



doing business with Saudi Aramco

With transparency, consistency and uniformity,
it's a level playing field for all.

iktva



70 by 21

70% localization
by the year 2021

content

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corporate values

- ▶ **Excellence:** We drive for best results and are agile in addressing new challenges.
- ▶ **Safety:** We operate safely and are committed to the well-being of our workforce.
- ▶ **Integrity:** We follow ethical standards in conducting our business.
- ▶ **Citizenship:** We are a positive influence on the Kingdom, its environment, and in the communities where we live and work.
- ▶ **Accountability:** We take responsibility for our actions and for meeting corporate objectives.

This booklet is intended to help build strong relationships between Saudi Aramco, vendors, manufacturers, and contractors, and to encourage the implementation of supply chain management best practices. The booklet provides an overview of Saudi Aramco's efforts to help create long-term economic growth and diversification through its In-Kingdom Total Value Add (iktva) Program. Finally, the booklet guides potential vendors, manufacturers, and contractors on how to join the Saudi Aramco supply chain.



Saudi Aramco adheres to a set of values which also guide our procurement activities. Similar values are expected from suppliers and contractors supporting our supply chain.

The core strategies of our Procurement and Supply Chain Management organization are to:

- ▶ Maximize value added to stakeholders
- ▶ Promote and expand the value of local content
- ▶ Develop innovative supply chain methodologies
- ▶ Raise the percentage of locally produced energy-related goods and services contracted by Saudi Aramco to 70% by 2021
- ▶ Develop and retain a professional workforce

supplier code of conduct

Saudi Aramco is committed to conducting its business in an ethical manner and requires its suppliers and contractors to share these commitments. We therefore established a Supplier Code of Conduct. All registered vendors, manufacturers, contractors, and sub-contractors doing business with Saudi Aramco are required to acknowledge, and agree to abide by, the policies and principles set forth in the Supplier Code of Conduct to continue doing business with Saudi Aramco. The Supplier Code of Conduct also applies to all potential new vendors, manufacturers, contractors, and sub-contractors. Our suppliers and contractors are expected to provide the Supplier Code of Conduct to all employees in their organizations who are involved in conducting business with Saudi Aramco.

Our business relationships are founded on trust, and it is essential that all parties involved in supply chain procurement activities feel confident in the fairness and transparency of the related processes.

overview

A world leader in hydrocarbons exploration, production, refining, distribution, and marketing, and the world's top exporter of crude oil and natural gas liquids, Saudi Aramco's operations encompass the entire energy industry value chain. Saudi Aramco also produces, processes, and delivers supplies of natural gas that fuel Saudi Arabia's industrial sector. An array of international subsidiaries and joint and equity ventures deliver crude oil, refined products, and chemicals to customers worldwide.

Our Procurement and Supply Chain Management organization (P&SCM) is responsible for procurement in support of Saudi Aramco.

Saudi Aramco's safety culture

Saudi Aramco has a long and proud heritage of promoting safety as a value and way of life. P&SCM encourages our suppliers, contractors, and manufacturers to embrace the conviction that "All incidents are preventable." We encourage all supplier and contractor employees to establish safety as a personal priority while in the workplace, on the highway, or at home. We all must work together to create and maintain a safety-oriented culture with zero tolerance for unsafe actions or behavior.

We are committed to conducting our business in an ethical manner and require our suppliers and contractors to share these commitments.

why invest in Saudi Arabia?

Being one of the world's Top 20 most competitive economies makes Saudi Arabia the perfect investment opportunity. But that's not the only reason. Saudi Arabia:

- ▶ Is the 2nd easiest country in which to do business in the Middle East and North Africa
- ▶ Is ranked 8th in the world for "fiscal freedom" and has the 3rd most rewarding tax system in the world
- ▶ Has the 7th freest labor market in the world according to the World Economic Forum
- ▶ Is ranked 18th globally for country competitiveness and 22nd in protecting investors
- ▶ Has the world's fastest reforming business climate

- ▶ Represents 25% of the total Arab nations' GDP
- ▶ Features a youthful population and world-class industrial infrastructure
- ▶ Can provide cost-effective feedstock and energy
- ▶ Enables easy access to regional markets

In addition, support and incentives to encourage local investment are provided by entities in the Saudi Arabia government and the private sector, including:

- ▶ The Saudi Arabia General Investment Authority (SAGIA), an organization that facilitates foreign investments in Saudi Arabia by providing support related to workforce, visas, building regulations, financing, and legal support.
- ▶ MODON (Saudi Industrial Property Authority), the Royal Commission for Jubail and Yanbu', and Saudi Arabia Economic Cities manage the allocation of industrial lands.

Other entities that provide financial support to encourage new investment and Saudi recruitment include:

- ▶ The Saudi Industrial Development Fund (SIDF)
- ▶ The Human Resources Development Fund (HRDF)

Additional channels for manpower recruitment include:

- ▶ Taqaat Online and Taqaat Grads
- ▶ Mehna
- ▶ Recruitment offices and job placement centers

A dependable base of local manufacturers is critical to our long-term commercial interests.



incentives for foreign investors

The following incentives are provided by the Saudi Government. Local and foreign investors:

- ▶ Can own 100% of their investment projects in Saudi Arabia, as applicable
- ▶ Shall enjoy all the benefits, incentives, and guarantees extended to nationals for 100% Saudi owned investments
- ▶ Pay a maximum of 20% tax on corporate profits above Saudi Riyal 100,000 (U.S. \$26,700) under the current Saudi Arabian Income Tax Law
- ▶ Repatriate 95% of their capital, profits, and dividends, subject to the provisions of the Saudi Arabian Income Tax Law and Companies Regulations. (There are no currency conversion or currency export restrictions, however, 5% is deducted as a withholding tax.)
- ▶ May freely transfer shares
- ▶ Can enjoy incentives provided under the National Industries Act, including exemption from customs duties on imports of machinery and equipment, raw materials, and spare parts, if imported for industrial use

- ▶ Can apply for industrial loans from the SIDF or other lending agencies
- ▶ Will benefit from the Kingdom's WTO accession commitments and applicable bilateral investment protection and promotion agreements signed by the government
- ▶ Can refer disputes to the Board of Grievances and Investment Disputes Settlement Committee
- ▶ Are able to carry over current tax losses into future years to offset taxes on future profits
- ▶ Can benefit from non-imposition on personal income tax
- ▶ Shall receive the same treatment, protection, and incentives accorded to a national investment as the Kingdom is a member of the Multilateral Investment Guarantee Agency (MIGA)

Saudi Aramco incentives and support

We support local investment by promoting a diverse supply base and providing support to new investments in the local manufacturing sector. We seek to satisfy our supply chain requirements while maximizing value creation through the creation of strategic supplier relationships.

Our strategy is to identify new local manufacturing opportunities, increase the national supply base, and expand the diversity and capability of existing local manufacturers. A strong, dependable base of local manufacturers in Saudi Arabia is critical to our long-term commercial interests.

Our support includes, but is not limited to, the following:

- ▶ Identifying new local manufacturing opportunities
- ▶ Engaging early with local manufacturers and investors
- ▶ Providing technical support

How to reach us

The Saudi Aramco Supplier Help Desk is a one-stop shop to handle all suppliers' inquiries and issues. Service providers (contractors) and material providers can call the Supplier Help Desk (tel: +966 13 874-2222) or email SupplierHelpDesk@aramco.com during regular business hours, 07:00 to 16:00 KSA time, Sunday through Thursday.

- ▶ For further information related to local manufacturing opportunities, send email to: SSC@aramco.com
- ▶ Supplier Relationship Management Division, Procurement & Supply Chain Management, North Park 1, Saudi Aramco, Dhahran.



The Saudi Government, other domestic entities, and Saudi Aramco provide support programs for investors to promote localization.

