

INDUSTRIAL TRAINING REPORT AT **PETRONAS**

SWOT ANALYSIS

12 August 2024 - 24 January 2025

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2022746023
INTERNATIONAL BUSINESS (BA246)

Subject :
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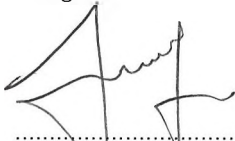
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Tajuk Laporan	SWOT Analysis of PETRONAS	Nama Syarikat	Petroleum Nasional Berhad (PETRONAS)

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Yang Benar



Nama Pegawai : Ahmad Abeed Mohd Lotfy

Jawatan : Manager, BIA, Sarawak

No. Tel. :

No. Faks :



Cop jabatan/organisasi:

EXECUTIVE SUMMARY

This report highlights the outcomes and experiences gained during my 6-month internship at PETRONAS, based in Tower 1, Level 23 of the Kuala Lumpur City Centre (KLCC). Over the course of my internship, I had the opportunity to work within a dynamic and forward-thinking corporate environment, contributing to key projects while honing professional skills in the energy and oil & gas industry.

Throughout my tenure, I was involved in various aspects of operations, including data analysis, project coordination, and cross-departmental collaboration. I worked closely with industry experts and teams to support ongoing initiatives, ensuring timely delivery of work and maintaining a high standard of quality. Additionally, I was exposed to PETRONAS's corporate culture, which values innovation, sustainability, and continuous professional development.

This experience has provided me with invaluable insights into the corporate world and strengthened my understanding of industry best practices, while allowing me to contribute meaningfully to the company's objectives. My internship at PETRONAS has been an essential step in my professional growth, equipping me with the necessary tools and knowledge to succeed in the future.

This report outlines the key tasks, projects, challenges, and learnings from my internship, providing a comprehensive overview of my contributions and experiences during my time at PETRONAS.

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ACKNOWLEDGEMENT

In the name of Allah, The Most Gracious, The Most Merciful. Praise be to Allah S.W.T. for providing me with the opportunity and strength to complete my internship as part of the final semester requirement.

First and foremost, I would want to convey my profound appreciation to everyone who has made my internship journey at PETRONAS, specifically within the Governance and Strategic Relations (GSR) department, Malaysia Petroleum Management (MPM), an enriching and gratifying experience.

I would like to thank my internship supervisor Ahmad Abeed Mohd Lotfy for his continuous support, mentorship, and guidance during my internship. The constant support and insightful feedback from him provided me with invaluable opportunities to tackle difficult projects, which challenged me to step outside my comfort zone and grow both professionally and personally.

In addition, I want to thank the members of the Strategic Advisory (SA) division for their kind and cooperative atmosphere that made me feel welcome quite instantly. SA, MPM, PETRONAS were generous in sharing their experience and knowledge and stood ready to answer any queries, lend assistance when required, making my experience with them truly memorable and satisfying.

My internship experience helped shape my career and I will forever be grateful to everyone who made this experience possible. May Allah make them all great and give them success. Lastly, I would like to give a heartfelt thank you to my family and friends for their unwavering support and encouragement throughout this journey.

2.0 STUDENT'S PROFILE



SITI NUR FATMA BINTI MOHD ZAIDI

Bachelor's Degree of Business Administration (Hons.), International Business

ABOUT ME

I am Siti Nur Fatma binti Mohd Zaidi, 24 years old, and undergraduate student with a bachelor's degree in Business Administration (Hons.), major in International Business at Universiti Teknologi MARA (UITM), Bandaraya, Melaka.

OBJECTIVE

I have developed strong time management, multitasking, and problem-solving skills, backed by proficiency in computer applications and multimedia. With a proven ability to manage multiple tasks efficiently and meet deadlines, I am committed to delivering high-quality results. My strong interpersonal skills enable me to foster positive relationships and contribute to a collaborative work environment. I am eager to apply my skills and academic knowledge to address challenges and make meaningful contributions to the success and growth of the organization.

EDUCATION

- | | |
|----------------------|---|
| Mac 2022 – Jan 2025 | Bachelor's Degree of Business Administration (Hons.), International Business, Universiti Teknologi MARA (UITM), Bandaraya, Melaka

<u>CGPA: 3.26</u>

<u>Related Coursework:</u> International Business Negotiation, International Trade Framework, Global Business strategy, Global Marketing |
| July 2019 – Feb 2022 | Diploma in Computer Science, Universiti Teknologi MARA (UITM), Segamat, Johor

<u>CGPA: 3.21</u>

<u>Related Coursework:</u> Programming, Computer Network and Technology, Multimedia Database Information System |
| Jan 2014 – Dec 2018 | Secondary School, SMK Kota Masai 2, Pasir Gudang, Johor
SPM |

AWARDS

- | | |
|------|--|
| 2024 | Dean List's Award, Faculty of Business and Management
Awarded for achieving the highest GPA in the semester bachelor's degree of Mac – August 2024 |
|------|--|

RELEVANT EXPERIENCES

- | | |
|---------------------|---|
| Aug 2024 – Jan 2025 | Internship at Malaysia Petroleum Management (MPM), PETRONAS, KLCC <ul style="list-style-type: none">• Led transition from PowerPoint to Power BI dashboards for more efficient monthly team meetings and reporting.• Coordinated end-to-end meeting logistics, including venue booking, refreshments, invitations, and documentation.• Provided support in stakeholder profiling and analysis. |
|---------------------|---|

	<ul style="list-style-type: none"> • Managed bulk corporate shirt orders, overseeing procurement and logistics. • Provided administrative support, including communication facilitation and ticket distribution follow-up.
Aug – Sept 2023	Service Staff at Sushi King, Pasir Gudang, Johor <ul style="list-style-type: none"> • Efficiently handled cashier duties, processing payments and managing transactions. • Delivered exceptional customer service during high-demand periods, taking orders and serving food. • Maintained a clean and organized dining area, ensuring a pleasant customer experience. • Worked closely with kitchen and service teams to ensure timely food delivery and order accuracy.
Feb 2023	Operator at Panasonic AVC Networks Sdn. Bhd, Pasir Gudang, Johor <ul style="list-style-type: none"> • Managed daily operations of the camera assembly line, ensuring efficient and accurate part attachment. • Collaborated with team members to meet production targets while maintaining quality control standards. • Monitored equipment performance, addressing technical issues to minimize downtime. • Contributed to process improvements by providing feedback and optimizing assembly efficiency.
Oct 2021 – Mac 2022	Internship at Digital Services Department (UTMDigital), Universiti Teknologi Malaysia (UTM), Skudai, Johor <ul style="list-style-type: none"> • Developed the "MyFin UTMDigital" platform from scratch as a diploma project, allowing UTM students and staff to securely manage financial transactions. • Designed and implemented web pages using the Laravel framework, ensuring a seamless user experience and functionality. • Created system diagrams and data flow models for efficient back-end and front-end integration. • Developed database architecture to support secure logins and transaction processing. • Ensured the back-end system was secure, scalable, and optimized for handling user data and transactions.
Dec 2019 – 2021	Service Staff at Restaurant, Pasir Gudang, Johor <ul style="list-style-type: none"> • Memorized and demonstrated knowledge of over 20 menu items, including ingredients, prices, and preparation methods. • Delivered exceptional customer service, ensuring a positive dining experience from start to finish. • Maintained a clean and organized dining environment, including table settings and restocking supplies. • Coordinated with team members and kitchen staff to ensure timely food and beverage delivery. • Addressed customer inquiries, concerns, and complaints in a courteous and professional manner, resolving issues promptly to ensure satisfaction.

