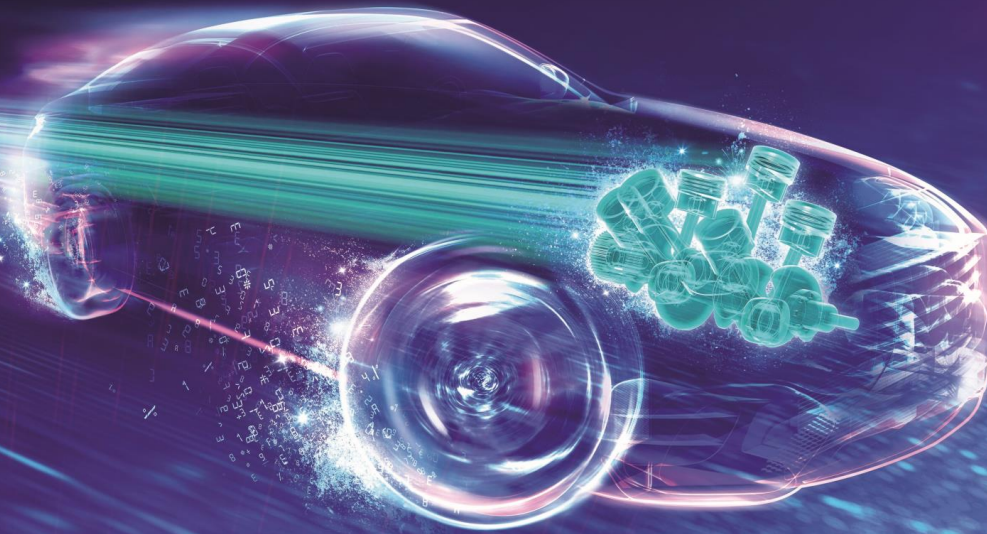


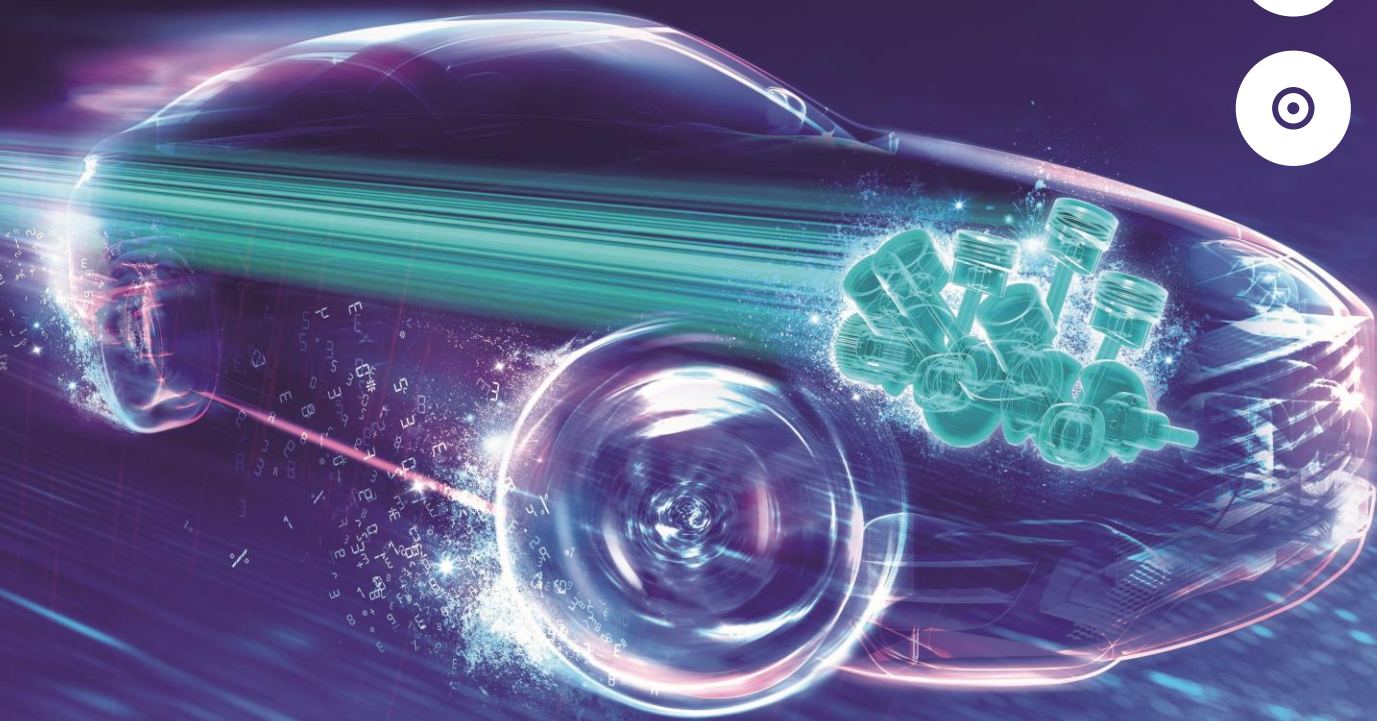


PETRONAS

FUTURE PROOF

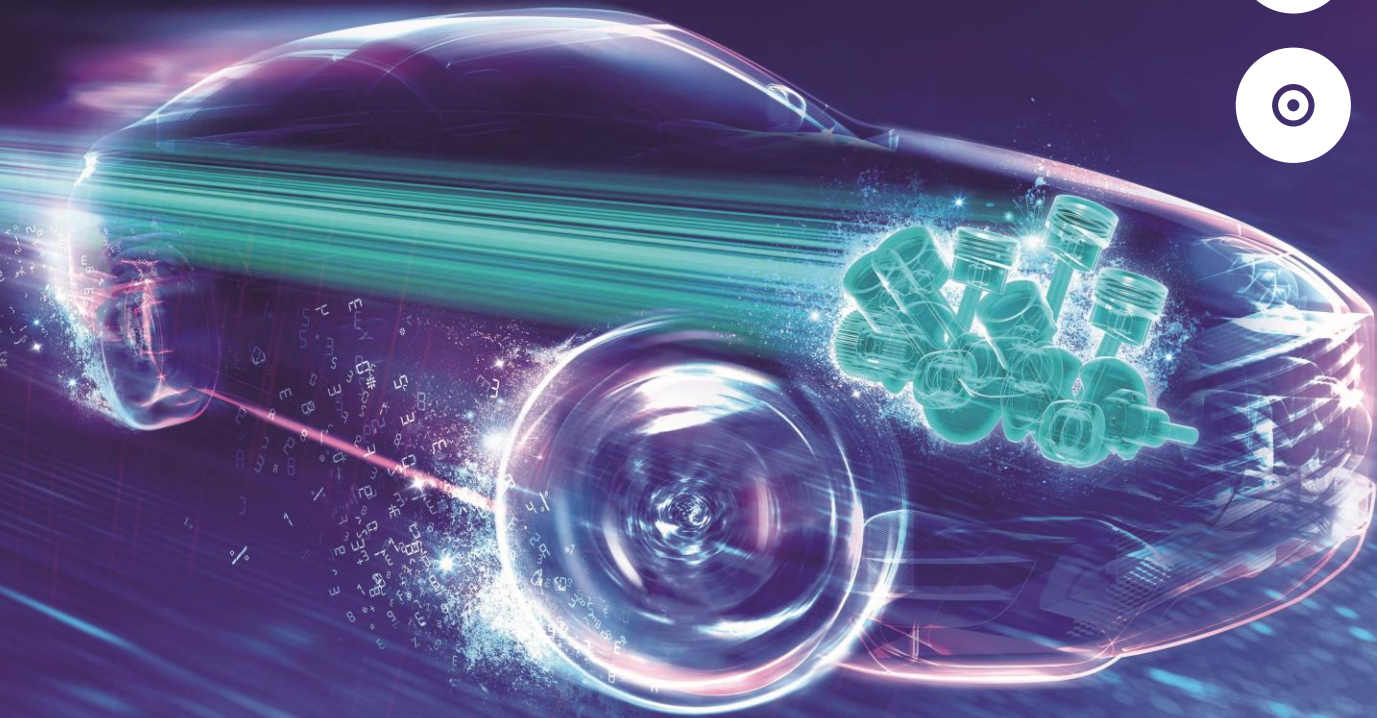


FUTURE PROOF



- ◎ **About Us**
- ◎ **Business Highlights**
- ◎ **Q3 FY2021 Financial Performance**
- ◎ **Sustainability Commitment**
- ◎ **Moving Forward**

FUTURE PROOF



About Us



Business Highlights



Q3 FY2021 Financial Performance



Sustainability Commitment



Moving Forward

Malaysia's leading retailer and marketer of downstream petroleum products

**PETRONAS Dagangan Berhad ("PDB") is the marketing subsidiary of
Petroleum Nasional Berhad ("PETRONAS")**

**Its principal activities are the marketing and distribution of
petroleum products in the domestic and regional markets**