Saudi Arabia localization support programs

The following is a list of resources:

Financial support programs

Aramco Entrepreneurship Center (Wa'ed)

Wa'ed helps turn new business ideas into established enterprises by supporting individuals to discover their entrepreneurial potential, and by providing expert business guidance and smart tools to improve their chances of business success.

▶ www.waed.net

Saudi Industrial Development Fund (SIDF)

SIDF offers interest-free loans up to 75% of project capital or up to \$320 million, whichever is lower.

▶ www.sidf.gov.sa

Human Resources Development Fund (HRDF)

HRDF offers a Localization Reward Program to businesses that grow their Saudi payroll through employing additional Saudis or by increasing salaries for Saudis.

- ▶ <https://online.hrdf.org.sa/PayrollRebate/>

Recruitment and human resources

Web-based portals to match jobs with job seekers with and without degrees:

- ▶ www.taqatonline.org.sa
- ▶ www.taqatgrads.org.sa

Mehna is a web-based job-matching portal for vocational schools graduates:

- ▶ www.mehna.tvtc.gov.sa

Recruitment Offices and Job Placement Centers:

- ▶ More than 40 government and private sector offices for trained job seekers

Industrial land

Saudi Industrial Property Authority (MODON) provides various services to tenants and potential manufacturers. MODON offers competitive annual commercial and industrial rates within industrial cities compared to land located elsewhere.

- ▶ www.modon.gov.sa

Royal Commission for Jubail and Yanbu' is responsible for the industrial cities of Jubail and Yanbu' with land available for both primary and secondary industries, as well as support and light industries.

- ▶ www.rcjy.gov.sa

Saudi Arabia Economic Cities oversees sites designed to become centers for manufacturing and export businesses.

- ▶ www.cadre-ec.com

a world of opportunity

Saudi Aramco's operations, including its robust capital program, are supported by our P&SCM organization, which procures and manages a full range of material commodities and services. An organization with a global presence, P&SCM pursues business relationships based on cooperation, trust, reliability, and communication. Materials and services for Saudi Aramco are procured through manufacturers, suppliers, and contractors that meet high quality standards, exceptional levels of service, competitive pricing, solid delivery performance, effective after-sales support, and efficient supply chain management programs.

At Saudi Aramco, we value transparency and long-term relationships and stand ready to collaborate with manufacturers, contractors, and suppliers to address safety and environmental challenges. Our own long-term commercial strategies are designed to promote efforts to stimulate and support the



We value transparency and long-term relationships and stand ready to collaborate with manufacturers, contractors, and suppliers.

development and diversification of the domestic economy, adding value to the Kingdom's resource base and amplifying the beneficial opportunities for manufacturers, contractors, and suppliers.

The next section outlines the policies used by P&SCM to manage our global supply chain.

procurement policies and registration procedures

Procurement policies

We pursue best practice solutions for developing reliable suppliers to obtain the best value, quality, and supply chain security. These objectives are achieved through a variety of strategies, including agreement-based procurement, cost-effective, long-term supply contracts, supplier managed inventory programs, and innovative solutions

such as corporate level agreements to consolidate spend on materials, spare parts, and services. The continued focus is to support the growth of Saudi Arabia's national economy by encouraging in-Kingdom manufacturing and the development of local stocking distribution to ensure strong, reliable local suppliers.

Local content focus

We envision local manufacturing expanding to provide a significantly greater percentage of our material requirements, with local stocker distributors providing the greatest portion of the balance. These close relationships will foster continued development of our national supply and service base to become top echelon providers within the oil and gas industry – key enablers of our continued success.

Capital program sourcing

A large percentage of the materials and services required to support our capital program and various joint venture partnerships is sourced from global lump sum turnkey (LSTK) contracts. For information on supply chain opportunities in these areas, communicate directly with the respective contractor.

Key supply chain strategies

To promote the development of local sources of supply while achieving Saudi Aramco's commercial requirements, P&SCM pursues a number of key supply chain strategies:

- ▶ Competitive bidding enables transparency and upholds the commercial interests of both Saudi

Aramco and the local manufacturer / supplier community

- ▶ Where appropriate, the total cost of ownership will be the basis for selection, rather than initial acquisition price
- ▶ "Made in Saudi Arabia" is in our commercial interest and is essential to the long-term growth and economic well-being of the Kingdom, and will be accomplished via promotion of foreign direct investment and support of local in-Kingdom manufacturing
- ▶ Utilizing and supporting best-in-class suppliers
- ▶ Expanding purchase agreement coverage through cost-effective, lean procurement practices
- ▶ Increasing national logistics and warehousing capabilities
- ▶ Maximizing e-Procurement and e-Content
- ▶ Developing local supply chain management skills and the expertise of our P&SCM personnel, our customers, and our suppliers

Purchasing guidelines

Our role in fostering the development of the national economy is closely associated with the evolving capabilities of the domestic market to effectively support our requirements for materials, products, and services on a competitive basis.

Our sourcing activities are governed by the following:

"Made in Saudi Arabia" is essential to the long-term growth and economic well-being of the Kingdom.

- ▶ Conducting all purchasing transactions fairly, honestly, with high integrity, and in accordance with the highest ethical standards and all applicable laws
- ▶ Considering quality, delivery and price, reliability of vendors, operational costs, in-Kingdom after sales support, end-use cost, work simplification, and standardization in making placement decisions
- ▶ Procuring goods from financially and technically qualified and reliable sources
- ▶ Focusing on total cost of ownership
- ▶ Encouraging Saudization of the workforce

Supplier contribution

Suppliers represent an integral part of our supply chain by:

- ▶ Adding value through product quality and support, competitive pricing, and a focus on lean supply chain models
- ▶ Utilizing enabling technologies that allow supply chain participants to effectively access relevant supply chain information
- ▶ Supporting effective development and training programs for their employees
- ▶ Seeking new opportunities for local manufacturing
- ▶ Building a robust information technology infrastructure with e-business transaction capability

Supplier relations

The business relationship between P&SCM, suppliers, and contractors requires a sustained commitment to continuously improve service and efficiency. P&SCM has implemented effective supply chain strategies and industry best practices as part of its everyday procurement activities. Together, suppliers and Saudi Aramco provide consistent value and service by:

- ▶ Developing value-added relationships and greater levels of trust
- ▶ Delivering greater customer satisfaction
- ▶ Reducing inventory throughout the supply chain

We envision local manufacturing expanding to provide a significantly greater percentage of our material requirements.



- ▶ Conducting joint process improvement meetings
- ▶ Deploying technology effectively
- ▶ Sharing information
- ▶ Implementing cost reduction opportunities
- ▶ Continuously improving all supply chain management practices

Registration as a local manufacturer

Our Supplier Relations and Qualification Unit (SR&QU) acts as the single point-of-contact for local manufacturer registration with Saudi Aramco. To commence the registration process, the manufacturing plant must be fully operational and meet either International Organization for Standardization (ISO) or Saudi Arabian Standards Organization (SASO) technical qualifications.

Required documents

To register a local manufacturing facility, the following documents are required:

- ▶ Acknowledgment of Saudi Aramco's Supplier Code of Conduct, authenticated by the Chamber of Commerce
- ▶ Emergency and Fire Response Plan
- ▶ Civil Defense License*
- ▶ Uncontrolled copy of the Quality Management System (QMS) manual as per latest ISO 9001 year 2000 requirements
- ▶ List of quality control procedures
- ▶ Organization chart, including the Quality Assurance or Quality Control department
- ▶ List of major users of the products with address, contact names, and phone numbers
- ▶ Brochures, technical data, and specifications for each product
- ▶ Valid commercial registration*
- ▶ Factory location map on company letterhead
- ▶ Copies of industrial licenses and any other government permits*
- ▶ Copies of National ID or Iqama (if applicable) of all owners/partners
- ▶ Copy of the Articles of Association (for company only)*
- ▶ Bank financial statement and account information indicating bank name, address, and account number

* Note: The original documents listed above must be scanned and uploaded in the Supplier Onboarding System (<https://onboarding.aramco.com>). Names of Saudi Aramco employees and their immediate relatives (spouses, parents, sons, and daughters) who are partners or have an ownership stake, or are your employees, must be fully disclosed.

