



PETRONAS

PETRONAS Integrated Report 2020



Agility

How we continue to deliver energy and solutions

Resilience

Deliberate steps taken to strengthen the foundation for sustainable progress

Sustainability

Enriching lives through the transformative power of energy

Moving Forward with You

**Passionate
about Progress**



Cover Rationale

Having weathered the twin shocks of 2020, we have learnt a thing or two about fighting the good fight. Being passionate about progress, we are ready to move forward with you. Together, we will paint a better future amidst the unknown; together, we will bring a beautiful smile to someone's face. Despite the onslaught of challenges, we will put our best foot forward. Even when our steps are constrained, we will move forward relentlessly, tenaciously. It takes courage to act, passion to progress; it takes a purpose greater than ourselves to keep moving. That is the strength of the human spirit and human ingenuity – to collectively rise to the occasion for each other, with each other. Yes, we will rise together once more – this time, to paint a sustainable future for all.

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The framework, boundaries and principles that guide us in our integrated reporting journey.

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Scope and Boundaries

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Scan this QR code to
access our Financial
Report 2020

PETRONAS Lubricants International (PLI) converted its **coolant production lines to manufacture ethanol-based sanitisers for hospitals** and the local communities in Italy and Brazil.

PLI also **ventured into new product lines** by enhancing its existing Fulcron formulation to bring to market **specially designed disinfectant products** through the Arexons operation in Milan.

Students and staff of **Universiti Teknologi PETRONAS**, through the Engineering, Prototyping and Innovation Centre **repurposed their 3D printing and laser cut technology to produce 120 face shields daily with the target of producing 10,800 shields** in three months for hospitals and clinics in Perak.

Unprecedented Challenging Environment

PETRONAS remained resilient and agile amidst the unprecedented twin shocks. We turned in a commendable performance in FY2020, through swift implementation of several tactical interventions, as well as decisive and prudent measures.

FY2020

PAT excluding
net impairment
losses
**RM10.5
billion**

Positive
**CFFO
RM40.7
billion**

Strong
**EBITDA
RM55.3
billion**

with You



Project Delivery and Technology

Introduction of PDB's "**Love Local**" campaign to intensify support for local entrepreneurs by leveraging PETRONAS' network of Kedai Mesra stations to market their goods.

PDB launched Deliver2Me, a new feature under the Setel banner, which allows retail customers to purchase items from Kedai Mesra and have them delivered directly to their vehicles while refuelling.

Launched the Advanced Diagnostic and Prognostics (**ADaPT**) technology which provides early warning and intervention to prevent creep failure.

Implementation of the Integrated Pipeline Integrating Management System (**i-PIMS**) enabling data harvesting from various platforms which helps to further enhance the pipeline integrity system at multiple locations across Peninsular Malaysia.

The PETRONAS Integrated Vision for Operation Excellence Technology (**PIVOT**) tool is a descriptive and predictive analytics tool that helps improve machinery reliability via early detection of mechanical failure.

Introduction of robotic technologies (**ANYmal and BIKE**) to enable remote and autonomous operations, and in turn to minimise HSSE issues as well as improve efficiencies in view of less human intervention.

Having faced 2020’s highly volatile operating environment in a resilient manner, PETRONAS has emerged today a stronger, more agile and relevant energy and solutions partner.

Resiliently Moving Forward
The year 2020 was one of the most challenging years for the oil and gas industry as the twin shocks of the COVID-19 pandemic and the unprecedented plunge in oil prices dealt a drastic blow to all. PETRONAS too was not spared from the onslaught and this was reflected in our challenging operational and weaker financial performance for the year in review. As we worked swiftly to ensure the resilience of our business, value chain and the energy supply needs of national and global customers, the health, safety and well-being of people remained our topmost priority.

While we did not emerge from 2020 unscathed, we have learnt hard lessons and gained solid insights into what we need to do next to remain relevant as a progressive energy and solutions partner in the new normal. As we steadfastly put the building blocks in place from which we will move forward from, we are confident that we will continue to chart resilient, sustainable progress.



Moving

Our Response to External Challenges

PETRONAS’ companies, operations, associations and staff globally banded together and **contributed a total of**

RM50.6 million

in cash and kind to help flatten the pandemic’s curve

worldwide

Yayasan PETRONAS contributed

RM20.1 million

worth of medical equipment and supplies to the Ministry of Health (MOH) and National Disaster Management Agency (NADMA) to help hospitals and healthcare frontliners mitigate the spread of the COVID-19 pandemic in Malaysia.

