

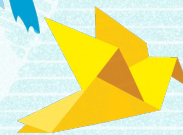
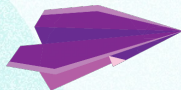
**PETRONAS DAGANGAN BERHAD**

*44<sup>TH</sup> ANNUAL GENERAL MEETING*



**PETRONAS**

# Win the Moment Shape the Next



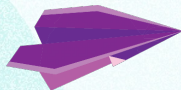
# Presentation Outline



**2025 Year-in-Review**

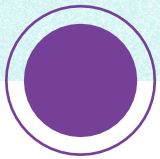


**2026 Looking Ahead**



# 2025 Year-in-Review

## Operating Environment



Financial Highlights



Performance Highlights



Awards & Accolades

# Operating environment shaped by domestic demand, policy and mobility shifts

## Domestic Economic Resilience



✓ 5.2% GDP Growth<sup>1</sup>



✓ 11.2% growth in foreign visitors<sup>2</sup>



✓ 3% unemployment rate<sup>3</sup>

<sup>1</sup>Bank Negara Malaysia

<sup>2</sup>Malaysia Tourism Statistics, Malaysia Tourism Statistics Dashboard

<sup>3</sup>Department of Statistics Malaysia (DOSM) Dashboard

## Policy and Regulatory Transition



✓ Fiscal Reform: Targeted Fuel Subsidy<sup>4</sup>



✓ Climate Change & Energy Transition

<sup>4</sup>Ministry of Finance (MOF) Press Citations, BUDI95

## Shifts in Consumer and Mobility Patterns



✓ Increase in Dining-Out Expenditure<sup>5</sup>



✓ Rise in Convenience-led Consumption<sup>6</sup>



✓ Rising Vehicle Ownership & Changing Mobility Patterns<sup>7</sup>

<sup>5</sup>Euromonitor, Sector Capsule: Limited-Service Restaurants in Malaysia

<sup>6</sup>Euromonitor, Sector Capsule: Convenience Retailers in Malaysia

<sup>7</sup>JPJ Data from Department of Statistics Malaysia (DOSM)

## Oil Price Movement



✓ Influenced by geopolitical developments & changing supply expectations



✓ Brent Crude Oil averaged at USD69.10<sup>8</sup>

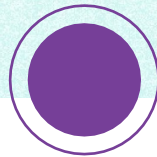
<sup>8</sup>Woodmac Short-term Outlook Report 2025