**PDB was incorporated on 5 August 1982 and was converted to a
public company on 21 August 1993. PETRONAS owns 63.9% of PDB's shares**

**Shares of the Company were listed on the Main Board of the
Bursa Malaysia Securities Berhad on 8 March 1994.**

Leverage on PETRONAS' extensive investments in R&D to deliver world-class petroleum products and strengthen market presence in four core businesses



Retail

Offers fuel and non-fuel products and services at its network of more than 1,000 PETRONAS stations and 800 *Kedai Mesra* across the country



Commercial

Fully integrated business with market leadership in domestic sales and marketing of bulk petroleum products



LPG

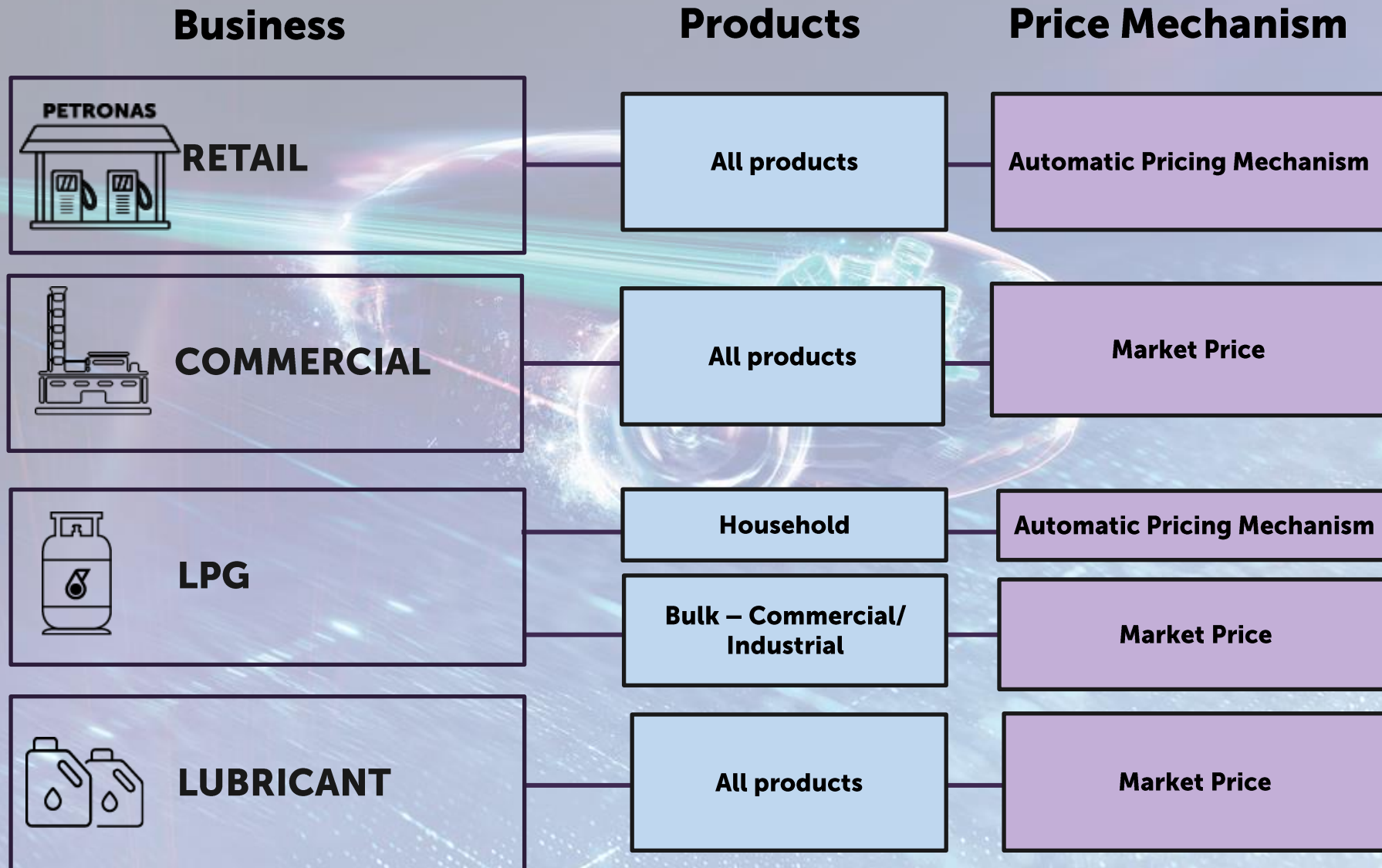
Sells and markets Liquefied Petroleum Gas to household, commercial and industrial customers



