

2019 ESG Highlights

Canadian Natural's leading performance

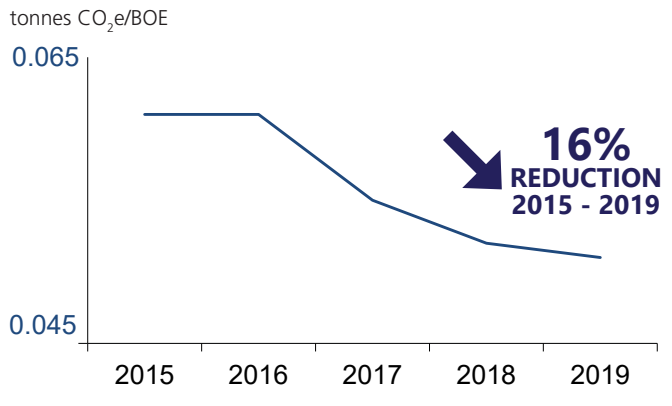


Canadian Natural has an integrated Environmental, Social and Governance (ESG) approach that reflects a long-term commitment to sustainable development and creating value for stakeholders.

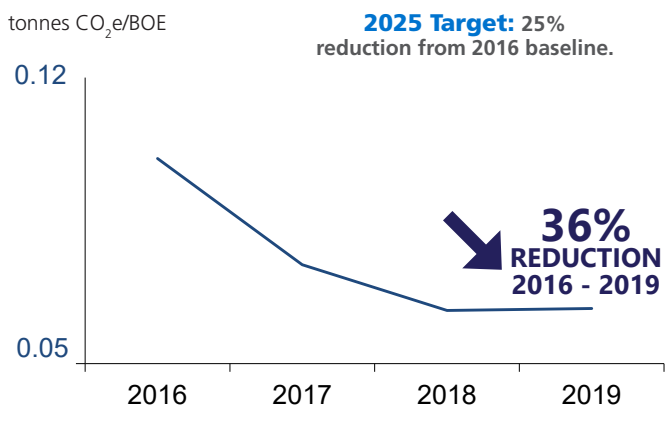
ENVIRONMENT

Greenhouse gas (GHG) emissions

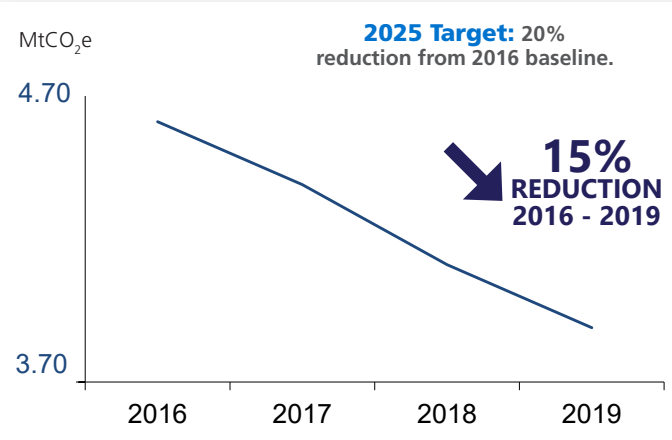
Corporate Scope 1 (Direct) GHG Emissions Intensity



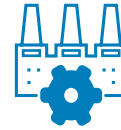
Oil Sands Mining and Thermal GHG Emissions Intensity



North America E&P Methane Emissions



Innovation and technology



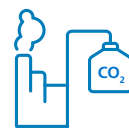
\$3.7 billion invested since 2009

in Research & Development



\$77.4 million invested in 2019

in GHG research, technologies and projects



6th largest owner of carbon capture & storage (CCS) capacity

in the global crude oil and natural gas sector

Journey to net zero

Our defined pathway is driving long-term GHG emissions reductions through an integrated emissions management strategy and investment in research and technology, on our journey to net zero oil sands emissions.

