

Partnerships for Growth



Enabling Industrial
Development to create
National Champions



aramco

namaat



—
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Development to create
National Champions

Partnerships
for Growth

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Chairman's invitation



Saudi Arabia is an economy and a society on the move. Guided by Saudi Vision 2030 and the associated Vision Realization Programs, the Kingdom is implementing an unprecedented transformation in all aspects of its national life. Accelerated economic development and diversification are fundamental to that transformation, as are stronger bonds of cooperation and partnership between the public and private sectors, as well as enriching relations with world class international partners that can play a pivotal and mutually beneficial role in growth and development.

As part of these efforts, Saudi Arabia has created the Shareek program to enable the private sector to play a larger role in economic development and job creation in the Kingdom. As His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al-Saud, Crown Prince, Deputy Prime Minister, Minister of Defense of the Kingdom of Saudi Arabia has noted, "Building a vibrant and prosperous private sector is one of the national priorities for the Kingdom."

Saudi Arabia's Shareek program is very much aligned to Aramco's objectives of

enhancing resilience, localizing supply chains and embedding sustainability through its iktva program, which Aramco is further strengthening through **aramco namaat**.

Under the **aramco namaat**, opportunities to invest in the domestic private sector are classified into five categories: Sustainability, digital, industrials, manufacturing and social innovation. Critical enablers and incentives are being identified, as are prospective partners in the Saudi public and private sectors, and strategic international investors.

The opportunities and growth potential that will result from **aramco namaat** are tremendous — as are the benefits for participating companies, the Kingdom's economy, and the Saudi people. I invite you to explore all of these various aspects of the **aramco namaat** in the pages that follow.

HE Yasir O. Al-Rumayyan
Chairman of the Board of Directors
Saudi Aramco



CEO's foreword



The **aramco namaat** program is designed and built to ensure that the outcomes are both mutual and multiple.

For the growing number of global and local companies involved in **aramco namaat**, the benefits include gaining access to a range of significant opportunities to participate in the rapidly expanding diversification of the Kingdom's energy and chemicals sectors in a number of key areas.

The **aramco namaat** will serve to further strengthen our energy and chemicals value chains, increasing reliability for us and for our customers as well as accelerate our product leadership and our long-term competitiveness. Furthermore, **aramco namaat** complements Aramco's other initiatives including our flagship In-Kingdom Total Value Add (iktva) program, the King Salman Global Maritime Industries Complex, the King Salman Energy Park (SPARK), and LAB7, our new technology and innovation hub.

The **aramco namaat** will also attract more investments to Saudi Arabia, helping to support job creation and new growth opportunities for Saudi citizens. As the Kingdom's economic transformation gains momentum, **aramco namaat** will leverage the strengths of our in-Kingdom and international partners in developing an even stronger industrial ecosystem.

Amin H. Nasser
President and Chief Executive Officer
Saudi Aramco





transforming
a nation

Transforming a nation

A youthful population, the Gulf Cooperation Council's (GCC) largest economy and a well-educated workforce is a potent combination driving continued development and growth across Saudi Arabia.

Launched in 2016, Saudi Arabia's Vision 2030 is harnessing this power to deliver on the promise of a country with enormous potential. And Aramco is working in lockstep with the Kingdom to support this journey.

The **aramco namaat** program is a platform that offers investors and local partners the opportunity to participate in this journey and capture significant value in the process.

Focused on industrial investment partnerships, this capacity building initiative will support Aramco's continued development and the economic growth and diversification of Saudi Arabia.





The promise of youth

Saudi Arabia’s population was 35 million in 2020 and the U.N. expects its population to expand to over 39 million by 2030 and to over 42 million by 2040.

Currently, 19 million people are in the 15 to 44 age range, and this offers an exceptional talent pool to enrich all aspects of the national economy and its industry sectors, along with a significant future customer base.

GDP

In 2021, the nominal Saudi GDP amounted to \$1.593 trillion.

Non-oil activities share to GDP rose from 41.8% in 2016 to 42.9% in 2021. Non-oil revenues also rose from \$44 billion in 2015 to \$108 billion.

