

Petrobras Day 2020 ***December 1, 2020***

Carla Albano:

Good morning. Welcome to Petrobras Day 2020. Today, we will have the opportunity to discuss with our management our new business plan for 2020 to 2025.

We would like to inform you that all participants will follow the transmission by Internet as listeners. After an introduction and presentations, a Q&A session will begin. You can send us questions by email at petroinvest@petrobras.com.br.

This year, we are also broadcasting the Petrobras Day via LinkedIn, bringing more transparency to our strategic plan.

Today we have with us Roberto Castello Branco, Petrobras' CEO; Andrea Almeida, Chief Financial and Investor Relations Officer; Anelise Lara, Chief Refining and Natural Gas Officer; André Chiarini, Chief Trading and Logistics Officer; Carlos Alberto Pereira de Oliveira, Chief Exploration and Production Officer; Nicolas Simóne, Chief Digital Transformation and Innovation Officer; Roberto Ardenghy, Chief Institutional Relations and Sustainability Officer; and Rudimar Lorenzato, Chief Production Development Officer.

The presentation will be available throughout the event on our Company's website. We will start by listening to Petrobras' CEO, Roberto Castello Branco. Roberto, you may begin.

Roberto Castello Branco:

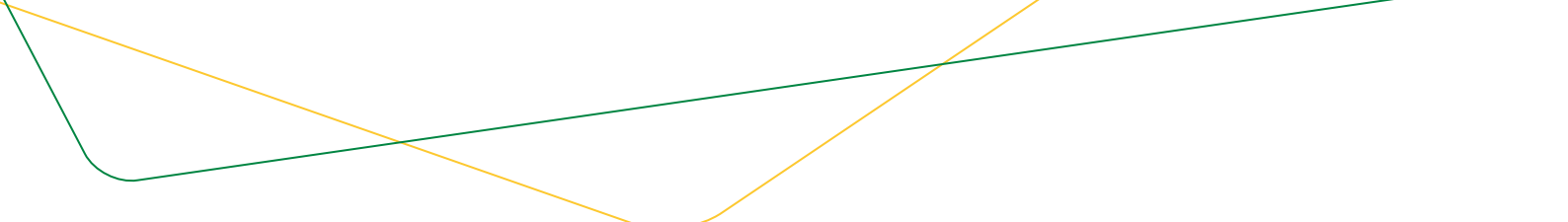
Thank you, Carla. Good morning. It is a pleasure to be here to talk with you about Petrobras and its strategic plan for the next five years.

Individuals, as well as companies, should have a purpose, and ours is to be the best oil and gas company in shareholder value creation, with respect to people, the environment, and a strong focus on operational safety.

It is a nice statement, but what are we doing to reach that? First of all, we are promoting a transformational agenda at Petrobras. This is driven by a strategy that is composed by five pillars.

First, maximization of return on capital employed. This by itself is based on two important concepts: first, to be the natural owner. In other words, we will own assets in which we are the best to extract returns. This drives a large divestment program of noncore assets.

The second important concept is capital scarcity. Capital is scarce. We are in a very capital-intensive industry, so it must have competition for funds. Projects have to compete among them in order to obtain funding to be implemented. This is very important as a



discipline in capital allocation and value generation. We have a strong preference for value over volume. Our goal is to maximize value and not to maximize volume.

Another important pillar is reduction of cost of capital. As I said, we are in a highly capital-intensive industry, so the cost of capital has to be low, has to be cheap. In order to achieve that, we are deleveraging our balance sheet. We are not happy with the size of our debt, but we have made many progress over the last couple of years, and since 2015 to the end of 2019, Petrobras paid US\$70 billion of debt, with interest payments of US\$37 billion.

Second point is transparency. Transparency and a strong communication with the financial community, and liability management in order to have lower costs of debt and to extend the maturity of debt in order to minimize refinancing risks.

Relentless search for low costs is also a pillar. We are a player in the commodity business. Commodities are exposed to volatile prices, and price volatility transmits volatility to our cash flow. So we must have low costs, and we are pursuing this relentless.

Seeing the long term, we have a scenario of low oil price. In order to survive and thrive in this scenario, oil producers have to be low cost producers.

Another important pillar is meritocracy. It is the basis for the creation of a value culture. A variable compensation program based on good metrics, we are using EVA, which was introduced in the Company last year and it is generating very good results.

And last but not least, an important pillar is the drive towards safety, health, respect for people and the environment. And the environment we have, as I am going to show you, we have a strategy for ESG in order to address the various problems related to climate change, to social inequality and so forth.

In order to execute this strategy, we have two important initiatives, two transformation initiatives: a cultural transformation, and a digital transformation.

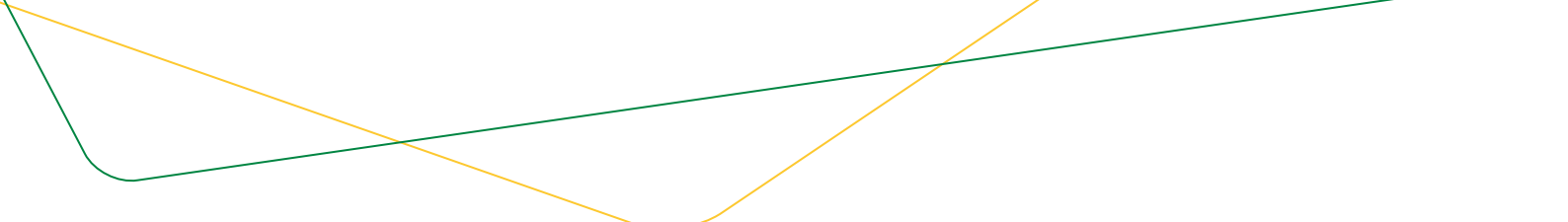
Cultural transformation is very important. One may have the best strategy in the world, but if the culture rejects it, you are going nowhere. So culture transformation is very important, as well as digital transformation.

And to implement digital transformation, you have to change the mindset of people. But it is not enough to just introduce artificial intelligence, analytics, machine learning and other products of the digital revolution. We have to change the mindset of people.

And digital transformation is very important for our future as a low cost producer, as a very efficient producer, and important as well for the environment, for environmental protection, for lower carbon emission, for safety of our operations and our employees.

Moving ahead, again, in order to execute this this plan, we have a management model that is based on several points. First, courage, transparency and integrity. I think these are the necessary conditions for being a good leader.

Broad and efficient communication, external and internal communication. Cultural transformation is key. Transparent communication, frequent communication, and to say the truth in order to gain credibility.



Strategic consistency. Strategy execution requires strong discipline. You have to be consistent all the way.

And the creation of agile teams, very efficient, able to interact. We have these agile teams composed by both corporate people and operations people, and they are able to discuss, to learn from each other and to make decisions faster than in the absence of this. Efficiency in all activities and that data driven decisions. This is key.

As part of the management model, we have freedom with responsibility. So accountability is our main marks of the management model. Meritocracy, trust within our organization, plus us among the members, is fundamental. If there is no trust, you are going to fail.

And succession planning and talent density. Petrobras is a nest of talents, we have highly skilled people. And our goal is to identify young talents in order to prepare them, mentoring these people to be the leaders of the future.

Moving ahead, as is widely known, this year we have the unprecedented case of a major health crisis and a global recession that was creating a negative shock on the oil industry across the globe.

Of our first reaction, we had to move fast, as in a war, once you are attacked, to prioritize health. The health of our employees and the financial health of the Company.

We organized teams to work on health safety, fighting the effects of the covid-19; home office, creating a more flexible model of working with the adoption of home office. Home office is scheduled to last until to the end of March next year, and after that we will move to partial home office permanently. This is very important, as not only protects the health of employees, but it is very beneficial from the economic point of view.

We are liberating about nine administrative buildings until the 1Q21, some are already going, and creating smart offices.

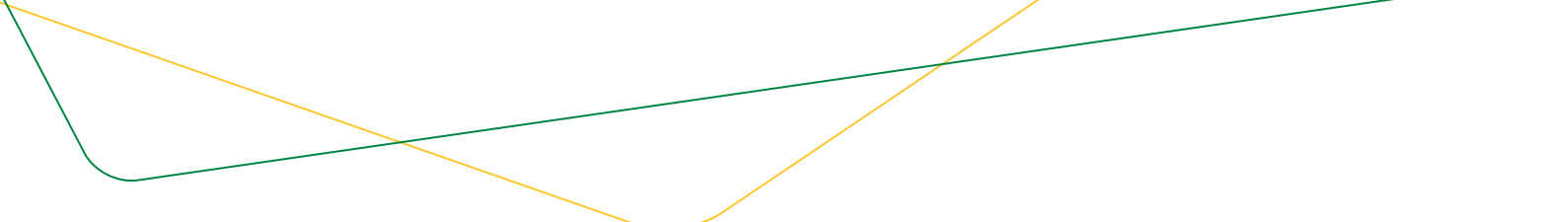
Alongside home office, we have adopted massive testing. Until now, we have applied more than 350,000 tests in our employees and employees from service companies hired to work for Petrobras.

And cooperation with society. We understand the human factor is important, and we should have compassion for the low income people to try to minimize the suffering.

Financial resiliency. As I said, we move very fast in terms of guaranteeing that Petrobras will survive the crisis, and within this, we faced all this uncertain environment, gave a fast response, but it is not only a matter of get through it.

As Albert Einstein, the world famous physicist and Nobel laureate said, “in the midst of every crisis lies a great opportunity”. And we took the opportunity to accelerate the execution of our strategy, and, at the same time, to accelerate digital transformation.

This was very important for the future, and we are very conscious that it is not only a 100m sprint. We are running a marathon. And the 100m sprint fighting against the crisis reenergized the Company and created momentum to accelerate the strategy execution and digital transformation.



Petrobras was the only company amongst major listed oil companies, to reduce debt in the 9M20. We have reduced US\$7.5 billion in debt. Among the pandemic, we were able to do that. And Petrobras was also the Company with the strongest cash flow among large, listed oil companies.

Production growth in the 9M went very well. The pre-salt increased output by 32%. We are launching, as part of the program of lower carbon emission, cleaner and higher value added fuels. We made significant advances in logistics and sales and marketing of oil and fuels, not only in Brazil, but on a global scale. So we reached export records in oil and fuel oil with low sulfur content, which is more friendly to the environment than the old fuel oil.

And given our financial performance, the market improved the risk perception about Petrobras. We issued ten-year bonds with the lowest yield in our history, a really landmark. A major achievement.

To finalize my presentation, I will give you some top goals for next year. First, this year we have an index of greenhouse gas emission intensity as an element for variable compensation of our executives. We have goals for the oil business and for refining business, as well as we have a spilled volume that is very important to control to avoid environmental damage.

Gross debt, we have a target for US\$67 billion. Delta EVA, the increase in EVA is projected to increase by US\$1.6 billion, and the total recordable injuries rate per million of man/hour we put a ceiling on 0.7. Last year, we were benchmark in the oil industry in terms of injuries, in terms of safety of our operations, and this year we continue to perform very well, and we will continue to pursue ambitious targets.

And our main ambition in this area of spilled volume is to reach at any point zero fatalities in our operations and zero leakage of oil and fuels.

Having said that, now we are going to present an institutional video.

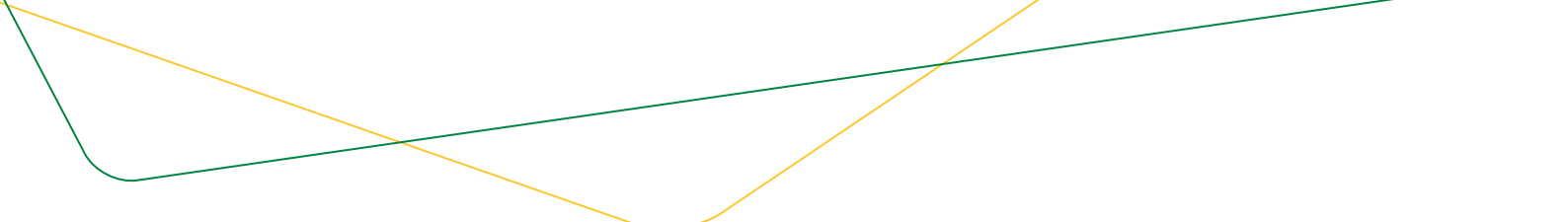
Video:

It looks like fiction. If we tell, maybe no one will believe us. It is already hard enough to imagine how is it possible to extract oil from the deepest reaches in the middle of a vast ocean. It seems impossible, but it is what Petrobras does. It is our daily life. All of this because we have a very powerful source of energy: knowledge.

Driven by this force, we discovered pre-salt. We are continuously breaking record after record, generating maximum value and focusing on the business we do best.

No wonder we are world leaders in ultradeep waters. This inventive energy is not only in our new technology, it is a new way of creating projects, making choices, reaching results, acting responsibly.

The choices we make today guarantee our future. The challenges are many. But we are not intimidated. We are driven by transformation, and we are launching new strategic programs, which will guide our operation until 2030.



They are innovative solutions, which will turn projects into results. The unreachable into achievements, and the impossible into amazing. Come with us to know more and to make history. We are energy for transformation.

Roberto Castello Branco:

Innovation is something that is embedded in our DNA, and we are making all efforts to extract the potential that we have.

