

2023

STEWARDSHIP REPORT TO STAKEHOLDERS



Canadian Natural's Sustainability Report





Who We Are

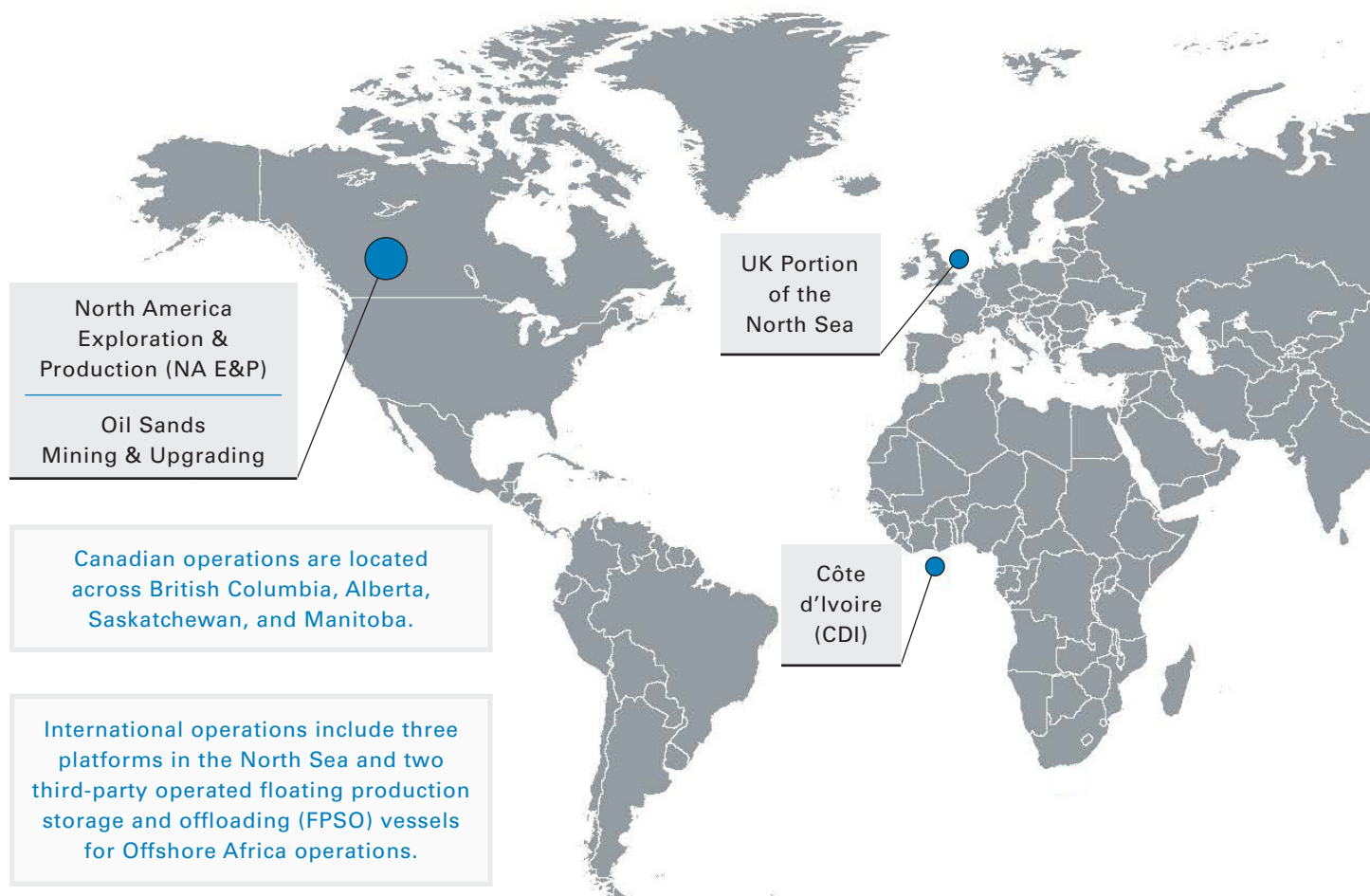
We live our mission statement

“To develop people to work together to create value for the company’s shareholders by doing it right with fun and integrity.”

Canadian Natural is a senior crude oil and natural gas production company, with continuing operations in its core areas located in Western Canada, the U.K. portion of the North Sea, and Offshore Africa.

Canadian Natural’s production is well balanced between synthetic crude oil, light crude oil, heavy crude oil, bitumen, natural gas, and natural gas liquids (NGLs). This balance provides optionality for capital allocation, maximizing value for our stakeholders.

We are committed to a long-term presence in the communities where we operate. Our activities create value by providing employment, business development opportunities, and significant revenues to governments. These revenues are a resource for spending on goods and services, as well as essential resources for public services, including health, safety, education, and training. We are proud to responsibly produce a valuable resource that is used across the world to power people’s lives.



Cover Photos
Tree planting at the Albian South Expansion Area

Many of the photographs in this report were provided by Canadian Natural staff. We would like to thank those who contributed pictures to this edition of the Sustainability Report.



About This Report

This Stewardship Report to Stakeholders, Canadian Natural’s sustainability report, covers topics determined material by an internal assessment process where disclosures were rated for relevancy to our external stakeholders and operations.

Material topics reflect the following categories:

- Climate (Governance, Strategy, and Greenhouse Gas Reduction)⁽¹⁾;
- Workplace and Process Safety;
- Community and Indigenous Relations;
- Environment (spill prevention, water stewardship, biodiversity)⁽¹⁾; and
- Tailings Management and Dam Safety⁽¹⁾.

(1) These topics are not included in this report, as per the explanation to the right.

Ongoing investor and stakeholder engagement helps us understand relevant factors viewed as important. Accordingly, our reporting levels for sustainability performance are regularly assessed for potential enhancement and to ensure value for all stakeholders.

In June 2024, the Government of Canada passed amendments to the *Competition Act*, resulting in changes to the law around environmental communications. With these changes, companies communicating the work they are doing to protect the environment or address climate change face uncertainty on how this new legislation will be interpreted and applied on a go forward basis.

As a result, this report does not contain environmental content or data. We intend to resume environmental and climate-related disclosure once we receive sufficient guidance on the legislation from the federal government. Historical climate-related information remains available in our annual financial disclosures published on [SEDAR+](#).

This annual sustainability report covers performance and activities from January 1 to December 31, 2023. It may include ongoing projects (started before 2023), and cumulative data and projects we anticipate to work on beyond 2023.

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2023 Performance Highlights

GOVERNANCE

4 of 10 independent directors are women (40%)

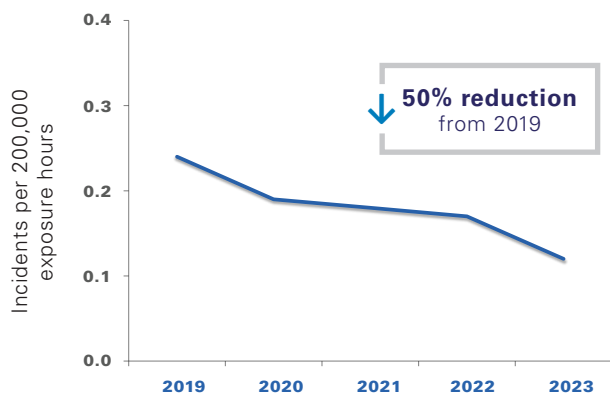
ESG performance is linked to **executive compensation** (20% of total weighting)

Board members with relevant experience:

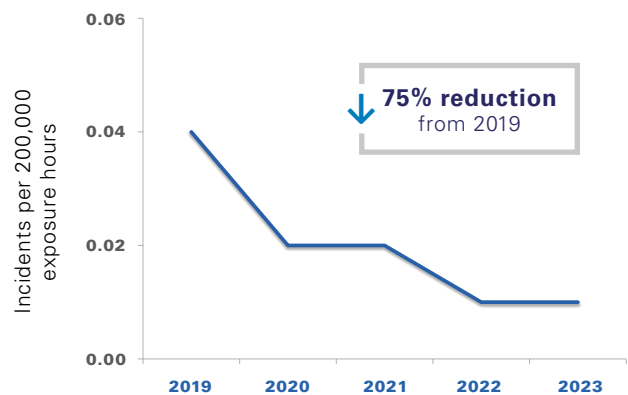
9 in Climate Change/Carbon Policy and Emissions
10 in Health, Safety, and Environment
12 in Risk Management

WORKPLACE AND PROCESS SAFETY

**Total Recordable Injury Frequency (TRIF)
(Employees and Contractors)⁽¹⁾**



**Corporate Lost Time Incident Frequency (LTIF)
(Employees and Contractors)⁽¹⁾**



(1) NA E&P exposure hours revised due to updated Energy Safety Canada calculation metrics, effective January 1, 2023.

61% decrease in Tier 1 and Tier 2 process safety events from 2019

>98,000 Worksite Safety Observations proactively identifying improvement opportunities

LEADERSHIP IN TECHNOLOGY AND INNOVATION

\$502 million invested in technology development and deployment in 2023⁽¹⁾

2.7 million tonnes of CO₂e per year total carbon capture capacity

(1) Technology Development includes R&D with academic institutions, eligible Scientific Research and Experimental Development claims for Canadian income tax purposes, and other activities that create or deploy new technology, or improve existing technology.

