



# PETROBRAS DAY

2020

November 30<sup>th</sup>, 2020

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The presentation may contain forward-looking statements about future events that are not based on historical facts and are not assurances of future results. Such forward-looking statements merely reflect the Company's current views and estimates of future economic circumstances, industry conditions, company performance and financial results. Such terms as "anticipate", "believe", "expect", "forecast", "intend", "plan", "project", "seek", "should", along with similar or analogous expressions, are used to identify such forward-looking statements. Readers are cautioned that these statements are only projections and may differ materially from actual future results or events. Readers are referred to the documents filed by the Company with the SEC, specifically the Company's most recent Annual Report on Form 20-F, which identify important risk factors that could cause actual results to differ from those contained in the forward-looking statements, including, among other things, risks relating to general economic and business conditions, including crude oil and other commodity prices, refining margins and prevailing exchange rates, uncertainties inherent in making estimates of our oil and gas reserves including recently discovered oil and gas reserves, international and Brazilian political, economic and social developments, receipt of governmental

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In addition, this presentation also contains certain financial measures that are not recognized under Brazilian GAAP or IFRS. These measures do not have standardized meanings and may not be comparable to similarly-titled measures provided by other companies. We are providing these measures because we use them as a measure of company performance; they should not be considered in isolation or as a substitute for other financial measures that have been disclosed in accordance with Brazilian GAAP or IFRS.

## Cautionary statement for US investors

We present certain data in this presentation, such as oil and gas resources, that we are not permitted to present in documents filed with the United States Securities and Exchange Commission (SEC) under new Subpart 1200 to Regulation S-K because such terms do not qualify as proved, probable or possible reserves under Rule 4-10(a) of Regulation S-X

*Roberto  
Castello Branco*

—  
*CEO*

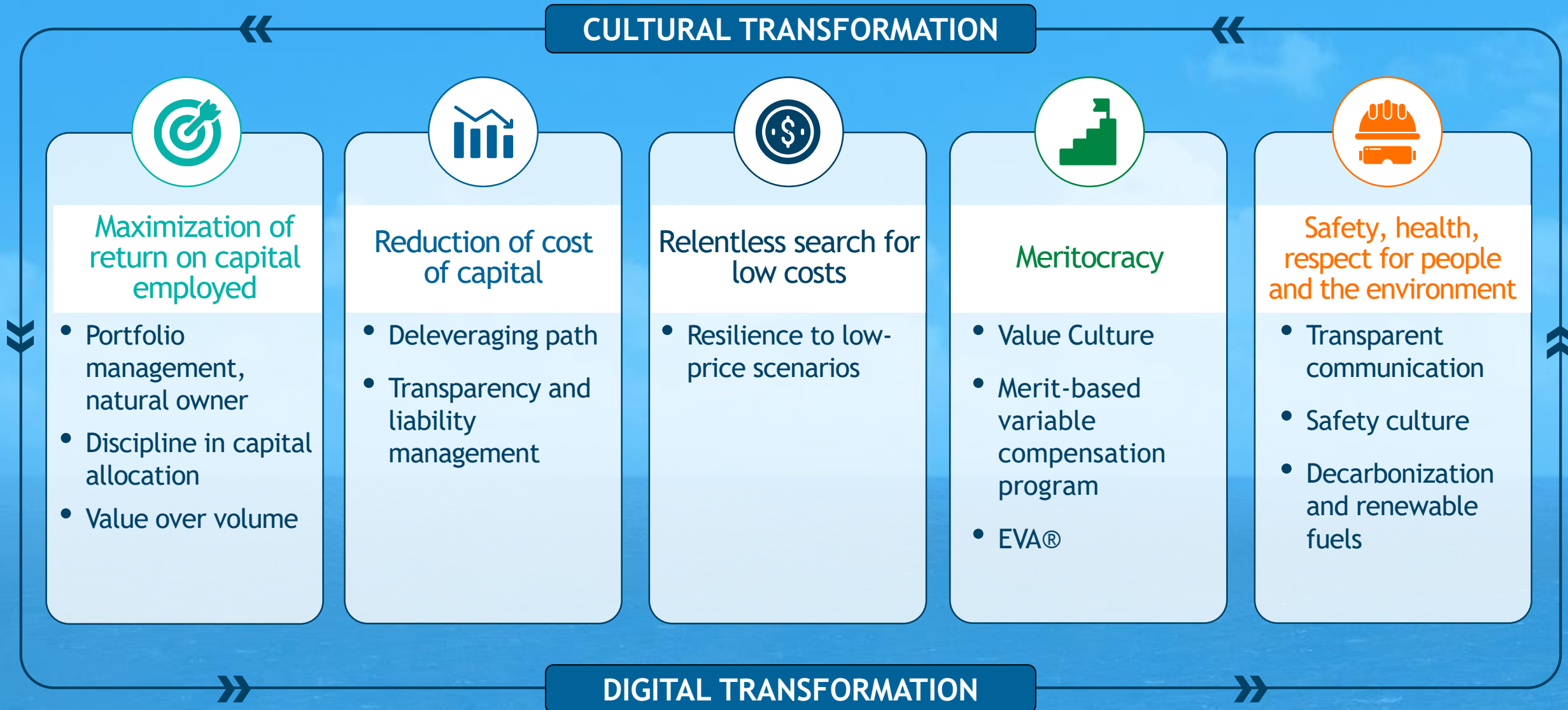
*“The best energy company in shareholder value creation, with a focus on oil and gas, with safety and respect for people and the environment”*

*Mind the Gap*

**STRATEGIC PLAN**  
2021 - 2025



# Strategic pillars support our transformational agenda



# Management Model

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Courage, transparency and integrity



Broad and efficient communication



Strategic consistency



Agility, efficiency and data driven decisions



Accountability



Meritocracy



Trust



Succession planning and talent density

# Employees' and company's health is our priority



## Fight against COVID

- Home office, massive testing, tracking and quarantining
- Special care for boarding
- Adjustments to operational routines
- Wide distribution of personal protection equipment
- Continuous risk assessment
- Cooperation with society



## Financial resiliency

- CAPEX reduction in 2020
- Disbursement of Revolving Credit Lines
- Postponement of bonuses and dividends
- Expense reduction and postponement
- Working capital optimization
- Hibernation of shallow waters platforms

COVID-19  
+  
Global recession

Uncertainties

Fast response  
+  
Strategy  
acceleration

Solid  
performance in  
2020



# Running the ship through rough waters



**Production growth**

Oil and gas production grew 9%, with a 32% increase in the pre-salt layer

**Export records**

Oil and fuel oil with low sulfur content

**Cleaner and higher value-added fuels**

Record production and sale of low-sulfur S-10 diesel  
New gasoline with higher octane

**Improved risk perception**

10-year bonds with the lowest yield in our history

# Targets 2021

**AMBITION: zero fatalities and zero leakage**

**GHG Intensity<sup>1</sup>**



**E&P**  
17 kgCO<sub>2</sub>e/boe  
**Refining**  
40 kgCO<sub>2</sub>e/CWT

**Spilled volume<sup>2</sup>**



**120 m<sup>3</sup>**  
Alert limit

**Gross debt**



**US\$ 67 billion**

**ΔEVA<sup>®</sup>**



**US\$ 1.6 billion**

**TRI<sup>3</sup>**



**< 0.7**

<sup>1</sup> Intensity of Greenhouse Gases Effect emissions

<sup>2</sup> VAZO: Spilled volume of oil and oil products

<sup>3</sup> Total Recordable Injuries

***Roberto Ardenghy***

—  
*Chief Institutional  
Relationship and  
Sustainability Officer*

# Governance and management quality

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- Emissions intensity\* as a factor in the variable remuneration of all employees
- We reached level 4 in carbon management quality in the Transition Pathway Initiative (TPI)



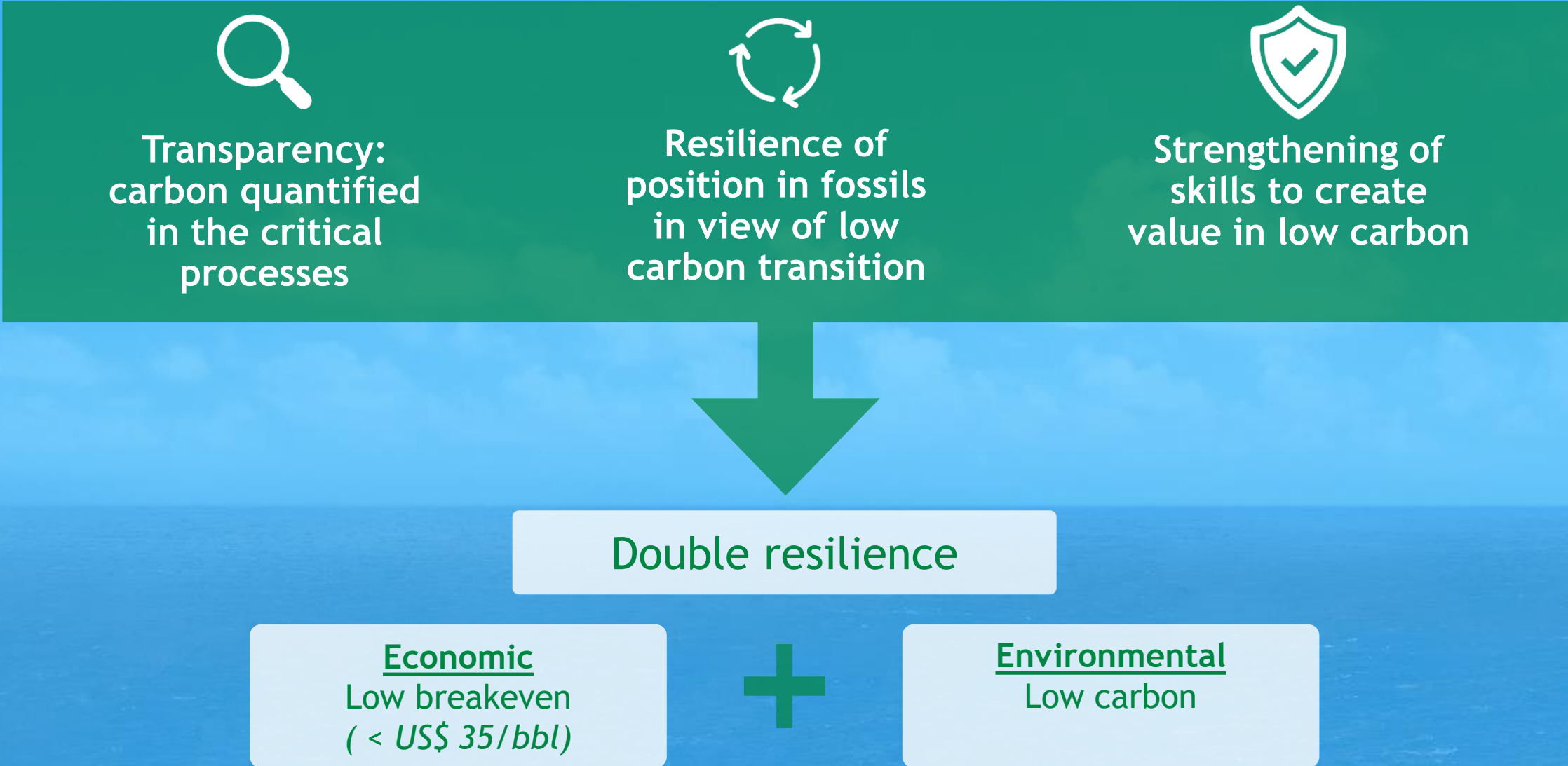
Institutional Relationship and  
**Sustainability Office**



**Climate Change  
Executive Management**

\*IGEE: Intensity of Greenhouse Gases Effect emissions

# Commitment to climate and affordable energy



# Technology and innovation in our core business

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## Innovations in operations

Hi-Sep, CCUS, closed flare, energy efficiency and water reuse and waste treatment



## BioRefining

Renewable diesel, BioQAV, bioproducts and lubricants



## Competencies for the future

R&D in modern renewables, petrochemical and low carbon products and compensatory projects

**CAPEX 2021-25: US\$ 1 billion\***

\* CAPEX for environmental commitments

# Our 10 sustainability commitments



1. 25% reduction in absolute operating emissions by 2030
2. Zero routine flaring by 2030<sup>1</sup>
3. 40MM ton CO<sub>2</sub> reinjection by 2025 in CCUS<sup>2</sup> projects
4. 32% reduction in carbon intensity in the upstream segment by 2025 (15 kgCO<sub>2</sub>e/boe, maintained until 2030)
5. 40% reduction in methane emission intensity in the upstream segment by 2025
6. 16% reduction in carbon intensity in the refining segment by 2025, expanding to 30% by 2030 (30 kgCO<sub>2</sub>e/CWT)



7. 50% reduction in freshwater capture in our operations by 2030



8. Zero increase in residues generation by 2025



9. 100% of Petrobras facilities with a biodiversity action plan by 2025



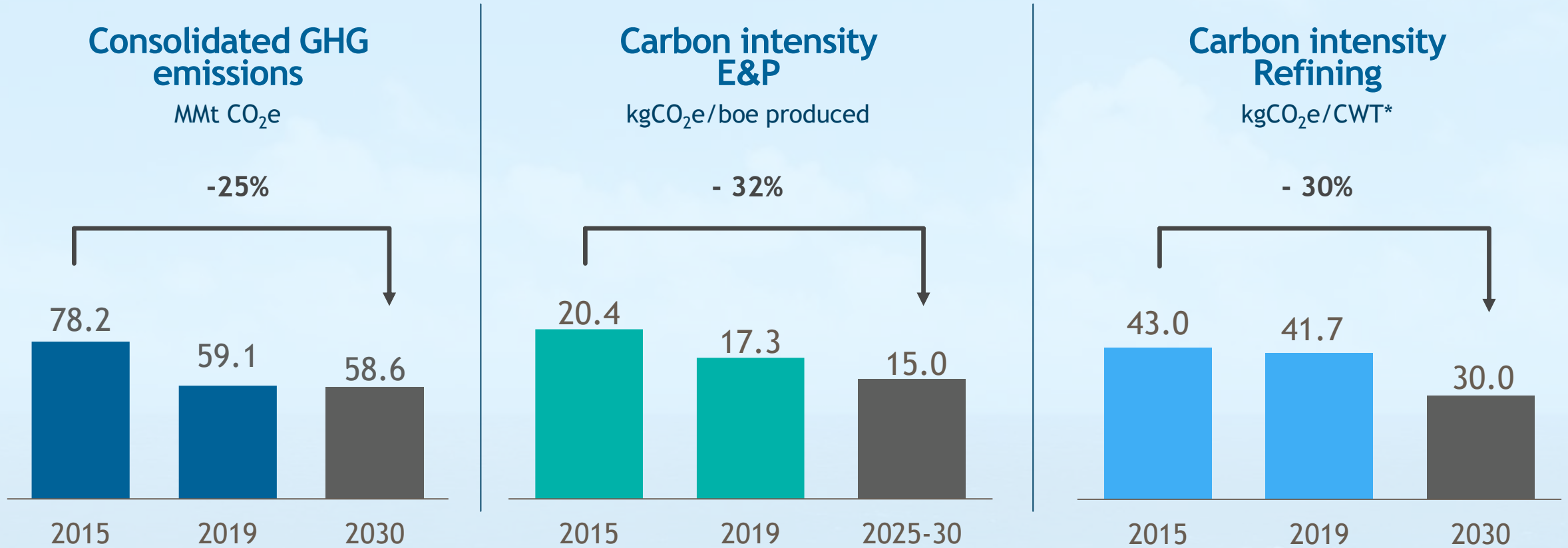
10. Investments in socioenvironmental projects, human rights programs and community relationship

Carbon commitments related to 2015 base. Other commitments based on 2018.