Now I will pass to my colleague, Roberto Ardenghy, to say some words about ESG.

Roberto Ardenghy:

Thank you, Roberto. Good morning, everybody. You heard Roberto. And I think it is very clear that when see Petrobras today, ESG and sustainability are becoming even more relevant and prominent for Petrobras, and an important part of our business plan.

We are maintaining our focus on the maximization of returns to investors. These are low-cost and efficient operations, but with very great focus on ESG and low emission. When we talk about governance and management quality, I think it is worth mentioning that two out of four metrics we have for the whole company are ESG-related and they will affect all employee compensation in 2021.

This has already started some years ago, and we are emphasizing this even more, putting these metrics as part of the compensation package, intensity of greenhouse gas emissions and liquid volume of oil and oil products.

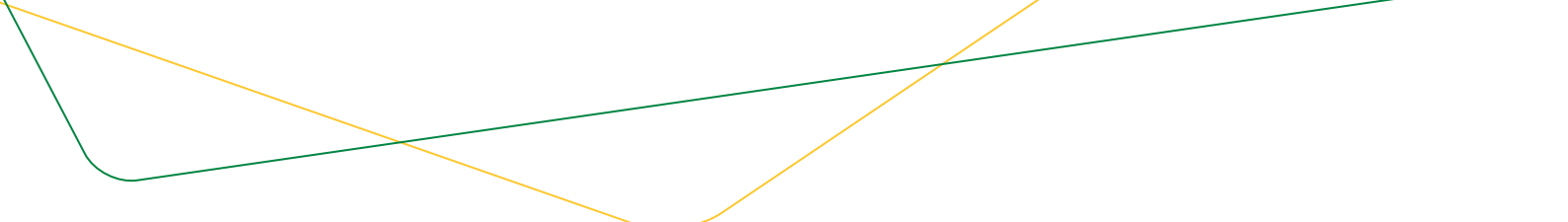
The establishment of a Climate Change Executive Management inside Petrobras and connecting this Executive Management to a Board-level member also shows that climate change and emissions are receiving a high priority in our agenda.

Going to the next slide, when we see our path in the future, we see three basic pillars. The first one is transparency. What do we mean? We want to make sure that we quantify the carbon in all our critical processes. The second one has already been mentioned by Roberto, the resilience of the position of fossils in view of the low carbon transition.

The third one is more related to technology, creation and skills to create value in low carbon. All of those pillars put us in what we call a double resilience. In one side, of course, being able to have a very good and very low break-even, in the economic area, but also make sure this break-even is also connected to our environmental low carbon agenda.

The next slide shows how we are going to do that. We see many possibilities in terms of innovation in our operations, biorefining. My colleague Anelise Lara and Nicolás Simone will be able to go further on those two points.

Also developing competencies, developing skills for the future. We are planning to invest, over the next five years, US\$ 1 billion dollars in these areas. The next light shows you our commitments in terms of sustainability.



We have not just commitments related directly to environmental and low emission targets, but also commitments related to investments in social and environmental projects, in biodiversity. We have been developing, in Brazil, many, many projects all over the country to support especially areas in which we operate.

These are part of our commitment to society and to the social park in Brazil.

Next slide. Here you can see that Petrobras has a target to remain in the first quartile of low CO2 emissions in the future. We are pursuing these targets to 2030 and we are planning a 25% drop in total emissions.

In the exploration and production area, we are targeting a 32% reduction, in carbon intensity; and, in refining, we are targeting a 30% reduction by 2030. Those are our targets, and we are going to be very focused on these objectives.

The next slide is also very important, more related to our social responsibility area. We are working very hard in terms of training our employees in human rights. We want to promote diversity and we want also to have a good diagnosis of the social and economic communities in which we operate.

One project that we are developing is a program that comprises many of the social projects we have over the country. It is very focus on Early Childhood Initiative. We want to make sure that we are able to invest in the improvement of the knowledge process of early children.

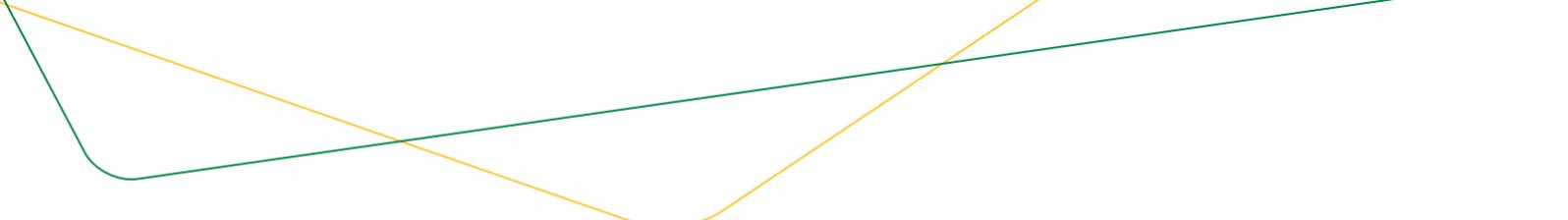
This is very important to support children in terms of education, so they do not present gaps in the process in the future in terms of knowledge. All the problems in the social area, which we are developing, we are trying to give to these programs education, early childhood education focus.

Finally, I want also to stress the governance area of Petrobras. The good practice of a co-operative governance, which is part of our decision-making process, they represent a very strong pillar to sustain our business. Through the continuous effort we are doing, we have been able to implement a very strong governance program and very effective, very ethical and very transparent.

We have done this through a new Code of Ethical Conduct. We want also to communicate to our supply chain these principles, not just a principle inside Petrobras, but to communicate these principles and conducts to the whole chain of suppliers.

In addition, we are very happy that we have been able, after six years, to return to the World Economic Forum initiative, Partnering Against Corruption Initiative. This is one of the main organizations in the world to fight corruption and brings together top-level people from companies and government. We are very happy that we have been able to return to this initiative recently.

Our commitments are developing a governance model today that is more balanced, in terms of efficiency and control, but we keep a very strong focus on integrity and transparency, zero tolerance to fraud and corruption. These are the messages that I want to convey to you. I will pass the floor to Andrea Almeida, our CFO.



Andrea Almeida:

Hi, good morning and good afternoon, everybody. Very happy to be with you again. I will try to cover a little bit of our financial strategy. If we start with our financial strategy, it keeps focused on four main pillars.

First one, the reduction of debt and the associated cost of capital. So this has been our focus for a while. If we look back in 2015, Petrobras shared just a small part of its value with its shareholders, 80% of Petrobras value belonged to financial creditors, related to the net debt. The shareholders held only 20% of the Company's value.

Today, that has already changed. In this regard, since 2018, we have already reduced gross debt by US\$4 billion. This seems small, but we need to remember that, in 2019, we added US\$24 billion of debt due to IFRS 16, so we were able to reduce US\$28 billion since then.

Only this year, even in a challenging scenario, we managed to reduce our debt by US\$7.5 billion, reaching the value of US\$ 80 billion in 3Q. As presented by Roberto, the 2021 target will be US\$67 billion dollars, and 2022, US\$ 60 billion.

In terms of liability management operations, we continue to focus on repaying the most expensive debt and increasing the average life of debt, avoiding strong concentration of amortizations.

This year, we did tender offer transactions and we repurchased bonds on the trade desk. In total until September, we made US\$5.2 billion of bond repurchase, and we are right now in the market repurchasing bonds, executing the make-whole premium payment for US\$ 2 billion of bonds.

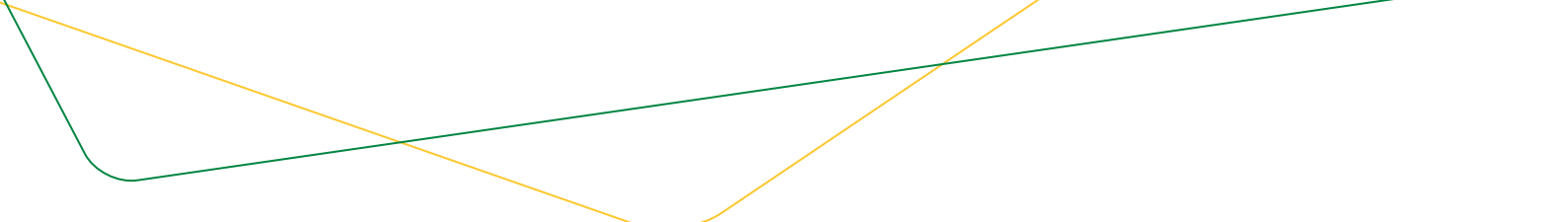
In the active liability management, it is important to mention that we know that additional to that, we have several other obligations and contingencies that can affect our future. Therefore, the effective management of these obligations is very important. In this regard, we can highlight all the work that has been done together with Petros, our Pension Fund, where we implemented several improvements.

In June this year, we implemented the equalization plan to solve a deficit of approximately R\$31.5 billion. We are now working to implement another defined contribution plan, PP-3, this year, for employees who have the desire to migrate their reserves to this plan.

With regard to the health plan, we made significant change with the implementation of an association. We expect a cost reduction of R\$6.2 billion in present value over the next 10 years, due to better management and adjustments to the new regulation, CGPAR, where employees start to contribute with higher percentage to the plan, starting in 2021.

We are also working hard to reduce tax contingencies and, in this sense, we highlight the following process: we reclassified R\$2.3 billion to remote loss related to the collection of ICMS on the import of natural gas from Bolivia; we made relevant REFIS agreements with the States of Rio and Espírito Santo, where we reduced R\$ 4 billion in contingencies, with the payment of approximately R\$ 2 billion.

It is important to remember the gain as well on ICMS on PIS/COFINS, which allowed us the use of R\$16 billion, which we intend to use up to 1H of next year. In terms of the maximization of shareholder return, Roberto has already covered for that, but this is



totally linked with portfolio management. The divestments in lower-return assets and concentration on higher-return assets.

As you can see from last year to this year, we included new asset sales like Marlim, BR and some other assets. In the optimization of working capital, this year we started using some credit lines from banks to extend the payment term for customers, without any impact on Petrobras working capital.

This instrument was important to leverage sales in the domestic market, especially in the challenging scenario that we experience. Inventory management has been a relevant focus for the Company as well, and we are looking to work with optimized oil and oil products inventories. We are also working in procurement with a program called *Mais Valor*, which is the financial tool for suppliers, with lower costs, supporting our strategy to increase supplier payment terms.

Turning to the next slide, we try to give you here an overview of our cash flows over the next five years. Perhaps the most important point is to show the strong cash generation that the Company is planning for the next years, around US\$115 billion to US\$125 billion.

In divestments, we have arranged from US\$ 25 billion to US\$35 billion. The investment cash flow expected for the next five years is between US\$40 billion to US\$ 50 billion, and E&P exploration and production will remain the biggest share.

Dividend payments also show that our dividend policy designed last year tends to remunerate shareholders in a relevant way after reaching the goal of the gross debt of US\$ 60 billion.

If we turn to the next slide, we show the range, we show the assets that are in the range we just presented. We had some assets that, in the last plan, we informed that we would add them to the plan. I already mentioned some of them, like Marlim, Albacora, BR, Braskem, between others, in line with our portfolio review.

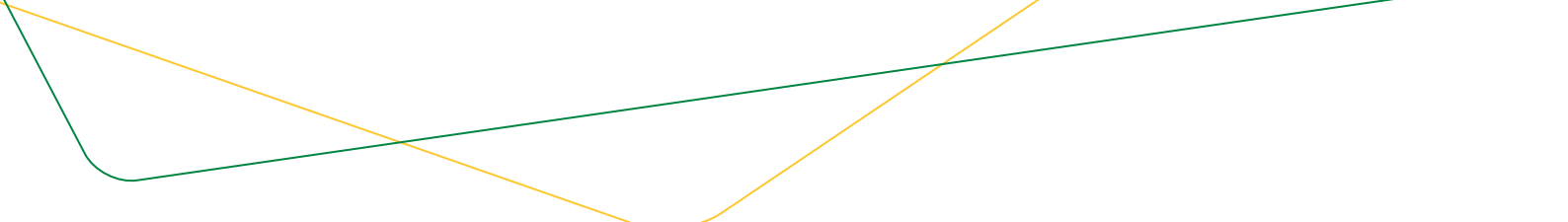
In refining and natural gas, we have refineries, as widely disclosed to the market, and the gas assets associated with the TCC agreement with CADE.

If we turn to the next slide, we see the adjusted CAPEX from US\$75 billion last year to US\$55 billion, with US\$38 billion in capital and US\$17 billion in sustaining investments. E&P continues to be the biggest portion, representing 84% of the total.

The main difference is in the adjustments from US\$ 64 billion last year to the US\$55 billion in exploration and production were the devaluation of the real; the optimization of exploratory investment; keeping the commitments agreed already with ANP, our regulator; avoiding CAPEX associated with divestment and the revision of the investment portfolio.

If we look at our deleveraging in the next slide, as I mentioned initially, the focus on reducing leverage has been constant in this Company and we managed to reach US\$8 billion in 3Q, well below the goal of US\$87 billion for the year. We continue to repurchase that, as I mentioned.

