and training can be found in the Growing Societal Value chapter.





# Workforce well-being and engagement

## Employee well-being

For more than five years, Aramco’s Work-Life Support Program has supported the well-being of our employees and their families with 24/7 access to clinical counselors, mindfulness, life coaching, and a digital behavioral health platform.

The program promotes financial literacy through courses and on-site advisors while offering childcare, fitness facilities, and personalized health coaching. Services are designed to be inclusive and accessible, supporting employees with disabilities and fostering a balanced, supportive workplace.

We offer a Well-Being Practitioner Certification program to our employees. To date, more than 200 well-being practitioners have been trained, helping to drive and support well-being initiatives across the Company.

In 2025, we launched the Aramco Well-Being Hub, a sanctuary where employees can recharge, access support and other resources, and participate in activities related to the nine dimensions of well-being, in various locations across the Company.

## Aramco’s Contractor Well-Being Program

Contractors are important to Aramco. There are more than 200,000 contractors supporting Company operations across the Kingdom, providing a wide range of specialized and often highly skilled services in many different fields such as construction, maintenance, and catering.

Aramco’s Contractor Well-Being Program is an initiative designed to support the well-being of our contractor workforce, which contracting companies must implement at their worksites and accommodation facilities to promote a healthy and safe working and living environment.

Aramco provides a range of free well-being services to support the contractor workforce. These services are available in Arabic, Bengali, Chinese, English, Hindi, Tagalog and Urdu, and include a toll-free call center, video counseling, training, and online resources.

## Aramco’s Contractor Well-Being Program

The Program is organized around **eight well-being elements**, encompassing a range of targeted activities and initiatives. Below are some examples of activities and initiatives performed in 2025:

**Physical well-being**  
Implementing health programs covering weight management, health screening, and smoking cessation, as well as promoting healthy eating and exercise.

**Emotional well-being**  
Conducting mental health awareness events, providing emotional support through various channels, including on-site engagements, 24/7 tele-counseling, and virtual sessions with psychologists or mental health counselors.

**Social well-being**  
Fostering connections and strengthening relationships through activities, gatherings, competitions, and self-interest clubs.

**Occupational well-being**  
Organizing well-being-related engagements and team building, implementing well-being policies, promoting healthier work conditions, and providing access to on-site medical clinics.

**Financial well-being**  
Supporting financial security through on-time payment of salaries and providing financial advice through a 24/7 call center.

**Intellectual well-being**  
Providing access to resources, workshops, online libraries, and training.

**Inclusive and belonging well-being**  
Conducting engagements and awareness events, offering support and communications in multiple languages, and providing diverse food choices and quiet rooms.

**Community and environmental well-being**  
Promoting community connection and volunteering opportunities, and providing sound and healthy accommodation.

In 2025, the Program’s compliance requirements were fully integrated into Aramco’s Supplier Performance Evaluation and Corporate Assessment programs, reinforcing contractor accountability.

## Employee experience

To enhance employee engagement and the workplace experience, Aramco uses multiple communication avenues. These include town halls, performance reviews, recognition programs, and digital platforms to facilitate meaningful engagement across the organization.

In 2025, we introduced a streamlined Employee Experience framework designed to strengthen engagement and foster continuous improvement in the workplace. This framework is built on three core stages: listen, act, and enhance.

Aramco carries out a comprehensive Employee Experience Survey every two years. The last survey was in 2024, when there was a record rating of 88%, an increase of 3 percentage points on the previous survey in 2022.

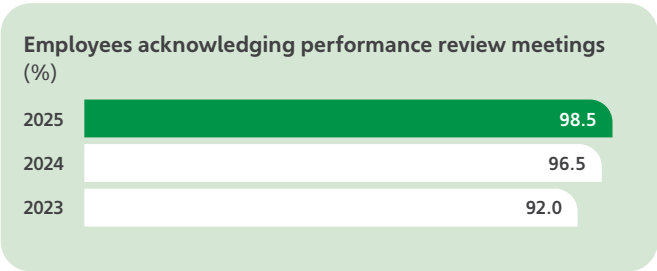
In response to the detailed feedback provided by employees, we launched a corporate employee experience action plan in 2024 to enhance employee work experience.



**Award**

Aramco was awarded the High-Performance Company designation in 2025 by Willis Towers Watson, a global advisory company that specializes in people management. Aramco is the first major oil and gas company and the first company in the Middle East to receive the award.

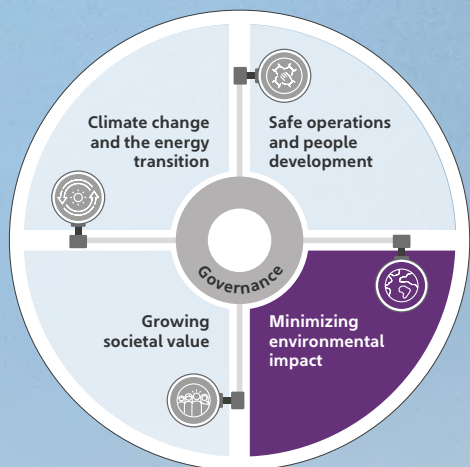
In 2025, we achieved a reduction in our attrition rate compared to the previous year. This improvement is primarily attributed to a decline in involuntary attrition as well as a strategic expansion of our workforce, resulting in a lower overall attrition rate. This demonstrates our focus in retaining top talent and fostering a positive work environment.



| Metric                               | 2025 | 2024 | 2023 |
|--------------------------------------|------|------|------|
| Attrition rate (%)                   | 2.3  | 2.8  | 2.2  |
| Employee turnover rate by gender (%) |      |      |      |
| Male                                 | 2.3  | 2.8  | 2.2  |
| Female                               | 2.4  | 2.9  | 2.7  |

1. The Employee Experience Survey is performed every two years. None conducted in 2025.





# Minimizing environmental impact

## Our view

We strive to manage the impact of our operations on the natural environment and contribute to the conservation of valuable natural resources for future generations.

## Our ambition

We aspire to have a net positive impact on the environment and biodiversity.

## Our approach

We aim to conserve natural resources and manage the impact of our business activities by harnessing technology and embracing circular economy principles.

We continue to expand our Biodiversity Protection Areas (BPAs) portfolio to safeguard wildlife and their essential habitats. We are implementing a range of nature-based solutions that serve as carbon sinks and investing in companies developing technologies to enhance these efforts.

We are working toward further reducing air emissions by enhancing our management systems and assets. Operating in an arid environment, we continue to implement a water conservation program to improve efficiency and use groundwater alternatives whenever possible. We deploy technologies to enhance dashboard monitoring of hydrocarbon discharges to water, equipping frontline operators with tools to take corrective actions.

We are implementing circular economy principles by managing industrial waste and converting it into useful products through innovative solutions.

## Material topics

## 2025 progress

### Biodiversity and ecosystem services

96.5<sup>Ⓢ</sup> %

net positive impact (biodiversity and ecosystem services): seven new BPAs added, bringing the total to 35

### Local environmental impact

100<sup>Ⓢ</sup> %

of our 58 asset-based Upstream and Downstream organizations obtained or maintained ISO 14001 certification in 2025

### Water management

78.5<sup>Ⓢ</sup> million m<sup>3</sup>

of freshwater consumed in 2025; 28.4<sup>Ⓢ</sup> million m<sup>3</sup> consumed in water-stressed regions

### Product stewardship and waste management

69.1<sup>Ⓢ</sup> %

industrial waste recycled in 2025, up from 47.8%<sup>Ⓢ</sup> in 2024

### Arabian oryx in Shaybah Wildlife Sanctuary

Once a common sight, only 11 Arabian oryx remained alive in the wild in 1972 due to over-hunting.

A global captive breeding program, which began with just nine oryx, formed the foundation for the species' recovery.

Aramco supported the reintroduction of the Arabian oryx into the Shaybah Wildlife Sanctuary, part of a larger effort to restore ecosystems in Rub' al-Khali that provide a safe, natural habitat for oryx and other native wildlife. The current population of oryx in Shaybah is 395.



# Biodiversity and ecosystem services

## Biodiversity

We strive to promote biodiversity conservation across our operations.

Our biodiversity policy is guided by our ambition to achieve net positive impact (NPI) through the application of our biodiversity mitigation hierarchy: avoid, minimize, restore, and offset. We aim to improve biodiversity in the areas where we operate, and we undertake restoration initiatives to revitalize sensitive ecosystems.

Our policy is to avoid operating in designated UNESCO World Heritage Sites and other global protected areas. We aim to ensure our operations result in no net loss of biodiversity and ecosystem services in national parks and Key Biodiversity Areas.

However, some of our operations are near or partially located in areas with high biodiversity value. While this may impact the natural ecosystem, we have implemented conservation programs to nurture biodiversity. These include our 35 Biodiversity Protection Areas (BPAs) in Saudi Arabia.



## Net positive impact

The aim of our biodiversity protection program is to achieve net positive impact in biodiversity and ecosystem services.

We partner with local and international stakeholders to help address biodiversity risks and opportunities.

In 2022, 196 countries, including Saudi Arabia, signed the Kunming-Montreal Global Biodiversity Framework (GBF). This framework sets action-oriented global targets to reduce threats to biodiversity by 2030.

In support of the Kingdom’s efforts to align with the GBF, we are striving to achieve net positive impact for biodiversity by 2030. This will be realized when the biodiversity gains from our conservation programs exceed the impact of our operations. We calculate NPI by comparing the surface area of our BPAs against that of our operational assets.

In 2025, we designated seven new BPAs in Saudi Arabia, covering an area of 177.7 square kilometers (km²). This increased the number of BPAs from 28 in 2024 to 35 in 2025 and the area covered from 1,900 km² to 2,097 km². In terms of our NPI, we achieved 96.5% against our 2025 goal of 95%.

Of the seven new BPAs we designated in 2025, two were coastal wetland areas near the Red Sea port of Yanbu, covering an area of 3.2 km² and 2.8 km² respectively. A third was an inland wetland area of 0.61 km² located between Yanbu and Medina. In the northern region, we designated an Unconventional Resources Producing Department (URPD) BPA of 42.9 km². On the Arabian Gulf coast we designated the following BPAs: Sea Water Injection Operations Department (SWIOD) of 0.2 km², Tarout Bay of 4.65 km², and Safaniya-Ras Mushaab of 104.3 km². These three areas encompass vital ecosystems such as mangroves, mudflats, seagrass beds, coral reefs, intertidal flats, lagoons, and other subtidal environments. Each of the seven BPAs is ecologically important for the rich diversity of species and habitats they support. They also serve as essential stopover points for migratory birds, including several species that are classified as Threatened or Near Threatened on the International Union for Nature Conservation’s (IUCN) Red List.

In 2025, we identified 60 additional species across Company-designated BPAs, raising the total to 904 species – a 7.1% increase compared to 2024 (844 species). The updated species list now includes 400 plants, 303 birds, 119 invertebrates, 47 mammals, and 35 reptiles. Of these recorded species, 29 are on the IUCN Red List, including 14 Near Threatened, 12 Vulnerable, 2 Endangered, and 1 Critically Endangered.

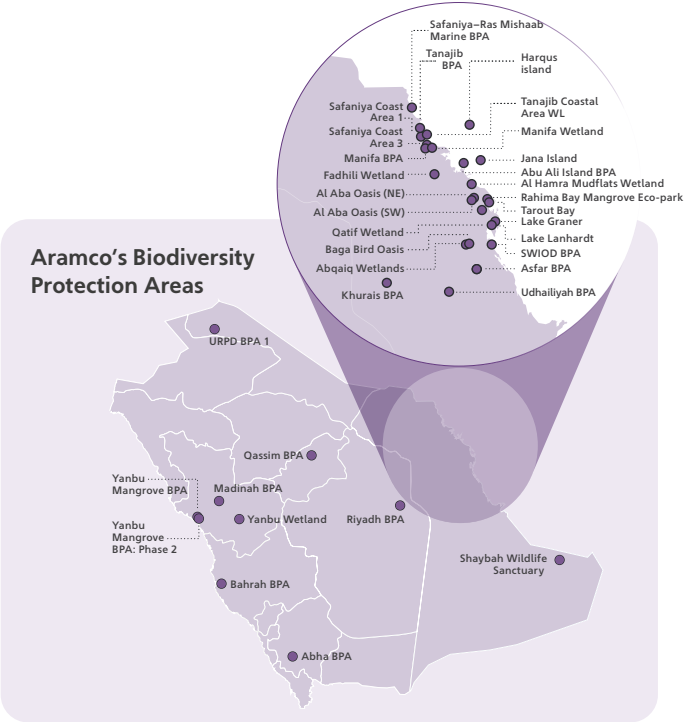
### Net positive impact (biodiversity and ecosystem services) (%)



## Ecosystem services

Ecosystem services are the benefits people derive from healthy ecosystems, such as food and fresh water, as well as other services like flood control and eco-tourism. Human societies are dependent on these services for their economic growth and well-being.

Each type of ecosystem delivers a range of benefits. In Saudi Arabia, the principal ecosystems include inland wetlands, deserts, woodlands, intertidal areas, mangroves, coral reefs, and seagrass. Many of these are, therefore, present in Aramco’s BPAs. In 2025, we began to explore which ecosystem services were likely to be generated by our BPAs and to assess the economic value they provide.



© This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found online in the Sustainability section of our website.



Our biodiversity mitigation hierarchy

Governance framework for biodiversity

Avoid

We plan to avoid operating in high-quality habitats like national parks and Key Biodiversity Areas.

Minimize

We aim to minimize the duration, intensity, and/or extent of impacts that cannot be avoided, such as construction activities and by controlling air and water emissions.

Restore

We aim to restore degraded habitats. The two lake BPAs in Dhahran are managed to provide habitat for different species. Deep water is maintained at Lake Graner to provide habitat for diving ducks, terns and grebes, while shallow water areas are preserved at Lake Lanhardt for dabbling ducks and wading birds.

Offset

We plan to offset what we cannot avoid, minimize, or restore. Offsets are designed to not only compensate for residual impacts, but also to create net gain for biodiversity (net positive impact).

We map and monitor:

We employ a multifaceted approach to assess and monitor biodiversity, encompassing remote sensing, detailed mapping, and strategic prioritization.

In 2025, we deployed three mapping technologies developed in-house:

- the Bird Powerline Collision Risk Map;
- the Groundwater Recharge Zone Heatmap; and
- Conservation Priority Flora for the Kingdom’s Botanical Range Map in collaboration with KAUST.

We conduct applied research:

We engage in collaborative applied research projects with leading local universities in the Arabian Gulf, including King Fahd University of Petroleum and Minerals (KFUPM); and in the Red Sea, in partnership with KAUST. Our main goal is to advance our knowledge of the ecosystems in which we operate.

Nature-based solutions

Nature-based solutions are actions that protect, sustainably manage, and restore natural and modified ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits.

We are investing in nature-based solutions as part of our ambition to enhance biodiversity and ecosystem services. Our programs include the planting of native trees and the protection of wetlands in Saudi Arabia, as well as the restoration of coral reefs in the Kingdom and overseas. Nature-based solutions for forests, wetlands, and oceans serve as natural carbon sinks that absorb and store carbon dioxide.

In 2025, Aramco supported restoration projects and planted 165,000 native trees in an area of 7.2 km², taking the total area restored within the Kingdom to 40 km². Aramco has planted 4.8 million trees since 2020 in support of the Saudi Green Initiative (SGI) to plant 10 billion trees by 2030. We do this in collaboration with organizations like the National Center for Vegetation Cover Development and Combating Desertification, Royal Reserves, and Development Authorities to ensure alignment with the broader strategy of the SGI.

In 2025, we developed a new feature as part of our seed planting technology. Drones can now plant seeds of native trees, while also conducting seismic measurements. In addition, our subsidiary, Aloula Aviation,<sup>1</sup> is piloting aerial environmental applications that enhance ecosystem restoration and air quality management. These include supporting the SGI through reforestation by aerial seed laying. Another innovative application is aerial soil stabilization at major development sites to reduce the amount of airborne dust particles and improve worksite visibility and safety.

The Abu Ali Fish Hatchery

In 2025, Aramco inaugurated the Regional Center for Sustainable Development of Fisheries (RCSDF) on Abu Ali Island, Jubail, in collaboration with Saudi Arabia’s Ministry of Energy and Ministry of Environment, Water and Agriculture (MEWA).

Aramco completed the design, construction, and transfer of the RCSDF to MEWA, thereby concluding a series of offset projects aimed at managing residual impacts of the Manifa Causeway Offshore project. The cultivation of native Arabian Gulf fish species within the facility is intended to strengthen biodiversity, while also acknowledging the essential interdependence between aquaculture and fisheries as integral components of the coastal and marine management system.

