

CHEMISTRY THAT MATTERS™



GROWING THROUGH TRANSFORMATION

ANNUAL REPORT 2018



At SABIC, we are transforming everything we do, the way we do it, and our relationships with all our stakeholders, to do an ever better job of helping make tomorrow's world better than today's. It's what we call 'Chemistry that Matters™'.

Cover: As the SABIC brand reaches new heights – as part of the company's transformation agenda – investing in programs designed to build the brand becomes ever more significant and crucial. A significant coordinated strategic program supporting the SABIC vision of becoming the "preferred world leader in chemicals" has made the SABIC brand one of world chemicals' top three brands, according to leading agency Brand Finance, with a 2018 value of US\$3.9 billion. 2018 saw initiatives at every level, from planning a global advertising campaign set to launch in 2019 to acquiring naming rights for a station on the new Riyadh Metro. When the station opens it will be comprehensively branded and designed to accommodate a steady flow of brand-building content, enabling thousands of stakeholders every day, including crucial but often hard to reach millennials, to live and share SABIC's 'Chemistry that Matters™'.

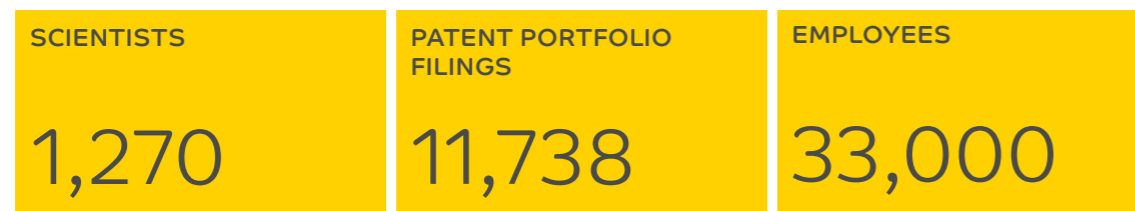
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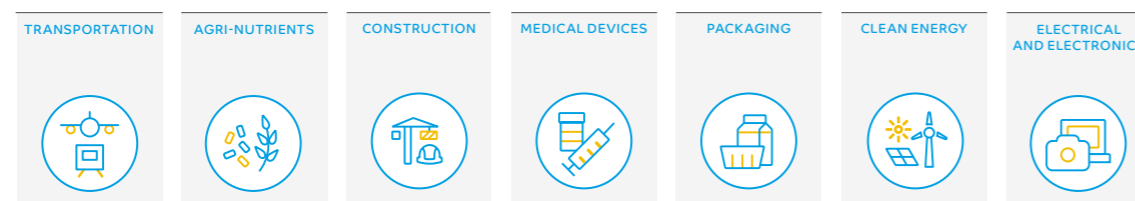
AT A GLANCE

All around the world, SABIC people are engaged in transformation. Whether it's developing new materials that empower the circular economy or cut weight, waste and emissions from transportation, SABIC ingenuity, innovation and determination are making the world a better place.

OUR FIGURES



OUR CORE MARKETS



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OUR BUSINESSES

PETROCHEMICALS

SABIC makes the essential chemical building blocks for materials used in everything from packaging to healthcare to household goods.

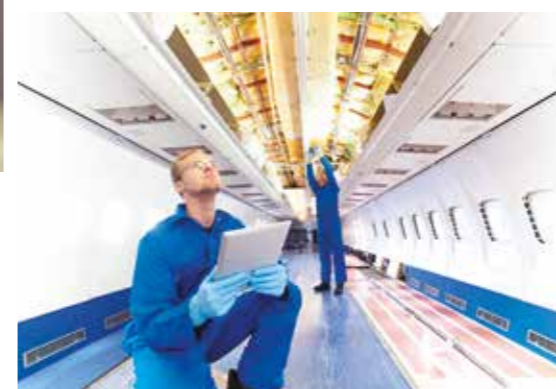
➔ Find out more on page 26



AGRI-NUTRIENTS

SABIC's supplies to customers throughout the Middle East, Asia, Africa and the Americas help meet the world's ever-growing need for food.

➔ Find out more on page 28



SPECIALTIES

SABIC produces a wide range of specialty materials, from engineering thermoplastic resins to additive manufacturing solutions.

➔ Find out more on page 27



METALS

SABIC's high quality metals have been key to the construction and industrialization of some of the world's fastest growing economies.

➔ Find out more on page 29



TURNING DUST INTO VALUE

Bag house dust (BHD), a fine powder generated from electric arc furnaces, contains zinc, requiring further treatment for safe disposal.

In 2018, Hadeed entered into a cooperative agreement with a company to recycle the 60,000 tons of BHD the company generated to be sold to zinc oxide producers – initiating environmentally responsible disposal of waste as well as turning cost into revenue.



DEVELOPING CIRCULAR SOLUTIONS

SABIC is a founding member of the Alliance to End Plastic Waste, one of 27 companies committed to addressing its global environmental impact.

Plastic waste has become a major global issue, on the land and particularly in the world's oceans. SABIC has taken a lead in addressing the impact of plastic waste, both through cooperative actions with peers, cross sector value chain partners, and through the ingenuity of SABIC scientists.

2018 saw SABIC become the first company to offer a major breakthrough in the Circular Economy, committing to scale up the chemical recycling of plastic waste back to the original polymer. Identical to non-recycled, the processed feedstock offers customers an "off the shelf" aid to meet their recycling pledges, and the planet relief from waste.

DRIVING THE FUTURE OF AUTOMOTIVE DESIGN

LEXAN™ resin from SABIC enabled Italian race and supercar designer and manufacturer Dallara Automobili to add unique design features while removing weight.

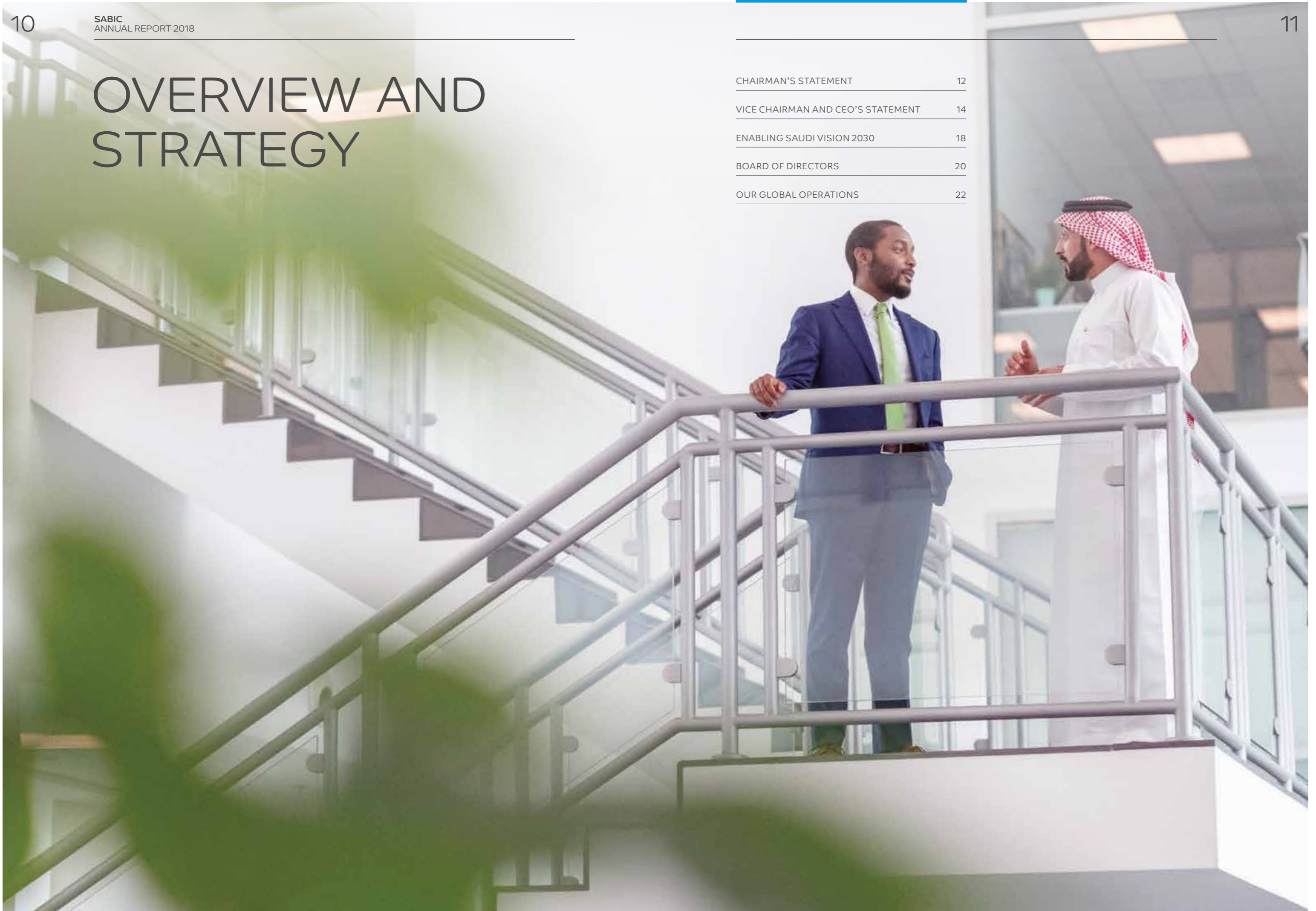
In designing the 2018 Dallara Stradale, Dallara wanted to offer drivers both exceptional visibility and an inclusive, immersive driving experience. LEXAN resin, a polycarbonate material from SABIC, made possible a complex aerodynamic design for the vehicle's glazing surfaces that would have been impossible with glass, while also reducing weight by around 35 percent.

The combination of improved performance and handling through lower weight and a distinctive, futuristic appearance, achieved in collaboration with creative partner Granstudio and glazing specialist Isoclima, gives a view of what tomorrow holds for the next generation of lightweight vehicles.



OVERVIEW AND STRATEGY

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CHAIRMAN'S STATEMENT



**DR. ABDULAZIZ
SALEH ALJARBOU**

Chairman

I would like to thank the SABIC management team and employees for delivering a strong 2018 performance that was rewarding for our shareholders – despite multiple headwinds in the global business environment. This performance was only possible through a focused, competitive, and growing portfolio, which creates value for our customers globally through innovative and sustainable products, applications, and services.

Over the last three years, SABIC has continued changing the way it operates amid the structural changes in our external and internal business environments. A very focused and well-thought out Transformation Program is driving this change, and its execution is already delivering industry-beating shareholder returns.

It is a source of tremendous pride for me – as I am sure it is for all of you – that Forbes magazine this year declared SABIC the world's third-largest global diversified chemical company. Considering we were not even in the top ten as recently as the mid-1990s, this demonstrates how far we have come in a short time.

Moreover, in recognition of our strong commitment to create a culture of transparency and accountability, the King Faisal University ranked SABIC the top corporate governance company in Saudi Arabia in the Corporate Governance Index for companies trading on the Saudi Stock Exchange. Besides, the London-based Ethical Boardroom magazine recognized us with their Best Corporate Governance Award for the Middle East in the Conglomerate category. It is indeed noteworthy that we have won this award for the second consecutive year.

Further endorsement of our recent progress came from Boston Consulting Group, which reclassified SABIC from "Global Challenger" to "Global Leader" – one of only three such companies based in the Middle East. In addition, Moody's gave SABIC an "A" rating, citing our "strong global position" in petrochemicals and fertilizers, and access to competitively priced raw materials.

Welcome though such recognition is, it is no grounds for complacency. We must maintain our efforts, think harder, work smarter, and focus on growth. And we are doing just that, engaging in an ongoing transformation to equip ourselves for success in ever-changing market conditions.

Our business environment is becoming increasingly volatile and challenging – with issues of trade tensions, rising populism, slowing global growth, increasing debt levels, among others.

One challenge is the increasing and urgent need to confront climate change and the circular economy. SABIC is already committed to addressing these challenges, using our proven, innovative expertise in processes and products in material science.

At the same time, SABIC will continue executing objectives against its robust Transformation Program to further streamline its operating model, increase portfolio focus, boost competitiveness, and accelerate growth. At the same time, we will maintain top standards in governance, transparency, risk management, ethics, and corporate values.

These moves will create additional value for all our stakeholders – shareholders and partners, customers and employees – and play important roles in achieving our strategic goal of becoming more agile and customer-focused.

By driving the SABIC Transformation Program to success, we will not only continue improving the prospects of our company, but also play a vital role

SABIC will continue executing objectives against its robust Transformation Program to further streamline its operating model, increase portfolio focus, boost competitiveness, and accelerate growth.

as a key enabler of Saudi Vision 2030, helping it pursue its goals and meet its objectives. The Board and I are committed to making this a reality – and SABIC's leadership at every level can be sure of our full and active support.

We will continue to work with them, all our people, and our external stakeholders, to pursue our transformational agenda with focused energy and smart innovation. We will confront and overcome the challenges we face, and forge ahead to an even more successful future.

Together, we will work to develop, leverage and profit from 'Chemistry that Matters™' achieve SABIC's 2025 strategy, and fulfill our vision of becoming the preferred world leader in chemicals.

VICE CHAIRMAN AND CEO'S STATEMENT



YOUSEF ABDULLAH AL-BENYAN

Vice Chairman and
Chief Executive Officer

I am thankful to our shareholders, customers, employees, communities, and all other stakeholders, who have played a key role in the growth of the company's global business and have supported our transformation program throughout the year.

In 2018, SABIC sustained its industry leadership with a net income for 2018 of SAR 21.5 billion as compared to SAR 18.4 billion for 2017, an increase of around 17 percent. We saw operating income for the year reach SAR 36.3 billion – a 25 percent increase over SAR 29 billion in 2017 - with strong cash flow from operations of SAR 45 billion, a 16 percent increase over SAR 38.7 billion in 2017 which enabled strong dividends per share of SAR 4.40 up from SAR 4.20 in 2017. This performance was delivered with an uncompromising and strong focus and on safety, which forms the bedrock of our business.

In 2018, we advanced our Transformation Program – launched in 2015 – which aims to enhance our competitiveness, increase portfolio focus, and accelerate growth. This program has enabled us to deliver very competitive total returns. For 2016-2018, SABIC delivered annual total return (with dividends reinvested) of around 20 percent, outpacing the S&P

500 (around 9 percent) and the S&P Global 1200 Chemicals (0.2 percent). This is powerful testimony to our increasingly strong competitive position and portfolio resiliency.

Over the last three years, our portfolio actions have resulted in lean, focused businesses that can deliver profitable growth globally, and add significant value over the years ahead, taking us even closer to achieving our 2025 strategy. We have created a focused, core petrochemicals business that is positioned to leverage scale and integration to drive profitable growth globally. We have announced our plan to consolidate our equity holdings into the new SABIC Agri-Nutrient Investments Company, for operational and financial synergies, driving accelerated organic and inorganic growth.

The Hadeed transformation program is designed to achieve top quartile sustainable RoCE performance through an accelerated and robust execution plan.

This year's strategic joint venture with the Swiss specialty chemicals group Clariant exemplifies our drive to create a global Specialties leader, with improved focus, coherence and scale. In January, we acquired a 24.99 percent equity stake in Clariant. We have since leveraged our position as largest strategic shareholder to restructure the board and management to better serve shareholders' interests.

We see great scope for synergies, and for the creation of a global leader in specialties that can deliver strong and sustainable growth, creating long-term value for shareholders.

In 2018, we advanced our Transformation Program – launched in 2015 – which aims to enhance our competitiveness, increase portfolio focus, and accelerate growth.

VICE CHAIRMAN AND CEO'S STATEMENT continued

With our ongoing transformation efforts, SABIC will continue addressing the external and internal challenges and deliver increasing value to our shareholders.

In Saudi Arabia, we have entered the advanced stages of the crude-oil-to-chemicals (COTC) project in collaboration with Saudi Aramco, with project management and FEED contracts awarded. COTC will be an industry-disruptive platform that will significantly contribute to growth and value creation for both SABIC and Saudi Arabia.

In the US, we are advancing our US Gulf Coast cracker investment with joint venture partner ExxonMobil. The global petrochemical complex will increase our manufacturing footprint in the US, leveraging advantaged ethane and diversifying our feedstock exposure.

It is also a matter of great pride to us that the King Faisal University and the London-based Ethical Boardroom magazine honored us for our strong commitment to good governance and transparency standards. The university ranked SABIC the top corporate governance company in Saudi Arabia in the Corporate Governance Index for companies trading on the Saudi Stock Exchange. And the magazine named us the winner of the Best Corporate Governance Award for the Middle East in the Conglomerate category for the second year in a row.

Going forward, multiple global economic challenges are emerging, driven by slowing China growth, rising inflation, a strengthening US dollar, and increasing trade protectionism. The threats to the global economy, and to our prospects over the near future, are numerous.

