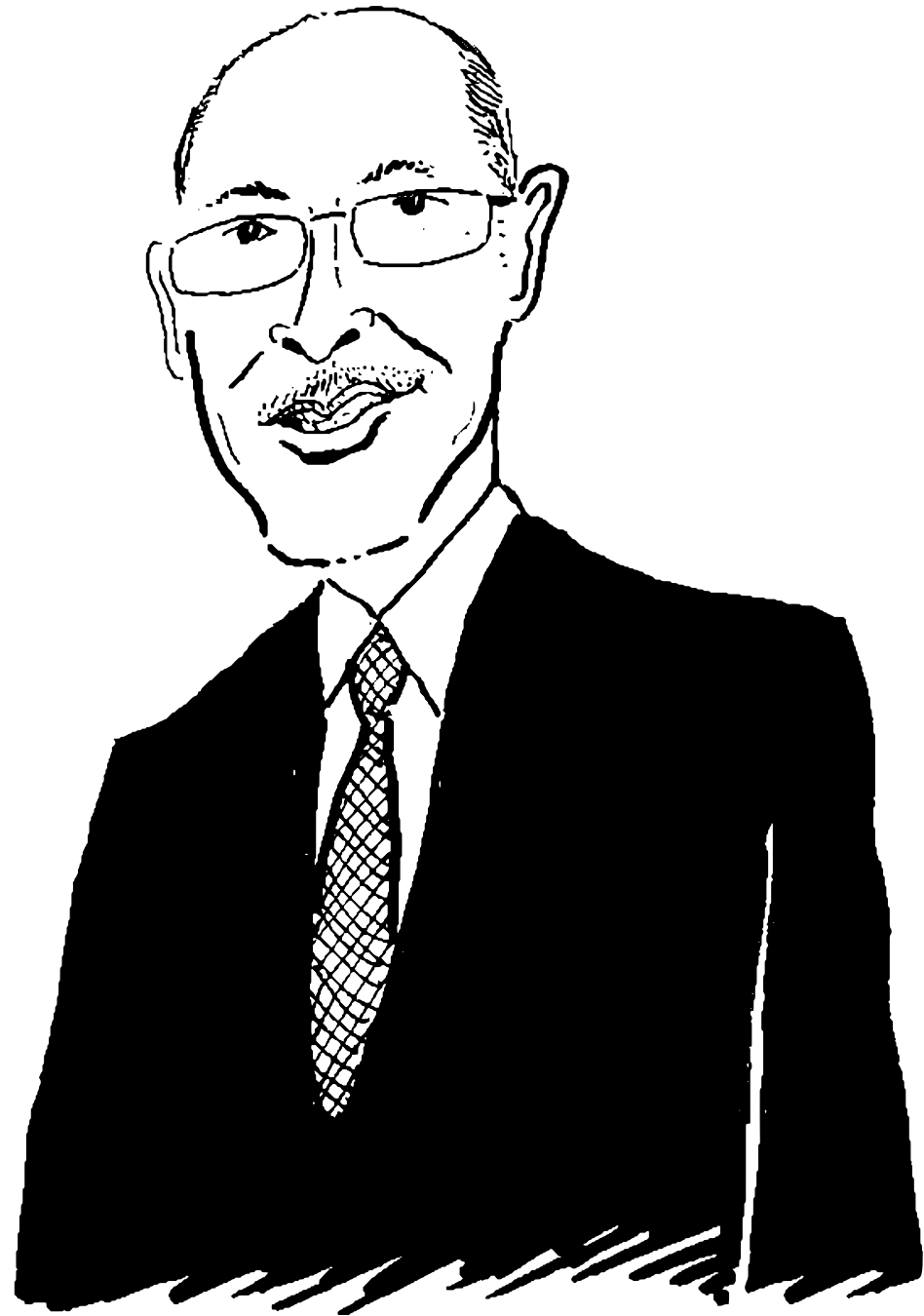




“

The progress that we have made over the years is a gift that we should never take for granted. We must continue to act with unwavering agility, courage, and conviction to lay a new foundation for growth.

”



Esteemed colleagues and stakeholders,

Since our inception in 1974, PETRONAS has firmly established itself as an organisation with significant resilience, overcoming numerous challenges in an ever-evolving energy landscape.

In the face of formidable obstacles, PETRONAS remained committed to delivering the *Amanah* (trust) bestowed upon us, ensuring the value derived from developing our natural resources benefits all of society, in communities across Malaysia and the countries where we operate.

Reflecting on our astounding progress over the years, we remain steadfast in our efforts, knowing that the successes we have achieved are never given; they must be earned. This has undoubtedly only been possible through collaboration with all our stakeholders, where progress is shared based on mutual interest and comradeship.

These principles, together with PETRONAS' Shared Values of Loyalty, Integrity, Professionalism, and Cohesiveness, have guided us and those before us as we endeavour to be part of the nation-building process.

As we celebrate PETRONAS' 50th anniversary, let us take inspiration from the stories of the individuals who have navigated the storms and currents of the past with resilience. Their commitment has laid the foundation for us to inherit a strong organisation that is renowned globally.

The challenges posed by the ongoing energy transition may be new, but the values that underpin our success are timeless and true. Our work is far from finished. The progress that we have made over the years is a gift that we should never take for granted. We must continue to act with unwavering agility, courage, and conviction to lay a new foundation for growth.

As we look back on how far we have come, we must look forward with greater hope and optimism. Let us strive and make even greater strides in fulfilling our duty to the nation and the world as a progressive energy and solutions partner, enriching lives for a sustainable future.

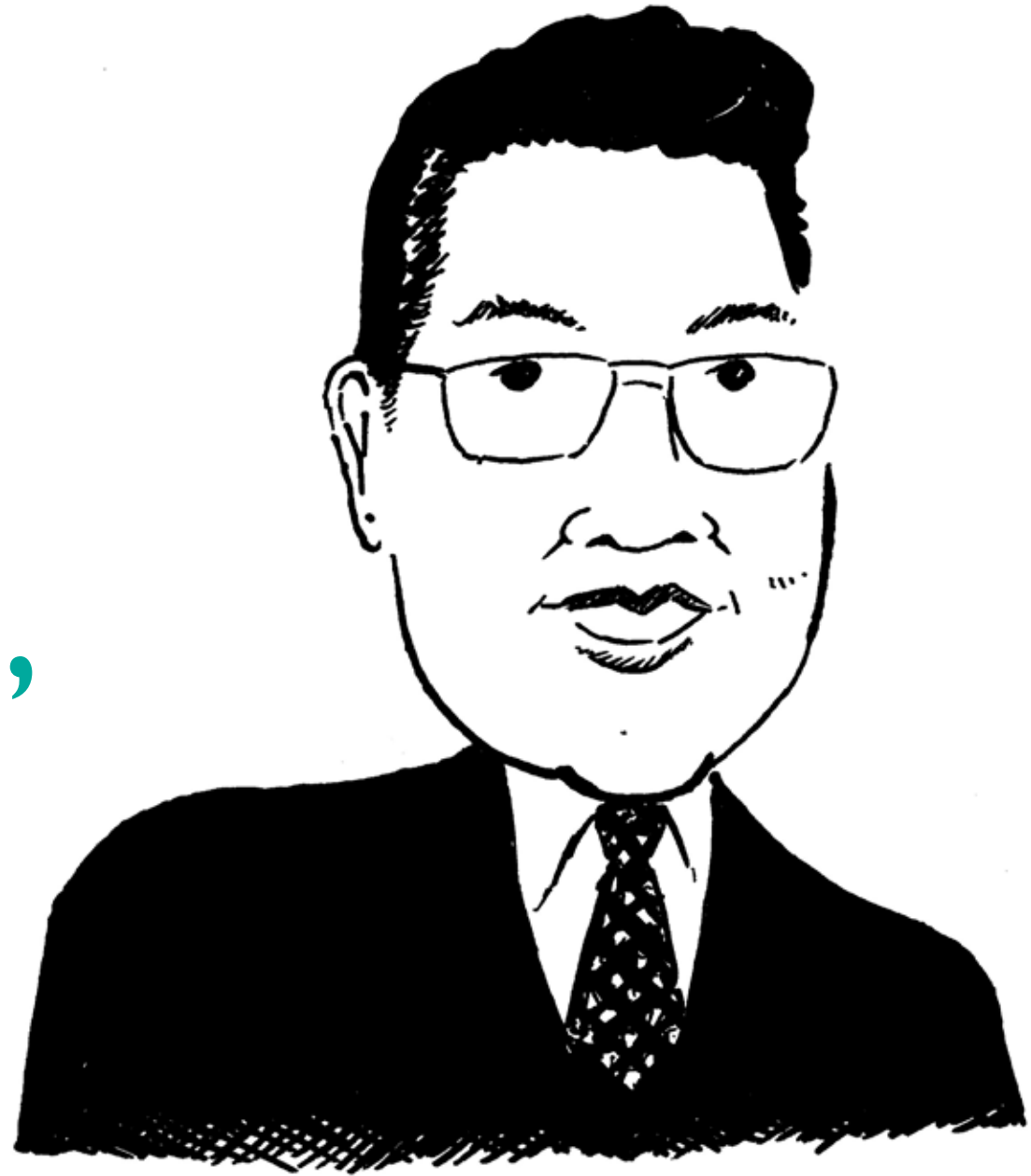
Tan Sri Mohd Bakke Salleh

Chairman

“

Driven by a focused and purposeful vision for the future, and with the grace of the Almighty, it is my sincere hope that the enduring partnerships from our past and present, combined with the passion and determination of our people – will ensure that PETRONAS continues to grow and prosper for generations to come.

”



Respected colleagues, valued partners, and dear friends,

The first 50 years of PETRONAS' history underscores the bonds between the people of PETRONAS and our trusted collaborators, partners, and supporters.

As a part of this sacred institution, the people of PETRONAS have demonstrated an unyielding commitment, forged in common purpose, to provide reliable and responsible energy for the good of all the societies we serve and for a better future.

The progress bequeathed so far by the generations who have come before us is truly our greatest inheritance.

Our challenge is to live up to their example and write the next chapter in PETRONAS' story as we build strengthened partnerships that will set the course for the growth we all aspire to achieve.

We have formulated a clear strategy for the future of energy, in which PETRONAS is positioned to play an important role in delivering a just and responsible transition.

Our journey is still ongoing. At this juncture, let us mark PETRONAS' 50th anniversary by remembering what we stand for and how far we have come.

The revealing, insightful, and heartfelt stories you will read in the coming pages honour the intrepid and courageous individuals and teams who seized opportunities with a sense of purpose and responsibility to create a positive impact.

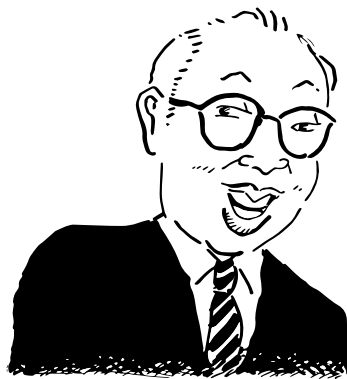
Anchored in our shared values, PETRONAS' strength is not measured only by the businesses we have built or the value of our assets.

It comes from our commitment to enriching the lives of those around us.

Driven by a focused and purposeful vision for the future, and with the grace of the Almighty, it is my sincere hope that the enduring partnerships from our past and present, combined with the passion and determination of our people - will ensure that PETRONAS continues to grow and prosper for generations to come.

Tan Sri Tengku Muhammad Taufik

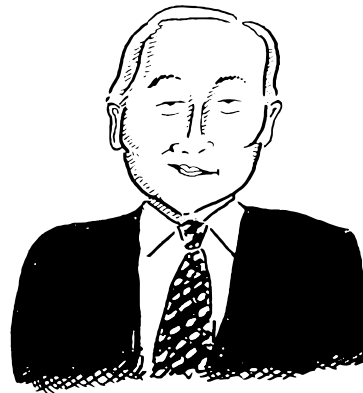
President and Group CEO



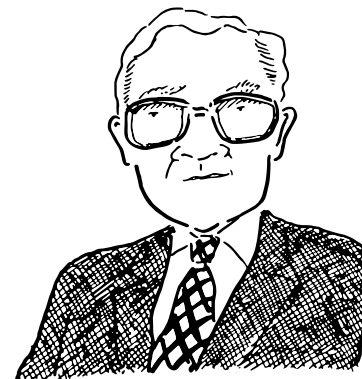
Tan Sri
Tengku Razaleigh
Tengku Mohd Hamzah



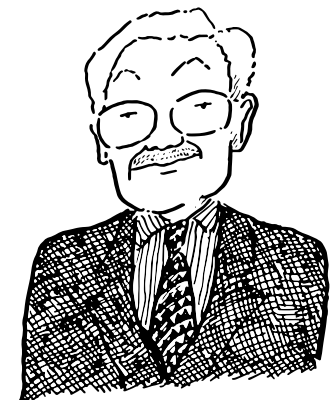
Tan Sri
Abdul Kadir
Shamsuddin



Tun
Abdullah Mohd Salleh

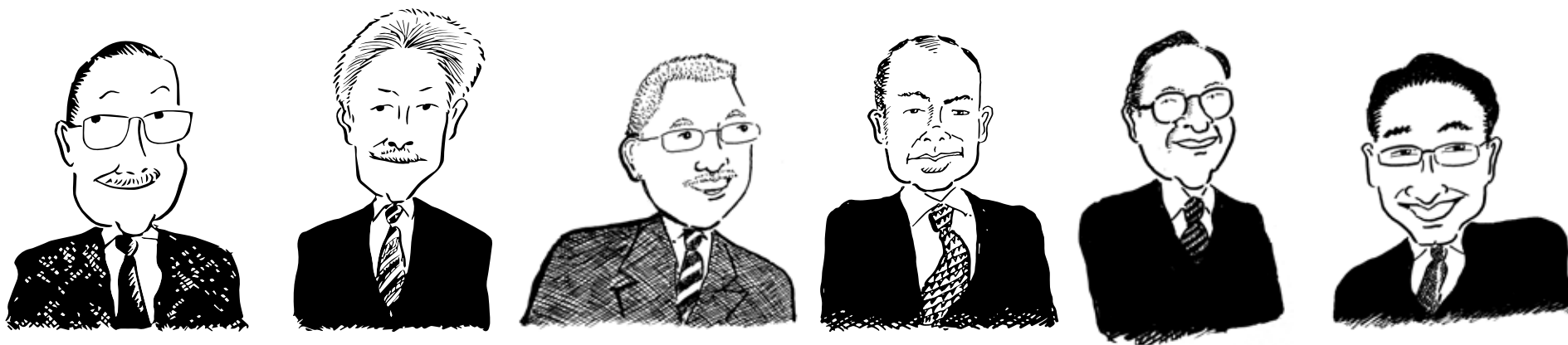


Raja Tun Mohar
Raja Badiozaman



Tan Sri
Basir Ismail

The visionary leaders ...



Tun
Azizan Zainul Abidin

Tan Sri
Mohd Hassan Marican

Tan Sri
Shamsul Azhar Abbas

Tan Sri
Mohd Sidek Hassan

Tan Sri
Ahmad Nizam Salleh

Tan Sri
Wan Zulkiflee
Wan Ariffin

... who paved the way for **PETRONAS**

Since its inception in 1974, PETRONAS has contributed to the nation's economic growth and development, and has grown to become a global energy company. Throughout the years, it has been driven by the passion to serve and progress together with the nation and its people. In its journey, PETRONAS' impact has extended beyond national borders, forging lasting relationships and contributing to communities wherever it operates around the globe.

In 2024, PETRONAS turned 50.

This book highlights some of the company's experiences, challenges, and milestones over the last five decades, as seen through the perspective of those who were directly involved or affected by these events. These stories belong as much to the individuals as they do to PETRONAS, reflecting a collective history.

Every step in PETRONAS' journey is driven by the company's deep-rooted pledge to serve the nation with integrity and dedication, for the betterment of all Malaysians. We remain committed to progressing together, evolving for the nation's development.

