



Corner**stones**

2007 Review



Cornerstones

The Golden Ratio, represented on the cover, is a principle of mathematical and aesthetic harmony attributed to Greek mathematicians Pythagoras and Euclid. In geometry, the ratio can be expressed by a rectangle one unit wide by about 1.618 units long. Pythagoras and Euclid noted that if a rectangle's sides reflect the Golden Ratio (also represented by the Greek letter phi), removing the largest possible square that can be contained within the rectangle leaves a smaller rectangle with identical proportions to the original; the same applies for adding. The process can be repeated to infinity. This formula for proportion, symmetry, balance and sustainability is reflected in nature, and has influenced many fields including architecture. For this year's Review, we selected the Golden Ratio to complement our "Cornerstones" theme, as Saudi Aramco continually builds toward a secure energy future. The Golden Ratio emphasizes Saudi Aramco's commitment to excellence and balance in our efforts to reliably deliver the energy that powers human life around the globe, to address the world's rising energy demands, to minimize the environmental footprint of our operations and products, and to help diversify our national economy.



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Abbreviations used in this review:

bpd - barrels per day
scfd - standard cubic feet per day
LPG - liquefied petroleum gas
NGL - natural gas liquids



King 'Abd Allah Ibn 'Abd Al-'Aziz Al Sa'ud

The Custodian of the Two Holy Mosques



His Royal Highness Amir Sultan Ibn 'Abd Al-'Aziz Al Sa'ud

The Crown Prince, Deputy Prime Minister, Minister of Defense and Aviation, and Inspector General

Key Figures

Oil reserves and production

Recoverable crude oil and condensate reserves	259.9 billion barrels
Crude oil production (average per day)	8.5 million barrels
Crude oil production (annual)	3.11 billion barrels

Gas reserves and production

Gas reserves	253.8 trillion cubic feet
Gas production (average per day)	7.998 billion cubic feet (raw gas to gas plants)
Gas production (annual)	2.919 trillion cubic feet (raw gas to gas plants)

Natural gas liquids (NGL)

NGL production (average per day)	1.1 million barrels
NGL production (annual)	394.6 million barrels

New discoveries

Oil fields	Mabruk, Dirwazah
Gas fields	Jana 6 (offshore)

Wells completed

	Onshore	Offshore
Exploration wells (oil)	8	0
Exploration wells (gas)	5	2
Development drilling wells (oil)	384	56
Development drilling wells (gas)	65	1

Workovers

Workover & re-entry jobs (oil)	175	57
Workover & re-entry jobs (gas)	16	0

Workforce (as of 12/31/2007)



Board of Directors



HE Dr. Khaled S.
Al-Sultan



HE Dr. Ibrahim A.
Al-Assaf



HE Ali I. Al-Naimi



Abdallah S. Jum'ah



HE Dr. Abdul Rahman
A. Al-Tuwaijri



HE Dr. Mohammed I.
Al-Suwaiyel



Abdulaziz F.
Al-Khayyal



Peter L. Woicke



James W. Kinnear



Sir Mark
Moody-Stuart



Khalid A. Al-Falih



Salim S. Al-Aydh

New on the board this year are Al-Sultan, Moody-Stuart, Woicke and Al-Aydh.

Chairman's Message

It is hard to imagine a commodity more necessary than hydrocarbons: Crude oil, natural gas and refined products are fundamental to modern life. Economies, too, depend on affordable, reliable energy supplies to thrive. In 2007, as in years past, the world looked to Saudi Arabia — and to Saudi Aramco — to provide the energy that fuels life. And in 2007, as before, the Kingdom's national petroleum enterprise delivered.

For decades, Saudi Aramco has taken pride in its record of unmatched operational reliability. This year was no exception as the company fulfilled its obligations, providing a reliable supply of energy to the Kingdom and customers around the globe, striving for marketplace balance and working to diversify and strengthen Saudi Arabia's national economy.

Saudi Aramco continued to demonstrate its industry leadership through a historic series of oil and gas exploration and production investments to help ensure steady, stable supplies as the world's need for energy continues its robust growth. The company also continued to do its part to ease refining capacity challenges and undertook other major energy projects, including further progress in the petrochemicals sector.

In an industry subject to myriad challenges, Saudi Aramco remains a cornerstone of reliability as the largest petroleum energy producer and supplier. I believe this success ultimately lies with the people of Saudi Aramco. Their belief in what they do has led to a corporate culture of innovation and initiative that is generations strong. And their commitment to Saudi Aramco's mission is a welcome message of assurance to consumers.

I would like to express my thanks to the Custodian of the Two Holy Mosques, King Abdullah, and to Crown Prince Sultan for their confidence in Saudi Aramco to obtain the maximum benefit from the nation's rich petroleum resources, and to our board of directors for their wise counsel. I also thank the dedicated, hard-working employees of Saudi Aramco, for they are the true linchpin of our great enterprise.



Ali I. Al-Naimi

Minister of Petroleum & Mineral Resources

The Kingdom of Saudi Arabia

Chairman of the Board of Directors, Saudi Aramco

President's Foreword

On May 29, 1933, after King 'Abd al-'Aziz Al Sa'ud, founder of Saudi Arabia, instructed his finance minister to "put your trust in God and sign" a concession agreement allowing American geologists to prospect for oil in the new Kingdom, a cornerstone was laid. The King's vision proved a foundation on which would be built the world's leading oil company: Saudi Aramco.

In the more than seven decades since, Saudi Aramco has continuously set cornerstones in the petroleum industry, as well as in the Kingdom's development. This continuum of leadership is demonstrated on several levels as we leverage our capabilities to reliably deliver the energy that powers human life around the globe, respond to the world's rising energy demand, minimize the environmental footprint of our operations and products, and help diversify our domestic economy.

The 2007 Review highlights several of these "cornerstones." For instance, we are building on our record of unmatched reliability by preparing for future market conditions. Ongoing initiatives to locate additional proven reserves of crude oil and our upstream mega-projects are geared to expand our maximum sustained crude oil production capacity to 12 million barrels per day by 2009, while continuing to ensure spare production capacity of 1.5 to 2 million barrels per day, a long-standing strategic commitment. >



We also set cornerstones in the downstream sector, as we continued efforts to expand refining capacity through both domestic and international joint and equity ventures. This endeavor includes building our refining portfolio to meet growing consumer demand at home and abroad. Also, by integrating refining and petrochemicals facilities, we are creating new jobs and fostering greater economic diversification through downstream conversion industries that will manufacture consumer products from the produced chemicals.

Innovation remains one of Saudi Aramco's building blocks, and 2007 was no exception for emphasis on research, development and other means of creating significant new value for the constituencies we serve. One such cornerstone is our contribution toward a new vision — that of King Abdullah — to usher in an unprecedented era of international scientific and technological discovery through the establishment of King Abdullah University of Science and Technology, a world-class graduate research institute on the Red Sea.

Yet the most significant cornerstone of all is our people. Saudi Aramco employees, more than 52,000 strong, are the basis of all our progress. Our achievement as a company is directly attributable to the excellence and diligence they bring to their work.

Through our world-scale capacity expansion programs, aggressive oil and gas exploration initiatives, and enhanced refining capacity plans, Saudi Aramco is providing global markets with the energy that powers modern life. At the same time, the company is responding to greater energy needs at home, building the Kingdom's economy and contributing to a richer quality of life for our nation's people.

As we mark our achievements for 2007 and look ahead to our Diamond Anniversary in 2008, Saudi Aramco will continue to serve as a cornerstone upon which a strong energy foundation is built.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Abdallah S. Jum'ah
President and Chief Executive Officer
Saudi Aramco



Cornerstones

Cornerstones

What does an architectural metaphor have to do with an oil company? Plenty — when the oil company is Saudi Aramco.

Just as a cornerstone is a strong, basic component that helps create a firm foundation, Saudi Aramco plays an essential role in creating a stable global energy industry. We're a fully integrated, global petroleum enterprise encompassing exploration, producing, refining, distribution and shipping. We are stewards of the Earth's largest proven conventional oil reserves and the fourth-largest gas reserves. We lead the world in oil production and exports, and for generations, we have reliably supplied the oil that powers economic progress and, in turn, better living standards around the globe.

In addition, we are the only world energy supplier with the significant spare production capacity to tap in the event of supply disruptions elsewhere — a capability vital to helping ensure market stability for the benefit of consumers and producers alike.

It's no wonder Saudi Aramco has been ranked the world's No. 1 oil company for 19 consecutive years by *Petroleum Intelligence Weekly*.

All these distinctions confirm our fundamental role in the energy industry. But what really sets Saudi Aramco apart is our determination to not rest on our laurels, and to continually strive to foresee the world's energy demands and be ready to respond to them — and that makes us an architect of the energy industry.

Energy security
is a house that
is always under
construction.

Every day, billions of men, women and children live better lives because of our products. That includes not only people throughout the world who benefit from our crude oil, natural gas and refined products, but also the citizens of Saudi Arabia, who benefit from our programs to strengthen and diversify the domestic economy and enable social progress at home. This far-reaching, positive impact is what drives us to continually build toward a secure, sustainable energy future.

In this Review, you will read about the cornerstones that we continue to lay toward that future, from our unprecedented upstream and downstream expansion plans to human resource development programs that help our people achieve their highest promise. You will read about technological advances to enhance oil recovery, and innovations to help protect the environment.

As an architect of shared energy security, Saudi Aramco is committed to continually helping assure adequate, reliable energy supplies. Building for the future demands a long view, and you will see that strategic focus as you read about our intensive oil and gas exploration program; our world-class mega-projects to increase production capacity; our refining and marketing joint and equity ventures; and our move into petrochemicals to add value through production of a broad, diverse slate of plastics and chemicals, and to introduce new value chains into the Kingdom. •

Energy is an essential driver of economic health and social wellbeing. Saudi Aramco's commitment to help meet the world's energy needs is reflected in our unprecedented slate of hydrocarbon mega-projects, our strategic infrastructure investments along the value chain, our corporate culture of innovation and inquiry, and our determination to continually lighten our environmental footprint. That leadership makes us the world's most reliable supplier of energy.



Petroleum: Energy's Cornerstone

Imagine a day without petroleum. It's not easy.



Agriculture is an excellent example of how petroleum and petroleum products dramatically enhance daily life around the globe on virtually every level. From fertilizers that promote less expensive, higher-yield crops to the plastics used in irrigation hoses and other equipment to the fuel that powers farm machinery, petroleum plays an important role in food production and distribution.

After all, the uses of petroleum don't stop at the gas tank or the furnace. Oil, gasoline and other petroleum products are so tightly woven into the fabric of daily life, it's easy to take for granted how much we depend on them. Petroleum is the energy that powers transportation, moving people and goods. It's the energy that helps grow more nutritious foods in greater abundance, and helps create better medicines and more innovative health-care treatments and technologies. It's part of the everyday conveniences that make life safer, easier, more productive, more dynamic, more fun.

It's also essential to promoting and sustaining economic development, and higher living standards in turn.

Petroleum's central role in modern life is undeniable. Growing demand for petroleum and its derivatives is unmistakable, too.

According to the International Energy Agency, global demand for energy is projected to grow by more than 50 percent over the next 25 years, exceeding 325 million barrels of oil equivalent per day.



Why? Oil is a proven commodity, and for decades to come, fossil fuels are expected to continue to comprise some 85 percent of the “energy pie.” Much of that demand stems from transportation requirements; a recent World Energy Council study concludes that through 2050, cars will continue to depend primarily on petroleum fuels and internal-combustion engines. And there will continue to be more cars on the roads, too, especially as the populations of emerging economies such as China and India become more mobile thanks to improved lifestyles.

What about other types of energy, such as wind and solar, nuclear and renewables? Given spiking energy demand, contributions from all energy sources will be needed. So while we believe that alternative and renewable resources should be developed as part of the world's future energy mix, we must also recognize that many of these options face significant technical, commercial, environmental and cost hurdles on the road to feasibility and viability.

On the other hand, from the standpoints of abundance, reliability and affordability, fossil fuels are an established resource with extensive production, transportation and distribution networks. They are expected to account for more than four-fifths of the world's energy demand for the next quarter-century, and will not be displaced in the foreseeable future. >

Petroleum's health-care applications are another indication of how this vital energy source enhances, protects and preserves life. Not only is petroleum a component in a range of medicines, it is also used as a coating to make pills easier to swallow. Petroleum-based plastics are used in an array of medical applications and products. Catheters, syringes, gloves, tubes, pumps and prosthetics are just a few examples.

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Widespread misperception has given rise to concerns about the security of future petroleum supply. Saudi Aramco believes that, at current rates of consumption, the world's resources are sufficient, even under conservative assumptions, to meet global demand for well over a century, and for nearly 200 years when technological advances are factored in. Despite this assurance and our existing resources, we are continually expanding our own reserves base of roughly 260 billion barrels. In order to meet the world's growing energy demand, we have ramped up exploration activities with the ambitious target of increasing Saudi Aramco's discovered oil resources, or "oil in place," including proven, probable, possible and contingent reserves. These exploration activities aim to increase these "oil in place" resources from the current total of 716 billion barrels to 900 billion barrels and beyond within the next 20 years. We are also focused on improving petroleum's performance, making it more efficient and environmentally friendly.

