

Win the Moment Shape the Next



Basis of This Report

We are proud to present PETRONAS Dagangan Berhad's (PDB or the Group) first standalone Sustainability Report 2025 (Report), marking an important milestone in the Group's sustainability journey.

The publication of this inaugural standalone Sustainability Report reflects PDB's deliberate step forward in strengthening its sustainability reporting practices and disclosures, emphasising the Group's commitment to transparency and meaningful engagement with its stakeholders.

This Report outlines our approach, actions and progress in managing sustainability issues that matter most to us, demonstrating how sustainability considerations are embedded into our business operations, strategy and decision-making. It also addresses how we manage material sustainability risks and opportunities to support resilient, long-term performance.

Looking ahead, as stakeholder expectations and regulatory requirements continue to evolve, PDB is committed to further enhancing the quality, consistency and transparency of its sustainability disclosures. We will continue to advance responsible stewardship as we build trust and empower thriving communities, leaving a legacy of shared prosperity.

OUR REPORTING SUITE

The PDB Integrated Report is our main communication with stakeholders, providing an integrated view of our performance, strategy and future direction. It explains how we create value over the short, medium and long term, while our Audited Financial Statements (AFS) provide detailed information on our financial results.

REPORTING FRAMEWORK

INTEGRATED REPORT 2025 (IR)

The Integrated Report has been prepared in accordance with applicable statutory requirements and recognised reporting frameworks, including:

- Main Market Listing Requirements (MMLR) issued by Bursa Malaysia
- International Integrated Reporting <IR> Framework issued by the IFRS Foundation
- Malaysian Code on Corporate Governance (MCCG) 2021
- Malaysian Financial Reporting Standards (MFRS)
- Companies Act 2016
- Corporate Governance Guide (4th Edition) issued by Bursa Malaysia
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)
- International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, where relevant and subject to applicable regulatory timelines
 - Climate-related Disclosures (IFRS S2)



SUSTAINABILITY REPORT 2025 (SR)

The Sustainability Report details our Economic, Environmental, Social and Governance (EESG) performance, highlighting sustainability initiatives and outcomes that drive positive and enduring impact for our stakeholders.

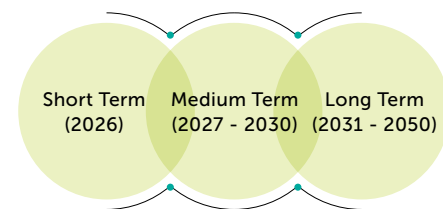
This Report has been prepared in reference to and guided by the following frameworks and requirements:

- MMLR issued by Bursa Malaysia
- Global Reporting Initiative (GRI) Universal Standards 2021
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)
- FTSE4Good Bursa Malaysia Index Environmental, Social and Governance (ESG) Indicators
- United Nations Sustainable Development Goals (UN SDGs)
- IFRS Sustainability Disclosure Standards – Climate-related Disclosures (IFRS S2)



TIME HORIZONS

The definitions of the time frames applied to our strategies, goals and targets are as follows:



REPORTING SCOPE AND BOUNDARY

This Report covers the financial year from 1 January 2025 to 31 December 2025 and encompasses our subsidiaries, joint ventures and associates, unless otherwise specified in the relevant sections. It provides our sustainability-related efforts and performance in advancing responsible business practices and value creation.

MATERIAL MATTERS

We review our Material Matters annually and conduct a comprehensive materiality assessment every three years.

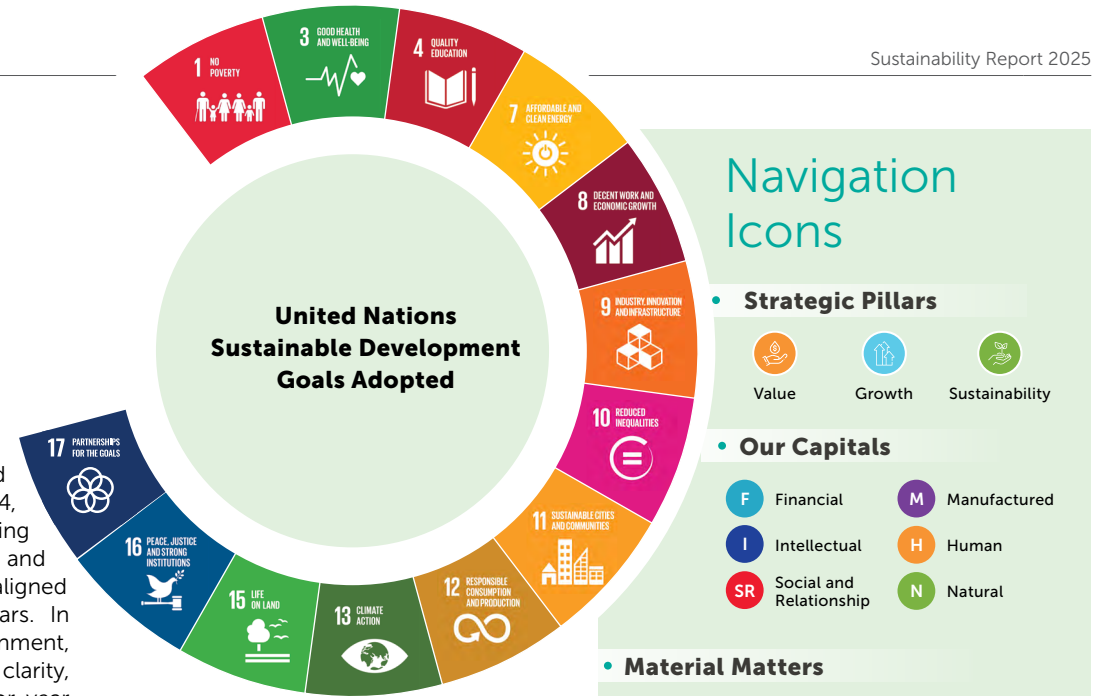
Following the introduction of the PETRONAS Group's refreshed Sustainability Approach in 2024, which is structured around Delivering Net Zero, Thriving with Nature and Fostering a Just Transition, PDB aligned its Material Matters to these pillars. In 2025, we have maintained this alignment, with refinements focused on clarity, consistency and continuity with prior-year disclosures.

INTERNATIONAL SUSTAINABILITY STANDARDS BOARD

The International Sustainability Standards Board (ISSB), established by the IFRS Foundation, develops a global, investor-focused baseline for sustainability-related financial disclosures. The ISSB's IFRS Sustainability Disclosure Standards require organisations to explain how sustainability and climate-related risks and opportunities affect enterprise value.

IFRS S1 establishes general requirements for the disclosure of sustainability-related financial information, while IFRS S2 focuses specifically on climate-related disclosures. Together, these standards build on the Task Force on Climate-related Financial Disclosures (TCFD) framework and strengthen the linkage between sustainability considerations, strategy, risk management and financial performance.

The ISSB Statement for PDB and its subsidiaries has been prepared in accordance with the IFRS Sustainability Disclosure Standards issued by the ISSB, with a focus on IFRS S2 Climate-related Disclosures, in line with Bursa Malaysia's Main Market Listing Requirements. For more information on the ISSB Statement, refer to pages 84 to 107 of PDB's Integrated Report 2025.



Navigation Icons

Strategic Pillars

- Value
- Growth
- Sustainability

Our Capitals

- F Financial
- I Intellectual
- SR Social and Relationship
- M Manufactured
- H Human
- N Natural

Material Matters

- 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

Our Stakeholders

- S1 Investors
- S2 Customers
- S3 Rakan Niaga/Dealers
- S4 Employees
- S5 Authorities/Regulators/Financial Institutions
- S6 Contractors/Suppliers/Business Partners
- S7 Communities
- S8 Media

STATEMENT OF ACKNOWLEDGEMENT ON RELIABILITY AND COMPLETENESS OF PDB'S 2025 SUSTAINABILITY REPORT

The Board of Directors of PDB acknowledges its responsibility for ensuring the accuracy, integrity and completeness of this Sustainability Report. In the Board's opinion, the Report addresses all material ESG matters that influence the Group's ability to create long-term value and presents a fair and balanced account of PDB Group's sustainability performance during the reporting period. The Report has been prepared with reference to the Global Reporting Initiative Universal Standards 2021 and received the Board's approval on 24 February 2026.

Datuk Anuar Ahmad
Chairman

Azrul Osman Rani
Managing Director/
Chief Executive Officer

ASSURANCE

We strengthen the credibility of our disclosures through independent external assurance. The financial statements in the Integrated Report have been audited by independent external auditors. In addition, selected sustainability indicators have undergone limited independent assurance.

Please refer to page 84 of our ISSB Statement in the Integrated Report for details of the selected climate-related indicators that were subjected to limited independent assurance by LRQA under ISO 14064. Further information on the selected sustainability indicators assured by KPMG PLT and LRQA under ISAE 3000 (Revised) is available in this Report.

Details of the assured indicators and scope of work are set out in the independent limited assurance reports on pages 105 to 111.

FORWARD-LOOKING STATEMENTS

This Report contains certain forward-looking statements that reference future prospects, plans and outlooks. These statements are subject to uncertainties and should not be taken as definite. The forward-looking statements indicated are as of the publishing date of this Report and the company is under no obligation to update these statements and will not necessarily do so. Readers are advised not to rely on the forward-looking statements as guarantees or predictions of future performance.

FEEDBACK

We invite stakeholders to share their feedback as we continue to strengthen our reporting practices and disclosures. Feedback on this Report may be shared at petdagir@petronas.com.

Inside This Report

We entered 2025 with a clear ambition to build on our momentum and stay ahead in a changing landscape. Our focus is on what truly matters – delivering value, deepening customer trust and making everyday life simpler and better. With the right fundamentals in place, we are ready to navigate challenges and drive the next phase of growth.



What You Will Find Inside This Report

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At PDB, our mission goes beyond simply providing solutions. It is about creating experiences that matter.

Staying true to our promise of making your everyday life simpler and better, we constantly challenge boundaries by introducing differentiated offerings that reinforce customer-centricity and elevate everyday interactions.

A strong governance framework enables sustainability to be applied consistently across strategies, investment decisions and operations. The Board has oversight of sustainability and climate-related risks and opportunities when performing its role, such as reviewing and approving strategic business goals and ensuring appropriate policies are in place, to ensure sustainability and optimisation of long-term returns. This commitment ensures that our strategic decisions integrate both customer value and sustainability considerations, supported by measurable outcomes and rigorous accountability.



BSRC Chairman's Statement



Dear Stakeholders,

Climate change is a present and escalating risk. To address this pressing issue and other sustainability risks, we must take sustained and practical action. At PDB, our sustainability agenda informs how we govern, prioritise and execute, alongside our responsibility to grow the business in a changing operating environment. It also raises the bar for how we communicate, because confidence is earned through clarity, consistency and evidence.

As the Chairman of the Board Sustainability and Risk Committee (BSRC), I present PDB's inaugural standalone Sustainability Report 2025, which sets out our approach, governance and progress during the year.



Leading with Accountability

**Alvin Michael
Hew Thai Kheam**
BSRC Chairman

BSRC Chairman's Statement

THE CHANGING SUSTAINABILITY AND REGULATORY LANDSCAPE

The impacts of climate change are reshaping the global economy and accelerating the transition expectations placed on the oil and gas industry. This has increased stakeholder scrutiny and expanded regulatory requirements globally and across the region.

In Malaysia, the most recent and significant change was the introduction of the National Sustainability Reporting Framework (NSRF) in September 2024. The NSRF requires publicly listed companies and large non-listed companies to comply with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB).

It tightens expectations around consistency, comparability and governance, placing sustainability disclosures on the same footing as financial information in terms of rigour, accountability and Board oversight.

More importantly, the NSRF changes the nature of sustainability conversations within organisations. It requires clearer articulation of how sustainability-related risks and opportunities influence strategy, capital allocation and performance, rather than treating them as parallel considerations. This shift makes the role of Boards and management more critical than ever in owning sustainability outcomes, supported by data, controls and assurance mechanisms, strengthening the alignment between sustainability commitments and long-term business resilience.

PDB's response has been one of consistency, as we have always treated sustainability as a core business consideration embedded into decision-making and execution rather than addressed in isolation.



Our focus continues to centre around governance and controls, environmental impact management including greenhouse gas (GHG) emissions, partnerships with strategic stakeholders and increasing awareness among employees, value chain stakeholders and communities. The introduction of the NSRF reinforces this approach and provides a clearer, more disciplined framework through which our sustainability priorities are executed and communicated.

Against this backdrop, 2025 was a year of execution. We strengthened risk management, enhanced the quality of disclosures and advanced initiatives linked to low-carbon solutions as we progress towards our Net Zero Carbon Emissions (NZCE) by 2050 in support of the nation's energy transition.

UPHOLDING STRONG SUSTAINABILITY GOVERNANCE

Strong governance framework enables sustainability to be applied consistently across strategies, investment decisions and operations. The Board's oversight of sustainability and climate-related risks and opportunities is intended to ensure accountability, clear ownership and disciplined follow-through.

In 2025, PDB continued to strengthen its sustainability governance framework across three levels. At the Board level, the BSRC scrutinises matters requiring guidance or endorsement and escalates strategic positions and policy decisions to the Board for approval. The BSRC is supported by the Sustainability Action Council (SAC), the primary platform to drive execution and monitor progress. Chaired by the Managing Director/Chief Executive Officer (MD/CEO), the SAC also coordinates the management of sustainability-related risks and opportunities across PDB's businesses. At the department level, sustainability is supported by designated sustainability change agents who deliver initiatives and support wider adoption of sustainable practices. This structure is intended to embed oversight and execution across the organisation and to cascade accountability from the top.

BSRC Chairman's Statement

STRENGTHENING SUSTAINABILITY RISK MANAGEMENT

The BSRC reviews sustainability risks for new and existing business initiatives. This includes assessing projects for commercial and economic feasibility, as well as environmental and social implications, to support the integration of sustainability considerations into capital allocation and strategic decision-making.

To strengthen accountability, we began tracking sustainability performance through Key Performance Indicators (KPIs) across pillars and sub-pillars supported by a traffic-light monitoring system. These sustainability-related KPIs, including climate-related metrics, are integrated into the corporate scorecard, led by the MD/CEO and selected members of the Leadership Team. This approach is intended to sharpen visibility on areas requiring intervention, assess progress through clearly defined outcomes and reinforces sustainability as a business discipline.

GOING BEYOND COMPLIANCE IN SUSTAINABILITY DISCLOSURES

PDB places emphasis on the quality, completeness and credibility of its sustainability disclosures. This Report reflects our intent to provide stakeholders with decision-useful information on our sustainability agenda and performance.