Lubricant

Undertakes sales and marketing functions of PETRONAS Lubricant products

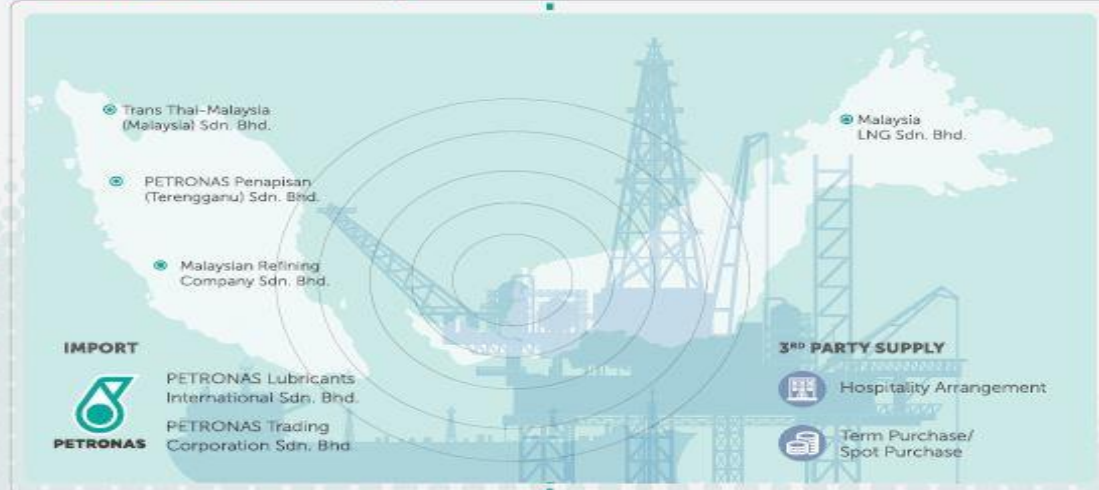
Current Product Price Mechanism



PDB's Integrated Value Chain

OUR VALUE CHAIN

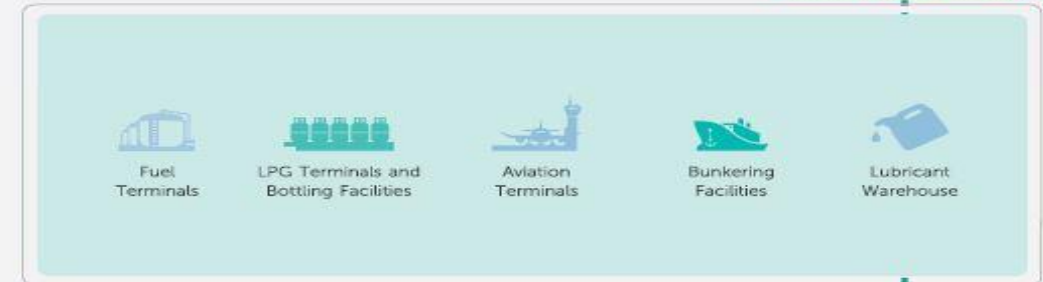
PRODUCT SUPPLY



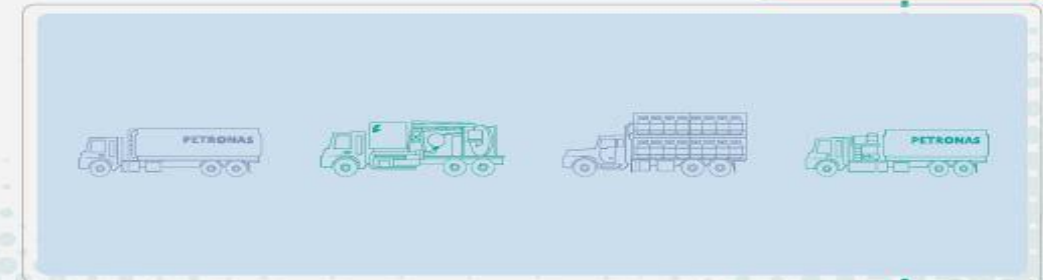
PRIMARY DISTRIBUTION



TERMINAL AND FACILITIES



SECONDARY DISTRIBUTION



CUSTOMER



Extensive supply and distribution network nationwide

WHERE WE OPERATE

FUEL TERMINALS:

1. ASB Labuan
2. PST Bintulu (JV)
3. KVDT Dengkil (JV)
4. Kertih
5. Kuantan
6. IOT Kuching (JV)
7. Labuan
8. Lumut
9. Melaka
10. Miri
11. Pasir Gudang
12. Prai
13. Pulau Langkawi
14. Sandakan
15. Sepangar Bay
16. CODT Tanjung Manis (JV)
17. PST Tawau (JV)

LUBRICANT WAREHOUSE:

1. Bangkok

LPG TERMINALS AND BOTTLING FACILITIES:

1. Bintulu
2. Kertih
3. IOT Kuching (JV)
4. Melaka
5. Pasir Gudang
6. Prai
7. Sepangar Bay
8. PST Tawau (JV)

BUNKERING FACILITIES:

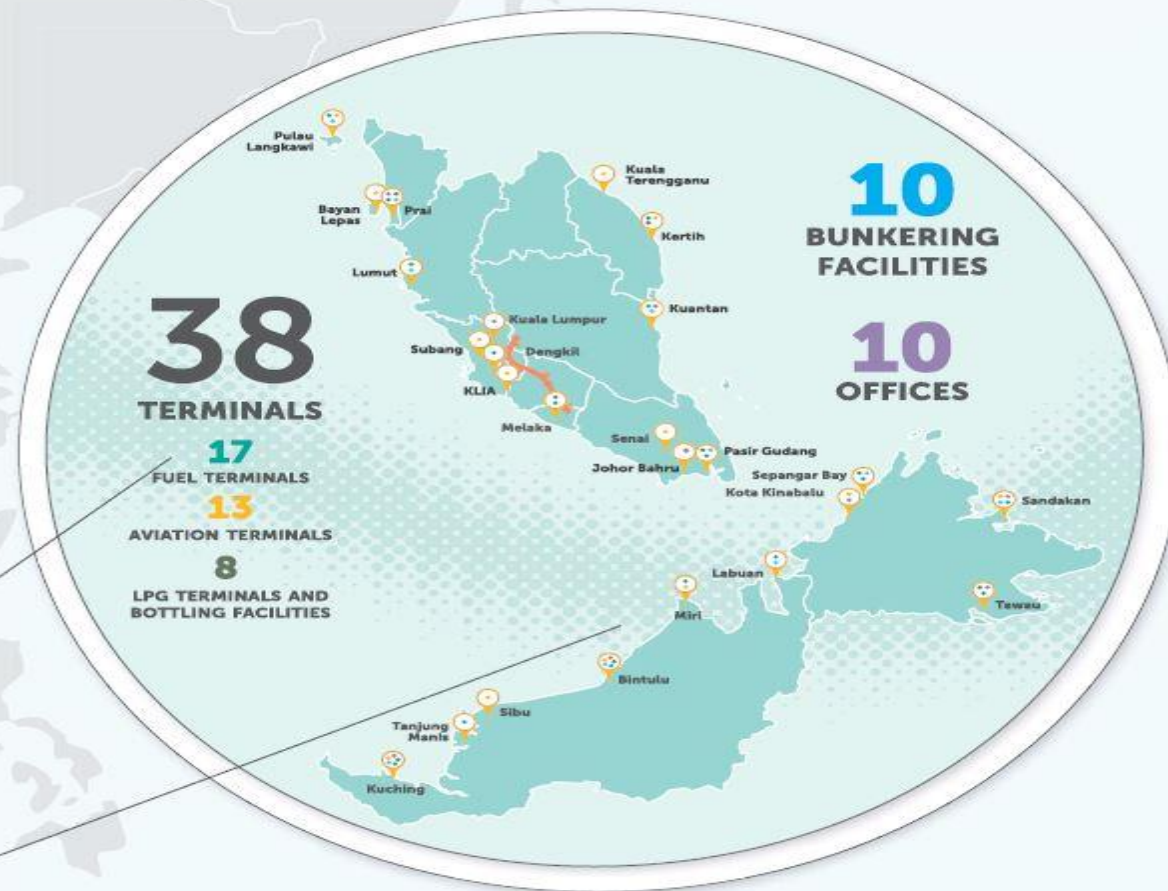
1. PST Bintulu (JV)
2. Kuantan
3. IOT Kuching (JV)
4. Labuan
5. Lumut
6. Pasir Gudang
7. Prai
8. Pulau Langkawi
9. Sandakan
10. Sepangar Bay

