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| SAUDI ARABIAN OIL COMPANY (Saudi Aramco) GENERAL INSTRUCTION MANUAL ISSUING ORG. COMMUNITY, BUILDINGS & OFFICE SERVICES SUBJECT: SAUDI ARAMCO HOSTILITY REACTION PLAN | | G.I. NUMBER 1420.001 Approved | |
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CONTENT:

The Saudi Aramco Hostility Reaction Plan identifies responsibilities and actions during a period of rising tensions and/or hostilities in its area of operations. Such hostilities may include terrorist attacks on Saudi Aramco population centers and sensitive facilities. This plan gives instructions for the possible phased evacuation of personnel from Company communities and the control of panic. It includes the provision of shelters, sustenance, and damage control as listed in existing Disaster Contingency Plans.

1. Intent and Scope of the Plan
2. Policy Assumptions
3. Definitions
4. Command and Control
5. Emergency Control Center
6. Communication
7. Responsibilities During Different Conditions
8. Supplements

- 1420.001-01 Phased Evacuation of Personnel
 1420.001-02 Control of Panic
 1420.001-03 Total Evacuation

1.0 INTENT AND SCOPE OF THE PLAN:

- 1.1 This General Instructions augments GI's on Disaster Contingency Plans, which deals with the recovery from industrial accidents such as gas leak, chemical spills, major accidents/fires/explosions. The Saudi Aramco Hostility Reaction Plan goes beyond recovery from such one-time incidents. It deals with a period of rising tensions and possible hostile acts, including terrorist attacks against Saudi Aramco personnel or sensitive facilities. The hostile acts may be repeated making recovery more difficult and prolonged. Selective and phased evacuation of personnel may be necessary. Total evacuation, though unlikely, is also covered in this plan.
- 1.2 This General Instruction covers all Saudi Aramco communities and their residents as well as Expatriate families with No-Objection Certificates (NOC) living outside these communities. This plan does not include industrial facilities or local communities.

2.0 POLICY ASSUMPTIONS:

- 2.1 A key assumption of this plan is that the primary mission of Saudi Aramco oil, gas, utility, and support operations will not be impeded. To this end, the essential operations necessary to support the primary mission will be identified by Business Lines.

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- 2.2 Saudi Aramco recognizes its obligations to evacuate its expatriate workforce and their sponsored dependents as and when conditions dictate, to a convenient safe location. The decision to evacuate personnel will be made by the Chief Executive Officer in light of all the circumstances. In this regard, the guidelines in this General Instruction are not intended to be rigidly interpreted or applied. The Chief Executive Officer or his designated Deputy will, in all cases, make the decision on implementation.

3.0 DEFINITIONS:

3.1 Condition Yellow

When political/military tension arises along the Saudi Arabian borders or within specific areas of Saudi Arabia. This tension may be the result of aggression or threats from a foreign power or a terrorist group, and may include isolated acts of sabotage. Declared by the Chief Executive Officer.

3.2 Condition Orange

When hostile military action has been taken against Saudi Arabia personnel or facilities. This condition may also result from terrorist incidents within Saudi Aramco's operating areas involving casualties. Declared by the Chief Executive Officer.

3.3 Condition Red

When hostile action is probable or has been taken against Saudi Aramco personnel or facilities. Such hostile action could include terrorist or military attacks involving a significant risk of loss of life or property. Condition Red may be declared in only one Saudi Aramco area. Declared by the Chief Executive Officer.

3.4 Condition Black

When there is imminent danger of hostile ground forces over-running Saudi Aramco facilities, all remaining personnel other than a volunteer cadre of expert oil/gas production technicians will be evacuated. Declared by the Chief Executive Officer.

3.5 Emergency Control Officers

Volunteer employees appointed within geographical zones in a community. Their duties during an emergency would be to direct to shelters personnel whose houses are damaged, or are in imminent danger of being damaged, and assist in communicating with residents. They would also work closely with Medical personnel and Security to control panic.

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3.6 Phased Evacuation

A planned evacuation of personnel from one Saudi Aramco community to another, to another region of the country, or to the employee's point of origin. The order of priority would be 1) hospital patients and employees' dependents, 2) female employees, 3) male employees.

3.7 International Departure Airports

Airports (In or out of kingdom) from which evacuees can be transported by charter and/or commercial services to international destinations.

3.8 Saudi Aramco Shuttle Airstrips

Airstrip used primarily by Saudi Aramco aircraft, such as Ras Tanura, Abqaiq, Al-Hasa, Tanajib and Udhailiyah.

3.9 Convoy

A group of vehicles to transport personnel and cargo to a given destination. In the context used herein, the convoy consists of personnel transport (buses, Saudi Aramco fleet vehicles and privately owned vehicles), and necessary support vehicles (Fuel, Water, Food, Cargo and Medical).

3.10 Personnel Task Force

Representatives from Personnel, Medical, Employee Relations and other I.R. areas.

3.11 Traffic Task Force

* Representatives from Air Traffic of the Material Traffic Department, Transportation, and Aviation.