ECONOMIC CONTRIBUTIONS

86,673 full-time equivalent jobs supported by operational and capital spending

Jobs breakdown:
27,611 direct
41,061 indirect (suppliers)
18,001 induced (economy at large)

\$9.0 billion in payments to governments and local communities in 2023

Including:
Royalties \$5.4 billion
Corporate taxes \$3.2 billion
Property taxes \$335 million
Surface and mineral land leases \$90 million

\$14.3 billion of capital and operational spending providing significant economic contribution and support for jobs across our operations in 2023

\$10.0 billion total supply chain spending with ~9,000 suppliers worldwide

COMMUNITY CONTRIBUTIONS

\$830 million in contracts with Indigenous businesses, a 21% increase from 2022

1,000+ community activities supported in 2023, a 25% increase from 2022

\$36.6 million invested in local communities in 2023

157 scholarships and bursaries awarded across operations in 2023



Message to Stakeholders

In early 1989, Canadian Natural started with four employees and crude oil and natural gas production of less than 1,000 boe/d. The company was recapitalized, made its first acquisition and has continued to develop ever since. Today, we have over 10,000 employees, growing to become the largest Canadian energy producer with reserves that compete on a global scale. Our growth path includes not only substantial job creation and production growth, but also a commitment to sustainable, responsible development, continuous improvement, and long-term resilience.

Canadian Natural's evolution could not have been achieved without our strong team and key individuals who have contributed to our success by leading us through significant industry and global challenges, while building the company's long-term strength.

We continue working together with governments on enabling policy that is globally competitive and positions the sector to deliver affordable, reliable, safe and responsibly produced energy that the world needs.

To that end, Canadian Natural remains focused on safe, effective and efficient operations, enhancing our world-class assets by innovating and leveraging technology, and driving continuous improvement across our teams. These efforts include building shared value with communities and Indigenous groups in our operating areas.

In June 2024, the Canadian Government amended the *Competition Act*, resulting in changes to the law around environmental communications. As we look to communicate the important work we are doing to protect the environment or helping to address climate change, there is uncertainty on how this new legislation will be interpreted and applied on a go forward basis.

We regret that we are unable to provide an environment and climate update at this time. This legislation does



2023 SOCIAL AND GOVERNANCE HIGHLIGHTS

- 50% reduction in Total Recordable Injury Frequency (TRIF) since 2019
- 61% decrease in Tier 1 and Tier 2 process safety events from 2019
- 4 of 10 independent directors are women (40%)
- Secured \$830 million in contracts with Indigenous businesses in 2023, a 21% increase from 2022
- Invested \$36.6 million in local communities in 2023

not change our commitment to the environment and to ensuring safe, reliable operations, only the way in which we are publicly communicating these aspects of our business. As we receive additional guidance, we intend to resume environmental and climate-related disclosure.

While we wait for clarity on this legislation, we are proud to share Canadian Natural's performance in Governance, Workplace and Process Safety, and our contributions to People, Community and Partnerships. Our 2023 achievements highlight our commitment to operational excellence and continuous improvement.

Our employees work hard to live our mission statement every day: to develop people to work together to create value for the company's shareholders by doing it right with fun and integrity. Together, we are focused on leveraging our proven and effective strategy and a well-balanced and diverse asset base, ensuring the company remains sustainable for decades to come.

N. MURRAY EDWARDS

Executive Chairman

SCOTT G. STAUTH

President

DEAN W. HALEWICH

Senior Vice-President, Safety, Risk Management & Innovation

Canadian Natural's Advantage

Canadian Natural's mission statement guides our long-term commitment to sustainable development and creating value for stakeholders.

Diverse, Balanced Asset Base

Strategically developed and managed over decades, our top-tier assets are balanced between synthetic, light, and heavy crude oil, natural gas, and natural gas liquids. The scale and diversity of our portfolio differentiates us from our peers and maximizes value for our stakeholders.

Long Life Low Decline Assets

Canadian Natural's diverse portfolio is supported by long life low decline oil sands assets, which have low-risk, high-value reserves that require low maintenance capital. This allows us to remain flexible with our capital allocation and creates the opportunity to pilot and apply technologies to reduce cost and maximize value. We continue to invest in a range of technologies, such as solvents for enhanced recovery and Carbon Capture, Utilization and Storage (CCUS) projects.

Effective and Efficient Operations

Our strength lies in our thorough understanding of our operating areas, enabling us to continuously improve and conduct operations effectively and efficiently.

Investing in Technology and Innovation for Continuous Improvement

Canadian Natural's culture of continuous improvement provides a significant advantage to delivering on our strategy of investing in technologies across our assets. In 2023, we invested approximately \$502 million⁽¹⁾ in technology development and deployment.



2023 ECONOMIC CONTRIBUTIONS

Canadian Natural is committed to delivering responsibly produced energy to help meet global energy demand, while creating jobs and economic value for Canadians.

86,673 full-time equivalent jobs
supported by operational and capital spending

\$14.3 billion
of operational and capital spending

\$9.0 billion
in payments to governments and local communities

\$5.4 billion in royalties
\$3.2 billion in corporate taxes
\$335 million in property taxes
\$90 million in surface and mineral land leases

\$10.0 billion
total supply chain spending with ~9,000 suppliers worldwide



Primary Separation Cells at Albion operations.

(1) Technology Development includes R&D with academic institutions, eligible Scientific Research and Experimental Development claims for Canadian income tax purposes, and other activities that create or deploy new technology, or improve existing technology.



Governance

Canadian Natural remains committed to creating value for our shareholders and continuing our track record of responsible operations.

The Board of Directors (the Board) is responsible for overseeing and ensuring Canadian Natural has appropriate and effective measures in place to create and execute our ESG strategies.

Robust Risk Management System

Canadian Natural uses a multidisciplinary enterprise risk management (ERM) framework to identify, assess, and mitigate risks that may affect the company and our operations.

The ERM framework incorporates a matrix approach to risk assessment that categorizes and aligns risks across operational areas. This allows teams to better understand the identified risks, their impacts on our operations, and the mitigation efforts undertaken to address these risks.

Board Diversity

Canadian Natural believes that having a Board of Directors whose members are diverse in background and experience brings a broad perspective to enhance decision-making for strong governance, guidance, and leadership.

The Board has a [Diversity and Inclusion Policy Statement](#) that addresses, among other things, the identification and nomination of women and members of other diverse communities as Board Directors, and the importance of creating an inclusive work environment where all people are valued and welcomed.

In 2023, the Board increased its targeted Board composition to include a minimum of 40% of the independent directors as women. The Board currently includes four women, which represents 40% of the independent director nominees (33.3% overall). In addition to gender diversity, the Board currently includes one individual that identifies as a member of an ethnic and visible minority. Additional information on our diversity and inclusion policies and practices is available in our 2024 Management Information Circular available on [SEDAR+](#).



2023 HIGHLIGHTS

Board Member Expertise and Diversity

9 members
in Climate Change/Carbon
Policy and Emissions

10 members
in Health, Safety
and Environment

12 members
in Risk
Management

**4 of 10
independent directors
are women (40%)**

Board Oversight of Risks and Opportunities

Canadian Natural's Board of Directors provides expertise and oversight on ESG factors through the Health, Safety, Asset Integrity and Environmental (HSAI&E) Committee, and the Nominating, Governance and Risk (NGR) Committee. Performance results are reported internally through a management review process.

For more information on our governance model for sustainability matters, our performance scorecard, and our approach to risk management, review our annual financial disclosure documents on [SEDAR+](#).

Lobbying Activity Alignment

Canadian Natural participates in public policy discussions on issues relevant to our business and regularly communicates with governments in jurisdictions where we operate. We ensure alignment between climate change strategy, advocacy positions, and engagement activities through robust processes and ongoing communications between senior management and core technical teams according to our [Code of Integrity, Business Ethics and Conduct](#). Advocacy priorities and lobbying activities are reported quarterly to the HSAI&E Committee and discussed as needed.

We collaborate with industry associations to establish common ground, ensuring new policies encourage technological innovation, energy efficiency, and targeted research and development without impacting competitiveness. We recognize participation comes with the understanding that we may not always support every position taken by these organizations or their members.

Canadian Natural holds memberships with industry and trade associations that may engage in government lobbying.

These memberships include:

- **Memberships over \$50,000** — Public Policy Forum
- **Memberships over \$100,000** — Canadian Association of Petroleum Producers (CAPP), Explorers and Producers Association of Canada (EPAC), Offshore Energies UK (OEUK), Mining Association of Canada (MAC), and the Pathways Alliance.

Our responsible lobbying activity is demonstrated through our ongoing monitoring and dialogue with stakeholders, including industry associations, legislators, and regulators.

Aligning Sustainability Metrics to Compensation

Canadian Natural recognizes the significance of environmental performance on the overall performance of the company. In 2024, we adjusted the weighting attributed to the Operational and the Safety, Asset Integrity and Environmental categories on our corporate performance scorecard, increasing the Safety, Asset Integrity and Environmental performance measure weighting to 20% (from 15%). This change further aligns executive compensation with our performance when measured against sustainability metrics for safety, asset integrity, and environmental targets.

