



Saudi National Day 91



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A continuous journey of
achievement

the arabian sun

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Dear colleagues,

On Saudi Arabia's National Day, we unite to express our appreciation to 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, Deputy Prime Minister and Minister of Defense of the Kingdom of Saudi Arabia. Their leadership and vision are an inspiration to us all.

As we celebrate, I am filled with a tremendous sense of pride, both in the Kingdom's rapid transfor-

mation and in Aramco's contribution to that progress. And while those achievements have been driven by the Kingdom's leadership, everyone in Saudi Arabia can reflect with pride on a year of accomplishment, as we work towards the goals of Vision 2030.

From last year's G20 summit to Tareq Hamedti's silver medal in karate at the Tokyo Olympics, from the recent advances in energy and infrastructure to the archaeological finds that have made headlines around the world – people from all walks of life have gone above and beyond in the service of the Kingdom.

Today our country is full of confidence and optimism. Our ability to persevere as one united team was proven in our collective response to COVID-19. On that note I would like to thank everybody at Aramco for your commitment to safety precautions, including getting vaccinated. Your wellbeing and that of your families is a priority. And while I'm confident that we have overcome the worst of the pandemic, I encourage you to continue to exercise caution.

Thanks to your efforts, Aramco has consistently delivered on our strategic objectives. It's not just our technical excellence or the millions of barrels we

manage each day. It's what we offer to the country and the global community: the energy and innovation that drives development and progress.

We couldn't do any of this without you, so be proud of your achievements, and let me thank you all for your unwavering dedication and commitment.

I wish you and your families a very happy — and safe — National Day.

Amin Nasser
President & CEO



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Investing in the future of the Kingdom-youth

At YLAB Town Hall, CEO offers insights on Aramco strategy, leadership

By Scott Baldauf

In a Town Hall meeting with Aramco's young employees, president and CEO Amin Nasser shared his insights into the strategic challenges and the company's future plans, as well as personal thoughts about leadership and resilience from his long career with Aramco.

The gathering was held at the Plaza Center, is the flagship event for YLAB Anniversary Week, a weeklong celebration of YLAB's 10-year anniversary. Attendees at Plaza Conference Center and Ghawar Hall, representing more than 60% of the company's employees under the age of 35, participated in the town hall meeting, either in person or remotely. Nasser fielded a wide range of questions from the participants, about the company, global development and his personal life.

Bright future

The company's long-term strategies and handling of the COVID-19 pandemic crisis have prepared Aramco well for a future that is focused on new areas of growth, sustainability and talent, Nasser told attendees.

"It has been a very challenging time for the energy industry and the world, but I believe the worst is now behind us," Nasser said.

Leadership insights

In his interactions with young employees during the Town Hall meeting, Nasser shared some of his own experiences that shaped his views on leadership. Good leaders create and cultivate good teams, Nasser said, and they embrace challenges as opportunities to become stronger and more effective.

"In your career, you will face obsta-



Amin Nasser talks to young employees at the recent CEO YLAB Town Hall.

cles – but these obstacles will make you stronger," Nasser said. Leaders who trust in the talent of their team members and who draw upon an inner resilience are leaders who can have the most impact, he added.

Digital wellbeing

While Nasser applauded the ways in which new technologies have contributed to development, he also cautioned against the addictive nature of lives lived increasingly online.

"When people ask me, 'What keeps me up at night?' they expect me to say something related to business. But



During the townhall attendees had the opportunity to ask a number of questions on a varied range of issues.

what concerns me is our digital wellbeing. Because of all of us, but especially the youth, can be negatively impacted by endless emersion in technology, and begin to lose touch with what is most essential.

"The Covid pandemic has shown the importance of one-to-one and in-person conversations and the need to keep in touch," Nasser said. "We need to keep the human touch that connects us, and I am worried about the impact on society if we move away from that."

Join YLAB

One way that the youth can prepare themselves to meet the company's challenges while accelerating personal growth and effectiveness is to contribute to various company organizations such as YLAB, Nasser said.

When asked by a participant how he sees the future, Nasser said that the company's future is bright, because it will be created by what he views as the company's greatest asset, its young employees.

"The company's greatest accomplishment is the talent we have created," Nasser said. Young people now make up the majority of the workforce, and

"I would say that resilience is key. Life isn't always rosy. You need to adjust and adapt to change and avoid taking things personally. If I had taken things personally or reacted negatively to feedback during my career, I believe it would have taken a very different path.

— Amin Nasser

that means Aramco can tap into the energy and intelligence of a younger generation that is well prepared for the challenges ahead.