We have progressively strengthened the rigour of our disclosures by subjecting our sustainability data to external assurance since 2023, well ahead of the mandated timeline. This proactive approach goes beyond baseline regulatory expectations and reinforces stakeholder confidence in the integrity, robustness and reliability of our reporting. Over time, we have continued to enhance our assurance framework by engaging independent, reputable assurance providers and expanding the scope of verification, underscoring our commitment to accountability, transparency and continuous improvement in sustainability governance.

Concurrently, our external assurance journey has served as a catalyst to strengthen internal discipline and accelerate readiness for IFRS S1 and S2 disclosures, in line with Bursa Malaysia's enhanced sustainability reporting requirements. This has driven a step change in how we govern sustainability data, including more robust data collection, validation and quality assurance processes, as well as stronger cross-functional coordination to support increasingly integrated financial and climate-related disclosures.

Our sustained focus on enhancing disclosure quality and governance maturity has enabled PDB to maintain a strong standing within the FTSE4Good Index Series, achieving a score of 4.0 in 2025 and positioning the Group within the top 13th percentile of the global oil and gas super sector. This external recognition reflects not only compliance, but our continued commitment to credible, comparable and decision-relevant sustainability reporting.



ADVANCING PDB'S SUSTAINABILITY IMPACT

The year 2025 was a demanding yet meaningful period for us at PDB. Challenges such as regulatory pressures, Group-wide workforce restructuring and national fuel subsidy rationalisation programmes required substantial redeployment of human and financial resources, placing constraints on the availability of capacity to support sustainability programmes.

Within these constraints, the sustainability team and the SAC continued to progress initiatives aligned with circular economy and low-carbon transition pathways, supported by leadership-level coordination and oversight.

The Used Cooking Oil (UCO) collection programme, now in its third year, has strengthened household awareness of recycling practices while supporting the development of secure feedstock pathways. This is fundamental to PDB's longer-term plan for a biorefinery targeted for completion in 2028, which will support the production of Sustainable Aviation Fuel (SAF) while contributing to the national low-carbon fuel ecosystem.

In 2025, PDB's SAF achieved a historic milestone when it successfully fuelled Malaysia Airlines' daily flights from Kuala Lumpur to London between 1 to 16 September 2025. This achievement effectively positioned PDB ahead in supporting the government's targets for SAF under the 13th Malaysia Plan, reinforcing our commitment to national energy security and industrial growth.

In parallel, we also advanced practical decarbonisation measures, including the solarisation of more than 300 PETRONAS stations, representing approximately 30% of the retail network. Our initiatives also included supplying B20 and B30 biodiesel at KLIA and selected plantation sectors, strengthening energy resilience while supporting the transition to lower-carbon fuels.

Beyond sustainable solutions and decarbonisation, we supported the Malaysian government's launch of its subsidised petrol initiative, BUDI95, by forming a special taskforce and providing multiple payment options to ensure seamless customer experience. Our comprehensive approach ensured that Malaysians could access the subsidised RON95 easily through our extensive retail infrastructure, fostering inclusivity.

BUILDING CAPABILITY TO BE FUTURE-READY

Sustainability standards and stakeholder expectations are increasing in complexity and pace. This reinforces the need to strengthen capability at the management, committee and Board levels to support informed oversight and credible decision-making.

BSRC Chairman's Statement

In 2025, PDB expanded sustainability capability through training and seminars for the Board and management, covering energy transition, an international sustainability programme, Artificial Intelligence (AI) and reflections on outcomes from COP 30. Our teams also attended training on IFRS S1 and S2 requirements to deepen technical understanding of international standards and local compliance expectations, enhancing preparedness to meet evolving regulatory and stakeholder requirements.

MOVING FORWARD

The sustainability journey is long and demands sustained discipline. Looking ahead, we will focus on strengthening organisational readiness for a more complex sustainability and regulatory landscape, supported by continued investment in systems, data quality and organisational capability.

These foundations are essential to ensuring that our transition efforts are credible, measurable and aligned with long-term business resilience and value creation.

Our efforts will continue to focus on strengthening Scope 1 and Scope 2 emissions management, while laying the groundwork for Scope 3 reporting in line with regulatory expectations.

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to our employees for their commitment, the members of the BSRC and the Board for their guidance and challenge and to our partners, customers and communities for their continued support. I would also like to acknowledge the SAC and the sustainability team for their dedication and execution, which provide assurance that sustainability is being driven not only at the Board level but throughout the organisation.

Sustainability is not a destination but a responsibility. With shared commitment, clear governance and dedicated execution, I am confident that PDB will continue to progress meaningfully on this journey.

Who We Are and What We Do


Who We Are and What We Do

ABOUT US

PETRONAS Dagangan Berhad (PDB) serves Malaysians nationwide through an extensive network of service stations, retail offerings, commercial partnerships and digital platforms.

Guided by our promise in making your everyday life simpler and better, we offer a portfolio that supports customers' everyday mobility and energy needs, comprising:

- Retail-Fuel
- Commercial and industrial fuels
- LPG and lubricants
- Convenience and mobility services


 For more information, please refer to Business Review on pages 68 to 83 in our Integrated Report.

OUR PATH TO SUSTAINABLE GROWTH

We strengthen our core business in retail-fuel and commercial energy solutions through operational efficiency, while capturing new growth opportunities driven by convenience-led customer solutions, anchored in responsible energy stewardship.

Our short-term focus reinforces the performance and resilience of this core business, while the medium-term advances innovative, customer-centric and lower-carbon mobility solutions.


Over the long-term, we aim to scale our role as an energy provider by accelerating innovation, expanding lower-carbon offerings and enhancing integrated retail solutions.

 For more information, please refer to Our Strategy on pages 64 to 65 in our Integrated Report.

OUR WAY OF WORKING

We work in a market that changes fast. Customer needs evolve, technology reshapes behaviour and expectations around sustainability continue to rise. We respond by staying close to our customers, sharpening execution and building new ways to serve beyond fuel. Every decision supports growth, value and sustainability outcomes. We achieve this by:

- Improving efficiency, supply and network performance
- Strengthening customer experience through service, digital and loyalty platforms
- Building partnerships that expand reach and relevance
- Embedding sustainability into operations, investment and decision-making

 For more information, please refer to Our Value Creating Business Model on pages 66 to 67 in our Integrated Report.

POWERED BY OUR PEOPLE

Our people drive this journey. Through discipline, care and ownership, they keep PDB moving forward, serving everyday needs today while building a stronger, more responsible business for the future.

 For more information, please refer to Human Capital on pages 76 to 85.

Our Purpose

A Progressive Energy and Solutions Partner Enriching Lives for a Sustainable Future

Our Brand

Passionate About Progress

Our Promise

Making Your Everyday Life Simpler and Better

Our Shared Values

- > **Loyalty**
Loyal to Corporation
- > **Integrity**
Honest and Upright
- > **Professionalism**
Strive for Excellence
- > **Cohesiveness**
United, Trust and Respect for Each Other

PETRONAS Cultural Beliefs

- > **Customer Focused**
I deliver solutions from the customer lens
- > **Innovate Now**
I challenge norms and push boundaries
- > **Be Enterprising**
I seek opportunities and make them happen
- > **Speak Up**
I express my views openly
- > **Courage To Act**
I take action to progress with pace



Our Value Chain

Our Value Chain

PRODUCT SUPPLY →

Trans Thai-Malaysia (Malaysia) Sdn. Bhd.

PETRONAS Penapisan (Terengganu) Sdn. Bhd.

Malaysian Refining Company Sdn. Bhd.

Malaysia LNG Sdn. Bhd.

PETRONAS Lubricants International Sdn. Bhd.

PETRONAS Trading Corporation Sdn. Bhd.

PRIMARY DISTRIBUTION →

Vessels
Main Transportation Mode

Direct from Refinery and Gas Plant
• Melaka • Kertih

Multi-Product Pipeline
• Kuala Lumpur International Airport
• Klang Valley Distribution Terminal

Gas Pipeline
• Prai LPG

TERMINALS AND FACILITIES →

- Fuel Terminals**
- LPG Terminals and Bottling Facilities**
- Aviation Terminals**
- Bunkering Facilities**
- Lubricant Warehouse**

SECONDARY DISTRIBUTION →

- Fuel Road Tankers**
- Dispensers**
- Bowers**
- ROVR**
- LPG Pallet Trucks**
- LPG Bulk Delivery**

CUSTOMERS

- Retail-Fuel**
- Commercial**
- LPG**
- Lubricants**

Where We Operate

Where We Operate

36 Terminals

- Terminal with bunkering facilities
- Bunkering terminal only
- Non-operational control joint venture (JV)
- Hospitality arrangement

17 Fuel Terminals

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

13 Aviation Terminals

- 1 Bayan Lepas
- 2 Bintulu
- 3 Kertih
- 4 KLIA [FFB + KAFS (JV)]
- 5 Kota Kinabalu
- 6 Kuala Terengganu
- 7 Kuching
- 8 Miri
- 9 Pulau Langkawi
- 10 Sandakan
- 11 Senai
- 12 Sibul
- 13 Subang

6 LPG Terminals and Bottling Facilities

- 1 Kertih
- 2 Melaka
- 3 Pasir Gudang
- 4 Prai
- 5 PST Tawau (JV)
- 6 Sepangar Bay

6 Offices

- 1 Kuala Lumpur
- 2 Prai
- 3 Kuantan
- 4 Johor Bahru
- 5 Kuching
- 6 Kota Kinabalu

Legends

- Fuel Terminals
- Aviation Terminals
- LPG Terminals and Bottling Facilities
- Offices
- Multi-Product Pipeline



Group Corporate Structure

Group Corporate Structure

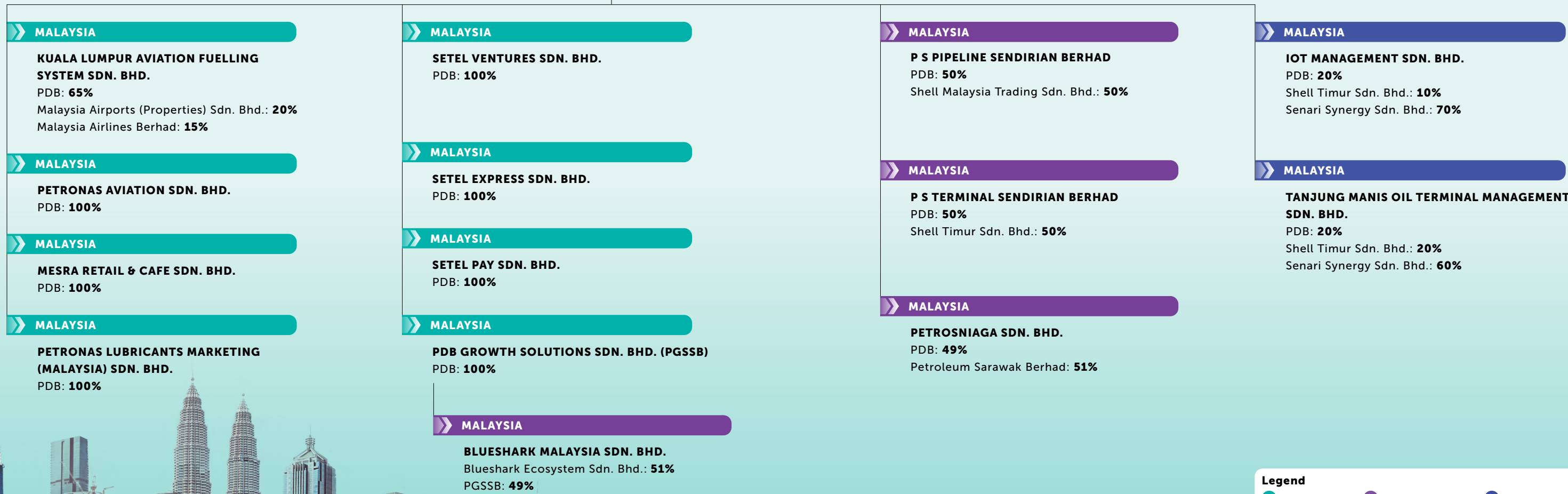


PETRONAS
Petroleum
Nasional Berhad
(PETRONAS)

63.94%



PETRONAS
PETRONAS
Dagangan Berhad
(PDB)



Legend

- Subsidiary
- Joint Venture
- Associate

Sustainability Dashboard

Sustainability Dashboard

CREATING SUSTAINABLE VALUE THROUGH RESPONSIBLE GOVERNANCE

Ethics and Corporate Governance

Percentage of Employees Who Have Received Training on Anti-Corruption
99%
(2024: 99%
2023: 98%)

Percentage of Operations Assessed for Corruption-Related Risks
100%*
(2024: 100%
2023: 100%)

Confirmed Incidents of Corruption and Action Taken
0*
(2024: 0
2023: 0)

* This pertains to PDB only and has been externally assured by KPMG PLT. Refer to page 105 for the independent limited assurance report.

* This pertains to PDB and its subsidiaries, excluding PDB Growth Solutions Sdn Bhd and has been externally assured by KPMG PLT. Refer to page 105 for the independent limited assurance report.

Economic Growth and Performance

Dividend Paid to Investors
RM1,102 million
(2024: RM884.2 million
2023: RM923.9 million)

Tax Paid to Government
RM374.7 million
(2024: RM353.9 million
2023: RM497.0 million)

Percentage of Local Suppliers/Contractors
99.8%*
(2024: 98.6%
2023: 98.0%)

Payment to Contractors/Suppliers/Business Partners
RM43.0 billion
(2024: RM50,692.7 million
2023: RM47,666.6 million)

Employee Wages and Benefits
RM403.7 million
(2024: RM470.9 million
2023: RM474.8 million)

* The percentage of local suppliers is determined based on the Purchase Order (PO) figures. This pertains to PDB only and has been externally assured by KPMG PLT. Please refer to page 106 for the independent limited assurance report.