Nevertheless, with our ongoing transformation efforts, SABIC will continue addressing the external and internal challenges and deliver increasing value

to our shareholders. To this end, we are launching three top priority corporate programs, which will increase our competitiveness and enable profitable growth:

- First, we will leverage advances in global digitalization technologies, to help us become more agile and competitive, as well as creating meaningful work for our employees and increase their productivity. This program aims to improve our commercial capabilities considerably in pricing, manufacturing, supply chain and innovation, particularly in petrochemicals.
- Second, we will increase focus on our European assets, enhancing our structural competitiveness through our Europe Repositioning Program, which aims to improve our financial and operational performance to the first quartile.
- Third, we will improve our cost and capital performance. As one of the industry's top five capital spenders, we target significant improvement in the realized return per dollar of spend. Further, top quartile cost and capital spending capability will enhance total returns when we build new super-integrated mega-sites at a competitive cost globally.

Apart from these programs, we remain committed to the success of Saudi Vision 2030 through focused and value-added efforts, leveraging our global expertise in business management capabilities, innovation, and deep value chain experience.

The strong performance in 2018 would not have been possible without the dedicated efforts of our global employees. I am thankful to them for their contribution, and quite sure that we will continue to deliver more shareholder value than expected.

We remain committed to the success of Saudi Vision 2030 through focused and value-added efforts, leveraging our global expertise in business management capabilities, innovation, and deep value chain experience.

ENABLING SAUDI VISION 2030

SABIC is committed to being a key enabler of Saudi Arabia's Vision 2030 and the National Transformation Program 2020.

Vision 2030 is a bold and transformational program that aims to reduce Saudi Arabia's dependence on hydrocarbon exports in favor of a more balanced and sustainable model of economic development that will support the nation and provide jobs for its people over the years that lie ahead. SABIC's strategy in support of Vision 2030 includes the following commitments:

- Develop programs supporting local content creation, leveraging SABIC core strengths in technology and IP, products, procurement, capabilities, assets and commercial relationships.
- Coordinate and synergize content-related initiatives across SABIC businesses, functions and affiliates.
- Develop mutually-beneficial partnerships with relevant third parties, including national and overseas governments, financial institutions and other commercial organizations.
- Promote SABIC and Saudi Arabia to overseas investors with potential interest in localization initiatives.
- Work with other Saudi organizations to disseminate best practices and cooperate for synergy and mutual benefit.

NUSANED™

SABIC's Nusaned™ program was launched in January 2018, and is a core initiative designed to promote growth, diversification and job creation in support of Vision 2030.

Nusaned™ is a localization engine to catalyze local industry development. It aims to establish common ground among Saudi industrial development stakeholders, providing financial, logistical and other support for partnerships founded on mutual benefit and sharing a commitment to the goals embodied in Vision 2030.

- As of December 31, Nusaned™ had received 339 investee registrations, of which 184 opportunities had been approved and moved to the pre-feasibility stage, with a further 72 progressing beyond pre-feasibility. 43 approved investments have completed their full feasibility studies, with 22



having graduated with full support packages from Nusaned™, to serve seven out of 12 targeted clusters of Saudi Arabia's national industrial strategy.

- Muahal™, Nusaned™'s workforce development program, which focuses on creating new jobs, localizing current jobs and enhancing local employers' capabilities, has helped create 780 jobs for Saudi workers, as well as enhancing the capabilities of 1,168 employees at their current jobs.
- October 2018 saw the launch of the SABIC Investment and Local Content Development Company, in support of Nusaned™, which seeks to aid the financing and growth of Saudi small and medium enterprises, as an additional support to the achievement of Vision 2030.



CRUDE-OIL-TO-CHEMICALS PROJECT

SABIC and Saudi Aramco signed a memorandum of understanding in 2017 on a proposed crude-oil-to-chemicals (COTC) project. The project is designed to produce 9 million tons per year of chemicals directly from processing 400,000 barrels per day of crude oil, through an optimized and integrated single manufacturing complex. In March and April 2018, project management and front-end engineering design (FEED) contracts were signed with Wood Group and KBR, respectively, for the proposed facility.

In November 2018, SABIC and Saudi Aramco selected Yanbu, on the west coast of Saudi Arabia, as the site for the development of the complex. The development of the initial engineering design is underway, including the selection of leading edge technologies. With startup in 2025, the fully integrated COTC complex is on track to become the largest of its kind in the world and one of the most important projects contributing to the Kingdom's GDP. It will contribute to Saudi Vision 2030, enabling a new era of industrial diversification, job creation and technology development in the Kingdom.

MAINTAINING PROGRESS

SABIC is committed to keeping up momentum in its pursuit of the goals of Vision 2030. Over the coming years, it will continue leveraging its resources, including the Home of Innovation, SABIC Technology Centers, our massive IP library (including over 11,000 patents), and the skills and commitment of our employees. The objectives embodied in Vision 2030 are as ambitious as they are essential: SABIC and its people are ready and willing to meet the challenges it presents, working together to forge a better and more sustainable future for our nation.



Facing page: Riyadh, a symbol of Saudi Arabia's rapid economic development.

Top: SABIC's workforce development strategy under its Nusaned™ program focuses on creating new jobs and localizing current jobs.

Above: SABIC is helping to create jobs for Saudi nationals, as well as enhance the capabilities of existing employees.

BOARD OF DIRECTORS



**DR. ABDULAZIZ
SALEH ALJARBOU**
Chairman



**YOUSEF ABDULLAH
AL-BENYAN**
Vice Chairman and
Chief Executive Officer



**DR. FAHAD
ABDULLAH
AL-MUBARAK**
Board member



**ROBERTO
GUALDONI**
Board member



**CALUM
MACLEAN**
Board member



**ABDULLAH
MOHAMMED
AL-ISSA**
Board member



**DR. KHALED
HAMZA
AHMED NAHAS**
Board member



**NADER
IBRAHIM
ALWEHIBI**
Board member

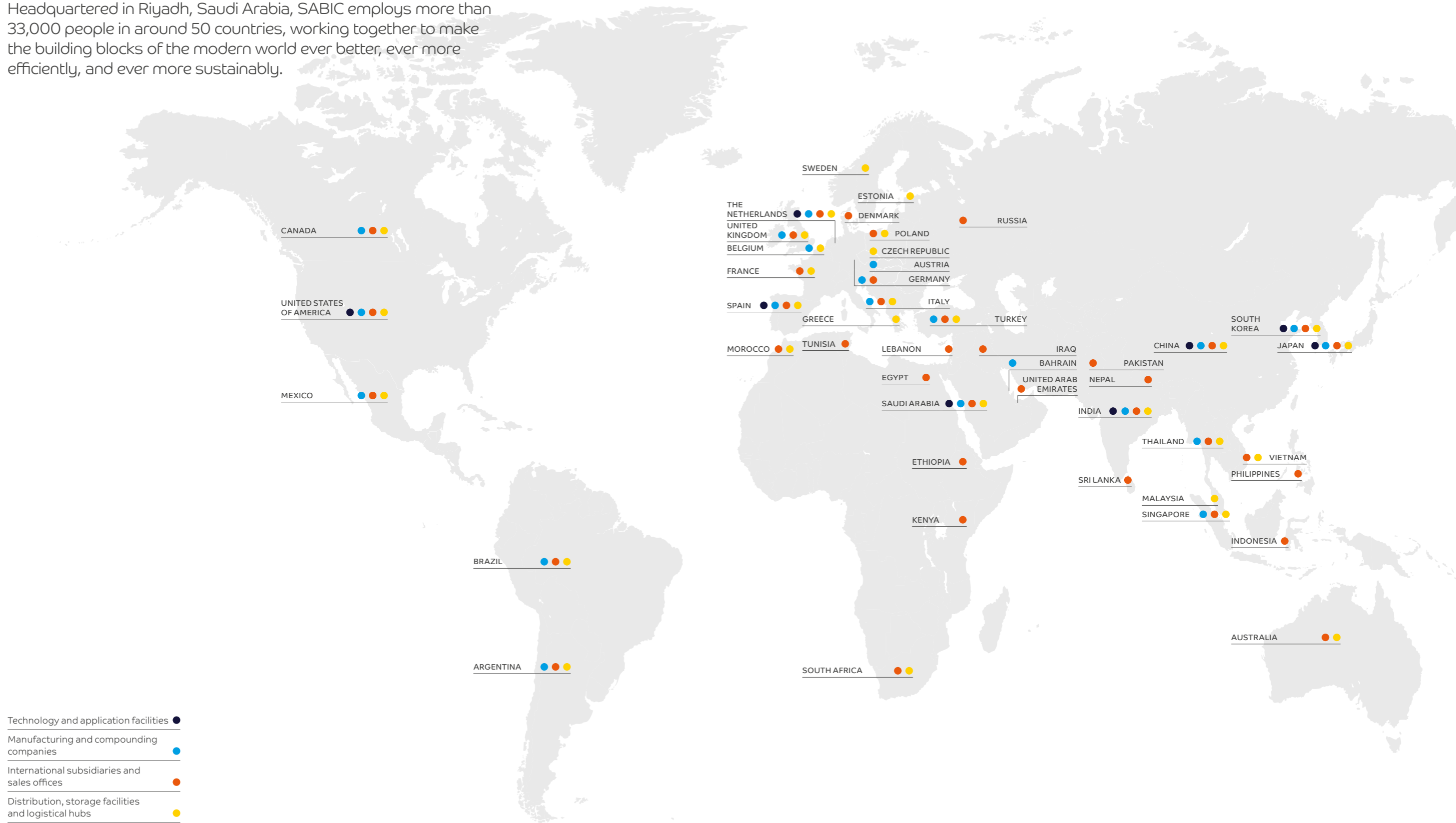


**MOHAMMED
TALAL AL-NAHAS**
Board member

Over the last three years, our portfolio actions have resulted in lean, focused businesses that can deliver profitable growth globally and add significant value over the years ahead.

OUR GLOBAL OPERATIONS

Headquartered in Riyadh, Saudi Arabia, SABIC employs more than 33,000 people in around 50 countries, working together to make the building blocks of the modern world ever better, ever more efficiently, and ever more sustainably.



OUR BUSINESSES

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PETROCHEMICALS



**ABDULRAHMAN
AL-FAGEEH**
Executive Vice President
Petrochemicals

The global transformation of SABIC Petrochemicals continued this year with major innovative production initiatives, joint ventures with industry peers, important new product launches, increased engagement with customers and structural changes to help us meet the challenges of the circular economy.

THE YEAR

With increasing awareness of plastics' impact on the environment, SABIC this year became the first company to commit to scaling up chemical recycling of mixed plastic waste to the original polymer – a key enabler in helping customers meet ambitious recycling targets.

A number of major projects were announced, including the startup of SAMAC – a joint venture with Mitsubishi Chemical, with annual capacity of 250,000t of methyl methacrylate (MMA) monomer and 40,000t of polymethyl methacrylate (PMMA) – and expanded polyacetal (POM) production at the Ibn Sina plant, a 50-50 joint venture with CTE, largely in response to auto manufacturers' increasing demand for this light, strong, metal-replacing material.

SABIC also announced the launch of major new innovations in materials, such as PP514M12 - a new polypropylene resin product engineered to deliver enhanced properties in melt-blown fibers for nonwoven fabrics with widespread applications in personal hygiene and healthcare.

THE HIGHLIGHTS

2018 saw the start-up of the new polypropylene (PP) extrusion facility in Geleen, The Netherlands, giving SABIC a leading position in the emerging next

generation PP copolymers sector, with easy access to the markets of the EU.

Three dedicated new teams will focus on the key market sectors of thin wall packaging, caps & closures and personal hygiene, with a view to accelerating the pace of innovation and deepening collaborations, working ever more closely with our customers to help them respond to rapidly changing market demands and achieve real diversification and product improvements that give them a competitive edge.

The startup of the Ibn Sina polyacetal (POM) facility in Jubail, the first such plant in Middle East and Africa, significantly boosted SABIC's position as a leader in global engineering thermoplastics. Polyacetal is a semi-crystalline material whose high strength and ease of machining enables its substitution for metal in many applications, bringing advantages not only in performance but also environmentally, through weight savings in transportation.

In another major partnership, SABIC cooperated with global PE film/fibre manufacturer Yanjan, in both Egypt and the US, to get SABIC PE approved for use in top brand diapers. The initiative, aiming to improve efficiency and cut the costs and environmental impact of long distance deliveries, represented SABIC PE's first inroads into the US personal hygiene market, as well as paving the way for sales to the EU.

This year saw the launch of a new gasphase metallocene LLDPE product, offering a combination of high performance, high purity and good processability that delivers significant processing advantages over competitor products.

2018 was also a year for extending and improving our relationships with customers and other third parties, with a series of technical seminars to spread understanding of the material, manufacturing and other benefits of products from Petrochemicals' portfolio such as PP, ETP and packaging, in Saudi Arabia, China, Brazil, America, Turkey, Pakistan, Egypt and Ghana.

THE FUTURE

The development towards a more circular economy is both a key challenge and a key opportunity for the plastics sector and for the petrochemical industry as a whole. Our industry-leading initiative in chemical recycling of mixed plastic waste to the original polymer demonstrates our capabilities, commitment and readiness for the challenges that lie ahead.

We will also redouble our efforts to expand our presence and achieve profitable growth in key markets around the world. And we will continue streamlining our structure, our operations and our capabilities, while safeguarding the health, wellbeing and safety of our people, and all those impacted by our operations.

SPECIALTIES



ALAN LEUNG
Executive Vice President
(acting) Specialties

Our sights remained firmly focused on delivering material performance breakthroughs and hands-on application development support to enable our customers build competitive advantage. By listening to them, then applying our knowledge and expertise to develop innovative solutions, we continue to differentiate and lead in specialty chemicals.

THE YEAR

Specialties remained true to its 'Growing Unique' strategy, which focuses on both organic and opportunistic inorganic growth to give our global customers the novel, one-of-a-kind solutions that meet their most challenging needs. Close collaboration with customers has been rewarded by the confidence they have placed in our ability to deliver the materials, expertise, insights and inspiration they rely on to propel their businesses forward.

THE HIGHLIGHTS

SABIC announced capacity expansion initiatives for two of its most highly valued materials: NORYL™ and ULTEM™ resins. The recommissioning of NORYL™ production at our Bergen op Zoom plant will increase capacity 40 percent over a 2017 baseline when production begins in Q1 2020. A new ULTEM™ production facility in Singapore is expected to go online in the first half of 2021, increasing capacity by 50 percent over a 2018 baseline, making SABIC the only company with production in Asia, the Americas and Europe.

This year marked the 70th anniversary of our LNP™ compounds. The portfolio has expanded over the

decades to bring relevant, tailored characteristics such as lubricity, conductivity, shielding, thermal management, flame resistance and aesthetics to enhance the performance of our customers' applications. SABIC scientists and technologists continue to solve new challenges on a regular basis. This year a new LNP™ THERMOCOMP™ HMD series was launched, offering a unique combination of high modulus, strength and ductility to enable lighter, thinner and stronger components in the consumer electronics, healthcare and transportation sectors.

This year also brought further innovations in our equally distinct copolymer portfolio, with the introduction of CXT resins, developed to deliver an outstanding balance of high temperature resistance, high flow and excellent color stability under extreme molding conditions, together with a high refractive index for optical applications in the electronics, consumer, industrial and healthcare industries.

Specialties is constantly seeking fresh, creative ideas that deliver real value in support of our customers' growth aspirations. Reinforcing this keen focus on disruptive innovation, Specialties has engaged Nottingham Spirk, a business innovation and product design firm, to help turn SABIC's proprietary specialty thermoplastic offerings into breakthrough products across multiple industry verticals.

July saw Vice Chairman and CEO Yousef Al-Benyan announce the decision to position Specialties as a stand-alone business by the end of 2019. This strategic move signaled corporate confidence in the Specialties organization and its importance to SABIC's growth strategy, which includes taking a leading position in specialty chemicals. Uncoupling the Specialties business – one driven by value creation, agility, flexibility and competitive differentiation – aims to create a platform for accelerated growth, adding value for our shareholders, customers and employees.

THE FUTURE

This year, SABIC acquired a 24.99 percent stake of Swiss specialty chemicals company Clariant, and signed a Memorandum of Understanding to explore amalgamation of Specialties' and Clariant's businesses. Assuming the go-ahead anticipated for mid-2019, the transaction will result in a new 'High Performance Materials' business, promising excellent returns for SABIC stakeholders.

The Specialties business will continue to develop highly specialized innovations that others find hard to emulate. Specialties is about helping our customers attain their highest ambitions, supporting their drive for competitive advantage by bringing the full force of our global knowledge and problem-solving abilities to bear, complementing their own expertise.

AGRI-NUTRIENTS



**SAMIR AL-
ABDRABBUH**
Executive Vice President
Agri-Nutrients

New products, new plants, new markets, a new structure and many new contacts with others, from overseas governments to the farmers who use our products, made 2018 another year of strong performance for SABIC Agri-Nutrients, under an overarching ambitious global and diversified growth strategy.

THE YEAR

2018 has been a year of reorganization for SABIC Agri-Nutrients, with the launch of the Takamol project, which will see the integration of SAFCO, Al Bayroni, and Ibn Albaytar, and the establishment of SABIC Agri-Nutrients Investments Company, bringing together certain shares in its agri-nutrients interests.

This rationalization of the company's agri-nutrients ventures aims to streamline administration, improve performance, reduce costs and capitalize on synergies.

