



Business Environment

2021 A Record-Breaking Year

2022 Outlook



Global economy rebound



GDP Growth Rate (% change) China 8.1 6.9 6.8 6.0 **ASEAN-5** 4.9 5.5 5.4 3.1 World **5.9** -3.4 3.8 3.6 2.8 -3.1

2019

2020

2021

Note: ASEAN-5 refers to Indonesia, Malaysia, the Philippines, Singapore, and Thailand Source: IMF

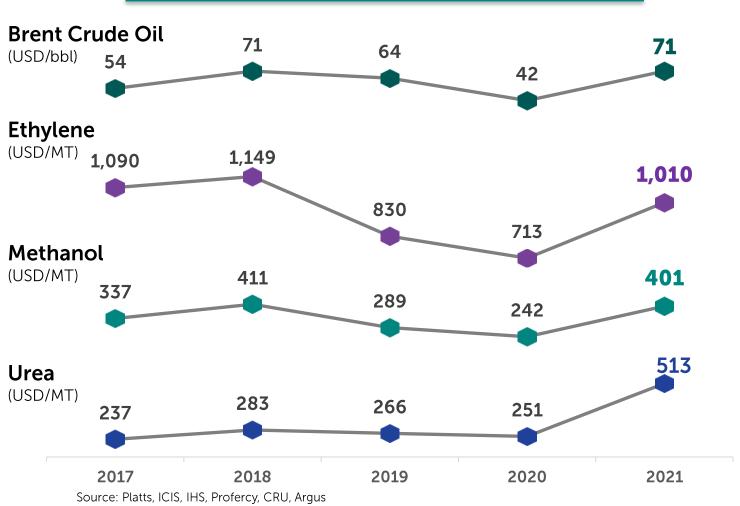
2018

2017

Petrochemical prices rallied in line with Brent crude oil



Brent Crude Oil and Petrochemical Prices





Sustainability at the Core of our business

Economic

Business Sustenance & Green Initiatives



HSE & Operational Excellence



Commercial Excellence



Growth Delivery Excellence









nvironmental

Environment Stewardship & Resource Efficiency



GHG Emission Reduction



Energy Optimisation



Waste Minimisation



Water Conservation



New Plastics Economy (NPE)









Social

Social Responsibility



Managing Human Rights Risk



Community Well-Being



NPE Education and Clean Up









Governance





FTSE4Good and Dow Jones Sustainability Index (DJSI) benchmarking

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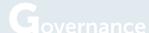