From the fuels that power cars, trucks and planes to the petrochemicals used in virtually every manufactured product, petroleum plays a vital role in everyday life: It's in clothes and shoes; contact lenses and glasses; artificial limbs, heart valves and hearing aids; aspirin, anesthetics and antiseptics; car bodies, tires, dashboards and safety glass; gasoline, diesel and jet fuel; computers, CDs and televisions; toothbrushes, toothpaste, cosmetics and shaving cream; sports equipment and recreational gear; furniture, paint, roofing and upholstery — the list of practical and beneficial uses goes on and on.

Without a doubt, petroleum is energy's cornerstone. And as the world's leading producer and supplier of this vital natural resource, Saudi Aramco is itself a cornerstone of reliability and sustainability. •

Saudi Aramco's Operations Coordination Center (OCC) is the hub of our oil, gas and refined products management function. OCC personnel use real-time information to deliver quality products to the customer at the right time and place.



Energy Cornerstones Crude Oil

Not long ago, Saudi Aramco President and CEO Abdallah S. Jum'ah issued a challenge to the wider oil industry: Find enough new resources to add 1 trillion barrels to world reserves over the next 25 years. That challenge began at home. Saudi Aramco is leading the strategic development charge to help ensure reliable energy supplies far into the future. We're continuously seeking new oil resources, as well as expanding production through efforts including the two largest single increments in our company's history (Khurais and Manifa), and expertly managing our existing portfolio of some 100 fields to maximize recovery. And as the world's oil supplies become more challenging to produce, we are taking the lead in developing technologies to produce conventional oil reserves more efficiently.

This 10-year, Kingdom-wide capital program includes an exploration strategy that aims to replace reserves to match our annual crude oil production and add at least 5 trillion standard cubic feet of non-associated gas reserves per year. The program includes drilling and seismic activities to generate prospects and improve imaging in support of finding both oil and non-associated gas. Some of the capacity added by these major crude oil increments will offset natural decline, and the remainder will expand our maximum sustained production capacity, which by the end of 2009 will reach 12 million barrels per day (bpd).

These efforts to discover new resources and add to reserves for years to come are just one reason Saudi Aramco is the world's cornerstone for crude oil.

Two Days, Two New Oil Discoveries

Success stories for 2007 included two new oil discoveries, both located in the Eastern Province southeast of Ghawar, the world's largest onshore oil field.

The first, **Mabruk**, struck on April 26, is the first discovery in the Hadriyah reservoir south of Ghawar. The Mabruk-1 well flowed 5,600 bpd of Arabian Heavy oil with 2 million standard cubic feet per day (scfd) of gas. Under normal production conditions, the well is expected to flow at a higher rate. The following day, on April 27, the **Dirwazah field** was discovered in the Unayzah reservoir. The Dirwazah-1 well flowed 5,569 bpd of Arabian Light oil with 2.8 million scfd of gas.

Our mega-project slate is geared to ramp up production in response to the growing global need for energy. Collectively, these strategic increments alone will match the daily oil production of some oil-exporting countries.



Mega-Projects: Production Success Stories

Saudi Aramco's ambitious capital program achieved many milestones during 2007 toward construction of crude oil increments. Since 2001 through the scheduled completion of Manifa in 2011, we will have built more than 4 million bpd of oil production capacity and 3.3 billion scfd of new gas-plant output.

Mega-projects, generally defined as programs exceeding \$1 billion in value, are not big news just for their size or cost. Their impact also is huge. Our major crude increments will add the following amounts to Saudi Aramco's oil output capacity: Khurais, 1.2 million bpd; Manifa, 900,000 bpd; Khursaniyah, 500,000 bpd; and Shaybah, 250,000 bpd. While Nuayyim does not qualify as "mega," at 100,000 bpd, it will add significantly to our production capacity.

An unprecedented number major of crude oil increments were in progress during the year: Khursaniyah is near completion, and Shaybah, Khurais, Nuayyim and Manifa are under construction.

To put the grand scale of this expansion program in perspective, consider that the collective capacity these increments represent is equivalent to the daily oil production of some exporting countries.

Khursaniyah: The Khursaniyah Oil Production Facilities project neared completion at the end of 2007, with facilities slated to come on-stream in 2008. The plant has the capacity to process and stabilize 500,000 bpd of Arabian Light crude. All gathering and distribution pipelines, and communication and industrial support facilities were commissioned in 2007. The integrated Khursaniyah Gas Plant (KGP) designed to process the associated gas will be commissioned with a first-time distinction: a 100-percent Saudi workforce.

Khurais: The Khurais program, the largest integrated project in company history and the largest industrial project in the world, is on track for facilities completion in 2009. >

Raising Khursaniyah

Located northwest of Jubail, the sprawling Khursaniyah complex will be an integrated facility, with oil- and gas-producing facilities sharing one site, and control and utilities within one perimeter fence. This important increment in Saudi Aramco's capital program to boost petroleum output in response to increasing international energy demand will be supported by 154 oil and water wells; more than 500 km of major gas, oil and water pipelines to and from

plants; approximately 250 km of flow lines; and 300 km of 13.8 kilovolt power lines.

Khursaniyah also reflects Saudi Aramco's attainment of new levels of sophistication in project execution and economies of scale unimaginable just a few years ago.

The latest technologies available have been implemented wherever feasible to increase efficiency and enhance the plants' operational safety and reliability.

All wellsites will be provided with state-of-the-art Supervisory Control And Data Acquisition (SCADA) systems tied into the flow lines. The latest technologies for wellhead monitoring, control and data processing have been adopted to further ensure full utilization of Intelligent-Field technology in line with the company trend. Additionally, five water-injection and disposal trunk lines, three oil trunk lines and four upstream gas pipelines are being constructed with a combined length of 540 km. Hydrocarbon pipelines have more than 40 safety isolation valves with remote control units linked to the company's Oil Supply Planning and Scheduling (OSPAS) nerve center in Dhahran. •

Khursaniyah is an important link in a chain of facilities that includes earlier projects such as Hawiyah, Haradh and Qatif, and will be connected to later projects, such as Khurais and Manifa oil projects, the Karan offshore gas project and others yet to come.



The program will increase production capacity of Arabian Light crude by 1.2 million bpd through a new Central Processing Facility, the largest of its kind in Saudi Arabia.

Manifa: The Manifa oil field program will be developed with onshore and offshore wells using electric submersible pumps to produce 900,000 bpd of Arabian Heavy crude oil starting in the third quarter of 2011. Field development will require construction of 41 km of causeway and a three-km bridge to support 27 drilling islands for the shallow water wells, plus 11 offshore platforms for deeper water-producing and water-injection wells. Onshore facilities will include nine onshore drill sites, a Central Oil and Gas Processing Facility, water supply wells and injection facilities, and multiple gathering, water-injection, and product distribution pipelines. The drilling islands, to be finished in November 2009, are rapidly being constructed using some of the largest dredgers in the world. Platform fabrication has started, with installation to begin in 2008.

Shaybah: Major installations of the Shaybah Crude Oil Expansion program include a gas-oil separation plant (GOSP), and gas compression and injection facilities. The plant layout also provides for future expansions. The scope includes a new 30-inch diameter, 211km pipeline. The engineering phase is complete and construction has started. Four major partial mechanical completions for the overhead transmission line, one of the two residential buildings and telecommunications for residential buildings have been achieved. When the facilities are complete in December 2008, Shaybah field production capacity of Arabian Extra Light oil will increase from 500,000 bpd to 750,000 bpd.

Technological Advances and Innovations

The year also was highlighted by a number of technological innovations.

One message Saudi Aramco emphasized in 2007 was an assurance of abundant petroleum resources for years to come. This good news was confirmed in a discovery by the Ghawar Integrated Assessment and New Technology (GIANT) team: **passages in the matrix of carbonate rock**, where a significant percentage of unrecovered oil resides. The discovery indicates that worldwide, there's about twice as much oil left in the ground following production of a field as was obtained during production. Understanding the newly discovered carbonate micro-pore system behavior has great potential for fully optimizing existing resources. To tap this resource, Saudi Aramco has developed new rock-typing methodology, new saturation height modeling and new up-scaling techniques.

A new in-house three-dimension tool, "3DWellview," was developed to efficiently perform field data quality checks. Thirteen fields totaling more than 4,700 wells were quality checked using the new system. In addition, the tool provides functionality to >

Understanding
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visualize planned well locations, detect potential wellbore collisions, and monitor real-time drilling progress.

Saudi Aramco also continued developing its **next-generation reservoir simulator**, which will use up to 1 billion computing cells (1 gigabyte) to model the Kingdom's giant oil and gas reservoirs with improved accuracy. The simulator will use unstructured grids for expressing complicated geology, faults, fractures and complex wells. The simulator targets oil, gas, condensate and enhanced oil recovery processes with high-resolution grids. The new simulator will integrate high-end virtual reality technology with speech-driven features. A new giga-cell visualization room will be built for analyzing simulation results.

Saudi Aramco has introduced a **Stage Frac** completion technique that improves well productivity. Applications of this technology target heterogeneous carbonate intervals in horizontal hole sections that are difficult to stimulate efficiently. The result is a significantly improved stimulation of the individual zones. In addition, laterals from the same well may potentially be eliminated through effective fractionating techniques. Time and cost savings exceed conventional stimulation. Production test data indicate up to a three-fold increase in production rates over carbonate oil wells that are completed open hole and stimulated conventionally.

Industry Firsts

Saudi Aramco set **a world record for the maximum distance between wells for a cross-well electromagnetic project**. The test, conducted in the Haradh field, covered a distance of 860 meters and monitored the movement of injected water flood-front and mapped the fluid distribution of the reservoir.

Saudi Aramco established the **Drilling Real-Time Operations Center (RTOC)**, a state-of-the-art command and control center to monitor drilling operations from spud to total depth. Real-time technologies are being used 24-7 to optimize drilling operations, minimize borehole problems and improve safety. Real-time data can be transmitted from any Saudi Aramco rig site using a variety of transmission formats and accessed from a variety of internal locations to monitor and evaluate drilling events. The center was fully operational by fourth-quarter 2007, and equipped with the latest hardware and software technologies to provide a collaborative workspace for multi-disciplinary specialists.

Saudi Aramco has completed implementation of the **Integrated Oil & Gas Model** to optimize company-wide hydrocarbon production with an advanced production planning application. This is a significant achievement, taking into consideration the large scale of Saudi Aramco's operations, which include 55 GOSPs, nine crude oil stabilization plants, five gas plants, and three NGL (natural gas liquids) facilities.

ERC wells'
positive impact
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entire industry.



Saudi Aramco has embarked on the most aggressive exploration campaign in industry history to help address the world's need for reliable, affordable energy supplies.

In a multilateral drilling quantum leap, Saudi Aramco is working to allow producer laterals to reach more extensively than ever into oil-bearing formations through **(ERC) Extreme Reservoir Contact™ wells**. Multilateral wells, already in use in company operations, tie in several lateral branches to a vertical or horizontal main well, significantly increasing well productivity and hydrocarbon recovery. At present the number of laterals per well is limited to four or five due to the mechanical control lines required for each lateral feed, but soon that number could increase tenfold and higher. The new ERC technology could conceivably allow an unlimited number of “intelligent” laterals that, if properly designed, can lead to an almost linear hike in productivity and provide access to previously difficult-to-reach reservoir zones. ERC wells' positive impact can extend beyond Saudi Aramco to benefit the entire industry.

Saudi Aramco was the first company to win the **Enterprise Application Award in the Geographic Information Systems (GIS) field** from the world leader in GIS systems, the Environmental Systems Research Institute (ESRI). The honor was bestowed for a highly sophisticated, well-integrated GIS applications portfolio that provides geospatial intelligence to a range of processes, particularly hydrocarbon exploration and extraction. •

Natural gas – Saudi Arabia's second major fossil fuel – is the fastest growing energy source worldwide. The Kingdom became a cornerstone for this important resource in the 1970's as the first Middle East nation to recognize the fuel and feedstock value of gas. At a time when the Middle East routinely flared associated gas (gas produced along with crude oil), Saudi Aramco constructed plants to harness the energy from gas and significantly decrease the pollution due to flaring.

Gas Cornerstones

The result is the Master Gas System (MGS), the largest integrated gas gathering, processing and distribution network of its kind which enables Saudi Arabia to use nearly all of its produced associated gas as well as the non-associated gas produced from deep gas reservoirs. Natural gas is processed to produce clean fuel (methane or sales gas) and feedstock (methane, ethane, propane, butane and natural gasoline). Sales gas (methane) and ethane are consumed entirely by the Kingdom's utilities and industry. Excess propane, butane and natural gasoline (also known as natural gas liquids) that are not used by the domestic petrochemicals industry is exported to the world markets.