Approval process

The above documents will be thoroughly reviewed to ensure completeness and accuracy. A factory visit will be scheduled to conduct a preliminary screening evaluation. Any corrective action that may be required will be reported to the facility's management.

The concerned Saudi Aramco organizations will review the plant's technical documentation and QMS manual when it is determined that the factory is ready for comprehensive inspection. Pending satisfactory completion of this review, an official plant survey will be scheduled.

The official survey findings will be communicated to the plant's management noting any deficiencies requiring corrective action. If results of the plant survey are acceptable, notification in the form of an approval letter will be sent to the plant's management indicating approval for specific products and providing a unique vendor identification number.

It is important to note that registration as an approved manufacturer with Saudi Aramco is not a guarantee of future business.

Registration as a local vendor

SR&QU is the single point-of-contact for local supplier registration with Saudi Aramco. To commence the registration process as a local supplier, the following documents are required:

- ▶ Acknowledgment of Saudi Aramco's Supplier Code of Conduct, authenticated by the Chamber of Commerce
- ▶ A letter of introduction identifying and detailing the vendor's business activities
- ▶ A valid copy of the Commercial Registration (CR) from the city in which the company is to be registered, allowing the company to trade in the offered materials*
- ▶ A valid Zakah certificate
- ▶ An original copy of the General Organization for Social Insurance (GOSI) certificate*
- ▶ Copies of the National ID or Iqama (if applicable) of all owners/partners
- ▶ A copy of the company's Articles of Association in case there is more than one owner or shareholder
- ▶ A Civil Defense certificate*
- ▶ A bank letter of reference, confirming that the registering supplier will be granted suitable credit facilities
- ▶ A map showing the location of the registering supplier's office and warehouse on official company letterhead

Our Supplier Relations and Qualification Unit (SR&QU) is the single point-of-contact for local manufacturer and supplier registration.

*** Note:** The original documents listed above must be scanned and uploaded in the Supplier Onboarding System (<https://onboarding.aramco.com>).

Saudi Aramco's P&SCM organization will evaluate all related documents and, if necessary, conduct a survey of the potential supplier's premises. Once approved as technically and commercially acceptable, the supplier will be registered with Saudi Aramco Materials Supply by assignment of a unique vendor identification number.

It is important to note that registration as an approved Saudi Aramco supplier is not a guarantee of future business.

Registration as local Contractors

Contracting Department is the single point of contact for local Contracting suppliers registered in Saudi Arabia. To commence the registration process as local contractors. Electronic Contracting Network (ECN) <http://esr.aramco.com> will serve as a medium to accomplish the registration process that will end up with contractors having vendor numbers.

It is important to note that this registration/update process merely provides Saudi Aramco with current contact and other basic information about your company. This registration is different from contractor prequalification which is performed separately in connection with a specific contract or group of similar contracts.

The ECN Online Registration Process is composed of three main steps:

Step 1: Required Documents:

You are required to upload electronic scanned copies of the following documents in Adobe Acrobat PDF format only. Please note that each field allows only ONE file to be uploaded.

(Note: Documents with * are mandatory)

- ▶ Letter addressed to the Manager of Saudi Aramco Contracting Department requesting to be registered as a contractor with Saudi Aramco with a brief explanation of the main services your Company provides to be signed by your Company owner or officer, who is specified in your Company's Commercial Registration Certificate (or Government License).

- ▶ Latest valid Commercial Registration Certificate (or Government License). Please note that your Commercial Registration or License must specifically authorize you to conduct the type of services you indicate in your application letter (requested in above item).
- ▶ Chamber of Commerce and Industry membership.
- ▶ Valid Zakah and Income Tax Payment or Clearance (or certificate of registration for new companies).
- ▶ Valid Saudization Certificate (Decision 50) from the Labor office confirming that your Company meets the required Saudization percentage, or that the Saudization is not required for your company.
- ▶ Valid Certificate from the General Organization for Social Insurance (GOSI) confirming that your Company is registered with GOSI and has fulfilled all its obligations towards GOSI, or that the related Social Insurance regulations do not apply to your Company.
- ▶ The Article of Association and any amendment(s) made thereafter. (Not Required for Establishments owned by one individual)
- ▶ Government Contractor Classification, if applicable.
- ▶ Saudi Arabian General Investment Authority (SAGIA) certificate. This certificate need to be uploaded for New Investors.

Step 2: Registration Screens:

You will be required to fill-out the following screens online:

- ▶ Company General Information
- ▶ Ownership Information
- ▶ Designated Contacts
- ▶ Authorized Signatories

Step 3: System Generated Documents:

Based on the information you enter in Step 2, the system will generate the following documents, which you simply need to print, sign, and follow the other related instructions:

- ▶ Ownership and Authorizations Letter.
- ▶ Designated Contacts - Computer Use and Confidentiality Agreements;

In addition, you will be required to upload the following document:

- ▶ Supplier Code of Conduct. Your entity is required to acknowledge, and agree to Saudi Aramco Supplier Code of Conduct in order to continue doing business with Saudi Aramco.
- ▶ If applicable, Power of Attorney for the person who signed the Ownership and Authorizations Letter only if this person is not the owner (for establishments) nor named in your Company's Commercial Registration certificate as the Company's General Manager.

Step 4: Avoid Application Mistakes:

To increase your chances for quick processing of your registration application, double check your application for accuracy of information and use the attached checklist to avoid common mistakes (click here to download checklist).

Important Instructions:

- ▶ For assistance with your registration, please email your inquiry to contractor-registration@aramco.com.
- ▶ For more information about Prequalification process, please contact the Sourcing Group contractor-prequal@aramco.com.
- ▶ For login problems, please contact 013-874-2222 and select option no #3.
- ▶ For technical issues, please email your inquiry to ITHelpDesk@aramco.com.

Registration as an international manufacturer

Manufacturers wishing to become an approved Saudi Aramco supplier, or existing Saudi Aramco approved international manufacturers offering additional products, should communicate to the appropriate affiliated company — Aramco Services Company (ASC), Aramco Overseas Company (AOC), or Aramco Asia Company (AAC) — located in their geographical area (see the Contact Information table).

ASC, AOC, or AAC will evaluate the information



provided and determine whether there is a business need for additional products/suppliers. The registration documents will be forwarded to strategic sourcing for evaluation in terms of technical, financial, and strategic needs. Once our Industrial Development & Strategic Supply Department decides that the applying manufacturer is a potential source, the approval process will be initiated.

Concerned Saudi Aramco organizations will review the plant's technical documentation and QMS manual when it is determined that the factory is ready for comprehensive inspection. Pending satisfactory completion of this review, an official plant survey will be scheduled. The official survey

findings will be communicated to the plant's management noting any deficiencies requiring corrective action. If results of the plant survey are acceptable, notification in the form of an approval letter will be sent to the plant's management indicating approval for specific products and providing a unique vendor identification number.

It is important to note that registration as an approved manufacturer with Saudi Aramco is not a guarantee of future business.

International vendors



Suppliers wishing to become an approved Saudi Aramco vendor, or existing international suppliers offering additional products, should communicate to the appropriate affiliated company — ASC, AOC, or AAC — located in their geographical area (see the Contact Information table). ASC, AOC, or AAC will evaluate the information provided and determine whether there is a business need for additional products/suppliers. Any further evaluation will depend on whether the supplier is deemed financially and technically acceptable. International suppliers who demonstrate their products offer significant technical or commercial benefit to the company will be closely considered.

