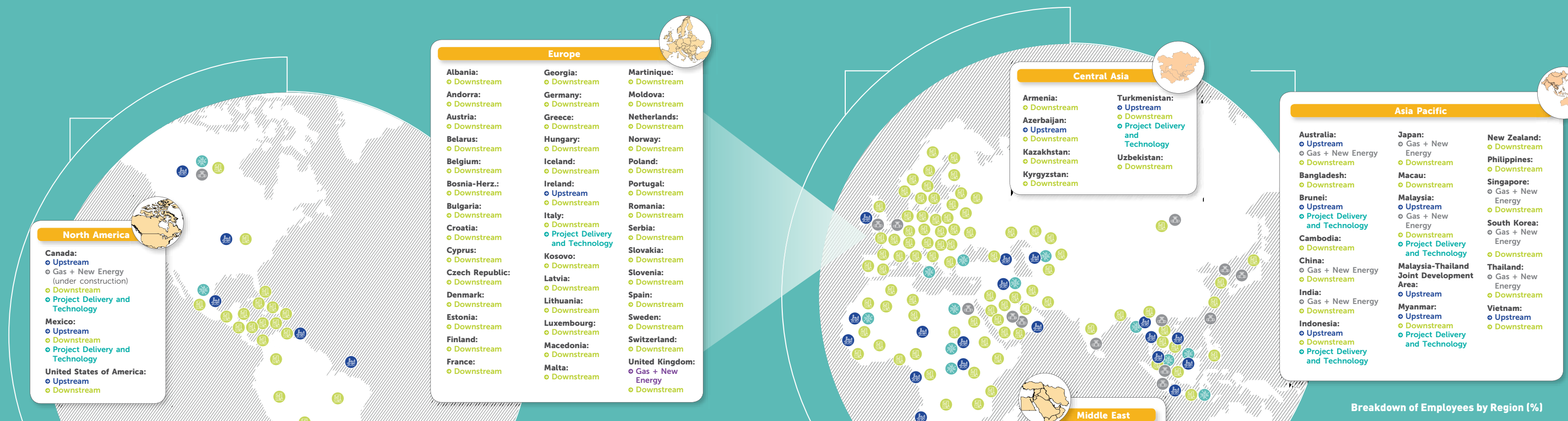


PETRONAS Around the World



North America

- Canada:**
 - Upstream
 - Gas + New Energy (under construction)
 - Downstream
 - Project Delivery and Technology
- Mexico:**
 - Upstream
 - Downstream
 - Project Delivery and Technology
- United States of America:**
 - Upstream
 - Downstream

Europe

Albania: Downstream	Georgia: Downstream	Martinique: Downstream
Andorra: Downstream	Germany: Downstream	Moldova: Downstream
Austria: Downstream	Greece: Downstream	Netherlands: Downstream
Belarus: Downstream	Hungary: Downstream	Norway: Downstream
Belgium: Downstream	Iceland: Downstream	Poland: Downstream
Bosnia-Herz.: Downstream	Ireland: Upstream	Portugal: Downstream
Bulgaria: Downstream	Italy: Downstream	Romania: Downstream
Croatia: Downstream	Kosovo: Downstream	Serbia: Downstream
Cyprus: Downstream	Latvia: Downstream	Slovakia: Downstream
Czech Republic: Downstream	Lithuania: Downstream	Slovenia: Downstream
Denmark: Downstream	Luxembourg: Downstream	Spain: Downstream
Estonia: Downstream	Macedonia: Downstream	Sweden: Downstream
Finland: Downstream	Malta: Downstream	Switzerland: Downstream
France: Downstream		United Kingdom: Gas + New Energy Downstream

Central Asia

- Armenia:** Downstream
- Azerbaijan:** Upstream, Downstream
- Kazakhstan:** Downstream
- Kyrgyzstan:** Downstream
- Turkmenistan:** Upstream, Downstream, Project Delivery and Technology
- Uzbekistan:** Downstream