By meeting domestic needs for fuel and feedstock with gas, the MGS also adds the equivalent of more than 1 million bpd of crude oil to the world energy supply by freeing up oil for export.

With its versatility, high efficiency and environmental advantages — as a cleaner, lower-emission energy source, gas has been called “the green knight” — this resource plays a critical role for a bright energy future.

Discoveries and Expansions

Saudi Arabia's expanding domestic economy and industrial enterprises depend heavily on Saudi Aramco's natural-gas reserves. Current use is at the highest level in the history of our gas program. To meet this demand, we are working hard to find reserves and build our production and distribution capacity. Total gas production average was 8 billion scfd at year-end. We plan to increase gas capacity to 13 billion scfd by year-end 2011.

Our exploration efforts were rewarded with the discovery of two significant gas reservoirs in 2007, both located in oil fields originally discovered in 1967. **Karan-7**, an extension of our largest gas field, Karan, is located six km south of Karan-6, a 2006 reservoir discovery. Gas also was discovered at the **Jana-6** offshore well.

The **Karan Gas Field Development Project** will provide offshore platforms and pipelines for the production of 1.5 billion scfd of gas by 2012.

Associated gas from Khursaniyah will be processed at Berri Gas Plant until the new **Khursaniyah Gas Plant** is completed. Scheduled to begin operations at the end of 2008, the new plant will process 1 billion scfd of associated gas from Khursaniyah, Abu Hadriyah, Fadhili and neighboring fields.

The Hawiyah NGL Recovery Plant, on track for start-up in third-quarter 2008, will process nearly 4 billion scfd of sales gas to yield 310,000 barrels of natural gas liquids. The NGL products will be used as feedstock for the Kingdom's expanding petrochemicals industry, creating thousands of job opportunities for Saudi citizens. Approximately 379 km of related pipelines and two pump station upgrades were completed in November 2007, and are ready to deliver the NGL products to end users.

Another component of the project, the expansion of **Ju'aymah Gas Plant**, is set for start-up in second-quarter 2008 and will fractionate additional NGL products. The last part of the program, the **Hawiyah Gas Plant Expansion**, will process an additional 800 million scfd of non-associated gas.

The integrated **Khurais program** will dehydrate and compress 450 million scfd of gas, and the **Manifa Oil Field program** will produce 120 million scfd of gas by third-quarter 2011.

The expansion of **Yanbu' Gas Plant** will increase ethane and NGL processing by 185,000 bpd, and will support the strategic aim of growing feedstock supply to industries at the Yanbu' and Rabigh petrochemicals complexes.

The Master Gas System Eastern Region Expansion Project, funded in July 2007 and slated for completion in 2010, will expand the MGS distribution system with 215 km of 56-inch pipeline parallel to existing lines and increase capacity by 30 percent.

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Innovations and Breakthroughs

Saudi Aramco has developed **overbalanced drilling**, a new drilling practice that led to drilling horizontal wells targeting separate layers and improving access to gas reserves. As part of this process, we also developed clean drilling-fluid designs in 2007. An added benefit of this latest fluid development is a much lower cost.

The mystery of **black powder**, a corrosive nuisance that clogs and damages control valves, parts and pipelines and whose origin has stymied the industry for years, was solved when Saudi Aramco's Research and Development Upstream Program completed a two-year study and presented its findings in Norway in 2007. The company's scientists determined that black powder results from the gas components of oxygen and moisture; they also identified the culprit's punishing properties, which include tiny particles of metal, sand, dirt, hydrocarbons and elemental sulfur. The team worked closely with the Pipelines Department to isolate black powder's origin and composition, and Southern Area Labs contributed to the breakthrough by conducting gas analysis. •



The mystery of black powder, a damaging substance that clogs and corrodes gas pipelines, was unraveled by Saudi Aramco scientists this year, to the benefit of the industry.



Worldwide, gas is the fastest-growing energy source. Global demand is largely driven by the power and industrial sectors because of the smaller environmental footprint of this fossil fuel that is often referred to as the "green knight." Saudi Aramco is undertaking several major, multi-billion dollar projects to boost the Kingdom's capacity for processing gas.



Just as global crude oil production must increase to meet the anticipated world demand of 116 million bpd by 2030 (a figure that is 37 percent higher than 2006 projections), there must be a parallel expansion in global refining capacity, since nearly all produced oil ultimately takes the

Refining/Petrochemicals Cornerstones

Saudi Aramco is engaged in roughly a quarter of all the announced plans worldwide for refinery capacity increases.

form of refined products. While much of the world depended on the more easily refined light, sweet grades of crude oil in the past, a big portion of this new refining capacity — including upgrades of existing capacity — will need to accommodate heavy, sour crude grades.

To meet growing demand, Saudi Aramco is expanding refining capacity at home and abroad. With our joint venture partners, we are pursuing major refining initiatives that will add some 1.6 million bpd of refining capacity domestically and globally. This means Saudi Aramco is engaged in roughly a quarter of all the announced plans worldwide for refinery capacity increases.

Our leadership in addressing the mismatch between refinery infrastructure and types of crude oil on the market (and the resulting refining capacity shortage) and in forging strategic, world-class alliances to introduce new value chains and performance products reinforces Saudi Aramco's emergence as a refining and petrochemicals cornerstone.

Saudi Aramco, Dow Team for RTIP

On May 12, 2007, Saudi Aramco and The Dow Chemical Co. signed a memorandum of understanding to develop studies on a proposed joint-venture company that would construct, own and operate a world-scale chemicals and plastics production complex serving world markets. **The Ras Tanura Integrated Project (RTIP)** is planned to produce more than 8.5 million tons of chemicals per day. The complex, to be located in the industrial corridor between the Ras Tanura Refinery complex and Ju'aymah Gas Plant, will include world-scale chemical production units for polyethylene, ethylene oxide and glycol, propylene oxide and glycol, chlor-alkali, vinyl chloride monomer, polyurethane components, epoxy resins, polycarbonate, amines and glycol ethers, as well as several refinery process units such as a gasoline fluidized catalytic cracker and the associated hydrotreatment and sulfur recovery units.

A conversion-industries park will be developed adjacent to RTIP. This “Value Park” will provide business opportunities for small and medium-sized industries that will be either providers of value-added services to RTIP or will consume RTIP products as raw materials for manufacturing further value-added products. The park also will be closely synchronized with the National Industrial Cluster Development Program to foster production of strategic materials.

If approved, the project is planned to be up and running by the end of 2012 and all intended specialized materials are in production and available for Value Park utilization and conversion. It is expected that more than 25,000 direct and indirect jobs would be generated in manufacturing, conversion and services.

Petro Rabigh Nears Completion

Petro Rabigh, Saudi Aramco's joint venture with Japan's Sumitomo Chemical Co., rapidly neared completion in 2007 following its August 2005 start. The project, which will be one of the world's largest integrated refining and petrochemical facilities, is expected to annually produce 18.4 million tons of high-value petroleum products and 2.4 million tons of ethylene- and propylene-based petrochemical derivatives. Also, when completed by the end of 2008, Petro Rabigh will establish the Western Province city of Rabigh as a key Middle East industrial center.

Petro Rabigh, a joint venture of Saudi Aramco and Sumitomo Chemical, represents our commitment to expand refining capacity and increase production of high-value petroleum and petrochemical products for global markets, and the Kingdom's first foray into the oil-based petrochemicals sector. Petro Rabigh now also stands for economic opportunity, as our historic IPO created the first chance for Saudi investors to own shares in a landmark project of this scale and scope. (Right) New mega-projects such as Khursaniyah will draw heavily on locally produced materials and content.



Downstream, we have embarked on a major expansion of refining capacity – an effort that will not only help to alleviate the current global bottleneck in refining capacity but also address the prevailing mismatch between existing refinery configurations and available crude supplies.



New Export Refinery Projects

Two new, state-of-the-art deep-conversion refineries, each with a total capacity of 400,000 bpd of Arabian Heavy crude oil, are being considered with respective partners Conoco-Phillips in Yanbu' and Total in Jubail. These projects would bring together the world's largest hydrocarbon producer and two major international oil companies to partner in constructing two best-in-class refineries to serve multiple refined-product markets with high quality "white" products.

Separately conducted, comprehensive joint front-end engineering and design (FEED) studies to confirm capital and operating costs are expected to be completed in 2008. Next, joint venture companies would be established separately with each partner. Subject to required regulatory approvals, an ownership interest may be offered to the public.

In addition to their economic multiplier effects, these two world-scale refineries will help supply increasing domestic demand for gasoline and diesel by processing Arabian Heavy crude oil. Considering that Saudi Aramco's oil production mix will grow heavier over time, the increase in domestic heavy crude oil processing will serve as an outlet, making lighter crude oil available for much-needed exports.

Ras Tanura Refinery Arabian Heavy Expansion Project

Aramco Services Company, our Houston, Texas, subsidiary, has begun preliminary engineering work for the new **Ras Tanura Refinery Arabian Heavy Expansion Project** adjacent to the existing Ras Tanura Refinery that will almost double area refining capacity from 550,000 bpd to 950,000 bpd by 2012 to meet growing domestic need. The refinery will provide diesel, gasoline and fuel oil products for Saudi Arabian markets, and vacuum gas oil as feedstock to the proposed Ras Tanura Integrated Project.

Fujian Joint Ventures Formation in China

On Feb. 25, 2007, Saudi Aramco Sino Company, our Saudi Arabia-based subsidiary company, signed landmark agreements with ExxonMobil and Chinese partners Sinopec Corp. and the Fujian provincial government on **the first fully integrated Sino-foreign projects that involve refining, petrochemicals and marketing of fuels and chemicals.** The inauguration ceremony, held at the Great Hall of the People in Beijing, marked formal government approval and granting of business licenses for the two joint ventures in the Fujian Province. The Fujian Refining and Petrochemical Company Ltd., the refining and petrochemicals joint venture, began operations on June 12, 2007, while Sinopec SenMei (Fujian) Petroleum Company Ltd., the marketing joint venture, was launched on July 23, 2007.

Sinopec SenMei is using Saudi Aramco's corporate logo and trademarks on flagship service stations, the first time for service stations outside Saudi Arabia to include our icon and trademarks. The branding of the stations was completed in June, with a total of 31 flagship stations in China sporting the Saudi Aramco Energy Burst Design logos by year-end.

New Strategic Partner in S-Oil

S-Oil Corporation, Saudi Aramco's equity venture in the Republic of Korea, has a new strategic partner. The Hanjin Group acquired an interest in S-Oil by purchasing 31.9 million treasury shares previously owned by the SsangYong Cement Co. Ltd., a total transaction valued at \$2.3 billion. With this investment, S-Oil will enhance its marketing capabilities by securing long-term supply arrangements of fuel products to members of the Hanjin Group, including both Korean Air Lines and Hanjin Shipping. In turn, S-Oil may also develop shipping arrangements of crude oil and petroleum products through Hanjin Shipping.

New Saudi Aramco Partner in LUBEREF

On Nov. 6, 2007, the Jadwa Industrial Investment Co. (JIIC) acquired ExxonMobil's 30-percent interest in **Saudi Arabian Lubricating Oil Refining Co. (LUBEREF)**, a profitable joint-venture company founded in 1976 by Saudi Aramco (70 percent) and ExxonMobil to own and operate base-oil refineries in Jiddah and Yanbu'. The transaction exemplifies the growing ability of the Saudi private sector to participate in complex and strategic areas of the economy. Saudi Aramco enjoyed an excellent working relationship with ExxonMobil in LUBEREF.

Motiva Refinery Expansion

In the most important refinery construction project in the United States in three decades, Saudi Aramco, Shell and Motiva executives, along with U.S. and Texas state officials, broke ground for the **Motiva Port Arthur Refinery upgrade** in Port Arthur, Texas, in December 2007. The project will nearly double the existing refinery's total capacity by increasing output from its current 325,000 bpd to 600,000 bpd — making Port Arthur the largest U.S. refinery. Motiva, a partnership venture between Saudi Refining Inc. (which is a subsidiary of Aramco Services Company) and Shell, will achieve a world-scale, single-train refinery expansion to process heavy sour crude oil and produce gasoline and diesel fuel for the U.S. market. The project is forecast for start-up in the third quarter of 2010.

In May 2007, Saudi Aramco scientists received the Japanese Petroleum Institute's Noguchi Memorial Award recognizing “outstanding service in promoting technological progress in the petroleum industry” for our ground-breaking **High Severity Fluid Catalytic Cracking** technology initiative. This process converts refinery gas-oils into light olefins, primarily propylene, and aromatic feedstocks suitable for supply to integrated petrochemical processes. What makes this process attractive is that it can upgrade low-value, heavy gas-oils to high-value petrochemical feedstocks and gasoline fuel products. Another distinction: This is the first time the award has been given to a group outside Japan.

