

Nonmetallic

Packaging 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.

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 this cautionary statement.

Workshop Agenda

No.	Title of the Investment Opportunity
1	Rigid Barrier Packaging
2	Plastic Crates
3	Intermediate Bulk Containers
4	Plastic Corrugated Boxes
5	Stand Up Pouches
6	Spunbond Bags

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% local content




iktva in Procurement

2000+ Service contracts	290+ Corporate purchase agreements
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Business Opportunities

12 Sectors	200+ Business Opportunities	\$35 bn Annual Market Size
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Anchor Projects

6 Anchor projects

IMI	SPARK	Tuwaiq
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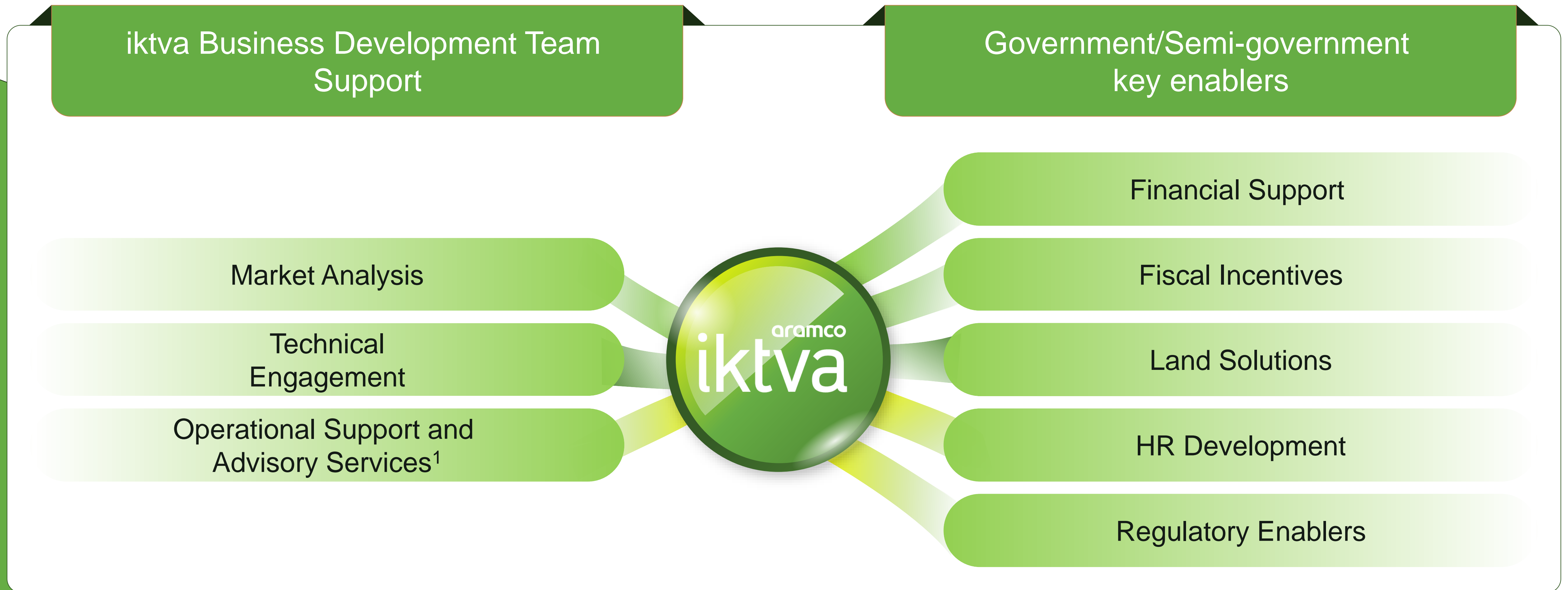
Local Workforce Development

16 National training centers	90+ Programs
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Nonmetallic packaging

Driving Prosperity

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











Nonmetallic packaging

Driving Prosperity

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

Driving Prosperity

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

Non-exhaustive

3 Industrial Zones and Economic Cities

Industrial zones like KAEC provide specialized infrastructure and logistical services essential for packaging products and services

4 Customs and import duty reductions

MoCI offers zero import duties for localization of selected raw materials, machinery, & equipment

5 Visa and legal support

Streamlined visas for investors and skilled workers, with legal support via MISA for fast business setup and compliance

2 Tax incentives and exemptions

Tax exemptions for earnings from exports and up to 50% tax credit on Saudi nationals' payroll and training costs for 10 years

1 Subsidies and financial programs

Loans financing up to 75% of the industrial project provided by SIDF to foster industrial development



Nonmetallic Packaging

Driving Prosperity

Note: SIDF - Saudi Industrial Development Fund; MoCI = Ministry of Commerce and Industry; MISA = Ministry of Investment Saudi Arabia
 Source: SIDF; ZATCA; KAEC; MoCI; MISA

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**

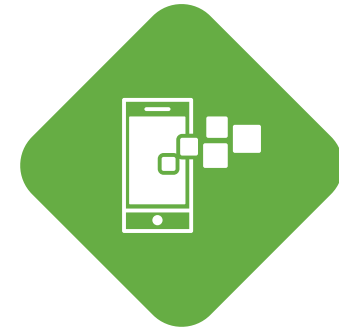
*Markets with accessible or
standardized technology and
available skilled labor*

Key demand drivers for the KSA packaging market

Driving Prosperity



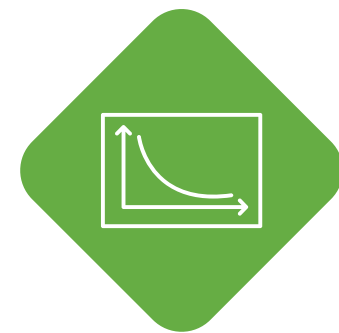
E-commerce growth is driving demand for secure, efficient packaging solutions



Technological advancements such as tracking technologies and digital printing driving demand for nonmetallic packaging



Environmental regulations such as General Environmental Regulations and Rules for Implementation, are driving demand for sustainable, recyclable packaging



Doubling of personal wealth in KSA forecasted for coming 10 years, boosting packaging needs for luxury goods, beauty products, and digital devices

Nonmetallic Packaging Market Overview

KSA Nonmetallic Packaging market snapshot



2024 KSA market size for opportunities
 in today's workshop

Six opportunities to be discussed today

- 1 Rigid barrier
- 2 Plastic crates
- 3 Intermediate bulk containers
- 4 Plastic corrugated boxes
- 5 Stand up pouches
- 6 Spunbond bags

Rigid Barrier
Nonmetallic Business Opportunity

Opportunity profile – Rigid Barrier packaging

1

KSA needing Rigid Barriers to meet current consumer goods expansion



Lidded boxes



Rigid containers



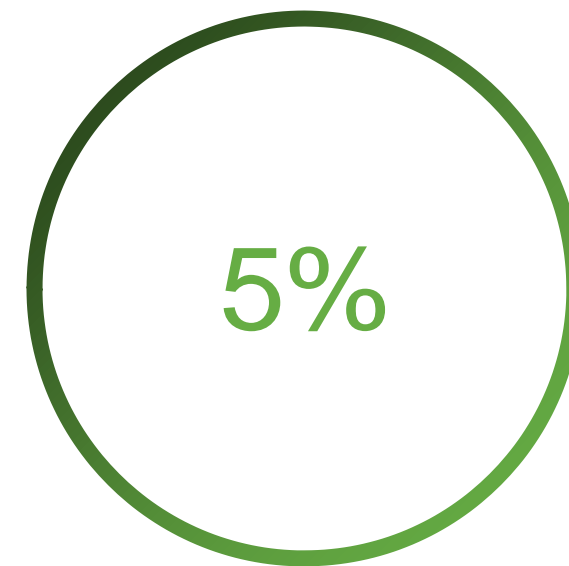
Bottles & jugs

2

Rigid Barrier market is sizeable with forecasted continued growth



Estimated 2024 KSA market size

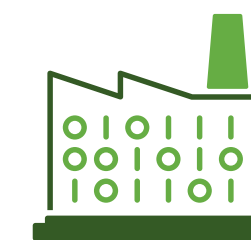


Forecasted 5-year CAGR

3

Attractive investment opportunities in the Rigid Barrier value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Loans and financing
- Tender prioritization
- Skilled labor