# 2025 Year-in-Review

## Financial Highlights



Operating Environment



Performance Highlights



Awards & Accolades

# Delivered Solid Financial Performance in FY2025



**Sales Volume**  
(Mil Litres)

**17,116.2**

+ **2%**

**Revenue**  
(RM Mil)

**38,269.3**

+ **1%**

**Profit After Tax**  
(RM Mil)

**1,136.5**

+ **2%**

**Earnings Per Share**  
(Sen)

**110.6**

+ **1%**

**Dividend**

*Declared*

**112 sen**

*FY2024:*  
107 sen

*Yield*

**5.6%**

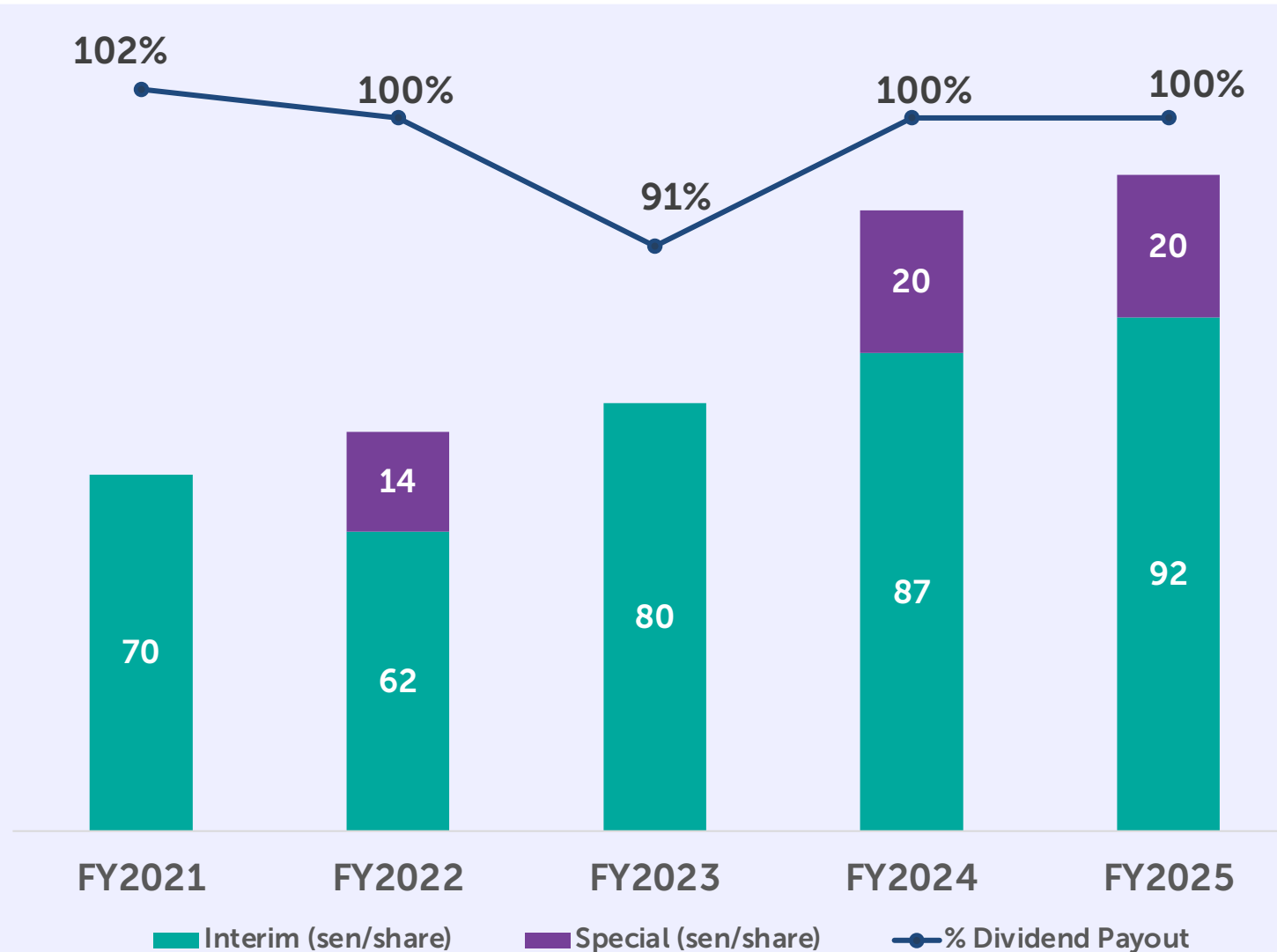
*FY2024:*  
5.5%

*1-year TSR*

**7.5%**

*FY2024:*  
-6.9%

# Sustained 100% Payout Ratio with FY2025 Dividend at 112 sen



# 2025 Year-in-Review

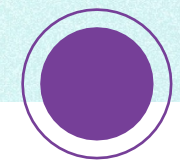
## Performance Highlights



Operating Environment



Financial Highlights



Awards & Accolades



# Retail-Fuel



Performance remained resilient, supported by strong network connectivity and continued focus on safety and service standards



Achieved **smooth nationwide rollout of BUDI95** across our network of PETRONAS stations



Invested in network expansion and asset refresh to strengthen reliability, safety and customer experience across Malaysia



Operationalised **12** additional PETRONAS stations



Accomplished **44** asset refresh nationwide



Remained focused on safeguarding value and positioning to respond to shifting demand conditions