Asia Pacific

Australia: Upstream Gas + New Energy Downstream	Japan: Gas + New Energy Downstream	New Zealand: Downstream
Bangladesh: Downstream	Macau: Downstream	Philippines: Downstream
Brunei: Upstream Project Delivery and Technology	Malaysia: Upstream Gas + New Energy Downstream Project Delivery and Technology	Singapore: Gas + New Energy Downstream
Cambodia: Downstream	China: Gas + New Energy Downstream	South Korea: Gas + New Energy Downstream
India: Gas + New Energy Downstream	Indonesia: Upstream Downstream Project Delivery and Technology	Thailand: Gas + New Energy Downstream
Malaysia-Thailand Joint Development Area: Upstream	Myanmar: Downstream Project Delivery and Technology	Vietnam: Upstream Downstream

Middle East

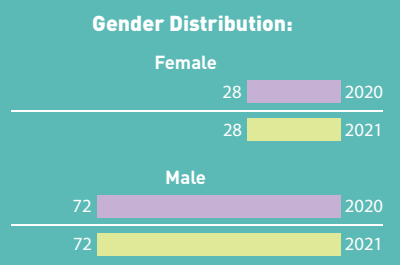
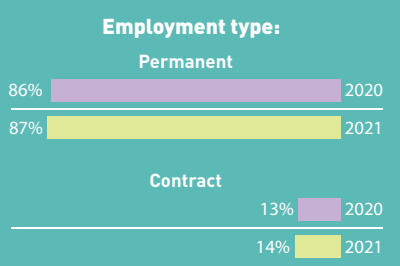
- Bahrain:** Downstream
- Iraq:** Upstream, Downstream, Project Delivery and Technology
- Jordan:** Downstream
- Kuwait:** Downstream
- Lebanon:** Downstream
- Oman:** Upstream, Downstream
- Qatar:** Downstream
- Saudi Arabia:** Downstream
- Turkey:** Downstream
- United Arab Emirates:** Gas + New Energy, Downstream

Africa

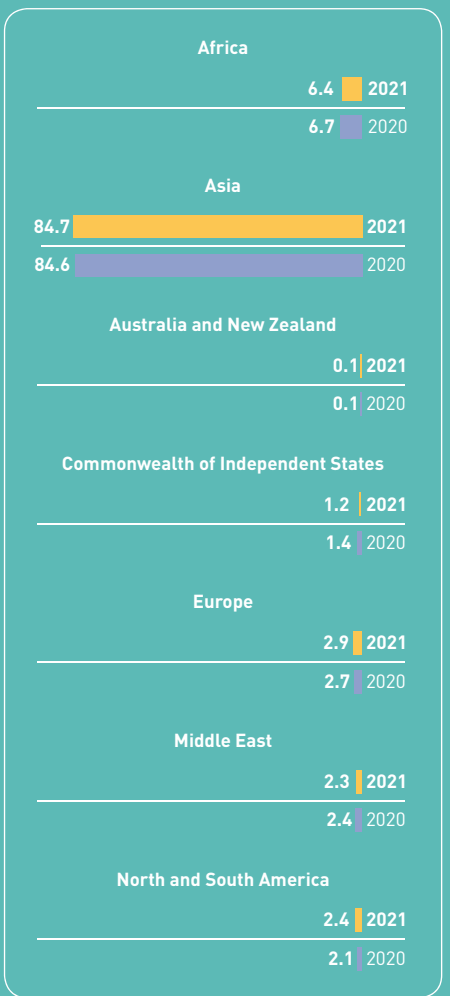
Angola: Upstream, Downstream	Guinea: Downstream
Botswana: Downstream	Lesotho: Downstream
Burkina Faso: Downstream	Libya: Downstream
Burundi: Downstream	Madagascar: Downstream
Cameroon: Downstream	Mauritania: Upstream, Project Delivery and Technology
Chad: Upstream, Downstream	Mauritius: Downstream
Congo Brazzaville: Downstream	Morocco: Downstream
Cote d'Ivoire: Downstream	Namibia: Downstream
Democratic Republic of the Congo: Downstream	Senegal: Upstream, Downstream
Egypt: Upstream, Gas + New Energy, Downstream, Project Delivery and Technology	South Africa: Downstream
Eswatini: Downstream	South Sudan: Upstream, Project Delivery and Technology
Ethiopia: Downstream	Sudan: Upstream, Downstream
Gabon: Upstream	Togo: Downstream
Gambia: Upstream	Tunisia: Downstream
Ghana: Downstream	