An inclusive Vision

Saudi Arabia is open to the world. With tourism, cultural events, concerts, architecture, cinemas, motorsports, retail, economic zones, green energy and more, the Kingdom is accelerating its transformation, and it wants partners to achieve its ambitious goals.

Underpinned by Vision 2030, the Kingdom’s Shareek initiative is focused on accelerating public-private partnerships and incentivizing new investments.

The Kingdom’s transformation rests on three pillars

Vibrant Society



Thriving Economy



Ambitious Nation







why invest in
saudi arabia?

Why invest in Saudi Arabia?

As one of the world's Top 20 most competitive economies, Saudi Arabia is the perfect investment opportunity.

But that's not the only reason.

Saudi Arabia:

- Is one of easiest country in which to do business in the Middle East and North Africa;
- Has one of the world's most rewarding tax system in the world;
- Has the seventh freest labor market in the world, according to the World Economic Forum;
- Has one of the world's fastest reforming business climate;
- Represents approximately 25% of total Arab nations' GDP;
- It features a youthful population and world-class industrial infrastructure;
- Has cost-effective feedstock and energy;
- Has easy access to regional markets; and
- Offers support and incentives to encourage local investment provided by entities in the Saudi Arabian government and the private sector.



Saudi Arabia's economic diversification:

- The Kingdom has managed to advance five times in the World Economic Forum Global Competitiveness Index since 2017, bringing its ranking to 36th globally.
- Saudi Arabia ranks first for reforms of the business environment (World Bank — Ease of Doing Business Index).
- The contribution of small and medium businesses to GDP has risen from 20% in 2016 to 29% in 2020.
- The Saudi Public Investment Fund (PIF) has doubled to approximately SAR1.5 trillion in five years while foreign direct investment has increased from SAR5.321 billion to SAR17.625 billion as at year end 2020.
- Ranked sixth among the G20 states in the Global Cybersecurity Index of the International Telecommunication Union, having expanded connectivity from 1.2 million homes in 2017 to 3.5 million by 2020.
- The Kingdom's development of digital infrastructure is transforming the health sector.
- The number of entertainment venues has increased from 154 in 2016 to 277 in 2020. Saudi Entertainment Ventures is to open 50 new cinemas by 2022.
- Saudi Arabia's progress in empowering females was recognized by the World Bank in their 2020 Women in Business report, where Saudi Arabia ranked as the top reformer.
- Saudi Arabia hosted the G20 in 2020.





business environment

Business environment

In 2021, the Kingdom ranked 62nd globally according to the World Bank — Doing Business 2020 Report, and it is working aggressively to rise up these rankings.

The Saudi Export Development Authority is focused on improving the environment for firms to export a “Made in Saudi” ecosystem with strategic partners across all areas of government.

The Saudi Industrial Development Fund is fostering domestic capabilities with the objective of improving and developing national champions in the religious and recreational tourism industry in the coming years.

Religious tourism — a dynamic engine of growth



Large expansion projects in Makkah, Medina and surrounding infrastructure such as the new Jiddah airport and the Haramain railway line connecting the two holy sites are enhancing logistics. Companies are needed to manage hotel and residential facilities.

Infrastructure — world beating giga-projects



Saudi Arabia has committed to anchor investments in a number of world leading giga projects, which bring together livability, cutting-edge design and sustainability.

NEOM — \$500 billion



At an intersection of world trade, where the West and East meet, NEOM, with 1 million residents, will be a hub for innovation, where

established global businesses and emerging players can research, incubate, and commercialize groundbreaking technologies to accelerate human progress.

Diriyah Gate — \$20 billion



A mixed use historic, culture, and lifestyle destination, Diriyah Gate will become the Kingdom’s historic and cultural heart, showcasing to the world Saudi Arabia’s 300-plus years of history through an engaging and inspiring set of heritage, hospitality, education, retail and dining experiences for residents and tourists.

The Red Sea project — \$20 billion



Eleven unique resorts are being built on Shurayrah, the hub island of the Red Sea Project on the West Coast of Saudi Arabia. Referred to as “Coral Bloom,” 16 hotels built with sustainability at their core, are due to open in 2023 in phase one of the project.