Our performance scorecard has incorporated specific measures for North America E&P absolute methane emissions (as distinct from GHG emissions), and well abandonment and reclamation activity while increasing the weighting applied to GHG emissions. Performance is evaluated based on improvement from prior period results (e.g. corporate GHG intensity and methane emissions) and/or against target ranges determined by prior period performance.

Decision-making with ESG in Mind

Canadian Natural is committed to responsible stewardship throughout the decision-making process. Our company has cross-disciplinary steering committees designed to determine new processes and projects to meet our environmental stewardship goals and objectives.

For example, our GHG Conventional Steering Committee oversees methane emissions reduction, measurement, and quantification projects, as well as conventional GHG emissions reduction opportunities, such as energy efficiency and carbon capture opportunities.

Environmental, social, economic, and health considerations are evaluated in new project designs and in operations to focus on environmental performance. Processes are employed to avoid, mitigate, and minimize environmental effects.

Cyber Security Management

Monitoring and management of Canadian Natural’s cyber security risk program falls under the mandate of the Audit Committee of the Board of Directors, which receives reports on cyber security twice annually or more frequently in elevated threat conditions, or when circumstances otherwise warrant.

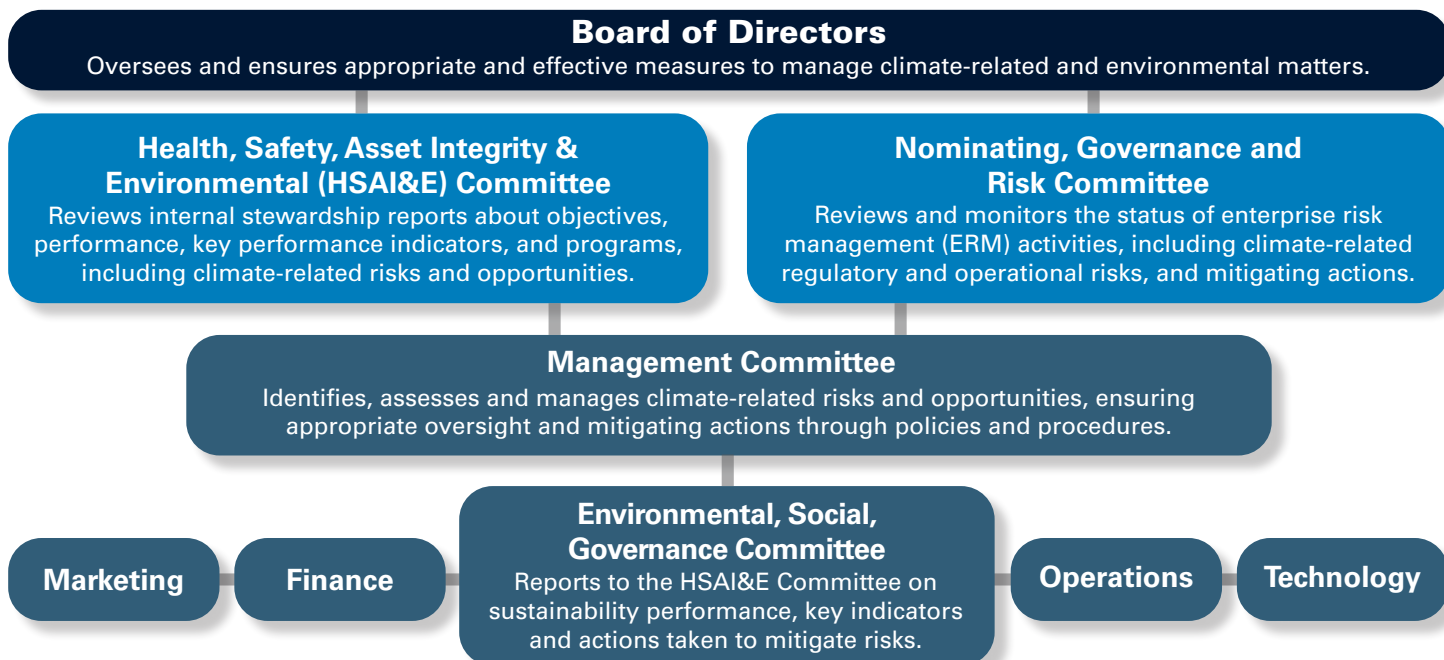
Canadian Natural maintains a robust, multi-layered cyber security defense strategy defined by an industry-standard cyber security framework, intelligence from law enforcement, and results from continuous vulnerability scanning and penetration testing. Our systems are monitored for possible threats by a managed third-party security service 24 hours per day, 365 days per year.

To bolster our defense, we provide our employees with comprehensive cyber training and awareness programs that assist them in identifying and safely responding to potential threats. Combined with a culture of continuous improvement, these security measures help to reduce our cyber security threats.

124,000 cyber security training assignments completed by employees in 2023, an average of 17 per employee



Board Oversight





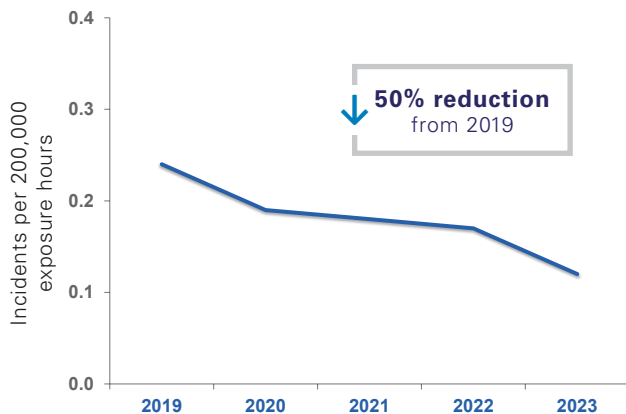
Workplace and Process Safety

Canadian Natural is proud of our safety culture and our commitment to achieving Safety Excellence through continuous improvement.



2023 HIGHLIGHTS

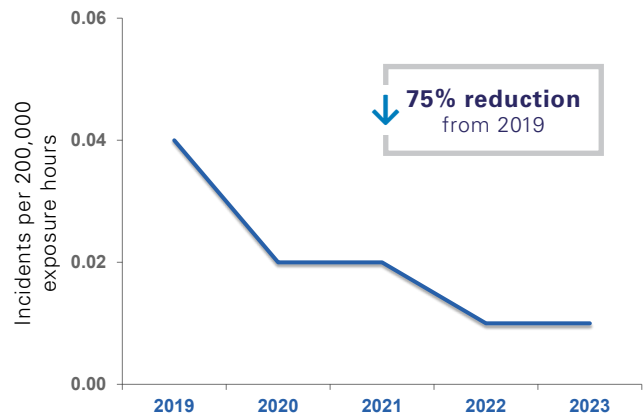
Total Recordable Injury Frequency (TRIF) (Employees and Contractors)⁽¹⁾



356,031 hours
of safety and competency
training completed

**98,020 Worksite
Safety Observations**
identifying improvement opportunities,
an increase of 25% over 2022

Corporate Lost Time Incident Frequency (LTIF) (Employees and Contractors)⁽¹⁾



61% decrease
in Tier 1 and Tier 2 process
safety events from 2019

50% reduction
in Total Recordable Injury
Frequency from 2019

(1) NA E&P exposure hours revised due to updated Energy Safety Canada calculation metrics, effective January 1, 2023.

At Canadian Natural, safety is a core value that underlies all
our activities to reach our ultimate goal of
“No harm to people – No safety incidents”

Commitment to Safety Excellence

Safety is one of our core values that underpins our goal of “No Harm to People – No Safety Incidents”. By integrating health and safety into all aspects of our operations and employing continuous improvement, we can achieve safety excellence.

Management’s commitment to health, safety, and wellness is described in our [Corporate Statement on Health and Safety](#), where we explain our approach to personal injury, occupational health, property damage, and regulatory compliance. This policy is reviewed annually, signed by the President and Chief Operating Officers of the company, and placed prominently throughout our operations, ensuring all workers are reminded of its importance.

In 2023, Canadian Natural’s employees, contractors, and service providers continued to demonstrate our commitment to safety by maintaining year-over-year reductions in our key performance indicators. We focused on proactive frontline safety engagement, identifying improvement opportunities, sharing knowledge across divisions, and providing strong contractor engagement and support.

A Foundational Safety Management System (SMS)

The cornerstone of Canadian Natural’s commitment to safety is ensuring employees and contractors at all levels are trained and engaged in our robust Safety Management System (SMS).

This key framework, based on industry recognized safety standards, is used to help safeguard people, operations, and the environment.

Our SMS is a comprehensive and formal assessment and verification framework. It provides the structure for employees to apply proven and established safety methods to conduct their work. It also standardizes procedures for incident investigation, inspections, and safety meetings across our operations.

The SMS also provides guidance for management’s response to worker refusal of dangerous or unsafe work, which includes investigating the circumstances without reprisal. Additionally, our [Code of Integrity, Business Ethics, and Conduct](#) (the Code), outlines how employees or the public can report violations of the Code through management or Canadian Natural’s ConfidenceLine.