International supplier agency arrangements

Prior to doing business with Saudi Aramco, international suppliers must first register with our appropriate affiliate. Suppliers located in North or South America should register with ASC. Suppliers located in other geographic regions should register with AOC. See the Contact Information table for details.

For local vendors to be registered/approved as an agent for registered/approved international

Every supplier must disclose any and all ownership or commercial relationships that the supplier's company or establishment have with any Saudi Aramco employee.

manufacturers, the vendor should present an Agency Certificate issued by the Ministry of Commerce and Industry (MOCI), covered by a written request signed by authorized personnel and authenticated by the Chamber of Commerce. Any change to agency agreements with the Saudi vendor (including termination) should be immediately communicated to Saudi Aramco. International suppliers are expected to fulfill all existing purchase order obligations with their former Saudi vendors regardless of changes in agency agreements and associations.

Material Supplier Guide

Available from the Saudi Aramco website, the

newly developed Material Supplier Guide provides suppliers with details on how to register, update their records, and the available systems and support. In addition, the guide includes information about materials delivery and payments terms. Supplier's representatives are encouraged to share the guide with their colleagues and staff who deal with different organizations in Saudi Aramco.

Note that the Material Supplier Guide is subject to change and will be updated frequently and re-published as necessary.

How to download the Material Supplier Guide:

- ▶ Open your Internet browser and go to our website: www.saudiaramco.com
- ▶ Select "Opportunities"
- ▶ Select "Supplier Relations"
- ▶ Go to "Material Supplier Guide" and click on the link to download the guide as a PDF document

Or you may use the direct link to the Material Supplier Guide:

http://www.saudiaramco.com/content/dam/pageassets/suppliers/SupplierGuideDocs/SaudiAramco_SupplierGuide.pdf

Disclosure

Any changes in company ownership, commercial activities, and/or contact information by registered suppliers, whether they are vendors or manufacturers, should be communicated immediately to the Supplier Relationship Management Division.

Requests for changes to company names and ownership related to the death of an owner must include a Commercial Registration (CR) cancellation certificate obtained from the Ministry of Commerce before registration under a new CR can be processed. Suppliers should inform Saudi Aramco of the owner's death within sixty (60) days or risk indefinite suspension.

Every supplier (international or in-Kingdom) must disclose to Saudi Aramco any and all ownership or commercial relationships that the supplier's company or establishment — and its owners and immediate family members — have with any Saudi Aramco employee, his/her immediate family members, and any business enterprise owned or controlled by any of them. Such disclosure shall include, but not be limited to, information on ownership stakes and/or positions held by such immediate family members in the supplier's business and the nature of their employment, if any. Every supplier must immediately disclose to Saudi Aramco the end of service for any employee who has been granted access to Saudi Aramco's vendor portal. All changes in this information are to be promptly reported to allow Saudi Aramco to determine if any potential conflicts of interest exist.

Authenticity of documentation

All suppliers (international and in-Kingdom) must attest to the accuracy and completeness of all documentation and submittals to ensure information provided is correct, up-to-date, and accurate.

Noncompliance will delay the registration process, and submittal of fraudulent or forged information

Saudi Aramco supplier portal is the main electronic gateway between us and our suppliers and increases the quickness and accuracy of key supply chain information between stakeholders.

will be grounds for indefinite suspension from bidding on work from Saudi Aramco.

Supplier performance

Because supply chain management is a key success factor for us, we have an established team to sustain high supplier performance and to enhance the performance of low performing suppliers. The Supplier Performance Unit (SPU) is chartered to ensure a portfolio of best-in-class suppliers to support our operations. The evaluation of supplier performance can lead to developing suppliers to increase their potential for reducing costs, mitigating risks, driving continuous improvement, and increasing agility.

SPU has two specific goals for creating a portfolio

of reliable suppliers:

- ▶ Sustain high supplier performance: The SPU will monitor the suppliers that perform well to ensure that they continue to excel. This will be achieved by helping the supplier to identify and overcome obstacles in a timely manner. SPU will also implement a recognition and incentive program to propagate high performing suppliers.
- ▶ Performance enhancement of low performing supplier: The SPU, in collaboration with internal stakeholders, will closely monitor low performers to identify root causes and agree on corrective actions to boost performance.

The SPU holds primary responsibility for the performance monitoring of our supplier base. Within P&SCM, the SPU focuses on the following roles and responsibilities:

- ▶ Adapt industry best practices and technologies for supplier performance monitoring
- ▶ Collaborate with internal stakeholders (buyers, customers, Vendor Inspection, and Consulting Services) to improve supplier performance
- ▶ Evaluate, measure, and monitor supplier performance through supplier scorecards (key performance indicators, or KPI)
- ▶ Set protocols to inform the suppliers of their performance and maintain a positive reinforcement environment to encourage optimum performance
- ▶ Coordinate and participate in process improvement initiatives
- ▶ Develop and implement supplier incentive

programs

- ▶ Conduct counseling sessions and periodic meetings with suppliers in coordination with other stakeholders to encourage collaborative performance management

Saudi Aramco supplier portal

Employee development and robust Information Technology infrastructures are the keys to efficiently managing a complex supply chain. Saudi Aramco is increasingly using e-Procurement as a means to conduct transactions and enable real-time tracking of key procurement information.

The Saudi Aramco supplier portal is the main electronic gateway between us and our suppliers and increases the quickness and accuracy of key supply chain information between stakeholders. All registered suppliers should maintain a high-speed Internet connection to facilitate access to the Saudi Aramco supplier portal and have the capability to provide and manage Web-based catalogs.

All supplier portal access requests should be forwarded to: supplier-portal@aramco.com, or call (013) 874-0320 or -0841.

Technical questions dealing with expired passwords or accessing the portal should be directed to: supplier-portal@aramco.com, or call Password Self-Service at +966 (013) 877-0135.

Suppliers must immediately notify SR&QU of the end of service for any employee who has been granted access to the Saudi Aramco supplier portal.

local focus,
vast opportunity



Our goals:

- ▶ Deliver 70% local content
- ▶ Enable creation of 500,000 jobs
- ▶ Increase Saudi exports by 30%

the In-Kingdom Total Value Add (iktva) program

Introduction

Saudi Aramco has created the In-Kingdom Total Value Add (iktva) Program to position local content at the heart of our procurement process. The program's goal is to double the production of locally manufactured energy-related goods and services contracted by Saudi Aramco to 70% and increase the export of Saudi-made energy goods and services to 30% by 2021. Development of the Saudi workforce is also one of the primary goals of the program.

The iktva Program will create a baseline for, and measure and support, increased levels of localization in the Kingdom. The program is designed to promote local content development, leading to higher levels of Saudization and local spending to boost the Kingdom's economy, capabilities, and supply chain.

To learn more:

- ▶ Email: iktva@aramco.com
- ▶ Website: www.iktva.sa

iktva measurement tool

Saudi Aramco Supplier IKTVA Metrics

- A** Localized goods and services (\$)
- B** Salaries paid to Saudis (\$)
- C** Training and development of Saudis (\$)
- D** Supplier development spend (\$)
- E** Revenue (spend from Saudi Aramco)

Supplier IKTVA Formula

$$\% \text{ IKTVA} = \left[\frac{A+B+C+D}{E} \right] \times 100$$

IKTVA defines the net value generated for the Kingdom

Additional info.