Sustainable and Ethical Supply Chain



Employees Under Collective Bargaining Agreements
545
(2024: 580
2023: 610)

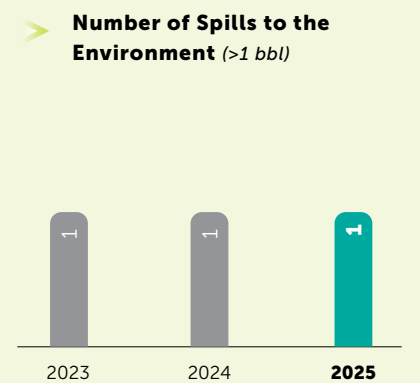
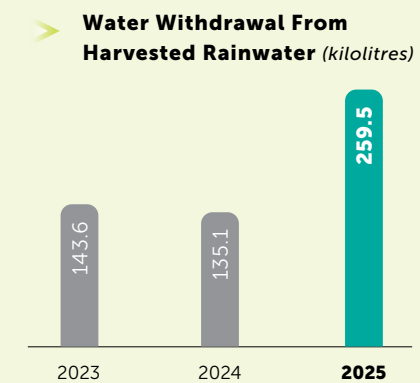
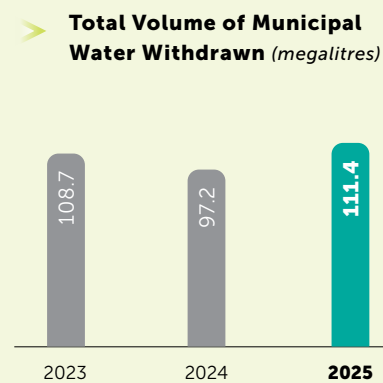
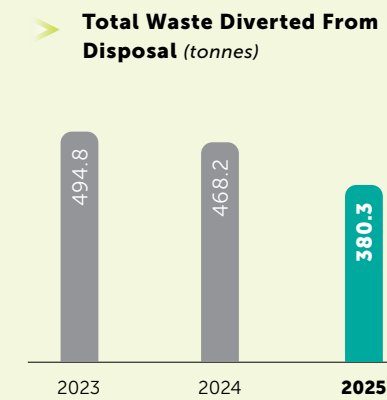
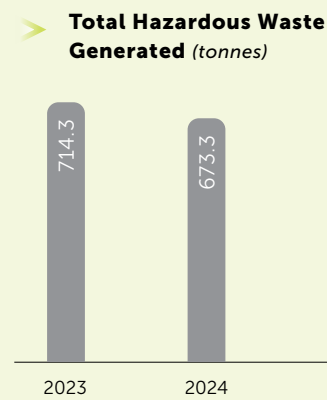


Substantiated Complaints Concerning Human Rights Violations
6*
(2024: 6
2023: 6)

* This pertains to PDB only and has been externally assured by KPMG PLT. Refer to page 106 for the independent limited assurance report.

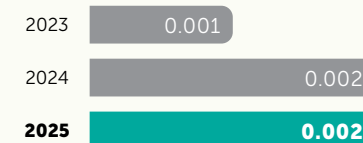
THRIVING WITH NATURE

Environmental Management



Treated Wastewater Discharge (tonnes)

Oil and Grease



Chemical Oxygen Demand (COD)



Sustainability Dashboard

Sustainability Dashboard

DELIVERING NET ZERO

Climate Change and GHG Emissions

Scope 1 Emissions in Tonnes of CO₂e ('000 tonnes CO₂e)



Scope 2 Emissions in Tonnes of CO₂e ('000 tonnes CO₂e)

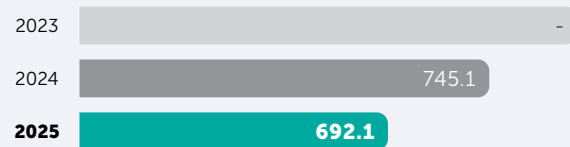


Scope 3 Emissions in Tonnes of CO₂e

Purchased Goods and Services (Category 1) (million tonnes CO₂e)



Employee Commuting (Category 7) (tonnes CO₂e)



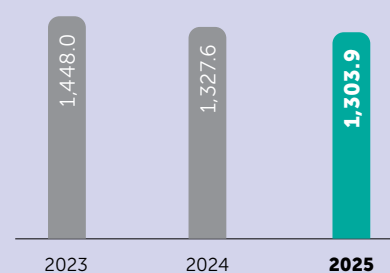
Business Travel (Category 6) (tonnes CO₂e)



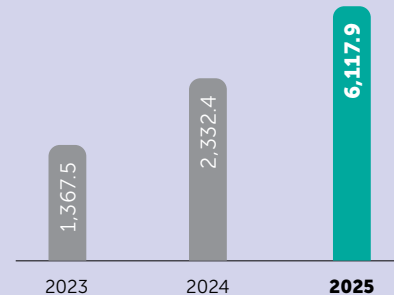
Use of Sold Products (Category 11) (million tonnes CO₂e)



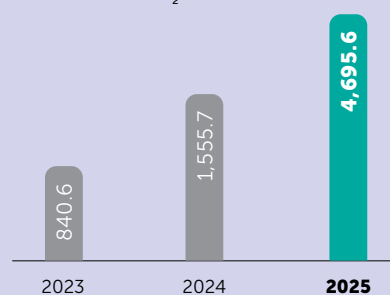
Total Energy Use ('000 GJ)



Total Energy Generated from Solar Photovoltaic Installations (MWh)



GHG Emissions Avoided from Use of Solar Energy (tonnes CO₂e)



FOSTERING A JUST TRANSITION

Safety, Health and Well-being

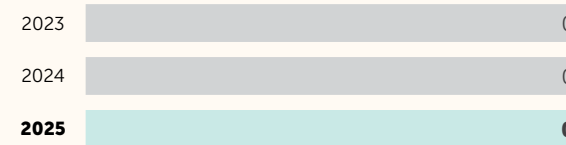
HSE Training (man-days)

2,899

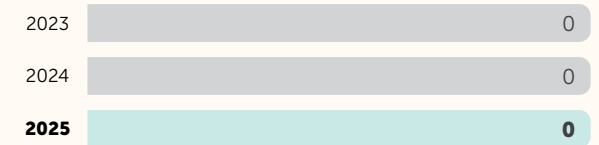
(2024: 1,658
2023: 1,373)

Number of Fatalities

Employees

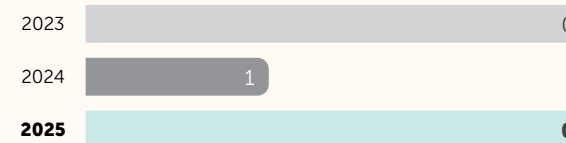


Contractors



Number of Lost Time Injury (LTI)

Employees

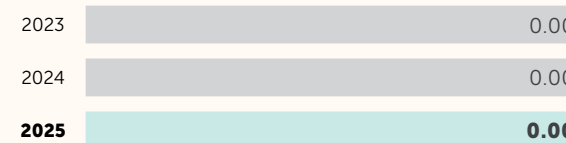


Contractors

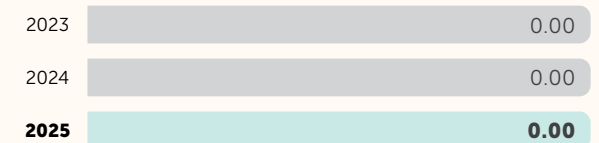


Fatality Accident Rate (FAR)

Employees

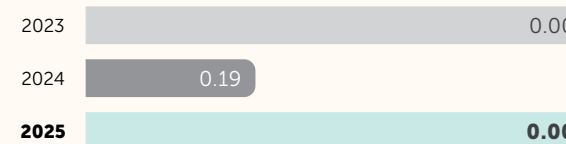


Contractors

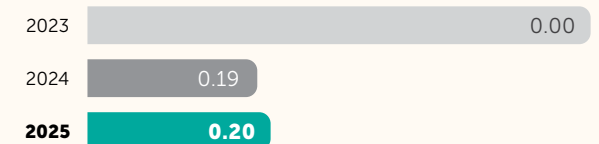


Lost-Time Injury Rate (LTIR)

Employees



Contractors



Sustainability Dashboard

Sustainability Dashboard

Human Capital

Total Employees
1,247

(2024: 1,355
2023: 1,391)

Contract Workforce
1%*

(2024: 2%
2023: 7%)

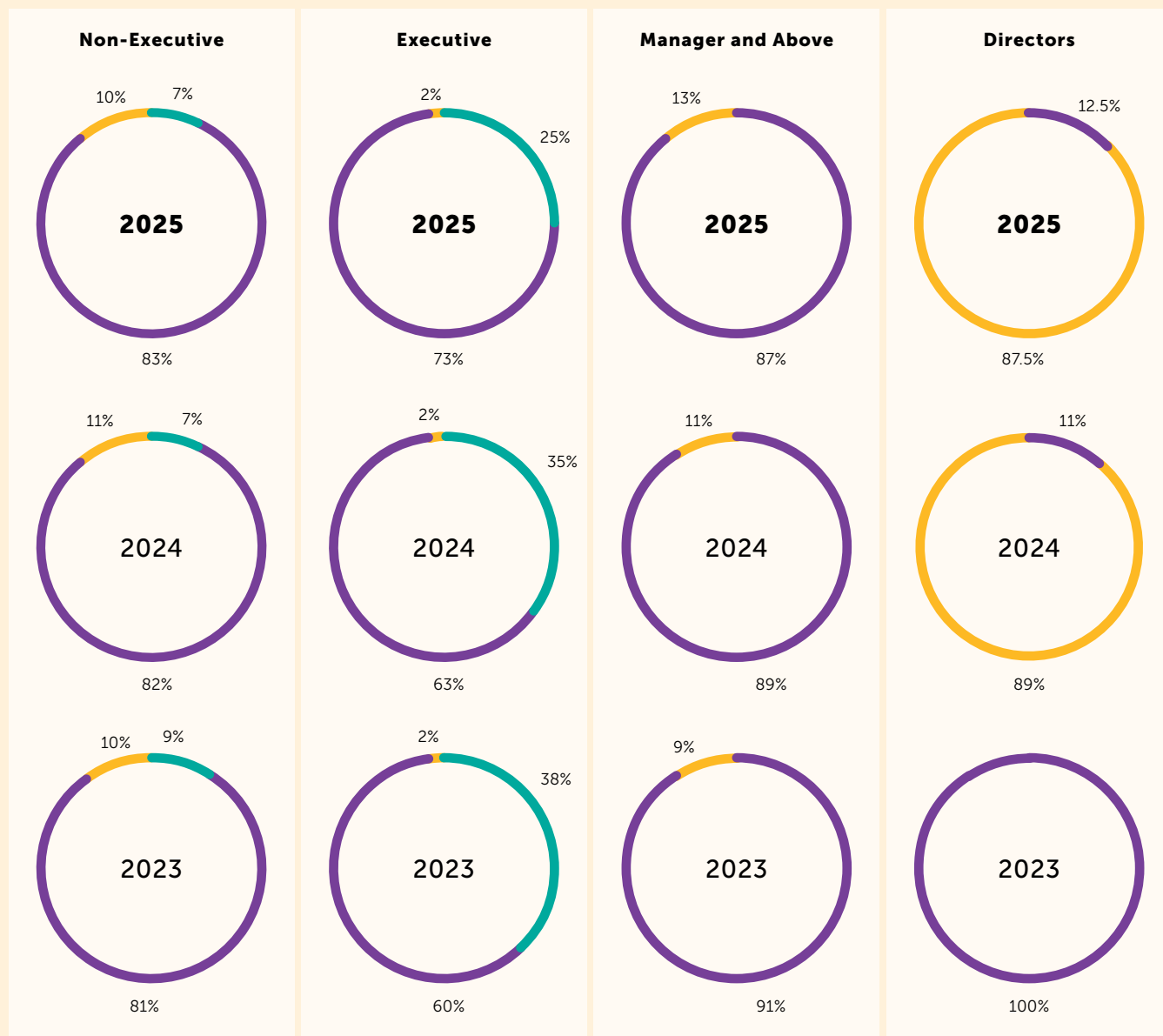
Note: Temporary staff, or Contract Direct Hire (CDH), are hired directly by the company on a contractual basis for a set duration or project, without involving a third-party agency

Talent Ratio per Critical Positions
3.3:1

(2024: 4.6:1
2023: 2.3:1)

Breakdown of Employee Category by Age Group* (%)

■ <30 years ■ 30-50 years ■ >50 years

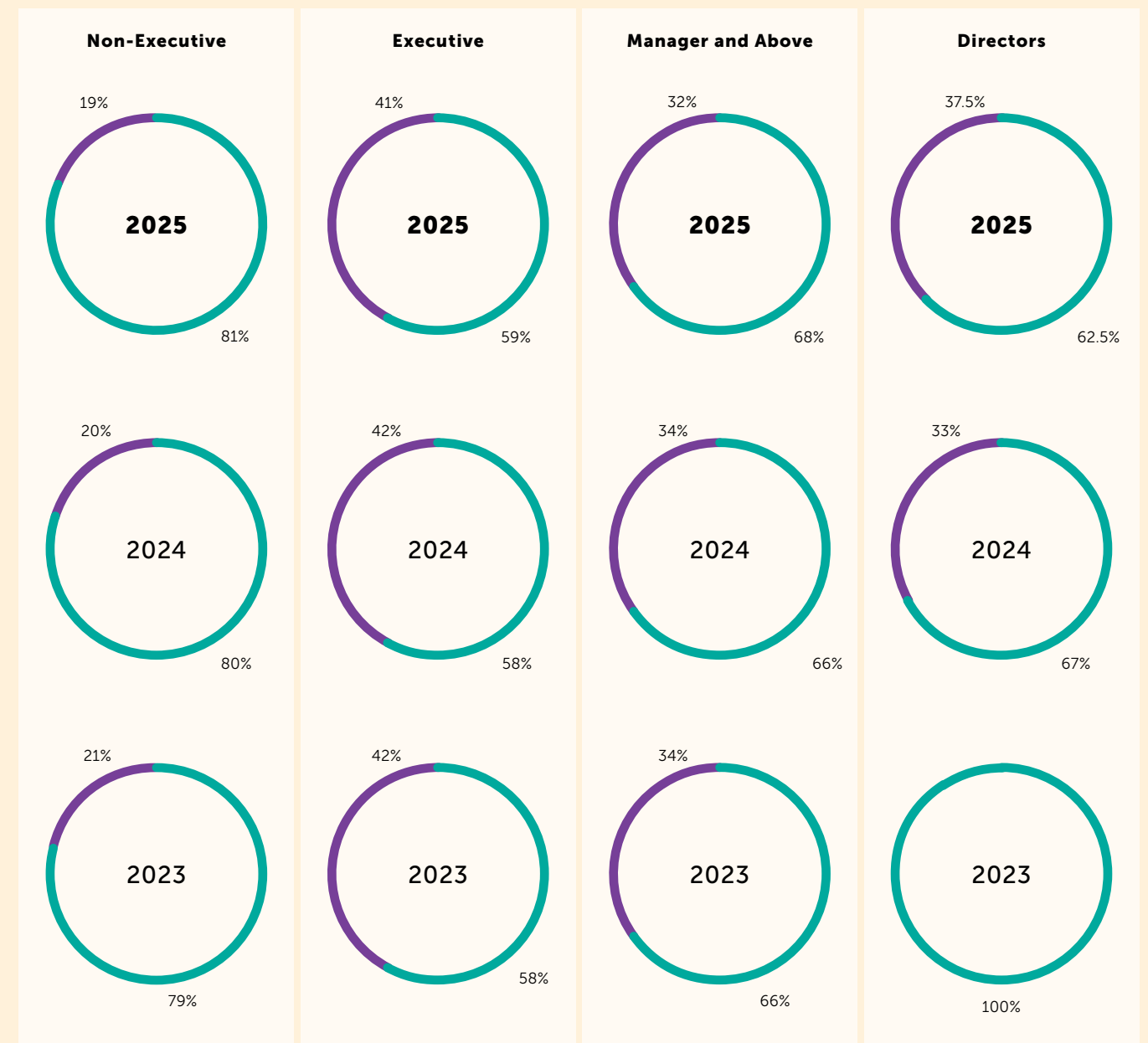


Note: The directors' information is as of 31 December 2025.