NPE Education and Clean Up





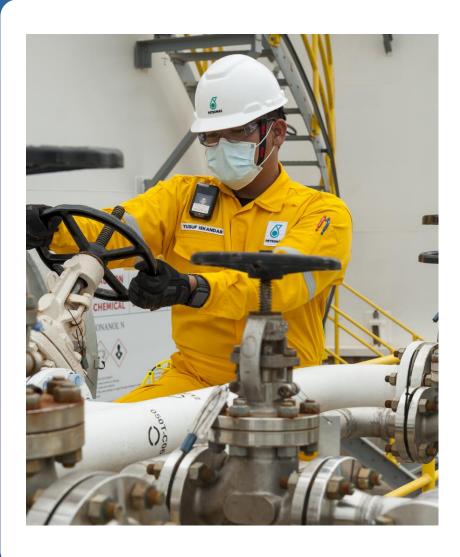






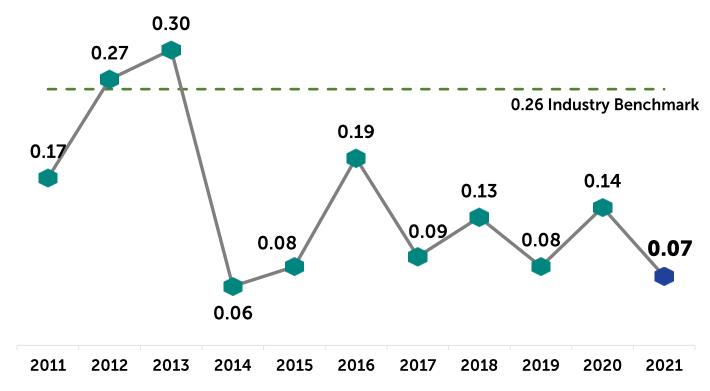


HSE Excellence: Better than industry benchmark

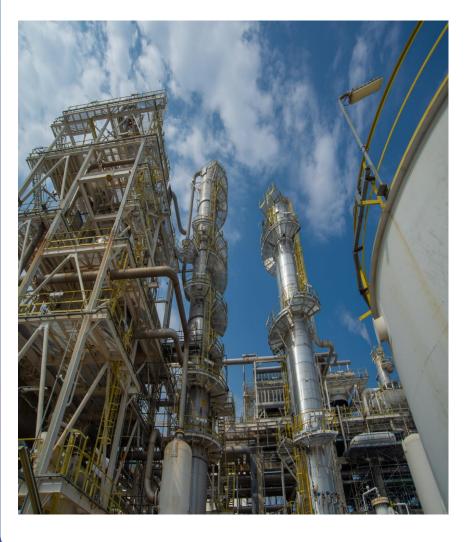


Safety Performance

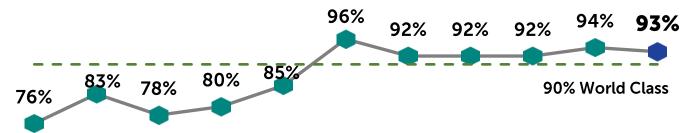
(Lost Time Injury Frequency)



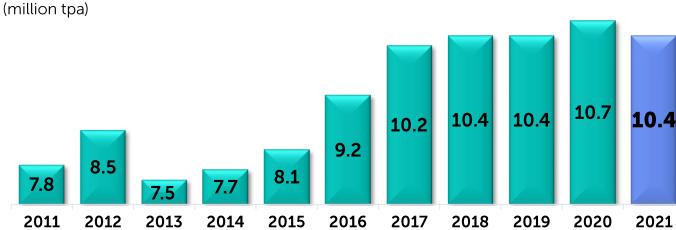
Operational Excellence: Sustain world class