We also see the results in the weighted average cost of debt, reaching 5.8% p.a. in the last quarter. In the last quarter as well, we can see a small increase, which was the result of the repayment of the committed credit facilities that had a lower average life and lower



costs, but this is a very important insurance, which we wanted to keep alive, for any volatility that we might have in the future.

In this area, we can highlight the 10-year bond pricing at the lowest yield in the history of Petrobras, at 4.4%. This bond is already trading lower than that, at around 4% in the secondary market, showing a positive impact from the perception of our credit risk.

If we move to the next slide, we see the strong cash generation that we have experienced continues next year. We estimate the free cash flow breakeven at US\$23/barrel. This cash flow breakeven considers cash flows generated from operations minus the CAPEX.

The cash breakeven that includes CAPEX, interest payments, leasing and principal payments to be able to keep our total debt stable 2020 until 2021, with a cash balance US\$5.5 billion is the US\$28/barrel. This is for the overall Company. It does not include dividend payments or cash flow from divestments.

In terms of cash flow sensibility, we give you a sense in the right side of the slide, but each R\$0.50 in the FX devaluation generates an additional US\$1.6 billion in cash flow, and every US\$10/ barrel of Brent generates US\$5.5 billion. Thus, a scenario Brent at 50, and FX at 5.4 would be generating cash in the order US\$22.9 billion.

If I go to the next slide, we show a little bit what we have been doing in procurement, which was very important during the crisis that we just that we face this year. In procurement, we are focused on five strategic drivers and, among them, I will mention compliance, which is the first and maybe the most important one.

Efficient controls and well-defined procedures are extremely important in the supply process. This year, we launched the Guide to Ethical Conduct for Suppliers, which incorporates all the guidelines in the areas of compliance, health, safety, environment and social, placing Petrobras at the forefront of the best ESG practices worldwide. This document has been incorporated into our contracts.

In the early engagement, important to mention that we have been working with greater standardization of our contractual agreements and technical specifications, reducing the man-hours involved in the negotiations in the engineering area and in the legal area.

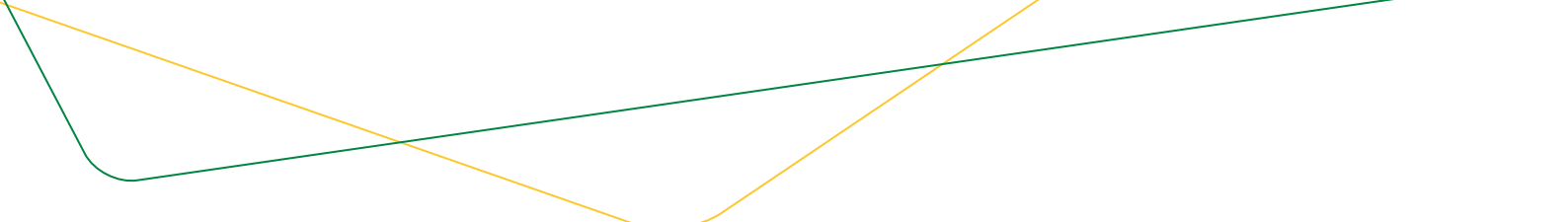
This standardization initiative also supports the Prod 1000 Project, one of the most important projects we have in Petrobras.

Volume synergy, we started to implement the procurement process from the point of view of total cost of ownership. In practice, this means that we evaluate the contracts looking at CAPEX investments with the OPEX overview involved in the long term as well.

For some items, like Christmas trees, we have changed the form of procurement of this item and included the maintenance service in the bidding process.

In terms of alignment of incentives, this is not new. We have been doing that for a while. We have bonus for suppliers depending on their performance. Deliveries ahead of time are awarded, and this is a very important fact, for example, in the chartering of vessels.

Working capital reduction, I already mentioned the *Mais Valor* program, which is the financing for suppliers, which will allow suppliers to get funding to anticipate their invoices using the cost of funding from Petrobras.



Everything in this area is focused on generating more value for the Company, and none of this would be possible without digital transformation. As an example of this, we will be implementing Ariba, an SAP tool that will help us speed up processes and ensure even more compliance. I would like to thank you all. Those were the messages for today and I will pass the floor to Capo.

Carlos Alberto Pereira de Oliveira:

Hi, good morning or good afternoon, everyone. I will start this presentation recalling our E&P strategies. I believe everyone has realized that we are increasingly focusing on deep and ultra-deep waters and that our growth strategy is based on world-class assets.

Our proposal is to move towards a portfolio that, in the five-year horizon, will lead us to lower production volumes after divestments have been made, but to a portfolio with greater value and greater resilience capacity to low oil prices.

Let us go to the next slide, please. With the prospect of a reduction in future oil prices, with consequent reduction in estimates of future operating generation, we reduced our investments of five years, making adjustments with a focus on maximizing value.

We are now projecting investments of forty US\$46.5 billion in the period of 2021 to 2025, which represents almost 30% of reduction compared to the previous plan.

The real depreciation against the dollar contributed to this reduction, as well as the fact that we have added more assets to our divestment portfolio, avoiding the investments associated with them.

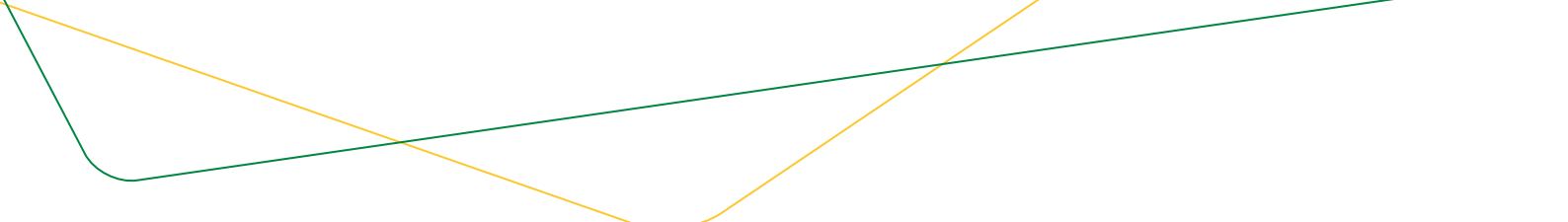
We also adjusted our investments in exploration and, finally, we optimized and postponed projects and canceled projects that, in the new reality of oil prices, are not attractive anymore. The result is a portfolio that concentrates investments in the pre-salt.

Next slide, please. As a result of our value maximization actions, we see on this slide a production curve that should be growing in volumetric terms without divestments, and a production curve after divestments, which is relatively stable until 2025.

This curve is sustained in a portfolio that generates more value and has greater resilience to low oil price. Looking at the year 2021, for example, we see a production of 2.75 million boed before divestments and 2.72 after divestments that are yet to take place this year and next year.

Looking now at the year 2025, we see a total production of 3.3 million before divestments, in a prediction of 2.7 million after divestments. This difference of 600 thousand barrels/day is due to divestments in onshore assets and in shallow water assets, in Albacora and Albacora Leste and in the Polo Marlim.

At the bottom of the slide, we see an increasing share of the pre-salt production, reaching 80% in 2025, compared to 67% of our total production in 2020. We do not see numbers after 2025 on the slide, but we could expect growth in production even with divestments, considering this plan, due to increased production in Búzios, where up to seven new systems are being planned or contracted to be added to the plan, starting at 2024.



Next slide, please. I would like to give you more details about our 2021 production. In this slide, we see, on the left, that we planned to produce 2.9 million boed in 2021, in our previous strategic plan. At the time, we mentioned that this figure did not include the divestments foreseen in 2020 and 2021.

Here on the slide, we are showing, in the second column from the left, the prediction planned for 2021, now discounting the 80 thousand barrels/day associated with the divestments for this year and the next year, reaching a value of 2.82 million boed.

I want to note that this number already includes the reduction in production of 30 thousand barrels, associated with the mothballing of 63 platforms in shallow waters, which we carried out this year.

Next, we see the impact on the growth of the ramp-up of our production, as a result of covid-19. This impact occurred directly or indirectly. Directly as in the case of the delay by Asian shipyards in the construction of the platform for the Sépia and Mero production systems; or indirectly, which resulted in a reduction in the estimate of future oil prices, with a consequent reduction in our investments to make them compatible with the lower cash generation.

We can see that the impact caused by covid resulted in a reduction in our production of 200 thousand barrels/day. On the other hand, we see three effects that contributed positively to mitigate this negative impact. First, we see an increase in production compared to what we had foreseen in our previous strategic plan, of about 20 thousand barrels, due to the better performance in reliability, integrity and safety.

This is due to lower production loss in the control and treatment of CO₂ corrosion in the gas injection pipelines in the Santos Basin pre-salt fields. In the next column, we see an increase in production when compared to what we had predicted, of around 30 thousand barrels, due to a lower decline in production Sapinhoá and Tupi fields, thanks to the better performance of the reservoirs.

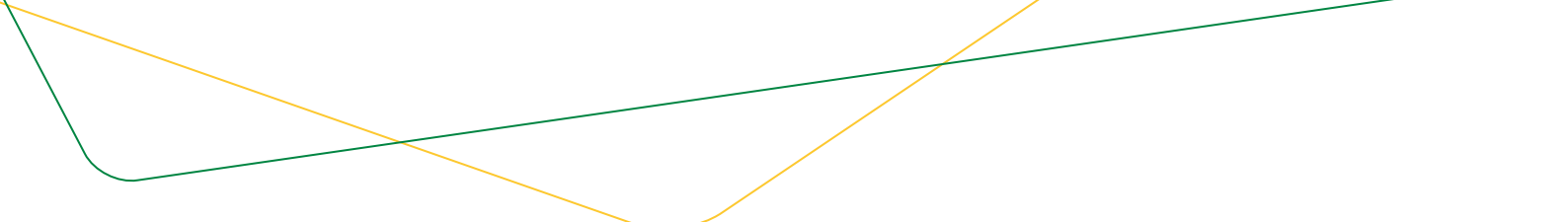
In the next column, on the right, we see a new increase in production compared to what we had predicted, of around 50 thousand barrels, due to the fact that we have been able to produce above the nominal processing capacity of the Búzios platforms.

In this figure, in this number, we are considering that the term of the coparticipation agreement will occur closer to 3Q21. We are conservative regarding this matter. I want to note that we optimized the maintenance stops originally planned for 2021. For this reason, we are not predicting any impact in 2021, as a result of the postponement of the scheduled stops from 2020 to 2021.

Finally, I want to mention that due to the uncertainties still present, associated mostly with covid-19, we are working with the possibility of 2021 prediction variation of around 4% upwards or downwards.

Next slide, please. With the expectation of lower oil prices in the future, our projects and assets should present a breakeven of less than US\$35/barrel in order to remain in our portfolio.

This condition makes us converge to increasingly work with world-class assets in deep and ultra-deep waters that are more resilient to a scenario of low oil prices. In these



assets, we have the ability to optimize our investments and costs, due to our technological differential and our capacity of innovation and digital transformation.

Our director, Nicolás, will detail the impact of digital transformation on our future results and I will go to the next slide, please.

The continuous growth in our participation in the pre-salt area has resulted in a reduction in our lifting costs and in our prospective breakeven, which are two key factors to guarantee our resilience to low oil price.

We see a 12% reduction in the average pre-salt lifting costs and, as we are continuously increasing our participation in the pre-salt, the reduction in E&P lifting costs is even more intense, of 43%, as we see on those figures of the slide.

Regarding our investments, we continue to work with very low prospective breakeven, of US\$19/ barrel in the pre-salt, and US\$20/ barrel in the whole portfolio.

Next slide, please. With regard to the Campos Basin, it remains strategically relevant to us. I would like to note that in our previous strategic plan, we mentioned our intention to return, in 2024, to a level of production equivalent to 2019, not counting the divestments we made.

As we can see in the figures of this slide, our intention remains the same. We will invest US\$13 billion in the 2021-2025 period in the Campos Basin renovation plan, and this amount was reduced in comparison with the forecast in the previous strategic plan, due to the following reasons: increasing assets of our divestment portfolio, optimizations, postponements and project cancelations, as I have mentioned before, and the depreciation of the real.

Around 10% of this US\$13 billion refers to investments in exploration in the 14 blocks that were acquired from 2017 to 2019 from ANP, in the Campos Basin. In this basin, in 2021, we should drill four exploratory wells, all with pre-salt objective.

Next slide, please, to close this presentation. I want to mention that, within our strategic focus on investing in world-class assets in deep and ultra-deep waters, we foresee in our strategic plan relevant investments in other basins outside the Southeast basins of Brazil.

About US\$ 1 billion will be invested in exploration in the Equatorial Margin, where we see a potential import exploration of this pathway front. And we will continue with the Sergipe deep-water development project, where we expect investments of around US\$2 billion.

With this, I would like to call, Director Rudimar Lorenzato, who will give more information about our exploration and production projects.

Before I do that, I want to note that by putting together our commitments of sustainability, which were presented by Director Ardenghy, our constant concern about reduction of costs and being more efficient, which we saw in this presentation, we can conclude that we have been and will continue to be able to produce energy that is accessible to society and with less and less carbon emissions. Thank you.



