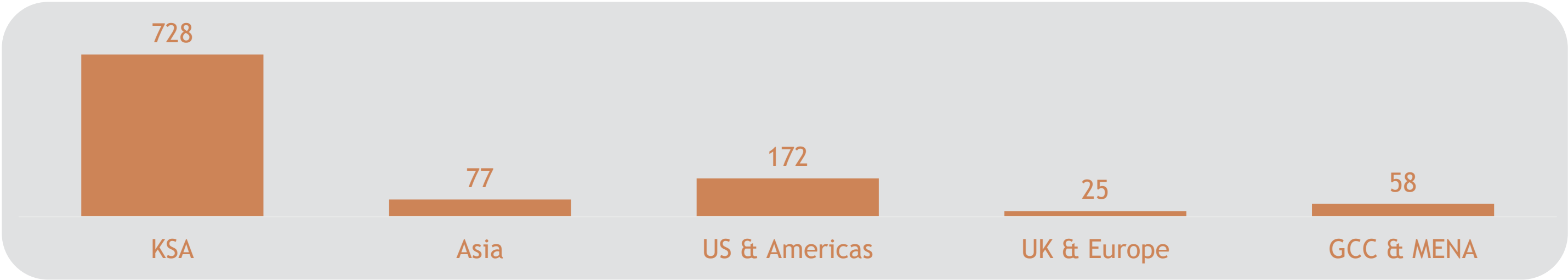


MECD 2024 Strategy Report December 2024 - Executive Summary

December 2024

KPI Summary: 2024

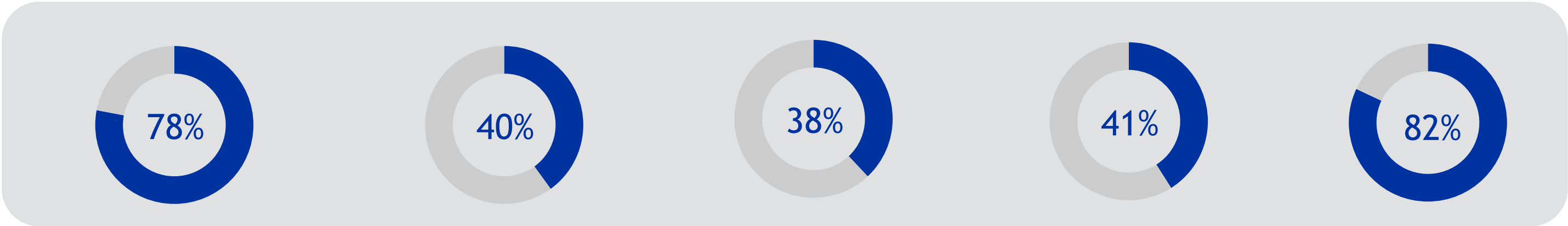
MECD
Executed
Activities



519
2024
Media Inquiries

19
DEC
Media Inquiries

Key Message
Pull-Through



78%
IK
Avg. KM Pull-Through

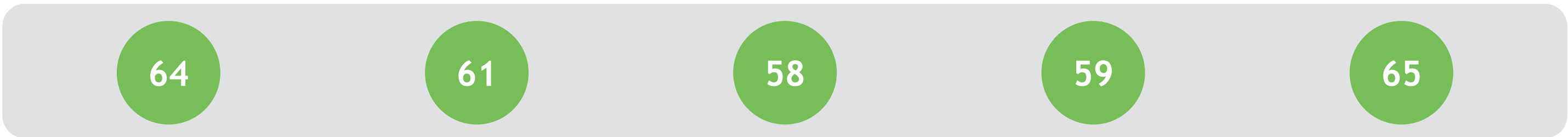
50%
OOK
Avg. KM Pull-Through

Media
Coverage
Volume



5,766
Total Media Coverage Volume

Article
Impact Score



64
IK
Avg. Impact Score

61
OOK
Avg. Impact Score



Overview: 2024

- December has shown continued momentum in executing Aramco’s Media and Executive and Communications strategy, with 68 activities completed. The 2024 Execution Plan outlines 21 planned activities, including IKTVA which is now scheduled for January 2025.
- Overall activities were dominated by MRD engagements press releases and a significant number of speeches to end the year strong.
- For 2024, March and October were the most active months considering quarterly results (March) and a high number events (October).
- International media engagement remained strong, however, the number of international events tends to peak in the spring and fall, dropping off sharply in December during the out-of-Kingdom holiday season.

993

Activities Executed (YTD)

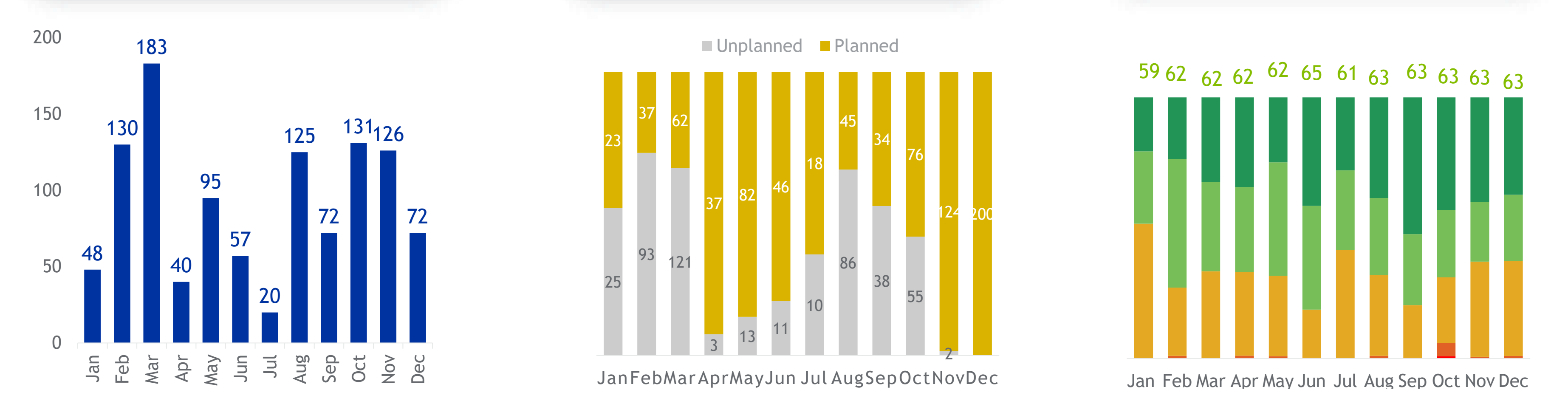
63

Average Impact Score (YTD)

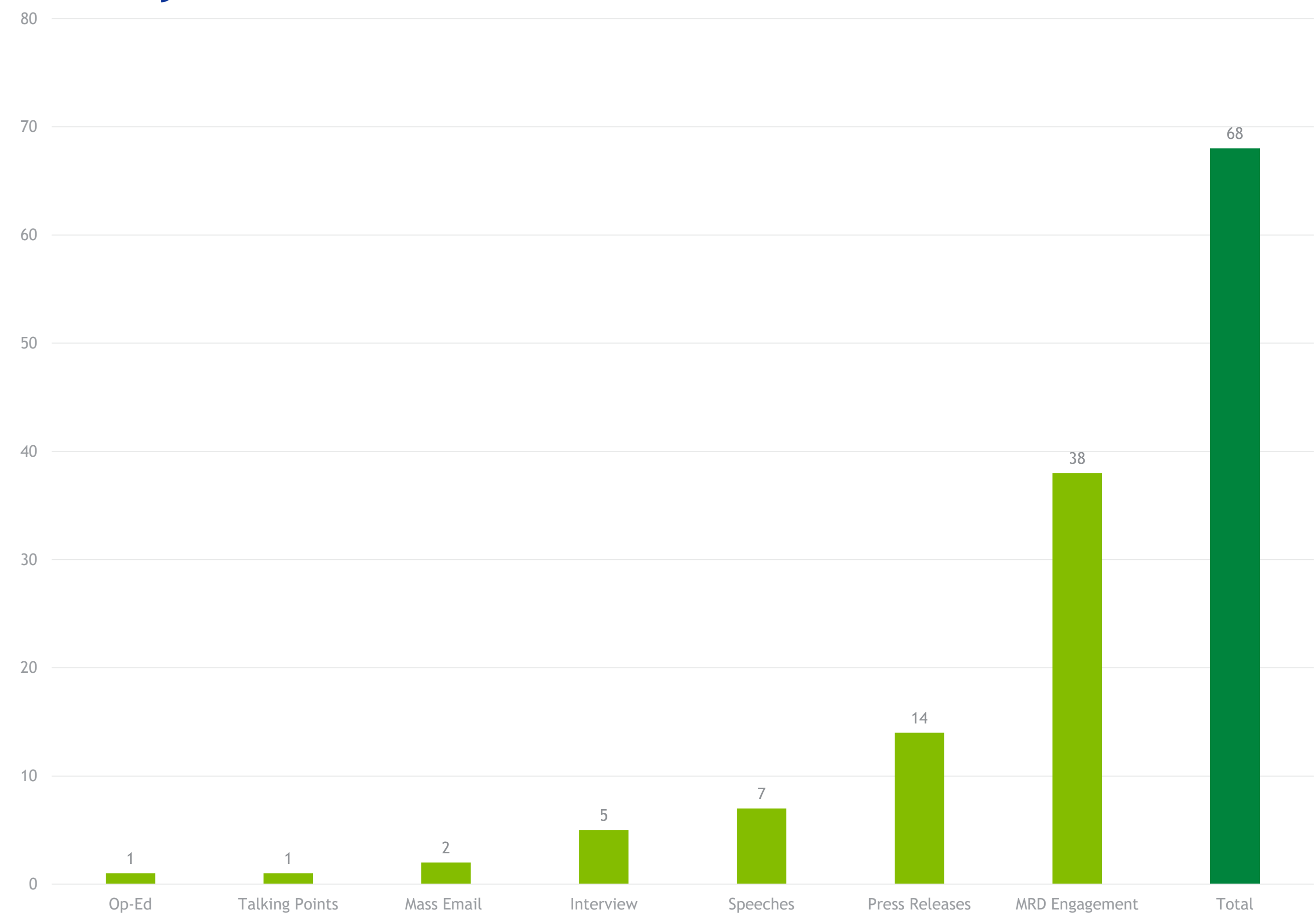
Number Of Executed Activities (YTD)

