

3

Sustainability

Aramco's approach	70
Four focus areas	71
Climate change and the energy transition	72
Safe operations and people development	74
Minimizing environmental impact	75
Growing societal value	76

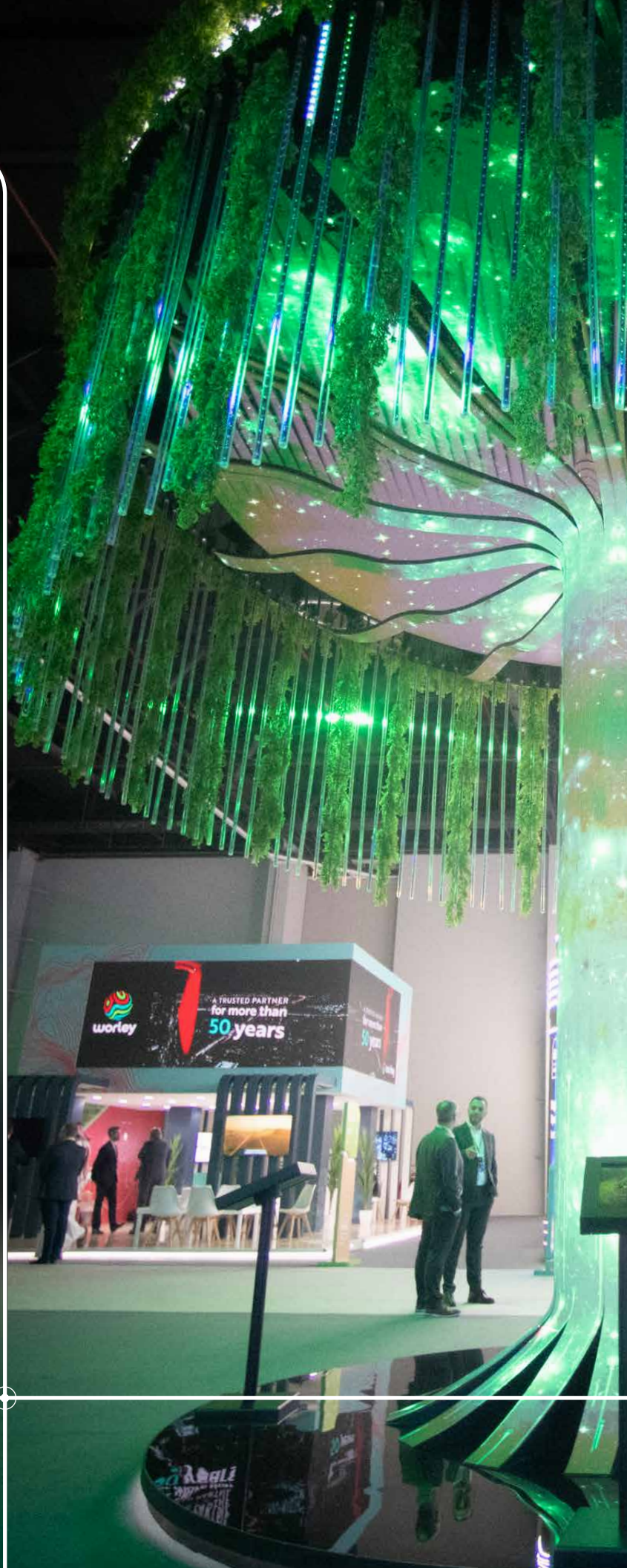


Supply chain localization

2025 iktva Forum and Exhibition, Dhahran, Saudi Arabia

Through its iktva program, Aramco aims to increase the localization of its supply chain and support in-Kingdom economic growth.

In 2025, Aramco successfully reached its goal of allocating 70% of total supply chain expenditure locally, and has now established an updated target of 75% local spending by 2030.