* This pertains to PDB only and the percentages for 2025 have been externally assured by KPMG PLT. Refer to page 105 for the independent limited assurance report.

Breakdown of Employee Category by Gender* (%)

■ Male ■ Female



Note: The directors' information is as of 31 December 2025.

Employee Turnover by Employee Category* (number)

Non-Executive
25

(2024: 36
2023: 65)

Executive
30

(2024: 13
2023: 28)

Manager and Above
25

(2024: 7
2023: 3)

Note: The employee turnover includes permanent and contract staff.

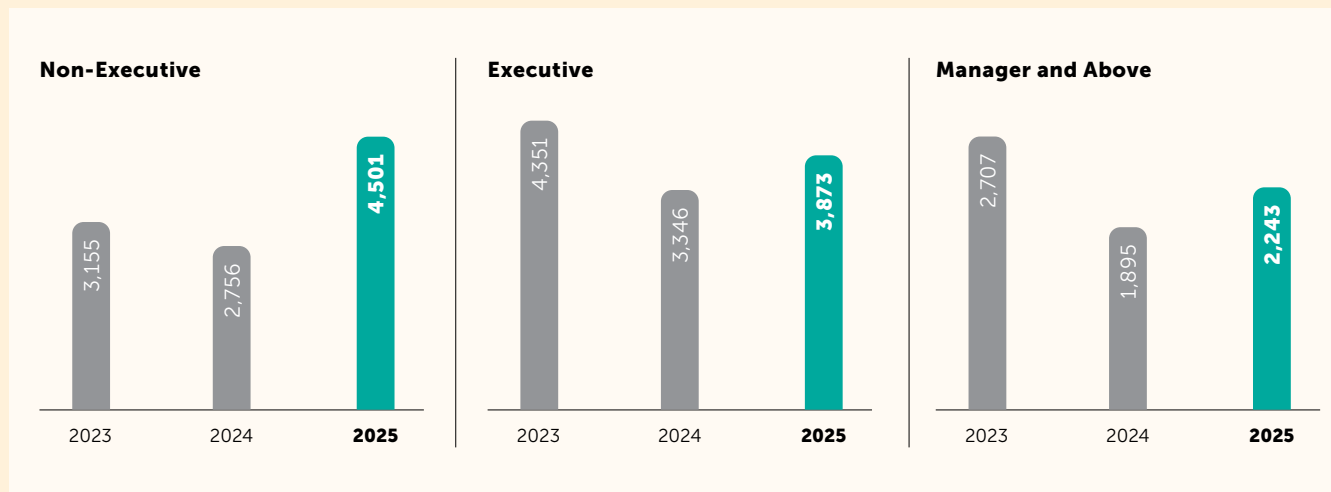
* This pertains to PDB only and the percentages for 2025 have been externally assured by KPMG PLT. Refer to page 106 for the independent limited assurance report.

Sustainability Dashboard

Sustainability Dashboard

Capability Building

> Training Man-Days by Employee Category



Average Training Man-Days per Employee

2025
8.5

2024
5.9

2023
7.9

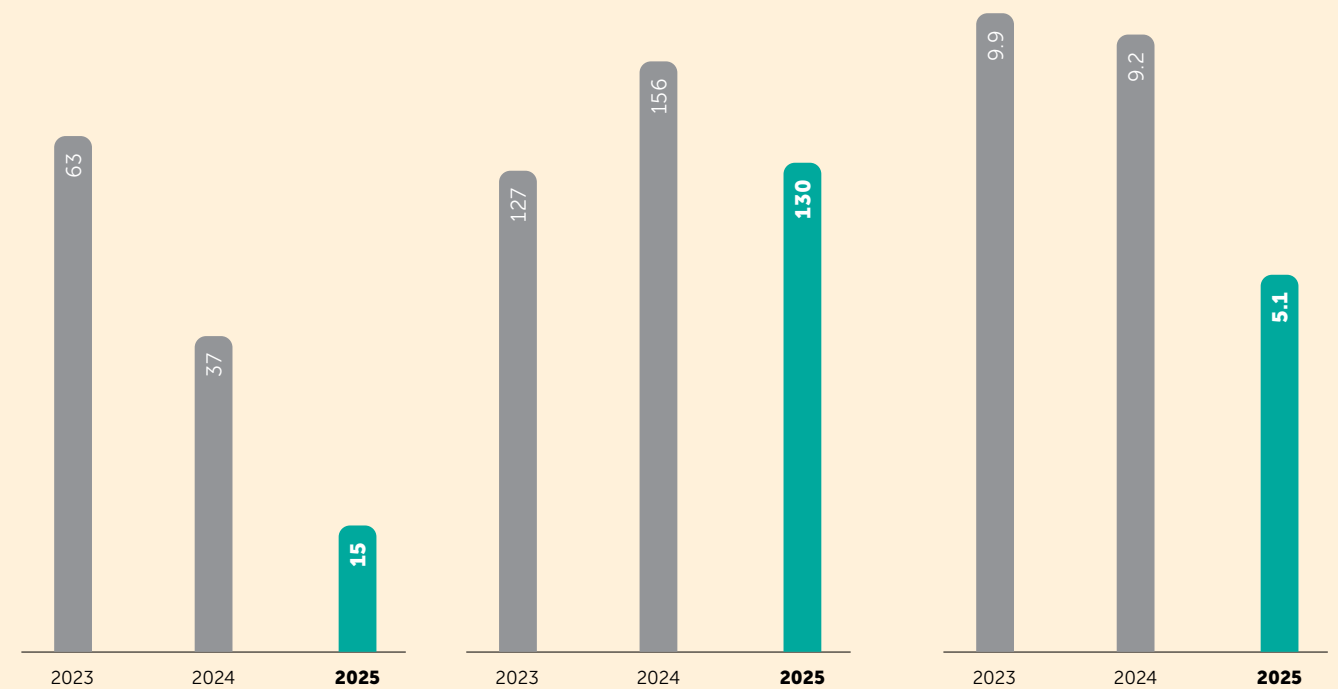
> Training Man-Days



> Graduate Employment Enhancement Scheme (number)

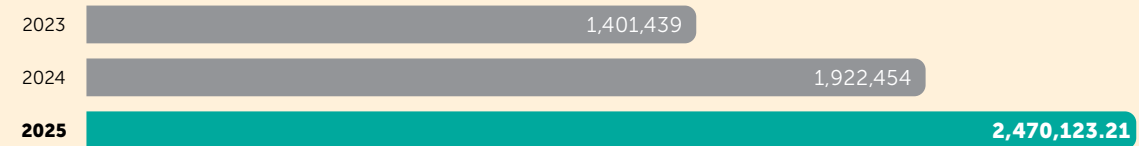
> Internship (number)

> Training Investment (RM million)



Community Investment

> Total Amount Invested in Communities (RM)



> Total Number of Beneficiaries of the Investment in Communities



Sustainability Review

Sustainability Review

At PDB, sustainability is central to our approach to long-term value creation. We aim to grow our business while being mindful of our environmental responsibilities, social contributions and strong governance.

Beyond meeting regulatory standards, we actively work to minimise our environmental impact, protect data privacy and security and uphold ethical business practices.

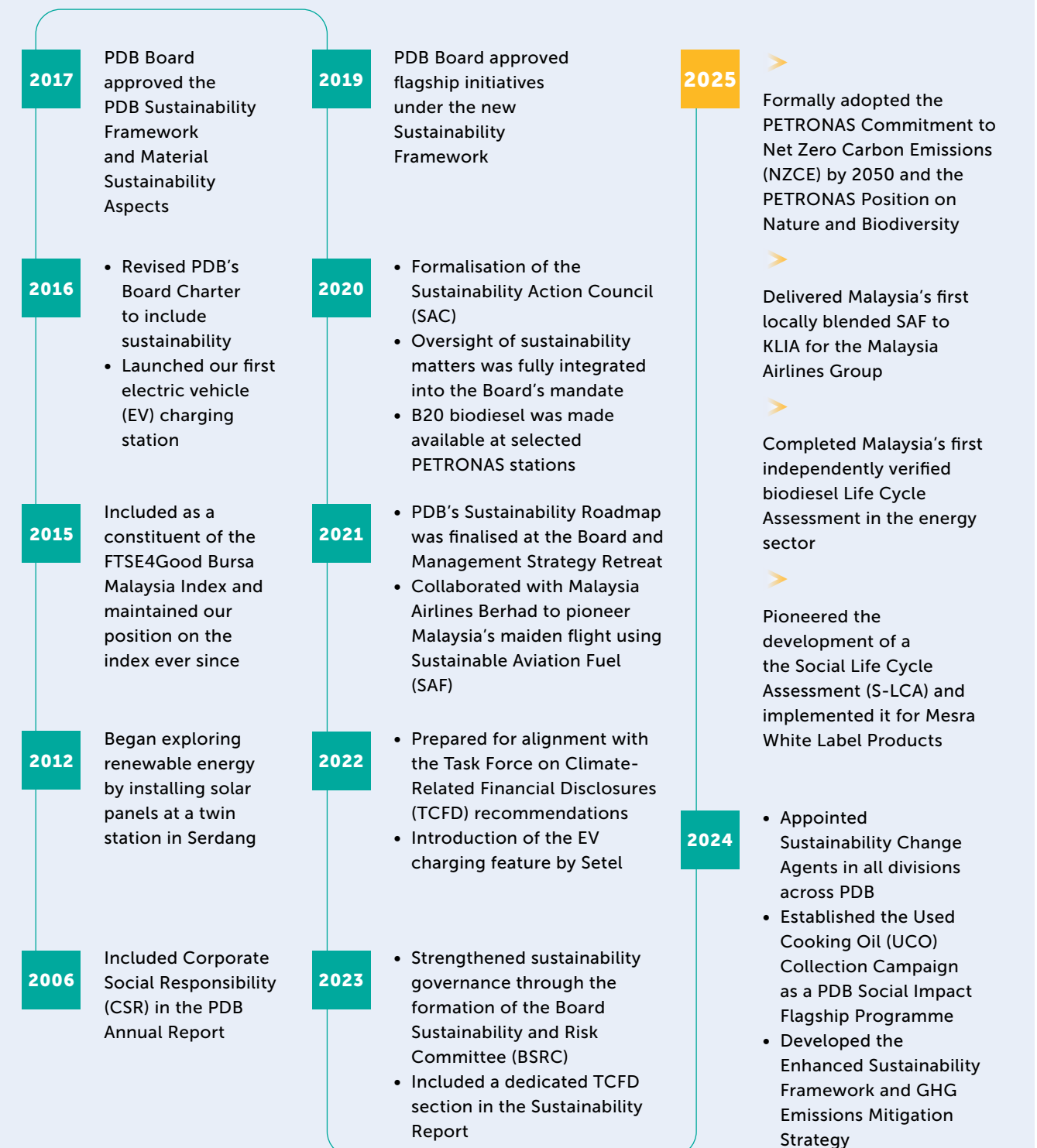
With our wide network of stations and facilities, we focus on implementing sustainable practices that benefit our customers, employees, business partners and local communities. We set high standards for supply chain management, partnering with those who share our commitment to responsible practices. Through initiatives like *Kedai Mesra* and PETRONAS AutoExpert, we support local entrepreneurs and small businesses, driving inclusive economic growth.

Following our initial step towards developing a strategic Sustainability Roadmap — guided by PETRONAS' Sustainability Lenses in 2021 — we revisited our approach to sustainability when PETRONAS Group launched the PETRONAS Sustainability Approach. Anchored to PETRONAS' purpose and PDB's promise, the PDB Enhanced Sustainability Framework strengthens our commitment by supporting decision-making and resource allocation through alignment with the company's overall objectives. It also provides clear targets that enhance transparency, define roles across business units and integrate sustainability into operations, ensuring consistent and measurable progress.

PRIORITISED MATERIAL MATTERS

Customer-centricity	<p>Highlights:</p> <ul style="list-style-type: none"> Recorded a 4.75 out of 5 Customer Satisfaction Score (CSAT) for our customer hotlines Achieved a 23% YoY growth in digital channel adoption
Ethics and Corporate Governance	<p>Highlights:</p> <ul style="list-style-type: none"> 100% of PDB's operations were assessed for risks related to corruption Zero confirmed incidents of corruption
Climate Change and GHG Emissions	<p>Highlights:</p> <ul style="list-style-type: none"> Formally adopted the PETRONAS Commitment to Net Zero Carbon Emissions (NZCE) by 2050 Solarised 121 sites at PETRONAS stations, bringing our cumulative solarised network to 303 sites
Safety, Health and Well-being	<p>Highlights:</p> <ul style="list-style-type: none"> Collaborated with PERKESO to deliver safe motorcycle riding programmes aimed at reducing commuting-related incidents Rolled out targeted workplace health training and conducted assurance reviews to ensure effective risk control at as low as reasonably practicable (ALARP) levels
Capability Building	<p>Highlights:</p> <ul style="list-style-type: none"> Invested more than RM800,000 in leadership development to support strong governance, talent growth and future organisational needs Employees completed an average of 62 learning hours during the year, reinforcing continuous skills development across PDB

PDB Sustainability Milestones



Engaging With Our Stakeholders

Engaging With Our Stakeholders

We engage with stakeholders across our value chain to understand their expectations and priorities. Their perspectives shape our decisions, strengthen our relationships and guide how we create value in a changing market.