Amaala — \$20 billion



Located on the Red Sea, Amaala’s three interconnected resorts will be a unique luxury destination, with easy access by land, air and sea, as well as links to world-renowned Mediterranean marinas.

Qiddiya — \$10 billion



A 367-km² site that sits on the doorstep of Riyadh, Qiddiya will be an entertainment, sports, and arts destination that offers innovative and immersive experiences integrated on a scale never seen before.

Culture and entertainment — rapid expansion

Riyadh has hosted Formula E in 2019 and Jiddah will host Formula 1 in late 2021. Saudi Arabia also hosted the Dakar rally in both 2020 and 2021.

The annual Saudi International Golf Tournament hosts the world’s leading players, and the Kingdom is making significant investments in golf infrastructure.

The Kingdom hosted globally watched boxing bouts and intends to rapidly expand its entertainment offerings. These will attract attendees and viewers from across the globe.





a sustainable
future

A sustainable future

Saudi Arabia is committed to energy decarbonization and sustainable industry.



At NEOM, a \$5 billion hydrogen production facility is planned. As the world's largest green hydrogen project, it will supply 650 tons per day of carbon-free hydrogen for transportation and save the world three million tons of carbon dioxide per year.

Decarbonization of the Kingdom's utility sector will increase the share of natural gas in the fuel mix to over 50%. A combination of renewable and gas-based generation could displace significant volumes of liquids (estimated up to 1 million barrels per day) currently used in the sector.



A gigawatt-scale battery manufacturing facility in the Kingdom is planned to enable the development of utility-scale energy storage.

A major transformation of the Kingdom's electricity sector is planned to attract investments in this sector and includes the restructuring of Saudi Electricity Company's finances and the development of a revenue regulation model.





aramco —
strength, scale,
and efficiency

Aramco — strength, scale, and efficiency

Aramco's focus is ensuring the continuity of a vital and reliable energy supply to customers around the world and sustaining the strength, scale, and efficiency of its operations. Aramco is guided by its vision to be the world's preeminent integrated energy and chemicals company, operating in a safe, sustainable, and reliable manner.

Aramco is proud to be making a meaningful difference by supplying vital energy to the world today, while working at the speed of science in developing better energy solutions for tomorrow. Technology and innovation are key to delivering more energy more efficiently in the future.

Aramco is focused on more than just generating ongoing value for shareholders — it is also focused on creating value for society, which it has been doing for more than eight decades.

Saudi Arabia is changing, and Aramco is a catalyst and enabler for that change.

Local commitment:

- Facilitating the development of a diverse, sustainable, and a globally competitive energy sector in the Kingdom.
- Committed to supporting national initiatives, including Saudi Vision 2030.



- **aramco namaat**, is the natural next step in advancing Aramco strategic objectives focusing on enhancing a world-class energy and industrial ecosystem.



The company's energy supply partners continue to build and bring online facilities, ensuring the provision of economy development and retention of Saudis in the workforce.

Through aramco namaat, billions of dollars in economic activity that in the past would have left the Kingdom have been attracted to serve the interests of the company and support the local economy.

aramco namaat aims to become the cornerstone for the Kingdom's localization and value creation model, which will accelerate the maturity of the Kingdom's industrial ecosystem across all sectors to enable a vibrant economy.



aramco namaat has created an ecosystem of integrated value chains to help businesses hit the ground running in Saudi Arabia.



The program demonstrates the benefits of creating successful partnerships with business, government, and academia.



The synergy driven by the aramco namaat program aims to drive future prosperity within the Kingdom.

Aramco’s operations

Aramco manages the Kingdom’s unique hydrocarbon reserves base, optimizing production and maximizing long-term value.

