



# spark

مدينة الملك سلمان للطاقة  
King Salman Energy Park

## WORLD-CLASS ECOSYSTEM

in the heart of the  
energy market



spark  
logistics

spark  
utilities



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# A BRIGHT FUTURE FOR THE KINGDOM'S ENERGY SECTOR

## SPARK OFFERS A WORLD-CLASS ECOSYSTEM IN THE HEART OF THE ENERGY MARKET

**Saudi Arabia is experiencing a** dynamic transformation through its Vision 2030 program, and is geared to build a robust economy based on a diversified production base and increased competitiveness.

To advance the Vision's objectives, the implementation of a set of initiatives to diversify the economy, localize promising sectors, and leverage the country's strategic location are firmly underway. The Gulf countries' aggregated demand for energy goods and services is expected to continue to grow over the next decade.

A large proportion of this demand is from Saudi Arabia, which is currently predominantly reliant on imports. This represents a significant opportunity to localize manufacturing and diversify the Saudi economy.

A comprehensive market research study was conducted by Saudi Aramco to map demand across the industry's value

chain and identify the gaps that result in low localization of products and services over the past decades. The need to localize and develop reliable, robust, and efficient energy clusters in the Kingdom became apparent.

With this imperative in mind, on July 10, 2017, Saudi Arabia's Council of Ministers approved the launch of King Salman Energy Park (SPARK), a national Saudi megaproject proudly driving socio-economic impact locally and globally.

**HRH CROWN PRINCE MOHAMMED BIN SALMAN, DEPUTY PRIME MINISTER AND MINISTER OF DEFENSE, BROKE GROUND ON SPARK, STRATEGICALLY LOCATED IN THE KINGDOM'S EASTERN PROVINCE, IN 2018, SIGNALING THE BEGINNING OF SPARK'S JOURNEY INTO BECOMING A WORLD-LEADING ENERGY ECOSYSTEM IN THE HEART OF THE ENERGY MARKET.**

“WE ARE DETERMINED TO REINFORCE AND DIVERSIFY THE CAPABILITIES OF OUR ECONOMY, TURNING OUR KEY STRENGTHS INTO ENABLING TOOLS FOR A FULLY DIVERSIFIED FUTURE.”

**HRH Mohammed bin Salman Al Saud,**  
Crown Prince of Saudi Arabia

Saudi Arabia's Crown Prince Mohammed bin Salman inaugurated the King Salman Energy Park (SPARK), which is poised to transform the Kingdom into a pioneering industrial power.



# OUR LEADERSHIP'S VISION



“King Salman Energy Park is one of the most exciting industrial developments in the Kingdom today: a 21st century gateway for the global energy industry, an award-winning model of sustainable construction, and a rich reservoir of future industry partners for Aramco. SPARK is ready today and world-leading companies are already manufacturing and exporting products out of the city. Now is the time to join SPARK's innovative ecosystem and realize your ambitions in the Saudi energy sector.”

**Amin Nasser,**

President and CEO, Saudi Aramco



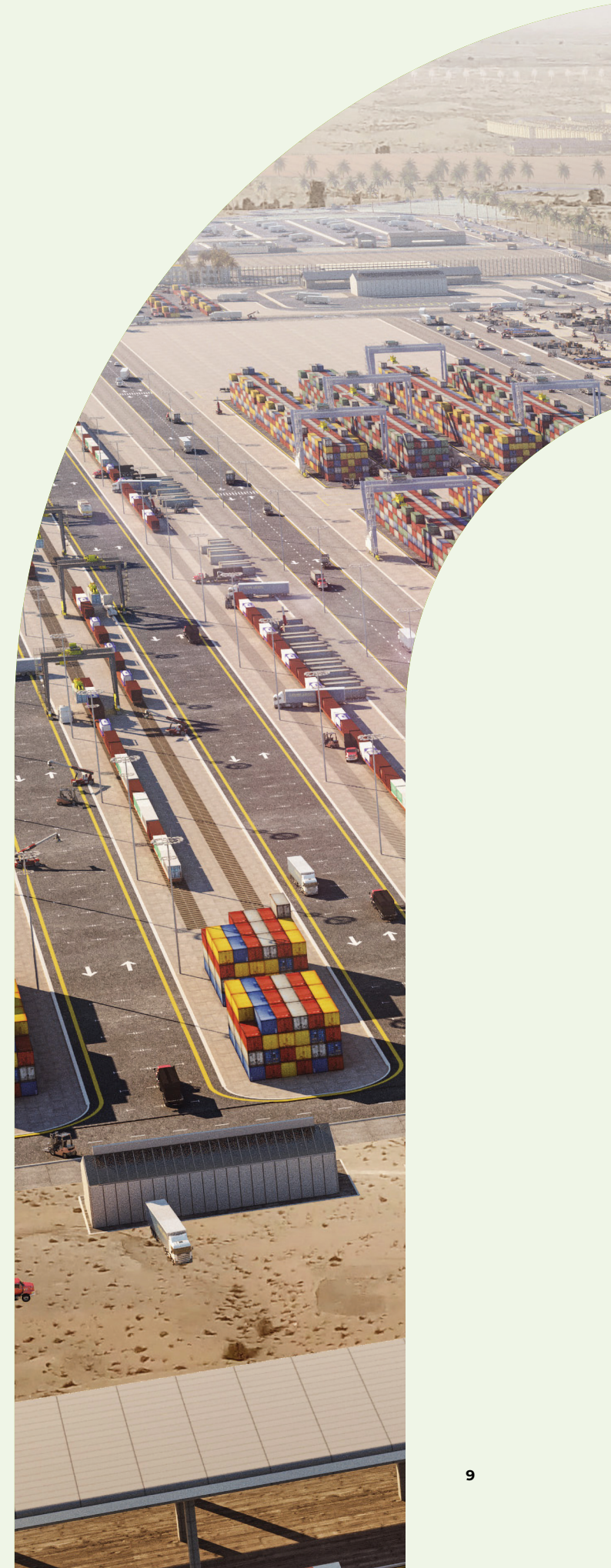
# OUR LEADERSHIP'S VISION



"SPARK is a fully integrated industrial city, and a vibrant community, at the heart of energy demand. We invite investors to explore the world of opportunities that the Saudi energy sector presents."