Driving Prosperity

Potential Rigid Barrier localization categories

Non-exhaustive

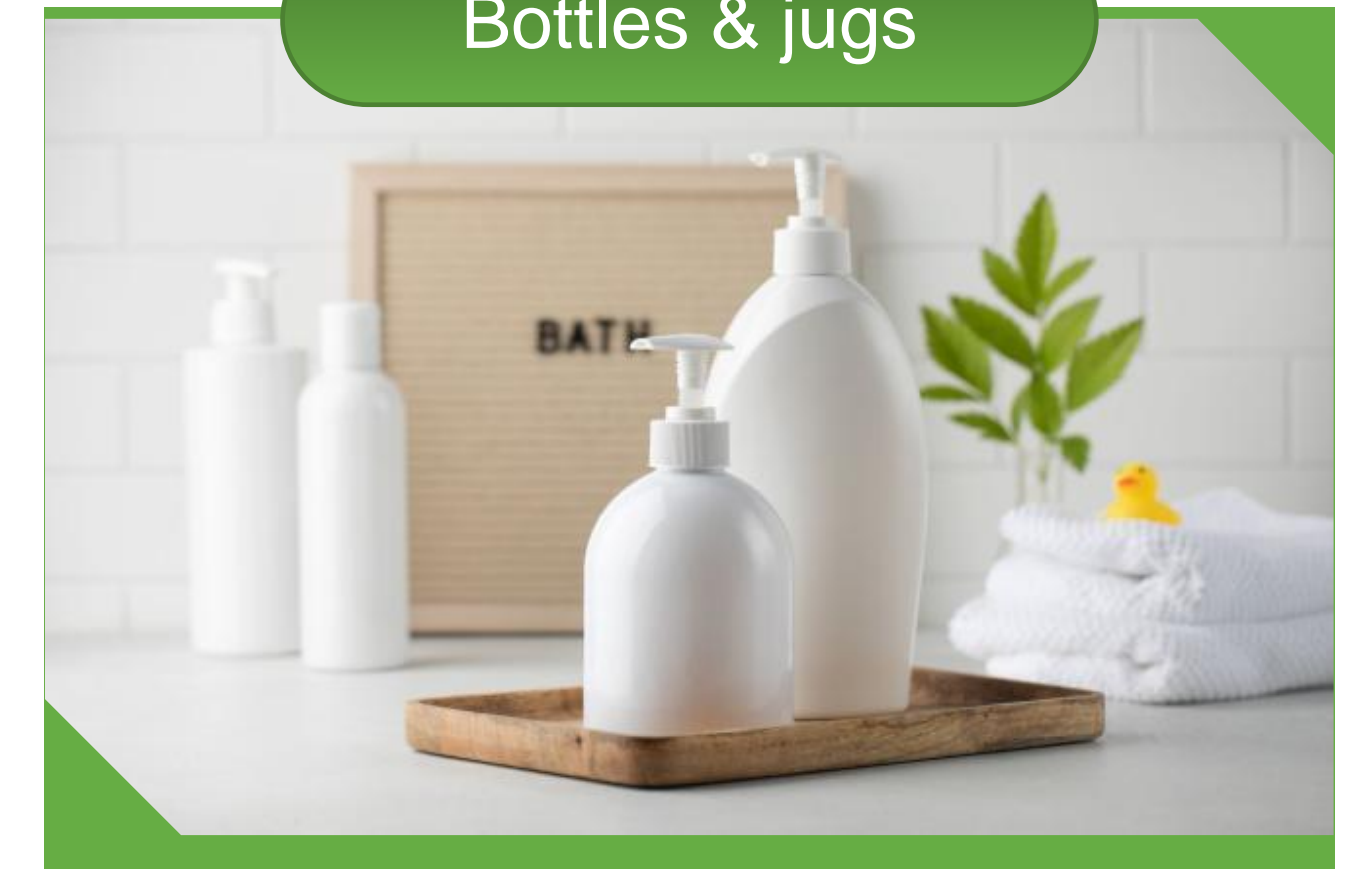
Lidded boxes



Rigid containers



Bottles & jugs



Application

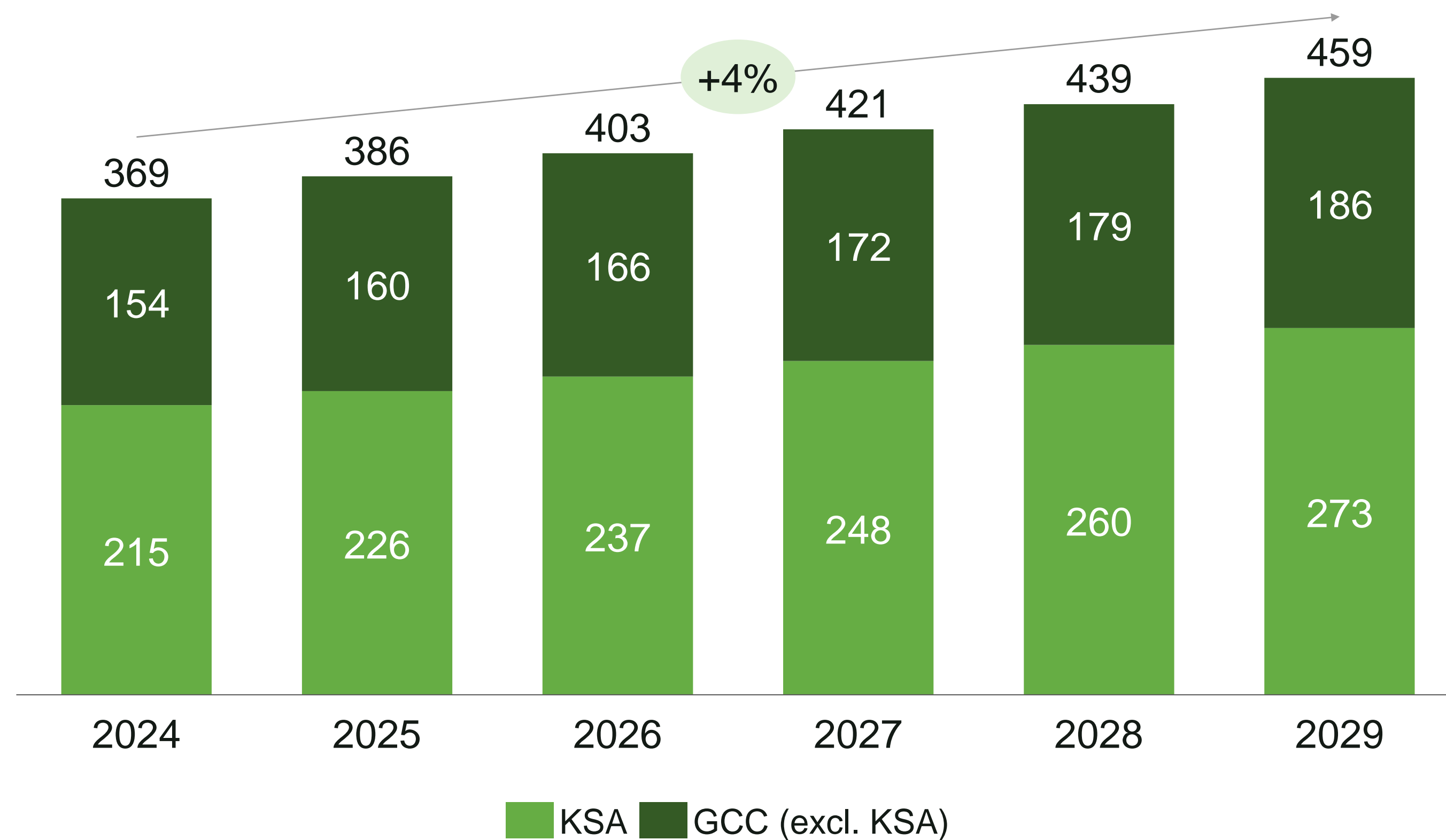
- Food tubs
- Personal care products
- Automotive consumables

- Transport for E-commerce
- Equipment storage
- Consumer goods packaging




- Personal care and beauty
- Household products
- Pharmaceuticals packaging

Rigid Barrier demand, customers, and drivers

Forecasted KSA and other GCC Rigid Barrier market 2024-2029 (\$MM)