The facility operates with a recirculating aquaculture system that reduces water use by up to 90% while supporting the cultivation of up to four species through the juvenile stage. Once they reach this life phase, the young fish can be released into the Gulf to help restore populations that have declined due to overexploitation. As of late 2025, around 4.5 million juveniles had been released. Discharge water from the hatchery (about 10% of the volume used) is fed into a lagoon planted with mangroves which serve as a water purifying nature-based solution. Complementary initiatives include beach cleaning campaigns, mangrove and coral reef restoration, and monitoring activities.

Technology spotlight



Remote coral reef monitoring

We are implementing an in-house digital solution for coral reef monitoring using satellite remote sensing. The solution aims to support our coastal and marine BPAs by monitoring the health of these ecosystems in conjunction with in-situ observations of coral distribution, bleaching, and degradation. The solution assists mapping of habitat types in the offshore coral reefs of the Arabian Gulf.

Coral reefs

Coral reefs are home to invaluable ecological and economic richness. They nurture marine species and provide a natural defense against coastal erosion. They also support the economies and well-being of coastal communities the world over.

In 2025, Aramco initiated a project to monitor the change in marine species over time in three natural coral reefs and six artificial reefs in the Arabian Gulf. The main aim of the project is to monitor and assess marine species succession, habitat conditions, and ecological dynamics, with the focus initially on artificial reefs. During the year, in Japan, we celebrated a 14-year marine conservation and restoration partnership with the Okinawa Coral Reef Conservation Consortium to restore the region’s rich marine ecosystems over the long-term.

Safeguarding seagrass ecosystems in the Arabian Gulf

Seagrass meadows, often referred to as the “lungs of the ocean”, are ecologically vital habitats in marine ecosystems. These underwater grasslands support biodiversity, protect shorelines, and play a role in carbon sequestration.

Our extensive survey of Qurayyah’s seagrass meadows and associated fauna has provided insights into the current health of these ecosystems. The study maps the spatial extent and health of seagrass beds within the SWIOD BPA; identifies areas of healthy, damaged, or destroyed seagrass habitats; assesses ecosystem services, including carbon sequestration; documents the diverse fauna communities; evaluates threats; proposes priority areas for restoration; and recommends effective management strategies.

The research employs advanced techniques, including scuba-dive surveys, environmental DNA analysis, underwater remotely operated vehicle and hydrodynamic modeling to gather data on the biodiversity and ecological dynamics of the region. The study identifies priority areas for the protection of the most ecologically important seagrass beds and proposes restoration methods tailored to the local environment, combining biological and hydrodynamic data.

1. Aloula Aviation is the brand name of Mukamalah Aviation Company, a wholly-owned Saudi Aramco subsidiary.



# Local environmental impact

Since 2012, our operations have been guided by Aramco’s environmental management system. This provides a systematic and structured approach to ensure compliance with local environmental regulations, enhance environmental performance, and promote the adoption of international best practices.

In 2025, all 58 of our asset-based Upstream and Downstream organizations obtained or maintained ISO 14001 certification.

To oversee our environmental management performance, we carried out many assessments in 2025, including:

- 145 environmental and health (E&H) corporate assessments across various Aramco organizations. These assessments covered a broad range of environmental protection disciplines including air quality, water management, wastewater, industrial waste, environmental health, radiation protection, and industrial hygiene.
- Seven E&H compliance assessments for affiliates, aimed at strengthening compliance readiness.

A key challenge we tackled during the year was the potential for lapses in ISO 14001 certification. We introduced an automated certification tracking and reporting system in 2025 that has significantly reduced that risk. By delivering timely notifications and alerts, the system ensures that our organizations can plan for certification renewal, minimizing the likelihood of lapses.

## Air emissions

We continuously monitor emissions from our production facilities and take measures to reduce their impact on our workforce, local communities, and the environment.

Typically, our crude oil production contains varying degrees of sulfur. Addressing the sulfur content of our crude oil continues to be a priority, both in pretreatment and during combustion. We seek to minimize our air emissions containing sulfur oxides (SOx) and other compounds.

**Initiatives in 2025 included:**

- Continuously measuring key components, like hydrogen sulfide and sulfur dioxide in our sulfur recovery units (SRUs) to optimize efficiency and ensure regulatory compliance.
- Developing and assessing various technologies that help reduce or prevent corrosion in SRU pits which can be severe.
- Developing a photo-thermal sweetener that aims to remove hydrogen sulfide from sour and ultrasour gas flows using high-power laser light. The technology could be used in upstream reservoirs with ultrahigh hydrogen sulfide content and in midstream applications to reduce the energy intensity of treating sour gas. Our goal is to demonstrate the technology across the entire gas cycle, from wellbore to gas treatment plant.
- Deploying machine learning to optimize the temperature and flow of molten sulfur in pipelines.

In 2025, Aramco’s SOx emissions were 164.8<sup>Ⓢ</sup> metric kilotons, an increase on the previous year due to rising gas processing activities occasioned by higher natural gas demand.



Aramco is helping to reduce the environmental and health impacts of the transportation sector by investing in the development of technologies that reduce pollutant emissions.

In collaboration with some of the world’s largest automakers and technology providers, we are working on innovative technologies to help reduce emissions from the vehicle tailpipe. These technologies include innovative exhaust architecture, optimized aftertreatment control systems, and a wide range of engine combustion improvements. The initiative has successfully reduced pollutant tailpipe emissions by more than 90%, relative to Europe’s current regulation. In 2025, Aramco delivered a lower emissions vehicle demonstration in partnership with Horse Powertrain in Europe and another with an automaker in North America. The North American demonstration has shown a pathway to achieve internal combustion engine emissions that meet the most stringent levels of the future U.S. Environmental Protection Agency regulatory framework.

Aramco is also collaborating with Loughborough University (UK), University of Houston (USA), and Tsinghua University (China) to study the broader lifecycle impacts of transportation systems on air quality, including their social, economic and health impacts, to support energy solutions that help mitigate these impacts, rather than shifting the burden from one sector or region to another.

**Technology spotlight**



### Drones with gas-detection sensors improve monitoring

Our Riyadh Refinery has introduced industrial drones with 4D sensors to help detect pollutants emitted by evaporation ponds and send the data to software in real time for monitoring and analysis.

A refinery evaporation pond is a large lined basin that uses sunlight and heat to evaporate wastewater, concentrating harmful contaminants into solid residue facilitating disposal or containment, while preventing wastewater from seeping into and polluting groundwater. The ponds are essential for the disposal of refinery wastewater.

The technology includes high-resolution visual and thermal infrared cameras, advanced AI-enabled multi-gas-sensing detectors, a global positioning system, and drones. These help the refinery to detect, monitor, and respond to volatile organic compounds (VOCs) emitted by the ponds efficiently and cost effectively.

<sup>Ⓢ</sup> This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.

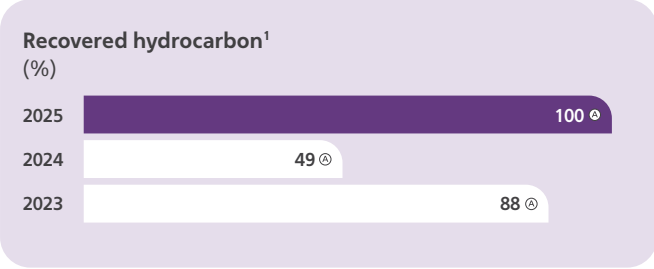
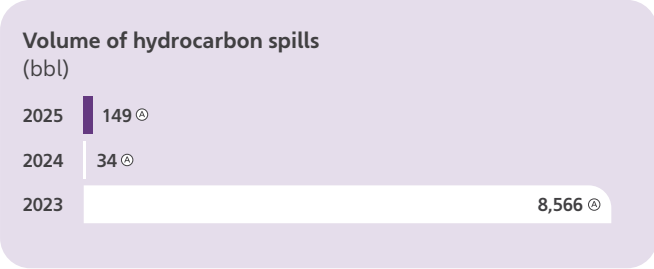
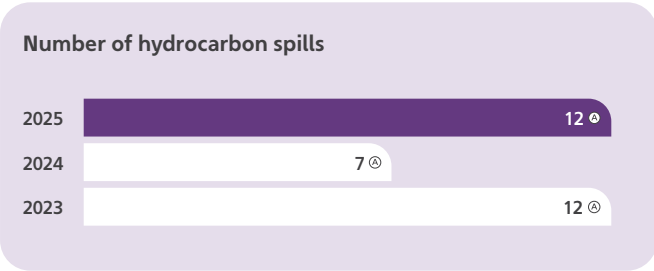


## Spills to the environment

Aramco operates across a vast expanse of Saudi Arabia, with many sites in remote areas. This presents challenges in detecting potential spills across the Kingdom’s enormous deserts and territorial waters. To meet its target of zero spills, Aramco employs rigorous inspection programs to assess the integrity of assets, putting failsafe measures in place, training employees, and using advanced technologies to predict possible failures for rapid decision-making and action.

We enhance our activities by sharing best practices among various teams and regions within the organization and by collaborating with universities on oil spill monitoring and mitigation technologies.

We also conduct regular oil spill drills at our hydrocarbon handling facilities. In the event of a spill, our response plans ensure a rapid and effective response to contain and recover all hydrocarbon materials, with full cleanup of the affected area. The Oil Spill Committee oversees the approval of appropriate policies, strategies, plans, and actions regarding oil spill prevention, containment, and cleanup for Aramco and its subsidiaries.



1. In 2025, we revised the calculation methodology for this metric by basing it exclusively on hydrocarbon recovery efforts related to accidental spills, excluding controlled hydrocarbon discharges to water.  
Ⓐ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found [online](#) in the Sustainability section of our website.

In 2025, 12 hydrocarbon spills<sup>Ⓐ</sup> occurred, compared to seven in 2024. The total volume of hydrocarbons spilled amounted to 149 barrels<sup>Ⓐ</sup> compared to 34 barrels<sup>Ⓐ</sup> in 2024. The increase in spills was primarily due to two inland incidents: a 77-barrel spill from Aramco’s operations in the Hawiyah region and a 43-barrel spill linked to an affiliate, accounting for more than 80% of this year’s total. Both incidents were swiftly addressed and fully recovered. All spills were rapidly halted by the response team, with inland spills fully recovered and offshore spills effectively mitigated to eliminate environmental impacts. Aramco continues its efforts to implement best practices and its proactive management of operations and assets.

Learning from previous major incidents, we continually make enhancements in detection, response, and asset integrity across all operations to strengthen spill prevention and response.

**Actions taken in 2025 included:**

- **Successful remediation:** We achieved complete remediation of the site impacted by the 2022 oil spill at Uthmaniyah. As disclosed in the 2022 Sustainability Report, a spill of more than 11,900 barrels occurred due to equipment failure that resulted in a flow line rupture. The response team immediately halted the spread, and full recovery of the spilled liquid was achieved.
- **Progress toward meeting our targets:** Efforts included strengthening internal processes through rigorous audits and assessments, enhancing asset integrity through continuous maintenance and capital improvement projects, and refining inspection protocols to ensure operational excellence.
- **Regular oil spill drills:** In preparation for potential hydrocarbon spill incidents, we held regular spill-drill exercises at all hydrocarbon-handling facilities. These serve to test response readiness, identify opportunities for improvement, and build greater resilience in incident management capabilities.
- **New monitoring and trajectory prediction system:** We have developed a spill monitoring and trajectory prediction system to enhance the early detection of offshore spills and provide accurate forecasts during spill events. The system’s pilot phase has commenced for Aramco’s operational areas. Three U.S. patents have already been granted for this innovation.

## Water management

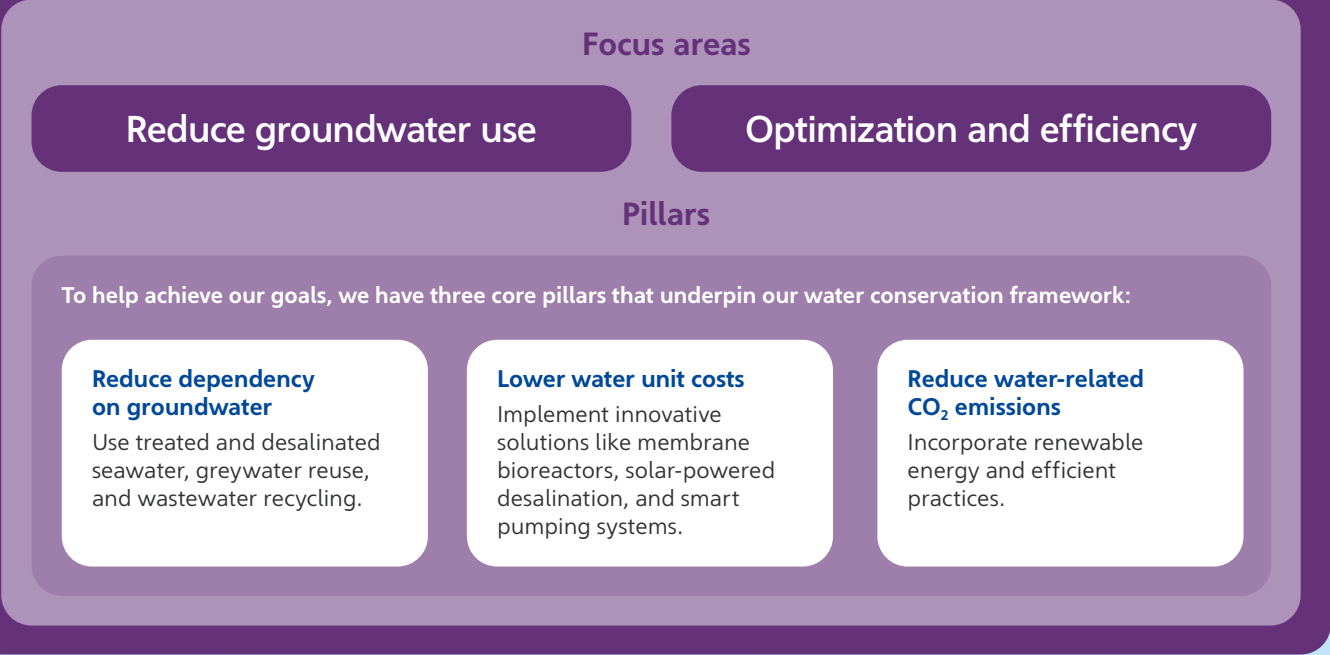
**Water consumption and conservation**

Aramco understands the importance of the sustainable use and conservation of water resources in the water-stressed regions of Saudi Arabia as well as in our operations globally. Our comprehensive water conservation efforts entail supplementing water supply with alternative sources to fresh water, increasing wastewater reuse, and minimizing water losses at operating facilities and communities.

In 2025, freshwater consumption was 78.5<sup>Ⓐ</sup> million m<sup>3</sup>, a reduction of 5.4% compared to the previous year’s performance, due to Aramco’s water conservation efforts. In addition, less than 40% of our freshwater consumption is sourced from water-stressed regions.

We implement our water conservation strategies by conducting water optimization studies for capital projects to minimize water consumption; maximize water use efficiency and reduce costs; and enhance governance through compliance assessments to ensure our water management practices, systems, and discharges meet legal, environmental, and safety standards.

**Water conservation framework for our Upstream operations**





Water conservation initiatives in 2025

- In 2025, we conducted 18 water conservation assessments of our Upstream, Downstream, and Community Services facilities that consume fresh water. These assessments include review of water conservation roadmaps, water flowmeter status to monitor use and detect leaks, new conservation initiatives and technologies, and awareness events for Aramco employees.
- We are also using an integrated digital solutions framework to support water management at our Upstream operations. This framework incorporates 4D models along with smart sensors to create self-optimizing digital ecosystems that monitor, analyze, and recommend timely interventions.
- In our gas-oil separation plants, we have reduced the amount of water used to wash or dilute the inflow of oil and gas, thereby consuming less groundwater. The technology we use measures the inflowing oil and gas in real time and dynamically adjusts the amount of water needed according to feed characteristics. We have also installed high-efficiency mixers in some gas oil separation plants that maximize water-oil contact which reduces the consumption of groundwater by 25% in comparison to previous practices.
- We have also conducted a pilot study to demonstrate the treatment and reuse of brine removed from reverse osmosis (RO) desalination plants for landscape irrigation at a utility operation in Abqaiq. Prior to its use for irrigation, about 25,000 gallons per day of RO reject was treated with a series of processes, including an innovative water restructuring technology to ensure compliance with all applicable water quality requirements.



Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found online in the Sustainability section of our website.