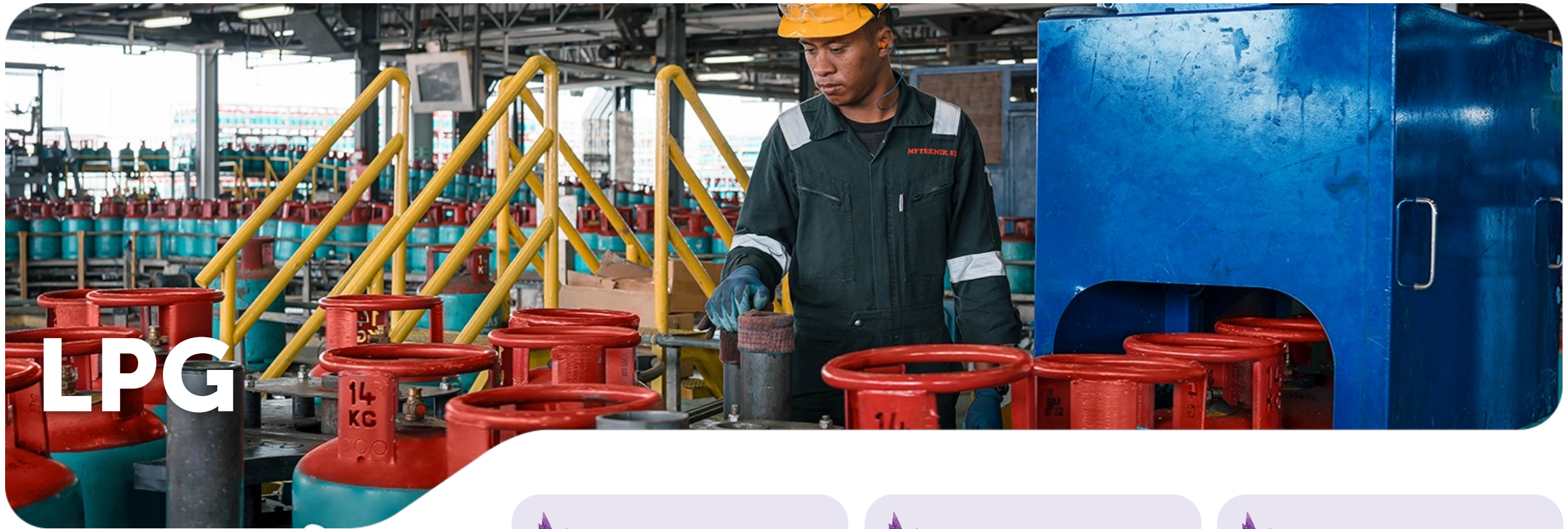
**Aviation fuel volumes grew 20%**, supporting a broad-based 12% growth across the Commercial portfolio



Achieved **10% growth in Diesel volumes** through effective commercial strategies



Delivered Malaysia's first locally blended **SAF** to KLIA for MAG



Demonstrated ability to balance market leadership, operational efficiency and resilience



Recorded highest volume since **2016**, resulting in higher market leadership



Expanded new sales channels with **184** LPG cages in place



Enhanced cylinder durability, lowering **long-term maintenance cost**



# Lubricants

Focused on disciplined commercial execution and portfolio strengthening



Strong volume growth of **14%** led by strong performance across PETRONAS Power Brands

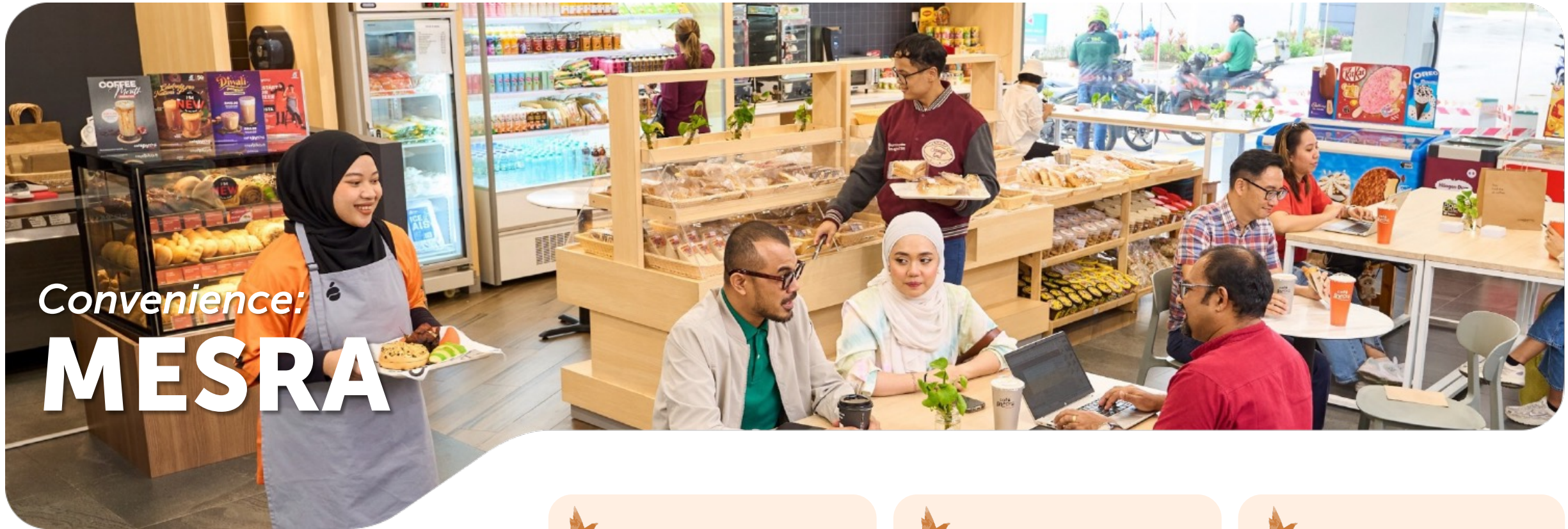


**125** PETRONAS AutoExpert to-date; operationalised **18** MotoExpert outlets



Expanded portfolio with launch of **PETRONAS Sprinta** Bike Care range

**INTRODUCING THE NEW  
PETRONAS SPRINTA  
BIKE CARE**



Convenience:  
**MESRA**

Strengthened the foundations of our non-fuel retail business while adapting our portfolio to remain resilient