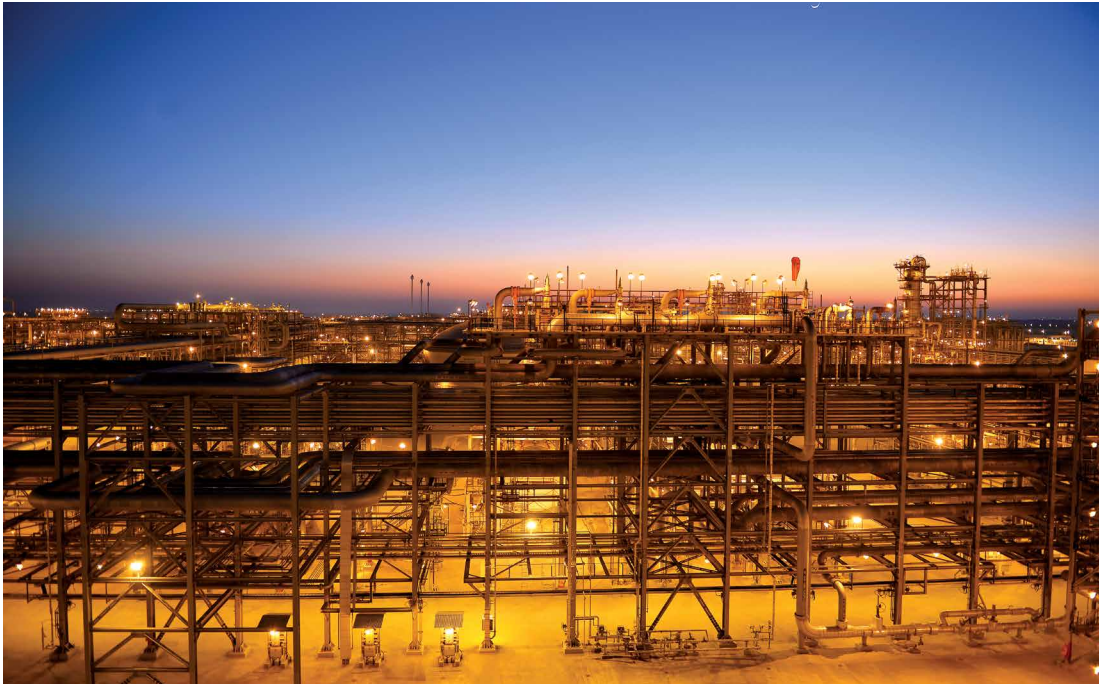
The company delivers upstream production — at one of the world’s lowest upstream carbon intensities and lowest cost — to a global customer base and a dedicated downstream system. It also provides high value products to the Kingdom and internationally in large and high growth markets, through its supply and trading, distribution and retail operations.

Aramco operates a strategically integrated global downstream business. Downstream activities consist primarily of refining and petrochemicals, including a majority holding in SABIC, which is ranked among the world’s largest petrochemicals manufacturers.

Aramco works across the energy value chain to help the energy industry meet energy demands while working to reduce GHG emissions, reduce carbon emissions, develop a circular domestic economy, and provide more sustainable energy supplies for generations to come.



Aramco — strength, scale, and efficiency



Strength

- Ability to execute some of the world's largest upstream and downstream capital projects.
- Fiscal discipline.
- World-class partners that provide access to additional geographies, technological expertise, operational know-how, and marketing capabilities.

Scale

- Unrivalled conventional proven reserves and crude oil production.
- Large and strategically integrated global downstream business.
- One of the world's largest integrated energy and chemicals companies.

Efficiency

- Digitization of Aramco's operations is transforming the way in which the company runs its operations.
- Aramco seeks to conserve natural resources and reduce its upstream carbon intensity by leveraging technology and promoting industry best practice.
- An internal governance model integrates sustainability principles into business strategy, decision making, and provides internal clarity.
- Comprehensive training and advancement programs for employees encourage innovation and professional development.

