

Loss Prevention (Safety Equipment)

Workshop

Business Opportunities

This presentation may contain certain forward-looking statements. All statements other than statements relating to historical facts are, or may be deemed to be, forward-looking statements. Forward-looking statements include, but are not limited to, statements related to future events or to the company's future financial or operating performance such as the company's expectations and projections regarding its growth, initiatives and strategies, capital expenditures and investments, customer and partner relationships, major projects and product development. These statements may generally, but not always, be identified by the use of words such as "target," "goal," "aim," "believe," "expect," "commit," "anticipate," "intend," "estimate," "should," "will," "shall," "may," "likely," "plan," "strategy," "initiative," "project," "outlook" or similar expressions, including variations and the negatives thereof.

Forward-looking statements reflect the company's expectations, beliefs, estimates, forecasts, projections and assumptions, only as of the date such statements are made, and are subject to known and unknown risks, uncertainties and other important factors beyond the company's control that could cause the company's actual results, performance or achievements to be materially different from the expected results, performance, or achievements expressed or implied by such statements. Factors that could cause actual results to differ materially from the company's expectations include, among other things, the following: global supply, demand and price fluctuations of oil, gas and petrochemicals; global economic conditions; competition in the industries in which the company operates; climate change concerns, weather conditions and related impacts on the global demand for hydrocarbons and hydrocarbon-based products; risks related to the company's ability to successfully meet its ESG targets, including its failure to fully meet its GHG emissions 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; natural disasters and public health pandemics or epidemics; the management of the company's growth; the management of the company's subsidiaries, joint operations, joint ventures, associates and entities in which it holds a minority interest; exposure to inflation, interest rate risk and foreign exchange risk; risks related to operating in a regulated industry and changes to oil, gas, environmental or other regulations that impact the industries in which the company operates; legal proceedings, international trade matters, and other disputes or agreements; and other risks and uncertainties that could cause actual results to differ from the forward-looking statements in this presentation, as set forth in the latest periodic reports filed by the Saudi Arabian Oil Company ("Aramco") with the Saudi Exchange. For additional information on the potential risks and uncertainties that could cause actual results to differ from those presented please see Aramco's most recent annual periodic report filed with the Saudi Exchange and any subsequent filings thereto.

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Workshop Agenda

No.	Title
1	Portable Gas Monitors
2	Safety Glasses
3	Ear plugs and Earmuffs
4	Mechanical & Chemical Gloves
5	Safety Footwear

iktva Program Overview (1/2)

The In-Kingdom Total Value Add (iktva) program is designed to drive increased investment, economic diversification, job creation, and workforce development within the Kingdom

Saudi Aramco aims to achieve 70% localization of all spending



iktva in Procurement

2000+ Service contracts	290+ Corporate purchase agreements
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Business Opportunities

14 Sectors	+200 Business Opportunities	\$28 bn Annual Market Size
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Anchor Projects

6 Anchor projects

 IMI	 SPARK	 Tuwaiq
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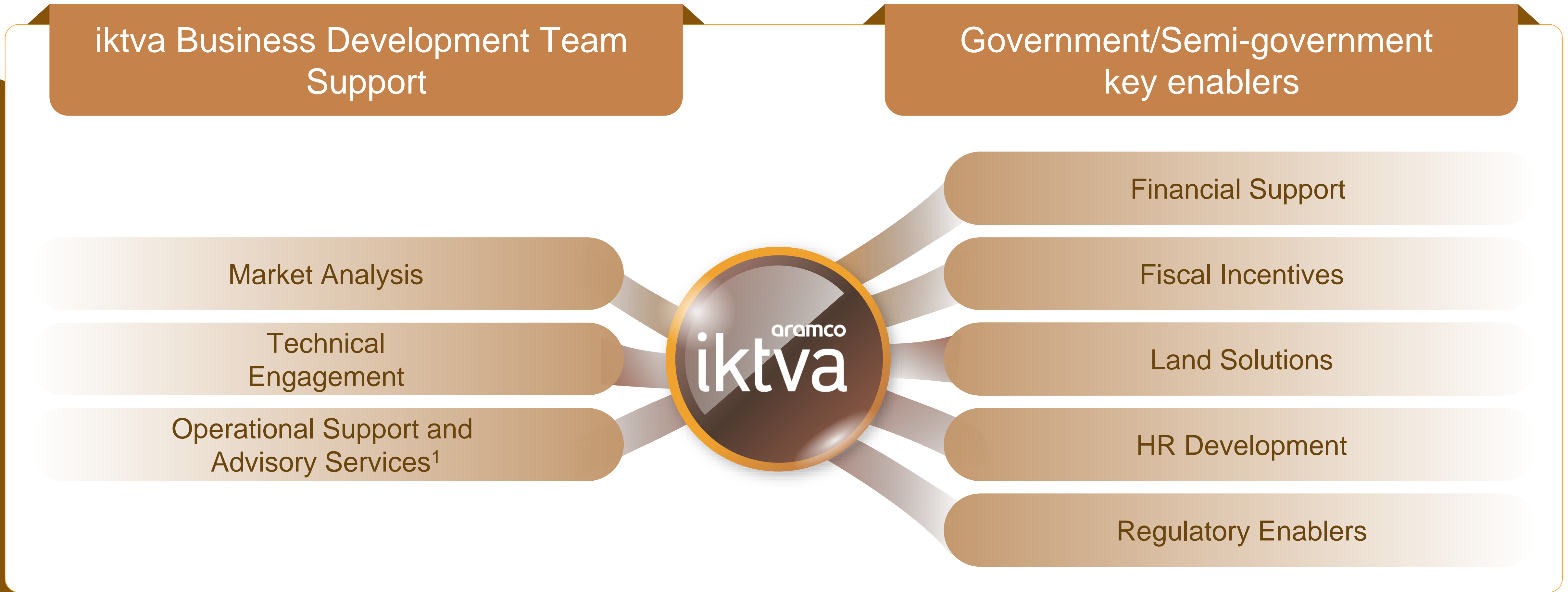


Local Workforce Development

16 National training centers	90+ Programs
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Catalyzing Supply Chains

Note: IMI = International Maritime Industries; SPARK = King Salman Energy Park











Catalyzing Supply Chains

1. Includes broad range of support services provided by the team: user requirements, advisory on available financial and fiscal incentives, guidance on localization process in line with local regulations and standards, action plan development etc.

Why invest in KSA?

Non-exhaustive

 Strong GDP growth and healthy economy	 Big market and game-changing opportunities	 Government incentives and enablers	 Ease of doing business	 Strategic global location	 Favorable demographics
Top 20 economies globally	5 Special Economic Zones drive innovation	\$1.3T+ invested in private sector by 2030	 one of world's most rewarding tax systems	12-15% of global trade passes via Red Sea	17% population growth from 2013-2023
GDP growth among highest projected in 2025 in top economies	6 giga projects driving urbanization and industry	5.7% contribution of FDI to GDP by 2030	Top 5 in the MENA region for ease of doing business	 KSA container ports are among the most efficient globally	67% of population below the age of 35

Catalyzing Supply Chains

Note: FDI = Foreign Direct Investment
 Source: IMF; MISA; Vision 2030 Key Performance Indicators; Shareek Program; World Bank

How do we define what is an opportunity?