Yayasan PETRONAS contributed an additional

RM2.5 million

worth of medical equipment to the MOH and NADMA to combat the second wave of COVID-19 in the state of Sabah, Malaysia.

Upstream business operations committed some

RM3.5 million

to eight host countries comprising funds and aid for personal protective equipment (PPE) as well as medical equipment.

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FY2020

PAT excluding net impairment losses

RM10.5 billion

Positive **CFFO**

RM40.7 billion

Strong **EBITDA**

RM55.3 billion



Forward



with You

The Year in Review

PETRONAS

PETRONAS joined the **World Business Council for Sustainable Development (WBCSD)**, which provides access to a like-minded network of peers focused on sustainably delivering energy to an expanding world population by leveraging on collaboration, technology and people.

The PETRONAS Group announced its **net zero carbon emissions aspiration by 2050 (NZCE 2050)**, as part of PETRONAS’ commitment to minimise the impact of its carbon footprint on existing and future operations as well as to deploy more low carbon solution technologies.

A **total of 10 discoveries** were made in 2020 comprising seven discoveries, which contributed to our resource addition namely in Malaysia, Suriname as well as Gulf of Mexico, USA and Gulf of Mexico, Mexico.

Achieved first hydrocarbon for 17 projects: 14 in Malaysia, two in Indonesia and one in Oman.

Achieved Final Investment Decision (FID) for 13 projects: Nine projects in Malaysia, two in the Republic of South Sudan, one in Turkmenistan and one in Brazil.

Gas + New Energy

Made 62 Liquefied Natural Gas (LNG) deliveries via the **Virtual Pipeline System (VPS)**.

Signed a long-term deal with Tiger Clean Energy Limited (TCEL) for the supply of LNG to TCEL’s **LNG ISO Tank** filling facility at Bintulu for distribution to China.

Established the **Hydrogen business** and entered a partnership with Sarawak Energy Berhad (SEB) to explore the commercial production of green hydrogen and its supply value chain in Asia.

PETRONAS Floating LNG DUA set sail and achieved its Ready for Start-Up (RFSU) milestone at the Rotan gas field in Block H, offshore Sabah.

Completed the maiden LNG bunkering vessel (LBV) delivery from the MV Avenir to the Siem Aristotle at Pasir Gudang, Johor as part of efforts to fuel the marine industry with cleaner energy.

A total of 13 out of 15 Lotuss stores (previously known as TESCO) across Malaysia were fitted with **rooftop solar solutions**, which will help Lotuss reduce approximately 13,624 tCO₂e upon completion.

Downstream

Introduction of the new **PETRONAS Primax 97 with Pro-Race** by PETRONAS Dagangan Berhad (PDB), engineered to meet the demands of advanced technology engines as well as customers’ desire for more powerful, responsive and efficient performance.

PETRONAS made its e-commerce debut on Shopee by showcasing the **PETRONAS Sprinta lubricant range** by PLI.

Introduction of PDB’s “**Love Local**” campaign to intensify support for local entrepreneurs by leveraging PETRONAS’ network of Kedai Mesra stations to market their goods.

PDB launched Deliver2Me, a new feature under the Setel banner, which allows retail customers to purchase items from Kedai Mesra and have them delivered directly to their vehicles while refuelling.

Project Delivery and Technology

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Moving Forward with **Purpose**

About this Report

The framework, boundaries and principles that guide us in our integrated reporting journey.

Reporting Framework,
Scope and Boundaries

4



Reporting Framework, Scope and Boundaries

Reporting Information that is

Dear Stakeholders,

Welcome to our inaugural PETRONAS Integrated Report 2020, which assesses our performance for the financial year ended 31 December 2020, focusing on the value we have created for our stakeholders. Our aim is to share a balanced overview of our progress and impact. As a progressive energy and solutions partner which endeavours to enrich lives for a sustainable future, we strive to always move forward with you.

How this Report Fits Together

We measure our performance by evaluating how we create value for our key stakeholders, as well as progress against our strategy and by regularly measuring returns on invested capital. We understand the risks we take and manage them to minimise the impact on our business and results. We are constantly seeking meaningful collaborations to provide solutions that enrich lives. We believe that it is only when lives are enriched that real progress is achieved.

Scope and Boundaries

This report covers the period from 1 January until 31 December 2020, unless otherwise stated. The information presented relate to the activities of the PETRONAS Group or its subsidiaries, joint operation, joint ventures as well as associates.

Financial and Non-Financial Reporting

This report extends beyond financial reporting. It reflects on non-financial performance, opportunities, risks and outcomes attributable to or associated with key stakeholders, who have a significant influence on our ability to create value.