Typical Rigid barrier customers in KSA

-  Food & beverage companies
-  Retail & e-commerce
-  Automotive consumables

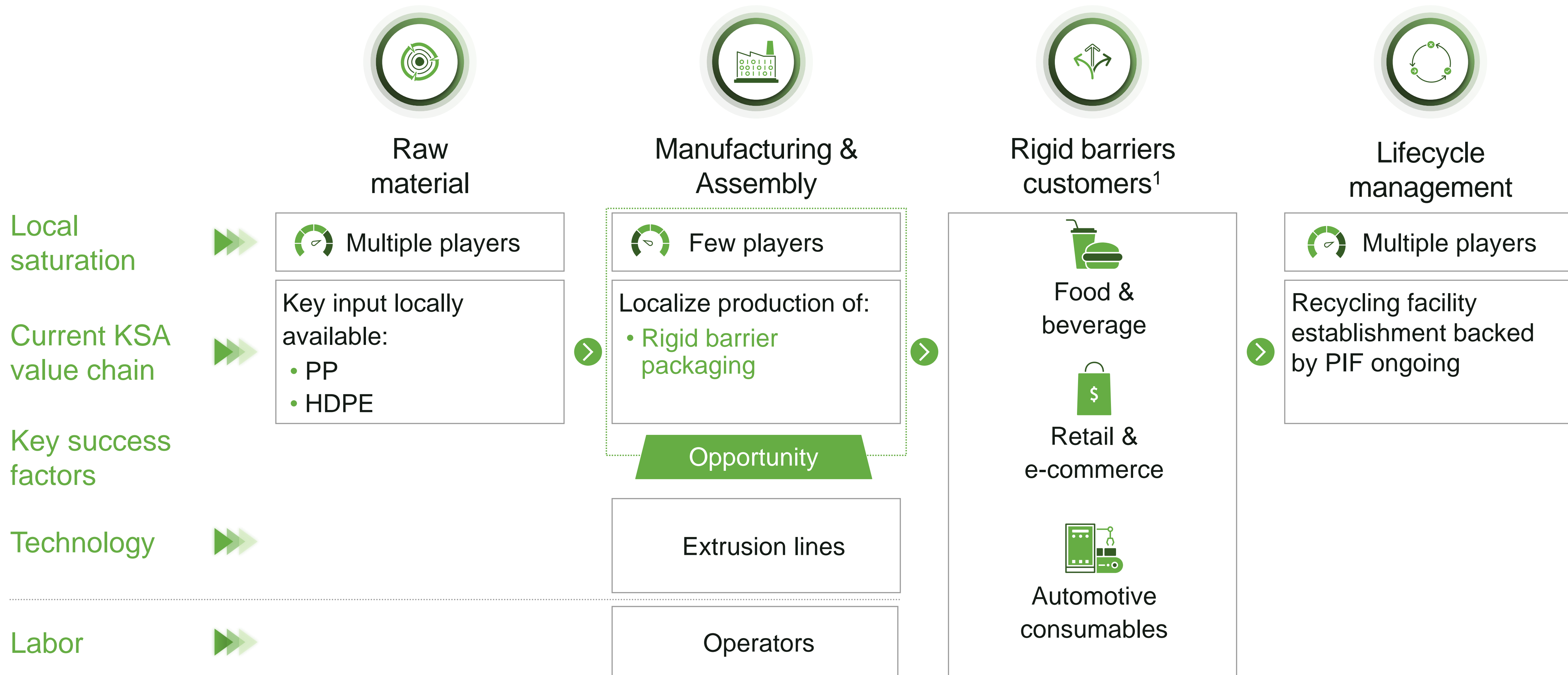
Key KSA demand drivers

- **Economic & demographic:** Increasing wealth in Saudi Arabia is fueling rigid barrier demand for consumer goods products
- **E-commerce expansion:** Online shopping surge requiring reliable transport packaging
- **Premiumization:** Spending on luxury and high-quality products is driving demand for premium protective packaging

Nonmetallic Packaging

Driving Prosperity

Value chain and key localization opportunities



Nonmetallic Packaging

Driving Prosperity

1. Non-exhaustive
Note: PP = Polypropylene; HDPE = High density polyethylene; PIF = Public Investment Fund
Source: Team analysis

Investment opportunity and enablers

Example KSA enablers to drive success



Low-cost setup loans: SIDF offers favorable interest-rate loans, covering up to 75% of setup costs, facilitating KSA investment



Market privileges: Priority in government tenders and a 10% price preference for locally manufactured packaging solutions



Labor upskilling support: Qualified talent pool for plastic manufacturing from HIPF and NITI graduates, with HRDF subsidies for on-the-job training

Where is the opportunity



Manufacturing

Localize manufacturing of plastic rigid barrier packaging

Nonmetallic Packaging

Driving Prosperity

Note: HRDF = Human resources development fund; SIDF = Saudi Industrial Development Fund; NITI = National industrial training institute
 Source: SIDF; NITI; HRDF; Local Content & Government procurement authority; Team analysis

Plastic crates
Nonmetallic Business Opportunity

Opportunity profile – Plastic crates

1

Plastic crates increasingly important as KSA retail sector grows

Types



Retail



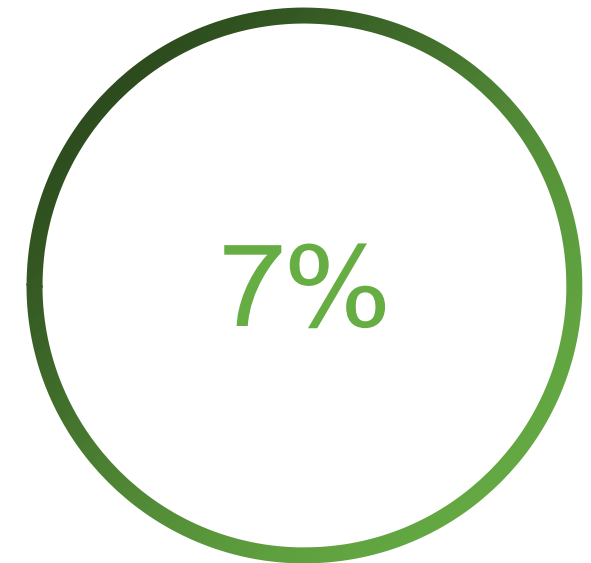
Warehousing

2

GCC Plastic crates market expecting strong growth to 2024



Estimated 2024 KSA market size

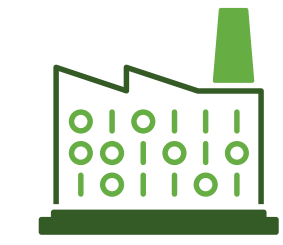


Forecasted 5-year CAGR

3

Attractive investment opportunities across the Plastic crates value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Localization subsidies and loans
- Commercial & technical consultation
- Local procurement privileges

Driving Prosperity

Potential Plastic crates localization categories

Retail



Warehousing



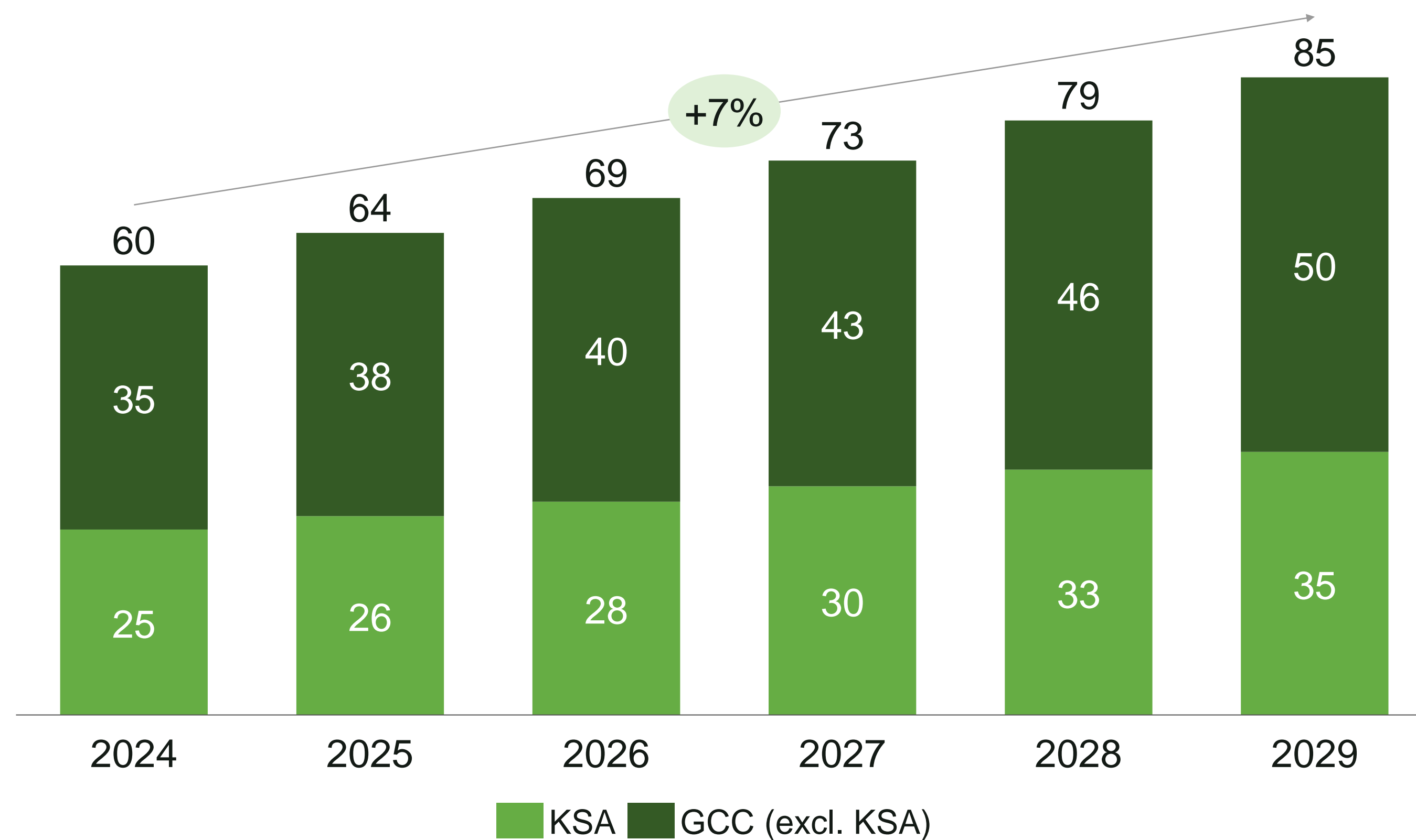
Applications

- In-store display crates
- Backroom storage
- Home delivery

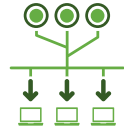


- Palletized bulk storage
- Picking and sorting
- Returnable transit crates

Plastic crates demand, customers, and drivers

Forecasted KSA and other GCC Plastic crates market 2024-2029 (\$MM)