Latin America

Argentina: Upstream, Downstream	Colombia: Downstream	Guyana: Downstream	Peru: Downstream
Belize: Downstream	Costa Rica: Downstream	Haiti: Downstream	Suriname: Upstream
Bolivia: Downstream	Dominican Republic: Downstream	Honduras: Downstream	Trinidad & Tobago: Downstream
Brazil: Upstream, Downstream	Ecuador: Downstream	Nicaragua: Downstream	Uruguay: Downstream
Chile: Downstream	El Salvador: Downstream	Panama: Downstream	
	Guatemala: Downstream	Paraguay: Downstream	

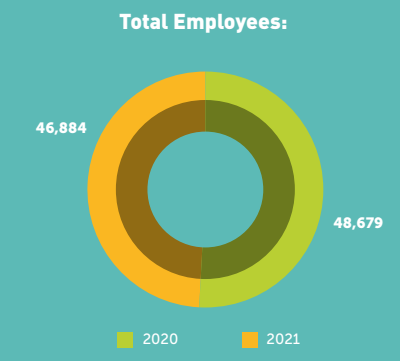


Breakdown of Employees by Region (%)



Products and Listings by Business

Upstream	Gas + New Energy	Downstream	Project Delivery and Technology
<ul style="list-style-type: none"> Exploration Development Production 	<ul style="list-style-type: none"> LNG Gas Processing Gas Transportation Utilities Regasification Gas Infrastructure Gas Marketing and Trading Solar 	<ul style="list-style-type: none"> Petrochemicals Retail Refinery Lubricants Marketing and Trading 	<ul style="list-style-type: none"> Project Technology Technical Digital



Corporate Structure

Corporate Structure

Wholly-owned Subsidiaries (184)

Partly Owned Subsidiaries (54)

Associate Companies (49)

PETRONAS Carigali Sdn Bhd

- PETRONAS Carigali Overseas Sdn Bhd
 - PETRONAS Carigali Nigeria Limited
 - PC Randugunting Ltd
 - PETRONAS Carigali (Ketapang) Ltd
 - PETRONAS Carigali (West Galagah Kambuna) Ltd
 - PETRONAS Carigali (Surumana) Ltd
 - PETRONAS Carigali White Nile (5B) Ltd
 - PETRONAS Carigali (Australia) Pty Ltd

PC JDA Limited

- E&P Venture Solutions Co. Sdn Bhd
 - E&P O&M Services Sdn Bhd

- E&P Malaysia Venture Sdn Bhd
- Vestigo Petroleum Sdn Bhd

PETRONAS Assets Sdn Bhd

- Petrofibre Network (M) Sdn Bhd
- PETRONAS Digital Sdn Bhd
- Virtus IP Sdn Bhd

PETRONAS Hartabina Sdn Bhd

- PRBF Holdings Corporation Sdn Bhd
 - PRBF Properties Sdn Bhd

PETRONAS Trading Corporation Sendirian Berhad

- PETCO Trading (UK) Limited
- PETCO Trading Labuan Company Ltd
- PETCO Trading DMCC
- P.T. PETRONAS Niaga Indonesia