The non-financial data in this report includes our owned and operated businesses unless stated otherwise, in line with industry practices. It does not include data from equity interest fields/projects, such as joint ventures, where we do not have operational control. Those areas that we do not have operational control over, are included in the form of disclosures of management approach.

The Group reporting standards are continually being developed and improved to make disclosures meaningful and measurable for stakeholders. While we are not a public listed company, we are committed to this process as a means of adding value for our stakeholders as it creates better visibility and allows an informed assessment of our operations.

The Legislation and Frameworks that Guide Our Reporting

This report is guided by local and global standards, including:

- The International Integrated Reporting Council <IR> Framework (IIRC), a principles-based approach that promotes the six capitals concept, and which considers material inputs as well as resources required to create and sustain value in the long term
- International Financial Reporting Standards (IFRS)
- Malaysian Financial Reporting Standards (MFRS)
- IPIECA/API/IOGP Sustainability reporting guidance for oil and gas industry
- Global Reporting Initiative (GRI) Standards

Sustainability

Through our policies and governance structures, we demonstrate our commitment to ethical and sustainable entrepreneurship. We also acknowledge that our stakeholders are taking a growing interest in the sustainability of our operations and our approach to corporate citizenship. We take our responsibility seriously and are fully aware of

the impact of our actions on our social and relationship capital. We are proud to support the United Nations' Sustainable Development Goals (SDGs) and we are committed to identifying and focusing on the goals our business aligns with.

Forward-Looking Statements

This report contains forward-looking statements. Words such as "believe", "anticipate", "intend", "seek", "will", "plan", "could", "may", "endeavour" and similar expressions are intended to identify such forward-looking statements but are not the exclusive means of identifying such statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances and should be considered in light of the various important factors. While these forward-looking statements represent our judgements and future expectations, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from our expectations.

The key factors that could cause our actual performance or achievements to differ materially from those in the forward-looking statements include changes to IFRS and associated interpretations, applications and practices as they apply to past, present and future periods; ongoing and future acquisitions; changes to domestic and international businesses and market conditions such as exchange rate and interest rate movements; changes in domestic and international regulatory and legislative environments; changes to domestic and international operational, social, economic and political conditions; any labour disruptions and industrial action; and the effects of both current and future litigations.

Assurance

Financial information contained in this report and that has been extracted from the audited consolidated Audited Financial Statements for the financial year ended 31 December 2020, was audited by KPMG PLT. The Group's greenhouse gas (GHG) emissions for our Upstream, Gas + New Energy and Downstream operations in Malaysia for the years covering 2017 to 2019, have been externally verified, to a limited level of assurance, by ERM CVS, an independent third-party assurance provider. The verification was carried out under ISO 14064-3. Furthermore, the Group's social risk management processes, which primarily focuses on human rights and is aligned with the UN Guiding Principles on Business and Human Rights, was assessed by an independent party.

Reporting Framework, Scope and Boundaries

Built on Benchmarked Principles

Approval by the Board

The PETRONAS Board of Directors acknowledges its responsibility in ensuring the integrity of this Integrated Report which in the Board's opinion, addresses the Group's ability to create value and fairly represent the Group's integrated performance.

We believe that this report has been materially prepared in accordance with the International Integrated Reporting Council <IR> Framework.

Approved by the Board of Directors and signed on behalf of the Board:

Tan Sri Ahmad Nizam Salleh
Chairman

Tengku Muhammad Taufik
President and Group Chief Executive Officer

The Petroliam Nasional Berhad (PETRONAS) Integrated Report is our primary report.



Integrated Report 2020
Provides a comprehensive overview of the Group's financial and non-financial performance in 2020 and our outlook for 2021.



Financial Report 2020
Provides access to the Audited Financial Statements comprising Directors' Report, Financial Statements, Notes to the Financial Statements and our Independent Auditors' Report.



Scan the QR code to access our Integrated Report 2020 and Financial Report 2020

These reports are supplemented by the following disclosures, which can be accessed online via PETRONAS' website www.petronas.com:

- ➔ **PETRONAS Activity Outlook 2021-2023**
- ➔ **PETRONAS Half-Yearly Sustainability Report**
- ➔ **PETRONAS Human Rights Report 2020**

Navigating through this Integrated Report

- Tells you where you can find more information within this report
- Tells you where you can find more information online
- Tells you where you can find more information on PETRONAS' Health, Safety, Security and Environment (HSSE) digital solutions

The following navigation icons are used to indicate various content elements:

Three-Pronged Growth Strategy

- Maximising Cash Generators
- Expanding Core Business
- Stepping Out

Six Capitals

- Human Capital
- Financial Capital
- Social and Relationship Capital
- Manufactured Capital
- Natural Capital
- Intellectual Capital