Proportion of Planned vs. Unplanned (YTD)

Impact Score Over Time (YTD)



Activity Overview: December 2024



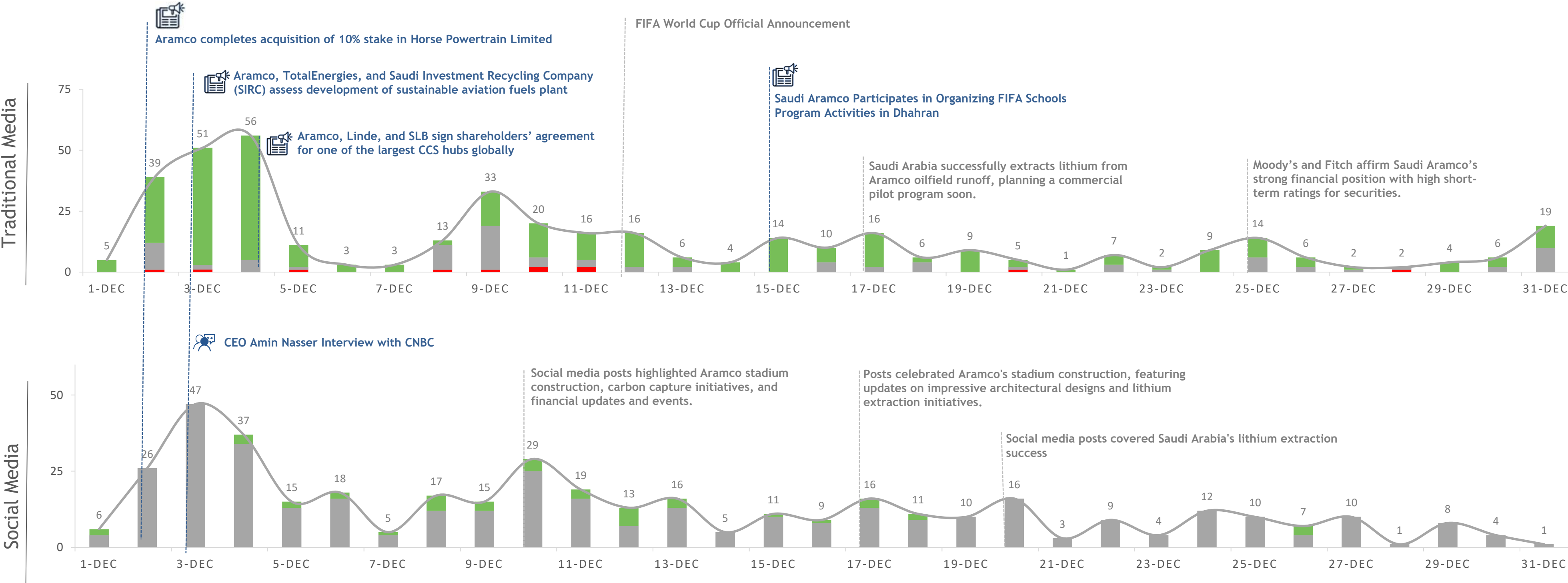
- **Background MRD Engagements** with international and domestic outlets comprised of over half the MECD activities for December.
- **Media interviews with Executives** accounted for 5 activities with 4 written interviews and 1 TV interview. Interviews were executive led with three out of the five interviews led by the Downstream President.
- **Press Releases - owned (1), joint (6), and 3rd party (7)** accounted for a significant volume of activities. In addition, the team received 11 3rd party press releases which are at various stages of approval.
- **WEF and FMF** as major upcoming events in January continue to be the focus of MRD engagements and planning for teams across MECD. These events will continue to build on coverage from 2024 events such as COP29 and Biodiversity COP16.

* MRD Engagement: IMR and RMR background media relationship building.

aramco

December Coverage Over Time

This chart tracks coverage **volume** and **sentiment** trends in both traditional and social media platforms over time.



Coverage Type	PR-Generated	Organic Coverage	PR-Generated: Media coverage gained through the efforts of PR (press releases, media pitches, interviews, and other PR tactics)
Volume	289	119	
% of overall volume	29.2%	70.8%	Organic: Unsolicited press mentions, or feature stories initiated by journalists without the influence of PR tactics
Impact Score	73	59	

Message Delivery: December 2024

DECEMBER COVERAGE FOCUS

Crude Oil and Market Dynamics: Aramco reduced crude prices to a four-year low amid weak Chinese demand but saw a rebound in exports to China (*Reuters, Bloomberg, WSJ*). Increased stock index weight and credit upgrades further bolstered market confidence (*Asharq Business, Al Arabiya, Moody's*).

Sustainability and Innovation: Expanded carbon capture initiatives (*Reuters, Upstream*), hydrogen production targets (*Al Riyadh, Maaal*), and partnerships in sustainable aviation fuels (*Barron's, Energy Intel*) and lithium extraction (*Reuters, Arab News*) align with Vision 2030 goals.

Global Investments and Partnerships: Major investments in South Korea, China, and the U.S. (*The Chosun Ilbo, Upstream, Fortune*), alongside strategic collaborations in petrochemicals, telecom, and advanced technologies like AI and blockchain (*Business Insider, Asharq Al-Awsat*).

Sports Sponsorships and Criticism: FIFA sponsorships garnered global criticism over human rights and environmental concerns (*The Guardian, BBC*), while community programs like "Football for Schools" strengthened domestic engagement (*Arab News, SPA*).

Economic and Local Contributions: SAR96 billion in FDI (*Maaal, Al Eqtisadiyah*), advancements in Riyadh Metro (*Al Yaum*), and initiatives like hydrogen mobility trials (*Arab News*) and marine waste recycling (*Attaqa*) demonstrate Aramco's leadership in economic growth and innovation.



• Totals may exceed 100% due to rounding.
**Other includes MRD Engagement not related to events

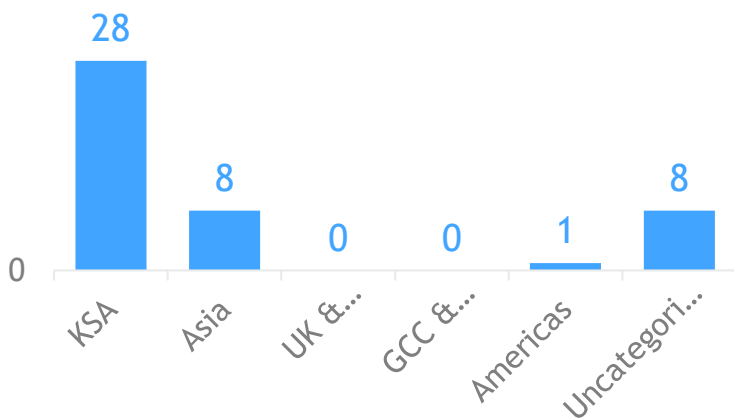
Top 5 Key Messages

Key Messages	% of Overall Coverage	Vs Nov 2024
At Aramco, we believe in the power of innovation to solve humanity's biggest challenges. Innovation powers progress. Campaign: How can we accelerate new energy solutions?	21%	+ 15 %pt
To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life. Campaign: How can we facilitate a balanced energy transition?	19%	+ 18 %pt
However, the world faces a 'trilemma' of energy affordability, security and sustainability. Campaign: How can we facilitate a balanced energy transition?	19%	+ 18 %pt
In addition, we are leveraging our technology and innovation leadership to be a leading player in the new markets for Carbon Capture and Storage technologies and hydrogen production - and for lower-carbon fuels key to powering a mobility transition. Campaign: How can we accelerate new energy solutions?	15%	+ 12 %pt
At Aramco, we believe that leading companies lead their communities toward a brighter future. Campaign: How can we inspire and enable our communities?	14%	+ 5 %pt

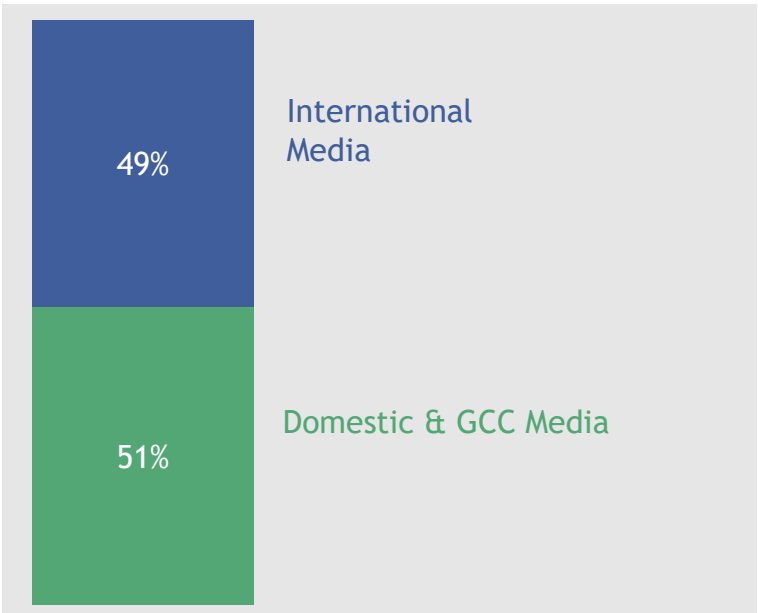
Geographic Distribution: December 2024

- Just under half the executed activities were focused on in-Kingdom activities. Rather than marquee events seen in October, events and activities in December were more technical and community focused.
- Outside the region, Asia emerged as a strong focus for activities including interviews and MRD engagements particularly in China and South Korea.
- The sole Americas focused activity was the 50th Anniversary of Aramco Americas.
- *Given the December slowdown for international media, Aramco's steadfast focus on regional and domestic activities is recommended. The P & CEO media visit planned for December 25 did not take place and is a potential missed opportunity for engagement and enhanced coverage on the domestic/regional front.*