ACTIVITIES & INVOLVEMENT

2024	PETRONITA Orchid Run & Ride 2024 Fun Run, KLCC
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2024	Final Year Project Degree: Factors Influencing Online Learning Satisfaction Among Students in UiTM Bandaraya Melaka
2024	Corporate Social Responsibility (CSR) at Bumrungsuksa Islamic Boarding School, Hatyai
2024	Protocol Bureau for Program "Career Compass: Guiding Your Path to Professional Excellence", Universiti Teknologi MARA (UiTM)
2023	External Bureau for academic visit to PETRONAS Trading Cooperation Sdn Bhd (PETCO)

SKILLS	Microsoft Word	Expert	Microsoft Excel	Intermediate
	Microsoft PowerPoint	Skilful	Power BI	Beginner
	Canva	Expert	Adobe Illustrator	Intermediate

LANGUAGES	Malay	Fluent	English	Fair
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PERSONAL SKILLS	• Computer Proficiency	• Organization Know-how
	• Problem Solving Abilities	• Critical Thinking
	• Time Management	• Teamwork
	• Adaptability	• Fast Learner

REFEREE	KHALILAH BINTI IBRAHIM Senior Lecturer Faculty of Business and Management Universiti Teknologi MARA (UiTM) Campus Bandaraya, 75350 Melaka
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3.1 COMPANY'S PROFILE

PETRONAS, short for Petroliam Nasional Berhad, is the Malaysian national oil and gas company, established in 1974 as a strategic initiative by the Malaysian government to control and manage the country's abundant oil and gas resources. With a view that these natural resources could lead to the progress of the nation, the government of the time wanted to create a corporation who could professionally explore and extract these resources efficiently also to profit the economy of the country. As a result, PETRONAS has emerged into a major international energy player since its establishment, providing significant contributions to Malaysia's economy and strengthening the country's reputation on the global oil and gas stage.

PETRONAS is a national oil company wholly owned by the Malaysian government, headquartered in Kuala Lumpur that spans the oil and gas value chain. It also comprises activities in the upstream (or exploration and production of crude oil and natural gas) and downstream (refining and distribution and marketing of petroleum products). It is operationally excellent with numerous technologies being used for efficient operations.

In addition to its domestic contributions, PETRONAS has successfully expanded its operations internationally, establishing a presence in over 50 countries. This global footprint allows the company to engage in various international markets and forge strategic partnerships, further solidifying its role as a key player in the global energy landscape. PETRONAS is recognized for its technological innovations in the energy sector, investing heavily in research and development to improve operational efficiency and sustainability practices.

In recent years, the company has also committed to diversifying its energy portfolio by investing in renewable energy sources, reflecting a growing emphasis on sustainable practices and environmental responsibility. As part of its long-term strategy, PETRONAS is actively exploring opportunities in solar energy, biofuels, and other renewable technologies to align with global energy transition goals and contribute to a more sustainable future (PETRONAS, 2024).

3.1.1 Logo of the Organization



Figure 1: The logo of Petroliaim Nasional Berhad (PETRONAS)

The logo was developed dynamically, reflecting the strengths and experience of PETRONAS. The solid circle represents the hidden potential that exists in people, communities, and the environment. The triangle shows the direction outlined and the interrelationship of the federal, state, and PETRONAS governments. The logomark was developed through a continuous stroke that suggests our love for a different approach and progress. The simplicity in our logo design provides an inclusive approach to reflect a people-oriented approach to nurturing people, acting responsibly and valuing the community (PETRONAS, 2024).

3.1.2 Location Maps

PETRONAS, or Petroliaim Nasional Berhad, is in the iconic Petronas Twin Towers, which are situated in the Kuala Lumpur City Centre (KLCC) area of Kuala Lumpur, Malaysia. This central location places PETRONAS at the heart of the city's commercial and cultural activities.



Figure 2: PETRONAS's Map Location - Petronas Twin Towers, 50088 Kuala Lumpur, Malaysia

3.2 PETRONAS Statement of Purpose, Shared Values

3.2.1 Statement of Purpose and Cultural Beliefs

A progressive energy and solutions partner enriching lives for a sustainable future (PETRONAS, 2023).

3.2.2 Shared Values

PETRONAS's core values have been embedded in their company culture and serve as the basis of their business conduct. These values represent the company's sense of obligation and responsibility to uphold their commitment to improving the welfare of the people and nations in which they operate (PETRONAS, 2023).

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

3.2.3 PETRONAS Cultural Beliefs

- **Customer Focused**
I deliver solutions from the customer lens (PETRONAS, 2023)
- **Innovate Now**
I challenge norms and push boundaries (PETRONAS, 2023)
- **Be Enterprising**
I seek opportunities and make them happen (PETRONAS, 2023)
- **Speak Up**
I express my views openly (PETRONAS, 2023)
- **Courage To Act**
I take action to progress with pace (PETRONAS, 2023)