Nasser added that Aramco will require hard work and resilience from its younger employees, but given the talent and engagement that Millennial and Gen Y employees have shown thus far, they are more than equal to the challenges they will face.

"If you ask me, I would say that resilience is key. Life isn't always rosy. You need to adjust and adapt to change and avoid taking things personally. If I had taken things personally or reacted negatively to feedback during my career, I believe it would have taken a very different path."

"At the end of the day, if you are talented, you are going to play a part in the success of your team."

The Journey of the Young Leaders Advisory Board Engaging and inspiring the youth

By Dalia Darweesh

Established in 2011, the Young Leaders Advisory Board (YLAB) has set out on a journey to empower, engage, and inspire the youth in Saudi Aramco, and to create a link and two-way communication between Generations Y and Z in the company and senior management.

Celebrating its 10-year anniversary this year – the board has only gone from strength to strength. The autonomous body ensures that the youth are an active resource towards solving challenges within Aramco by providing innovative ideas and solutions that drive Saudi Aramco's strategic intent.

YLAB has a direct line to the Strategy Council in Saudi Aramco to provide input on strategic items and communicate the youth's voice. YLAB also delivers advisory services to several organizations within the company on people, policies, innovation, and training. This in turn has an impact on the company's strategies including sustainability, digital transformation, and diversity and inclusion.

Additionally, YLAB initiates independent studies – deep dives – on topics of relevance within the industry and organization. Centered on corporate challenges, these deep dives are conducted to support the company with its strategic intent.

With both the enthusiasm from the youth in the company and the support from the CEO and management, YLAB unleashes the young talents' full potential by incorporating their ideas and perspectives within the decision-making process.

Engaging Opportunities

One of YLAB's exciting initiatives is the Digital Hackathon, which was launched by YLAB 6 back in 2019. It was a pivotal point for YLAB to recognize the power of a healthy competition between enthusiastic employees, which allowed them to bring out their creative energies to the fullest level. A Sustainability Hackathon, organized by YLAB 7, has also rolled out this year – encouraging more employees to channel their inner creativity and bring compelling and competitive sustainability ideas and innovations.

It is empowering and inspiring for the youth to know that they can make significant changes, to have their voices heard, and to become a major part of shaping the future. Hence, YLAB introduced Youth-Initiated-Studies - where young employees can present a proposal to analyze a specific situation, policy, process, or any potential opportunity. YLAB would support through providing resources, feedback, and connecting them with the appropriate stakeholders.

This autonomous body is not for its members only. It exists to serve young employees across the company. YLAB actively engages young employees through webinars, discussions groups, and various publications, and also provides plenty of resources available on their website, for those eager to learn more on relevant topics, or add on to their skills.



Connecting with executive management

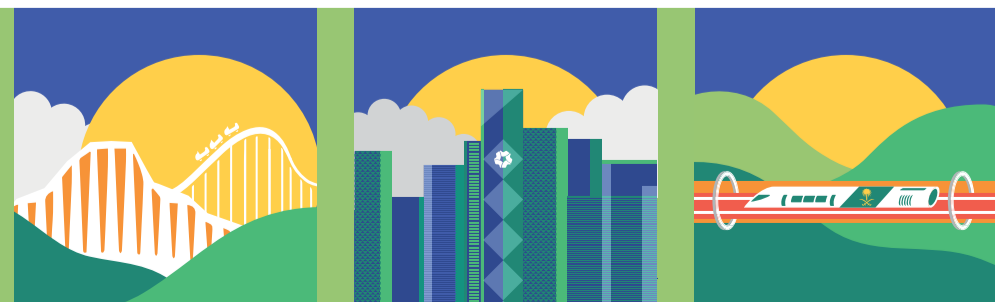
Senior vice president of Technical Services Ahmad A. Al Saadi and Nasir K. Al Naimi, senior vice president of Upstream, engaged with the youth in an open-panel discussion moderated by Abdullah B. Kurdi. An executive panel session was held the following day, moderated by Hala A. AlHashmi, with Ahmad A. Al-Subaey vice president of Marketing, Sales, and Supply Planning.

They touched on several matters of interest to the youth including:
- Preparing future leaders in the company
- Employee well-being
- Saudi Aramco being the best place to work
- Diversity and Inclusion
- Sustainability and climate change

Inspiring Change and Continuity

Through the CEO, Corporate, and Executive panels, a connection is created that the youth do not usually have access to, especially in discussing topics of relevance and interest to the youth, and to the company. YLAB has always worked to facilitate a direct link and a bridge between the youth of the company and senior management. Hence why, one of the strengths of joining YLAB is not only the autonomy that the youth has, but also the direct line with the decision makers in the company.