Geographic Distribution



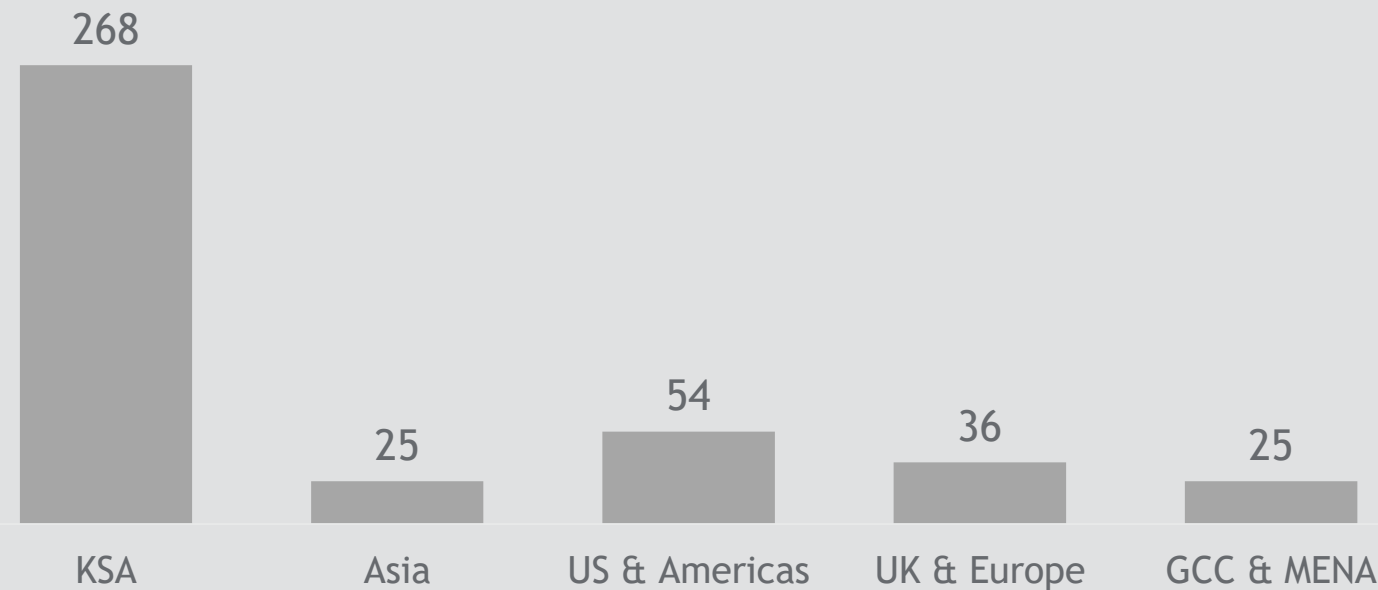
Media Engagement



Key Message Pull-Through



Coverage Volume



Impact Score



In-Kingdom: 28 Executed Activities

- High key message pull-through is indicative of successful in-Kingdom. However, compared to previous months, overall external facing events were lower, and activity was led by press releases and MRD engagements.
- Activities included CFO delivered speech to FinLead’s first cohort, Chairman speech at OPSFW, and several press releases including joint press releases with Total, SIRC, SLB, Linde and others.
- Technical events such as the Energy Supply Chain and Procurement Summit, Saudi Smart Grid Conference, and SGI resulted in very productive relationship building engagements with media. FIFA in Schools press release and the CEO’s Op-Ed in Al Riyadh to celebrate the Kingdom’s role as host of the 2034 FIFA World Cup continued to receive positive engagement.
- *Rather than view FIFA as a contentious topic, more should be done to embrace Aramco’s role in supporting the sport. While this might result in some negative narratives, overall, it will result in Aramco’s key messages reaching its audience.*

Global Coverage

The Washington Post
Saudi Arabia's plans to host the men's World Cup 2034 will be harmful for the climate, experts say

Bloomberg
Saudis Get World Cup 2034 Crowning MBS Bid for Sport Empire
• FIFA World Cup to be held across stadiums in five cities
• Crown prince looks to boost Saudi influence, national image

CNN Sports
Saudi Arabia officially announced as the 2034 World Cup host. Human rights groups warn of 'unimaginable human cost'

REUTERS
Australia players union slams FIFA over 2034 Saudi World Cup

FINANCIAL EXPRESS
Ringside view by Tushar Bhaduri: In Saudi Arabia's unchallenged path to 2034 football World Cup, pointers for India's Olympic ambitions

Forbes

Red Card For FIFA's Saudi World Cup

Interview: Saudi Arabia views 2034 World Cup as transformative moment, says Saudi bid head

thejapantimes **REUTERS** **FRANCE 24** **THE BUSINESS STANDARD**
LGBTQ fans welcome in Saudi Arabia, 2034 World Cup bid chief says

The KoreaTimes
FIFA prepares to give Saudi Arabia its biggest sports win yet as host of the 2034 World Cup

Domestic/Regional Coverage

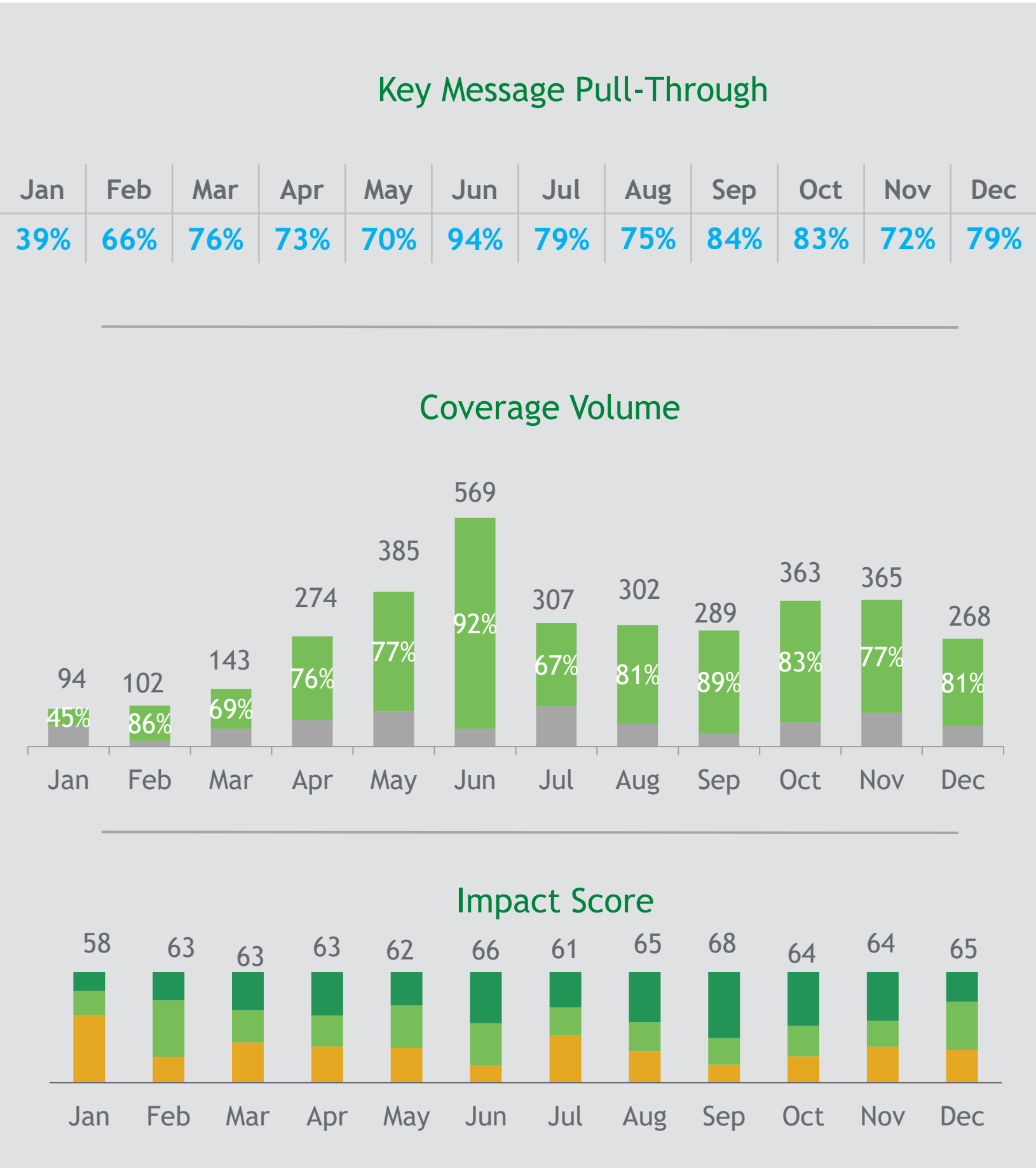
Saudi crown prince congratulates Kingdom on 2034 World Cup bid

ARAB NEWS

Ronaldo backs Saudi Arabia to host 'best World Cup ever', praises RSL growth

AL ARABIYA news
Saudi Arabia FIFA World Cup 2034: Experts, fans say event will be 'massive' for Kingdom

Saudi Arabia lights up after being named as host for FIFA World Cup 2034



In-Kingdom: Message Delivery

Top 3 Key Messages

Key Messages	% of Overall In-Kingdom Coverage
At Aramco, we believe in the power of innovation to solve humanity’s biggest challenges. Innovation powers progress. Campaign: How can we accelerate new energy solutions?	24%
To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life. Campaign: How can we facilitate a balanced energy transition?	22%
However, the world faces a ‘trilemma’ of energy affordability, security and sustainability Campaign: How can we facilitate a balanced energy transition?	21%

Reputation Score and Attributes: December 2024



Top 3 Spokespeople Saudi Aramco & IOC’s

Amin Nasser CEO, Saudi Aramco	36 mentions
Patrick Pouyanné CEO, Total	25 mentions
Ahmad Al Khowaiter EVP Tech & Innovation , Saudi Aramco	12 mentions

Asia: 8 Executed Activities

- In Asia, engagements and activities took place in China and South Korea. These activities ranged from MRD Engagements to interviews with prominent outlets in these markets.
- Considering Asia is a top market for Aramco, the inertia built around these engagements in 2024 should continue to yield results in 2025. However, a lower than 50% key message pull through in Asian markets suggests a need for Aramco to increase the volume of its events and activities in Asia.
- Further, the slow down in the Chinese economy will continue to cause uncertainty not only for Aramco but for global markets. Softening consumer demand for Chinese goods both domestically and internationally, and a weakening demand for oil and gas amidst an EV revolution may require Aramco to pivot its messaging in case projects need to be scaled back.
- *January 29 marks Chinese New Year as that part of the year welcomes the Year of the Dragon. It would be advantageous to plan media amplification of Aramco China's sponsorships, community leadership, and citizenship initiatives.*