3.4 Organizational Structure

3.4.1 Executive Leadership Team



Figure 3: PETRONAS's Executive Leadership Team

3.4.2 Malaysia Petroleum Management (MPM) Leadership Team

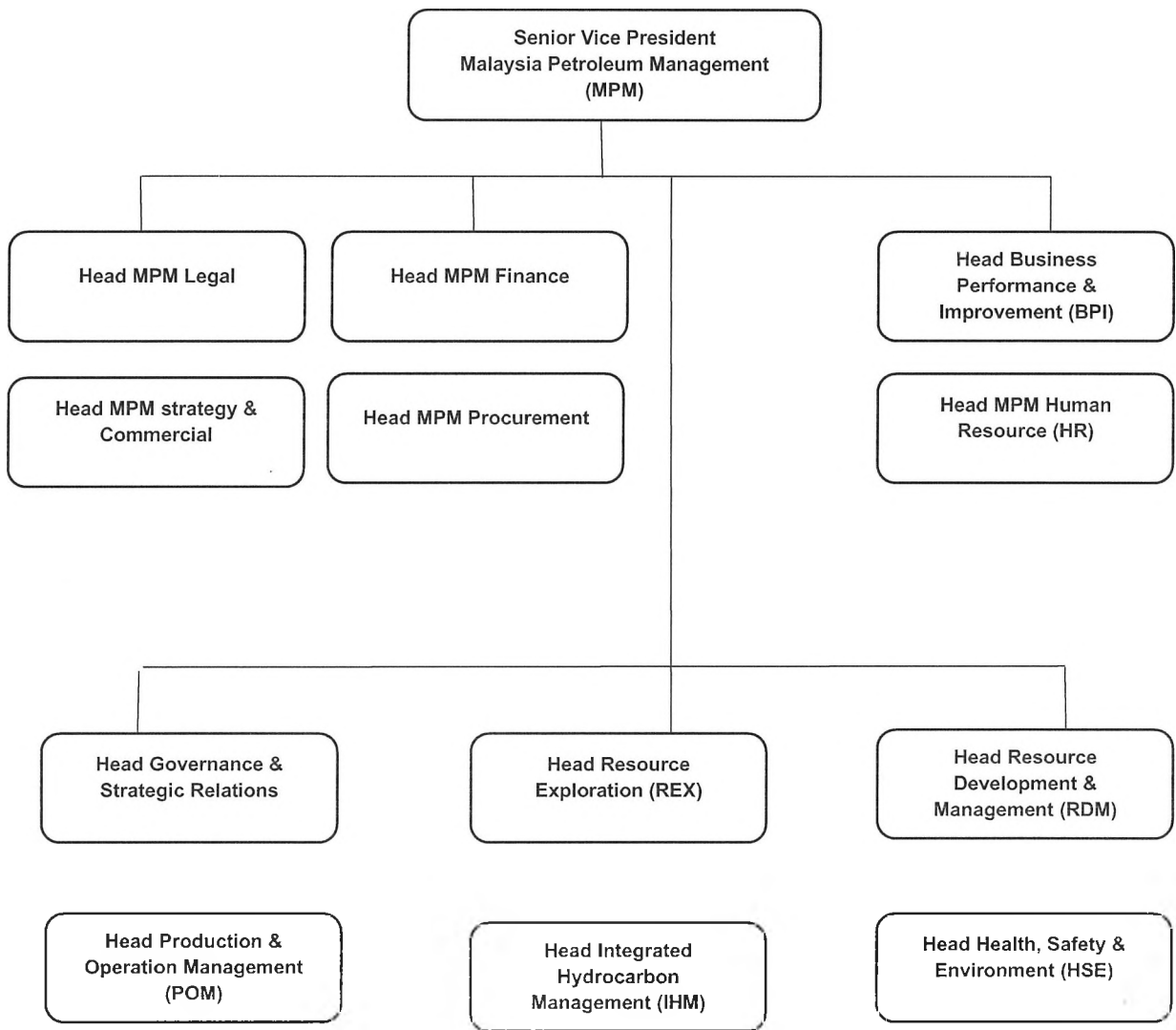


Figure 4: Malaysia Petroleum Management (MPM)'s Leadership Team

3.4.3 Governance & Strategic Relations (GSR) Organization Structure

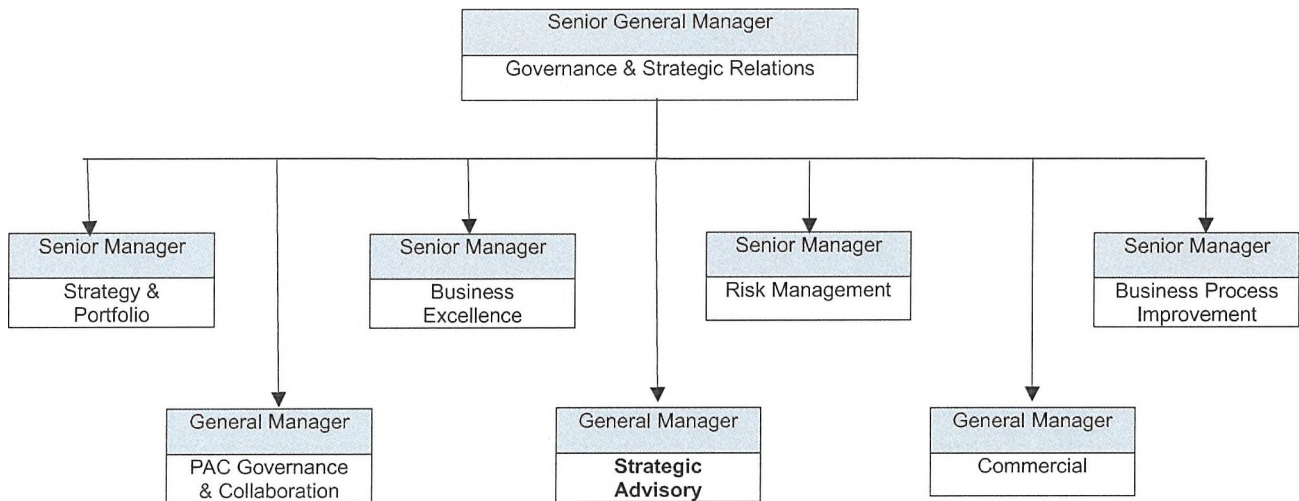


Figure 5: Governance & Strategic Relations (GSR) Organization Structure

3.4.4 Strategic Advisory (SA) Organization Structure

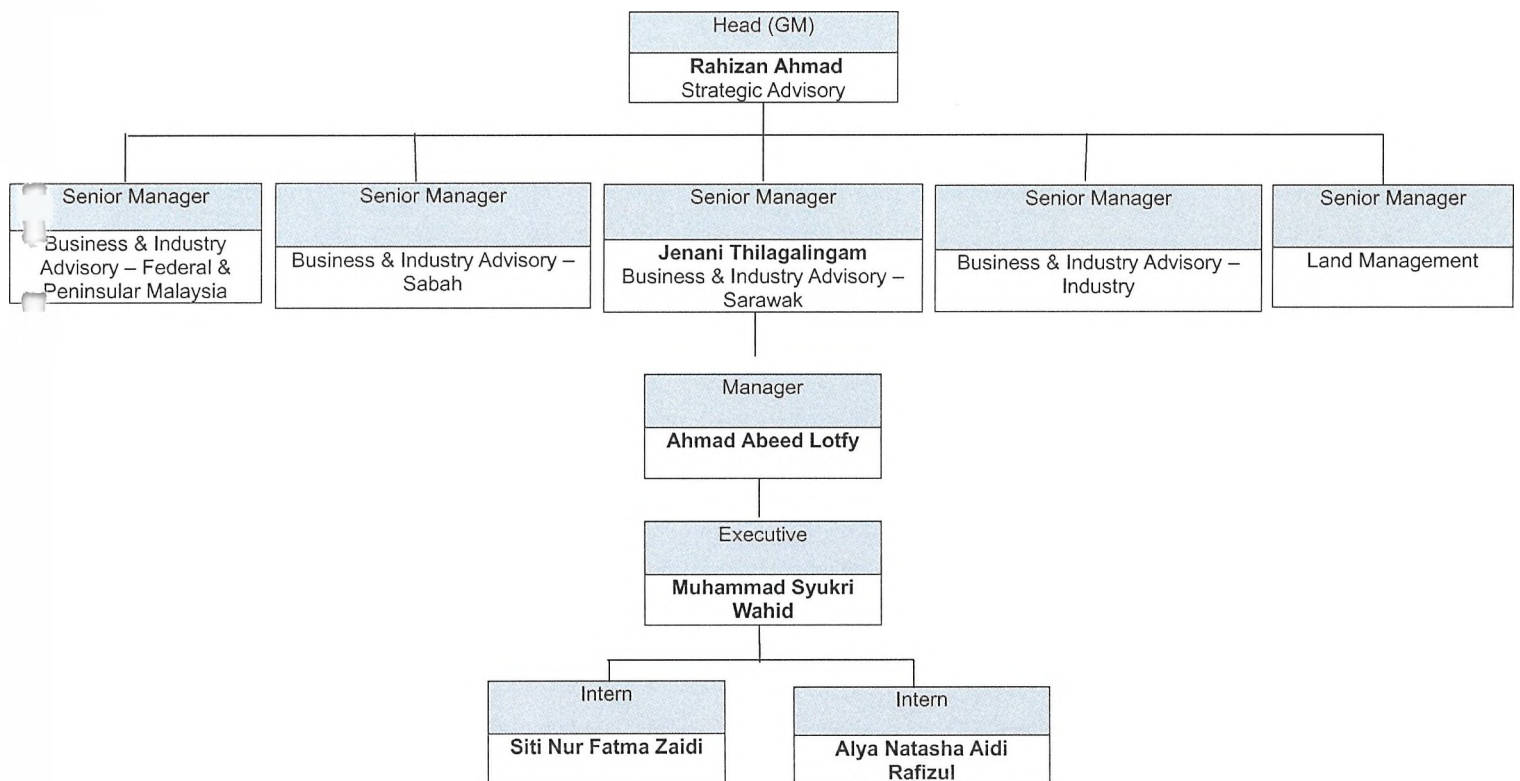


Figure 6: Strategic Advisory (SA) Organization Chart

3.5 Product/ Services offered

PETRONAS offers a diverse range of products and services that cater to various sectors within the energy industry. Its core offerings include oil and gas exploration, production, and refining, alongside a comprehensive suite of petrochemical products. The company operates across three main business segments: Upstream, Downstream, and Gas. In the Upstream sector, PETRONAS explores and develops hydrocarbon resources, while its Downstream operations focus on refining crude oil into high-quality petroleum products and manufacturing petrochemicals such as olefins, polymers, and fertilizers. Additionally, PETRONAS is expanding its portfolio to include cleaner energy solutions, such as biofuels and hydrogen, aligning with global sustainability goals. This diversification not only enhances PETRONAS's market position but also supports its commitment to achieving net-zero carbon emissions by 2050. (PETRONAS, 2024)..