Sustainability in action

Innovative water conservation technologies for oil and gas extraction

We have developed and commercialized a range of innovative technologies that reduce or eliminate the use of groundwater in oil and gas extraction operations.

These include our ArCoFrac-LG CO<sub>2</sub> foamed fracturing fluid system, which replaces groundwater with liquid CO<sub>2</sub> in fracturing to help reduce groundwater extraction while maximizing recovery in pressure-depleted wells.

Our portfolio also includes fracturing fluids that reuse contaminated wastewater in evaporation ponds at our natural gas liquids plants and has the potential to conserve up to 250 million gallons of groundwater per year per plant, alleviating pressure on groundwater aquifers; as well as our BioClean technology, which effectively removes the oil from the pond water, enabling the water to be reused for drilling fluid and fracturing operations.

For deep, hot wells where fracturing fluids that are resistant to extreme temperatures are needed, we have developed a fluid that replaces fresh water with locally sourced nano-filtered seawater, saving hundreds of thousands of gallons of groundwater per fracturing operation. For water-intensive hydraulic fracturing, we have developed a fracturing fluid that entirely replaces fresh water with seawater.

We have also developed means to reuse produced water (a byproduct of oil and gas extraction) for fracturing, thereby avoiding the use of fresh water. The process can potentially generate additional value by extracting barium from the produced water, a mineral that is used in drilling fluid among other things.

In 2025, we progressed our zero liquid discharge (ZLD) program by advancing various new technologies for both water treatment and salts recovery. Our ZLD technology portfolio cleans produced and wastewater to 99% purity, which means the water can be reused in multiple applications, including fracturing, to conserve groundwater. The minimal volumes of ZLD waste remaining can be processed for mineral recovery or used in drilling operations, which we demonstrated in a field trial in 2025. The treatment and use of ZLD limited waste streams help to achieve full water circularity, with zero waste discharge into the environment.

Link to strategic theme:



Upstream preeminence

Link to strategic enabler:



Technology

Wastewater and discharges into water

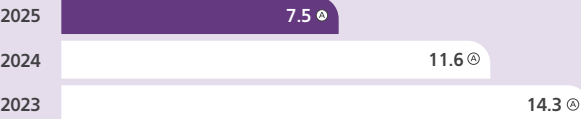
Aramco generates large volumes of wastewater in its operations. We have developed multiple technologies to help us reuse as much as possible of the water produced in our oil and gas fields and production facilities. This reduces our use of fresh water and the volumes discharged.

Our approach to wastewater management aims to ensure that all our wastewater is treated in accordance with the regulations of the country concerned. We operate our own wastewater treatment plants to ensure that treated water can be reused for irrigation and district cooling, or safely returned to the environment.

We strive to continually reduce the controlled volume of hydrocarbons we discharge into water from our wastewater treatment systems; the volume decreased from 11.6 barrels<sup>Ⓢ</sup> in 2024 to 7.5 barrels<sup>Ⓢ</sup> in 2025. This was due to our precautionary measures to avoid potential incidental discharges, regular preventive maintenance of ageing equipment, and enhanced monitoring and tracking of the discharges through dedicated hydrocarbon discharge to water digital solutions. To support efforts at in-Kingdom facilities in accordance with relevant environmental standards, the Company uses a digital platform to capture periodic quality measurements of over 100 sanitary and industrial wastewater treatment plants across Saudi Arabia. The use of a centralized, dedicated platform provides enhanced surveillance capabilities for faster identification of issues and triggering of corrective actions, and reduces the risk of human error.

In 2025, our Uthmaniyah and Shedgum gas plants recycled around 8.3 million gallons of wastewater for use in well stimulation activities and drilling applications. We also reused 6.2 billion gallons of treated sewage effluent (TSE) in our community and office buildings and we aim to increase our use of TSE from 25% to 45%, while reducing our use of groundwater from 75% to 30%. In collaboration with the Saudi Irrigation Organization, we supplied 0.64 billion gallons of TSE to local farms in Al-Hasa, supporting more sustainable agricultural practices and promoting efficient water resource management. In addition, we commenced installation of water efficient faucets and fittings at our communities and office buildings. Pilot testing conducted in 2025 estimated that the selected technologies could reduce water use in the buildings by between 25% and 50%.

Hydrocarbon discharge to water (barrels)



Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found online in the Sustainability section of our website.



# Product stewardship and waste management

Aramco aims to implement circular economy principles across its operations to lower GHG emissions, reduce pollution and waste, and enhance process efficiency. We are actively collaborating with international partners and organizations to develop and implement innovative solutions that promote circular industrial waste management.



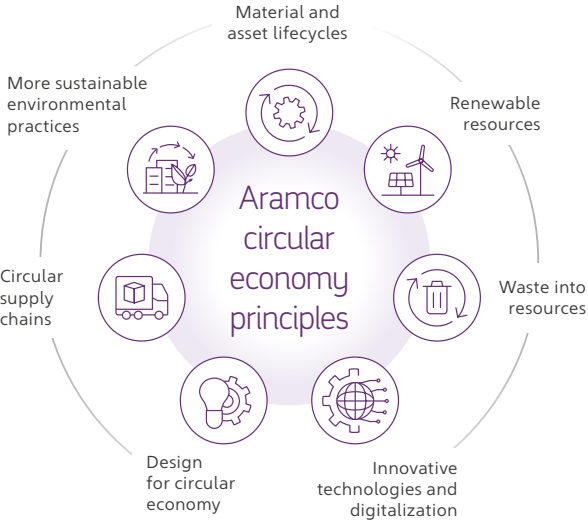
### Technology spotlight

#### Using plastic waste for lower-carbon road materials

In 2025, the Nonmetallic Excellence and Innovation Center for Building Materials – established by Aramco and the China Building Materials Academy in 2022 – pioneered the world’s first asphalt pavement to incorporate dual-blend recycled plastic with asphalt, replacing 20% of bitumen and 50% of mineral filler. The technology, demonstrated on a 2 km road in China, achieved a 36% reduction in carbon emissions and 18% in cost savings. It shows that plastic waste can be transformed into high-performance road materials and lower-carbon infrastructure at reduced cost.

## Circularity in industrial waste management

In 2025, Aramco continued to drive environmental and operational excellence following its seven circular economy key principles, ensuring that effective resource management is integrated across all operations. We have established circular economy mandates to drive the adoption of circularity in our operations, in accordance with international standards such as ISO 59004, ISO 59010, and ISO 59014.



- In 2025, we implemented more than 100 new circular economy initiatives, building on the 300 initiatives we introduced in 2024. Initiatives in 2025 include:
- Transforming Company’s project waste into valuable material through circular venues: The Company has utilized local construction and demolition waste recycling services to produce recycled aggregates that can be reused as prime construction materials. In 2025, we reprocessed more than 2,200 tons of concrete waste, reducing the demand for raw materials and avoiding approximately 260 tons of CO<sub>2</sub>e. In addition to concrete, we have recycled 190 tons of other project waste including cardboard, metal, wood, and plastic. Furthermore, we aim to generate \$100 million of value for the upcoming 10 years by recycling significant volumes of concrete waste and repurposing it into lower-carbon concrete.
  - Yanbu refinery achieved full wastewater (industrial and sanitary) circularity together with Marafiq, a local utility service provider, and reused 631,000 m<sup>3</sup> of treated wastewater in 2025. In addition, the refinery strengthened its efforts with Luberef (Saudi Aramco Base Oil Company) to convert heavy marine fuel into high-value feedstock.
  - Closed-loop drilling program implementation continued in 2025 across 284 well-sites, leading to a reduction of 0.5 million m<sup>3</sup> in wastewater generation.

- Aramco’s Community Services business is responsible for developing and managing high-quality community and office services in a reliable, innovative, and cost-effective manner to provide a desirable environment in which to work and live. Developments in 2025 focused on material reuse, waste reduction, and recycling across operations, including:
- Reusing cables and consolidating transformers in the voltage conversion program at our facilities, residential and office buildings from the current supply voltage of 208/120 V to the international standard voltage of 400/230 V.
  - Upgrading waste systems to meet Government standards.
  - Introducing recycling vending machines and repair-and-reuse centers.
  - Initiating projects such as e-waste recycling and sustainable landscaping.

The Excess Material Management Program continues to provide Aramco organizations with access to materials that can be consumed from existing inventory, thereby eliminating the need for placing unnecessary purchase orders. Three more organizations joined the program in 2025, bringing the total to 44 contributors.

### Industrial waste management

Aramco recycled 69.1%<sup>①</sup> of its industrial waste in 2025, up from 47.8%<sup>②</sup> in 2024. This was due to the utilization of circular industrial waste solutions available locally such as advanced chemical and physical separation, automated cleaning, waste regeneration, and resource recovery. The technical improvements were complemented by the adoption of an industrial waste data control system that better captures circularity efforts and increases data reporting accuracy. As a result, landfill disposal of industrial waste decreased by around 45% in 2025.

Several of our Upstream organizations achieved 97% of industrial waste recycled in 2025 through deploying circularity technologies and repurposing waste streams at local service providers. A key example is the deployment of Tricanter technology, a portable system that can efficiently separate oil, water, and solids on-site. This technology has enabled the recovery of ~55,000 barrels of oil annually back to production stream instead of being wasted.

We rolled out our automated waste management solution for naturally occurring radioactive materials (NORM) at all Aramco facilities in 2025. This solution manages NORM waste from its generation to disposal and features advanced capabilities such as smart disposal prioritization, standardized quarterly inspection checklists, a centralized radiological data system, and a dynamic executive dashboard for strategic oversight.

|                                                      | 2025                 | 2024                 | 2023                 |
|------------------------------------------------------|----------------------|----------------------|----------------------|
| Industrial waste recycled (%)                        | 69.1 <sup>①</sup>    | 47.8 <sup>②</sup>    | 35.7 <sup>②</sup>    |
| Industrial waste disposed <sup>1</sup> (metric tons) | 281,289 <sup>②</sup> | 512,980 <sup>②</sup> | 481,561 <sup>②</sup> |
| Industrial waste disposed – Upstream (metric tons)   | 157,714              | 320,287              | 253,044              |
| Industrial waste disposed – Downstream (metric tons) | 99,387               | 138,855              | 174,790              |

1. Industrial waste disposed includes operationally controlled affiliates and other waste streams not generated by Upstream and Downstream operations.  
② This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.

In 2025, the Company’s gas plants successfully recycled 1.42 million metric tons of recovered sulfur, and 158 tons of spent catalysts for recycling through the Saudi Cement Company. These efforts align with the broader circular economy initiatives, which have led to the identification of valuable reuse and recycling opportunities for materials generated from sulfur SRUs.

### Sustainability in action

#### Certifying circular economy specialists

In 2025, 462 of our employees were certified as circular economy specialists by the Circular Economy Alliance. This represents a 54% increase on the 300 certifications we recorded in 2024. We aim to train more than 400 additional employees annually, targeting a total of more than 3,600 certified experts.

Link to strategic enabler:

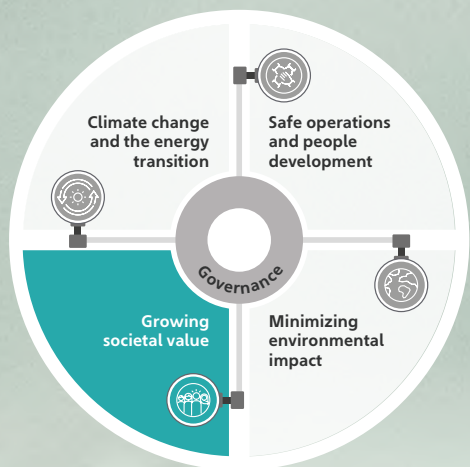
People

### Technology spotlight

#### High-power laser technology

Developed in-house, the technology eliminates the use of chemicals and water for cleaning and descaling flowline pipes. This reduces the time needed to descale pipes by 85% and allows the reuse of the descaled pipe as there is no mechanical damage caused by the process. We have tested the system in surface and shallow subsurface applications and are developing it for deep and long-haul applications.





# Growing societal value

## Our view

We seek to grow societal value wherever we operate. As good corporate citizens, we strive to cultivate a favorable environment to conduct business and contribute to the development of our communities.

## Our ambition

We aim to nurture a highly skilled and engaged workforce with the capacity to innovate and excel.

We strive to create resilient local supply chains and facilitate a competitive business environment, both within Saudi Arabia and in the countries where we operate. We aim to help our suppliers be informed of human rights principles.

We support Vision 2030 and the development of a thriving, diversified economy in Saudi Arabia through our activities in industry and other sectors. Globally, we look to support economic growth where we operate, while contributing to the empowerment of local communities.

## Our approach

Through our training and development programs, we provide our workforce with the skills and knowledge to innovate and overcome challenges.

By cultivating a competitive national energy sector in the Kingdom, our iktva program helps boost supply chain resilience and foster a thriving local economy. In 2025, we achieved our goal of localizing 70% of our procurement spending in Saudi Arabia.

In our efforts to conduct business as a good corporate citizen, our vendors have signed our Supplier Code of Conduct (SCoC), which details expectations and compliance.

To support economic growth and prosperity, we contribute to the public finances of the countries where we operate. We also support a broad range of social and environmental initiatives and promote volunteerism among our employees and communities.

### Material topics

### 2025 progress

#### Economic contribution

**\$1.5 billion**  
R&D spend

#### National content

**\$280 billion**  
Cumulative contribution to the Kingdom's GDP by Aramco's iktva program since 2015

#### Human rights in the supply chain

**100%**  
of Aramco's active suppliers have signed our Supplier Code of Conduct, which requires them to maintain safe and sanitary living conditions for their employees, provide adequate safety equipment, and comply with national labor regulations

#### Community and society

**\$541 million**  
Spent on social and environmental initiatives that benefit societies

Aramco's socioeconomic development projects continue to help generate inclusive growth by advancing local industries, empowering communities, and preserving traditional crafts. Aramco supports sustainable coffee cultivation across the Jazan and Aseer regions by addressing infrastructure gaps, enhancing skills, and improving market access.

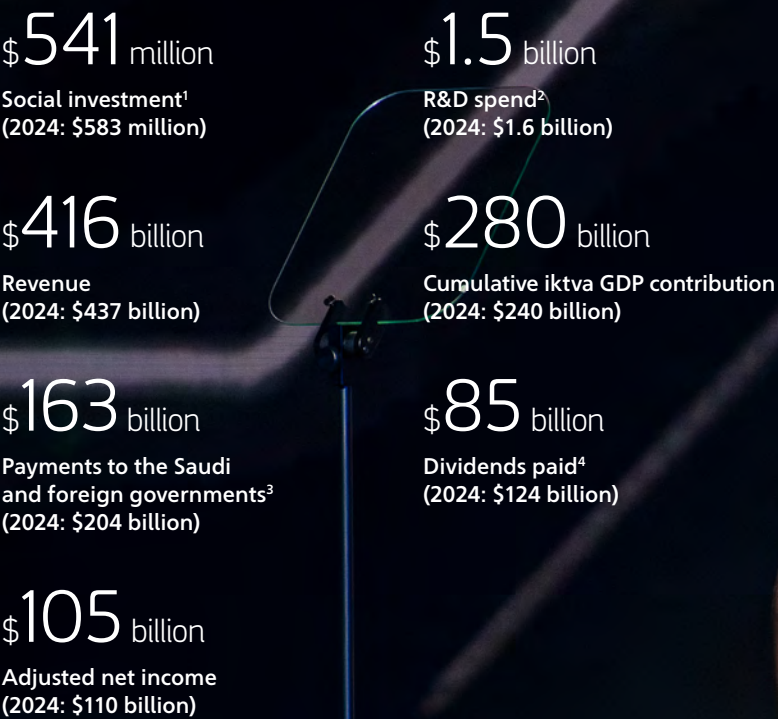


# Economic contribution

Operating in more than 50 countries and engaging across the entire value chain, Aramco strives to create value and foster positive economic impacts in every location we serve.

In Saudi Arabia, we continue to promote our iktva program to support local supply chains and improve supply chain efficiency.

Our global and local social spending was \$541 million in 2025. Aramco also contributes to the national economy in the countries it operates in, paying \$163 billion to the Saudi and foreign governments in taxes, royalties, and other payments in 2025.



1. Social investment for Aramco is defined as money spent on social and environmental initiatives which benefit societies.