Key Stakeholders

- Federal Government/ Host Governments
- Media
- State Governments
- Shareholders/ Investors/Credit Rating Agencies/ Financial Institutions
- Customers
- Government Linked Companies (GLCs)/ Industry Players/Partners
- Internal/ Employees
- Communities/ Non-Governmental Organisations (NGOs)

Material Topics

- Climate Change and Environmental Management
- Product Stewardship and Supply Chain
- Health, Well-Being and the Workplace
- Social Responsibility
- Safety
- Governance and Ethics

Moving Forward with **Courage**

PETRONAS in 2020

Our purpose,
mandate, aspirations,
structure and
presence.

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We are PETRONAS

A Progressive Energy and Solutions Partner

PETRONAS' Statement of Purpose underscores who we are and why we do what we do, today and for the future. It demonstrates our passion for harnessing the transformative power of energy for the benefit of all.

Established as the custodian of Malaysia's oil and gas resources in 1974, PETRONAS has since grown by leaps and bounds and is today a FORTUNE Global 500 energy company with a presence in over 50 countries.

Today, the requirement to deliver energy in a responsible and progressive manner has become all the more important. Being a conscientious player in the global energy sector, PETRONAS recognises its responsibility to balance out the threat of climate change with the mandate to produce affordable and reliable energy in a sustainable manner. This sees us passionately

Our Statement of Purpose

A progressive energy and solutions partner enriching lives for a sustainable future.

Our Three-Pronged Growth Strategy

1 Maximising Cash Generators

Cash generators are existing assets that provide strong and stable cash flows. Protecting and maximising these assets are paramount to provide a solid base for profitability and a foundation for growth.

2 Expanding Core Business

The focus areas to define opportunities for further growth in our core business through value enhancement. We will cost-efficiently expand the core business at pace with a lower carbon footprint as our new cash generators.

3 Stepping Out

Global trends brought on by Energy Transition are reshaping the energy landscape, consumption patterns and consumer preference. We must continue to build our capabilities and allocate resources to new businesses to better position ourselves for the future in expanding our step-out beyond core business.

- Malaysia Integrated Value Chain
- International Asset
- Deliver Material Resources
- Monetise Unconventional Positions
- Grow the Integrated Business Model and Expand Adjacencies
- Specialty Chemicals
- New Energy
- Customer-Centric Solutions

Our Brand Positioning:

We are PETRONAS

Enriching Lives For A Sustainable Future

facilitating the management of climate change through various interventions, especially the reduction of greenhouse gas emissions across all sectors under our net zero carbon emissions by 2050 or NZCE 2050 aspiration.

As we commit to meeting the world's growing energy needs in a responsible and holistic manner, we continue to build a resilient portfolio for a sustainable future by leveraging on our Three-Pronged Growth Strategy that entails **Maximising Cash Generators**, **Expanding Core Business** and **Stepping Out**.

Having undergone a tumultuous year in 2020, PETRONAS has today emerged a more resilient, more agile and more relevant energy and solutions partner. As we steadfastly lay down strong foundations from which to venture forth into the new normal, we are confident of making resilient and sustainable progress to enrich lives and nations.

Our Sustainability Agenda

- Continued Value Creation
- Safeguard the Environment
- Positive Social Impact
- Responsible Governance

Our Shared Values

- Loyalty**
Loyal to corporation
- Integrity**
Honest and upright
- Professionalism**
Strive for excellence
- Cohesiveness**
United, trust and respect for each other