<sup>1</sup>In accordance to the zero routine flaring initiative of the World Bank

<sup>2</sup>CCUS: Carbon Capture, Utilization and Storage

# Our production is in the first quartile in carbon intensity in the offshore O&G industry



\* A refinery's CWT (Complexity Weighted Tonnes) considers the CO<sub>2</sub> emission potential, equivalent to distillation, for each process unit.



# Five commitments in social responsibility



Early Childhood Initiative

1. Human Rights training program for 100% of employees
2. Actions to promote diversity, providing an inclusive environment
3. Human Rights Due Diligence in 100% of operations
4. Socioeconomic diagnosis of communities
5. Measurement and disclosure of the social return of at least 50% of the socio-environmental projects

# Governance is our priority

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## Main developments

- Code of Ethical Conduct
- Guide to Ethical Conduct for Suppliers
- Return to the Partnering Against Corruption Initiative (PACI) of the World Economic Forum



## Our commitments

- Governance model that allows the balance between efficiency and control
- Integrity and transparency, zero tolerance to fraud and corruption

***Andrea Almeida***

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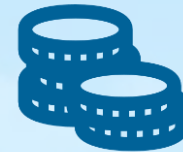
*Chief Financial and  
Investor Relations Officer*

# Finance strategies

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Deleverage



Mitigate risks through  
active liability  
management



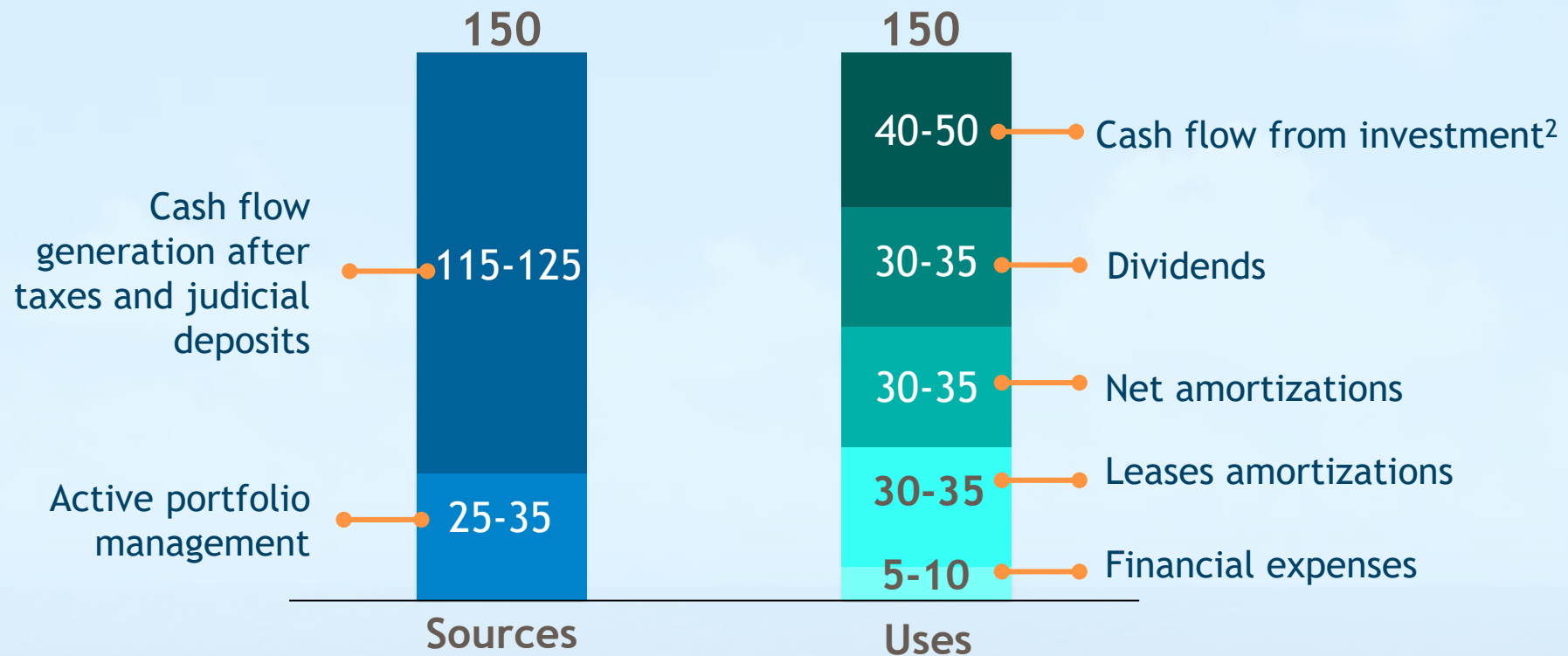
Maximize  
shareholder returns



Optimize  
working capital

# Strong expected free cash flow generation: front and center for capital management

US\$ billion<sup>1</sup>



Projects are NPV positive with *Brent* @ US\$ 35/bbl

<sup>1</sup> Considers Brent @ US\$ 45/bbl in 2021-22 and US\$ 50 until 2025 and long run. Real FX Rate 2021-2025: R\$ 5.50, R\$ 4.69, R\$ 4.46, R\$ 4.28 and R\$ 4.07

<sup>2</sup> Excludes leases classified as total CAPEX.

# Divestments to reduce debt and invest in world-class assets

2021-2025 period



## E&P

- 209 onshore and shallow water assets in Brazil (22 assets in 2020)
- Assets in other countries: Argentina, Bolivia, Colombia and USA
- Marlim cluster (50%)
- Albacora/Albacora Leste
- Frade



## Downstream

- REFAP
- RNEST
- REPAR
- RLAM
- LUBNOR
- REGAP
- REMAN
- SIX
- Braskem
- Colombia
- PBIO
- BSBios
- BR



## Gas and Power

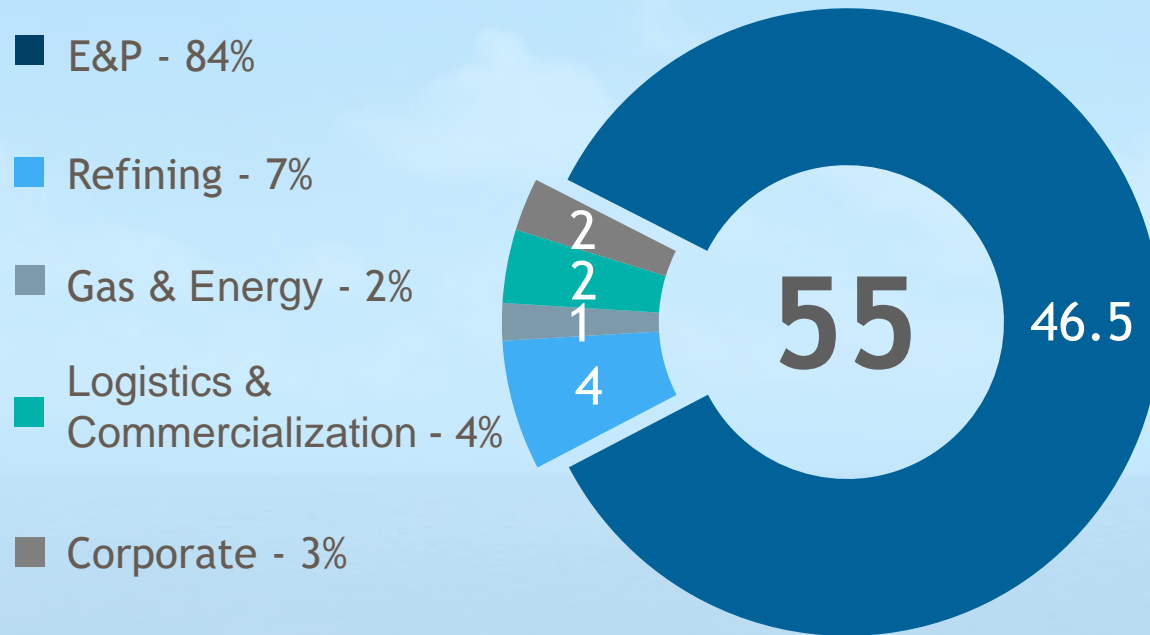
- NTS (10%), TBG, GTB e TSB
- Gas pipelines (routes)
- ANSA
- GASPETRO
- Thermal power plants
- UFN-III