AVIATION TERMINALS:

1. Bayan Lepas
2. Bintulu
3. Kertih
4. KLIA
5. Kota Kinabalu
6. Kuala Terengganu
7. Kuching
8. Miri
9. Pulau Langkawi
10. Sandakan
11. Senai
12. Sibul
13. Subang

OFFICES:

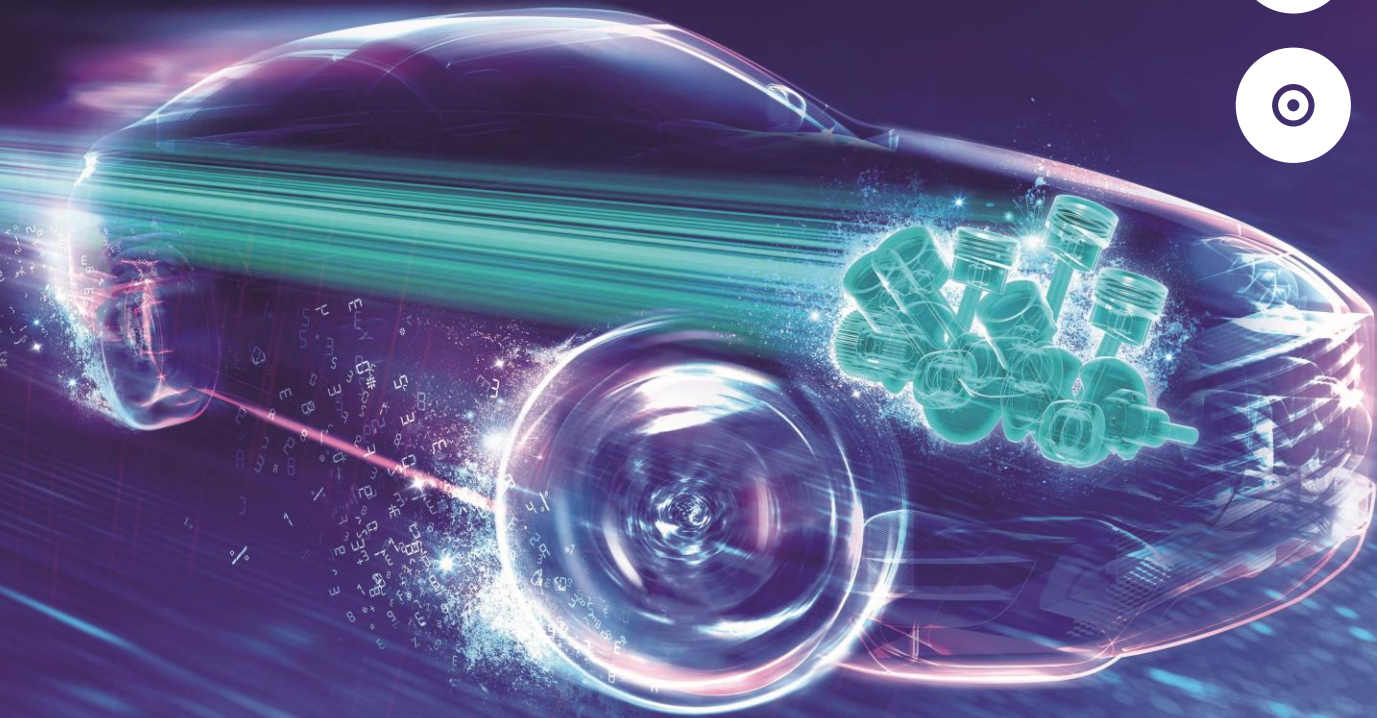
1. Bintulu
2. Johor Bahru
3. Kota Kinabalu
4. Kuala Lumpur
5. Kuantan
6. Kuching
7. Prai
8. Sandakan
9. Tawau
10. Bangkok



LUBRICANT WAREHOUSE

1

FUTURE PROOF



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PETRONAS

PETRONAS



RETAIL BUSINESS



The leading retailer and marketer of downstream petroleum products in Malaysia



Offers fuel and non-fuel products and services at its network of PETRONAS stations and *Kedai Mesra* across the country



**PETRONAS PRIMAX 97 WITH
PRO-RACE**

**PETRONAS PRIMAX 95 WITH
PRO-DRIVE**

**PETRONAS DYNAMIC DIESEL
EURO 5 WITH PRO-DRIVE**



>1,000 PETRONAS stations

>800 Kedai Mesra

Retail Business Model

COMPANY OWNED, DEALER OPERATED (CODO) STATIONS

- Under the CODO model, the PETRONAS station is owned and managed by the Company but is operated by an appointed Dealer.
- The Dealer, also known as an Operator is appointed by PDB through a series of screening processes.



DEALER OWNED, DEALER OPERATED (DODO) STATIONS

- Under the DODO model, the PETRONAS station is owned, managed and operated by a Dealer.
- The Dealer is also appointed by PDB through a series of screening processes. The Dealer sources the fuel products from the Company.



Our new best fuel, with two-thirds of drivers experiencing
more power, responsiveness and efficiency



Available at
>700 PETRONAS Stations



Power

Removes **99.9%** engine deposits
from key areas for effortless power



Responsive

Formulated with the World's first
Advance Dual Friction Modifier that
reduces friction by an additional
25% for a more responsive drive



Efficient

Unique formulation for better fuel
and oil interaction to take you
further, resulting in more **fuel**
efficiency and **lower**
carbon emissions

Network expansion at strategic locations

**Highest presence and
biggest network in Malaysia
with >1,000 stations**



Rolled-out new *Kedai Mesra* concept and introduced *Makan@Mesra*

36

**New *Kedai Mesra*
concept stores**
(FY2022: Additional 60)



79

Makan@Mesra
(FY2022: Additional 100)



>60 partners



Incorporated Mesra Retail Café Sdn Bhd



mesra



Incorporation of **MESRA** signifies our desire to bring exceptional F&B offerings that suit our customers' needs

Quality products with smooth and fast fuelling experience



Upgraded Outdoor Payment Terminals with
world's first 15" interactive touch screen
to better serve our customers' needs

Available at **>800** PETRONAS stations



COMMERCIAL BUSINESS

Delivering value by leveraging on extensive nationwide network



Fully integrated business with market leadership in domestic sales and marketing of bulk petroleum products

Product Offerings



Jet A-1



Fuel Oil



Diesel



Sulphur



Bitumen



Gasoline



Petroleum
Coke



Kerosene



Methanol



Smartpay

Industry Coverage



Agriculture



Services



Mining and
Quarrying



Construction



Manufacturing



Aviation



Bunker



Dealer

Effective execution of recovery and rebound strategies



Drove sales recovery post COVID-19 lockdown to
sustain B2B market leadership

Secured and **renewed >60** contracts which
strengthened customer base

Effectively **mitigate credit risk exposure**
during the uncertain and challenging period



LPG BUSINESS

We are the industry leader, holding the largest market share in Malaysia



Sells and markets liquefied petroleum gas to household, commercial and industrial customers

Product Offerings

Household



C12 & C14

Commercial



F14 & C50

Bulk



Bulk LPG



LPG Business remained resilient whilst driving growth in all segments

Fortified market position

Sales channel expansion through
Gas PETRONAS@Station at **175**
PETRONAS Stations
(FY2022: Additional 50)