- ▶ Number of Saudi employees
- ▶ Investment (\$)
- ▶ R&D spend (\$)
- ▶ Exports (\$)

The iktva program requires our suppliers to self-report qualitative and quantitative information that falls into five major categories: Revenue, Goods and Services, Saudi Payroll Related Costs, Saudi Training and Development, and Saudi Supplier Development. From this data, we calculate an iktva Ratio that approximates the percentage of our spending that remains in Kingdom or develops the Kingdom's supply chain and capabilities. Saudi Aramco requires third party verification of the numbers as part of suppliers' annual submission.

iktva:

- ▶ is a Saudi Aramco strategic imperative
- ▶ works with suppliers, in a new way for mutual benefit
- ▶ is a value-creation program, not a metric

Through iktva, we aim to foster a globally competitive Saudi industrial base to deliver on our 2021 targets:

Creating a level playing field

- ▶ Uniform evaluations (services and materials)
- ▶ Access to information
- ▶ Supplier Solution Center

Partnership and collaboration

- ▶ Supplier focused
- ▶ Jointly develop action plans
- ▶ Mutual benefit and commitment

Opportunities

- ▶ Diversified local Saudi economy
- ▶ Better trained, qualified Saudi workforce
- ▶ Export your local content to neighboring GCC markets

IKTVA Supplier Engagement Program

Our engagement framework is designed to drive active engagement:

- ▶ Cooperative engagement by suppliers and Saudi Aramco
- ▶ Sponsorship from both
- ▶ Active engagement from both

Supplier Solution Center

The Supplier Solution Center (SSC) combines the roles of supplier performance monitoring and proactive supplier development. The SSC is designed to ensure an increase in the local supply of goods and services to Saudi Aramco by coordinating technical assistance for In-Kingdom suppliers. The SSC provides two support functions:

- ▶ Existing Suppliers Support: Performance and lost opportunities will be measured and analyzed to create targeted supplier support programs
- ▶ New Business Supplier Support: Providing technical coordination support to existing goods and services suppliers, and to new suppliers entering the market.

Engagement framework:

- ▶ Cooperative engagement – suppliers and Saudi Aramco
- ▶ Sponsorship from both
- ▶ Active engagement from both

1. IKTVA baseline

- ▶ Establish 3 year history
- ▶ Consistent format
- ▶ Guidance documents
- ▶ Done by a third party

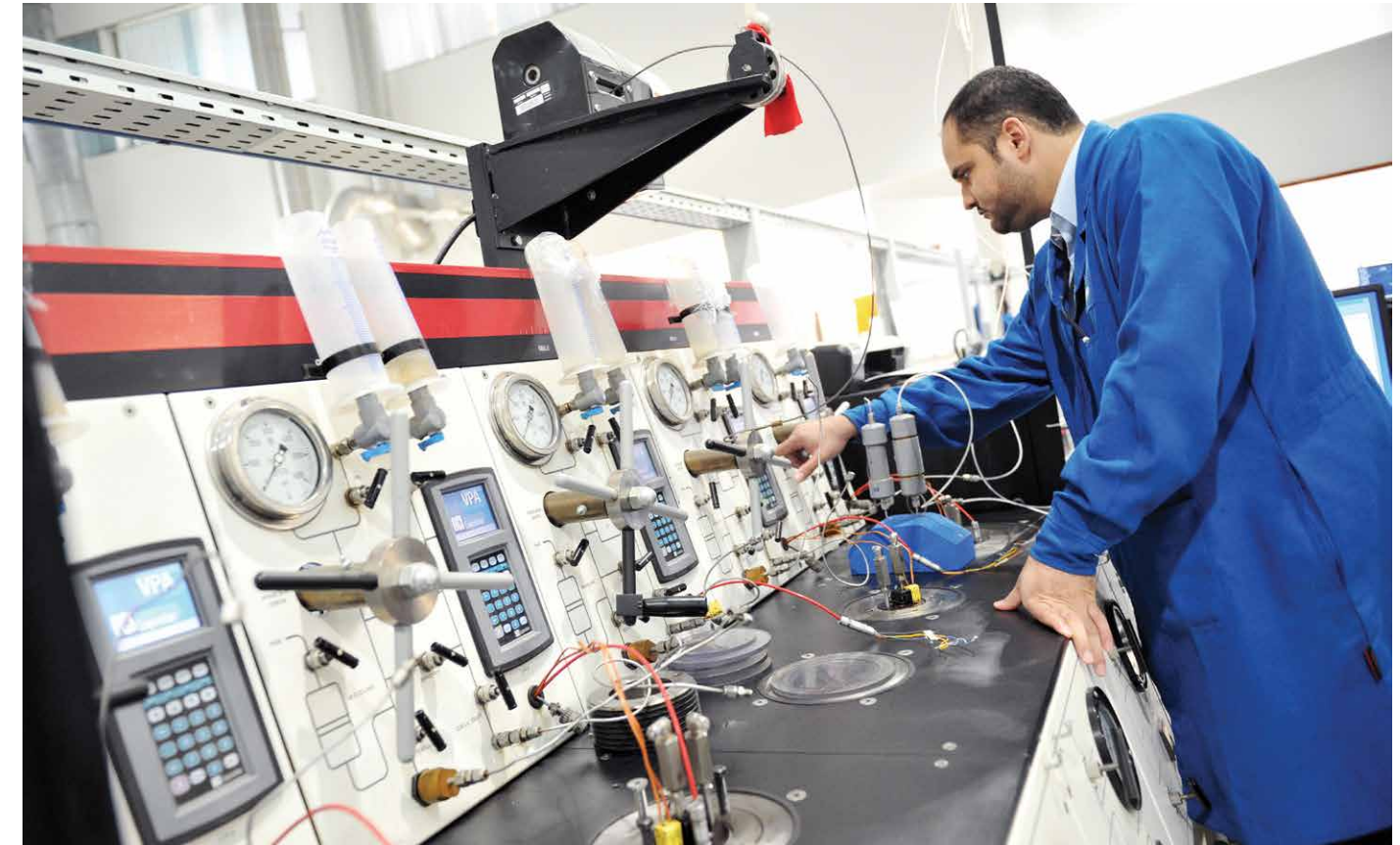
2. IKTVA action plan

For Saudi Aramco & the supplier:

- ▶ Detailed activities & deliverables
- ▶ Established metrics
- ▶ Establish timeline

3. Monitoring

- ▶ Quarterly status updates to sponsors
- ▶ Annual reporting
- ▶ Fixed KPIs



The SSC acts as the single point of contact for suppliers and provides support to help them complete the minimum technical, quality, and commercial preregistration requirements in a timely manner. The SSC provides the following support to suppliers:


- ▶ Dedicated supplier relationship managers
- ▶ Registration support
- ▶ Pre-qualification technical support
- ▶ Liaison with external stakeholders
- ▶ Supplier call center

Contracting policies and registration procedures

Contracting policies

The following policies are highlighted for your attention:

- ▶ Saudi Aramco policies regarding business ethics must be adhered to and a high standard of ethics and fairness shall be maintained
- ▶ All contracts must be in writing and shall be executed before committing work to a contractor, or a contractor starting work
- ▶ Lump sum contracting is normally the preferred contract form when it can be used properly
- ▶ For work to be performed in Saudi Arabia, Saudi Aramco will normally consider a contractor's technical and financial qualifications and will award contracts to only those contractors who are properly registered or licensed to conduct business in Saudi Arabia
- ▶ We encourage the continuous development of a strong, broad-based local contractor community in our various areas of operations for optimal commercialization. In support of this policy, we distribute contract work as widely as possible among qualified Saudi Arabian contractors



Our policies regarding business ethics must be adhered to and a high standard of ethics and fairness shall be maintained.

Contractor relations: local (in-Kingdom) contractors

We require current, up-to-date details on our contractors. Contractors that are new to Saudi Aramco may register their interest through the Saudi Aramco Contractor Registration website: <http://esr.aramco.com>. The registration process provides us with current contact information and other basic data about contractors.