MATERIAL MATTERS

- 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

CAPITALS

- F Financial
- I Intellectual
- SR Social and Relationship
- M Manufactured
- H Human
- N Natural

Stakeholder Group

S1 Investors

Engagement Platforms

- Quarterly results announcements and analyst briefings
- Group and one-on-one meetings
- Non-deal roadshow and corporate conferences
- MyMesra website
- Periodic reports such as Integrated and Sustainability Reports
- Bursa Link under IR's Events and Announcements on MyMesra website

Why They are Important to Us

Investors enable us to access capital, create long-term value, manage risks, secure sustainable financing and strengthen our governance. Their confidence positions us to attract continued investment, support innovation and contribute to a more sustainable and prosperous future.

Key Areas of Concern

- Strategic direction, business growth, performance and opportunities
- Cash utilisation and dividends
- Corporate governance and business ethics; Environment, Economic, Social and Governance (EESG) practices
- Policy and regulatory changes

Our Response

- Maintaining business excellence for optimised financial performance
- Establishing strong corporate governance policies
- Ensuring compliance with relevant requirements and standards
- Embedding EESG elements in our business strategies

Link to

- Material Matters
- M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11

Capitals F

S2 Customers

- Events, campaigns, roadshows and other related initiatives
- Mesralink Customer Experience Centre (via call, email, WhatsApp and Facebook Messenger chat)
- Mainstream and digital media platforms (via television, radio, newspapers, PETRONAS Brands' social media accounts and the MyMesra website)
- Customer surveys and/or feedback channels using QR codes at PETRONAS stations and/or events

Customers drive PDB's competitiveness and shape how we position our products, services and brand. Their preferences influence our marketing direction and help us design campaigns that resonate with diverse customer segments. As expectations evolve toward greater convenience, transparency and personalised engagement, their feedback guides continuous improvements in service delivery and brand experience. By engaging customers proactively, we build loyalty, protect brand integrity and create shared value that supports long-term growth.

- Fair product pricing, safety and consistent quality
- Access to innovative, value-add products and services
- Attractive loyalty rewards, benefits and personalised offers
- Clear commitment to sustainability, responsible practices and community impact
- Seamless convenience and experience across stations, digital platforms and Mesralink channels

- Improving fuel quality and customer-centric product innovations
- Developing targeted marketing campaigns to strengthen engagement
- Digitalising the Mesra loyalty experience through Setel
- Expanding brand partnerships to enrich loyalty rewards
- Advancing sustainability initiatives across retail operations and customer campaigns

- Material Matters
- M1 M2 M5 M6 M7 M11

Capitals SR

Stakeholder Highlights



BUDI95 Transition Support

PDB supported the national BUDI MADANI RON95 (BUDI95) subsidised fuel programme by delivering clear, consistent communication to guide motorists through subsidy changes and new fuelling requirements. Unified messaging across point-of-sale materials (POSM), digital channels and social platforms simplified BUDI95 steps and reinforced PETRONAS as a convenient choice for eligible motorists.

PDB also drove strong customer acquisition and usage through targeted activation. The *Mesra Rewards x Setel Champions League* initiative secured new Mesra users and saw an increase in Setel app downloads during the campaign period. High-intensity digital and radio media placement kept BUDI95 communication visible, accessible and top-of-mind nationwide.

Influencer and Key Opinion Leader advocacy further strengthened understanding. Instructional content explained subsidy eligibility and how to activate BUDI95 at stations, helping reduce confusion and improve customer confidence while driving significant digital traction. Strong cross-functional alignment between PDB and Setel ensured message consistency and amplified media impact.

Tight timelines, phased confirmation of the BUDI95 requirements and varying station readiness required agile coordination and rapid execution. These challenges encouraged closer collaboration and opened opportunities to tailor support strategies across more than 1,000 stations.

Stakeholder Group

S3 Rakan Niaga/Dealers

Engagement Platforms

- Conferences, roadshows
- Training sessions
- Circulars
- Mesralink
- MyStation portal

Why They are Important to Us

Dealers form a core part of our business network and operate as the frontline extension of the PETRONAS brand. They support retail operations, ensure reliable product availability and uphold service standards across our nationwide network. Their role in managing station performance, engaging customers and maintaining operational discipline directly influences business continuity and market reach. Working closely with our dealers also enables us to promote sustainable practices, advance the adoption of new products and strengthen our contributions to a more responsible retail ecosystem.

Key Areas of Concern

- Strategic direction, business growth, performance and future opportunities
- Workforce development and capability building
- Health, Safety and Environment (HSE) management, compliance and operational safety
- Governance, business ethics and responsible conduct

Our Response

- Implementing effective strategies for business growth
- Tracking performance to strengthen operational and financial outcomes
- Developing workforce capability and enforcing consequence management programmes
- Upholding the Code of Conduct and Business Ethics (CoBE) to ensure responsible behaviour

Link to

- Material Matters
- M3 M5 M6 M7 M8

Capitals SR

Stakeholder Highlights

Dealer Enablement and Frontline Readiness for BUDI95

Rakan Niaga played a central role in supporting the smooth rollout and customer acceptance of BUDI95 at PETRONAS stations. As frontline operators, they managed day-to-day station operations, provided real-time customer assistance and maintained consistent service standards across the network, helping motorists adapt quickly to the new subsidy processes.



To support this transition, Setel introduced a dealer-exclusive engagement programme ahead of the BUDI95 launch to strengthen app familiarity and onboarding readiness. Dealers guided motorists through account registration and verification, enabling customers to activate and use Setel with confidence during the early adoption phase.

Direct dealer engagement created a trusted support channel that improved customer assurance ahead of nationwide implementation. This proactive partnership accelerated digital adoption, reduced uncertainty at the pump and reinforced the dealers' role in delivering a smooth BUDI95 experience at PETRONAS stations.



Stakeholder Group

S4 Employees

Engagement Platforms

- Townhalls and roadshows
- Group and one-on-one engagement sessions
- Webinars
- Training sessions
- Union management
- Employee surveys
- Messages through videos, newsletters, intranet and emails

Why They are Important to Us

Employees are crucial to our success because they drive operational excellence, uphold compliance and ethics, and embed sustainability across the organisation. Their skills, leadership and collective commitment enable us to deliver strong economic results while advancing environmental and social outcomes. By supporting their well-being and growth, we strengthen organisational capability and build a more resilient, high-performing workforce.

Key Areas of Concern

- Strategic direction, business growth, performance and opportunities
- Employee well-being
- Employee volunteerism
- Diverse and inclusive career development

Our Response

- Offering flexible working arrangements
- Establishing regular, open and transparent communication
- Providing structured development programmes
- Monitoring employee well-being and organising programmes and initiatives

Link to

- Material Matters
- M3 M8 M9 M10 M11

Capitals H

Engaging With Our Stakeholders

Engaging With Our Stakeholders

Stakeholder Group

S5 Authorities/Regulators/ Financial Institutions

Engagement Platforms

- Formal meetings and briefings
- One-on-one engagement sessions
- Site visits
- Periodic reports

Why They are Important to Us

Authorities, regulators and financial institutions shape the policy environment, enforce compliance expectations, enhance transparency and support financial stability through investment and guidance. Their involvement also enables national coordination and collaboration that strengthens sustainable progress. By engaging them strategically, we navigate regulatory requirements more effectively, secure financial resources and advance initiatives that support long-term resilience and sustainable growth.

Key Areas of Concern

- Legal and regulatory compliance
- HSE management and compliance
- Corporate governance and business ethics
- Human rights
- Nation-building initiatives

Our Response

- Strengthening governance frameworks, policies and standards to ensure robust oversight and accountability
- Ensuring full compliance with legal, regulatory and industry requirements
- Facilitating and coordinating site visits by regulatory authorities
- Establishing structured, transparent and continuous communication channels with stakeholders

Link to

Material Matters



Capitals SR

Stakeholder Highlights

Supporting the National Implementation of BUDI95

PDB worked closely with government ministries and industry partners to enable a smooth rollout of the BUDI95 targeted fuel subsidy programme. Through a series of high-level workshops involving the Ministry of Finance (MOF), the Ministry of Domestic Trade and Cost of Living (KPDN) and other oil companies, PDB aligned implementation strategies, shared technical inputs and supported policy refinement to ensure the initiative met national objectives.

Throughout the pre-launch and launch phases, regular progress updates were shared to provide transparency on system readiness, key milestones and emerging risks. Ongoing technical engagements also enabled the exchange of strategic inputs on integration and operational considerations, supporting overall readiness and facilitating a coordinated implementation.

PDB managed multiple ministerial and stakeholder visits before and after the launch, reinforcing confidence in station preparedness and operational delivery. These engagements strengthened oversight visibility and supported relationship-building with regulatory authorities.

Setel supported the delivery of BUDI95 by preparing digital systems, participating in regular reviews and conducting on-ground product demonstrations. These efforts strengthened app readiness and operational processes, enabling a smooth customer experience across the network.

This collaboration with government bodies strengthened industry alignment, improved programme execution and helped ensure that BUDI95 was introduced with clarity, transparency and operational readiness across the retail network.



Stakeholder Group

S6 Contractors/Suppliers/ Business Partners

Engagement Platforms

- Formal meetings and briefings
- Group and one-on-one engagement sessions
- Signing ceremonies
- Emails
- Mesralink Customer Experience Centre
- Periodic reports
- Annual dealer conferences
- Training sessions
- PETRONAS Brands' social media accounts and MyMesra website
- Joint events
- Media releases

Why They are Important to Us

Contractors, suppliers and business partners form an important part of our business ecosystem, supporting our supply chain, project delivery and operational continuity. Their performance, practices and service quality influence customer experience, cost efficiency and brand reputation. By engaging closely with them, we strengthen collaboration, improve transparency and encourage responsible practices that support shared economic, environmental and social outcomes.

Key Areas of Concern

- Strategic direction, business growth, performance and opportunities
- Fair tender processes, contract terms and negotiation practices
- HSE management, operational safety and regulatory compliance
- Sustainability and EESG expectations across the supply and value chain
- Cyber security, data privacy and digital system integrity
- Clear mutual understanding of business expectations, objectives and goals
- Corporate governance, ethical conduct and accountability
- Fair opportunities, negotiations and contracts

Our Response

- Establishing open and transparent tender and procurement processes
- Engaging and communicating regularly with contractors and suppliers
- Integrating HSE, sustainability and EESG requirements into procurement practices
- Strengthening cyber security systems, controls and awareness across the value chain
- Conducting regular engagement and communication
- Collaboration frameworks

Link to

Material Matters



Capitals SR

Stakeholder Group

S7 Communities

Engagement Platforms

- Social impact and outreach programmes
- PETRONAS Brands' social media accounts and MyMesra website
- Mesralink Customer Experience Centre

Why They are Important to Us

Communities shape our social licence to operate and influence our reputation, business continuity and long-term growth. By partnering with communities, PDB delivers social impact, strengthens trust, manages social and operational risks, and contributes to national development. These efforts support shared value creation for both the company and the people we serve.

Key Areas of Concern

- Visibility and impact of initiatives
- Inclusivity and local engagement
- Transparency and communication

Our Response

- Delivering targeted social impact programmes
- Investing in community development and engagement
- Partnering with local organisations to improve inclusivity and reach

Link to

Material Matters



Capitals SR

Stakeholder Highlights

Providing Aid During Flood Emergencies



The major flash floods that struck Bintulu and Miri in 2025 placed significant strain on local families and communities. In response, PDB mobilised immediate assistance and distributed care packages containing hygiene items, cleaning supplies and non-perishable food to six *Pusat Pemindahan Sementara*. This effort supported 1,274 people who were displaced or affected by the floods, offering comfort and basic necessities while recovery efforts continued.

Community Emergency Relief Support

The fire incident in Putra Heights in early April 2025 had a significant impact on surrounding communities, with residents affected and emergency services mobilised in response. Recognising the severity of the situation and the hardship faced by those involved, PDB extended support by providing care packages to affected individuals receiving assistance through Serdang Hospital, Putrajaya, Cyberjaya and Ampang. The relief effort aimed to offer practical help and comfort during a difficult time, reflecting our responsibility as part of the wider PETRONAS Group and our commitment to supporting communities during times of crisis.

Stakeholder Group

S8 Media

Engagement Platforms

- Mainstream media channels (such as print, online, broadcast and radio)
- Media statements and press releases
- Media interviews and briefings
- Issues and crisis communications
- Dedicated email channels for media queries

Why They are Important to Us

The media helps shape public understanding of our business, sustainability efforts and performance. It influences perception, supports transparency and strengthens trust among wider stakeholder groups. Effective media engagement allows us to communicate our direction, highlight progress and demonstrate leadership to audiences in Malaysia and beyond.

Key Areas of Concern

- Strategic direction, business growth, performance and opportunities
- Sustainability and EESG initiatives
- New offerings, projects and partnerships
- Business outlook and aspiration

Our Response

- Ensuring timely response to media queries
- Building rapport through purposeful engagements and briefings
- Conducting targeted outreach with key media editorial teams
- Maintaining regular informal interactions to strengthen understanding
- Enhancing collaboration to improve visibility and crisis readiness
- Ensuring consistent delivery of key PETRONAS corporate business messages

Link to

Material Matters



Capitals SR

Material Matters

Material Matters

Material matters are key sustainability priorities that hold significant importance to our business and stakeholders. Identifying these material matters enables us to align with stakeholders' expectations, effectively mitigate risks and uncover potential opportunities. In PDB, we periodically review and evaluate our material matters through comprehensive surveys conducted with diverse stakeholder groups, ensuring a robust and inclusive approach to addressing key concerns.

The following three steps determine our material matters:

IDENTIFICATION
We conduct a thorough review of our operating environment and expectations of our key stakeholders. Following that, we benchmark our current position against relevant standards and frameworks, including the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), United Nations Sustainable Development Goals (UN SDGs), FTSE4Good Index Series as well as the practices of industry peers and sustainability leaders. This allows us to identify gaps and areas for improvement, as well as revising our existing material matters, if needed.

PRIORITISATION
We conduct internal assessments with key personnel at PDB, including the Leadership Team and engage with external stakeholders via surveys and multiple channels to rank our material matters. Ranking is done according to their potential impact on our strategy and performance as well as relevance to stakeholders' expectations. We then validate our ranking via workshops held with key focal persons across various functions within PDB and prioritise them according to the Economic, Environment, Social and Governance (EESG) pillars.