Plastic crates customers in KSA

-  Distribution centers
-  E-commerce players
-  Department stores

Key KSA demand drivers

- **E-commerce expansion:** Surge in online shopping driving need for fulfillment and last-mile delivery
- **Logistics hubs:** Projects like Riyadh integrated logistics zone requiring efficient warehousing solutions

Nonmetallic Packaging

Driving Prosperity

Value chain and key localization opportunities



Nonmetallic Packaging

Driving Prosperity

KSA National training center available

Note: PP = Polypropylene; HDPE = High density polyethylene; PIF = Public Investment Fund
Source: Fortune business insight; Expert interviews; Team analysis

Investment opportunity and enablers

Example KSA enablers to drive success



Financial support: Favorable loans for setting up packaging factories and working capital from entities like SIDF and Monsha'at



Geographical accessibility: Strategic location enables exports to neighboring markets, with available tax exemptions



Research and consultation: Commercial and technical research support from entities such as SEDA



Market privileges: Priority in government tenders and a 10% price preference for locally manufactured packaging solutions

Where is the opportunity



Manufacturing
& Assembly

Establish manufacturing and assembly of plastic crates

Driving Prosperity

Note: SIDF = Saudi Industrial Development Fund; SEDA = Saudi Export Development Authority; KACST = King Abdulaziz City for Science and Technology
 Source: SIDF; Monsha'at; HRDF; General Authority of Zakat & Tax; Local Content & Government procurement authority; Team analysis

Intermediate Bulk Containers (IBC)
Nonmetallic Business Opportunity

Opportunity profile – Intermediate bulk containers (IBC)

1

KSA in high need of IBC for growing industrial manufacturing sector

Types



Bottom-discharge



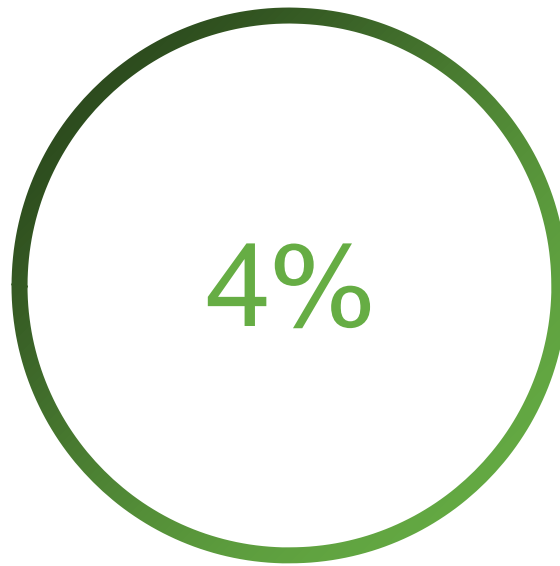
Top-discharge

2

IBC is a sizeable market with steady growth expected in coming years



Estimated 2024 KSA market size



Forecasted KSA 5-year CAGR

3

Attractive investment opportunities in the IBC value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Financial setup loans
- Labor upskilling support
- Geographical advantage

Potential Intermediate bulk containers localization categories

Top-discharge



Bottom-discharge



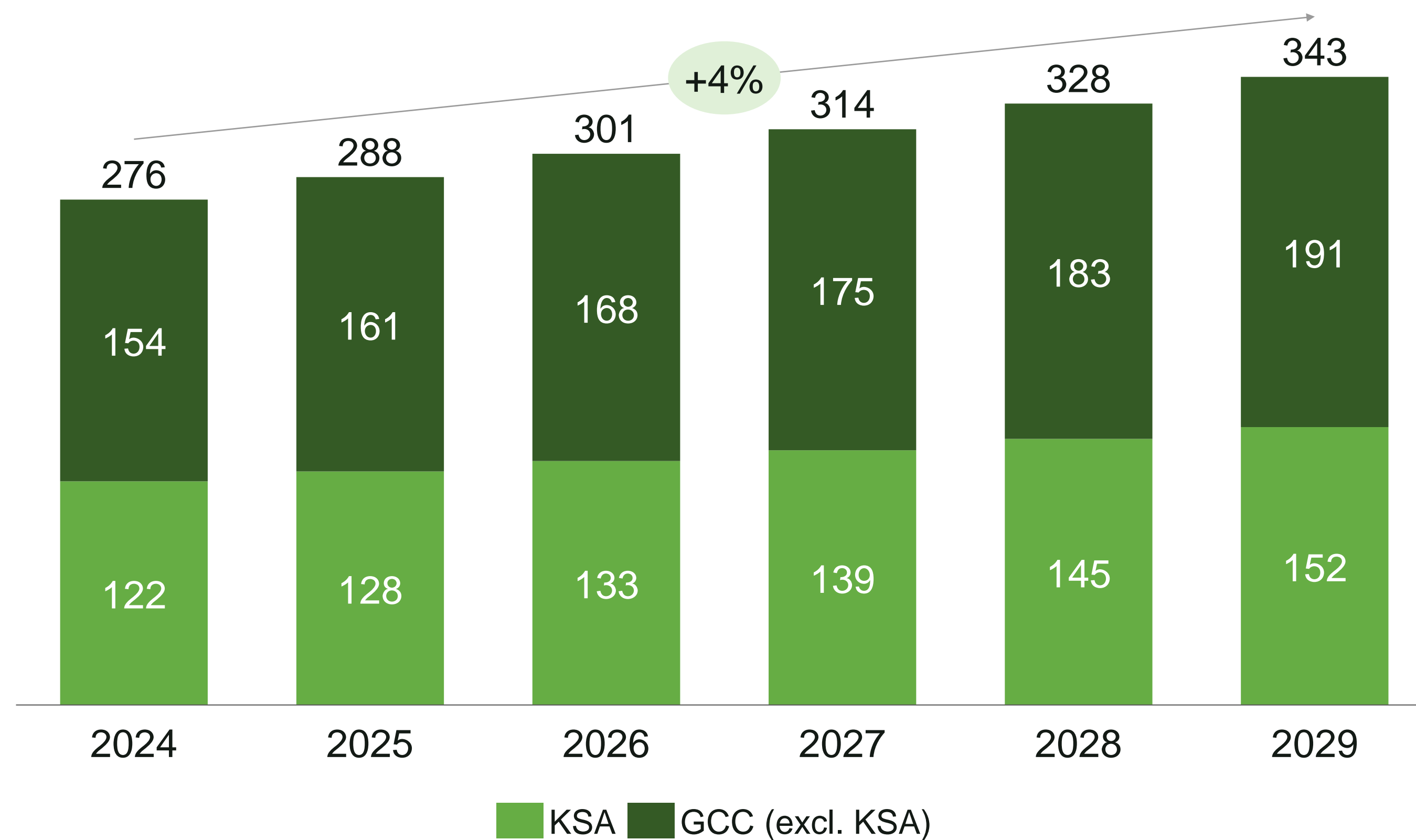
Applications

- Powders & granules
- High-viscosity liquids
- Pharmaceutical compounds




- Fertilizers and pesticides
- Liquid crude oil derivatives
- Liquid food ingredients

Intermediate bulk containers demand, customers, and drivers

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



Typical IBC customers in KSA

-  Food & beverage companies
-  Agricultural suppliers
-  Chemical producers

Key KSA demand drivers

- **Growing local food and agriculture:** Continued growth in locally produced food and agriculture in coming years boosting IBC demand
- **Logistics expansion:** KSA's growing role as a logistics hub for exports is driving demand for efficient IBC solutions for bulk transportation

Nonmetallic Packaging

Driving Prosperity

Value chain and key localization opportunities



Driving Prosperity

Note: PP = Polypropylene; HDPE = High density polyethylene; EPDM = Ethylene Propylene Diene Monomer; PIF = Public Investment Fund
Source: Team analysis

Investment opportunity and enablers

Non-exhaustive

Key enablers in KSA to drive success



Financial Support: Access to subsidized loans from SABIC's NUSANED program for plant setup, equipment, and feedstock



Workforce Enablers: Specialized training programs by TVTC and HIPF for plastic plant operations and production