After successful registration with Saudi Aramco, contractors will be granted online access to the Electronic Contracting Network (ECN) system, described in detail in the next section.

International contractors

Contractors that wish to do business with us should communicate their interest with the appropriate Saudi Aramco affiliate company — ASC, AOC, or AAC — located in their geographical area. See the Contact Information table for details.

Confidentiality

Saudi Aramco considers all aspects — bid documents, attachments, and drawings — of every contractor screening inquiry and Invitation for Proposal to be confidential. A contractor must agree before responding to a screening inquiry or bidding on Saudi Aramco work to limit the disclosure of information to only those employees who require it, either to respond to an inquiry or to prepare a bid.

Contractors must also agree not to disclose any information contained in a screening inquiry or an Invitation for Proposal to a third party without

obtaining Saudi Aramco's prior written approval. In this regard, a contractor may be required to sign a confidentiality agreement.

Electronic Contracting Network

The Electronic Contracting Network (ECN) is a comprehensive and user-friendly Web-based system that automates almost all business functions and activities that occur during the procurement of contracts, enabling us and our contractors to interact online. The ECN is accessible through the Saudi Aramco Vendor Portal: <http://vendor.aramco.com>.

In addition, the ECN provides registered contractors with their own Contractor Profile section to display their qualifications. Contractors can update their online profiles at any time and from anywhere.

The ECN has the following sections:

Online contractor registration

- ▶ Contractors can register with us online and provide their legal contact, as well as other required information. Each registration application will be reviewed and approved online by designated Saudi Aramco employees.
- ▶ Upon processing each registration request, the main Designated Contact will receive a call from the Registration Unit to coordinate a visit to the unit's office in Dhahran or Jiddah. The purpose of the visit is to provide the Designated Contact with access to the ECN, enter information in their company's Contractor Profile, and interact with Saudi Aramco in connection with specific contract procurements. Contractors are also

All aspects of every contractor screening inquiry and Invitation for Proposal are confidential.

required to update their information at least once per year and whenever substantive changes occur.

Contractor profile

- ▶ This section allows contractors to present comprehensive qualification-type information, and update this information online at any time. The Contractor Profile section enables Saudi Aramco to instantly view contractors' latest information online. It is therefore in the contractor's best interest to keep this section updated to ensure that it accurately and fully describes the contractor's capabilities.

Contract Room

- ▶ This is a virtual workplace that automates almost all the activities and functions that occur during a contract procurement process. The Contract Room is the main venue where all concerned Saudi Aramco organizations interact with each

other, and where contractors interact with Saudi Aramco. Both Saudi Aramco and contractors will benefit from the enhanced capabilities made possible by interacting online via the Contract Room.

User home page

- ▶ The ECN provides each user with a personalized Home Page, through which the user can access his Contract Rooms, pending tasks, and other useful functions and information. All information supplied by the contractor to Saudi Aramco is kept confidential and made available to only those organizations within Saudi Aramco that require such information. Financial information is reviewed and retained only by Saudi Aramco's Treasury organization.

Contractor Sourcing & Prequalification

To support our role as a leading supplier of the world's oil and gas markets, Saudi Aramco partners with contractors for a wide range of services and has opportunities for contractors of all sizes.

The Sourcing & Prequalification Group of Saudi Aramco's Contracting Department is responsible for supporting proponent organizations within Saudi Aramco by developing General Bid Slates for various services required by the proponents. The Group is also responsible for sourcing, prequalifying and placing contractors on these General Bid Slates for consideration in future contract procurement actions.

To see examples of these General Bid Slates and contracting opportunities with Saudi Aramco,



please visit: <http://www.saudiamramco.com/en/home/suppliers/contracting-services/contracting-opportunities.html>

Contractors may request to be considered for prequalification and inclusion on General Bid Slates for specific scopes of work by contacting the group at contractor-prequal@aramco.com.

Please note that registration or prequalification with Saudi Aramco does not guarantee future work.

Furthermore, contractor's overall safety provide valuable insight of their safety culture awareness

and quality of work. Therefore and in line with Saudi Aramco Corporate Values, contractors' shall be requested to submit a separate pass/fail Safety Prequalification to evaluate their safety program and safety performance in order to be included on General Bid Slates.

Saudi Aramco contract procurement process

The contract procurement process is described in the following section. Communications during all stages of contract procurement between bidders and Saudi Aramco must be authorized and conducted by the Saudi Aramco Contracting Department.

Bid slate development

We use four different methods for procuring contracts:

1. Open Bidding. A notice is posted on the Saudi Aramco Bulletin Board in the ECN. This Information for Bidder notice provides overall descriptions of the work, any pre-qualification requirements that must be met, and the date of the Job Explanation Meeting. Any contractor may bid when this procurement method is used.
2. Open Solicitations with Selective Bidding. These are also posted on the Saudi Aramco Bulletin Board available in the ECN to allow all contractors the equal opportunity to indicate interest in submitting a bid. After a careful analysis of the responses, we select those contractors considered to be best qualified for bidding on the work and extend them an invitation to the Job Explanation Meeting. This is our most common and preferred procurement method.
3. Restrictive Selective Bidding. We review the record of contractors whose performance indicates capabilities in a particular type of work

and then select those contractors considered most capable of performing the work. We use this method when it is determined that the contract requirements are so stringent that only a few contractors qualify, or when the high cost of preparing a bid indicates that the size of the bid slate should be limited.

4. Sole Source. We do not favor this method of contract procurement, and it is used only after a careful review of the unique circumstances that may justify it. Sole Source procurement is justified, for example, when a contractor provides a unique proprietary service, when there is an unusual urgency to the work, or when a contractor has mobilized and the limited work scope does not justify mobilizing another contractor.

For a contractor's commercial bid to be considered for any contract, the contractor must be considered qualified to perform the work. We review technical and financial qualifications to determine whether a contractor is qualified.

Preliminary contractor capabilities are determined primarily from the ECN, including contractor performance reports on other contracts. Additional pre-qualification or technical proposal information unique to the specific procurement may be requested from the contractor.

Contractors with assets above \$10,000,000 that wish to be considered for contracts must also submit current audited financial statements to our Treasury organization, which maintains all financial information in strict confidence.

Job Explanation Meeting

A Job Explanation Meeting (JEM) is held to explain the contract, describe the scope of the work, and to answer any questions concerning the contract or the procurement process. If possible, the complete bid package is distributed to the bidders for review before the JEM. The bid package consists of a pro forma contract, the scope of work — including the plans and specifications of the proposed project — general instructions to the bidders for preparing the bid, and any special instructions that the particular project may require.

In many cases, the bidders are invited to visit the proposed contract work site to familiarize themselves more fully with the work requirements. During JEM and job site visits, bidders are encouraged to ask questions.

Questions that arise following JEM and site visits must be submitted in writing to the Contract Representative, who will respond in writing and provide a copy of the questions and answers to all bidders. The Contract Representative will also transmit to all bidders, in writing, any modifications to the bid package during the bidding period.

Bid closing date and bid opening

The Instructions to Bidders clearly specify a bid closing date and a time. Bids must be deposited according to the Instructions to Bidders in the Contracting Department's locked bid box. The bid boxes are located in Dhahran at North Park II, Building 3301, Contracting Department's Reception Center, Room #A162. Bids must be submitted in

duplicate and clearly labeled in accordance with the instructions.

In many cases, bidders are requested to submit two separate proposals: a technical proposal and a commercial proposal. In these instances, the bidder's technical proposal is evaluated first and the bidder's commercial proposal will be evaluated only if the technical proposal is determined to be sufficient to meet contract requirements.