In parallel, 2018 witnessed tangible progress towards exploring and executing potential global growth opportunities – via grassroots, partnerships, or M&A ventures – in lucrative target markets. The results of such moves will be evidenced in the years to come as SABIC Agri-Nutrients business achieves its strategic ambitions of 80 percent growth by 2025, with 20 percent of its portfolio targeted to offer specialty agri-nutrient solutions.

THE HIGHLIGHTS

The commercial startup of the new MWSPC helped increase SABIC's presence in the phosphate market, allowing entry to the US market and growing our presence in markets like India and South America.

Agri-Nutrient Global Technology developed a number of new strategic technologies, solutions and products, some of which are the first of their kind in the world. Field trials demonstrated their effectiveness, and superiority to existing alternatives, and three products are scheduled for launch in 2019.

Efforts to increase plants' reliability, efficiency and production continued. The SAFCO IV ammonia plant reliability improvement project was completed, and is expected to increase production by around 100,000 MTA without increasing fixed costs, making it the world's largest ammonia plant. A similar project at SAFCO III is expected to go live in 2019, raising capacity by almost 100,000 MTA.

SABIC's (Estidamah) continued its collaboration with the Ministry of Environment, Water and Agriculture, launching numerous research projects and two Farmers' Open Days. Estidamah also joined the Ministry and the Arab Fertilizer Association in agricultural convoys in Al-Baha, Taif and Jizan, and field awareness and education days in Wadi Al-Dawaser and Qassim.

We also organized field schools in Madinah District, two pilot field days and Africa's first agricultural convoy in Sudan, a convoy in Egypt's Siwa Oasis, and a field day in UAE.

75,000 MT of Saudi DAP were sold in Iraq, and SABIC specialty compounds delivered and tested in Sudan, leading to orders to be fulfilled during 2019. In urea, yearly lifting from the King Fahd Industrial Port hit 4,482,215 MT, breaking the previous record by six percent.

We have evaluated various nitrogen-based world-scale production units in regions offering cost-competitive feedstock, and continued to integrate downstream businesses in key strategic regions, getting closer to customers.

THE FUTURE

As world populations continue to grow, the demands on SABIC's agri-nutrient capabilities are only going to increase. Supported by our specialized and differentiated offerings through ever-green innovations, we are focusing particularly on Africa, North America and Latin America, viewed as offering particularly good prospects, through both greenfield initiatives and cooperative ventures.

We will continue streamlining our production, developing new, better formulations, and working with all our stakeholders, to help the world produce ever more, ever better, ever more varied foods, to meet its growing needs, while at the same time, helping to conserve water resources.

METALS



**MOHAMMED
AL-ZAHRANI**
President
Hadeed*

Maintaining Hadeed's transformation journey, we redoubled our efforts in key strategic areas including EHSS, manufacturing, cost efficiency and sustainability, keeping up our transformational momentum to enhance our capabilities to meet the challenges that lie ahead.

THE YEAR

2018 was another challenging year for the steel industry, with local market fundamentals and economic indicators suppressed by overcapacity, price competition and limited infrastructure spending, and feedstock prices adding to the pressure on profitability and sustainability.

In response, Hadeed redoubled its efforts in a number of key strategic areas, enhancing its capabilities to deliver lean, efficient and sustainable performance, recovering 96 percent of 2017's loss, and targeting profitability by 2019.

2018 saw the completion of phase one of the Hadeed Transformation Program, aiming to make Hadeed a best-in-class steel producer. Excellent progress was achieved in plant reliability and value added products, cost optimization, industrial process improvement, and penetrating new markets with a wider range of products.

THE HIGHLIGHTS

EHSS continued to be a priority for Hadeed: 2018 saw its second best ever SHER record of 0.36, as against 0.91 in 2017.

Hadeed also maintained its focus on SABIC 2025's strategic themes of Improvement, Growth, Innovation

and Transformation, through its Transformation Program, with initiatives emerging from a comprehensive benchmarking exercise including:

- Business efficiency – implementing turnaround initiatives to improve our technical, commercial and organizational efficiency and performance
- Innovation – with new products, process optimization, and energy conservation and sustainability programs
- Growth – with strategy realigned with our green and brownfield site and local content programs
- Human resources – enhancing employees' capabilities and productivity through improving knowledge, communication, transparency, talent and compliance

Bankable feasibility studies for SABIC Mining Project in Mauritania (TAKAMUL) were completed, with encouraging results.

Initiatives aimed at optimizing plant operations included improving electrical arc furnace electrode consumption by 12.5 percent and implementing a new de-dusting system. Alloy consumption was cut by effective monitoring and optimization, raising productivity and reducing power restriction lead-times.

In sustainability, initiatives included use of alternative grade iron ore, generation of value-added sub materials including bag house dust, and energy saving through flare reduction at the direct reduction plant, and warm charging of billets for rolling.

Market share in flat and long products improved by 2 percent and 8 percent respectively over 2017, with sales up 29 percent and 5 percent.

Quality certificates gained this year from UK Cares and Dubai Central Lab helped penetrate world markets, with exports up 110 percent over 2017, and development, manufacture and commercialization of seven new grades saw EBITDA from innovation exceeding target by 38 percent.

Logistics optimization efforts continued this year, with a five percent reduction in costs, and outbound logistics trips down eight percent.

THE FUTURE

Our Transformation Program will continue driving Hadeed toward best-in-class steel performance and profitability. 2019 will see the launch of the second phase and FEED progress on the Takamol project, and feasibility studies on two new value-added products.

We will also continue to explore new markets, extend Hadeed product maps to more overseas markets, and build new channels for long and flat products, further enhancing our position as a steel maker pioneer, locally and regionally.

* Metals products are supplied under the SABIC brand through Hadeed, a fully owned manufacturing affiliate of the company.

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TRANSPORTATION

We love to get around! But we'd prefer to do it without damaging the places we're going. SABIC innovation helps designers give their companies a competitive edge while cutting waste and weight from the travel equation.

STYLE, SAFETY, SUSTAINABILITY

While vehicles have become steadily safer for their occupants, the safety improvements often come with a trade-off. All too often, increasing safety means increasing material use, bringing increased weight and fuel consumption. The world wants ever more cars, but the often-negative fallouts blight more and more of the world's great cities, with rising levels of pollution.

Smarter materials can help. Materials that do what metals do, but do it more efficiently, with lower weight, cutting energy consumption at every stage of the product lifecycle, from production to use to disposal. Materials, moreover, that can also beat metals in production flexibility, allowing manufacturers to exploit new capabilities and produce innovations that deliver differentiation and a competitive edge, even as they help the environment.

SPECIAL MATERIAL, SIGNIFICANT BENEFITS

SABITAL GF POM (glass fiber reinforced polyoxymethylene) is a special material compounded by Specialties, using neat POM supplied by the Ibn Sina plant.

SABITAL is increasingly used to replace metal in the production of key parts, particularly in auto applications, thanks to its combination of excellent performance in terms of stiffness and dimensional stability, and lightness, offering fuel savings and significant environmental and sustainability benefits. 70% of GF POM consumption in Asia is currently in the auto sector, and with the increasing focus on the environment, SABIC anticipates steadily growing demand, which the company is well positioned to capitalize on, given the easy availability of neat POM supplies from Ibn Sina.



Innovative solutions from SABIC help automotive manufacturers maintain a competitive edge by cutting waste and weight.

SAFER BY DESIGN, LIGHTER BY MATERIAL

Traditionally, vehicle manufacturers enhance their vehicles' safety by adding metal, incorporating multiple pieces of steel stampings to improve crashworthiness. These parts can be heavy – so much so that body and chassis components can represent over 60 percent of total vehicle weight. Recognizing an opportunity, SABIC set out to develop lightweight solutions.

Drawing on established expertise in creating thermoplastic parts for structural crash components, SABIC developed a plastic-metal hybrid solution that can cut weight by as much as 50 percent for a reinforcement part like a B-pillar, without compromising structural crashworthiness. The honeycomb geometry of the reinforcement part, incorporating a thermoplastic resin from SABIC, adds strength and energy absorption, integrates easily into automakers' assembly processes, and is e-coat capable. The prototype has already attracted the attention of a major auto manufacturer, and is currently undergoing testing with a view to being incorporated into a new model, scheduled for launch in 2020.



FLYING LIGHTER, FLYING BRIGHTER

SABIC materials are increasingly taking to the skies, as manufacturers exploit their characteristics to make components that are not only much lighter than the metals they replace, but also combine excellent flame retardancy with design flexibility and adaptability, enabling the creation of aesthetic touches that support strong, differentiated branding and help to deliver a sustainable competitive edge.

Tier supplier Axyal selected SABIC's high-performance LEXAN™ LIGHT F6L300 sheet for use in the fabrication of aircraft cockpit dashboards primarily because it is the lightest available thermoplastic sheet that complies with flame, smoke and OEM toxicity requirements. Its pioneering closed cell structure enables it to be thermoformed into complex 3D parts with very thin walls – down to as little as 0.6 mm. With a specific gravity of 0.85 g/cm³, LEXAN™ LIGHT F6L300 sheet can reduce weight by as much as 40 percent when replacing traditional polyvinyl chloride and acrylic blend-based sheet products.



Above: SABIC's high-performance LEXAN™ LIGHT F6L300 sheet makes Axyal aircraft cockpit dashboards lighter while meeting flame, smoke and OEM toxicity requirements.

Right: This Plastic-metal hybrid B-pillar with a thermoplastic resin from SABIC adds strength and energy absorption, integrates easily into assembly processes, and is e-coat capable.

AGRI-NUTRIENTS

We want more food, more nutritious food, and more varied food. And there are a lot more of us wanting it with every year that passes, while arable land on earth continues to diminish. Innovative nutrients developed by SABIC scientists help the farmer without hurting the environment, thus helping the world's overall food and water eco-system.

HELPING THE WORLD PRODUCE MORE AND BETTER FOOD

World agriculture faces challenges not only of population growth – with ever-increasing amounts of food having to be grown on ever-diminishing amounts of land – but of increasing global prosperity, with more and more people around the world eager not just for more food but for better food, nicer food, more varied food. Often the food that takes more resources to produce.

SABIC innovation is at a premium. Our scientists work to develop ever more effective compounds, not only to increase crop yields and quality, but to address other related challenges, such as the need to feed nutrients where they are needed, and prevent them washing off to cause damage elsewhere. Our teams keep a vigilant eye and ear out for emerging trends, helping target our resources for maximum benefit. And we work with the Ministry of Environment, Water and Agriculture, reaching out to help those who use our products achieve the best possible results from their efforts.



Above: SABIC's date-palm-crop-specific NPK fertilizer can deliver nutrition at exactly the time and rate the growing crop needs.

Right: Urea calcium sulfate delivers nitrogen, calcium and sulfur, and enables slowing the release of urea into the soil, improving overall nitrogen efficiency.

BETTER FOR CONSUMERS, BETTER FOR THE ENVIRONMENT

One of the greatest issues facing world agriculture is that of nutrients decomposing in the soil, being diluted beyond effectiveness, or simply getting washed away from where they flow into watercourses and beyond, where they can add no value, or even cause problems further down the line, stimulating growth of unwanted algae or other pests. SABIC is currently in the final stages of developing a unique technology for controlled release fertilizer, formulated to deliver synchronized nutrition at exactly the time and rate the growing crop needs.

The new nutrition solves the problem of waste at a stroke: every penny spent on nutrition ends up benefitting the crop, and no surplus growth ends up doing damage elsewhere. Although initially developed with world agriculture in mind, products based on the new formulations are also envisaged for the horticulture, specialty agriculture and home gardening markets, while at the same time, protecting the environment.



PLANTING THE SEEDS OF BEST PRACTICE

As part of Estidamah's commitment to transfer advanced technologies and promote sound agricultural practices, in partnership with the Ministry of Environment, Water and Agriculture, many research projects were launched this year focusing on issues including increasing crop production, improving water-use efficiency and enhancing food quality.

Estidamah showcases the latest research, demonstrates advance technologies and promotes best agricultural practice – allowing, for instance, growing of one kilo of tomatoes with just seven liters of water, instead of the earlier 345 liters needed for an open field and 200 liters for traditional greenhouse technology, a saving of 98 percent and 90 percent respectively.



The center was visited by over 250 guests from the agricultural sector, including farmers, investors and academics, government bodies and peers and partners from the world of business. The center also conducted intensive technical open days attended by farmers and growers, to showcase the latest research, demonstrate advance technologies and promote best agricultural practice. One particular focus was on developing terms of reference for the economical design and use of greenhouses in arid regions, covering issues like optimizing efficiency in production and sustainable use of water.

The new nutrition solves the problem of waste at a stroke: every penny spent on nutrition ends up benefitting the crop.

CONSTRUCTION

More and more people need more and more places to live, to work, to learn, to play. As the global building boom continues, SABIC materials help create the places we need without damaging the world we live in.



SABIC API 5CT J55 hot rolled steel coils have the strength and wear resistance to meet challenging oil exploration challenges.

EASING THE PRESSURES OF GROWTH

With the pressures of growing populations compounded by increasing urbanization, the world is on a construction boom that shows no signs of abating. Whether it's buildings in which to live, to learn, to work or play, roads to connect them, or infrastructure to support their infinite needs, the world requires an ever increasing volume and variety of materials to meet the need.

SABIC has been at the heart of the building boom that has transformed the Middle East over recent decades, with everything from structural steels to water pipes to high tech window materials. Increasingly, value-adding expertise is helping gain business further afield, as builders seek out new materials that are economical to purchase, easy to work with, and can be relied on to meet the need, for generations to come.

TOUGH ENVIRONMENT, TOP PERFORMANCE

The oil industry demands high performing materials, able to withstand extreme challenges in some of the world's most demanding and unforgiving environments. SABIC API 5CT J55 hot rolled steel coils offer high strength and excellent wear resistance after heat-treatment and can be produced in a wide range of sizes to meet the requirements of pipe mills. Pipes are widely used to address the most challenging oil exploration conditions, with wells located deep underground or offshore.



Left: Pipework made with SABIC Vestolen A Rely 5922R offers easy installation, consistent quality and excellent mechanical and performance characteristics.

Below: UDMAX™ GPE 46-70 tape helps pipes withstand higher loads with fewer layers, meaning lower weight for easier transport and installation.



EASY FIT, EASY ON THE ENVIRONMENT

PE100-RC is a polyethylene with an excellent track record as a piping material, thanks to its ability to withstand the harsh and challenging installation techniques known as 'trenchless technologies', which allow installers to minimize installation costs and environmental impact by avoiding the need for trench-digging.

German thermoplastics giant SIMONA worked with SABIC using SABIC® Vestolen A RELY 5922R to create a solution including both pipework and fittings, offering easy installation, consistent quality and excellent mechanical and performance characteristics.

LIGHTWEIGHT, DURABLE, SUSTAINABLE

SABIC's new STADECK™ heavy-duty panel made out of Stamax resin for the building and construction industry offers significant advantages across a wide range of applications and building techniques where weight saving is important. The glass fiber reinforced thermoplastic resin panel is extremely lightweight and combines good weather and chemical resistance and anti-slip properties with excellent flame retardance.

The panels are NEN-EN 12811-1 certified, which makes them a good candidate for scaffolding, delivering excellent recyclability and weight savings of up to 60 percent over traditional wooden planks.

Corrosion-free and moisture resistant, STADECK™ panels can be considered for use in applications such as frameworks, decking, fencing, floodwalls, jetties, sheathing, and wheel chair ramps. They are also quick and easy to install, making them well suited for temporary applications such as flooring at events and festivals.

LESS WEIGHT, BETTER PERFORMANCE

This year saw the launch of UDMAX™ GPE 46-70 tape, the latest addition to an expanding portfolio of UDMAX™ unidirectional fiber-reinforced thermoplastic composite tape products. By using UDMAX™ tape to reinforce oil, gas and water pipes, boilers and storage tanks, SABIC customers can significantly increase mechanical performance while reducing weight and improving corrosion resistance in the most demanding environments.

Using UDMAX™ GPE 46-70 tape can help pipes withstand higher loads, while reducing the number of tape layers for less-demanding environments, meaning lower weight for easier transport and installation. As pipe and pressure vessel manufacturers face rising demand for higher performance, longer life and greater safety, advanced thermoplastic composite technologies from SABIC can offer a practical and adaptable solution.

MEDICAL DEVICES

With ageing populations staying healthier longer, and wanting to carry on enjoying life, there's an increasing demand for devices that are not only home-friendly but practical, even attractive. SABIC materials make them possible.

HELPING MAKE THE WORLD A HEALTHIER PLACE

With populations increasingly living longer lives, the world's need for healthcare and hygiene products grows by the day. SABIC materials have a major part to play, in enabling development and production of a vast range of products, from micro-surgery instruments to device housings to absorbent materials used in personal hygiene.

But it's not just materials. Thanks to its long track record in the sector, SABIC has developed in-depth understanding of the sector's commercial imperatives, as well as the purely medical considerations. Colorability, to enable designs that help products stand out for today's demanding consumer. Toughness, to enable portable devices to survive the knocks and drops of domestic life. Not least, processability, with innovative materials that lend themselves to today's high-speed, high-precision manufacturing technology, enabling consistent production of the highest quality products, quickly, reliably and economically.