Decades

One

**The
Beginning**

1974 to 1984 | Page 015

Two

**Growing with
the Nation**

1985 to 1994 | Page 093

Three

**Energy Receive,
Energy Return**

1995 to 2004 | Page 167

CONI-

Four

**Reimagining
Energy**

2005 to 2014 | Page 249

Five

**Passionate
about Progress**

2015 to 2024 | Page 323

TENTENITS

The Beginning

How it all started

PETRONAS was established in 1974 to reclaim Malaysia's hydrocarbon resources, steering the country towards greater economic independence.

Page 019

Learning from Pertamina

A young PETRONAS seeks to learn from the experience of its Indonesian neighbour, Pertamina.

Page 027

For the good of the nation

Petroleum-producing states contributed to the growth of PETRONAS. These collaborations continue to flourish, a testament to enduring resilience and shared prosperity.

Page 035

MLNG's long-term strategy

The establishment of the Malaysia Liquefied Natural Gas project in Bintulu, Sarawak, displayed great foresight and the human spirit that fuels PETRONAS.

Page 045

First oil discovery

PETRONAS proves its exploration capabilities with its maiden oil discovery at the Dulang oil field, about 130 kilometres off the coast of Terengganu.

Page 053

Decade One | 1974 to 1984

Diesel, kerosene shortage

The diesel and kerosene shortage of 1979 tested PETRONAS' response to a national crisis, and displayed its resolve to do whatever was necessary to find a solution.

Page 061

Bintulu's growth story

Bintulu in Sarawak has experienced rapid development alongside key investments by PETRONAS. It is a tale of resilience, innovation, and strategic planning.

Page 067

The first petrol station

A bold entrepreneur, inspired by her father, took the leap into operating a PETRONAS petrol station with great historical significance.

Page 073

Maiden LNG shipment

Since the first Liquefied Natural Gas shipment to Japan in 1983, PETRONAS' bond with its Japanese buyers has grown. It is a bond built on mutual trust and friendship.

Page 081

Kertih's transformation

A farmer's son witnessed Kertih's development and was inspired. He fulfilled his dream, and now encourages others to follow a similar path.

Page 087

The Beginning

“

Energy is an important input in the production process, and a stable energy supply is crucial to all growing economies.

The search for petroleum resources must go on, despite the vagaries of an unpredictable world economy.

”

~ Tun Abdullah Mohd Salleh



Associate Professor
Dr Mohd Samsudin of
*Universiti Kebangsaan
Malaysia's* Research
Centre for History,
Politics, and International
Affairs describes
PETRONAS as Malaysia's
biggest achievement
since *Merdeka*.

How it all started

When conflict in the Middle East in 1973 led to an embargo on oil exports, sparking a global supply crisis, Malaysia's second Prime Minister, the late Tun Abdul Razak Hussein, knew that the country had to address immediate and future problems by taking control of its hydrocarbon resources.

His vision: set up a National Oil Company (NOC) along the lines of Indonesia's Pertamina, to manage the country's vast petroleum resources which had, since the beginning of the 20th century, been in the control of foreign oil giants such as Shell and Esso.

"He roped in the best brains to realise this dream," explained historian Associate Professor Dr Mohd Samsudin of the Research Centre for History, Politics, and International Affairs at *Universiti Kebangsaan Malaysia*.

Razak asked his trusted advisor, economist, and banker Tan Sri Tengku Razaleigh Hamzah to set up the company to manage and operate the country's hydrocarbon resources and eventually provide economic opportunities, especially for the *Bumiputera*, in line with the New Economic Policy.

Prior to passing the law that would form PETRONAS, Tengku Razaleigh's task was to secure the support of all state leaders in Malaysia. He first focused on Sarawak, then the biggest petroleum producer in the country. Led by Chief Minister Tun Abdul Rahman Ya'kub at the time, Sarawak's approval became the standard formula for all other states to follow, for the nation's best interests.

"From the very beginning, Tun Razak was determined that this NOC should run as a commercial entity, and not a government department or statutory body," said Mohd, noting that a previous attempt through *Hidrokarbon Malaysia* (HIKMA) failed as it was modelled as a statutory body.

Petroleum Nasional Berhad (PETRONAS) was established on 17 August 1974 under the Companies Act 1965 with a one-off paid up capital of RM10 million by the Ministry of Finance. Tengku Razaleigh was appointed its Chairman with ministerial rank.

Two months later, the Petroleum Development Act (PDA) 1974 was passed, vesting PETRONAS with the rights to manage Malaysia's oil and gas resources.

The PDA 1974 nullified all concession agreements the oil multinationals held with the Federal Government and the state governments of Sabah and Sarawak.

Unknown to many, tycoon and philanthropist Tan Sri T Ananda Krishnan, a close friend of Tengku Razaleigh, played a key role in the formation of PETRONAS, through his experience as an international oil trader, a role that was almost non-existent among Malaysians then.

Mohd said, in its infancy, PETRONAS was structured much like a government department and was run by serving and former civil servants.

Razak roped in trusted senior civil servants such as Chief Secretary to the Government Tan Sri Abdul Kadir Shamsuddin and former Treasury Secretary-General Raja Tun Mohar Raja Badiozaman to assist Tengku Razaleigh. Others included former Bank Negara Deputy Governor Dato' Rastam Hadi and Datuk Wan Ismail Wan Mohamed Salleh from the Attorney-General's Chambers.

"He gave Tengku Razaleigh and his team a free hand to run PETRONAS as a corporate entity with instructions that it should be profitable in 10 years."

It was a tall order but one that the pioneering team, with zero experience in the oil and gas industry, was committed to achieve in the name of national development.

The bureaucrats, mostly from the Economic Planning Unit, were joined by technocrats from the private sector with the needed expertise, such as accounting, law, engineering, and geology.

The PETRONAS office was originally housed in a wooden building within the Prime Minister's Office complex in Jalan Dato Onn, Kuala Lumpur, with only 18 employees and two telephone lines. It was later moved in mid-1975 to another small office in the ENE Plaza in Jalan Pudu, a stone's throw away from Pudu Jail in the heart of the city.



Sabah Chief Minister Tun Fuad Stephens (*second from left*), arriving in Labuan, with Finance Minister Tan Sri Tengku Razaleigh Hamzah (*third from left*). Also present were Sarawak Chief Minister Tun Abdul Rahman Ya'kub (*right*) and Sabah Deputy Chief Minister Tan Sri Harris Salleh (*left*). The Sabah state government gave its full support for the formation of PETRONAS.



The first PETRONAS office at Jalan Dato Onn, Kuala Lumpur.

It was there that the pioneering team began drafting a proposal for the smooth transition from the Concession Agreement to the Production Sharing Contract (PSC) between the newly minted PETRONAS and the oil giants.

A seven-man Task Force led by the late Datuk Ismail Hashim, who was an accountant, together with an economist, lawyer, mechanical engineer, petroleum engineer, geologist, and a geophysicist, was entrusted with this huge responsibility.

With skeletal staff, basic hardware and software support, and limited resources, the team ventured into uncharted territory with grit, discipline, and a national aspiration.

It was a formidable but delicate task negotiating for total control of Malaysia's oil reserves while ensuring that oil exploration remained viable for the oil giants that possessed valuable experience and technology.



The first Production Sharing Contracts were signed with Shell in 1976, with the then Chairman and Chief Executive Officer Tan Sri Abdul Kadir Shamsuddin (*left*) signing for PETRONAS, while Shell was represented by its Chief Executive, Dr Richard Hu.

Our wealth — and our rightful share

By TUN ABDUL RAZAK

Opening the conference on South-East Asia's natural resources and the world economy.

THE rising expectations of people everywhere for higher living standards have brought into sharp focus the importance of the world's natural resources.

The effects we are now experiencing of relative shortages in a variety of raw materials, agricultural commodities and mineral products only serve to emphasise not only the vital importance of these resources but also their planned and orderly development for the progress and happiness of mankind.

In these circumstances,

an age of relative resource scarcity. Scarcity, whether absolute or relative, breeds conflict. In the interest of equity and stability in the context of an expanding world economic, we must minimise all sources of conflict and maximise our potential for durable accommodation and co-operation.

Malaysia is prepared to play her part. We recognise that our own advancement is dependent on the markets, technology and products that the consuming countries of our natural resources have to offer.

At the same time we

progressively increased so that our output is sold at competitive prices. At the same time, we want to ensure to Malaysians themselves benefit equitably from the development of these vital resources.

To this end, the Ma-

laysian Government, through PETRONAS — the National Petroleum Corporation, will seek majority ownership and control of all petroleum projects and participate actively with the private sector, whether local or foreign, in these projects on a joint-venture basis.

Resources

It is no longer compatible with our national policy to allow foreign domination of this important industry. It is our national policy that

energy resources. They also exist with Malaysia's other abundant natural resources — in rubber and wood-based products, in palm oil, as well as in livestock and fish products.

Many of these opportunities are already being constructively developed with the participation of foreign enterprise. The potential is significant for even greater development.

We have the resources, the people and a thriving domestic business sector. You from the developed industrialised countries have the technology and the capital goods. We could not ask for a better basis for constructive collaboration.

Economy

In Malaysia, we are in

Long-term

There must be a new order governing the relations between investor and the host countries. The crux of this new relationship, regardless of whether the investor is foreign or domestic, is that this investment must be mutually beneficial to both the entrepreneur and the host country. This is the on-

Representatives of the foreign oil companies were initially unyielding and often mocked the PETRONAS novices during the early stages of discussions, referring to them as 'kindergarten kids'.

These 'kindergarten kids' were soon labelled the 'Young Turks' by the seasoned western oilmen after two years of tough, bitter negotiations finally led to the signing of the first PSC with Shell on 30 November 1976.

It marked a new era for PETRONAS and the oil majors as their relationship evolved into one of collaborative competition, where PETRONAS collaborated with international players through various initiatives while also maintaining a competitive business environment, for mutual benefit.

Even before the PSC was signed, the PETRONAS pioneers proved their mettle when they marketed their first shipment of crude oil on their own, in response to a challenge posed by a Shell representative during the PSC negotiations.

The representative had, in exasperation, challenged them to market the oil themselves "if they were so smart". The PETRONAS team did just that by approaching their Japanese contacts who responded positively.

On 1 September 1975, PETRONAS made its first shipment of 358,000 barrels of crude oil to Japan, 14 months before the first PSC was signed.

Mohd attributed PETRONAS' success today, especially as the only Malaysian Fortune Global 500 company, to its "men of integrity" who built the company from scratch and turned it into a leading global oil giant within 50 years.

The UK's Financial Times in 2007 had also described PETRONAS as one of the 'new Seven Sisters' in reference to the seven major oil companies which dominated the global petroleum industry from the mid-1940s to the 1970s.

Described as a 'National Oil Company with an International Vision' by the James A Baker III Institute for Public Policy of Rice University in Texas, PETRONAS now operates in over 100 countries worldwide.

"Their biggest challenge was to run the company as a business entity to help with national development. They succeeded because from day one, it was managed by a dedicated team of professionals with the highest integrity. More importantly, there was no interference. That made a difference," Mohd added.

"PETRONAS is a success story because we had the right people in the right place at the right time. It is definitely Malaysia's biggest achievement since *Merdeka*."



Mohd Shobri A Bakar, former PETRONAS Dagangan General Manager of Supply and Distribution, said the success in stabilising diesel and kerosene supply in 1979 proved that PETRONAS is capable of handling a crisis.

Diesel, kerosene shortage

061

Corporate legends are shared over generations to illustrate the values, culture, and history of the organisation. Based on real events, they inspire, motivate, and educate employees and customers about the company's vision and identity. The diesel and kerosene shortage of 1979 is one such legend.

Kuala Lumpur in 1979 was the centre of trade, commerce, and administration for the country. The city was undergoing urbanisation with new buildings, roads, and infrastructures being constructed.

"I was still a student in 1979," recalled Mohd Shobri A Bakar, who retired in 2020 as PETRONAS Dagangan General Manager of Supply and Distribution. This story was passed down to him by his bosses when he joined PETRONAS in 1982.

"The oil majors at that time wanted a price increase for diesel and kerosene. This would affect the livelihoods of many people, because diesel is the main fuel for buses and lorries, and kerosene was used for cooking," he said.

Amid claims of hoarding, there was a shortage of diesel and kerosene, which threatened to shut down the city and force people to cook using firewood.

The front-page story of Malay-language daily *Utusan Malaysia* dated 4 June 1979, that says 'PETRONAS PETROL STATION: Opens today to solve the shortage of diesel and kerosene'.

The Federal Government at the time instructed PETRONAS to find an immediate solution. The story goes that they had said: "Do whatever you need. We will give you full support!"

The young men of PETRONAS' Domestic Marketing Department based at the Malaysian Industrial Development Finance (MIDF) building at Jalan Tun Razak in Kuala Lumpur were called into action.

"This was government sanctioned and urgent. The spirit at the time was, 'We have to make this happen!'"

General Manager Muri Muhammad assigned specific tasks for different groups - one sourced for diesel and kerosene, another searched for skid tanks, and a third group identified locations where the skid tanks would be stationed to fill up vehicles.

Shobri's boss at the time had to source skid tanks and was told: "I don't care which fabricator it is and at whatever price, just buy the tanks!"

The team identified locations in the Klang Valley which would be the initial skid tank stations including Kepong, Taman Tun Dr Ismail, Kelana Jaya, and Keramat.

"They went to the authorities and asked for a plot of land in each of these areas. Internally, the authorities had to find a solution, whether to temporarily lease the land or whatever, as long as it was accessible to the consumers at that point of time."

Supply of diesel and kerosene was mainly bought or traded from Singapore, and stored at the oil majors' refinery tanks. "Since they said there was a shortage and they didn't have the product, once we were able to buy from somewhere else, they could not deny us that space to rent."

...kursus...
...Keramat, salah sebuah dari tiga stesen...
...kepunyaan Petronas yang mula dibuka kepada orang ramai hari ini.

...kepunyaan Petronas yang mula dibuka kepada orang ramai hari ini.

Dibuka mulai hari ini untuk atasi kekurangan diesel dan minyak tanah

STESSEN MINYAK PETRONAS

KUALA LUMPUR 4 Jun — Petronas akan membuka satu lembaran baru mulai esok bila tiga buah stesen minyaknya yang pertama dibuka di Wilayah Persekutuan dan Petaling Jaya, khusus bagi mengatasi masalah kekurangan bekalan diesel dan minyak tanah.

Ketiga-tiga stesen minyak itu — yang akan memulakan perniagaan di tengah-tengah rungutan orang ramai mengenai kesukaran mendapatkan diesel dan minyak tanah — akan diikuti dengan pembukaan stesen-stesen minyak di seluruh negara, kemudian kelak.

Mengumumkan ini hari ini, satu kenyataan

Petronas berkata, tiga stesen minyak yang akan dibuka mulai esok ialah: Di Jalan Enggang, Datuk Keramat berhadapan Bengkel MARA, di Jalan Kepong di Simpang Jalan Jambu Jerneh dan di Jalan SS 3/39, dekat kawasan perdagangan bebas Sungai Way—Subang.

Menurut kenyataan tersebut, dengan usaha Petronas memasarkan sendiri minyak diesel dan minyak tanah akan dapat menyakinkan orang ramai bahawa kedua bahan itu boleh didapati pada bila-bila masa.

Langkah Petronas itu juga, tambah kenyataan itu, akan mengelakkan pembelian tergesa-gesa para pengguna akibat kejadian menyorok dan sebagainya dari para penjual.

"Kita akan bermula dengan mengadakan ti-

ga buah stesen minyak itu dan akan menambah bilangan ini secara beransur-ansur.

"Kita juga akan mengadakan stesen-stesen minyak yang sama di bandar-bandar lain apabila dapat kemudahan-kemudahan dan ada kemampuan," tambah kenyataan itu.

Kata kenyataan itu lagi, memandangkan bilangan stesen minyak Petronas buat masa ini kecil bilangannya, 'orang ramai dinasihat membeli diesel dan minyak tanah dari tempat biasa mereka membelinya.

"Tetapi jika didapati sukar hendak mendapat minyak ini di tempat-tempat biasa maka orang ramai bolehlah datang ke stesen-stesen Petronas yang telah dibuka itu," jelas kenyataan tersebut.