All bid openings are conducted by the Contracting Department and the Finance organization in strict compliance with Saudi Aramco procedures designed to ensure confidentiality and fairness to all bidders.

Following the bid opening, there will be no information released on the progress of the bid evaluation. This information is strictly confidential.

Negotiation of competitive bids

Bidders should be aware that Saudi Aramco does not negotiate base bids that have been solicited on a competitive basis. Exceptions to this policy are very rare and, if considered, require the approval of Saudi Aramco's corporate management.

Saudi Aramco assumes that a bidder's first price is its best and last price. Accordingly, we do not expect contractors to include a contingency for negotiation because, with respect to the bidder's basic proposal, such negotiations will not take place.

Saudi Aramco may conduct clarification meetings with one or more bidders before awarding the contract to ensure that both parties have a clear

Our contracts provide for the fair and equitable resolution of disputes that may arise between Saudi Aramco and contractors.

understanding of the work and the terms and conditions under which it will be performed. Base bids submitted in competitive circumstances are not negotiated or changed at these clarification meetings.

Contract award

When the bid evaluation has been completed by a Saudi Aramco Bid Review Team, the recommended award is presented to Saudi Aramco management for approval.

Procurement plans and award recommendations for high-value contracts are reviewed by Saudi Aramco corporate management.

After the contract has been signed on behalf of Saudi Aramco, two original copies are presented to the selected bidder for signature. The contract

is not binding unless signed by both Saudi Aramco and the contractor.

Debriefing meeting

An unsuccessful bidder may request in writing to the Contracting Department that a debriefing meeting be held to determine why the contractor's bid or pre-qualification proposal was not successful. We encourage debriefing meetings because they help contractors improve subsequent proposals. Note that proposals from competitors are never disclosed to the contractor requesting the debriefing.

Debriefing for unsuccessful pre-qualification will not be held until after the JEM. Debriefing for unsuccessful contractors will not take place until after contract award.

If a debriefing meeting is requested, it should occur within one month after the contractor was informed its bid or pre-qualification proposal was unsuccessful to ensure that Saudi Aramco has retained all the relevant documentation to make the debriefing meaningful.

Contract performance and administration

Day-to-day administration of the contract is the responsibility of the contract's proponent organization. Contract changes are negotiated with the contractor as needs arise and take the form of either change orders or amendments to the base contract.



We strongly encourage contractors to employ nationals in alignment with Saudi national policy and our commercial strategic direction.

Claims

Saudi Aramco contracts also provide for the fair and equitable resolution of disputes that may arise between Saudi Aramco and contractors. The Claims and Technical Services Unit of the Contracting Department is responsible for the resolution of claims, which must be filed according to the terms of each contract. Resolution occurs through Saudi Aramco's claim process and as approved by the Saudi Aramco contract signatory. Contractors have the right to appeal that decision through the

establishment of a Saudi Aramco Contract Dispute Settlement Board (Appeal Board). In addition, Saudi Aramco contracts normally contain arbitration provisions.

Applicable laws and manpower

Contractors are expected to comply with all applicable government laws and regulations and to structure their bids accordingly. We strongly encourage contractors to employ Saudi nationals for the performance of work in alignment with Saudi national policy and our commercial strategic direction.

When the contractor finds it necessary to employ foreign labor, compliance with Saudi Arabia Government regulations and issuance of visas and Iqamas is the responsibility of the contractor. Saudi Aramco does not provide assistance in this regard.

Contractor assistance

Questions regarding specific contract procurement should be referred to the Contract Representative in the Contracting Department responsible for that procurement. For general information or for submitting updated contractor information, contractors may contact the Contractor Relations and Document Control Unit in the Contracting Department, Dhahran, or the Contracting Services Unit in Jiddah.

Contracting summary

Our major contracting objectives are to complete the work on time in conformance with demanding technical standards and at the least overall cost to Saudi Aramco. To meet that objective, we conduct our contract procurement in a fair and equitable manner and endeavor to create and maintain a procurement environment attractive to qualified, competitive contractors. We welcome all qualified contractors to compete for Saudi Aramco contracts.



iktva

partnering for
mutual success

With transparency, consistency and uniformity, it's a level playing field for all.

70 by 21
70% localization
by the year 2021

Introducing the
In-Kingdom Total
Value Add Program
(IKTVA)

Contact information

Country/Company	Function	Area of responsibility	Address, phone and fax
Saudi Arabia / Saudi Aramco	Saudi Aramco Supplier Help Desk	One-stop shop to handle all inquiries and issues from suppliers	Supplier Help Desk, Saudi Aramco Box 77-X, North Park 1, Dhahran 31311, Saudi Arabia. Tel: +966-13-874-2222, Email: SupplierHelpDesk@aramco.com
Saudi Arabia / Saudi Aramco	Supporting Local Industrial Development	Saudi Arabia	Supplier Solution Center, Saudi Aramco Box 77-X, North Park 1, Dhahran 31311, Saudi Arabia Tel: +966-13-874-0609, -0623,-0428, -1462, Fax: +966-13-874-0015, Email: SSC@aramco.com
Saudi Arabia / Saudi Aramco	Supplier Performance Management	Saudi Arabia	Supplier Performance Unit, Saudi Aramco Box 77-X, North Park 1, Dhahran 31311, Saudi Arabia Tel: +966-13-874-0061, Fax: +966-13-874-0015, Email: supplier-performance@aramco.com
Saudi Arabia / Saudi Aramco	Manufacturer Registration	Saudi Arabia and other GCC countries, the Middle East, Egypt, Kenya, Somalia, and Sudan	Supplier Relations and Qualification Unit (SR&QU), Saudi Aramco Box 87, North Park 1, Room A-119, Dhahran 31311, Saudi Arabia, Tel: +966-13-874-0321, General Line: +966-13-874-0958 Fax: +966-13-874-0015, Email: manufacturer-registration@aramco.com , Manufacturers online registration: https://onboarding.aramco.com
Saudi Arabia / Saudi Aramco	Vendor Registration	Saudi Arabia	Supplier Relations and Qualification Unit (SR&QU), Saudi Aramco Box 87, North Park 1, Room A-119, Dhahran 31311, Saudi Arabia, Tel: +966-13-874-0799, General Line: +966-13-874-0373, Fax: +966-13-874-0015/0335, Email: vendor-registration@aramco.com , Vendor online registration: https://onboarding.aramco.com
Saudi Arabia / Saudi Aramco	Contractor Registration	Saudi Arabia	Contractor Relations Counter, North Park 2, Room 162, Dhahran 31311, Saudi Arabia, Tel: +966-13-874-2287, -2457, Fax: +966-13-874-2260, Electronic Contracting Network IK Registration: http://esr.aramco.com , OOK registration and general inquiries: contractor-registration@aramco.com
USA/Aramco Services Company	Manufacturer and Supplier Registration	The Americas (Western Hemisphere)	Aramco Services Company (ASC) MS 549, 9009 West Loop South, Houston, Texas 77096, USA Tel: +1 (713) 432-5555, Fax: +1 (713) 432-4716, Strategic Sourcing, Email: stratsourcing@aramcoservices.com Website: www.ascstrategicsourcing.com Supplier Relations Group
USA/Aramco Services Company	Manufacturer Registration	Saudi Arabia and other GCC countries, the Middle East, Egypt, Kenya, Somalia, and Sudan	Supplier Relations and Qualification Unit (SR&QU), Saudi Aramco Box 87, North Park 1, Room A-119, Dhahran 31311, Saudi Arabia, Tel: +966-13-874-0321, General Line: +966-13-874-0958 Fax: +966-13-874-0015, Email: manufacturer-registration@aramco.com , Manufacturers online registration: https://onboarding.aramco.com
USA/Aramco Services Company	Service Contractors	North America	Aramco Services Company (ASC), Tel: +1 (713) 432-4000, Email: contractor-registration@aramcoservices.com , Website: www.aramcoservices.com