* 4.0 COMMAND AND CONTROL:

4.1 Overall Commander for this plan is the Chief Executive Officer. Upon announcement of CONDITION YELLOW he will appoint, as Area Leaders, the Chairman, Southern Area Disaster Contingency Plan, Chairman, Northern Area Disaster Contingency Plan and the Executive Director, Community, Buildings & Office Services, for Abqaiq, Ras Tanura, and Dhahran respectively. All three Area Leaders will be in direct contact via hotline with the Chief Executive Officer, Main Admin Building, Dhahran. The Dhahran Area Leader, will also be named as Inter-Area Emergency Coordinator. He will be responsible for coordinating the evacuation for all Areas.

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Area Leaders shall pre-appoint assistants to help during an emergency, including, but not limited to, the following Department and Organizations:

Industrial Security Organization
 Community, Buildings & Office Services Organization
 Personnel Task Force Representative
 Traffic Task Force Representative
 Special Assistants

5.0 EMERGENCY CONTROL CENTER:

- 5.1 During CONDITION ORANGE and CONDITION RED, the Emergency Control Centers will be manned on a 24-hour basis. Area Leaders and their deputies will direct the appropriate action from the Emergency Control Centers, located as follows:

| | | |
|---|------------|---|
| | Dhahran | : Al Mujamma Building, Room 250-8; |
| * | Ras Tanura | : Northern Administration Building, Room 3129 |
| * | Abqaiq | : Administration Building, Room C-3150 |
| | Udhailiyah | : Administration Building, Room 3535 |

Communications capabilities will be provided as discussed in Section 6. Each of the Emergency Control Centers will also contain maps, status charts of residents, shelters, and evacuation status. Contact will be maintained by Government Affairs with foreign consular representatives and Wardens designated by them. The welfare and safety of all community residents, including Expatriate families with No-Objection Certificate (NOC) living in local communities, will be the primary mission of each Emergency Control Center. Provision of temporary shelters, comfort items, identification of needed medical care, and a panic-free evacuation (if necessary) will be controlled from these Centers.

- 5.2 An Evacuation Team consisting of representatives from the Traffic and Personnel Task Forces, Government Affairs, Communications, and Community Services will be a critical element of the Emergency Control Center. Coordination and control of all stages of the evacuation will be managed from the Centers.
- 5.3 Emergency Control Centers will be manned as directed by the Area Leaders referred to above (4.1).
- 5.4 Beginning with CONDITION YELLOW, Government Affairs will be in contact with the Area Leaders so that close coordination with local authorities can be maintained. This communication will facilitate those actions necessary for a phased evacuation, such as obtaining visas and clearing traffic between Saudi Aramco communities.

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6.0 COMMUNICATION:

6.1 Telephone Service

*

- 6.1.1 Dedicated Hot Line telephone service will be maintained between the Chief Executive Officer (Main Admin Bldg.) and each Area's Emergency Control Center.
- 6.1.2 Other telephone lines will be available in and near each Emergency Control Center for other contacts.
- 6.1.3 Each Area's Emergency Control Center will have a telephone number to call for a recorded update of the emergency.

6.2 Employees whose emergency duties require that they be on call at all times during the emergency will be assigned pagers. Each Area Leader will inform the Manager, Communications Department of the number of pagers needed during CONDITION YELLOW.

6.3 Employees whose duties require communication ability during an emergency will be assigned a hand held two-way radio. Each Area Leader will inform the Manager, Communications Department of the number of radios needed during CONDITION YELLOW.

6.4 A HF radio base station will be placed in each Area to communicate with land convoys en-route to Shuttle Airstrips.

6.5 High frequency communication from the convoy to the evacuation location (Emergency Control Center) and the destination will be provided, as well as minimum of three hand held radios or "walkie-talkie" for intra-convoy use at head, middle, and end convoy.

6.6 Zone Information Centers will be established for each community zone, under CONDITION ORANGE, from which current information may be obtained, in both written and verbal forms, by employees and dependents. These Centers will be located in vacant houses for 11+ employees, and in gymnasiums for 3-10 employees and NOC families (Locations to be announced). Emergency Control Officers and/or assistants will man these Centers, and will notify employees when to congregate at the Zone Information Centers for information. Telephones with rollover capability and fax machines will be installed in these Centers.

7.0 RESPONSIBILITIES DURING DIFFERENT CONDITIONS OF HOSTILITIES:

All organizations with responsibility for the execution of this plan should always have the plan in place and be familiar with it.

7.1 Condition Yellow

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7.1.1 All organizations responsible for Disaster Contingency Plans review and update their key personnel notification system and equipment needed in any anticipated disaster. Required pagers and hand held two-way radios will be distributed to assigned employees.

7.1.2 Each Business Line identifies their essential operations and implements measures to ensure that such operations are maintained during hostilities.

* 7.1.3 Organizations responsible for phased evacuation e.g., Community, Buildings & Office Services, Transportation, Aviation, Personnel, and Air Traffic, review their plans and update the logistics for a phased evacuation.

* 7.1.4 Emergency Control Officers - All Areas

It is essential that Emergency Control Officers (ECO) be identified and briefed on their duties. They must also review the Disaster Contingency Plan for their Area. Each community should be divided into a number of zones especially the larger communities. Three ECO's will be appointed for each zone - a primary, a secondary, and an assistant. These three ECO's may appoint additional assistants as deemed necessary. All residents should be considered when appointing assistants. The Central Area has been subdivided into 5 zones plus 1 for al-Munirah. ECO's will be appointed for each zone and for NOC families. The duties of ECO's are to:

7.1.4.1 Direct personnel whose houses are damaged/destroyed to shelters (see attached Area Maps for locations). Each Area Leader must identify an appropriate number of shelters for his communities. A plan must be prepared for the provision of mattress, bedding, food and water at the shelters.