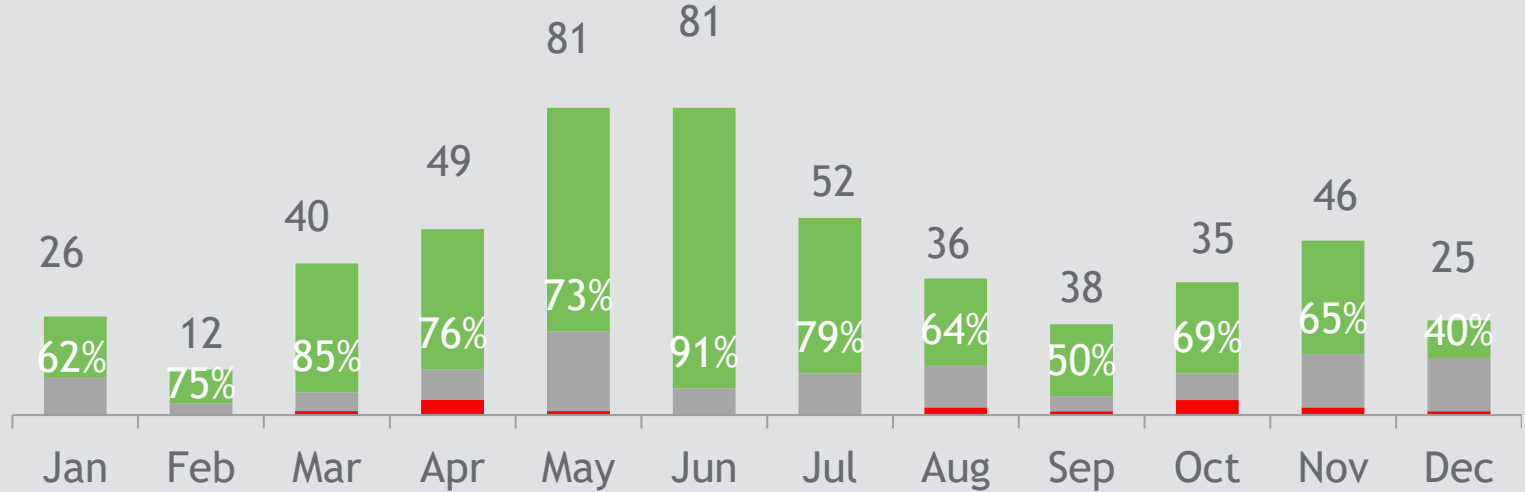
Asia: DECEMBER COVERAGE HIGHLIGHTS



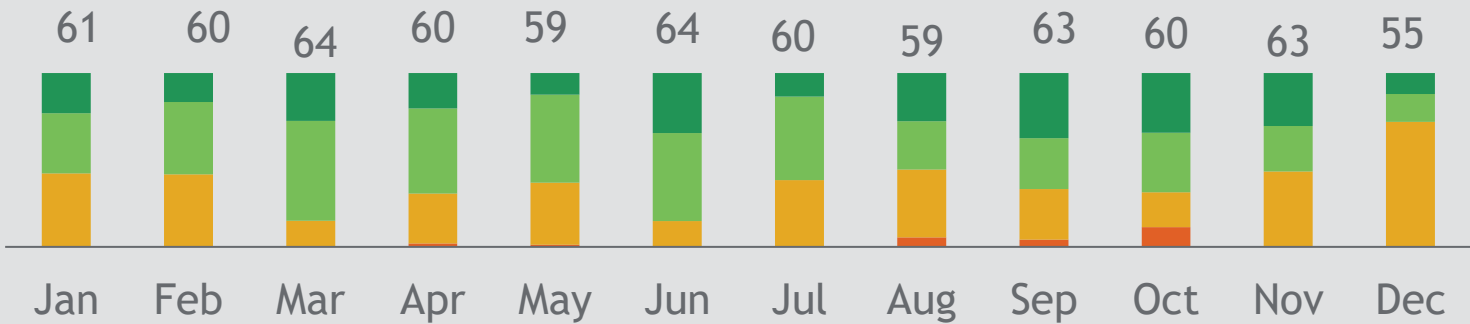
Key Message Pull-Through

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
73%	50%	45%	49%	21%	30%	44%	25%	46%	60%	43%	44%

Coverage Volume



Impact Score



Asia: Message Delivery

Top 3 Key Messages

Key Messages	% of Overall Asia Coverage
<p>Together with our partners, we are building and expanding modern refining and petrochemicals complexes in key global markets. This includes Saudi Arabia, where we aim to double the country’s chemicals production capacity by 2030.</p> <p>Campaign: How can we advance the materials transition through chemicals?</p>	24%
<p>These partnerships are important to our downstream expansion and integration strategy to provide vital chemicals to some of the world’s largest and fastest-growing economies - as a base for manufacturing that will include a range of advanced materials essential the transition.</p> <p>Campaign: How can we advance the materials transition through chemicals?</p>	24%
<p>At Saudi Aramco, we believe in the power of innovation to solve humanity’s biggest challenges. Innovation powers progress.</p> <p>Campaign: How can we advance the materials transition through chemicals?</p>	8%

Reputation Score and Attributes: December 2024



Top 3 Spokespeople Saudi Aramco & IOC’s

Yasser Mufti EVP, Products & Customers, Saudi Aramco	4 mentions
Murray Auchincloss CEO, BP	4 mentions
Wael Sawan CEO, Shell	1 mentions

U.S. & Americas: 1 Executed Activity

- Mohammad Y Al Qathani presented a short speech on the occasion of the 50th Anniversary of Aramco Americas.
- No other activity in the Americas in December. Overall, Western media focused only on the most important news stories of the day, and activity slowed down given the holiday season.
- Policies on trade, energy, environment, EVs, immigration are all expected to be announced within the first 100 days of Trump’s inauguration. Further, states such as New York have implemented climate superfunds that punitively and retroactively tax oil and gas interests including Aramco.
- *Amidst contrasting and often conflicting state vs federal policies, Aramco leadership should be equipped with Q&As on Aramco’s plans in the US, and how the company might contribute to the US’ energy independence ambitions while also balancing ambitious climate targets.*

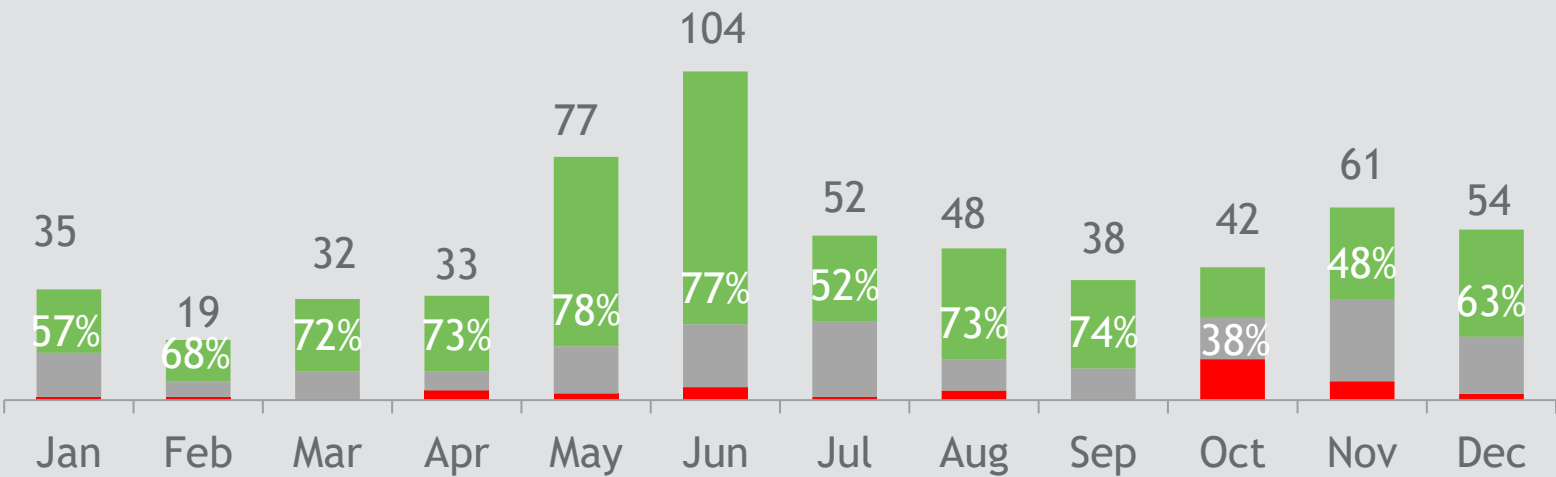


* Totals may exceed 100% due to rounding.