Active portfolio management US\$ 25-35 billion

# Investing less with a higher return

## CAPEX 2021-2025

Total CAPEX\* distribution  
US\$ billion



Annual distribution  
US\$ billion

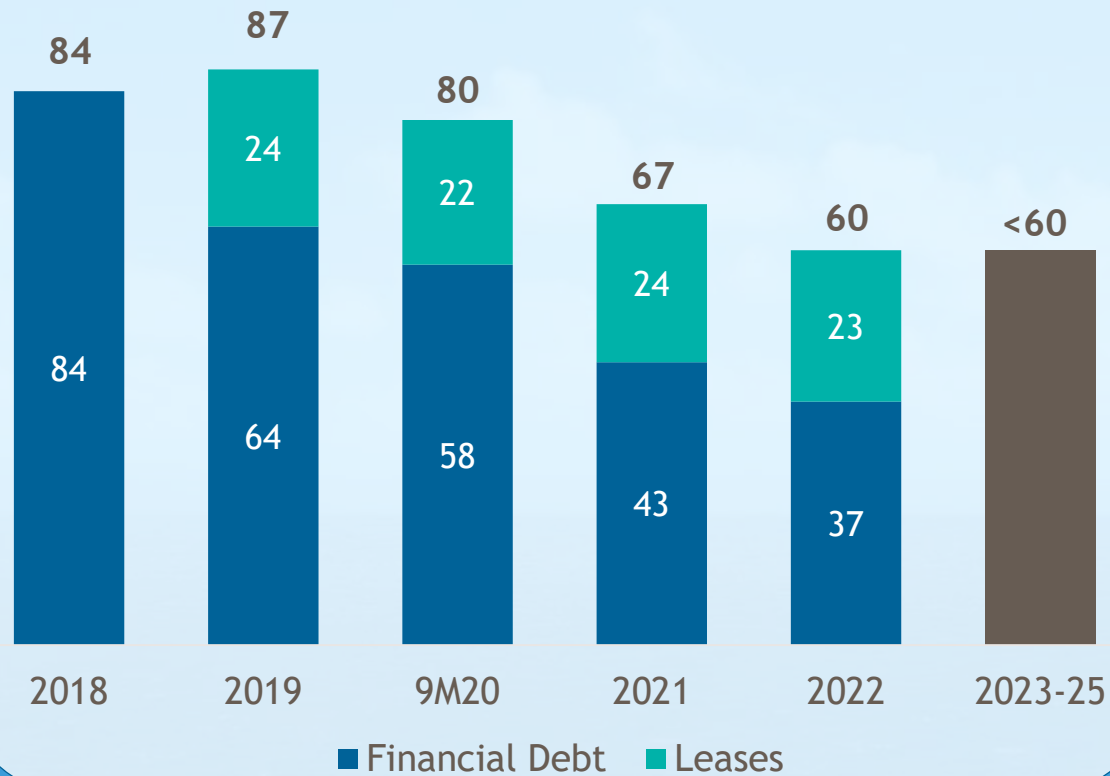


**Growth CAPEX: 69%**

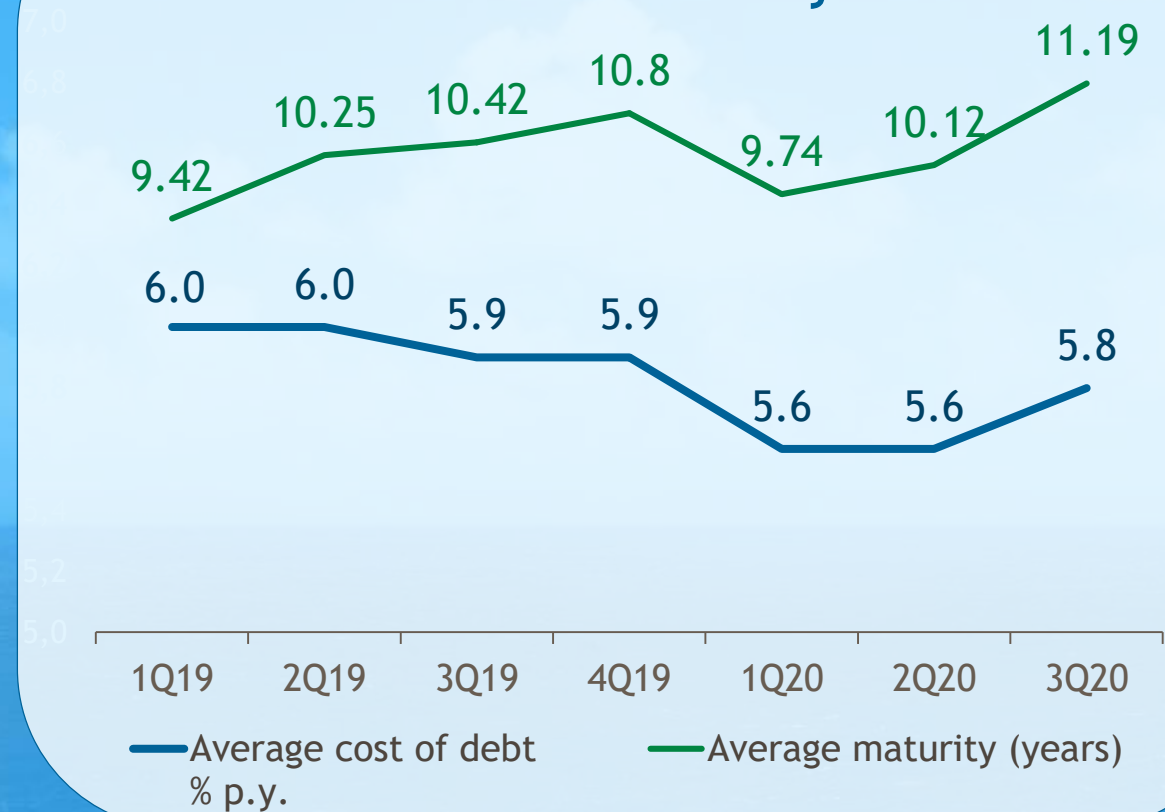
\* ~ 50% of CAPEX in Dollars

# Deleveraging to generate value

Gross debt evolution  
US\$ billion



Evolution of average interest rate and maturity

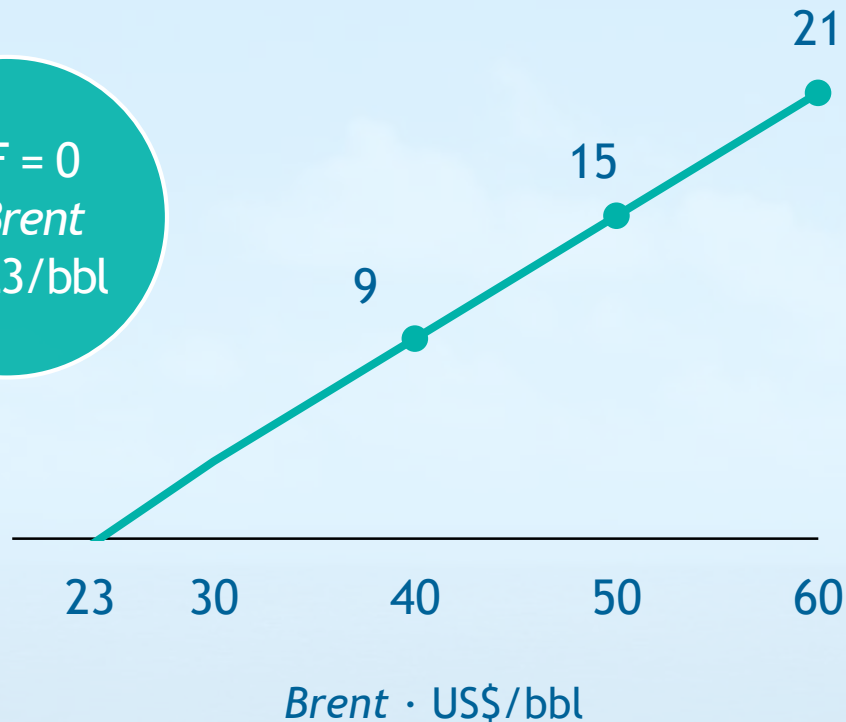




# Cash flow resilient to low oil prices

**FCF 2021<sup>1</sup>**  
US\$ billion

FCF = 0  
@Brent  
US\$23/bbl



**OCF 2021**  
US\$ billion

BRENT US\$/bbl FX	20	30	40	50	60
5.2	5.4	11.0	16.5	22.1	27.6
5.4	6.2	11.8	17.3	22.9	28.4
5.6	7.0	12.5	18.1	23.6	29.2
5.8	7.7	13.3	18.8	24.3	29.9

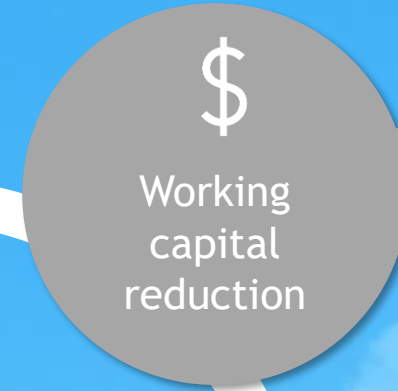
**Cash flow neutral in 2021 @ Brent US\$ 28/bbl<sup>2</sup>**

<sup>1</sup> FCF = operating cash flow - cash flow from investments/ FX rate of US\$ 5.5/BRL

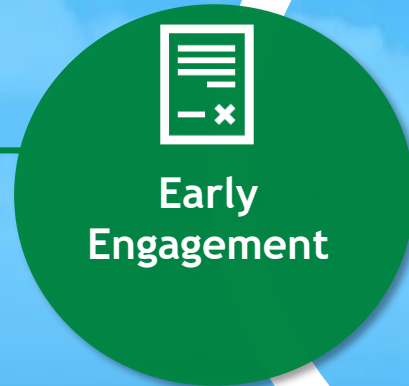
<sup>2</sup> Brent to stabilize gross debt, assuming minimum cash level of US\$ 5.5 billion, without considering divestments

# Procurement - strategic drivers

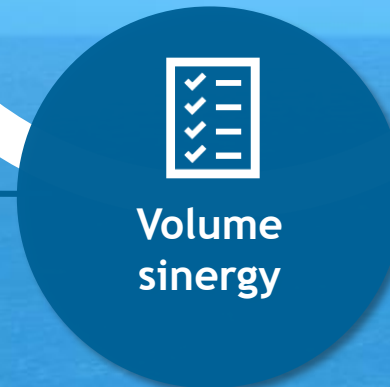
- Guide to ethical conduct for suppliers
- Alignment with ESG practices



- Mais Valor Program



- High performance incentive-bonus
- Best Suppliers Awards



- Scope integration and interface reduction
- Gains of scale

- Value generation**
- Costs reduction
  - Optimization of procurement schedules
  - Procurement planning

*Carlos Alberto  
Pereira de Oliveira*

—

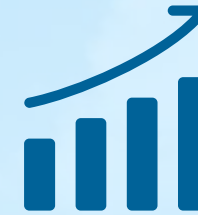
*Chief Exploration and  
Production Officer*

# E&P strategies

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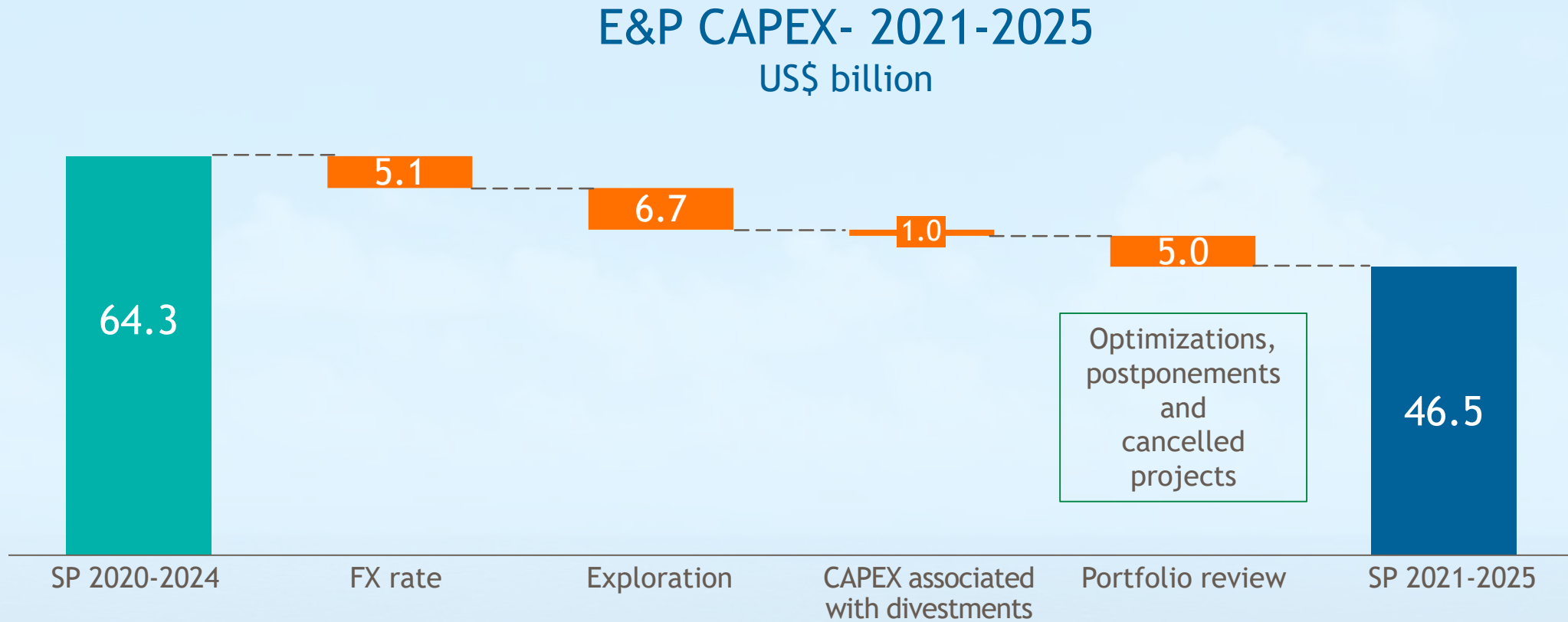


Maximize portfolio value,  
focusing on deep and ultra-deep  
waters



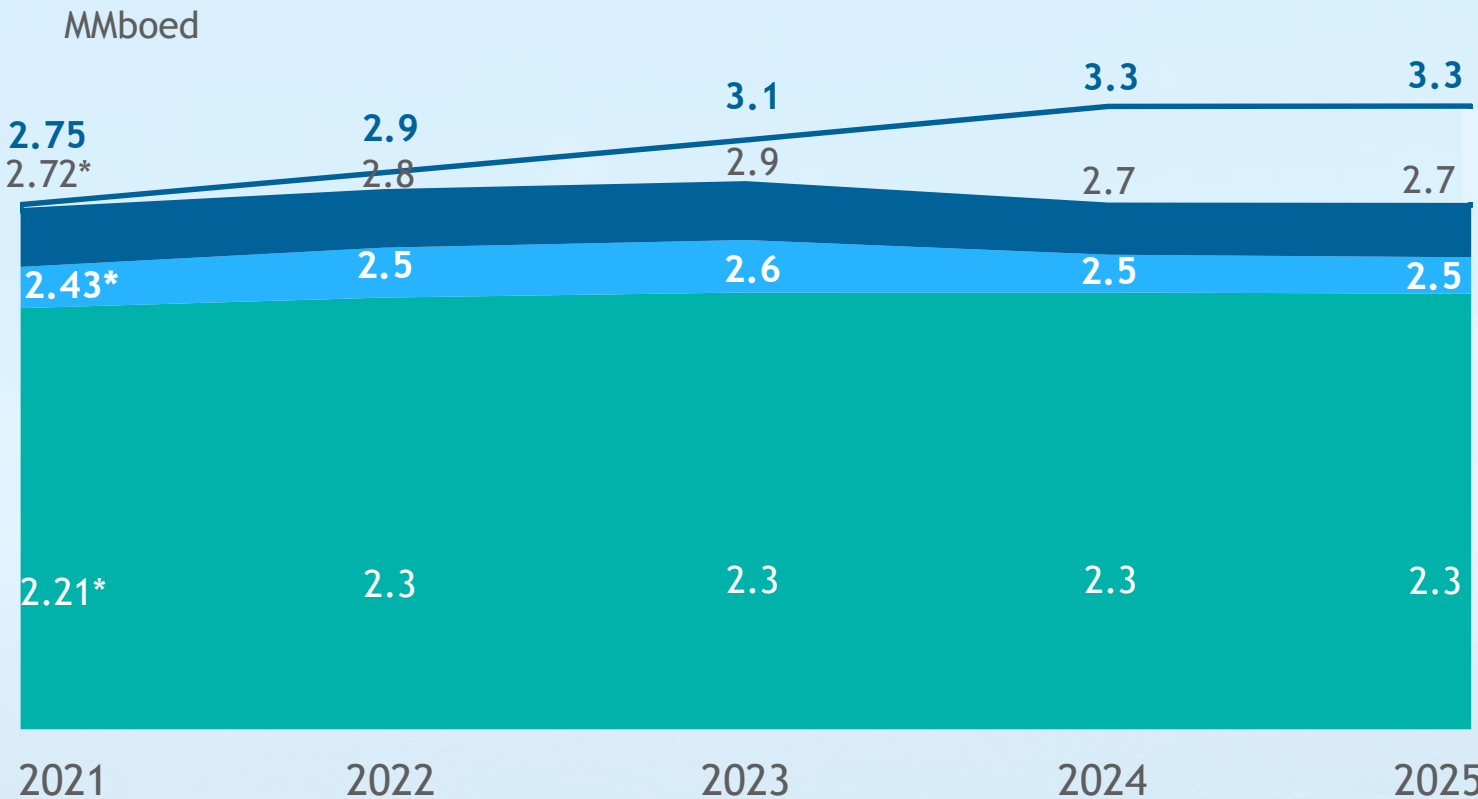
Grow sustained by world-class  
oil and gas assets in deep and  
ultra-deep waters

# 5-year CAPEX revision to maximize value



Focus on world-class assets

# Focus on value maximization with higher concentration in pre-salt and divestments

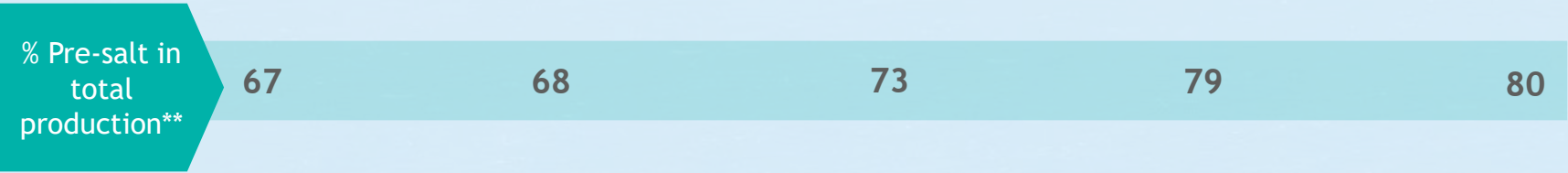


Total production pre-divestments

Total production post-divestments

**Divestments impact in 2025 (MMboed)**

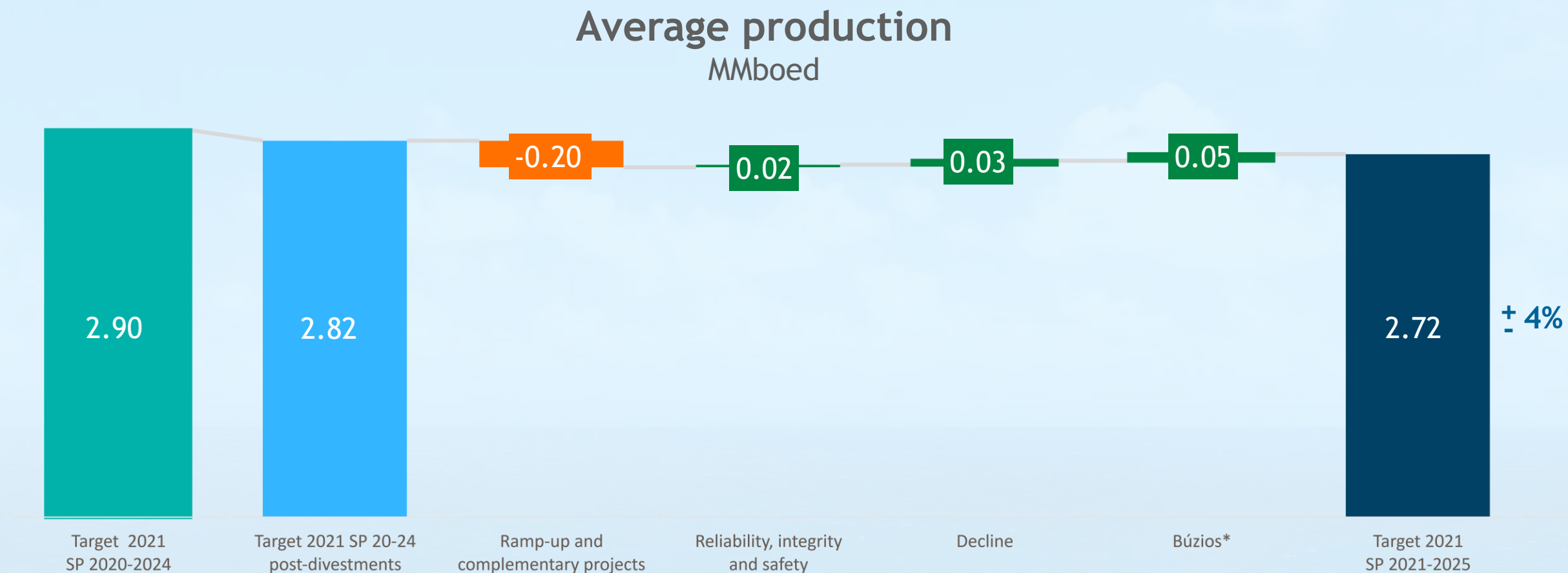
- Onshore and shallow waters: 0.3
- Marlim cluster: 0.2
- Albacora + Albacora Leste: 0.1
- Total: 0.6