7.1.4.2 Communicate instructions to residents as requested by Management.

7.1.4.3 Help control panic with the assistance of Medical personnel and Security. Persons whose houses are not damaged, but who are afraid to return to their house, should be directed to the shelters where sedatives, if required, can be administered by Medical personnel, and assurance from others given.

* 7.1.5 Community, Building & Office Services

Announce locations of the assembly areas, shelters and provide for the required food supply through concessionaires contracts.

7.1.6 Personnel

Expatriate passports with exit/re-entry visas will be sent to each Area for distribution, or should the need arise, to employees and dependents residing in each respective Area.

With the assistance of ERP&P's Employee Information Division, the number and status of employees and dependents will be determined. This information will be distributed to the Emergency Control Centers in all- Areas.

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7.1.7 Industrial Security

Be especially alert for terrorist activities with likely targets being Industrial Facilities and densely populated buildings.

7.2 Condition Orange

7.2.1 Emergency Control Officers' pagers will alert them to report to the Emergency Control Center where they will be given instructions. They, and/or their assistants, will use the Zone Information Centers to communicate with employees and dependents.

7.2.2 The Executive Medical Director coordinates the evacuation of patients, if so directed by the Chief Executive Officer.

7.2.3 Upon declaration of Condition Orange by the CEO, the Emergency Control Officers and their assistants will be given a briefing on the situation. The phased evacuation of personnel, if directed by the Chief Executive Officer, will begin with hospital patients and employees' dependents (see Supplement 1420.001-01 for Phased Evacuation Details).

7.2.4 All Organizations implement actions under Condition Yellow if not yet implemented.

7.2.5 Industrial Security and Emergency Control Officers should be prepared to control panic (see Supplement 1420.001-02 for Details).

7.2.6 Hospital reduces its inpatient census and prepares to deal exclusively with emergencies resulting from injury, and trauma, and panic.

7.3 Condition Red

7.3.1 Upon declaration of Condition Red, other personnel may be evacuated as directed by the Chief Executive Officer. The CEO will decide if sounding a siren at Condition Red is necessary depending on the nature and extent of hostilities.

7.4 Condition Black

7.4.1 A series of sirens sounds, lasting two minutes, will notify personnel of Condition Black. All remaining personnel will go to assembly points for evacuation. A volunteer cadre of expert production technicians may be required to remain at certain plant locations (see Supplement 1420.001-03).

8.0 SUPPLEMENTS:

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| 1420.001-01 | Phased Evacuation Of Personnel |
| 1420.001-02 | Control Of Panic |
| 1420.001-03 | Total Evacuation |

Recommended By: _____

Date: _____

Executive Director, Community, Building & Office Services

Approved By: _____

President & CEO, Saudi Aramco

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PHASED EVACUATION OF PERSONNEL

1.0 GENERAL:

- 1.1 A Traffic Task Force, responsible for coordinating the movement of evacuees by bus, air, shuttle, and international charter, will be established by Operations Services. Representatives from Air Traffic, Transportation, Aviation, and other O.S. areas will be appointed to the Task Force, as deemed necessary by the Traffic Force Leader.
- 1.2 A Personnel Task Force, responsible for identifying potential evacuees, will be established by Industrial Relations. Representatives from Personnel, Medical, Employee Relations and other I.R. areas will be appointed to the Task Force as deemed necessary by the Personnel Task Force Leader.
- 1.3 Both Task Forces will be provided with office accommodation and support services in the Administrative Core Area, as deemed necessary by the relevant Task Force Leaders. They will report directly to the Inter-Area Emergency Coordinator (Dhahran Area Leader). Representatives from the Task Forces will be present in the Dhahran Emergency Control Center.
- 1.4 All camp residents may be evacuated to their point of origin as an ultimate objective. Interim evacuation may be from one Saudi Aramco community to another depending on the prevailing conditions.

2.0 TASK FORCE RESPONSIBILITIES:**2.1 Traffic Task Force**

Because the specific scenario in which evacuation would take place cannot be predicted, a flexible plan is necessary. The specific evacuation route will depend on the military situation at the time. The traffic Task Force will attempt to ensure the smooth flow of evacuees through each stage of the evacuation process as noted below.

2.1.1 Stage 1: CONVOY

This Stage discusses the movement by convoy to one of Saudi Aramco Shuttle Airstrips (Abqaiq, Ras Tanura, Al-Hasa, or Udhailiyah), or International Departure Airports if necessary.

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* Priority will be given to the community under greatest stress. If Saudi Aircraft can use the Dammam Airport, the convoy destination would be Dammam Airport. (See Appendix A. for Assembly points.) Each convoy will consist of buses (some empty as spares), carry-alls with medical personnel, a fuel truck, a water truck, a communication vehicle with a HF radio, and a cargo truck. Private automobiles and Saudi Aramco fleet vehicles will be used only when necessary. The presence of Government Affairs and Security representatives in each convoy is necessary.