Motorists in Saudi Arabia began 2007 with two grades of gasoline available at the pump for the first time in 25 years — a choice that can lead to consumer savings in billions of Saudi riyals. Beginning January 1, Saudi Aramco began supplying a 91-octane gasoline, **Premium 91**, for domestic consumption. Premium 91 joined the company's existing 95-octane gasoline, known as Premium 95, for cost-efficiency reasons. Saudi Aramco determined that because 85 percent of the Kingdom's vehicles are designed to use a 91-octane gasoline, the use of the more expensive 95-octane fuel was a waste of money for the company and for consumers. •

The project will
nearly double the
existing refinery's
total capacity
... making Port
Arthur the largest
U.S. refinery.

You might think hydrocarbon reserves are Saudi Aramco's most vital resource. Actually, it's our people: more than 52,000 "human cornerstones" representing 65 nationalities working here in Saudi Arabia or in our affiliate offices in 11 other countries. That is why we provide one of the most extensive corporate training and career development programs on the planet. Training is crucial in a world where information and technologies evolve daily, and when people make the most of their knowledge, skills and opportunities, they are more productive, more versatile and more fulfilled.

Human Cornerstones

This effect extends beyond departments and disciplines to reinforce broader corporate strategies. It also extends to our communities. Saudi Arabia has one of the youngest populations on Earth (more than 54 percent are under age 30), and Saudi Aramco is committed to help develop the potential of our nation's young people to prepare the workforce of the future.

Corporate Training and Development

Saudi Aramco offers a range of professional development opportunities, ranging from online e-Learning courses to a mix of **educational and training opportunities** domestically and abroad, including advanced degrees, work assignments around the world, two-year technical degrees, short-term technical training, and advanced medical and dental degrees.

For 20 years, Saudi Aramco has sponsored selected, qualified university juniors and seniors, as well as outstanding high school graduates who have completed our year-long **College Preparatory Program (CPP)**, to study at more than 500 universities through our **College Degree Program for Non-Employees (CDPNE)**. A February 2007 report by the U.S.-based College Board praised the CPP for having the largest percentage of students excel in calculus, chemistry and certain physics courses of any program outside the United States.

Other programs are designed in coordination with government and private-sector partners to align training to meet the workforce needs of our contractor companies. This year Saudi Aramco established the **Vocational College Graduate for Non-Employees (VCGNE)** program to ensure that training provided at colleges and training institutions within the Kingdom meets industry needs. Saudi Aramco's **Apprentice Program for Non-Employees (APNE)** allows eligible Saudi high-school and vocational college graduates to receive training in technical, craft, operator, services and clerical career tracks and serves as the company's largest source for industrial and administrative workers. >

Human Energy

From firsts in their fields to awards to innovations, our people showed in 2007 how they are “human cornerstones” by demonstrating exceptional performance and leadership. Here are just a few highlights of Saudi Aramco’s “human energy” at work.

- **Assem Ashary was appointed by Vela International Marine Limited as its first Saudi captain** to serve as master on board a Vela tanker, the *Al Tair Star*.
- **Motlaq S. Al-Motairy**, an engineering inspector, achieved his latest certification achievement in May, adding to his status of **holding more American Society of Nondestructive Testing (ASNT) inspection certifications than anyone of Arab heritage in the Middle East**. To date he has achieved a remarkable seven Level III certifications. Just as impressive: He

achieved them all through independent study and self-development.

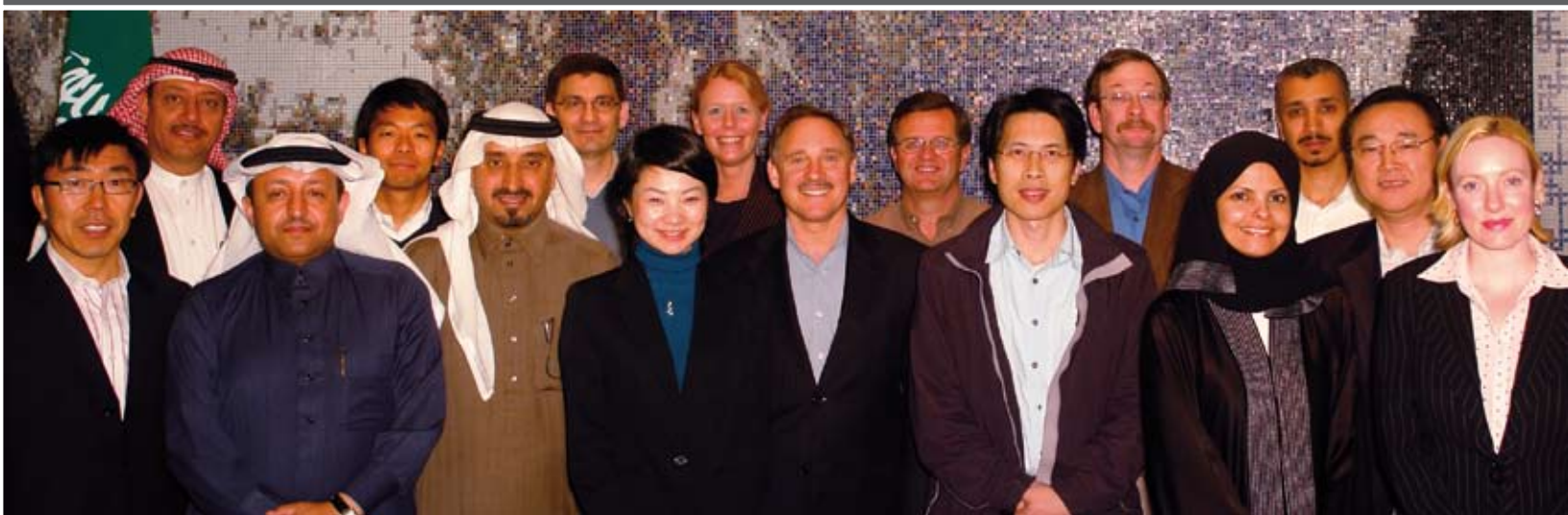
- **Huda M. Al-Ghosen**, director of Saudi Aramco’s Human Resources Policy and Planning Department, **was named to Vela’s board of directors — the first woman** appointed to a Saudi Aramco or affiliate board of directors.

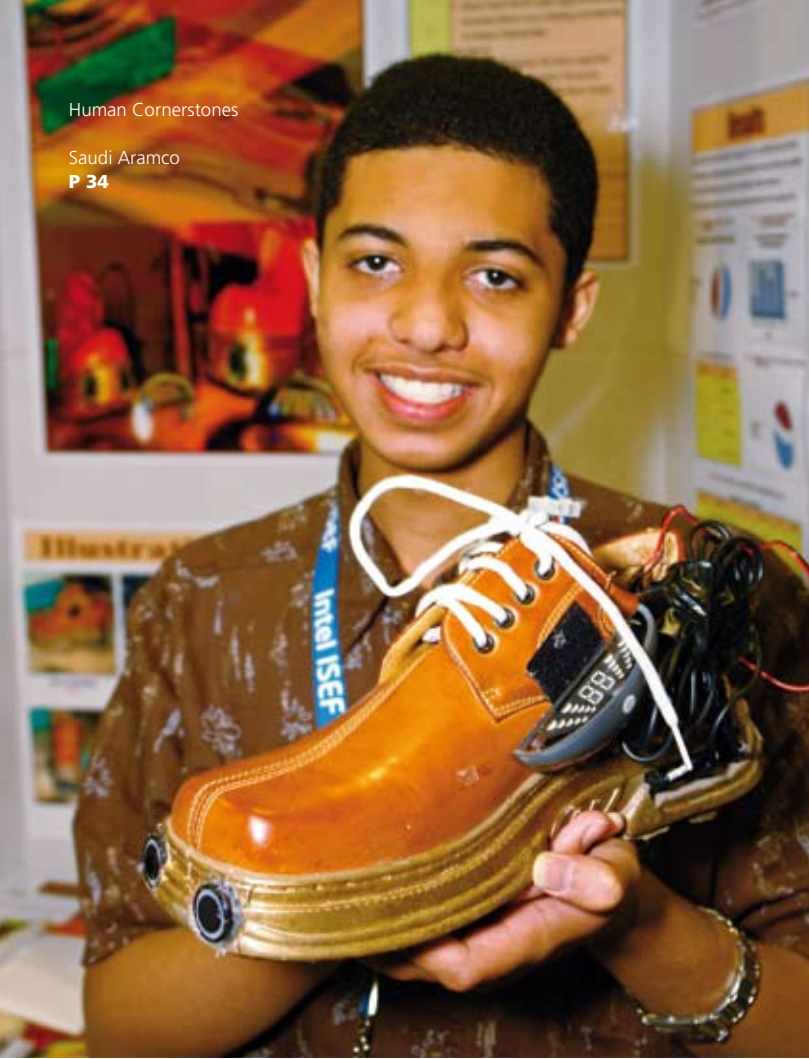
- In summer 2007, the **World Health Organization (WHO) called on Saudi Aramco Medical Services Organization (SAMSO) for the first time, inviting Dr. Jaffar Al-Tawfiq** to participate in a conference, based on his research on *cutaneous leishmaniasis*, a parasitic skin infection spread by sand flies.

- **Samir A. Al-Tubayyeb, president of S-Oil, was named CEO of the Year** in the finance category by *Maeil Business Economy*, a weekly magazine of *Maeil Business Daily*, the Republic of Korea’s top publication of its kind.

- **CEO Abdallah S. Jum’ah** was cited for his leadership by the *Financial Times* of London in a Nov. 9, 2007 article titled **“Who’s Who: Ten Top Powers to Be Reckoned With.”** The article described Saudi Aramco as “delivering the planned increase in the country’s oil production that consuming countries hope will make the most important contribution to meeting their growing needs.” •

People who work for Saudi Aramco and its equity and joint ventures take pride in their daily contributions to the world’s premier energy supplier.





Education Cornerstones

A "smart shoe" for the visually impaired brought Ahmed Al-Nuaimi, a Dammam high school student sponsored by Saudi Aramco, a medal at the International Science and Engineering Fair in the U.S. this year.

Opposite page:

Lifelong learning has been part of our corporate culture for nearly 75 years. This emphasis is reflected in numerous company programs in Kingdom and around the world, including advanced degrees, international work assignments, two-year technical degrees, advanced medical and dental training, and short-term technical training.

In addition, Saudi Aramco offered **summer program** courses in languages, mathematics, science, computers and other disciplines to high school and college students. The company also sponsors a **Gifted Students program** in cooperation with the King Abdulaziz Foundation for the Gifted to provide exceptional youth with opportunities to develop their skills.

In 2007, Saudi Aramco's **Corporate Innovation Program** continued to solicit employees' ideas, bringing to 58,000 the total number of submissions to the company's proprietary Idea Management System since the program's launch in 2002.

In an exciting innovation, a knowledge-sharing portal, **ShareK™**, is now underway to link people and information through internal and external Saudi Aramco databases.

Yet another first for 2007 was the initial **Asian Business and Culture Program**. A select group of company leaders participated in intense learning events in Hong Kong, Beijing, Seoul and Tokyo to improve strategic and cultural understanding of these increasingly vital markets. •

Summer Programs:	1,256 high school students and 49 university students
Gifted Students Program:	40 boys and 30 girls
Vocational College Graduate Non-Employee Program:	210
Apprentice Program for Non-Employees:	5,230
College Degree Program for Non-Employees:	1,057
Advanced Degree:	225 (169 master's, 52 Ph.D., and 4 Special Program)
Advanced Medical/Dental Degree:	27
Short-Term Technical Degree:	36
College Preparatory Program:	281 (226 men, 55 women)
Two-Year Technical Degree:	63

The first class of 55 women CDPNEs who completed the program in July 2007 now attends out-of-Kingdom universities.

Since the program's launch in 2006, the proportion of female CDPNEs has grown by 58 percent from 60 to 95 enrollments per year.

Employees took more than 2,750

e-Learning courses, compared to 2,560 in 2006. Approximately 36,000 employees completed an average of four e-Learning courses each during 2007.

Executive Training

In August, the new **Executive Leadership Center** opened in Ras Tanura. The facility is devoted exclusively to addressing the unique developmental needs of company executives and high-potential employees. •



Life in Saudi Aramco communities is rich and diverse, with a wealth of recreational, cultural, educational, travel and outreach opportunities.



Today, responsible corporations are rightly expected to “give back” through public programs, but goodwill and good citizenship have always been core values at Saudi Aramco. The Kingdom of Saudi Arabia and its petroleum enterprise “grew up” together, often working in tandem on landmark programs. Saudi Aramco’s track record for contributing to quality of life in our communities earned us cornerstone status long ago, but we’re always striving for higher levels of outreach. Our strategic educational, public health and cultural programs

Community Cornerstones

continue to extend beyond our traditional operating areas to serve the entire Kingdom. And we’re broadening our scope, helping to diversify the nation’s economy, create jobs and invite capital investment. This holistic approach is intended to contribute to vibrant, healthy communities with a stake in their own well-being. It is also geared to foster a culture of volunteerism at Saudi Aramco that gives lasting momentum to service.