- Production of non-commercial gas
- Production of commercial gas
- Oil production

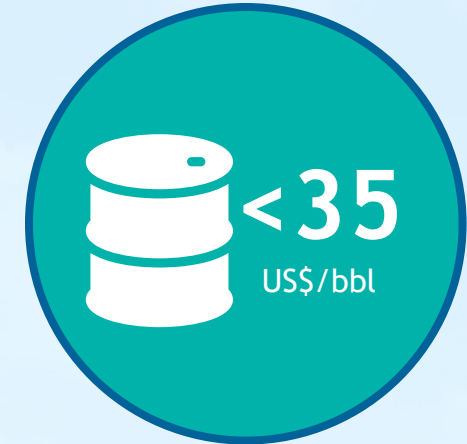
\* +/- 4% \*\* Post-divestments

# New projects for 2021 impacted by COVID-19



\* Additional processing capacity of Buzios' platforms and beginning of co-participation agreement

# E&P portfolio resilient to Brent prices of US\$ 35/bbl



CAPEX and OPEX  
optimization



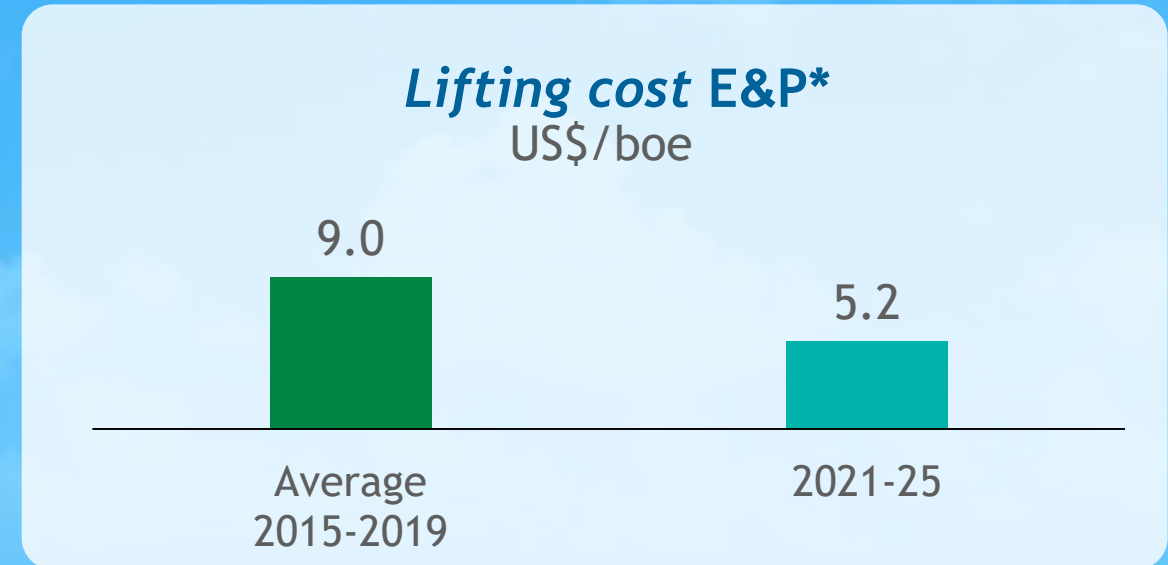
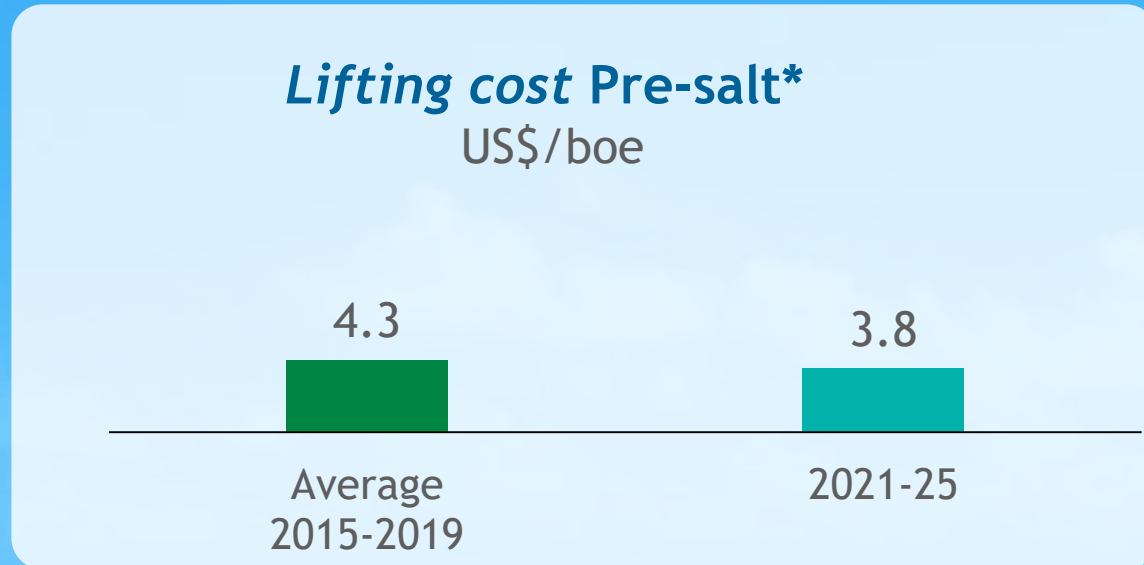
Projects  
revision



Technology, innovation  
and digital transformation



# Low breakeven and lifting cost reinforce our competitiveness

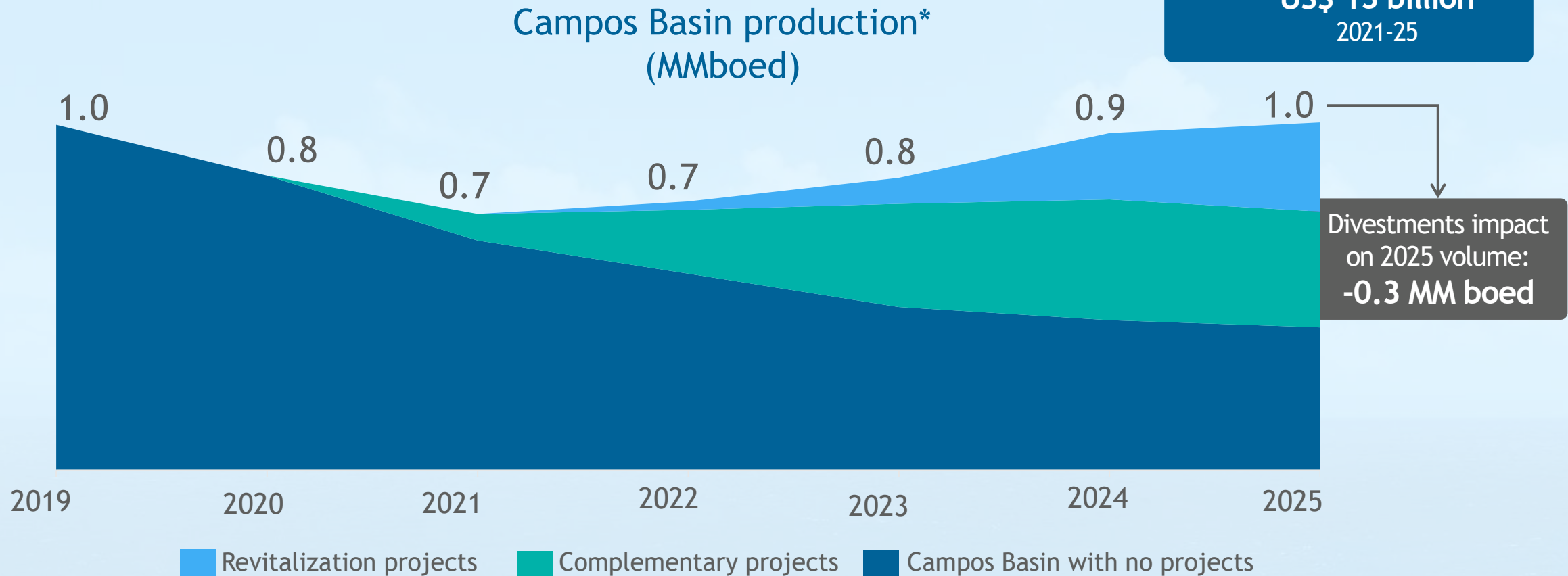


\* Without leasing cost, without government take

# Campos Basin: Focus on world-class assets in deep and ultra-deep waters



CAPEX  
Campos Basin  
US\$ 13 billion  
2021-25



\* Does not consider divestment

# New investments outside Southeast basins



The map displays the geographical outline of Brazil with its state boundaries. Two specific offshore regions are highlighted: the Equatorial Margin in the northeast, shaded in light green, and the Sergipe Deep Water in the southeast, shaded in light orange. Numerous small icons representing oil and gas fields are scattered across the map, with a higher concentration in the highlighted areas.