Growing market

High growth high spend markets



**Limited local players
& import driven**

*Markets with few local contributors
and high import resilience*



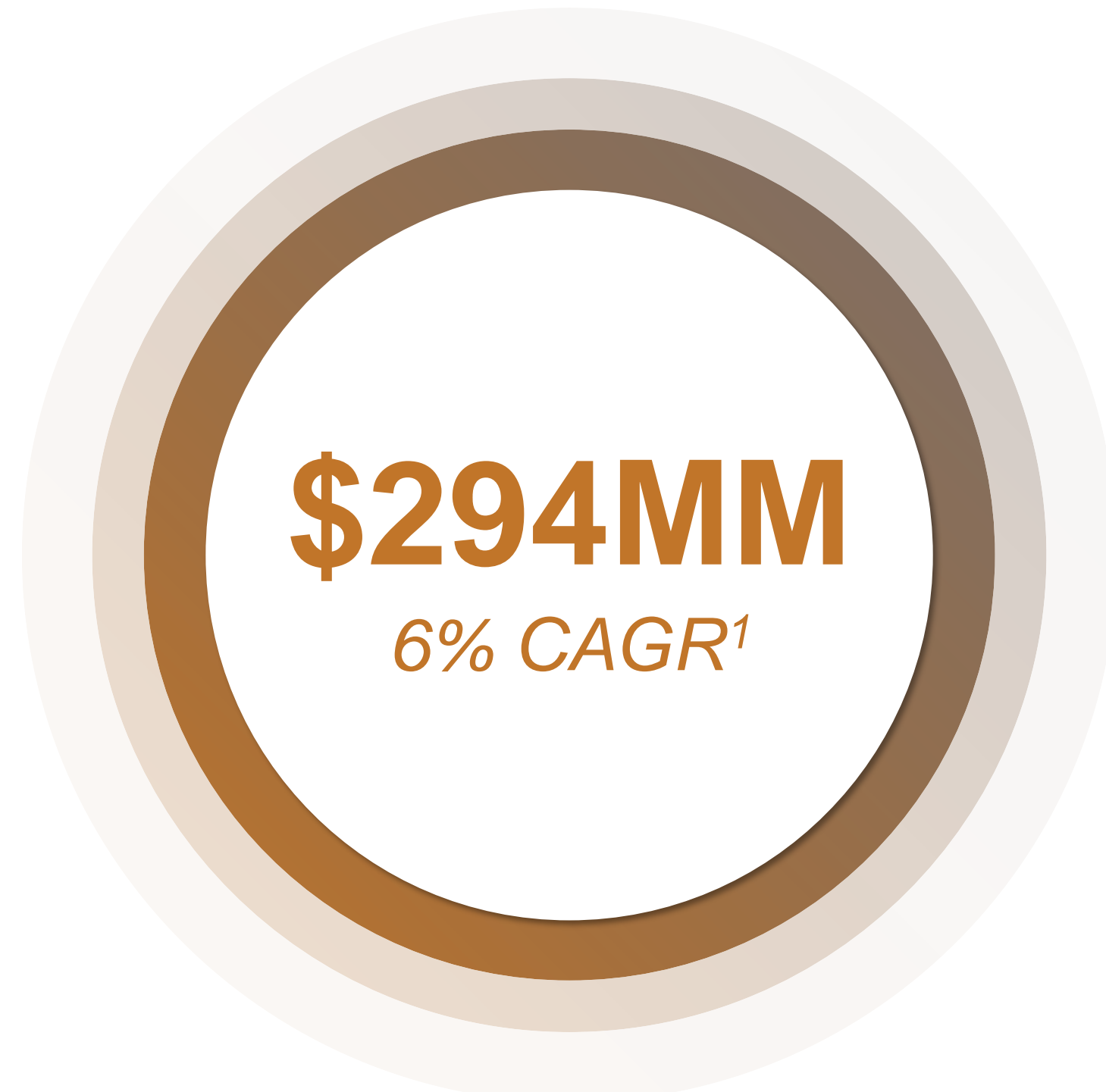
**Technological
& labor feasibility**

*Markets with accessible or
standardized technology and
available skilled labor*

Loss Prevention (Safety Equipment) Market Overview

KSA Loss Prevention (Safety Equipment) Market

Five opportunities to be discussed today



2024 KSA market size for opportunities
in today's workshop

- 1 Portable Gas Monitors
- 2 Safety Glasses
- 3 Ear plugs and Earmuffs
- 4 Mechanical & Chemical Gloves
- 5 Safety Footwear

Portable Gas Monitors

Portable Gas Monitors types

Electrochemical Sensors



Catalytic Bead Sensors



Infrared (IR) Sensors



Applications

- Detect toxic gases (e.g., CO, H₂S) and oxygen levels for workplace safety and confined spaces

- Identify flammable gases (e.g., methane, propane) in industrial and hazardous environments

- Monitor hydrocarbon gases (e.g., methane, propane) in stable and variable-oxygen environments

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Note: CO = Carbon monoxide; H₂S = Hydrogen sulfide
Source: Team analysis