PETRONAS does not only offer traditional energy products but also innovative services to optimize operational efficiency for its industrial customers. These industries include manufacturing, mining and agriculture, all of which PETRONAS Expert Solutions provides lubrication management, condition monitoring, and technical training programs tailored to them. One of such innovations is the Fluid-i system, which enables real-time monitoring of fluid levels in tanks, allowing for predictive maintenance and reducing operational downtimes. These services help improve equipment reliability and increase productivity, reduce unnecessary system down time, and encourage sustainable practices within industrial operations. PETRONAS commitment to provide integrated offerings that cater to their changing needs (PETRONAS, 2024).

Besides, PETRONAS is dedicated to R&D in fluid technology and cleaner energy alternatives. This signature moves to set up the PETRONAS Global Research & Technology Centre demonstrates PETRONAS' commitment and focus on innovation in lubrication technologies and partnership with Original Equipment Manufacturers (OEMs). PETRONAS is committed to leading the transformation for a more sustainable future of energy by investing in or creating progressive products and services which will reduce CO₂ emissions and promote energy efficiency. By investing in sustainable development, this promise not only generates economic growth for Malaysia, but is also aligned with global initiatives to combat climate change. PETRONAS's expansion into new business areas as it works towards long-term profitability and sustainability goals. (PETRONAS, 2023).

4.0 TRAINING'S REFLECTION

4.1.1 Duration

My internship journey begins on August 12, 2024, and will conclude on January 24, 2025. Throughout this period, my department, Strategic Advisory (SA), typically allows for one work-from-home day each week, with the remaining four days spent in the office. I utilized Fridays as my remote workday, attending the office as needed for tasks requiring in-person collaboration. The working hours are flexible, enabling employees to start their day between 7:00 AM and 10:00 AM, with a total commitment of eight hours per day.

4.1.2 Department

I was fortunate enough to be in the Strategic Advisory (SA) department, which has around 21 employees, during my internship. In this department, I lead the unit that specializes in Business and Industry Advisory for the Sarawak region. One more thing to mention is that our major roles involve offering advisory services, advocating for policy development, and influencing guidelines to facilitate petroleum operations and stakeholder profiling in the state. This experience has allowed me to engage deeply with critical industry functions and contribute to meaningful initiatives.

4.1.3 Details (Roles, Responsibilities)

Roles

Learning:

During my internship, I had the opportunity to enhance my learning by acquiring new skills and gaining valuable insights into industry practices and specific job functions. By actively participating in various tasks and projects, I was able to observe and engage in meaningful work, which broadened my understanding of the field and strengthened my professional capabilities.

Collaborating:

I was able to work well with other interns and team members, actively participating in team meetings and brainstorming sessions. Besides within the GEES, I also had the opportunity to be involved at the same time as an usher for the MPM Townhall and Long Service Awards 2024 with other GEES participants and interns from other

PETRONAS departments. These experiences developed teamwork and further developed my collaboration skills.

Networking:

This was a great opportunity for networking. I found myself more fortunate that I got the chance to connect to my coworkers, superiors even managerial and departmental heads. Due to these relationships, my professional network has expanded and these contacts may be of great use in an upcoming job process.

Responsibilities

Stakeholder Profiling and Documentation:

I provided essential support in stakeholder profiling and documentation. I assisted the team in gathering inputs from various platforms such as LinkedIn, Facebook, and Google to create comprehensive stakeholder profiles. Additionally, I contributed to drafting a congratulatory letter addressed to stakeholders as well as MPM stakeholders, ensuring effective communication and acknowledgment of their contributions.

Administrative Support:

I took the initiative to schedule the monthly meetings and coordinate arrangements for refreshments. I consolidated the department Monthly Key Activities and Key Achievements, obtained necessary approvals from the Head of Strategic Advisory (SA), and reported these findings to Business Performance Improvement (BPI) and Integrated Hydrocarbon Management (IHM). Furthermore, I worked closely with secretaries and focal points from each department to ensure that ticket distribution aligned with departmental allocations, finalizing a list of 50 attendees with individual details for submission to focal point of PETRONAS 50 years Musical Broadway for email invitations and ticket distribution.

4.1.4 Gains and Benefits

Allowance, Facilities, Flexibility in terms of Working Hours and Department Assets:

During my internship at PETRONAS, I benefited from several valuable allowances and facilities. I received a monthly allowance of 1,000 MYR, which helped support my living expenses. Additionally, I had access to various company facilities, including the Twin Tower Fitness Centre and the PETRONAS Resource Centre, as well as the opportunity to visit the KLCC Skybridge.

The flexible working hours were particularly advantageous, allowing me to arrive at the office between 7 AM and 10 AM, I typically chose to start my day at 8 AM. This flexibility contributed to a better work-life balance. Furthermore, I was provided with a company laptop for the duration of my 6-month internship, which facilitated efficient communication and productivity.

Overall, these allowances, facilities, and flexible working arrangements significantly enhanced my internship experience at PETRONAS, reflecting the company's commitment to supporting its employees.

Access for PETRONAS Internal Website:

Access to the PETRONAS internal website has been immensely beneficial for my professional development. It allows me to gather historical and current data as needed, providing a comprehensive repository of information that enhances my understanding of the company's operations and strategic initiatives. This resource has significantly improved my efficiency in completing tasks and empowered me to make informed decisions during my internship.

Learning on a New Software:

I had the opportunity to learn Microsoft Power BI, which has transformed how I analyse and present data. Instead of relying solely on PowerPoint or Excel, I developed a dashboard using Power BI for the Strategic Advisory (SA) Monthly Reporting Update. This experience enhanced my technical skills and provided practical knowledge in data visualization, which is essential in today's data-driven business environment.

Overall, access to the internal website and the opportunity to learn Microsoft Power BI have greatly enriched my internship experience at PETRONAS. These resources have equipped me with valuable skills and insights that will contribute to my future career in the energy sector.

5.0 COMPANY SWOT ANALYSIS

SWOT ANALYSIS



Figure 7: Company SWOT Analysis

6.0 DISCUSSION AND RECOMMENDATION

6.1 Strengths

6.1.1 Strategic Partnership and Collaboration

PETRONAS is most capable in the energy sector where it has a strong strategic partnership and collaborations as part of its Sustainability Agenda, through the Collaboration with Higher Education Strategic Initiatives (CHESS) program, PETRONAS has been engaging 15 Malaysian universities for know-how exchange and collaborative research in technical domains that support the sustainability aspirations of PETRONAS. The collaboration not only contributes to the enhancement of human capital development in Malaysia, but also reinforces PETRONAS's capacity to innovate and adapt to the future energy landscape. Such partnerships position PETRONAS to be a leader towards a sustainable energy solution within the broader context of supporting the nation transition towards a low carbon economy (PETRONAS, 2024).