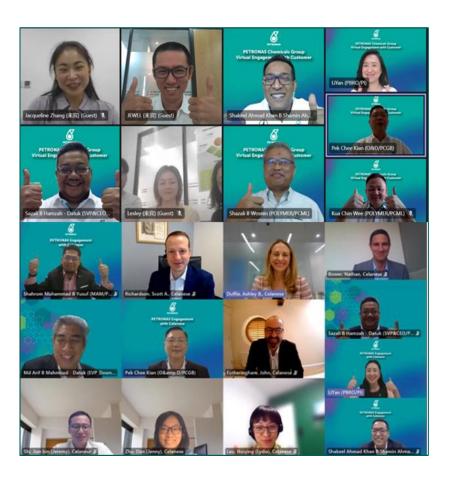
Plant Utilisation

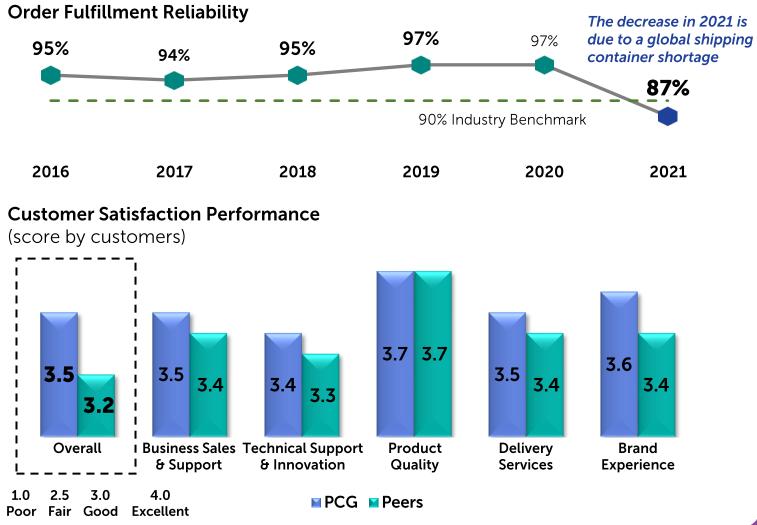


Production Volume



Commercial Excellence: Exceed customer satisfaction





Commercial Excellence: Delivered 16 new innovative products

Clean Energy



1 Ultra-High Purity Methanol (UHPM)

For fuel cell applications in line with market demand for clean energy

Agriculture



Paddy Smart
Farming with Blue
Urea (AGRENAS –
Stablilized
Nitrogen Fertilizer)

Smart farming solutions to improve paddy yield through Blue Urea, drone technology, and a paddy expert

Personal Care



- 3 BRB 1862
- 4 BRB 2895
- 5 BRB SG 211

Silicone-based ingredients for better skin care formulation

Construction



- 6 BRB Siloen SR 619
- BRB Siloen BW5-LV
- 8 BRB 830
- 9 Si-COAT 461RC
- 10 Si-COAT 462RC
- **U** CSL 465

Water repellent additives, coatings & sealants to bring long lasting protection for building material

Automotive

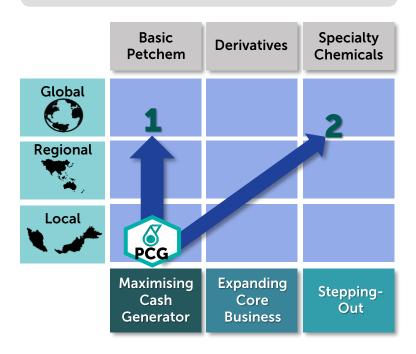


- Petrolad 9200
- 13 Petrolad 9200 G
- Petrolad 8770
- 15 Petrolad 6779 A
- 16 Petrolad 7076

Engine oil additives that meet different requirements for diesel & gasoline applications

Growth Delivery Excellence: Future-proofing the business

2-Pronged strategy



- 1. Sustain strength in basic petrochemicals
- 2. Selectively diversify into derivatives, specialty chemicals and solutions

Diversify into derivatives, specialty chemicals and solutions to future-proof the business

Expanding Core Business



Extend Value Chain (EVC)

via downstream investment

Stepping-Out



Build Specialty
Platform

via Merger & Acquisition (M&A)



Create Optionality for Growth

via Technology
Research and
Corporate Venture
Capital (CVC)

Growth Delivery Excellence: EVC - Making good progress

Extend Value Chain (EVC)



Pengerang Integrated Complex Starting Up



Specialty Ethoxylates Plant* in Kertih



Nitrile Butadiene Latex Plant* in Pengerang



Methanol Distribution in Indonesia

Note: *Sanctioned projects in execution

Growth Delivery Excellence: M&A - Strengthening specialty platform

Build Specialty Platform (M&A)

1st Platform: Silicone



New Silicone Blending Facility in Pahang



BRB Lube oil Additives and Chemical facilities

Next Platform

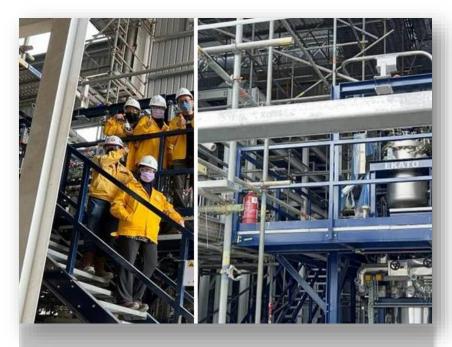
>100 Segments and markets

3 Strategic direction

Identified targets

Growth Delivery Excellence: Venturing in disruptive technologies

Create Optionality for Growth



First drop of Bio-Monoethylene Glycol (Bio-MEG)