Commitment to act responsibly

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

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

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

Sustainability governance

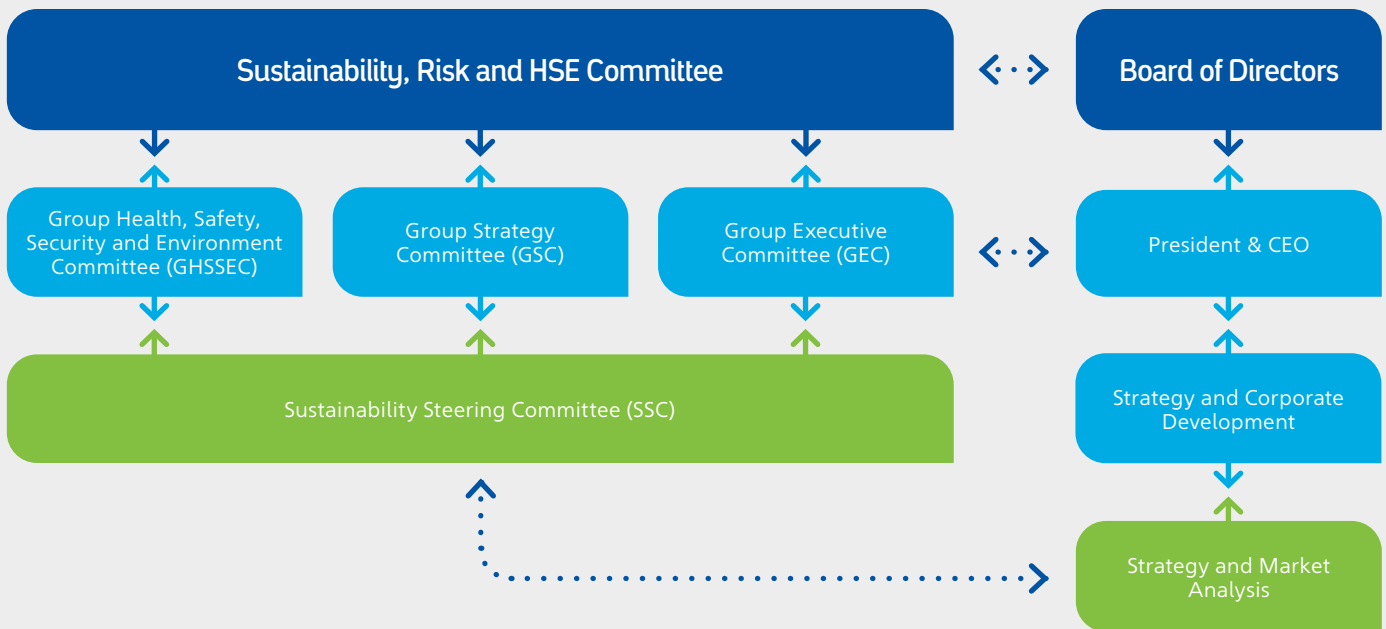
Aramco's governance model aligns its sustainability aspirations with its corporate business strategy and goals. The Board of Directors is responsible for the Company's governance, risk, and compliance regime, including matters related to sustainability. In carrying out this responsibility, the Board is supported by the Sustainability, Risk and HSE Committee, which provides leadership, direction, and oversight on sustainability-related matters, including the Company's sustainability strategy, performance, and the effectiveness of its policies and programs.

At a corporate level, accountability for sustainability lies with the President & CEO, supported by the Group Executive Committee (GEC), the Group Strategy Committee (GSC), and the Group Health, Safety, Security and Environment Committee (GHSSEC).

The GEC approves major sustainability initiatives and targets, while the GSC reviews and approves functional strategies including those related to HR, technology, and sustainability. The GHSSEC establishes the Company's health, safety, security, and environmental policies and reviews key issues. This includes Company-wide safety initiatives, environmental and safety performance, compliance and conformance reviews, major HSE incidents, insurance survey results, and cybersecurity.

At a management level, the Sustainability Steering Committee (SSC), chaired by the Executive Vice President of Strategy and Corporate Development, reviews decisions and issues related to sustainability, the Company's plans to mitigate GHG emissions, and sustainability-related corporate risk assessments. The Committee consists of Aramco Senior Vice Presidents representing various business lines and administrative functions across the Company. The Senior Vice President of Strategy and Market Analysis, who oversees risk and sustainability, serves as Secretary of the SSC and is supported by the Corporate Sustainability Department.