INNOVATIVE FILAMENTS STREAMLINE DEVELOPMENT

Launched in 2018, ULTEM™ AMHU1010F filaments are made with SABIC healthcare-grade resins which are included in the company's Healthcare Product Policy. The filaments offer traceability back to the base resin – a key competitive differentiator – and enable production of printed parts that can be sterilized using gamma radiation, ethylene oxide or steam autoclaving. SABIC's well-established expertise in healthcare application development and material requirements including biocompatibility, sterilization, chemical resistance and ergonomics, means a significant number of the challenges facing customers using additive manufacturing technologies for medical devices have been addressed before the material even reaches them. And when prototyping does begin, using ULTEM™ AMHU1010F filaments can help to streamline the application development process, as the identical materials are available in injection molding grades for production.



A BETTER MATERIAL SOLUTION

Manufacturers in the medical and personal hygiene sectors are constantly on the lookout for new materials combining good processability with functionality. SABIC this year launched an innovative new polypropylene resin product engineered to deliver enhanced properties in melt-blown fibers for nonwoven fabrics.

SABIC® PP 514M12 is based on phthalate-free and odor-free technology that offers very good processability for melt-blown fibers, with high levels of drawability, spinnability and uniformity, enabling very lightweight, very thin nonwovens that combine air permeability with excellent barrier properties. Besides, they meet strict hygiene and consumer protection standards, making them great candidates for a wide range of medical and hygiene applications, from diapers to sanitary napkins, medical gowns and clothing. The new resin can be easily tailored to specific requirements, and production quantity trials on the latest high-speed machines confirmed properties on a par with or better than reference market grades.

The new resin enables new fabrics that combine excellent processing and performance for manufacturers, unbeatable consumer safety and convenience, and the functionality, sustainability and cost control the industry demands.

SABIC's polycarbonate copolymers, as used in the eNeura® sTMS migraine-relief device, offer high performance, light weight and aesthetic adaptability.



Above: SABIC® PP 514M12 enables high-level drawability, spinnability and uniformity, enabling very lightweight, very thin nonwoven fabrics.

Left: ULTEM™ AMHU1010F streamlines development and embodies SABIC expertise in healthcare application requirements.

ENABLING HOME-FRIENDLY HEALTHCARE

These days, more and more healthcare happens at home, so devices need to be portable, safe and aesthetically pleasing. The eNeura® sTMS, developed to treat migraine headaches, provides single-pulse transcranial magnetic stimulation. Working with SABIC and injection molder PTA Plastics, eNeura selected SABIC's polycarbonate copolymer for the device housing. This healthcare-grade material met the company's stringent requirements for biocompatibility, resistance to impact and household chemicals, flammability performance to protect internal electronics, and color-matchability, to enable attractive aesthetics. Its light weight also enabled an easy-handling device design. Just one of a growing portfolio of healthcare grade materials that give designers new options to optimize portability, ergonomics, attractiveness and comfort.

PACKAGING

As the circular economy increasingly evolves from idealistic aspiration to down to earth imperative, SABIC develops new materials that are more efficient in production and use, and can be totally recycled when they're done.



BETTER MATERIALS ARE JUST THE START

Increasing environmental concerns and complexity in the packaging industry create the need for improved materials that can help minimize packaging weight and waste and improve processing while complying with ever more stringent food and consumer safety regulations. And with pressure building to turn the Circular Economy from a neat expression into a day to day reality, SABIC scientists have once again proven equal to the challenges, with the release of innovative materials that can not only meet these challenges but also enable cost reduction throughout the value chain while enabling better end-product protection. But the materials are only part of the story; a story of meeting broader and more challenging commercial demands that originate not even with our customers, but with our customers' customers.

To accelerate the pace of innovation and respond to our customers' needs for changing market trends more quickly, focusing on more what they need, SABIC has launched this year new dedicated industry organizations for the Caps & Closures and Thin Wall Packaging segments, working closely with our customers to help them stay a step ahead in today's fast-changing and highly competitive markets. These new global teams drive tailored technology platforms and new products for our customers, while leveraging our global capabilities in terms of production, logistics and innovation.

IMPROVED PERFORMANCE, PRODUCTION BENEFITS

SABIC's new dedicated Caps & Closures business unit was launched early 2018, with a focus on extending application coverage across food and beverage and non-food consumer products, such as detergents, cosmetics and pharmaceuticals, with a portfolio of tailored polyethylene, polypropylene and engineering thermoplastic solutions.

SABIC® HDPE CC027C is a new multi-modal grade combining excellent environmental stress cracking resistance, taste and odor neutrality with extreme light-weighting for closures that enable lower processing temperatures, helping processors save energy and cut cycle times. For thin wall packaging applications, the company's industry-leading polypropylene portfolio was boosted with the launch of three new high flow, injection-molding grades: SABIC® FLOWPACT FPC70, SABIC® PP 513MK46, and 512MK46, all impact copolymers based on a phthalate free catalyst. Such innovative products couple significant production benefits with enhanced performance, enabling reduced cycle times and weight; excellent stiffness and top-load strength for stackability and lower transport and storage costs; and improved organoleptic performance, delivering the taste and odor neutrality as customers demand.

SABIC has expanded its offering of grades based on renewable feedstocks, thereby boosting moves toward packaging sustainability, with no compromise on performance and food safety.

NEW BEST-IN-CLASS FLEXIBLE PACKAGING GRADES

Responding to customers' demands for improved performance and sustainability, SABIC this year launched its latest iteration of Nexlene™ bimodal technology, with COHERE™ S100, S100L and S400 best-in-class plastomers grades.

The new materials offer outstanding heat sealing, with low seal initiation temperature, broad hot tack and excellent optical properties. The high efficiency sealing enables faster packing speed, reducing product wastage.



Above: COHERE™ S100 plastomers grades enable faster packing speed and reduce product wastage.

Left: Multi-modal SABIC® HDPE CC027C: excellent environmental stress cracking resistance and good flow enable extreme lightweight closures.

WORKING CLOSER, DELIVERING MORE

SABIC global material technology, application development and processing expertise exemplified the value SABIC can add over and above material superiority, when the company presented its solutions at the 2018 Thin Wall Packaging conference in Thailand, helping the industry capitalize fully on the qualities of products from its rigid packaging portfolio such as SABIC® FLOWPACT AND QRYSTAL. Product qualities such as stiffness, stackability and excellent transparency at lower temperatures, complemented by the ability to facilitate faster cycle times, give the materials significant advantages over competitor products. Such innovations enable customers to use less energy and material in producing packaging, all contributing to a more sustainable solution.



SABIC® FLOWPACT AND QRYSTAL transform thin wall packaging thanks to their stiffness, stackability and excellent transparency at lower temperatures.

CLEAN ENERGY

There are more and more of us and we all want more of everything – and that means power. Helping scientists deliver the energy we need without damaging the planet we live in is a top priority for SABIC scientists.

WORKING FOR A CLEANER WORLD

Addressing the environmental impact of mankind's insatiable need for more and better of everything is a challenge SABIC is facing head-on. Whether developing innovative materials to enable new devices in solar power generation or helping cut weight from vehicles (without compromising safety), SABIC expertise is helping to address the challenges of growth.

Transport is a key sector, with electric vehicles and new technologies evolving from peripheral innovation to mainstream solution, bringing the prospect of significant growth over the coming decades. Manufacturers – and the industry at large – need material solutions that can help meet new requirements and overcome design challenges. SABIC specialists and scientists have been working closely with customers, partners and other third parties to identify emerging needs and devise innovative solutions that can deliver multiple benefits.

LIGHTWEIGHTING WITHOUT COMPROMISING SAFETY

Protecting batteries in side-crash scenarios has become a significant challenge for the world's auto manufacturers, driven by moves to larger batteries that are mounted on vehicle floor panels. The standard solution – multi-piece stamping or extruded reinforcements to strengthen the rocker panel – adds vehicle weight, cutting efficiency and range.

As an alternative, SABIC is designing hybrid solutions, combining plastic and metal. This solution can replace conventional metal reinforcements – improving battery protection performance, while reducing weight by up to 40 to 60 percent.



SABIC's hybrid plastic/metal battery protection solution helps improve battery protection performance while cutting weight by up to 40 to 60 percent.



SOLAR POWER, POWERED BY NORLYL™

SABIC's NORLYL™ resin has earned a strong and longstanding reputation and widespread use for solar power applications thanks to its mechanical property retention and low moisture uptake.

Enphase Energy, a leader in next generation solar equipment, selected NORLYL resin for its new smart-grid microinverter housing. The high-powered, smart grid-ready microinverter dramatically simplifies the installation process while also maximizing system efficiency. Such microinverter products are increasingly taking the place of traditional inverters, delivering higher energy production and safer operation in both residential and commercial solar power systems.

CUTTING-EDGE ENERGY-PERFORMANCE

This year, SABIC acquired a majority stake in Black Diamond Structures™, a nanotechnology company based in Austin, Texas, that produces and commercializes MOLECULAR REBAR® – a proprietary technology of modified carbon nanotubes that offers the potential to enhance the performance of energy storage applications using lead-acid and lithium-ion batteries.

Conventional carbon nanotubes are known for their tendency to become entangled, cake and retain residual impurities, which limits their ability to enhance electrical and mechanical material properties in real world applications. MOLECULAR REBAR®, by contrast, delivers clean, discrete uniform-sized carbon nanotubes, enabling their use in high performance energy storage applications, with improved charge rates, battery cycle life and energy density.

MOLECULAR REBAR® can also play an effective role in the down-gauging and downsizing of new battery designs and help battery producers to reduce manufacturing costs, increase production output and achieve higher economies of scale.

Above left: Enphase Energy selected NORLYL™ resin for its new smart-grid microinverter housing, for simplified installation and maximum system efficiency.

Below: MOLECULAR REBAR®, used in high performance energy storage applications, gives improved charge rates, battery cycle life and energy density.



ELECTRICAL AND ELECTRONICS

Smaller, lighter, smarter components demand tougher, lighter, more versatile materials. SABIC helps designers of everything from substrates to smartphones bring ever more ambitious innovations to life.

SMARTER MATERIALS FOR SMARTER PRODUCTS

In a world where pretty much everyone seems to walk around with more computer power in their pocket than it took to put a man on the moon, it's hardly surprising that materials need to work ever harder in devices that rapidly improve in their power, speed and functionality.

SABIC scientists continue to work with commercial partners to identify emerging consumer demands, and develop the unique new compounds that will help manufacturers produce the goods to meet them. Better materials empower designers, enabling them to develop differentiated styling that attracts the eye; offer enhanced physical capabilities that can survive production challenges and enable faster, more reliable, more economical manufacture; and deliver significant performance benefits, in everything from toughness and durability to exceptional lens clarity.



CLEARLY A SUPERIOR SOLUTION

Optical sensors are the key to proximity sensing and gesture recognition in everything from smart phones and tablets to drones, robots, video games and security systems.

Swiss molding company SOPROD SA chose SABIC's EXTEM™ resin, which combines infrared transparency and high heat resistance, to mass-produce sensor lenses using micromolding with a multi-cavity tool. Efficient, high-volume molding delivers multiple advantages over the use of quartz glass or epoxy resin, including speed, consistently high quality, and the avoidance of costly secondary operations, such as grinding and polishing or curing. The resin's 267°C glass transition temperature also enables it to survive lead-free reflow soldering process temperatures, making assembly easier and more cost effective.

PRODUCTION-FRIENDLY HIGH-PERFORMANCE

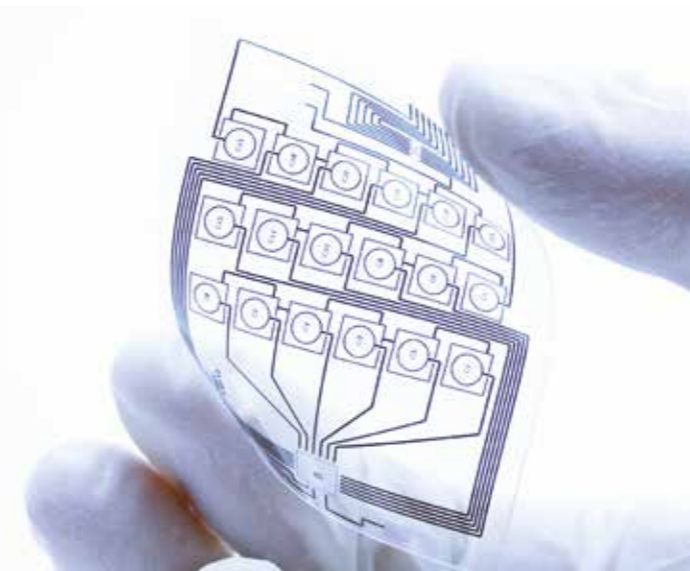
Miniaturization and the drive for greater functionality are boosting demand for SABIC's new high-performance LEXAN™ CXT resins. LEXAN™ CXT resins allow production of tiny lenses such as those used in mobile phones, with the ability to survive extreme molding conditions, while also offering a high refractive index. Parts made from such resins can withstand challenging assembly processes, such as cold reflow or wave soldering onto printed circuit boards, and be used to create components with more complex geometries, thinner and longer walls, and improved textural definition.

The resins are also used in LEXAN™ CXT film, a material specially developed to provide a high-performance and cost-efficient solution for flexible printed electronics substrates – an unseen yet essential component where thermal resilience is key to the employment of efficient production processes. LEXAN™ CXT film can handle the heat, while offering superior transmission, clarity and low haze compared to traditional high heat films, with excellent yellowing resistance ensuring glass-like clarity that lasts.

LESS WEIGHT, MORE DESIGN FREEDOM

From smartphone cases to medical device housings to mass transit interior panels, OEMs are eager to replace metal and other traditional materials to give their designers greater room to innovate, while cutting weight and cost from their commercial equations.

For lighter weight and thinner geometries in structural applications, LNP™ THERMOCOMP™ HMD polycarbonate compounds deliver high performance in traditionally conflicting key mechanical property arenas, particularly in terms of improved ductility and dimensional stability, and resistance to warping. This distinctive combination of attributes allows, for example, the creation of thin-wall devices that can come through stringent drop testing unscathed. Together with good color-matching capability and color stability, these characteristics help manufacturers appeal to fashion-conscious consumers, enabling solutions that are production-friendly, high performance, and tough enough to survive today's busy lifestyles.



Above left: SABIC's EXTEM™ resin enables rapid production of consistently high quality optical sensors for a wide range of devices.

Above: LEXAN™ CXT resins are used in high-performance parts for smartphones, flexible printed electronics substrates and many other electronics components.

Right: THERMOCOMP™ HMD polycarbonate compounds help designers differentiate everything from smartphone cases to medical device housings to mass transit interior panels.

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CORPORATE SOCIAL RESPONSIBILITY

SABIC has a proud record of engagement with social issues, from education to health to the environment and agriculture. We have the resources and the presence to make a real difference; and we acknowledge and embrace the responsibilities that go with that capability.

Our global CSR strategic priority areas are aligned with the UN Sustainable Development goals that focus on Science and Technology in Education, Environmental Protection, Health and Wellness and Water and Sustainable Agriculture. They provide the framework within which our organization and our people strive to bring enduring and sustainable change. Initiatives often begin with individuals or small groups, gain local or regional endorsement, then benefit from Corporate support as necessary.

With financial and logistical resource from the centre supporting voluntary proactivity on the ground, 2018 has for SABIC been another year of making the world a better place.

DONATION AND INVESTMENT

SABIC community giving this year totaled US\$36.5 million. From modest donations to one-off local projects to major ongoing commitments, such giving can bring life-changing benefits to people and good causes all around the world.

SERVING THE COMMUNITY

In serving the communities in which we live and work, we look for initiatives where the right intervention at the right time can turn good intentions into effective action, and deliver real, ongoing and wherever possible self-sustaining change.

SABIC Africa organized a social day and provided in-kind assistance including medicines and other basic supplies for Dar El Sondos in Cairo, Egypt – an institution which provides accommodation, care and education tailored to the special needs of around 300 disabled children – children who would traditionally be marginalized within or even excluded from schools.

In India this year, SABIC got together with Bangalore (south) Rotary Club and SVADES (Society for Rural Development in Petrochemical Areas) to combat the physical deterioration denying educational opportunity to many of the poorest members of the community. Floors were repaved, walls replastered, windows fixed and renovated, and new toilet facilities and a pump and water purification system installed, transforming a dilapidated school into a sound, clean and efficient environment in which children can gain the education to equip them for future employment and fulfilled lives.

In the US, numerous SABIC sites got involved with United Way – an organization devoted to turning voluntary effort into life-changing programs that promote health, welfare and character-building in local communities. SABIC's MTV site at Mount Vernon conducted donation and fund raising campaigns, while employees collaborated with over 300 community leaders on local improvement projects.

In Saudi Arabia, SABIC participated as an exclusive innovation and knowledge partner in the MiSK forum in support of youth empowerment. SABIC joined global leaders, representatives from the public and private sectors and thousands of students from across the Kingdom and around the world in support of redefining what young people must do to future-proof themselves with 21st century skills.