Sales channel through
Gas PETRONAS@Mini Market carrying
exclusively Gas PETRONAS at **114** outlets
(FY2022: Additional 50)

Secured **61 new** commercial customers





LUBRICANT BUSINESS

PERSONAS
AutoExpert

Uranila

LAUNCH

Leverage towards delivering differentiated customer experience and benefits



Undertakes sales and marketing functions of **PETRONAS Lubricant** products in Malaysia



Provide holistic automotive servicing solutions with AutoExpert

14

**PETRONAS
AutoExpert as at
FY2021**

>30

**PETRONAS
AutoExpert planned
for FY2022**



Delivering value through differentiation and relevance



Strengthen Market Position

in the B2C and B2B segment



Brand Strengthen

Double digit growth on key brand measures

Shop @ Shopee



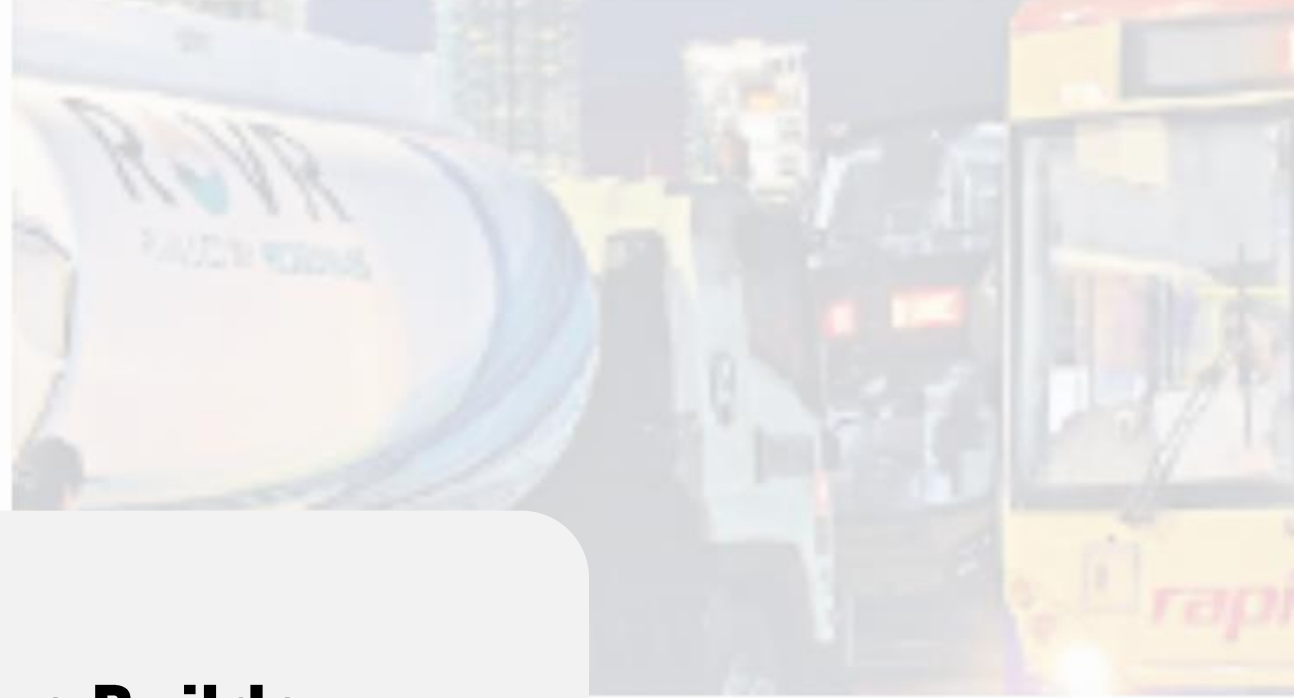
Great response to our e-commerce entry

Year-on-year strong **double digit growth** in sell-out quantity

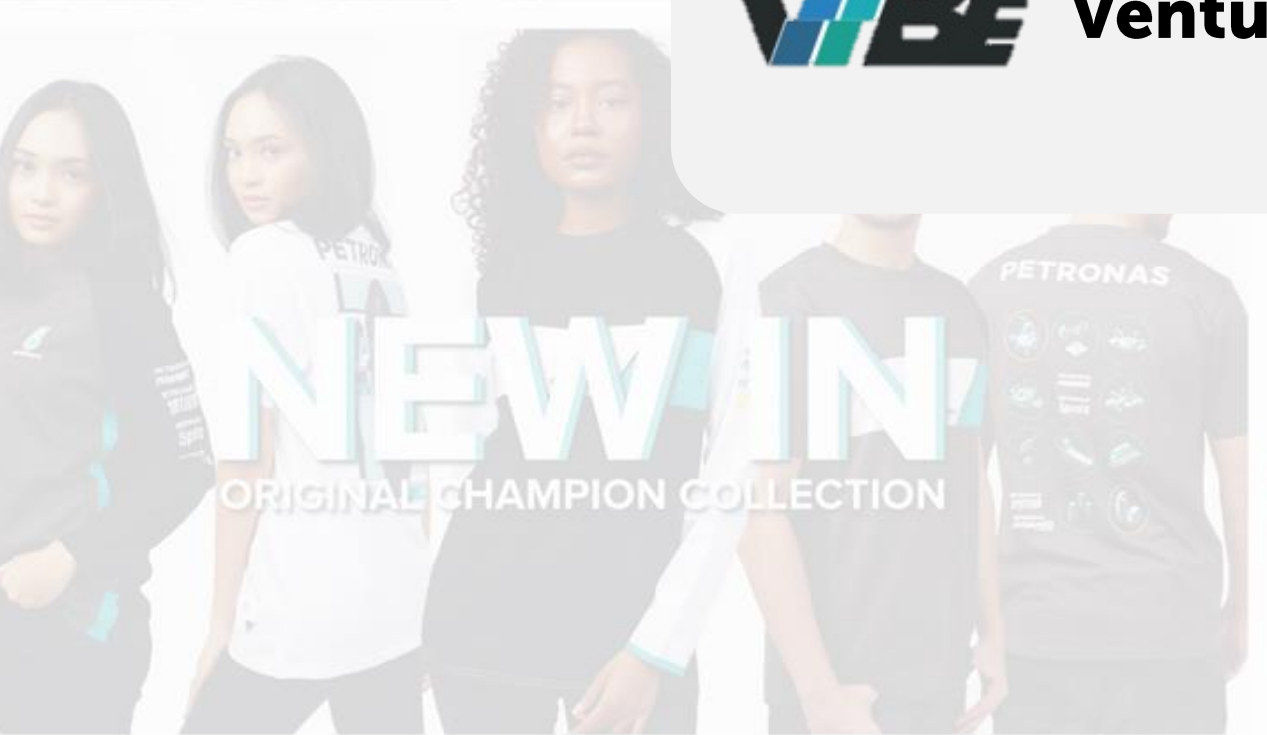


PETRONAS AutoExpert Growth

26,000 consumers nationwide reached through AutoExpert Mobile Service and POMEN



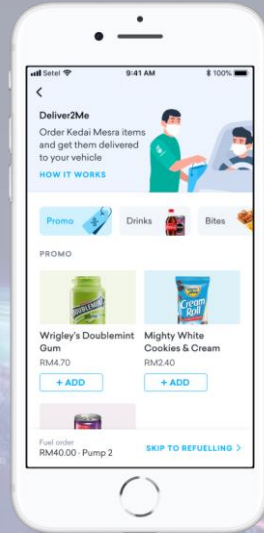
VIBE² Venture Builder



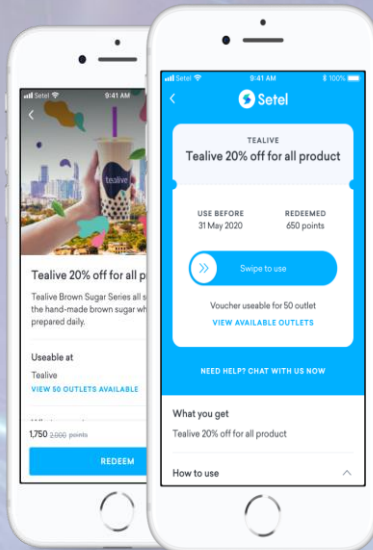
Setel is now available in nationwide PETRONAS stations with a strong growth traction