Sustainability governance framework



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

Four focus areas

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

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

These focus areas support Aramco’s strategy and represent key areas that hold the greatest potential for the business to have long-term, positive impacts. They are informed by both Saudi Arabia’s Vision 2030 and the relevant United Nations Sustainable Development Goals.

A high-level overview of the 2025 sustainability performance under each of these focus areas is provided in this section. Aramco will elaborate on its overall sustainability performance and plans in its upcoming 2025 Sustainability Report.

Four focus areas



Climate change and the energy transition

› For more information see page 72



Safe operations and people development

› For more information see page 74



Minimizing environmental impact

› For more information see page 75



Growing societal value

› For more information see page 76

Four focus areas

Climate change and the energy transition

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

The challenge is to develop and deploy technology solutions at speed and scale to provide the benefits of oil and gas for future generations, while reducing GHG emissions from oil and gas operations. It is a complex, multidimensional, and capital-intensive challenge that will span generations.

Alternatives to traditional hydrocarbon-based energy sources are progressing, but are not yet ready to meet the world's energy demand on their own. Aramco believes oil demand will grow for many years to come and the world will most likely continue to need oil and gas for the foreseeable future.

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

Aramco recognizes the need to reduce GHG emissions from its oil and gas operations and has an ambition to achieve net-zero Scope 1 and Scope 2 GHG emissions by 2050 across wholly-owned operated assets. In support of this ambition, Aramco is focusing on five key levers:

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

Aramco's activities within each lever will be outlined in its forthcoming 2025 Sustainability Report.

Highlights and developments

- Commercial operations commenced at the Al Shuaibah 1 and 2 solar PV facility, which together delivers a combined capacity of 2.66 GW. These projects are developed in partnership with Badeel, a wholly-owned subsidiary of the Public Investment Fund, and ACWA Power Company.
- Aramco, alongside its partners Badeel and ACWA Power Company, announced the financial close for five additional solar PV projects and two wind projects, with an anticipated combined capacity of up to 15 GW. These developments are expected to begin commercial operations between 2027 and 2028.
- Aramco, as part of a consortium led by EDF Renewables and SPIC Huanghe Hydropower Development Co. Ltd., achieved financial close on the development of two additional solar PV projects with a combined capacity of 1.4 GW. Commercial operations for these projects are anticipated in 2027.
- Aramco completed the acquisition of a 50% equity stake in Blue Hydrogen Industrial Gases Company (BHIG) within Jubail Area, a wholly-owned subsidiary of Air Products Qudra for Energy (APQ). BHIG has been established as a platform to support GHG emission reduction.
- To support its efforts to expand its CO₂ direct air capture (DAC) capabilities, Aramco launched the Kingdom's first CO₂ DAC test unit capable of removing up to 12 tons of CO₂ per year from the atmosphere. The pilot facility, developed in collaboration with Siemens Energy, is intended to be used as a testing platform for next generation CO₂ capture in Saudi Arabia's climate conditions.

GHG emissions

In line with industry practice, Aramco began using a market-based methodology to calculate and report on Scope 2 emissions along with the location-based methodology. Figures reported for Scope 2 emissions and upstream carbon intensity from 2022 to 2025 are market-based, while figures for 2021 are location-based.

In 2025, 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. Scope 2 emissions increased compared to the previous year primarily due to higher energy demand associated with higher production levels and new projects.

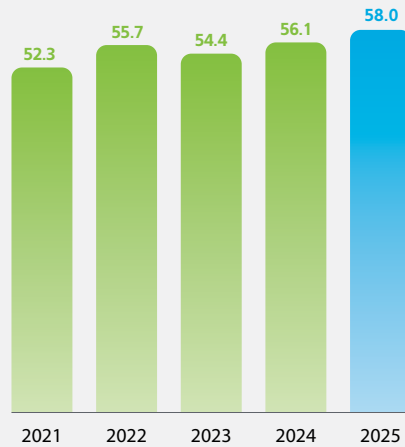
An important metric for Aramco is the carbon intensity of upstream operations, which is among the lowest of major crude oil and gas producers per barrel of oil equivalent and has been achieved through effective reservoir management, a low depletion rate operational model, and a focus on energy efficiency. In 2025, upstream carbon intensity increased 3.0% compared to the previous year as higher emission-intensive gas production assumed a larger share of the Company's hydrocarbon production mix.