**Mohammed Y. Al Qahtani,**

Chairman, King Salman Energy Park





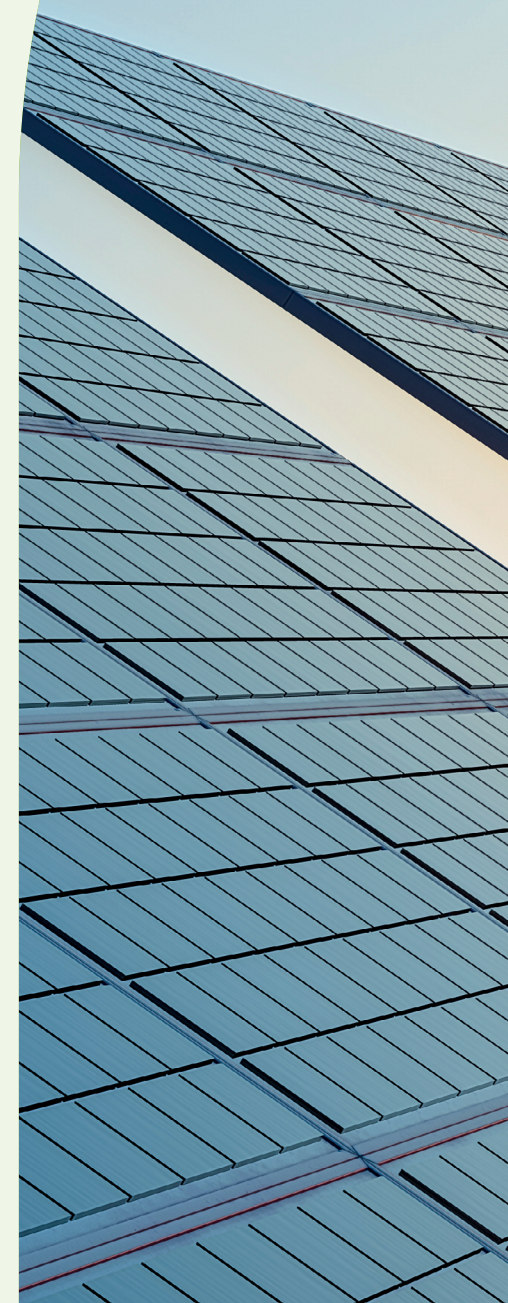
# OUR LEADERSHIP'S VISION



“Our mission is to place our investors at the heart of the energy market, by providing a platform with world-class infrastructure and services that helps facilitate the growth of our customers’ businesses and brings sustained value to our communities. At maturity, SPARK will be home to over 300 industrial, technology and service facilities focused on the energy sector.”