Rudimar Lorenzato:

Good morning. I hope everyone is well and healthy. To start my speech, I bring here the schedule of the new units until 2025. Petrobras is the leader in investment in this kind of projects in the world. In the next five years, we will have more 13 new FPSOs that will come into operation, 11 in pre-salt and 2 in post-salt.

Eight of them are already under construction, and seven of them in China. In the next year, we will start the operation of two of these units, Sépia and Mero 1. It is important to highlight that we are keeping the first oil for both units, with the most probable dates, for Sépia, at the end of the 1H21, and Mero 1 in last quarter of 2021.

Sépia unit is expected to arrive in Brazil this January, and Mero 1 is starting now the commissioning phase in Dalian, China. We plan to receive these units in Brazil at the beginning of 2H21. The investment of these six projects is US\$17 billion in Petrobras plan.

Please, let us go to the next slide. Here we see a breakdown of investments in the E&P segment. As Andrea showed earlier, we reviewed our portfolio with a focus on generating value for the Company, considering mainly the new oil price scenario and the covid.

In E&P, our total investment for the next five years will be US\$46.5 billion, 70% of which will be in pre-salt assets. Here we can see the main projects with an emphasis on Búzios, with 36% of our investment. 25% of this CAPEX will also be used in the project in the pre-salt. Also, we have investments in post-salt projects and in exploration, as CAPO said.

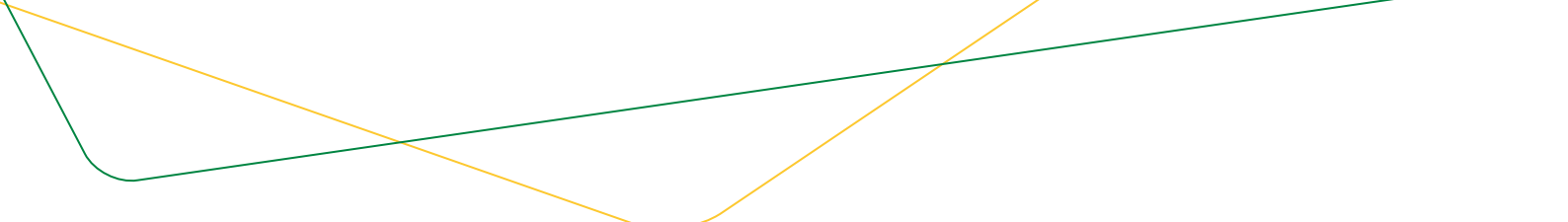
Next slide, please. Let us talk about the commissioning costs for this period. We plan to decommission 18 systems, with US\$4.6 billion. This includes topsides, subsea, and well activities, mainly. The costs are concentrated in the Campos Basin system, as we can see in this slide. But we will also have decommissioning activities on the coast of Espírito Santo State and in the offshore fields in the Northeast of Brazil.

Please, let us go to the next one. Here I would like to highlight important projects that are in progress in downstream, I mean, refining, natural gas and logistics. First, the Route 3 Project is our third pre-salt gas route, which will increase the gas exported and the processing capacity from the pre-salt assets. It is expected to start operating between 4Q the next year and 1Q22.

In the refining area, we also highlight three projects that focus on reducing sulfur emissions, which will expand production of Diesel S-10, with low sulfur content. These projects will be revamps at Reduc refinery, in Rio de Janeiro, Revap refinery in São Paulo, and the construction of a new unit at Replan refinery in the São Paulo State.

In logistics, Petrobras is concluding the São Paulo duct master plan projects, which are removing oil, LPG and naphtha pipes from high-populated areas in São Paulo.

Please, let us go to the next slide. Back now to upstream, I will show you the next slide, the evolution obtained in recent years in the three major areas of production development, subsea wells and topsides, and our vision of the future, always looking at generating value with new optimizations, technological innovations and decarbonization actions.



In topsides, we have captured, in recent years, a series of advances and lessons learned, which allowed us to improve the design and the management of this project. The ramp-up performance of the units installed in the last 10 years gave us, an average reduction of 4% p.a.

As initiative in progress now, we can highlight the strategy for construction units with less interfaces and greater alignment of interest between Petrobras and the suppliers, in addition to the use of suppliers more qualified and projects with a higher degree of standardization.

It is important to mention here that we already have a series of decarbonization actions in our projects, which involve gains of energy, efficiency and reduction of flaring of natural gas.

For the future, we expect acceleration in unit implementation time, CAPEX reduction, increased efficiency, greater plant reliability and reduction of CO₂ emission, as I already mentioned.

In the well area, we capture advances with several actions, as we can see in this slide, which allowed the average reduction of 7% p.a. in the total cost of well construction over the last 10 years.

We are currently working on three initiatives, the PEP 70 well-efficiency program, in the pre-salt, which is special for Búzios, and three phases, which is a new well design for post-salt wells, and the plug and abandon program, in order to decrease the well abandonment costs.

All of them with additional innovations, new optimization and simplification. Our future vision indicates that we will have wells with greater reliability, using rigs operating with more automation and digitalization, and the use of intelligent electrical completions.

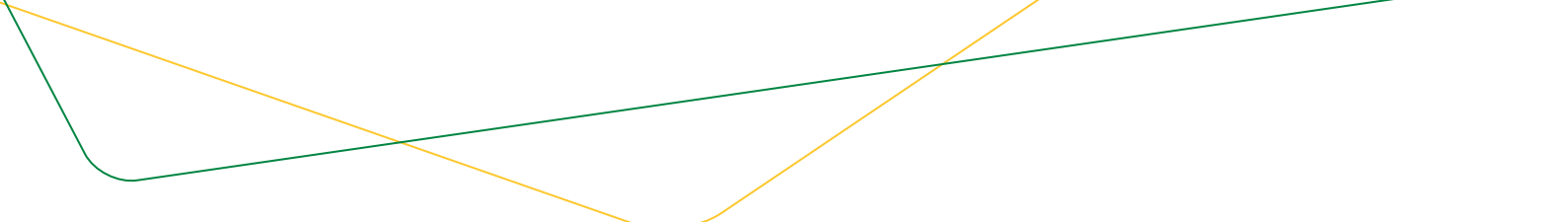
In the subsea area, we have captured advances over the last five years, an average reduction of 7% in the cost of interconnecting wells, as we can see here. We have now several initiatives that will bring us more benefits, including subsea design and subsea configuration, as well as the improvement of our procurement strategy.

In our future vision, we have additional qualification and standardization for subsea equipment and new technologies for ultra-deep water, i.e. until 3 thousand meters of water depth.

Diverless and automated automation and increased synergy between subsea processing and topsides plan.

In the next slide, I will bring innovation by Petrobras, which we are working on. Here we can see HISEP, which has its qualification expected to 2025 and has the potential to enable the production development of fields with high GOR and high CO₂ content, at Mero and, probably, Jupiter.

This initiative involves several areas of Petrobras, including our R&D center. It is a subsea separation system, capable of segregating CO₂ on the seabed, with the great benefit of debottlenecking the gas processing plant in the topsides and increasing the recovery factor of the fuel.



Other advantages of this technology are acceleration of oil production, lower CAPEX, lower OPEX during the operation, lower implementation time and emission reduction. Thank you for listening and I will pass the floor to Anelise Lara.

Anelise Lara:

Good morning, it is a true pleasure to be with you on this Petrobras day, presenting an overview of our strategic plan in the areas of refining, natural gas and energy.

Regarding the refining segment, we highlight two macro strategies. The first one is to focus on the refining units in the Southeast region of Brazil, close to the large fields of pre-salt and the largest Brazilian consumer market, which includes the metropolitan areas of Rio de Janeiro and São Paulo.

The second strategy is to transform the remaining refining park into the first quartile of international benchmarking in all dimensions. This is related to efficiency, low cost, better profitability, with less emission of greenhouse gas and producing more sustainable oil products with higher added value.

Following this way, we will be prepared to compete in an open market and in a low carbon economy. Next, I will detail the actions related to these two macro strategies.

Next slide, please. As I said, our strategy to focus the premium market involves selling part of our current refining units. Today, Petrobras has 13 refineries located in various regions of the country. We will keep five refineries concentrated in the Southeast.

Despite the difficulties that we all had this year as a result of covid restrictions, we are progressing very well to fulfill our commitments with CADE for the opening of the refining market in Brazil. Our remaining five refineries have a high degree of logistical integration, with a high degree of operational flexibility, which will allow us to continue pursuing opportunities for cost optimization.

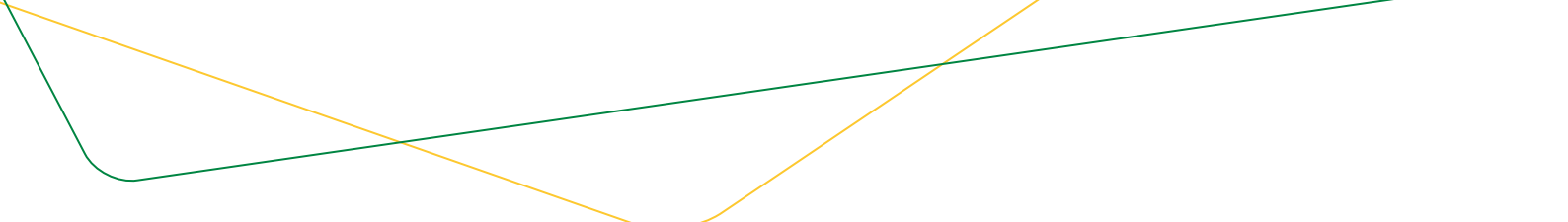
Our portfolio management actions, scheduled for our subsidiaries and affiliates, considers the closing of the sale of liquid gas scheduled for this month, having already obtained the approval of CADE.

We also have the sale of shares in BR Distribuidora, which we have already announced and expect to happen in a more favorable market moment. Finally, the sale of our stake in Braskem, in a model to be announced in due course.

We also have our divestment and Petrobras biofuel, which should be concluded in 2021. For the next five years, we are forecasting a CAPEX of US\$3.7 billion, 34% for the development of new projects, for the refineries that will remain in our portfolio. These are projects for hydrotreatment units at Reduc, Revap and Replan, which Rudimar presented, aimed at producing diesel with low sulfur, diesel D-10

We are also studying the possibility of integration between Reduc and GASLUB in Itaboraí, where we tend to invest in the production of more advanced lubricants from group 2, in addition to high-quality fuels with extremely low sulfur content.

I emphasize that 35% of investments will be directed to operational efficiency projects, to maximize energy efficiency in our refineries, lowering the greenhouse gas emission rates and optimizing the reuse of water.



In September this year, we launched the BioRefino 2030 program, which includes projects for the production of a new generation of fuels, more modern and sustainable than the current ones, such as diesel with renewable content and jet biofuel.

Renewable diesel is an advanced biofuel produced from vegetable oils and with the same chemical structures as conventional diesel oil, capable of reducing greenhouse gas emissions by 70% when compared to regular diesel and by 15% when compared to conventional ester-based biodiesel.

Renewable diesel is the third most produced biofuel in the world, behind ethanol and biodiesel produced from conventional roots. It is the biofuel with the highest production growth rates nowadays.

The production of renewable diesel in co-processing in hydrotreatment units already existing in our refineries, allows the production of diesel with this renewable content, but we are also working on greenfield projects that could be able to produce both jet biofuels and renewable diesel in dedicated units, which will take longer.

We are now awaiting authorization for the National Energy Policy Council and ANP for the marketing of this renewable diesel in Brazil. The recognition of renewable diesel for the purpose of meeting RenovaBio's mandatory target is important not only to make its production economically viable, but also for diversification of supply and to reduce the side effects on truck engines with the addition of the conventional biodiesel in diesel.

These problems are recognized in Europe and the United States, which have established maximal limits of 7% and 5%, respectively, for the addition of the conventional biodiesel in the conventional diesel.

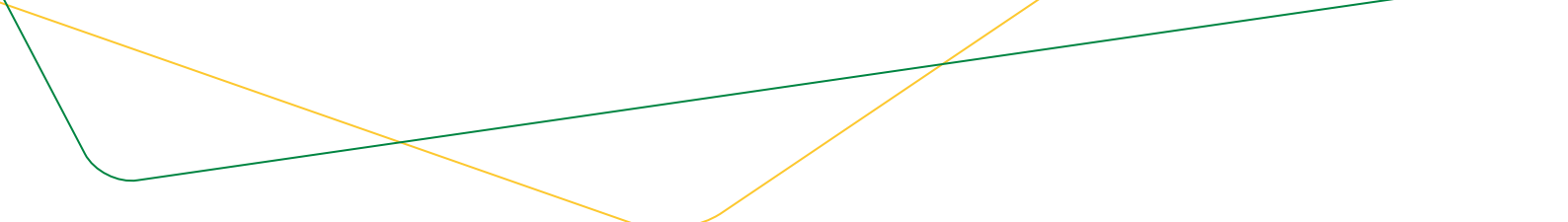
In the gas and energy area, our major strategies are also in line with Petrobras' strategic pillars, as Roberto mentioned, and involve actions seeking to add more value in the marketing of natural gas the optimization of our thermoelectric portfolio, with a focus on generating the value of the gas produced by our upstream segment.

In the next slide, we are forecasting a CAPEX of US\$1.1 billion in our plan, with an emphasis on the completion of Itaboraí natural gas processing plant, as Rudimar mentioned, which will receive gas from Route 3, expanding the integrated capacity of pre-salt routes to 44 million m³/day.