Equatorial  
Margin

Exploratory investment in Equatorial  
Margin:  
~ US\$ 1 billion

Sergipe  
Deep Water

Production development investment in  
Sergipe Deep Water :  
~ US\$ 2 billion

*Rudimar Lorenzato*

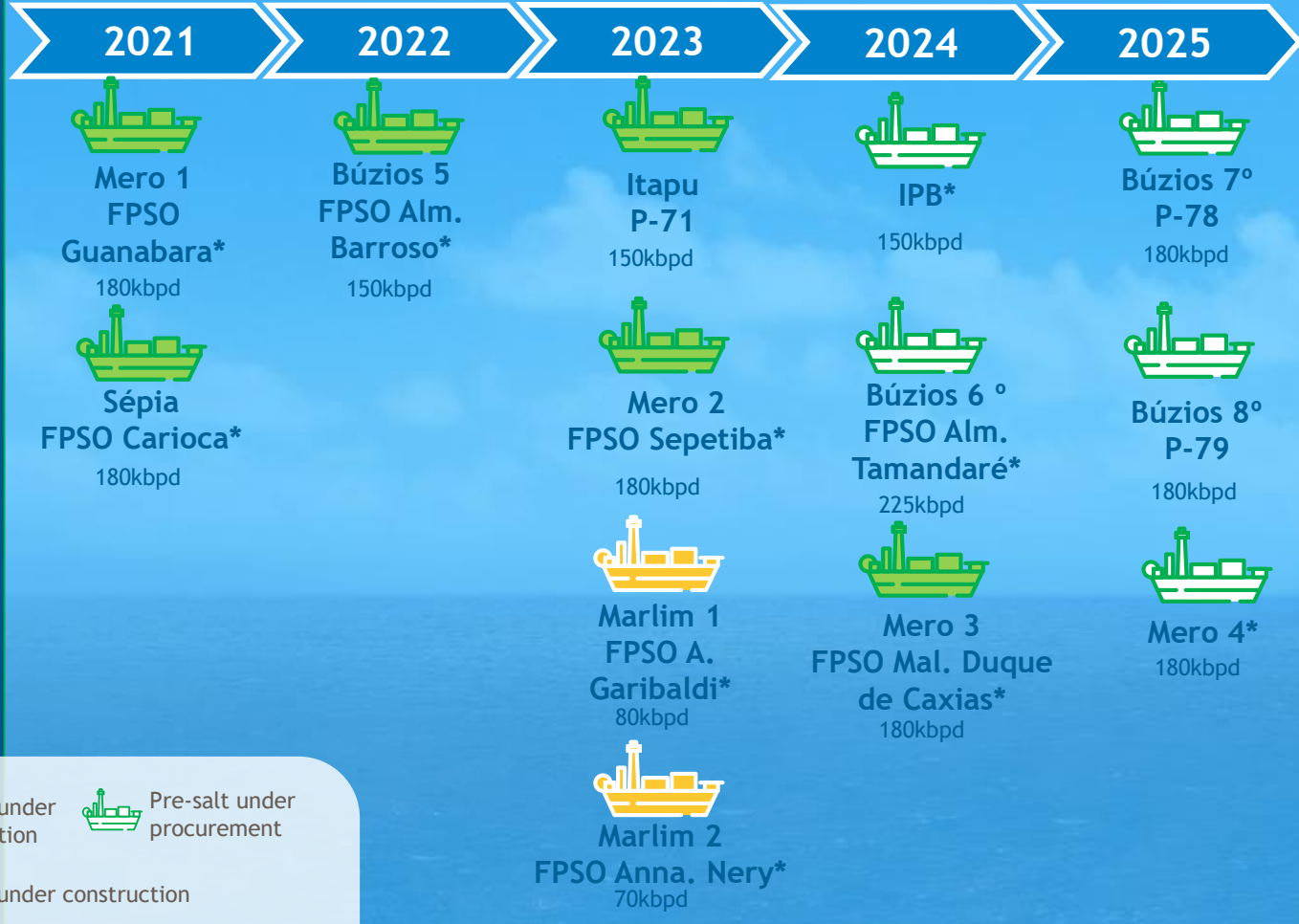
—

*Chief Production Development  
Officer*



# Petrobras is the leader in FPSO projects

## 6 fields and 13 new FPSOs from 2021 to 2025



Pre-salt under construction    Pre-salt under procurement

Pos-salt under construction

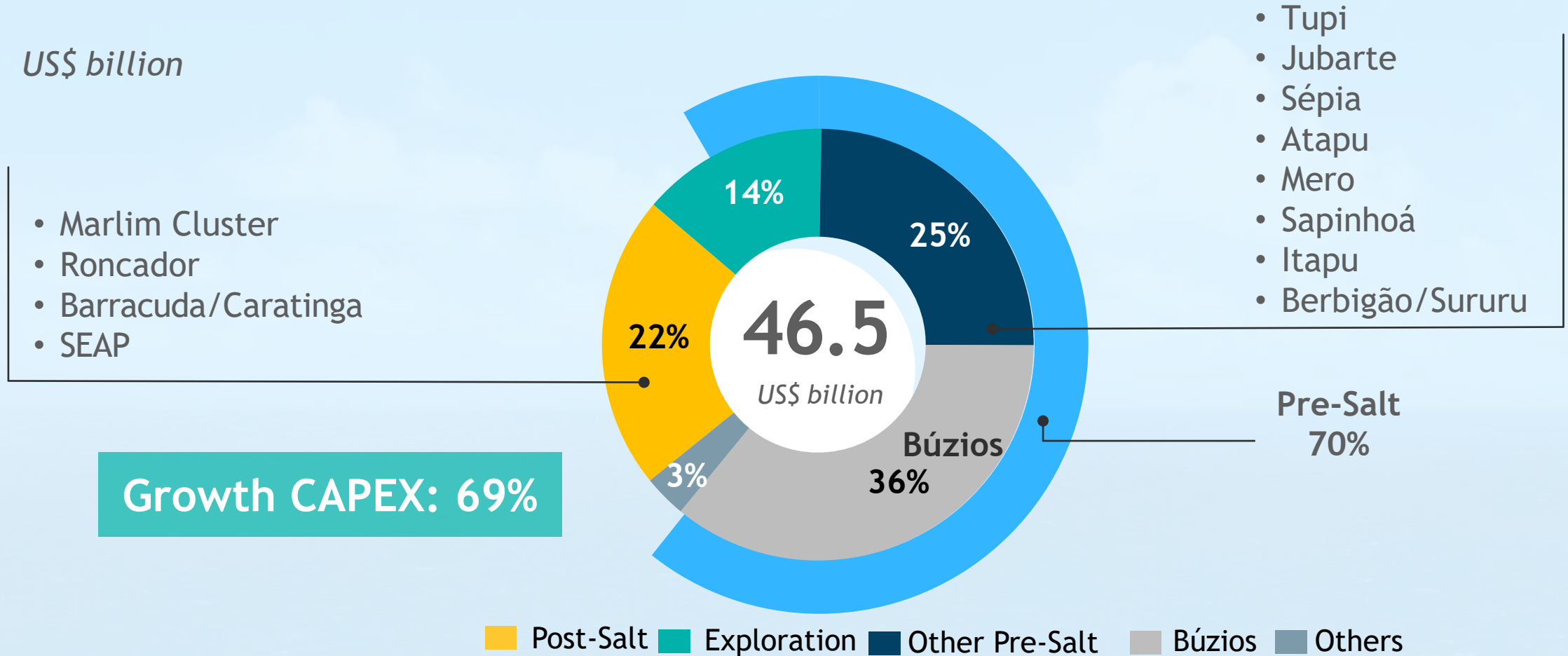
Nº production wells    \* Chartered unit

**CAPEX 2021-25: US\$ 17 billion** 37

# E&P investments focusing on Pre-Salt

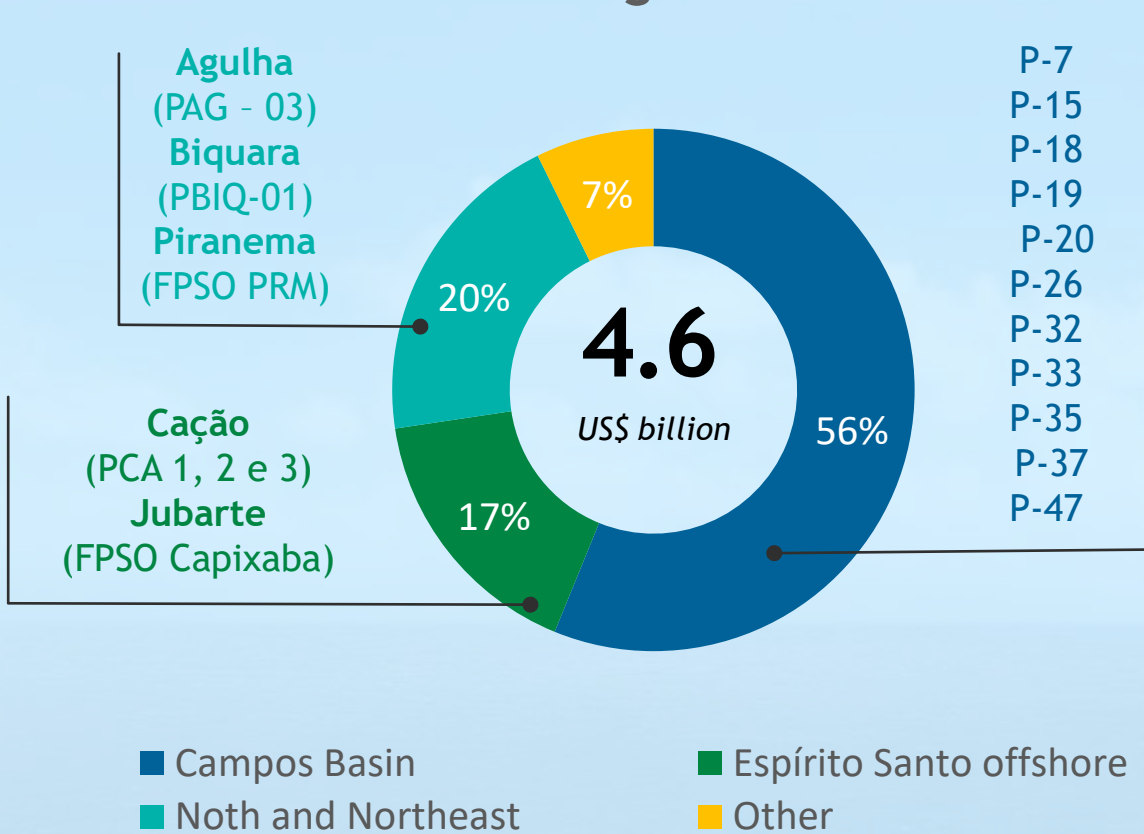
## E&P CAPEX 2021 - 2025

US\$ billion

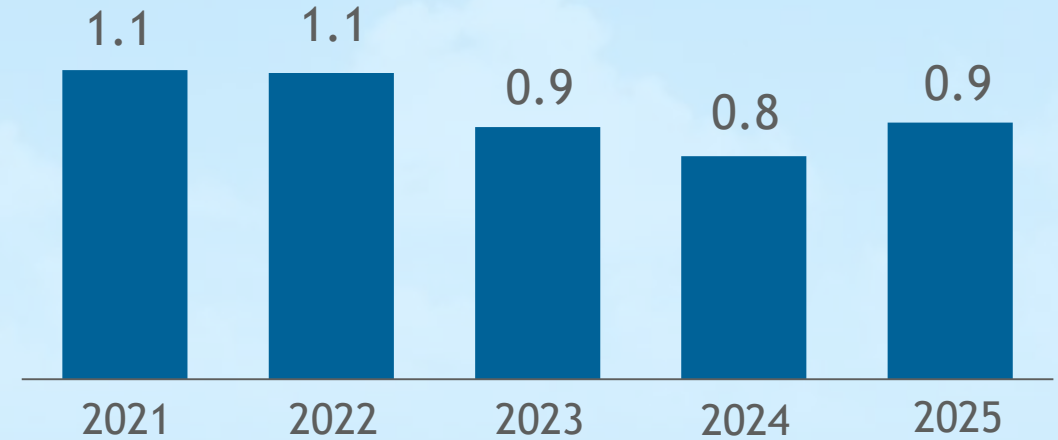


# Decommissioning of wells, lines and platforms

## Decommissioning costs 2021-2025



## Annual distribution US\$ billion



18 units and 1,000 km of risers and flowlines to be decommissioned

# Refining, Gas & Energy and Logistics Projects



Gas processing plant Route 3



Pipelines plan - São Paulo

## Route 3

- Completion of 83%
  - ✓ Subsea pipelines 100% completed
  - ✓ Natural gas processing unit (UPGN) and Utilities

## Refining - Diesel S-10

- Adaptation in Reduc and Revap and a new unit at Replan

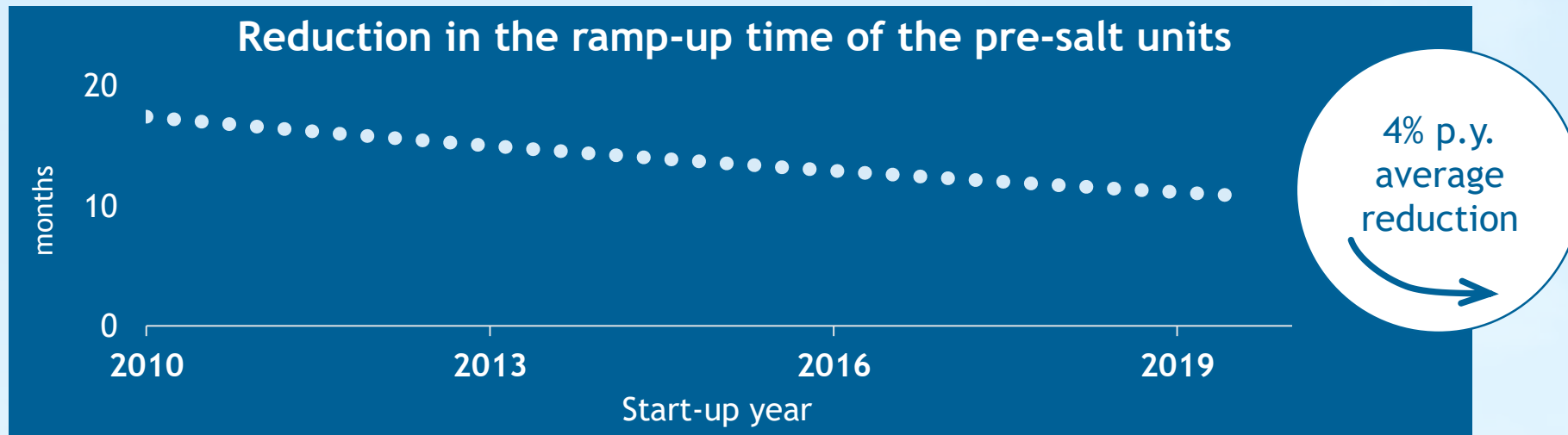
## Logistics

- Optimization of oil and oil products pipelines in São Paulo (Pró-Dutos)

**CAPEX 2021-25: US\$ 0.95 billion**



# Evolution in FPSO implementation



## Lessons learned

- Excess of interfaces
- Unsolid suppliers
- Projects maturity
- Consortium composition (leased units)

## Ongoing initiatives

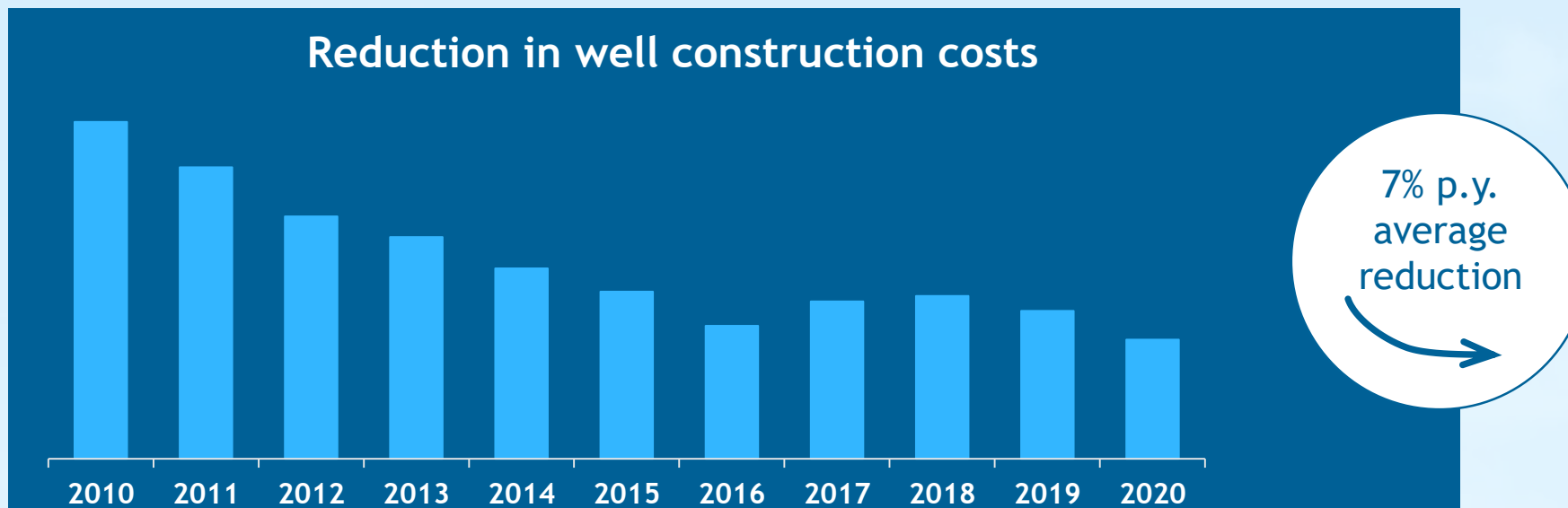
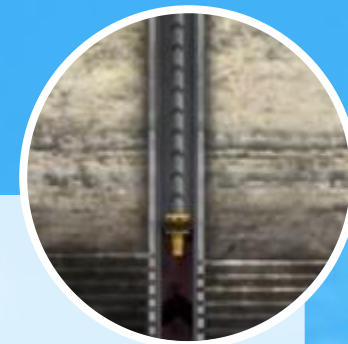
- Interfaces reduction
- Qualified suppliers
- Alignment of interest
- Standardization
- Charter companies (leased units)

## Future view

- Accelerate implementation
- Greater reliability
- Lower Capex
- Higher operational efficiency
- Lower emissions

More value-added products

# Evolution in wells for offshore E&P projects



## Benefits captured

- High performance rigs
- New well technologies
- New well design
- Enhancement in intelligent completion