Research and consultation: Commercial and technical research support from entities such as SEDA



Geographical accessibility: Strategic location enables exports to neighboring markets, with available tax exemptions

Where is the opportunity



Manufacturing

Localize manufacturing of plastic intermediate bulk containers

Nonmetallic Packaging

Driving Prosperity

Note: SABIC= Saudi Basic Industries Corporation; KACST = King Abdulaziz City for Science and Technology; TVTC = Technical and Vocational Training Corporation; HIPF = Higher Institute For Plastics Fabrication

Source: Expert interviews; Government websites; Team Analysis

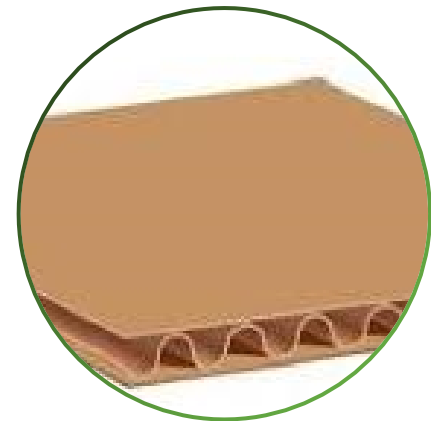
Plastic Corrugated Boxes
Nonmetallic Business Opportunity

Opportunity profile – Plastic Corrugated Boxes

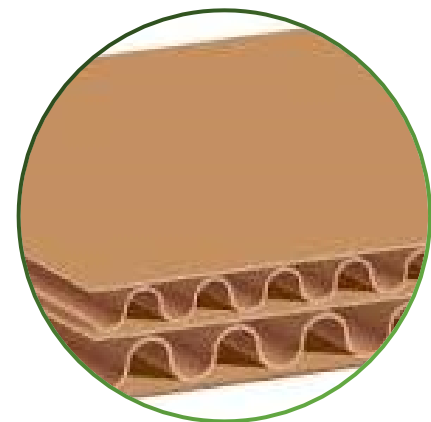
1

Plastic Corrugated Boxes key for growing KSA logistics demand

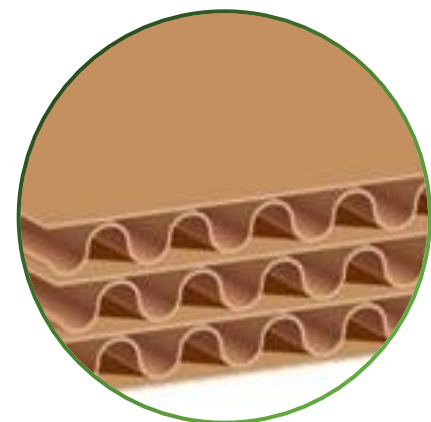
Types



Single wall



Double wall



Tripple wall

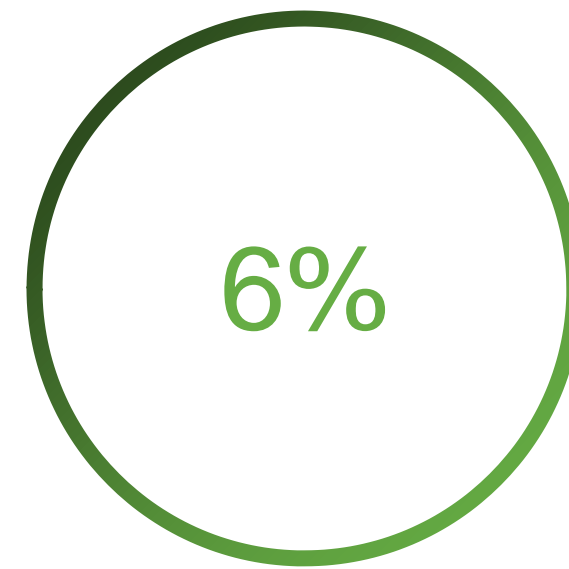
Driving Prosperity

2

Corrugated Boxes market is sizeable with steady forecasted growth



Estimated 2024 KSA market size

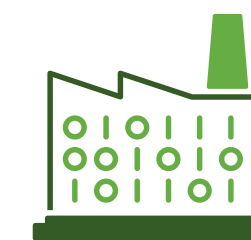


Forecasted 5-year CAGR

3

Attractive opportunities in Corrugated Boxes value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Affordable land grants
- Labor upskilling support
- Packaging research

Potential Corrugated Boxes localization categories

Single wall



Double wall



Triple wall



Applications

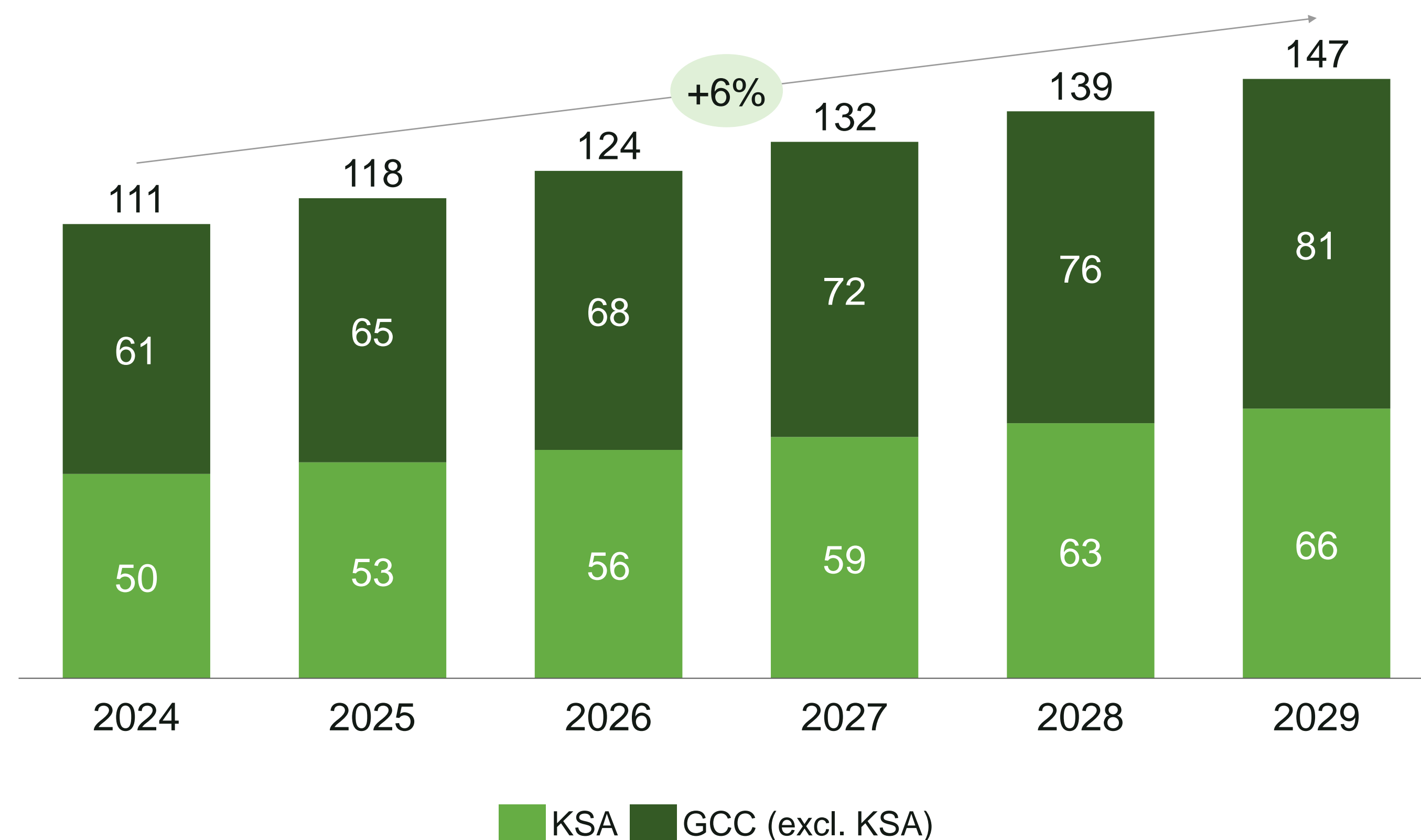
- Lightweight retail goods
- E-commerce

- Food and beverage packaging
- Home appliances

- Industrial machinery
- Fragile components transportation

Corrugated Boxes demand, customers, and drivers

Forecasted KSA and GCC Corrugated Boxes market 2024-2029 (\$MM)