Home Ownership Program

Quality of life starts with a “take ownership” attitude, and that is where Saudi Aramco’s **Home Ownership Program** comes in. The majority of our employees are Saudi citizens who live outside Saudi Aramco communities, so this program offering subsidized home loans to eligible Saudi employees is a valuable benefit. In the program’s 53 years of existence, more than 55,785 new homes have been financed. In 2007, 1,085 new home loans were approved.

Saudi Aramco Schools: Community Education

Saudi Aramco Schools (kindergarten through grade nine), in existence since 1945, provide high-quality education for dependent children of qualified expatriate employees — but the school buildings play a key community role too, hosting **Community Education** classes. To encourage self development — plus cultural integration — the Community Education program offered more than 100 courses (60 percent of them foreign languages) in each regular session in 2007. Almost half of the 3,371 students enrolled spoke English as a second language. Several new language classes were added, including Spanish, Italian, Persian, Chinese and Japanese. Many employees assigned to international projects took advantage of language instruction to be more effective in their work assignments.

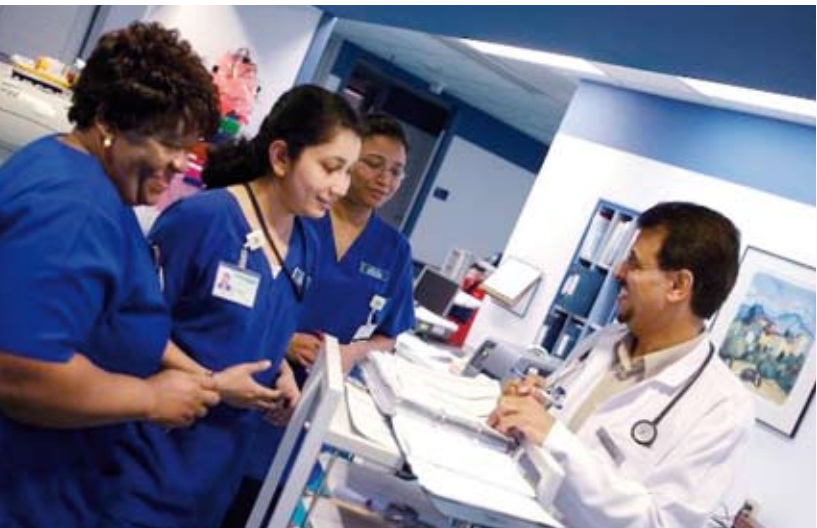
Saudi Aramco-Built Government Schools

Saudi Aramco's commitment to the education of Saudi employees' dependents through **company-built government schools** dates back to the 1950s. Since then, we have constructed a total of 139 schools (74 for boys and 65 for girls). Now that the construction program is complete, we continue to provide maintenance and renovation to keep the schools in top form.

School Kit Campaign

Our **School Kit Campaign** helps ensure that all students are provided access to basic school supplies. In 2007, a record amount approaching 1 million Saudi riyals (\$267,000) was raised to purchase and distribute kits Kingdom-wide in partnership with about 30 Saudi charitable organizations.

Health-Care Services



World-class medical care is available to every Saudi Aramco employee.

SAMSO, a regional medical leader with subspecialties including nuclear medicine, neurospinal and cardiac surgery, neonatal intensive care and interventional cardiology, provides world-class medical and dental care to our employees and their dependents.

The health-care staff continually benefits from additional training and education. The emergency disaster response capability has been expanded, and lifestyle risk behaviors and workplace hazards are targeted through programs enhancing overall wellness.

Our Diabetic Care Center's focused approach for early diagnosis and treatment contributed to fewer hospital admissions and emergency visits. In another achievement, smoking cessation participants attained a 61 percent success rate this year. Other medical programs include the Core Area Dhahran Wellness Program, featuring lunch-time fitness talks and group activities; the Healthy Eating Campaign, teaching smarter food choices and preparation; a Diabetes Prevention program serving 12,000 employees in 25 locations; a Health Promotion/Disease Prevention Campaign providing health screenings; and a campaign to prevent back injuries. In addition, this year we helped manage a measles outbreak in Kingdom by immunizing 14,000 children.

Safety

Saudi Aramco was founded on a vigorous safety culture protecting life, health and property, and the company continues to call on each employee to commit to an injury-free, incident-free environment.

Despite our excellent accomplishments, the need for constant vigilance and awareness was made evident to the company in 2007 as a result of industrial incidents that sadly resulted in loss of life. To improve our safety record, we resolved to reemphasize our commitment and to learn from these tragedies.

We continue to implement our modern **Safety Management System**, a proactive program of processes, programs, procedures and standards with 11 implementation elements including leadership and accountability, risk assessment and management, competency and training, safe operations, and incident reporting and analysis to re-focus decisions and behaviors for optimal results.

We obtained seven **Heavy Rescue and Hazmat trucks** equipped with the latest fire-science technology systems for use at refineries and gas plants. We also obtained the first two of five Bronto Industrial Aerial Platform trucks (three more are expected in 2008). These ladder trucks can support building rescue and firefighting operations to 36 meters.



We also took delivery of two latest-generation **Oshkosh Striker Aircraft Rescue and Fire Fighting (ARFF) vehicles**.

Saudi Aramco continued to build its award-winning fleet safety program, **"Vela VALUE"** (Vessel Accidents Limited Using Education). In June 2007, 17 Vela vessels received the 2006 Jones F. Devlin award issued by the Chamber of Shipping of America (CSA), the fleet as a whole having operated for a total of 66 years with no lost-time injuries. In November, Vela also won the Safety and Quality Award at Sea Trade 2007.

Our commitment to operational and personal safety is a sacred trust on which we build every day. Our first responders undergo rigorous, up-to-date training.

Safety and the Community

In addition to workplace safety, the company is committed to making communities safer.

Saudi Aramco participated in **Gulf Cooperation Council Traffic Week 2007** with booths at traffic safety exhibitions in major cities and at local schools. We conducted our annual **"Fire Prevention Month"** company-wide, and opened our "Fire Prevention House" to the public. To further extend our fire-safety culture to the community, Saudi Aramco trained women in fire safety to volunteer in girls' schools.

Industrial Security

In 2007, Industrial Security Operations (ISO) continued its multi-layer security protection program utilizing the "4D" concept (detect, delay, deploy, deter) to prevent unauthorized access to Saudi Aramco facilities and communities. Other major activities included human-resource development and IT system enhancements. In addition, the diverse range of security systems users prompted ISO to undertake a major workflow study to simplify and streamline processes while maintaining system integrity and tangible security control. Increased authentication and validation of users and user input were key elements in the redesign.



In concert with our accelerated pace of operations, we have also elevated our security and safety procedures to ensure the protection of our people and facilities. Company operations and communities are protected by our well-trained Security personnel, above, who deploy an array of security measures. All company personnel undergo safety training and education, including specialized training for certain professions, such as the program that simulates underwater escape techniques for helicopter pilots, as shown in the bottom photo.

KAUST: Building Wisdom's New House

KAUST, envisioned by King Abdullah as both "a source of knowledge and a bridge between people and cultures," is being built on the premise that a global institution with global partners can exert a global impact.

Saudi Aramco is no stranger to mega-projects, but in 2007, the company undertook a building program of a different kind: a \$10 billion, world-class research university that is the brainchild of King Abdullah. The new university, to be located in Thuwal, Saudi Arabia, on the western Red Sea coast north of Jiddah, will usher in a new era of scientific discovery and achievement that will benefit not only the Kingdom but the entire world.



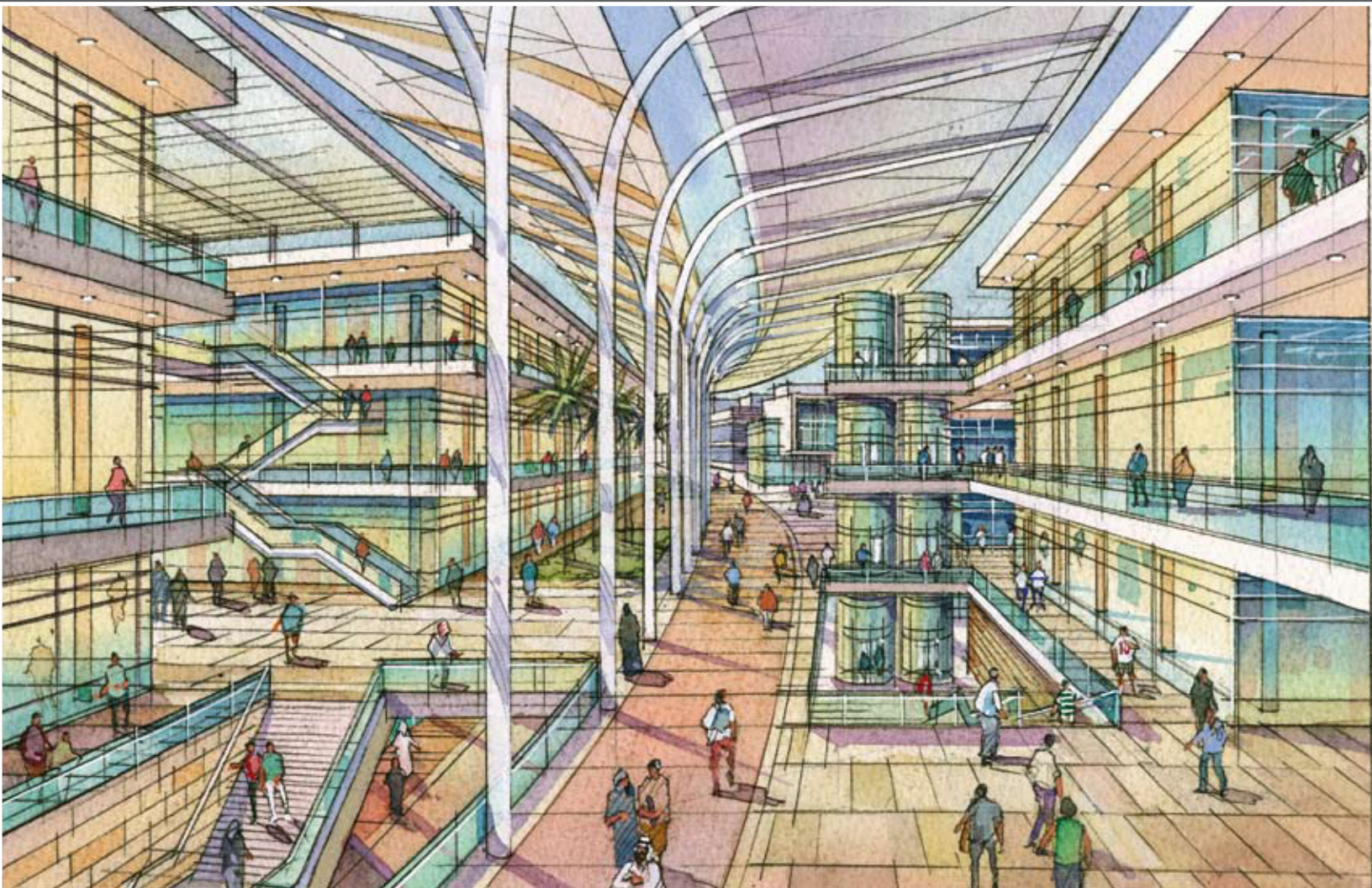
The King Abdullah University of Science and Technology (KAUST) builds on the tradition of the Arab golden age of knowledge, when from the 8th to 11th centuries, scholars of Baghdad's Bayt al-Hikma, or House of Wisdom, preserved and enlarged on Greek and Roman discovery, anticipated and informed Renaissance scholarship, and made seminal contributions to geometry, physics, optics, medicine, logic, engineering and other fields. As wisdom's new house, KAUST is chartered to bring the world to Saudi Arabia on one campus to explore and develop solutions that will transcend national boundaries to serve the world.

The university will be international in scope, open to men and women of all nationalities and faiths, creating opportunities for top

minds to address common global issues and problems. Initially, KAUST will focus on four interdisciplinary research clusters: energy and the environment, biosciences and engineering, materials science and engineering, and applied mathematics and computational science. The university, in collaboration with the world's foremost research and academic institutions, will recruit top students globally to pursue master's and doctoral degrees and conduct research. KAUST's Innovation Center, a key element of the university, will link researchers and industry to drive economic growth and create jobs. These goals of forming a knowledge-based economy, supporting scientists and their work at national and international levels, and benefiting the world through research and economic

development will be achieved through partnerships and collaborative agreements with leading universities and research centers around the globe.

It is true that KAUST's physical campus represents a mega-project, but Saudi Aramco's participation is the result of more than the company's success with giant construction projects. For nearly 75 years, the company has been the Kingdom's international model, with 65 nationalities working together to help meet the world's energy needs.