**Saif S. Al Qahtani**

President & CEO, King Salman Energy Park





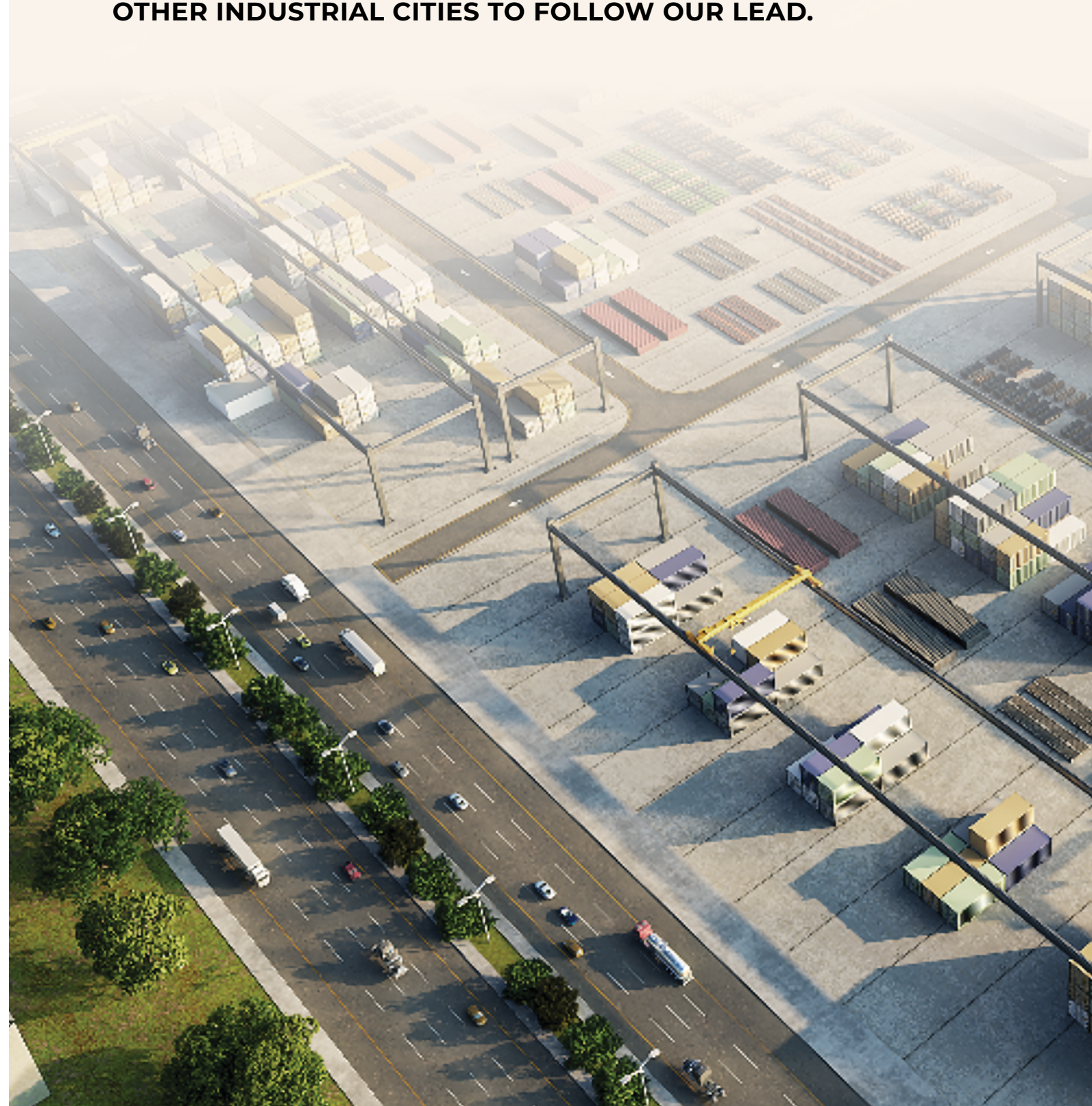
# OUR MANDATE

SPARK aims to capture and localize the full value chain for all energy-related goods and services in the Kingdom and throughout the region, with the aim of building a community that supports a bright and sustainable future.

Its advanced, fully integrated ecosystem will localize value creation through dedicated industrial development, contribute \$150 billion to Saudi Arabia's GDP by 2030, and generate thousands of direct and indirect jobs, supporting the development of Saudi talent.



**AT THE HEART OF SPARK'S OPERATIONS IS ITS COMMITMENT TO ESG, WITH SUSTAINABILITY FIRMLY EMBEDDED IN ITS DNA. SPARK AIMS TO BECOME A CIRCULAR CARBON ECONOMY CLUSTER WHICH REACHES NET-ZERO OF SCOPE 1 AND 2 EMISSIONS BY 2040. BY CATALYZING THE KINGDOM'S ROLE IN THE GLOBAL ENERGY TRANSITION, SPARK HOPES TO INSPIRE OTHER INDUSTRIAL CITIES TO FOLLOW OUR LEAD.**





# WHY SHOULD INVESTORS CONSIDER SETTING UP OPERATIONS AT SPARK?

SPARK is a fully integrated city, and a vibrant community, at the heart of energy demand bringing together major national and international companies, innovators, skilled workforce, training providers, visitors and residents. It leverages its unique location as a gateway to the region's economies and is well-connected to the region through highways and the GCC railway.

As a world-class ecosystem in the heart of the energy market, SPARK offers investors and tenants a unique value proposition providing high-quality infrastructure and ready-built

services necessary for a vibrant community and investors to hit the ground running by saving time, resources and money.



## STRATEGIC LOCATION

Located in the Eastern Province of Saudi Arabia - a region known for its unmatched oil and gas resources



## INTEGRATED LOGISTICS

Designed to ensure ease of access to global markets, SPARK's JV with Hutchison Ports will create a state-of-the-art, fully automated logistics zone, complete with a world-class inland and dry port, on-site bonded area, warehouses and support services.



## PLUG AND PLAY

SPARK offers plots in a plug-and-play concept with access to and provision of water, power and gas, which reduces development costs and implantation risks.



## WORLD CLASS MASTER PLAN

SPARK will be developed over three phases across a 50 sq km area of industrial and logistics zones with residential, educational, and commercial areas.



## GLOBAL ENERGY HUB AND GROWTH CATALYST

SPARK will ease access to Saudi Arabia's energy sector, offering direct geographic access to the world's energy production center. SPARK is committed to supporting investors capture the growing demand for energy goods and services in the Middle East and beyond.



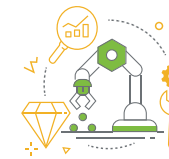
## A-Z SUPPORT SERVICES

SPARK provides a complete spectrum of solutions that guides and simplifies the process for companies looking to complete their set-up procedures and support business growth in the Kingdom.



## INTEGRATED INDUSTRIAL PLATFORM WITH OSC

SPARK-OSC is the world's largest Common User Supply Base, providing full access to the local supply chain and building a ready-made community that connects investors.