The Transportation Department will have primary responsibility for Stage 1. If a convoy Commander is not available from Transportation, an Emergency Control Officer will be appointed to be in charge.

The Executive Medical Director will coordinate the Evacuation of patients with the Transportation Department.

2.1.2 Stage 2: SHUTTLE FLIGHTS

This Stage discusses Shuttle flights by Saudi Aramco aircraft to International Departure Airports.

* If Air Charter flights can/will use the Dammam Airport, the expatriate evacuees will depart from Dhahran. The Aviation Department will have the primary responsibility for Stage 2. They will be responsible for transporting personnel via shuttle to International Departure Airports. They are responsible for ensuring an orderly boarding conforming to the procedures of the International Air Transportation Association (IATA). It is essential that Aviation, Air Traffic, and Transportation coordinate closely so that neither a large build-up of evacuees at Shuttle Airstrips materializes nor Saudi Aramco aircraft depart without a full passenger load. This coordination should take place in the Area Emergency Control Room.

Certain conditions may make Shuttle flights impracticable, such as the closure of air space in the area. In this event, convoys will be used to take personnel to International Departure Airports.

2.1.3 Stage 3: AIR CHARTERS

This stage discusses flights out of kingdom using aircraft other than Saudi Aramco's fleet to transport personnel.

Flights will originate at International Departure Airports. Air Traffic will have primary responsibility for Stage 3. They will be responsible, in coordination with Personnel, for the evacuation of expatriates from the International Departure Airports. They will

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prepare the manifest in coordination with Aviation, Transportation and Personnel. The overriding objective is to complete the evacuation in as short a period of time as possible.

Logistical Limitation: It may take Air Traffic three days from the decision to evacuate before the first charter flight could depart Saudi Arabia. Therefore, evacuees should not be taken by convoy to Air Shuttle airstrips before Air Traffic directs.

* NOTE: Any evacuation necessary for employees on the East-West Pipeline or Tapline will be the sole responsibility of Pipelines Department.

2.2 Personnel Task Force

2.2.1 Personnel Task Force will be responsible for identifying and prioritizing evacuees, and for maintaining records (by nationality) showing potential evacuees at each stage of the evacuation process, and for ensuring that evacuees have available in their possession the necessary documentations (passport, visas, etc.).

2.2.2 It will be responsible for allocating evacuees to specific bus, shuttle, or charter services, and for preparing listings (pre-flight manifest) of such evacuees, as required by the Traffic Task Force.

2.2.3 It will provide the necessary liaison with the evacuees, and will address Personnel policy questions as they arise.

2.2.4 It will coordinate with Government Affairs to determine those employees, if any, whose government intends to provide evacuation assistance to their nationals.

2.3 Community Services

2.3.1 Food Concessionaire(s) shall provide and deliver emergency catering services (food/drink) and other related items from dining facilities at any time, day or night, via service orders. Concessionaire's Supervisor, personnel and vehicles shall respond immediately to provide emergency catering services as directed by the Company Representative.

2.3.2 Commissary Concessionaire is required to provide Emergency Commissary Service to Saudi Aramco at the time of emergency situation, as directed by the Company Representative.

2.3.3 Concessionaire will supply food and water for convoy, and to shelters.

* 2.3.3.1 For all three stages of evacuation, personnel to be evacuated will be given directions by Emergency Control Officers at Zone Information Centers. NOC families with telephones will be informed by the Community Services Manager or a designated assistant. NOC families without telephones should come to the Zone Information Center (3-10 gymnasium) at the first convenient time.

2.3.3.2 Each evacuee will be limited to one carry-on bag that will fit under their seat. No animals or pets will be allowed on evacuation convoys or flights. Food and

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water will be provided.

CONTROL OF PANIC

During any of the Readiness Conditions, especially CONDITION RED, personnel may become panic-stricken. Such personnel can become irrational and may cause a grave danger to themselves and others.

Industrial Security Personnel manning the community gates must identify drivers who are panicked and are trying to exit the camp. Such drivers should be cautioned that the roads off camp are likely to be very crowded, chaotic and dangerous. However, if they insist on exiting the camp, Industrial Security Personnel should have specific instructions for them depending on the Saudi Aramco community. Each Saudi Aramco community's Area Leaders should designate safe routes to destinations if individuals insist on leaving that community.

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TOTAL EVACUATION

Upon declaration of Condition Black, all remaining personnel other than a volunteer group of expert oil/gas production technicians will be evacuated from the community under greatest stress first. The decision on the destination will be made at convoy departure time, based on the military situation at the time. (see Appendix B. for resources available in case of total evacuation.)