2. This figure covers entities under the Aramco Group.

3. Figures include income taxes, royalties and dividends paid to the Saudi and foreign governments.

4. To the shareholders of the Company.

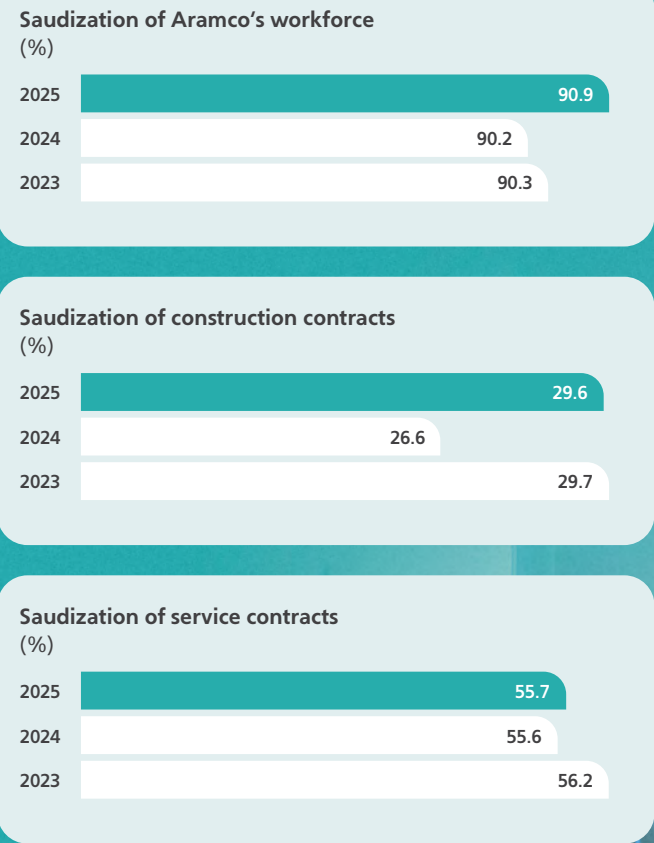
# National content

Aramco has a rich history of supporting education and career advancement for Saudi nationals and our international employees. By investing in schools, providing training, and supporting undergraduate and postgraduate students, we are working to build a workforce prepared for the future. These initiatives provide Saudi men and women with the skills that help to promote innovation and achieve excellence across Aramco. Our contributions play a role in advancing the Kingdom's overall development and supporting the goal of Saudization.

## Saudization: Building a local workforce and supply chain

Aramco continues to develop local talent and strengthen national capacities in alignment with the Kingdom's Saudization program.

In 2025, Saudi nationals accounted for 90.9% of our workforce, reflecting our efforts toward empowering local citizens. Additionally, we continue the Saudization of service contracts, which accounted for 55.7% of total contracts in 2025, with the rate for construction contracts at 29.6%.





iktva

Aramco’s in-Kingdom Total Value Add (iktva) program continues to be a focus of our supply chain localization efforts and in-Kingdom value creation. Through sustained investment in training, skills development, and strategic partnerships, the program strengthens national capabilities while enhancing the resilience of the Company’s supply chain.

In 2025, Aramco achieved its milestone of 70% local content and set a new target of reaching 75% by 2030. This ambition reinforces supply chain resilience, drives industrial growth, and supports greater local economic benefits within the Kingdom.

By the end of 2025, Aramco’s contribution to the Kingdom’s GDP had reached a cumulative total of \$280 billion since the program’s inception in 2015.

In 2025, we entered into more than 140 corporate purchase agreements with an estimated value of \$16.0 billion (\$60 billion), further advancing long-term localization and industrial development.

Since its launch, the iktva program has so far enabled the establishment of 380 new local manufacturing facilities, localizing many products manufactured in-Kingdom for the first time. New products localized in 2025 include blowout preventers, gas-processing catalysts, lay-flat hoses, nonmetallic centralizers, and annubar flowmeters.

To help ensure the success of the program and reinforce alignment, we collaborate continuously with the Ministry of Energy, the Local Content & Government Procurement Authority, the Small and Medium Enterprises General Authority, the Ministry of Industry and Mineral Resources, the Ministry of Investment, the Saudi Authority for Industrial Cities and Technology Zones (MODON), the Saudi Industrial Development Fund, and all four Royal Commissions. Engagement focuses on supplier development, monitoring execution, and maximizing localization outcomes.

Sustainability in action

Catalyzing local capability for specialized assets

To enhance in-Kingdom manufacturing capability and enhance supply chain resilience, Aramco is advancing the localization of specialized vehicles, equipment, and critical components. Complex and safety-critical assets such as aerial bucket trucks, wireline units, and firefighting vehicles require precision engineering, rigorous safety compliance, and customized specifications.

Aramco signed an exclusive license agreement with Namthaja, a local Saudi company, to commercialize Aramco’s 3D-printed Non-Metallic Laterals for Filtration and Water Treatment patent. This technology solves a long-standing operational challenge, improves reliability and availability of Southern Area Oil Producing’s seawater filtration systems at Qurayyah Sea Water Plant, avoids costly annual repairs, improves Company’s TRV, and is set to generate revenues for Aramco from the sale of similar 3D-printed nonmetallic filtration and water treatment components to other companies.

By working with national manufacturers and global partners, we are able to foster localization of these vital assets, as well as improve reliability, responsiveness, and longevity.

Link to strategic enablers:



People



Technology

National Champions

Aramco’s National Champions programs are designed to support business growth, job creation, and economic development in Saudi Arabia. The programs act as an incubator for transforming promising business ideas into investment opportunities, then nurturing them into successful enterprises. By empowering these National Champions, we are supporting the creation of high-value jobs and contributing to sustainable economic growth in alignment with the Kingdom’s vision for the future.

The following sections highlight recent achievements of our National Champions, showcasing their impact in creating opportunities, advancing innovation, and supporting economic growth where we operate.

Namaat

Namaat, which means “growth” in Arabic, serves as a platform for collaboration with global and local stakeholders, driving large-scale localization opportunities to advance the growth of transformative industries.

In 2025, Namaat pursued several key initiatives to support a healthy pipeline of transactions. These included:

- **Localization of specialty glass production:** Aramco has supported Guardian Glass through their joint venture, GulfGuard, to expand specialty glass manufacturing in Saudi Arabia. The venture focuses on high-performance architectural glass to support Vision 2030 and meet regional demand for energy-efficient buildings. The collaboration involves adding a new float glass line and coater line in Jubail Industrial City, enhancing the local supply chain with products like Guardian SunGuard, and aligning with national localization goals.

Taleed

Taleed is Aramco’s program to help small- and medium-sized enterprises (SMEs) accelerate their growth, create more jobs, and make a lasting beneficial impact on the national economy.

In 2025, Taleed advanced two major initiatives:

- **Carbon Net-Zero Support Program** – the first of its kind in the region for SMEs – continued to deliver benefits in 2025 by supporting more than 1,300 companies with their GHG emission reduction efforts. The program offers a complete approach to emissions reduction, guiding companies through awareness, strategy development, baseline emissions setting, target definition, and the creation of net-zero roadmaps. It includes tools to reduce emissions and improve energy efficiency, helping companies to manage and monitor their efforts.
- **Localization of two carbon validation and verification bodies (VVBs)** to support the Kingdom’s carbon market ecosystem. In 2025, both VVBs – TÜV Nord (Germany) and Earthwood (India) – achieved full accreditation under the Greenhouse Gas Crediting and Offsetting Mechanism (GCOM), enabling them to contribute to the development of a robust carbon market ecosystem and ensuring integrity in emission reduction projects, while aligning with the Kingdom’s sustainability objectives.

LAB7

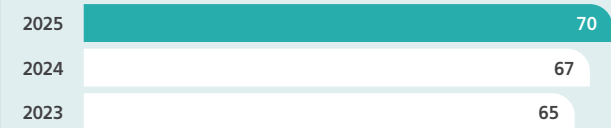
LAB7 is the venture-building arm of Aramco. It provides startups support to accelerate product launch and market access.

Key landmarks in 2025 included:

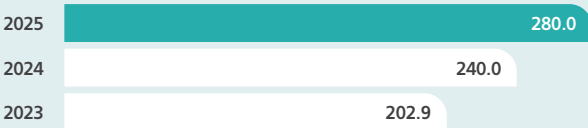
- **Sustainability Open Innovation Challenge, Singapore:** LAB7 and the government agency, Enterprise Singapore, held the sixth edition of their popular initiative to help startups convert advanced technologies into scalable ventures that address environmental challenges. The initiative addressed two domains: next-generation energy storage solutions to support the energy transition, and carbon utilization technologies that capture carbon dioxide. More than 110 proposals were submitted, resulting in LAB7 investing in Halide Energy, a Finnish-based startup, to develop a long-duration energy storage solution supporting the adoption of renewable energy sources.
- **Edison Award for Best New Product:** In 2025, SafaSun, a LAB7 technology, won the Best New Product Award in the Net-Zero Category of the Edison Awards. SafaSun is a self-cleaning solution for solar panels that is water- and mechanical-free, which is important in dust-prone regions. It addresses a major challenge in solar energy adoption by eliminating manual labor, reducing water use and operational costs, and enhancing energy efficiency.
- **Converting CO<sub>2</sub> into synthetic graphite for energy storage:** LAB7 supports Homeostasis, a US-based startup, which has developed a process for converting carbon dioxide into synthetic graphite for industrial applications. The global shift toward electrification has created a need for graphite, which is an essential material in lithium-ion batteries for energy storage and electric vehicle batteries.



iktva procurement spend in-Kingdom<sup>1</sup> (%)



Cumulative iktva GDP contribution (\$ billion)



\$280 billion  
Cumulative iktva  
GDP contribution

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



Technology spotlight

Wa'ed Ventures



Since 2013, Wa'ed Ventures has been fostering innovation by supporting Saudi Arabia's startup ecosystem. It acts as a catalyst for backing startups that cannot only scale locally but also compete globally, helping to reinforce the Kingdom's position as a global technology and innovation hub.

In 2025, Wa'ed Ventures deployed \$45 million in key geographies and sectors, including information technology (IT), artificial intelligence (AI), biotech, and sustainability.

**Main strategic investments**

- **iyris (Saudi Arabia):** Allocated an additional \$1.8 million to scale nanocomposite additives that reduce excess heat while allowing light to penetrate greenhouses in hot climates. This helps optimize the greenhouse temperature to boost crop yields and advance long-term farming in arid climates.
- **Ori Industries (UK):** Invested \$3 million to deliver flexible, energy-efficient IT infrastructure that powers AI-driven research in biotechnology, energy, and environmental science.
- **Graphiant (United States):** Invested \$8.9 million to deploy software-based, agentless network infrastructure that lowers power consumption and hardware dependency, reducing the energy consumption and ground infrastructure of enterprise network operations.
- **Stratum (Canada):** Invested \$2 million to apply advanced data modeling to help mining companies increase extraction efficiency, improve the ore waste distinction, and support accurate grade control.

- **PASQAL (France):** Allocated an additional \$4 million to accelerate the localization of quantum computing and install the first 200-qubit quantum computer in Saudi Arabia. The computer was installed at Aramco's data center in Dhahran in November 2025.

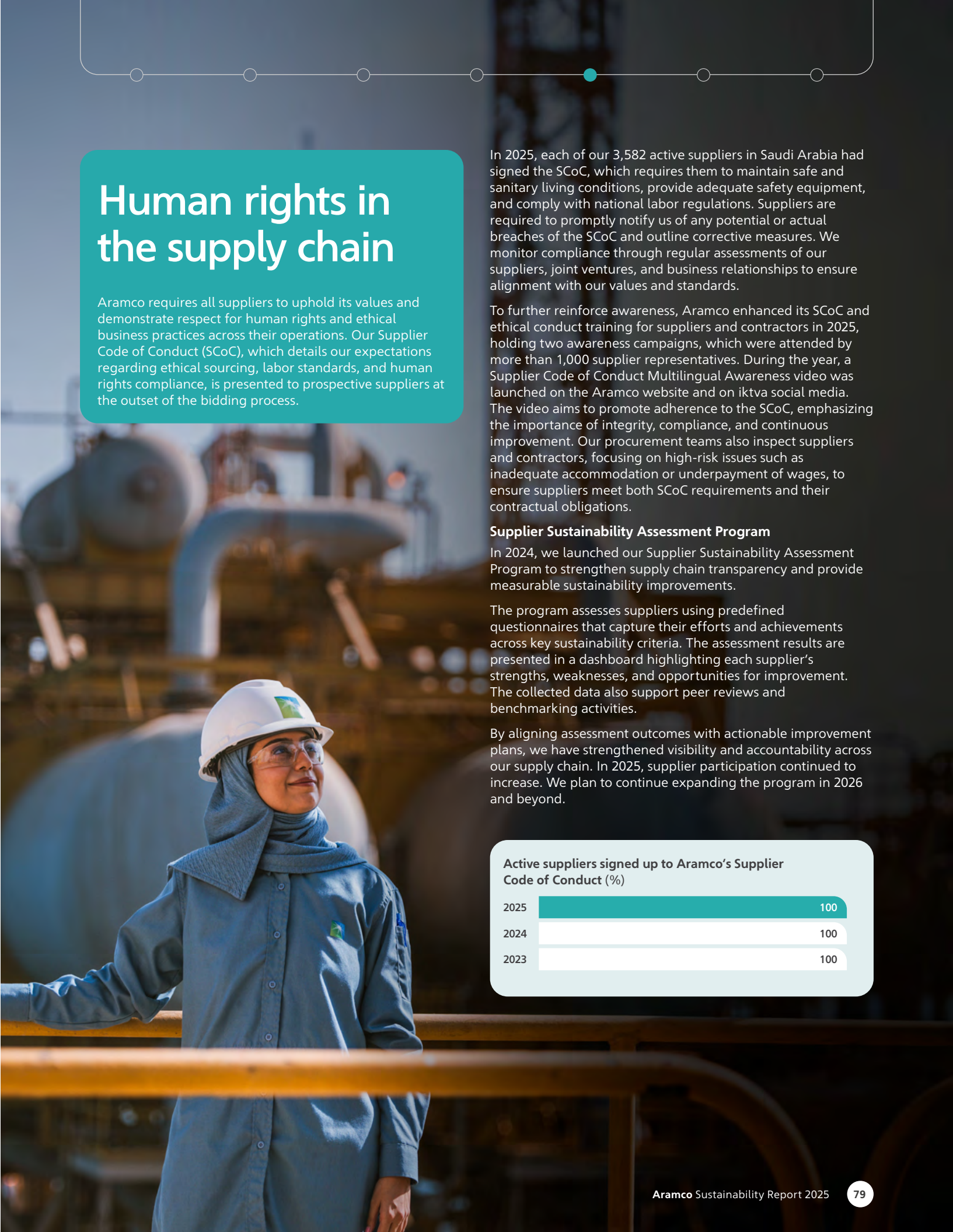
**Other technology and innovation investments**

- **WakeCap (Saudi Arabia):** Provides smart sensors with internet of things (IoT) capability, which are placed inside workers' hard hats to improve safety and productivity in large projects. The sensors convert data into live maps, key performance indicators, and predictive alerts on safety and productivity. During 2025, the technology was deployed at Aramco facilities in Riyas, Jafurah, and Juaymah.
- **WhiteHelmet (Saudi Arabia):** This features an end-to-end AI-powered platform that tracks and manages progress in real time at construction sites. Its many features include live virtual inspections, hazard and safety reporting, and document and workflow management. The platform can monitor progress at a construction site of 20,000 m<sup>2</sup> in around 30 minutes. WhiteHelmet has already been adopted in 10 countries, including Germany and the UK, covering more than 1 billion m<sup>2</sup> of construction sites in total.

Further key activities

- **Strengthening Wa'ed Ventures' global reach**, particularly in leading global markets such as France, Japan, Singapore, South Korea, and the UK. This has largely been through participation in global strategic forums and conferences alongside the Ministry of Investment and the Ministry of Communications and Information Technology. These efforts highlight Saudi Arabia's position as a hub for frontier innovation.

- **Launch of the Pioneering Startup Attraction Program (PSAP)** in partnership with the Ministry of Investment. The aim is to accelerate the localization of global startups by facilitating access to infrastructure, regulatory navigation, R&D, talent development, and industry partnerships. This helps their technologies to be embedded into Saudi Arabia's ecosystems. Three of Wa'ed's portfolio companies (KureCell, Terraxy, and Rebellions) were accepted in 2025 as part of the first PSAP cohort, gaining tailored support to accelerate their expansion.
- **Signing of a Saudi Export Development Authority agreement** for Wa'ed Ventures to enroll its local startups in the Saudi Exports Incentives Program. This incentivizes Saudi-based companies to export their technologies globally.



Human rights in the supply chain

Aramco requires all suppliers to uphold its values and demonstrate respect for human rights and ethical business practices across their operations. Our Supplier Code of Conduct (SCoC), which details our expectations regarding ethical sourcing, labor standards, and human rights compliance, is presented to prospective suppliers at the outset of the bidding process.