INTEGRATION
The prioritised material matters are integrated into all areas of our corporate strategy and embedded into our business planning and operations. These material matters underpin the delivery of PDB's promise of Making Your Everyday Life Simpler and Better.

We review our material matters and undertake a comprehensive materiality assessment once every three years to ensure continued alignment with PDB's strategy, risk profile and long-term value creation. In 2025, the materiality assessment progressed through the prioritisation phase, involving direct engagement with all eight key stakeholder groups that are material to PDB. The outcomes of the assessment inform our sustainability priorities and related disclosures in the Sustainability Report 2025, in accordance with the Bursa Malaysia Sustainability Reporting Guide. For 2025, five material matters were prioritised: Climate Change and GHG Emissions; Ethics and Corporate Governance; Safety, Health and Well-being; Capability Building and Customer-centricity. These areas are considered most critical to PDB's ability to create sustainable value over the short, medium and long-term. The outcomes of the materiality prioritisation exercise were reviewed by Management, endorsed and approved by the Board of Directors, ensuring alignment with PDB's strategy, risk profile and long-term sustainability objectives. Other material matters have been reclassified as secondary and will continue to be monitored and managed. This shift in prioritisation reflects PDB's strategic focus on organisational resilience, digital trust and decarbonisation as key enablers of long-term business sustainability.

CREATING SUSTAINABLE VALUE THROUGH RESPONSIBLE GOVERNANCE

- M1** Economic Growth and Performance
- M2** Customer-centricity
- M3** Ethics and Corporate Governance
- M4** Data Privacy and Security
- M5** Sustainable and Ethical Supply Chain

Definition

Our ability to sustain strong business performance over the short, medium and long-term, while contributing to national economic development through developing and strengthening suppliers' capacity and capabilities, both locally and regionally.

Focuses on enhancing customer experience by continuously adapting to evolving needs and preferences through innovative, reliable and accessible solutions.

Involves the establishing of a robust governance framework and upholding ethical business practices anchored on accountability, transparency and stewardship.

Implementing comprehensive systems and controls to safeguard customer data and protect our digital infrastructure.

Ensuring that partners, suppliers and contractors operate in line with the same EESG principles upheld by PDB, with particular emphasis on compliance in highly regulated areas.

Why it matters

Sustained economic performance enables PDB to meet its growth aspirations, honour financial commitments and build enduring relationships with stakeholders. It forms the foundation of our long-term sustainability, ensuring that we continue to create and deliver value in a resilient and responsible manner while supporting broader economic development.

In an increasingly competitive market landscape, maintaining customer trust and confidence is critical. A strong customer-centric approach strengthens loyalty, reinforces our brand reputation and supports sustainable business performance over the long term.

Strong governance is essential for protecting stakeholder interests and ensuring responsible decision-making. It enhances confidence in our leadership, reinforces our reputation as a trusted organisation and supports our ability to consistently deliver sustainable value.

As digitalisation increasingly underpins our operations and product offerings, robust data protection and cyber resilience are critical. These measures help prevent data breaches, mitigate operational risks and maintain the trust of customers and other stakeholders.

Embedding sustainability and ethical practices across the value chain supports business resilience and long-term growth. It strengthens stakeholder relationships, reinforces environmental stewardship and enhances our credibility as an organisation committed to responsible and inclusive value creation.

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Legend: ■ Prioritised Material Matter ■ Integrated Report ■ Sustainability Report

Link to

UN SDGs
1, 4, 8, 9, 10

Stakeholders
S1, S3, S5

Capitals
F, M, I, H, SR, N

Strategic Pillars
Economic, Environmental, Social

UN SDGs
9

Stakeholders
S2, S3, S4

Capitals
F, I, H, SR

Strategic Pillars
Economic, Environmental

UN SDGs
1, 4, 10, 11

Stakeholders
S3, S4, S5, S7, S8

Capitals
F, H, SR

Strategic Pillars
Environmental

UN SDGs
9

Stakeholders
S2, S3, S4, S6

Capitals
H

Strategic Pillars
Environmental

UN SDGs
8, 9

Stakeholders
S3, S4, S6

Capitals
F, M, N

Strategic Pillars
Economic, Environmental, Social

Material Matters

Material Matters

DELIVERING NET ZERO

THRIVING WITH NATURE

Safety, Health and Well-being

Human Capital

Capability Building

Community Investment

M6 Climate Change and GHG Emissions

Definition

Focuses on contributing to climate change mitigation through energy efficiency initiatives and investments in renewable energy, while implementing appropriate adaptation measures.

Why it matters

Transitioning towards renewable energy is critical to protecting the environment, ensuring long-term business sustainability and meeting the evolving expectations of stakeholders.

M7 Environmental Management

Involves the sustainable management of water resources, emissions, pollution, spills and waste, to preventing environmental degradation and promoting circular economy practices.

Effective environmental management safeguards natural ecosystems, supports regulatory compliance and enhances long-term business sustainability. It also reinforces our commitment to Delivering Net Zero while responding to growing stakeholder expectations on environmental responsibility.

M8 Safety, Health and Well-being

Focuses on ensuring a safe working environment across operations to protect employees and assets, while prioritising the mental and physical well-being of our workforce.

Healthy and safe employees are essential for operational continuity and strong business performance. Prioritising well-being enhances workforce engagement, strengthens partnerships and builds confidence among suppliers and business partners.

M9 Human Capital

Refers to fostering an inclusive, engaging and rewarding work environment that empowers employees, encourages accountability and enables them to perform at their best.

An inclusive and supportive workplace strengthens employee motivation and ownership. This directly enhances organisational performance and supports the achievement of our strategic and corporate objectives.

M10 Capability Building

Involves investing in people through structured development programmes to cultivate a skilled, high-performing and future-ready workforce.

A competent and capable workforce is critical to driving PDB's transformation agenda. Continuous capability development supports sustainable growth, innovation and long-term organisational success.

M11 Community Investment

























Focuses on strengthening our presence within local communities through targeted programmes that address priority societal needs.

Communities form a natural extension of our stakeholder base. Meaningful community investments enhance our reputation, reinforce our social licence to operate and support sustained demand for our products and services over the long term.

Legend: ■ Prioritised Material Matter ■ Integrated Report ■ Sustainability Report

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Link to

<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 	<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 	<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 	<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 	<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 	<p>UN SDGs</p>  <p>Stakeholders</p>  <p>Capitals</p>  <p>Strategic Pillars</p> 
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CREATING SUSTAINABLE VALUE THROUGH RESPONSIBLE GOVERNANCE

As a progressive energy and solutions partner, we believe that creating sustainable value and practicing responsible governance are fundamental to society and organisational resilience. This approach helps us fulfil our Energy Transition Strategy, aligning with PETRONAS' commitment to achieve Net Zero Carbon Emissions (NZCE) by 2050, thriving with nature and fostering a just transition.

RELATED SDGs



MATERIAL MATTERS

➤ **Economic Growth and Performance**

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➤ **Customer-centricity**

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➤ **Ethics and Corporate Governance**

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Economic Growth and Performance



Why It Matters

At PDB, we aim to build an ecosystem that supports profit generation to advance PDB's agenda and meet our financial obligations to diverse stakeholders, including investors, the government, employees, contractors, suppliers and business partners. Sustained profitability enables PDB to meet these obligations, maintain business continuity and operate responsibly across the organisation. To sustain this position for the benefit of stakeholders who depend on PDB, we continue to strengthen agility and resilience through ongoing innovation and business reshaping to enhance economic performance while delivering social benefits to stakeholders.

OUR APPROACH

Guided by PDB's Sustainability Framework, we focus on strengthening the PETRONAS brand, including Mesra and Setel, among customers and the wider community. We also prioritise deepening engagement with customers and business partners through diversification in convenience, optimised product offerings at *Kedai Mesra* and the expansion of the PETRONAS Shop network. These efforts improve accessibility, better meet customer needs and reinforce meaningful community engagement.

To support customer access and community presence, we build a strong ecosystem of local entrepreneurs and SMEs by leveraging our extensive *Kedai Mesra* and PETRONAS AutoExpert networks. The ecosystem supports consistent product availability, service quality and local participation, while covering business operations management, upskilling initiatives and access to market expansion opportunities. In addition, our product promotions across the food and lubricant sectors further extend customer reach for our partners.

We also collaborate with key government agencies to strengthen ecosystem development and market access:

- Ministry of Domestic Trade and Cost of Living (KPDN)
- Ministry of Plantation and Commodities (KPK)
- Ministry of Agriculture and Food Security (MAFS)
- National Farmers Organisation (NAFAS)
- *Majlis Amanah Rakyat* (MARA)
- *Perbadanan Usahawan Nasional Berhad* (PUNB)
- SME Bank

Economic Growth and Performance

OUR VALUE CREATION

Key Areas	Our Progress
<p>Supported local business growth through Kedai Mesra</p>	<ul style="list-style-type: none"> Participated in 11 business matching sessions in 2025 with government agencies and ministries to strengthen market access for <i>Perusahaan Kecil dan Sederhana</i> (PKS) within the MESRA ecosystem. Supported PKS through <i>Kedai Mesra</i> by providing a strategic retail platform that enables business growth and continuity through access to a wider customer base and expansion opportunities. This was complemented by capability-building initiatives such as Halal awareness sessions, entrepreneurship talks and guidance on Ministry of Health (MOH) regulations for home-based products. PKS products were also promoted through campaigns such as <i>Kempen Beli Barangan Malaysia</i> and Love Local, supported by Mesra's bi-monthly promotions, in-store Point-of-Sale Marketing (POSM) and on-the-ground activations such as the SME Open Day. Successfully piloted MEKAR x Mesra Pathway, a new model for community enterprise uplift under Yayasan PETRONAS' MEKAR programme, delivered in collaboration with SIRIM, upskilling 54 B40 MEKAR graduate entrepreneurs. The initiative also facilitated a business matching session attended by 40 dealers, creating a structured pathway towards <i>Kedai Mesra</i> shelf readiness and enabling seven PKS to successfully enter <i>Kedai Mesra</i>.
<p>Supported automotive entrepreneurs via PETRONAS AutoExpert</p>	<ul style="list-style-type: none"> Leveraged the success of PETRONAS AutoExpert (PAE) branding to expand the entrepreneurship opportunities beyond car workshops to the motorcycle community with the launch of PETRONAS MotoExpert (PME) and delivered close to 150 PAE and PME workshops, generating over RM170 million in annual sales revenue and supporting more than 800 job opportunities. Strengthened collaboration with financing partners, namely <i>Perbadanan Usahawan Nasional Berhad</i> (PUNB), <i>Majlis Amanah Rakyat</i> (MARA) and SME Bank, to provide credit support and capital access, enabling AutoExpert partners to sustain growth and new partners to join the network. Enhanced customer experience through digitalisation via Setel, offering ease of use, price transparency and convenient mobile booking for car services. Increased consumer traffic to PETRONAS AutoExpert partners through strategic collaborations with more than five PETRONAS' corporate customers, digital aggregators such as Carsome and the Ministry of Domestic Trade and Cost of Living (KPDN) under the <i>Service Ihsan MADANI</i> @ PETRONAS AutoExpert (SIM@PAX) initiative.
<p>Supported the B40 and rural communities</p>	<ul style="list-style-type: none"> Brought affordable and reliable cooking energy closer to B40 and rural households through 184 LPG cages via sundry shops. Communities can conveniently pick up Gas PETRONAS cylinders, avoid delivery charges and purchase them at recommended prices, ensuring essential energy remains accessible and affordable for low-income households.
<p>Strengthened Gas PETRONAS Authorised Channel Members' capabilities</p>	<ul style="list-style-type: none"> Institutionalised the Health, Safety and Environment (HSE) culture through leadership touchpoints and recognition, including BAIDURI Awards for dealer excellence and CEO-led engagement sessions with high satisfaction scores, reinforcing generative safety behaviours among authorised channel members. Achieved adoption of digital payment solutions through continued onboarding to improve cashless convenience and reduce reconciliation friction for authorised channel members. Accelerated readiness of key maintenance vendors under the Vendor Development Programme (VDP) by expanding technical capacity and response coverage for LPG operations.

Economic Growth and Performance

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
<p>Expanded presence of ROVR portable container stations (PCS) nationwide</p>	<ul style="list-style-type: none"> Enhanced access to petrol supply in remote regions of Sabah and Sarawak through ROVR's Portable Container Stations (PCS). Deployed a total of 14 PCS units across Sabah, Sarawak and Langkawi, with all PCSs fully operational and compliant with <i>Sistem Kawalan Petrol Bersubsidi</i> (SKPS) requirements: <ul style="list-style-type: none"> Operating PCS locations in Sarawak at Sebuyau (3), Pulau Bruit (1), Bapom (2), Julau (2), Long Tebila (1) and Kuala Tatau (1) Operating PCS locations in Sabah at Kampung Limbawang (1) and Kuala Abai (1) Operating PCS locations in Peninsular Malaysia at Kilim, Kedah (2) Enhanced accessibility to petrol supply in remote regions of Malaysia through PCSs, where the development of full-scale stations is not viable due to high investment costs. Developed community hubs that provide spaces for local communities to gather and socialise around ROVR PCS sites. Enabled the establishment of new SMEs and businesses around ROVR PCS sites, including motorcycle workshops for parts and repairs, food courts with multiple entrepreneurs and local food offerings, grocery stores selling fresh homegrown vegetables, catfish farms and boat workshops for parts and repairs. Diversified income streams for operators, reducing dependency on subsidies.



Economic Growth and Performance

KEY OUTCOMES

<p>Retail-Fuel</p>	<p>1 >900 Rakan Niaga</p>	<p>3 >300 women Rakan Niaga</p>	<p>RM1,102 million Dividend Paid to Investors</p>
	<p>2 >7,000 Krew PETRONAS</p>	<p>RM43.0 billion Payment to Contractors/ Suppliers/Business Partners</p>	
<p>Commercial</p>	<p>1 >150 business partners across the nation</p>	<p>3 >4,000 employees of Channel Partners</p>	<p>RM403.7 million Employee Wages and Benefits</p>
	<p>2 Focus on entrepreneurship, governance, HSE and business skills development</p>	<p>99.8% Percentage of Local Suppliers/ Contractors</p>	
<p>LPG</p>	<p>1 >300 authorised channel members</p>	<p>3 >40 women authorised channel members</p>	<p>RM374.7 million Tax paid to the government</p>
	<p>2 >1,000 employees of authorised channel members</p>	<p>4 12 young authorised channel members, below 40 years old</p>	
<p>Lubricants</p>	<p>1 53 market executive partners</p>	<p>3 PETRONAS AutoExpert sales growth YoY +44% (vs SPLY)</p>	
	<p>2 149 PETRONAS AutoExpert/ MotoExpert</p>	<p>4 8 PETRONAS AutoExpert owned and managed by women</p>	
<p>Convenience</p>	<p>1 >1,800 MESRA Partnerships with local SME food suppliers</p>	<p>3 >120 Mesra-labelled products</p>	
	<p>2 >50 F&B and services partners</p>	<p>4 >130 Café Mesra and Steers and Debonairs Pizza crew members employed</p>	

Reach and Initiatives



As a woman entrepreneur in the male-dominated automotive industry, the road to success for Puan Nooryzam binti Abd Lateh, better known as Izan, was far from easy. As the co-owner and outlet manager of FMZ Auto and Tyre Services Sdn. Bhd., she made the bold decision to leave her full-time job to fully commit to the workshop, taking on challenges that would have pushed many to walk away.