**C-Store
payments**



Deliver2Me
**>250 stations in
Klang Valley**



**Mesra deal
redemption**



☆ 4.8



☆ 4.8

**Over
51%**

**Repeat purchase
rates**

Leveraging on assets and existing ecosystem to drive growth in new businesses



>30 ROVR business customers

Fleet of 31 trucks

29 Mini Portable Container System

Logistika 



Logistika partnered with with
Post Centre to reach more merchants
and customers within Klang Valley
and Johor Baru

PRISM

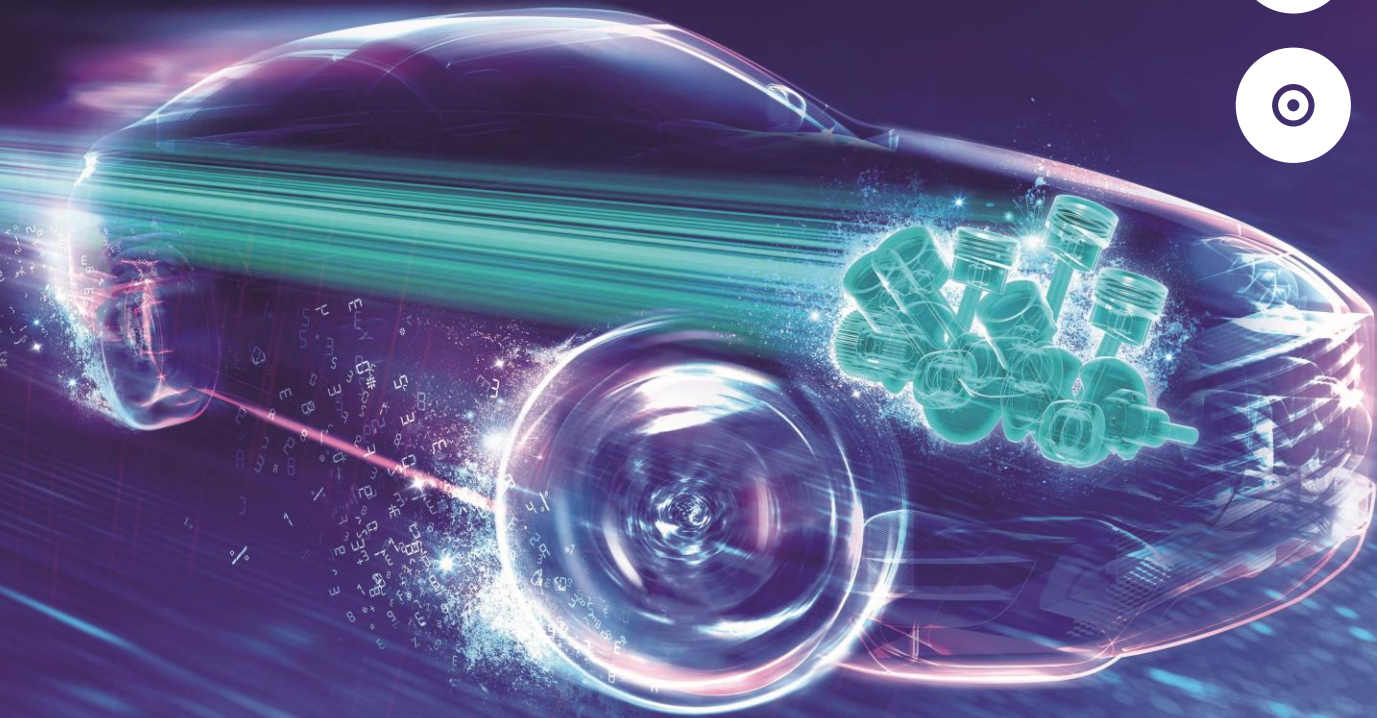


Expanding merchandise business in
delivering motorsport apparel via online
sales

Sold ~200K items over 66 SKUs

*Hot selling items in 2021 are the F1 7times World
Champion merchandise range and face masks.*

FUTURE PROOF



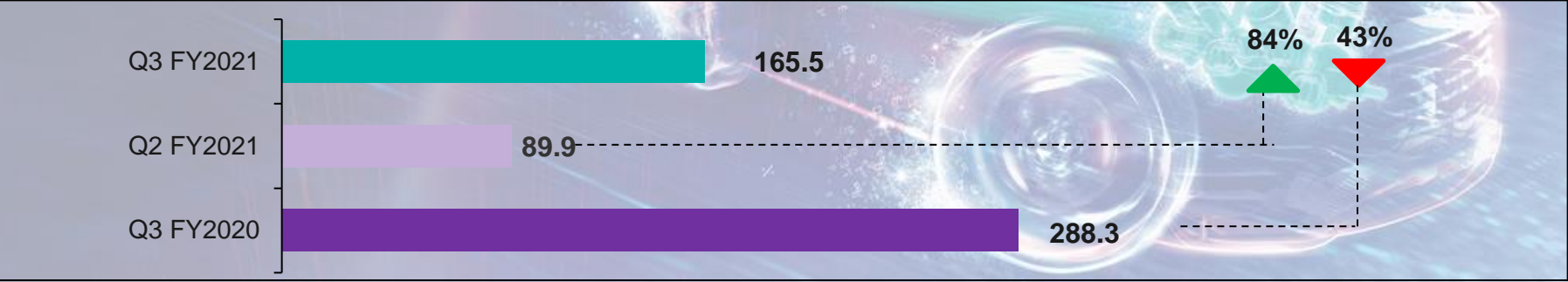
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Group Financial Performance (1/2)

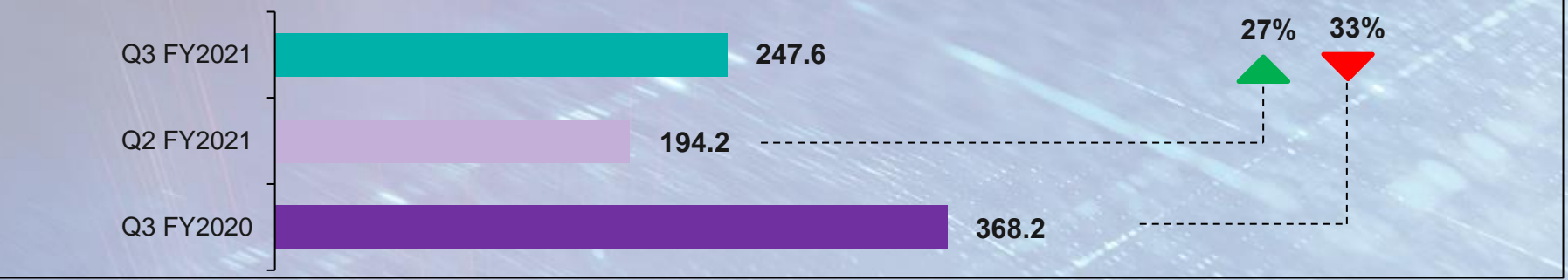
Lower PBT in Q3 FY2021 as compared to SPLY due to lower gross profit following lower sales volume, and lower other income, offset with lower OPEX