Achieved **RM1 billion** in chargeable sales for the fourth consecutive year



Expanded **F&B** offerings through the launch of Steers and Debonairs Pizza



Refitted **81 Kedai Mesra** to improve in-store experience and customer engagement



# Convenience: Setel

Continued its role as a trusted everyday companion for Malaysians, supporting mobility and payments across a growing and increasingly engaged user community



Delivered seamless **BUDI95** fuelling experience through one-time MyKad verification



Setel user surpassed **11 million**, reflecting a **31%** increase in customer traction



Sustained **growth** in Setel Wallet and DuitNow QR usage, driving stronger customer acquisition and non-fuel GMV



Enablers:

# Supply & Distribution

Remained focused on safe operations and reliable supply, supported by disciplined cost management across the end-to-end distribution network



Maintained excellent **HSE** performance



Supported volume growth in Central region driven by **Jet A-1** demand surge and **BUDI95** implementation



Strengthened **operational** and **supply chain** resilience



*Enablers:*

# Digital

Expanded the boundaries of digital transformation in support of technology modernisation and resilience



Enhanced **cyber security**, aligning with industry standards



Expanded digital platforms into **tangible revenue growth** through Dealer Marketplace, SmartPay and analytics adoption

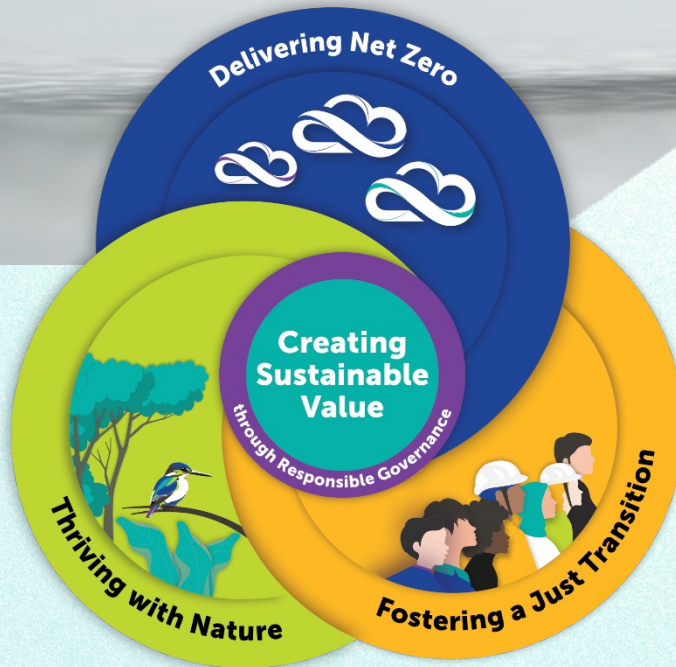


Accelerated decision-making and operational efficiency through **AI-enabled platforms**

# Sustainability



FTSE4Good



Creating Sustainable Value  
through Responsible Governance



Maintained strong standing within **FTSE4Good**  
Index Series

# Sustainability



Commemoration of Malaysia's First Flight  
on Locally Blended Sustainable Aviation Fuel (SAF)

## Delivering Net Zero



Achieved International Sustainability and Carbon Certification  
(ISCC) **CORSIA certification for SAF**



# Sustainability



## Thriving with Nature



Increased hazardous waste diversion from disposal to **75.2%**

# Sustainability

PETRONAS  
MUSLIM OPEN 2026



6 - 11 JANUARY 2026 | ANJUNTA ARSILA, KUALA LUMPUR



## Fostering a Just Transition

### BAM sponsorship

Beyond brand visibility, the sponsorship supported **~140** national athletes annually, enabled multi-business commercial activation and delivered value-driven partnerships