Aramco by the numbers

As at December, 2021

All amounts in millions SAR unless otherwise stated	2021	2020
Revenue	1,346,930	768,109
Other income related to sales	154,848	93,982
Revenue and other income related to sales	1,501,758	862,091
Operating costs	(729,840)	(478,731)
Operating income	771,918	383,360
Income before income taxes and zakat	769,521	372,424
Income taxes and zakat	(357,125)	(188,661)
Net income	412,396	183,763

Net income
(billion)

\$110

SAR412

Free cash flow
(billion)

\$107

SAR130

**Total hydrocarbon
reserves**
(billion boe)

253.6

ROACE

24.4%





aramco
namaat

aramco namaat

The **aramco namaat** program is focused on industrial investment partnerships and capacity building to support Aramco's continued growth and the economic growth and diversification of Saudi Arabia. It will foster the formation of international partnerships and the establishment of new companies and industries in the Kingdom.

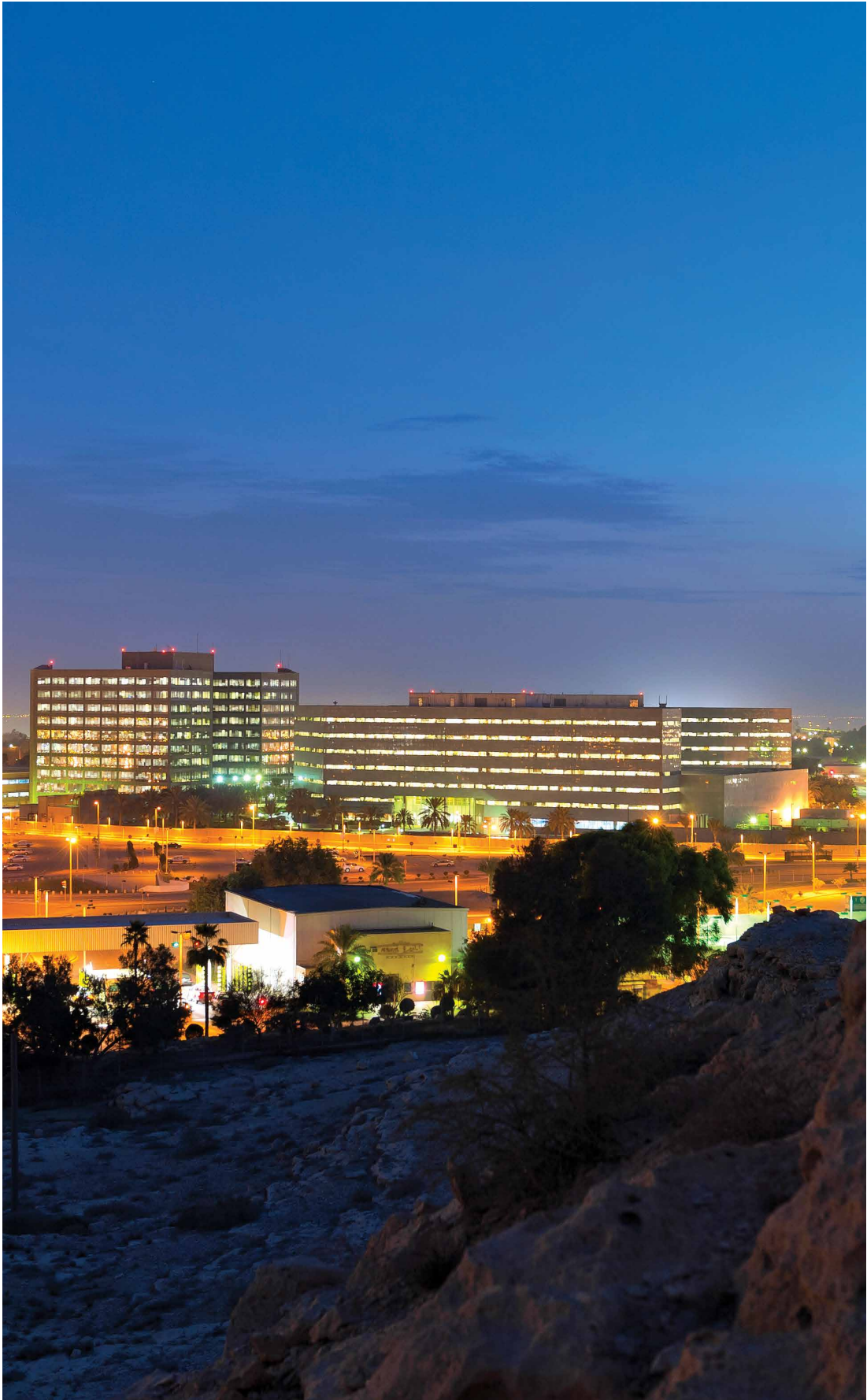
Capitalizing on a wide range of generous government incentives, including the Kingdom's Shareek initiative, which is focused on accelerating public-private partnerships and incentivizing new investments, **aramco namaat** offers international partners an opportunity to participate in Saudi Arabia's rapid expansion and diversification.