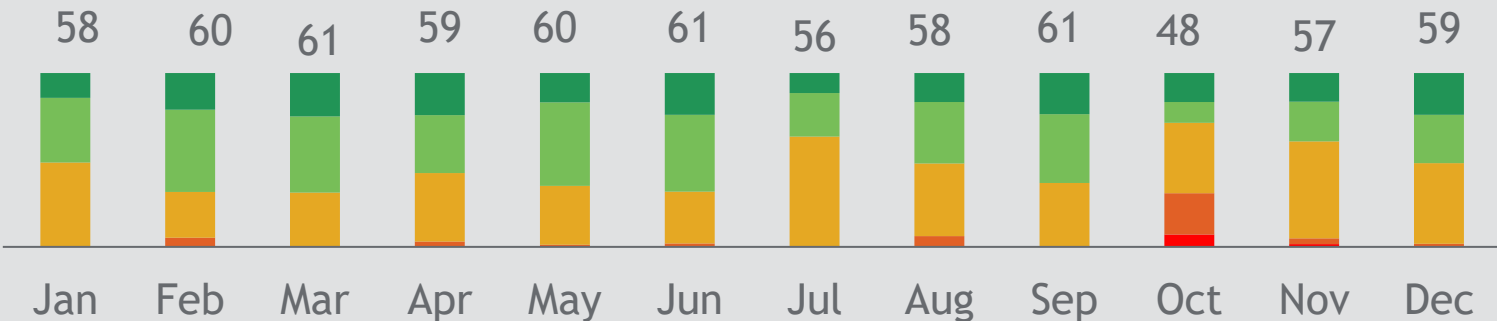
Key Message Pull-Through

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
49%	37%	50%	48%	22%	36%	35%	42%	50%	36%	30%	52%

Coverage Volume



Impact Score

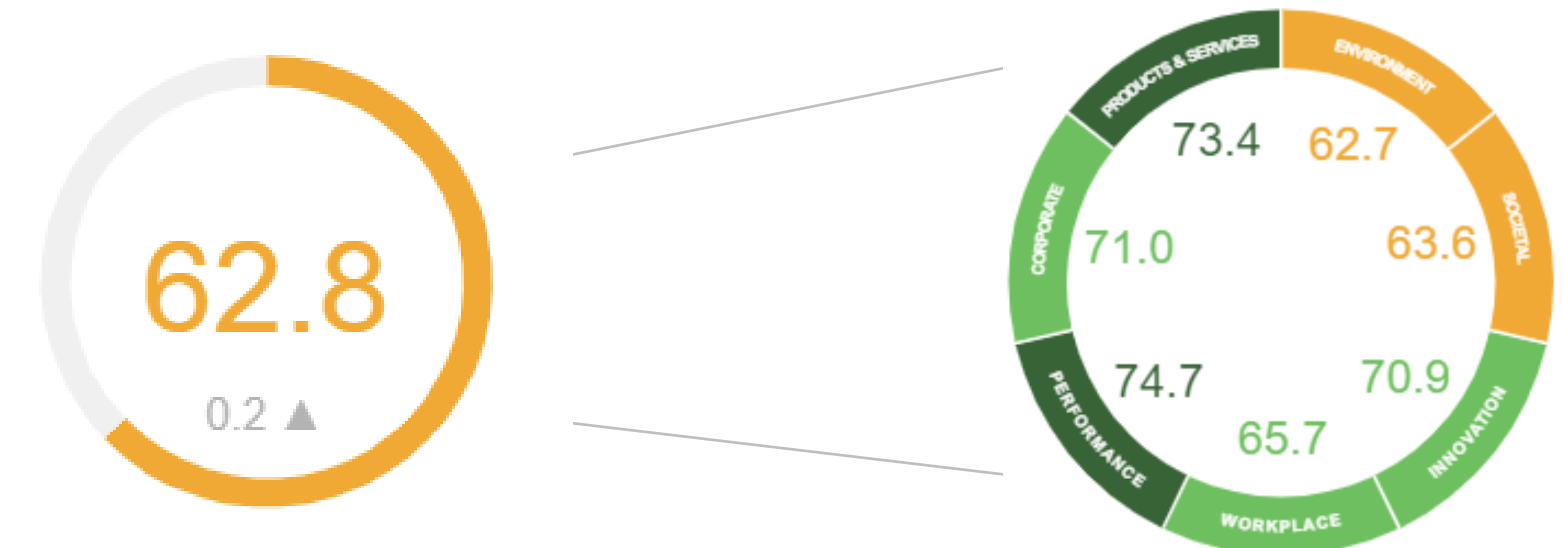


U.S. & Americas: Message Delivery

Top 3 Key Messages

Key Messages	% of Overall U.S. & Americas Coverage
<p>To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life.</p> <p>Campaign: How can we facilitate a balanced energy transition?</p>	22%
<p>However, the world faces a ‘trilemma’ of energy affordability, security and sustainability</p> <p>Campaign: How can we facilitate a balanced energy transition?</p>	22%
<p>At Saudi Aramco, we believe in the power of innovation to solve humanity’s biggest challenges. Innovation powers progress.</p> <p>Campaign: How can we advance the materials transition through chemicals?</p>	19%

Reputation Score and Attributes: December 2024



Top 3 Spokespeople Saudi Aramco & IOC's

Darren Woods CEO, Exxon	12 mentions
Patrick Pouyanné CEO, Total	8 mentions
Zoe Yujnovich Upstream President, Chevron	7 mentions

UK & Europe: 0 Executed Activities

- There were no activities in the UK and EU for December.
- However, the World Economic Forum in Davos will be closely watched by European media and provides a fertile ground for engagement with key European outlets. Discussions at Davos are expected to cover outcomes of COP29 with the climate fund, balancing economic and environmental priorities, and addressing urgent economic issues such as protecting sources of market liquidity as geopolitical issues continue to threaten economic stability.
- *While the team is already working closely with journalists and outlets in advance of WEF, we recommend senior leadership sit-down interviews with priority global outlets such as the Economist, Financial Times and Reuters to reach a pan-European and American audience.*
- *Topics of discussion could be Aramco’s projects in CCS, DLE (FMF JV would have been announced prior), support for the advancement of the global south, energy security, and defining energy transition.*



Africa Collective Announces Davos 2025
Theme: “Leading in 2025: From Regional Consolidation to Driving the Global Africa Agenda”

India aims to strengthen economic ties with US, engage with Trump administration

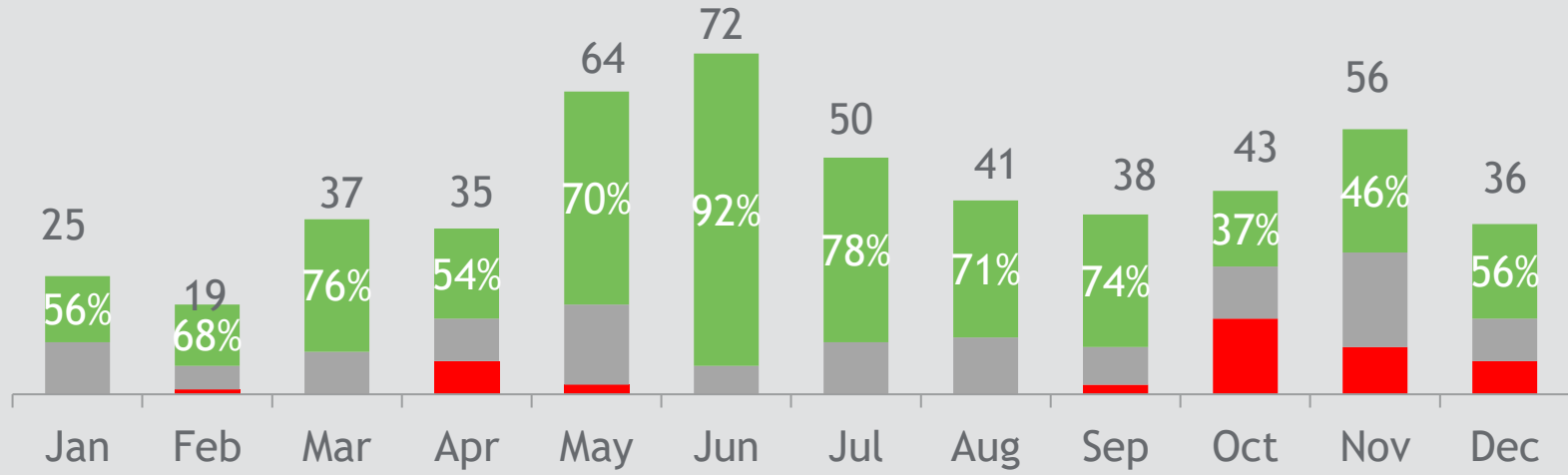
How LNG is helping to deliver responsible energy security



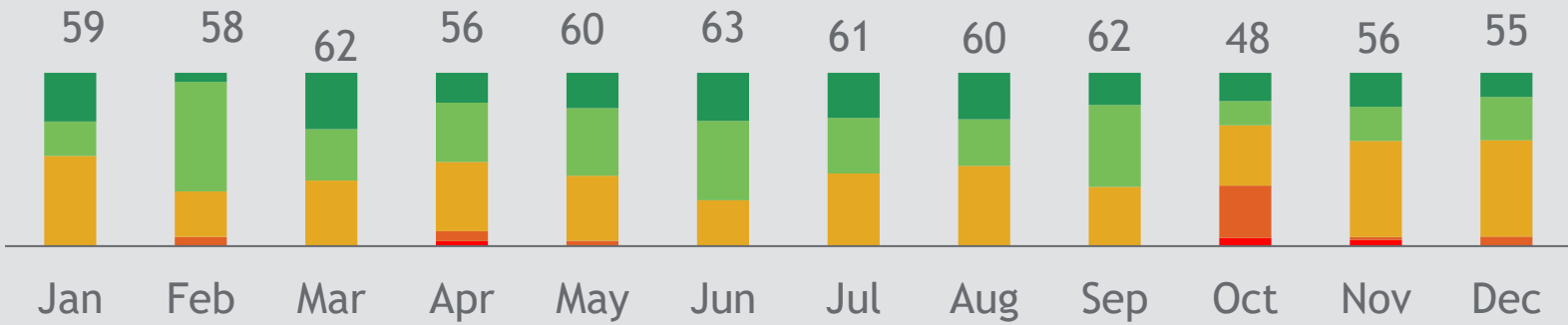
Key Message Pull-Through

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
44%	26%	32%	46%	36%	46%	64%	41%	58%	30%	25%	33%