Throughout the years, YLAB has conducted over 30 studies, above 80 advisory services, and engaged over 40,000 young employees. They went from having 12 members in the first year and a duration of a year, to having 16 members today, with a duration of 18 months per cohort.



Looking back on a year of achievement

by Mohammad Adarbeh

Over the past 12 months Aramco has continued its efforts in supporting the Kingdom toward its ambitious vision for the future.

The company remains a long-standing and reliable supplier of energy to the world. In industry and research, the company has continued the process of development and innovation with unrelenting determination and ambition. As for its employees, they are the epitome of discipline and talent – demonstrated through the growing number of annual patents registered by our employees in various fields. In information technology and artificial intelligence, the company remains determined to remain at the cutting edge.

Aramco also continued its efforts and initiatives to support localization and small enterprises from the far south to the far north. Our employees have excelled in all fields, and our departments have won local and international awards. And front and center of our operations and initiatives is care for the environment and sustainability.



Aramco and Baker Hughes will cooperate to establish non-metallic solutions manufacturing (Novel) for Industry as a joint venture to develop a wide range of non-metallic products.



Six Aramco departments won the King Abdulaziz Award for Excellence and Quality in its fifth session.



Opening of the mangrove ecological park in Ras Tanura, is the first nature reserve in the Kingdom dedicated to the preservation of mangrove forests.



Aramco's sponsorship of the "Aramco Team Series" women's golf tournament, which contributes to strengthening the culture and entertainment sector, diversifying the economy, and providing new opportunities for women, including their participation in sports.



Cooperating with Formula1 to innovate vehicle technologies make the internal combustion engine more efficient, reducing the environmental footprint.



Successful production and exporting of the first shipment of blue ammonia from Saudi Arabia to Japan.



Downstream launches its transformation program in order to meet the challenges of the future to deliver a more agile and value focused operating model.



Through John Hopkins Aramco Healthcare, Aramco launches its COVID-19 vaccination program for eligible recipients – at launch being the first company in the business sector to deliver an in-house vaccination program.



Supporting and empowering women working at "Roseyara" factory to extract Taif-rose oil, - a citizenship project to support small industries and empower women.



Aramco agreed to a \$12.4 billion pipelines deal with a consortium led by EIG Global Energy Partners (EIG) to optimize the company's assets in one of the worlds largest energy infrastructure deals.



Aramco's support for beekeepers in Madinah contributes to providing many job opportunities and helps change the lives of large groups of citizens and their families.



Impressive financial results for the first quarter and half-year of 2021.



Aramco continues to embrace the fourth industrial revolution, and to make maximum use of the latest digital technologies to enhance its leadership in the digital innovation scene in the global energy sector.



Launching the next phase of the Aramco Industrial Investment Program (Aramco Namaat), in the areas of sustainability, technology, industry, and advanced materials.



Aramco's investment in the construction of the "Sudair Solar Energy Project", which is set to become one of the largest solar power plant in the world.



Marching in step with the Kingdom's green initiatives

By Janet Pinheiro

Aramco believes in the importance of a low carbon energy future.

We are part of the solution toward the world's energy transition, using the 4Rs of the circular carbon economy, and planting for the future.

Energy transition

We believe that oil and gas, supported by technological innovations, will prove to be essential in achieving an orderly global energy transition.

For four decades Aramco has coexisted renewables alongside oil and gas operations.

Aramco's renewables journey began in the 1980s when 10.9 volt photovoltaic panels were installed for a remote cathodic protection station at Shedgum.

The company is part of the Kingdom's commitment to deploy a variety of low-carbon energy solutions in Saudi Arabia, and last month became a 30% investor to build the Kingdom's largest solar plant, the SAR 3.4 billion 1,500 MW Sudair Solar PV project.

Planet's lightest, most abundant element

Hydrogen, releasing no greenhouse gas emissions when combusted, is gaining traction as an alternative fuel source, and Aramco is exploring the blue hydrogen market.

Last year Aramco made the world's first commercial blue ammonia shipment to Japan, demonstrating the possibilities of ammonia as a decarbonized energy commodity.

Aramco's significant processing, pipeline and refining infrastructure, and expertise in carbon capture means the company is well placed to contribute feasibly to a hydrogen-powered low carbon economy.