Sementara itu dalam satu sidang akhbar petang ini, Timbalan Perdana Menteri Datuk Sri Dr. Mahathir memberitahu bahawa syarikat-syarikat tempatan menemui beliau pagi ini untuk mengemukakan masalah yang mereka hadapi berkaitan kenaikan harga minyak. Beliau berkata...

RENUNGAN

SESUNGGHNYA KAMU menurunkan kepadamu cara yang betul antara manusia ngan apa yang diwahyukan kepadamu. Jadi orang yang nentang orang yang tak bersana membelah orang yang [Maksud Q.S. 'saa': 105].

Mahkamah mendengar pembunuhan di majlis

063

Ju Tinggi di sini mendengar ki pembunuhan majlis joget me pengantin baru pung Nelayan Gong berikut perselisihan tempat duduk. Pendakwa Aliis membela orang para Hakim Harun bahawa si mat mendapat luka 7 inci di dadan satu tikaman. Berada di tertuduh ialah bin Parjan ya dibicarakan at an membunuh bin Ngadiman nombor 5, Kan layan Teluk Kelang pada 1978 antara jam malam. Rahmat ya mengaku sal tuduhan tersebut oleh Peguamb Rajan sement balan Penc Sharkawi A

...AH...
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...Mokhtar...
...pin Sela...
...an Malaysi...



Rombongan dagang ke Korea Utara akan teroka hidang

To get hires from Utusan archive



PETRONAS petrol station at Taman Tun Dr Ismail in the 1990s.

The first petrol station

Giving up a promising legal career to venture into unfamiliar territory was a gamble that paid off for Haslinda Haron Kamar, the proud dealer of the first PETRONAS station in the world.

In many ways, running the flagship PETRONAS station in Taman Tun Dr Ismail (TTDI) in Kuala Lumpur for the past 23 years has been a labour of love for the 52-year-old.

"I love what I do. But more than that, running this petrol station is a nice way to remember my late father."

The late Dato' Haron Kamar Endot, a former army officer turned businessman, aspired to manage a petrol station as he was confident that it would always draw customers in any neighbourhood.

Following her return from the United Kingdom with a law degree in 1996, Haslinda worked as a litigation lawyer.

"One day in 1997, I was flipping through the New Straits Times (a daily English newspaper), when I spotted an advertisement for PETRONAS station operators. I remembered my father's dream and applied."

Following a thorough selection process, Haslinda attended several interviews and pre-selection training throughout 1999.



7



Haslinda Haron Kamar is grateful that PETRONAS views its dealers as partners.

"The pre-selection training was rigorous to test our resilience because running a petrol station is not easy. It's a 24-hour job, 365 days a year."

Unaware that she was shortlisted to operate PETRONAS' flagship station in TTDI, Haslinda was called for an interview with the former General Manager of PETRONAS Dagangan Berhad, Datuk Nasarudin Md Idris.

Haslinda, who was only 27, was surprised and overjoyed to learn she would be assigned the TTDI station.

Haslinda took up the challenge and vowed to uphold the trust placed in her. She took over the station on 1 September 2000.

"I am proud and honoured to be the first dealer of PETRONAS' flagship station. Previously, it was managed entirely by PETRONAS since its opening on 3 July 1981 - company owned, company operated. I guess I was at the right place at the right time. Sadly, my father did not live to see this as he passed away in 1996."

Haslinda has dedicated herself into providing exceptional customer service to the TTDI community, making the station an integral and vibrant community hub. The station, now a two-storey building with underground parking, draws a steady stream of customers with its well-stocked *Kedai Mesra* convenience store, a post office, and fast food outlets.

Meeting the monthly performance targets is high on Haslinda's list of priorities. Dealers are expected to maintain a high standard of operational excellence, sustain and grow the station's sales, and ensure the best customer experience at all times.

"I hold dearly the promise I made to Datuk Nasarudin and the Dealers Management Unit that I would take good care of the station and uphold the trust given to me."



The PETRONAS Taman Tun Dr Ismail station officially opened for business on 3 July 1981.



PETRONAS stations have evolved over the years from simple refuelling points to become local community hubs.

Streets

NEW STRAITS TIMES TUESDAY, MARCH 27, 2007

Follow
the
Pied
Pipers!



Q4

Give
in to
temptation



Q6

I MAY not know how to drive a car, but you know what, I know more about the Taman Tun Dr Ismail Petronas petrol station than my colleague who lives in the same neighbourhood and goes there three times weekly to fill up her tank. How about that?

Apart from my naturally inquisitive nature, I know a lot about the Petronas station because it's so close to where I stay, which is about five minutes' walk away. There is no excuse for me not to be aware about a place so close to home.

All right, I see that cringe. You want to ask "So what?", right? There are hundreds of other Petronas stations in the whole of Malaysia, and you don't see why I'm so fond of this one.

That's because you, my reader, do not know what I know.

This small Petronas in Taman Tun Dr Ismail, bordering Jalan Damansara on one side and Persiaran Zaaba on another, is the first Petronas station in the country and in the world.

So if you are in a vehicle zooming through Jalan Damansara going towards Kuala Lumpur or Bandar Utama and Damansara Utama, you will realise from now on, that you are driving past a part of this nation's history.

Petronas stands for



Pictures by Choo CHOY MAY

First in the whole world

One of the many articles about the PETRONAS petrol station in TTDI.



Haslinda and her father when she was called to the Bar at Lincoln's Inn in the United Kingdom in 1996.

For someone who has no background in the oil and gas industry, Haslinda appreciates the regular audits, training, and encouragement from PETRONAS to ensure its dealers remain vigilant and well-informed.

"PETRONAS is an excellent principal. We are not just dealers to them, we are *Rakan Niaga* - their business partner."

Her advice to those interested in becoming petrol station dealers is to be passionate about the business.

"You must be willing to embrace changes, withstand the long hours, sacrifice your family time, and take curveballs that come your way. You have to love the job."

M Suzairi Nordin, who grew up near Kertih, now works at a refinery in the PETRONAS Petroleum Industry Complex, with 80 personnel under him.

Kertih's transformation

Once a quiet fishing village nestled along the coast of Terengganu, Kertih underwent a remarkable transformation over the years following the establishment of PETRONAS' operations in the East Coast state in the early 1980s.

It was a turning point that opened up new possibilities for economic growth and development. The oil reserves held immense potential, and PETRONAS seized the opportunity to harness this valuable resource.

The PETRONAS Petroleum Industry Complex (PPIC) soon emerged, a sprawling industrial hub that linked the entire oil and gas value chain. From exploration and production, to the final stages of petrochemical manufacturing, Kertih became the epicentre of this ambitious endeavour.

Job opportunities multiplied as the downstream oil and gas industry flourished. Skilled workers, engineers, and technical specialists were drawn to Kertih, transforming it into a vibrant community.

It was one of these skilled technicians, smartly dressed in a coverall, that drew admiration from an 18-year-old M Suzairi Nordin, who watched his neighbour drive to work every day.

The neighbour, Ahmad Shahroh Bahari, noticed the teenager's interest and suggested he apply to study at *Institut Latihan Perindustrian Petroleum* (ILPP), now known as *Institut Teknologi Petroleum PETRONAS* (INSTEP). He even drove Suzairi to ILPP in Kuala Nerus, Terengganu for the interview. That was in 1991.

Suzairi, now 51, is a Work Process Leader at an aromatics plant in Kertih with 80 personnel under him, including six executives. His journey is an eyewitness testimony to the positive impact of the oil and gas industry on his hometown.

After undergoing the Petroleum Technology Programme (Processing) training at ILPP for two years in the 1990s, Suzairi sent job applications to several companies, including PETRONAS.





The PETRONAS Petroleum Industry Complex (PPIC).



Kertih in the old days.

"Of course, I opted for PETRONAS. It was a great achievement to work for the company, plus I wanted to be close to my family. They were elated," said Suzairi, who still lives in Kampung Santong in Paka.

The father of five started as an operator technician, and climbed his way up in his over three decades and counting career with PETRONAS. His late father, Nordin Abu Bakar, would have been very proud.

"I remember having to wake up at 3am to help my father tap rubber before going to school. Life was tough then. My father was a hardworking farmer tending to his farm, rubber trees, and oil palm plots almost single-handedly," said the eldest of nine siblings.

Suzairi said PETRONAS brought vast development to Kertih and nearby Paka. The two small towns only had a few rows of wooden shophouses in the 1970s and 1980s.

"Since many at the time did not own cars or even motorcycles, we would cycle six kilometres to town during weekends. That would be our weekly outing to visit the night market," he added.

Kertih's growth rippled beyond its borders. Local businesses thrived, providing goods and services to the burgeoning workforce. Infrastructure including schools, healthcare facilities, and housing, grew alongside the population. The region's economy diversified, reducing dependence on traditional fishing and agriculture.

PETRONAS, along with other institutions, helped support education in Kertih. This includes offering scholarships and collaborating with local institutions such as Dungun Polytechnic to develop programmes relevant to the industry.

With an estimated population of 26,300 people, Kertih quickly developed into a mix of residential properties, including landed houses, townhouses, and multi-unit residences for families and professionals. Housing development projects include amenities such as parks, playgrounds, and community centres.

PETRONAS collaborated with the Malaysian Nature Society to plant mangrove saplings along the Kertih River. Mangroves play a crucial role in coastal protection and serve as habitats for marine life.

At night, the lights from PPIC cast a bright glow against the sky and can be seen from afar, earning Kertih the nickname 'City of Lights'.

"The town today looks nothing like what we experienced as schoolchildren. All this is thanks to PETRONAS," Suzairi said with pride.

PPIC's comprehensive network of petroleum facilities includes the Terengganu Crude Oil Terminal and Terengganu Gas Terminal, which receive the raw resources. PETRONAS Penapisan Terengganu Sdn Bhd then refines the crude oil, while its gas processing plants prepare the natural gas for further use, completing the initial processing stage.

Following this, the integrated complex is made complete with Downstream's robust network of petrochemical plants, transforming these processed resources into valuable end products. The smooth operation of this entire complex is supported by Utilities Kertih, a PETRONAS dedicated utilities provider. Various oil and gas engineering and services companies, and related vendors have also established operations in the area.

Kertih's development created not only oil and gas related jobs, but also presented locals with various opportunities in other sectors, including landscaping, food and beverage, housekeeping, and cleaning services.

"One of my brothers is a security officer with the company as well. For most of us here, PETRONAS is the country's lifeline, and we are proud to be part of it," Suzairi said.

Prime Minister Tun Dr
Mahathir Mohamad
(second from left),
accompanied by
Terengganu Menteri Besar
Tan Sri Wan Mokhtar
Ahmad (left), visited
PETRONAS Penapisan
Terengganu Sdn Bhd in
Kertih, Terengganu on
27 February 1983.



Growing with the Nation

Malaysia's energy pipeline

The Peninsular Gas Utilisation network, although largely unseen to many, is a strategic and critical infrastructure to support Malaysia's economic growth.

Page 097

Fertilisers cultivate prosperity

Integrated chemicals help increase yield and raise farmers' income, supporting self-sufficiency and feeding not just Malaysia, but also the world.

Page 103

A legendary oil platform

A Sabahan's bond with the Samarang oil platform that spans more than three decades is a tale of tenacity and fortitude in both man and machine.

Page 109

Knowledge spurs lifelong learning

A pioneer graduate of *Institut Teknologi Petroleum* PETRONAS developed a passion for learning about the oil and gas industry.

Page 115

A corporate song is born

A corporate anthem is made up of many elements, and when completed, it embodies the loyalty and love of employees to the company and country.

Page 123

Decade Two | 1985 to 1994

Nurturing future leaders

PERMATA, which has evolved into the PETRONAS Leadership Centre, encapsulates the company's commitment to human capital development.

Page 131

First successful overseas venture

PETRONAS' venture in Vietnam proved the company's capability to operate on the international stage as a valuable, collaborative partner.

Page 141

Fuelling access for all

A network of dealers ensures PETRONAS' Liquefied Petroleum Gas cylinders are available for users from remote islands to the highest peak.

Page 147

Empowering oil and gas vendors

PETRONAS' Vendor Development Programme helps local businesses flourish through mentorship, business development, financial management, and technical support.

Page 153

The brand's evolution

Upholding the spirit of *Amanah*, entrusted to PETRONAS 50 years ago, is a constant mission throughout the company's evolution.

Page 159

Growing with the Nation

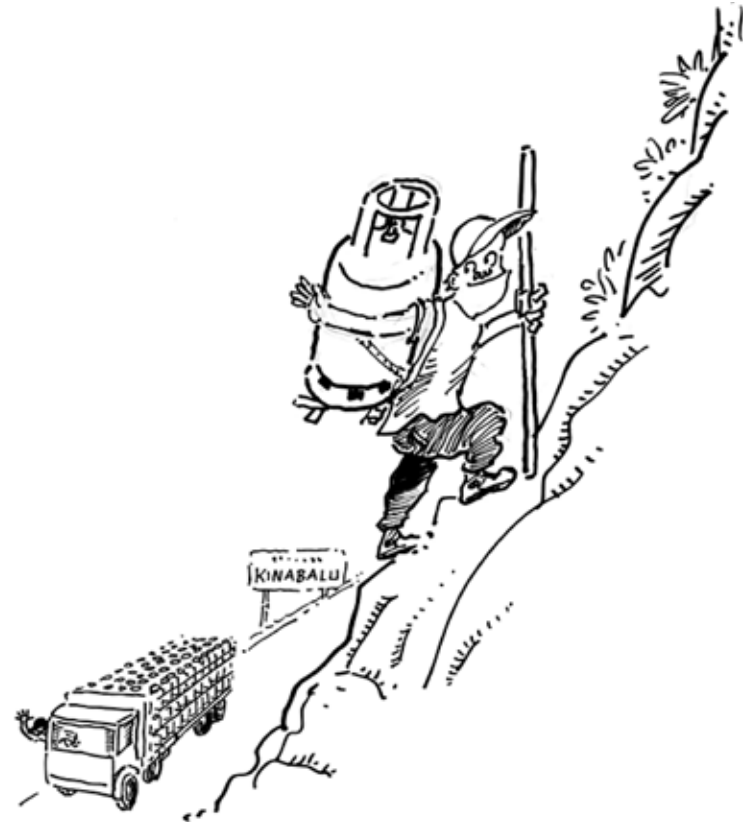
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Great leaders do more than run things efficiently.
They develop and put into practice ideas that
transcend the company and their industry.

~ Tun Azizan Zainul Abidin

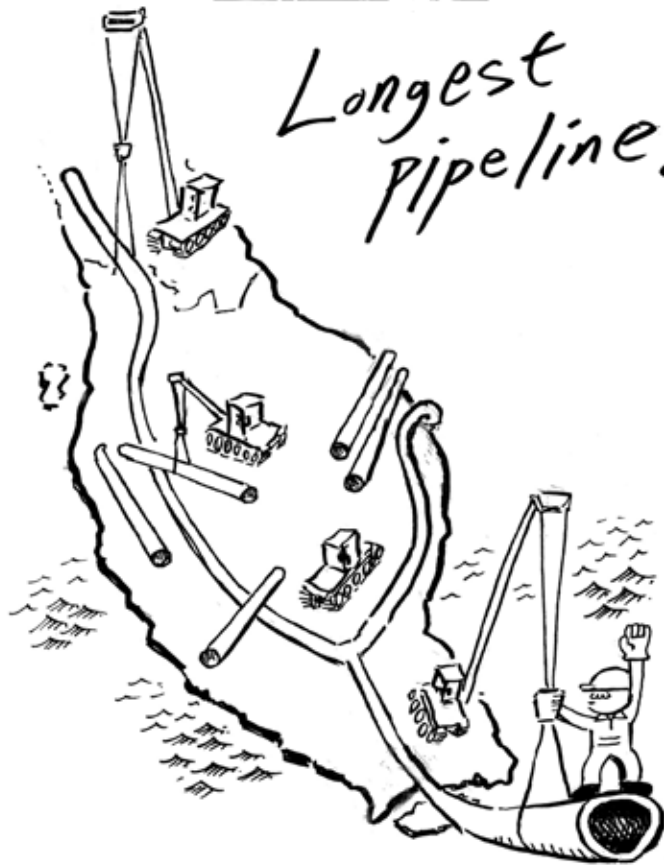
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Petronas maju jaya
Kemegahan negara kita
Semerbak nama seluruh dunia
Petronas maju jaya



Longest pipeline!