In 2025, each of our 3,582 active suppliers in Saudi Arabia had signed the SCoC, which requires them to maintain safe and sanitary living conditions, provide adequate safety equipment, and comply with national labor regulations. Suppliers are required to promptly notify us of any potential or actual breaches of the SCoC and outline corrective measures. We monitor compliance through regular assessments of our suppliers, joint ventures, and business relationships to ensure alignment with our values and standards.

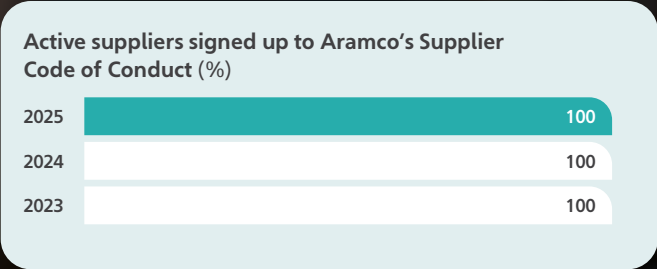
To further reinforce awareness, Aramco enhanced its SCoC and ethical conduct training for suppliers and contractors in 2025, holding two awareness campaigns, which were attended by more than 1,000 supplier representatives. During the year, a Supplier Code of Conduct Multilingual Awareness video was launched on the Aramco website and on iktva social media. The video aims to promote adherence to the SCoC, emphasizing the importance of integrity, compliance, and continuous improvement. Our procurement teams also inspect suppliers and contractors, focusing on high-risk issues such as inadequate accommodation or underpayment of wages, to ensure suppliers meet both SCoC requirements and their contractual obligations.

**Supplier Sustainability Assessment Program**

In 2024, we launched our Supplier Sustainability Assessment Program to strengthen supply chain transparency and provide measurable sustainability improvements.

The program assesses suppliers using predefined questionnaires that capture their efforts and achievements across key sustainability criteria. The assessment results are presented in a dashboard highlighting each supplier's strengths, weaknesses, and opportunities for improvement. The collected data also support peer reviews and benchmarking activities.

By aligning assessment outcomes with actionable improvement plans, we have strengthened visibility and accountability across our supply chain. In 2025, supplier participation continued to increase. We plan to continue expanding the program in 2026 and beyond.





# Community and society

Aramco has played a role in the Kingdom's development and progress for more than 90 years.

From developing infrastructure and building cultural landmarks like Ithra to supporting micro-industries and advancing health and education, these initiatives have positively influenced many lives in the Kingdom.

Our citizenship efforts today prioritize people's development and environmental stewardship. We believe that the most important source of energy is people and their ability to drive meaningful change for their communities and the environment.

In 2025, Aramco allocated \$541 million to social investment globally. These contributions underpin our efforts to uplift communities and foster sustainable development where we operate.



## Social investment

### Aramco Giving Program

#### Corporate Donation Program

Aramco's Corporate Donation Program is focused on enhancing the social and economic well-being of communities across the Kingdom. In 2025, our support was divided between educational, healthcare and social initiatives as follows:

- **Education:** This helped 7,684 individuals to access learning opportunities, paving the way for brighter, more sustainable futures.
- **Healthcare:** This provided critical medical support, including essential medical equipment and targeted programs for People with Disabilities (PwDs), benefiting a total of 52,214 individuals in need of care and support.
- **Social initiatives:** The main focus here was on home renovations for families affected by natural disasters. Aramco also supports several specialized centers that serve people with disabilities, benefiting 147,847 individuals. The aim is to ensure individuals of all abilities have access to quality care, education, and opportunities to thrive.

#### Strengthening communities through philanthropy and volunteering

In 2025, widespread employee participation in volunteering and fundraising initiatives during the Holy Month of Ramadan contributed to many meaningful humanitarian efforts across the Kingdom.

Through the Employee Donation Program and the bluebox Campaign, employees came together to support communities in need, with a focus on health, education, and social assistance. These initiatives were implemented with strong governance to ensure assistance reached those who needed it most.

A total of 19,300 food boxes were collected and distributed, with 1,653 volunteers contributing 9,283 hours of service. A total of 66 charities and more than 40,000 individuals benefited from these programs, reflecting the broad reach and impact of Aramco's citizenship initiatives.

These efforts continue to strengthen communities and align with Aramco's broader mission of creating shared, sustainable value.

#### Aramco's Community Giving Forum

Aramco brought together the National Center for the Non-Profit Sector, Ehsan, and representatives from 37 charitable organizations across five provinces for our annual Community Giving Forum. The forum provides a platform for open dialogue, sharing knowledge, and exploring opportunities to enhance support for the non-profit sector.

Participants discussed how to improve charitable services, while also learning more about Aramco's community investment approach. Attendees had the opportunity to interact directly with our donation team, ask questions, and provide valuable feedback. The forum was widely praised by participants as a significant step toward building stronger partnerships, fostering collaboration, and driving sustainable community development.

### Early detection and intervention for developmental disorders

Aramco sponsors the Autism Early Detection and Intervention Initiative, a comprehensive program that promotes early identification and timely intervention for autism and other developmental conditions. The initiative combines awareness, screening, family support, and research to strengthen early childhood development outcomes.

Through a dedicated mobile application, families can access educational content, conduct standardized screenings covering social, linguistic, and motor development, and receive free virtual consultations with specialists. In 2025, the initiative screened 101,532 children and delivered 2,501 virtual consultation sessions, contributing to its long-term target of screening 400,000 children and providing 8,000 free virtual sessions.

The program also supports families through structured virtual guidance and generates anonymized data to inform research on developmental prevalence and service accessibility. This integrated model reinforces Aramco's efforts to promote inclusive health outcomes and sustainable social impact.

### Helping stray animals in Saudi Arabia

In 2024, Aramco launched Olfa Animal Welfare, a non-profit company dedicated to improving the lives of stray animals in Saudi Arabia. Olfa focuses on sheltering animals, providing veterinary care, reducing uncontrolled reproduction, and promoting community awareness of animal welfare.

In 2025, its first operational year, Olfa treated more than 11,000 diseased animals, including severe cases such as cancer and paralysis. Community outreach has been transformative, with eight events engaging 23,000 people, 450 veterinary consultations, and 30 adoptions of rescued animals.

Internationally, Olfa has formed partnerships with global organizations like HAYTAP in Turkey and Battersea Academy in the UK, which demonstrates its alignment with international best practices.

### Blood donation program continues to expand<sup>1</sup>

Aramco's blood donation program remains one of our most impactful employee-driven initiatives. Launched in 2023, the program continues to expand, offering convenient opportunities for employees to donate blood and contribute lifesaving support to local hospitals and blood banks.

During the year, Aramco organized 133 campaigns across multiple locations, engaging 11,660 donors.<sup>1</sup> Our efforts included active participation in the 2025 National Blood Donation Campaign, through coordinated blood donation drives across Company locations and strategic sponsorship of the Ministry of Health Eastern Province campaign, generating 3,749 blood donors. In addition, an event was held in recognition of World Blood Donor Day, further reinforcing Aramco's longstanding legacy of blood donation that dates back to the 1960s.

1. Volunteering hours per blood donor were revised in 2025 from 1.0 hour to 1.5 hours to more accurately reflect the average end-to-end donation process time.

### Sustainability in action



### Making airports more accessible

Aramco has partnered with the King Salman Center for Disability Research and with the Saudi airports holding company since 2021 to enhance travel experience for passengers. This partnership has resulted in the establishment of two sensory rooms in airports across the Kingdom, including King Khalid International Airport in Riyadh and King Fahad International Airport in Dammam. Sensory rooms are designed to provide a calming and supportive environment for travelers sensitive to busy airport atmospheres; they are especially beneficial for individuals with autism, sensory processing disorders, or other neurodevelopmental conditions. This project reflects our shared efforts to promoting accessibility, diversity, and corporate citizenship, supporting the broader vision of creating more accessible public spaces across the Kingdom.

Link to strategic enabler:



People

### Sustainability in action

### Making school buildings more sustainable

In 2025, two Aramco-built government schools became the first in the Middle East to earn LEED Platinum certification for existing buildings, the highest rating of the Leadership in Energy and Environmental Design green building rating system, for improving energy efficiency by 75% and reducing water consumption by 50%. This was achieved through improvements to heating, cooling, and air conditioning systems by installing advanced lighting controls and by reducing water use and waste.

Link to strategic enablers:



People



Technology



Helping communities develop micro-industries

Aramco’s socioeconomic development projects continue to help generate inclusive growth by advancing local industries, empowering communities, and preserving traditional crafts. In 2025, the portfolio recorded several key milestones, including:

**Inauguration of the Al-Ahsa Bisht weaving factory:** The initiative was launched to safeguard the heritage craft of Hasawi bisht weaving while creating long-term employment opportunities for people from low-income backgrounds. The factory integrates traditional hand weaving with mechanized production, enabling the transfer of artisanal skills while enhancing productivity and product quality. Through this approach, the project trains and employs up to 100 male and female beneficiaries from Al-Ahsa, providing them with access to fully equipped facilities, structured training programs, and sustainable income-generating opportunities.

**Honey production and beekeeping in Aseer:** Aramco’s Honey Industry Development Initiative, launched in 2016, supports low-income beekeepers through capacity building, access to modern equipment, and the promotion of sustainable beekeeping practices.

In 2025, Aramco intensified its support in the Aseer region, benefiting more than 1,000 beekeepers through specialized training and the provision of 5,000 beehives and essential production tools. The project enhances productivity, improves honey quality in line with international standards, and enables sustainable livelihoods while contributing to biodiversity conservation.

In parallel, the initiative supports applied research at the Bee Research Center at King Khalid University, including the establishment of a queen bee breeding station, access to Aramco-supported apiaries, and advanced laboratory equipment for honey quality testing – strengthening sector knowledge and long-term industry resilience.

**Saudi Coffee Development Center, Jazan:** Building on an initiative launched in 2016, Aramco supports sustainable coffee cultivation across the Jazan and Aseer regions by addressing infrastructure gaps, enhancing skills, and improving market access. The initiative has supported 1,075 farmers, enabled the cultivation of 205,800 coffee seedlings, and introduced modern irrigation technologies that have reduced water consumption by between 60% and 80%.

In 2025, the Saudi Coffee Development Center in Al-Dayer, Jazan, which has an annual processing capacity of 14,000 tons, strengthened the coffee value chain through modern processing and training. The center reduced processing time from 21 days to eight hours, contributing to improved productivity, quality, and sustainable income generation while preserving Saudi Arabia’s coffee-growing heritage.



Ithra: A center of cultural enrichment

The King Abdulaziz Center for World Culture, known as Ithra, is Aramco’s flagship citizenship initiative. It is also the leading cultural and creative destination in Saudi Arabia.

Since it opened in 2018, Ithra has welcomed more than 6.3 million visitors and knowledge-seekers. In 2025, Ithra delivered a variety of impactful cultural and educational experiences, welcoming more than 1.8 million visitors and offering diverse programs that celebrate Saudi heritage and creativity.

Major highlights included immersive Founding Day and National Day events; the 11th Saudi Film Festival, which showcased local filmmaking; the fifth Ithra Children’s Book Fair, which featured South Korea as guest of honor; and Ithra Cultural Days, an exhibition and event on Japan that drew more than 340,000 visitors.

Ithra volunteering exceeds 1 million hours

Ithra’s volunteering program stands as a testament to the power of giving, leadership, and community spirit, with the total number of hours volunteered exceeding 1 million in 2025.

Volunteers have always been integral to Ithra’s journey, fueling creativity and enhancing experiences. Rooted in the values of Vision 2030, Ithra’s volunteering approach empowers youth through skill-building, character development, and meaningful engagement. This million-hour milestone demonstrates a strong ambition to contribute to the Kingdom’s progress and future growth.

Mostadam awards Ithra high-level certification

In 2025, Ithra was awarded the highest (Diamond) level of certification by Mostadam Sustainability Assessment Program. Mostadam assesses the impact of buildings in terms of environmental sustainability, energy efficiency, and water use. Ithra is the first building in the Kingdom to receive the award.



Empowering people through education and training

Aramco-built schools

Since 1954, when we opened our first government school, Aramco has partnered with the Government of Saudi Arabia to deliver the infrastructure and resources needed to educate more than 2 million students. That is equivalent to 7% of the Kingdom’s population in 2025.

Currently, we support 160 schools, including 147 public schools, 7 Aramco-based schools, 4 private schools, and 2 special needs schools. Between them, they serve some 83,000 students and employ around 8,000 staff.

In 2025, Aramco completed Phase 2 of the E-Type school replacement initiative, which saw the full modernization of six aging schools built in the 1960s. We also funded the modernization of various facilities at nearly 100 other schools.

Aramco also contributes to education through its expertise. In 2025, we supported student initiatives with 26 programs and sessions in 72 schools, benefiting more than 11,000 students. These programs covered topics such as health, career readiness, environmental stewardship, and renewable energy. The aim is to provide students with the knowledge to make informed decisions about their future, health, and the environment.

Equipping students for success

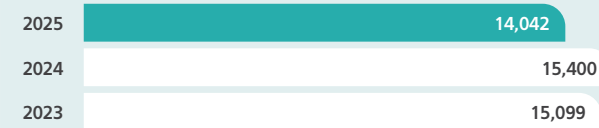
Aramco strives to advance educational opportunities and unlock the potential of students through programs designed to foster personal and academic growth.

Since 2008, our National Training Centers initiative has supported the Kingdom’s economy by providing a robust pipeline of qualified local labor. To date, 85,814 students, of which more than 10% are females, have graduated from the centers in around 100 different disciplines.

In 2025, our Summer Enrichment Program reached 10,500 high school students across the Kingdom. The online program aims to reinforce foundational academic skills and prepare students for future academic and professional endeavors.

In addition, our Advantage Academy program enrolled 200 participants. This initiative is designed to have a meaningful impact on the lives of underprivileged high school students by offering tailored activities in English, mathematics, and life skills to equip participants with the tools they need to succeed academically and professionally.

Number of people on Aramco sponsored programs<sup>1</sup>



1. Number includes participants for the following programs, University Internship Program, Summer Enrichment, Tomooh, Advantage Academy, and Ajyal Center for Comprehensive Education and Life Skills (ACCEL).

Sustainability in action

Developing Saudi talent in National Training Centers

Aramco, in collaboration with government entities and business partners, continues to drive workforce development through our National Training Centers.

In 2025, around 7,500 trainees had enrolled in core programs, while about 11,000 joined short-term courses designed to meet immediate market needs. In the same period, almost 3,000 participants graduated from core programs and some 11,450 completed short-term training, equipping them with the skills needed to support industry demands under Vision 2030.

In 2025, the centers continued to demonstrate their focus on corporate citizenship through a variety of collaborative community initiatives. More than 6,300 trainees participated in programs designed to promote civic engagement and community development.

16  
National Training Centers

100+  
Training disciplines

Link to strategic enabler:



People



## Volunteering

Through a range of initiatives, we aim to create opportunities for employees, their families, and members of the public to engage in meaningful service that strengthens community well-being in the localities where we operate.

2025 marked Aramco’s most active volunteer year to date, surpassing the cumulative target set in 2022 of 1.2 million volunteering hours by 2027. In 2025, we mobilized 160,457 volunteers, including 17,117 employees, who contributed 1,484,928 volunteering hours to diverse causes such as environmental sustainability, youth development, urban enhancement, and community well-being.

A key driver of this impact is the Volunteering in Schools Program, an Aramco-financed initiative implemented in collaboration with the Ministry of Education and Al-Fozan Academy. In 2025, the program generated 1,248,400 student volunteering hours.

Supervised high-school students (ages 16-18) take part in voluntary, school-organized community activities, in line with national volunteering standards.

In parallel, Aramco expanded professional volunteering through the Professional Volunteer Program, launched in 2025 to harness employees’ professional expertise in support of nonprofit organizations and community institutions. During the year, Aramco professionals supported 88 charities across three tracks – Information Technology, Safety and Loss Prevention, and Finance – by delivering technical consultations, capacity building, and operational support to strengthen institutional effectiveness and service delivery.

Aramco was accredited in 2025 under the National Volunteerism Standards for the Private Sector, issued by the National Center for the Development of the Non-Profit Sector. As one of the first 10 companies in the Kingdom to receive this accreditation, Aramco reinforced its efforts toward well-governed, high-impact volunteerism that delivers sustainable value to communities and supports national development objectives.