Specialty chemicals technology centre

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GHG Emission Reduction: NZCE 2050 Roadmap

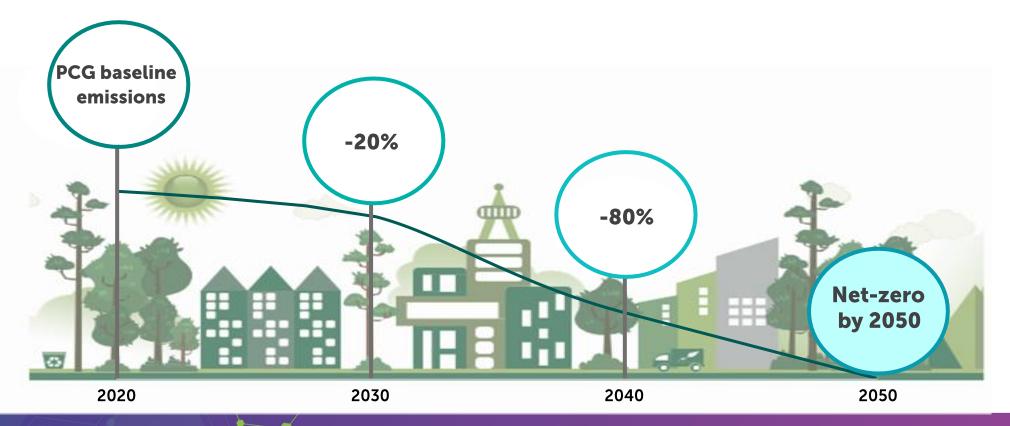
PCG NET-ZERO CARBON EMISSIONS (NZCE) PATHWAYS











Energy, Waste & Water: Efficient resource utilisation

Energy Intensity Reduction



11% +



from baseline 2014

Hazardous Waste Generation



26.2 ↓



kilotonne

Freshwater Withdrawal Intensity



3.69 **t**



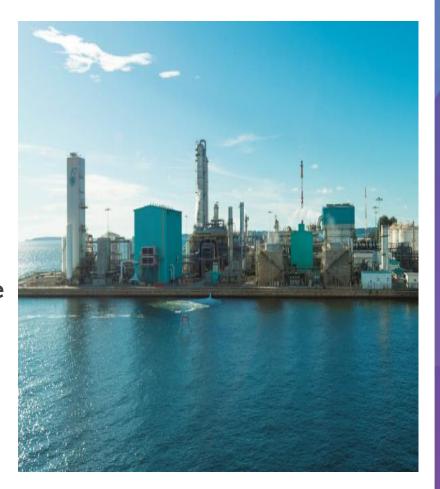
Wastewater Discharge Intensity



0.02 ↔



tonne/kilotonne



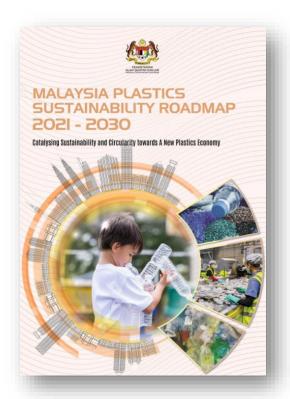
New Plastics Economy: Fronting Circular Economy Initiatives



Plastic Waste To Circular Naphtha Recycling Plant

- Completed Detailed Feasibility Study
- Signed Memorandum of Understanding with waste management companies
- ☑ Completed process trial to convert plastic waste to naphtha at Melaka Refinery





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Managing Human Rights: Upholding our commitments



Diversity & Inclusion

>20%

Female Board Members & Senior Management



Vaccine Administration Centre for employees' vaccination



Social Risk Assessment



100% of

identified contractors attended PETRONAS **Contractors Code of Conduct on Human** Rights (CoCHR) training