Aramco also strives to reduce flaring across its business through investment in flare gas recovery systems and programs to improve asset integrity, as well as leak detection and repairs. Flaring intensity increased in 2025 to 6.65 scf/boe, primarily due to increased gas operations and pipeline maintenance activities.

Natural climate solutions

Natural climate solutions continue to play a complementary role where emissions abatement is challenging. In 2025, Aramco planted approximately six million mangrove trees in-Kingdom, bringing its cumulative total to over 49 million.

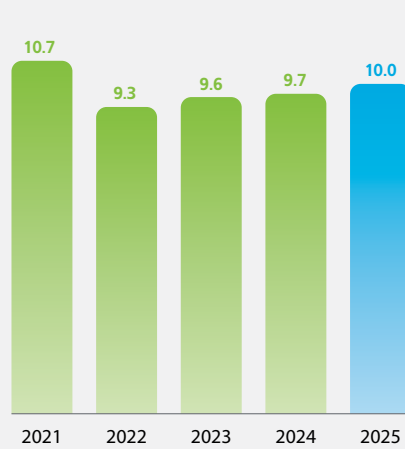
Scope 1 emissions^{1,2,3}
(million metric tons of CO₂e)



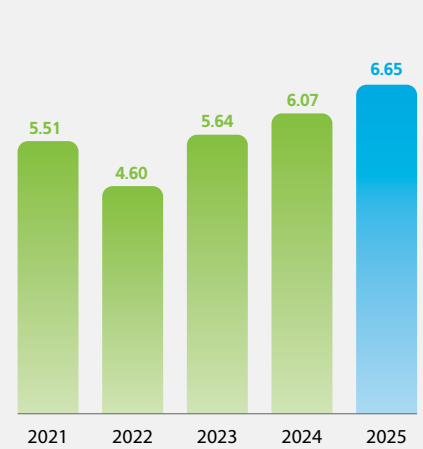
Scope 2 emissions^{1,2,3,4}
(million metric tons of CO₂e)



Upstream carbon intensity^{3,4}
(kgCO₂e/boe)



Flaring intensity^{2,3}
(scf/boe)



1. The Company's GHG emissions reporting is based on the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) GHG protocol guidelines.
2. The Company's GHG emissions inventory includes emissions from the Saudi Arabian Oil Company and its operationally controlled entities, excluding ATC, ASC, AOC, AFP, and SAAC. The 2025 GHG emissions and flaring inventories exclude the Marjan GOSP-4. GHG emissions and flaring inventories from 2021 and 2022 exclude the Jazan Refinery, and 2023 and 2024 only include the stabilized units of the Jazan Refinery.
3. 2025 figures for Scope 1 emissions, Scope 2 emissions, upstream carbon intensity, and flaring intensity have undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2026. All prior year figures, excluding the 2021 flaring intensity figure, have also undergone external limited assurance which can be viewed online at www.aramco.com/en/sustainability/sustainability-report.
4. The Company's Scope 2 emissions and upstream carbon intensity figures from 2022 to 2025 reflect the market-based calculation methodology that has been adopted to align with GHG Protocol Scope 2 Guidance. The 2021 Scope 2 emissions and upstream carbon intensity figures reflect the location-based calculation methodology.

Safe operations and people development

Safety performance

Safety is a corporate value that drives Aramco's ambition to provide a safe workplace and protect people, assets, and the environment.

Aramco management's commitment to safety is a cornerstone of the successful implementation of its global safety policy. The overall accountability for safety within Aramco lies with the President & CEO and the GHSSE Committee, which provides governance and oversight for all related matters.