By increasing and integrating the gas flow network of pre-salt fields, we are promoting greater resilience and safety to our oil production projects. We are also investing in improvements to our gas turbines to increase power and operational efficiency, as well as control and start-up systems.

In line with the strategy of adding value in the gas market, we expect to reach 2025 with a significant expansion of our capacity in regas terminals through the expansion of the Guanabara Bay terminal from 20 m³ 30 m³/ day, with a total regas capacity, in 2025, of 50 million m³/day.

With the start-up of Itaboraí gas processing unit, we also add 21 million m³/day of gas processing capacity. We are also leaving the gas transportation and distribution sector in line with the commitment with CADE.



In our thermal electric units, we intend to maintain a generation capacity of 4.3 GW, maintaining our focus on more efficient natural gas units, with a focus on generating value for the commercialization of our gas produced by Petrobras and seeking competitiveness in participation in the auctions promoted by the National Agency of Electric Energy.

In the last slide, with the opening of the gas market, we continue to be a relevant player, but we are leaving Petrobras' monopolistic position in the transportation, import and sale of gas.

As a result, gas demand in Brazil will be met by different players competing in an open and dynamic market. As for Petrobras, we will always be looking for efficiency and optimization for our offer portfolio, consisting of our own production, between 40 million m³ and 50 million m³/day; gas imports from Bolivia, around 15 million m³/day; and our LNG imports.

I highlight the speed of these movements. We will evaluate from having an almost integral participation in the internal gas supply and, in four years, we will reach levels close to 55%. We understand the importance of this diversification for the Brazilian market, but there is still a need for regulatory advances in the sector. Thank you. Now, André, the floor is yours.

André Chiarini:

Thank you, Anelise. Good morning and good afternoon. The trading logistics office was created earlier this year and already reflects the opening of the refining market in Brazil. The objective was to place more emphasis on the function of marketing, sales and logistics and to enable our role as those responsible for harmonizing our productive chain with market demands.

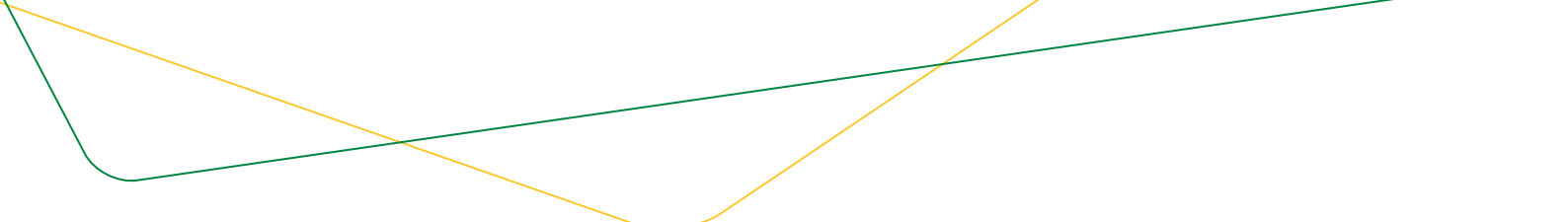
Our entire team has been working hard to implement a high performance culture and a customer-centric mindset. In this sense, I would like to share with you our ambition for the next years.

We want to be the first choice of our clients by offering sustainable products through efficient trading and logistics solutions. We have several work fronts in order to maximize value creation on marketing and sales, logistics solutions to better serve our clients and to better serve the E&D demands, as well as various actions to improve inventory management practices in the Company.

For instance, we have obtained excellent results in the diversification of our portfolio of clients in three continents, which has been fundamental for us to beat several records of oil exports, already commented by Roberto.

We continue with the objective of keeping our low sulfur bunker oil as a reference in the world, with tanking and mixing solutions in the main markets.

With regard to diesel and gasoline, our largest volumes, we continue to act in order to ensure competitiveness in all markets in which we operate, bringing new solutions to be even more aggressive in the domestic market, such as our auctions, which already represent over 10% of our volumes.



As has already been commented by Roberto Ardenghy and Anelise, we will enable a new portfolio of refined products, with lower carbon footprint, as bunker and renewable diesel, jet biofuel, in addition to the development of nonfuel products, like lubes, paraffin, solvents and petrochemical feedstocks, such as naphtha and propene.

With regard to logistics, we are enabling solutions to expand our delivery capacity of low sulfur diesel, for example, in the mid-west of Brazil, which, due to agribusiness growth, continues to show a great potential for increase in diesel consumption.

Through digital transformation initiatives that soon will be better detailed by Nicolás Simone, we are increasingly improving our market intelligence information. We are also developing AI-based simulators, capable of anticipating movements of our competitors in a competitive market.

We are evolving a lot in asset optimization. As an example, 12 ships were withdrawn from the Transpetro operation in 2020 and another five will soon be withdrawn. The average fleet age of Transpetro has dropped from 14 to 7 years during this year. The operational availability of our ships also reached 99.1% in 3Q, the best result in our last three years.

As already mentioned by our CFO, Andrea, we had a reduction of more than 30% in the operating inventories of oil from April to today. We also continue with a great effort of having a better alignment with our wholly owned subsidiaries, Transpetro and PB-LOG. This alignment has been crucial during this tough period that we are experiencing this year.

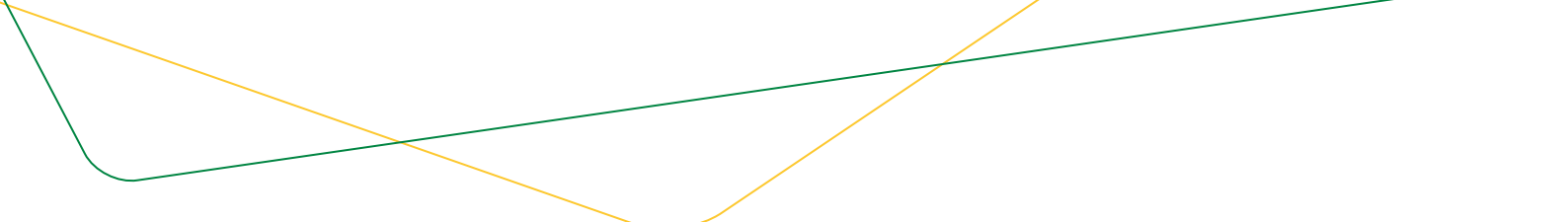
As for spare parts inventory management, we are positioning our team to lead as a conductor of our inbound supply chain. During the next year, we plan to cut by half the number of warehouses that we operate in Brazil. For the remaining ones, there are several projects focusing on the digitalization of their processes.

Finally, there is a whole set of activities going on related to discarded materials and scraps in order to increase control and organization of those kind of items. We foresee a promising future for trading and logistics. Our initiatives and projects on development, with our research center, Cenpes, cover from additive manufacturing, with 3D printing of critical items, to a whole new operational planning model, also including IoT and unmanned vehicles, not only to transport small and critical parts, but also to monitor the environmental conditions of a given area.

Finally, there is a very interesting initiative with digital ship, with a good amount of automation, with focus on operational and energy efficiency. We plan to invest around US\$2.1 billion dollars from 2021 to 2025 in logistics, not only on pipelines but also on ship docking and on maritime terminals, such as the one in Santos, which has a bidding process to be launched in 1H21.

As in other areas of Petrobras, we are also dedicating efforts to actively manage our portfolio of assets and logistics. We expect to have a leaner and more efficient logistics footprint in Brazil by 2025, keeping eight maritime terminals in the Southeast, one in the South and one in the Northeast of Brazil.

We also plan to have 23 onshore terminals in the Southeast and 2 terminals in the Midwest. As for our integrated pipeline network, we will focus on our 82 pipelines in the



Southeast and 6 pipelines in the Midwest, which account, together, for over 5,400 km of pipelines.

In this last slide, I am bringing the change in our oil sales profile. We have been working on expansion of our global client portfolio by developing new markets. This year, we have already exported our crude oil to 45 refineries located in 18 countries on three continents.

Such diversification of clients was key for our export records in the pandemics and we plan to move further. As you can see, we are planning to double the average export volumes in 2021 to 2025 when compared to the average export volume from 2015 to 2019.

Why is this happening? Well, we are planning to sell half of our refining capacity until 2025, so the new owners can decide whether they are going to keep buying Petrobras' oil to feed their refineries.

In this 2021-2025 plan, we are being conservative by considering that a relevant portion of the oil currently being fed to our refineries will be exported. If this need to increase export is confirmed, Petrobras will have the export capacity to deal with those projected additional volumes. Having said that, I will pass the floor to Nicolás Simone. Thank you all.

Nicolás Simone:

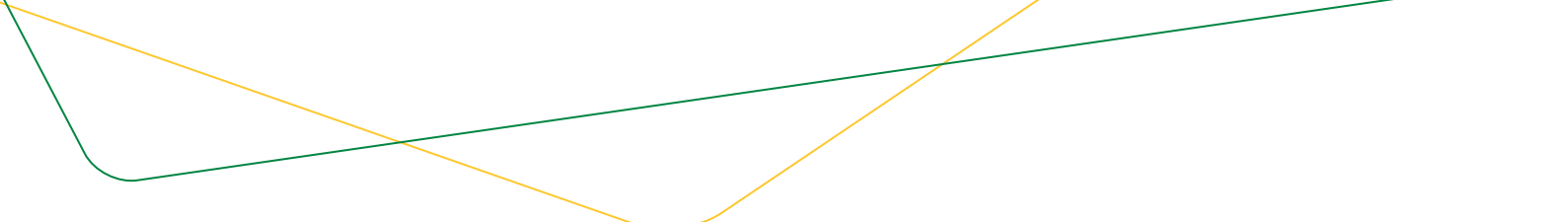
Thank you very much, André, and good morning, everyone, or good afternoon. What we are going to see right now is the strategy of digital transformation and innovation. As you can see, the strategy is across all the business units or areas of Petrobras, but here what we are going to highlight is some, I think, important measures that we would like to pursue.

First of all, the strategy of digital transformation and innovation is focused on three dimensions. One dimension is the green light here on the right side of the slide. We are focusing on the go digital dimension, which means to change and to work in the legacy of our technology architecture and technology platforms, rethinking the technology that we are implementing in place.

Also making the strategy to make or buy applications in order to accelerate this digital transformation in the Company.

The second dimension we are focused on is the go lean part, is the purple line here on the right side. We would like to become a lean Petrobras, less bureaucratic, more paperless. What we are focusing on in that dimension is to have more digitalized processes, implement robotic automation in Petrobras and focus on a shared service center that is more digital.

As Roberto highlighted also, the digital transformation in a Company is through people. This means that we need to focus on a bi-digital part or focus in on this dimension. It is a cultural transformation process, as Roberto said, it is a new way of working. We are implementing agile methodology, design thinking, hack-a-thons and an ecosystem with which we can move forward with our colleagues in Petrobras in order to recycle the knowledge that we have internally in the Company.



On the left side of the slide, you can see different technologies that we are moving on. Of course, we have artificial intelligence and analytics, innovation ecosystem, agile at scale, as Roberto said, we have eliminated the barriers of Petrobras in order to connect modern technology areas through our business unit or corporate areas in Petrobras.

We have a huge challenge also in connectivity. We are thinking to implement, for example, for offshore, ocean fiber optic to connect our platforms in a high-speed connection. But also, what we already have, we have a low orbit connection in order to increase the speed and, of course, take advantage of all the technology that we are implementing in Petrobras with the platforms and also in the refineries.

What I will explain in the next slides is what we are doing in the different corporate areas or business units. Here, for example, in upstream, we are focusing on artificial intelligence and analytics, we are focusing on digital twins, pre-salt production systems innovations and also augmented reality.

To take one of these technologies, why do we want, for example, artificial intelligence analytics? To predict maintenance for preventing platform shutdown, is one example. I will not detail all the projects that we are having here, but for digital twins, what we want is to have the Digital Rocks. This means we want to have the digital of the salt that we are working in order to be more predictive in the way that we are working, and also exploring more our strategic projects, like *(inaudible)* and Prod 1000.

In corporate innovation, we are focusing a lot on lower carbon emissions, as Ardenghy and other Directors explained, but also to reduce the human rate exposure, using drones, imaging analytics technologies, and augmented reality in order to do asset inspection and maintenance.

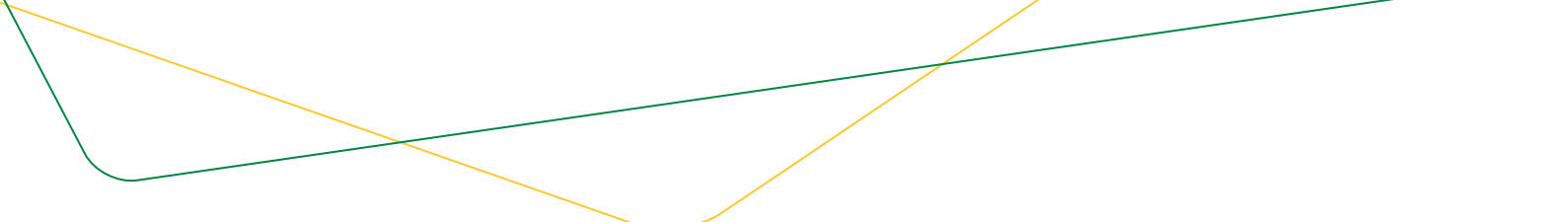
What we want, if you see the three blocks at the bottom, we want an integrated data platform, high performance computing increase, we are increasing our capacity of processing in order to reduce the time of simulation by 80%, approximately, and offshore connection, as I explained before. What we want to be is a data-oriented company.