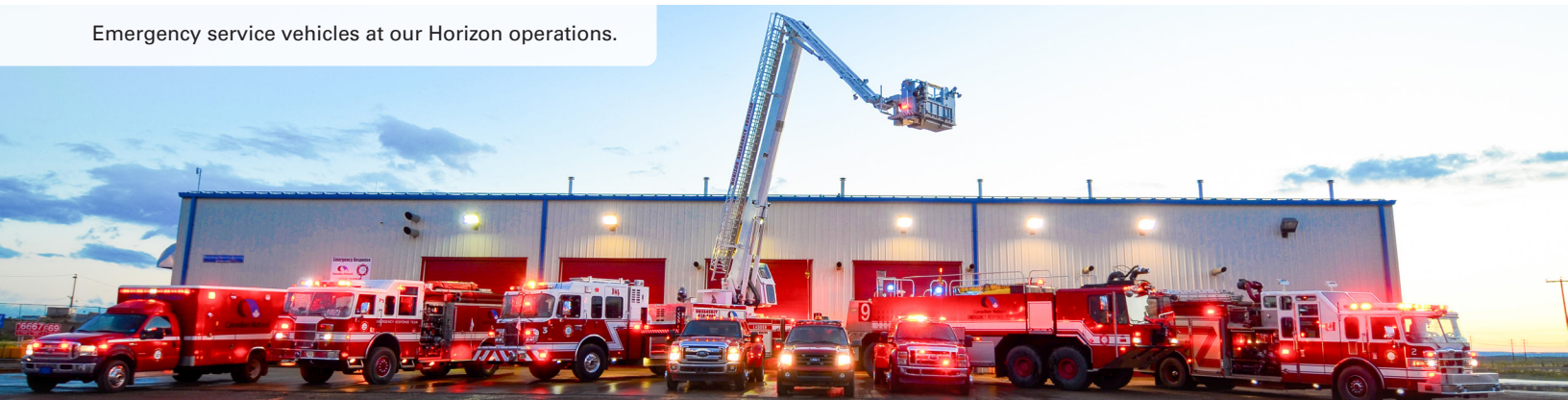
In our International operations, our integrated Safety, Health and Environmental Management System (SHEMS) is based on the same principles, structured to meet local regulatory requirements and performance goals. SHEMS is certified to ISO 14001:2015.

“

Canadian Natural’s consistent year-over-year safety performance and commitment to our Safety Management System demonstrates our focus on continuous improvement.

— **Scott Stauth,**
President

Emergency service vehicles at our Horizon operations.



Proactive Risk Assessment

Risk assessment tools built into Canadian Natural's SMS help to identify potential hazards and effectively implement controls to prevent and reduce exposure to risks in the workplace. The SMS is audited regularly to ensure it is current with regulatory changes and the changing conditions of the company and worksites.

All field employees and contractors are required to complete Site Supervisor Safety Training (SSST) as part of onboarding and at regular intervals throughout their employment. The SSST covers regulatory guidance and explains the SMS and site supervisor responsibilities. Additionally, each worker completes specific Safety Orientations and Competency Training. With this foundational understanding, our teams can harness our combined expertise to ensure consistent application of our SMS across the organization.

Canadian Natural also focuses on the integrity of our assets to comprehensively address the risks associated with our operations. To ensure safe and reliable operations, we have integrated management systems for:

- **Personal Safety** – Safety of all workers;
- **Process Safety** – A systematic approach to preventing hydrocarbon releases; and
- **Asset Integrity** – Safety, compliance, and reliability of our pipelines, pressure equipment, tanks, and infrastructure.

Frontline-driven Incident Prevention

At Canadian Natural, safety is frontline-driven. The direct involvement of our frontline staff is as important as management's commitment. Management and supervisors work together with field workers to reinforce everyone's role in contributing to a safe workplace.

In 2023, employees, contractors, and service providers continued their great work in reducing safety incidents. Our teams increased the number of meetings and interactions discussing safety and hazard identification. More safe work procedures were formalized to achieve an incident-free workplace. Company-wide initiatives for engagement include:

- **Cross-divisional Working Groups** – This working group includes representation from frontline employees and management across our operations to identify improvement opportunities and share learnings to enhance our safety performance and prevent incidents.
- **Contractor Safety Excellence Meetings** – These meetings are designed to facilitate ongoing communication, review contractor safety performance, and align safety culture and expectations. These meetings are a successful tool in elevating safety performance.
- **Safety Excellence and Mission Statement Meetings (SEMSM)** – Senior leadership meets in-person with frontline operational personnel to conduct field safety tours, discuss the Mission Statement, and opportunities to improve the SMS.



Teams face off during the 2023 Safety Feud grand finale. It proved so successful in engaging employees that major contractor companies at the Albian site have created teams to participate in the competition.

ENHANCING OUR SAFETY CULTURE BY LIVING OUR MISSION STATEMENT

Albian leadership recognized an opportunity to increase employee engagement in pre-shift safety meetings and initiated a competitive game called "Safety Feud" (based on the popular TV game show "Family Feud") to enhance participation. It featured teams of frontline employees answering a series of safety and policy questions, with senior leaders acting as hosts and sponsoring prizes.

The spirit of competition, along with the idea of doing it with "fun and integrity" – part of our mission statement – provided a dynamic way to learn and enhance the site safety culture. It also provided an opportunity for teams to ask questions and clarify safety procedures, along with providing their suggestions on how to improve them.

Emergency Response Management and Planning

Canadian Natural proactively manages risk, through risk identification and mitigation processes across our operations in Canada, offshore UK, and Africa. Our emergency response management protocols meet or exceed the regulatory requirements in each jurisdiction where we operate. They include an Incident Command System, detailed procedures, trained personnel, and emergency response plans (ERPs) for immediate response with equipment access for safe, well-coordinated action. Canadian Natural's [Corporate ERP](#) can be accessed on our website.

We conduct regularly planned training exercises across our operations to prepare our teams to respond should an incident occur. These exercises evaluate the fitness of emergency preparedness and response arrangements, while highlighting areas of good practice and opportunities for improvements.

Tabletop and major ERP exercises are also conducted with regulators, contractors, and community members. In 2023, simulations included operational upsets and the unlikely event of a tailings dam incident.

Emergency Response in Action

Canadian Natural's emergency response plans were tested and proven in 2023 when active wildfires throughout British Columbia and Alberta near several operating areas resulted in the safe, temporary shutdown of sites to ensure the safety of our personnel and protection of our assets. As wildfires were brought under control, operators followed established procedures to execute the safe start-up of assets.

Operations leadership and district field offices met virtually in daily planning meetings to monitor weather patterns and air quality, and to discuss resources needed in the field. Before operators returned to fire-affected areas, all tasks were reviewed and approved with district leadership to ensure no harm to people and no safety incidents.

This fire season demonstrated many examples of "working together," a core part of our mission statement. Canadian Natural's operations teams partnered with provincial forestry and regulatory officials, local municipalities, and neighbouring oil and gas companies to ensure safe, effective, and efficient operations during these times.

447 emergency response training exercises were successfully completed across the company in 2023



SUPPORTING COMMUNITY WILDFIRE RESPONSE AND RELIEF

Canadian Natural quickly mobilized to support wildfire response and relief to communities in Western Canada. We worked with Forestry Services to provide our operating areas in Alberta and Northeast British Columbia for helicopter staging, and helped secure the use of a Dash-8 aircraft for the Fort Chipewyan First Nation to assist in emergency evacuation planning. Our Operations teams also gathered fire equipment to aid the community.

When fire activity in St. Paul County prevented fire departments from filling trucks, we were able to assist the Ashmont and Malliag Fire Departments by donating two 1,000 barrel water tanks for water storage. The tanks allowed firefighters to continue their work during an extended wildfire season. To assist relief and recovery of the large affected areas, Canadian Natural donated to the Red Cross, community food banks, fire departments, and First Nations impacted by wildfires.

Incident Prevention through Process Safety Performance

The integrity of our process equipment and structures is essential for ensuring safety, compliance, and reliability of our infrastructure company-wide. Our robust Process Safety Management (PSM) system is designed to prevent and control serious incidents that have the potential to release hazardous materials.

Our teams work together to continually improve our processes and performance through process safety metric tracking, monitoring, and training.

Our programs include inspections, evaluations, monitoring, and mitigation strategies to protect people, the environment, and the integrity of our assets. In 2023, we continued to enhance our process safety management program through various activities.

- **Strong PSM Processes** – In our Oil Sands Mining operations, our mature PSM processes include the tracking of process safety events. These events are then discussed at a PSM Review Panel of senior technical specialists and senior leadership, providing corporate-level process safety oversight to strategically implement improvements and further strengthen our process safety culture.
- **Proactive Risk Management** – Our Risk Based Inspection (RBI) continuous improvement project enhances asset integrity processes and data quality to support more effective risk mitigation programs.

Our RBI system, accredited by Alberta provincial regulators, provides site-wide awareness for workers engaged in inspection, maintenance, and operation of pressure equipment at our facilities.

Teams collaborated on the RBI project to collect data that supports safely shifting maintenance to once every two years in our Horizon operations, with the goal of reducing downtime and increasing overall plant reliability.