## Ongoing initiatives



PEP 70



TOT3P



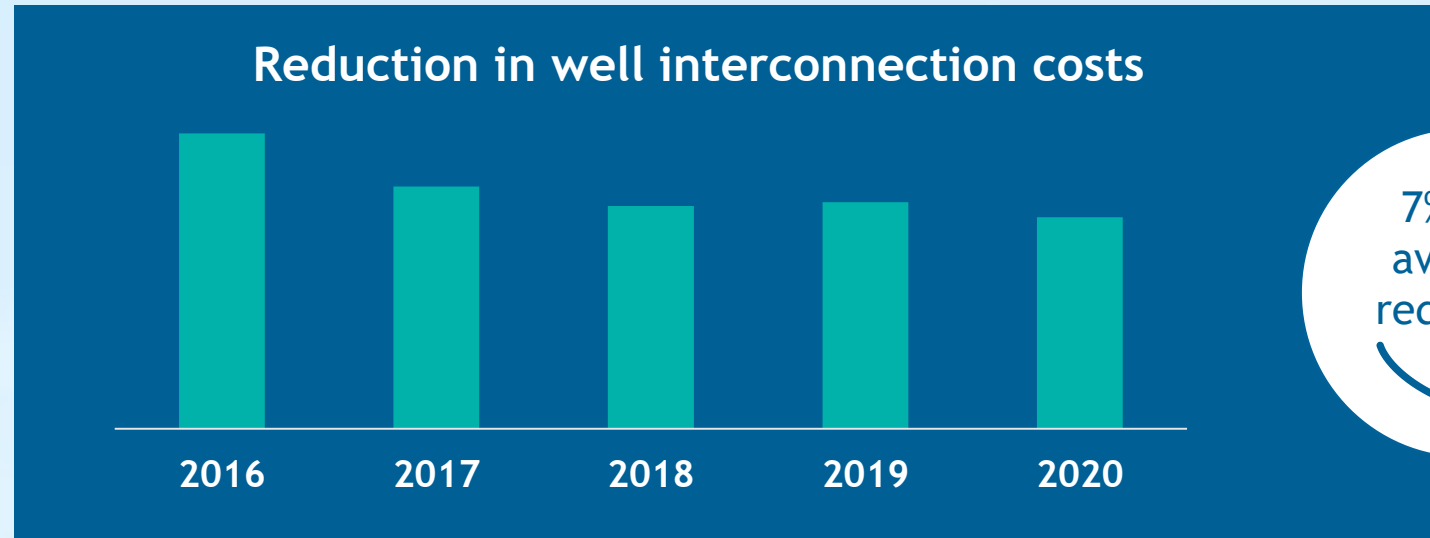
PAP 30

- Optimization and innovation in Pre-Salt projects
- Post-salt well design simplification
- Decommissioning optimization

## Future view

- Higher well reliability
- Rigs automation
- Electric completion
- Self abandonment wells

# Evolution of Subsea Systems for E&P Projects



## Benefits captured

- Risers configurations
- Standardization
- Subsea layout optimization
- Larger diameter pipelines

## Ongoing initiatives

- Subsea design speed-up
- Enlargement of EPCI *SURF*\*
- SCC-CO<sub>2</sub> resistant flexible lines qualification

## Future view

- Ultra-deep water qualification and standardization
- Diverless operations
- Hybrid flexible lines
- Sinergy between subsea processing and topside

\* SURF - Subsea umbilical, risers, flowlines

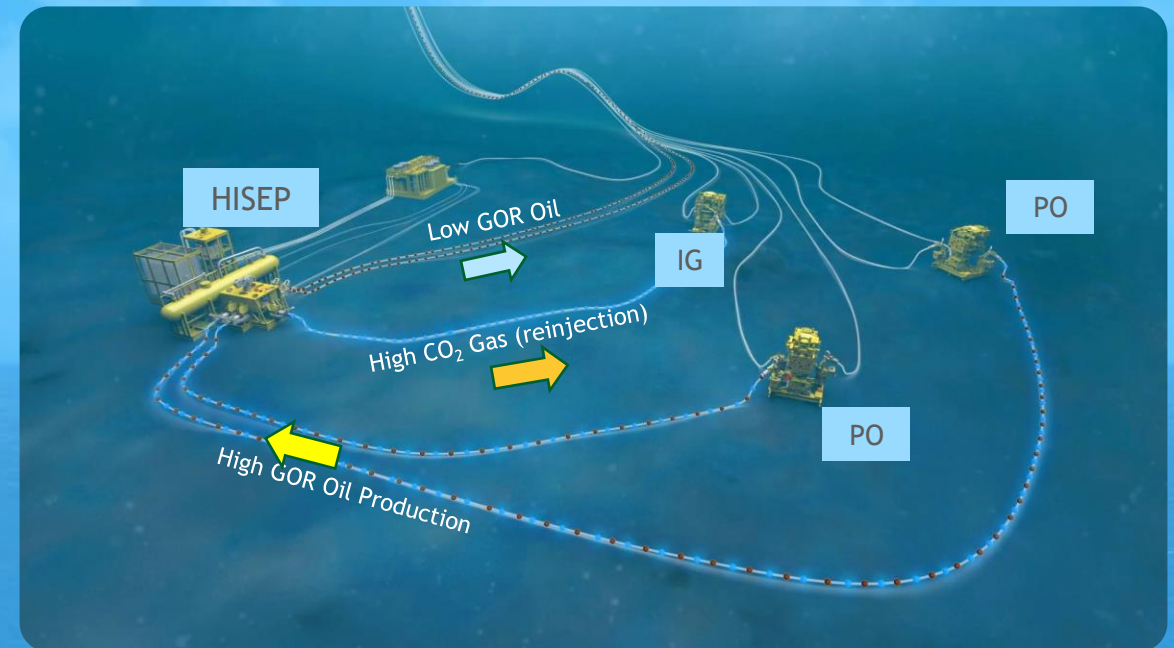
# HISEP<sup>®</sup>: innovation to enable the development of fields with a high gas-oil ratio and high CO<sub>2</sub> content

## HISEP<sup>®</sup> - Subsea High Pressure Separation System

Removes and reinjects gas with high CO<sub>2</sub> content in the seabed to debottleneck the topside gas processing plants and increase the field recovery factor

### Main advantages

- Reduction of CAPEX, OPEX and FPSO lead time
- Simplification of FPSO process plant with lower emissions
- Maximization and acceleration of production (recovery factor)



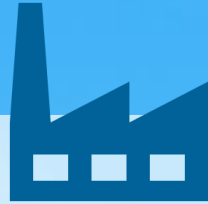
*Anelise Lara*

—

*Chief Refining and Natural Gas  
Officer*

# Refining strategies

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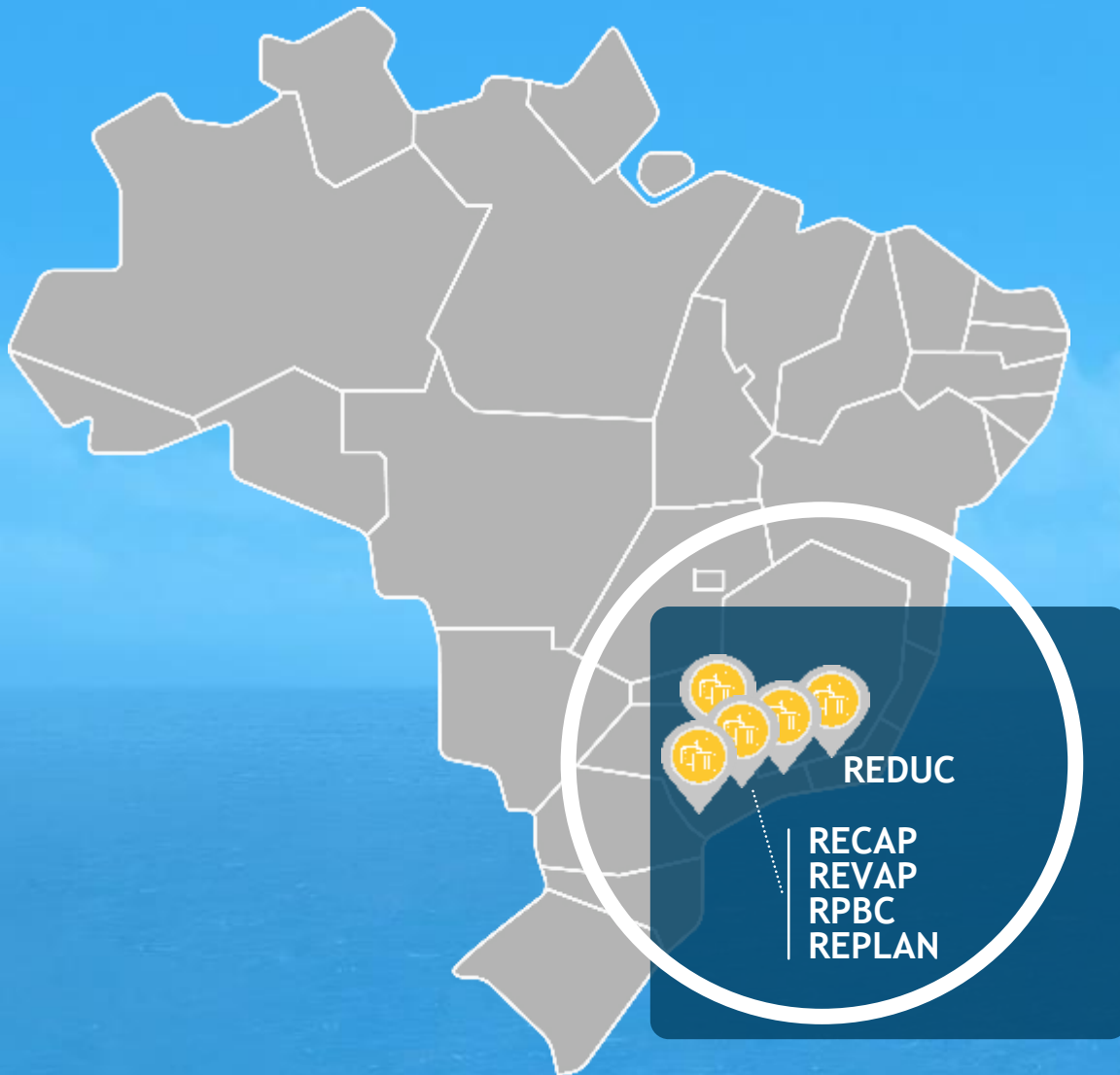
Assets near to the largest oil supply and the largest consumer market



More efficient processes and new environmentally-friendly products with renewable content

# Refining portfolio: smaller with higher value

Focus on premium market, near to consumers, oil supply and logistics



## Current

Refineries

- REFAP
- RNEST
- REPAR
- RLAM
- LUBNOR
- SIX
- REMAN
- REGAP
- RPBC
- REDUC
- RECAP
- REPLAN
- REVAP

Capacity  
2.2 MMbpd

Other  
assets

- Liquigas
- Braskem
- BR Distribuidora
- PBIO

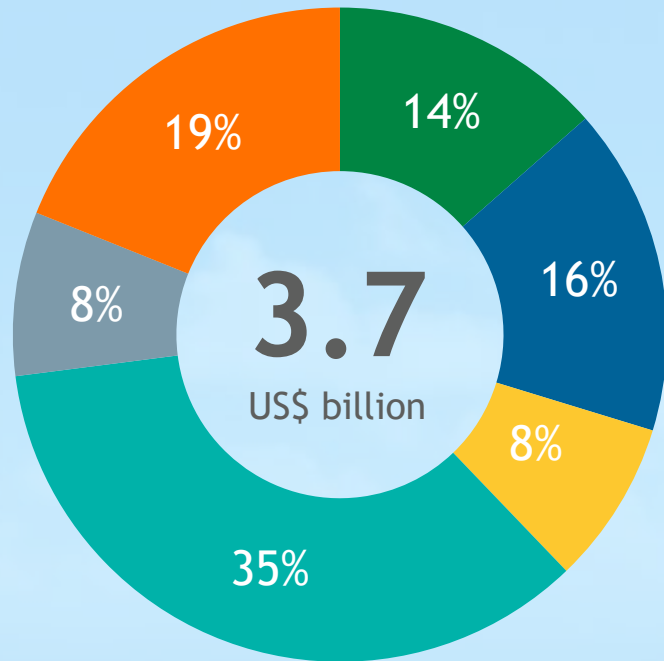
## 2025

- RPBC
- REDUC
- RECAP
- REPLAN
- REVAP

Capacity  
1.15 MMbpd

- No participation

# Refining Capex



## Main Projects

- 3 HDT projects for higher production of Diesel S-10 and HCC from Polo Itaboraí to produce more advanced lubricants
- Increased operational efficiency and energy efficiency
- HSE actions including reducing emissions and increasing water reuse

**Growth CAPEX: 34%**

<sup>1</sup> Carbon mitigation projects and water reuse



# BioRefino 2030



## Balance between value creation and environmental sustainability



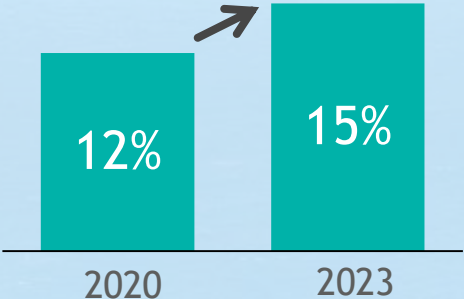
Technological and engineering challenges surpassed



Regulatory challenge: recognition of **renewable diesel** in the **biodiesel** mandate



### Biodiesel mandate % in the diesel mix

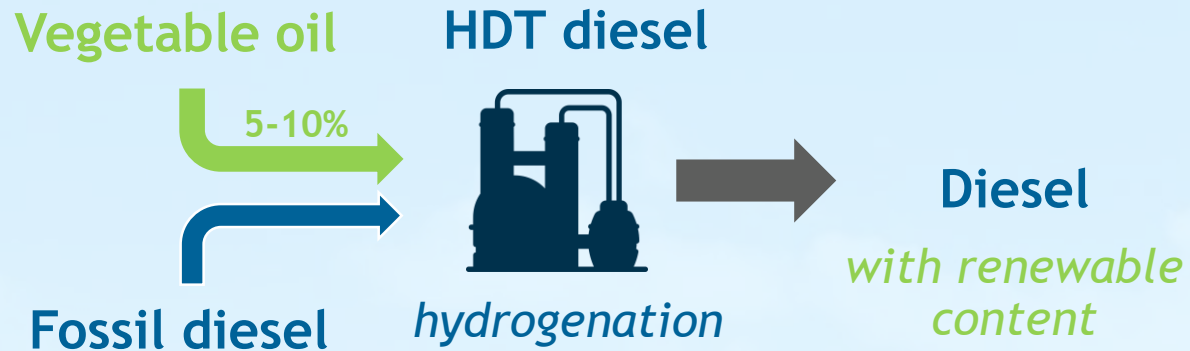


### Renewable diesel compared to biodiesel

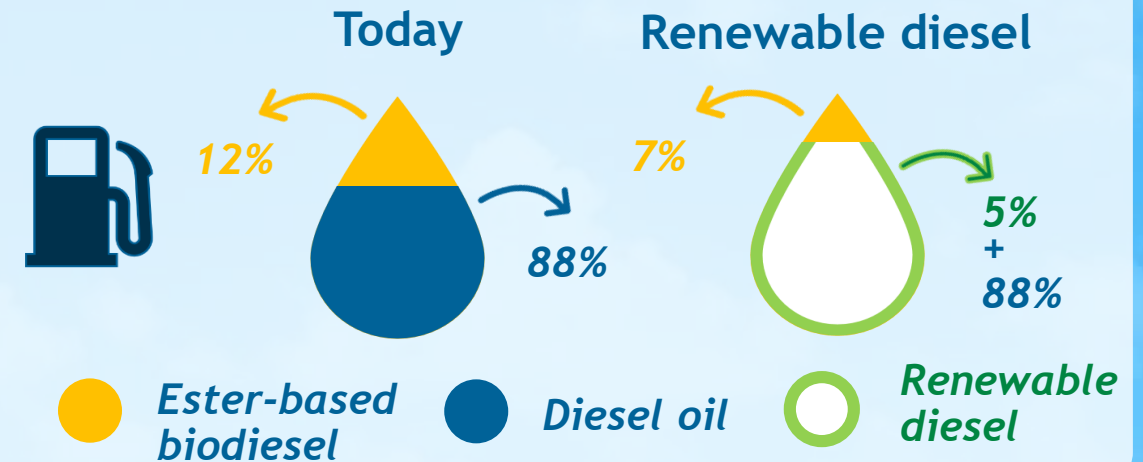
**15%** reduction in GHG emissions

# Renewable diesel - low carbon and focus on consumer

## Coprocessing (HBIO)



## Diesel sales



## Main benefits\*:

- Reduction of GHG emissions
- Better combustion quality and performance
- Higher stability to oxidation and lower water absorption
- Can be added in any proportion to high performance diesel
- Low contaminant levels