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

This implementation of the SMS is supported by the deployment of innovative safety solutions as part of Company-wide digital transformation initiatives that enhance safety governance, improve real-time risk

management, and strengthen emergency preparedness, all while maintaining focus on operational resilience.

Aramco regrettably had four contractor fatalities in 2025. Any loss of life is unacceptable, and to this end, the Company continuously strives to reduce the occurrence of incidents. Evaluations and learnings from these incidents have been shared with relevant organizations, and the Company has implemented remedial actions to prevent reoccurrence.

	2025 ¹	2024 ¹	2023 ¹	2022 ¹	2021 ¹
Tier 1 process safety events	9	9	15	11	11
Total recordable case rate ^{2,3}	0.028	0.046	0.042	0.050	0.054
Lost time injuries/illness rate ^{2,3,4,5}	0.011	0.021	0.018	0.014	0.017
Number of fatalities ^{2,4,5}	4	8	3	5	1

1. Applies to the Saudi Arabian Oil Company and its operationally controlled entities.

2. Total workforce (employees and contractors).

3. Per 200,000 work hours.

4. 2025 figures are undergoing ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2026.

5. All prior year figures, excluding 2021 lost time injuries/illness rate, have undergone ISAE3000 (revised) external limited assurance.

The results can be viewed online at www.aramco.com/en/sustainability/sustainability-report.

People development

Aramco empowers its people to reach their full potential by providing a safe, respectful, and professionally challenging working environment. The Company respects and protects the rights of its workers, and supports its contractors and suppliers to do the same.

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

Equity and inclusion

Aramco fosters a culture of equity and inclusion (E&I) at all levels of its organization. A key objective of its people strategy is to support the development of women and people with disabilities to create a workplace where all employees can truly thrive. The Company embraces its employees' differences and promotes an inclusive workplace culture where every employee feels valued, respected, and heard. Aramco strives to ensure that employees are provided equitable access to resources and opportunities. The Company aims to become a global role model for inclusive work environments and promotes initiatives that empower people.

Aramco has extended efforts to increase the representation of women and people with disabilities at every level, including interns and sponsored students, by enhancing hiring efforts and supporting their progression from entry-level to leadership roles. These efforts are driven by a clear vision and

include not only developmental opportunities, but also policy enhancements and awareness training and programs for all employees. In 2025, the proportion of female employees increased to 8.2% from 7.9% in 2024, while the proportion of female leaders increased to 6.2% from 5.8% in 2024.

Additionally, Aramco issued a Company-wide instruction that embeds disability inclusion across all business lines, and 160 engagements were held with 375 leaders to align business line priorities with the Company's diversity goals. Over 20,300 participants attended E&I training programs in 2025.

	2025	2024	2023	2022	2021
Company employees ⁶	76,664	75,118	73,311	70,496	68,493
Female employees (%) ⁶	8.2	7.9	7.2	6.4	5.6
Female employees in leadership positions (%) ⁶	6.2	5.8	4.8	3.8	3.1

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

Minimizing environmental impact

Water management

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

Aramco produces wastewater and recognizes the need to responsibly manage and treat wastewater prior to returning it to the environment. Its approach to wastewater management is governed by relevant national and international frameworks or standards, including Saudi Arabian Executive Regulations for the Protection of Aqueous Media from Pollution, Royal Commission Environmental Regulations, and Ipieca's oil and gas industry guidance on voluntary sustainability reporting – discharges to water.

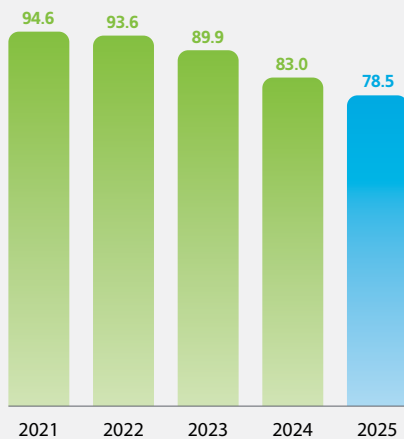
In 2025, freshwater consumption was 78.5 million cubic meters, down 5.4% compared to 2024, mainly due to water conservation efforts and by enhancing freshwater returned to the environment from affiliates' operations. Less than 40% of total freshwater consumption was used to support in-Kingdom wholly-owned operated assets that are located in a water-stressed region, with the remaining freshwater consumed by out of Kingdom wholly-owned operated assets.