- **Culture of continuous improvement** – Our PSM performance is monitored using recognized industry metrics to drive continuous improvement. We conduct weekly site inspections to identify and reduce process hazards. We continue to build on our frontline process hazard awareness training by delivering monthly presentations to staff and piloting the use of video simulations as a training tool. We also enhanced the reporting process for safety incidents and increased the frequency of leadership meetings to implement improvements based on incident learnings.

61% decrease in Tier 1 and Tier 2 process safety events since 2019



Employees holding a safety briefing at the start of their shift.

Leak Prevention Through Asset Integrity Management

Our Asset Integrity Management Systems are another foundational pillar of our PSM system and provide the framework to identify, assess, and manage risk to prevent leaks due to corrosion or other types of material degradation. We use this system to support safe and reliable operations, ensure compliance with regulations, and drive continuous improvement through goal setting, tracking, and results measurement. Asset Integrity, Operations, Engineering, and Safety teams receive training and support so that asset integrity risks are proactively assessed, understood, communicated, and mitigated.

Our teams conducted root cause analysis of all Tier 1 and 2 incidents in 2023. The data was reviewed with Operations, Engineering, and Asset Integrity teams to identify opportunities for improvements. The findings were shared with frontline staff to help educate and prevent future reoccurrence in all areas.

Zero geohazard pipeline leaks in 2023



**28% decrease in leaks/1,000km
of pipeline since 2019**



Members of Horizon's safety team during the installation of a new tank on site.

Example of a monitoring station, located at our Jackfish thermal operations.



Workforce Health and Wellness

The proactive management of workforce health and wellness is a key part of Canadian Natural's strategy to help build a resilient workforce that remains engaged and feels supported on the job. We continue to enhance our health and wellness plans to help protect employees' physical, financial, and mental health by providing comprehensive resources that can be easily accessed throughout our operations.

Our Medical and Emergency Services, including our staff of medical professionals and Occupational Health Advisors, support all operations in Canada, the UK, and Africa. Their support and expertise are crucial to teams receiving clear and timely answers to numerous health-related questions, as well as access to resources.

Our Strive Wellness Program is designed to help build and maintain a culture of wellness by providing education and resources tailored to personal health and wellness needs and goals. Through voluntary and confidential participation, employees are eligible for financial rewards for use toward a wide range of health and wellness expenses. As part of Strive, employees also have access to a variety of health-related supports.

- **Health Screening Clinics and Health Coaching** – Personal Health Screening clinics returned in 2023, with participation of over 3,900 employees. Screening clinics offer confidential one-to-one appointments to help identify and assess health risks. A period of health coaching is made available to interested participants following the clinics.
- **Company-wide Communication** – Frequent communication, Strive challenges, and educational videos help employees remain engaged and committed to their health throughout the year.
- **Mental Health Coverage and Programming** – In 2023, we increased counselling coverage (e.g. Psychologist, Social Worker) to \$2,500 and provided employees with additional access to counselling support through our provider, Inkblot. We also completed the implementation of the Canadian Mental Health Association program "Not Myself Today" throughout the company. Our goals are to heighten awareness and reduce the barriers surrounding mental health issues. This employee-led initiative revolves around the common experience of feeling disconnected from oneself, fostering empathy through in-person check-ins, online tools, and webinars.

**20% increase in participation in 2023 with
~6,100 participants in the Strive wellness program**



“ By addressing mental health needs, we support individual well-being, enhance community resilience, and reduce stigma. Investing in mental health is an investment in a brighter, more inclusive future for everyone. ”

-Peter Hunter,
Manager,
Albian Plant Operations



WELLNESS RESOURCES ANYTIME, ANYWHERE

Canadian Natural provides a network of confidential wellness and mental health resources that allows employees to access assistance, including counselling, at a time and location that works best for them. We support employees and their families with an Employee and Family Assistance Program providing immediate confidential support 24 hours per day in areas of work, mental, financial, physical, and emotional wellbeing. Resources are accessed through the web, app, or by phone.

Employees have access to secure online video counselling services with their preferred counsellor through our provider, Inkblot. They can access a wide range of online services related to health and wellness, including nutrition, stress, anxiety, depression, relationship conflict, grief, trauma, and addiction.



People, Community, and Partnerships

Canadian Natural is committed to building shared value with local communities and stakeholders through long-lasting positive relationships based on mutual respect.

Canadian Natural's workforce is our biggest asset. Ensuring the company's success starts with supporting our workforce to live our mission statement, "To develop people to work together to create value for the company's shareholders by doing it right with fun and integrity."

Through supporting robust recruitment and retention activities, offering important professional development opportunities, continuing our journey on diversity and inclusion, and maintaining our commitment to ethics and integrity, we ensure our people have the skills and tools to further strengthen our long-term resiliency.

We work closely with more than 24,000 landowners, over 160 municipalities, and more than 80 Indigenous communities across our Canadian operations. Our teams work hard to build and maintain positive relationships with all our stakeholders.



2023 HIGHLIGHTS

**\$830 million
in contracts**

with Indigenous businesses,
a 21% increase from 2022

**\$36.6 million
invested**

in local communities
in 2023

**\$14 million
invested**

in employee and
contractor training

**1,000+ community
activities**

supported in 2023, a
25% increase from 2022

157 scholarships and bursaries

awarded across operations in 2023, totaling \$201,500



Thanks to the invaluable support of Canadian Natural's Building Futures Scholarship, I've been empowered to pursue my degree in the University of Calgary's Community-Based Bachelor of Education Program. As a proud member of the East Prairie Métis Settlement, this scholarship has not only invested in my future, but in the future of our community, fostering a legacy of learning and leadership for generations to come.

**—Dallas L'Hirondelle,
2023 Scholarship Recipient**

Stakeholder Engagement

Our engagement efforts focus on building and maintaining relationships throughout the project lifecycle. Relationships are built through meaningful discussions, enabling community members to openly share their concerns and ideas for improvement through our many interactions.

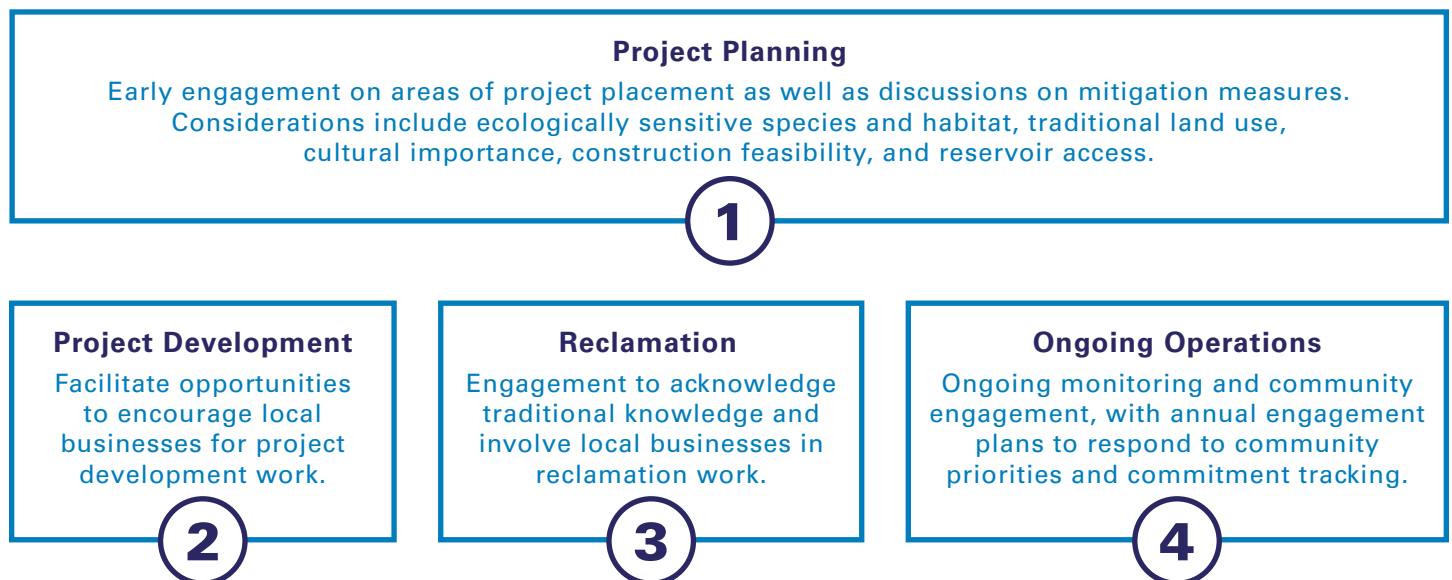
Fundamental to this approach is our dedicated field-based staff, including stakeholder and community relations advisors, area landmen, and superintendents. All activities are monitored, tracked, and incorporated into our annual plans to support the strategic priorities identified in each operating area to ensure the communities where we operate benefit from crude oil and natural gas development.

We support comprehensive engagement with communities throughout the mining lifecycle. Our ongoing engagement with local communities includes discussions with local leadership on our operational planning in the area and how our community investment efforts can support local needs, priorities, and long-term sustainable jobs. In our Oil Sands Mining operations, we engage with stakeholders on our operations, including our mine closure plans, that are frequently updated to incorporate best practices, research results, and community and stakeholder input.