Leadership in Community Enrichment

In a major, unprecedented undertaking at the direction of the government, Saudi Aramco is developing the **King Abdullah University of Science and Technology (KAUST)**, a world-class graduate research university that promises to usher in a new era of scientific and technological discovery. This unique cooperative research complex is intended not only to advance academic knowledge and strengthen and diversify the economies of Saudi Arabia and the region, but also to contribute to global economic and social advancement by producing generations of leading scientists, engineers and technologists to find solutions and innovations benefiting all humankind. In June, the KAUST website (www.kaust.edu.sa) and logo were launched, and on October 21, KAUST's groundbreaking on the Red Sea coast north of Jiddah took place before 1,500 dignitaries from around the world.

We started preliminary engineering on the **Saudi Aramco Cultural Center**, a planned multistory public complex commemorating our 75th anniversary in 2008 and supporting King Abdullah's vision of a knowledge-based society. In addition to housing a library, learning facilities, a media center and an auditorium, the center will host a variety of cultural events.

In 2007 Saudi Aramco took many steps to create jobs and boost the domestic economy, including procuring two contracts for the construction of 65 new offshore oil and gas production platforms and structures. In addition, a **new yard in the Dammam Port** area will allow offshore fabrication to be done in Kingdom for the first time, capturing jobs in construction, procurement, housing, transportation and other areas that previously were foreign-sourced.

In another first, Saudi Aramco announced it would participate in its first-ever **Initial Public Offering** (IPO) through 219 million shares in Petro Rabigh, a joint-venture project of Saudi Aramco and Sumitomo Chemical Co. of Japan, and one of the largest combined oil refinery and petrochemical production facilities ever built. The IPO valued at 4.59 billion Saudi riyals (\$1.2 billion) opened for subscription in January 2008 to Saudi individual and institutional investors.

Volunteerism

Saudi Aramco's programs for the disadvantaged, people with special needs and the elderly make getting involved easy and personally fulfilling. An outstanding example is Saudi Aramco's **'Id al-Fitr Gifts for Orphans** program. In 2007, more than 6,000 gifts were distributed to children and more than 1.16 million Saudi riyals (\$310,000) was raised to buy presents. •

Saudi Arabia's 260 billion barrels of conventional oil reserves represent hope: Around the world, our energy is fundamental to economic development and quality of life. These reserves also are a literal reminder that precious natural resources must be managed responsibly.

Environmental Cornerstones

Saudi Aramco is committed to minimizing our footprint on the environment. We're focusing research and development on cleaner, more efficient operations, processes and products. Our good stewardship is reflected in environmental awareness programs to encourage conservation and other environmentally responsible actions. And of course, it is reflected in our operating record. A shining example is our shipping subsidiary, Vela, which in 2007 completed more than 1,000 voyages, transporting nearly 2 million bpd of crude oil to customers in the United States, Europe, India and the Far East, without a significant environmental incident.

Research and Development

In another technological development, Saudi Aramco is developing new pre-refining processes to **desulfurize whole crude oil and produce sweetened oil**. This step anticipates that less sweet crude will be available to global markets, and refiners will increasingly need to meet market requirements for lower sulfur-content clean fuels.

Saudi Aramco's **fuel quality road map**, a plan stretching into 2030 for cleaner, higher quality fuels, sends a clear message worldwide that hydrocarbon fuels can meet the most stringent environmental standards. The map sets a timetable for introducing clean fuels meeting ambient air quality standards in the Kingdom's urban centers. Our cleaner transportation fuels will limit sulfur content and dramatically reduce benzene content and aromatics in gasoline.

Another environmental achievement was funding a third **diesel hydrotreater project** at Ras Tanura Refinery, which will produce low-sulfur diesel. When the hydrotreater is completed in 2010, emissions from diesel fuel produced in Kingdom will be reduced by 95 percent.

Saudi Aramco's scientists also unveiled impressive environmental innovations in 2007. Hanaa H. Habboubi, a scientist in the R&D Center's Biotechnology Group, led studies on **genetically modifying bacteria** so it can provide a range of services for Saudi Aramco, from reducing sulfur in reservoirs to actually "eating" oil in contaminated soil.

Our good
stewardship
is reflected in
environmental
awareness
programs to
encourage
conservation
and other
environmentally
responsible
actions.

Environmental Programs

As part of our **Environmental Master Plan**, in 2007 Saudi Aramco completed 12 projects valued at almost \$1 billion, and 20 more for a total of about \$1.87 billion have been approved. Future plans include an additional 10 projects with a total value of \$564 million.

Saudi Aramco's comprehensive **groundwater protection program** incorporates field sampling and laboratory analytical functions to monitor groundwater quality, and other methodologies to protect human health and the environment.

Saudi Aramco also implemented programs to minimize groundwater consumption and promote **reuse of treated wastewater**. Currently, more than 72 percent of the company's sanitary wastewater is recycled for beneficial recycling via tertiary sanitary wastewater treatment facilities in major Saudi Aramco communities. Additionally, a new technology called the **"Cutting Edge Membrane Bio Reactor"** process will raise the reused wastewater proportion to more than 90 percent within a few years.

Saudi Aramco has established a corporate **Energy Management Program** with the ambitious goal of improving energy performance by 50 percent by the end of 2010. We're also collaborating with national and international universities on energy conservation training and research. In another energy management initiative, Saudi Aramco is developing, along with other government agencies, a **national energy policy** and implementing a Kingdom-wide awareness program to improve energy conservation. The company also participated in the Ministry of Water and Electricity's collaboration with Japan to develop an **energy-efficiency plan** for Saudi Arabia's residential, commercial and industrial sectors.

As part of ongoing efforts, Saudi Aramco conducted its annual **Recycling Awareness Campaign**. We also launched the Recycling Website, extended community recycling programs and continued to promote our Water Conservation Program through various media.

The company approved **14 energy conservation initiatives** this year that are anticipated to save \$27.5 million per year in Saudi Aramco facilities, and 15 more initiatives are under evaluation.

A new technology called the "Cutting Edge Membrane Bio Reactor" process will raise the reused wastewater proportion to more than 90 percent.

TNR: A “Greener” Hydrogen Production Process

With climate change and stricter regulations high on the environmental agenda, many nations are preparing to transition to low-carbon economies. In addition, future levels of supply and demand are anticipated to reflect a low-carbon emphasis. Hydrogen-based technologies with CO₂ capture for transportation and refinery applications have the potential to achieve significant market penetration, primarily due to the fact that they are environmentally benign and have high energy conversion efficiency. Liquid petroleum fuels with their high energy densities, availability and the existing infrastructure for delivery and distribution will likely play a major contributing role in hydrogen production in the near to medium-term future. Part of Saudi Aramco's strategic technology positioning in this scenario is a novel catalyst system called **Thermoneutral**

Reforming (TNR) currently being pursued by our Research and Development Center in partnership with King Fahd University of Petroleum and Minerals (KFUPM).

The aim is to develop a highly efficient, cost-competitive hydrogen production process that operates on oil-based fuels. This method will address the increased hydrogen demand for clean fuel processes, as well as future mobile technology including hydrogen delivered in filling stations.

TNR is a catalyst system designed to facilitate combustion and steam reforming reactions which will balance the heat in and out of a system — unlike the traditional steam reforming process, in which an external furnace is needed. TNR's key advantage is the direct thermal integration right on the surface of the catalyst. As a result of such integration,

the reformer is expected to be smaller and more dynamically responsive. In 2007, Phase II of the TNR effort was completed, in which second-generation TNR catalysts were formulated, synthesized and demonstrated in pilot plant operations using various types of liquid fuels. The TNR catalysts displayed excellent performance on heavy naphtha, while further improvement is needed for heavier fuels. Phase III planning is underway to implement key recommendations, particularly longer-term lifetime testing at several thousand hours, as well as a preliminary engineering design of a larger-scale unit for in-Kingdom demonstration.

The impact of successful TNR development will position liquid petroleum fuels as an environmentally sustainable and cost-competitive source of hydrogen. •



Taking care to protect our vital natural resources and continually lighten our environmental footprint is at the heart of Saudi Aramco's mission. As our CEO puts it, "Environmental accountability today stands as one of the most important measures by which a company is regarded. If an organization is not active in safeguarding the environment, its best efforts in all other business areas are diminished."



Innovations and Awards

The International Maritime Organization (IMO), the United Nations agency responsible for shipping safety and preventing pollution by ships, adopted Vela's **Automatic Ballast Flow (AUBAFLOW™)** concept in 2007. This technology, patented in 2004 by Saudi Aramco to let ballast flow through a cargo ship's seawater inlet port rather than be released across bioregions to potentially wreak havoc on delicate ecosystems, also was highlighted in the international gold medal-winning film **"Invaders from the Sea,"** which topped more than 200 entries as best feature at the United Nations Documentary Film Festival in April 2007.

Vela's efforts were recognized again when CSA honored 18 Vela ships with its 2007 Environmental Achievement Award for maritime stewardship.

Saudi Aramco has developed a **more efficient use of power in the hydrocarbon process** from well to consumer. To meet global energy demand, monthly production targets are used to select reservoirs according to life cycle, then to select facilities according to capacity. This proven linear approach is safe and efficient. Changes have made it possible to close the energy-efficiency gap without jeopardizing production or failing to meet consumer demand. The success of this new approach, which was designed to cater to the power generation shortfalls during summer, is now being considered as a permanent modification to the previous practice.

Saudi Aramco's support of the 2007 **national energy conservation drive** resulted in more than 700 gigawatts per hour of energy being saved during the summer alone. In addition, to maximize availability of power, inspection activities originally planned for summer were rescheduled before or after these high-intensity months of power demand across the Kingdom. •

Cornerstones for Energy Interdependence

The most pressing issues facing our industry are above the surface, not underground.

There's a lot of debate today about energy — and energy independence is a common theme. But misunderstanding is common, too. Oil from which refined fuels such as gasoline, diesel and jet fuel is derived is fungible, for example — it cannot be geographically isolated. Energy independence will not work as a bid to lessen vulnerability to supply disruptions or price volatility from a particular region. As an internationally traded commodity, oil cannot be isolated by geographic source.

Energy security is a global issue that affects everyone — no exceptions. Global politics impact the global market, which in turn influences consumer activity. Turmoil in one part of the world does not occur in a vacuum, but influences economic activity in other regions, regardless of how much — or how little — oil is imported. There is just one single, integrated global energy market.

What about alternatives? Great progress is being made in exploring improvements to conventional energy sources, as well as the development of viable alternatives. Still, no one can say when (or if) some of these innovations will become widely viable from cost, efficiency or environmental perspectives.

Here at Saudi Aramco, we suggest that the best approach to energy is *interdependence*. The poet John Donne wrote that “No man is an island”... meaning all humanity is intimately interconnected. The same is true for energy. Complete energy self-sufficiency is an unlikely prospect. But unlike energy independence, interdependence is a viable choice.

Energy security calls for a pragmatic approach that integrates both the concerns and the contributions of producers, consumers, and all those who impact and influence energy policy.



Energy interdependence — a cooperation among producers and consumers to encourage energy diversity, efficiency and conservation — offers a realistic path to achieving energy security, or in other words, a means to obtaining affordable, reliable energy supplies.

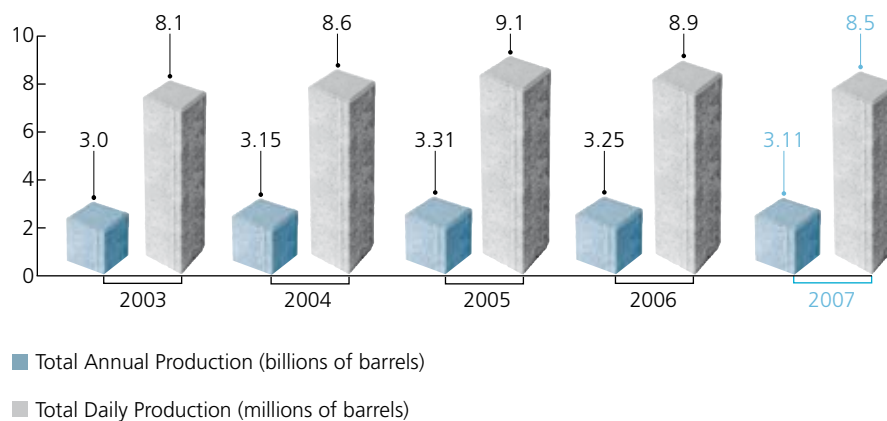
Saudi Aramco's commitment to energy security was amply demonstrated in 2007 through important discoveries of new, proven reserves of oil and gas; the ongoing implementation of the most ambitious crude increment mega-project slate in history; continued efforts to expand refining capacity at home and abroad; collaboration with key partners, including embarking on landmark petrochemicals ventures; and a number of innovative research and development initiatives, including cleaner, more efficient fuels and processes.