Opportunity profile – Portable Gas Monitors

1

KSA's industrial and O&G sectors drive demand for portable gas monitors

2

The portable gas monitor market is moderate in scale with steady growth

3

Attractive investment opportunities across the value chain

Types



Electrochemical Sensors



Catalytic Bead Sensors



Infrared (IR) Sensors

\$55MM

Estimated 2024 KSA market size

7%

Forecasted KSA 5-year CAGR

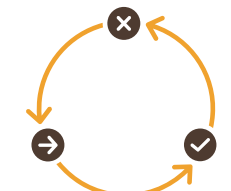
KSA value chain opportunities



Raw materials



Intermediates



Lifecycle mgmt

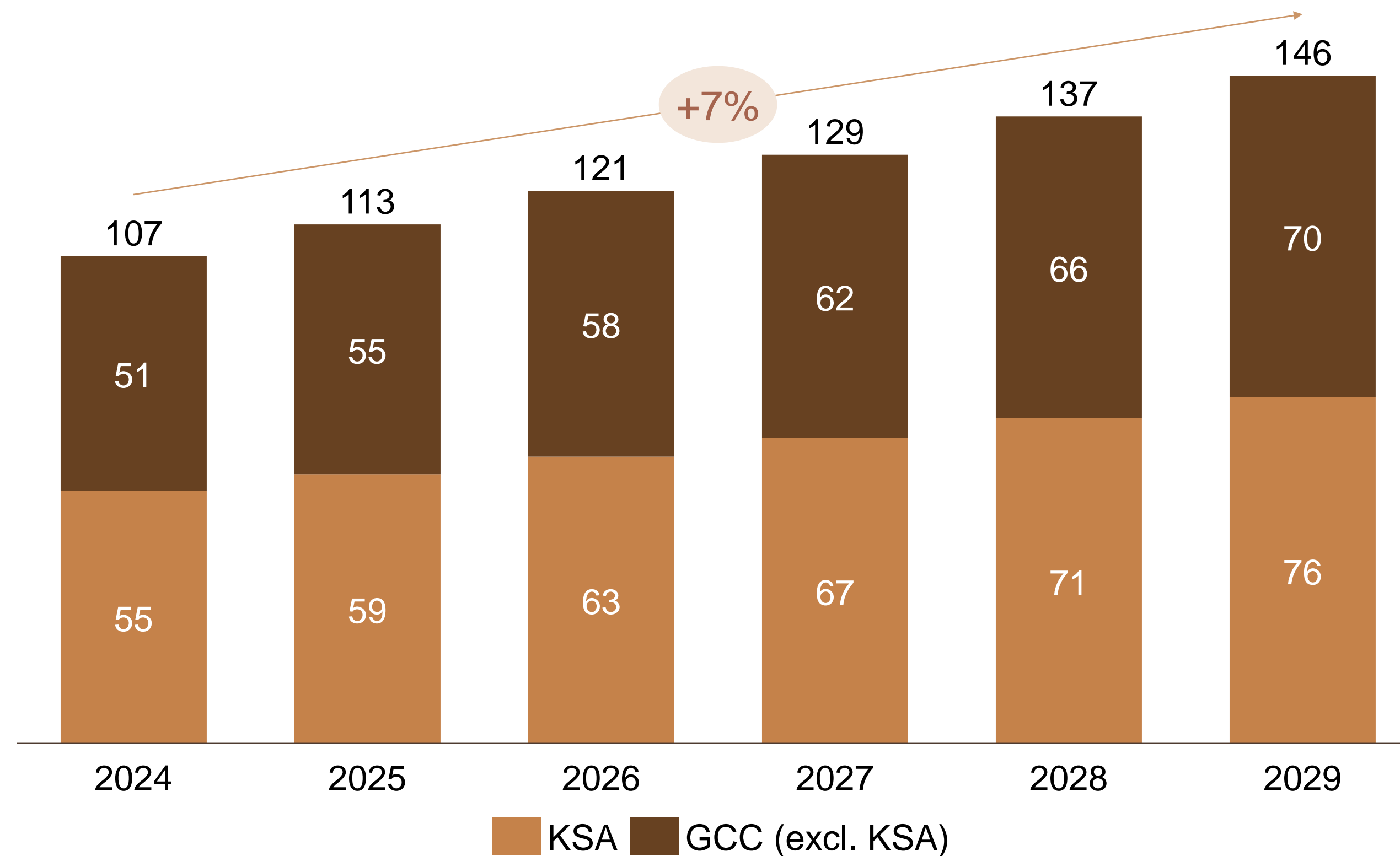
KSA enablers

- Financial setup loans
- Corporate tax reduction
- KACST technical support




Catalyzing Supply Chains

Portable Gas Monitors demand, customers, and drivers

Forecasted KSA and rest of GCC Portable Gas Monitors market 2024-2029 (\$MM)



Typical customers in KSA

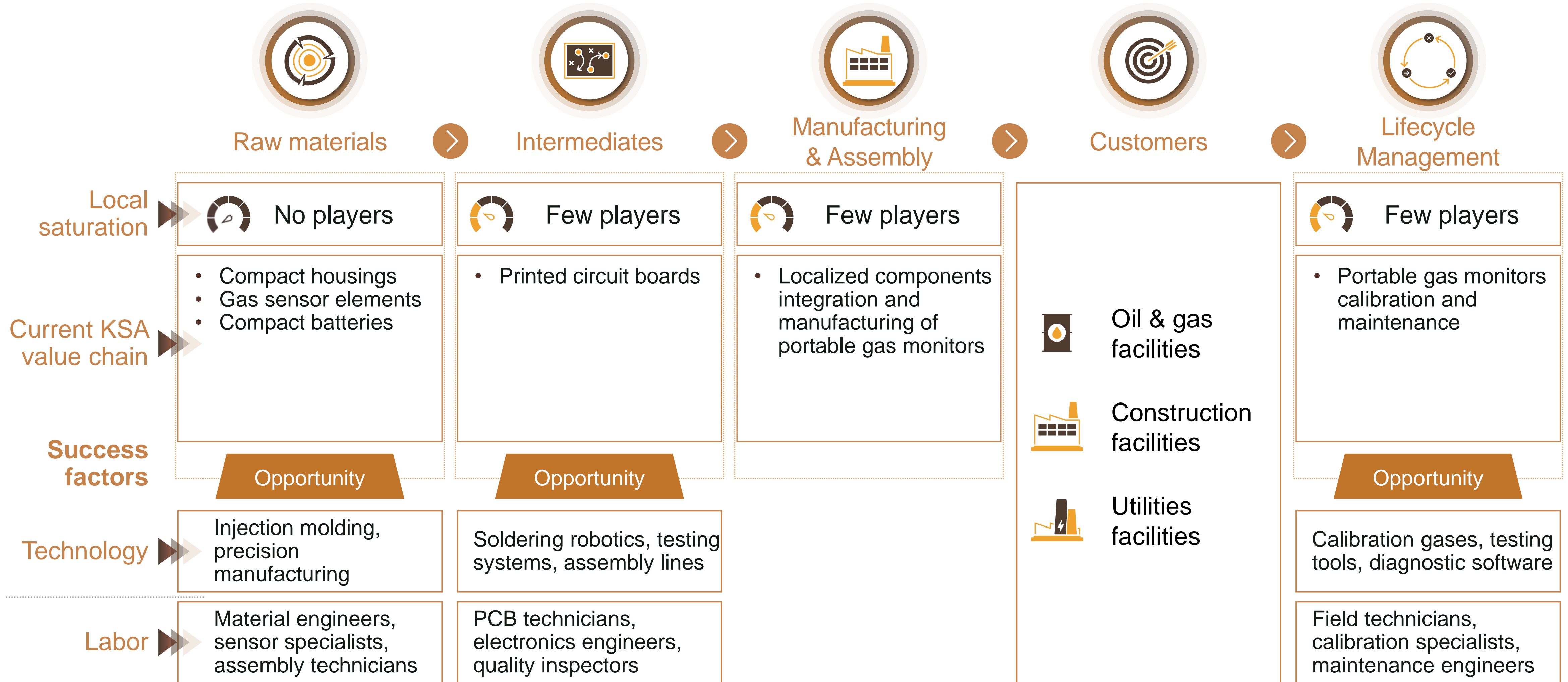
-  Oil & gas facilities
-  Construction facilities
-  Utilities facilities

Key KSA demand drivers

- Growing safety and environmental control requirements in industrial operations
- Large-scale industrial expansions under Vision 2030—such as the Jubail and Yanbu industrial cities

Catalyzing Supply Chains

Value chain and key localization opportunities



Catalyzing Supply Chains

Note: PCB = Printed circuits boards
Source: Aramco; Team analysis

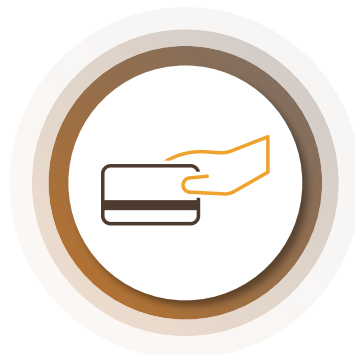
Investment opportunity and enablers

Non-exhaustive

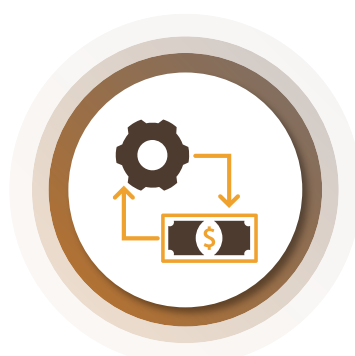
Key enablers in KSA to drive success



Financial Support: Loans and grants for localizing production



Corporate Tax Reduction: Credits on R&D investments for technologies



Technical Enablers: KACST support manufacturing technology

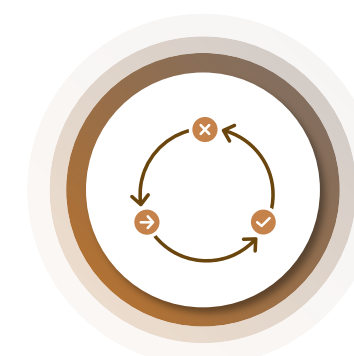
Where is the opportunity



Raw materials
 Localize compact housings, gas sensor elements, compact batteries assembly



Intermediates
 Expand localization of printed circuit boards



Lifecycle management
 Expand localization of portable gas monitors calibration and maintenance

Catalyzing Supply Chains

Note: KACST = King Abdulaziz City for Science and Technology
 Source: Expert interviews; Government websites; Team Analysis

Safety Glasses

Opportunity profile – Safety Glasses

1

KSA's industrial and construction growth drives demand for safety glasses

2

Safety glasses market in KSA is moderate in scale with steady growth

3

Attractive investment opportunities across the value chain

Types



General Purpose Safety Glasses



Chemical-Resistant Safety Glasses

32

Estimated 2024 KSA market size (\$MM)