PETRONAS Technical Services Sdn Bhd

- PTSSB DMCC
- PETRONAS Technology Ventures Sdn Bhd
 - PTV International Ventures Ltd
- PETRONAS Global Technical Solutions Sdn Bhd

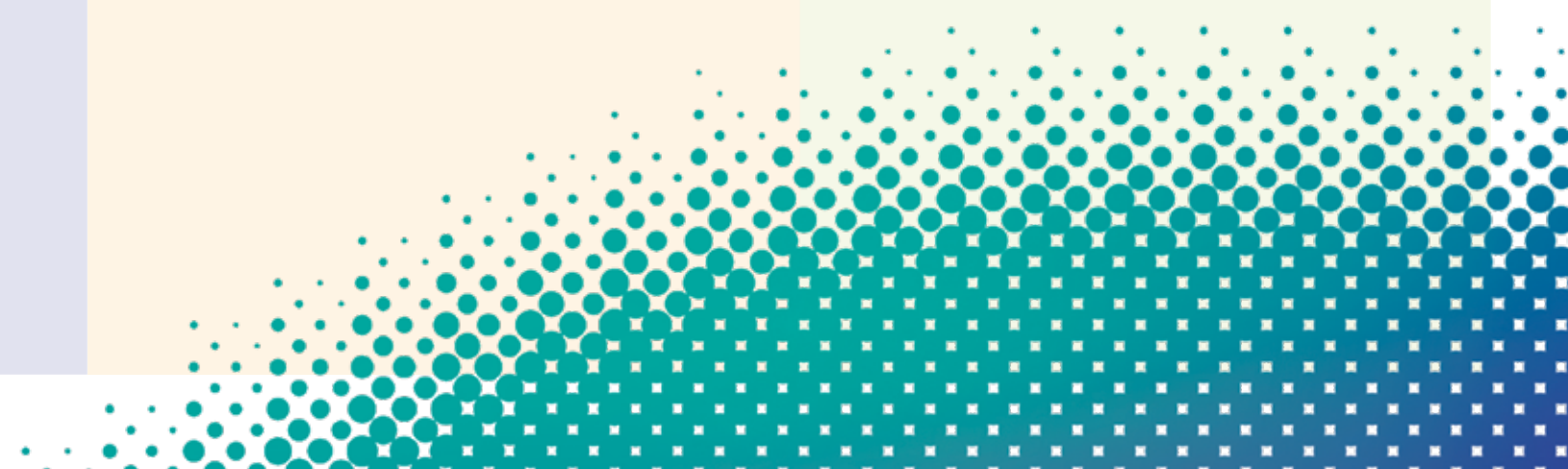
OGP Technical Services Sdn Bhd

- Kebangsaan Petroleum Operating Co. Sdn Bhd (40%)
- PCPP Operating Company Sdn Bhd (40%)

- Carigali Hess Operating Co. Sdn Bhd (50%)
- Carigali-PTTEPI Operating Co. Sdn Bhd (50%)

- BC Petroleum Sdn Bhd (20%)

- Ophir Production Sdn Bhd (20%)



Corporate Structure

Corporate Structure

Wholly-owned Subsidiaries (184)

Partly-Owned Subsidiaries (54)

Associate Companies (49)