Circular economy

Most economies discard raw materials as waste after use. The circular economic system uses resources again and again.

A circular carbon economy adds a focus on 'removing carbon' to the core circular elements of 'reduce, reuse and recycle.'



Berri Gas Plant, inaugurated in 1977 by King Khalid bin Abdulaziz Al Saud, was the first Master Gas System facility.



Aramco environmental engineer Mousa O. Alharthi says mangroves, unlike trees, don't require watering.

Saudi Arabia and Aramco have adopted the circular carbon economy framework as a way to reduce their carbon footprints.

The circular carbon economy concept was presented by the Kingdom to the Group of 20 (G20) leaders last year, who endorsed it as a strategy to combat climate change globally.

Design is a key part of the circular economy and Aramco's standard offshore wellhead design can be used again and again without replication of engineering.

Master Gas System

In the 1970s, instead of flaring associated natural gas, Aramco started to capture it.

The Master Gas System, an extensive network of pipelines collecting gas for commercial use and power generation, drastically reduced Aramco's upstream flaring rates.

In 1977, King Khalid bin Abdulaziz Al Saud inaugurated the first facility constructed for the Master Gas System, Berri Gas Plant.

Planting the future

HRH Prince Mohammed bin Salman Al-Saud launched the Green Saudi Initiative, and Green Middle East initiative this year, noting that, as one of the leading global oil producers, the Kingdom fully showcases its aim in advancing the fight against the climate crisis.



Design facilitates the circular economy and Aramco has a standard offshore wellhead design that can be used again and again without replication of engineering.

So far, across the Kingdom, Aramco has planted 1 million native trees, and plans to have planted more than 100 million trees by 2030.

Mangrove planting

In 1993, Aramco planted its first mangrove seedlings as part of a study commissioned with the Research Institute at King Fahd University of Petroleum and Minerals in an effort to re-establish mangrove forests along the shores of the Arabian Gulf.

The company also partnered with the National Commission for Wildlife Conservation and Development as well as the Ministry of Agriculture and Fisheries to determine whether mangroves could be successfully restored, and now the shores have well-established mangrove forests.

Today, Aramco has planted more than 6 million mangrove trees, and environmental engineer Mousa O. Alharthi says the trees not only restore the Kingdom's

natural ecosystem and wildlife habitats, but also contribute to the capture and storage of carbon dioxide.

Fighting desertification with nature

Haradh gas plant sits on Wadi Sahba's age-old banks, and environmental coordinator AbdulRahman O. Lashkar is one of the team working to reestablish an inspiring 250,000-m² area of environmental restoration to the remote operating site.

In the plant's distant shadow survives three crucial pockets of native Saudi Arabian biodiversity, collectively covering 8.3 km², and seeds from the native biodiversity are aiding with Haradh's biodiversity restoration, where 16 species of native and endangered shrubs grow.

The new trees and plants at Haradh also bring business benefits, such as sequestering carbon, reduce sand blowing into the plant, and create an attractive area for our employees.



Remote Haradh gas plant uses seeds from its existing native plants to bring back desert biodiversity.



Kingdom ripe for tourism Ancient village charm at Rijal Alma

By Janet Pinheiro

A centuries-old stone village in southern Saudi Arabia beckons visitors to take a breathtaking step back in time with its enduring residents.

Rijal Alma, tucked for more than 900 years in the clouds under one of Saudi Arabia's highest mountaintops, is a charming combination of soaring natural beauty, historical depth, and living culture.

Inside the heritage village, whose name refers to the great ancestors who lived there, are more than 60 multi-story buildings, clinging with rock-solid resolve to the Asir mountain range.

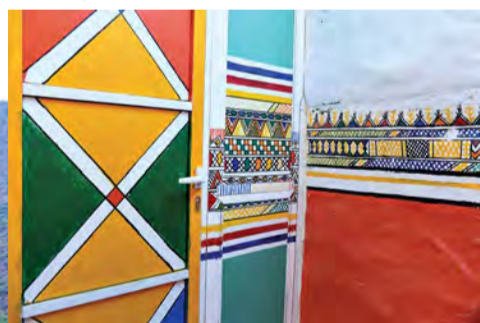
If the hand-cut local stones of the white quartz-accented walls could speak, they would tell ancient tales of bravery, cultural and commercial exchange with the wider world, and honey.



Rain turns into waterfalls.



White quartz accents.



Colorful geometric wall paintings.

Colorful crossroads

Long ago, ancient trade routes stretching from Asia, Africa, and the Middle East lured people up Soudah's 3,000-meter steep slope to conduct international business with the town's people.