As Roberto highlighted, we have 67 years of data that we need to transform in information.

When we see downstream, we are doing a lot in order to increase the efficiency of the downstream business unit, but just to give some examples of how powerful the technology is to add value, for example, we are implementing Digital Twin in some refineries, but what we captured until September or 2020 was already US\$125 million in gains.

This means that we have a huge potential, for example, with Digital Twins in refineries, estimated at US\$173 million p.a. Of course, we are still implementing mobile device assistance for inspections, operations and safety.

We also want to implement virtual reality. In partnership with some strategic partners, we are implementing artificial intelligence and analytics to predict automatic shutdowns and failure diagnostics, in addition to a lot of innovation in downstream to add value, Anelise explained in her presentation.



In the next slide, running through commercialization and logistics, André explained very well in his slide, but we are really focused on having air, sea and land operations performance analysis and optimization.

This means we are implementing artificial intelligence and analytic across the Company in order to accelerate the efficiency. We have projects with augmented reality, but also, we are focusing on integrated technological platforms, like S&OP evolution and CRM.

As André said before, we want to have a customer-centric perspective and, for that, we are implementing a CRM 360, in order to have the full view of our customers and build an ecosystem to focus on the user experience for our customers.

Of course, we have a competitive market intelligence. In supply chain, we are focusing a lot on the IoT, RFID technology and also in Integrated Data Platforms in order to have a lot of information, intelligent market indicators that push us to one step further in a predictive way.

In the corporate areas, we are doing a lot. Andrea talked about some projects, but, for example, in digital procurement, we are implementing Ariba, as Andrea said, the program that is technology platforms in order to add value, to have a lean procurement and a more efficient CET1.

For digital HR, we are implementing artificial intelligence, we are implementing e-learning in a way that we can recycle our colleagues in this new Industry 4.0, also focusing on employee experience. We put the customer in the center, we are putting in the employee as well.

In digital finance, we have a lot of strategies, digital products, but one that is very important for us, of course, is blockchain. We are analyzing and implementing this technology in order to value to the finance area.

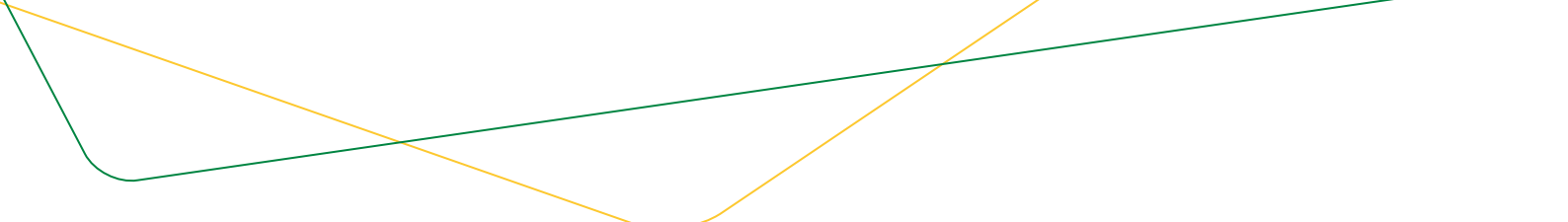
Digital legal is an area that launched a platform in January that allowed us to have a lean legal in place, reducing more than 20 thousand documents already this year. This means we have paperless, more digitalized processes. Of course, with HSE and COVID response, we did a lot to connect with society, but also internally, implementing technology to have a healthier Company and take care of each other.

For Digital Shared Services Center, what we are focusing on is to implement technologies to have more digitalized processes and do a robotization of the process itself, to be more efficient.

We believe that with S/4 Hana, the migration we are doing of SAP for S/4 Hana, implementing digitalization of the processes and robotization, we have a huge opportunity to a lean, less bureaucratic Petrobras. We want to work in a “be-modern” way in order not just to maintain daily operation, but also to increase innovation and digital transformation in the Company at a high speed.

I think, with covid, of course we have a sad history in the world, but in Petrobras we believe that with all this transformation that we need to do, we put almost 30 thousand people in home office. I think we evolved, in digital transformation, we did six years in six months.

I think we are very proud of the movement that we are doing together.



Finally, the message I want to give you is that we are focusing on building an innovation ecosystem. What we have been doing in the last year is to break the barriers from Petrobras to start selecting startups, for example, but not only startups outside of the Company.

We have a program in which we call the startups from outside the Company, engaging more than 500 startups and we select 23. We are also innovating in that part, selecting or engaging startups internally in Petrobras. We believe that we have excellent professionals, with excellent ideas and we need to find a way to put the ideas of the people that we have internally in place also.

This means that, for example, internally, we engaged 93 startups and selected 15 startups.

In the in the innovation ecosystem, of course, what we are doing is a partnership, for example, with MIT, in a program that we call MIT REAP, to build an accelerating program focused on sustainability and energy here in Brazil. We are we are going to launch an open innovation platform to connect to the world. Starting from a need or a problem, connect with the world in order to have the solution and implement programs there.

We have our R&D center, which the Lab of Labs, because we have a 147 labs of innovation. We are very proud because it is the largest research center in Latin America. With this new Home Office or anywhere office, like we call it, we are also preparing to change the layout of our corporate areas or buildings in order to have more collaborative areas, with the concept of smart office and co-working dimension.

We are breaking, you know, be open. If we are thinking of running a company in an agile mode, we need to think about the way that we are working. But we believe that we are really in a high-speed move to add value to the Company, not technology for technology, but it is technology and innovation to add value to Petrobras.

Thank you very much, and I give the floor Carla.

Carla Albano:

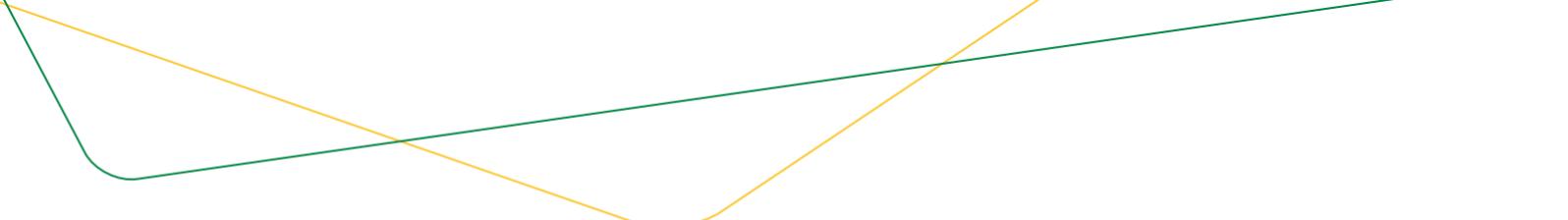
Thank you, Nicolas.

We also would like to thank you all the people who follow us through Twitter. Your questions will be answered on the comments.

So now we will start our Q&A session.

Frank McGann, Bank of America Merrill Lynch:

Capo, how is the Company thinking about growth? Clearly, the emphasis is on high grading assets, and it is expecting a net flat production over the plan period, when output from the investment is excluded. But is the expectation that the underlying growth will remain solid, driven by pre-salt assets for the plan period, and likely beyond the plan period?



Carlos Alberto Pereira de Oliveira:

Frank, thank you for the question. Yes, my answer is yes. That is possible. As I pointed out during the presentation, after 2025, we could expect growth in production, even with divestments, considering the plan due to the growth in production in Búzios, where up to seven new systems are being planted or contracted to be added to the field from 2020 forth. So the answer is yes, it is perfectly feasible to think about this perspective.

Frank McGann:

In last year's plan, the Campos Basin was expected to bottle 0.8 million barrels of oil equivalent per day in 2021. In this year, that now appears to be a little bit lower at 0.7. What is driving there? Is it greater the decline rate? Is it lower investments in revitalization projects, or any other factor?

Carlos Alberto Pereira de Oliveira:

Actually, it is a combination of some effects. Divestments, we closed in 2020 the mothballing or shallow water platforms in the Campos Basin and reduction in our investments to make them compatible with the lower cash generation.

So I think those three factors are the main factors that we could consider when we look at what we expected last year and what we are showing now. There were some differences between them, particularly due to the fact that we have to recombine our portfolio in order to cope with the covid as well.

Rodolfo de Angele, JPMorgan:

Discussions on refining divestments have been mostly focused on the processes that are more advanced like Relan, Repar and Refap. Could you please provide some color on how are the processes and interests for the other assets such as Rnest and Regap?

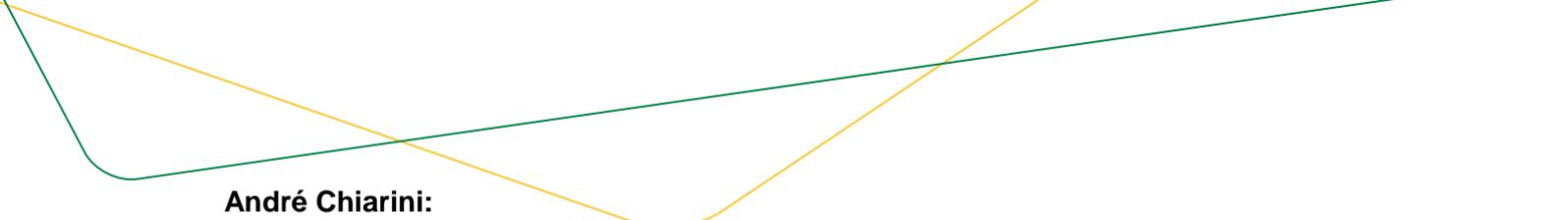
Anelise Lara:

Rodolfo, yes, as you mentioned, these three refineries are in advanced process of divestment. We still have three more that we already received binding offers like Reman, Lubnor and (*inaudible*). In this case, we are considering that next week we are going to receive the binding offers for Refap and Repar, and we will have six refineries already in a binding phase.

Regap and Rnest, the binding phase for these two refiners will be in the 1Q21. The reason is that, due to the covid, we have to postpone some site visits, and we left these two refineries by the end. So we expect to have the binding offers by February, March next year, but things are going well, and we received interest for all eight refineries that are in our divestment plan.

Rodolfo de Angele:

Chiarini, you mentioned that about 42% of your production should be exported in 2021 to 2025. How do you see the demand for Petrobras crude? Will China's independent refiners be the key customers, or should we see other places such as India, for example, becoming more relevant?



André Chiarini:

Thank you for your question, Rodolfo. We see a strong demand for Petrobras' crude in the coming years. Petrobras has a solid presence globally, with a very diversified client portfolio. Currently, China is the main market for Petrobras' crude oil exports, being the independent refiners an important outlet that supports the prices in China. But we also sell four major refineries there.

Although we do not expect this configuration to change drastically in the next years, other markets also play an important role in our sales strategy. For example, premium clients in Europe and in the Americas. India is also an important market, being one of our top five destination markets in recent years.

Luiz Carvalho, UBS:

Andrea, we have been using the iceberg analogy to illustrate the impact from divestments in your cash flow and balance sheet. We mean that we usually have visibility on how much cash Petrobras can collect, but we do not have much visibility about how much the divestment can impact your OPEX, CAPEX, EBITDA, cost of debt and et cetera. My question is how much of these factors are already embedded in your forecast vis-à-vis the divestment forecast?

Andrea Almeida:

Luiz, thank you for your question. On the cash flow that we show for the next five years, actually, we incorporated all the effects from the divestment. So we are not just adding the funds that are coming from the divestment, but we are taking out the revenues.

Actually CAPEX is not really relevant, so it is not really affecting CAPEX as well. And in terms of debt, we really considered all the uses and sources, so we look at it in a corporate overview. So all the debt that is needed, or all that that we are going to repay is under the overall portfolio of debt, and whenever we do the financing of Petrobras, we look at the overall.

So there is nothing attached to the to the items, but definitely the divestment funds are helping us to deleverage and to invest in other assets that have higher return.

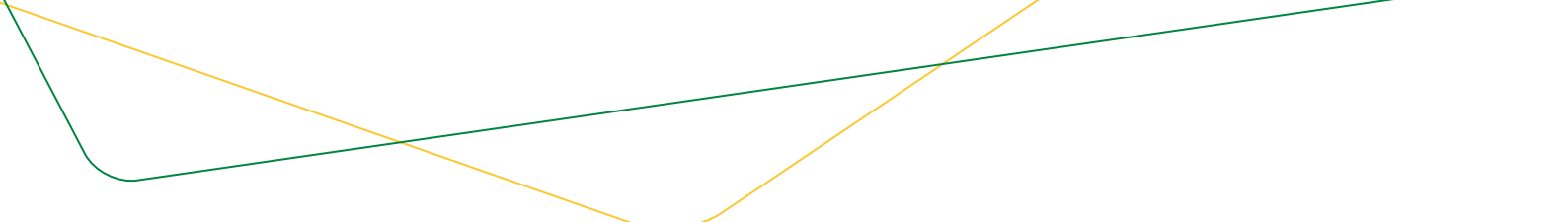
Luiz Carvalho:

You recently adjusted the dividend policy, and now the Company can pay dividends even under accounting net loss scenario. The management proposal to the Board in general lines would be to equal dividends to both preferred and common shares, until you reach US\$60 billion gross debt level. Should we see preferred shares having higher dividends than common shares?