PETRONAS International Corporation Ltd

- PETRONAS Carigali Myanmar Inc.
- PETRONAS Carigali (Turkmenistan) Sdn Bhd
- MITCO Labuan Co. Limited (MLCL)
 - ↳ PCM Chemical India Private Limited (PCMC IPL)
- PETRONAS Carigali Nile Ltd
- PICL (Egypt) Corporation Ltd
 - ↳ WDDM Energy Ltd
- Nada Properties Co Ltd
- PC Madura Ltd
- PC Muriah Ltd
- PC (Myanmar) Holdings Limited
 - ↳ PC Myanmar (Hong Kong) Limited
- PETRONAS Carigali Myanmar III Inc.
- PETRONAS Carigali (Jabung) Ltd
- PICL Marketing Thailand Ltd
- Myanmar PETRONAS Trading Company Limited
- PETRONAS (Thailand) Co., Ltd
- PC Vietnam Limited
- PC Mauritania I Pty Ltd
- PC Mauritania II B.V
- PETRONAS Philippines Inc
- Argentinean Pipeline Holding Company S.A
- PETRONAS Australia Pty Ltd (PAPL)
 - ↳ PAPL Services Pty Ltd
 - ↳ PAPL (Upstream) Pty Ltd
 - ↳ PAPL (Upstream II) Pty Ltd
 - ↳ PAPL (Downstream) Pty Ltd
- Labuan Energy Corporation Limited
 - ↳ PSE Ireland Limited
 - ↳ LEC Ireland Employment Limited
- PETRONAS LNG Sdn Bhd
 - ↳ PETRONAS Energy (India) Private Limited
 - ↳ PETRONAS LNG (UK) Ltd
 - ↳ PETRONAS LNG Ltd
 - ↳ PETRONAS Energy Trading Limited
 - ↳ LNG Investments Europe Ltd
- PETRONAS Carigali Brunei Ltd

→ SUDD Petroleum Operating Co. Ltd (67.88%)

→ Japan Malaysia LNG Co. Ltd (93%)

→ Transasia Pipeline Company Pty Ltd (35%)
 ↳ PT Transportasi Gas Indonesia (40%)

→ Petrodar Operating Company Ltd (40%)
 → Greater Nile Petroleum Operating Company (30%)
 → DAR Petroleum Operating Co. Ltd (40%)
 → Greater Pioneer Operating Co. Ltd (30%)

→ Egyptian LNG Co. S.A.E (35.5%)
 → Burullus Gas Company S.A.E (25%)
 → Idku Natural Gas Liquefaction Company S.A.E (38%)
 → El Beherah Natural Gas Liquefaction Company S.A.E (35.5%)
 → Egyptian Operating Company for Natural Liquefaction Project S.A.E (35.5%)

→ Taninthayi Pipeline Co Limited Liability Company (30%)
 → PP Oil & Gas Indonesia Holding Ltd (50%)
 ↳ PP (Indonesia Gas Aggregation) Ltd (50%)
 ↳ PP Oil & Gas (Indonesia – Jabung) Ltd (50%)

→ Lam Son Joint Operating Company (50%)

→ GLNG Property Pty Ltd (27.5%)
 → GLNG Operations Pty Ltd (27.5%)

→ MPF Holding Limited (14.06%)

Corporate Structure

Wholly-owned Subsidiaries (184)

PETRONAS International Corporation Ltd (100%) (Cont'd)

- ↳ PETRONAS (E&P) Overseas Ventures Sdn Bhd
 - ↳ PETRONAS Iraq Garraf Ltd
 - ↳ Natuna 1 B.V.
 - ↳ PETRONAS Carigali Canada B.V.
 - ↳ PETRONAS Carigali International E&P B.V.
 - ↳ PETRONAS Carigali Iraq Holding B.V.
 - ↳ PETRONAS Brasil E&P Limitada
 - ↳ PETRONAS Angola E&P Ltd
 - ↳ Garraf Technical Services Ltd
 - ↳ PETRONAS Azerbaijan Upstream Sdn Bhd
 - ↳ PC Kualakurun Ltd
 - ↳ PC North Madura II Ltd
 - ↳ PETRONAS Carigali Chad Exploration & Production Inc
 - ↳ PC Senegal Ltd
 - ↳ Petroliam Manpower Services Mexico S.A. de C.V.
 - ↳ PC Sakakemang B.V
 - ↳ PC Gambia Ltd
 - ↳ PETRONAS Petroleo Brasil Limitada
 - ↳ PC Oman Ventures Ltd
 - ↳ Petroliam Manpower Support Services Mexico S.A de CV
 - ↳ PETRONAS Carigali International Sdn Bhd
 - ↳ PETRONAS Gebang Indonesia B.V.
 - ↳ PETRONAS Andaman III Indonesia B.V.
 - ↳ PETRONAS West Papua IV Indonesia B.V.
 - ↳ PETRONAS Aru Indonesia B.V.