Traders, laden with the aromatic smells of perfume and spices, and goods like food, household items and jewelry, bravely traversed this territory of the legendary Asir warriors, renowned for their warfare skills.

Wearing exquisitely scented colorful flower wreaths in their hair for centuries, Asir tribesmen fearfully stood up to invading armies of up to 50,000 soldiers.

Never misjudge the bold power of fiercely proud Saudi warriors.

Four seasons in one late afternoon

As we head east under blue sky for Rijal Alma from Jazan, nature puts on an awesome show, sweeping in with a grand wind, a swirling coastal plain dust storm, thunder, lightning bolts, and a rainstorm turning day into night, and dropping temperatures 10 degrees in 30 minutes.

When we reach the foothills of the Asir, dry stone wadi beds cascade into rivers, slopes become waterfalls, and specialist road crews are out to mop up rock slippage.

As we arrive at Rijal Alma's storybook "gingerbread" village, nature innocently blinks open blue sky again, switches off the lightning, and we feel like brave Asir warriors for conquering the journey.

Vibrant design

Traditionally constructed from

stone, clay and wood, each of the UNESCO-listed site's buildings is still owned by the original family, who name their homes "forts."

All forts, with a family history going back hundreds of years, are lovingly decorated inside with vibrant colors and designs, influenced by the centuries of the village's exchange of objects and ideas with people from far and wide.

Ancestor of Rijal Alma's flower-wearing patriarchy, Ibrahim Fathy, navigates up and down the village's stone stairs with the agile speed of an Arabian gazelle, overtaken only by his sleek black cat Ali, who keeps a friendly but watchful eye on visitors.

He explains that 40 years ago, less rain fell, and his tribespeople began to leave Rijal Alma, "The wells were becoming dry, and younger people left to look for work elsewhere."

People's museum

The exodus prompted a decision to develop a museum, "Together, my people decided to preserve our heritage," he says.

In 1985 residents opened a 2,800-object museum inside the village's tallest six-story building, Al Elwan fort.

Inside the museum, for a modest entrance fee, you can experience how the locals lived, wonder at awesome objects like the village's original prison chains, swords, and gain an insight into why Rijal Alma is one of the most historically important villages in the Middle East.

Visiting Rijal Alma

Located in Saudi Arabia's Asir region, about 45 km west of Abha and 170 km north of Jazan city, Rijal Alma



Honey, like palm dates, occupies a special place in the hearts of Saudi people.

The Asir region, for hundreds of years, has been famous for producing honey of the purest quality.

Every day for 30 years Rijal Alma resident Yahya Manjadi has sold honey.

"I used to have to walk to the top of the mountain," he says. "Now I drive up on the road, and put the honey in my car."

Horizon set on the past, present and future

So much has happened in Saudi Arabia's south west, but so much more is to come

Rich in trade and agricultural history, the region's proud people hold a strong connection to their towering mountain peaks, coastal plains, and the pristine Red Sea.

As the Kingdom transforms itself, Aramco is helping to prepare the region for its next chapter of history.

Jazan Refinery Complex—a refinery, gas plant and power plant—is set up to be a leading contributor to the region and Kingdom's economic development.

"Aramco, just like the trade routes of the past, is connecting Jazan to trade routes and commerce from all corners of the world" said general manager Yahya A. Abushal.

has a restaurant, souq, and plans for a hotel, but for now, visitors are advised to check into nearby accommodation.

A 1,000-person open-air theatre at the entrance host an annual "Flower Men" festival in August every year.

Heritage village Rijal Alma, a UNESCO-listed site and trade center for ancient trade routes, sits on Saudi Arabia's highest peak, and is popular with local and overseas visitors.



A history of celebrating national pride and progress

By Todd Williams

Officially, National Day has been around since just 2005 when King Abdullah announced the holiday, meaning celebrations have only been around for the past 16 years.

In 2005, as Aramco prepared to celebrate its upcoming 75th anniversary, much attention turned to the national holiday and the event it celebrates — the Sept. 23, 1932, unification of the regions of the country into one Kingdom under King Abdulaziz.

KAUST inauguration

A year after Aramco's 75th anniversary, 3,000 heads of state, industry leaders, and academics joined King Abdullah to simultaneously celebrate National Day and inaugurate the King Abdullah University of Science and Technology (KAUST).

To date, with its innovative research center and innovation clusters designed to establish and support businesses Kingdom- and worldwide, KAUST has done exactly that.

And it started on National Day.