Andrea Almeida:

Luiz, thanks for your second question. We asked flexibility to the Board to be able to pay even in a scenario with net income lower than zero, as you know, but always with a net debt reduction in the last 12 months, and payments with reserves.

So it is just to have flexibility. We do not have a discussion with the Board around that yet.



Considering the equal payments to ordinary and preferred, we will always try to pay the same, but it is not an obligation. So we will try, if possible, we will pay. If not, it is not an obligation.

And definitely, we believe the higher payments will come as dividends after we reach the US\$60 billion gross debt. So 2023 on, that is when we believe we are going to be paying more dividends.

Bruno Montanari, Morgan Stanley:

Thinking about capital allocation priorities, and understanding that Petrobras is generating very healthy cash flows, how does the Company think about dividends distributions within its priority ranking? This is a metric which is well regarded by global oil investors, so it would be interesting to hear how the senior management at Petrobras see this thing.

Andrea Almeida:

Bruno, thanks for your question. If you look in the cash flow figures, you will see that the range for dividends and the range for debt reduction is the same, US\$30 billion to US\$35 billion.

So the priority is the same, the timing is different. So we will be working harder to get to the US\$60 billion total debt, that I believe it is important to make Petrobras more sustainable, to have a lower cost of capital. So it is something we need to focus on the beginning.

If I would say, both are very important, but maybe up to 2022, we will be more focused on deleveraging, and after 2023, we will have the dividend payment with a more important contribution in the cash flow. So I would say we should balance those two things.

Bruno Montanari:

Chiarini, regarding the refining market, as a dominant agent, Petrobras is not currently able to differentiate contracts for different clients. When will the Company be able to differentiate contracts? Will the Company only be able to do it after it sells all the refineries, as per the agreement with CADE, or does it have to reach a certain level of percentage of the total market, or something that is still pending discussions?

André Chiarini:

Excellent question. Thank you, Bruno. Given the current regulation, our understanding is that even the new owners of the refineries would not be able to differentiate contracts among their own clients.

We expect for sure more flexibility in the rules, as we will have more players in the refining markets in Brazil in the coming years. But such debate is still ongoing.

André Hachem, Itaú BBA:

Last year, Petrobras, during the transfer of rights auction, made a bid on the surplus volumes for Búzios fields along with the Chinese companies. Capo, could you comment on how the negotiations regarding production sharing have been evolving? The contract

states that there was an 18-month deadline to reach. Is there any risk of this matter going to arbitration by ANP? And finally, the partners would have to reimburse Petrobras for the losses stemming from the production curve dilution. Is there any sense on how and when said payment would be made?

Carlos Alberto Pereira de Oliveira:

André, thank you very much for the questions. Regarding the negotiations of the production sharing, we have been negotiating with PPSA, CNOOC and CNODC, and the negotiations have progressed very well. They are in good pace, and we still believe that we will be able to find a common ground among the parties until the end of this year. And after that, we have the approvals of the ANP, and so we think that at the beginning of next year, ANP could approve the whole declaration that we have made and the agreement.

Although, in our production, as I have mentioned in the presentation, for a conservative reason, we have set the signature of the final agreement at the 3Q21, but we still think that we can close it this year, and ANP could approve it at the 1Q or 2Q21.

About any risks of arbitration, we do not foresee an arbitration regarding the co-participation agreement terms. As I mentioned, the negotiations are advanced, and we hope that the co-participation terms will be agreed this year and ANP will approve it at the beginning of next year.

And I think that was about the payment. The payment terms are part of this ongoing negotiation with CNOOC and CNODC, and we expect to receive the amount from 2021.

Régis Cardoso, Credit Suisse:

Divestments can reduce production by some 0.6 million barrels per day. That is about 20% off your current production. Is it fair to assume that the impact on the E&P EBITDA is disproportionately smaller because you are selling the least profitable assets, while holding onto highly productive result fields?

Carlos Alberto Pereira de Oliveira:

Thank you for the question, Régis. The straight answer is yes, you are right. Considering our strategy, we are focusing on assets that bring more value to our portfolio. So it makes sense what you are saying.

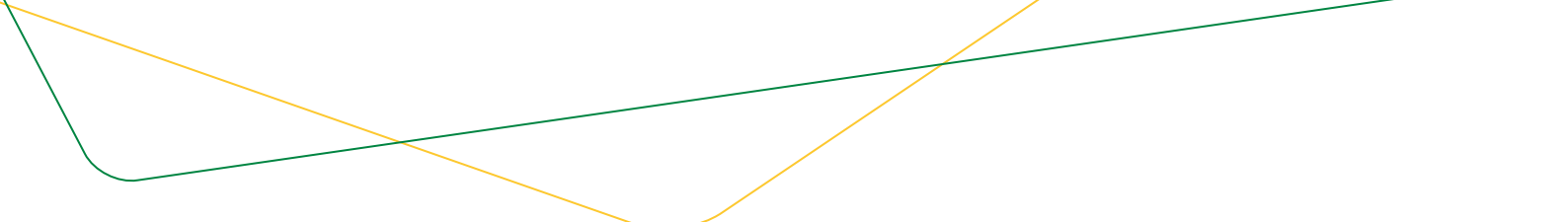
Régis Cardoso:

Roberto, in your view, which assets sale will be most material? Is it feasible to have closing of refineries, Albacora and Marlin, still in 2021? How about the offshore gas pipelines Rota 1, 2 and 2?

Roberto Castello Branco:

Thank you for the question. First of all, it is difficult to speculate about value. I can respond you to that on refinery or oil fields, we have many oil fields for sale, the group of oil fields could be much more valuable. So it is a difficult question.

The most important thing is that we are following our divestment program. It remains intact and alive. As Anelise mentioned, we have right now, four refineries which reached



the final stage of sale, and we have two more that will be receiving binding offers on the 10th of December. So remains only two of the refineries that will get the binding offers in the 1Q21.

With relation to the to the subsea gas pipelines, the so-called routes, Route 1, Route 2 and Route 3, we are discussing the structural transaction. We have partners, we have to talk with them to negotiate.

Our plan is to IPO a company, to form a midstream company and to IPO it. At the moment, it is very difficult to make any commitment about when it will come to the market, but I am very confident that, if possible, still in 2021, probably the 3Q21.

But we have to move fast. We are trying to do this because it is very important. All the divestments are very important, not only in terms of debt reduction, but in terms of generating value, finding the best allocation of our capital.

And the ownership of midstream assets does not make sense. We are a user of the service, but to be a client, one does not need to be the owner. In this area, our goal is to be asset light.

Gavin Wylie, Scotiabank:

With the revised dividend policy and current cash balance well above US\$5.5 billion, and the material reduction in net debt that was achieved during 2020, should we be expecting a dividend in 2021? And any guidance around what level or yield you would be targeting? What would be the timing of such discussions with the Board?

Roberto Castello Branco:

Thanks for the question. First of all, oil companies are not cash cows. We have seen recently, since 2015, oil companies paying hefty dividends and financing it through debt. We are not going to do that, definitely. We are very focused on capital management, and we have to make decisions about the investment, debt reduction and dividends.

We did not discuss yet dividend distribution for 2021. We will start discussion early next year. At the moment, there is no answer to your question.

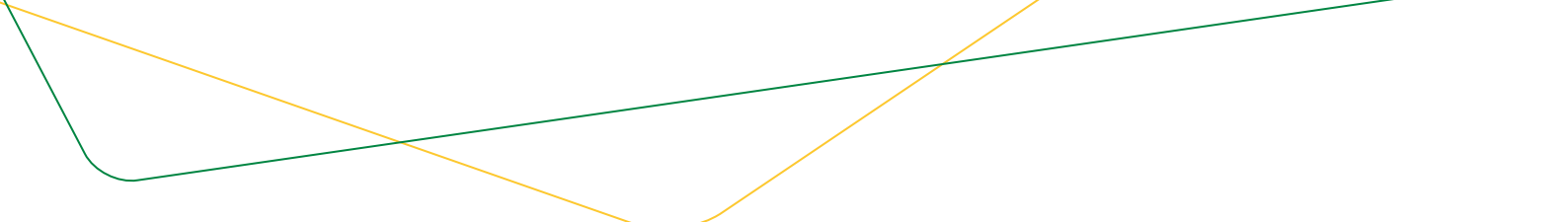
Gavin Wylie:

Rudimar, FPSOs for Marlim 1 and Itapu have been delayed. Outside of covid, what are the key risks of bottlenecks facing timing of FPSO delivery versus planned? Forecasts show some potential tightness in the FPSO market shipyard capacity emerging in 2024 and 2025. Any concerns there for Búzios development?

Rudimar Lorenzato:

Gavin, thank you for the question. First, it is fair to say that Itapu project actually has been rescheduled one year earlier, from 2024 to 2023, with our value creation strategy to adjust P-71 to Itapu.

About Marlim, this project has been slightly adjusted in order to seek better value creation due to a scope of optimization and CAPEX reduction.



Outside covid, we can foresee normal market restrictions, and we see the potential restriction as we always see, the stressed supply chain for low (*inaudible*) items for FPSOs construction, commissioning phase of high complexity units, we have some of them, and market restriction for high complexity FPSO.

In Búzios 7 and Búzios 8 development projects, despite all improvements we have made, like alignment of interest and our rigorous process selection of suppliers, to have better suppliers with higher capacities, our main concern is the shipyard performance.

Vicente Falanga, Bradesco BBI:

Capo, given that your output curve considers the rift translation of the Campos Basin, do not you feel your output estimates for 2025 are strongly conservative? The pre-salt is not declining yet, and if the Campos Basin will also not decline, then your net output growth will be defined by the platforms you add. This would result in a much stronger output for 2025 compared to the 0.7 million barrels per day in your official estimates.

Carlos Alberto Pereira de Oliveira:

Vicente, thank you very much for the question. In fact, I do not think that we are being conservative. We believe that our estimates reflect our best vision at the moment. And, as I have presented during my presentation, we saw that we are having a better performance in the Tupi and Sapinhoá fields than we have expected at last year, due to the fact that the decline of production is lower.

In fact, we are still at the beginning of a lot of platforms, and we also need to consider the effect that we could have on the divestments of some of the plans that we have for the Campos Basin, and also the performance of the Campos Basin.

So we have to mixed it all together and made a risk analysis. So we think that we are not being conservative, we are being realistic about that.

But one point that we should stress is that the production is flat during the period of 2021 to 2025, but we are very much focused on value. And then, after 2025, I think that we could expect an increase in the production due to the fact that Búzios Field will also come on stream, with lot of platforms that we are planning and contracting at this right moment.

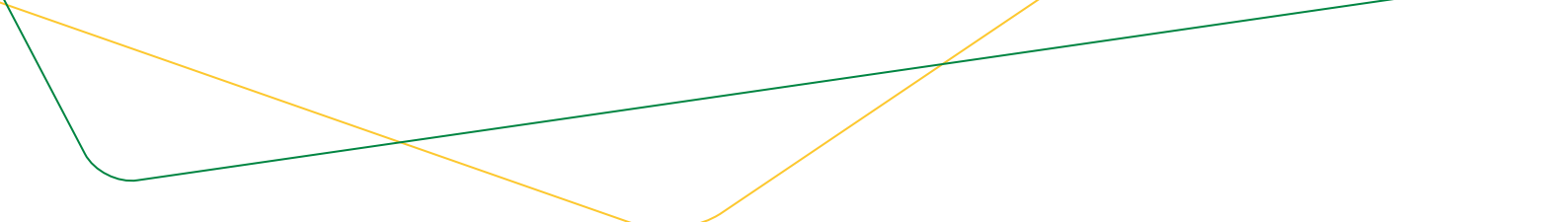
Lilyanna Yang, HSBC:

Could you please disclose the decline rates that underline your production curve guidance for 2021 to 2025 for pre-salt fields as well? Since they might be close to zero at many fields, as they have only recently start to produce, could you please give us a color on the decline rates you have seen for different reservoirs?

Carlos Alberto Pereira de Oliveira:

Thank you for the question, Lilyanna. We are sustaining our production in fields like Búzios and Mero due to the new wells that we will put on stream in the years to come. So I think that we could say that there is no decline in those fields that we are adding wells in order to complete the processing capacity of the platforms.

And in the Tupi and Sapinhoá fields, where we have some decline phase, we had just begun in some platforms. We are also working in the reservoir management to extract



the greatest possible value from them, but if you want to consider some figure for the decline of production in those fields, as we do not put any other wells on the platforms, we could think about a range of 5% to 10% as a guidance.

I think that it is good for you if you have this figure, because it is better for the predictions that you are going to make in your model. But anyway, I think that as a whole, we could see a very low figure regarding the decline of production when it comes to the pre-salt.