Partnerships under **aramco namaat** provide a world-class cluster of innovation that empowers lives through the conversion of lucrative business ideas and ventures that drive business, job creation, and national economic growth.

The program continues Aramco's long-term strategy of continuing to build and reinforce a reliable energy supply, while creating value addition in the business by focusing on developing a competitive energy and industrial ecosystem through economic growth and diversification.

The **aramco namaat** complements Aramco's flagship In-Kingdom Total Value Add (iktva) initiative established in 2015 to enhance Aramco's global supply chain efficiency with localization, skills development, knowledge transfer, and job creation.

The **aramco namaat** program will advance other major initiatives that support Aramco and its focus on enhancing a world-class energy and industrial ecosystem — such as the King Salman Maritime Complex, the King Salman Energy Park (SPARK), and the new LAB7 technology and innovation hub.







aramco namaat's focus

aramco namaat's focus

Namaat aims at promoting and investing in new businesses, focusing on creating national champions that will contribute to the efficiency, reliability and sustainability of the Company's ecosystem while contributing to national economy goals.

The program — five domains

1. Sustainability
2. Digital
3. Industrials
4. Manufacturing
5. Social Innovation

The benefits



- An opportunity for global and local businesses to participate in the rapidly expanding diversification of the Kingdom's energy and chemicals value chains.
- capitalizing on Shareek and other government initiatives
- Value creation from future-focused industrial segments.

The support



- Strong governance, streamlined processes, and effective institutions.
- Aramco's deep financial strength, stability and industry leading energy position.
- Decades of experience in delivering a world-class energy services sector and ecosystem, built on organic growth, and partnerships.

Saudi infrastructure



Major initiatives support enhancing a world-class energy and industrial ecosystem.

King Salman Maritime Complex



The largest shipyard in the world, with targeted completion in 2022.

King Salman Energy Park (SPARK)



SPARK unlocks new value through diversification, and accelerates solutions across the energy value chain, by placing businesses at the heart of the energy market and providing a preeminent integrated global industrial hub for energy-related manufacturing and services.

Aramco infrastructure

Aramco’s LAB7 technology and innovation hub



A 5,500 m² innovation hub and 60,000 m² Green Innovation Park, which capitalizes on the latest equipment and tools, providing limitless possibilities of product development and manufacturing.

Aramco’s Research and Development centers



A global network of 12 R&D centers, headquartered in Dhaharan, Saudi Arabia. Delivering innovation in fuels, engines, nonmetallics, chemicals, and manufacturing.

World-class employee training and education programs



A decades-spanning history of educating and training thousands of young people and Aramco’s workforce.

The evidence



- Dozens of partnerships continue to advance innovation and sustainability, while enhancing the scale and reliability of the in-Kingdom economic ecosystem, benefitting companies across the energy and chemicals landscape.
- Successful partnerships illustrate Aramco’s focus on long-term goals.
 - They ensure supply chain robustness.
 - They are world leading and secure.
 - They complement Aramco’s core activities.
 - They help deliver a diverse, modern, and technologically enabled Saudi economy.

aramco namaat's focus

1 — Sustainability

Promoting circular economy concepts to reduce waste and aims to pursue further emissions reductions through the deployment and scaling of green technologies, including carbon capture.