# 2025 Year-in-Review

## Awards & Accolades



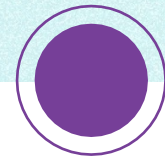
Operating  
Environment



Financial  
Highlights



Performance  
Highlights





Achieved a record-breaking milestone with 27 awards reflecting strong fundamentals

### Key Awards

**MARIM Risk Management Award**

**Champion**  
Risk Culture Excellence Award

### Putra Brand Awards 2025

**Special Award**  
Most Enterprising Brand of The Year

**Platinum**  
Automotives, Fuel & Lubricants Category

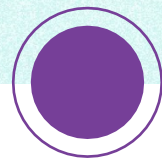
### 2025 ARC Awards

**Top 5 Annual Report of 2025**

**Winner in Multiple Categories**

# 2026 Looking Ahead

**Outlook**



Strategy

# In a volatile market with no true winners, the focus is resilience today and sustainability for the future



**Structural Shift in  
the Operating  
Environment**



**Inflation & Fiscal  
Outlook**



**Cost and Margin  
Pressures**



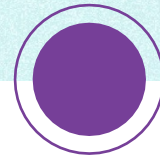
**Low Carbon  
Mobility  
Progress**

# 2026 Looking Ahead

**Strategy**



Outlook



# Delivering Resilient Value Today, Building Relevance for Tomorrow



## Core Business

### Protect and Optimise Core

PDB will safeguard earnings resilience by driving operational excellence, cost discipline and network optimisation amid pricing controls and cost inflation.



## New Business

### Strengthen Value beyond Fuel

PDB is accelerating non-fuel retail, customer experience and loyalty initiatives to uplift margin quality and reinforce brand differentiation in a more competitive market.



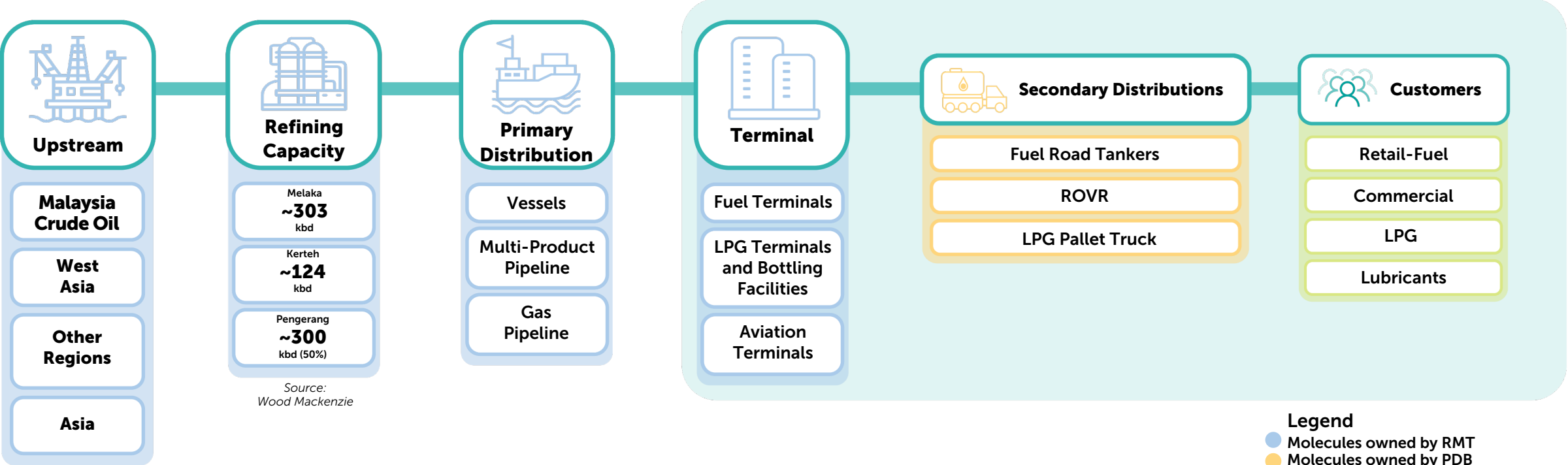
## NZCE

### Position for Transition with Discipline

PDB will take selective, policy-aligned and capital-disciplined steps towards the energy transition while preserving near-term returns and long-term relevance.



# Stability through Integration in a Disrupted Energy World



## Strategic Response

### Supply Assurance to Our Network

- Demand Trends and Uptake Tracking

### Financial Shielding

- Financial discipline is being reinforced
- Tighter working capital control
- Active management of subsidy receivables

### Enterprise Integration

- Integrated value chain from crude to retail
- Coordinated government engagement



# Making Your Everyday Life **Simpler and Better**