Coverage Volume



Impact Score

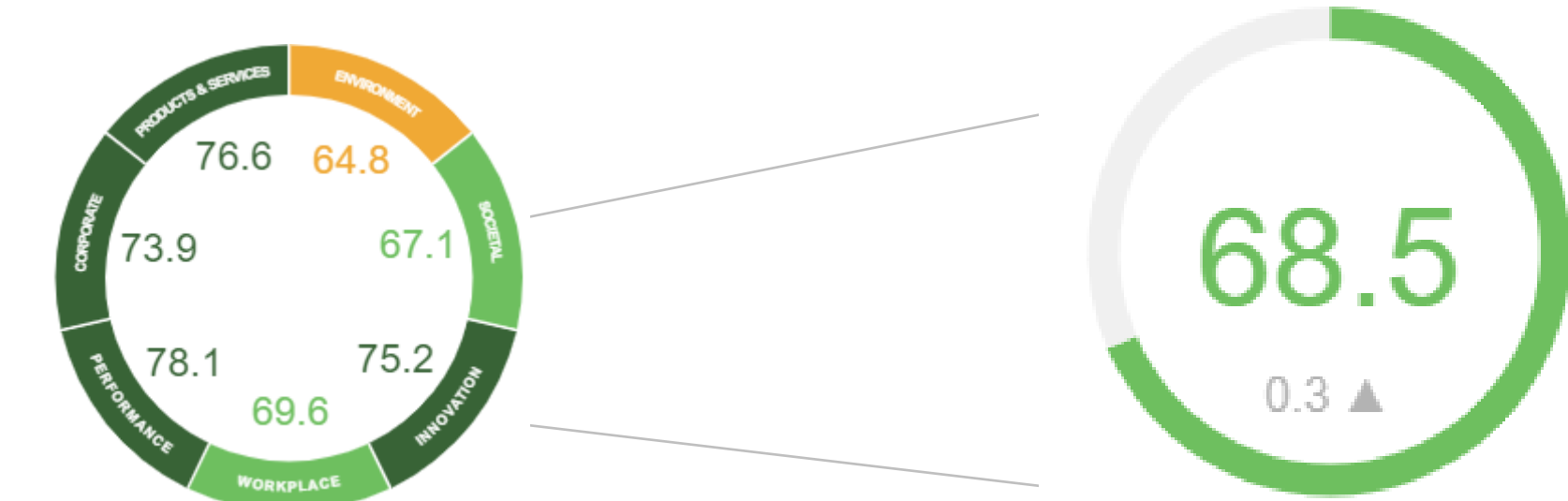


UK & Europe: Message Delivery

Top 3 Key Messages

Key Messages	% of Overall UK & Europe Coverage
<p>We will meet the world's growing demand for energy - now and decades from now. Campaign: How can we deliver energy to a world that will not stop?</p>	19%
<p>To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life. Campaign: How can we facilitate a balanced energy transition?</p>	8%
<p>However, the world faces a ‘trilemma’ of energy affordability, security and sustainability Campaign: How can we facilitate a balanced energy transition?</p>	8%

Reputation Score and Attributes: December 2024



Top 3 Spokespeople Saudi Aramco & IOC's

Murray Auchincloss CEO, BP	10 mentions
Zoe Yujnovich Upstream President, Chevron	8 mentions
Patrick Pouyanné CEO, Total	6 mentions

GCC & MENA:2 Executed Activities

- Just two activities were recorded for the GCC MENA region in December and both were mass e-mails for International Volunteer Day.
- From a coverage perspective, numbers indicate strong key message pull through but overall lower coverage volume. Most coverage focused on operational and investment news.
- The upcoming Future Minerals Forum will see attendance from industry, government, decision makers, and senior leaders from the region. The right messaging will help satiate media appetite for information on Aramco’s lithium/rare earth minerals plans.
- *Aramco will be announcing its JV with Ma’aden at FMF to a largely regional audience. The message should be about Aramco’s willingness to lend its expertise to the mining sector to help advance global energy transition efforts. Future activities to include media/expert visit to brine sites.*

Saudi Arabia Taps Aramco Oil Field Brine in Lithium Battery Push

- Saudi lithium projects target capacity of 1m batteries a year
- Vice-Minister of Mining Al-Mudaifer comments in interview



Exclusive: Gulf oil giants Saudi Aramco, Adnoc set sights on lithium

By Clara Denina, Sarah McFarlane and Maha El Dahan
March 8, 2024 5:00 PM GMT+3 · Updated 10 months ago



Saudi Arabia has extracted lithium from oilfield runoffs, says vice minister

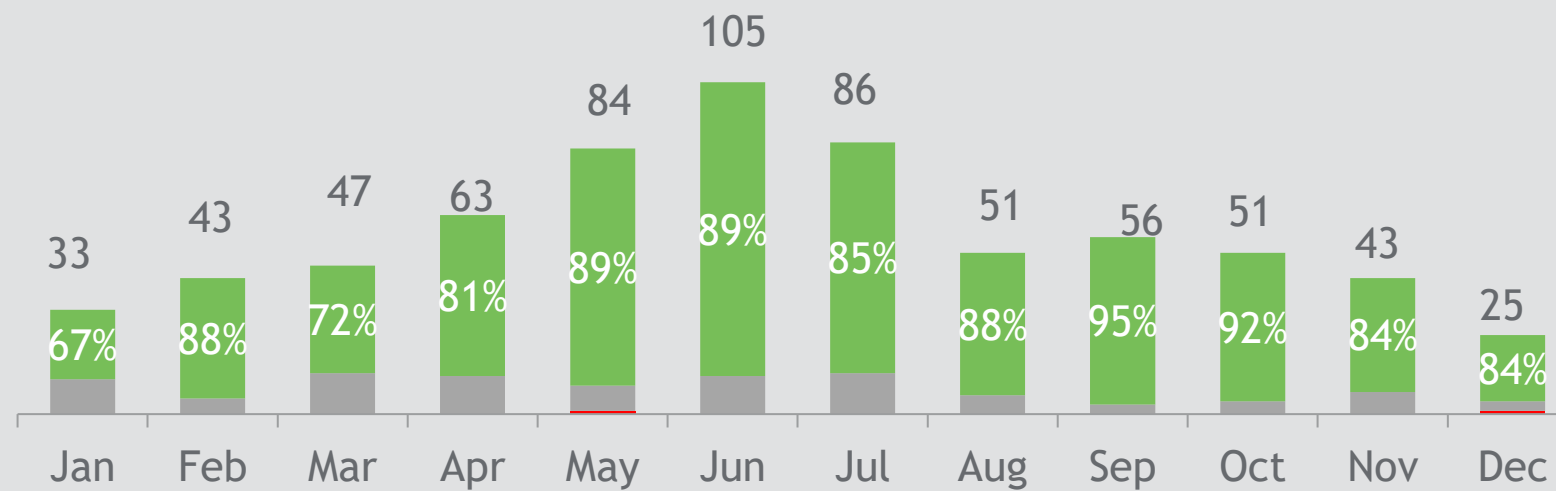


* Totals may exceed 100% due to rounding.

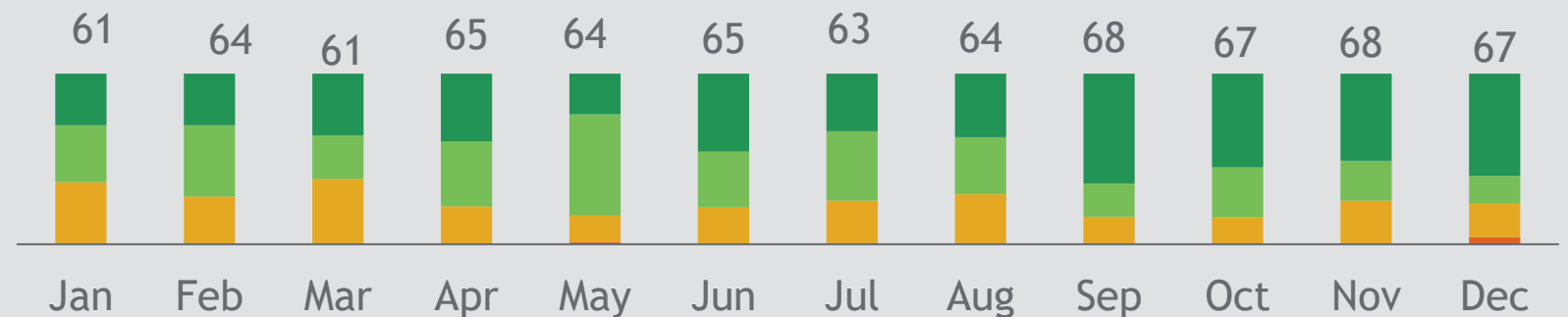
Key Message Pull-Through

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
52%	74%	77%	81%	83%	90%	81%	76%	84%	92%	81%	92%