Opportunities:

- **Integrated Waste Management:** The establishment of an integrated waste management national champion that handles municipal and industrial hazardous wastes.
- **Green Energy NBS:** The establishment of a national green services company performing in potential sectors include forestation and nature-based solutions, bio and green fuel opportunities.
- **Plastics Recycling:** The establishment of a national plastic recycling company that helps in getting closer to net zero carbon emissions ambitions in addition to value creation and shifting towards circular economy.
- **Decarbonization Business:** The establishment of a national Carbon Capture Utilization & Storage (CCUS) business in partnership with global technology leaders and local investors to establish, drive growth, and scale-up of the full carbon capture value chain in the Kingdom.
- **Tail Gas Treatment:** The establishment of sulfur recovery unit upgrade facilities for SO₂ emission compliance via third-party BOOT.
- **HFO Manufacturing:** To establish a local Hydrofluoro-Olefins (HFO) facility within the Kingdom.

2 — Digital

Aramco, through its Digital Transformation Program, is capitalizing on advanced 4IR technologies and adopting new solutions that enhance operational efficiency and improve performance in terms of safety, reliability, cost, and the environment.



Opportunities:

- **Industrial Digital Business (IDB):** Create in-Kingdom digital businesses with leading digital technology and service providers in the sectors of plant digital, AI, IoT manufacturing, communication and computing, and semiconductors.
- **Drones Business:** To establish a national Drone services company specialized in advanced drone services and integration of payloads within the Kingdom.
- **Industrial 3D Printing Business:** Partnership with global 3-D printing technology leaders and local investors from the private sector.
- **IT Services:** The establishment of a national IT services company offering systems integration, software development, consulting, deployment & support, etc.
- **Unified Communication:** To localize Unified Communication as a Service (UCaaS) which includes integrated voice, video, messaging, collaboration and meeting services delivered via cloud and offered on subscription basis
- **Digital & Robotic Equipment:** Establish digital and robotic equipment manufacturing facilities in-Kingdom.
- **Industrial eMarketplace:** Establish a marketplace for consumers and producers of industrial products.
- **Cybersecurity Services (Cyberani):** The establishment of cyber security service provider champion in Saudi Arabia and MENA region
- **Cloud & Digital Services (Stratus):** The establishment of a premier Cloud and Digital transformation company, that will provide end-to-end Digital Transformation products and services.
- **Digital Hub:** To establish a hub in order to become the world's leading energy destination for manufacturing excellence and innovation within IR4.0
- **Market Intelligence:** Establish a world class market intelligence entity specialized in providing Market Intelligence Services across KSA, GCC and MENA region.
- **LEO – IOT:** To localize LEO Satellites to extend 5G IoT coverage and to establish a central operation hub in Saudi Arabia to serve the globe.
- **5G Private Network:** To establish Industrial Service Provider to provision Industrial end-to-end 5G services in the region.

aramco namaat's focus

3 — Industrials

To maintain its low-cost production advantage and supply reliability, Aramco aims to achieve further supply chain efficiency through improvements in inventory management, procurement, logistics and localization.



Opportunities:

- **Procurement & Logistics Hub:** The establishment of National Champion for Procurement & Logistics Hub that offers end-to-end supply chain services for the KSA industrial sector and the MENA region.
- **EPC NC - Industrial :** To establish reliable and sustainable Industrial EPC National Champions with capabilities and strategies to compete within local and regional markets
- **EPC NC – Infrastructure:** To establish reliable and sustainable Infrastructure EPC National Champions with capabilities and strategies to compete within local and regional markets
- **Steel Plate Manufacturing:** To construct state of art integrated steel plate complex in Ras Al-Khair
- **Modular Construction Yard:** The establishment multiple state of the art sustainable modular IK construction yards to meet the growing demand of modular projects
- **Off-Shore Fabrication Business:** To Create a business to localize the offshore platform fabrication industry.
- **Engines Manufacturing Factory:** A joint venture targeting manufacturing 2-stroke engines and 4-stroke engines.
- **Casting & Forging Facility:** A joint venture targeting to manufacture a wide portfolio of casting and forging components.
- **Stainless Steel Tubing & Piping:** Develop a stainless-steel tubing and pipes manufacturing facility to support local content and serve strategic industrial sectors.
- **Energy Storage:** The establishment of industry leading national champions in energy storage applications.
- **Offshore Installation Services:** To localize key offshore construction vessels industry.
- **Project Bay:** To localize Offshore EPCI capabilities to increase import substitution, promote export of O&G and Renewables structures.

