

# PIC WEEKLY

Feature Interview

## Up Close & Personal with Joost Emmen

CEO of PRefChem

“Creating a strong foundation through investment in our people at PRefChem as we scale towards greater heights”. With over 28 years of in-depth experience in the oil and gas industry across Europe, North-America and Asia, Joost Emmen shared his thoughts on Pengerang Integrated Complex (PIC) and how best PRefChem and the other operating companies can co-exist in this world class integrated complex.

**Question 1:** PRefChem and PRPC have been in an integrated partnership since 2018, two professionally run national oil companies, where both can leverage one other's strengths and share technical capabilities as well as experiences for mutual benefit. How do you see collaborative efforts between both parties can be further fine-tuned? How can you see us be better moving forward together as a team?

**Answer:** I believe that the entire setup of Pengerang Integrated Complex (PIC) is great and unique in the sense that everything is connected and integrated. The ultimate goal for the park is to be one of the world class industry players in the region, which I strongly believe is possible based on the hard work of PRefChem employees and other operating companies within PIC. It requires not just close collaboration, but also an open mindset for everyone to work together towards success and betterment of the park.

Over the years, despite the challenges, there has been a lot of progress and milestones which were made possible by the hard work and passion of the employees in PRefChem and everyone else in PIC. I am very grateful for the great teamwork and synergy. However, we still have a lot more to accomplish and I am glad to see that we are progressing steadily as a team, and I look forward to more collaborations among all parties.

To be one of the leading players in the region, I believe we need to further fine-tune the collaborative effort between PRefChem, PRPC and other companies in PIC in order for us to scale the complex to greater heights. This can be done by enhancing the PIC Common Operating Framework (COF) to ensure win-win solutions, not just between PRefChem and PRPC, but also with other operating companies within PIC.

**Question 2:** PRPC and PRefChem is a strategic alliance of two of the world's largest and most successful national oil companies - Petroliaam Nasional Berhad (PETRONAS), the national oil company of Malaysia, and Saudi Aramco, the national oil company of Saudi Arabia. Before stepping into the role of PRefChem CEO, you were at ExxonMobil for more than 28 years. What made you take the move to steer PRefChem? And what are among the biggest challenges you have faced and how did you overcome them?

**Answer:** For me personally, it is exciting to be part of PRefChem. We are a brand-new organization, with a brand-new facility in Southeast Asia, the fastest growing region in the world. We are one of the key players that produces products that create value and positive impact to the lives of our stakeholders.

I think the challenge for myself is to now learn very quickly everything about PRefChem, its people, facilities and practices and connect that with my other personal experiences.

Part of the process is by working closely with the teams within PRefChem and engaging with everyone from all levels, listening to their needs, and asking questions for further improvements. I will continue to do so as it is vital since we are brand new, we need to learn fast, we need to have a mindset of learning together, and driving improvements which must be fundamentally based on our 5 PRefChem Beliefs which are, Safety First, Results Matter, Winning Together, Nurture Trust and Let's Communicate.

**Question 3:** Up close & personal question: As you know PRefChem has a very diverse workforce which is a melting pot of culture. What is your personal belief when it comes to steering an integrated refining and petrochemical company the size of PRefChem? What drives and motivates you every day?

**Answer:** PRefChem is a joint venture of two major national oil companies that are globally recognized in the industry. It is great to have these two as our parents and like every parent, they would want to see their child do well and succeed.

For us at PRefChem, we take the best of both worlds from PETRONAS and Saudi Aramco and combine that into our practices. We have employees from different nationalities, diverse backgrounds and experiences, working together to build PRefChem towards becoming a world-class industry player.

So, what drives me personally is to bring the best out of people and the organization. It gives me the edge and excitement of coming to work every day! And that is the main pull factor of why I wanted to join PRefChem, to be part of this new organization, and to grow the business to become a world class company. It is crucial that we operate safely, reliably, and efficiently, which requires a fast-learning process, and this needs an open mind and strong teamwork within PRefChem and across the companies within PIC to deliver results.

**Question 4:** Looking ahead to 2023, what are your plans (in brief) for PRefChem and your strategic vision for the company; short, medium, and long-term? Perhaps you can share your aspirations for the company and how you see PRefChem, 5 years down the road.

**Answer:** In a large-scale manufacturing organization and business like ours, we operate on 6 core pillars, namely HSSE, Governance, Risk and Compliance (GRC), Commercial, Operational, Sustainability, and People, which we aim to be excellent in for us to be considered as a world class company.

In the short term, this year we need to complete all start-up activities for our facilities and conduct the remaining Performance Test Runs (PTR) and Creditors Reliability Test (CRT) to achieve Project Completion Date (PCD). Next, our focus would be on the preparations of our first Mega Turnaround (TA), where we need to ensure that we complete all inspections to confirm that our facilities are in good condition.



I've mentioned earlier on the rapid growth of the Southeast Asia region, so looking into the future, we need to conduct studies to expand our capacity starting in 2023 and make future decisions upon the outcome of those studies.

If I could touch on the longer term, it will be to operate more efficiently and effectively at the organizational level and to move towards Net Zero Carbon Emissions by 2050 that almost all O&G players have pledged on. We will have to do our part as well. Within the next 5 years we need to have a clear line of sight on the strategies towards Net Zero Carbon Emission together as a team within PIC.

**Question 5:** We have had several unfortunate incidents in the past year. How do you see PIC as an integrated complex that can learn from these incidents and come out stronger as a team?

**Answer:** Safety must be front and center in everything we do. We need to protect our people and ensure that everybody gets home safely. I cannot stress enough how safety has to be an integral part of our day-to-day actions. Whenever you see something that doesn't seem right, stop and intervene! When in doubt, take action and work together to ensure the situation is safe and under control.

I believe that it requires an open mindset to be able to learn from past incidents and come out stronger as a team. Hence, this will require difficult conversations, to really look at the underlying issues which we must work together to solve. As a team within PIC, we have the opportunity to embrace the safety culture in our day-to-day actions to ultimately become a world class industrial complex.