2.4 million

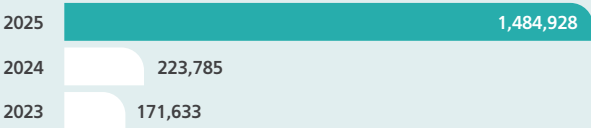
Cumulative volunteering hours since 2017

1. The most significant contributor to the increase in volunteer participation and hours was the Volunteering in Schools Program, which was expanded during the year, generating more than 1.2 million volunteering hours in 2025.

Total number of volunteers¹



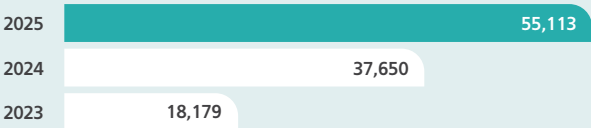
Total number of volunteering hours¹



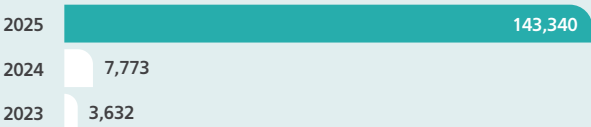
Number of employee volunteers



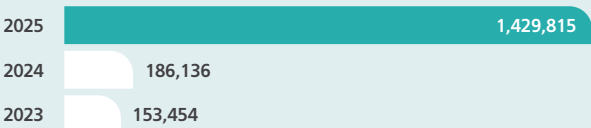
Number of employee volunteering hours



Number of Aramco facilitated community volunteers¹



Number of Aramco facilitated community volunteering hours¹



## Global citizenship

Aramco continues to expand its citizenship programs globally, reaching more than 2 million beneficiaries in more than 95 countries around the world through our Global Citizenship Programs (GCPs) and community initiatives in Asia, Europe, and the Americas.

We introduced the GCPs in 2023 and have since expanded them, reflecting the extent of our global operations. The science, technology, engineering, and mathematics (STEM) GCP provides students globally with training and engagement opportunities, while the Energy Access GCP provides underprivileged communities in India and Ghana with access to providing lower-emission cooking solutions.

### Enhancing energy access for global communities

We continue to expand our Energy Access program, providing lower-emission cooking solutions in schools, creating healthier living environments, and improving school routines. Launched in India in 2023 and expanded to Ghana in 2024, the initiative has reached more than 1.5 million beneficiaries. It also underpins Aramco’s corporate citizenship efforts in supporting education and empowering communities.

Access to clean, reliable, and safe energy remains a critical challenge for many communities around the world.

We actively collaborate with academic and research institutions to advance knowledge and innovation in the energy sector. Strategic partnerships with organizations such as the Oxford Institute for Energy Studies in the UK and the Fahrenheit Union of Universities in Gdansk, Poland, provide researchers, academics, and students with opportunities to engage in meaningful dialogue around global energy challenges. These collaborations also equip the next generation of leaders with the skills and insights needed to shape sustainable energy futures in their home communities.

Beyond education and research, we are also implementing on-the-ground initiatives that improve energy access in underserved communities. Our Smart Agriculture program supports 10 rural villages by supplying essential machinery that enhances agricultural productivity and efficiency. In the healthcare sector, we’ve launched an initiative to provide reliable energy supply by installing solar energy systems in rural health centers. These initiatives not only improve service delivery, but also support the well-being of around 15,000 beneficiaries in these communities.

### STEM Education Global Citizenship Program

Since its launch in 2023, Aramco’s STEM Education GCP has supported various initiatives in STEM and AI, reaching more than one million beneficiaries. In 2025, we supported more than 20 initiatives globally, reaching some 220,000 students to inspire them to choose STEM careers and equip them with future-ready skills.

### Enabling future innovators

In 2025, Aramco reinforced its strategic partnership with the World Robot Olympiad (WRO) to promote robotics in STEM education globally. Aramco supports the Future Innovators track, which benefits some 5,700 innovators from more than 95 countries. We helped expand the reach of the program and distributed robotic kits to inspire the next generation of innovators.

Another program, RoboStarter, was introduced with Aramco’s support, reaching more than 14,000 students around the world. Aramco contributed to the launch of the WRO Learn Platform, expanding access to digital STEM content for learners worldwide. In the UK, Aramco hosted the Innovation Award, offering a five-day immersive experience featuring robotics workshops with Aston Martin F1 engineers, mentorship from Aramco robotics experts, and academic sessions at the University of Manchester.

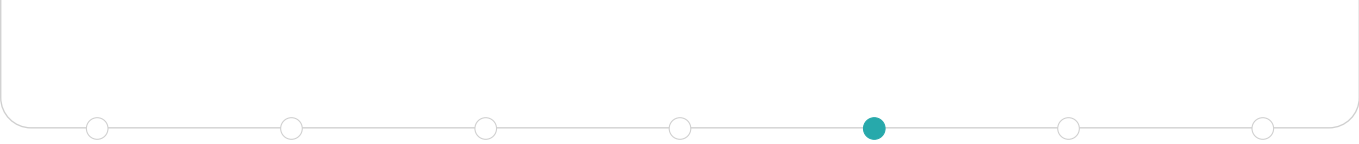
### Sports development

Aramco supports and invests in the Qadsiah Sport Community Club, which offers a wide range of sports and community activities to the people of Khobar in Eastern Province. The club is a central part of the Khobar community and features extensive facilities, including swimming pools, gymnasiums, and multiple sports fields. It provides a platform for people of all ages to engage in different sports, as well as community, charity, and volunteering events.

In 2025, more than 350,000 people took part in Qadsiah sports and community activities, including 540 children in summer sports camps and 1,100 young athletes in academy tryouts. The Qadsiah Football Festival attracted 70,000 attendees, while match-day fan zones averaged 8,600 participants, fostering social connection and shared experiences.







Sustainability in action

A snapshot of our social investment projects around the world

Our social investment has two pillars:

**Planet**

Investment activities prioritize biodiversity, including reforestation and coral reef regeneration.



**People**

Social investments focus on three key areas of support: knowledge, creativity, and socioeconomic development.





Europe

In Europe, Aramco supported 12 non-profit organizations in Italy, the Netherlands, Poland, Spain, and the UK.

United Kingdom  
The University of Manchester

The Great Science Share for Schools, an educational initiative supported by Aramco Europe and organized by the University of Manchester, continues to inspire young minds around the world. In its 2025 edition, the campaign engaged more than 845,000 students and participants across 52 countries. The initiative also received UNESCO's patronage for the third consecutive year.



Poland  
Fahrenheit Union of Universities in Gdansk

Through a series of events and workshops, the Fahrenheit Union of Universities in Gdansk, with which Aramco Europe collaborates, reached more than 400,000 people with its STEM initiatives in 2025. Science Picnic, an annual gathering to generate interest in STEM topics in children and young students attracted around 5,000 visitors.



Americas

In the Americas, Aramco supported 27 non-profit organizations in biodiversity, STEM, and social projects. In 2025, we expanded our efforts into Chile.

United States  
National Fish and Wildlife Foundation

Aramco-funded projects have propagated more than 70,000 individual corals. In 2025, Aramco Americas supported four key initiatives: advancing coral propagation science and restoration methodology; implementing erosion and sediment control measures that prevented more than 180,000 kg of sediment run-off; enhancing coral resilience through the propagation of sea urchins; and helping to reduce impacts on coral reefs from boats.



FIRST Robotics (STEM)

Aramco's collaboration with FIRST Robotics demonstrates its commitment to nurturing the next generation of STEM talent through youth robotics programs. FIRST engages millions of students globally and is supported by major technology and engineering companies, making it a strong platform for inspiring innovation and technical excellence. Through this initiative, Aramco helps equip young people with skills in science, technology, engineering, and mathematics essential for future success. The partnership also strengthens the Company's citizenship efforts by aligning with a globally recognized STEM ecosystem, reinforcing its commitment to innovation, teamwork, and technical expertise in communities where it operates.



Asia

In Asia, Aramco supports 10 organizations in China, India, Japan, Malaysia, Singapore, South Korea, and Vietnam, with various educational, social, and cultural initiatives.

Singapore  
Support in natural heritage and conservation

Aramco's longstanding partnership with Singapore's National Park Board supports conservation through the Garden City Fund. In recognition of Aramco's contribution to the digitalization of the Singapore Herbarium, a new orchid hybrid, Papilionada Aramco, was dedicated to the company in 2025, marking a shared interest in preserving Singapore's natural heritage.



China  
Extended science class support

The project focuses on enhancing the quality of science education while promoting applicable problem-solving and critical-thinking skills among students. Our initial support provided 24 science lessons to 2,900 students (grades 4 and 5) and 62 teachers in 19 primary schools over a period of two semesters in Shandong province. In 2025, we extended our support to Fujian province, benefiting an additional 3,400 students in 11 primary schools.



South Korea  
Reducing single-use plastic waste

Aramco partnered with the Seoul Metropolitan Government to launch a reusable food tray program at two major baseball stadiums, reducing single-use plastic waste. In 2025, 2.6 million baseball fans used the trays, which reduced plastic waste by 25 tons and improved stadium waste management practices.



India  
Solar power for rural health centers

The project provides renewable electricity for 20 rural primary health centers in Andhra Pradesh. The transition to solar power helps reduce dependency on diesel, cuts operational costs, and prevents service disruptions. In addition, community and health center staff training programs build local capacity in solar maintenance and traditional medicinal plant use. By integrating renewable energy and traditional knowledge, the initiative helps improve healthcare access, sustainability, and community resilience across rural India.



Malaysia  
Forest Ranger program

From 2023 to 2025, Aramco's Forest Ranger program engaged more than 13,000 students, educators, and community members from 35 Malaysian schools in mangrove conservation. Participants planted 2,100 mangrove trees and took part in classroom activities, building practical skills and awareness of the importance of mangroves for biodiversity and coastal protection.



Japan  
Aramco Noto Tech Hub helps students to thrive

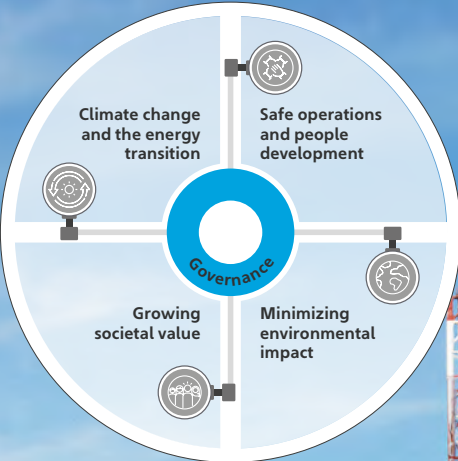
In partnership with Code for Everyone, this project helps children who lost opportunities to learn due to the Noto Peninsula earthquake in 2024. At the Aramco Noto Tech Hub, the children can freely engage in activities and access cutting-edge digital technology which can help them realize their potential.







# Governance



## Corporate governance

We recognize the importance of good governance, which is integral to fostering transparency, accountability, and ethical conduct across our business. Corporate governance practices in Aramco are guided by a set of governance policies and procedures. This is in line with the Government’s Corporate Governance Regulations as well as Company-relevant global ethics and compliance policies.

### Board composition

The Board of Directors values diversity of talent, skills, viewpoints, and experience, and believes that such diversity 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. The Committee also considers each Director’s professional experience, integrity, honesty, judgment, independence, accountability, willingness to express independent thought, and 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.

| Metrics                                     | 2025  | 2024  | 2023  |
|---------------------------------------------|-------|-------|-------|
| Number of independent Board members         | 5     | 5     | 5     |
| Number of females on the Board              | 1     | 1     | 1     |
| Number of nationalities on the Board        | 4     | 4     | 4     |
| Board composition by average tenure (years) | 8     | 7     | 7     |
| Board composition by average age (years)*   | 64.27 | 63.54 | 63.45 |
| Board members’ average attendance (%)       | 100   | 100   | 100   |



The 11 members of the Board in 2025 include senior Saudi Government appointees and former senior executives from the international oil and gas, chemical, petroleum refining, and finance industries, five of whom are independent.

In 2025, each Board member attended all Board meetings. The Board also performed its annual self-assessments as part of its Board evaluations. Directors’ responses and feedback are reviewed and tracked over time to identify trends and determine appropriate items to focus on to enhance the Board’s performance.

More information on our corporate governance can be found in the Governance section of the Aramco 2025 Annual Report.

\* As of December 31, 2025.



# Ethics and compliance

Our ethics and compliance matters are overseen at the corporate level by the Conflict of Interest and Business Ethics Committee, chaired by the President and Chief Executive Officer. The Committee is responsible for applying the Company’s policies pertaining to conflicts of interest and business ethics in compliance with applicable laws and regulations. It is also tasked with promoting a culture of accountability through regular assessments, monitoring, and review of policies, systems, and controls related to conflicts of interest and business ethics.

### Code of Business Conduct (CoBC)

Our CoBC provides guidelines to the Directors, Senior Management, employees, and contractor employees of the Company and its controlled subsidiaries regarding, among other things, health, safety, and environmental protection, competition and anti-trust, anti-bribery and anti-corruption, conflicts of interest, disclosure controls, insider trading, related-party transactions, data privacy, international trade controls, internal investigations, and compliance with applicable laws. Our corporate values of integrity, excellence, safety, accountability, and citizenship serve as the basis of our CoBC.

### Supplier Code of Conduct (SCoC)

Our SCoC promotes our values and extends and maintains our ethical standards across our supplier network, supporting long-term, mutually beneficial partnerships. It outlines mandatory policies on conflicts of interest, bribery, kickbacks, gifts and fraud, monitoring, and compliance, in addition to environmental, health, and safety issues, fair trade practices, and ethical sourcing.

See Growing societal value for more information.

### Reporting and handling of concerns

Aramco provides employees, suppliers, and stakeholders with the General Auditor Hotline to report suspected misconduct, including allegations related to bribery or corruption, in an anonymous manner. The hotline enables reporting through several channels, including by email, telephone, and the Aramco intranet.

We maintain a zero-tolerance stance against any form of retaliation for good-faith reporting of suspected misconduct. Responsible committees review findings of potential misconduct, ensuring the prompt implementation of appropriate and consistent remedial measures. In 2025, we expanded our awareness programs for fraud and ethics. We continue to promote integrity and accountability throughout the Company.

| Metrics                                                    | 2025   | 2024   | 2023   |
|------------------------------------------------------------|--------|--------|--------|
| Number of allegations received through the 24-hour hotline | 825    | 968    | 826    |
| Anti-bribery and anti-corruption training hours            | 27,470 | 23,652 | 27,674 |

### Anti-bribery and anti-corruption

Aramco has a zero-tolerance policy for unethical behavior, requiring our employees and business partners to adhere to the principles outlined in our Anti-Bribery and Anti-Corruption Policy. We require periodic acknowledgment of our ethics policies by our personnel, attesting to awareness of, and adherence to our ethical and regulatory compliance standards. This helps ensure our policies are continuously reinforced.

We have also established an ongoing internal training plan in support of our ethics and regulatory compliance programs, continuously raising awareness on ethics and corruption risks.

We expanded our awareness training reach in 2025, with the use of alternative learning formats to increase awareness and training uptake. As a result, the figure for hours of anti-corruption training delivered throughout the Company rose to 27,470.

### Cybersecurity

Multi-layered cybersecurity is embedded within Aramco’s governance and culture. We have integrated cyber risk management into our enterprise risk framework, while cybersecurity performance is also recognized through our corporate excellence programs.

Our defense-in-depth model encompasses continuous monitoring and advanced threat detection capabilities that allow for rapid response to cyber threats. This comprehensive approach is consistently applied across all operations, as we place special emphasis on securing operational systems and evaluating new technologies introduced into our operations.

We have additionally developed a program to certify third parties that meet our cybersecurity requirements to enhance the security and resilience of our supply chain. Cybersecurity assessments play an important role in our merger and acquisition transactions, ensuring that potential risks are evaluated and addressed in advance.

Data and AI governance is an important pillar for enabling digital trust, ensuring that information and advanced analytics are used responsibly, ethically, and in alignment with long-term business and societal values. We maintain enterprise data governance frameworks that define data lifecycle management, alongside oversight for AI models to promote transparency, fairness, and trust in AI. These practices support regulatory compliance, protect stakeholder trust, and guide responsible innovation by embedding ethical considerations into how data and AI are designed, deployed, and monitored.

We place a strong emphasis on human development in cybersecurity by driving employee awareness initiatives, forming strategic partnerships with national and international bodies, and collaborating with academic institutions. This approach cultivates a culture of shared secured responsibility and helps build a new generation of cybersecurity professionals, which includes increasing the number of women in technical and leadership positions.

Looking ahead, we are adapting to evolving threats, including those posed by artificial intelligence and quantum computing. At the same time, we continue to use artificial intelligence to enhance our cybersecurity defenses and capabilities.