4 — Manufacturing

Leveraging advanced solutions to unlock the value of every hydrocarbon molecule produced, Aramco is stepping up innovation in non-metallic materials, which offer potential benefits for the building and construction, oil and gas, renewables, automotive and packaging sectors.



Opportunities:

- **B&C NM - Polymer Concrete:** The establishment of strategic partnership focused on development of a polymer concrete business.
- **B&C NM - Advanced Composite:** The establishment of strategic partnership focused on using the advancement of composite technologies in in Building & Construction.
- **Nonmetallic Piping Business:** To establish a highly automated state-of-the-art Steel Reinforced RTP Pipe facility in Kingdom for both onshore and offshore pipeline solutions
- **Metals Rec. & Catalyst Manuf.:** The establishment of state of the art Recycling Complex for Metals Reclamation, and Manufacturing of Refining Catalyst & Energy Batteries in KSA
- **PetCoke to Chemicals Business:** Develop a world-scale petroleum coke to chemicals complex.
- **Carbon Fiber Manufacturing:** To establish a world-class carbon manufacturing facility in the Kingdom to supply carbon fiber to nonmetallic industries beyond oil and gas.
- **Propane Dehydrogenation (PDH):** The establishment of propane de-hydrogenation facilities.
- **NM Hub & Association Project:** To enable the transformation of the Nonmetallic ecosystem through the provision of an attractive investment destination in the Kingdom.
- **Nonmetallic Auto-Parts:** The establishment of an Auto Parts Manufacturing Facility In-Kingdom.
- **Furnace Manf. & Maintenance:** To develop a furnace manufacturing and maintenance facility in-Kingdom.
- **L&T Thick Vessels:** To establish heavy wall thickness pressure vessel fabrication facility in-kingdom.
- **Bus Manufacturing:** To localize the Electric Bus Manufacturing industry.

aramco namaat's focus

5 — Social Innovation

Innovative, scalable and impactful opportunities that improve the welfare and wellbeing of societies while balancing the financial returns.



Opportunities:

- **Contractors Wellbeing:** The establishment of national champion entity within the Wellbeing domain.
- **Vaccine Manufacturing:** To establish In-kingdom capabilities to develop and produce Halal vaccines and biopharmaceuticals products.
- **Telehealth:** To establish a world class laboratory linked to the advanced telehealth solution.







government
incentives
for investors

Government incentives for investors

“Shareek” Program

1	<p>Financial levers:</p> <ul style="list-style-type: none"> • Competitive grants • Soft loans • Co-investment 	<p>Example</p> <p>Provide soft loans with flexible maturity and reduced upfront fees.</p>
2	<p>Fiscal levers:</p> <ul style="list-style-type: none"> • Tax reduction • Fee exemption • Tax holiday 	<p>Example</p> <p>Reduce customs duty on new projects' machinery and equipment.</p>
3	<p>Operational levers:</p> <ul style="list-style-type: none"> • Support in enhancing value chain • Offtake agreements 	<p>Example</p> <p>Guaranteed contract volume with key Government accounts.</p>
4	<p>Access to assets:</p> <ul style="list-style-type: none"> • Access to specific infrastructure • Land grants 	<p>Example</p> <p>Provide land on a competitive long-term lease basis.</p>
5	<p>Regulatory enablement:</p> <ul style="list-style-type: none"> • Reduced bureaucratic burdens • Enabling regulation 	<p>Example</p> <p>Ensure access to licenses in a timely manner and at an affordable cost.</p>
6	<p>Political levers:</p> <ul style="list-style-type: none"> • Trade agreements • G2G support 	<p>Example</p> <p>KSA developmental assistance to other countries, enabling demand.</p>





Contact and more information

namaat@aramco.com





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