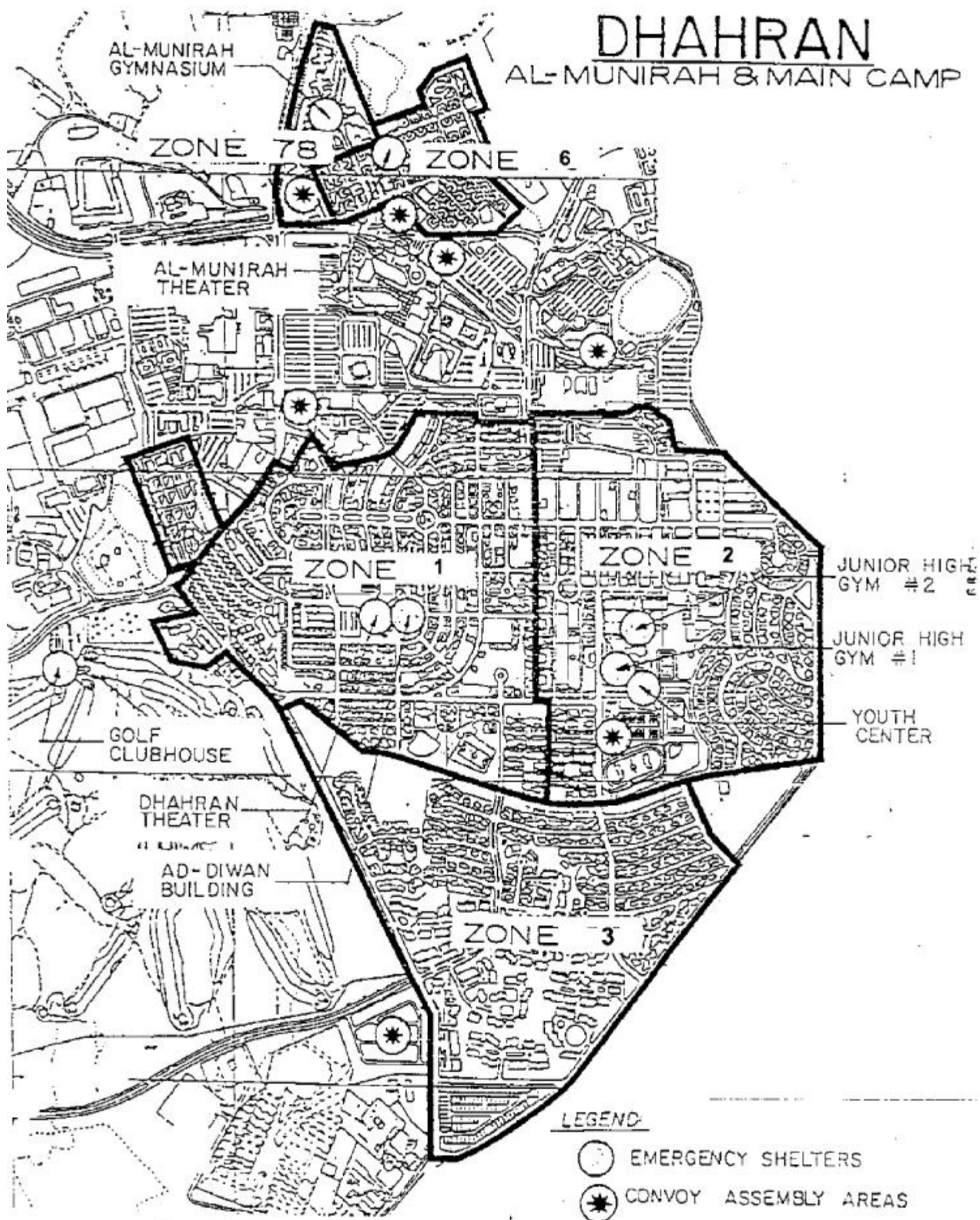
The Transportation Department will be primarily responsible for convoy movements from each Area to the destination. Each convoy will consist of Saudi Aramco fleet vehicles including; fuel truck(s), water truck(s), convoy leader vehicle(s) with a HF radio, a refrigerated van, a cargo vehicle suitable for carrying luggage and miscellaneous supplies, privately owned vehicles, medical personnel, and buses. The number of buses assigned to each area will be determined according to the need in that Area. If the Transportation Department cannot provide a convoy leader, an Emergency Control Officer will be appointed to be in charge of the convoy.

Employees will be given a two-hour advance warning if possible. They will join the convoys at assembly points in designated zones (see Appendix A for maps delineating these zones and assembly areas.)

Each employee riding the bus will be allowed only a small carry-on bag that will fit under the seat of the bus for clothing, toiletries (toilet tissues and a flash light) and a blanket. A separate cargo vehicle will carry a limit of one suitcase for each bus passenger.