INSTEP!





Abdul Karim Awang was one of the pioneer trainees at *Institut Latihan Perindustrian Petroleum* (ILPP), later renamed *Institut Teknologi Petroleum* PETRONAS (INSTEP).

Knowledge spurs lifelong learning

For Abdul Karim Awang, knowledge has always been a priority.

Forty-six years ago, while in secondary school at *Sekolah Menengah Sultan Sulaiman* in Kuala Terengganu, he saw an advertisement for enrolment into PETRONAS' *Sekolah Latihan Teknikal*. The closing date was in two days.

"I went home immediately, prepared all the necessary certificates, and submitted my application," the 63-year-old recalled. By the time he completed his *Sijil Tinggi Persekolahan Malaysia* (a pre-university examination) two years later, Abdul Karim would get the call to join the pioneer batch of 11 trainees.

His application was made without his father's knowledge. As an *Imam* at Terengganu's revered White Mosque in the state capital, the patriarch had primed his children for Islamic studies. However, Abdul Karim chose a different path.

The technical school was renamed *Institut Latihan Perindustrian Petroleum* (ILPP) in 1983, and later *Institut Teknologi Petroleum* PETRONAS (INSTEP) in 2000.

"Oil and gas was a relatively new industry in my home state. At the time, PETRONAS had only been formed and the offshore Terengganu oil industry was booming," Abdul Karim said.

ILPP was set up to meet PETRONAS' urgent need for a skilled technical workforce, through the two-year pre-employment technician training programme. The aim was to develop the trainees' competency, catering to the growth of industry requirements.

"The pioneer trainees were only from Terengganu, Sabah, and Sarawak. We attended classroom and practical training at both offshore and onshore terminals. *Alhamdulillah*, all the pioneer trainees were absorbed as employees. I reported for duty in 1983 and my first assignment was offshore Terengganu."

Abdul Karim admired PETRONAS' emphasis on continuous employee development and the opportunities given to him to improve and excel throughout his career.

"After two years as a technician, I was promoted to senior technician. Two years later, I was made a supervisor. Within seven years, I qualified for Executive level and was offered the position of Production Supervisor at PETRONAS Carigali Sdn Bhd (PCSB)."

"For four years, I was Designated Person In Charge (DPIC) and went for additional training in supervisory skills, managing major emergencies, operations, and finance," Abdul Karim said.

While at PCSB, he was also sent for training under the Business and Technical Education Council (BTEC) in Aberdeen, United Kingdom, and received a Higher Diploma in Oil and Gas Management.

"I completed that in 14 months, and was then offered an Offshore Installation Manager (OIM) position, the highest post at any offshore installation."

"After three years as OIM, I went back onshore," Abdul Karim said. His last offshore post was on the *Bunga Kertas*, a Floating Production Storage and Offloading (FPSO) vessel.

His task on FPSO *Bunga Kertas* was to recruit and train new technicians, as well as provide input on the necessary equipment for the vessel.

"When I was with PETRONAS, I went for a lot of trainings. I returned to INSTEP many times and saw that there had been many changes and improvements to the syllabus. Now, even trainees from overseas come to learn at INSTEP," he added.

INSTEP, which celebrated its 43rd anniversary in 2024, has customers and trainees from over 50 countries, and has produced more than 156,000 job-ready technical personnel serving in refinery and petrochemical plants and production platforms across the globe.



INSTEP's practical training programmes, in the early days, produced skilled technical workforce to meet growing requirements of the oil and gas industry.



ILPP expanded to a permanent campus in Batu Rakit in Terengganu in 1983, offering Technical and Vocational Education and Training (TVET) courses that would meet industry demand for skilled workers.



The INSTEP campus at Batu Rakit in Terengganu.



The Upstream Downstream Training Plant at INSTEP provides real plant experiential learning in a safe environment.



Abdul Karim is a partner in Careion Engineering Sdn Bhd, which has 300 employees based in offices located in Pengerang, Labuan, Kemaman, Kertih, and Bintulu.

The crown jewel of the institute is its Upstream Downstream Training Plant (UDTP), the first-of-its-kind in the world. UDTP provides real plant experiential learning in a safe environment to generate job-ready engineers and technicians.

“They have a complete plant, and it’s exactly like being offshore. It’s really hands-on,” said Abdul Karim, who described it as a significant transformation from the temporary shophot hostel and classrooms he trained in during the early 1980s.

“I am very proud to have been a PETRONAS employee because of the knowledge they gave me. From not knowing anything, we can operate offshore facilities with advanced technology, manage national resources, and contribute to the country,” he added.

Abdul Karim is still active in the industry, as a partner in Careion Engineering Sdn Bhd. The company provides engineering services to various clients including PETRONAS. It has 300 employees, and offices in Pengerang, Labuan, Kemaman, Kertih, and Bintulu.

Abdul Karim has also reconnected with his late father’s wishes and religious devotion. Every year since 2006, he has organised at least two do-it-yourself *umrah* trips, assisting pilgrims to Makkah with their travel, visa, and accommodation.



Datuk Abdullah Ahmad, who served PETRONAS in various positions for almost 37 years, wrote the lyrics for PETRONAS' corporate song.

A corporate song is born

Great achievements often start with, "Why don't we do this?"

When a go-getter, problem-solver, and team player like Datuk Abdullah Ahmad asks this, chances are the idea will see fruition.

Barely into his second year at PETRONAS, Abdullah had suggested to management that the organisation should have a corporate song to embody the loyalty and love of employees to the company and country.

At the time, he was the Deputy President of the PETRONAS Recreational Sports Club and chaired its Social Committee.

Abdullah joined PETRONAS in late 1979 as Unit Head of Recruitment, bringing with him almost 10 years of experience as an Administrative and Diplomatic Officer in the Home Affairs Ministry. While in the civil service, he had organised many social and welfare activities.

Having seen how these efforts created solidarity and kinship, Abdullah wished to do the same for his new employer PETRONAS, which he would eventually serve for almost 37 years.

"Management gave the go-ahead and a call for entries was made for interested employees to submit proposed lyrics. I myself submitted two entries, a poem and a *pantun*," said Abdullah, who had been drawn to poetry, acting, arts, and culture since his school days. A *pantun* is a traditional Malay form of poetry that has a unique structure and rhyme scheme.

Lyrics: Datuk Abdullah Ahmad
Music: Hishamuddin Sulaiman



24

RA PET RO NAS MA JU JA YA ——— KI



20

BAR NIS... NIS... NIS... NIS... NIS... NIS... NIS...



E ME GA HAN NE GA RA KI TA SE MER



E ME GA HAN NE GA RA KI TA SE MER



Thank you Che Lakh for your invaluable contributions and a wonderful performance during the Official Opening of Petronas Twin Towers
Petronas at 101st Colson Plaza 31st August 1999

Datuk. Abdullah. Ahmad.

A photo of Datuk Abdullah Ahmad reciting poetry during the opening ceremony of the PETRONAS Twin Towers on 31 August 1999.





The PETRONAS in-house band performing at an event.

His poem titled '*PETRONAS Maju Jaya*', the chosen winner, had four verses.

"The first verse is a declaration of the vision and mission of PETRONAS, to thrive and be the pride of our nation, renowned around the world," Abdullah said.

The second verse represents PETRONAS' responsibility under the Petroleum Development Act, upholding 'the nation's trust' and 'the people's aspirations'.

Next, comes the pledge by PETRONAS employees to work with 'persistence and resilience' to achieve their mission, standing 'shoulder to shoulder' in unity, and with God's grace, the nation will prosper.

The first verse is repeated at the end, reinforcing the noble goals of the National Oil Company for the nation and its citizens.

Abdullah's next task was to come up with the musical arrangement.

"I couldn't think of anyone else at the time, other than Johari Salleh, the Music Director of *Radio Televisyen Malaysia* (RTM, Malaysia's public broadcaster). I went to see him at *Angkasapuri* (RTM's headquarters in Kuala Lumpur). He told me, 'Brother, this is not my forte,' and suggested I meet Alias Arshad, who was the Music Director of the Royal Malaysian Police (PDRM)," he added.

Abdullah and Alias were acquaintances from his Home Affairs Ministry days, and the latter was more than happy to help.

Alias organised a competition among PDRM musicians to compose music for the song. An independent panel of judges selected the top three for PETRONAS management's consideration, and the winner was Hishamuddin Sulaiman.

Abdullah said the PETRONAS song would not have seen the light of day without the support of former Chairman the late Tun Abdullah Salleh, Managing Director Dato' Rastam Hadi, and Personnel Director Datuk Wan Ismail Wan Mohd Salleh.

"If this song is considered to be a major contribution to PETRONAS, credit should also go to them," said Abdullah, who retired in 2017 to care for his mother in Kedah.

In the early years, Abdullah recalled, employees would sing '*PETRONAS Maju Jaya*' every day and do light exercises before starting work. This was similar to the Japanese practice at the time to inspire loyalty, dedication, and motivation.

It is no surprise that the initiator of the PETRONAS corporate anthem himself would embody the principles etched in the lyrics he created, handling multiple responsibilities and challenges throughout a long and illustrious career at PETRONAS.

Abdullah, who turns 77 in August 2024, had served as Area Manager for Sabah, Sarawak, and Labuan; organised the massive migration of employees to the PETRONAS Twin Towers; was appointed Director of Arts and Culture which oversaw the PETRONAS Performing Arts Group and the PETRONAS Art Gallery; and was Manager of the Malaysian Petroleum Club.

Abdullah recalled there was some concern from management that the corporate song might be deemed too boastful. He disagreed. "Like a national anthem, it had to be uplifting to inspire employees to work hard, and hopefully one day PETRONAS would be internationally known. And true enough, it happened."



The PETRONAS song is often performed at the start of PETRONAS events.

Zainubiah Abd Aziz,
Custodian, Talent
Development Specialist
at PETRONAS
Leadership Centre, is
determined to help
develop future leaders.

Nurturing future leaders

Nestled in the township of Bangi, some 30 kilometres from Kuala Lumpur, lies the PETRONAS Leadership Centre (PLC). The building, recognised for its distinct architecture and sustainable design, sets itself apart from other structures in this suburb which is home to many training centres of various government agencies and the private sector.

PLC has come a long way from just a training department back in 1979, evolving to a full-fledged training centre previously known as PETRONAS Management Training Sdn Bhd (PERMATA).

Sprawled across 35 acres, PLC houses a state-of-the-art campus, including a man-made lake. PLC is the company's commitment towards an immersive and holistic ecosystem of enabling human capital development, the force behind PETRONAS' success to deliver and sustain its business, enriching lives for a sustainable future.

"Nurturing talents with outstanding management and leadership skills is our core business at PLC," said Zainubiah Abd Aziz, Custodian, Talent Development Specialist (TDS) of PLC. PLC's TDSs are certified Learning and Development (L&D) experts who design and curate impactful solutions and programmes, suited to the ever-changing business needs of PETRONAS.

The ever evolving landscape of the energy industry requires organisations to approach talent development from a progressive lens, and this is where PLC aims to be at the forefront, utilising the latest learning methods and frameworks. These methods include Learning in the Flow of Work (L@Work), Behavioural Science through Nudges, and Coaching as a Skill, as well as collaborating with world-class learning partners such as Emeritus, Duke, and BTS through both in-house curation and Ivy League universities' modules.





The state-of-the-art PLC campus inspired by the PETRONAS logo.



**ACCELERATE
ACTIONS
TOWARDS**

**NET
ZERO**

2050



KEYNOTE

ADDRESS by:

DATUK-TENGGU MUHAMMAD TAUFIK
President & Group CEO of PETRONAS



PETRONAS President
and Group Chief
Executive Officer
Tan Sri Tengku
Muhammad Taufik
addressing employees
at the world's first
270 degree LED panel
auditorium at the PLC.

Setbacks from the COVID-19 pandemic and the need to keep up with the 4th Industrial Revolution has steered PLC to pivot to new training methodologies. Taking into consideration current learning trends, PLC programmes are infused with coaching and leadership sharing through online and hybrid methods to cater to both local and international employees. All programmes are curated to address business needs. When the need arises, facilitators are sent overseas to upskill PETRONAS employees.

PETRONAS recognises that people are the most important asset in any organisation and Zainubiah demonstrates that value well, through her role as Custodian in PLC. It is a role the former Economics lecturer and human resources practitioner embraces with passion. She noted that PETRONAS' proactive investment in human capital, such as developing skills, knowledge, and capabilities from hire to retire, has enhanced productivity and driven long-term success for individuals and the organisation.

Almost every employee, from top leaders to non-executives, has walked through the doors of PETRONAS' training centres, said Zainubiah, who joined PERMATA as a Learning Manager in 2009.

"It would be near impossible to find a leader who has worked in PETRONAS for a reasonable time frame and has never been to either the old campus or the new one," she shared.

It did not take long for Zainubiah, a Public Service Department scholar who studied in Canada, to also realise that she was dealing with a "totally different breed of talents" in PETRONAS.

"PETRONAS hires based on highest merit. Their level of thinking as well as the discussions during the classes set them apart. You have this group of very intelligent people questioning you at every level, so our facilitators must always be on their toes. Seasoned facilitators learn to turn these events into learning opportunities for them and other participants," she emphasised.

Developing talents is not an easy task. To ensure an organisation does it right, a conducive and psychologically safe environment is also needed to accelerate talent development and provide a more inclusive learning ecosystem.

PLC also boasts an innovative round multipurpose hall which features the world's first 270-degree LED panel array that pivots open to show the outdoor view. This technological marvel provides a more immersive learning experience.



The PLC's design seamlessly blends innovation and nature, and incorporates energy saving features.



The old PLC campus in Bangi, Selangor.

Another significant aspect of PLC's approach to training and development is the 'Leaders Develop Leaders' initiative infused in leadership programmes. It provides a safe platform for business leaders and participants to engage on a personal level, enabling an understanding of the stories behind a leader's success. This initiative also allows leaders to connect and foster a broader network while helping them scout talents.

There is a dedicated wing in PLC that serves as a strategic retreat for PETRONAS leaders. Equipped with a board room, meeting rooms, and lounges, it is a space where the top management engages in strategic discussions and collaborations that steer the company forward.

Guided by PETRONAS' Shared Values of Loyalty, Integrity, Professionalism, and Cohesiveness, Zainubiah pointed out that PETRONAS employees' sense of ownership extends beyond individual and organisational success to a broader national perspective.

"We take pride in our work and take full ownership of the responsibility given to us. Our work isn't a personal pursuit and more than a corporate one. We serve a higher purpose: the nation. That's the sacred trust we hold - our *Amanah*."

Zainubiah shared that regular organisational culture surveys are conducted to measure employee engagement levels, recognising the correlation between high engagement and performance.

"This ongoing feedback helps ensure that employees understand the organisation's direction and strategy, contributing to higher levels of performance and alignment. This is then supplemented with coaching practices - superiors are trained and expected to coach team members, besides all employees having access to certified coaches in PETRONAS."

In line with PETRONAS' commitment to sustainability, PLC was designed with energy-saving features and green technology. The building orientation and facade design allows more daylight and less heat into the building, minimising the use of artificial lighting and air-conditioning. The campus is also equipped with other sustainable features such as rainwater harvesting and grey-water recycling systems, solar panels, and food waste composter.

At the heart of the campus, a stream from a four-acre man-made lake weaves in between building blocks, providing a seamless integration of nature and architecture. The surrounding landscape is meticulously curated to create a tranquil environment.

PLC allows for purposeful collaboration between leaders and employees in a conducive environment, cultivating PETRONAS' legacy in talent development. The campus ambience offers a retreat from the hustle and bustle of the city, through its design and utilisation of spaces. PLC also aims to provide a psychologically safe environment to support talents in their journey to develop themselves.