PETRONAS Lubricants International Sdn Bhd

- ↳ PLI (Netherlands) B.V.
 - ↳ PLI Italy SPA
- ↳ PETRONAS International Marketing (Thailand) Co., Ltd.
- ↳ PETRONAS Base Oil (M) Sdn Bhd
- ↳ PETRONAS Lubricants Africa Ltd
 - ↳ PETRONAS Lubricants (India) Private Limited
 - ↳ PLAL DMCC
- ↳ PETRONAS Lubricants China Company Limited
 - ↳ PETRONAS Lubricants International (China) Co, Ltd.
 - ↳ PETRONAS Marketing (China) Co. Ltd
- ↳ PT PLI Indonesia
- ↳ PLI Australia Pty. Limited

Corporate Structure

Partly-Owned Subsidiaries (54)

Associate Companies (49)

↳ Guangxi Beihai Yuchai Petronas High Quality Lub Co. Ltd. (50%)

Corporate Structure

Wholly-owned Subsidiaries (184)

PETRONAS International Power Corporation B.V.

- ↳ Amplus Energy Solutions Pte Ltd.
 - ↳ Amplus Energy Solution FZE
 - ↳ Amplus Energy Solutions (Thailand) Co Ltd.
 - ↳ Amplus Energy Solutions Private Limited
 - ↳ Amplus Solar Power Private Limited
 - ↳ Amplus Solar Solutions Private Limited
 - ↳ Amplus Andhra Power Private Limited
 - ↳ Amplus Power Solutions Private Limited
 - ↳ Amplus KN Solar Power Private Limited
 - ↳ Amplus KN One Private Limited
 - ↳ Amplus Management Services Private Limited
 - ↳ Grian Energy Private Limited
 - ↳ Amplus Sun Solutions Private Limited
 - ↳ Amplus Ages Private Limited
 - ↳ Amplus Solar Power MH Private Limited
 - ↳ Amplus Costal Power Private Limited
 - ↳ Nay Energy Private Limited
 - ↳ Amplus RJ Solar Private Limited
 - ↳ Sunroot Energy Private Limited
 - ↳ Amplus Green Power Private Limited
 - ↳ Amplus Dakshin Private Limited
 - ↳ Amplus Poorva Private Limited
 - ↳ Amplus Shams Private Limited
 - ↳ OneVolt Energy Private Limited
 - ↳ Solbridge Energy Private Limited
 - ↳ Amplus Green One Power Private Limited
 - ↳ Amplus Power Supply Private Limited
 - ↳ Amplus Tumkur Solar Energy One Private Limited
 - ↳ Amplus Pavagada Solar Energy Two Private Limited
 - ↳ Amplus Venus Private Limited
 - ↳ Amplus Athena Energy Private Limited
 - ↳ Amplus Helios Private Limited
 - ↳ Amplus Iru Private Limited
 - ↳ Amplus Vidyut Power Private Limited
 - ↳ Amplus Beat Energy Private Limited
 - ↳ Amplus Active Private Limited
 - ↳ Amplus Uttar Private Limited
 - ↳ Amplus EON Private Limited
 - ↳ Amplus Sunlight Private Limited
 - ↳ Amplus Centaur Solar Private Limited
 - ↳ Amplus Phoenix Energy Private Limited
 - ↳ Amplus Ampere Private Limited
 - ↳ Amplus IIFA Solar Private Limited
 - ↳ Amplus Alpha Solar Private Limited
 - ↳ Amplus Solar Shakti Private Limited

PETRONAS Power Sdn Bhd

- ↳ PETRONAS International Power Corporation (Mauritius) Ltd

Corporate Structure

Partly-Owned Subsidiaries (54)