6%

Forecasted 5-year CAGR

KSA value chain opportunities



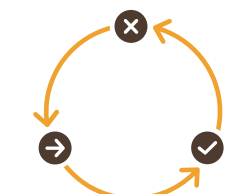
Raw materials



Intermediates



MFE & Assembly



Lifecycle mgmt

KSA enablers

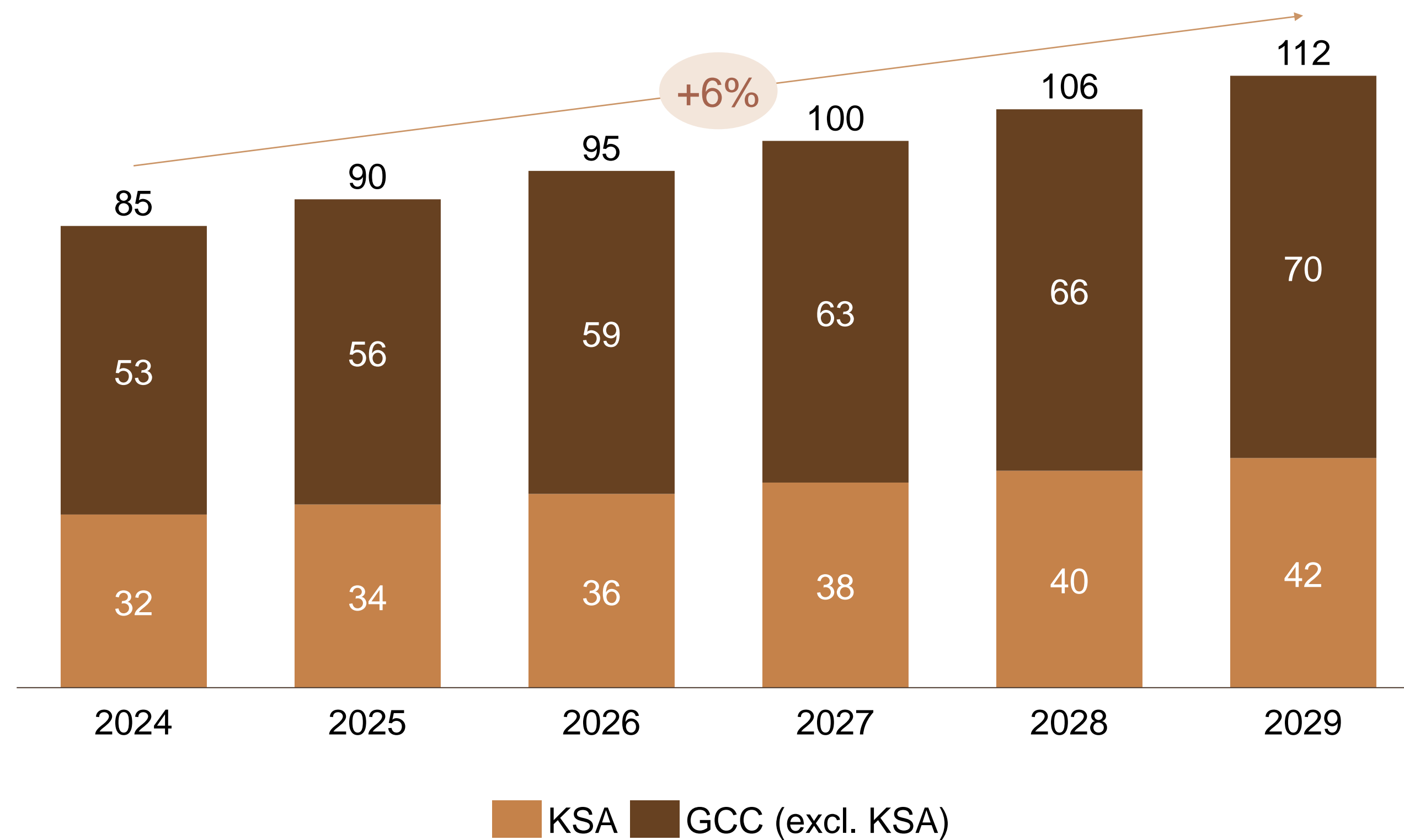
- Financial setup loans
- Corporate tax reduction
- KACST technical support

Catalyzing Supply Chains




Note: MFE = manufacturing
 Source: Aramco; Team analysis

Safety Glasses demand, customers, and drivers

Forecasted KSA and rest of GCC Safety Glasses market 2024-2029 (\$MM)



Typical customers in KSA

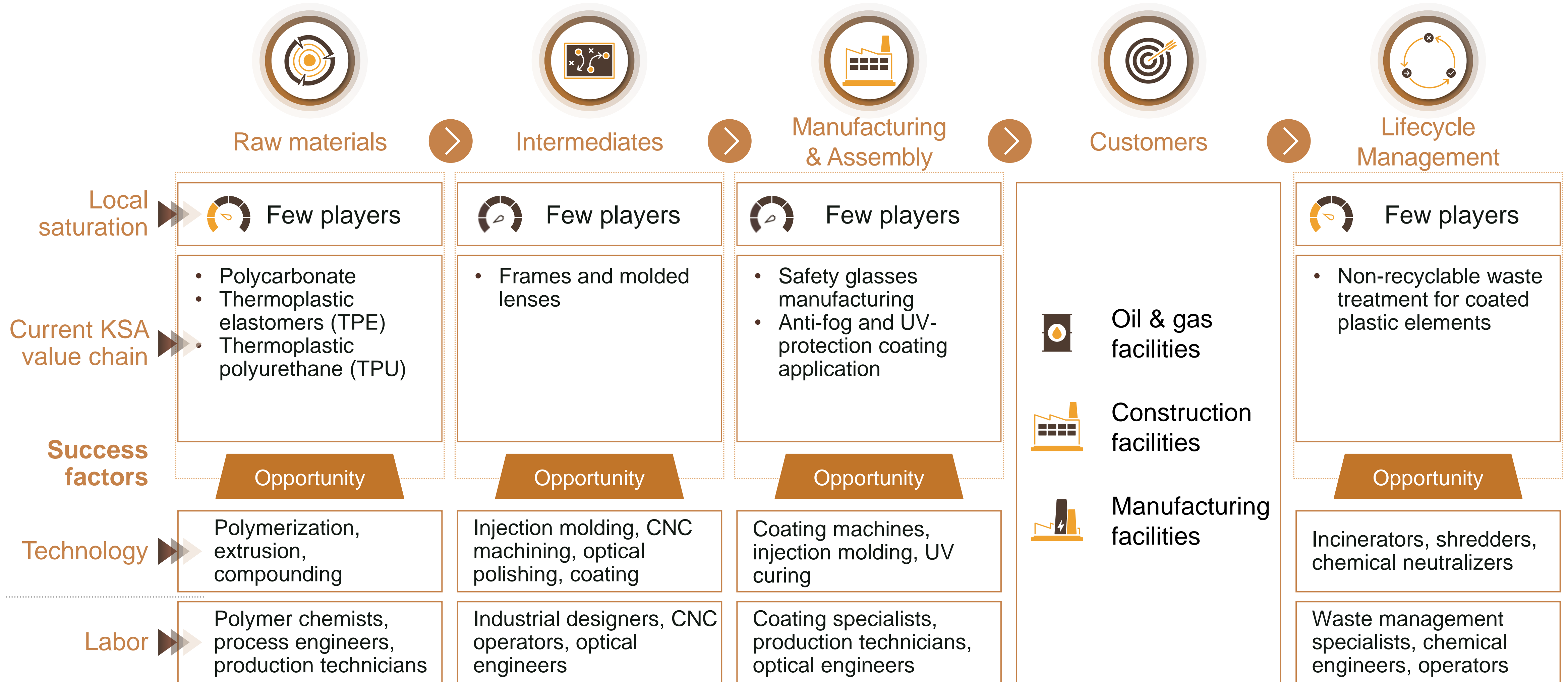
-  Oil & gas facilities
-  Construction facilities
-  Manufacturing facilities