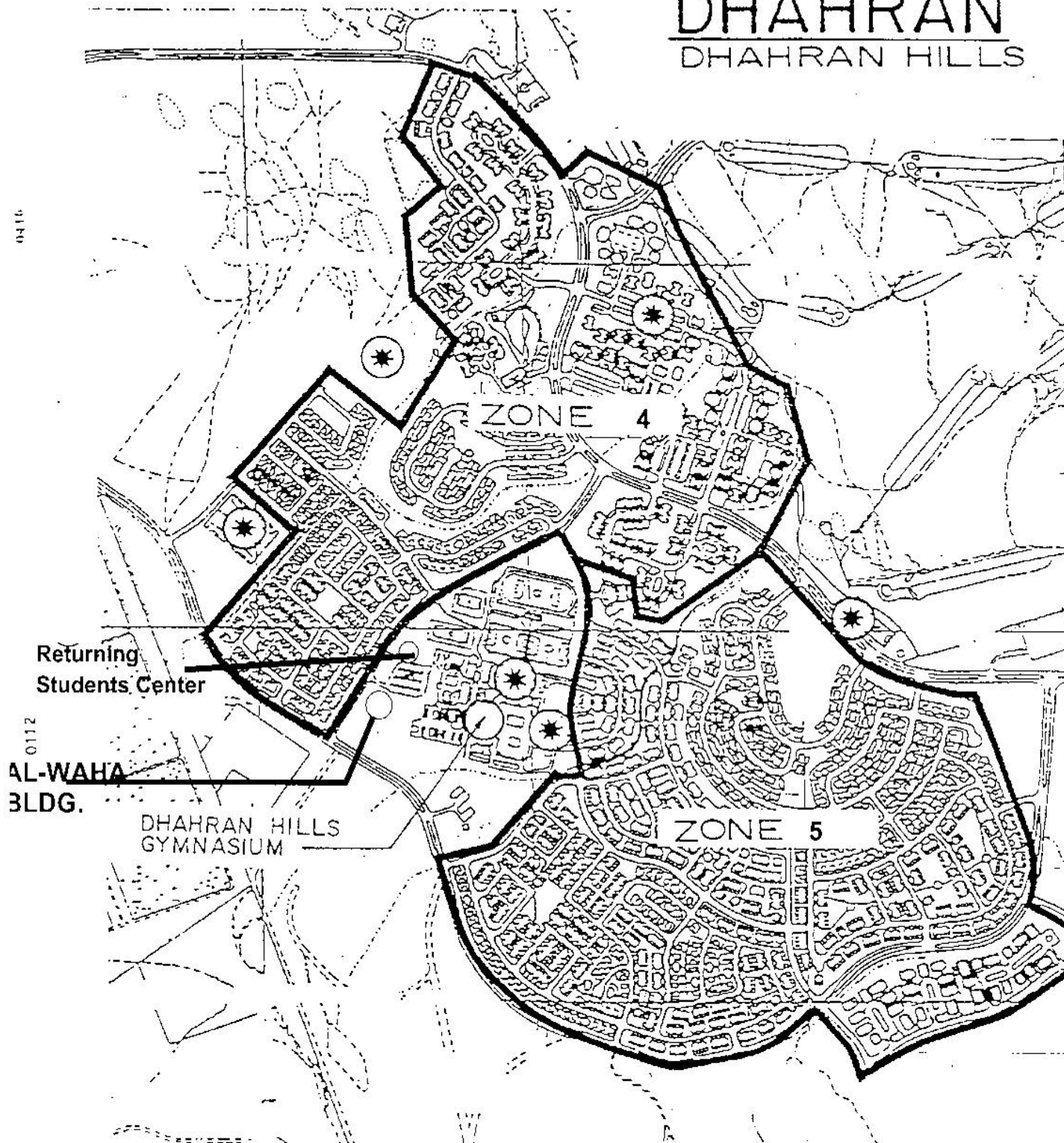
A cargo truck with food and water will accompany the convoy, but employees should bring a 2-day supply of water and non-perishable food that requires no cooking. This will be placed in the storage area of the bus.