## QUALITY OPERATIONS

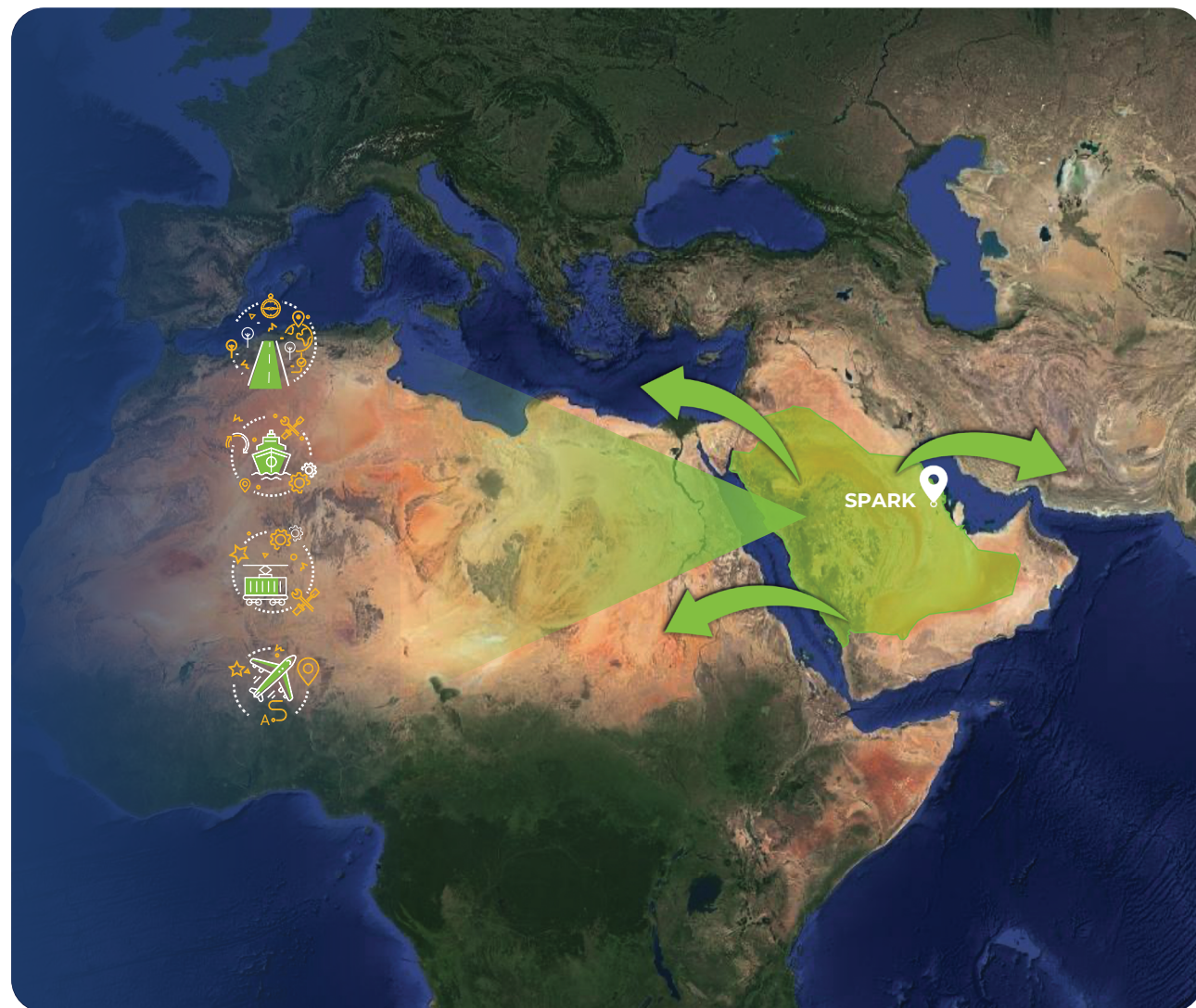
SPARK together with its partner Engie Solutions offers quality management activities through the use of best-in-class practices.



## VIBRANT ECOSYSTEM

SPARK fosters a "work, live and play" concept, tailoring its services to industrial, residential and commercial needs of our tenants and investors.





## SPARK'S STRATEGIC LOCATION POSITIONS IT TO CAPTURE DEMAND IN THE MENA REGION

- Well-connected to the region and through highways and the GCC railway
- Close to King Fahad International Airport and King Abdul-Aziz Seaport
- Between two major sources of local workforce – Dammam & Al-Hasa areas

## GLOBAL ENERGY HUB AND GROWTH CATALYST

Energy production and consumption in Saudi Arabia and neighboring countries is vast, growing, and transforming. This majorly drives the demand for industrial equipment, machinery, and process equipment, which is particularly fueled by:

- Large energy companies such as Saudi Aramco, Sabic, and Saudi Electric Company
- The spend generated by Vision 2030's giga projects
- The emergence of new energy sources including hydrogen, CCUS, renewables, and non-metallic

Companies that localize manufacturing within SPARK will be strategically positioned to capture the energy-demand to grow and prosper.



# MASTER PLAN

SPARK is master planned to seamlessly intertwine industrial areas (such as factories, workshops, yards, and the logistics zone) with vibrant residential, educational, and commercial areas. SPARK is bringing together major national and international companies, innovators, skilled workforce, training providers, visitors and residents.

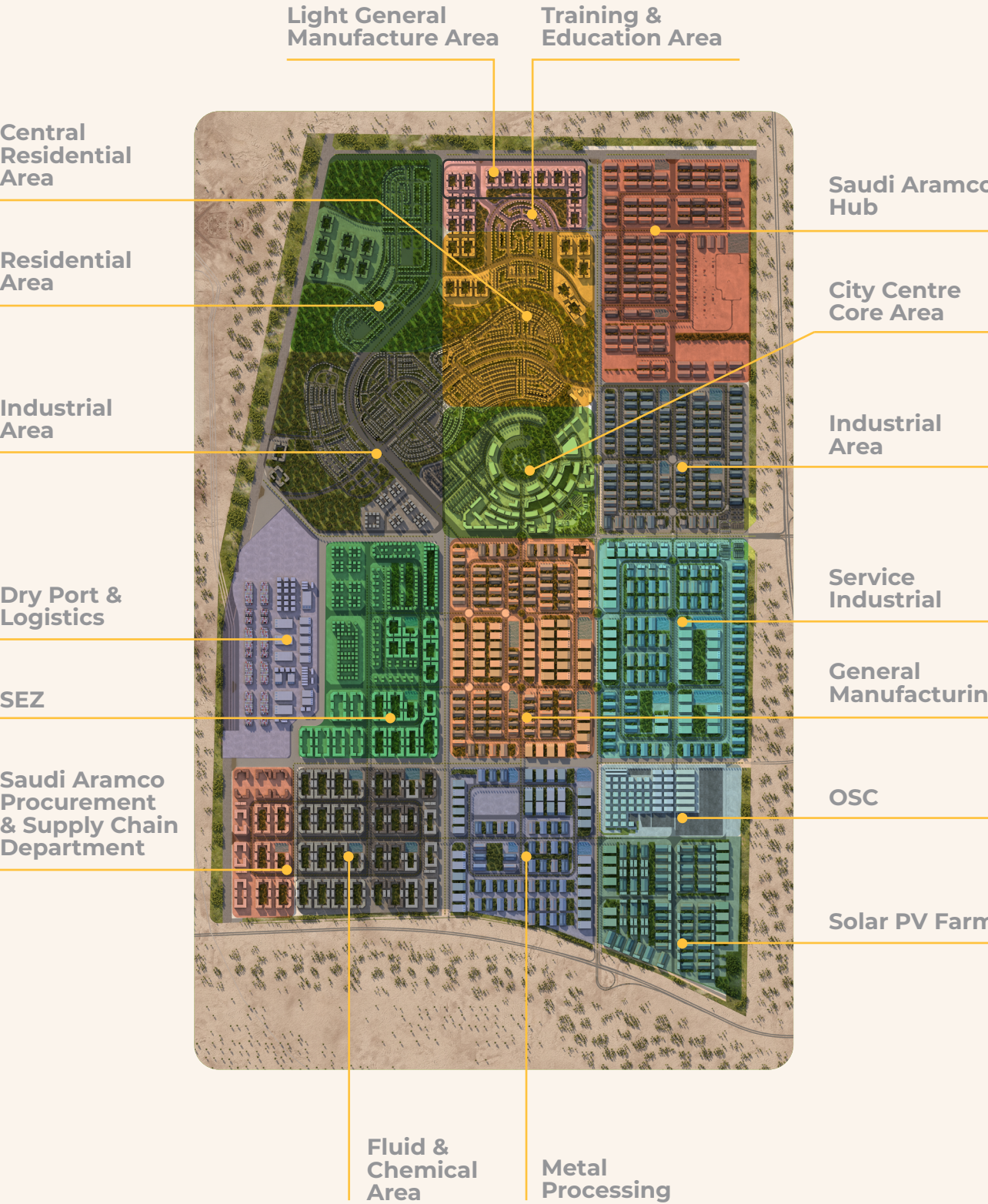
SPARK will be a community where residents can live, play and learn, where companies can build, operate and prosper, where employees and workers can work and train.