Coverage Volume



Impact Score



GCC & MENA : Message Delivery

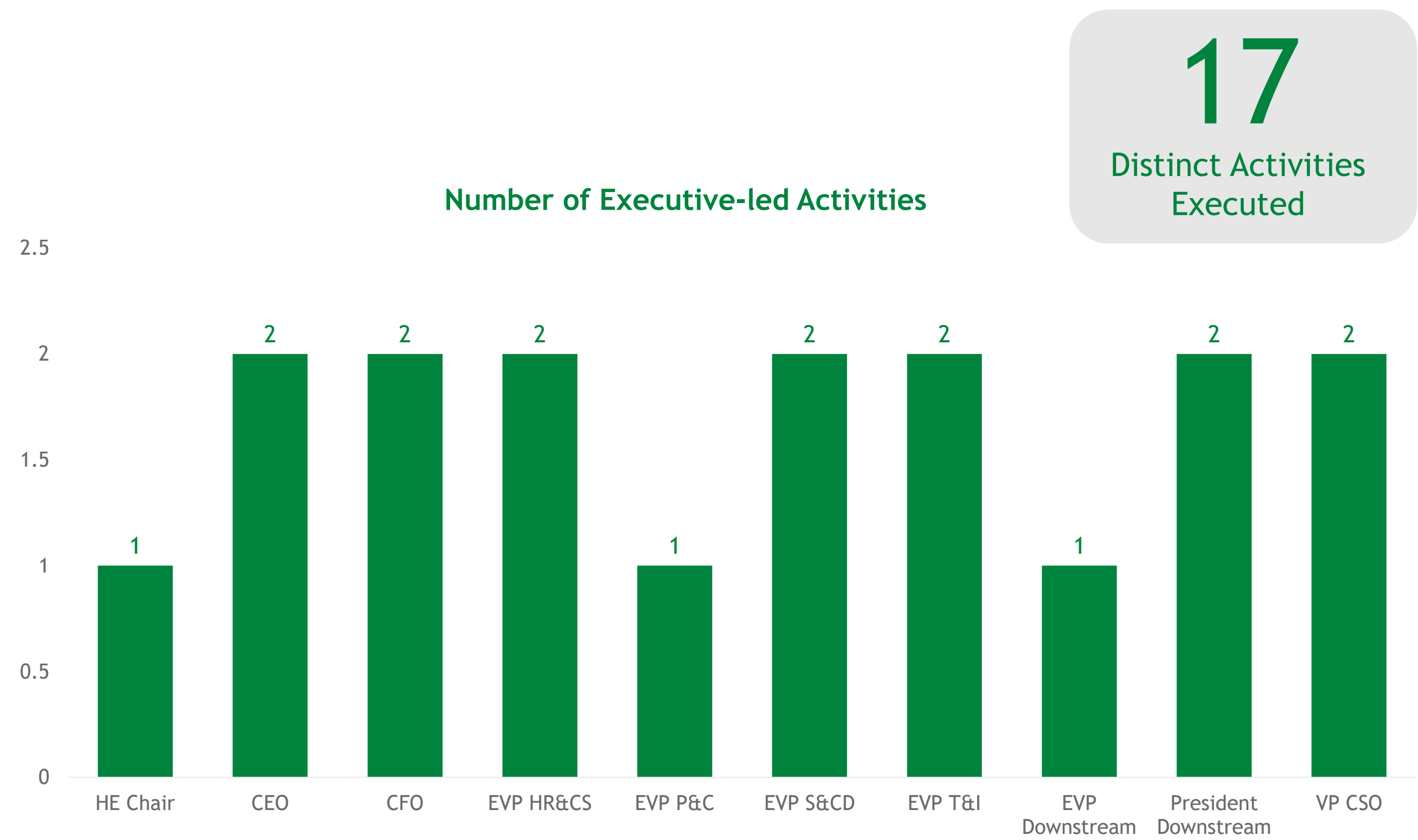
Top 3 Key Messages

Key Messages	% of Overall GCC & MENA Coverage
<p>We will meet the world's growing demand for energy - now and decades from now.</p> <p>Campaign: How can we deliver energy to a world that will not stop?</p>	28%
<p>Using technologies to improve our long track record of reducing emissions, including some of the industry’s lowest rates for upstream carbon intensity, methane emission intensity and flaring intensity.</p> <p>Campaign: How can we accelerate new energy solutions?</p>	28%
<p>To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life.</p> <p>Campaign: How can we facilitate a balanced energy transition</p>	24%

Top 3 Spokespeople Saudi Aramco & IOC’s

Patrick Pouyanné CEO, Total	3 mentions
Amin Nasser CEO, Saudi Aramco	2 mentions
Ahmad Al Khowaiter EVP Tech & Innovation , Saudi Aramco	2 mentions

Executive Engagement Analysis: December 2024



17
Distinct Activities Executed

- A total of 17 engagements had executive involvement. These ranged from speeches, panels, mass emails to press releases with quotes.
- December was unique in that the share of voice was split very well across 10 senior members of Aramco’s team.
- Deals such as the Horsepower train deal, sustainable aviation fuels with SIRC, and joint ventures with SLB and Linde drove executive participation.
- Innovative initiatives such as the quantum computing center also saw executive involvement, and have the potential to become part of Aramco’s future-facing narrative.
- While December was not an event-heavy month, it has laid the groundwork for a strong 2025. Through targeted media engagement in preparation for WEF and other marquee events, the MECD is well placed to begin the year on a strong footing from a coverage perspective.
- Further, the first half of 2025 will continue to provide opportunities for Aramco to engage productively with media and reach its audience ensuring healthy key message pull through.

N.B: Volume reflects overall number of media touchpoints engaged with.. Activities consist of recorded interviews, speeches and panel engagements shared by MECD team.

Executive Engagement Impact Analysis

EXECUTIVE	OVERALL VOLUME	OVERALL IMPACT SCORE	KM PULL THROUGH	TOP 3 KEY MESSAGES
President & CEO, Amin Nasser	47	71	98%	<p>To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life. Campaign: How can we facilitate a balanced energy transition?</p> <p>However, the world faces a ‘trilemma’ of energy affordability, security and sustainability Campaign: How can we facilitate a balanced energy transition?</p> <p>However, the world requires a realistic, stable, and inclusive energy transition that meets the growing need for reliable and accessible energy while reducing emissions. Campaign: How can we accelerate new energy solutions?</p>
CFO Ziad T. Al-Murshed	3	73	100%	<p>Saudi Aramco is now pursuing an ambitious growth strategy, backed by the largest capital expenditure in our 90- year history. Campaign: How can we invest in growing a diverse Saudi economy?</p> <p>We are invested in tomorrow. Campaign: How can we invest in growing a diverse Saudi economy?</p> <p>This includes significant investments beyond oil and gas - in sectors across Saudi Arabia’s industrial ecosystem to strengthen and diversify our business while benefitting the Saudi economy. Campaign: How can we invest in growing a diverse Saudi economy?</p>
EVP, Technology & Innovation Ahmad O. Al-Khowaiter	18	79	100%	<p>Using technologies to improve our long track record of reducing emissions, including some of the industry’s lowest rates for upstream carbon intensity, methane emission intensity and flaring intensity. Campaign: How can we accelerate new energy solutions?</p> <p>In addition, we are leveraging our technology and innovation leadership to be a leading player in the new markets for Carbon Capture and Storage technologies and hydrogen production - and for lower-carbon fuels key to powering a mobility transition. Campaign: How can we accelerate new energy solutions?</p> <p>That’s why we are partnering with the world’s best companies to develop a range of realistic solutions that leverage existing infrastructure to lower emissions at scale. Campaign: How can we facilitate a balanced energy transition?</p>
EVP, Strategy & Corporate Development Ashraf A. Al Ghazzawi	21	78	100%	<p>To balance those three, the world needs a realistic, stable, and inclusive energy transition that meets growing demand for energy while lowering emissions. But the pace and socioeconomic consequences of the energy transition must not leave anyone behind on the road to a better life. Campaign: How can we facilitate a balanced energy transition?</p> <p>However, the world faces a ‘trilemma’ of energy affordability, security and sustainability Campaign: How can we facilitate a balanced energy transition?</p> <p>In addition, we are leveraging our technology and innovation leadership to be a leading player in the new markets for Carbon Capture and Storage technologies and hydrogen production - and for lower-carbon fuels key to powering a mobility transition. Campaign: How can we accelerate new energy solutions?</p>

Executive Engagement Impact Analysis

EXECUTIVE	OVERALL VOLUME	OVERALL IMPACT SCORE	KM PULL THROUGH	TOP 3 KEY MESSAGES
EVP, Technical Services Wael A. Al Jaafari	N/A	N/A	N/A	N/A
EVP, Products & Customers Yasser Mufti	5	71	100%	<p>That's why we are partnering with the world's best companies to develop a range of realistic solutions that leverage existing infrastructure to lower emissions at scale. Campaign: How can we facilitate a balanced energy transition?</p> <p>At Saudi Aramco, we think in decades not quarters, eras not cycle, with strong long-term partnerships to match. Campaign: How can we facilitate a balanced energy transition?</p> <p>Using technologies to improve our long track record of reducing emissions, including some of the industry's lowest rates for upstream carbon intensity, methane emission intensity and flaring intensity. Campaign: How can we accelerate new energy solutions?</p>
President Upstream Nasir K. Al-Naimi	N/A	N/A	N/A	N/A
Chairman, HE Yasir O. Al-Rumayyan	N/A	N/A	N/A	N/A

Executive Engagement Impact Analysis

EXECUTIVE	OVERALL VOLUME	OVERALL IMPACT SCORE	KM PULL THROUGH	TOP 3 KEY MESSAGES
Downstream President Mohammed Y. Al Qahtani	N/A	N/A	N/A	N/A
EVP GC & Cop Secretary Nabeel Al Mansour	N/A	N/A	N/A	N/A
EVP HR & Cop Serv Nabeel Al Jamaa'	3	67	67%	<p>From building roads and schools to advancing health and hygiene to stimulating social and economic development and celebrating Arab history and culture, Aramco has been at the center of what makes Saudi Arabia what it is today. Campaign: How can we inspire and enable our communities?</p> <p>During this time, Aramco's transformational impact has extended to community development in Saudi Arabia. From building roads and schools to advancing health and hygiene to stimulating social and economic development and celebrating Arab history and culture, Aramco has been at the center of what makes Saudi Arabia what it is today. Campaign: How can we inspire and enable our communities?</p> <p>At Saudi Aramco, we never stop asking the question, "How can we inspire and enable our communities?" People are always at the heart of the response. Campaign: How can we inspire and enable our communities?</p>

Glossary

Term	Definition
Saudi Aramco Press Release	Official announcement bearing the Saudi Aramco brand disseminated to select media and hosted on the Saudi Aramco website. Includes English and Arabic releases, and developments jointly announced with strategic/JV partners. Does not include 3 rd party press releases, as these are counted separately as processed.
Media Advisory	Brief disseminated to select journalists with details about an upcoming event or providing highlights from Executive engagements to inform news coverage.
Op-ed & Feature Stories	Proactive media story authored by an Saudi Aramco leader or subject matter expert.
Background Briefing	Off-the-record discussion with media to inform understanding of a particular topic, development or upcoming news story without attribution.
MRD Engagement	Background engagements by MRD with key media contacts at and around events, for relationship building and networking purposes. Includes instances where Saudi Aramco has an official presence (e.g., an exhibit or sponsorship).
Media Visit or Media Gathering	Gathering of media to tour an Saudi Aramco asset (refinery, wells, etc.). Includes visits to assets in Kingdom and outside the Kingdom. Can include Saudi Aramco hosted meetings with media that is not associated with an Saudi Aramco asset for relationship building purposes (such as the Ramadan Gathering)
Interview: Written	On-the-record interview in which questions are submitted to Saudi Aramco for response, and the responses are then used by the outlet in their article/reporting.
Interview: Print/Online	On-the-record interview with media for print or online publication. Includes all formats, including in person, phone and video.
Interview: Broadcast	On-the-record interview broadcasted on television/radio taking place via phone/remote video call. Includes pre-recorded interviews.
Media Call	Call with a select group of media to inform understanding of a particular Company development or strategic announcement (Financial Results or major transactions).
Speech	A standalone address delivered by an industry leader to a select audience at an industry or official event.
Panel	A moderated group discussion among industry leaders on a specific theme/topic taking place at an event in front of a select audience of delegates. Includes ‘fireside chats’ which typically involve fewer speakers.
Proposed (Planned)	A planned activity led by the MECD team. Includes proposed executive engagements presented to President and EVPs offices, or media engagements planned by MRD.
Unplanned	Activities and engagements that ended up being executed in a reactive manner and were not planned for by the MECD team.
Completed	All activity executed and facilitated by the MECD team, including proposed (planned) and unplanned activities.