Transportation Department
Box 61-1, Dhahran



DHAHRAN

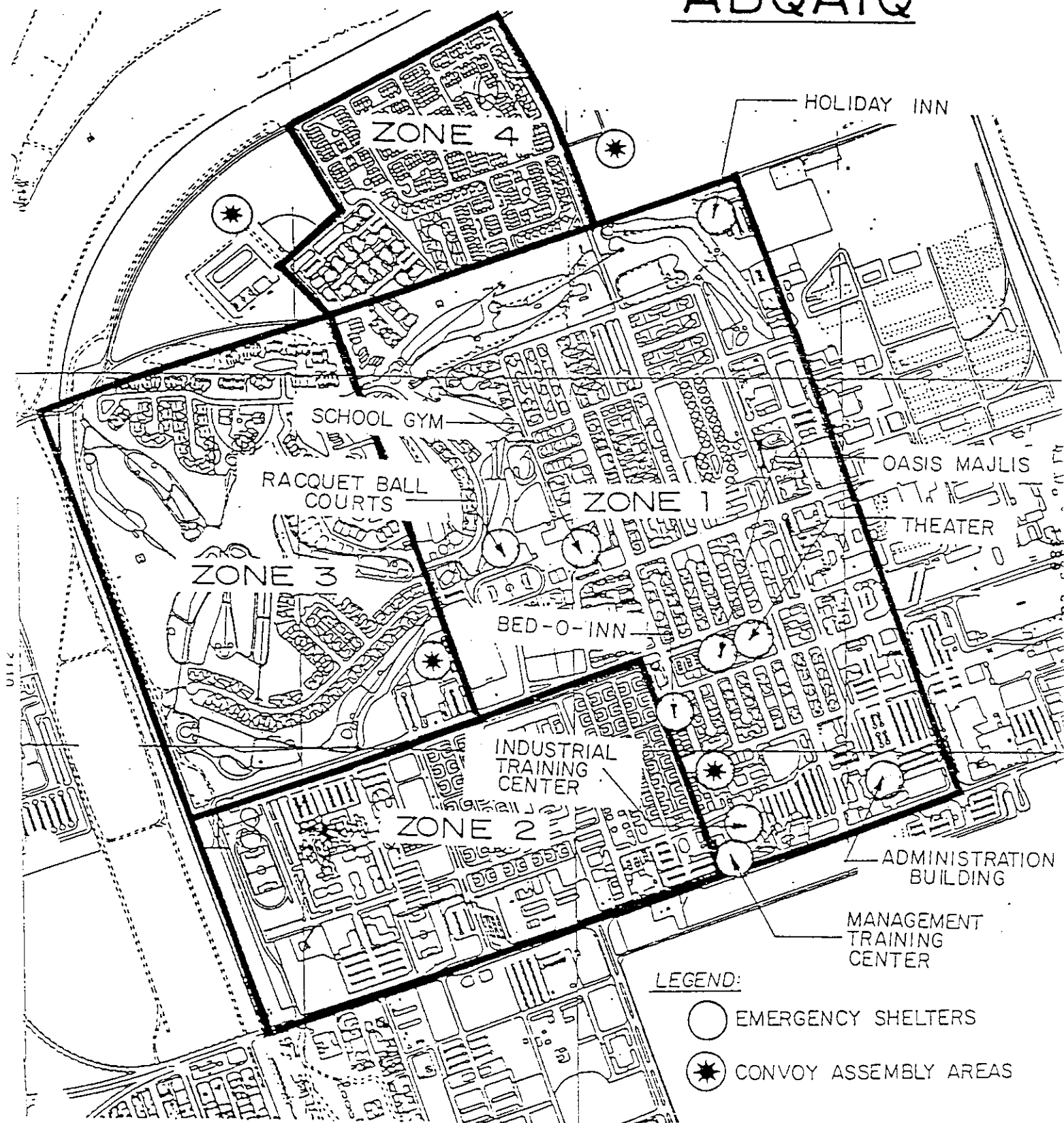
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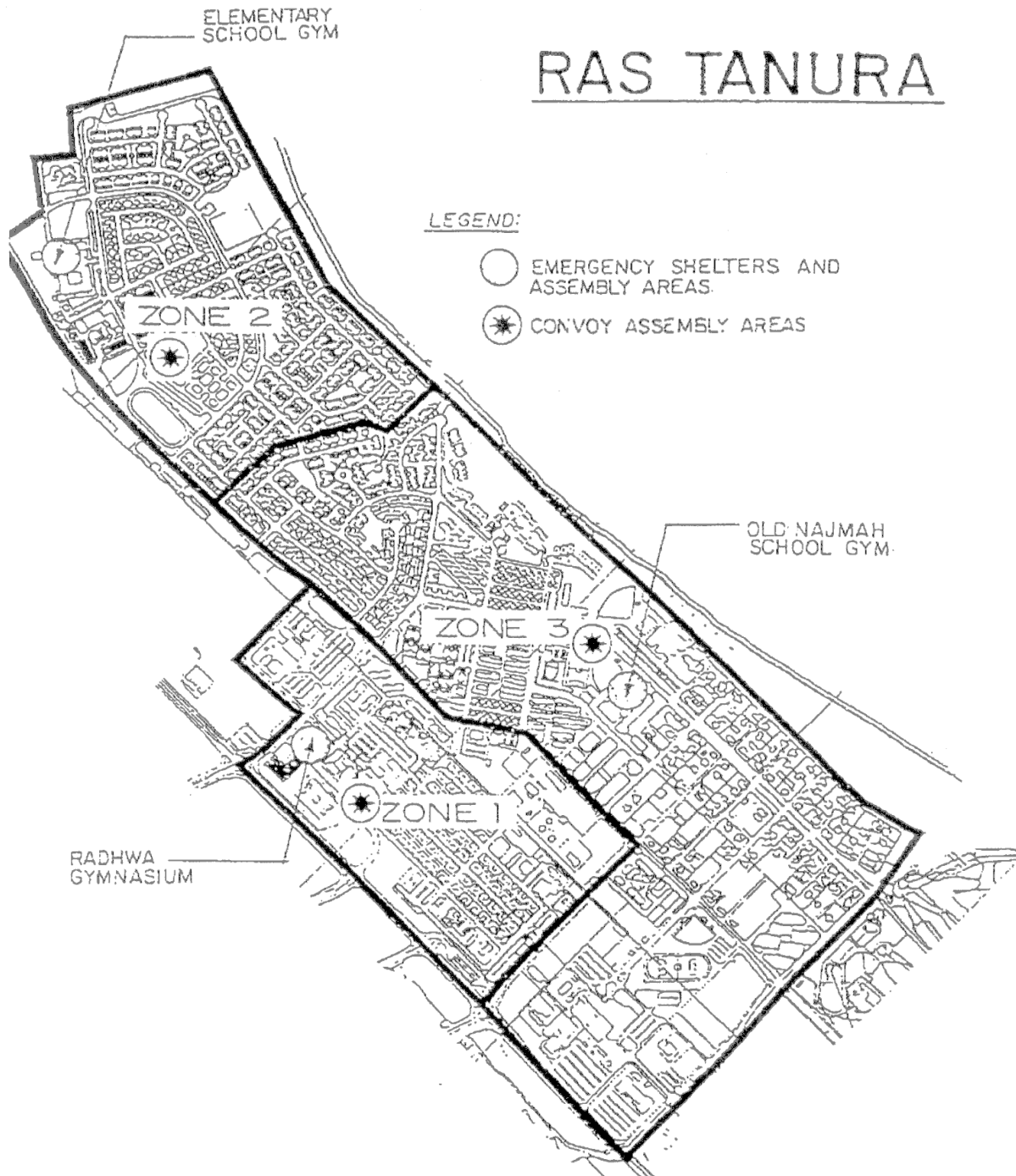
LEGEND