# Data

The following data tables present Aramco’s sustainability metrics for the years 2025, 2024, and 2023. Reporting boundaries for each metric and for each year are shown for transparency, and where possible, comparability.

There are four terms commonly used with regard to the reporting boundaries of the metrics:

**Company in-Kingdom** – Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets.

**Operational control** – Saudi Arabian Oil Company in-Kingdom wholly-owned operated assets, SASREF, Motiva, ARLANXEO, Aramco Trading Company (ATC), Aramco Services Company (ASC), Aramco Overseas Company B.V. (AOC), Aramco Fuels Poland (AFP), and Saudi Aramco Asia Company Ltd. (SAAC).

**Group** – Saudi Arabian Oil Company, together with its consolidated subsidiaries, and where the context requires, its joint operations, joint ventures, and associates.

**Equity share** – Saudi Arabian Oil Company’s share of equity in the operation and asset.

Aramco’s Dammam 7 Supercomputer is a high-performance computing system used primarily for scientific research, data analysis, and simulations. It is part of Aramco’s efforts to enhance its technological capabilities, particularly in fields like oil and gas exploration, AI, and machine learning. The supercomputer is designed to handle large-scale computational tasks, such as complex modeling, data processing, and simulations, which are crucial for industries such as energy and natural resources.



Our metrics

Currencies

**Currency conversion:** All financial amounts in ﷼ and USD in this Report are reported in line with the exchange rates reported in the Aramco Annual Report 2025.

**﷼/SAR/Saudi riyal:** Saudi Arabian Riyal, the lawful currency of the Kingdom

**\$/USD/US\$/dollar:** US Dollar

Units of measurement

**Barrel (bbl):** Barrels of crude oil, condensate or refined products

**boe:** Barrels of oil equivalent

**bscf:** Billion standard cubic feet

**bscfd:** Billion standard cubic feet per day

**Btu:** British thermal unit

**GW:** Gigawatt

**kg CO<sub>2</sub>e/boe per day:** Kilogram of carbon dioxide equivalent per barrel of oil equivalent per day. The calculation is based on a calendar year (Gregorian)

**Mboed:** Thousand barrels of oil-equivalent per day

**MMboed:** Million barrels of oil-equivalent per day

**MMbd:** Million barrels per day

**MMscf:** Million standard cubic feet

**MMtpa:** Million metric tons per annum

**MtCO<sub>2</sub>e:** Thousand metric tons of carbon dioxide equivalent

**MMtCO<sub>2</sub>e:** Million metric tons of carbon dioxide equivalent

**MW:** Megawatt

**ppm:** Parts per million

**scf:** Standard cubic feet

**Ton:** Metric ton (equals 1,000 kg)

| Climate change and the energy transition |                                                                                                                                                               |                     |                     |                     |                     |                   |                     |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|
| Material issue                           | Metric name                                                                                                                                                   | 2025 figure         | 2025 boundary       | 2024 figure         | 2024 boundary       | 2023 figure       | 2023 boundary       |
| Climate change                           | Scope 1 emissions <sup>1,2</sup> (million metric tons of CO <sub>2</sub> e)                                                                                   | 58.0 <sup>Ⓢ</sup>   | Operational control | 56.1 <sup>Ⓢ</sup>   | Operational control | 54.4 <sup>Ⓢ</sup> | Operational control |
|                                          | Scope 2 emissions <sup>1,2</sup> – Market-based (million metric tons of CO <sub>2</sub> e)                                                                    | 14.0 <sup>Ⓢ</sup>   | Operational control | 12.4 <sup>Ⓢ</sup>   | Operational control | 13 <sup>Ⓢ</sup>   | Operational control |
|                                          | Scope 2 emissions <sup>1,2</sup> – Location-based (million metric tons of CO <sub>2</sub> e)                                                                  | 19.6 <sup>Ⓢ</sup>   | Operational control | 18.5 <sup>Ⓢ</sup>   | Operational control | 18.2 <sup>Ⓢ</sup> | Operational control |
|                                          | Upstream carbon intensity <sup>1</sup> – Market-based (ratio of total upstream GHG emissions (Scopes 1 and 2) to production sold, kg CO <sub>2</sub> e/boe)   | 10.0 <sup>Ⓢ</sup>   | Operational control | 9.7 <sup>Ⓢ</sup>    | Operational control | 9.6 <sup>Ⓢ</sup>  | Operational control |
|                                          | Upstream carbon intensity <sup>1</sup> – Location-based (ratio of total upstream GHG emissions (Scopes 1 and 2) to production sold, kg CO <sub>2</sub> e/boe) | 11.5 <sup>Ⓢ</sup>   | Operational control | 11.2 <sup>Ⓢ</sup>   | Operational control | 10.7 <sup>Ⓢ</sup> | Operational control |
|                                          | Upstream methane emissions <sup>1</sup> (metric tons of CH <sub>4</sub> )                                                                                     | 26,237 <sup>Ⓢ</sup> | Operational control | 24,548 <sup>Ⓢ</sup> | Operational control | 27,506            | Operational control |
|                                          | Upstream methane intensity <sup>1</sup> (methane emissions from upstream operations per volume of marketed natural gas, %)                                    | 0.04 <sup>Ⓢ</sup>   | Operational control | 0.04 <sup>Ⓢ</sup>   | Operational control | 0.05              | Operational control |
|                                          | Flaring intensity <sup>1,2</sup> (volume of hydrocarbon gas flared per barrel of oil equivalent produced, scf/boe)                                            | 6.65 <sup>Ⓢ</sup>   | Operational control | 6.07 <sup>Ⓢ</sup>   | Operational control | 5.64 <sup>Ⓢ</sup> | Operational control |
|                                          | Flared gas <sup>1,2</sup> (MMscf)                                                                                                                             | 32,587 <sup>Ⓢ</sup> | Operational control | 28,846 <sup>Ⓢ</sup> | Operational control | 27,506            | Operational control |
|                                          | Energy intensity <sup>1</sup> (ratio of total net energy consumption and total production, thousand Btu per boe)                                              | 164.3               | Operational control | 162.9               | Operational control | 153.8             | Operational control |
|                                          | Energy consumption <sup>1</sup> (MMBtu/hr)                                                                                                                    | 91,940              | Operational control | 88,091              | Operational control | 85,649            | Operational control |

| Climate change and the energy transition |                                                                                                                               |             |                                                      |                                 |                                                      |                                 |                                                      |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------|---------------------------------|------------------------------------------------------|---------------------------------|------------------------------------------------------|
| Material issue                           | Metric name                                                                                                                   | 2025 figure | 2025 boundary                                        | 2024 figure                     | 2024 boundary                                        | 2023 figure                     | 2023 boundary                                        |
| Climate change                           | Current installed operational renewable capacity (GW)*                                                                        | 1.28        | Equity share                                         | Metric not disclosed previously |                                                      | Metric not disclosed previously |                                                      |
|                                          | % of sustainability-related R&D out of total R&D spend <sup>1</sup>                                                           | 60          | Company in-Kingdom including Global Research Centers | 63                              | Company in-Kingdom including Global Research Centers | 63                              | Company in-Kingdom including Global Research Centers |
|                                          | % of patents filed relating to sustainability technologies <sup>2</sup> (sustainability patents filed/total patents filed, %) | 20          | Company in-Kingdom including Global Research Centers | 26                              | Company in-Kingdom including Global Research Centers | 20                              | Company in-Kingdom including Global Research Centers |
|                                          | Number of sustainability-related patents granted <sup>2</sup>                                                                 | 156         | Company in-Kingdom including Global Research Centers | 150                             | Company in-Kingdom including Global Research Centers | Metric not disclosed previously |                                                      |
|                                          | Sustainability Fund: number of new portfolio companies                                                                        | 6           | Operational control                                  | 7                               | Operational control                                  | Metric not disclosed previously |                                                      |
|                                          | Sustainability fund: \$ invested (million)                                                                                    | 139         | Operational control                                  | 107                             | Operational control                                  | Metric not disclosed previously |                                                      |

| Safe operations and people development |                                                                                                                             |                    |                     |                    |                     |                    |                     |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|
| Material issue                         | Metric name                                                                                                                 | 2025 figure        | 2025 boundary       | 2024 figure        | 2024 boundary       | 2023 figure        | 2023 boundary       |
| Workforce protection                   | Number of fatalities                                                                                                        | 4 <sup>Ⓢ</sup>     | Operational control | 8 <sup>Ⓢ</sup>     | Operational control | 3 <sup>Ⓢ</sup>     | Operational control |
|                                        | Fatal accident rate (number of recordable workforce fatalities x 100,000,000/total work hours)                              | 0.362 <sup>Ⓢ</sup> | Operational control | 0.771 <sup>Ⓢ</sup> | Operational control | 0.305 <sup>Ⓢ</sup> | Operational control |
|                                        | Lost time injuries/illnesses rate (number of LTI cases x 200,000/total work hours)                                          | 0.011 <sup>Ⓢ</sup> | Operational control | 0.021 <sup>Ⓢ</sup> | Operational control | 0.018 <sup>Ⓢ</sup> | Operational control |
|                                        | Total recordable case rate (total recordable incidents x 200,000/total work hours)                                          | 0.028              | Operational control | 0.046              | Operational control | 0.042              | Operational control |
|                                        | Health performance <sup>2</sup> (number of overdue major health findings/ total number of open major health findings x 100) | 11 <sup>Ⓢ</sup>    | Operational control | 15 <sup>Ⓢ</sup>    | Operational control | 19 <sup>Ⓢ</sup>    | Operational control |
|                                        |                                                                                                                             |                    |                     |                    |                     |                    |                     |
| Process safety and asset integrity     | Number of Tier 1 process safety events                                                                                      | 9                  | Operational control | 9                  | Operational control | 15                 | Operational control |
| Human rights                           | Number of grievances raised                                                                                                 | 104                | Company in-Kingdom  | 112                | Company in-Kingdom  | 230                | Company in-Kingdom  |
|                                        | Sites with a grievance mechanism in place (%)                                                                               | 100                | Company in-Kingdom  | 100                | Company in-Kingdom  | 100                | Company in-Kingdom  |

Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.

1. This metric is not applicable to our office-based entities: ATC, ASC, AOC, AFP, and SAAC.

2. The 2025 GHG emissions and flaring inventories exclude the Marjan GOSP-4.

\* Metric reported for the first time externally.

Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). Upon completion of the assurance, the assurance report can be found **online** in the Sustainability section of our website.

1. The reporting boundary for this is Company in-Kingdom (including Global Research Centers). As part of Aramco's innovation ecosystem, our Global Research Centers play an enabling role in advancing long-term goals related to energy innovation, sustainability, and operational efficiency. Facilitated through access to top universities and global talent, these Global Research Centers help in fostering early-stage research, technology scouting, and the creation of novel solutions. Each research center's scope and activities are functionally aligned with at least one R&D program, with many centers focusing on multiple objectives and programs.

2. This metric is not applicable to our office-based entities: ATC, ASC, AOC, AFP, and SAAC.



| Safe operations and people development |                                                         |                |                    |             |                    |                |                    |
|----------------------------------------|---------------------------------------------------------|----------------|--------------------|-------------|--------------------|----------------|--------------------|
| Material issue                         | Metric name                                             | 2025 figure    | 2025 boundary      | 2024 figure | 2024 boundary      | 2023 figure    | 2023 boundary      |
| Labor practices                        | Number of Company employees                             | 76,664         | Company in-Kingdom | 75,118      | Company in-Kingdom | 73,311         | Company in-Kingdom |
|                                        | Number of contractor employees                          | 7,777          | Company in-Kingdom | 8,517       | Company in-Kingdom | 8,125          | Company in-Kingdom |
|                                        | Number of nationalities in the workforce                | 95             | Company in-Kingdom | 94          | Company in-Kingdom | 94             | Company in-Kingdom |
|                                        | Breakdown of Company employees by age                   |                |                    |             |                    |                |                    |
|                                        | – 35 years and under                                    | 44,394         | Company in-Kingdom | 44,667      | Company in-Kingdom | 45,277         | Company in-Kingdom |
|                                        | – 36-44 years old                                       | 17,908         | Company in-Kingdom | 16,389      | Company in-Kingdom | 14,464         | Company in-Kingdom |
|                                        | – 45 years and above                                    | 14,362         | Company in-Kingdom | 14,062      | Company in-Kingdom | 13,570         | Company in-Kingdom |
|                                        | Breakdown of Company employees by age (%)               |                |                    |             |                    |                |                    |
|                                        | – 35 years and under (%)                                | 57.9           | Company in-Kingdom | 59.5        | Company in-Kingdom | 61.8           | Company in-Kingdom |
|                                        | – 36-44 years old (%)                                   | 23.4           | Company in-Kingdom | 21.8        | Company in-Kingdom | 19.7           | Company in-Kingdom |
|                                        | – 45 years and above (%)                                | 18.7           | Company in-Kingdom | 18.7        | Company in-Kingdom | 18.5           | Company in-Kingdom |
|                                        | Number of female employees                              | 6,287          | Company in-Kingdom | 5,935       | Company in-Kingdom | 5,294          | Company in-Kingdom |
|                                        | Female (%) of total employees                           | 8.2            | Company in-Kingdom | 7.9         | Company in-Kingdom | 7.2            | Company in-Kingdom |
|                                        | Number of female employees in leadership positions      | 354            | Company in-Kingdom | 308         | Company in-Kingdom | 233            | Company in-Kingdom |
|                                        | Females (%) in leadership positions                     | 6.2            | Company in-Kingdom | 5.8         | Company in-Kingdom | 4.8            | Company in-Kingdom |
|                                        | Female (%) of total number of new hires                 | 26             | Company in-Kingdom | 24          | Company in-Kingdom | 24.1           | Company in-Kingdom |
|                                        | Total hours of training and development (million hours) | 16.6           | Company in-Kingdom | 13.8        | Company in-Kingdom | 9              | Company in-Kingdom |
|                                        | Average number of training hours per employee           | 167            | Company in-Kingdom | 140         | Company in-Kingdom | 95             | Company in-Kingdom |
|                                        | Number of hired graduates                               | 708            | Company in-Kingdom | 1,124       | Company in-Kingdom | 1,655          | Company in-Kingdom |
|                                        | Number of apprentices (new intake)                      | 843            | Company in-Kingdom | 1,986       | Company in-Kingdom | 2,200          | Company in-Kingdom |
|                                        | Number of interns                                       | 2,733          | Company in-Kingdom | 3,222       | Company in-Kingdom | 3,201          | Company in-Kingdom |
|                                        | Employee experience index rating <sup>1</sup> (%)       | Not applicable |                    | 88          | Company in-Kingdom | Not applicable |                    |
|                                        | Attrition rate (%)                                      | 2.3            | Company in-Kingdom | 2.8         | Company in-Kingdom | 2.2            | Company in-Kingdom |
|                                        | Employees acknowledging performance review meetings (%) | 98.5           | Company in-Kingdom | 96.5        | Company in-Kingdom | 92             | Company in-Kingdom |
|                                        | Employee turnover by gender (%)                         |                |                    |             |                    |                |                    |
|                                        | – Male                                                  | 2.3            | Company in-Kingdom | 2.8         | Company in-Kingdom | 2.2            | Company in-Kingdom |
|                                        | – Female                                                | 2.4            | Company in-Kingdom | 2.9         | Company in-Kingdom | 2.7            | Company in-Kingdom |