Spills to the environment

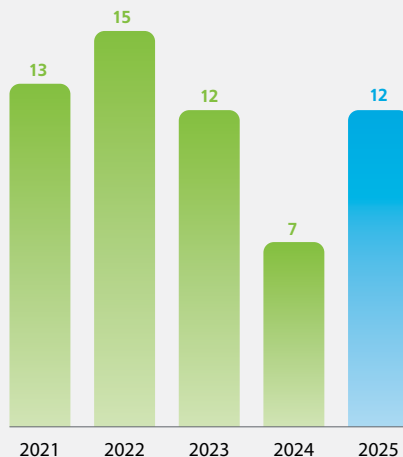
Aramco operates across a vast geographic area with many remote sites. This introduces challenges to early detection of potential spills, particularly across the Kingdom's enormous deserts. To meet its target of zero spills, Aramco employs rigorous inspection programs to assess the integrity of assets,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

In 2025, 12 hydrocarbon spills were recorded with a cumulative volume of 149 barrels. Of these, five spills amounting to 52 barrels were related to affiliate operations. All incidents were swiftly addressed by response teams with onshore spills fully recovered and offshore spills effectively mitigated to eliminate environmental impacts.

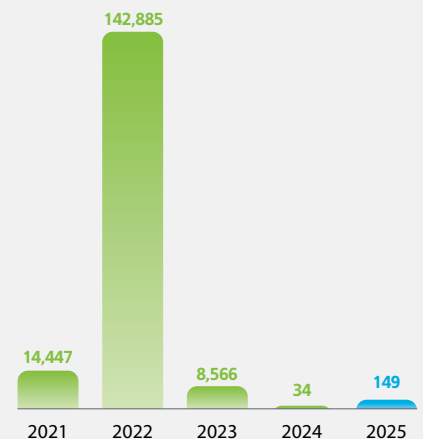
Freshwater consumption^{1,2}
(million cubic meters)



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



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



1. The 2025 figure applies to the Saudi Arabian Oil Company and its operationally controlled entities. Figures from 2021 to 2024 apply to the Saudi Arabian Oil Company and its operationally controlled entities, excluding ATC, ASC, AOC, and SAAC.
2. The 2025 figure for freshwater consumption has undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2026. Figures from 2022 to 2024 have also undergone external limited assurance which can be viewed online at www.aramco.com/en/sustainability/sustainability-report.
3. Applies to the Saudi Arabian Oil Company and its operationally controlled entities.
4. Oil spill incidents with volume greater than one barrel.
5. The 2025 figures for the number of hydrocarbon spills and the volume of hydrocarbon spills have undergone ISAE3000 (revised) limited assurance. Assurance results will be published on the Aramco website in Q2 2026. The volume of hydrocarbon spills figure for 2022 to 2024 have also undergone external limited assurance and can be viewed online at www.aramco.com/en/sustainability/sustainability-report.

Growing societal value

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

iktva

Aramco's iktva program continues to serve as a cornerstone of supply chain localization 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 iktva milestone of 70% local content and set a new target of 75% by 2030. This ambition reinforces supply chain resilience, drives industrial growth, and ensures that greater economic value is retained within the Kingdom. In the same year, Aramco entered into over 140 corporate purchase agreements with an estimated value of 60.0 billion (\$16.0 billion), further advancing long-term localization and industrial development.

Community and society

Since its inception more than 90 years ago, Aramco has been instrumental in the Kingdom's progress. From the 1930s through the 1970s, the Company focused on establishing infrastructure and driving industrial expansion to support commercial growth. Over the years, Aramco has increasingly engaged in voluntary citizenship initiatives, aligning with the Kingdom's vision of fostering a knowledge-driven society.