Revenue
(RM mil)



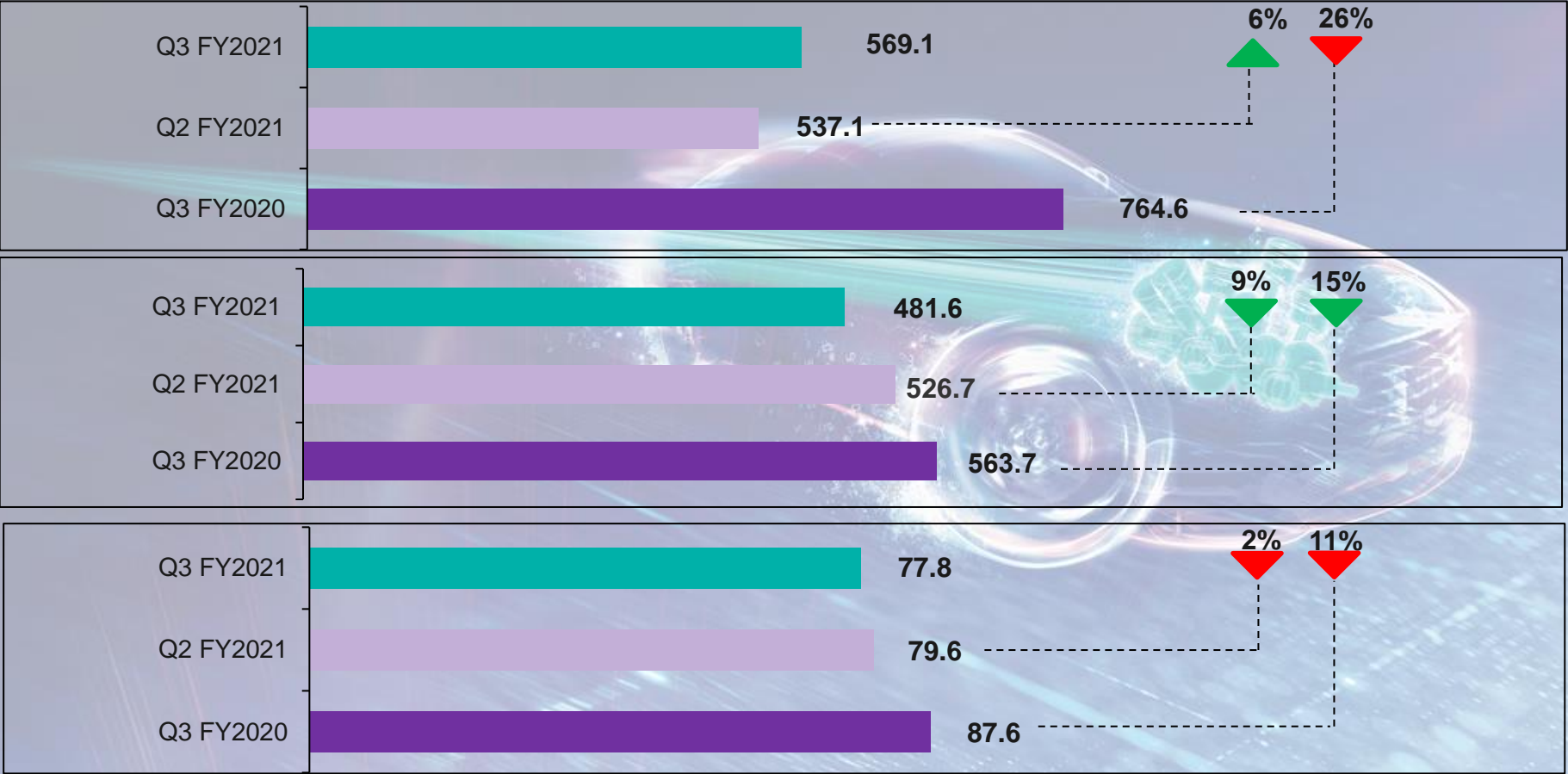
Profit/(Loss) Before
Tax
(RM mil)



EBITDA
(RM mil)

Group Financial Performance (2/2)

Lower PBT in Q3 FY2021 as compared to SPLY due to lower gross profit following lower sales volume, and lower other income, offset with lower OPEX



Gross Profit
(RM mil)

OPEX
(RM mil)

Other Income
(RM mil)

PetDag has declared dividend amounting to 20 sen/share

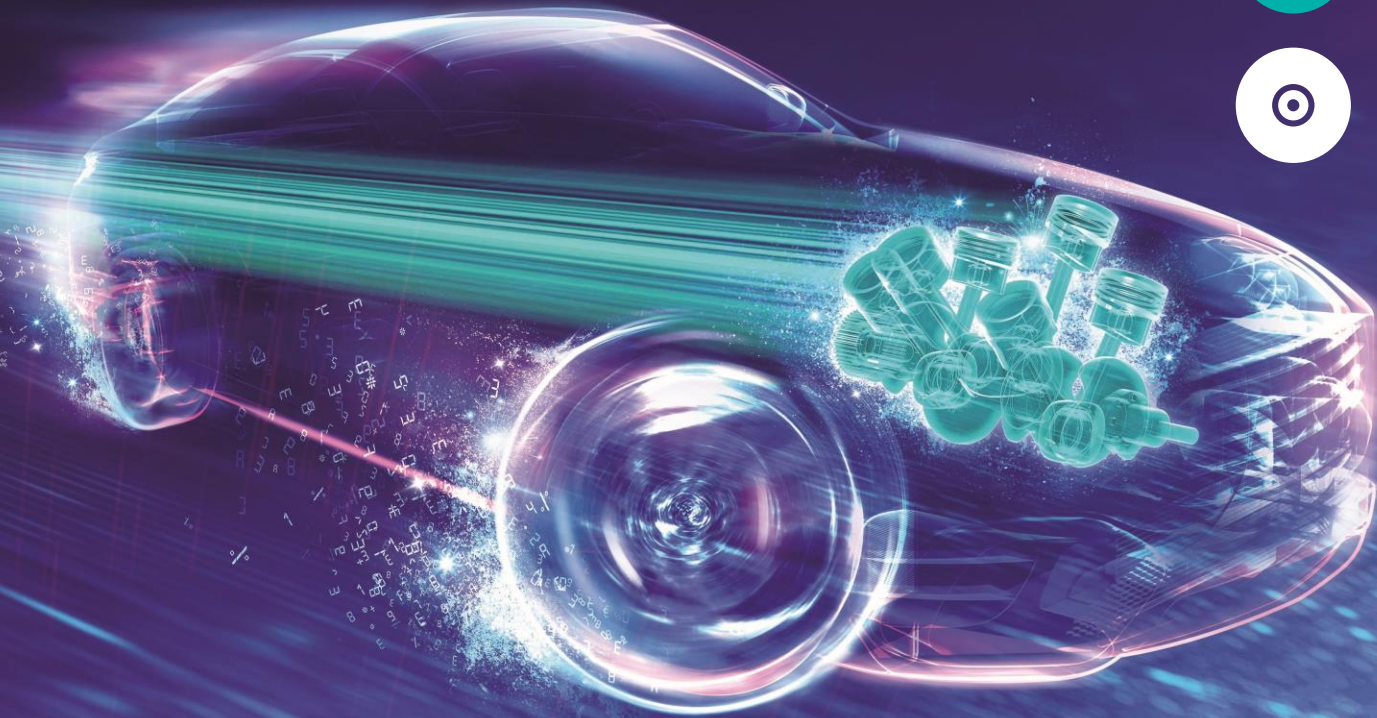
Dividend per share (RM sen)