SCIENCE AND TECHNOLOGY IN EDUCATION

Education has always been a prime focus for SABIC, both in its own right and for the benefits it offers individuals and society as a whole. We are particularly committed to science and technical education. This year's initiatives included:

- **Collaboration for development of leaders and entrepreneurship** – SABIC and JA Worldwide, a US-based non-profit organization dedicated to youth education, have signed an agreement to collaborate on a number of educational and innovation programs in support of communities in 22 countries where SABIC operates covering more than 100,000 students. Moreover, in collaboration with Injaz Saudi Arabia, SABIC will embark on five new programs in Saudi Arabia targeting over 90,000 students at 1,500 institutions across the Kingdom. They cover areas such as personal life planning, environmental awareness and leadership, and aim to help prepare students for productive and fulfilled employment.
- **Supporting tomorrow's chemists** – SABIC in Spain maintained a nine year commitment to educational events at the University of Cartagena in Spain, which aim to promote chemistry and nurture students' interest in science. Basic experiments for younger visitors, workshops for secondary level students and talks focusing on girls and young women in particular were

among events helping encourage the scientists of the future.

- **Support for talented people with special needs** – SABIC sponsored the second edition of the Ammar Initiative to support talented people with special needs. The initiative aimed at investing in the capabilities of the community, and was aligned with SABIC's values and Saudi Vision 2030.

ENVIRONMENTAL PROTECTION

SABIC Korea employees and their families this year gathered at Noeul Park in Seoul to plant over 100 White Pink Salix trees, enhancing the local environment and helping address climate change. In another Korean project, SABIC Chungju volunteers organized the annual Han River clean-up. The clean-up, supported by employees every year since 2014, helps maintain a river which runs through Seoul and other major cities, and provides potable water.

In the Netherlands, SABIC volunteers committed to a big cleaning action in Bergen op Zoom, providing guest lessons at four primary schools where the children were taught that plastic is harmful to the environment if it is not managed properly and how to manage waste correctly. SABIC volunteers also engaged with over 240 children in the Sittard-Geleen region as part of Waste Free Environment Week, presenting on how plastic is made, and also the importance of recycling, reusing and correct disposal.

As part of World Environment Day, SABIC in the UK delivered a talk on plastics' benefits and the importance of reducing, reusing and recycling them to Bishopton Redmarshall Primary School, a neighbor of our Teesside plant.

In the Americas, employees from seven sites, from Coburg in Canada to Houston, Texas to Tampico in Mexico joined others from their local communities to mark World Clean Up Day on September 15, removing trash and cleaning up their environments.

HEALTH AND WELLNESS

The efforts of Health and Wellbeing volunteers at SABIC's plant in Teesside, UK, were recognized at the Better Health at Work Awards in March with two awards. The Health and Wellbeing Steering Group and Health Advocates, who are all volunteers, are the backbone of SABIC's achievements in this area. SABIC's ongoing improvements to health and wellbeing are due to the time and efforts put in by the volunteers on an ongoing basis.

In India, a Healthy Child, Healthy Mind program aims to impart health, hygiene and water and sanitation awareness education, particularly for children from less privileged backgrounds. The program in government and government-aided schools in Anekal Taluk in Bengaluru, Karnataka aims to reduce drop out rates and help children maintain a healthy life. The educational initiatives are backed up by donations of oral hygiene kits, and help in getting referrals to no- and low-cost medical and counseling services.

"They See, They Learn," is a large-scale comprehensive eye-care program covering screening and vision correction and providing free spectacles for school children in government and government-aided schools in Delhi, Bengaluru, Chennai, Vadodara and Mumbai in India.

SABIC received recognition from the Al-Faisaliah Women's Charitable Society at a function held in Jeddah for its funding of the renovation of the First Centre for Autism. The center, the first of its kind in the Kingdom, offers support to Jeddah's estimated 40,000 autism sufferers. SABIC takes pride in having donated over SR10 million to cover the cost of renovations at the 2,985 square meter center, which uses the most advanced educational and rehabilitation methods to support its clients.

SABIC was a strategic partner of the Riyadh International Marathon, which was organized by the General Sport Authority. More than 30,000 citizens, residents and professional runners, including athletes with special needs, participated in it.

WATER AND SUSTAINABLE AGRICULTURE

SABIC Lebanon, in partnership with Rotary Lebanon, took part in a major initiative to install drinking water and filtration systems to help meet the needs of Lebanese schoolchildren. The project saw the installation of filters, tubes, tanks and pressure faucets, giving 20 schools access to clean and safe water supplies, in an initiative marked by an inauguration event at two of the supported schools.

SABIC teamed up with the Cooperative Society for Dates in Madinah to deliver the "Good Agricultural Practices for Date Palm" applied training workshop. These training workshops provide proactive and practical assistance for cooperative agricultural societies. They give farmers an understanding of good agricultural practices for date palms and the knowhow to improve the quality, quantity and value of their crops.

In Sudan, SABIC launched an agricultural awareness caravan to help spread best farming practices. The caravan, with 14 technical teams, each with 150 people including three specialists, was the first of its kind in the African continent, and highlighted SABIC's efforts to support sustainable agriculture by focusing on increasing the efficiency of agricultural inputs and adopting good practices through its specialized nutrients.

HUMAN CAPITAL

SABIC is its people. It is they who enable everything we do for our company, our partners and our customers around the world.

Working at SABIC is all about creating the chemistry that helps our people to succeed; where employees own their own career and SABIC provides all the support and guidance they need. This is where you can see people through integrity and living our values – Inspire, Engage, Create & Deliver. Hence the proof that chemistry really does matter at SABIC. Our business is focused on creating a more innovative, more sustainable, more exciting world and it is through our people we can help shape their careers and the solutions we provide to the world.

Human capital development approach offers a focused, consistent path for SABIC transformation to move towards organizational effectiveness. This operating approach will strengthen our corporate identity that will guide SABIC into the future.

LET'S EXPLORE WHAT MATTERS

As a global company, we understand that everyone has unique motivations and ambitions. In SABIC we believe in dialogue; it is the best way to match our people's aspirations with what SABIC offers.

We at SABIC believe in people differences – that some want to make an impact and innovate, while some want to be challenged and thrive in our unique global environments. Others look to grow their talents through development learning opportunities and a lot more.

This is why we are revamping our Employee Value Proposition to be an invitation to a dialogue. In this dialogue, our people lead the discussion and explore the vast offerings we provide for our most valuable asset, our people. We invite our employees and prospective employees to this dialogue and together Let's Explore What Matters.

Our business is focused on creating a more innovative, more sustainable, more exciting world for our people and our company.



SABIC provides all the support and guidance employees need to own their careers.

THE DIALOGUE CONTINUES

We believe that we will achieve our greatest success by ensuring continuous dialogue with our people. January saw our annual Global Town Hall, with our CEO linked by interactive live streaming from Riyadh to our sites throughout the Middle East, Europe, the Americas and Asia/Pacific. Discussions included SABIC progress over recent years, the economic and environmental challenges we face, expectation and the implications for our people.

We also this year undertook our second Pulse Dialogue Survey, reaching out to over 19,000 employees around the world, inviting open and honest discussion of the issues that matter to them, and how they feel we need to develop for the future.

Moreover, by end of the year the dialogue continues at the annual Year-End. During this meeting, SABIC leaders review the company performance for this year and plan for the year ahead. The meeting also offers the opportunity to honor SABIC employees who have reached levels of exceptional achievement as well as hear from customers and specially-invited guest speakers.

CONTINUOUS LEARNING

Since 2012, SABIC Academy has been our global center of learning and growth. It sustains our continuous learning culture by providing exceptional unique and world-class learning strategies tailored to accelerate employees' career development. SABIC has collaborative relationships with leading educational and technical institutions spanning the globe to accelerate our people learning.

The Academy offers competency-based learning, both at the Academy and through e-learning across 12 career lines, with over 5,000 online programs accessible to every one of our 33,000+ global employees. Specialized curricula focus on employees' long-term development and growth. It also conducts continuous professional programs leading to recognized certification in disciplines such as Sales, Marketing, Finance, Manufacturing and Supply Chain.

Our leadership development process aligned with our SABIC Leadership Way stresses early identification of leadership potential within the organization. Throughout this process, we look for those who exhibit professional excellence and – most importantly – the ability to execute logically conceived business strategies. The program covers the candidate's progression journey – from an individual contributor to enterprise leader.

Exceptional training to accelerate employees' career development and build the skills we need for the future.

SABIC LEADERSHIP WAY

Our "SABIC Leadership Way" transformation journey kicked off last year by defining four leadership priorities: Talent Champion, Collaboration Partner, Innovation Pioneer, and Excellence Driver. The SLW is a set of mindsets and behaviors, aligned with our values, that guide every leader to help both our business and employees to thrive.

Today, "SABIC leadership Way" is applied in everything we do. With the support of our global ambassador network, the SABIC leadership awareness covered over 50 sites with more than 600 leaders immersed through interactive sessions and experiential learning.

To thrive in a constantly evolving marketplace, SABIC will continue to reinvent itself and respond to stay relevant to employees, leaders, customers and global communities.

ENABLING 2030 VISION

SABIC continued to invest heavily in supporting Saudi Vision 2030. We believe that the human capital development will play a major role to drive the vision. At SABIC we are contributing towards fulfilling the Vision by developing best practices in human resources in Saudi Arabia and preparing young Saudis for the labor market by advancing their skills and potentials.

During 2018 SABIC held its Annual Summer Innovation Program in Riyadh, Jubail and Yanbu. The program comes as part of SABIC's strategy to promote a culture of innovation and stimulate creative thinking in line with Saudi Vision 2030. Designed to keep pace with the latest educational developments globally, the program covered a number of courses related to designing of educational products, smart houses, mobile applications and renewable energy.

Ever since the launch of "Government Leadership program" in 2016, SABIC Academy has delivered high impact training to more than 300 government officials with the aim of enhancing their leadership and executive skills. The program draws on and transfers strategies and modern management techniques that have enabled SABIC to become a global market leader. It is designed to help align best practice across private and government sectors and enable Saudi Vision 2030.

"Saudi HR Think Tank" launched this year as an outcome of the MoU with the Ministry of Civil Service from SABIC HR forum 2017. The SAUDI HR Think Tank aims to support the Capability Development of the HR transformation in the Kingdom & Government entities toward SAUDI 2030 vision.

SABIC will take the lead in creating a community of HR professionals as well as offering a platform for best practices dialogue and outside/in perspective for enabling us to overcome HR challenges in our organization and the Kingdom overall.

Through numerous collaborations and partnerships, SABIC will continue to support across all areas of its operations to advance the Saudi economy and culture towards a sustainable future.

INNOVATION AND BUSINESS DEVELOPMENT

SABIC's Innovation & Business Development function brings together experts from throughout the business to define and drive the future success of the company.

During 2018 SABIC I&BD accelerated its efforts to ensure realization of Strategy 2025, focusing particularly on driving growth, improving the business portfolio, and accelerating innovation:

- **Driving growth:** working to establish an asset footprint in the US to capitalize on shale gas opportunities, to expand SABIC's presence in Asia and Europe, and to leverage SABIC's strength in Saudi Arabia for growth and for Vision 2030.
- **Improving business portfolio:** including diversification into Specialties and the reorganization of Saudi Arabian affiliates for operational effectiveness and efficiency and to better support our growth ambitions.
- **Accelerating innovation:** as a key enabler of growth, differentiation and overall Strategy 2025. Corporate T&I this year focused on progressing long term projects to address market and product opportunities, and to develop process technology and technology licensing advantages by leveraging our internal resources and capabilities and through joint efforts with external partners and technology venturing.

GROWTH & PORTFOLIO US

In the US, SABIC has been seeking investment opportunities in support of an organic growth strategy based on leveraging the availability of advantaged feedstock.

As part of these efforts, SABIC and ExxonMobil have established a Joint Venture (Gulf Coast Growth Ventures) for the construction and operation of a petrochemical complex in St. Patricio county, on the US Gulf, Texas. This will include a 1.8 million mt/year cracker, two LLDPE plants, and an MEG plant. EPC contracts have been awarded, and infrastructure construction has begun. Construction of the complex itself is currently awaiting the granting of the necessary permits; once granted, construction is expected to be completed in Q4 2021.

A number of other US projects are in development or under construction.

ASIA

Asia and China's dominance of global chemical demand will only increase in the future.

SABIC plans to leverage and reinforce its local infrastructure and capabilities in support of its



growth ambitions in China, currently including a global research center, three engineering plastics factories, eleven sales offices and over 1,500 employees. In 2018, Top Employer Institute of China awarded SABIC Top Employer of the year.

In line with its strategy to expand operations, seek new investment opportunities and strengthen its position in the Chinese market, SABIC announced in September 2018 the signing of a Memorandum of Understanding (MoU) with the Fujian Provincial Government, laying down a framework of cooperation for the development of a world scale petrochemical complex. The MoU does not include a definitive timeline.

Elsewhere in Asia, SABIC continued to expand the presence of its Specialties business. In Singapore, for example, the government has provided approvals and tax incentives for a planned ULTEM™ plant – a critical enabler of SABIC Specialties strategy in Asia.

EUROPE

In Europe, SABIC has a well-established footprint, with 12 manufacturing locations in seven countries supported by sales offices in 11 countries and four innovation centers.

In a challenging competitive environment for petrochemicals, SABIC Europe engages in ongoing

Left and below: The SABIC Plastics Application Development Center in Riyadh and the SABIC Technology Center in Shanghai are part of a global network on Technology and Innovation centers where innovative technology solutions are constantly under development.



business improvement efforts, working closely with major OEMs and specifiers to better exploit technology and drive innovation, in compliance with stringent regulation and sustainability targets. SABIC Europe is taking a leading role in addressing the challenges of climate change and adopting certified renewable polymers, and has numerous projects in hand to develop its capabilities in relation to recyclable plastics and the circular economy.

SABIC Europe's strategy includes significant action on the Specialties side of the business.

For example, SABIC Europe is recommissioning its PPE resin plant in the Netherlands by the end of 2019. When fully operational, the Bergen op Zoom facility is expected to boost SABIC's global PPE capacity by 40 percent over a 2017 baseline, supporting the growth of the Specialties business.

In addition, and in line with its strategy to become a leader in Specialties, SABIC this year acquired a 24.99 percent stake in Swiss-based, specialty chemical company Clariant. A Memorandum of Understanding (MOU) was signed relating to the potential combination of the two companies' specialties businesses. Discussions are proceeding on the details of the new set up, which is planned to help SABIC leverage the Clariant platform. SABIC has also been working

this year to establish its existing global Specialties business as a stand-alone organization, gaining enhanced flexibility and agility to support its future growth.

AFRICA

In Africa, the joint venture company Takamul focused this year on completion of the Bankable Feasibility Study (BFS) of the Atomai iron ore project in Mauritania. In 2019, Takamul will obtain the exploration permit and carry out Front End Engineering Design (FEED), equipping the partners for an investment decision.

SAUDI ARABIA

In Saudi Arabia, SABIC has established a new company – SABIC Agri-nutrient Investments – to consolidate its currently fragmented agri-nutrient assets, enhancing the business's effectiveness and efficiency, and equipping it to better exploit future growth opportunities. This encompasses SABIC's 50 percent shares of Jubail Fertilizer Company (Al-Bayroni) and National Chemical Fertilizer Company (Ibn Al-Baytar), 33.33 percent of Gulf Petrochemical Industrial Company (GPIC), 30 percent of Ma`aden Phosphate Company (MPC), and 15 percent of Ma`aden Wa`ad Al-Shamal Phosphate Company (MWSPC). SABIC has also signed a non-binding Memorandum of Understanding (MoU) with its Saudi Arabian Fertilizer Company (SAFCO) subsidiary to facilitate the integration of the newly formed company, subject to regulatory and shareholder approval.

GOVERNANCE

SABIC has worked on multiple fronts this year to enhance the efficiency and effectiveness of its governance systems, to support organic and inorganic growth and in pursuit of its portfolio optimization efforts. SABIC M&A has developed and launched new M&A procedures supported by a dedicated gating system to enhance agility, ensure compliance and mitigate risk exposure, advancing M&A as a growth and portfolio management enabler of SABIC's 2025 strategy. Comprehensive departmental re-structuring has led to a fully governed and integrated ecosystem, increasing the organization's effectiveness and enhancing its capabilities.

INNOVATION AND BUSINESS DEVELOPMENT

continued

JOINT VENTURES

SABIC's Joint Ventures Affairs (JVA) function, established in mid-2015 to safeguard SABIC's integrated corporate interests with partners in existing and new joint ventures both in Saudi Arabia and globally, this year:

- Developed a comprehensive JV Governance Framework for controlled and non-controlled entities to provide best practices guidance for SABIC JVs
- Established Guidelines for Developing Joint Ventures Agreements, based on leading best practices for new ventures
- Developed Key Focus Areas and Joint Ventures Annual Review to boost SABIC strategic objectives across JVs and better align its venture investments
- Developed a globally recognized best practices on-boarding program and comprehensive training for board directors, with an Affiliate Board Director Handbook to help new directors fulfill their roles and responsibilities
- Introduced an affiliate board assessment process to assure boards' effectiveness

INNOVATION

During 2018, SABIC Corporate T&I continued to enhance its T&I portfolio, execute its projects, deliver on its process technology and technology licensing efforts, and expand its technology venturing initiatives.