1. The Employee Experience Survey is performed every two years. None was conducted in 2025.

| Minimizing environmental impact          |                                                                                                                                                                                                                                                                                                                              |                      |                     |                      |                     |                                    |                     |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|----------------------|---------------------|------------------------------------|---------------------|
| Material issue                           | Metric name                                                                                                                                                                                                                                                                                                                  | 2025 figure          | 2025 boundary       | 2024 figure          | 2024 boundary       | 2023 figure                        | 2023 boundary       |
| Local environmental impact               | Number of hydrocarbon spills <sup>1</sup>                                                                                                                                                                                                                                                                                    | 12 <sup>Ⓢ</sup>      | Operational control | 7 <sup>Ⓢ</sup>       | Operational control | 12                                 | Operational control |
|                                          | Volume of hydrocarbon spills <sup>1</sup> (barrels)                                                                                                                                                                                                                                                                          | 149 <sup>Ⓢ</sup>     | Operational control | 34 <sup>Ⓢ</sup>      | Operational control | 8,566 <sup>Ⓢ</sup>                 | Operational control |
|                                          | Recovered hydrocarbon <sup>1,2</sup> (%)                                                                                                                                                                                                                                                                                     | 100 <sup>Ⓢ</sup>     | Operational control | 49 <sup>Ⓢ</sup>      | Operational control | 88 <sup>Ⓢ</sup>                    | Operational control |
|                                          | Hydrocarbon discharge to water <sup>1</sup> (barrels)                                                                                                                                                                                                                                                                        | 7.5 <sup>Ⓢ</sup>     | Operational control | 11.6 <sup>Ⓢ</sup>    | Operational control | 14.3 <sup>Ⓢ</sup>                  | Operational control |
|                                          | SOx emissions <sup>1</sup> (metric kilotons)                                                                                                                                                                                                                                                                                 | 164.8 <sup>Ⓢ</sup>   | Operational control | 145.3 <sup>Ⓢ</sup>   | Operational control | 146 <sup>Ⓢ</sup>                   | Operational control |
|                                          | Sites with ISO 14001 certification <sup>1</sup> (%)                                                                                                                                                                                                                                                                          | 100 <sup>Ⓢ</sup>     | Operational control | 95 <sup>Ⓢ</sup>      | Operational control | 100 <sup>Ⓢ</sup>                   | Operational control |
| Biodiversity                             | Net positive impact <sup>1</sup> (%)                                                                                                                                                                                                                                                                                         | 96.5 <sup>Ⓢ</sup>    | Operational control | 91.0 <sup>Ⓢ</sup>    | Operational control | 85.6 <sup>Ⓢ</sup>                  | Operational control |
| Water management                         | Freshwater consumption <sup>1</sup> (million m³)<br>(The difference between the volume of freshwater removed from the environment, incl. surface water, groundwater, for use in operations, and freshwater returned to the source. The total dissolved solids (TDS) concentration of this type of water is up to 2,000 mg/l) | 78.5 <sup>Ⓢ</sup>    | Operational control | 83.0 <sup>Ⓢ</sup>    | Operational control | 89.9 <sup>Ⓢ</sup>                  | Operational control |
|                                          | Freshwater consumption (water-stressed regions) (million m³)                                                                                                                                                                                                                                                                 | 28.4 <sup>Ⓢ</sup>    | Company in-Kingdom  | 30.3 <sup>Ⓢ</sup>    | Company in-Kingdom  | Breakdown not disclosed previously |                     |
|                                          | Freshwater withdrawal <sup>1</sup> (million m³)                                                                                                                                                                                                                                                                              | 95.9                 | Operational control | 97.2 <sup>Ⓢ</sup>    | Operational control | 135.7                              | Operational control |
|                                          | Freshwater intensity <sup>1</sup> (m³/boe)<br>(Total freshwater consumed relative to our hydrocarbon production)                                                                                                                                                                                                             | 0.02 <sup>Ⓢ</sup>    | Operational control | 0.02 <sup>Ⓢ</sup>    | Operational control | 0.02                               | Operational control |
|                                          |                                                                                                                                                                                                                                                                                                                              |                      |                     |                      |                     |                                    |                     |
| Product stewardship and waste management | Industrial waste disposed <sup>1</sup> (metric tons)                                                                                                                                                                                                                                                                         | 281,289 <sup>Ⓢ</sup> | Operational control | 512,980 <sup>Ⓢ</sup> | Operational control | 481,561                            | Operational control |
|                                          | Industrial waste disposed <sup>1</sup> – Upstream (metric tons)                                                                                                                                                                                                                                                              | 157,714              | Operational control | 320,287              | Operational control | 253,044                            | Operational control |
|                                          | Industrial waste disposed <sup>1</sup> – Downstream (metric tons)                                                                                                                                                                                                                                                            | 99,387               | Operational control | 138,855              | Operational control | 174,790                            | Operational control |
|                                          | Industrial waste recycled <sup>1</sup> (%)                                                                                                                                                                                                                                                                                   | 69.1 <sup>Ⓢ</sup>    | Operational control | 47.8 <sup>Ⓢ</sup>    | Operational control | 35.7 <sup>Ⓢ</sup>                  | Operational control |

Ⓢ This figure has undergone external limited assurance in accordance with ISAE 3000 (revised). The assurance report can be found **online** in the Sustainability section of our website.

1. This metric is not applicable to our office-based entities: ATC, ASC, AOC, AFP, and SAAC.

2. In 2025, we revised the calculation methodology for this metric by basing it exclusively on hydrocarbon recovery efforts related to accidental spills, excluding controlled hydrocarbon discharges to water.



| Growing societal value |                                                                                                                                               |             |                     |             |                     |             |                     |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|
| Material issue         | Metric name                                                                                                                                   | 2025 figure | 2025 boundary       | 2024 figure | 2024 boundary       | 2023 figure | 2023 boundary       |
| National content       | Saudization (%)                                                                                                                               | 90.9        | Company in-Kingdom  | 90.2        | Company in-Kingdom  | 90.3        | Company in-Kingdom  |
|                        | Saudization of construction contracts (%) (% of Saudi construction contractors relative to the total Saudi construction contractor workforce) | 29.6        | Company in-Kingdom  | 26.6        | Company in-Kingdom  | 29.7        | Company in-Kingdom  |
|                        | Saudization of service contracts (%) (% of Saudi service contractors relative to the total Saudi service contractor workforce)                | 55.7        | Company in-Kingdom  | 55.6        | Company in-Kingdom  | 56.2        | Company in-Kingdom  |
|                        | iktva procurement spend within the Kingdom (%)                                                                                                | 70          | Company in-Kingdom  | 67          | Company in-Kingdom  | 65          | Company in-Kingdom  |
|                        | Cumulative iktva GDP contribution (\$ billion)                                                                                                | 280         | Company in-Kingdom  | 240         | Company in-Kingdom  | 202.9       | Company in-Kingdom  |
|                        |                                                                                                                                               |             |                     |             |                     |             |                     |
| Human rights           | % of active suppliers signed up to Aramco's Supplier Code of Conduct                                                                          | 100         | Company in-Kingdom  | 100         | Company in-Kingdom  | 100         | Company in-Kingdom  |
|                        | Number of active suppliers                                                                                                                    | 3,582       | Company in-Kingdom  | 3,512       | Company in-Kingdom  | 3,472       | Company in-Kingdom  |
| Community and society  | Social investment (\$ million)                                                                                                                | 541         | Operational control | 583         | Operational control | 475         | Operational control |
|                        | Number of volunteers¹                                                                                                                         | 160,457     | Operational control | 21,192      | Operational control | 7,037       | Operational control |
|                        | Number of volunteering hours¹                                                                                                                 | 1,484,928   | Operational control | 223,785     | Operational control | 171,633     | Operational control |
|                        | Number of employee volunteers                                                                                                                 | 17,117      | Operational control | 13,419      | Operational control | 3,405       | Operational control |
|                        | Number of employee volunteering hours                                                                                                         | 55,113      | Operational control | 37,650      | Operational control | 18,179      | Operational control |
|                        | Number of Aramco facilitated community volunteers                                                                                             | 143,340     | Operational control | 7,773       | Operational control | 3,632       | Operational control |
|                        | Number of Aramco facilitated community volunteering hours                                                                                     | 1,429,815   | Operational control | 186,136     | Operational control | 153,454     | Operational control |
|                        | Number of people on Aramco sponsored programs                                                                                                 | 14,042      | Company in-Kingdom  | 15,400      | Company in-Kingdom  | 15,099      | Company in-Kingdom  |
| Economic contribution  | Direct economic value generated and distributed²:                                                                                             |             |                     |             |                     |             |                     |
|                        | – Revenues (\$ million)                                                                                                                       | 415,824     | Group               | 436,613     | Group               | 440,875     | Group               |
|                        | – Other income related to sales³ (\$ million)                                                                                                 | 29,830      | Group               | 43,833      | Group               | 54,158      | Group               |
|                        | – Operating costs (\$ million)                                                                                                                | 257,168     | Group               | 273,879     | Group               | 263,489     | Group               |
|                        | – Employee benefit expense (\$ million)                                                                                                       | 18,971      | Group               | 17,974      | Group               | 16,088      | Group               |
|                        | – Dividends paid⁴ (\$ million)                                                                                                                | 85,453      | Group               | 124,245     | Group               | 97,780      | Group               |
|                        | – Payments to the Saudi and foreign governments⁵ (\$ million)                                                                                 | 163,198     | Group               | 204,072     | Group               | 205,553     | Group               |
|                        | – Payments to the Saudi government⁶ (\$ million)                                                                                              | 162,454     | Group               | 203,221     | Group               | 203,548     | Group               |
|                        | Total R&D expenses² (\$ million)                                                                                                              | 1,451       | Group               | 1,550       | Group               | 1,386       | Group               |

1. The most significant contributor to the increase in volunteer participation and hours was the Volunteering in Schools Program, which was expanded during the year, generating more than 1.2 million volunteering hours in 2025.

2. This metric is converted at a fixed rate of U.S. dollar 1.00 = ﷻ3.75 for convenience only.

3. 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.

4. To the shareholders of the Company.

5. Figures include income taxes, royalties and dividends paid to the Saudi and foreign governments.

6. Figures include income taxes, royalties and dividends paid to the Saudi government.

| Governance            |                                                            |             |                     |             |                     |             |                     |
|-----------------------|------------------------------------------------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|
| Material issue        | Metric name                                                | 2025 figure | 2025 boundary       | 2024 figure | 2024 boundary       | 2023 figure | 2023 boundary       |
| Corporate governance  | Number of independent Board members                        | 5           | Company in-Kingdom¹ | 5           | Company in-Kingdom¹ | 5           | Company in-Kingdom¹ |
|                       | Number of females on the Board                             | 1           | Company in-Kingdom¹ | 1           | Company in-Kingdom¹ | 1           | Company in-Kingdom¹ |
|                       | Number of nationalities on the Board                       | 4           | Company in-Kingdom¹ | 4           | Company in-Kingdom¹ | 4           | Company in-Kingdom¹ |
|                       | Board composition by average tenure (years)                | 8           | Company in-Kingdom¹ | 7           | Company in-Kingdom¹ | 7           | Company in-Kingdom¹ |
|                       | Board composition by average age (years)                   | 64.27       | Company in-Kingdom¹ | 63.54       | Company in-Kingdom¹ | 63.45       | Company in-Kingdom¹ |
|                       | Board members' average attendance (%)                      | 100         | Company in-Kingdom¹ | 100         | Company in-Kingdom¹ | 100         | Company in-Kingdom¹ |
| Ethics and compliance | Number of allegations received through the 24-hour hotline | 825         | Company in-Kingdom  | 968         | Company in-Kingdom  | 826         | Company in-Kingdom  |
|                       | Anti-bribery and anti-corruption training hours            | 27,470      | Company in-Kingdom  | 23,652      | Company in-Kingdom  | 27,674      | Company in-Kingdom  |
| Technology            | Technology realized value (\$ billion)*                    | 5.3         | Group               | 4.0         | Group               | 2.0         | Group               |

\* Metric reported for the first time externally in Aramco's Sustainability Report.

1. For this metric, Company in-Kingdom refers to Saudi Arabian Oil Company.



# Forward-looking statements

This Sustainability Report (the “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 and 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”, “outlooks”, “goals”, 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 sustainability initiatives, including the targets and goals set forth in this Report.

Prospective investors should be aware that forward-looking statements are not guarantees of future performance and that Aramco’s actual performance may differ significantly from those made in or suggested by these forward-looking statements. Factors that could cause actual results to differ materially from Aramco’s expectations, including our goals related to sustainability, and mitigating our environmental impact, safe operations and people development, and growing societal value within the Kingdom, include, among other things, the following:

- the inability to successfully meet the targets set forth in this Report, including through the management of GHG emissions; the inability to meet our plastic waste and water management targets or successfully protect biodiversity; the inability to develop and deploy technology solutions to allow us to deliver the benefits of oil and gas hydrocarbons for future generations;
- global supply, demand, and price fluctuations of oil, gas, refined products, 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 sustainability targets, 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;

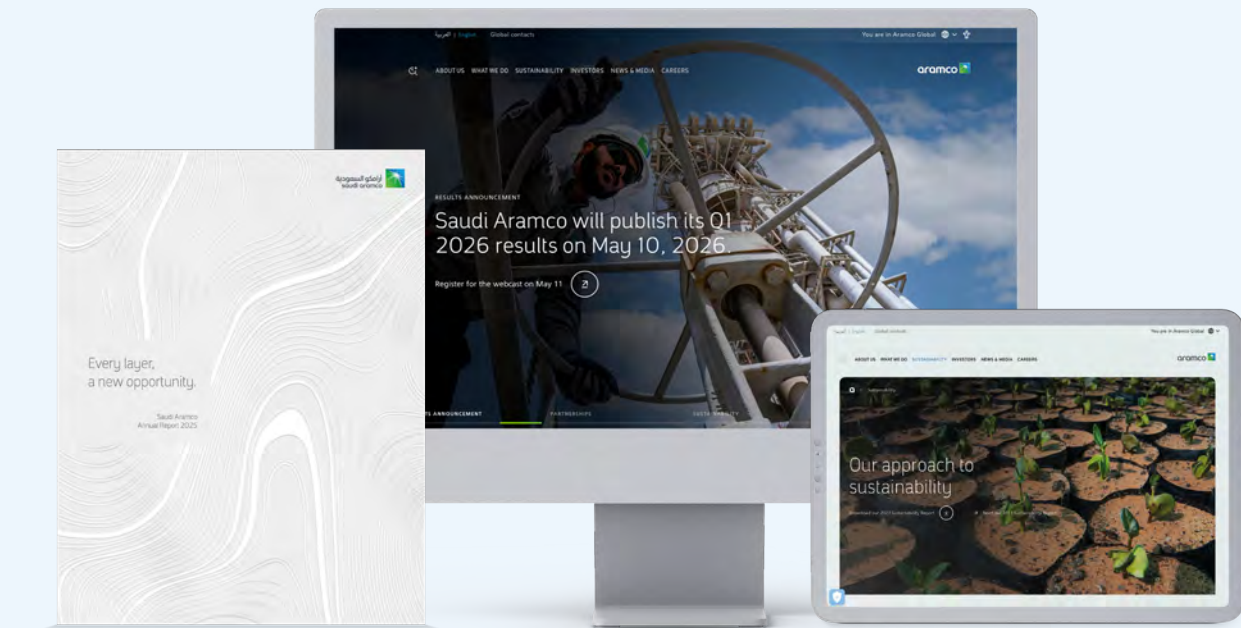
- Aramco’s exposure to inflation, interest rate risk, and foreign exchange risk;
- risks related to operating in a regulated industry and changes to oil, gas, environmental, health, safety, or other regulations that impact the industries in which Aramco operates;
- legal proceedings, international trade matters, and other disputes or agreements; and
- other risks set forth in our 2025 Annual Report available on our website.

In light of these risks, uncertainties, and assumptions, the forward-looking statements described in this Report may not occur in the manner described or may not occur at all. These forward-looking statements speak only as of the date of this 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 Report. Undue reliance should not be placed on the forward-looking statements.

Except where noted, the information covered in this Report highlights the Company’s performance and initiatives in fiscal year 2025. The inclusion of information in this Report should not be construed as a characterization regarding the materiality or financial impact (or potential impact) of that information. Sections of this Report have been prepared with reference to and guidance from various reporting frameworks, standards, and guidelines, as outlined at the start of this Report. The Company’s application of the various frameworks, standards, and guidelines is based on its interpretation and judgment.

This Report may contain references to links to or information from other internet sites. Such links and information are not endorsements of any products or services on such sites, are not being incorporated by reference herein, and no information on such sites has been endorsed or approved by Aramco.

This document should be read together with Aramco’s public reporting, including our Annual Report, our website, and our policies.



- Please see our 2025 Annual Report at [aramco.com/en/investors/annual-report](https://aramco.com/en/investors/annual-report)
- Please visit [aramco.com](https://aramco.com) for more information
- Please visit [aramco.com/sustainability](https://aramco.com/sustainability) for more information on our approach to sustainability, our basis of preparation, and our independent assurance statements for 2019, 2020, 2021, 2022, 2023, 2024, and 2025

## Contact us

We hope you find this Report engaging and informative, and we continue to welcome your input and views:

@ [sustainability@aramco.com](mailto:sustainability@aramco.com)

## Social media

We are also active on the below social media platforms, so please follow us to learn more about Aramco and our sustainability journey:

@aramco  
[linkedin.com/company/aramco](https://linkedin.com/company/aramco)

**Front cover:** Located in Jubail in Saudi Arabia’s Eastern Province, the Wasit Gas Plant is one of Aramco’s largest gas processing facilities, where advanced gas processing technologies support efficient, reliable, and large-scale energy production.





**Aramco Global**

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