We continued to connect and work with many stakeholders on local area opportunities and challenges in 2023:

- Engaged with communities on project and development plans.
- Worked with local governments, rural counties and municipalities, chambers of commerce, landowners, regulators, industry and non-governmental groups to identify and address community concerns. These included engagement on:
 - operational activities;
 - business opportunities;
 - environmental stewardship;
 - public safety;
 - services to improve quality of life;
 - appropriate property tax levels; and
 - infrastructure and road use.
- Participated in collective dialogues at local stakeholder and synergy groups.

Stakeholder Engagement through the Project Lifecycle



Stakeholder Feedback

Canadian Natural is committed to maintaining the highest level of business ethics and principles in undertaking all of its activities. Stakeholders (including employees, contractors, service providers, and members of the public) with concerns can communicate such concerns to the company through ConfidenceLine, Canadian Natural’s confidential and anonymous third-party managed integrity telephone hotline and web-based portal.

This hotline is available on a 24/7 basis, 365 days per year. This hotline can be used to report concerns related to safety and environment, business integrity, workplace conduct, financial integrity, and other matters.

If we become aware of any violation of our Code of Integrity, Business Ethics and Conduct, or any applicable government laws, rules or regulations, we take appropriate action.

In addition to the hotline, contractors and service providers have the opportunity to communicate concerns directly to their assigned company representatives or the company’s executives during the ordinary course of business.

Stakeholders can also connect with company representatives through direct contact at community events. These connections offer community members the opportunity to share their questions and concerns directly with our team.

Stakeholder Feedback Mechanisms



Engaging with Indigenous Communities

Canadian Natural is committed to engaging with Indigenous communities from a place of respect for the traditional values and cultures of the many different communities where we do business. Our engagement efforts are steered by our commitment to our [Code of Conduct and Human Rights](#), guiding employees and contractors in maintaining the highest level of business ethics and principles.

As outlined in our [Indigenous Relations Policy](#), we meet regularly with elected Indigenous representatives, Elders and community members to discuss activities and proactively address potential opportunities and concerns.

Before a project begins, we consult with communities to share the details and acquire information about traditional land use and culturally important areas. We connect regularly with community leadership, Elders, members, and advisory committees to identify and discuss community interests and concerns.

For example, in our Oil Sands Mining operations, Canadian Natural organizes Annual Stakeholder Tailings Forums in Alberta with representatives from several local Indigenous communities to share operational updates and discuss environmental programs.

In areas where we have extensive operations near communities, we have working relationship agreements to formalize our engagement efforts with Indigenous communities. These agreements promote relationship building and mutual benefit through economic and community development opportunities.

Canadian Natural is also investing in local communities to help them develop skills for the future. In 2023, we supported over 40 educational initiatives with Indigenous communities in our operating areas. Since 2003, we have supported the North East British Columbia (NEBC) Stay in School program that encourages Indigenous youth from NEBC Treaty 8 First Nations to complete their primary schooling. The students receive certificates and awards for academic achievement, attendance, athletics, and cultural heritage.



Over 40 Indigenous cultural celebrations sponsored in 2023 (powwows, round dances and treaty days)



Over 40 educational initiatives with Indigenous communities supported in 2023



Employees recognizing Orange Shirt Day.



Horizon teepee at sunrise.

Promoting Local Business Development and Capacity Building

Canadian Natural promotes local and regional business development opportunities through the procurement of goods and services for our operations. Hiring local workers and suppliers is mutually beneficial, leading to long-lasting partnerships and economic development.

Canadian Natural's supply management process supports identification and consideration of appropriate Indigenous capacity for involvement in our procurement processes.

In 2023, we procured goods and services from 221 Indigenous businesses. We collaborated with Indigenous communities to enhance business and employment opportunities by registering their enterprises in our Indigenous Contractor Registry.

For example, Canadian Natural works with local Indigenous-owned companies to build facility decommissioning and reclamation project capacity and to initiate wildlife sweep and monitoring programs to find new ways to minimize our impacts and increase awareness of wildlife diversity in the lands near our operations.

Canadian Natural invested approximately \$86 million working with Indigenous companies on site closure projects supported by a federal government funding program from 2021 to 2023. The program has built capacity that will benefit these communities for the long-term.

**\$830 million in contracts
with Indigenous businesses,
a 21% increase from 2022**



It's great to see how the work we do with local communities translates into real benefits. Whether its through increased community capacity or greater employment opportunities, we get to see genuine results from these relationships.

**—Jeff Penney,
Lead, Stakeholder Relations
& Business Development**

BUILDING COMMUNITY CAPACITY

In 2023, Canadian Natural advanced reclamation earthworks on 76 sites within the Kikino Métis Settlement. During the planning and consultation process of this project, the Kikino Council compiled a comprehensive list of local Indigenous businesses and contractors to bid on the environmental monitoring and reclamation work required. Their effort throughout this process resulted in a successful employment partnership. Over 95% of the businesses, contractors, and workers on site are Indigenous, with the majority being residents of the Kikino Métis Settlement and the Buffalo Lake Métis Settlement. Additionally, we are helping to develop employment skills by providing on-the-job heavy equipment training to the settlement's construction crew.



Reclamation area on Kikino Métis Settlement.

Investing in Communities

Canadian Natural and its employees take great pride in ‘doing it right’ and making a positive, long-term impact in the communities near our operations.

Our teams work closely with stakeholders to understand and prioritize development initiatives that recognize both their current and future needs. In this way, we can help local grassroots efforts gain traction and direct resources towards meaningful, lasting programs and initiatives that will benefit communities for years to come. Our staff are also highly engaged in numerous fundraising activities and volunteer opportunities each year.

 **Over \$36 million donated to United Way through employee giving and corporate matching since 1989**

Employee Giving and Volunteerism

Employee giving is an important way in which we make a difference in the lives of people within the communities near our operations. Every year employees volunteer time and/or provide financial support to local organizations. Our Strive Wellness Program, designed to help build and maintain a culture of wellness, recognizes volunteering as a positive influence towards overall well-being. Read more about our Strive Wellness Program on page 17.

Canadian Natural employees raised \$2.9 million for charitable organizations in 2023, which includes our second consecutive year of record-breaking total donations in our annual United Way campaign.

Canadian Natural has been partnering with United Way to create positive change since 1989, in both the Municipality of Wood Buffalo (near our Oil Sands Mining operations) and in the Calgary area.

Investments and Sponsorships Highlights

<p>Health and Wellness</p> <p>APPLE Schools Foundation</p> <p>HALO Air Ambulance</p> <p>STARS Foundation</p> <p>Grande Prairie Youth Emergency Center</p> <p>Fort St. John Hospital Foundation</p> <p>Northern Lights Health Foundation</p> 	<p>Education and Training</p> <p>CAREERS: Next Generation</p> <p>Calgary Zoo Foundation</p> <p>Keyano College Foundation</p> <p>Skills Canada Alberta</p> <p>Lifestars (UK)</p> <p>Junior Achievement Southern Alberta</p> 	<p>Community and Social Wellbeing</p> <p>Children’s Cottage</p> <p>Ronald McDonald House Charities</p> <p>Hythe & District Recreational Society</p> <p>Wood Buffalo Arctic Games</p> <p>Bethany Care Centre</p> <p>4 Wing Military Family Resource Centre Society</p> 	<p>Indigenous Community Investment</p> <p>Future Generations Foundation – National Indigenous Brotherhood</p> <p>First Nations Health Consortium – Children’s Literacy</p> <p>Indian Resource Council of Canada – Training Initiatives</p> <p>Native Hockey Alberta Council</p> 
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WATCH VIDEO 

GRANDE PRAIRIE EMPLOYEE DAY OF GIVING

Employees from our Grande Prairie office participated in a Day of Giving to support the Peace Area Riding for the Disabled Society and Camp Tamarack by completing projects. Both associations assist youth with disabilities through development programs and therapy in an outdoor environment. Watch them at work and hear about their impact in this video.

Ethics and Integrity

Canadian Natural is committed to maintaining the highest level of business ethics and principles. To ensure all employees know and understand what is expected of them in the performance of their duties, the company has in place a [Code of Integrity, Business Ethics and Conduct](#) (the Code). All Directors, Officers, employees (permanent and part-time), contingent workers, and consultants are required to acknowledge and sign the Code when joining the company and to review it annually.

Our employees are also required to apply the Code to sustainability matters, specifically in working with regulatory bodies, sustainability reporting, and third-party industry associations. Each year, a detailed anti-fraud, bribery and corruption assessment is submitted to Canadian Natural's Management Committee.

Canadian Natural implemented mandatory computer-based training program on the Code for all Directors, Officers, employees (permanent and part-time), contingent workers, and consultants in 2023. Training is required annually, with all employees and contractors verifying they are in compliance with the Code upon completion of the training.

Supply Chain and Labour Practices

The Fighting Against Forced Labour and Child Labour in Supply Chains Act ("Modern Slavery Act") was enacted by the Government of Canada on May 3, 2023, and took effect on January 1, 2024. The *Modern Slavery Act* requires certain entities to publicly report on measures taken to identify, evaluate, and mitigate modern slavery practices in its supply chains. It requires applicable entities to publish a report summarizing these measures on an annual basis.

