

Our Value Creating Business Model

Our Value Creating Business Model

CAPITAL INPUT	OUR VALUE CREATING ACTIVITIES	OUTPUTS	OUTCOMES	TRADE-OFFS
<p>F Financial Operational cash flow and shareholder equity fund disciplined investment and long-term resilience</p>	<p>Strategic Pillars</p> <p>VALUE Sustain PDB Core Businesses</p> <p>GROWTH Diversification Through Convenience</p> <p>SUSTAINABILITY Creating Positive Environmental, Economic and Social Impact</p> <p>Material Matters</p> <ul style="list-style-type: none"> M1 Economic Growth and Performance M2 Customer-centricity M3 Ethics and Corporate Governance M4 Data Privacy and Security M5 Sustainable and Ethical Supply Chain M6 Climate Change and GHG Emissions M7 Environmental Management M8 Safety, Health and Well-being M9 Human Capital M10 Capability Building M11 Community Investment <p>Our Risks</p> <ul style="list-style-type: none"> R1 Market R2 Operations R3 Legal and Regulatory R4 Project Execution R5 Strategy/Economic R6 Sustainability R7 HSE <p>Retail-Fuel / Commercial / LPG / Lubricants / MESRA / Setel</p>	<ul style="list-style-type: none"> Revenue: RM38,269.3 million Profit After Tax: RM1,136.5 million Dividend per share: 112.0 sen Dividend payout ratio: 100% 	<ul style="list-style-type: none"> Deliver sustained profitability and resilient cash generation Surpass 50% dividend payout policy to shareholders Maintain dividend discipline and shareholder confidence Strengthen earnings quality and financial stability <p>S1</p>	<p>Effective management of our Financial Capital enables reinvestment into Manufactured, Intellectual, Human and Natural Capitals to sustain growth, innovation and resilience, while balancing dividend commitments with long-term value creation.</p>
<p>M Manufactured Our nationwide PETRONAS stations, <i>Kedai Mesra</i>, terminals, LPG facilities and logistics assets anchor our integrated platform</p>		<ul style="list-style-type: none"> >1,000 PETRONAS stations >800 <i>Kedai Mesra</i> 125 AutoExpert outlets 18 MotoExpert outlets 36 Terminals 36 ROVR Trucks 5 LNG Trucks >12 million LPG cylinders 	<ul style="list-style-type: none"> Expand accessible and integrated retail footprint nationwide Enhance service convenience across fuel and non-fuel offerings Improve supply reliability and distribution efficiency <p>S2 S3</p>	<p>Expanding and upgrading our network of PETRONAS stations, <i>Kedai Mesra</i> outlets, logistics assets and LPG infrastructure strengthens Financial and Social Capitals through wider access and economic participation, while requiring continued Financial and Natural Capital to maintain efficiency and reliability.</p>
<p>I Intellectual Brand equity, digital platforms, data insights and partnerships strengthen differentiation and customer loyalty</p>		<ul style="list-style-type: none"> MoU/UJV with strategic partners aimed at providing greater convenience Certified as Malaysia's first ISCC CORSIA-recognised SAF trader Committed to reducing environmental impact through defined initiatives >120 Mesra-labelled products in food and non-food categories 	<ul style="list-style-type: none"> Deepen digital engagement and customer stickiness Strengthen innovation capability and partnership-led growth Advance readiness for lower-carbon fuel solutions <p>S2 S3 S6</p>	<p>Investments in digital platforms, fuel innovation and partnerships enhance Financial Capital and Human Capital by boosting productivity and customer engagement, while initially placing demand on Financial Capital until scale benefits are realised.</p>
<p>H Human Skilled employees and dealers drive operational excellence and growth across segments</p>		<ul style="list-style-type: none"> Zero fatalities recorded RM403.7 million in employees wages and benefits Maintained a balanced gender representation on our Board and Leadership Team (LT) <ul style="list-style-type: none"> 39% female representation in LT 37.5% of Board members are female 	<ul style="list-style-type: none"> Sustain a strong safety culture across operations Build a more diverse and inclusive leadership bench Develop future talent pipeline for long-term capability <p>S4</p>	<p>Investing in safety, leadership diversity and talent development strengthens Intellectual and Social Capitals and supports operational excellence across Manufactured Capital while requiring sustained Financial Capital allocation.</p>
<p>SR Social and Relationship Trusted relationships with stakeholders sustain ecosystem stability and long-term collaboration</p>		<ul style="list-style-type: none"> RM374.7 million taxes paid to the Government RM43 billion paid to contractors/business partners/suppliers Invested over RM2.4 million in social impact programmes Provided structured internship to 130 students from 10 universities 	<ul style="list-style-type: none"> Contribute meaningfully to national economic activity Strengthen supplier ecosystems and local value chains Enhance community well-being <p>S2 S3 S5 S6 S8</p>	<p>Community investment, supplier development and national contributions reinforce Human, Manufactured and Financial Capitals through ecosystem strength and brand trust, while drawing on Financial resources.</p>
<p>N Natural Energy and natural resources enable operations, while responsible management reduces environmental impact</p>		<ul style="list-style-type: none"> Maintained strong score of 4.0 for FTSE4Good Index Series 4,695.6 tCO₂e GHG emissions avoided from the use of solar energy Collected 749 tonnes from the Used Cooking Oil initiative 89 EV charging points 259.5 kL of rainwater harvested for non-potable uses 	<ul style="list-style-type: none"> Improve EESG standing and responsible business credentials Reduce operational emissions and energy intensity Promote circularity and resource efficiency Support lower-carbon mobility adoption <p>S3 S6 S7 S8</p>	<p>Decarbonisation initiatives, solarisation and resource efficiency efforts protect Financial and Social Capitals over the long term by reducing risk and enhancing EESG standing, while requiring upfront Financial Capital and disciplined operational management.</p>