	2019			2020				2021		
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Dividend Payout (%)	80	67	311	61	482	52	186	53	135	85

For Q3 FY2021, PetDag has declared dividend of 20 sen, with higher dividend per share by 9 sen as compared to Q3 FY2020

FUTURE PROOF



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Positive value to society

1

Flood Rescue Operations



2

Segar@Mesra



3

Contribution to Frontliners



Positive value to society

4

Ikhlas Ramadhan Bersama Gas PETRONAS



5

PETRONAS Coffee Break for Frontliners



6

ROVR provides fueling convenience at IIUM campus



Positive value to society

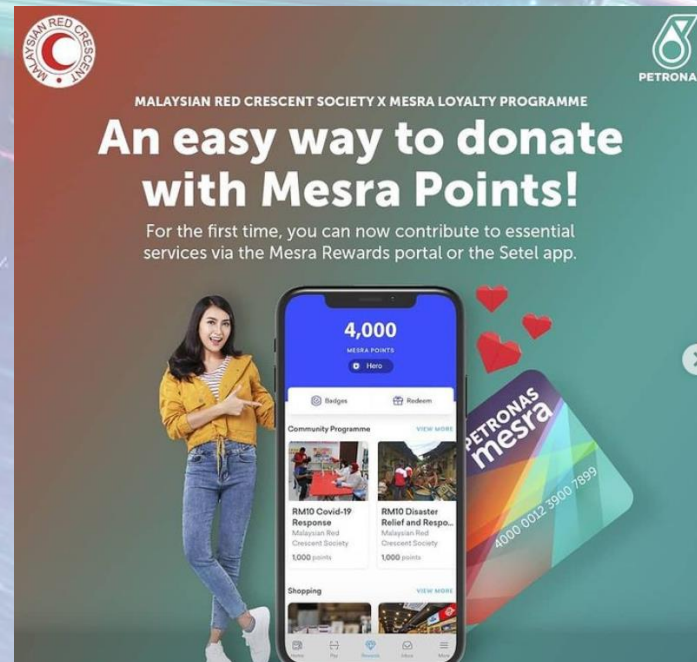
7

Food Bank Programme



8

Donation drive for Malaysia Red Crescent Society

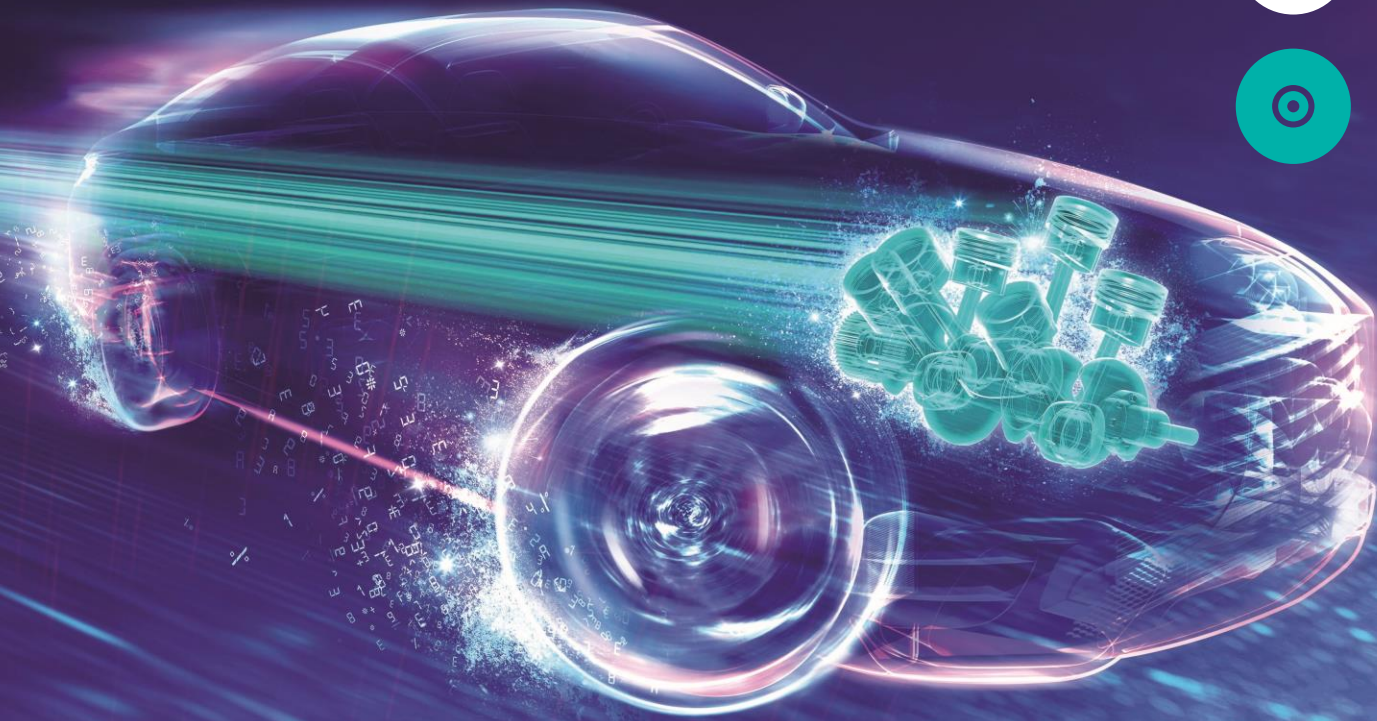


9

Mesra Chill and Heal



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Future Proofing PDB

Our Pillars

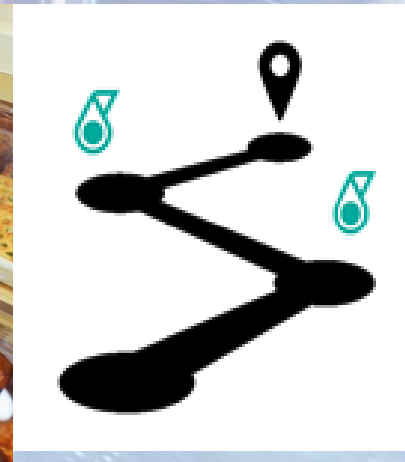
VALUE

Sustain strength of current business segments



GROWTH

Grow the non-fuel segment and capitalise on the energy transition



SUSTAINABILITY

3Ps (People, Profit, Planet) sustainability strategy



Our Promise



***“Making your everyday life
simpler and better”***

Thank you