For Izan, running her business extends beyond profit. It is about building trust, uplifting her community and demonstrating that courage and persistence can break down barriers. In January 2025, she bolstered her business by joining the PETRONAS AutoExpert (PAE) network to boost trust and credibility.

“Customers tend to trust us even more when we are part of the PAE,” she shares. “PETRONAS is a global, trusted brand, whose credibility makes a big difference in building customer confidence.”

While customer management remains one of her biggest challenges, Izan skilfully transforms obstacles into opportunities. For instance, she once turned a miscommunication incident with a customer into a valuable lesson that led to better communication. “We apologised and improved our communication. That same customer still comes back to us today, proving that trust, once built, can endure.”

The preference for male mechanics among customers is another challenge, but instead of feeling defeated, she is convinced that women have a place in the industry, particularly as her presence provides reassurance to female customers.

With PETRONAS as a strategic partner, Izan can better advocate for greater recognition of women’s leadership capabilities, as she envisions them playing increasingly important roles across technical, entrepreneurial and leadership functions in the automotive space. Her philosophy for success is simple: passion and commitment.

“If women have the interest or desire to open a workshop, they surely can succeed. Everyone owns a car and they will always need maintenance services. There’s a future in this business and women can thrive in it.”

– Izan, Co-owner and Outlet Manager, FMZ Auto and Tyre Services Sdn. Bhd.

Economic Growth and Performance



Muhammad Nur Rafiqi bin Maulana has come a long way as a Gas PETRONAS authorised channel member. In 2011, when he first started Alipp Gas, a grocery shop in Pekan Nenas, Johor, he was just delivering five Gas PETRONAS cylinders, often on his motorcycle. Today, the business has grown into a go-to supplier for the community, distributing approximately 15,000 cylinders per month.

Rafiqi attributes this remarkable growth to determination, a solid marketing strategy and his committed team. “I started small, but I believed that with hard work and dedication, we could grow,” he recalls. His delivery network, which he started when he was only 24, gradually expanded to Pontian, where he secured sub-dealer status, including in Pekan Nenas.

A major turning point came in 2015 when Alipp Gas was appointed as a Gas PETRONAS authorised channel member. The recognition accelerated the company’s growth, enabling it to scale from 3,000 cylinders a month to 15,000 within a decade. Alipp Gas presently operates with six sales trucks, two stock trucks and supports three sub-dealers.

Along the way, Rafiqi learned valuable lessons that sharpened his business instincts. He discovered that maintaining strong direct sales was essential to business continuity amid increasing alternative supply options. With strong mentorship and teamwork, Alipp Gas remained resilient and maintained its position as a trusted Gas PETRONAS authorised channel member. “With guidance from our Premier Dealer and experienced industry players, we refined our marketing strategy and deepened relationships with our customers,” he adds.

Reflecting on his business growth, Rafiqi says, “From a modest grocery shop to a leading Gas PETRONAS authorised channel member, our journey proves that with determination and smart strategies, small businesses can grow beyond expectations. Alipp Gas now stands as a resilient and growing player in Johor’s energy sector, ready to face future challenges with a clear vision and a solid foundation.”

“From a modest grocery shop to a leading Gas PETRONAS authorised channel member, our journey shows that with determination and smart strategies, small businesses can grow beyond expectations.”

– Rafiqi, Gas PETRONAS Authorised Channel Member, Alipp Gas

Economic Growth and Performance

A Recipe for Growth: From a Kitchen Dream to National Recognition



Anis Food Sdn. Bhd. was founded by Junaidy Abu Bakar in a humble home kitchen in 2006. The company, named in honour of his wife, demonstrates how perseverance, innovation and strategic collaboration can transform a small idea into a nationally recognised brand.

What started as chocolate cakes produced with modest capital evolved into a scalable business when the founders secured a partnership with PETRONAS *Kedai Mesra* in 2012. That collaboration opened access to more than 300 outlets and shifted the business from a household operation into a thriving manufacturer with millions in annual sales.

In the early years, the company faced challenges such as short shelf life, limited cold storage capacity and resource constraints. However, the founders remained confident in the product's potential to appeal to urban Malaysian consumers who value convenient, ready-to-eat offerings.

As the business grew, Anis Food Sdn. Bhd. obtained halal certification, expanded into ready-to-drink beverages and formed OEM partnerships, all while preserving the values that shaped its brand. According to Junaidy, "Having systematic processes makes it easier for us to grow while ensuring that product quality is preserved."

Today, the success of Anis Food Sdn. Bhd. reflects its business resilience and sustainable growth. The company has strengthened local supply chains, provided employment opportunities and inspired new entrepreneurs, contributing to the local economy and demonstrating the potential of homegrown SMEs to scale through innovation and collaboration.

Nadi Hijau: From Farm to Shelf, Creating Market Access for Local Farmers



Nadi Hijau began with a simple idea: to connect smallholder farmers to the heart of Malaysian consumers by placing their fresh produce on the shelves of PETRONAS *Kedai Mesra* outlets. What started in 20 outlets across Melaka has since expanded to 37 outlets in the Southern region, opening new market access for farmers who previously struggled to find stable buyers.

The products sold through this initiative include local fruits, such as king guavas, dragon fruits, bananas and pineapples, as well as downstream products like cut fruits, vegetables and chicken meat.

Since its launch, the programme has contributed significantly to partners' earnings. For example, Ayushop Enterprise saw a fourfold increase in its monthly income, while Ruminan Aqua and Kelulut PLT progressed from no income to sustainable monthly revenue.

More than just a retail programme, Nadi Hijau has helped restore dignity and pride to farming communities. Their produce is no longer left unsold or undervalued. As one participant shared,

"For the first time, I can tell my children that our vegetables are sold at PETRONAS stations."

Looking ahead, Mesra aims to expand the initiative by extending its outreach to more outlets across the Southern Region, enabling broader participation and consistent implementation at the local level.

OUTLOOK

Building on our commitment to support local businesses and entrepreneurs, we have made meaningful progress in creating economic opportunities across our ecosystem.

Going forward, we will continue to strengthen this approach by expanding market access for our partners, fostering local capabilities and creating more employment opportunities. Through digital innovation and scaling our successful initiatives, we aim to build a more resilient and inclusive economy that generates sustainable value for all.

Customer-centricity



Why It Matters

At PDB, customer-centricity is fundamental to the effective functioning of our retail ecosystem. Hence, we aim to provide reliable and convenient access to essential products and services for our customers. Meeting these needs requires consistent customer experience standards, high-quality products, clear safety practices, trained employees and efficient operations that enable reliable service delivery and build customer confidence through every interaction.

To ensure continued relevance to daily needs, our services are designed and delivered based on an understanding of distinct customer segments, including working professionals, parents and business owners. By embedding customer-centricity into our service design and delivery, we are better positioned to respond to evolving customer expectations and demands, manage operational challenges and sustain our long-term value across our retail network.

OUR APPROACH

Our customers are central to every decision we make and every solution we deliver. We consistently enhance our products and services to support their interests and reinforce trust. At each touchpoint, we focus on improving the customer experience and enabling efficient, effective interactions.

We remain guided by our two core principles: maintaining a clear understanding of customer needs and objectives, simplifying the overall experience to support customers in achieving their daily goals.

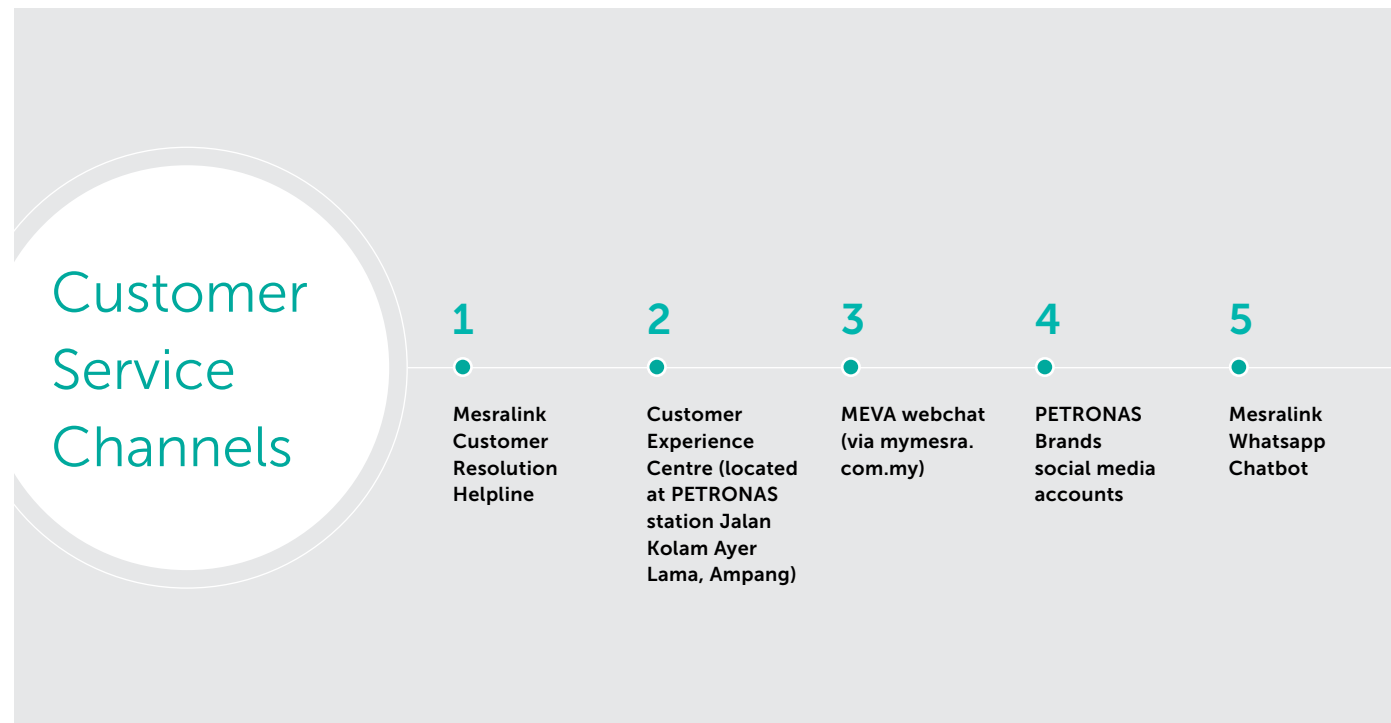
PDB's customer experience enhancement efforts remain focused on the following priorities:

- Prioritising customer health and safety
- Maintaining environmental compliance at operating locations
- Protecting customers' personal data and privacy through strict protocols
- Creating, enhancing and delivering products, services and solutions aligned to customers' specific needs
- Engaging customers through regular market surveys to better understand perspectives and refine go-to-market strategies
- Providing ongoing training and development for retail and customer service teams

We also have in place multiple service channels to manage and resolve customer complaints, as shown below. Through our continuous interactions and feedback, we regularly refine our service delivery to remain attuned to our customers' evolving needs and the shifting market landscape.

Customer-centricity

Customer-centricity



In 2025, in conjunction with Malaysia's government systems for targeted fuel subsidies, we enhanced the Mesralink WhatsApp Chatbot and Telephony System to integrate the *Sistem Kawalan Diesel Bersubsidi* (SKDS 2.0) and *Sistem Kawalan Petrol Bersubsidi* (SKPS) BUDI95. This initiative enabled PETRONAS to respond to customer queries and resolve issues related to BUDI95 and SKPS more effectively. By leveraging the MyMesra website and WhatsApp Chatbot, equipped with user-friendly FAQs, customers now benefit from significantly reduced waiting times and an enhanced overall experience. As a result, our agents are able to dedicate more attention to complex cases, boosting both operational efficiency and turnaround times.

OUR VALUE CREATION

Key Areas	Our Progress
Mesra Rewards Loyalty Programme	<ul style="list-style-type: none"> Improved end-to-end customer journey to simplify member registration process and redemption capabilities, providing more flexibility and ease for members to utilise their accumulated points. Enhanced personalised marketing campaigns by leveraging data and platform automation to engage our members with relevant offers according to their needs. Ran multiple member engagement programmes nationwide to strengthen the relationship with our loyal members, educating them of the programmes' features and benefits, as well as building brand awareness amongst non-members to grow our loyalty programme base.
Customer Engagements and Feedback Channel Initiatives	<ul style="list-style-type: none"> Enhanced the Mesralink WhatsApp Chatbot and Telephony System to support the SKDS 2.0 and SKPS BUDI95 initiatives as part of continuous operations. Operated the Mesralink Customer Resolution Helpline and email support channel as part of daily customer support operations. Maintained the Customer Experience Centre located at PETRONAS Jalan Kolam Ayer Lama, Ampang as part of regular centre operations. Provided MEVA webchat support via mymesra.com.my on a continuous basis. Managed customer engagement through PETRONAS brand social media accounts as part of ongoing brand engagement operations.