Community Well-Being: Enriching lives





COVID 19 Relief Packages



Our COVID-19 efforts helped

> 18,000

community members within our areas of operations



Corporate social responsibility initiatives reach

~295,000 people

- ✓ Plastic, Sustainability and You Education (PSYE)
- ✓ ecoCare
- ✓ Be Green
- ✓ Safe Handling of Chemicals at School (SHOC4School)



NADMA contribution for flood

** > RM250,000

through salary deduction



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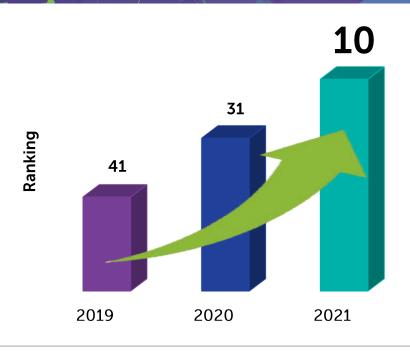
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DJSI: Global Top 10 Ranking



TOP 10 COMPANIES

DJSI WORLD CHEMICALS INDUSTRY

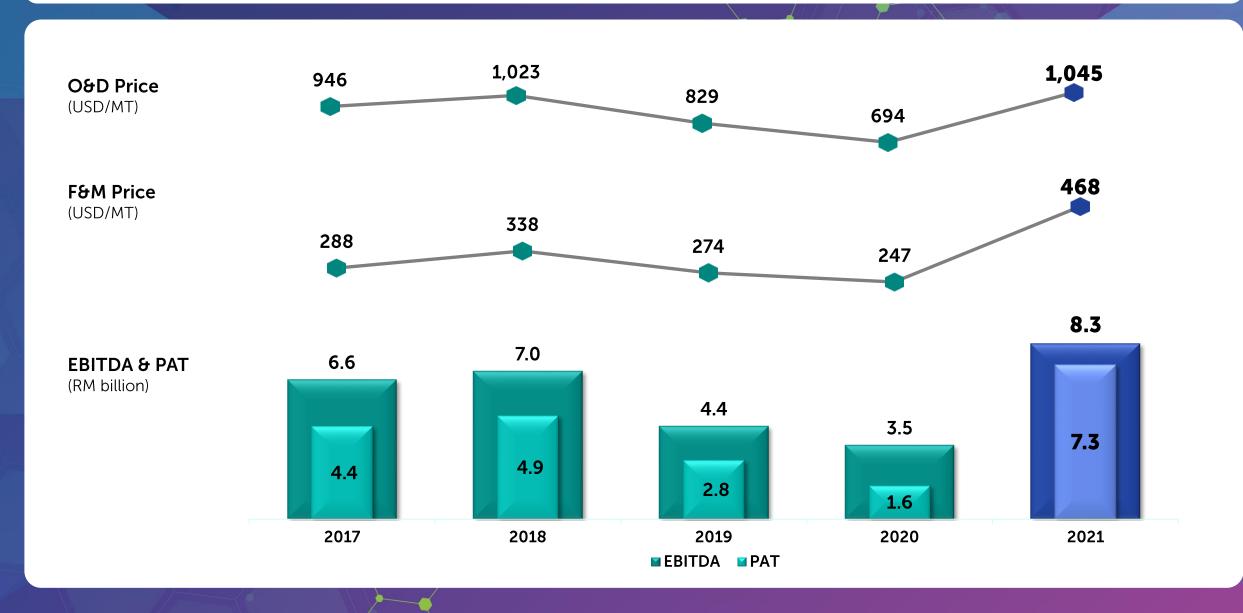




TOP QUARTILE Highest rating

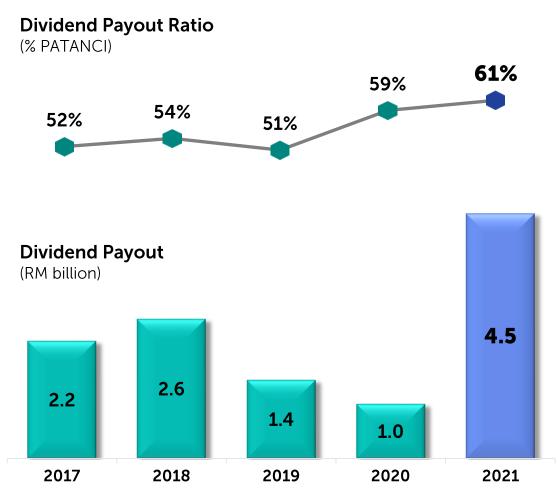


Record-breaking financial performance



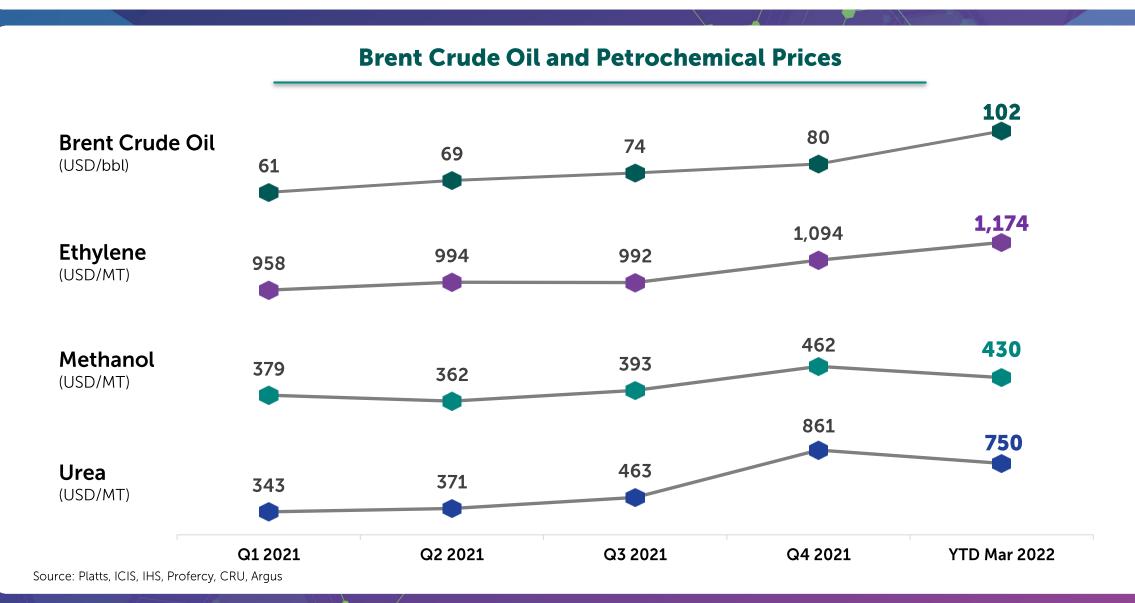
Highest dividend payout







Global economy strengthen but remain uncertain



Key Priorities for 2022

Economic

Business Sustenance & Green Initiatives

- Sustain HSE Excellence
- Maximise value from Operational Excellence & Commercial Excellence
- Continue cost optimization
- Invest in low carbon emissions growth projects

nvironmental

Environment Stewardship & Resource Efficiency

- Execute NZCE 2050 Roadmap
- Continue Environment Stewardship & Resource Efficiency

Social

Social Responsibility

- Continue Corporate Social Responsibility
- Empower people

Governance





Sustain DJSI world ranking & top quartile FTSE4Good

Near-Term

VALUE

50% improvement in cash flow from operation by **2025**

Mid-Term

GROWTH

30% revenue by **2030** from non-traditional business

Long-Term

SUSTAINABILITY

Net Zero carbon Emissions by **2050**