During 2023, Canadian Natural conducted an internal review that mapped out our business activities and supply chain to help assess and identify where risks of forced labour or child labour may exist. We also implemented internal training and awareness materials that are mandatory for staff in key roles responsible for corporate procurement and supply chain activities within the company.

This assessment resulted in a detailed *Modern Slavery Act* report posted on [our website](#).

CANADIAN NATURAL SUPPORTS PRIDE

As part of our ongoing commitment to support our employees and give back to communities, Canadian Natural was a Silver Sponsor of the 2023 Calgary Pride Parade.

Over 70 volunteers, made up of employees and their families, participated by walking in the 2023 parade, celebrating unity, diversity, and inclusion.



Some of our employees with their families at the 2023 Calgary Pride Parade.

Diversity & Inclusion

Canadian Natural's leadership continues to build on diversity and inclusion to ensure our efforts reflect our mission statement and core values by supporting people and teams, attracting top talent, and driving innovation. Our leadership believes that when people feel included and connected with their differences being valued, they are able to achieve their full potential. We are committed to building creative and resilient teams through an atmosphere where everyone can contribute to the success of the company.

The foundation of this commitment is outlined in the following documents which apply to all employees, contractors, members of the Board of Directors, and suppliers:

- Code of Integrity, Business Ethics and Conduct;
- Diversity and Inclusion Policy Statement;
- Workplace Harassment and Violence Prevention Policy;
- Parental Leave Policy;
- Respect in the Workplace Training Program; and
- Strive Employee Wellness Program.

We believe the promotion of diversity at all levels within the organization is best served through careful consideration of the knowledge, experience, skills and perspectives of each individual in light of the needs of the organization without focusing on any single diversity characteristic.

Canadian Natural strives to ensure all employees have equal access to resources, development opportunities, and feel supported in efforts that increase collaboration, engagement, and empowerment.

Embracing the inclusion of individuals with diverse backgrounds and perspectives (including gender, ethnicity, Indigenous status, age, disability, and other diverse attributes) promotes a safe, healthy and innovative environment. We actively encourage the advancement of women and support diverse communities within the organization to stimulate creativity and innovation while promoting personal and professional development.

**40% female Independent
Directors of the Board**



**21% of Managers, including Senior
Management, are female**

Recognizing Indigenous Truth and Reconciliation

Canadian Natural supports Truth and Reconciliation and is committed to conducting our activities in a manner that respects the rights, interests, and cultures of Indigenous peoples and communities. Throughout 2023, we hosted or participated in a number of activities to commit to the ongoing process of reconciliation. These included:

- Raising awareness among employees on Truth and Reconciliation through the use of internal newsletters and videos.
- Sponsoring over 40 Indigenous cultural celebrations in 2023 (powwows, round dances and treaty days). We attend cultural events to build relationships and foster understanding of experiences.
- Partnering with the Portage College for its Project of Heart Initiative. This hands-on artistic project engages students in creating commemorative tiles and fosters conversations about truth and reconciliation while honouring those affected by historical injustices.

Talent Attraction, Training, and Development

Canadian Natural is an equal opportunity employer that offers a safe and inclusive work environment. All employees have equal access to continuing education and career development opportunities, and we work to develop local talent. We also develop people through internal training and mentorship initiatives.

Talent Retention

Our employee engagement and mentorship initiatives include our Gen Next young professional network and E3 (engage, educate, empower), focusing on enhancing and creating opportunities for interaction, collaboration, and knowledge sharing. The Equality, Diversity and Inclusion program in our International operations promotes an inclusive culture based on mutual respect. Additional programs include:

- Leading with Purpose, a professional development program for managers and senior leaders;
- New Grad development programs in Commercial Operations, Accounting, Land, and Human Resources;
- Engineers-in-Training, Geologists-in-Training, and apprentice programs;

- Broad catalogue of on-demand professional development training accessible by employees, including content focused on respect and harassment prevention in the workplace; and
- Informal mentorship in business units throughout the company.

Canadian Natural encourages our employees to regularly upgrade their skills, achieve and maintain their certifications and professionally develop. For example, we support employees with their professional designations by providing the time and resources to complete their professional development hours to help them meet their designation requirements.

Recognized in Forbes Canada's Best Employers 2024

a 2023 survey of 40,000
employees from Canadian
companies and institutions



Ranked as a Top 50 Employer in Overall and Engineering categories by Canada's Future Workforce

a 2023 survey of 20,000
university and college students



E3 ENHANCES OUR 'WORKING TOGETHER' CULTURE AND ENCOURAGES COLLABORATION

One of the ways we share knowledge across the company and develop employees is through E3, an employee-led volunteer initiative designed to engage, educate, and empower employees through informal, inclusive networking opportunities. In 2023, the program hosted engaging information sessions with guest speakers from across the business who shared their unique work experiences and projects.

The intent of the program is to develop our people by providing opportunities that encourage creativity, connection, and conversations to enhance our culture of working together, and potentially unlock efficiencies across the company.

E3 is employee-driven and would not be successful without the efforts of numerous volunteers who lend their time and talents to the committee.



E3 is an initiative driven by employees and teams who have a desire to learn more about the way we are all connected as a company — how different things, people, and processes function, and how we can ultimately work together to develop innovative solutions.



— Mitch Sparks,
E3 Co-Chair

Talent Recruitment

Canadian Natural's recruitment process demonstrates our commitment to human rights as detailed in our [Code of Integrity, Business Ethics and Conduct](#) and considers equality, diversity and inclusion. When identifying candidates for employee or contingent workers, we take into account experience, qualifications, expertise, skills and knowledge.

We monitor trends in gender representation in supervisory/technical roles, at both the manager and executive level on an annual basis. By doing so, we ensure that corporate trends support the development of women as candidates and support continued progress towards a more diverse workforce and increased representation of women at all levels of the company.

Our Campus Recruitment program is one of the largest in Canada. In consultation with our business areas, we seek diverse candidates from a variety of academic institutions across the country. Our program is designed with the students in mind and allows them to be part of the team from day one, gaining experience and knowledge, and receiving training and mentorship under the guidance of skilled staff. Many of our students are hired for permanent positions upon graduation.

We also facilitate training programs and work together with communities and the education system to identify and develop local talent. Once hired, we offer mentorships, apprenticeships, cross-company placements, and cooperative student opportunities — all in service of promoting internal talent to fill positions. We increased our campus recruitment hires by 15% from 2021 to 2023, recognizing the value of investing in young talent for the future of Canadian Natural.

Helping Students Explore their Future in Energy

Canadian Natural offers scholarship opportunities in Canada, the UK and Côte d'Ivoire, including the [Canadian Natural Building Futures Scholarship](#) program for post-secondary studies, an initiative dedicated to supporting education, focusing on developing local talent and a qualified workforce for the future of our industry. This program was developed to assist students in pursuing their career goals and support them as they prepare to enter the workforce.

We also support the CAREERS: The Next Generation program, to help attract youth and Indigenous peoples to apprenticeships in the skilled trades to create a competitive workforce for the oil and natural gas industry. Through the partnership, we have filled 49 apprentice positions across our business areas in 2023, with many more to be hired in future years.

**493 students hired for summer/
cooperative work terms in 2023**



**80% of students returning to
schools expressed a strong interest
in returning to Canadian Natural for
future work terms**



**157 students awarded
scholarships and bursaries in
2023, including 27 of Indigenous
decent, for a total of \$201,500**



Canadian Natural students volunteering at a United Way plane pull event.





Performance Data

The company's performance data is based on the operational control approach and reflect operations acquired by the company and new capital projects started during the periods presented in this report. From Q2 2019 onward, NA E&P operations include Kirby North, Jackfish and additional primary heavy oil assets. Where adjustments of historical data have occurred, explanatory footnotes are provided.

Employment

Number of Employees ⁽¹⁾	2019	2020	2021	2022	2023
North America Exploration and Production	4,857	4,736	4,603	4,975	5,108
Oil Sands Mining and Upgrading	4,979	4,918	4,807	4,751	4,867
International Exploration and Production	344	339	325	309	297
CORPORATE TOTAL	10,180	9,993	9,735	10,035	10,272

(1) Active full-time equivalent permanent employees.

Exposure hours (millions)	2019	2020	2021	2022	2023
North America Exploration and Production	42.88	38.10	46.53	59.25	80.96 ⁽¹⁾
Oil Sands Mining and Upgrading	54.14	50.26	56.84	65.02	67.18
International Exploration and Production	5.22	3.59	3.15	3.78	4.13
CORPORATE TOTAL	102.24	91.95	106.52	128.05	152.27

(1) Increase in exposure hours due to updated Energy Safety Canada calculation metrics, effective January 1, 2023.

Economic Contributions

Contributions to economies (\$ millions)	2019	2020	2021	2022	2023
Community investment	25.0	25.0	31.9	30.3	36.6
Contracts with Indigenous businesses and services	550	490	572	684	830
Payments to suppliers	8,090	6,832	6,829	9,011	10,444

Safety

Recordable injury frequency (TRIF) (employees and contractors) per 200,000 hours worked	2019	2020	2021	2022	2023
North America Exploration and Production	0.22	0.20	0.19	0.19	0.13 ⁽¹⁾
Oil Sands Mining and Upgrading	0.22	0.18	0.15	0.14	0.09
International Exploration and Production	0.61	0.22	0.57	0.37	0.34
CORPORATE TOTAL	0.24	0.19	0.18	0.17	0.12

(1) NA E&P exposure hours revised due to updated Energy Safety Canada calculation metrics, effective January 1, 2023.