Citizenship initiatives

Aramco's Corporate Donation Program is dedicated to enhancing the social and economic wellbeing of communities across Saudi Arabia. In 2025, the program directed support toward education, healthcare, and social initiatives. Over 7,600 individuals benefited from educational programs that provide access to quality learning and skill development. In healthcare, critical support including medical equipment and specialized programs were provided for people with disabilities. Social initiatives focused on home renovations for families affected by natural disasters and support for specialized centers serving people with disabilities. Through strategic partnerships, Aramco ensures long-term, meaningful impact

that aligns with national development goals and community needs.

In 2025, Aramco continued to drive change through various citizenship initiatives with a focus on education, healthcare, and community resilience. From modernizing schools to launching cutting-edge training centers, Aramco's efforts have helped thousands and advanced inclusive growth in alignment with Saudi Vision 2030.

Education and training

Across the globe, Aramco expanded its reach through transformative projects in over 30 countries. From empowering young innovators through STEM competitions like the World Robot Olympiad and FIRST Championship, to advancing sustainability through coral reef restoration, solar-powered clinics, and youth-led environmental programs, Aramco's global citizenship initiatives are shaping a more equitable and sustainable future, wherever it operates.

Aramco continues to invest in education and vocational training to empower Saudi youth and build a competitive national workforce. In 2025, the Company supported 160 schools across the Kingdom, including modernizing aging facilities and delivering programs that enhance student readiness in health, sustainability, and STEM fields.

Through the National Training Centers (NTC) initiative, over 7,400 participants enrolled in core programs, while over 11,000 joined short-term programs to meet immediate market needs. To date, over 85,000 students have been trained by the NTCs in more than 100 disciplines, with over 10% of students being female. This initiative reflects Aramco's commitment to fostering lifelong learning, supporting Saudi Vision 2030 and ensuring a sustainable pipeline of skilled talent for the Kingdom's evolving economy.

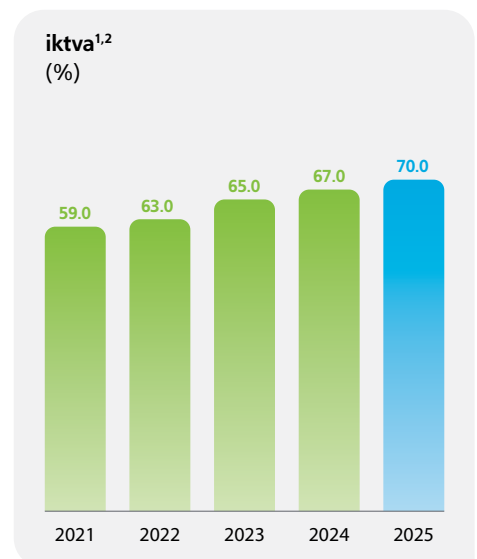
Volunteering

Aramco remains committed to fostering a culture of volunteerism that delivers meaningful impact across its global operations. In 2025, the Company contributed over 55,000 volunteer hours with efforts spanning education, environmental sustainability, community development, and youth empowerment. During the year, Aramco launched the Professional Volunteer Program through which employees provided technical expertise in IT, safety, and finance to more than 80 nonprofit organizations, enhancing their capacity and effectiveness. The Company was also recognized as one of the first 10 private sector