Key KSA demand drivers

- The construction surge in megaprojects like NEOM, Qiddiya, and Diriyah Gate is driving the need for robust eye protection solutions

Catalyzing Supply Chains

Value chain and key localization opportunities



Loss Prevention Workshop

Catalyzing Supply Chains

Note: CNC = Computer Numerical Control, UV = Ultraviolet
Source: Aramco; Team analysis

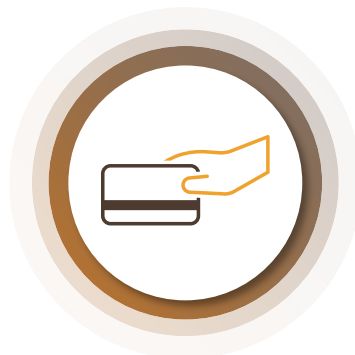
Investment opportunity and enablers

Non-exhaustive

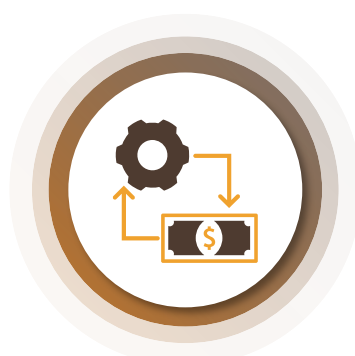
Key enablers in KSA to drive success



Financial Support: Loans and grants for localizing production



Corporate Tax Reduction: Credits on R&D investments for technologies



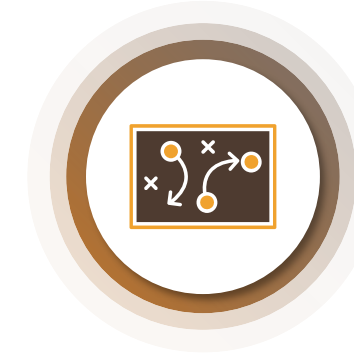
Technical Enablers: KACST support manufacturing technology



Where is the opportunity



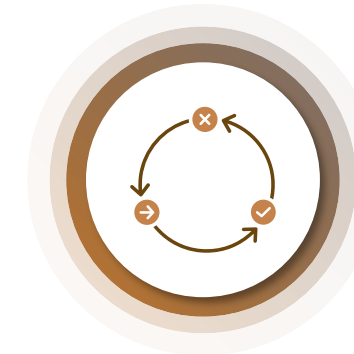
Raw materials
 Localize polycarbonate, thermoplastic elastomers (TPE), thermoplastic polyurethane (TPU)



Intermediates
 Localization of frames and molded lenses



Manufacturing & Assembly
 Localization of safety glasses manufacturing and anti-fog and UV-protection coating application



Lifecycle management
 Localize non-recyclable waste treatment

Catalyzing Supply Chains

Ear plugs and Earmuffs

Opportunity profile – Ear plugs and Earmuffs

1

KSA in high need of ear plugs for industrial expansion

2

KSA ear plugs/muffs market is niche with steady forecasted growth

3

Attractive investment opportunities for the ear plugs/muffs value chain

Types



Ear plugs



Ear muffs

26

Estimated 2024 KSA market size (\$MM)

6%

Forecasted KSA 5-year CAGR

KSA value chain opportunities



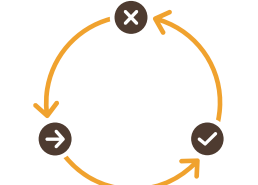
Raw materials



Intermediates



MFE & Assembly



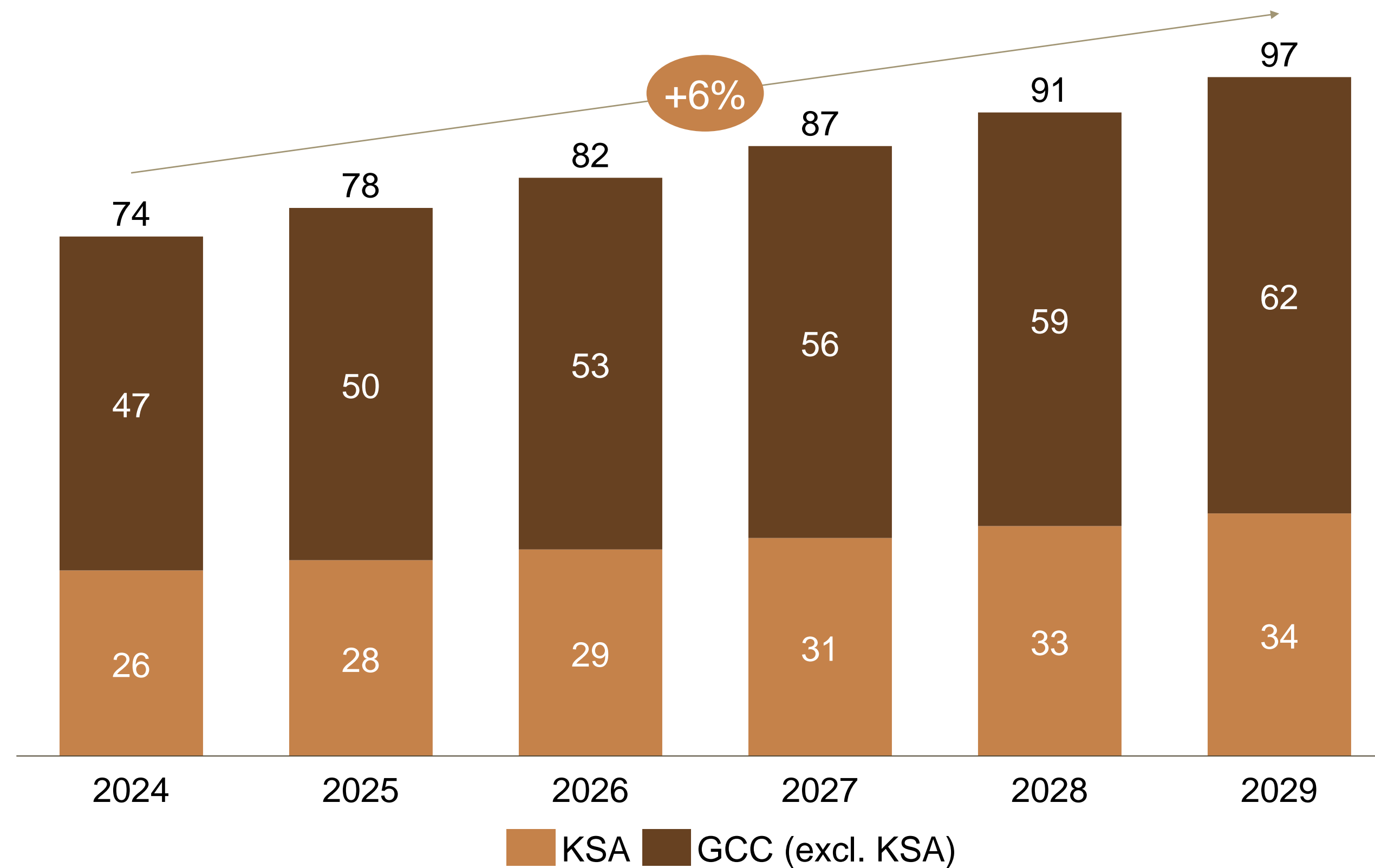
Lifecycle mgmt

KSA enablers




- Financial setup loans
- Corporate tax reduction
- KACST technical support

Ear Plugs And Ear Muffs demand, customers, and drivers

Forecasted KSA and rest of GCC Ear plugs and ear muffs market 2024-2029, (\$MM)