\*When compared to ester-based biodiesel

# Gas & Energy Strategies

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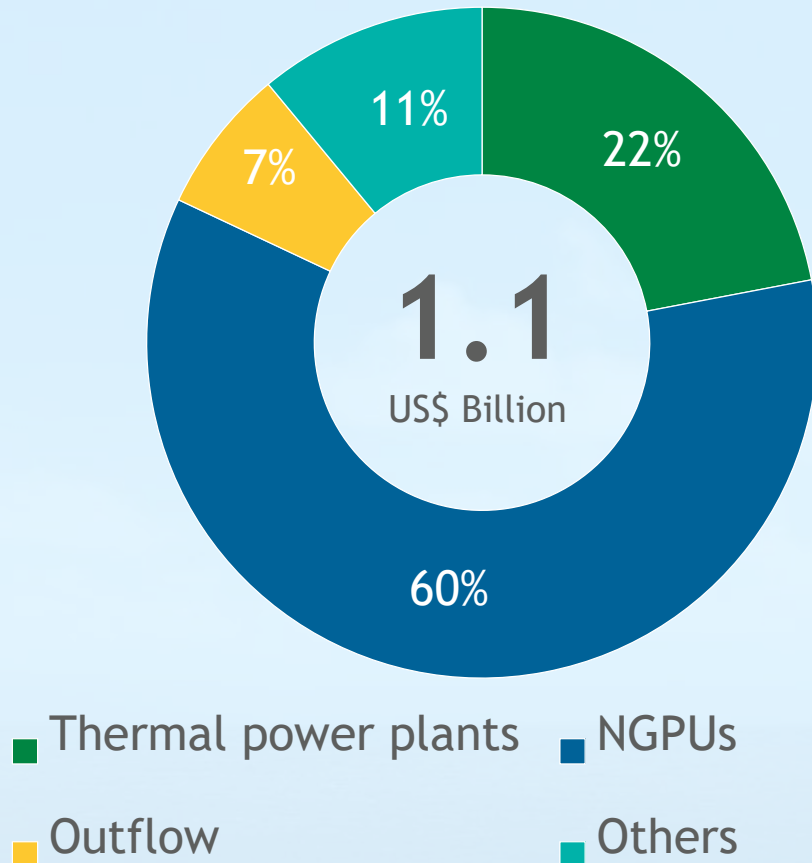


Higher value in natural gas  
marketing and sales



Optimization of the  
thermoelectric  
portfolio focusing on  
value generation for  
our natural gas

# Gas & Energy CAPEX



**Growth CAPEX: 53%**

## Main projects

- Construction of Itaboraí natural gas treatment unit
- Upgrades in natural gas turbines in thermal power plants
- Modernization of the control and dispatch system in thermal power plants

# Active portfolio management in Gas & Energy



## Regasification Terminals

### Current

- TRBGB: 20 MMm<sup>3</sup>/d
- TRBA: 20 MMm<sup>3</sup>/d  
(being leased)
- PECÉM: 7 MMm<sup>3</sup>/d

Capacity  
47 MMm<sup>3</sup>/d

### 2025

- TRBGB: increased to 30 MMm<sup>3</sup>/d
- TRBA: 20 MMm<sup>3</sup>/d

Capacity  
50 MMm<sup>3</sup>/d



## Natural Gas Processing Units

### Current

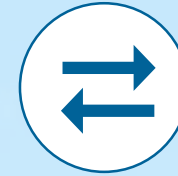
- TECAB, UTGCA, UTGC, UTGSul

Capacity  
66 MMm<sup>3</sup>/d

### 2025

- +UTGITB (2022): 21 MM m<sup>3</sup>/d

Capacity  
87 MMm<sup>3</sup>/d



## Transportation

### Current

- NTS, TBG, GTB, TSB

### 2025

- No participation in Transportation



## Distribution

### Current

- Completion of divestment by end of 2021

### 2025

- No participation in Distribution



## Thermal Power Plants

### Current

- 17 owned plants
- 13 participations

Capacity  
6.6 GWmed

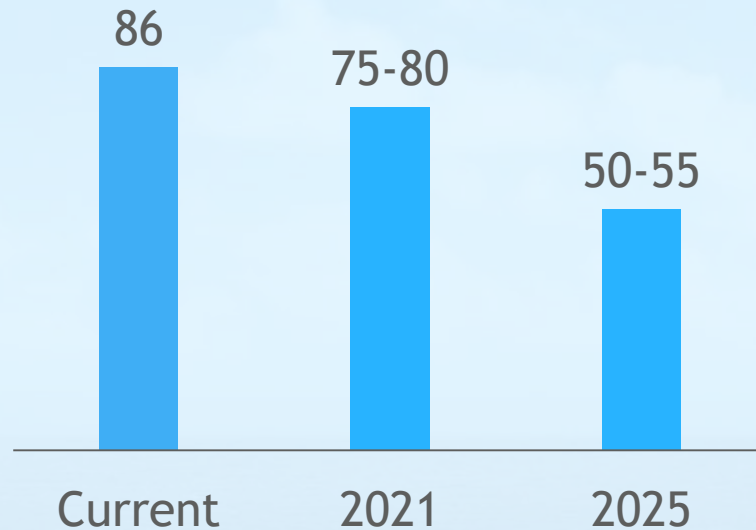
### 2025

- 10 owned plants

Capacity  
4.3 GWmed

# Gás+ Program: Petrobras remains a relevant player even after the opening of the market

Petrobras natural gas supply  
*market share (%)*



## G+ Actions

- New commercialization model and product segmentation
- Gas processing services in our units
- Digital contracts and sales through automated platforms

## Expected results G+

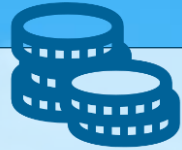
- Greater satisfaction and loyalty of Petrobras clients

*André Chiarini*

—  
*Chief Trading  
and Logistics Officer*

# Marketing, Sales & Logistics strategies

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To offer efficient commercialization and logistics solutions with sustainable products and activities, being the number 1 choice of our customers



# Maximization of value in marketing, sales, logistics and inventory management



## Maximize value with commercialization



### Crude oil

Diversify exports and commercialize oil to refineries in Brazil



### Fuel oil

Maintain reference in the global market of LSC fuel oil



### Light Products

Competitive performance in domestic and international markets



### Sustainable Products



## Logistics solutions for commercialization and E&P



Expand complementary markets



New operational model with Digital Transformation



Optimize asset use



Increase efficiency



Integration with subsidiaries



## Optimization of inventory management



Acting as conductor of the inbound supply chain



Rationalize storage network



Digitalize warehouses



Discarded Materials Center/Global Scrap Contracts

# Future: advanced studies along with the Research Center

## Additive manufacture



- 3D printing of critical components for reduction of downtime, transport and storage

## IoT and unmanned vehicles



- Forklifts, trucks, small aircrafts (UAV) and automated vessels with the advance in AI and 4G/5G mobility

## Digital ship



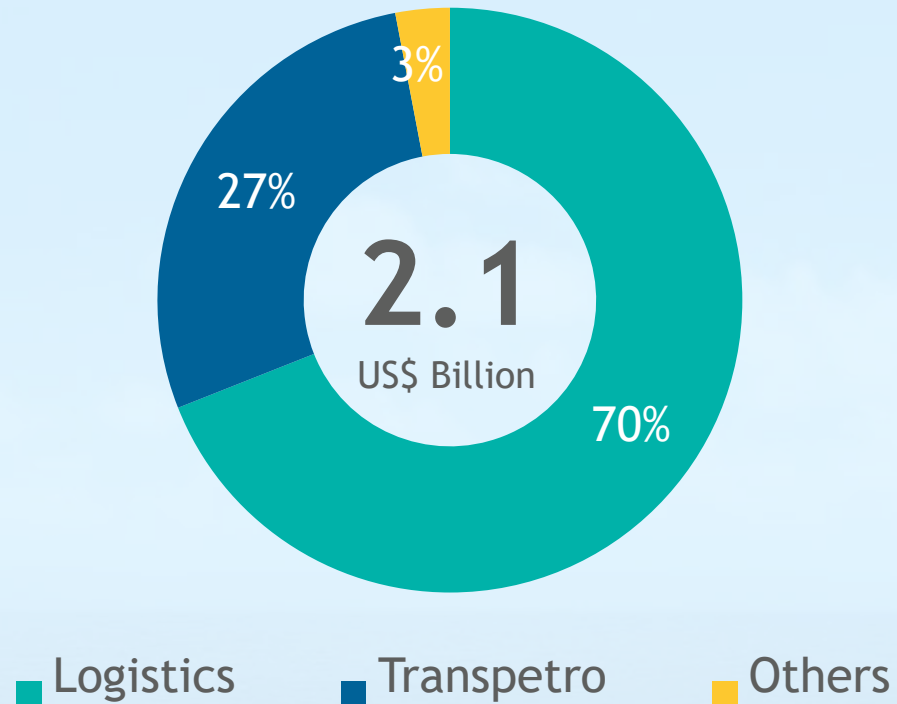
- Real-time Insights via GPS/IoT
- Automation with focus on operational and energy efficiency

## New operational planning model



- Robust and resilient planning
- Anticipation of competitors' moves
- Real time information

# Commercialization & Logistics CAPEX



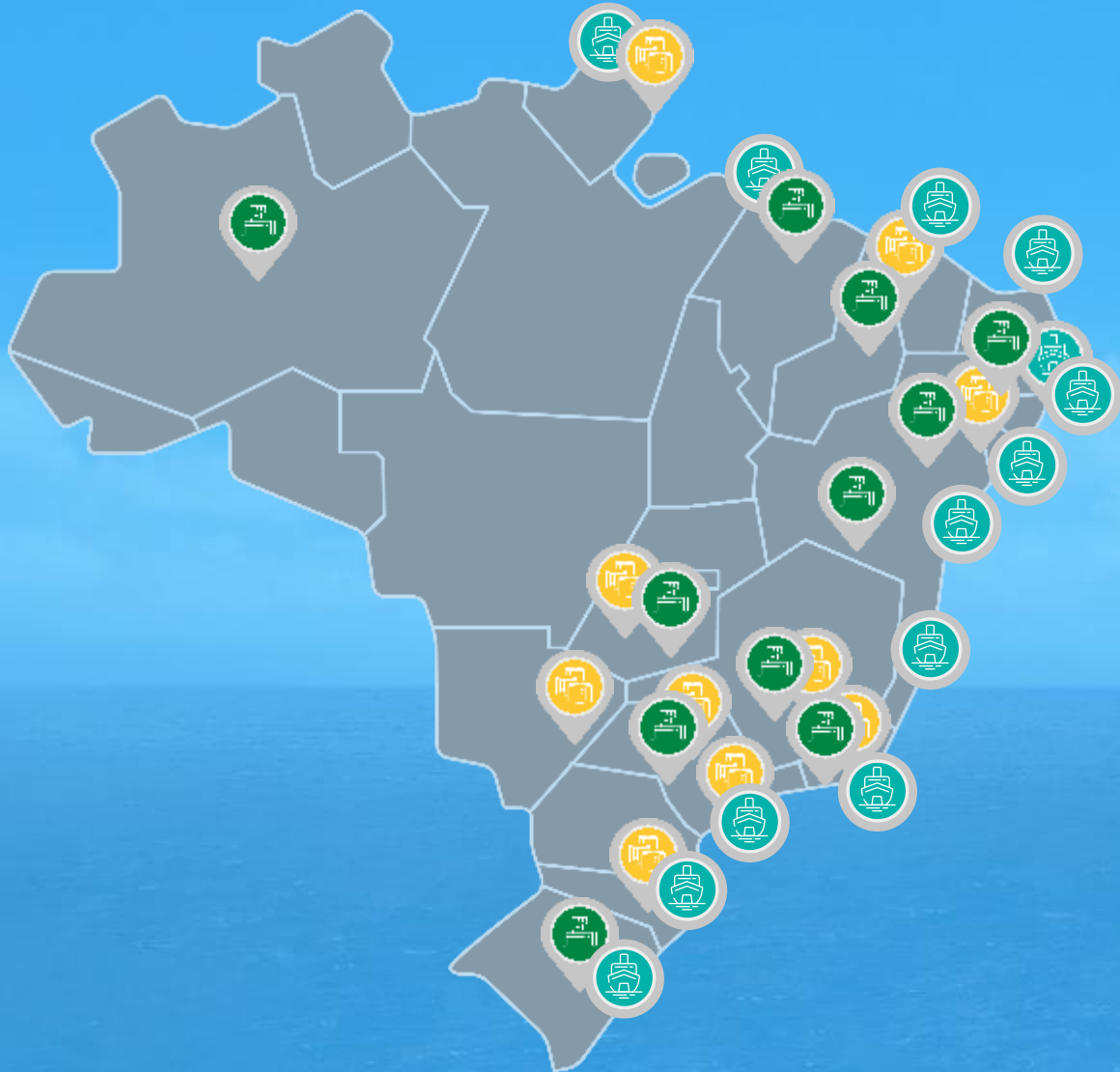
**Growth CAPEX: 22%**

## Main projects

- Pipeline and terminal maintenance
- Ship docking maintenance
- Pró-Dutos, ESG, WTPs<sup>1</sup>
- Santos Terminal (Alemoa)
- Pipeline Master Plan - São Paulo
- Pipeline replacement

<sup>1</sup> Wastewater treatment plant

# Active portfolio management: smaller and more efficient



## Waterway Terminals

2021

Southeast: 9 terminals  
 South: 5 terminals  
 Northeast: 7 terminals  
 North: 2 terminals