Dedicated zones for different uses such as industrial, OSC Integrated services, residential and commercial



Planned to optimize the benefits of clustering and ecosystems for industrial businesses and their supply chains







# VIBRANT ECOSYSTEM: COMMUNITY

SPARK will be a fully integrated city, master planned to seamlessly intertwine industrial areas and a dedicated logistics zone with vibrant residential, educational and commercial areas.

It aims to be a sustainable community where:

- Residents can live, play and learn
- Companies can build, operate and prosper
- Employees can work, train and thrive
- Visitors want to do business



Ready GSM and Fiber



24-Hour Clinic



Commercial Center



Worker Accommodation



Fully Equipped Fire Station



Gas Station



# INTEGRATED LOGISTICS



SPARK’s first phase is divided into a number of clusters: logistics zone, industrial hub, business district, digital hub, and residential and commercial areas.

The dedicated three square-kilometre dry port and logistics zone a joint venture between SPARK and Hutchison Ports, will include warehouses and

storage facilities, a bonded area and on-site customs clearance. Designed to ensure ease of access to global markets, the three-square-kilometre dry port will enable investors to capture the growing demand for logistics services for energy-related products in the Middle East and beyond while also serving the neighboring industrial cities.



Once fully complete, the dry port and logistics zone at SPARK will be able to handle ten million metric tons of cargo.



Connecting neighboring countries via the future GCC railway



Will connect to the future land-bridge linking the East and West



State-of-the-art design and automated operation



First and largest “private dry port” in the region



Encouraging value creation with its Bonded Zone



Handles up to 10 Million Metric tons of cargo



State of the Art design and automated operation



Managed by a leading global ports operator



# INTEGRATED INDUSTRIAL PLATFORM

Our pioneering partnership with Oilfields Supply Center (OSC) is a catalyst for localizing the energy supply chain, enabling innovation, and creating community. OSC, the world's largest Common User Supply Base, offers a variety of ready industrial facilities with a flexible menu of resourcing and service models to help accelerate the establishment of companies in Saudi Arabia,

while reducing the implementation risk and increasing overall efficiencies. Facilities range from 200 sq m to 10,000 sq m with flexible terms to host large companies and SMEs alike. SPARK-OSC's integrated pre-built industrial facilities lower the risk for SMEs entering the market, supporting easy local access and enhancing SPARK's A-Z full-service offerings.



Once fully complete, the dry port and logistics zone at SPARK will handle up to ten million tons of cargo.

# PLUG AND PLAY

SPARK offers plots in a Plug-And-Play concept which reduces development costs and implementation risks for investors and allows them to operate immediately without delay.



As a world-class utility operator, SPARK Utilities delivers on SPARK's plug-and-play concept by providing convenient and reliable access to power, water, and gas services. The concept is an essential factor for investors seeking to base themselves at the heart of the regional energy sector and benefit from A-Z support services. We are a model for an environmentally friendly utility operator, leveraging smart technologies to act sustainably, safely, and efficiently.