The impact of these partnerships is substantial, as they enable PETRONAS to stay competitive in a rapidly changing global energy market. The joint research efforts and mentorship programs under CHESS enhance the company's access to cutting-edge technologies and skilled talent, which are critical for addressing challenges such as declining production and the global shift towards renewable energy. Moreover, these partnerships enhance PETRONAS's image as a progressive firm with a focus on sustainability and innovation, appealing to investors and stakeholders that place importance on Environmental, Social, and Governance (ESG) factors (PETRONAS, 2024).

As such, we recommend for PETRONAS to create a holistic framework of collaborations that are in alignment with its long terms sustainability goals to maximize the synergies from its strategic partnerships. Such a strategy should integrate routine assessments of the results of partnerships, defined performance indicators, as well as solutions for dealing with possible issues, including conflicting goals or intellectual property problems. In addition, increasing collaborations beyond academia by involving international technology providers and renewable energy companies can enable PETRONAS to expedite its shift to cleaner energy solutions. PETRONAS, enhancing its leadership in the global energy transition through strong partnerships across sectors (PETRONAS, 2024).

6.1.2 Brand Value and Market Impact

A key strength of PETRONAS is its undeniable brand value and market determination, which centres its role as an industry leader in the worldwide energy landscape. PETRONAS retained

its title as the most valuable brand in the ASEAN region for the year 2024 with a 15% increase in brand value to \$14.6 billion. These figures also reflect positive image reinforcement from engagements in international motorsports, which further augments its brand standing as a top-tier energy supplier. PETRONAS also maintained its AAA brand strength rating and achieved a greater 87.8 Brand Strength Index (BSI), reflecting strong consumer loyalty and trust. These achievements reflect the capacity of PETRONAS to sustain a strong position in an increasingly competitive and sustainability-oriented market (BrandFinance, 2024).

The impact of this strong brand value is significant for PETRONAS, as it enhances the company's ability to attract investors, partners, and customers globally. A high brand value not only reinforces PETRONAS's market leadership but also provides a competitive edge in negotiating partnerships and expanding into new markets. Furthermore, PETRONAS's recognition as a sustainability leader through its high Sustainability Perceptions Value (SPV) further positions it favourably amidst growing global emphasis on Environmental, Social, and Governance (ESG) criteria. This advantage facilitates greater opportunities for collaboration and innovation while boosting stakeholder confidence (BusinessToday, 2024).

To capitalize on this strength, it is recommended that PETRONAS can continue to set aside funds to invest in sustainability branding. This includes amplifying visibility in renewable energy projects and proactively communicating its advancement toward net-zero emissions goals. PETRONAS may even further boost consumer trust and attract environmentally conscious investors by using its strong brand reputation to promote clean energy solutions and innovation. Its partnerships with global leaders in renewable tech also will serve to better cement its sustainability dedication while guaranteeing the company's future growth (The Malaysia Reverse, 2025).

6.1.3. Commitment to Sustainability

The strength of PETRONAS lies in its unwavering commitment to sustainability, as reflected in its ambitious goal of achieving net-zero carbon emissions by 2050. This makes PETRONAS the first oil and gas company in Southeast Asia to declare such a target. Supported by its comprehensive Energy Transition Strategy, the company has set interim goals, including a 25% reduction in absolute emissions by 2030 (based on a 2019 baseline) and capping Malaysian operational emissions at 49.5 million tonnes of CO₂ by the end of 2024. PETRONAS is actively investing in renewable energy, hydrogen production, and carbon capture and storage (CCS) technologies to achieve these objectives. These efforts not only demonstrate PETRONAS's leadership in decarbonization but also position it as a key player in driving Malaysia's transition to a low-carbon economy (Shazrie, 2024).

This commitment has a significant impact as it enables PETRONAS to improve its perception among stakeholders, particularly among investors, customers, and regulators, who are increasingly focused on the role of Environmental, Social and Governance (ESG). The company's sustainability strategy not only meets its risk management and regulatory demands but also opens up avenues in new markets for clean energy. Moreover, PETRONAS's capital allocation towards advanced technologies such as CCS and renewables not only positions the company for sustained returns but also aligns with global decarbonization trends, enhancing its competitiveness in an ever-evolving energy sector (PETRONAS, 2024).

To further capitalize on this strength, PETRONAS needs to diversify its renewable energy portfolio further, as well as its partnerships with the best in the world in clean technology. Through detailed reporting of its progress towards sustainability goals, the company can build trust with stakeholders and attract investors that are focused on the environmental cause. Furthermore, ramping up community engagement initiatives that promote good social responsibility practices will allow PETRONAS to uphold its position as a sustainable-energy powerhouse while supporting the broader cause of environmental maintenance and protection for the people of Malaysia.

6.2 Weaknesses

6.2.1 Investment in High-Cost Oil

PETRONAS faces significant financial risks due to its substantial investments in high-cost oil projects. According to the Natural Resource Governance Institute (NRGI), nearly half of PETRONAS's planned investments, amounting to approximately \$1.8 trillion in new upstream developments, are at risk of becoming unprofitable by 2050. This is primarily due to the anticipated decline in global oil demand as countries align with net-zero carbon emissions pledges and transition towards renewable energy sources. The report highlights that PETRONAS is among the national oil companies most exposed to these risks, as its investment strategy appears misaligned with future market realities. This heavy focus on high-cost oil projects not only jeopardizes profitability but also raises concerns about the company's ability to adapt to the energy transition effectively (Samantha Ho, 2023).

The financial implications of PETRONAS's investment strategy could be severe, potentially reducing public returns and straining the company's fiscal stability. If global oil demand continues to decline as projected, these high-cost projects may fail to generate sufficient revenue, impacting PETRONAS's ability to fund national development initiatives and

dividend obligations to the Malaysian government. Additionally, prolonged reliance on such investments could hinder PETRONAS's capacity to pivot towards cleaner energy solutions, leaving it vulnerable in a market increasingly dominated by renewable energy. This situation could also affect PETRONAS's reputation as a progressive energy company and its ability to attract investors who prioritize sustainability (Aziz, 2023).

In order to mitigate these risks PETRONAS should expedite its strategy to diversify into renewable energy and low-carbon technologies. The company can redirect capital from high-cost oil projects to fund solar, wind, hydrogen and carbon capture and storage (CCS) technologies. Subsequently, global collaboration with renewable energy companies (not solely local suppliers) to enhance its existing skills in large-scale infrastructure could increase its transition strategy. Also, PETRONAS needs to consider adopting a more dynamic investment strategy to better align with changing market trends and sustainable energy demand from consumers. This not only reduces PETRONAS's exposure to nonviable ventures, but also positions the company to lead global efforts on the energy transition (Samantha Ho, 2023).

6.2.2 Regulatory and Political Risks

PETRONAS faces significant regulatory and political risks due to its operations across multiple countries, each with unique legal and policy frameworks. These risks include compliance challenges, increased operational costs, and disruptions caused by changes in government policies or geopolitical tensions. For example, the Malaysian government's ongoing push to reduce reliance on petroleum revenues signals potential regulatory shifts that could impact PETRONAS's profitability. Such measures may include reduced fiscal incentives for oil and gas projects or stricter environmental regulations, forcing PETRONAS to adapt its strategies to align with national priorities. Additionally, disputes like the Sarawak government's efforts to assert greater control over its oil and gas resources through Petros highlight the complexities PETRONAS faces in navigating federal-state dynamics in Malaysia (Putra, 2024).

These regulatory and political uncertainties can have far-reaching consequences for PETRONAS's operations and financial performance. Increased compliance costs and delays in project approvals may reduce profitability and hinder the company's ability to execute its long-term strategies effectively. For instance, disputes over resource control, such as the ongoing conflict with Sarawak, could disrupt PETRONAS's operations in key regions, potentially affecting LNG exports and reducing overall revenue. Furthermore, as Malaysia pivots towards diversifying its economy away from oil dependency, PETRONAS may face reduced government support or increased pressure to align with sustainability goals. This

could limit its ability to invest in growth opportunities or maintain its competitive edge globally (Putra, 2024).