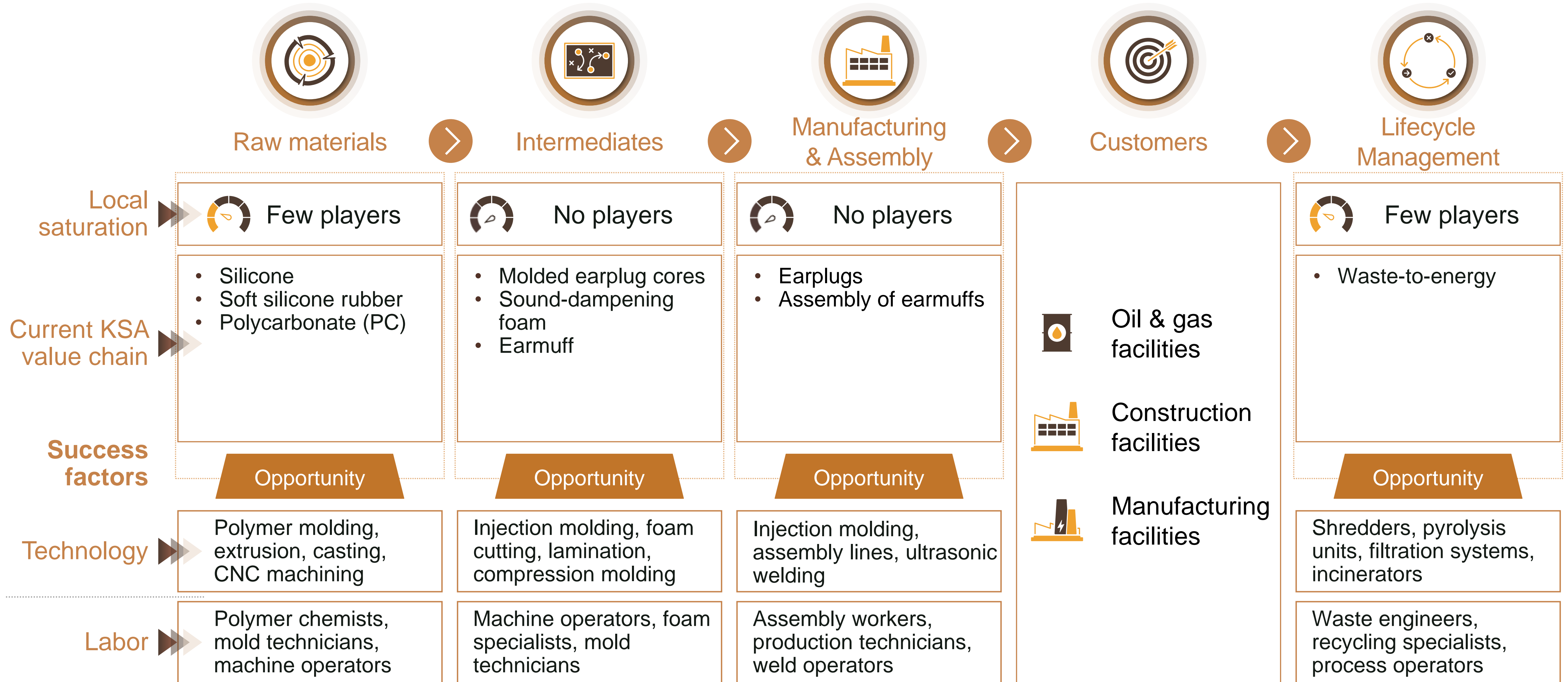
Typical customers in KSA

-  Oil & gas facilities
-  Construction facilities
-  Manufacturing facilities

Key KSA demand drivers

- Growth in heavy manufacturing in Jubail and Yanbu ensure sustained demand for noise reduction equipment

Value chain and key localization opportunities



Catalyzing Supply Chains

Loss Prevention Workshop

Investment opportunity and enablers

Key enablers in KSA to drive success



Financial Support: Loans and grants for localizing production



Corporate Tax Reduction: Credits on R&D investments for technologies



Technical Enablers: KACST support manufacturing technology

Catalyzing Supply Chains

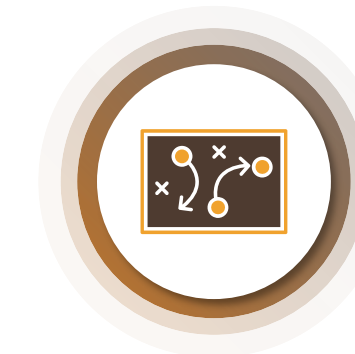
Note: KACST = King Abdulaziz City for Science and Technology
 Source: Expert inputs; Team analysis

Where is the opportunity



Raw materials

Localize medical-grade silicone and soft silicone rubber, polycarbonate (PC)



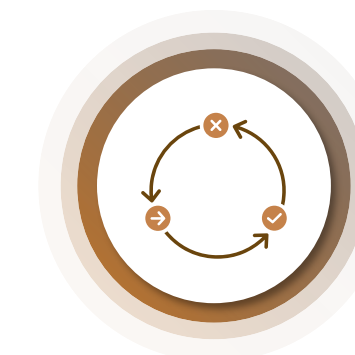
Intermediates

Localize molded earplug cores, sound-dampening foam



Manufacturing & Assembly

Localize production of earplugs, assembly of earmuffs



Lifecycle management

Localize waste-to-energy

Mechanical & Chemical Gloves

Opportunity profile – Mechanical & Chemical Gloves

1

KSA's industrial expansion drives demand protective gloves

2

Protective gloves market in KSA is moderately sized with steady growth

3

Attractive investment opportunities for the value chain

Types



Mechanical Gloves



Chemical Gloves

75

Estimated 2024 KSA market size (\$MM)