Power



Water and Wastewater



Telecom



Waste Management



Single entity for all utility services



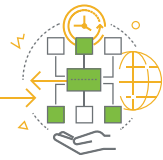
Smart grid and digitalized services



Low Carbon Footprint



Customer Centric

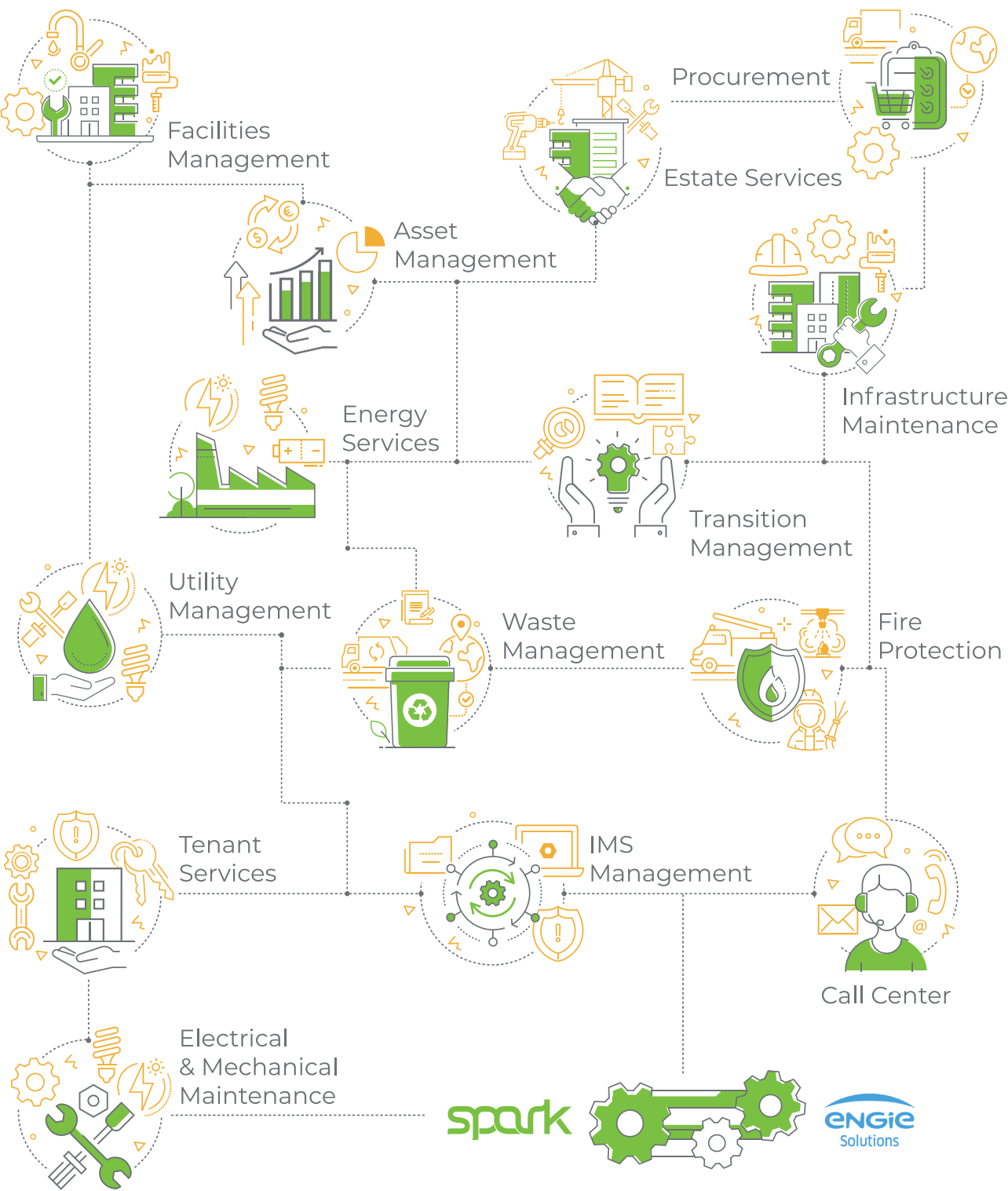


Swift connectivity



# QUALITY OPERATIONS

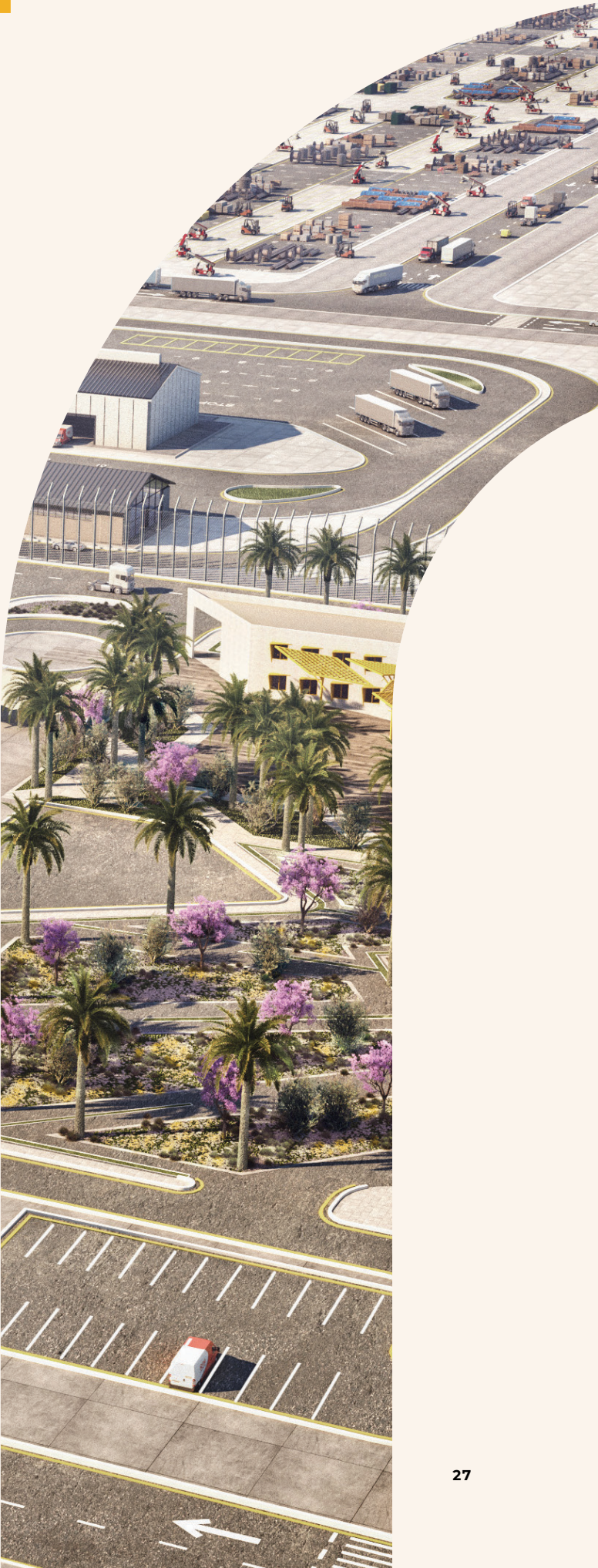
SPARK has partnered with Engie Solutions, a global industry leader in facilities management, to operate the city and deliver the following services:



# A-Z SUPPORT SERVICES

SPARK provides unparalleled ease of doing business, with its own world-class utilities and logistics subsidiaries, providing a complete spectrum of solutions to support business growth in the Kingdom.