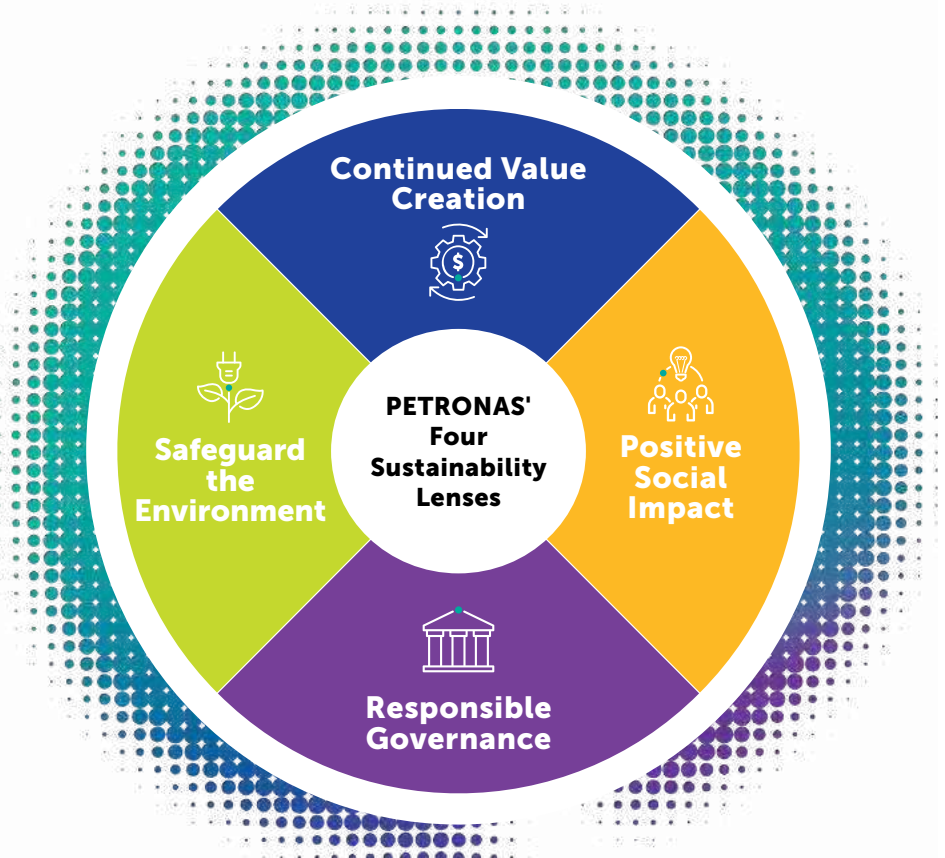
Our Cultural Beliefs

- Customer Focused**
I deliver solutions from the customer lens
- Be Enterprising**
I seek opportunities and make them happen
- Innovate Now**
I challenge norms and push boundaries
- Speak Up**
I express my views openly
- Courage to Act**
I take action to progress with pace

Passionate about Progress

Sustainability Agenda

We recognise that we have a responsibility to balance out our economic ambitions with positive social and environmental considerations. PETRONAS' Sustainability Agenda is the compass that guides us as we set out to deliver energy and solutions that fuel progress in a responsible manner. As we commit to uphold the Agenda, our actions are guided by four sustainability lenses.



Lens 1: Continued Value Creation

Drive long-term business value creation through responsible investments.

Lens 2: Safeguard the Environment

Collaboratively reduce environmental impact by transitioning to lower carbon energy solutions and deploying innovative operations and technologies.

Lens 3: Positive Social Impact

Create positive alliances with the communities in which we operate by protecting and adding value to the well-being of employees, partners and society.

Lens 4: Responsible Governance

Safeguard the organisation's commitment through strong governance mechanisms and ethical business practices.

As part of our sustainability efforts, we have also prioritised seven of the 17 United Nations' Sustainability Development Goals (SDGs) which are most relevant to our Sustainability Agenda and the four lenses. These seven priority SDGs align with the PETRONAS Group's business strategies, enable us to leverage our existing efforts and have significant impact on our business groupwide.

As a major energy industry player, we recognise the immense impact that we have in the various spheres of influence that we operate in. In line with our efforts to ensure that we maintain the trust of our stakeholders and the wider communities, PETRONAS upholds high standards of corporate governance, ethical business practices and transparency.

Adhering to the Agenda enables PETRONAS to embed corporate sustainability right into the core of our business and map this through six Material Topics, namely:



Sustainability Agenda



Towards Net Zero Carbon Emissions by 2050 (NZCE 2050)

We are acutely aware of stakeholders' expectations about climate actions that support the Paris Agreement. Hence, we have taken bold steps to embrace a lower-carbon energy future.

In 2020, we set in motion our long-term aspiration of achieving NZCE 2050. With this landmark move, PETRONAS became the first oil and gas company in Southeast Asia to adopt this goal. Our NZCE 2050 aspiration underscores our ambition to meet higher sustainability goals for the longer term that address stakeholder concerns and support the Paris Agreement.

In addition, it will not only strengthen the momentum of our climate actions but will also ensure that PETRONAS' businesses remain resilient for the long term. It also provides the necessary impetus for us to pursue more climate-friendly solutions and opportunities in the broader energy space that will create sustainable new values for the organisation.

To accelerate our move towards NZCE 2050, we have set three short-term sustainability targets derived from PETRONAS' ongoing efforts on the material sustainability and corporate social responsibility fronts that will make the most impact on the environment and society.