To address these challenges, we recommend to PETRONAS to work closely with policymakers at all levels domestically and globally to promote alignment with emerging regulations. They should proactively address foot dragging over federal-state disputes like Sarawak through negotiated settlements or revenue sharing agreements to avoid operational disruption. In addition, PETRONAS should expedite diversification into renewable energy projects in order to carve away dependence on fossil fuel revenues while keeping in line with global decarbonization trends. Developing a solid compliance framework and utilizing digital tools to track regulatory changes can further improve effectiveness in such complex legal environments. This responsible management will allow PETRONAS to manage the risks while securing its place as a leading energy company (Anuar, 2024).

6.2.3 High Operational Costs

Petronas is currently grappling with increasing operational costs, which have taken a significant toll on its financial performance. The company said that its first quarter profit after tax (PAT) for 2024 fell 11% at RM21.3 billion from RM23.8 billion during the same period the previous year. This was mainly owing to greater operating expenses and lower realized prices against a backdrop of a volatile oil and gas market amid macroeconomic instability and geopolitical developments. Although revenue remained unchanged at RM89.8 billion, with a 6% drop in earnings before interest, tax, depreciation, and amortization (EBITDA), as higher costs took their toll on profit (The Star, 2024)

The impact of these rising operational costs is substantial, as they erode profit margins and reduce cash flow from operating activities, which decreased by RM2.1 billion in Q1 2024 compared to the previous year. This financial pressure limits Petronas's ability to reinvest in growth opportunities and sustain dividends for shareholders. Furthermore, the volatile pricing environment exacerbates these challenges, making it difficult for the company to stabilize its earnings. As a result, Petronas must navigate growing market uncertainties while balancing stakeholder expectations and energy transition commitments (The Star, 2024)

Guided by its core capabilities, Petronas could mitigate the challenges it faces in these segments by engaging in strategic cost management as well as diversification initiatives. This

includes investing in smart technologies that enhance operational efficiency and lower maintenance costs over time. In particular, China could help efforts to reduce dependence on the oil world by quickening plans to expand its energy transition for renewables and other technologies. Furthermore, successful management of liquidity and capital expenditures in high-return projects will be essential to ensure long-term revenue stream (The Star, 2024)

6. 3 Opportunities

6.3.1 Promoting High-Quality Nature-Based Climate Solutions

PETRONAS has significant opportunities to enhance its sustainability initiatives through its collaboration with the Malaysia Forest Fund (MFF) and Sarawak Forestry Corporation (SFC). These partnerships aim to develop high-quality Nature-Based Solutions (NbS) projects, which focus on conserving and restoring natural ecosystems to reduce greenhouse gas emissions. By leveraging its expertise, PETRONAS can contribute to biodiversity conservation, ecosystem restoration, and community co-benefits while advancing its goal of achieving net zero carbon emissions by 2050. Additionally, the growing global demand for carbon credits and sustainable practices presents a lucrative market for PETRONAS to position itself as a leader in the low-carbon economy (The Star, 2023)

According to research by Chris Lidom and Louis (2024), the impact of these opportunities is multifaceted. Developing NbS projects allows PETRONAS to generate carbon credits, which are essential for offsetting residual and hard-to-abate emissions. This not only supports its net-zero aspirations but also strengthens Malaysia's environmental goals by promoting sustainable forest management and biodiversity conservation. Furthermore, these initiatives provide co-benefits such as improved water catchment areas, enhanced soil stability, and increased community engagement through job creation and capacity building. By aligning with global sustainability standards, PETRONAS can attract investors focused on Environmental, Social, and Governance (ESG) criteria, thereby opening new avenues for collaboration and enhancing its competitive edge in the energy transition

To fully capitalize on these opportunities, it is recommended that PETRONAS invests in capacity building and robust project monitoring frameworks. This includes training local communities in sustainable practices and ensuring NbS projects meet internationally recognized certification standards for environmental integrity. PETRONAS should also explore innovative financing mechanisms, such as green bonds or partnerships with global climate funds, to scale up these initiatives. Additionally, integrating advanced technologies like satellite monitoring for real-time tracking of project outcomes can enhance transparency and credibility.

By prioritizing collaboration with stakeholders and maintaining rigorous environmental standards, PETRONAS can maximize the ecological and economic benefits of its NbS projects while solidifying its leadership in sustainability (The Star, 2023)

6.3.2 Significant Investment in Clean Energy

According to SCITODATE (2024), PETRONAS has a remarkable opportunity to enhance its position in the energy sector through its substantial investment of approximately \$92.74 billion in clean energy initiatives. This strategic allocation of resources is directed towards various projects, including Carbon Capture, Utilization, and Storage (CCUS), biofuels, hydrogen, wind, and solar energy. By focusing on these areas, PETRONAS can diversify its energy portfolio and reduce its carbon footprint, aligning with global trends toward decarbonization. The commitment to invest \$5.91 billion specifically in CCUS projects exemplifies PETRONAS's proactive approach to managing environmental impacts while meeting regulatory requirements and market demand for cleaner energy solutions. This investment not only positions PETRONAS as a leader in the transition to sustainable energy but also opens up new avenues for innovation and collaboration within the rapidly evolving clean energy landscape.

According to Emanuela Kerencheva (2022), the impact of these investments is significant for PETRONAS and the broader energy market. By committing to clean energy initiatives, PETRONAS can enhance its reputation as a responsible corporate citizen dedicated to sustainability. This shift towards cleaner energy sources is likely to attract environmentally conscious investors and stakeholders, thereby improving the company's market position. Additionally, as global demand for renewable energy continues to rise, PETRONAS stands to benefit from potential revenue growth in emerging markets for clean technologies. The investments in CCUS and renewable energy not only contribute to reducing greenhouse gas emissions but also help PETRONAS comply with international climate agreements and national sustainability goals, ultimately supporting Malaysia's commitment to a low-carbon future.

To maximize the benefits of its clean energy investments, it is recommended that PETRONAS establish a comprehensive strategic framework for project implementation and evaluation. This framework should prioritize collaboration with technology partners and local communities to ensure that projects are not only environmentally sustainable but also socially responsible. Additionally, investing in research and development will be crucial for overcoming technological barriers associated with clean energy solutions. By actively engaging in pilot projects and scaling successful initiatives, PETRONAS can demonstrate leadership in the

clean energy sector while fostering innovation that aligns with global sustainability objectives. Furthermore, transparent communication of progress and outcomes will enhance stakeholder trust and support for PETRONAS's long-term vision of achieving net zero carbon emissions by 2050 (PETRONAS, 2020)

6.3.3 Strategic Cooperation and Industry Collaborations

According to SCITODATE (2024), PETRONAS has a significant opportunity to enhance its clean energy initiatives through its substantial investment of approximately \$92.74 billion in various projects aimed at reducing carbon emissions and diversifying its energy portfolio. This includes significant funding for Carbon Capture, Utilization, and Storage (CCUS) initiatives, biofuels, hydrogen, wind, and solar energy. By focusing on these areas, PETRONAS can position itself as a leader in the transition to a low-carbon economy while meeting the growing demand for sustainable energy solutions.

The impact of PETRONAS's investments in clean energy is profound, as it not only enhances the company's reputation as a responsible corporate entity but also aligns with global sustainability goals. By committing to clean energy initiatives, PETRONAS can attract environmentally conscious investors and stakeholders, improving its market position. Additionally, these investments contribute to reducing greenhouse gas emissions and support Malaysia's commitment to a low-carbon future. (BERNAMA, 2023).