Zainubiah stressed that the training at PLC underscores the importance of collaboration and innovation in leadership development within PETRONAS.

"The need for different talents is increasing. We have a bigger role to play. We stay close to our business strategy and what translates out of the learning strategy is the type of leaders and talents required. We strive to develop leaders equipped with leadership, sustainability, and innovation-based knowledge and skills."

"These talent development practices are what set us apart as the only Malaysian company on the Fortune Global 500 list."



The campus design seamlessly integrates nature and architecture, providing a refreshing retreat from the hustle and bustle of the city.

*Energy Receive,
Energy Return*

Supporting retail entrepreneurs

An entrepreneur's journey from bazaar stall vendor to *Kedai Mesra* convenience store supplier is a lesson in determination and patience.

Page 171

Pioneering festive films

PETRONAS short films, specially produced and aired during festive seasons on multiple platforms, transcend cultures, fostering and promoting unity.

Page 177

Research and discoveries

Investment in research and development is at the forefront of planning for the future. PETRONAS' hub of innovation fuels the company's competitive edge.

Page 185

Global business recognition

PETRONAS' entry into the Fortune 500 list inspires the nation towards world-class excellence and growth.

Page 191

Into Africa

Operating in Sudan is a tale of overcoming challenges through comradeship, and earning the trust of its stakeholders.

Page 197

Decade Three | 1995 to 2004

PETRONAS Twin Towers migration

The planning and execution of transferring thousands of employees into the PETRONAS Twin Towers sets a new benchmark.

Page 203

The UTP legacy lives on

A pioneer *Universiti Teknologi* PETRONAS graduate shares her experience and mantra to remain thankful and help others.

Page 211

The joy of music and arts

PETRONAS promotes the fine arts through the Malaysian Philharmonic Orchestra and GALERI PETRONAS, delighting patrons with world-class music and the visual arts.

Page 217

Where science comes alive

A visitor to Petrosains makes it her life's mission to teach others the wonders of science and technology.

Page 233

China joins the family

A long-service award recipient from PETRONAS' China operations reflects on the family spirit and shared values that have shaped his career.

Page 241

*Energy Receive,
Energy Return*

“

The trust (*Amanah*) and responsibility shouldered by the current generation are extremely heavy and important. It is my hope that we will hold on to this trust and responsibility, and fulfil our promises, as long as we continue to walk this earth.

”

~ Tan Sri Mohd Hassan Marican

The PETRONAS commercials held a special place in the hearts of the advertising 'Dream Team' of Ali Mohamed, the former Chairman of Leo Burnett Malaysia, and the late Yasmin Ahmad.

Pioneering festive films

Tear-jerking, poignant, heart-warming, and often with a dash of humour. These are the hallmarks of the memorable PETRONAS television commercials that Malaysians eagerly await come festive seasons.

Pioneering its way in almost everything it does, PETRONAS' unique festive commercials which tell the stories of ordinary Malaysians, and the values they share, are a constant reminder that there is much to celebrate and cherish in our diversity, in spite of challenges that come our way.

The brains behind these memorable commercials were the creative team at Leo Burnett Malaysia, headed by advertising legends Ali Mohamed and the inimitable Yasmin Ahmad.

Well before the festive commercials were commissioned in the mid-1990s, Ali and the late Yasmin were already working on PETRONAS' print advertisements.

"We were later asked to do some commercials for the major festivals such as Hari Raya, Chinese New Year, and Deepavali. Yasmin and I talked about how we should do it. First things first - we needed to have more knowledge of PETRONAS," related Ali.

They were amazed to learn PETRONAS was the only Fortune Global 500 company from Malaysia and among the most profitable oil and gas companies in the world.

"A Malaysian company classified like this was really extraordinary. When you asked people to name an oil company, they would say Shell, Caltex, or Esso. Most Malaysians didn't think highly of PETRONAS then. Because we're local, the perception was that we're not good enough to match the international companies. We decided we had to do something about it."

"We met Tan Sri Mohd Hassan Marican, then President and Chief Executive Officer of PETRONAS, and he told us, 'You do what you believe in'."



With the creative licence from the top man, Yasmin and Ali decided to do something out of the ordinary. They related stories of everyday Malaysians and the values they hold dear, with nary a hint of the brand they were promoting in the commercial itself.

One of their most memorable was the humorous 2003 Hari Raya commercial *Apa Nak Jadi* (What's to Happen), about seven brothers who forgot to get the beef their mother needed to make *rendang*, a spicy dish, on the eve of Hari Raya.

Not wanting to disappoint their mother, the boys desperately tried to source the meat all over the village but to no avail, until they chanced upon a young Punjabi boy with his huge canister of fresh cow's milk.

The next scene showed the brothers happily making their way home on a raft with a cow in tow, causing their mother to faint in disbelief!

Describing it as Yasmin's favourite festive commercial, Ali said the message they wanted to convey was how one would go to great lengths to do something for someone they love.

"The commercial may not seem logical, but the message hits home. That commercial was the most talked about in the industry as it appealed to the international community as well."

"It also saw Leo Burnett's ranking rise from number 14 to the top three advertising agencies in Malaysia and Asia. It was also the fourth most watched commercial globally, reflecting the stature of a local company such as PETRONAS which rocked the world," said 74-year-old Ali with pride.

In advertising circles, Yasmin and Ali were 'The Dream Team', churning out a stream of award-winning commercials for the company.

Yasmin, who passed away in 2009 at age 51 following a stroke, always referred to Ali as her "soulmate".

"I don't know why she called me that. I guess it's because we understood each other so well," he said. "I would say one or two words and she would immediately understand what I meant. It worked both ways. We spoke a common language without saying much. Sometimes it was just one look and we understood each other."

Before joining the advertising industry, Yasmin, a Politics and Psychology graduate from the University of Newcastle in the United Kingdom, did marketing for IBM. Ali was then with the advertising agency of Ogilvy & Mather (O&M), located next to the IBM office.

A creative person at heart, Yasmin's indomitable spirit saw her applying for a job at O&M.



The late Yasmin was a free spirit who did not subscribe to conventional norms.

"When she was told that she got the job, she rolled on the floor with joy!" Ali recalled with laughter.

Ali later moved to Leo Burnett as Creative Director in 1992 and Yasmin joined him soon after. They were Executive Creative Directors at the agency, sharing an office and letting their creative ideas flow late into the night to produce award-winning advertisements, unparalleled in the local advertising industry.

The PETRONAS commercials, especially, held a special place in their hearts.

PETRONAS mempersembahkan

OPERASI KOPERASI



PETRONAS



PETRONAS' Malaysia Day short films often portray the nation's unity and patriotism in creative ways. In 'Operasi Koperasi', 14 erasers overcame threats and challenges by working together.



Iconic PETRONAS festive commercials have always resonated with Malaysians.

PETRONAS is a valued friend and preferred partner, said Mai Gadalla Gubara, PETRONAS Head of Sudan Operations.

Into Africa

Mai Gadalla Gubara has worn many hats throughout her career, but the one she treasures most is her post as PETRONAS Head of Sudan Operations.

It is a position she never dreamt of holding when joining the company as an Office Manager 23 years ago. Mai, who studied Russian Language and Psychology at the University of Khartoum, has an interesting job history.

"I shifted jobs a lot upon graduation. I was a teacher at a Russian cultural centre, then I joined the non-governmental organisation Care International, worked at the United Nations Development Programme, and the United Nations Children's Fund and the European Commission before joining White Nile Petroleum Operating Company (WNPOC), which was wholly owned by PETRONAS, in 2001."

Immersed in humanitarian work and having grown up in a family passionate about arts, culture, and sports, where her father Gadalla Gubara was a famous African photographer and her sister Sara was an international swimmer, Mai had no clue about the oil and gas industry.

"It was a booming industry in early 2000 and I decided to join WNPOC, never imagining for a moment that I would be there this long," said the 56-year-old mother of five.

In 2014, when Mai was the first Sudanese offered the post of Human Resources Manager, she was apprehensive. "But a friend pointed out that I had successfully raised my five daughters and I could handle it. I took the challenge and treated the staff as if they were my own family."



The apprehension that Mai felt when stepping into the post of HR Manager returned when she was offered the post of PETRONAS Head of Sudan Operations in 2022.

"I was worried because I was a woman, a non-technical person, and the first local to be given the post. I asked my predecessor, former Sudan Head of Operations Azhan Ali, 'Why me?' He replied, 'You are the best person to replace me'."

"I felt so honoured," she said, adding that she soon realised that what mattered was knowledge of the operations and a good support team. "I am grateful for the career growth, opportunity, and the trust given to me."

Sudan was PETRONAS Carigali Sdn Bhd's (PCSB) first venture into Africa in 1997, and became its most profitable overseas operation. The venture produced its first oil within two years on 31 August 1999 - a record in Africa - and recovered its costs within three years.

Spurred by its success in the upstream sector in the Republic of the Sudan, PETRONAS increased its participation in the downstream business sectors, transportation and logistics systems, project management, and consultancy. It continued its operations well after the southern section seceded in 2011 and formed a new nation - the Republic of South Sudan.

Mai said PETRONAS' impact in Sudan extends beyond business, particularly in uplifting communities and building relationships.

"Stakeholder engagement in Sudan required a global mindset, local understanding or 'GLOCAL' approach. When you capture the heart, you capture everything," she said.

Towards this end, her team recognised the importance of giving back to the community, and undertook numerous Corporate Social Responsibility (CSR) projects to create a positive social impact for the locals.

"Our team organised various activities at the PETRONAS Complex in Khartoum, turning it into a social hub with events such as movie nights and sports gatherings to enhance employee and family well-being."

Another notable initiative, Mai said, was donating blankets to families in the remote Al-Fath desert during winter, and subsequently building a solar-powered water well and infrastructure. The transformation of Al-Fath into an 'Adopted Village' showcased PETRONAS' commitment to local communities.

Additionally, the PETRONAS Local Universities Scholarships (PLUS) was launched, awarding over 400 scholarships. The company also sponsored 170 Sudanese students to study at *Universiti Teknologi* PETRONAS.



Datuk Hashim Wahir (*seated, fifth from left*), Country Chairman for Sudan Operations (2004-2007), at the Khartoum Vocational Training Centre, set up by PETRONAS to train local youth.



The PETRONAS Complex in Khartoum hosted various events and gatherings for the employees and their families.

PETRONAS also set up a mobile library and constructed 24 school libraries, benefitting 60,000 individuals, while over 500 students graduated from its vocational training centre with a remarkable 96 per cent employment rate.

Mai said training locals to take over the operations in Sudan was PETRONAS' objective from day one, and it continues to sponsor students to pursue courses related to the industry to meet this purpose.

She said PETRONAS was valued as a friend and preferred partner in Sudan because it had brought much development to the country, demonstrating its passion and legacy of positive community change.

"This is why our stakeholders trust us. It took time, effort, and unwavering commitment to earn it, and I am proud that we still make a meaningful impact."

"Treat your colleagues like family, with respect and compassion, and your work as a responsibility. That way, you will love what you do and excel. This is the reason I'm still with PETRONAS. The values PETRONAS instils in its people resonate with me."



PETRONAS' Sudan Office was officially opened by Prime Minister Tun Dr Mahathir Mohamad (*left*) on 15 May 1998.

Performing at the
majestic *Dewan*
Filharmonik
PETRONAS has been
an enriching journey
for Ong Lin Kern.

The joy of music and arts

The path chosen by parents, guided by love and foresight, can often lead to greatness.

As a child, Ong Lin Kern envied his friends who frolicked playfully around the neighbourhood, while he spent hours practising the piano and the violin.

Yet, the wisdom of elders and their belief in hidden talents and potential can shape unexpected destinies.

"My parents sent my sister and me for music lessons on the insistence of a grand-aunt whose children learnt music. She told my parents it would be good for us."


"Although I disliked it initially, I had little choice. I did it to please my parents. Those days, you didn't question your parents' decisions," said Ong, who is now a resident violist with the renowned Malaysian Philharmonic Orchestra (MPO).

A Penangite by birth who grew up in Kuala Lumpur, Ong learnt the piano at four and took violin lessons when he was nine.

Though he hoped to further his studies in a totally different field after secondary school, his parents convinced him to pursue a career in music and encouraged him to audition for the Asian Youth Orchestra (AYO) in 1992.

"It was tough. They only selected the top 100 musicians from Asia. I learnt a lot during the six years that I was with them as they conducted camps and tours around the world with renowned music directors and instructors, including the late Abraham Skernick, the former principal violist of The Cleveland Orchestra."





Pride of Place: Among the best seats to enjoy the music in the majestic *Dewan Filharmonik PETRONAS*, are those in the centre of the hall.





Mercedes Benz Malaysia and *Dewan Filharmonik PETRONAS* hosted over 150 residents from eight welfare homes to a rehearsal by the Malaysian Philharmonic Orchestra of 'Heroes and Heroines', a musical delight celebrating famous heroic tales, on 2 July 2010. The performance was conducted by Matthew Coorey and presented by Kevin Hathway.

"Performing with the AYO was an eye-opener. That was when I developed a love for classical music, thanks to my parents' foresight and support. That's when I decided that I wanted to be a professional musician," shared Ong, who is delighted to turn 50 in the same year as PETRONAS' Golden Jubilee.

Ong also joined the National Symphony Orchestra (NSO) with his sister and performed with them for five years at *Istana Budaya*, Malaysia's National Theatre, playing the viola, an instrument slightly larger than the violin.

In early 1997, word spread that Malaysia was to have its own philharmonic orchestra that would make its debut the following year at the country's first dedicated concert hall, the 920-seater *Dewan Filharmonik PETRONAS*, housed in the gleaming PETRONAS Twin Towers.

Excitement vibrated through the classical music community following the news, Ong recalled, and he was among thousands of musicians from around the world who auditioned for one of the 105 coveted positions in the orchestra.

"At 23, the thought of auditioning for the MPO with more experienced musicians from around the world was daunting."

When he was told, after several rounds of selections, that he would be performing in the MPO's inaugural concert on 17 August 1998, in conjunction with PETRONAS' 24th anniversary, he was ecstatic.

"I was over the moon!" recalled Ong, who officially joined the MPO on 1 July 1998, and trained for the next month and a half under the guidance of Music Director Kees Bakels from the Netherlands.

The intensive training was necessary as the musicians, chosen from across the world, needed to practise playing seamlessly and cohesively as a group. With new music scores to master every week, a young Ong was kept on his toes.

"The Music Director expects you to come prepared and know your music. Back then, there was no YouTube to listen to music you were not familiar with. So you either ask your colleagues or buy cassettes and compact discs and practise. You had to know the music."

Ong has worked with distinguished conductors such as Lorin Maazel, and provided the musical accompaniment to stars, including Dame Kiri Te Kanawa, Andrea Bocelli, José Carreras, and Harry Connick Jr.



Norhana Hamim said Petrosains ignites a passion for discovery in a fun way.



Where science comes alive

When Norhana Hamim first visited PETRONAS' science and technology museum, Petrosains, as an 18-year-old in secondary school, she never imagined being in charge of the centre one day.

The school excursion in 2000 was an eye-opener for Norhana, and she saw science come alive beyond her textbooks.

"The concepts became tangible, and reinforced my understanding of scientific principles. I learnt that science not only happens in the lab or in the classroom setting, but it's in our daily lives," said Norhana, who began volunteering at Petrosains in 2005 after completing her studies in Computer Science at *Universiti Malaya* in Kuala Lumpur.

Norhana remained in Petrosains upon graduation, and relished engaging with visitors and watching their eyes light up when they learn something new, much like she did as a visiting student.

"The impact Petrosains had on me was profound. I hoped to change the perception that science is about memorising formulas and theories. Applying it in our daily lives actually makes science fun," said the 41-year-old mother of three, and now Petrosains Director of Learning and Satellite Centre.

Located on the fourth floor of Suria KLCC mall at the PETRONAS Twin Towers, Petrosains, The Discovery Centre, was opened in March 1999 with the aim of supporting Science, Technology, Engineering, and Mathematics (STEM), creating a new generation of scientifically literate, forward-thinking nation-builders by igniting their passion for discovery.