At Saudi Aramco, we are committed to continually build on our cornerstone status, knowing energy's vital role in helping fuel progress and the hope of better lives for people everywhere. We will continue contributing to a bright, shared energy future, as ever measuring our successes not just in barrels and cubic feet, but also in promises kept. •

Saudi Aramco by the Numbers

Crude Oil Production

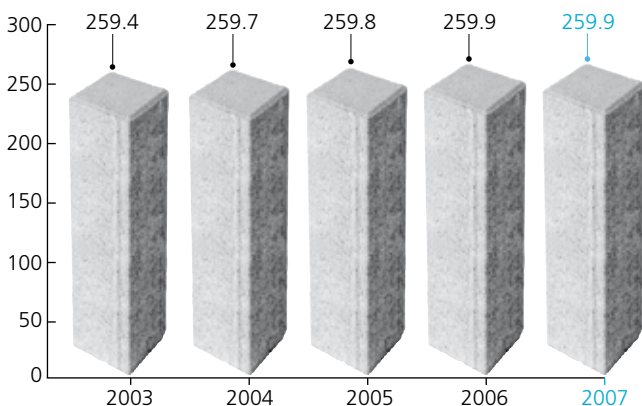
(annual & daily)



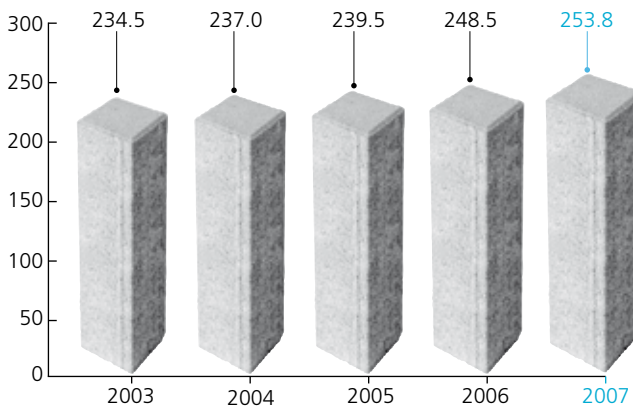
Recoverable Reserves

(billion barrels)

Crude oil & Condensate



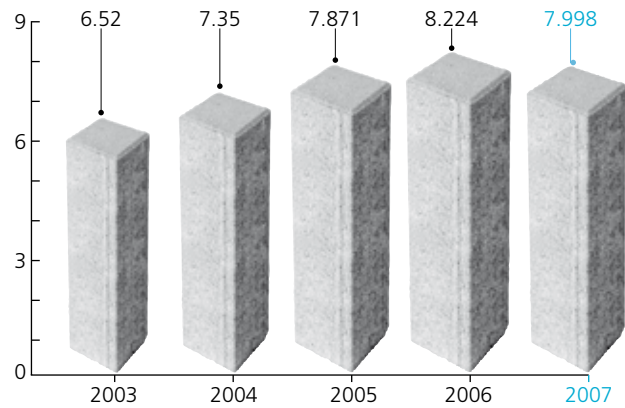
Gas (associated & non-associated) (trillion cubic feet)



Raw Gas to Gas Plants (billions of scfd)

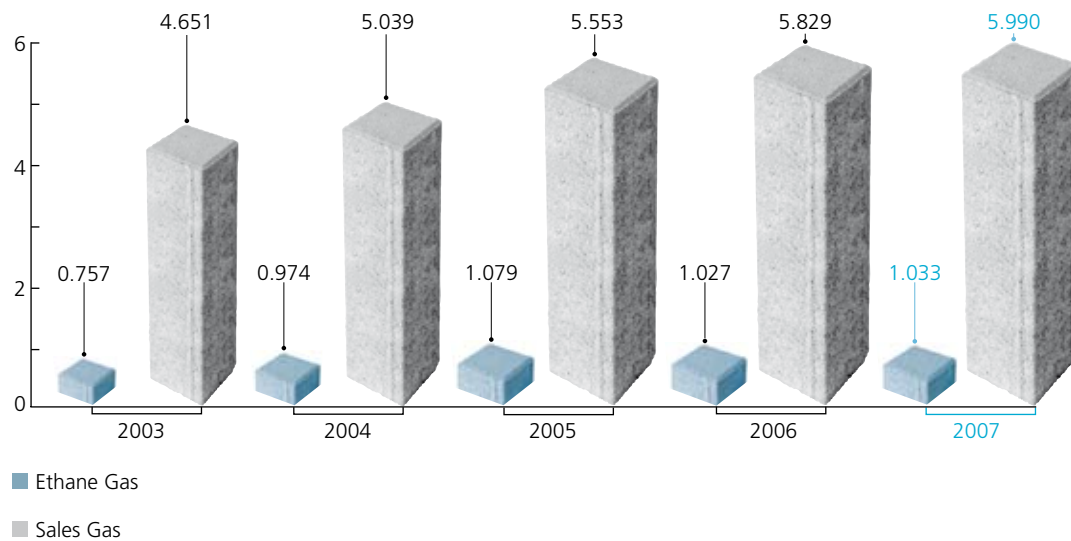
Saudi Aramco
by the Numbers

2007 Review
P 53



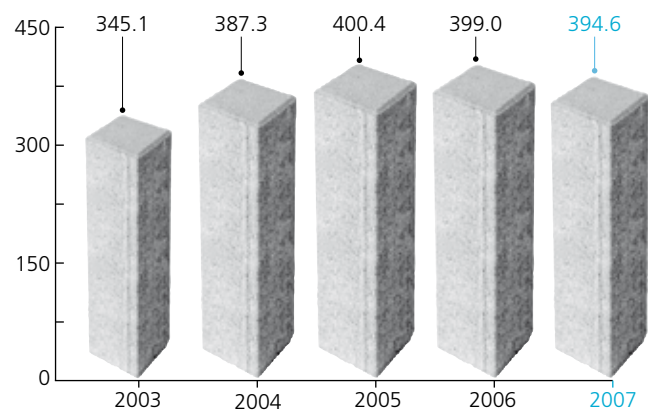
Delivered Sales Gas & Ethane

(trillions of BTUs per day)



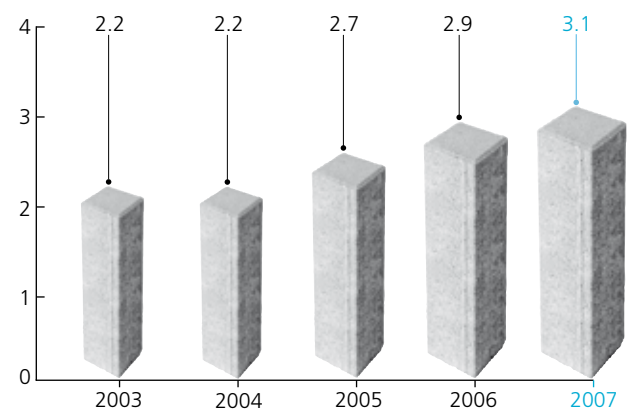
NGL from Hydrocarbon Gases

(millions of barrels)



Sulfur Recovery

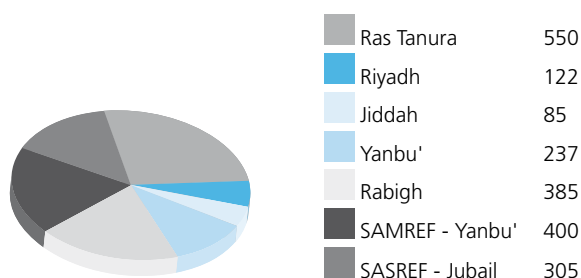
(millions of metric tons)



Saudi Aramco by the Numbers

Domestic Refining Capacities

(thousands of barrels per day)



Saudi Aramco Mobil Refinery Company Ltd. (SAMREF) (Saudi Aramco ownership: 50%)

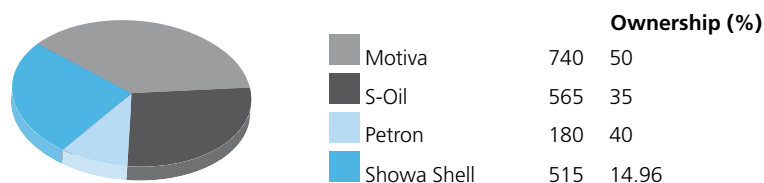
Saudi Aramco Shell Refinery Company (SASREF) (Saudi Aramco ownership: 50%)

2007 total domestic refining capacity (including 50% share of SAMREF and SASREF):

1,731,500 bpd

International Equity and Joint Ventures Refining Capacities

(thousands of barrels per day)

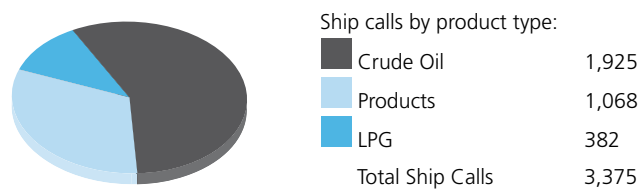


2007 total international equity and joint venture refining capacity: 2,000,000 bpd

2007 total worldwide refining capacity (company owned/operated and equity and joint ventures): 3,731,500 bpd

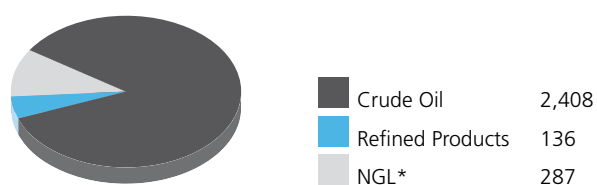
Ship Calls at Saudi Aramco Terminals

(exports from Ras Tanura, Ju'aymah and Yanbu' and transfers at Jiddah, Rabigh, Yanbu' and coastal bulk plants)



Saudi Aramco Exports

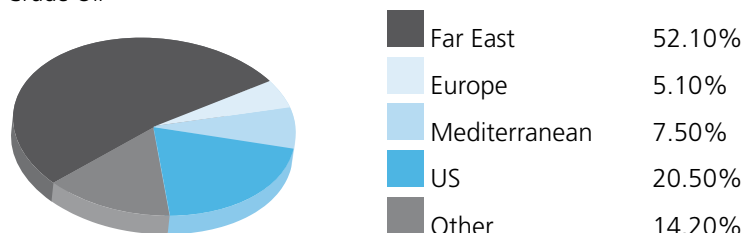
(million barrels)



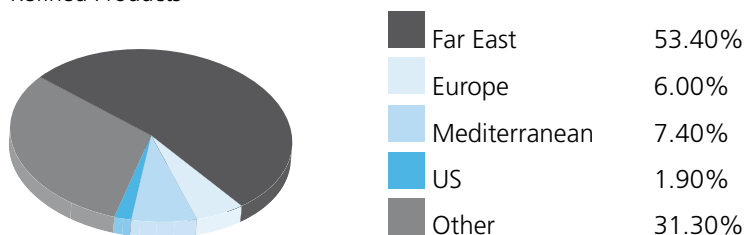
*Natural gas liquids comprising propane, butane, condensate and natural gasoline