To fully capitalize on these opportunities, it is recommended that PETRONAS establish a comprehensive strategic framework for project implementation and evaluation. This framework should prioritize collaboration with technology partners and local communities to ensure that projects are environmentally sustainable and socially responsible. By investing in research and development and engaging in pilot projects, PETRONAS can demonstrate leadership in the clean energy sector while fostering innovation that aligns with global sustainability objectives. (PETRONAS, 2024)

6.4 Threats

6.4.1 Challenges to Monopoly

The threat posed to PETRONAS by the Sarawak state government's increasing demands for control over liquefied natural gas (LNG) distribution and sales represents a significant challenge to its long-standing monopoly in Malaysia's oil and gas sector. The Sarawak government has issued an ultimatum for PETRONAS to finalize an agreement that would grant Petroleum Sarawak Bhd (Petros) complete authority over oil and gas trading within the state. This move not only threatens PETRONAS's established market position but also sets a precedent that could embolden other states in Malaysia to seek greater autonomy over their natural resources, potentially undermining the company's operational framework that has been in place since its inception in 1974 (Mail, 2024).

The impact of this challenge could be profound for PETRONAS, as losing control over LNG distribution would likely result in a significant reduction in revenue. Sarawak accounts for nearly 90% of Malaysia's LNG exports, and any shift in control could disrupt existing long-term supply agreements with international buyers, particularly those in Japan and South Korea who rely on PETRONAS for consistent and cost-effective supply. The uncertainty surrounding these negotiations may also lead to concerns about fuel supply security among international partners, which could further jeopardize PETRONAS's reputation and market share as a leading global LNG supplier (Lopez, 2024).

To navigate this threat effectively, it is recommended that PETRONAS engage in proactive negotiations with the Sarawak state government to reach a mutually beneficial agreement that respects both parties' interests. Establishing a collaborative framework that allows for shared oversight of oil and gas resources could help mitigate tensions and prevent escalation into legal disputes. Additionally, PETRONAS should consider enhancing its public relations efforts to communicate its commitment to sustainable practices and local development, thus fostering goodwill with the Sarawak government and local communities. By taking these steps, PETRONAS can work towards preserving its market position while addressing the legitimate demands of the state government (Mail, 2024).

6.4.2 Decline in Production

According to CNA (2021), the threat of declining oil and gas production in Peninsular Malaysia poses a significant challenge for PETRONAS, as production has halved over the past decade, dropping from 700,000 barrels per day to just 350,000 barrels per day. This steep decline indicates serious operational weaknesses within PETRONAS and raises concerns about its ability to sustain production levels in its traditional areas of operation. The concentration of

new reserves in Sabah and Sarawak further complicates matters, as it shifts focus away from Peninsular Malaysia and may lead to increased competition for resources and market share from other companies and state-owned entities. This situation not only threatens PETRONAS's market dominance but also necessitates a re-evaluation of its operational strategies to adapt to changing resource availability and regional dynamics.

The impact of this production decline is profound, as it directly affects PETRONAS's revenue generation capabilities and long-term viability. With oil and gas contributing approximately 20% to Malaysia's GDP, the reduction in production could lead to decreased government revenues and challenges in funding public services and infrastructure projects. Moreover, the diminishing output raises concerns about the sustainability of existing fields, prompting fears that PETRONAS may struggle to meet domestic energy demands while maintaining its position as a leading global player in the oil and gas sector. The reliance on imports for natural gas to generate electricity further exacerbates this issue, potentially leading to increased energy costs and volatility in the market (Azhar, 2024).

To address these challenges, it is recommended that PETRONAS adopt a proactive approach by investing in enhanced oil recovery (EOR) techniques and exploring new exploration opportunities within Peninsular Malaysia. Diversifying its portfolio by focusing on renewable energy sources can also help mitigate risks associated with declining fossil fuel production. Collaborating with local governments and stakeholders to develop infrastructure that supports exploration activities may enhance operational efficiency and attract investments. Additionally, PETRONAS should prioritize research and development initiatives aimed at discovering new reserves or optimizing existing fields to ensure long-term sustainability and competitiveness in the evolving energy landscape (Azhar, 2024).

6.4.3 Investment Challenges

According to GOH (2024), the threat of investment challenges for PETRONAS arises from the need for substantial capital to explore and develop untapped reserves amidst fluctuating oil prices and global economic uncertainties. The volatility in oil prices creates an unpredictable investment environment, making stakeholders cautious about funding fossil fuel projects, especially as the global energy landscape shifts towards renewables. This hesitation is further compounded by concerns over stranded assets, which could render fossil fuel investments unprofitable in the long term. These challenges hinder PETRONAS's ability to secure the necessary funding to sustain its exploration activities and maintain its competitive edge in the energy sector.

The impact of these investment challenges is significant, as they directly affect PETRONAS's ability to maintain production levels and secure new reserves. Without adequate investment, the company risks falling behind competitors who are successfully transitioning to renewable energy or securing capital for innovative projects. This could lead to reduced revenue, diminished market share, and a weakened position in both domestic and international markets. Additionally, the inability to invest in exploration may exacerbate existing production declines, further threatening PETRONAS's long-term sustainability (PETRONAS, 2024).

To address these challenges, it is recommended that PETRONAS adopt a diversified investment strategy that balances traditional fossil fuel projects with renewable energy initiatives. By actively pursuing partnerships with global energy companies and leveraging innovative financing mechanisms such as green bonds or sustainability-linked loans, PETRONAS can attract investments while aligning with global sustainability goals. Furthermore, transparent communication about its long-term vision for balancing energy security with decarbonization can help build investor confidence. This approach will enable PETRONAS to secure the necessary capital for exploration while positioning itself as a leader in the transition to a low-carbon future (PETRONAS, 2024).

7.0 CONCLUSION

In conclusion, my internship in the Strategic Advisory division has been an incredibly rewarding and insightful experience. Over the course of my time in this role, I have gained a deeper understanding of the complexities and nuances involved in strategic decision-making and its critical role in steering an organization toward long-term success. The chance to engage with real-world projects allowed me to observe firsthand how strategic initiatives are developed, implemented, and adapted in response to changing market conditions and organizational goals.

Collaborating with colleagues from diverse functions, including Business Excellence, Business Process Improvement, Risk Management, among others, has significantly enhanced my appreciation for the importance of cross-functional teamwork in driving strategic initiatives. The expertise and contributions from each division showed the interdependence between different functions and demonstrated how effective communication, and teamwork are critical to achieving impactful outcomes.

Beyond these tasks, this internship has greatly improved my analytical and problem-solving skills. I had the chance to spot patterns and help generate real-world solutions. Not only has my ability to solve problems with a solution-oriented perspective grown immensely, but my ability to communicate these ideas with people on my team across all levels is another that is slowly but surely growing with time as well.

One of the most valuable aspects of this internship was the opportunity to learn new skills, particularly in the development of Power BI dashboards. By creating and refining dashboards, I was able to enhance my data visualization skills and gain hands-on experience with a powerful tool that is widely used in the industry. This experience has greatly upskilled my technical abilities and further prepared me for future roles in strategic planning and analysis.

This experience has not only provided me with valuable technical knowledge and hands-on experience but also equipped me with essential soft skills that will be invaluable in my future career. Overall, my time in the Strategic Advisory division has been an essential stepping stone in my professional growth, and I feel well-prepared to take on future challenges in the field of strategic planning and advisory.