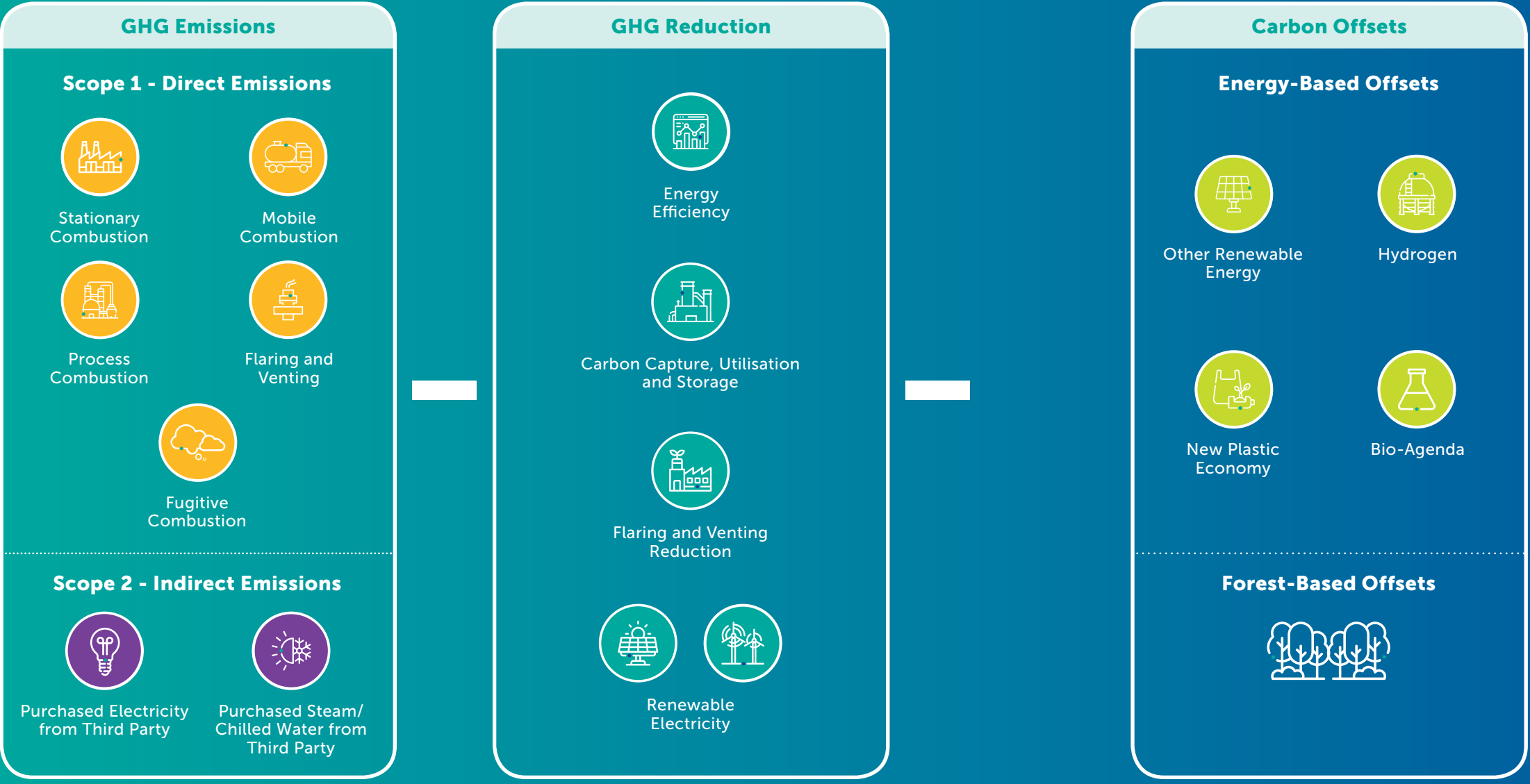
Our Short-Term Targets	Our Long-Term Aspiration
<p>Manage Greenhouse Gas (GHG) Emissions Cap GHG emissions at 49.5 million tonnes of carbon dioxide equivalent (MtCO₂e) for our Malaysia operations by 2024.</p> <p>Step up on Clean Energy Increase renewable energy capacity to 3,000 MW by 2024.</p> <p>Increase the Number of Education Beneficiaries Reach over 24,000 beneficiaries through education programmes cumulatively between 2020 to 2024.</p>	<div></div> <p>aspiration is defined as <i>"balancing the remaining Scope 1 and Scope 2 GHG emissions from its assets under operational control with carbon offsets"</i>.</p> <p>These carbon offsets can take the form of energy-based offsets or forest-based offsets.</p>

4 Levers Towards NZCE 2050	
<ul style="list-style-type: none">Operational Excellence Grow value potential and continuously optimise operations for efficiency gains and compliance with legislation.	<ul style="list-style-type: none">Technology and Innovation Stewardship of economically feasible decarbonising technology and innovation in line with business priorities.
<ul style="list-style-type: none">Low Carbon Energy and Solutions Influence energy transition by use of low carbon fuel, scaled-up renewables, bioenergy, hydrogen, as well as low carbon products and solutions that support a circular economy.	<ul style="list-style-type: none">Carbon Offset Enabling carbon offsetting across businesses that capitalise on technology deployment and businesses' needs to offset the remaining Scope 1 and Scope 2 GHG emissions.