Exports by Region

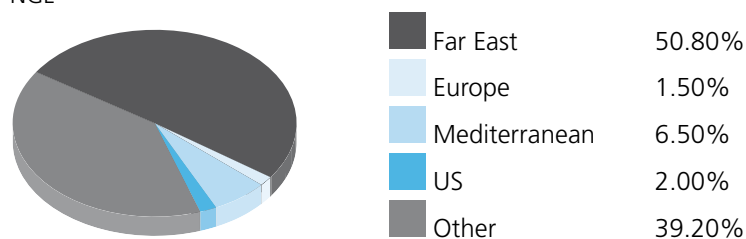
Crude Oil



Refined Products



NGL*



* Includes sales on behalf of SAMREF & SASREF

Classification of Saudi Crude

Arabian Super Light (ASL) – **API > 40°**

Arabian Extra Light (AXL) – **API 36-40°**

Arabian Light (AL) – **API 32-36°**

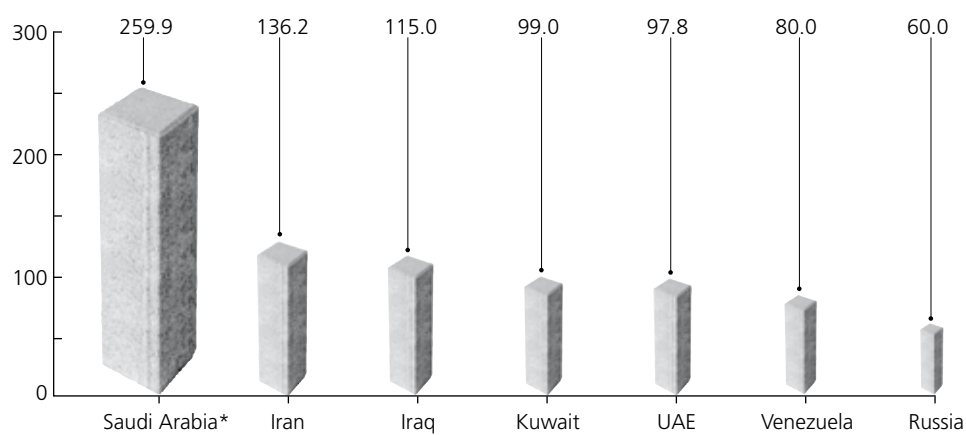
Arabian Medium (AM) – **API 29-32°**

Arabian Heavy (AH) – **API < 29°**

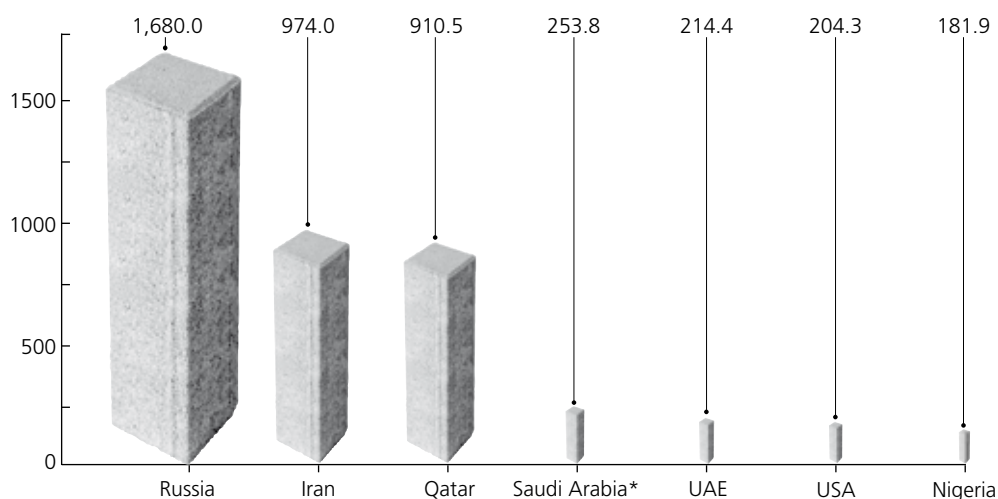
Estimated Worldwide Crude Oil and Gas Reserves

(as of January 1, 2008)

Conventional Crude Oil Reserves (billion barrels)



Natural Gas Reserves (trillion cubic feet)



* Source: Saudi Aramco actual

Source: *Oil & Gas Journal*

Crude Oil, Natural Gas & Refined Products

Production/Exports

Crude Oil & Refined Products Production/Exports (barrels)	2006	2007
Crude Oil Production, excl. NG blended	3,252,943,241	3,114,147,623
Crude Oil Exports	2,541,692,569	2,407,956,412
Crude Oil Transported Using Company or Chartered Vessels	648,969,000	599,906,000
Refined Products Production	595,657,467	571,060,897
Refined Products Exports	183,985,356	136,010,203

Natural Gas Production/Exports	2006	2007
Raw Gas to Gas Plants (billions of scfd)	8.224	7.998
Delivered Gas (trillions of BTUs daily)		
Sales Gas (methene)	5.8298	5.9908
Ethane	1.0278	1.0331
Total Delivered Gas	6.8576	7.0239

Natural Gas Liquids Production	2006	2007
NGL Production from Hydrocarbon Gases (barrels)		
Propane	149,320,199	143,681,301
Butane	94,338,268	92,683,812
Condensate	93,917,887	94,273,950
Natural Gasoline	61,456,003	63,925,885
Total NGL Production	399,032,357	394,564,948

Natural Gas Liquids Exports	2006	2007
NGL Exports from Hydrocarbon Gases (barrels)		
Propane	141,092,586	134,426,569
Butane	80,170,054	79,642,853
Condensate	11,263,534	20,009,344
Natural Gasoline	52,848,817	52,635,009
Total NGL Exports	285,374,991	286,713,775

Sulfur	2006	2007
Sulfur Recovery (metric tons)	2,906,911	3,089,223
Sulfur Exports (excl. sales on behalf of SAMREF and SASREF, metric tons)	2,640,250	2,583,536

Principal Products Manufactured At In-Kingdom Refineries (Barrels)

				Jet Fuel/			Asphalt	
2007	LPG	Naphtha	Gasoline	Kerosene	Diesel	Fuel Oil	& Misc.	Total
RT	3,392,000	13,040,000	38,198,000	5,658,000	74,210,000	34,377,000	6,035,000	174,910,000
Yanbu'	3,397,426	-1,538,852	15,387,757	-215,846	31,942,660	31,908,752	0	80,881,897
Riyadh	2,187,000	0	11,856,000	4,777,000	19,435,000	120,000	6,520,000	44,895,000
Jiddah	1,013,000	3,202,000	5,633,000	-238,000	8,965,000	6,353,000	2,486,000	27,414,000
Rabigh	16,000	21,336,000	0	11,807,000	39,359,000	46,134,000	0	118,652,000
Total Domestic	10,005,426	36,039,148	71,074,757	21,788,154	173,911,660	118,892,752	15,041,000	446,752,897

* Negative figures primarily indicate products that were reprocessed into other refined products

Saudi Aramco Share

				Jet Fuel/			Asphalt	
2007	LPG	Naphtha	Gasoline	Kerosene	Diesel	Fuel Oil	& Misc.	Total
SAMREF	-671,000	0	26,522,000	11,763,000	19,541,000	14,984,000	0	72,139,000
SASREF	1,429,000	12,112,000	2,131,000	10,984,000	12,751,000	12,762,000	0	52,169,000
Total JV	758,000	12,112,000	28,653,000	22,747,000	32,292,000	27,746,000	0	124,308,000
Grand Total	10,763,426	48,151,148	99,727,757	44,535,154	206,203,660	146,638,752	15,041,000	571,060,897

Domestic Product Sales by Region (Barrels)

2007	Central	Eastern	Western	Total
LPG	2,261,313	4,709,624	5,484,688	12,455,625
Gasoline	45,798,084	25,097,392	55,818,517	126,713,993
Jet Fuel/Kerosene	6,761,959	2,575,009	11,748,255	21,085,223
Diesel	59,621,125	42,330,610	89,948,138	191,899,873
Fuel Oil	42,900	4,967,600	103,159,308	108,169,808
Asphalt & Misc.	7,173,852	6,168,659	5,432,372	18,774,883
Total	121,659,233	85,848,894	271,591,278	479,099,405

2006	Central	Eastern	Western	Total
LPG	2,197,982	4,402,252	5,263,713	11,863,947
Gasoline	41,580,636	22,530,829	51,188,894	115,300,359
Jet Fuel/Kerosene	5,944,227	2,372,055	12,079,721	20,396,003
Diesel	53,922,683	36,582,285	88,532,780	179,037,703
Fuel Oil	0	5,567,590	94,750,761	100,318,351
Asphalt & Misc.	7,733,681	6,350,338	3,805,834	17,889,853
Total	111,379,164	77,805,349	255,621,703	444,806,216

International, Joint Venture and Equity Operations



1. Houston

Aramco Services Co.

Saudi Refining Inc.

Aramco Associated Co.

Motiva Enterprises LLC

2. Washington, D.C.

Aramco Services Co.

3. New York

Saudi Petroleum International, Inc.

4. Curaçao

Bolanter Corp. N.V.

Pandlewood Corp. N.V.

5. Bermuda

Stellar Insurance Ltd.

6. London

Saudi Petroleum

Overseas Ltd.

7. Rotterdam

Texaco Esso AOC Maatschap

TEAM Terminal B.V.

Texaco AOC Pumpstation Maatschap

8. Leiden

Aramco Overseas Co. B.V.

9. Egypt

Sumed Arab Petroleum

Pipelines Co.

10. Yanbu'

Saudi Aramco Mobil

Refinery Co. Ltd.

11. Rabigh

Petro Rabigh

12. Jiddah

Saudi Aramco Lubricating

Oil Refinery Company

13. Al-Khafji

Aramco Gulf Operations Co. Ltd.

14. Jubail

Saudi Aramco Shell

Refinery Co.

15. Dubai

Vela International Marine Limited

16. Shanghai

Aramco Overseas Co. B.V.

17. Beijing

Saudi Petroleum Ltd.

18. Hong Kong

Aramco Overseas Co. B.V.

19. Manila

Petron Corporation

20. Kuala Lumpur

Aramco Overseas Co. B.V.

21. Singapore

Saudi Petroleum Ltd.

22. Tokyo

Saudi Petroleum Ltd.

Aramco Overseas Co. B.V.

Showa Shell Sekiyu K.K.

23. Seoul

S-Oil Corporation

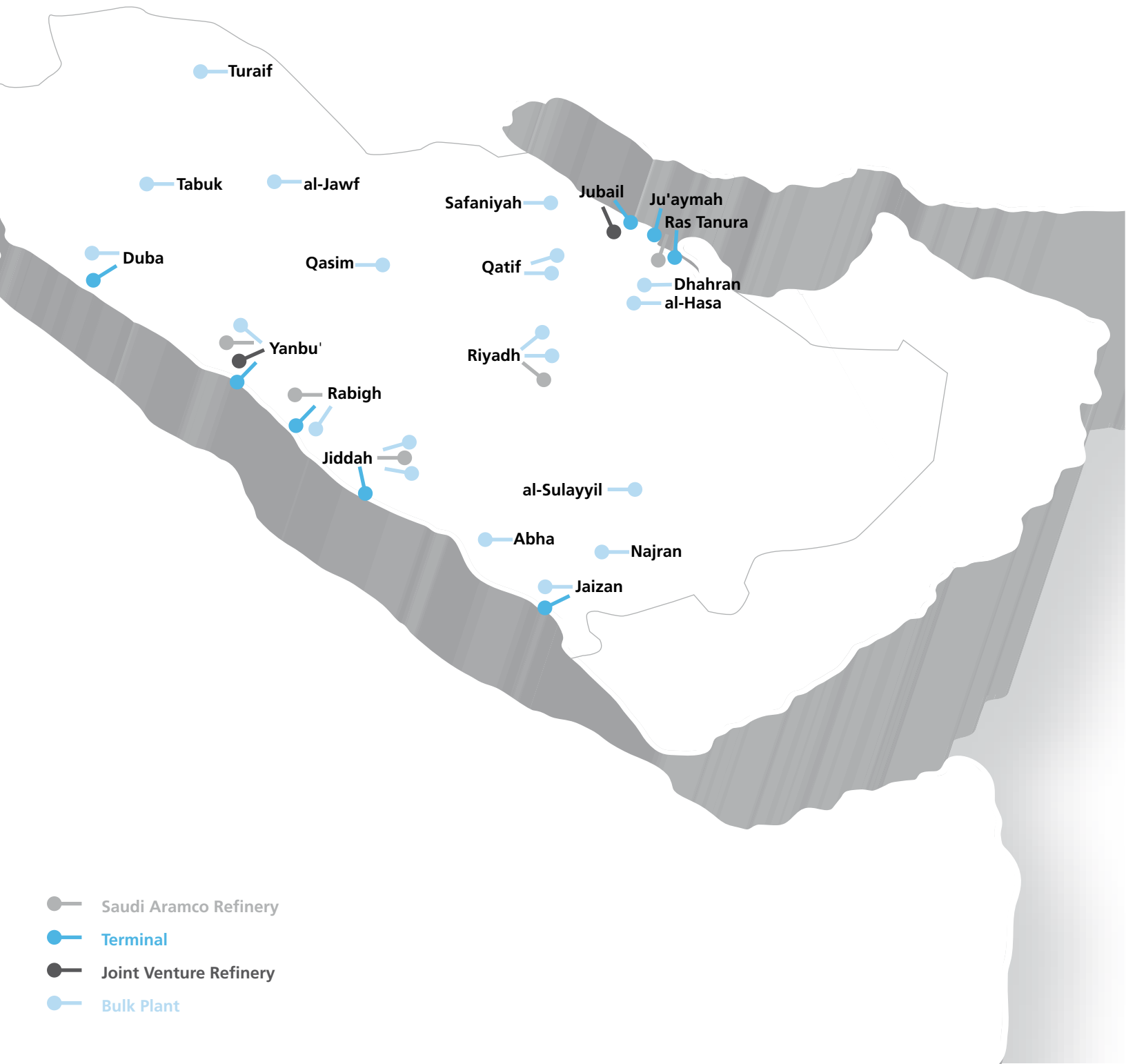
24. Fujian

Fujian Refining and Petrochemical Company Ltd.

Sinopec SenMei (Fujian) Petroleum Company Ltd.

● Saudi Aramco Headquarters, Dhahran

Domestic Operations





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Saudi Petroleum Ltd., Singapore

6 Battery Road, #26-01/02

Singapore 049909

Tel: +65 6224 2228 Fax: +65 6225 5388

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Tel: +971 4 3123 200 Fax: +971 4 331 0585

Joint and Equity Ventures

Motiva Enterprises LLC.

(www.motivaenterprises.com)

Petron Corporation (www.petron.com)

Showa Shell Sekyu K.K. (www.showa-shell.co.jp)

S-Oil Corporation (www.s-oil.com)