Lost time incident frequency (LTI) ⁽¹⁾ (employees and contractors) per 200,000 exposure hours	2019	2020	2021	2022	2023
CORPORATE TOTAL	0.04	0.02	0.02	0.01	0.01⁽²⁾

(1) LTI is an injury incident where a worker is unable to return to work the next scheduled day.

(2) NA E&P exposure hours revised due to updated Energy Safety Canada calculation metrics, effective January 1, 2023.

Fatalities - Employees	2019	2020	2021	2022	2023
North America Exploration and Production	0	0	0	0	0
Oil Sands Mining and Upgrading	0	0	0	0	0
International Exploration and Production	0	0	0	0	0
CORPORATE TOTAL	0	0	0	0	0

Fatalities - Contractors	2019	2020	2021	2022	2023
North America Exploration and Production	0	2	0	0	0
Oil Sands Mining and Upgrading	0	0	0	0	0
International Exploration and Production	0	0	2	0	0
CORPORATE TOTAL	0	2	2	0	0

Regulatory inspections compliance (% satisfactory)	2019	2020	2021	2022	2023
Alberta	83.6	89.1	83.2	83.3	83.9
British Columbia	79.2	82.4	83.1	80.1	79.1

Process Safety Management (PSM) Events

Corporate Tier 1 and Tier 2 process safety incidents are defined by the American Petroleum Institute Recommended Practice 754.

PSM events	2019	2020	2021	2022	2023
Operational Process Safety Events (Tier 1 and Tier 2)	111	84	85	55	43

Tier 1 events	2019	2020	2021	2022	2023
North America Exploration and Production	26	11	15	8	15
Oil Sands Mining and Upgrading	3	1	1	1	1
International Exploration and Production	0	0	0	0	0
TIER 1 TOTAL	29	12	16	9	16

Tier 2 events	2019	2020	2021	2022	2023
North America Exploration and Production	81	70	65	41	26
Oil Sands Mining and Upgrading	1	1	3	4	1
International Exploration and Production	0	1	1	1	0
TIER 2 TOTAL	82	72	69	46	27

Forward Looking Statements

Certain statements relating to Canadian Natural Resources Limited (the “Company”) in this document or documents incorporated herein by reference constitute forward-looking statements or information (collectively referred to herein as “forward-looking statements”) within the meaning of applicable securities legislation. Forward-looking statements can be identified by the words “believe”, “anticipate”, “expect”, “plan”, “estimate”, “target”, “continue”, “could”, “intend”, “may”, “potential”, “predict”, “should”, “will”, “objective”, “project”, “forecast”, “goal”, “guidance”, “outlook”, “effort”, “seeks”, “schedule”, “proposed”, “aspiration” or expressions of a similar nature suggesting future outcome or statements regarding an outlook.

Disclosure related to the Company’s capital budget, expected future commodity pricing, forecast or anticipated production volumes, royalties, production expenses, capital expenditures, abandonment expenditures, income tax expenses, and other targets provided throughout this document and the Management’s Discussion and Analysis (“MD&A”) of the financial condition and results of operations of the Company, constitute forward-looking statements.

Disclosure of plans relating to and expected results of existing and future developments, including, without limitation, those in relation to: the Company’s assets at Horizon Oil Sands (“Horizon”), the Athabasca Oil Sands Project (“AOSP”), the Primrose thermal oil projects, the Pelican Lake water and polymer flood projects, the Kirby thermal oil sands project, the Jackfish thermal oil sands project and the North West Redwater bitumen upgrader and refinery; construction by third parties of new, or expansion of existing, pipeline capacity or other means of transportation of bitumen, crude oil, natural gas, natural gas liquids (“NGLs”) or synthetic crude oil (“SCO”) that the Company may be reliant upon to transport its products to market; the abandonment and decommissioning of certain assets and the timing thereof; the development and deployment of technology and technological innovations; the financial capacity of the Company to complete its growth projects and responsibly and sustainably grow in the long-term; and the impact of the Pathways Alliance (“Pathways”) initiative and activities, and government support for Pathways, also constitute forward-looking statements.

These forward-looking statements are based on annual budgets and multi-year forecasts, and are reviewed and revised throughout the year as necessary in the context of targeted financial ratios, project returns, product pricing expectations and balance in project risk and time horizons. These statements are not guarantees of future performance and are subject to certain risks.

The reader should not place undue reliance on these forward-looking statements as there can be no assurances that the plans, initiatives or expectations upon which they are based will occur. In addition, statements relating to “reserves” are deemed to be forward-looking statements as they involve the implied assessment based on certain estimates and assumptions that the reserves described can be profitably produced in the future. There are numerous uncertainties inherent in estimating quantities of proved and proved plus probable crude oil, natural gas and NGLs reserves and in projecting future rates of production and the timing of development expenditures. The total amount or timing of actual future production may vary significantly from reserves and production estimates.

The forward-looking statements are based on current expectations, estimates and projections about the Company and the industry in which the Company operates, which speak only as of the earlier of the date such statements were made or as of the date of the report or document in which they are contained, and are subject to known and unknown risks and uncertainties that could cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

Such risks and uncertainties include, among others: general economic and business conditions (including as a result of the actions of the Organization of the Petroleum Exporting Countries Plus (“OPEC+”), the impact of armed conflicts in the Middle East, the impact of the Russian invasion of Ukraine, increased inflation, and the risk of decreased economic activity resulting from a global recession) which may impact, among other things, demand and supply for and market prices of the Company’s products, and the availability and cost of resources required by the Company’s operations; volatility of and assumptions regarding crude oil, natural gas and NGLs prices; fluctuations in currency and interest rates; assumptions on which the Company’s current targets are based; economic conditions in the countries and regions in which the Company conducts business; political uncertainty, including actions of or against terrorists, insurgent groups or other conflict including conflict between states; the ability of the Company to prevent and recover from a cyberattack, other cyber-related crime

Forward Looking Statements

and other cyber-related incidents; industry capacity; ability of the Company to implement its business strategy, including exploration and development activities; the Company's ability to implement strategies and leverage technologies to meet climate change initiatives and emissions targets on the expected timelines; the impact of competition; the Company's defense of lawsuits; availability and cost of seismic, drilling and other equipment; ability of the Company to complete capital programs; the Company's ability to secure adequate transportation for its products; unexpected disruptions or delays in the mining, extracting or upgrading of the Company's bitumen products; potential delays or changes in plans with respect to exploration or development projects or capital expenditures; ability of the Company to attract the necessary labour required to build, maintain, and operate its thermal and oil sands mining projects; operating hazards and other difficulties inherent in the exploration for and production and sale of crude oil and natural gas and in the mining, extracting or upgrading the Company's bitumen products; availability and cost of financing; the Company's success of exploration and development activities and its ability to replace and expand crude oil and natural gas reserves; the Company's ability to meet its targeted production levels; timing and success of integrating the business and operations of acquired companies and assets; production levels; imprecision of reserves estimates and estimates of recoverable quantities of crude oil, natural gas and NGLs not currently classified as proved; actions by governmental authorities; government regulations and the expenditures required to comply with them (especially safety and environmental laws and regulations and the impact of climate change initiatives on capital expenditures and production expenses); interpretations of applicable tax laws and regulations; asset retirement obligations; the sufficiency of the Company's liquidity to support its growth strategy and to sustain its operations in the short, medium, and long-term; the strength of the Company's balance sheet; the flexibility of the Company's capital structure; the adequacy of the Company's provision for taxes; the impact of legal proceedings to which the Company is party; and other circumstances affecting revenues and expenses.

The Company's operations have been, and in the future may be, affected by political developments and by national, federal, provincial, state and local laws and regulations such as restrictions on production, changes in taxes, royalties and other amounts payable to governments or governmental agencies, price or gathering rate controls and environmental protection regulations. Should one or more of these risks or uncertainties materialize, or should any of the Company's assumptions prove incorrect, actual results may vary in material respects from those projected in the forward-looking statements. The impact of any one factor on a particular forward-looking statement is not determinable with certainty as such factors are dependent upon other factors, and the Company's course of action would depend upon its assessment of the future considering all information then available.

Readers are cautioned that the foregoing list of factors is not exhaustive. Unpredictable or unknown factors not discussed in this document or the Company's MD&A could also have adverse effects on forward-looking statements. Although the Company believes that the expectations conveyed by the forward-looking statements are reasonable based on information available to it on the date such forward-looking statements are made, no assurances can be given as to future results, levels of activity and achievements. All subsequent forward-looking statements, whether written or oral, attributable to the Company or persons acting on its behalf are expressly qualified in their entirety by these cautionary statements. Except as required by applicable law, the Company assumes no obligation to update forward-looking statements in this document or the Company's MD&A, whether as a result of new information, future events or other factors, or the foregoing factors affecting this information, should circumstances or the Company's estimates or opinions change.



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