Priority Markets Over Time

	January			February			March			April			May			June		
KSA	94 Article	58 Impact	39% KM	102 Article	63 Impact	66% KM	143 Article	63 Impact	76% KM	274 Article	63 Impact	73% KM	385 Article	62 Impact	70% KM	569 Article	66 Impact	94% KM
China	4 Article	61 Impact	100% KM	1 Article	65 Impact	100% KM	7 Article	69 Impact	71% KM	11 Article	66 Impact	73% KM	3 Article	67 Impact	33% KM	10 Article	64 Impact	50% KM
USA	34 Article	58 Impact	47% KM	19 Article	60 Impact	37% KM	32 Article	61 Impact	50% KM	32 Article	59 Impact	50% KM	73 Article	59 Impact	23% KM	99 Article	61 Impact	36% KM
UK	24 Article	60 Impact	42% KM	16 Article	58 Impact	25% KM	31 Article	63 Impact	39% KM	29 Article	55 Impact	41% KM	45 Article	63 Impact	47% KM	55 Article	63 Impact	47% KM
Germany	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	50 Impact	0% KM	5 Article	64 Impact	40% KM
France	1 Article	50 Impact	100% KM	0 Article	N/A Impact	N/A KM	4 Article	58 Impact	0% KM	0 Article	N/A Impact	N/A KM	6 Article	53 Impact	33% KM	7 Article	69 Impact	57% KM
Netherlands	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Poland	0 Article	N/A Impact	N/A KM	1 Article	60 Impact	0% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	4 Article	63 Impact	0% KM	0 Article	N/A Impact	N/A KM
S. Korea	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	80 Impact	100% KM	6 Article	63 Impact	100% KM	4 Article	56 Impact	0% KM	0 Article	N/A Impact	N/A KM

Universe:
Saudi Aramco only coverage

Media Type:
Traditional Media Only

Metrics:
Volume of Articles; Impact Score

Impact Score

Poor 0 - 20

Weak 21 - 39

Average 40 - 55

Strong 56 - 69

Excellent 70 - 100

Priority Markets Over Time

	July			August			September			December			December			December		
KSA	307 Article	61 Impact	79% KM	302 Article	65 Impact	75% KM	289 Article	68 Impact	84% KM	363 Article	66 Impact	83% KM	365 Article	64 Impact	72% KM	268 Article	65 Impact	79% KM
China	8 Article	60 Impact	50% KM	8 Article	61 Impact	13% KM	5 Article	67 Impact	80% KM	2 Article	70 Impact	0% KM	11 Article	75 Impact	100% KM	7 Article	61 Impact	100% KM
USA	49 Article	56 Impact	33% KM	47 Article	58 Impact	43% KM	38 Article	61 Impact	50% KM	39 Article	50 Impact	38% KM	60 Article	57 Impact	30% KM	54 Article	59 Impact	52% KM
UK	42 Article	61 Impact	64% KM	34 Article	61 Impact	41% KM	32 Article	63 Impact	59% KM	36 Article	51 Impact	42% KM	50 Article	56 Impact	26% KM	29 Article	57 Impact	38% KM
Germany	1 Article	50 Impact	0% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	30 Impact	0% KM	0 Article	N/A Impact	N/A KM	1 Article	55 Impact	0 KM
France	5 Article	57 Impact	60% KM	2 Article	55 Impact	0% KM	3 Article	55 Impact	67% KM	3 Article	43 Impact	0% KM	2 Article	65 Impact	50% KM	0 Article	N/A Impact	N/A KM
Netherlands	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Poland	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
S. Korea	2 Article	63 Impact	100% KM	1 Article	65 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	73 Impact	100% KM

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Excellent 70 - 100

Priority Markets Over Time

	January			February			March			April			May			June		
Japan	1 Article	75 Impact	100% KM	0 Article	N/A Impact	N/A KM	1 Article	70 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	55 Impact	0% KM
India	10 Article	59 Impact	70% KM	6 Article	58 Impact	67% KM	19 Article	63 Impact	37% KM	7 Article	54 Impact	14% KM	19 Article	63 Impact	37% KM	33 Article	65 Impact	24% KM
Malaysia	3 Article	55 Impact	33% KM	2 Article	58 Impact	0% KM	1 Article	60 Impact	100% KM	10 Article	55 Impact	0% KM	23 Article	59 Impact	22% KM	9 Article	64 Impact	33% KM
Singapore	7 Article	61 Impact	71% KM	2 Article	68 Impact	50% KM	10 Article	60 Impact	30% KM	11 Article	60 Impact	45% KM	16 Article	60 Impact	13% KM	14 Article	65 Impact	29% KM
Mexico	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	60 Impact	0% KM	1 Article	55 Impact	0% KM	0 Article	N/A Impact	N/A KM
Chile	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	70 Impact	100% KM
Australia	2 Article	63 Impact	100% KM	0 Article	N/A Impact	N/A KM	1 Article	70 Impact	0% KM	0 Article	N/A Impact	N/A KM	9 Article	58 Impact	0% KM	3 Article	47 Impact	0% KM
Pakistan	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM

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Excellent 70 - 100

Priority Markets Over Time

	July			August			September			December			December			December		
Japan	3 Article	63 Impact	33% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	65 Impact	100% KM	2 Article	60 Impact	0% KM	0 Article	N/A Impact	N/A KM
India	16 Article	60 Impact	50% KM	11 Article	54 Impact	9% KM	5 Article	57 Impact	20% KM	2 Article	43 Impact	50% KM	12 Article	60 Impact	42% KM	9 Article	49 Impact	0% KM
Malaysia	6 Article	61 Impact	17% KM	5 Article	56 Impact	40% KM	6 Article	67 Impact	83% KM	6 Article	53 Impact	33% KM	5 Article	60 Impact	20% KM	4 Article	50 Impact	25% KM
Singapore	10 Article	59 Impact	40% KM	4 Article	68 Impact	50% KM	6 Article	63 Impact	17% KM	17 Article	62 Impact	76% KM	11 Article	58 Impact	9% KM	2 Article	50 Impact	0% KM
Mexico	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	25 Impact	0% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Chile	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Australia	1 Article	50 Impact	0% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	55 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Pakistan	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM

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Metrics:
Volume of Articles; Impact Score

Impact Score

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Weak 21 - 39

Average 40 - 55

Strong 56 - 69

Excellent 70 - 100

Additional Markets Over Time

	January			February			March			April			May			June		
UAE	32 Article	61 Impact	50% KM	38 Article	64 Impact	71% KM	45 Article	61 Impact	76% KM	61 Article	65 Impact	82% KM	75 Article	63 Impact	81% KM	93 Article	66 Impact	90% KM
Hong Kong	1 Article	80 Impact	100% KM	1 Article	60 Impact	0% KM	1 Article	60 Impact	0% KM	4 Article	65 Impact	100% KM	16 Article	55 Impact	13% KM	14 Article	61 Impact	29% KM
Russian Federation	34 Article	58 Impact	47% KM	19 Article	60 Impact	37% KM	32 Article	61 Impact	50% KM	32 Article	59 Impact	50% KM	73 Article	59 Impact	23% KM	99 Article	61 Impact	36% KM
Bahrain	0 Article	N/A Impact	N/A KM	2 Article	63 Impact	50% KM	2 Article	55 Impact	0% KM	4 Article	63 Impact	75% KM	7 Article	53 Impact	0% KM	4 Article	64 Impact	25% KM
Canada	1 Article	65 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	60 Impact	100% KM	4 Article	61 Impact	0% KM	4 Article	61 Impact	0% KM
Egypt	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	70 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	58 Impact	50% KM
Jordan	0 Article	N/A Impact	N/A KM	4 Article	66 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	68 Impact	100% KM	2 Article	70 Impact	100% KM
Kuwait	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	53 Impact	50% KM	1 Article	55 Impact	100% KM	1 Article	60 Impact	100% KM
Oman	1 Article	70 Impact	100% KM	1 Article	70 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	65 Impact	100% KM	4 Article	59 Impact	75% KM
Spain	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	45 Impact	0% KM	0 Article	N/A Impact	N/A KM	1 Article	55 Impact	0% KM

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Volume of Articles; Impact Score

Impact Score

Poor 0 - 20

Weak 21 - 39

Average 40 - 55

Strong 56 - 69

Excellent 70 - 100

Additional Markets Over Time

	July			August			September			December			December			December		
UAE	80 Article	64 Impact	80% KM	49 Article	64 Impact	78% KM	52 Article	68 Impact	83% KM	39 Article	67 Impact	90% KM	43 Article	68 Impact	81% KM	23 Article	68 Impact	91% KM
Hong Kong	7 Article	60 Impact	43% KM	7 Article	62 Impact	29% KM	2 Article	53 Impact	0% KM	5 Article	62 Impact	60% KM	5 Article	62 Impact	40% KM	1 Article	70 Impact	100% KM
Russian Federation	2 Article	60 Impact	100% KM	5 Article	62 Impact	60% KM	3 Article	55 Impact	33% KM	3 Article	55 Impact	33% KM	4 Article	53 Impact	0% KM	4 Article	51 Impact	25% KM
Bahrain	2 Article	63 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	68 Impact	100% KM	0 Article	N/A Impact	N/A KM	1 Article	50 Impact	100% KM
Canada	2 Article	60 Impact	100% KM	1 Article	65 Impact	0% KM	0 Article	N/A Impact	N/A KM	2 Article	20 Impact	0% KM	1 Article	50 Impact	0% KM	0 Article	N/A Impact	N/A KM
Egypt	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	68 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	1 Article	65 Impact	100% KM
Jordan	2 Article	50 Impact	100% KM	0 Article	N/A Impact	N/A KM	1 Article	70 Impact	100% KM	4 Article	71 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Kuwait	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Oman	2 Article	63 Impact	100% KM	2 Article	58 Impact	50% KM	1 Article	65 Impact	100% KM	3 Article	68 Impact	100% KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM
Spain	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	0 Article	N/A Impact	N/A KM	2 Article	33 Impact	0% KM	0 Article	N/A Impact	N/A KM	2 Article	40 Impact	0% KM

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