Associate Companies (49)

- ↳ NE Suria Satu Sdn Bhd (80%)
- ↳ Voltage Renewables Sdn Bhd (70%)

↳ Eastern Sabah Power Consortium Sdn Bhd (30%)

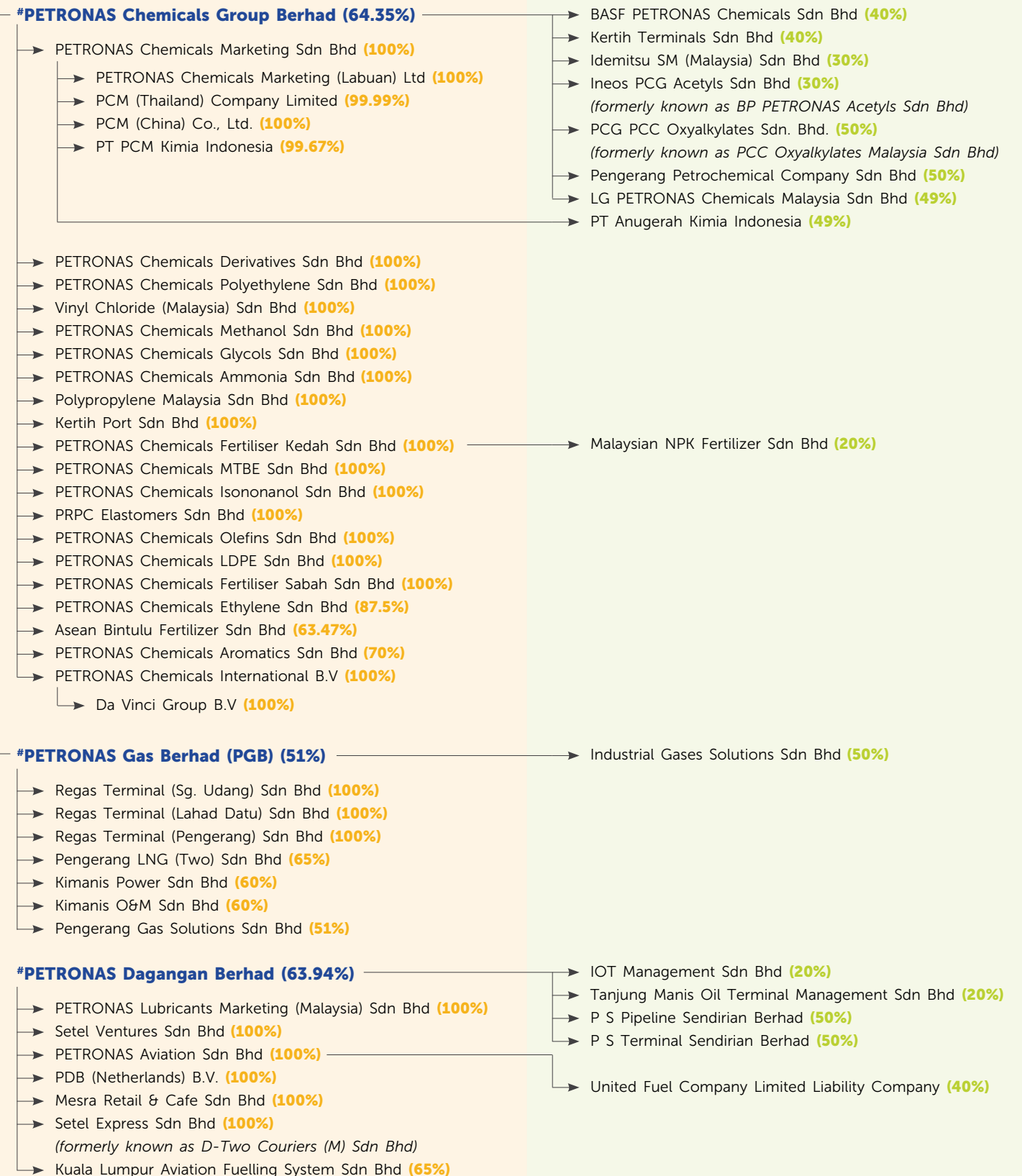
Corporate Structure

Wholly-owned Subsidiaries (184)

Corporate Structure

Partly-Owned Subsidiaries (54)

Associate Companies (49)



Note:
Listed on Bursa Malaysia.