Lilyanna Yang:

Can you provide color on your initiatives to reduce pension related and healthcare medical expenses for your beneficiaries, and let us know if you have any targets of savings in this area? Should we expect lower expenses ahead, or current affairs would be in the lines of preventing recurring expense from rising significantly?

Andrea Almeida:

I can start with pension. This year, as I mentioned, we already did the equalization plan for pension, and we are working now with the approval of a new defined contribution plan.

So what we want, if more people move to a defined contribution plan, those plans tend to be generating less deficits than the defined benefit plan. So it will be positive for the future of Petrobras.

In the case of the health plan, and Roberto can add at any time, we just implemented a new association that we expect to reduce costs over time by renegotiating contracts with healthcare providers, and better managing the plan, with a better use from the beneficiaries.

And adding to that, we are increasing the percentage of the healthcare costs paid by employees from 30% to 40% in 2021 and to 50% in 2022, according to CGPAR regulations. So this is embedded into our regulation.

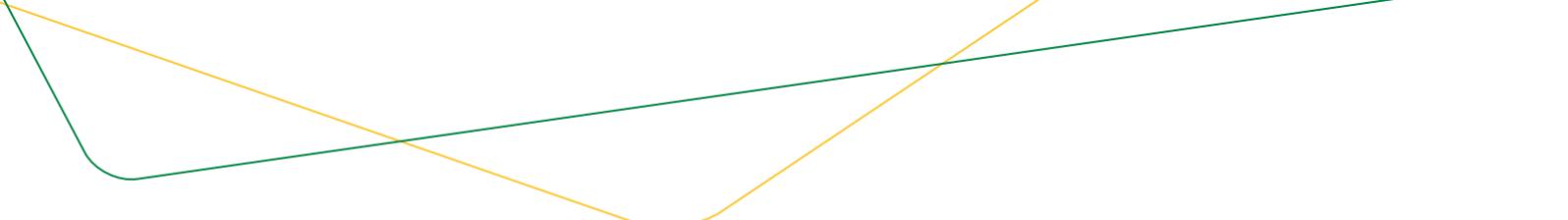
And as we published, we expect a US\$6.2 billion present value to be realized over ten years of the reductions of costs in the health plan. So I believe we have a really good perception of cost reduction over time.

Roberto Castello Branco:

If I may, I am going to add some points. First, the healthcare was managed by Petrobras itself, and it was very badly managed because we are not specialists in managing healthcare plans, we are an oil company, and there was a loss of R\$2.5 billion. And the service was considered poor by many people.

Now, we formed this private association. It is not a subsidiary of Petrobras, it is independent. We hired people from the market, people that are specialists in healthcare plans. And as Andrea mentioned, we are cutting costs in the management of the healthcare plan, it was very expensive, its conversion to a much lower cost management.

And alongside these, as Andrea mentioned, we are moving from a situation in which the employees share only 30% of the costs to 50% in 2022.



Christian Audi, Santander:

First, thank you for continually improving transparency and level of detail that was provided with this strategic plan. We are seeing particularly the global oil companies in the Europe and also in the U.S. adjusting their long-term strategy more and more towards greener forms of energy. That said, Petrobras has this amazing, profitable, productive pre-salt, which generates much higher returns than green energy might. How do you plan reconciling both in the medium and long-term?

Roberto Castello Branco:

Thank you for the question. Christian. As I said, our strategy towards low carbon is to use technology in our core business to be a low carbon emission company.

With respect to greener forms of energy, frankly, we did not have the competences to enter this business. We had some initiatives in the past, all of them failed. They generated some substantial losses, and we are not going to invest in assets that will give us very poor returns.

Our goal now is to clean our house, as was mentioned, to launch new fuels, with lower emission that will meet the needs of our clients. We are doing a lot of research on renewables, but for the future. We do not plan to invest US\$1 in renewables as a policy for the next five years. But perhaps, in the middle we find some technological breakthrough, and that will allow us to start thinking about entering this type of business.

Because to produce solar or wind energy, wind power energy, it is totally different from the oil business. It is a different business, with several technological challenges. So we rather follow this strategy.

We have seen European companies making big announcements, not the U.S. companies, they are more like us. And our focus will be ever to create value for shareholders, and try to reconcile value creation to shareholders with the lower carbon emission. This is our goal.

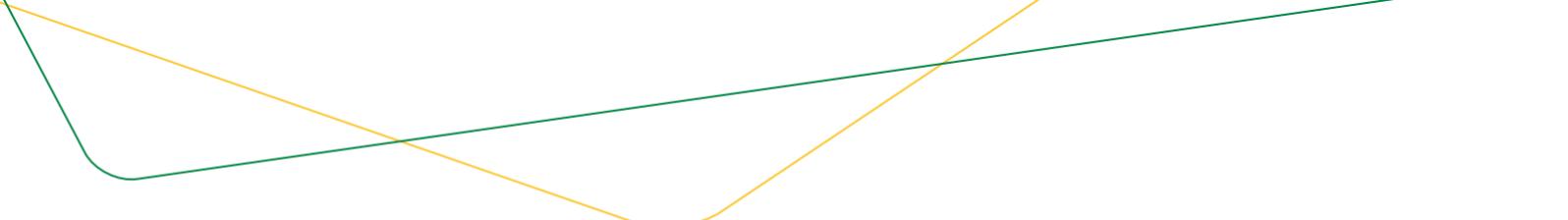
If you do that, you will thrive. If you not do that, you start investing in low return projects, by the end of the day, you will fail and do not accomplish our mission, that is to provide very good products at low price to our clients.

Roberto Ardenghy:

If I may add, Roberto, as you mentioned, one part of this strategy is looking for the project itself and see how we can improve efficiency and lower the carbon footprint.

In the case of the pre-salt, which is the question we have, we are not just making a big effort in terms of a carbon capture and use and reinjection. This is the larger plant in the world in terms of carbon reinjection, and this carbon injection is also very good for lowering the carbon footprint of the product, but also improving the efficiency of the project because it increases the recovery factor of the project itself.

So it is a double success in this case, and I think that the carbon capture in the pre-salt is a very good example of what you mentioned right now.



Roberto Castello Branco:

And we have the HISEP, that will allow us to go further in carbon capture. And we have also the project of All Electric platforms that depend on the authorization of the regulatory authorities in Brazil, which will save much more carbon emission in our operations.

Christian Audi:

Roberto, on renewables, you have said in the past that the Company should focus where it has a competitive advantage, like in deep and ultradeep water. Given what you have seen and learned so far as a Company about renewables, how long do you envision it might take for the Company to feel more comfortable spending more on this front to be able to say that it has a competitive advantage in renewable fuels?

Roberto Castello Branco:

There is no exact response to your question, Christian. It depends on many factors. It depends on the pass of technological innovations, depends on the investment in renewables proven to be very profitable in order to deliver value to our shareholders.

As both Robert Ardenghy and I stressed, our goal is to combine the transition to a low carbon economy, generating value to shareholders. If renewables will satisfy these criteria, why not go ahead? But at the moment, we do not see this. We think that we have to go ahead with our research and development products in order to give you a response to that.

Gabriel Francisco, XP:

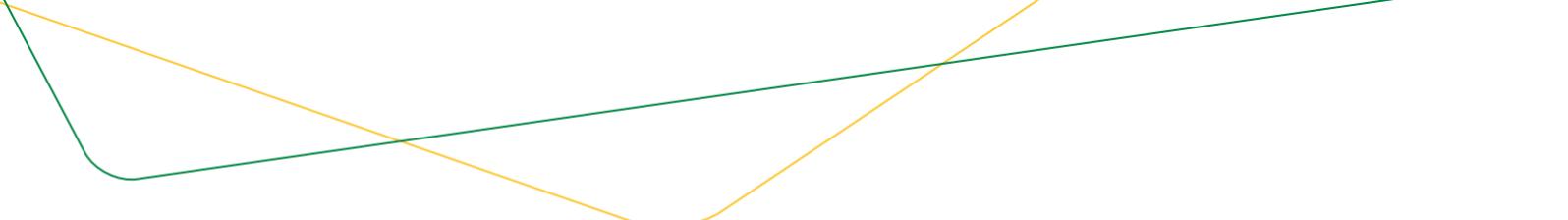
Rudimar, could you comment on the drivers behind the CAPEX reduction for the construction of new wells? More specifically, what are the current levels of CAPEX for new wells, and whether you expect the trend in CAPEX reduction to continue going forward?

Rudimar Lorenzato:

Thank you, Gabriel. The main drivers, I can summarize that we have three: the simplification in well design, the continuous applications of new technologies during the completion and drilling, and the rig performance.

About the second part of your question, the answer is yes, we expect to continue the trend of reducing CAPEX in drilling and completion activities. And as I pointed out during my presentation, for the pre-salt wells, we have the well efficiency program that aims to optimize the engineering projects of the wells by incorporating more technologies, with a focus on reducing costs, and we expect to reduce up to 30% of the costs. The ambition of this program is to reduce the duration of the Búzios wells to up to 70 days.

In the post-salt, we have, as I said during my speech, the True One Trip Ultra Slender that is also adopting a new design and technologies of drilling and completion in accordance with our reservoir characteristic for the pre-salt Fields.



Gabriel Francisco:

Roberto, the thermal power plants are for sale. What is the strategy for the divestments? Will the Company pursue with Aneel an extension of the authorization of power plants with a short-term duration? Will the Company sell assets only after the participation in an auction?

Roberto Castello Branco:

As Anelise explained, we have several power plants for sale, and we reserved only ten for ourselves to think about what to do in the next few years. Perhaps we will sell them, or we keep them. All of them are natural gas fired, so they generate low carbon energy, and we will decide about the future of these plants.

At the moment, as the Brazilian market is still in early stages of development, I would like to stress that Petrobras, with its divestment program, is creating three new industries in Brazil.

First, an oil industry composed by small and medium sized oil companies; second, a market for refining, so we have a real refining market; and third, a natural gas market. These were not markets, only one company was the dominant player. Now there will be more competition.

So, as I was saying, we are in the very early stage, so it is still a liquid market. Let us wait for some time and see the evolution of the liquidity of this market in order to make a final decision to sell or to keep these thermal plants.

Fernanda Cunha, Citi:

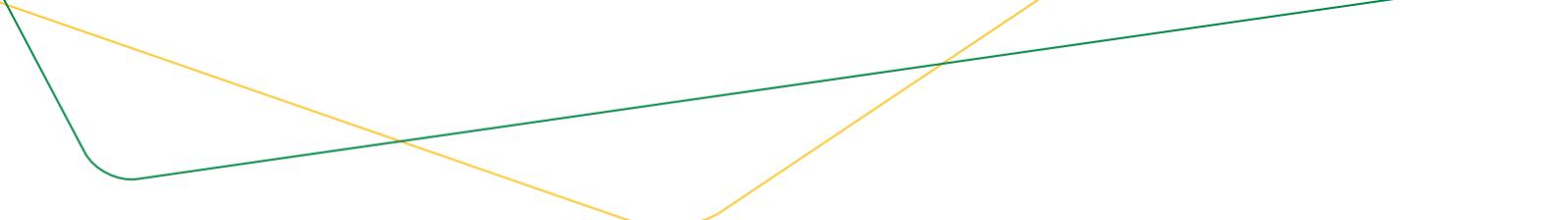
Throughout the presentation, several productivity and efficiency initiatives were mentioned. However, I want to understand, what is the main driver behind the sharp drop in US\$6.7 billion CAPEX in exploratory assets. Or is it a matter of lower depletion rates that we originally forecast in pre-salt regions?

Carlos Alberto Pereira de Oliveira:

Fernanda, thank you for the question. It has not to do with declining rates of exploratory blocks, or even lost of potential of those blocks. The reduction on the exploratory investment was just an adjustment over time. A postponement of exploration in some blocks that we have made.

We are still keeping the commitments with the ANP for those exploratory blocks, and we still see potential on them. But we have to adjust our CAPEX profile to cope with cash generation for 2021-2025, considering that this cash generation will be lower due to the fact that the petroleum price will also be lower. That is our expectation.

So it was an adjustment to cope with lower oil prices and to cope with less cash generation. Just that.



Rudimar Lorenzato:

Capo, I can also say that it is true that the costs today for drilling exploratory wells is getting lower, and then we are having more opportunity to capture from exploration. Just to add to what you have said.

Carla Albano:

Thank you. At this time, the Q&A session is over. So if you have any further questions, you can send them to our Investor Relations team.

Roberto, you can now make your final remarks. So, please, Roberto.

Roberto Castello Branco:

Thank you, Carla. It is worth mentioning that this year the Petrobras Day is also celebrating the 20th anniversary of Petrobras listing on NYSE. So it was a really important event for the history of the Company.

And now, Petrobras has liquid stock. Although a state-owned company, we have private shareholders owning 45.9% of our voting shares, and also 64% of our total capital. So we need liquidity, and there is a very liquid market for Petrobras at the NYSE. We are very happy with the listing. It was a very good initiative we took in the past.

And finally, I would like to thank you for attending our event. According to our view, this is the most important event of Petrobras with Investor Relations during the year, and we are very happy with your participation and the analysts questions that were addressed to us.

Thank you. Please, stay healthy and safe. Bye. Take care.