2025

Southeast: 8 terminals  
 South: 1 terminal  
 Northeast: 1 terminal



## Onshore Terminals

2021

Southeast: 13 terminals  
 South: 3 terminals  
 Northeast: 3 terminals  
 Midwest: 2 terminals

2025

Southeast: 13 terminals  
 Midwest: 2 terminals



## Pipelines

2021

Southeast: 84 pipelines  
 South: 9 pipelines  
 Northeast: 58 pipelines  
 North: 18 pipelines  
 Midwest: 6 pipelines

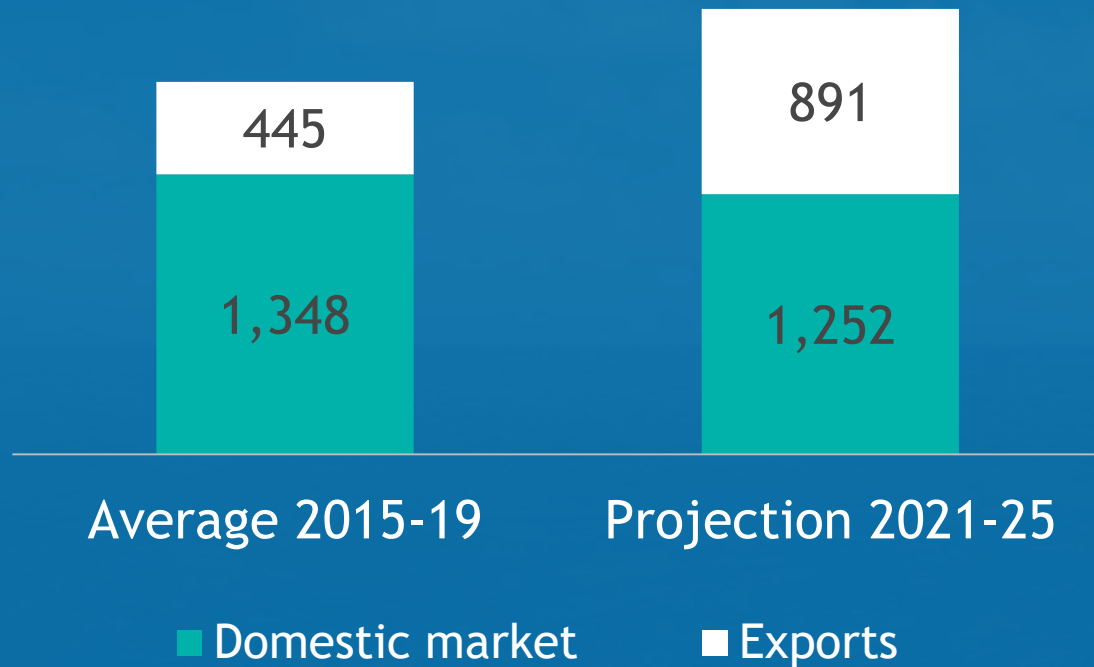
2025

Southeast: 82 pipelines  
 Midwest: 6 pipelines

# Oil exports expansion



## Oil sales (kbpd)



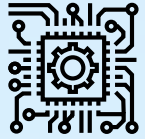
- Expansion of the global client portfolio by developing new markets and increasing competitiveness
- Oil exports\* to 18 countries and 41 refineries, totaling 214 million barrels (~700 thousand bpd)

\*By the end of October 2020

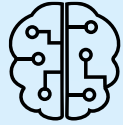
***Nicolás Simone***

—  
***Chief Digital Transformation  
and Innovation Officer***

# Digital Transformation and Innovation Strategy



Digitalization and Process Robotization



Focus on AI and Analytics



Information security



Agile in Scale



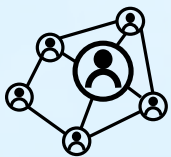
Ecosystem of Innovation



Augmented Reality



Technological Platforms Simplification

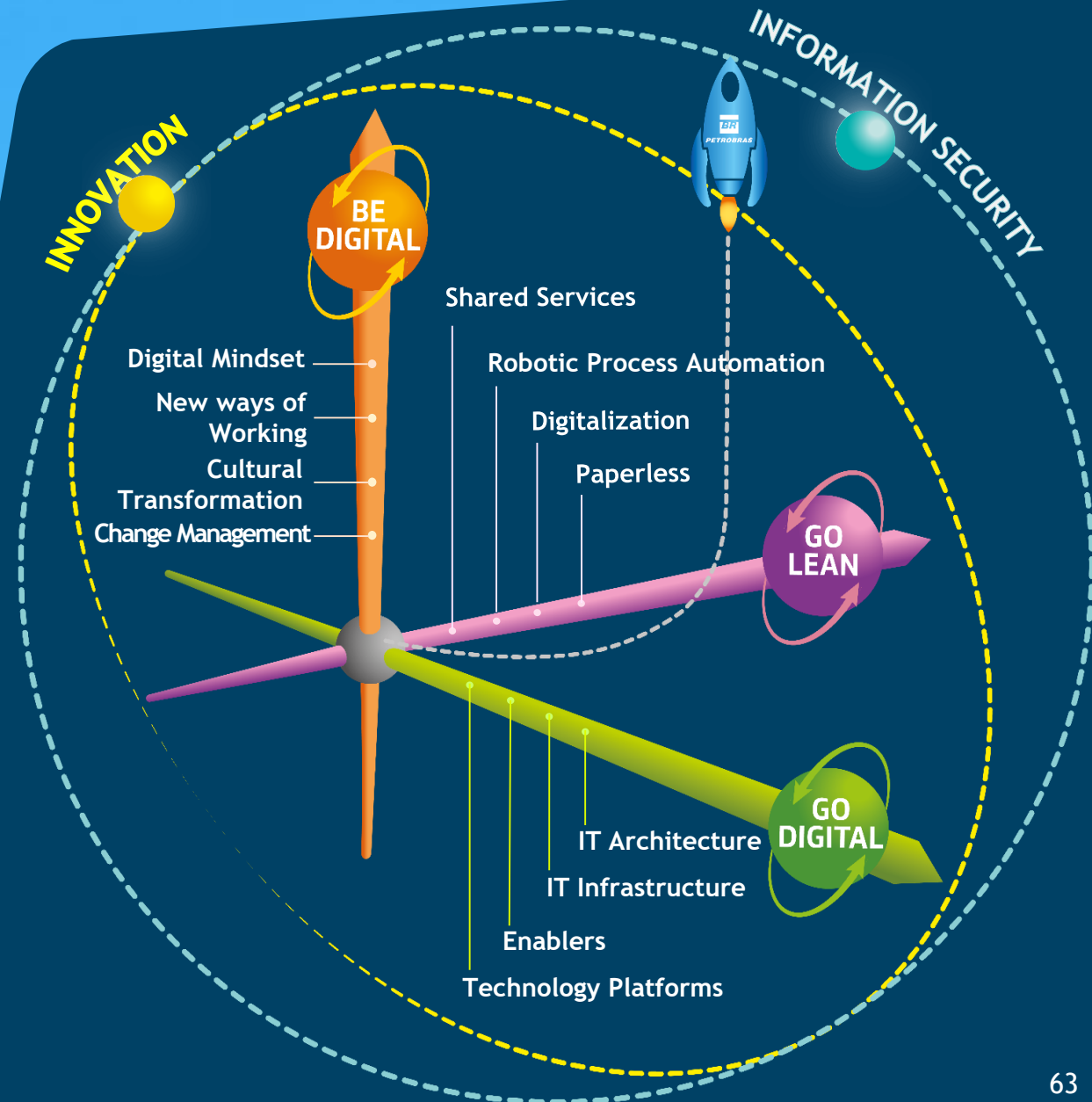


Connectivity

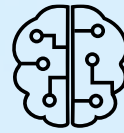
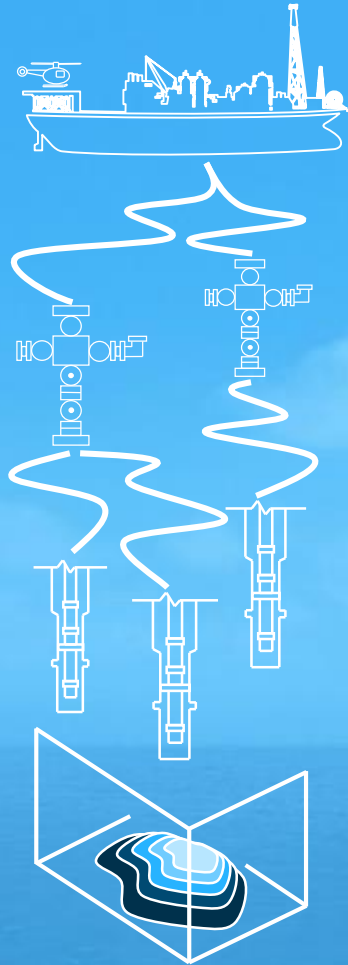


HPC (High-performance computing)

CAPEX 2021-25  
US\$ 1.5 billion



# Digital transformation and innovation - Upstream



## AI and Analytics

- Predictive maintenance for preventing platform shutdown
- Machine learning for identifying analogues in reservoirs



## Digital Twins

- Topside Integrity Management
- Digital Rocks



## Innovation in pre-salt systems

- Lower CO2 emissions and human risk exposure
- Robotization and subsea processing



## Augmented reality

- 360° Immerse navigation asset inspection and maintenance

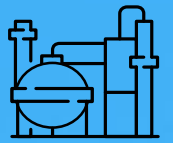
Integrated Data Platform

High Performance Computing

Offshore Connectivity

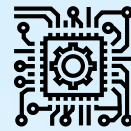


# Digital transformation and innovation - Downstream



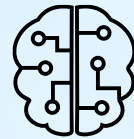
## Digital Twins

- Virtually built twin refineries
- Gains by 09/2020 US\$ 125mi - Potencial: US\$173mi/year



## Process Digitization and Robotization

- **Online Reliability:** Mobile device assistance for inspections, operations and safety
- Virtual reality applied to inspection and mantainance



## AI and Analytics

- Predicting automatic shutdowns and failure diagnostics
- Integrated Gas & Energy data platform



## Downstream Innovation

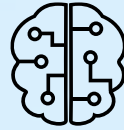
- Decarbonization and Biofuels technologies
- Renewable Diesel and BioJet Production Technologies

Downstream efficiency

BioRefining

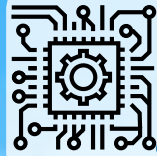
Robotization and Digitization

# Digital transformation and innovation - Commercialization and Logistics



## AI and Analytics

- Air, Sea and Land Operations performance analysis and optimization



## Process Digitalization and Automation

- Smart Warehouse: Robotization, Digitalization and Automation
- Paperless



## Augmented Reality and AI

### Pipeline Protection

- Monitoring, detection, location, repairs and tracking



## Integrated Technological Platforms

- S&OP Evolution
- CRM 360°

Competitive Market Intelligence

Supply Chain - IOT

Integrated Data Platform

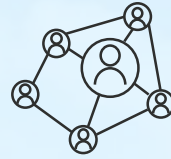
# Digital transformation and innovation - Corporate Areas



**Digital Procurement**



**Digital Legal**



**Digital HR**



**Digital HSE and  
COVID response**

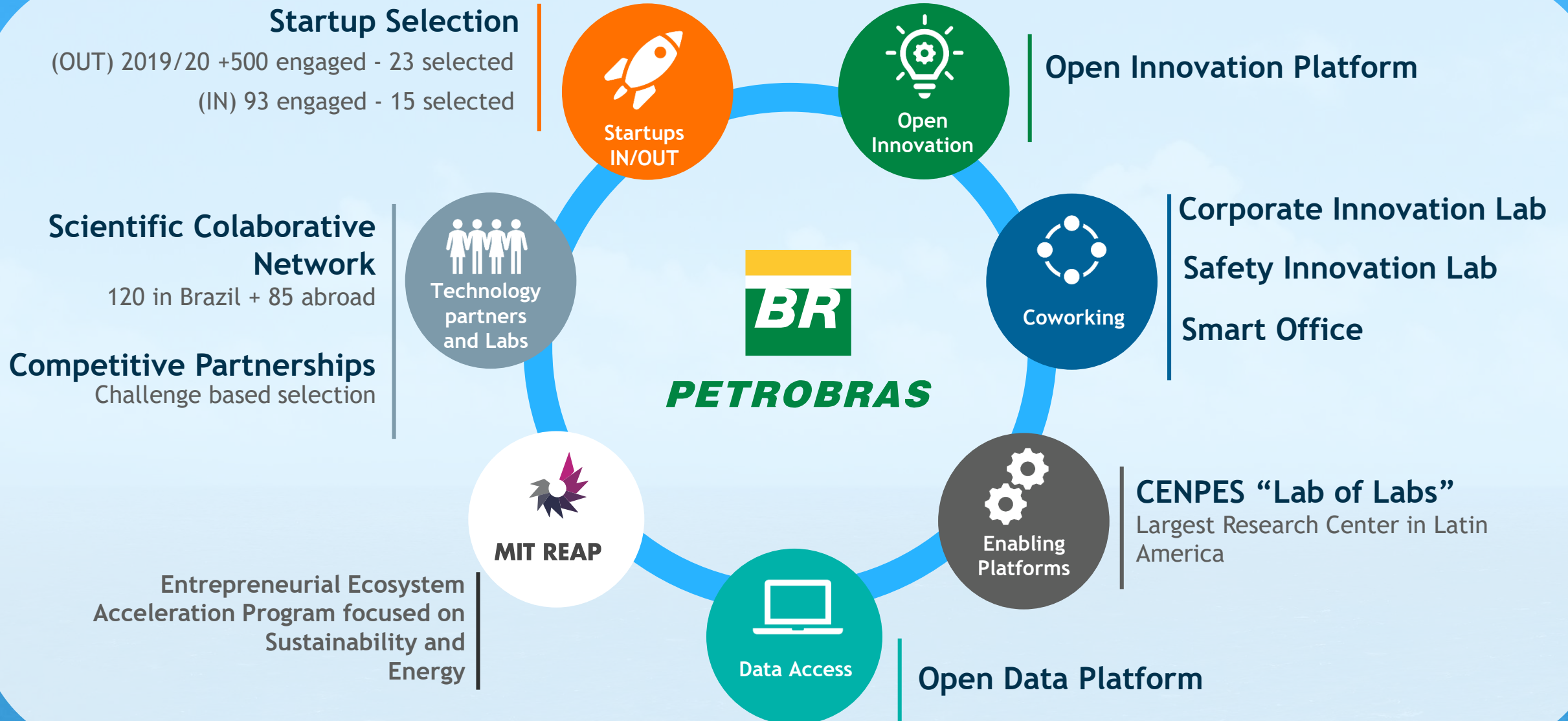


**Digital Finance**



**Digital Shared  
Services Center**

# Connected to Accelerate - Innovation Ecosystem





# PETROBRAS DAY

## 2020

November 30<sup>th</sup>, 2020