Aramcons, citizens celebrate Kingdomwide

In 2010, Aramcons joined fellow Saudis and residents in festivities marking the 80th year since the country was founded. (The formal unification of the Kingdom came two years later on Sept. 23, 1932.)

Record crowds gathered throughout the country, including the Eastern Province. A cavalcade of more than 1,000 cars, buses, and motorcycles, including more than 60 participants on Harley-Davidson motorcycles, drove along the Arabian Gulf seafont from



Dammam to al-Khobar.

In Makkah, a colorful parade of cars and motorcycles wound through town, followed by a ceremony at the Sports City with a variety of cultural programs such as folk dances and an operetta featuring about 200 people, including children.

In Jiddah, the Ministry of Culture and Information organized a ceremony in Obhur, at which Saudi actor Fayez Al-Malki opened festivities and urged Saudis to work hard to make the Kingdom one of the advanced countries of the world. To mark the event, the people of Jiddah prepared a huge Saudi flag, 30 meters in length.

Celebrating the Kingdom all around the world

National Day isn't celebrated just by those in the Kingdom.

Company employees working at offices around the world also celebrate with pride each year on National Day. Traditional food, dances, and ceremonies have marked events held from Beijing to Houston and all points in between over the years as the holiday has provided not only an opportunity to mark the Kingdom's founding, but also to share with stakeholders, customers, and community members where we do business many of the cultural and artistic aspects of the Kingdom.

For example, in 2011, Aramco Overseas Co. (AOC) sponsored a celebration at the residence of HE Ambassador Abdullah Al-Shagrood at which several booths represented an array of cultural and historical aspects of the Kingdom.

A day for cultural celebration

One of the key ways Aramco has supported the annual festival is through events at and sponsored by The King Abdulaziz Center for World Culture (Ithra).

By highlighting programs and initiatives from locations throughout the Kingdom, Ithra regularly looks to celebrate Saudi heritage while bringing its programming to all parts Kingdomwide.

Fireworks, programs, tours, workshops, exhibits, movies, Ardah, and a wide variety of modern and traditional programs are offered for citizens and residents alike, and always have provided plenty to do on the popular day.



Ithra and communities get ready to celebrate 91st Saudi National Day

In celebration of the 91st Saudi National Day, and to highlight cultural diversity across the Kingdom, the King Abdulaziz Center for World Culture (Ithra) launches a collection of Saudi cultural and heritage programs and activities rich in creativity and knowledge art to highlight the diversity across the Kingdom. Ithra's National Day slogan is "Melodies of the Homeland." The celebratory activities start on September 22 and end on 25, 2021. The programs will highlight the identity of the Kingdom, which brought a green reality and a national heritage to society.

The National Day activities aim to present a collection of interactive arts, art performances, in addition to live shows, traditional local crafts, interactive cultural activ-



ities, various workshops, knowledge-based games for all age groups, musical performances, and the Al-Ardah Al-Najdiah, which is held on multiple festive occasions.

The National Day activities include the Coffee Tales exhibition, which will shed light on the practice of farming coffee and the traditions associated with it, particularly in the Jazan region, as well as Saudi Aramco's efforts to preserve it.

The music of Samiri Hail reflects the connection the people have with their land, manifested through words and melodies. The art of Grain Pounding is a performance

art celebrated by the farmers of Al-Ahsa region and reflects the celebration of the residents of the oasis for the bounties of their land, from wheat to rice, during the harvest seasons.

Children will also enjoy a set of programs that explore the diversity of folklore and cultural heritage in the Kingdom.

Ardah enthusiasts will also enjoy the performance on Saudi National Day.

The Arab artist, Ahmed Alshaiba will perform on Ithra's stage to play the finest music in his unique style, combining eastern and western genres.

Ithra visitors can view the programs of the 91st Saudi National Day through Ithra's website <https://www.ithra.com/en>. All activities and programs require booking in advance.

Community activities

There will be plenty of activities in Aramco communities for employees and dependents to enjoy this national day. In Dhahran, a vehicle parade with traditional music and folklore performances will make its way through the community that will be adorned with national day flags.

In the Southern Area, street light decorations will light up all communities, while at Qurayyah beach visitors will enjoy outdoor special movies, cake cutting, a parade, and a stage with music and games.

In Ras Tanura, Friday will host the main celebration for the Saudi national day including water activities, outdoor portable trampoline, splash pad, and two fly board shows; one in the afternoon, and another one in the evening. In addition, concession outlets will be available.



To see Ithra's National Day program scan the QR code.