7%

Forecasted KSA 5-year CAGR

KSA value chain opportunities



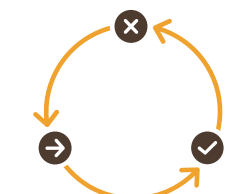
Raw materials



Intermediates



MFE & Assembly



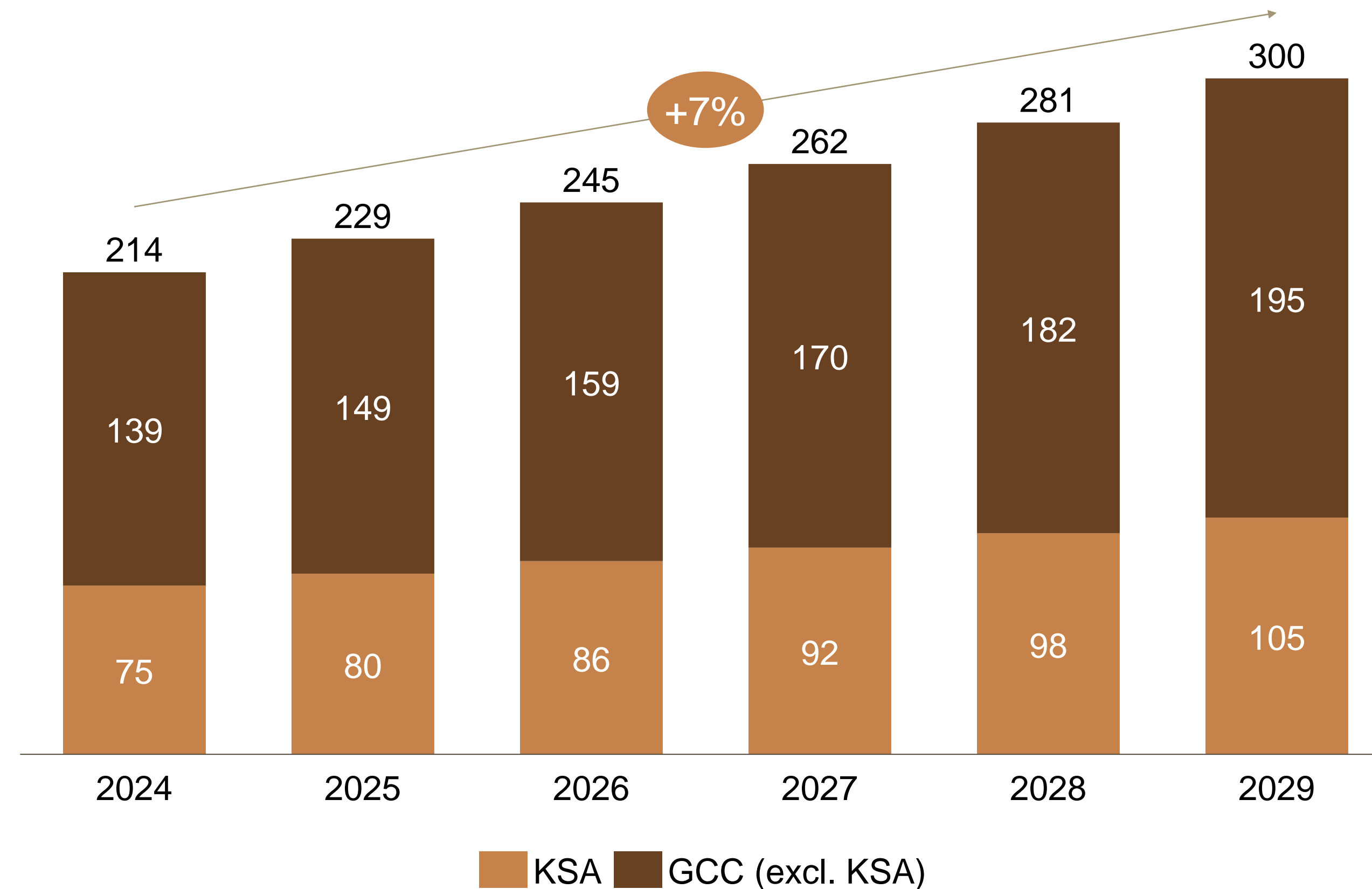
Lifecycle mgmt

KSA enablers

- Financial setup loans
- Corporate tax reduction
- KACST technical support

Mechanical & Chemical Gloves demand, customers, and drivers

Forecasted KSA and rest of GCC Mechanical & Chemical Gloves market 2024-2029, (\$MM)



Typical customers in KSA



Oil & gas facilities



Construction facilities



Manufacturing facilities



Health facilities

Key KSA demand drivers

- Advanced manufacturing and chemical processing clusters emerging in NEOM's Oxagon and the Jubail industrial region require specialized, certified hand protection

Value chain and key localization opportunities



Catalyzing Supply Chains

Loss Prevention Workshop

Investment opportunity and enablers

Key enablers in KSA to drive success



Financial Support: Loans and grants for localizing production



Corporate Tax Reduction: Credits on R&D investments for technologies



Technical Enablers: KACST support manufacturing technology

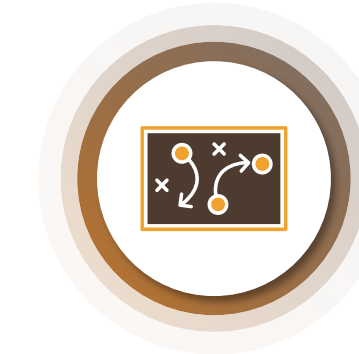
Catalyzing Supply Chains

Note: KACST = King Abdulaziz City for Science and Technology
 Source: Team analysis

Where is the opportunity



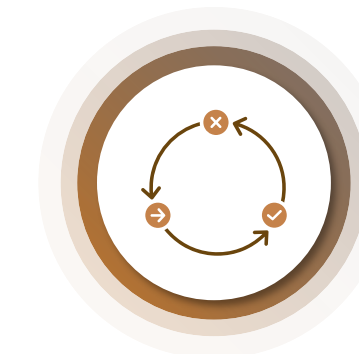
Raw materials
 Further localize leather, latex and localize nitrile rubber and neoprene



Intermediates
 Localize coated fabrics, chemical-resistant liners



Manufacturing & Assembly
 Localize glove dipping, chemical treatments, quality testing



Lifecycle management
 Localize waste-to-energy, flexible plastics recycling

Safety Footwear

Opportunity profile – Safety footwear

1

KSA's industrial and construction growth drives safety shoes demand

2

Safety shoes market in KSA is moderate in scale with steady growth

3

Attractive investment opportunities for the value chain

Types



General Purpose Footwear
 Impact, puncture protection and anti-slip properties



Electrical hazard protection safety shoes

106

Estimated 2024 KSA market size (\$MM)

6%

Forecasted KSA 5-year CAGR

KSA value chain opportunities



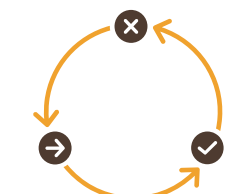
Raw materials



Intermediates



MFE & Assembly



Lifecycle mgmt

KSA enablers

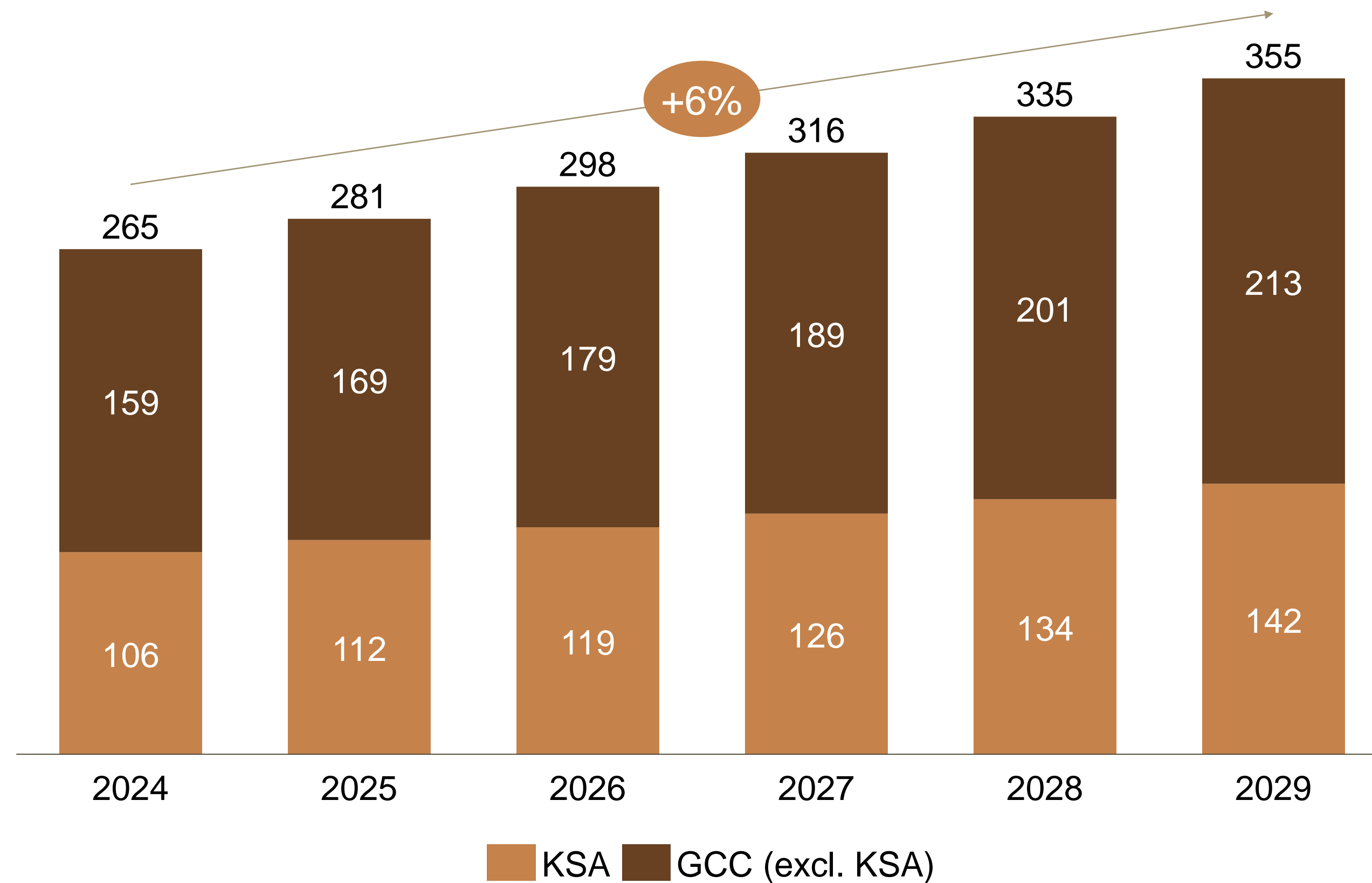
- Financial setup loans
- Corporate tax reduction
- KACST technical support