CORPORATE T&I PORTFOLIO

The portfolio consists of 42 active projects focusing on strategic, business-driven platforms with a total present value of US\$12 billion. In addition, the Corporate T&I patent portfolio reached 685 granted and pending patents protecting recent inventions in alternative feedstock, novel technologies, and materials.

Multiple milestones have been achieved across SABIC Corporate R&D projects including:

- A disposable, self-powered and cost effective thin film remote switch enabled by SABIC proprietary (XPC) copolymer with robust IP (20+ patent filings), transferred to SABIC Specialties.
- Successful development of prolonged release (> 20 times improvements vs incumbent in a model system) encapsulation technology – both composition and process – based on biodegradable polymers.

Right: In Europe, SABIC has a well-established footprint, with 12 manufacturing locations in seven countries supported by sales offices in 11 countries and four innovation centers.

Far right: SABIC's technology venturing portfolio in Europe, North America, China and Saudi Arabia was significantly expanded in 2018.



- Development of SABIC proprietary new C&C HDPE composition incorporating additives, enabling cap weight reduction from 3.2g to 2g.
- Pioneering of a novel technology to non-reactively coat urea with certified biodegradable plastic materials to serve as control release fertilizer, offering 44 percent more nitrogen and nominal 70 days longevity, rivaling performance of the current market leader.
- An integrated process offering 15 percent of solar to hydrogen efficiency consisting of a static prototype combining an ultra-high concentrated multi-junction solar cell with a 'power matching' electrolyzer. The hydrogen and oxygen can be produced separately in a membrane-less reactor (a technology developed separately), enabling SABIC to develop processes for CO₂ reduction and the production of more environmentally-friendly chemicals.
- Investigation of differentiated materials for the development of new catalysts to broaden polyolefin applications, employing state-of-the-art high throughput experimentation to assess multiple



- new catalysts and olefins in pursuit of SABIC's circular economy commitments.
- Numerous other process technology and technology licensing initiatives.

PROCESS TECHNOLOGY LICENSING

SABIC Corporate T&I has been working to incorporate its own process technology into numerous global growth projects, including polypropylene, polyethylene, and chemicals. Final licensing agreements with project partners are under discussion.

Extensive efforts have also been invested in identifying and acquiring world-class process technologies in areas including chemicals, polymers, agri-nutrients, specialties and metals, to drive growth and enhance our competitive advantage globally. The technologies are applied in both developing new projects and creating strategic partnerships.

SABIC continued implementing innovative technology solutions to maximize asset productivity, enhance efficiency and reduce energy intensity, by focusing

on process fundamentals, and applying advanced tools and unit operation expertise. Around 20 projects have been completed in support of affiliates.

TECHNOLOGY VENTURING

The company's technology venturing portfolio in Europe, North America, China and Saudi Arabia was significantly expanded this year. Several investments and developments in areas of strategic importance to core businesses brought the global portfolio to over 20 companies. Technology venturing enhanced support for investee companies through global business incubation. Technology validation and implementation helped assess the capability of the proposed technology, and its uses in SABIC and in Saudi Arabia.

COMPLIANCE AND RISK MANAGEMENT

SABIC's Legal Affairs, Enterprise Risk Management and Internal Audit departments are designed to safeguard the interests of all SABIC stakeholders, including customers, employees and shareholders, and to manage SABIC's risks in a way that promotes our 2025 goal of becoming a world preferred leader in chemicals.

All three functions regularly provide coordinated reports to SABIC's Executive Risk Management Committee. The SABIC Board of Directors Risk and Sustainability Committee oversees the activities of the Enterprise Risk Management department in assessing key business risks for the company. The Board Audit Committee oversees the compliance and ethics activities of the Legal Affairs Compliance function and the Internal Audit function.

LEGAL AFFAIRS

Legal Affairs promotes growth and supports commercial transactions and M&A, while providing strategic counsel to optimize opportunities and to mitigate risk. The team also supports SABIC's 2025 goals in two key areas: it builds and maintains robust compliance processes and a strong compliance culture to foster the highest ethical standards; and it works closely with our leaders, strategically protecting intellectual property to maximize value from our innovation activities.

The highlights of our Compliance and Ethics programs in 2018 include completing compliance and risk mitigation reviews for 43 executive leaders and their business or functional units, and responding to a SABIC-wide integrity culture assessment with a program in which all SABIC leaders and managers create team commitments to build a more positive ethical environment.

SABIC also advanced its commitment to fighting corruption. Internally, SABIC continued to improve its ongoing supplier due diligence program, creating a new, internal tool designed to evaluate risk and ensure integrity and ethical practices throughout its global supply chain. Externally, leadership efforts included membership in the B20 Argentina working group on Integrity and Compliance and a speaking role at the International Anti-Corruption Conference hosted by Denmark's Ministry of Foreign Affairs and Transparency International, as well as participation in multiple other compliance and ethics best practice sharing forums around the world.

In Intellectual Property, innovation efforts led to about 400 new original patent applications, with emphasis on patent protection for high value projects. SABIC's overall patent estate exceeds 11,500 global dockets, even with increased scrutiny on existing patents to ensure they still serve SABIC's growth objectives. We extended our intellectual property awareness training program to include many of SABIC's global affiliated companies with emphasis on the rules governing exchange of information among the SABIC affiliates and joint ventures.

ENTERPRISE RISK MANAGEMENT

ERM continued its productive collaboration and support efforts towards SABIC's business goals with the following priorities in 2018: promoting a world-class culture of risk mindfulness, developing decision making processes that incorporate risk calculations, and helping to assure business continuity during the implementation of major projects and transformation initiatives. We also remain focused on driving operational excellence in our global controls on process and access rights, and our insurance & credit risk programs.

In 2018, we continued implementing risk assessment tools and supporting risk based decision-making techniques to effectively manage the organization's threats and opportunities. Embedding risk management processes and promoting risk mindfulness across the organization continued to be the main focus in SABIC's and SABIC affiliates' existing processes. During 2018, SABIC reviewed its top risks to ensure that risks are mitigated and opportunities leveraged to support SABIC's growth strategy and business gains. Risk management continued to provide risk intelligence analysis to bring forward visibility on potential events that could impact SABIC strategically and operationally in a dynamic global economy, with rapidly evolving geo-political developments, major competitive trends and an ever-changing customer landscape.

In SABIC, we endeavor to work to the highest compliance standards, using a best-in-class controls environment. During 2018, we continued to make progress in the deployment of our global approach to access authorization to structurally govern access rights from a global perspective and significantly reduce segregation of duties risks across our business processes within the SAP system. Furthermore, we have taken a further advanced step and started building the capabilities to automatically monitor certain application controls in our SAP system.

Business Continuity Management and the ability to mitigate the adverse impacts of disruptive events remains a critical focus of the organization. In 2018, Business Continuity Management completed the development of the SAP outage manuals for end-to-end processes and continued the Business Continuity planning for manufacturing and SBUs globally. It also kept a close eye on emerging geopolitical interruption risks, working with relevant entities for appropriate business continuity planning to mitigate possible interruptions of the strategic waterways used for SABIC imports and exports.

In SABIC, we endeavor to work to the highest compliance standards, using a best-in-class controls environment. During 2018, we continued to make progress in the deployment of our global approach to access authorization to structurally govern access rights from a global perspective and significantly reduce segregation of duties risks across our business processes within the SAP system.

SABIC uses insurance solutions through highly reputable insurance companies as a risk transfer mechanism, and our insurance program is working as designed to protect SABIC's interests worldwide. SABIC continued to enhance its Global Insurance Program by introducing Cyber Risk Policy. Credit risks are also mitigated through the use of credit insurance and bank instruments. Our team focuses on creating value through creative insurance solutions and new practices, leveraging SABIC's global presence and networks.

INTERNAL AUDIT

The Internal Audit Department audited SABIC's operations in 2018, in accordance with the SABIC Audit Committee Approved Annual Audit Plan. Ernst & Young, SABIC's external auditor, also conducted periodic audits and reviewed the closing financial statements of the company. The Audit Committee, external auditors and internal auditors met frequently to discuss internal controls, emerging risks, and changes to the internal control environment affected by organizational changes, acquisition activity, and strategic growth initiatives.

SABIC continues to maintain a strong internal control environment through the collaborative engagement of the Legal, Enterprise Risk Management and Internal Audit departments.

The Internal Audit department completed all planned audits for 2018, and included reviews within some of SABIC's affiliates. The department also committed resources to continuous improvement activities such as the utilization of broader data analytics, auditor training, audit program developments and risk assessment analysis. Adherence to international auditing standards is maintained through the department's expertise center for quality-assurance and improvement programs. The External Quality Assurance Review concluded an opinion of Conformance to the IIA Standards and Code of Ethics, and provided recommendations on the continuous improvement of the Internal Audit. In 2018, Internal Audit also focused on its internal Quality Assurance Review activities.

ENVIRONMENT, HEALTH, SAFETY AND SECURITY

SABIC is fully committed to EHSS as a company core value, and to achieving world-class performance.



SABIC's Safety, Security, Health and Environmental Management Standards (SHEMS) provide a world-class framework for achieving the company's EHSS goals, helping it identify improvement targets, drive sustainable EHSS performance, deliver EHSS leadership training, and achieve its 2025 strategy.

The global EHSS organization comprises several key functions including Health, Safety and the Environment, Security, Process Risk Management and Product Stewardship. These act as centers of excellence, helping to support and strengthen EHSS performance at site and regional levels around the world.

The EHSS Executive Council brings SABIC's CEO, company executive vice presidents, and global EHSS leaders, together biannually to review strategic programs and performance, set targets and milestones, and approve companywide EHSS initiatives and programs. Its work is supported by an EHSS council, comprising senior manufacturing leaders and site and functional EHSS leaders, a product stewardship council, and EHSS regional leadership meetings and networks.

Key focus areas for 2018 included improving our EHSS management standards; improving auditing and product stewardship competencies; enhancing EHSS leadership, culture and consistency; implementation of a single integrated operations management system; evolving our EHSS key performance indicators (KPIs) and targets; and strengthening our risk discovery management processes and incident reporting programs. These focus areas are discussed further below.

SHEMS

Our Safety, Security, Health and Environmental Management Standards (SHEMS) provide a world-class framework for achieving our EHSS goals, helping to identify improvement targets, drive sustainable EHSS performance, deliver EHSS leadership training, and achieve SABIC's 2025 strategy. In 2017, SABIC embarked upon a journey to identify and implement improvements in the SHEMS. Significant additional efforts for this project continued in 2018. This SHEM improvement project consists of three work streams: EHS assessment, SHEM optimization, and Leadership Academy.

EHS assessment

- Following an EHS cultural survey to pinpoint focus areas, EHS assessments from nine sites were conducted jointly with an external consultant and 25 members from SABIC corporate and affiliates. Following these assessments, the consultant provided reports of key risk reduction actions and a new risk-profiling tool and assessment protocol to guide improvement initiatives.
- Workshops were then held with SABIC affiliates to share the common themes identified in the assessments, conduct gap analysis, and create action lists with target dates to mitigate common risks.

SHEM optimization

- The external consultant conducted a survey to identify issues and gaps in the SABIC SHEMS, focusing on high priority issues and best practice.
- As part of this effort, qualification criteria were developed for those roles that were critical for effective SHEM implementation. In addition, a new SHEM template was developed to improve the effectiveness of the EHSS management system implementation.

Leadership Academy

- A gap analysis was conducted on existing SHEM training. The analysis was then used to develop new EHSS training matrices and modules. These matrices and modules will aid in improving the EHSS culture within SABIC and its affiliates and the development of EHSS skills and knowledge from shop floor to management.
- SHEM training modules were then developed to more effectively train manufacturing staff on SHEM implementation. These modules included class materials, web-based e-learning, instructor training materials, and other media. Implementation of these EHSS training program improvements included alignment workshops to ensure consistent best practice, and a roadmap devised to provide a time frame for organization-wide matrix and curriculum rollout.

EHSS Information Systems and Processes

- Finally, efforts to improve SHEM implementation in 2018 included enhancement of processes for management of change planning, training, and communication and visibility of EHSS incidents. These efforts were designed to improve incident management and reporting, a critical aspect of continuous improvement in EHSS performance. These efforts led to significantly reduced resolution times for reported incidents and greater efficiency and implementation of recommended corrective actions.

KEY PERFORMANCE INDICATORS (KPIs)

Since 2005, our EHSS incident rate has improved by 88 percent and our Total Recordable Injury/Illness Rate by 67 percent. No fatalities occurred in 2018.

EHSS PERFORMANCE METRICS (per 200,000 hours)

	2014	2015	2016	2017	2018
Process Safety Total Incident Rate (PSTIR)*	0.021	0.012	0.018	0.008	0.011
Process Safety Incident Severity Rate (PSISR)*	0.083	0.019	0.074	0.025	0.025
Total Recordable Incident rate (TRIR)	0.19	0.13	0.14	0.12	0.14
Occupational Illness Rate (Total)*	0.019	0.000	0.002	0.014	0.003
Security Incident Rate (SIR)	0.001	0.015	0.001	0.008	0.001

* Assured by KPMG

While SABIC measures and tracks commonly-used EHSS lagging indicators, such as the Recordable Illness and Injury Rate, we also recognize the limitations of such lagging indicators. Accordingly, a new set of EHSS leading indicators was developed to augment the existing KPIs. These new KPIs, developed with the help of SABIC EHSS experts from the functions, aim to:

- Maintain our shift in focus towards leading indicators and risk factors
- Highlight strategically important areas across all EHSS disciplines
- Address risk discovery knowledge gaps exposed by the SHEMS+ WS1 project

SABIC will continue to measure, track and analyze these new KPIs going forward, and use the information to identify opportunities for improving our EHSS performance.

RESPONSIBLE CARE®

Responsible Care® is the chemical manufacturing industry's environmental, health, safety and security performance initiative. This year, SABIC updated its certification to the RC14001:2015 standard, with third party audit verification. No major non-conformances have been identified over the past five years for SABIC's multi-site certificates.

HEALTH, SAFETY AND ENVIRONMENT

SABIC continues to focus on strengthening basic health, safety and environmental behaviors and policies and enhancing overall competencies in these areas throughout the organization. We are improving proactive emission monitoring, enabling timely and effective action to mitigate emission challenges before they materialize. We continue to work on minimizing our emissions with surveys at all our global manufacturing facilities and application of the best available technology. SABIC's Sustainability Council has endorsed a worldwide rollout of Operation Clean Sweep®: a global commitment to prevent plastic pellet loss from all operations. Such programs will be further improved in 2019, alongside similar programs addressing personal safety, industrial hygiene and environmental performance.

PROCESS RISK MANAGEMENT

Risk is inherent in an industry such as ours. As discussed in more detail below, SABIC has implemented numerous programs to ensure maintenance of the highest levels of process risk management throughout the organization.

Process Safety Competency Development Program for Engineers

Last year, SABIC formally launched a unique and comprehensive internal Process Safety Competency Development Program for Engineers in Jubail, Saudi Arabia, in partnership with Texas A&M University's Mary Kay O'Connor Process Safety Center. The objective of the program is to develop, improve, and strengthen the process safety competency of SABIC engineers through a structured, intensive training and qualification program.

ENVIRONMENT, HEALTH, SAFETY AND SECURITY

continued

The program's competency training modules are structured on three levels, each building on the one before: developing, proficient, and advanced. The first level develops knowledge and conceptual understanding of process safety theory and principles. The second level brings more in-depth knowledge of industrial hazards, and equips trainees to independently perform fundamental and routine process safety related tasks at affiliates. Finally, advanced level enables independent development of creative solutions to complex problems, bringing recognition as process safety matter experts.

As of this year, 69 SABIC process safety and process engineers have completed or are currently enrolled in the developing level of the program.

Moreover, several new training programs for engineers were developed and piloted in 2018 for key process safety areas, including functional safety, alarm management, explosion protection and hazardous area classification, and machinery safety. Further programs will be developed and piloted during the coming years in additional areas, such as risk assessment, fire hazard analysis, and pre-incident planning.

A number of further training and development programs were instituted or continued, including:

- **PHA Leader Qualification Program** – the corporate level Process Hazard Analysis (PHA) Leaders Qualification program, covering everything from basic HAZOP (hazard and operability study) to advanced risk analysis techniques such as event tree and fault tree. This year saw 110 professionals at developing and 41 at proficient level courses, with the program to continue in 2019 and beyond, progressing to advanced level.
- **EHSS Risk Assessment for Leadership** – 12 sessions saw 228 leaders worldwide undergo an EHSS risk assessment training course designed to improve risk discovery and assessment, and mitigating actions to ensure safe operations.
- **Non-PHA Risk Assessment for Practitioners and Engineers** – 2018 saw five sessions conducted globally, training 102 attendees in applying the EHSS risk matrix and undertaking risk assessments for non-Process Hazard Analysis (PHA).
- **Fire Prevention & Emergency Management Training** – two sessions during 2018 saw 36 participants undertake National Fire Protection Association (NFPA) training sessions conducted in collaboration with Jubail Industrial College.