Country/Company	Function	Area of responsibility	Address, phone and fax
The Netherlands/ Aramco Overseas Company	Contractor Registration	Europe and South Africa	Aramco Overseas Company B.V. (AOC) The Hague Office, Strategic Sourcing, Scheveningseweg 62 - 66, 2517 KX The Hague, The Netherlands, Tel: +31 (0) 88 262-2000, Fax: +31(0) 88 262-3000, Email: aocsupplierrelations@aramco.nl , Website: www.aramcooverseas.com
The Netherlands/ Aramco Overseas Company	Manufacturer and Supplier Registration	All countries outside of Saudi Arabia, USA, and Canada	Aramco Overseas Company B.V. (AOC) The Hague Office, Contracting Administration Unit, Scheveningseweg 62-66, 2517 KX The Hague, The Netherlands, Tel: +31 (0) 88 262 2364, Fax: +31 (0) 88 262 3000, Email: aoccontractorregistration@aramco.nl , Website: www.aramcooverseas.com
Japan/ Aramco Asia Japan	Manufacturer and Supplier Registration	Australia, New Zealand, Japan, Taiwan, Hong Kong, and SE Asian countries such as Malaysia, Singapore, Indonesia, Thailand, Vietnam, Cambodia, and The Philippines	Aramco Asia Japan K.K., 26th Floor, Marunouchi Building, 2-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-6326, Japan, Tel: +81 (0)3 6367-7801, Fax: +81 (0)3 3211-3544 Email: AAJ-Registration@aramco.com , Website: http://japan.aramco.com/en/home.html
Republic of Korea	Manufacturer and Supplier Registration	Republic of Korea	Aramco Asia Korea 18F, Seoul Finance Center, 84 Taepyungro 1-ga Chung-gu, Seoul 100-768, Korea Tel: +82 (2) 6270-5526, Fax: +82 (2)6270-5593, Email: AAKSupplierRegistration@aramco.com , Website: http://korea.aramco.com/en/home.html
India / Aramco Overseas Company AOC India	Manufacturer and Supplier Registration	India	Aramco Overseas Company B.V. (AOC), India Branch Office, Unit 610, Level-6, Time Tower Building, MG Road, Gurgaon, 122002, Haryana, India, Tel: +91 (0) 1244983900, Fax: +91 (0)124 498 3909 Email: AOC-India_registration@aramco.nl , Website: www.aramcooverseas.com
China / Aramco Asia China (Aramco Far East (Beijing) Business Services Co., Ltd. ABS)	Manufacturer and Supplier Registration	China	Aramco Far East (Beijing) Business Services Co., Ltd. (ABS), Shanghai Branch No. 16T60, 16F – SWFC 100 Century Avenue, Pudong New District, Shanghai 200120, PRC, Tel: +86 (0) 21-3866-5700, Fax: +86 (0) 21-6877-9080, Email: ABS-SH-Sourcing@aramcoasia.com , Website: http://china.aramco.com/en/home.html

Useful links

Major companies

- ▶ Saudi Basic Industries Corporation
www.sabic.com
- ▶ Saudi Electric Company
www.se.com.sa
- ▶ Saline Water Conversion Corporation
www.swcc.gov.sa
- ▶ Water Utility Company for Jubail and Yanbu'
www.marafiq.com.sa
- ▶ Saudi Arabian Oil Company (Saudi Aramco)
www.saudiaramco.com
- ▶ Saudi Aramco and Dow Chemical Company (SADARA), www.sadara.com

Land allocation entities

- ▶ Royal Commission for Jubail and Yanbu'
www.rcjy.gov.sa
- ▶ Saudi Industrial Property Authority (MODON)
www.modon.gov.sa
- ▶ Rabigh Conversion Industrial Park
www.rabighCIP.com
- ▶ Dhahran Techno-Valley, <http://www.dtvc.com.sa>
(R&D Purposes)

Funding entities

- ▶ Saudi Industrial Development Fund
www.sidf.gov.sa
- ▶ Human Resources Development Fund (HRDF)
www.hrdf.org.sa

- ▶ Saudi Aramco Entrepreneurship Center (Wa'ed) for SME, <http://www.waed.net>

Government and semi-government entities

- ▶ Saudi Government Electronic Portal
www.saudi.gov.sa
- ▶ Saudi Arabia General Investment Authority
www.sagia.gov.sa
- ▶ Council of Saudi Chambers
www.saudichambers.org.sa
- ▶ Ministry of Energy Industry and Mineral Resources
www.meim.gov.sa
- ▶ Ministry of Finance
www.mof.gov.sa
- ▶ Electricity and Cogeneration Regulatory Authority, www.ecra.gov.sa
- ▶ Department of Zakat and Income Tax
www.dzit.gov.sa
- ▶ Ministry of Commerce and Investment
www.mci.gov.sa
- ▶ Ministry of Labor
www.mol.gov.sa
- ▶ General Organization for Social Insurance
www.gosi.gov.sa
- ▶ Saudi Standards, Metrology and Quality Org
www.saso.org.sa
- ▶ Saudi Trade & Export Development Company,
www.tusdeer.com


- ▶ Saudi Export Development Authority
<https://www.saudiexports.sa>
- ▶ Dammam Bonded & Re-export Zone
www.reexport.com
- ▶ Saudi Ports Authority
www.ports.gov.sa
- ▶ Saudi Customs
www.customs.gov.sa

Vocational, technical, and educational entities


- ▶ General Organization for Technical Education and Vocational Training
www.tvtc.gov.sa
- ▶ Jubail Industrial College
www.jic.edu.sa
- ▶ Jubail Technical Institute
www.jti.edu.sa
- ▶ Saudi Petroleum Services Polytechnic
www.spsp.edu.sa
- ▶ College of Technology-Dammam,
www.ctd.edu.saf
- ▶ King Abdullah University for Science and Technology (KAUST)
www.kaust.edu.sa
- ▶ King Abdullah Petroleum Studies and Research Center (KAPSARC)
<https://www.kapsarc.org>


List of abbreviations

AAC:	Aramco Asia Company	P&SCM:	Procurement and Supply Chain Management organization
AOC:	Aramco Overseas Company		
ASC:	Aramco Services Company	QMS:	Quality Management System
CR:	Commercial Registration	SAGIA:	Saudi Arabia General Investment Authority
ECN:	Electronic Contracting Network		
GOSI:	General Organization for Social Insurance	SASO:	Saudi Arabian Standards Organization
HRDF:	Human Resources Development Fund	SIDF:	Saudi Industrial Development Fund
iktva:	In-Kingdom Total Value Add Program	SME:	small to medium enterprises
JEM:	Job Explanation Meeting	SPU:	Supplier Performance Unit
ISO:	International Organization for Standardization	SR&QU:	Supplier Relations and Qualification Unit
KPI:	key performance indicators	SSC:	Supplier Solution Center
LSTK:	lump sum turnkey	WTO:	World Trade Organization
MIGA:	Multilateral Investment Guarantee Agency		
MOCI:	Ministry of Commerce and Industry		
MODON:	Saudi Industrial Property Authority		

 Export Shipping Routes

 R&D Center/Technology Office

 Global Office

 Joint and Equity Ventures

Houston
Motiva Enterprises LLC

Alexandria
The Arab Petroleum Pipeline Co. (SUMED)

Fujian
Fujian Refining and Petrochemical Company Ltd.
Sinopec SenMei Petroleum Company Ltd.

Seoul

S-OIL

Tokyo

Showa Shell

 Saudi Aramco Headquarters

 Saudi Aramco Refinery

 Terminal

 Bulk Plant

 Joint Venture Refinery

 Luberef

 Marafiq