Thanks to a centralized process, investors benefit from a simplified journey and reduced lead time for obtaining the support and approvals required to set up their businesses at SPARK. Support includes but is not limited to licensing and permit procedures, license renewals, financial support and recruitment.





# SUSTAINABILITY IS AT THE CORE OF SPARK'S OPERATIONS

AT SPARK, WE ARE BUILDING A CITY THAT PROTECTS THE ENVIRONMENT, SUPPORTS COMMUNITIES AND EMPOWERS INVESTORS.



We are continuously embracing our purpose and ESG objectives. We have in place a robust operating framework for investor success, supporting our investors in realizing their ESG commitments.

As part of our alignment with the directives under the Saudi Green Initiative, SPARK aims to become a circular carbon economy cluster that reaches net-zero of scope 1 and 2 emissions by 2040.





Protecting our environment and surrounding communities; more than just a business imperative

# ENVIRONMENTAL

## SUSTAINABILITY IS EMBEDDED IN SPARK'S DNA.

As such, SPARK has developed and implemented practices and initiatives that promote sustainability in alignment with the Saudi Green Initiative. As part of its ESG framework, SPARK aims to become a circular (carbon) economy cluster which reaches net-zero of scope 1 and 2 emissions by 2040.

SPARK IS A PIONEER IN USING AND FACILITATING THE DEVELOPMENT OF SUSTAINABLE ENERGY AND ENVIRONMENTALLY FRIENDLY TECHNOLOGICAL SOLUTIONS.

Not only does SPARK demonstrate its own commitment to ESG, its unparalleled value proposition attracts investors aligned with its goal of creating socio-economic impact. To that end, SPARK is committed to helping tenants realize their ESG requirements and ambitions.

SPARK CONTINUES TO WIN LEADING INDUSTRY AWARDS IN RECOGNITION OF ITS GREEN CONSTRUCTION TECHNIQUES.

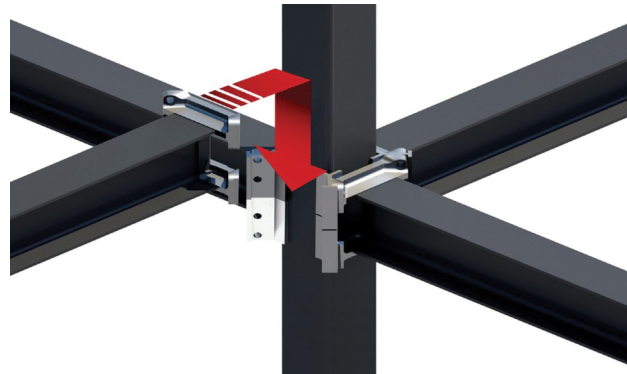




# CONSTRUCTING RESPONSIBLY

## CONXTECH™

Regarded as the first commercial building in the MENA region to utilize this innovation, SPARK's administration building was designed and built using Conxtech structural steel technology. This new method of precision steel engineering enables rapid erection of structures, cutting down the time required to achieve the same product by 60%, which has allowed the erection of 400 tons of structural steel within 2 weeks, as opposed to six weeks with conventional methods. This highly precise technology not only impacts engineering and constructions, but also results in less steel wastage during fabrication and less of a hazard due to the elimination of welding



INNOVATIVE MODULAR CONSTRUCTION DISRUPTS THE CONSTRUCTION INDUSTRY IN A FASTER, BETTER AND SAFER MANNER.



## 'GREEN' CONCRETE

By substituting about 30% of the cement in concrete mixes with recycled road pavement, it has been possible to achieve the same results in strength, while cutting down the required water to create the mix, reducing the carbon emissions that arise from the chemical reactions of mixing concrete, and alleviating the strain on the environment by reusing abundant refuse. This method was pioneered by King Fahad University of Petroleum and Minerals (KFUPM) and piloted successfully at SPARK.



## GFRP REINFORCEMENT BARS

By substituting conventional steel reinforcement in the concrete of the AlQurayyah bridge deck, with Glass Fiber Reinforced Polymer (GFRP), SPARK has been able to reduce the weight of the structure by 74% – the equivalent of 4 large school buses. GFRP rebar is virtually corrosion-free, and thus is a viable alternative for epoxy-coated steel rebar.





# PRESERVING OUR PRECIOUS RESOURCES & FOLLOWING NATURE’S LEAD



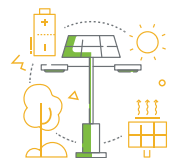
## STORMWATER DRAINAGE

By imitating and complementing the natural topography surrounding SPARK, the stormwater drainage system in the city has been designed to ultimately pour into a natural basin located on the edge of SPARK's grounds. The valley's basin has undergone extensive reinforcement to compensate for the expected overflow from the city, requiring 356,025 sq m of crushed stone and geotextile membrane – an equivalent area to 50 premier league football pitches.



## TREATING SEWAGE EFFLUENT

To conserve water consumption and reuse this precious resource, the entirety of SPARK's effluent is reused after being treated and dosed with fertilizing agents, as irrigation water for the 858,000 sq m of landscapes, on SPARK's grounds.



## SOLAR STREETLIGHTS

Lining the streets of SPARK are 1,870 solar streetlights. The streetlights are powered by vertical photovoltaic cells and lithium-ion batteries to store the energy harvested during daylight.



## CUTTING EDGE TECHNOLOGY FOR THE FUTURE



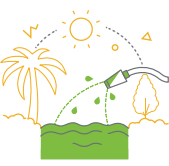


# SUPPORTING OUR LOCAL ECOSYSTEM



## NATIVE FLORA & VEGETATION

Destined to adorn the landscapes of SPARK are thousands of trees, shrubs, succulents, and a variety of grass – all of which are locally sourced and grown. A large portion of the trees are native, drought-resistant, and desert strains. The localization of vegetation and softscapes across SPARK is in line with the Kingdom's Vision 2030, to add as much green coverage as possible, fighting desertification and sequestering carbon from the atmosphere.