- **Risk Discovery & Management** – SABIC manufacturing sites addressed the challenges of rapid growth, aging assets and a new millennium work force with initiatives designed to aid risk gap assessment. Pilots have led to the global adoption of a more rigorous risk identification methodology to help in further reducing risks associated with our operations.
- **Facility Siting Study** – siting of operations and buildings within SABIC-affiliated manufacturing sites has been a priority issue for SABIC and the chemical industry since 2005. SABIC has worked with a risk-consulting firm using specialized modeling tools to conduct facility siting assessments focusing on protecting operations staff in the event of a significant EHS incident. By 2018, all sites have completed the facility siting studies, and action plans are being developed to protect all employees in the event of an incident.
- **Process Safety Metrics** – SABIC has decided to adapt its process safety metrics to the four tiered leading and lagging indicators in line with API 754 recommended practice, enabling standardization on best standards and easy, efficient and accurate international comparisons.

EMERGENCY RESPONSE AND CRISIS MANAGEMENT

SABIC's emergency and crisis management program is designed to ensure effective emergency response and crisis management at local, regional and global levels. This year, SABIC revised the process and fully integrated it with SABIC's global business.

For emergency response, Pre Incident Plans (PIPs) are to be developed, based on minimum high consequence scenarios identified in the Process Hazards Analysis (PHA) study. This will help sites to mitigate risks while responding to any emergency, enabling them to define required resources and test their emergency response readiness. Three pilot sites prepared PIPs this year. SABIC plans to fully implement this process globally in the next few years.

SABIC EHSS has conducted fire and safety systems assessments according to the Saudi High Commission on Industrial Security (HCIS), SHEM and NFPA requirements, to help ensure that effective emergency response systems operate at all SABIC buildings in Saudi Arabia.

For crisis management, SABIC has implemented a number of process improvements, including evaluation, identification and prioritization of

global crisis management risks. In addition, SABIC conducted a number of crisis management exercises addressing relevant risks to ensure preparedness. Assurance and continuous improvement were also incorporated and implemented at all levels of the crisis management organization. In support of the crisis management strategy, global unified crisis management leadership training was delivered across several regions. Finally, a SABIC Crisis Management App has been launched.

SECURITY RISK MANAGEMENT

As part of SABIC's security strategy, global security policies and programs have been developed and updated covering physical security, personnel security, information security and cyber security management.

In 2018, the security risk management process was further improved through the development and implementation of a standardized assessment methodology and tools to identify, assess and mitigate security risks to personnel, assets and operations. One example is proactive management of personnel and travel security risks for all employees worldwide, with a particular emphasis on new and emerging markets.

The global Security Center of Excellence worked closely with the IT and Process Automation departments in defining, aligning and introducing cyber security requirements for manufacturing systems, including several new initiatives focusing on dynamic threat environments.

To ensure consistent expertise across security departments worldwide, a security competency program for SABIC security professionals has been developed. A special competency program for security staff at our facilities in Saudi Arabia has been developed and is currently being implemented.

PRODUCT STEWARDSHIP

Product safety continues to be central to SABIC's EHSS and sustainability programs. At SABIC we seek to continually evolve and improve our product stewardship culture and processes to reduce product health, safety and environmental risks within the company, for our customers, and for the communities in which we operate around the world.

2018 improvement initiatives included:

- A product stewardship competency program and training curriculum to promote understanding and enhance product risk management
- Implementation of a product stewardship incidents metric across all functions to better understand risk areas, their root causes, and common cause solutions
- Establishment of a new product stewardship Center of Excellence (CoE) for manufacturing assets in the Middle East, with plans to expand to other regions
- Formalization by SABIC product stewardship of the global process for product and chemicals regulatory developments monitoring, improving assessment, record keeping and communication

- Updating of the product stewardship elements of the SHEMS to improve readability, focus and efficiency
- Expansion of the Responsible Care Value Chain program to several high priority products for EU and AP customers
- Completion of the final 45 registrations under the EU's regulation on Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), enabling continued import and sale of key products in the region
- Completion by the product stewardship team of an additional 10 risk characterizations of SABIC's top 50 high priority chemicals (35 total thus far) in support of our sustainability commitments
- Implementation of a new process for assessing EHSS risk for new product and process development, with around 70 percent of projects screened and assigned this year, with further investigation to follow where warranted
- Work with local government agencies resulting from SABIC's product stewardship leadership in GPCA (Gulf Petrochemicals and Chemicals Association), resulting in agreement to GHS implementation and a revision to the RC Product Safety Code

CAMPAIGNS

2018 saw the launch of a global EHSS campaign 'I Am Accountable for EHSS', which aims to raise the sense of accountability for EHSS, thereby helping reduce injuries and incidents due to individuals' behavior. The campaign started in May 2018 with workshops in Jubail and Yanbu, particularly highlighting themes including procedure compliance, risk discovery and mitigation, and safe work practice. The campaign is scheduled for rollout to other regions, and will be expanded to include a focus on specific regional EHSS accountability themes.

AT A GLANCE

- 11 EHSS risk assessment workshops were completed, involving around 300 people
- 369 technology projects were screened by EHSS experts
- Three security risk assessments and five security standards audits were completed
- Three global EHSS town halls were held
- Incident workshops led to 12 key learning opportunities
- 11 corporate and third party EHSS audits were conducted
- 93 courses were developed to the EHSS curriculum
- Dozens of competency programs involving hundreds of participants were rolled out, covering environment, process safety, security, health and safety and industrial hygiene
- 52 REACH dossiers were submitted

MANUFACTURING

Despite a number of internal and external challenges including tight market conditions for some products, Manufacturing continued to perform admirably, achieving best ever yearly production and, in the third quarter, best ever quarterly production. This was mainly driven by major improvements in plant reliability which reduced unplanned shut down days by 33 percent compared to 2017 for key focus products.

SUPPLY & RELIABILITY

Manufacturing's performance in 2018 reflects the effort invested in continuous improvement initiatives in plant reliability and feedstock supply, conducted by Manufacturing (corporate and affiliates). These include the recent completion of several hardware performance limitation projects: the SAFCO IV reliability improvement project, the Petrokemya propane recycling process at SHARQ and butadiene debottlenecking project, and the project for strategic feed maximization for ethane and liquid feed at Yanpet Olefins I and II.

ASSET LIFE INITIATIVES

SABIC is aiming to leverage the latest technologies and technical solutions to be the best performer for asset life cycle management in terms of optimized asset life cycle cost, integrity, and reliability. To this

end, SABIC has implemented an Asset Life Cycle management initiative consisting of several programs relating to Asset Integrity and Reliability maturity assessment and Asset Life Cycle assessment.

The Asset Life Cycle management initiative provides a framework to help all SABIC affiliates and sites minimize operational risk and optimize asset integrity and reliability throughout Asset Life Cycle, from acquisition through operation and maintenance to retirement.

Manufacturing has also launched the Asset Life Assessment program: a risk/costs based process delivering credible assets lifeplans, with an evergreen 5-10 years CAPEX outlook ensuring mitigation of risks present for the remaining life of identified aging assets. Currently in deployment, first cycle for all affiliates/cycles is scheduled for completion by 2021.

Manufacturing's performance in 2018 reflects the effort invested in continuous improvement initiatives in plant reliability and feedstock supply.



ENERGY & SUSTAINABILITY

SABIC has initiated a variety of measures and programs to undertake assessments, build capabilities and implement optimization tools, in support of its commitment to continuous improvement in sustainability.

Sustainability assessments are a major contributing factor in Manufacturing support to SABIC. In addition to the assessments for all the new mega projects during 2018, the sustainability team has also performed focused sustainability assessments for six existing manufacturing sites resulting in identifying a number of "quick wins" as well as additional opportunities that require capital investment.

A program to build site energy optimizers to save natural resources at all major sites was launched, bringing fresh insights and enhanced operating strategies to improve energy systems and performance. The program has been rolled out at three sites, six sites are under implementation and remaining sites are planned.

The Certified Energy Expert training program – a comprehensive interactive course focusing on energy management, sustainability and efficiency priorities – resulted in 84 engineers from SABIC affiliates qualified by the end of 2018.

A global front liners training program was launched in 2018 to help embed a culture of continuous improvement in sustainability into day-to-day operations.

BENCHMARKING

SABIC works with world-class benchmarking partners to undertake benchmarking programs for its assets for key product families that make up more than 70 percent of the total production. The manufacturing benchmarks are conducted on global, regional and technology basis for dimensions like capacity utilization, variable costs and fixed costs. The comparisons with industrial peers of same scale and complexity are used by SABIC and its affiliates to identify strengths. By unlocking key opportunities discovered through the benchmarking exercise, critical goals are established to improve profitability.

Crucial to the success of such initiatives is sponsorship and support from the leadership as well as engagement and buy-in at all levels. They are also helping to maintain a strong crossfunctional, multi-level improvement culture, with a clear and shared vision to guide and sustain ongoing progress over the coming years. Quarterly reviews, assessing performance and updating implementation plans, help keep our top quartile ambitions on track.

SYNERGY

Manufacturing sustained its efforts to integrate and enhance synergies across sites. During 2018 Manufacturing commissioned one synergy project and progressed three others, which are set to be commissioned in 2019. These projects were undertaken across five SABIC affiliates in Jubail, with further initiatives under investigation.

LEVERAGING KNOWLEDGE AND EXPERTISE

Manufacturing launched an initiative to optimize global utilization of expertise through the integration of technical support, networking and knowledge management in one seamless platform. RAS (Regional Asset Support) leverage the combined resource to deliver technical support via networks and to improve innovative capabilities, capitalize on accumulated knowledge, deliver competitive advantage, and ultimately enhance SABIC's capabilities and credentials as a learning organization. This has already seen 280 technical issues resolved across four regions. The annual Global Technical Exchange meeting drew over 2000 participants from the manufacturing community to share learnings, expertise and insights.

OPERATIONS MANAGEMENT

For more than 10 years, our SHEMS has served us with a best in class safety management system, which was complemented in 2015 by the introduction of MEMS. In line with our commitment to continual improvement, the Operations Management System (OMS) charter was launched in March 2018.

The new system is built around a robust set of guiding principles supported by an organizational structure designed to enable strong leadership and a universal culture and set of behaviors, with required competency levels. This enables a set of unified standards and core processes uniting People & Organization, Business Performance & Governance, EHSS Management, Asset Lifecycle Management and Continual Improvement and Quality within a strong, unified culture with a single vision and clear intent.

The OMS will establish a consistent, SABIC-wide foundation for "best in class" standards, with appropriate guidance to support the development of site systems and procedures. It nurtures and enhances empowerment throughout Manufacturing, helping the community take ownership and deliver results through commitment and innovation.

SUPPLY CHAIN

2018's performance once again saw the sustained and focused efforts of recent years reflected in SABIC's top five ranking for excellence among chemicals industry companies, in Gartner's 2018 Top 25 supply-chain benchmarking.

Every year, SABIC Global Supply Chain (GSC) delivers over 37 million tons of product to almost 20,000 destinations in over 140 countries, with more than 13,000 stock keeping units flowing through around 200 distribution centers, involving around 500 Logistics Service Providers around the world.

2018's performance once again saw the sustained and focused efforts of recent years reflected in SABIC's top five ranking for excellence among chemicals industry companies, in Gartner's 2018 Top 25 supply-chain benchmarking.

STRATEGIC GOVERNANCE

GSC this year introduced an Excellence Framework (GSCEF), governing, integrating and optimizing its solid, liquid and bulk supply chains to enhance reliability, agility, resilience and efficiency.

The framework consists of nine elements covering all aspects of the supply chain, from strategic governance to operational excellence, to both guide operational execution and stimulate innovation on every level.

PLANNING CAPABILITY

Value chain planning and network optimization enables GSC to adapt continually to a complex and constantly changing environment, optimizing the value chain to steadily improve cost efficiency, service delivery and ultimately profitability.

One example of our ongoing commitment to excellence was this year's introduction of a highly advanced modelling and optimization application at one of our Yanbu affiliates. This joint initiative involving the affiliate and GSC, helps maximize integrated margins by optimizing multiple factors including feed usages, production rates, cracker-operating conditions, product allocations and throughput rates.

Value based sales and operational planning also enabled GSC to optimize ethylene allocation, by identifying and capturing value improvement opportunities arising from synergies between ethylene and its derivatives.

Simulation tools introduced in Asia for forecasting vessels twelve months ahead offer customers greater visibility and enhance the effectiveness and efficiency of the nomination cycle, enabling a 48 hour reduction in order processing times.

Optimizing the value chain to steadily improve cost efficiency, service delivery and ultimately profitability.

As part of its customer fulfilment program, GSC undertook a global redesign of its ETP and Specialties demand planning process, introducing optimized leveraging of statistical forecasting and management by exception demand planning, leading to a 10 percent improvement in demand plan accuracy and enhanced customer service.

PROCESS AND SYSTEMS

GSC this year facilitated numerous process mapping exercises and system go-lives across planning, order execution and procurement. In the US, for example, over 150 process-mapping exercises saw numerous cross-function processes streamlined and standardized. Activating Global Available to Promise (GATP) allocation in our ERP system to optimize inventory utilization across affiliates also helped enhance our delivery capability.

Our customer service and execution departments aim to continually improve the reliability and flexibility of our service by developing an ever richer and more accurate understanding of customer expectations, and an ever more sophisticated organisation of our capabilities to meet them. This year saw the first roll out of our new service level differentiation process across all regions, whereby customers will receive service appropriate to their category, with full roll out scheduled for 2019.

In MEAF, a booklet developed by GSC and translated into five languages helped familiarise customers with our e-commerce portal, increasing usage from 67 percent in 2017 to 80 percent. US e-commerce sales were also up 15 percent year on year.

In Asia, GSC launched a new business model in China to enable sales of imported material in local currency, helping us improve value and service for customers. Asia further enhanced their customer focus by introducing customer visit and lead-time communication packages.

SYNERGIES AND SAVINGS

GSC is enabling growth in existing and emerging markets, setting up new logistics-service-provider agreements, and undertaking a number of feasibility studies.

GSC continued the load and route optimization of NCC Fajr, the world's largest chemical tanker, which alone now delivers around 30 percent of China's glycol requirements.

Strategic alliances with liquid shipping providers and coordination of vessels helped GSC contain costs and ease the impact of rising bunker fuel prices.

Agri-Nutrients customers in Asia saw lead-times from Saudi Arabia halved by using the Singapore container hub for urea deliveries. This is the first time a dedicated polymer facility has been used for other SABIC materials, exemplifying GSC's commitment to driving synergy across products and regions. Sharing warehouse facilities between liquids and solids products in China brought an 80 percent reduction in lead-times.

Shifting order-fulfilment from Saudi Arabia to the Singapore hub for the INS region brought an 80 percent reduction in lead-times, while boosting customer satisfaction. 87 percent of customers have now switched to this delivery model.

Numerous network-modelling initiatives have helped optimize storage tank usage throughout the regions with, for example, capacity increased in Turkey and reduced in Asia, bringing savings of up to 20 percent.

GSC also used network modelling and effective sourcing to rationalize warehouses and ports, with ports rationalization in Egypt, for example, reducing costs by up to 30 percent.

Commonwealth of Independent States countries can now look forward to more delivery options and shorter lead times, following the first successful railway shipment of SABIC product from Turkey to Tajikistan.

Sharing warehouse facilities between liquids and solids products in China brought an 80 percent reduction in lead-times.

SUSTAINABILITY PERFORMANCE

GSC tested its business continuity through a number of successful business interruption simulations in MEAF and APAC regions, and enhanced its business continuity procedures globally, further embedding them in the new GSCEF.

In Europe, GSC supported the KARMA project to recycle plastic into feedstock and circular polymers, while new rail contracts increased rail tank cars per locomotive, cutting emissions by over 20 percent.

Serving local customers via the e-commerce portal enabled automation of contracts, bills of lading, shipping and invoicing for our global supply chains, drastically reducing paperwork and our carbon footprint – in Asia, for example, by 4,200 kg CO₂ equivalent.

Singapore Customs awarded GSC the Secure Trade Partnership Plus (STP+) in recognition of its commitment to safeguarding supply chain integrity and security, which will help assure the fast and efficient flow of SABIC materials through customs. Similarly, GSC signed a memorandum of understanding to establish a bonded zone at the Portside Logistics Facility (PLF) in Jubail, with a view to reducing lead-times to our customers.

In the US, GSC received the CSX Safety Award in recognition of zero railcar shipment reportable incidents during 2018.

LOOKING AHEAD

GSC will continue enabling growth for SABIC Business Units while delivering enhanced and differentiated service to our customers. Through digital integration and collaboration, GSC will proactively exploit disruptive technologies, respond swiftly and effectively to supply chain network challenges, and seize on emerging opportunities.

GSC will maintain its commitment to ongoing improvement by capitalizing on the full benefits of digitalization, developing ever more effective process governance, and continually optimizing our organizational design.



Every year, SABIC Global Supply Chain delivers over 37 million tons of product to almost 20,000 destinations in over 140 countries.

SUSTAINABILITY

Our sustainability program uses an evidence-based approach that focuses on the most material business priorities – those that have the greatest effect on our business in terms of cost, risk, or trust.

Sustainability is at the heart of our strategy. It guides our allocation of resources to address global trends, supports the processes and programs we build for change management, strengthens how we connect with stakeholders and the communities where we live and work, and inspires positive behavioral change among our people.