We have adopted two approaches in our journey to attain NZCE 2050:

<p>1 Life Cycle Thinking</p> <p>This sees us employing the Life Cycle Assessment (LCA) methodology to estimate the environmental impacts (including GHG impacts) occurring along the value chain of our products, processes and solutions.</p>	<p>2 Just Transition</p> <p>This sees us meaningfully participate and affect socio-economic opportunities through capability building and respect for the natural environment.</p>
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PETRONAS' NZCE 2050 aspiration and roadmap are anchored on a high-level strategy with the principles of **Measure, Reduce and Offset**



Measure Scope 1 and Scope 2 carbon emissions (CO₂e) to meet capping at 49.5 million tCO₂e by 2024, and in determining an optimal reduction based on planned production.

Reduce carbon emissions through operational excellence efforts that generate value from monetised hydrocarbon (flaring/venting/fuel gas) and deployment of Carbon Capture, Utilisation and Storage (CCUS) technologies.

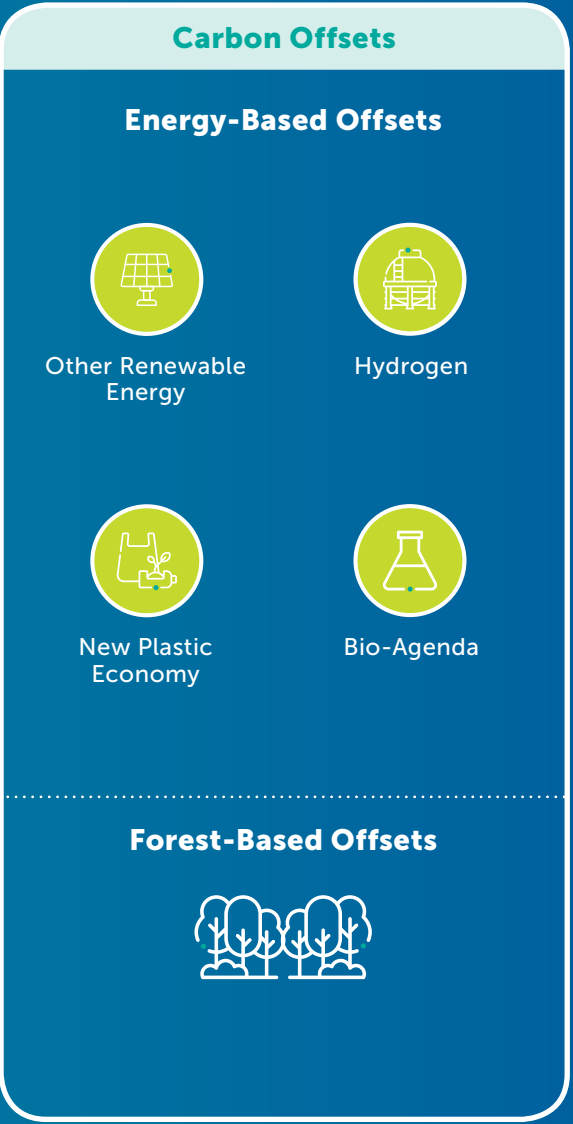
Offset the remaining Scope 1 and Scope 2 GHG emissions after optimising reduction efforts by securing carbon credits registered under internationally recognised schemes to achieve NZCE 2050.

We are also pursuing low carbon businesses to secure future value pools. The NZCE 2050 mandate will be the catalyst for PETRONAS to create new sources of differentiation while according us an operational advantage and competitive returns via more sustainable, durable and resilient businesses that will benefit stakeholders, the environment and society as a whole. The aspiration keeps us steadfast and the short-term targets keeps us on track in our commitment to minimise the impact of our carbon footprint and ultimately strengthen our licence to operate.