Catalyzing Supply Chains

Note: MFE = Manufacturing
 Source: Aramco; Team analysis

Safety Shoes demand, customers, and drivers

Forecasted KSA and rest of GCC Safety foot wear market 2024-2029, (\$MM)



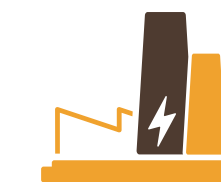
Typical customers in KSA



Oil & gas facilities



Construction facilities



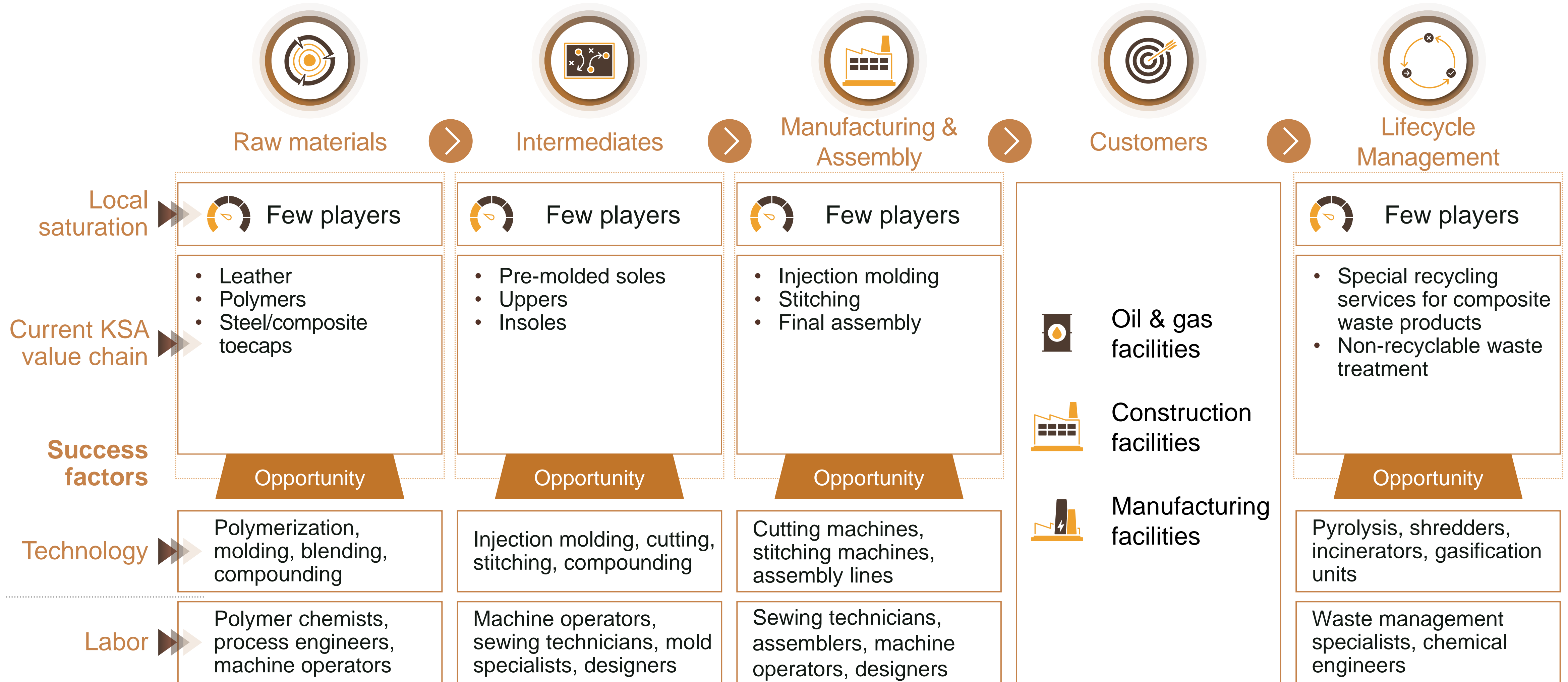
Manufacturing facilities

Key KSA demand drivers

- **Mega construction projects** like Qiddiya, Amaala, and the Red Sea Project necessitate durable safety footwear to meet strict worksite safety criteria

Catalyzing Supply Chains

Value chain and key localization opportunities



Catalyzing Supply Chains

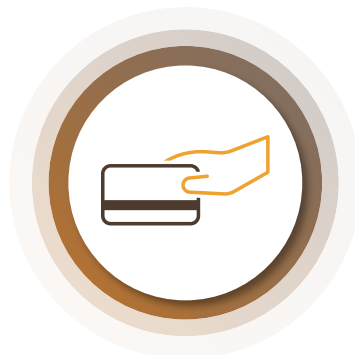
Loss Prevention Workshop

Investment opportunity and enablers

Key enablers in KSA to drive success



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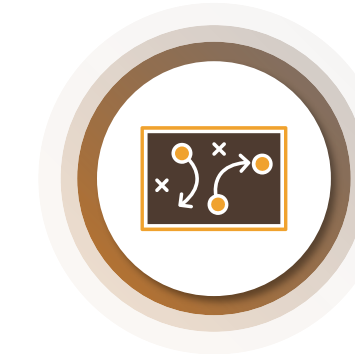
Catalyzing Supply Chains

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 Source: Aramco; Team analysis

Where is the opportunity



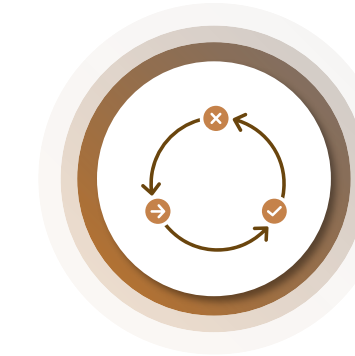
Raw materials
 Further localize leather, polymers and localize steel toecaps



Intermediates
 Expand localization of pre-molded soles, uppers, insoles



Manufacturing & Assembly
 Expand localization of injection molding, stitching, final assembly



Lifecycle management
 Localize special recycling services for composite waste products, non-recyclable waste treatment