Example KSA Corrugated boxes users



E-commerce companies



Automotive suppliers



Food and beverage manufacturers

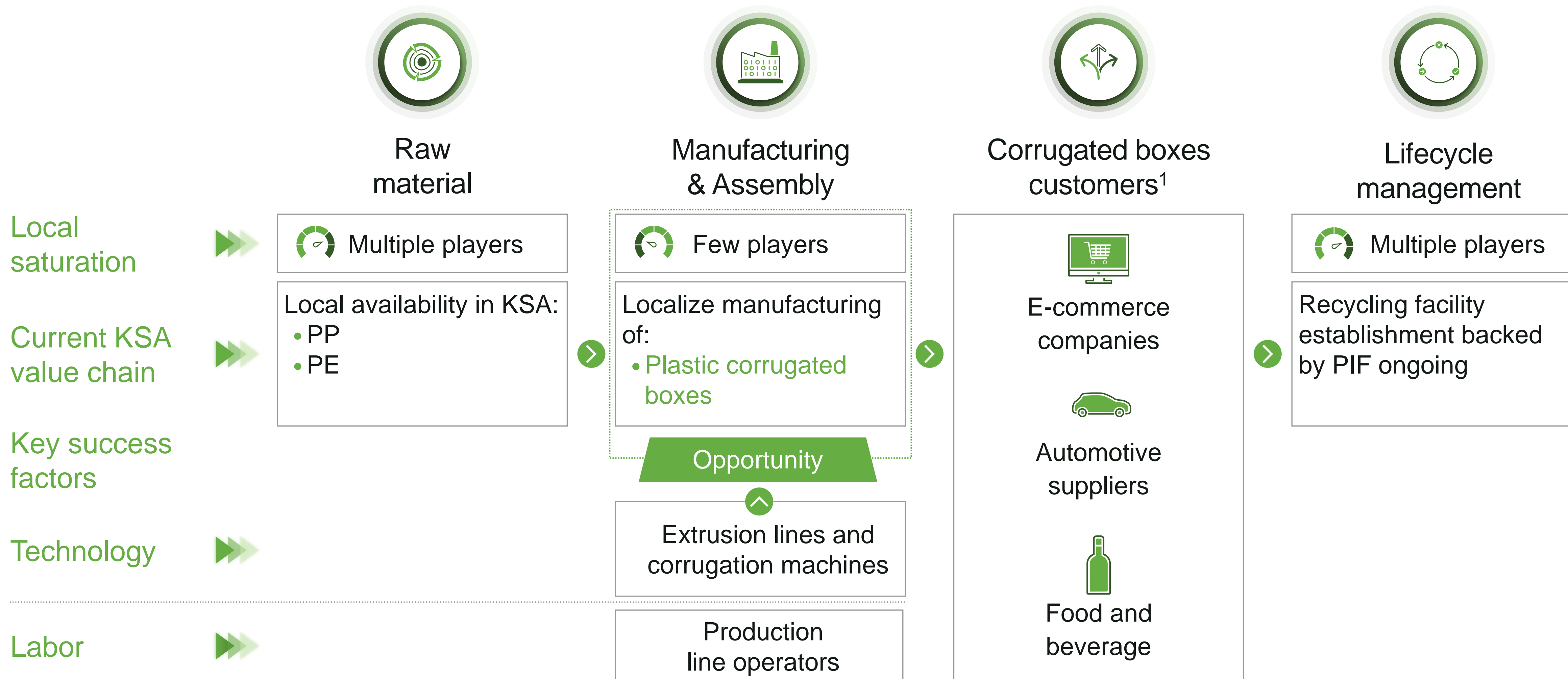
Key KSA demand drivers

- **Booming E-commerce Market:** Rapid e-commerce growth necessitates cost-effective packaging, as online orders volume increase
- **Mega-Projects:** Increased demand for durable packaging for industrial transport
- **Food and Beverage Sector Growth:** Rapidly growing food and beverage production requires secure, food-safe packaging

Driving Prosperity

Source: Zion market research; Mordor intelligence; Team analysis

Value chain and key localization opportunities



Driving Prosperity

Note: PP = Polypropylene; PE = Polyethylene; PIF = Public Investment Fund
Source: Team analysis

Investment opportunity and enablers

Example KSA enablers to drive success



Land and infrastructure: Subsidized land and infrastructure in economic zones reduce setup costs and accelerate timeline



Labor upskilling support: Qualified talent pool for plastic manufacturing from NTC graduates, with HRDF subsidies for on-the-job training



National R&D support: Access to applied research on sustainable materials and technologies from leading entities such as HIPF

Where is the opportunity



Manufacturing

Localize manufacturing of plastic corrugated boxes

Driving Prosperity

Note: HIPF = Higher Institute for Plastics Fabrication; HRDF = Human resources development fund; NITI = National Industrial Training Institute
 Source: Saudi packaging centre; Team analysis

Stand Up Pouches
Nonmetallic Business Opportunity

Opportunity profile – Stand Up Pouches

1

High need for Stand Up Pouches to meet increasing

Types



Standard pouch



Aseptic pouch



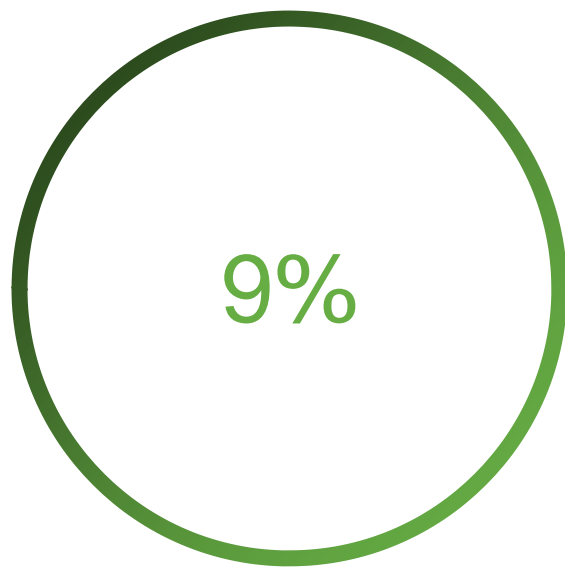
Retort pouch

2

Stand Up Pouches market with strong growth in coming years



Estimated 2024 KSA market size

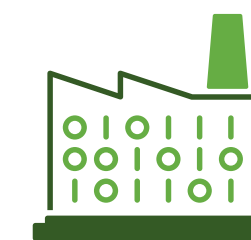


Forecasted 5-year CAGR

3

Opportunities to expand production in Stand Up Pouches value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Skilled plastic manufacturing labor
- Affordable setup in economic zones
- Leading packaging consultation

Driving Prosperity

Potential Stand Up Pouches Localization Categories

Standard pouch



Aseptic pouch



Retort pouch



Applications

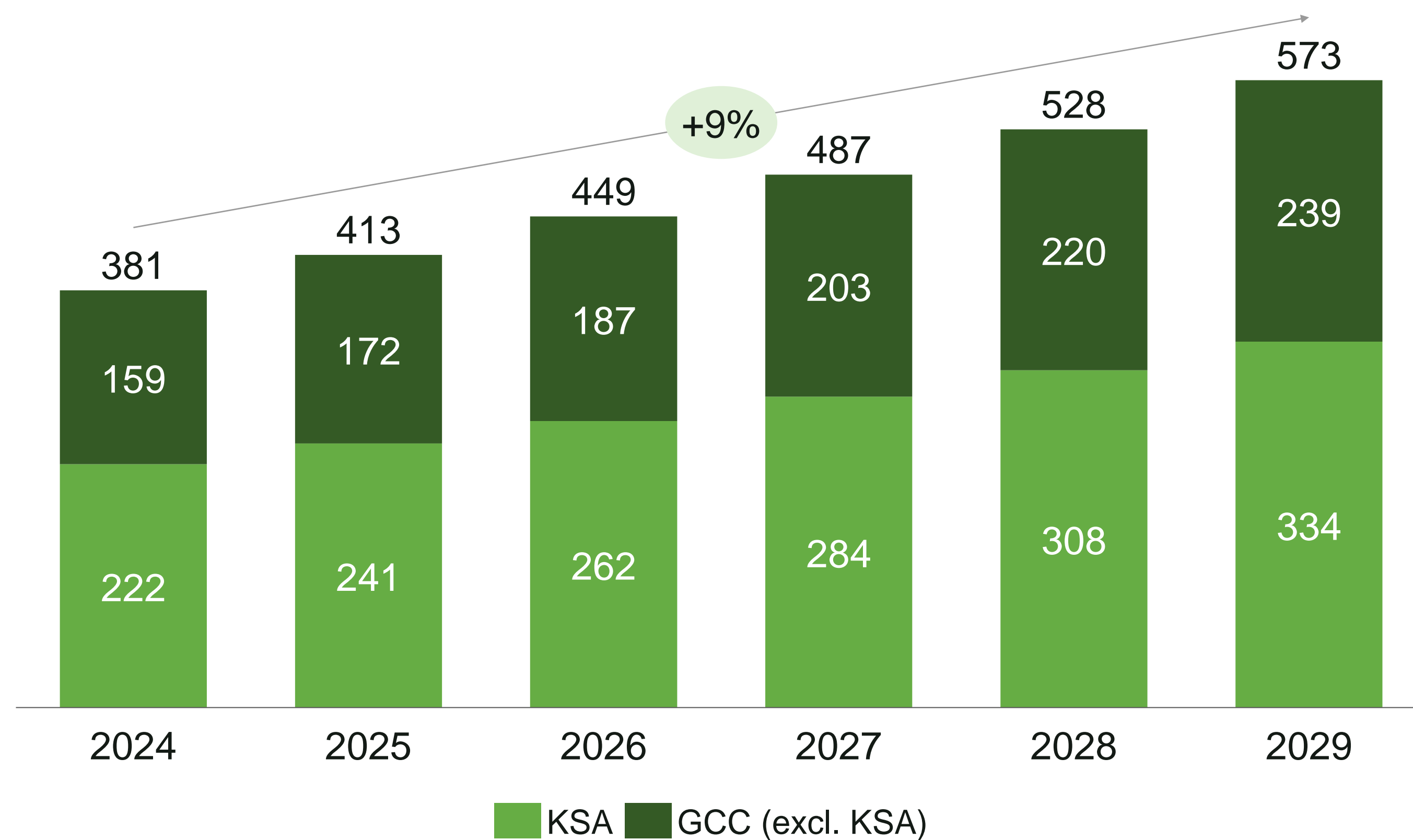
- Powdered supplements
- Shelf-stable foods
- Cleaning products