## LIQUID NANO CLAY

As one of the first trials in the Kingdom, SPARK is studying the application of a soil enrichment method, referred to as Liquid Nano Clay (LNC). LNC is an organic mixture, which when sprayed on even the most arid of soils, traps moisture and essential nutrients, allowing access for vegetation to the much-needed resources that are often completely diminished in such soil.



# OUR INVESTORS SHARE OUR COMMITMENT TO PROTECTING THE ENVIRONMENT





# SOCIAL

## AWARD-WINNING CORPORATE CULTURE



We recognize that our employees are at the heart of our organization. That is why we do everything in our power to create a corporate culture in which our employees' growth and development is supported, their achievements are celebrated, and everyone feels empowered. SPARK has been certified a Great Place To Work® for three years in a row.

## SUPPORTING YOUTH

SPARK supports a number of national programs intended to increase productivity in the labor market and create more employment opportunities. SPARK is proud to support the Tamheer program; an on-the-job training program for Saudi graduates, and the Professional Career Certificates Support Program, which aims to empower job-seekers, allowing them to obtain professional certificates required by the Saudi labor market.

SPARK also supports Doroob; a national e-training platform, which seeks to develop the capabilities and raise the skills of national candidates, male and female, and provide them with the job skills that support their access to the right job.



## A COMMITMENT TO DIVERSITY AND INCLUSION

At SPARK, we appreciate that each member of the staff is unique. We celebrate the diversity of our employees as a positive element that contributes to the innovative nature of our organization. Committed to creating an inclusive environment, we strive to create an organization where our employees feel able to express themselves and that they belong.



SPARK is committed to youth development through a variety of industry-leading initiatives



SPARK Employees give back to deserving members of the community through the Etaam initiative and blood donation drive.

## FEMALE EMPOWERMENT

As part of our commitment to diversity and inclusion, we support women across the workplace and in positions of leadership. Aside from ensuring that flexible working hours are available to those who need them, we also provide mentorship programs.

## CORPORATE SOCIAL RESPONSIBILITY

SPARK employees embraced the spirit of giving by volunteering their support and providing donations to distribute Ramadan baskets to families in need, in coordination with Saudi food bank (Etam).



SPARK launched the University Competition to empower the next generation of energy sector leaders



# GOVERNANCE

AS AN ARAMCO SUBSIDIARY, WE HAVE HAD THE OPPORTUNITY TO ADOPT SIMILAR CORPORATE POLICIES AND INTERNATIONAL BEST PRACTICES, AS WE CONTINUE TO DEVELOP OUR BUSINESS PROCESSES AND GOVERNANCE MECHANISMS.

SPARK has implemented an internal governance model that integrates sustainability principles into the overall business strategy and decision making process, and provides internal clarity concerning individual roles and responsibilities.

This oversight model supports a disciplined internal approach, providing accountability, transparency and responsibility at all levels. It also enables the company to integrate sustainability principles within the business strategy and align sustainability targets with business objectives.



## BOARD OVERSIGHT

SPARK is managed by a Board of Directors consisting of five Saudi Aramco Executives, chaired by Dr. Mohammed Y. Al Qahtani – a member of Saudi Aramco's Senior Management. Our Board is responsible for the general oversight of the company's activities. They play an active role in the development of SPARK to ensure we achieve our strategic objectives.

In addition, SPARK has an Audit Committee established by its Board of Directors for the oversight of the organization's governance, risk management, and internal control practices. This oversight mechanism also serves to provide confidence in the integrity of these practices. The Audit Committee comprises three members from the Board.

## PROVIDING A ROBUST OPERATING FRAMEWORK FOR INVESTOR SUCCESS

At SPARK, we are committed to establish a framework that empowers our investors and supports them in their ESG commitments as well as driving our ESG program of activities at the same time. As a hub for international investors in Saudi Arabia, a high standard of governance is a key priority. Our management and operating structures are maintained in line with international standards, and the reporting structure of our Board of Directors and management team ensures clear and transparent roles and responsibilities throughout the operation. SPARK's One-Stop-Shop and Plug-And-Play concept offer help to all investors, helping them document their participation at SPARK every step of the way and demonstrate the value of every dollar of investment.



## RISK MITIGATION AND MEASUREMENTS

SPARK has established a framework that oversees risk management practices in the company. Bureau Veritas, a world leader in testing, inspection, and certification, awarded four ISO certificates to SPARK. The gaining of ISO credentials is a recognition that SPARK has adopted an integrated management system approach to business risks, including quality, health and safety, and environmental management, protecting the value of the organization's physical and non-material assets.

## WELL-ESTABLISHED FINANCIAL OPERATIONS

SPARK maintains a robust financial management structure, with distinct teams responsible for Treasury, Financial Planning and Analysis, Compliance, Procurement and Accounts. This gives investors the reassurance that a stringent cash management approach is in place, governing the site construction and operations, and in line with international standards

## AN INTERNATIONAL LEGAL FRAMEWORK

The Saudi Center for Commercial Arbitration (SCCA) has set up a new branch in Al Khobar. This new branch, which is an addition to SCCA's headquarters in Riyadh and its representative office in King Abdullah Economic City (KAEC), promotes SCCA's strategic plan to expand and support its wide client base. The arrival of the SCCA branch provides reassurance to SPARK investors that their assets and investments will be protected by both local and international law, and helps them manage risks as they grow their business in the Kingdom.





# ESG PRINCIPLES ARE AT THE CORE OF OUR STRATEGY



# BUILDING A BETTER FUTURE

THE ENERGY SECTOR POWERS THE WAY WE ALL WORK, MOVE AND LIVE BUT IT MUST ALSO CONTRIBUTE POSITIVELY TO THE ENVIRONMENT AND SOCIETIES IT SUPPORTS.

At the heart of SPARK’s investor-centric approach is its shared vision with tenants to create positive impact on a local, regional, and global scale.

SPARK continues to explore new ways to add value to its surrounding communities – from investing in digital transformation, stimulating local content development, providing job opportunities to local communities to adopting sustainable and environmentally friendly solutions.







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