Our operations both depend on and impact multiple capitals – economic, natural, social, and human. Our sustainability program uses an evidence-based approach that focuses on the most material business priorities – those that have the greatest effect on our business in terms of cost, risk, or trust. Our program also helps us to analyze the major challenges facing the world; identify, calculate, and mitigate risks; capitalize on new opportunities; and continually enhance our business resilience.

SUSTAINABILITY INITIATIVES

In 2018, we refreshed our materiality assessment to determine the issues most relevant to SABIC. We followed a new evidence-based approach that takes into account sustainability dimensions, internal and external stakeholder needs, major trends, benchmarks, priorities, and business impacts that consider the United Nations' Sustainable Development Goals and Saudi Vision 2030. As a result, we could determine the most important areas for the company to take action in over the next five years. The process identified six core focus issues: resource efficiency; climate and energy; governance and integrity; circular economy; environment, health, safety, and security; and innovation and sustainability solutions. We intend to set step-change priorities for these material topics, while continuing to improve important programs, such as corporate social responsibility and supply chain.

Another important and growing priority for SABIC is our contribution to efforts to end plastic waste. SABIC has become a founding member of the Alliance to End Plastic Waste, an organization that will bring the collective knowledge, resources and experience of many companies to address the issue of plastic waste leaking into the environment.

ENERGY AND EFFICIENCY

Sustainability projects are key to helping us address many of the challenges that lie ahead: enhancing business resilience by early recognition of and effective response to business risks; and

recognizing global trends to swiftly and decisively develop new products and services that turn challenges into opportunities.

Our initiatives this year included identifying and implementing innovative technologies that enhance efficiency and maximize asset productivity. We made progress towards our 2025 energy and resource efficiency goals to reduce greenhouse-gas, energy, and water intensities by 25 percent, and material-loss intensity by 50 percent, from levels in 2010.

Notably, at our Saudi Kayan affiliate, heat integration schemes were implemented as a part of a de-bottlenecking project at their ethylene oxide and ethylene glycol plant. De-bottlenecking with the addition of a new furnace reduced energy intensity by 800,000 gigajoules. We also received 48,000 carbon credits for efficiency improvements at our Al-Bayroni manufacturing affiliate for boiler rehabilitation. This is the second issuance of carbon credits from the United Nations for a Clean Development Mechanism (CDM) project.

INVESTING IN OUR PEOPLE

This year we continued to focus on improving talent selection and retention – and developing key competencies. In 2018, the SABIC Leadership Way, a leadership framework that SABIC has defined as a key enabler of performance and success, was rolled out globally, delivering immersive, interactive sessions to more than 600 leaders across 50 global sites.

SABIC's initiatives in 2018 included identifying and implementing innovative technologies that enhance efficiency and maximize asset productivity.



SABIC manufacturing affiliate Al-Bayroni received 48,000 carbon credits for efficiency improvements for boiler rehabilitation – the second issuance of carbon credits from the United Nations for a Clean Development Mechanism project.

We started the refresh of our Employee Value Proposition (EVP). Our EVP serves as an introductory tool to prospective SABIC employees, showcasing the many benefits of working for our company, and as a learning hub for our global workforce to extend their connection to SABIC and the available opportunities to further their careers.

WORKING IN PARTNERSHIPS

Sustainability provides a catalyst for engagement, collaboration, and communication that benefits our business, employees, and external stakeholders.

We were pleased to join the Ending Plastic Waste initiative, which brings public and private sectors together to address the global dilemma of plastic waste. Our collective actions will drive a portfolio of projects to combat plastic waste – from prevention to clean-up – through innovation, education, and communication.

We joined other world leaders from the public and private sectors at the United Nations Framework Convention on Climate Change to highlight initiatives taken by Saudi Arabia to promote sustainable business practices, and to discuss ways to step up the fight against plastic pollution.

We advocated for and contributed to the development of advanced bio-fuels. Through a partnership with BioMCN, we started producing bio-MTBE at Site Geleen. Bio-MTBE is produced out of bio-methanol and makes an excellent renewable, gasoline component that results in a 50% reduction in CO₂ emissions when compared to its pure fossil fuel alternative.

LOOKING FORWARD

Next year, SABIC will improve through continued progress toward its 2025 energy and resource efficiency goals, exploration of alternative feedstocks, and new or enhanced strategic collaborations with others that can drive change and accelerate sustainable growth.

We will begin to implement step-change metrics as a result of our materiality refresh. This will drive forward our performance and transformation into a company that will thrive in tomorrow's world.

As a part of Alliance to End Plastic Waste, we will partner with member organizations and work with governments, multilateral institutions, companies, non-government organizations and communities to support investments and programs over the next five years to help eliminate plastic waste in the environment.

We will focus on executing 'DAYIRA', our chemical recycling pilot plant in the Netherlands, that will turn mixed plastic waste into valuable new feedstocks. We will improve our material efficiency both internally and across our value chain, through the advancement of our efforts to a circular economy.

Through the direction of SABIC Leadership Way, we will cultivate the creation of a dynamic and inclusive leadership culture, leveraging our refreshed Employee Value Proposition and expanding this to our global workforce.

We will build upon the World Business Council for Sustainable Development's recognition of the quality of our sustainability reporting. To find new and better ways to articulate and communicate our sustainability journey and translate them into maximized value for all of our stakeholders.

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MANUFACTURING COMPANIES

COMPANY	LOCATION	PARTNERSHIP	PRODUCTS
Alba ^M Aluminium Bahrain**	Bahrain	SABIC Industrial Investments Company (20.62%), Bahrain Mumtalakat Holding Company (69.38%), others/public (10%)	Aluminum (liquid metal, ingots, rolling slabs, and billet)
Al-Bayroni ^{A P} Al-Jubail Fertilizer Company	Al-Jubail, Saudi Arabia	A 50/50 SABIC joint-venture with Taiwan Fertilizer Company	Ammonia, urea, 2-ethyl hexanol, and DOP
Ar-Razi ^P Saudi Methanol Company	Al Jubail, Saudi Arabia	A 50/50 joint venture with Japan Saudi Arabia Methanol Company	Chemical-grade methanol
Cos-Mar Company ^P	Caville, Louisiana, USA	A 50/50 joint venture with Total	Styrene
GARMCO ^M Gulf Aluminum Rolling Mill Company**	Bahrain	SABIC (30.40%), Bahrain Mumtalakat Holding Company (37.29%), Iraq (4.71%), Oman (2.36%), Qatar Holding Company (2.36%), Kuwait Investment Authority (16.98%), Gulf Investment Corporation (5.90%)	Aluminum sheets and can stocks
Gas ^P National Industrial Gases Company	Al-Jubail, Saudi Arabia (head office); Yanbu, Saudi Arabia (branch)	SABIC (70%) and a group of Saudi Arabian private-sector companies (30%)	Oxygen, nitrogen and argon (Al-Jubail); oxygen and nitrogen (Yanbu)
GPIC ^{A P} Gulf Petrochemical Industries Company**	Bahrain	Joint-venture with equal partnership for the Petrochemical Industries Company of Kuwait, State of Bahrain, and SABIC	Methanol, ammonia, and urea
Hadeed ^M Saudi Iron and Steel Company	Al-Jubail, Saudi Arabia	A wholly owned affiliate of SABIC	Steel rebar, wire rod, hot-rolled coils, cold-rolled coils, galvanized coil, and flat-steel products
Ibn Al-Baytar ^A National Chemical Fertilizer Company	Al-Jubail, Saudi Arabia	A 50/50 SABIC joint-venture with SAFCO	Ammonia, urea, compound fertilizer, phosphate, and liquid fertilizer
Ibn Rushd ^P Arabian Industrial Fibers Company	Yanbu, Saudi Arabia	SABIC (45.19%), PIF (33.51%), and a group of Saudi Arabian and regional private shareholders (21.3%)	Aromatics (paraxylene and benzene), purified terephthalic acid (PTA), bottle-grade chips, PET, and acetic acid
Ibn Sina ^P National Methanol Company	Al-Jubail, Saudi Arabia	A 50-50 joint venture with CTE (a company jointly owned by subsidiaries of Celanese and Duke Energy)	Chemical-grade methanol, MTBE, and polyoxymethylene

- ^P Petrochemicals
- ^A Agri-Nutrients
- ^S Specialties
- ^M Metals*

COMPANY	LOCATION	PARTNERSHIP	PRODUCTS
Ibn Zahr ^P Saudi European Petrochemical Company	Al-Jubail, Saudi Arabia	SABIC (80%), Ecofuel-Italy (10%), Arab Petroleum Investment Corporation APICORP (10%)	MTBE and polypropylene
Kemya ^P Al-Jubail Petrochemical Company	Al-Jubail, Saudi Arabia	A 50/50 SABIC joint-venture with Exxon Chemical Arabia	Polyethylene (LDPE, LLDPE), ethylene, carbon black (CB), polybutadiene rubber (PBR), styrene butadiene rubber (SBR), ethylene propylene diene monomer (EPDM), regular butyl (RB) and halo butyl (HB)
Ma'aden Phosphate Company ^A	Riyadh, Saudi Arabia	SABIC (30%) and Ma'aden (70%)	DAP, MAP, NPS
Ma'aden Wa'ad Al-Shamal Phosphate Company ^A	Riyadh, Saudi Arabia	SABIC (15%), Mosaic (25%), and Ma'aden (60%)	DAP, MAP, NPS, NPK
Petrokemya ^{S P} Arabian Petrochemical Company	Al-Jubail, Saudi Arabia	A wholly owned affiliate of SABIC	Ethylene, polystyrene, butene-1, propylene, butadiene, benzene, polyethylene, VCM, S-PVC, and ABS
Sadaf ^P Saudi Petrochemical Company	Al-Jubail, Saudi Arabia	A wholly owned affiliate of SABIC	Ethylene, styrene, caustic soda, ethylene dichloride, and MTBE
SAFCO ^A Saudi Arabian Fertilizer Company	Al-Jubail, Saudi Arabia	SABIC (42.99%), GOSI (12.24%), public investors (44.77%)	Ammonia, urea, and urea formaldehyde
SABIC Innovative Plastics Canada, Inc. ^S	Long Sault, Ontario, Canada	A wholly owned affiliate of SABIC	THERMOCLEAR™ sheet VEROLITE™ sheet LEXAN™ Lite
SABIC Innovative Plastics US LLC ^P	Bay St. Louis, Mississippi, USA	A wholly owned affiliate of SABIC	CYCOLAC™, CYCOLOY™, GELOY™ resins, STAMAX™, and polypropylene compounds
SABIC Innovative Plastics B.V. ^S	Bergen op Zoom, Netherlands	A wholly owned affiliate of SABIC	LEXAN™, XENOY™, NORLY™, NORLY™ GTX™ and VALOX™ resins; LEXAN™ sheet, and film
SABIC Innovative Plastics US LLC ^S	Burkville, Alabama, USA	A wholly owned affiliate of SABIC	LEXAN™ resin
SABIC Innovative Plastics España ScpA ^S	Cartagena, Spain	A wholly owned affiliate of SABIC	LEXAN™, EXTEM™, ULTEM™, and CYCOLOY™ resins
SABIC Innovative Plastics Mt. Vernon ^S	Mt. Vernon, Indiana, USA	A wholly owned affiliate of SABIC	LEXAN™, CYCOLOY™, ULTEM™, VALOX™, XENOY™, XYLEX™, and SILTEM™ resins, LEXAN™ sheet and film, and ILLUNINEX™ display film

MANUFACTURING COMPANIES continued

COMPANY	LOCATION	PARTNERSHIP	PRODUCTS
SABIC Innovative Plastics US LLC P	Ottawa, Illinois, USA	A wholly owned affiliate of SABIC	CYCOLAC™, CYCOLOY™, and GELOY™ resins
SABIC Innovative Plastics US LLC S	Selkirk, New York, USA	A wholly owned affiliate of SABIC	PPO™ resin, NORYL®, NORYL PPX® and NORYL GTX® resins, and high-impact polystyrene (HIPS)
SABIC Innovative Plastics P	Mexico S. de R.L. de C.V., Tampico, Mexico	A wholly owned affiliate of SABIC	CYCOLAC™, CYCOLOY™, and GELOY™ resins
SABIC Petrochemicals B.V. P	Geleen, Netherlands	A wholly owned affiliate of SABIC	Polyethylene (HDPE, LDPE, LLDPE), polypropylene, ethylene, propylene, butadiene, MTBE/ETBE, benzene, gasoline components, styrene, C9 resin feed, cracked distillate, acetylene, hydrogen, and carbon-black oil
Geismar Olefins Plant P	Geismar, Louisiana, USA	SABIC Petrochemicals Holding US, Inc (11.54%) and NOVA (81.46%)	Ethylene
SABIC UK Petrochemicals Ltd. P	Teesside, UK	A wholly owned affiliate of SABIC	Ethylene, propylene, benzene cyclohexane, cracked distillate hydrogen, butadiene, polyethylene (LDPE)
SABIC Polyolefine GmbH P	Gelsenkirchen, Germany	A wholly owned affiliate of SABIC	Polyethylenes (HDPE, LLDPE) and polypropylene
SAMAC P Saudi Methyl Acrylate Company	Al-Jubail, Saudi Arabia	A 50/50 joint venture with Mitsubishi Chemical Corporation	Methyl Methacrylate (MMA), polymethylmethacrylate (PMMA)
SSTPC P SINOPEC SABIC Tianjin Petrochemical Co. Ltd.	Tianjin, China	A 50/50 joint-venture between SABIC Industrial Investments Company and SINOPEC (China Petroleum & Chemical Corporation)	Ethylene, propylene, polyethylene (HDPE, LLDPE), polypropylene, ethylene oxide, MEG, DEG, phenol, acetone, MTBE, butadiene, and butene-1
Saudi Kayan S P Saudi Kayan Petrochemical Company	Al-Jubail, Saudi Arabia	SABIC (35%), public shareholders (65%)	Ethylene, propylene, polypropylene, LDPE, HDPE, ethylene glycol, acetone, polycarbonate (PC), ethanolamines (EOA), ethoxylates, bisphenol A, benzene, normal butanol, and natural-detergent alcohol (NDA)

This list includes all manufacturing affiliates (with the exception of compounding facilities), as wholly owned by SABIC or to which SABIC is partner. It includes each affiliate's location, types of products produced, and if not wholly owned, the percentage owned by SABIC in such affiliate. A full list comprising the total SABIC group holdings worldwide is available on: <http://www.sabic.com/corporate/en/ourcompany/manufacturing-affiliates/sabic-manufacturing-affiliates>.

** SABIC joint ventures in Bahrain

- P** Petrochemicals
- A** Agri-Nutrients
- S** Specialties
- M** Metals*

COMPANY	LOCATION	PARTNERSHIP	PRODUCTS
Sharq P Eastern Petrochemical Company	Al-Jubail, Saudi Arabia	A 50/50 SABIC joint-venture with SPDC Ltd.	Ethylene, propylene, aromatics (BTX), ethylene glycol (mono, di, tri), linear low-density polyethylene (LLDPE), and high-density polyethylene (HDPE)
Shrouq P Saudi Japanese Acrylonitrile Company	Al-Jubail, Saudi Arabia	A wholly owned affiliate of SABIC	Acrylonitrile, Sodium Cyanide
SOCC P Saudi Organometallic Chemicals Company	Al-Jubail, Saudi Arabia	A 50/50 joint-venture between Saudi Specialty Chemicals Company and Albemarle Netherlands BV	Tri-ethyl aluminum (TEAL)
Specialty Chem P Saudi Specialty Chemicals Company	Al-Jubail, Saudi Arabia	Wholly owned affiliate of SABIC (Arabian Petrochemical Company – Petrokemya, 99%, and SABIC Industrial Investments Company 1%)	TPO/PP compounds, ETP/PC compounds, PC/ABS compounds, and specialty products
SSNC P SABIC SK Nexlene Company	Ulsan, South Korea Corporate headquarters: Singapore	A 50/50 joint venture between SABIC Industrial Investments Company and SK Global Chemicals	Metallocene linear low density polyethylene (mLLDPE), polyolefin plastomers (POP), polyolefin elastomers (POE)
United P Jubail United Petrochemical Company	Al-Jubail, Saudi Arabia	SABIC (75%), Public Pension Agency (15%), General Organization for Social Insurance (10%)	Ethylene, polyethylene, ethylene glycol (EG), and linear-alpha olefins (LAO)
Yanpet P Saudi Yanbu Petrochemical Company	Yanbu, Saudi Arabia	A 50/50 SABIC joint-venture with Mobil Yanbu Petrochemical Company (an affiliate of ExxonMobil Chemical, USA)	Ethylene, polyethylene, ethylene glycol, polypropylene, pyrolysis gasoline, propylene, and hydrogen
Yansab P Yanbu National Petrochemical Company	Yanbu, Saudi Arabia	SABIC (51%) and public shareholders or owned by others (49%)	Ethylene, propylene, ethylene glycol (mono, di, tri), linear low-density polyethylene (LLDPE), high-density polyethylene (HDPE), polypropylene, butane-1, benzene, toluene/xylene mixture, and MTBE

*Metals products are supplied under the SABIC brand through Hadeed, a fully owned manufacturing affiliate of the company.

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