- Heat sensitive foods
- Baby and toddler food
- Pharmaceutical drugs

- Heat sterilized foods
- Ready-to-eat meals
- Pet food

Stand Up Pouches demand, customers, and drivers

Forecasted KSA and GCC Stand Up Pouches market 2024-2029 (\$MM)



Stand Up Pouches customers in KSA

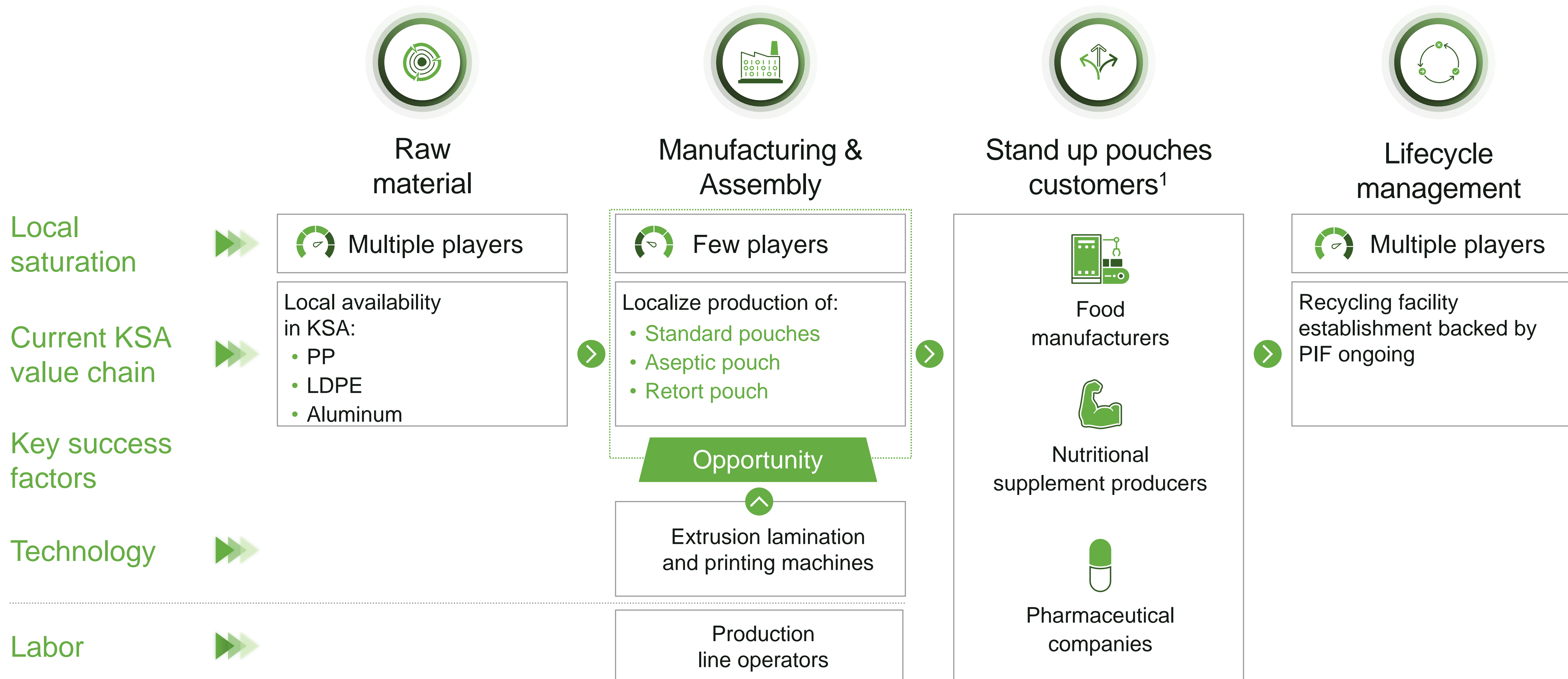
- Food manufacturers
- Nutritional supplement producers
- Pharmaceutical companies

Key KSA demand drivers

- **Shift away from metal cans:** Rising preference for flexible pouches over metal cans due to ease of use, design, and lower environmental impact
- **Health awareness:** Health-conscious, busy consumers prefer portable pouches for supplements and ready-to-eat foods

Driving Prosperity

Value chain and key localization opportunities



Driving Prosperity

Note: PP = Polypropylene; LDPE = Low density polyethylene; PIF = Public Investment Fund
Source: Team analysis

Investment opportunity and enablers

Non-exhaustive

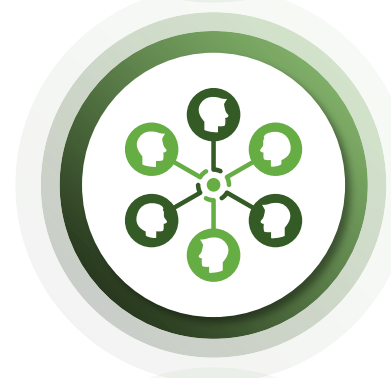
Example KSA enablers to drive success



Financial Incentives: Access to financial loans such as Kafalah by SIDF for establishing manufacturing plants



National R&D support: Access to applied research on sustainable materials and technologies from leading entities



Workforce Development: Fully covered or subsidized training programs by HRDF and SEDA for productions operations



Land and infrastructure: Subsidized land and infrastructure in economic zones reduce setup costs and accelerate timeline

Where is the opportunity



Manufacturing

Localize manufacturing of plastic stand up pouches

Driving Prosperity

Notes: SIDF = Saudi Industrial Development Fund; HRDF= Human Resource Development Fund; SEDA= Saudi Export Development Authority
 Source: Expert interviews; Government websites; Team Analysis

Spunbond bags
Nonmetallic Business Opportunity

Opportunity profile – Spunbond bags

1

KSA in high need of Spunbond bags to realize ongoing O&G expansion

Types



Polypropylene



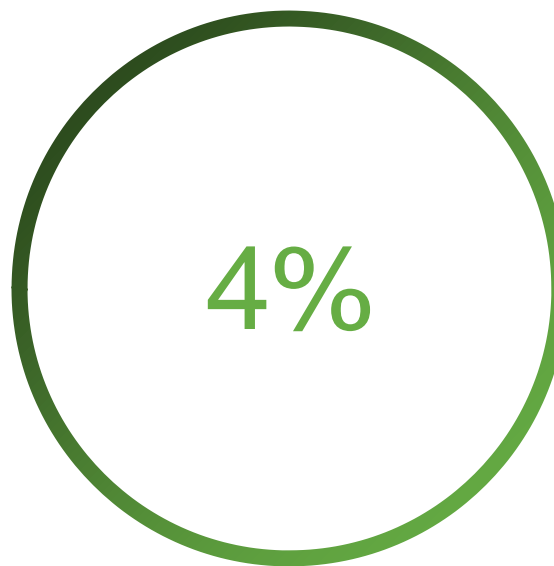
Polyethylene

2

Spunbond bags is a niche market with steady growth in coming years



Estimated 2024 KSA market size

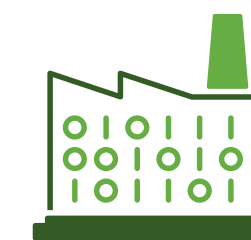


Forecasted 5-year CAGR

3

Attractive investment opportunities for the Spunbond bags value chain

KSA value chain opportunities



Manufacturing

KSA enablers

- Affordable setup in economic zones
- Skilled plastic manufacturing labor
- Access to leading packaging R&D