Immersive exhibits at Petrosains help to promote learning of science and technology in an entertaining environment.



Various activities and displays at Petrosains cater to visitors of diverse ages and backgrounds.

Petrosains displays include activities to teach young visitors about the oil and gas industry.

Norhana's first permanent position after volunteering for 12 months was as an Outreach Assistant. She was involved in organising exhibitions throughout Malaysia including the PETRONAS StreetSmart exhibitions emphasising road safety and the DinoTrek exhibition which links the science of crude oil formation to dinosaurs and fossils.

She also helped organise outreach activities for the indigenous community through the *Sahabat* Petrosains (Friends of Petrosains) programme.

Norhana recalled a visit to *Orang Asli* children from the Batek tribe at Kampung Sungai Berua near Lake Kenyir, Hulu Terengganu, in the east coast state of Terengganu.

"We went to the village school and found that many students were absent. Some families were inclined to have the children help them source and sell jungle produce to put food on the table," she said.

Undeterred, Norhana and her team worked with the district Education Office and the school administrator to conduct a five-day *Sahabat* Petrosains programme focused on fun learning.

"For the first few days, the children were extremely shy and reluctant to engage with us. They would hide their faces or turn their backs when we spoke to them. Building trust was essential, so we fostered a friendship-based relationship, addressing each other as *kakak* and *adik* (older sister and younger sibling). We made it fun by gamifying science and mathematics concepts. There were no books, it was just games."

Norhana teared up as she recalled how one of the more introverted students was reluctant to participate in activities, due in large part to a lack of confidence in his own pace of progress.

"We continued to encourage him and the other children, assuring them of their abilities. By the end of our programme, the children's enthusiasm and attendance dramatically improved. Even the introverted boy participated more actively in the games," said Norhana, who later learnt that their efforts helped increase the student attendance rate at the school.

"These initiatives demonstrate that Petrosains is not just a science centre but an organisation that touches lives, empowering individuals to become better versions of themselves," she said with pride.



Another initiative actively pursued by Petrosains for the *Orang Asli* is the TECH4ALL programme, organised by the Ministry of Education and the Department of *Orang Asli* Development (JAKOA).

Norhana recounted her experience bringing the programme to the *Orang Asli* children at the *SK Permatang Keledang* primary school in Pahang. The students from the school had been participating in the Petrosains RBTX Challenge since 2018, where they learnt about robotics, and how to develop and 'battle' their creations.

With the support of their school teachers, they created a robot for less than RM500 to join the competition. After honing their skills in the Petrosains RBTX Challenge, the team earned the opportunity to represent the nation and went on to participate in the Malaysia MakeX 2023 Robotics Competition, coming in second and qualified to compete in the MakeX 2023 International Robotics Championship in Shandong, China in December that year, against 63 other countries.

"This is exactly the kind of stepping stone we want to give *Orang Asli* children - knowledge and skills to compete internationally. We want them to attend school and have access to the latest technology so that they are not left behind," Norhana pointed out.

As it celebrates its 25th anniversary in 2024, Petrosains continues to evolve, incorporating technology-driven programmes, focusing on sustainability to remain relevant and impactful.

As Curator, Norhana's biggest aspiration is for Petrosains to be the trendsetter in the STEM ecosystem, stressing that her team needs to be agile and continuously innovate in response to market and industry needs.

"We need to have the right mindset and be passionate about what everyone does," she said, adding that even volunteers are encouraged to be involved in all aspects of operations. "We empower them to think, create, and manifest."

By nurturing talent and fostering curiosity, Petrosains contributes to shaping future leaders and promoting a deeper appreciation for STEM education and innovation.

"My journey from a shy volunteer to Director of Learning and Satellite Centre at Petrosains reflects the transformative power of education and engagement. Petrosains is not just a science centre. It touches people's lives and gives them positive change. This is what I value most and keeps my passion burning," Norhana concluded.



Pupils from *SK Permatang Keledang* giving a robotics demonstration at Petrosains.

Reimagining Energy

The Rigs-to-Reef symphony

PETRONAS' sustainability initiative through the Rigs-to-Reef programme demonstrates the company's commitment to environmental stewardship.

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Honouring the nation's best

A *Merdeka* Award Grant recipient is determined to improve policies for the *Orang Asli* community through research and data analysis.

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Motorsports' roaring success

Investing in motorsports elevated PETRONAS' branding and technological expertise in fuel and lubricants.

Page 267

Conserving nature's heritage

The preservation of Sabah's Imbak Canyon, a hidden valley dating back millions of years, is crucial for biodiversity and research.

Page 279

A village transforms

An *Orang Asli* community in Perak undergoes a profound transformation after PETRONAS equips their village with solar panels, clean water, and learning opportunities.

Page 285

Decade Four | 2005 to 2014

Kimanis knowledge boost

A mother and daughter from Sabah share their perspectives on life in the energy industry.

Page 291

Safety comes first

A PETRONAS contractor in Canada admires the company's commitment to health, safety, and the environment.

Page 297

A Turkmenistan tale

Upstream operations in Turkmenistan impacted the local community in many aspects, including what it means to be a PETRONAS employee.

Page 303

Connecting with communities

A pioneer employee in Iraq recounts how PETRONAS engaged and developed a lasting relationship with the community in Garraf.

Page 309

Life on PFLNG DUA

The PETRONAS floating LNG vessels, which allow access to remote offshore gas reserves, have enriched the work experience of its crew.

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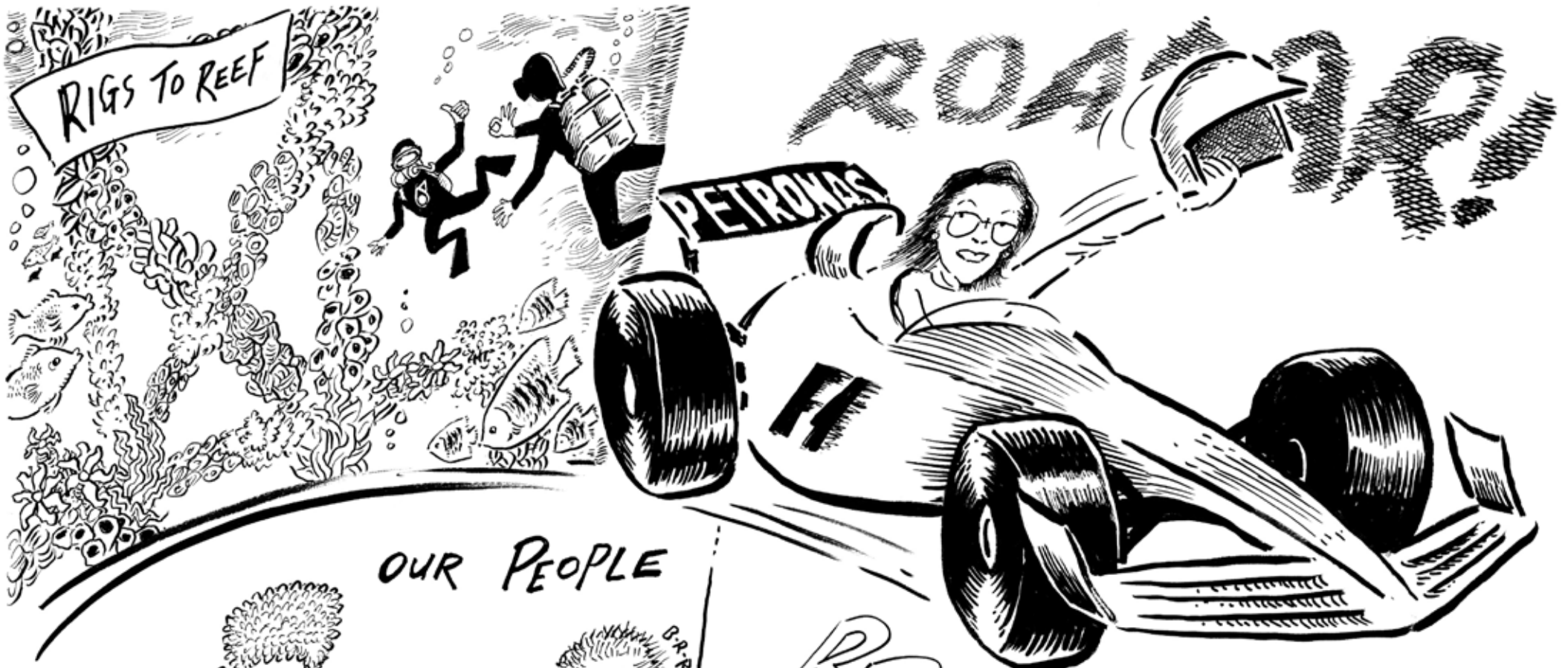
Reimagining Energy

“

Looking ahead, the Group's business priorities and key areas of focus will continue to be shaped by an all-out push for growth, consistent with efforts to further secure the long-term sustainability of its business. To this end, PETRONAS will be guided by its Corporate Agenda.

”

~ Tan Sri Shamsul Azhar Abbas



OUR PEOPLE



in Khartoum



in Ashgabat



in Guangzhou



in Alberta

B.R.A

BANDING

BRMMMM!!!
Uplifting Lives
programme



Daud Awang is Head of the
Department of Fisheries'
Marine Research Station at
Layang-Layang Island.

The Rigs-to-Reef symphony

Submerged beneath the shimmering waters off the coasts of Sarawak and Terengganu lies a tale of transformation orchestrated by human hands, yet guided by nature.

PETRONAS' Rigs-to-Reef (R2R) initiative is part of its commitment to sustainability by using retired oil rigs to create thriving marine ecosystems.

With each plunge into the watery depths, Department of Fisheries (DOF) divers Daud Awang, Izarenah Md Repin, and Anis Mohd Ariffin witnessed how steel and sea harmonise for marine life to thrive.

The divers marvelled at the rigs-turned-reefs - the Baram-8 platform, its skeletal beams now adorned with corals; the Kapal structures near Pulau Kapas; and the D30 and Dana sites off Sarawak's coast - now bearing silent witness to the resilience of sea life.

"The first rig in the R2R project - Baram-8 - was deployed in 2004," said Daud, who heads the department's Marine Research Station on Layang-Layang Island.

He said there was some initial resistance to R2R due to concerns it would cause pollution once placed in the sea, but research has proven such concerns unfounded.

"We decided if we were going to place the rigs in the sea, we had to monitor them properly. We were not dumping the rigs. We were placing them at a predetermined site and arranging them carefully to create a garden. Instead of becoming scrap metal, the structures were once again given life and purpose in the sea, benefitting the fishing community and ecotourism," he said.

The structures for the R2R - weighing from 418 tonnes for Dana and up to 1,025 tonnes for D30 - were proposed by PETRONAS, and then reviewed by DOF before being laid down on the seabed.



Department of Fisheries
divers conduct regular
visits to the Rigs-to-Reef
sites to assess the marine
life in the area.





Izarenah added that preparations for each R2R project were extensive, involving not only various technical and environmental analyses, but also feedback from the diving and fishing communities.

"In terms of location, the seabed should be sandy, not muddy, to ensure the sturdiness and stability of the structures. Another condition is that it should be close to the mainland, otherwise it would be too costly for the community to get there," said Daud, who has been invited to give talks about the R2R programme at conferences in the United States, Singapore, Japan, and Australia.

The depth for placement of the structure is also important. For divers, a depth of 20 to 30 metres is ideal. If it is too deep, divers can spend only a short time at the site before they have to resurface due to oxygen tank limitations.

"After the structure is put in place, our review and monitoring process starts. We visit the sites every three months," said Daud, who admitted he has an emotional attachment to the sites and marine life he helped cultivate.

Izarenah, who started diving at the Kapal site in 2018 and has returned every year, recalled how that spot of sandy seabed transformed into a mesmerising underwater playground.

"At first there were not many fish. Barnacles and molluscs appeared initially on the artificial reefs, forming a base that later supported the growth of corals. This in turn attracted various fish species and marine life," said Izarenah, who was previously with the Malaysian Marine Parks Department before it merged with the DOF.

"After seven years, the Kapal site has matured into an underwater forest with diverse species populating the R2R structure," she said.



The Rigs-to-Reef structures are larger than conventional artificial reefs, which help promote a more diverse marine ecosystem.

Anis Mohd Ariffin looking at a display of various artificial reef models. Each design fits a certain location and purpose.

Anis, who developed an interest in marine life when her parents worked and lived in Terengganu, has been based in Miri since 2019. Her first dive at the Baram-8 site was in 2020.

"My first impression was 'Wow!' What a sight to behold," said the certified Rescue Diver with 300 dives under her belt. Once conduits of hydrocarbons, the rigs are now cradles of life where coral gardens bloom and schools of fish dance.

The rigs placed on the seabed serve another purpose - as a deterrent to illegal fishing in the area. Those who attempt such activities will find their nets caught in the structure, but will not report it for obvious reasons.

But these abandoned fishing nets, also called ghost nets, can entangle fish, other marine life, and even the occasional human diver. Daud said in one instance, as much as 100 kilogrammes of netting had to be cut and lifted out from the R2R structure.

Izarenah said marine life at the Kapal site dwindled several years ago due to ghost nets. It was only after the nets were removed that the fish came back and the biodiversity flourished again.

"Every structure we lay has been designated for certain interest groups or communities. If it is meant for tourism, then fishing will not be allowed. Similarly, if it is for fishing, then diving will not be permitted," Daud said. In the future, there might be sites that could cater to both communities.

In Sarawak, Baram-8 has been designated for ecotourism and diving, while D30 and Dana are for the fishing community.

Regular DOF monitoring found that the R2R initiative has been an overwhelming success. The artificial reefs pulse with marine life, sometimes even faster than anticipated.

"For Baram-8, there were already beautiful fish there in the first three months. The one species we hoped to find was the shark species, because this would mean the food chain in the area was complete or mature, and there was no need for further observation," Daud said. The popular diving site has been renamed Kenyalang Reef by the state government.

"I understand there are almost 30 more planned structures in the next 10 years for the R2R programme, and I'm looking forward to it. If possible, I think we should give priority to the fishing community because they provide food security to the Malaysian people, and they deserve the boost to their livelihoods," he added.





SHARP
100
Manufacturing

PETRONAS
PRIMAX

PETRONAS
SYNTIUM

For MR370

Nationwide F1 roadshows gave Malaysians an opportunity to experience the thrill of motor racing.

Motorsports' roaring success

When Datin Anita Azrina Abdul Aziz walked into her new office as the Head of PETRONAS Motorsports in 2008, she was puzzled to find a strange looking object in her office cabinet.

"It was an off-white block of rectangular moulding. I couldn't figure out what it was. I thought that it was a piece of 'junk' left behind by the room's previous occupant, so I promptly chucked it in the bin!"

That evening, Anita flew to Germany for the Formula One (F1) race in Hockenheim.

"We visited a BMW car factory and there, on the shop floor, I was shocked to see similar mouldings. I was informed that they were mouldings for F1 engines estimated to cost thousands."

"I silently uttered a quick *doa* (prayer) that no one would go into my room, empty the dustbin and throw the moulding away!"

"When I got back from the trip, I immediately retrieved the moulding from the bin and gave it pride of place in the cabinet again," Anita related with amusement. Currently PETRONAS Group Strategic Relations and Communications Advisor, Anita admits that she was quite clueless about motorsports when she joined.

Today, Anita, 62, stands tall as one of the prime movers of PETRONAS' involvement in international Motorsports, having secured a coveted deal with one of the most successful teams in F1 history - Mercedes AMG.

The PETRONAS scholar graduated from the University of Wolverhampton, United Kingdom with a degree in Economics and joined the company in 1989, trading and marketing crude oil before going on to head business development for the Gas and Power Business. While there, she was 'courted' to join the Motorsports Division.

"My colleague always talked about it as he wanted me there. But I ignored him as I was already working on developing the gas business and wasn't interested in motorsports. I went for the F1 races because I was tasked with hosting our stakeholders, not because I had the need for speed."

Anita's bosses then, Tan Sri Ahmad Nizam Salleh and Tan Sri Mohd Hassan Marican, however, wanted her to helm the division as they needed someone with knowledge of business development and the commercial side of the industry to work with the branding team.