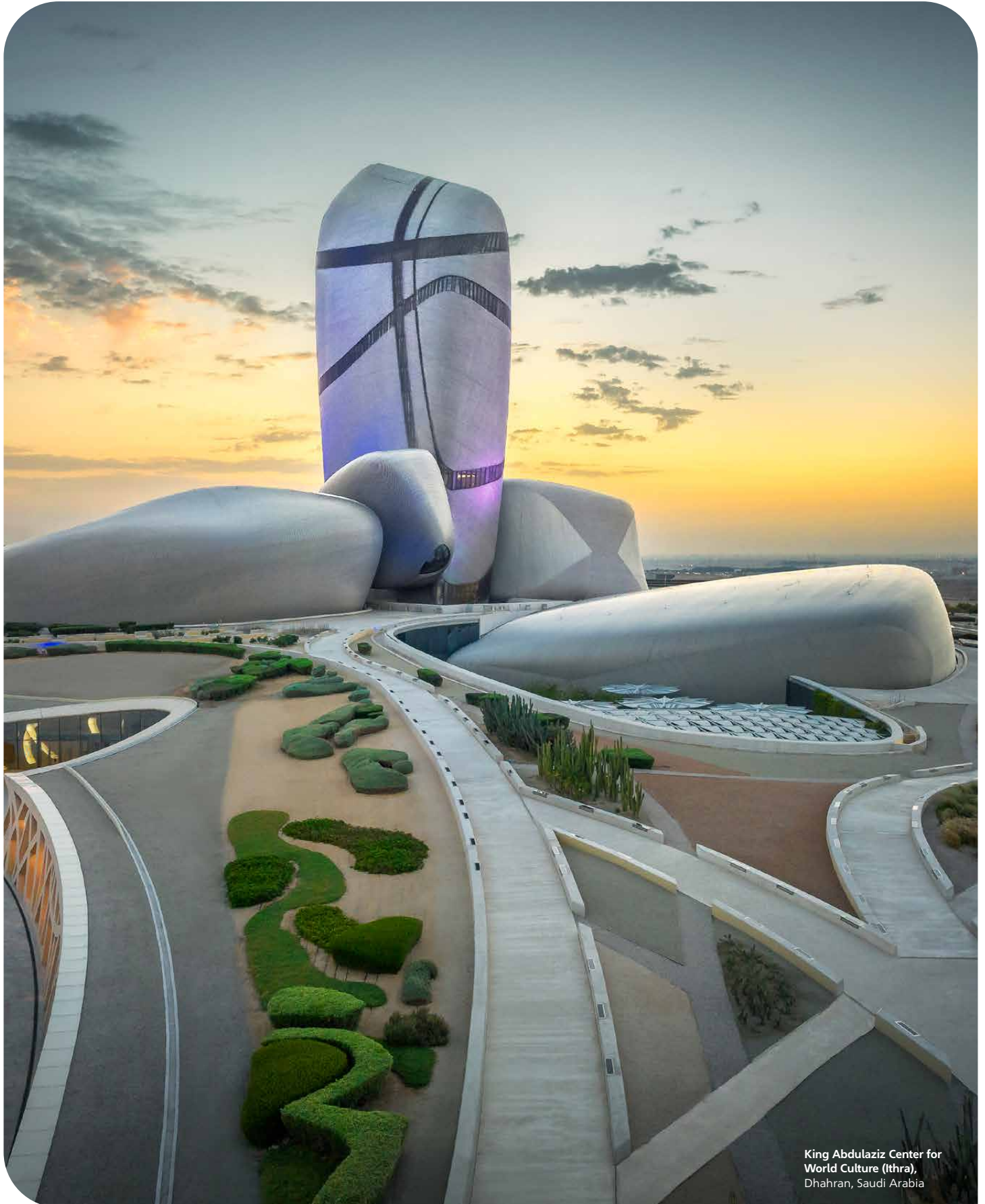
entities in Saudi Arabia to receive accreditation under the National Volunteerism Standards for the Private Sector, affirming its leadership in structured, high-impact volunteering.

During Ramadan, employees supported the Blue Box Campaign, distributing 19,300 food boxes and contributing 9,200 volunteer hours through partnerships with 61 charities, benefiting more than 96,500 individuals. Aramco's ongoing support for community-led initiatives reflects its broader commitment to inclusive development, social cohesion, and creating sustainable value for all stakeholders.

The King Abdulaziz Center for World Culture, known as Ithra, is Aramco's flagship citizenship initiative. 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 one million in 2025. This million-hour milestone demonstrates a strong commitment to national development, with each hour of service contributing to the Kingdom's progress and future growth.



1. Percentage of total procurement expenditures locally sourced.
2. Applies to the Saudi Arabian Oil Company (the Company).



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