Driving Prosperity

Potential Spun Bonded Bags localization categories



Applications

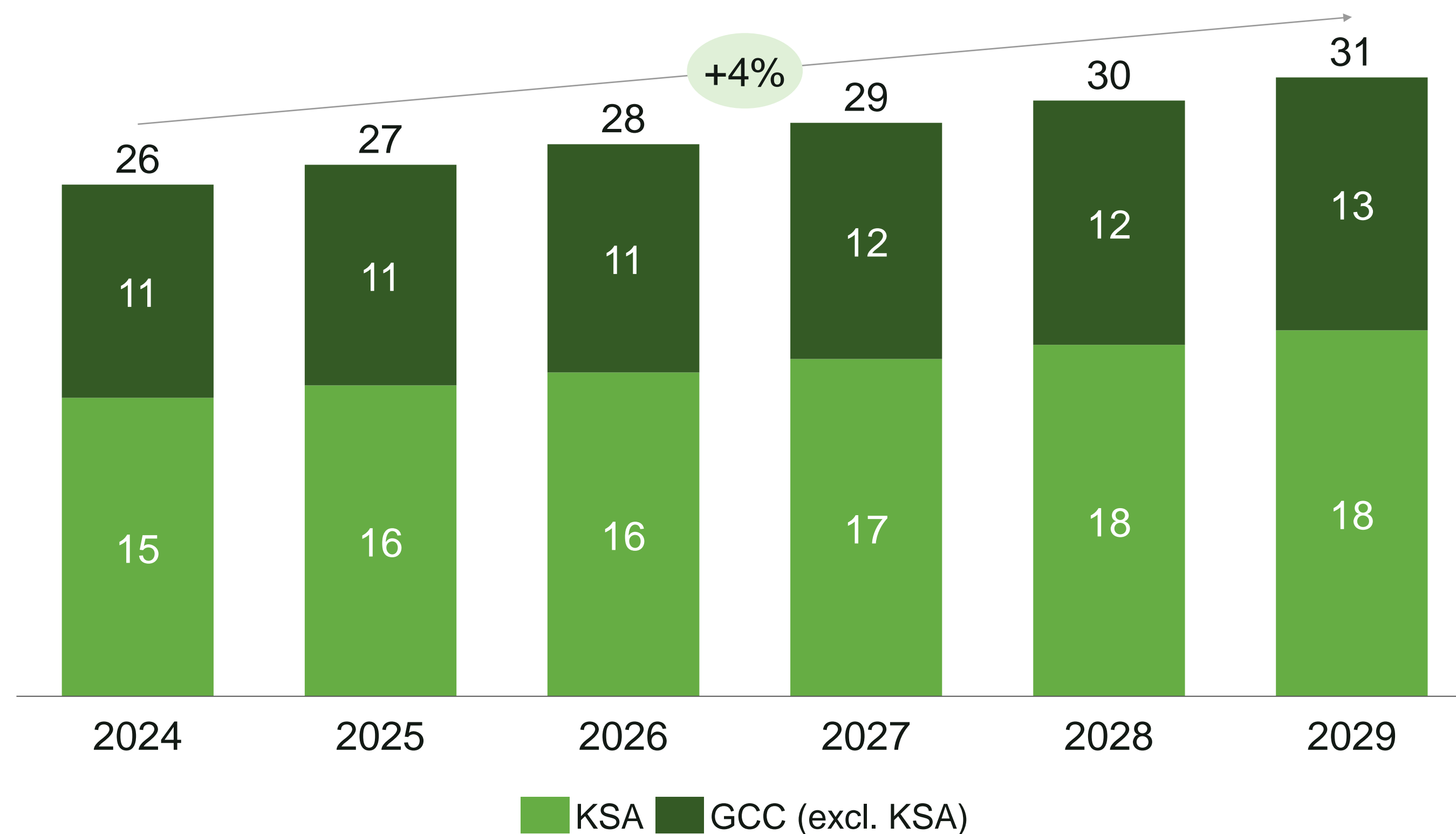
- Retail bags
- Seed and plant nursery bags
- Medical disposal bags






- Fresh produce bags
- Soil and compost bags
- Lightweight freight bags

Spunbond bags demand, customers, and drivers

Forecasted KSA and rest of GCC Spunbond bags market 2024-2029 (\$MM)



Typical KSA Spunbond bags customers

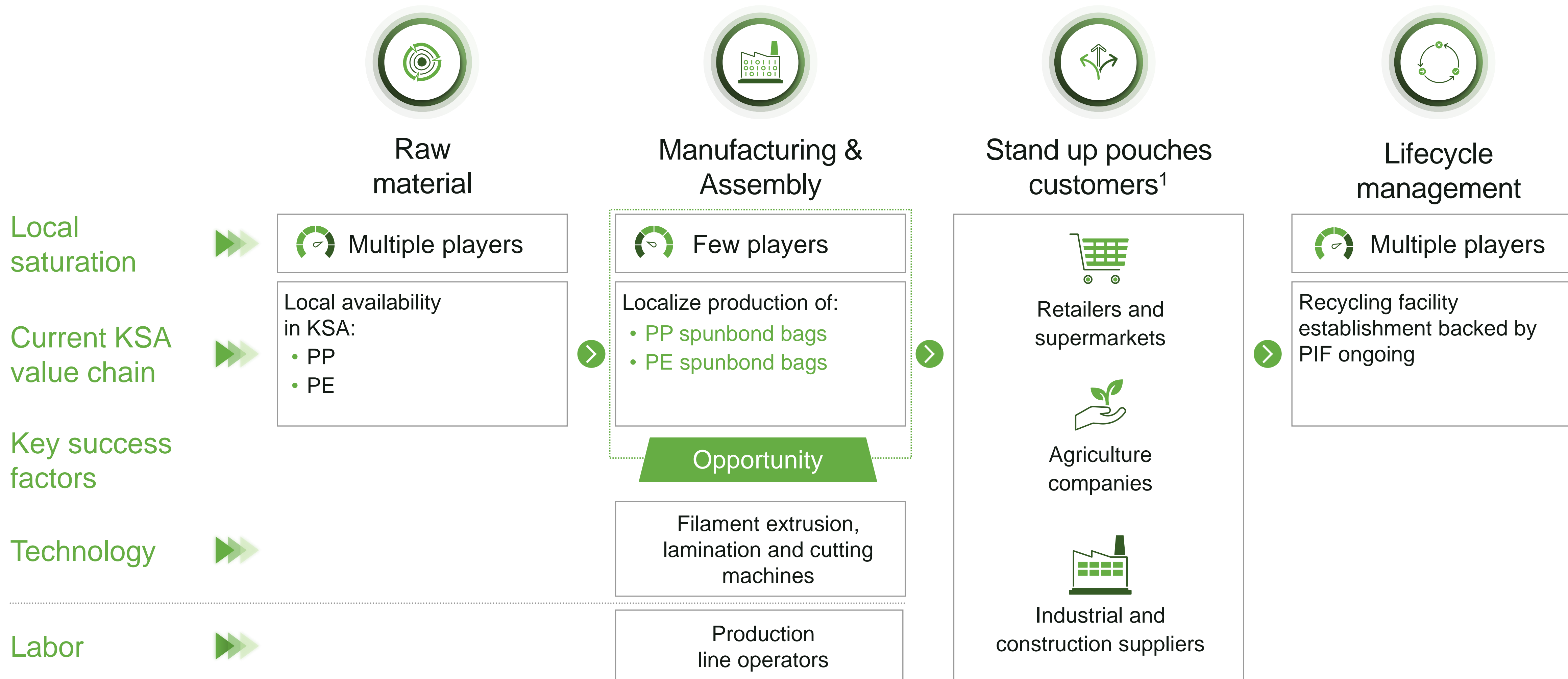
-  Retailers and supermarkets
-  Agriculture companies
-  Industrial and construction suppliers

Key KSA demand drivers

- **Growing local food and agriculture:** Continued growth in locally produced agriculture in coming years driving continued demand for spunbond bags
- **Food and Beverage Sector Growth:** Rapidly growing food and beverage production requires reliable spunbond bags

Driving Prosperity

Value chain and key localization opportunities



Driving Prosperity

1. Non-exhaustive
Note: PP = Polypropylene; PE = Polyethylene; PIF = Public Investment Fund
Source: Team analysis

Investment opportunity and enablers

Non-exhaustive

Example KSA enablers to drive success



Geographical accessibility: Strategic location enables exports to neighboring markets, with available tax exemptions



Land and infrastructure: Subsidized land and infrastructure in economic zones reduce setup costs and accelerate timeline



National R&D support: Access to applied research on sustainable materials and technologies from leading entities



Workforce Development: Fully covered or subsidized training programs by HRDF and SEDA for productions operations

Where is the opportunity



Manufacturing

Localize manufacturing of spunbond bags

Driving Prosperity

Notes HRDF= Human Resource Development Fund; SEDA = Saudi Export Development Authority
 Source: Expert interviews; Govt websites; Team Analysis

**Thank
You**