Corporate Structure

Corporate Structure

Wholly-owned Subsidiaries (184)

Partly-Owned Subsidiaries (54)

Associate Companies (49)

KLCC (Holdings) Sdn Bhd

#KLCC Property Holdings Berhad (66.94%)

#MISC Berhad (51%)

Malaysia LNG Sdn Bhd (90%)

Malaysia LNG Dua Sdn Bhd (80%)

PETRONAS LNG 9 Sdn Bhd (65%)

Malaysia LNG Tiga Sdn Bhd (60%)

Bintulu Port Holdings Berhad (28.52%)

PETRONAS Research Sdn Bhd
 Primesourcing International Sdn Bhd
 Institute of Technology PETRONAS Sdn Bhd
 ↳ UTP FutureTech Sdn Bhd

PETRONAS Gas & New Energy Sdn Bhd
 ↳ PETRONAS Hydrogen Sdn Bhd
 (formerly known as PNW LNG Marketing Sdn Bhd)

PETRONAS Penapisan (Terengganu) Sdn Bhd
 PETRONAS Penapisan (Melaka) Sdn Bhd
 Malaysian Refining Company Sdn Bhd
 PETRONAS Management Training Sdn Bhd

PETROSAINS Sdn Bhd
 Sanzbury Stead Sdn Bhd
 PETRONAS Capital Limited
 PETRONAS Global Sukuk Limited
 PETRONAS NGV Sdn Bhd

Energas Insurance (L) Limited
 PETRONAS Technical Training Sdn Bhd
 PETRONAS Floating LNG 1 (L) Ltd
 PETRONAS Floating LNG 2 (L) Ltd

PETRONAS Refinery and Petrochemical Corporation Sdn Bhd

↳ PRPC Utilities and Facilities Sdn Bhd
 ↳ PRPC Water Sdn Bhd
 ↳ Pengerang Power Sdn Bhd
 ↳ PRPC SPJ Sdn Bhd

PETRONAS Marketing International Sdn Bhd
 PETRONAS Energy & Gas Trading Sdn Bhd

ENGEN Limited (74%)

Indianoil PETRONAS Private Limited (50%)
 Trans Thai-Malaysia (Thailand) Ltd (50%)
 ↳ TTM Sukuk Berhad (100%)
 Trans Thai-Malaysia (Malaysia) Sdn Bhd (50%)

↳ Pengerang Terminals (Two) Sdn Bhd (40%)
 ↳ Pengerang Refining Company Sdn Bhd (50%)
 ↳ SPT Services Sdn Bhd (30%)

Other Companies (7)

Shell MDS (Malaysia) Sdn Bhd (7%)
 Labuan Reinsurance (L) Ltd (10%)
 # Tenaga Nasional Berhad (0.40%)

Through PETRONAS Gas Berhad
 # Gas Malaysia Berhad (14.8%)

Through PETRONAS Technology Ventures Sdn Bhd
 LanzaTech New Zealand Limited (3.6%)

Through Petrofibre Network (M) Sdn Bhd
 Fiberail Sdn Bhd (10%)

Through PETRONAS Marketing International Sdn Bhd
 Vivo Energy Plc (3.68%)

Note:
 This chart excludes subsidiary companies of MISC Berhad, KLCC (Holdings) Sdn Bhd and Engen Limited.
 # Listed on Bursa Malaysia.