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9.0 APPENDICES

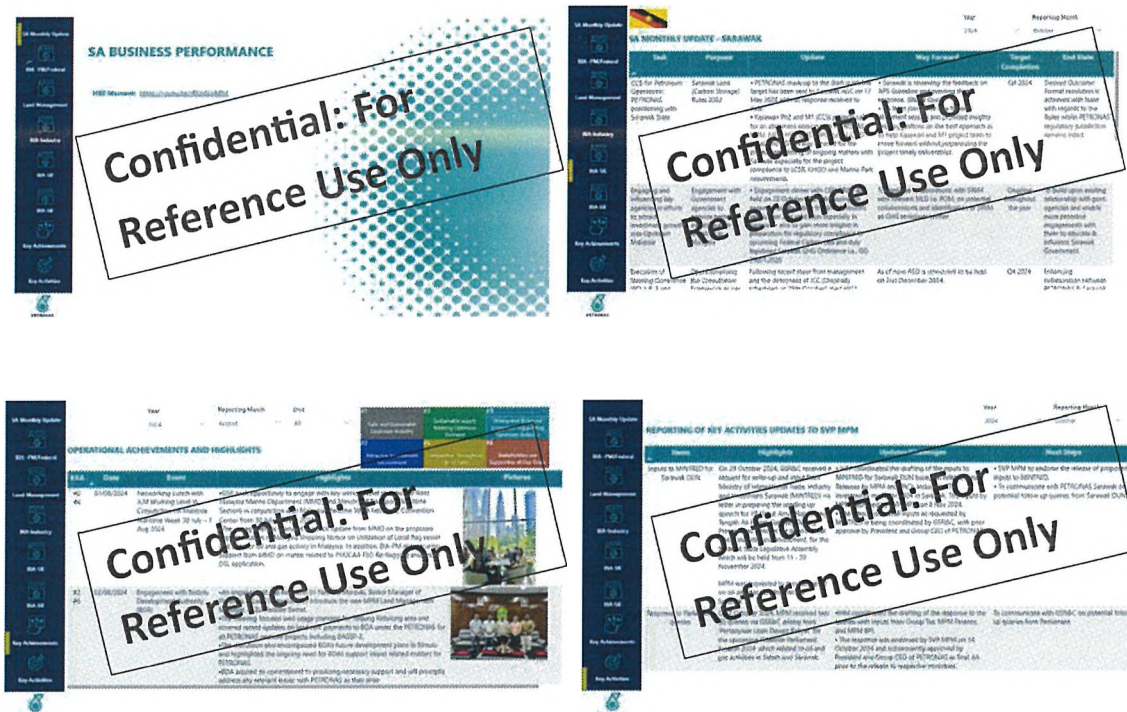


Figure 8,9,10,11: My special project, where I developed a Power BI for Strategic Advisory (SA) Monthly Reporting.





Figure 12,13,14,15,16,17,18,19: With the Strategic Advisory (SA) Team.





Figure 20,21,22,23,24,25: I was assigned as an usher for the MPM (Malaysia Petroleum Management) Townhall and Long Service Award 2024 on 26 August 2024, where I had the opportunity to take a picture with the Senior Vice President (SVP) of MPM, Datuk Ir. Bacho Pilon.



Figure 26: Attended the 'Glow Up Your Corporate Image' workshop by Finance Academy, held at Level 41, Tower 1, KLCC, on 2 October 2024.



Figure 27,28: Attended the PETRONAS'S Security Day on 17 October 2024.



Figure 29,30: I had the opportunity to join the Orchid Fun Run organized by PETRONITA on 20 October 2024.

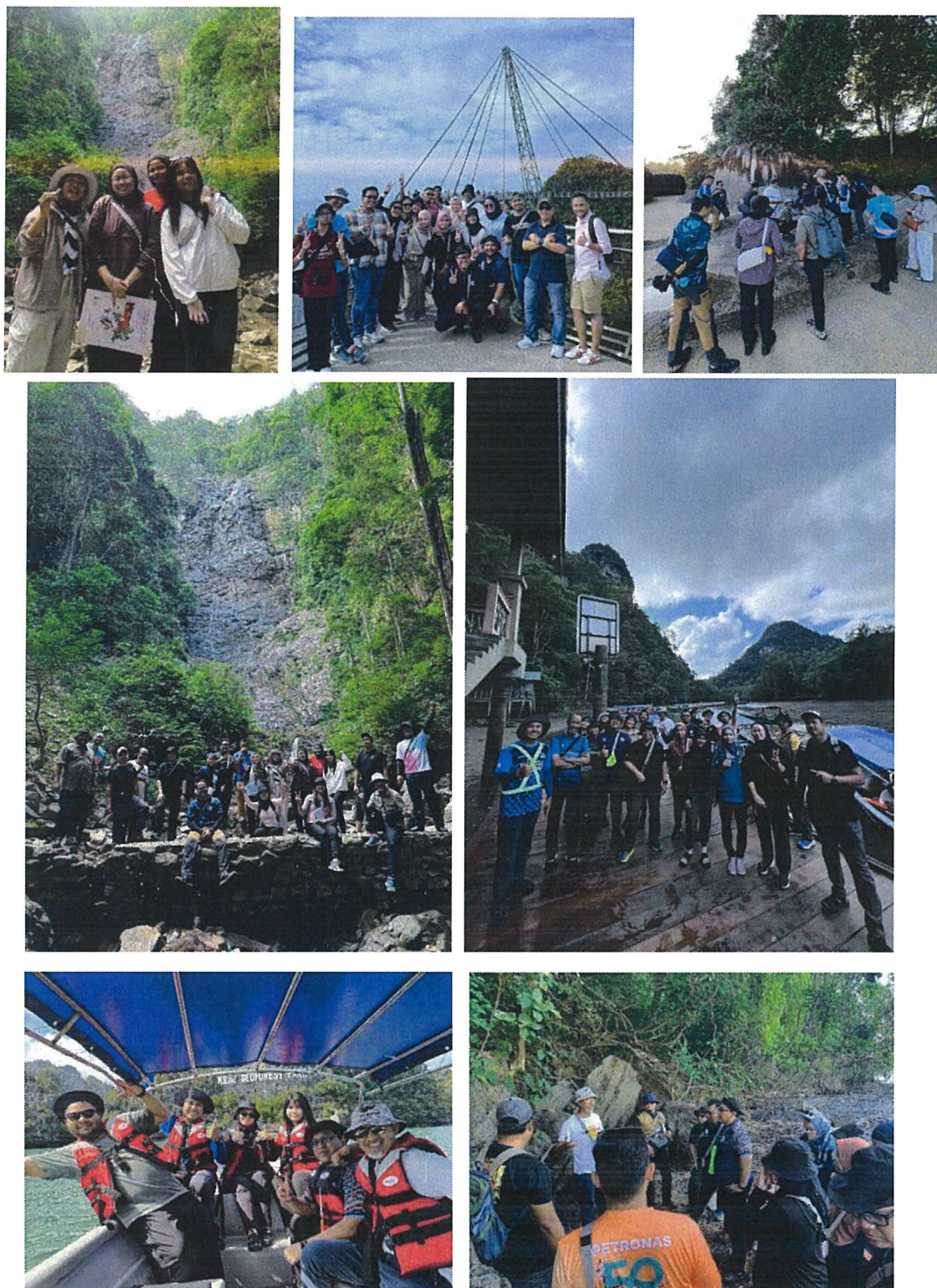


Figure 31,32,33,34,35,36,37: I had the opportunity to join a Geological Field Trip for Non-Geologists, for Strategic Advisory (SA) team, organized by the Exploration Team from Petronas and the ONYX Engineering Team, at Langkawi Island from 17 December to 20 December 2024.

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