To help guide us in our journey towards NZCE 2050, we are currently developing a detailed roadmap that will outline the short and mid-term sustainability targets we need to meet to achieve this aspiration. Concurrently, we have aligned our sustainability

Definition of Net Zero Carbon Emissions

Balancing the remaining Scope 1 and Scope 2 GHG emissions from PETRONAS' assets under operational control with carbon offsets.



disclosures with international frameworks and standards such as the International Integrated Reporting Council or IIRC's International <IR> Framework and Global Reporting Standards (GRI). We will also be aligning our disclosures with the World Economic Forum's (WEF) Stakeholder Capitalism Metrics and the Taskforce on Climate-related Financial Disclosures' (TCFD) recommendations in the near future. This will help us progressively measure our performance based on the roadmap, as well as ensure that all our initiatives and efforts are fully aligned to global best practices.

As part of our commitment to sustainability, we became an official member of the World Business Council of Sustainable Development (WBCSD) and Methane Guiding Principle (MGP) in 2020.

Business Snapshots

PETRONAS is the custodian of Malaysia’s national oil and gas resources as well as a global energy and solutions partner. As Malaysia’s fully integrated petroleum corporation, we explore, produce and deliver energy to meet society’s growing needs through our core businesses.



Upstream

PETRONAS’ Upstream business is a fully integrated business consisting of Exploration, Development, Production and Malaysia Petroleum Management (MPM), covering a broad portfolio of resources and play types. PETRONAS’ Upstream presence extends across more than 20 countries globally, with 247 producing fields, 432 offshore platforms and 30 floating facilities. Upstream also promotes sustainable and orderly development of Malaysia’s petroleum resources through 96 active Petroleum Arrangement Contracts (PACs), including within the Malaysia-Thailand Joint Development Area and is involved in 27 PACs internationally. The Upstream business continues to deliver results operationally through a combination of strategic and decisive measures. We shape and implement rigorous measures to reduce costs and maintain liquidity, while also strengthening our portfolio by encouraging more value-driven exploration and development of discovered resources to promote a vibrant oil and gas landscape.

Refer to pages 72 to 81 for more details.



Gas + New Energy

PETRONAS’ Gas + New Energy (G+NE) business comprises the Liquefied Natural Gas (LNG), Gas and Power, New Energy and Hydrogen business segments. Operating in 12 countries with more than 4,000 employees globally, G+NE serves as PETRONAS’ one-stop centre for cleaner energy solutions. Its portfolio underscores our commitment to advance into the future as a cleaner energy solutions partner to support the global energy transition that has accelerated the shift of energy sources from fossil-based to lower carbon-based sources. We also aim to ensure long-term value creation and profitable growth for PETRONAS and its partners by focusing on customer-centricity, operational and commercial excellence, and sustainability, supported by the right talent, culture and digital innovations.

At G+NE, we continuously innovate to develop energy solutions to meet our customers’ energy demand. The “+” symbol in our name denotes the value we create from the innovative solutions we offer, that go beyond conventional energy solution. “+” also represents the new and future energy that is part of the suite of cleaner energy solutions we offer. All in all, the “+” underscores our desire to deliver above and beyond the convention, for the purpose of enriching lives for a sustainable future.

Refer to pages 82 to 91 for more details.



Business Snapshots



Downstream

PETRONAS’ Downstream business plays a strategic role in enhancing the value of PETRONAS’ petroleum resources by transforming molecules into high-quality, value-added products for domestic and international markets. With more than 800 kilo barrels per day (kbpd) of refining capacity, Downstream’s full spectrum of activities include refining, trading and marketing of crude oil and petroleum products, as well as manufacturing and marketing of petrochemical products including olefins, polymers, fertilisers, methanols, other specialty chemicals and derivative products. With a drive for designing solutions from the customer lens, the Downstream business is committed to ensuring a seamless customer experience towards becoming the preferred solutions partner worldwide.

Refer to pages 92 to 101 for more details.



Project Delivery and Technology

PETRONAS’ Project Delivery and Technology (PD&T) Division is responsible for servicing, safeguarding and shaping the Group’s growth and future positioning strategies with distinctive research and technical expertise, innovative solutions, as well as robust systems and processes. PD&T aims to innovate with pace and enable tech-digital transformation for PETRONAS, as well as leverage technology and digital synergy to achieve sustainable and regenerative development. Serving as the builder of the engines that drive groupwide growth for PETRONAS, PD&T is committed to maximising the value produced by the Group’s businesses with a strengthened digital landscape, harnessing data to deliver value through tech-digital products and solutions. PD&T’s role has become even more crucial in the face of unprecedented challenges moving forward as PETRONAS steps out to pursue new areas of opportunity beyond oil and gas while meeting its NZCE 2050 aspiration.

Refer to pages 102 to 109 for more details.