Although PETRONAS had participated in rallies such as the Malaysian Cub Prix in the 1980s, there were plans to grow the brand and make it more widely known in the motorsports sector.

It was also to nurture local talent in motorsports, especially in the two-wheeler segment. PETRONAS started with the local Cub Prix events where the PETRONAS Sprinta lubricant was promoted.

"Through PETRONAS Dagangan, we weaved in road safety campaigns, gave free helmets under the Helmet Heroes campaign, and created track safety awareness to minimise incidents."

What made it more rewarding, stressed Anita, was that events like the Cub Prix reached people on the ground.

"You have mothers and fathers coming out in full support. Fathers becoming team managers for their children. And it's very multiracial. It gives that inclusiveness. The camaraderie is very heartwarming," she said, adding that the Cub Prix also provided a platform for riders to learn skills and create job opportunities such as opening their own motorcycle shops. This aligns with PETRONAS' commitment to promoting sustainable community development.

Rosman Ruslan, who previously headed the Motorsports Division, said PETRONAS' involvement in motorsports began in the 1980s through informal sponsorships such as the Cub Prix and the Proton PETRONAS-EON Rally Team, which saw the rise of the 'Flying Sikh' Karamjit Singh as a world-class rally driver.

As PETRONAS grew its business in the mid-1990s, it embarked on a journey to put Malaysia and the company on the world map.

"We needed to build our reputation internationally, otherwise nobody would know us. So to build our reputation, PETRONAS President and Chief Executive Officer Tan Sri Mohd Hassan Marican came up with the idea of getting involved in Formula 1," shared Rosman who was roped into motorsports when he joined the Image Building Unit under the Advertising and Promotions Department in 1995. The unit was subsequently rebranded as the Motorsports Division in 1998.

He said getting the right partner to complement the brand's personality was crucial as PETRONAS did not want to be associated with top F1 teams which were sponsored by companies that were not aligned with PETRONAS' brand image.



PETRONAS' involvement in F1 was a vehicle for global branding of the company and Malaysia, said Rosman Ruslan, former General Manager, Corporate Communications of PETRONAS Lubricants International.



PETRON



NAS



2007 Formula One PETRONAS Malaysia Grand Prix





PETRONAS
Chairman Tun
Azizan Zainul Abidin
(seventh from left)
and PETRONAS
President and Chief
Executive Officer
Tan Sri Mohd
Hassan Marican
(eighth from left)
share a proud
moment with the
15 PETRONAS
engineers who
successfully
developed
Malaysia's prototype
commercial
automotive
engine using F1
technology.

PETRONAS found its partner in the Sauber F1 team of Switzerland in 1995. The Sauber-PETRONAS partnership lasted 13 years.

"When we partnered with Sauber, we learnt about the business of F1. We got involved in engine design and development, fuel making, and lubricants. We also learnt about the opportunity of bringing F1 to Malaysia," said Rosman, who spent 10 years in the Motorsports Division.

In 1996, Sauber-PETRONAS Engineering was established as a joint venture enabling Malaysian engineers to learn how to design engines at the Sauber racing car factory in Hinwil, Switzerland. The first project was to develop a passenger car engine in 1997. The team completed the project in 18 months.

Rosman, 58, said although engine development was not PETRONAS' core business, it ventured into this area in the interest of Malaysia's national car Proton, which originally used Mitsubishi engines.

"We knew that we could feasibly design an engine through our experience and involvement with Sauber. And we did just that, producing car engines and also motorcycle engines that went on to race in the World Superbike Championship."

"It is not just the knowledge acquired but the fact that we broke the psychological barrier that we could not do it because it was too high-tech," he said, adding that having the attitude that nothing was insurmountable was espoused by then PETRONAS Chairman, the late Tun Azizan Zainul Abidin.

"At that time, F1 cars were like a lab for future cars. It gave us an idea where future fuel development, which is our business, was going," said the former General Manager Corporate Communications of PETRONAS Lubricants International (PLI).

Rosman said PETRONAS made the right decision to bring F1 to Malaysia as it succeeded in projecting not just the brand but the country to the world.

"Having seen the value that F1 brought us, we know we made the correct decision."

BMW subsequently bought over Sauber and the team was rebranded as the BMW Sauber F1 team in 2006.



PETRONAS

TEAM

PETRONAS

PETRONAS

FIAT
YAMAHA
PETRONAS
VR 46
DAINESE

PETRONAS

BRIDGES
D.I.D
2D
Beta

46



PETRONAS
Group Strategic
Relations and
Communications
Advisor Datin
Anita Azrina Abdul
Aziz (*second
from left*) with
Valentino Rossi
(*third from left*),
and PETRONAS
Chairman Tan Sri
Ahmad Nizam
Salleh (*right*).

PETRONAS' partnership with the BMW Sauber F1 team fell through when BMW insisted on requiring a longer time to switch to PETRONAS fuel for its F1 cars, a move that did not suit PLI's business strategy.

"On our end, our stand was clear: If you don't allow us to supply the fuel for your cars, then we'll pull out. My bosses were very supportive. That is the key to making tough decisions, knowing that your bosses have your back. If we didn't have the lubricants business in that whole system, we wouldn't be a part of it. For F1, it has to be the commercial aspect," explained Anita.

Her proudest moment was getting the Mercedes-AMG Formula One team on board as a partner.

Unknown to many, the oil giant was also being courted by other F1 teams including Ferrari, Williams, Lotus, and Brawn which was later rebranded as Mercedes. Anita's intense negotiations with the Mercedes team bore fruit when the German car maker agreed to have PETRONAS on its F1 team.

"Naturally, there was strong pressure from existing F1 teams but we decided to partner the newly rebranded Brawn team which wanted seven-time World Drivers Champion Michael Schumacher back as he was a globally recognised household name who could bring added value, skills, and experience."

Pending the signing of Schumacher into the team, the announcement of the Mercedes-AMG PETRONAS partnership had to wait.

Anita was on holiday with her family overseas in November 2009, when she received the call informing her that the team was ready to announce the partnership, triggering a flood of emotions in her that spelt pride and joy.

"We did it! This was a momentous time for PETRONAS, not just for its branding efforts but also to open doors for a commercial relationship with Mercedes-Benz."

The Mercedes-AMG PETRONAS Formula One Team contract was subsequently signed in 2010.

"Getting this partnership was key to everything. When you do something like this, it has to be for the long-term. This partnership was renewed from the 2026 season onwards and we're committed to supplying the team with 100 per cent advanced sustainable fuel from 2026."

Anita shared that when they started working with Mercedes, "not one drop of our lubricants was in their cars". Within a year, Mercedes cars in Malaysia were using PETRONAS lubricants and soon their cars in Europe followed.

"On track, three of the teams use Mercedes engines, which means our lubricants are used. We are proud that they opened the doors for us to develop products that enabled them to win."

Anita said this successful partnership with Mercedes-AMG extended beyond the F1 circuit as it also paved the way for PETRONAS lubricants to be used in Mercedes passenger cars, including their hybrid vehicles.

PLI is the technical resource behind the partnership with the Mercedes-AMG PETRONAS Formula One team, and is responsible for the design, development, and delivery of customised lubricants, fuel, and transmission fluids to power the racing cars. PETRONAS products that power the team's cars are PETRONAS Syntium, PETRONAS Primax, and PETRONAS Tutela.

As the lubricants and marketing arm of PETRONAS, PLI also manufactures a full range of high quality automotive and industrial products that are marketed in over 100 countries.

"At the heart of our efforts is sustainability as we progress towards a low carbon future," Anita said, adding that PETRONAS will keep pushing boundaries with its Fluid Technology Solutions™ through innovative offerings.

Anita said the Mercedes-AMG PETRONAS Formula One team was the first motorsports team to sign The Climate Pledge, a commitment from some of the world's top companies to reach Net Zero Carbon Emissions by 2040.

She said PETRONAS is committed to continue its sustainable fuel production and energy efficient alternatives such as solar panels and sustainable aviation fuel. "For PETRONAS, the development of sustainable fuels is key to unlocking new opportunities to be a part of the solution in this energy transition."

The partnership with Mercedes-AMG has also enabled selected *Universiti Teknologi PETRONAS* (UTP) undergraduates to undergo internships at the Mercedes F1 team factory in Brackley, England, every year for more exposure to the motorsports industry.

The students with the most potential are handpicked by the F1 team during their annual visit to Malaysia. During the nine-month internship, the students are trained in various aspects of motorsports, including engineering and design.

"It is very promising for the students as it gives them a lot of exposure and helps build their character," Anita added.

As the initiator of the F1 partnership, Rosman said it was inevitable for the Malaysian race to come to an end in 2017.

"We had a real purpose when we started, and met our objectives of projecting the brand and country to the world."



PETRONAS' decision to bring the F1 race to Malaysia succeeded in projecting not just the brand but the country to the world.

Life on PFLNG DUA

"Am I actually here? Is this really happening?"

These were the first words that came to mind when Rozendra Jane Robindran, then 24, stepped onto PETRONAS Floating LNG DUA (PFLNG DUA), the company's second floating liquefied natural gas producing facility, as the first and only female instrument engineer to serve on board.

The spirited 26-year-old from Telupid in Sabah, recalled her never-waning dream of becoming an engineer, inspired by her father who was a mechanical engineer and motivated by her mother, a dedicated neonatal nurse.

"I was that kid who always wondered why and how things work. Sometimes it got me in trouble, but I was a curious one!" she said.

Upon graduating from *Universiti Teknologi PETRONAS* (UTP) in 2021, Rozendra received her posting but at the time, was still unaware of the exact location.

"During the interview, they kept asking me if I was claustrophobic or had motion sickness. I said no. I was always a hardy kid. The many years of driving up and down winding roads for hours from our home in Kota Kinabalu to Sandakan, where my father worked, proved to be good training in the end," she added.

The boat ride to PFLNG DUA, located 190 kilometres offshore Sabah, takes about 3.5 hours - sometimes longer if the weather is rough. When duty calls, Rozendra is offshore for three weeks at a time. It is no wonder her family, particularly her mother and aunts, constantly worry about her well-being.



Rozendra Jane Robindran, an instrument engineer on board PFLNG DUA offshore Sabah, ensures the smooth running of the vessel, which has a hull measuring 393 metres long and 64 metres wide.

Rozendra works 12-hour shifts on board PFLNG DUA, beginning at 7am with a meeting with her colleagues to plan the day's schedule.



Rozendra said she is fortunate to have a supportive team on board PFLNG DUA, who have been respectful and encouraging since her first day on the vessel.



"They're getting used to the idea of me working offshore but that doesn't mean they've stopped worrying. So, I constantly reassure them through text messages when I'm away," she said.

PETRONAS is the first energy company in the world to own and operate two floating LNG facilities. Construction of PFLNG SATU began in June 2013 and PFLNG DUA in February 2015. The vessels process natural gas while at sea, and can be deployed to remote and marginal gas fields that would otherwise be uneconomical to develop through conventional means. It is a key solution by PETRONAS to monetise stranded gas fields in a safe, economical, and sustainable way.

PFLNG SATU has a production capacity of 1.2 million tonnes of LNG per year, while PFLNG DUA's annual capacity is 1.5 million tonnes of LNG.

A typical 12-hour workday, Rozendra explained, starts around 7am, when she has a toolbox meeting with colleagues to plan the day's schedule. By 10am, her team discusses troubleshooting assignments and risk assessments before they are off to their respective duties again.

Being what she called 'doctors of the plant', the nature of Rozendra's work required her to be available around the clock to ensure every nut and bolt was in place. And with the hull measuring 393 metres long and 64 metres wide, it proved to be quite the task.

"Currently there are only two instrument engineers on board at a time, so given the size of this platform, that keeps us busy all day," she shared.

When it was time to unwind, Rozendra said there was plenty to do on board. "Karaoke!" she laughed, "And the guys are always asking me to play FIFA on the PlayStation or simulated golf."

Rozendra is one of several women in a crew of more than 100, but she said she is fortunate to be surrounded by a supportive band of brothers.

"I've never felt out of place or uncomfortable being one of the handful of women here. I also know that I've been lucky to work with a crew who have been supportive, respectful, and encouraging since my first day here," she said.



The naming ceremony for PFLNG DUA was held at Samsung Heavy Industries in South Korea in 2019.



The crew on board PFLNG DUA, who are offshore for three weeks at a time, have developed a close bond and support each other in their work.



PFLNG DUA can be deployed to remote and marginal gas fields to process natural gas offshore.

Rozendra is aware that she is one of the few female engineers in this line of work, as even her graduating class had only a handful of female graduates. This has never deterred Rozendra, who credits PETRONAS' ongoing support for her smooth transition from studying to working life.

"I feel like PETRONAS has taken me in as an adopted child sometimes," she admitted. "It has taken care of me not just financially but constantly looked after my personal well-being, offering support since my university days. It's a good feeling to know I can trust and turn to PETRONAS in times of need," she said.

As an employee, Rozendra has access to training programmes and workshops to enhance her leadership and other soft skills. It is this room for growth that gives her the confidence of a bright future with PETRONAS.

In the next five years, Rozendra plans to pursue her postgraduate studies, as she believes additional skills and knowledge will give her a competitive edge.

"The biggest challenge I have right now is myself. I know it's early days in my career but I am very eager to gain more experience and upgrade my skills so I can serve my team better."

Rozendra is a shining example of determination, grit, and ambition, all wrapped up in a bubbly and confident personality. But the journey to pursuing her dream has not always been an easy one.

"I had moments when I felt this was tough and even asked myself 'What is the point of doing this?' But then I realised I can't imagine doing anything else," she said.

Rozendra also attributes her success to growing up in an empowered environment, thanks to her parents who have been her biggest supporters. Her advice to girls who are hesitant to be in a male-dominated industry, but love the science of it all is simple: Do it.

"There are times you will feel as if no one understands or is behind your decision, but know that there is a community out there who will support you," she asserted.

Rozendra looks back on her journey with PETRONAS with gratitude and humility. "Sometimes I still can't believe I'm here and this is what I do," she admitted with a grin. But there is one thing she knows for sure - there is nowhere else she would rather be.

Passionate about Progress

Pengerang's positive impact

The Pengerang Integrated Complex is harnessing the potential of local entrepreneurs, helping them become high-value businesses.

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MEKAR uplifts lives

Two women's lives intersect and transform for the better, through mentoring and training programmes that amplified their respective talents.

Page 335

A helping hand during COVID-19

Yayasan PETRONAS contributes medical aid to hospitals, and helps schoolchildren and teachers cope with online learning during the pandemic.

Page 343

Social start-up success

A young entrepreneur, nurtured through the SEEd.Lab start-up programme for social enterprises, establishes a business that cares for the elderly.

Page 351

Achieving our NZCE aspiration

PETRONAS' commitment to reduce the company's emissions from ongoing operations is supported by improved energy efficiency and cutting-edge technology.

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Decade Five | 2015 to 2024

Unlocking graphene's potential

PETRONAS' research on advanced materials succeeds in turning petroleum waste into premium value.

Page 363

Harnessing the power of data

NervCentre employs digital technologies to deliver better insights, optimise production, and reduce emissions. These bring intrinsic value to the company.

Page 371

The hydrogen revolution

The in-house development of the Proton Exchange Membrane electrolyser for producing hydrogen is a game changer.

Page 379

Changing energy perspectives

PETRONAS' transition to focus on renewable energy is in line with consumers shifting towards more sustainable options.

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Carbon storage for sustainability

Cooperation and collaboration of various stakeholders are required to succeed in Carbon Capture and Storage.