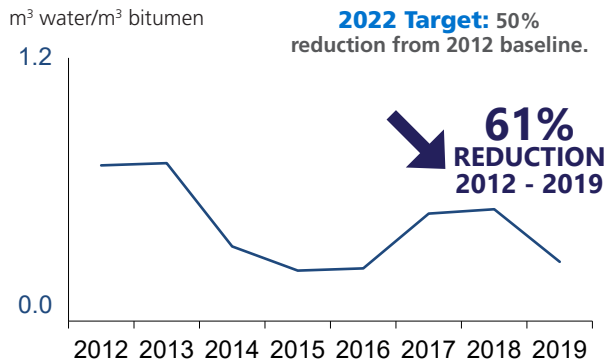
Near-Term Actions	
<ul style="list-style-type: none"> In-Pit Extraction Process (IPEP) pilot Solvent Enhanced Oil Recovery (EOR) pilots Enhanced detection and measurement technologies for fugitive emissions reduction Pneumatic retrofits Net zero/ultra-low emissions heavy oil pad 	<ul style="list-style-type: none"> Carbon capture and storage (CCS) Horizon's CO₂ sequestration Quest CCS project North West Refinery/ Alberta Carbon Trunk Line
Medium-Term Actions	
<ul style="list-style-type: none"> IPEP commercialization Solvent EOR commercialization Titanium Corporation technology 	<ul style="list-style-type: none"> NRG COSIA Carbon XPRIZE Molten carbonate fuel cells pilot Leverage CCS expertise to optimize projects
Long-Term Actions	
<ul style="list-style-type: none"> Carbon capture and conversion (carbon fibers, asphalts, plastics) Molten carbonate fuel cells commercialization Expand/develop future CCS projects 	

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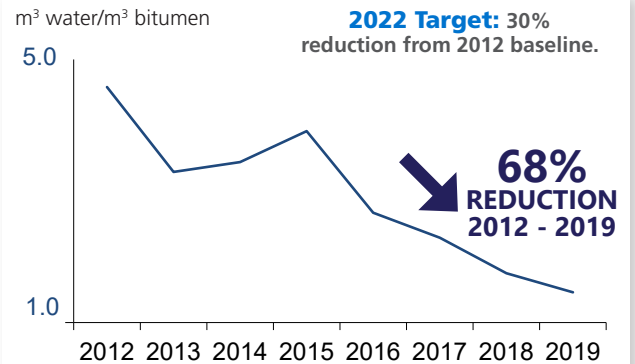
Water use

In Situ Fresh Water Use Intensity



Includes Alberta thermal in situ facilities.

Oil Sands Mining Fresh River Water Use Intensity



Includes river water and tributaries.

Reclamation



4.3
million
trees planted
to date
across all operations

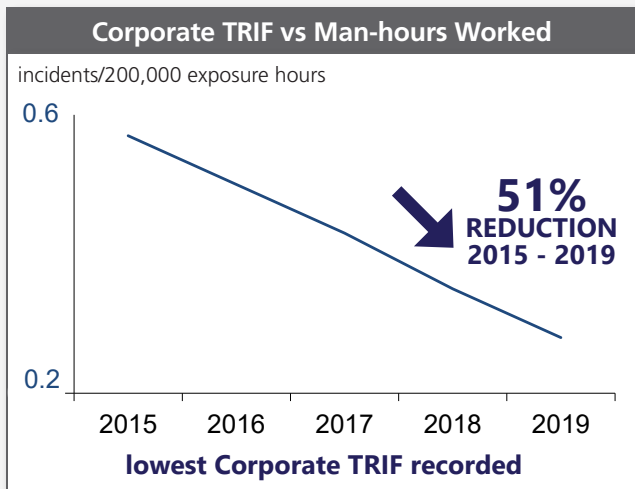
2,035
inactive wells
abandoned
in 2019
a corporate record

7,600+
hectares
since 2015
reclaimed in North
America E&P

1,628
hectares
to date
reclaimed in oil
sands mining

SOCIAL

Health and Safety



Community

\$2.44
billion
Contributions to Canadian
economy (royalties, land
leases, property and
corporate taxes)

79,820
Full Time
Equivalent (FTE)
jobs supported by operational
and capital spending in our
Canadian operations

\$25
million
Total community investment

\$550+
million
In contracts with more than 150
Indigenous businesses

GOVERNANCE



37.5%
Female Independent Directors of the
Board, achieving the Board gender
diversity target of 30%

ESG
performance
is linked to executive compensation

**Robust governance
and risk management
of ESG issues**
by Board of Directors and Management Committee

16 years
of sustainability reporting