- EMERGENCY SHELTERS
- ★ CONVOY ASSEMBLY AREAS

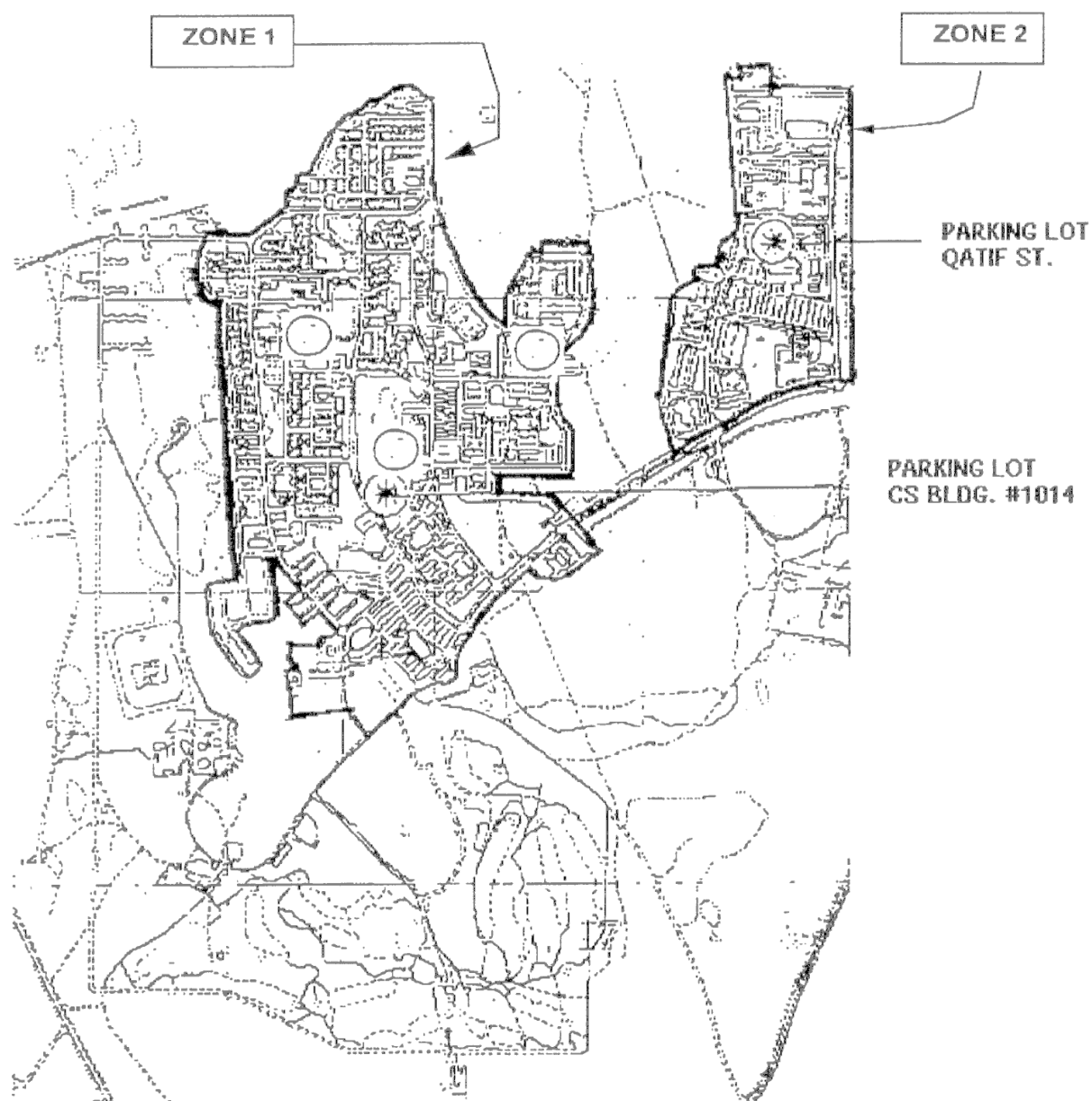
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LEGEND:

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- ★ CONVOY ASSEMBLY AREAS

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TRANSPORTATION DEPARTMENT EQUIPMENT AVAILABLE FOR EMERGENCY CONTINGENCY

* In case of a need to evacuate employees and dependents, these personnel would be moved to safety by bus, car and plane from the various Company communities. Transportation has at its disposal over 75 owned cargo vehicles of various types, nearly 300 buses and over 150 contracted cargo vehicles. In addition, there are approximately 300 U-Drive vehicles that can be reserved and over 7500 light and medium vehicles that are with users and could be utilized. TD will make available as many vehicles as are needed to effect the evacuation plan.

Pick-up locations and final destinations for the evacuees will be announced as circumstances warrant. Should there be cause for such an announcement by the Company, TD's management will pass this information to the Superintendent who must distribute it to the concerned employees quickly and calmly.

Every TD Area Superintendent will ensure maximum availability of contracted and owned equipment in their area, and ensure that operating staff are aware of the need to keep close control over contracted equipment.