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Passionate about Progress

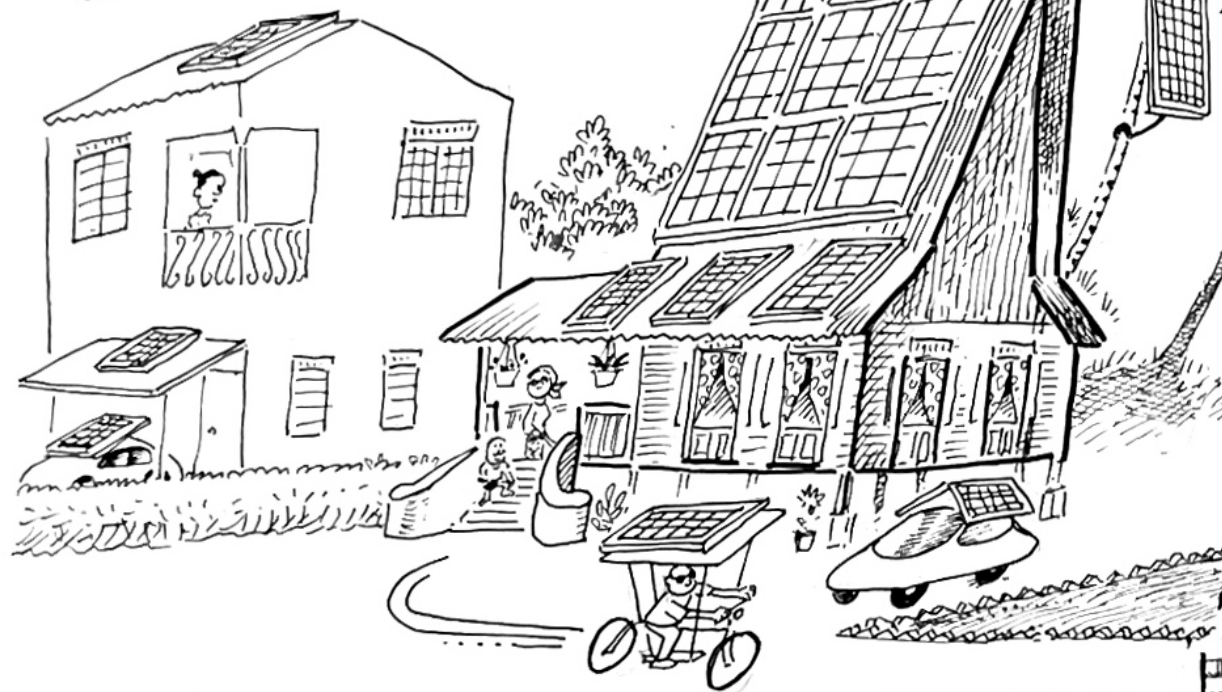
“

For an energy company like us, our obligation to the market is to develop all forms of energy.

”

~ Tan Sri Wan Zulkiflee Wan Ariffin

MODERN consumers
shift towards renewable energy
and care about climate
change...



NervCentre

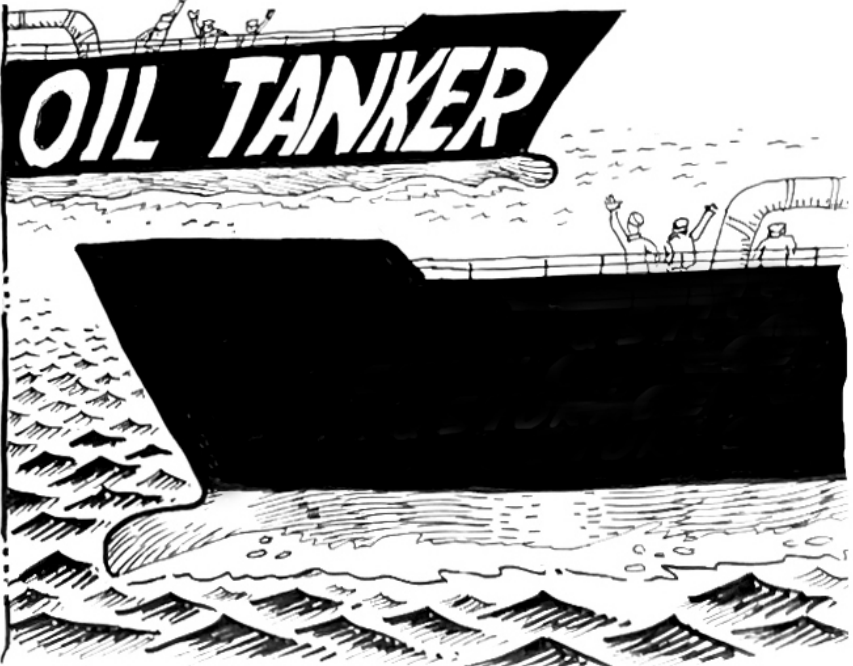
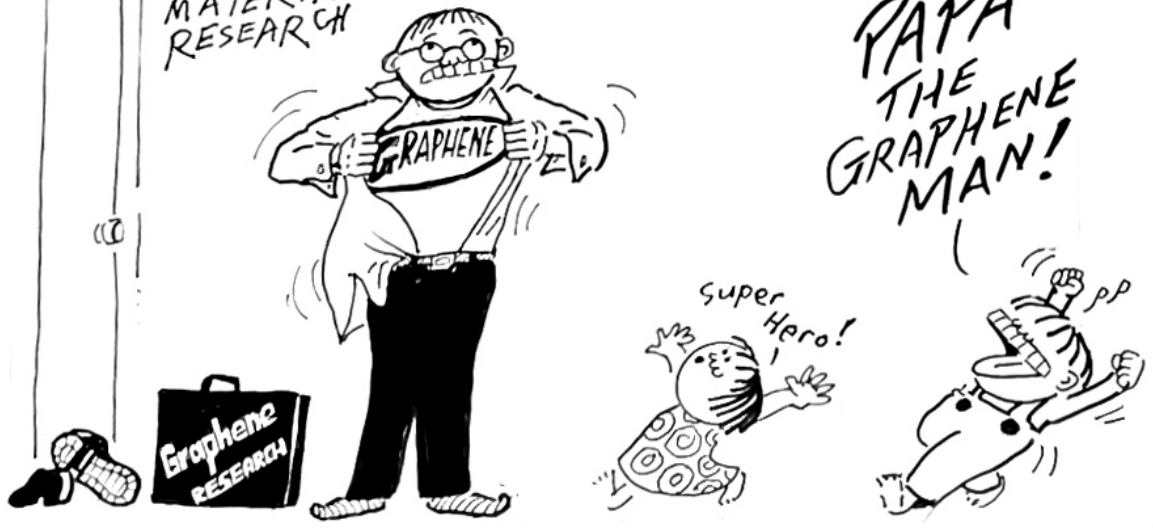
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to be detected
before they
occur...



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Hello CCS!

ADVANCED
MATERIAL
RESEARCH

PAPA
THE
GRAPHENE
MAN!





*Universiti Malaysia
Pahang Associate
Professor Dr Amir
Abdul Razak has
been passionate
about renewable
energy ever since he
studied in Germany.*

Changing energy perspectives

The world is waking up to a new dawn. Climate change and its far-reaching consequences, such as extreme weather conditions and rising sea levels, are steering a shift towards cleaner energy sources. It is no longer a mere trend.

Governments, scientists, and activists have rallied behind the cause. Nations have promised to limit global warming through the Paris Agreement adopted in 2015. But perhaps it is the everyday choices - decisions made by consumers - that will shape the trajectory of our planet.

Associate Professor Dr Amir Abdul Razak from *Universiti Malaysia Pahang* is one such consumer. The 42-year-old's journey of renewable energy crossed continents, from the landscapes of Germany to the bustling streets of Kuala Lumpur.

"I studied Mechatronics and Energy Conversion in Germany. That's where the awareness and interest began. When I completed my Master's and then continued with my PhD in Malaysia, it was still about renewable energy. Since then, I have been following renewable energy information, news, and latest updates from all around the world," said the father of four.

Amir realised that Malaysia had some catching up to do when it came to renewable energy. Electric vehicles (EVs) have been around for some time but did not enter Malaysia until 2013.

"When EVs were made available for Malaysians, I did a thorough study of the technology, reliability, costing, and maintenance. When I found the right model, we decided as a family to buy an EV car. I have also been interested in solar panels for a long time, but our electricity consumption wasn't large enough to justify getting one. Now I'm thinking seriously about it," Amir added.



Jom
charge

Charging points recently installed along the East Coast Expressway, at selected Rest and Recreation (R&R) areas, have eased travelling for EV drivers.

Amir drives a Hyundai Kona e-Max, which has a range of 484 kilometres on a full charge. When he bought the car in 2023, there were no charging stations in Kuantan, Pahang, where he lived and worked.

"In the beginning, charging the EV was an exploration process. It needed some adjustment and some trial and error. Eventually, I had a wallbox charger installed at home," he said.

For now, EV drivers need to plan where and when to recharge along their journey, said Amir, who often travels between Kuantan and Kuala Lumpur for meetings and to his hometown in Bangi, Selangor. "It gets easier once we develop a routine. There's less anxiety about running out of charge."

His regular route on the East Coast Expressway, which runs parallel to the Northeastern Coast of Peninsular Malaysia, was made more accessible by the recent installation of charging points at several Rest and Recreation (R&R) areas along the highway.

"It helps, although the rate is slightly higher compared to other chargers. Perhaps it's because of the location or the capacitor used. It's very fast, so maybe that's why it's expensive," Amir said, adding that charging rates are set by the respective charge point operators (CPOs).

CPOs offer a range of charging options - fast and slower chargers - as well as various payment models, such as subscription plans or pay-as-you-go, to cater to different user needs.

PETRONAS subsidiary Gentari is the leading CPO in Malaysia, with more than 360 public charging points. It has also installed charging points in India, Indonesia, and Thailand.

Gentari is focused on delivering the solutions required to put clean energy into action today and its three core pillars - Renewable Energy, Hydrogen, and Green Mobility - form a comprehensive portfolio of solutions to help customers in their decarbonisation journey.

In the long-term, Gentari aims to be the next generation Commercial and Industrial (C&I) and utility-scale renewable energy developer, and a scale hydrogen producer.

PETRONAS also plans to develop and operate large-scale solar projects in Malaysia and Southeast Asia.

Amir's concern with installing solar panels at his home is the initial investment cost, which can range from RM25,000 to RM30,000 for a normal seven-kilowatt set-up.

"Not everyone can afford that, and it will take some time before you reap the savings and recoup your investment, especially if you've also taken a loan to install the solar panels," he said.

If the transition towards renewable energy in Malaysia is to succeed, it will require collective action and collaboration from policymakers, businesses, and the people, Amir said.

"There should be minimal policy changes along the way that could disrupt the momentum. There also needs to be some support structure so that the impact is bigger, and the vision and acceptance are also more widespread."

Amir believes that an energy network of all stakeholders from all levels could be established to give a strong voice to drive energy transition.

"For many people, there's no trigger. They question why they should be involved in renewable energy when they only have enough money to make ends meet. In reality, every little bit helps, even something as simple as waste separation."

"If you talk about solar panels for homes, that's the high-end segment. They have the money and can spend it. But what about the lower-income group? They are the majority, and if the root is not treated, the top will topple," he added.

Amir said that adults today have a responsibility to set an example for the future generation, and what the youth see and experience will become the new normal for them.

On his part, the young professor hopes to pass on the knowledge to his students and children. He might even get a second EV car soon to replace the current petrol-powered family car.

"That shows my confidence that EV is the way forward. Driving an EV is also part of awareness, showing it is possible and sparking interest. I hope I have set them on the right path."



Prime Minister Dato' Sri Ismail Sabri Yaakob launched Gentari at the Kuala Lumpur Convention Centre on 15 September 2022.

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Datuk Lat's collaboration with PETRONAS goes back many years, including a safety campaign featuring characters called 'Tuah' and 'Zeto', a reference to zero-tolerance for safety non-compliance groupwide.

His illustrations add a unique charm and vibrancy to the message, and remain a source of joy and inspiration for many Malaysians.

Thank you, Datuk Lat, for sharing your gift with us.



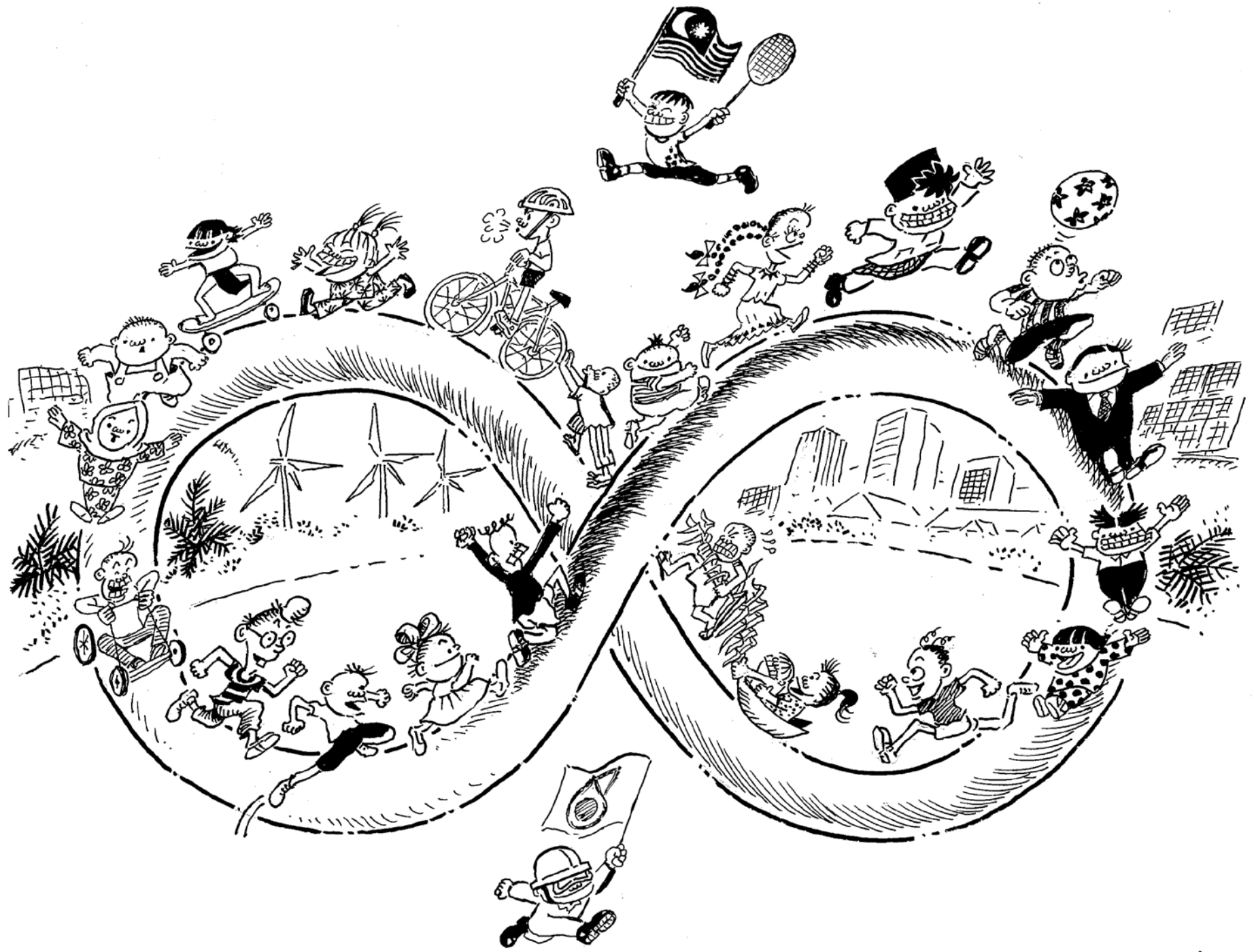
We invite you to linger on the final page.

In this delicate scene, children of diverse backgrounds run around an infinity track. Their laughter echoes through time, bridging past and present. They are the inheritors - the dreamers who shape every tomorrow.

The infinity-shaped arrangement whispers continuity. PETRONAS' legacy thrives in the hearts of these children. They run, their footsteps echoing resilience, innovation, and community.

The background brings to mind the nation's development, and the need to preserve our environment and unity. The infinity track reminds us that the journey is never-ending. Duty and responsibility are constant.

As you gaze upon this final illustration, remember this: PETRONAS' journey is also Malaysia's. Nurture it. Protect it. For our children and for all time.



L.M.

PETRONAS Maju Jaya



PETRONAS

Passionate about Progress

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