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
Customer Health and Safety Related Initiatives	<p>Retail-Fuel Business</p> <ul style="list-style-type: none"> Expanded the network to more than 900 Gold stations nationwide and more than 30 Platinum stations recognised by the Department of Safety and Health (DOSH) Malaysia. Enhanced station security through the Go-To-Safety Point (GTSP) initiative by upskilling all <i>Krew</i> PETRONAS in collaboration with Royal Malaysia Police (PDRM) and Group Security PETRONAS, supported by security guideline posters. These posters, together with safety announcements implemented at all PETRONAS stations, help increase awareness of the GTSP programme. <p>Commercial Business</p> <ul style="list-style-type: none"> Introduced EquipCare Clinic for the Top 10 high-maintenance through the Sustainable Equipment Excellence (S.E.E) campaign for Commercial Business Division (CBD) in collaboration with Marketing and Communication Division and Health, Safety and Environment (HSE) Division to deliver visual materials and monthly reviews, driving awareness and improving asset reliability. <ul style="list-style-type: none"> Zero (0) mishandling of cases reported since May 2025, after implementation of the S.E.E campaign vs SPLY 2024, where two (2) cases were reported PDB honoured CBD's Channel Partners for their outstanding achievements via Commercial Business Partner Excellence Award (CBPEA) Night, including an impressive 300% volume increase following SKDS implementation in 2024. Attended by dealers from Channel Partners, Aviation and Marine. CBPEA aims to enhance collaboration and cultivate long-term, sustainable business relationships. <p>LPG Business</p> <ul style="list-style-type: none"> Promoted safe LPG handling practices through PETRONAS Brand's social media channels. Conducted detailed terminal inspections to ensure product safety and reliability prior to delivery. Worked with local authorities to implement Gas Safety Programmes to increase community awareness of Gas PETRONAS cylinder safety. Organised safety talks and inspections on proper Gas PETRONAS cylinder usage and handling, supported by authorised channel members and area managers. Through nationwide BAIDURI 2.0 deployment, authorised channel members progressed from awareness to audit readiness via advanced DOSH and PERKESO training, while BOMBA-led fire drills and first-aider certification renewals strengthened staff readiness and emergency response capabilities across LPG retail premises.



Customer-centricity

Customer-centricity

BUDI95: Delivering Inclusive, Efficient and Digitally Enabled Fuel Subsidy Services



- Promoted inclusive digital access through Setel Lite, designed for older users and those using lower-spec devices, reducing barriers related to age, device affordability and digital literacy
- Supported high-skilled digital employment, contributing to national digital talent development and strengthening local technology capabilities
- Contributed to operational efficiency by reducing paper usage through cashless and paperless transactions

Beyond operational metrics, the initiative safeguarded fuel accessibility, supported the implementation of government social policy¹ with minimal operational disruption and offered customers convenience and choice. In addition, it reinforced the strategic subsidy framework nationally and established a new benchmark for future cross-functional initiatives, providing a pathway for digitally enabled, citizen-focused outcomes at scale.

¹Source: https://belanjawan.mof.gov.my/pdf/belanjawan2026/revenue/fiscal_outlook_2026.pdf

As a key partner in the government's BUDI MADANI RON95 (BUDI95) initiative, PDB enabled a more reliable, accessible and convenient experience, including a convenient fuel subsidy experience, through its extensive retail infrastructure.

Recognising diverse customer needs, we provide a more seamless customer experience by offering multiple payment options for the seamless execution of the BUDI95 targeted subsidy programme. These include Outdoor Payment Terminals (OPT), Indoor Payment Terminals (IPT) and the Setel app. Our multi-channel approach ensures that customers can access the subsidised fuel through the method most convenient to them, supporting a more inclusive customer experience, operational efficiency and nationwide accessibility.

The initiative delivered measurable results. To this end, it:

- Expanded digital access nationwide through an accessible and secure digital platform, leveraging PDB's retail footprint to reach Malaysians in urban and non-urban areas
- Supported more accessible subsidy access and strengthened governance measures in line with government requirements via a digital mechanism that improved governance and transparency while minimising leakages at the national level



Cetel: Fostering Community Engagement Through a Brand Mascot



Setel launched a community engagement initiative centred around Cetel, a mascot developed from the story of a station cat in Kedah. The campaign aimed to build a relatable brand connection with Malaysians. Through a series of ground activations, social media campaigns and merchant collaborations, the Cetel mascot was introduced to a wide audience across the country. Key activities included a public naming contest and featuring the mascot at community events, which fostered a sense of local participation. The initiative successfully increased brand visibility and positive sentiment, demonstrating an effective approach to community-focused marketing.

KEY OUTCOMES

9%
YoY increase on a volume basis in total fuel purchases by Mesra Rewards members at PETRONAS stations

14%
YoY growth in active Mesra Rewards membership base

23%
YoY growth in Mesra Rewards Digital Channel Adoption

Achieved the following metrics in 2025 for the Resolution Helpline and Customer Experience Centre:

SERVICE LEVEL AGREEMENT (SLA)

90.32%
of cases resolved within the service level, representing an increase of 3% from 2024

FIRST CALL RESOLUTION (FCR)

74.54%
of cases resolved at first contact, representing an increase of 4% from 2024

CUSTOMER SATISFACTION SCORE (CSAT)

4.75
out of 5 for our hotlines, 4.10 out of 5 for our WhatsApp ChatBot

EFFECTIVENESS OF WHATSAPP CHATBOT

5%
of calls deflected to the WhatsApp ChatBot channel during the BUDI95 go-live period

OUTLOOK

We will continue to focus on delivering a consistent and reliable customer experience by strengthening our digital capabilities and introducing relevant services to meet changing customer needs.

We will also pursue deeper consumer and customer engagement to obtain actionable insights, enabling the delivery of simpler, more effective and more rewarding retail offerings to our customer base.

Ethics and Corporate Governance

Ethics and Corporate Governance



Why It Matters

At PDB, we set and uphold the highest standards of ethics and integrity, which define how we govern the organisation and make decisions as a leading energy solutions provider. These standards establish exemplary business conduct and are embedded through our compliance and governance practices, protecting long-term performance and stakeholder confidence.

OUR APPROACH

PDB operates under a clear and enforceable governance framework that meets Bursa Malaysia Main Market Listing Requirements and the Malaysian Code on Corporate Governance. The PETRONAS Code of Conduct and Business Ethics sets uncompromising standards for ethical behaviour, guided by the Group's Shared Values.

The PETRONAS Anti-Bribery and Corruption Manual is fully integrated into PDB's business processes, reinforcing a zero-tolerance stance on corruption. All employees are required to complete mandatory training via myLearningX to ensure practical understanding and compliance.

The PETRONAS Whistleblowing Policy further strengthens oversight by enabling secure reporting of suspected misconduct, with protections in place to safeguard whistleblowers.

In addition, PDB applies a set of policies, guidelines and frameworks that define ethical conduct, prevent corruption and enable the reporting of concerns:

- PETRONAS Whistleblowing (WB) Policy
- PETRONAS Code of Conduct and Business Ethics (CoBE)
- Anti-Bribery and Corruption (ABC) Manual
- PETRONAS Integrity Management System
- PETRONAS Dagangan Berhad Integrity Management Standard (IMS)

OUR VALUE CREATION

Key Areas	Our Progress
Key Integrity Programmes	Facilitated PDB Integrity Programmes in 2025, comprising multiple engagement, communication and outreach initiatives for PDB Group Employees. These include: <ul style="list-style-type: none"> PDB Integrity Showcase 2025 <ul style="list-style-type: none"> • Integrity Contest: <ul style="list-style-type: none"> o PDB Integrity Playlist Conquest o PDB Integrity Crossword Trivia • Integrity Engagements: <ul style="list-style-type: none"> o Exhibition Gallery Walk o Exclusive Sharing by PETRONAS Chief Integrity Officer o PDB Integrity Mini Podcast Anti-Bribery Management System (ABMS) Initiatives <ul style="list-style-type: none"> • ABMS Upskilling Session with PDB Group Employees. • Embedding Leadership in ABMS with PDB Leadership Team. Stakeholder and Dealer Engagement <ul style="list-style-type: none"> • PDB Integrity Strengthening 2025 @ ASAS. Integrity Awareness <ul style="list-style-type: none"> • PDB Compliance Forum 2025. • PDB Compliance Terminal visit and PDB Forum. Communication Campaigns <ul style="list-style-type: none"> • PDB Integrity Campaigns – Online Communication. • Integrity “Unplugged” – Lessons Learnt. • Integrity Check-In with PDB LT – Video Clips. • Integrity Reels by Warga PDB – Video Clips. • Integrity in Action by PDB Dealer – Video Clips.

For more information on PDB's Corporate Governance, Ethics and Integrity, refer to the Corporate Governance Overview Statement on page 136 in PDB's Integrated Report 2025.

KEY OUTCOMES

100%
of PDB's operations assessed for risk related to corruption

99.8%
of employees informed and received training on anti-corruption policies and procedures

ZERO
confirmed incidents of corruption

OUTLOOK

We will continue to strengthen integrity management across the organisation.

This includes embedding integrity practices into operations and reinforcing governance, controls and accountability. These efforts will better support PDB's business effectiveness and efficiency.

Data Privacy and Security

Data Privacy and Security

Why It Matters

Digitalisation has placed organisations, including PDB, at the forefront of customer engagement by enabling greater speed, connectivity and data exchange. As our digital footprint expands across platforms such as Setel and other customer-facing systems, we recognise that this increased reliance on digital channels also introduces heightened risks related to data privacy, cyber security and responsible technology governance.

To manage these risks effectively, PDB proactively embeds data protection, privacy controls and security hardening measures into all digital initiatives. This approach ensures that vulnerabilities are identified early and safeguards are implemented across systems, processes and user interactions, allowing the organisation to innovate without compromising security or customer trust.

Our performance in 2025 reflects the effectiveness of these measures. We recorded zero high-severity security incidents, demonstrating the adequacy of our preventive and detective controls. Our phishing failure rate remained low at 1.3%, reflecting strong user vigilance. In addition, 98.2% of PDB staff completed the cyber security and You e-learning module, strengthening our "human firewall" and reinforcing a security-aware culture across the organisation.

These achievements contribute to stronger data-privacy assurance, reduced exposure to cyber security threats and sustained customer confidence. By continuing to integrate robust security practices into our digital transformation journey, PDB supports long-term operational resilience, regulatory compliance and responsible, sustainable growth.



OUR APPROACH

At PDB, our approach to data privacy is governed by the PETRONAS Corporate Privacy Policy (PCPP) and the PETRONAS Master Guidelines to the PCPP (MGCPP). These policies set the requirements for the handling of personal data and establish compliance with applicable data protection laws, including the Personal Data Protection Act 2010 (PDPA) and the Financial Services Act 2013 (FSA). The PCPP applies across all operations and extends to suppliers through contractual obligations, with non-compliance subject to disciplinary action in line with the PETRONAS CoBE.

Personal data is processed in accordance with the Data Privacy Manual (DPM), which governs how information is handled within PDB's systems. For SmartPay, customer data is subject to additional controls under the Data Secrecy Manual (DSM), which governs data management across the data lifecycle in line with the BNM Policy Document on Management of Customer Information and Permitted Disclosures (MCIPD).

We also apply cyber security protection through adherence to the PETRONAS Enterprise Cyber Security Framework, supported by continuous threat monitoring by the Security Operations Centre and regular security updates. Oversight of these cyber security controls

is carried out through defined governance arrangements, including the appointment of a data privacy manager and an executive carrying out the roles of Data Protection Officer (DPO) as mandated in the guidelines issued by the Personal Data Protection Commissioner of Malaysia.

In the event of a data breach, we follow established incident response plans through Cyber Security Incident Management and PETRONAS Dagangan Berhad Breach Reporting Manual for Critical Legal Areas to manage data breaches, minimise disruption and support timely resolution.

On 12 November 2024, PDB recorded an incident originating from a third-party SMS service provider. The incident was contained by the third party within 24 hours and the provider subsequently notified Malaysian Communications and Multimedia Commission (MCMC) on 14 November 2024.

Following the provider's investigation and PDB's own internal monitoring, no evidence of data leakage or exposure has been identified after the incident date. Based on the absence of any indicators suggesting misuse, PDB is of the view that the likelihood of the affected data being used for fraudulent or harmful purposes is low. Nonetheless, PDB remains vigilant and continues to monitor the situation closely.

As a responsible corporate citizen, PDB also notified Bank Negara Malaysia and the Personal Data Protection Commissioner of Malaysia on 27 and 29 November 2024, respectively.

OUR VALUE CREATION

Key Areas	Our Progress
Data Protection Impact Assessment (DPIA)	<ul style="list-style-type: none"> Introduced and rolled out the DPIA to document personal data processing activities, assess necessity and proportionality, evaluate potential impacts on data subjects and ensure appropriate data privacy controls are embedded within identified processing activities.
Personal Data Mapping Record (Inventory)	<ul style="list-style-type: none"> Implemented the Personal Data Mapping Record (Inventory) to maintain an accurate record of personal data processing activities within PDB to enable the identification, assessment and reduction of data privacy risks, in compliance with the following: <ul style="list-style-type: none"> Malaysian Personal Data Protection Act 2010 (PDPA 2010) BNM Policy Document on Management of Customer Information and Permitted Disclosures (MCIPD)
PDB Data Privacy Manual	<ul style="list-style-type: none"> Completed the adoption of the PDB Data Privacy Manual across all PDB subsidiaries.
Privacy Compliance Review	<ul style="list-style-type: none"> Developed and implemented a Privacy Compliance Review for Data Processors to assess adherence to applicable data privacy requirements.
PDB Data Transfer Agreement	<ul style="list-style-type: none"> Developed the PDB Data Transfer Agreement to govern legal obligations relating to the transfer and sharing of personal data within the PDB group of companies, in line with requirements under the PDPA 2010.
Cookie Preference Tool	<ul style="list-style-type: none"> Established a Cookie Preference Tool on the MyMesra website to inform users about personal data processing, obtain user consent and enable users to withdraw consent and stop the processing of their data.
PDB's Privacy Statement	<ul style="list-style-type: none"> Revised PDB's Privacy Statement to provide clear and comprehensive information to data subjects on how their personal data is processed and the options available to them.
Capability Building	<ul style="list-style-type: none"> Conducted communication and awareness sessions with departments and divisions that are heavily involved in the processing of personal data. Strengthened capability within PDB Compliance through the successful attainment of the Certified Information Privacy Manager (CIPM) certification by the Head of Data Privacy from the International Association of Privacy Professionals.

Sustainable and Ethical Supply Chain

In alignment with these business and human rights principles, PDB also supports the local economy by engaging local suppliers and vendors through our core and convenience businesses, with almost all dealers, contractors and suppliers being Malaysian-owned companies registered with PETRONAS and accredited with the required licences to undertake their respective scope of work.

-  For further information on human rights, vendor development programme and to access the relevant policies, please refer to:
- [PDB Human Rights](#)
 - [PETRONAS Governance and Ethics](#)
 - [PETRONAS Vendor Development Programme](#)

HEALTH, SAFETY AND ENVIRONMENT (HSE) IN SUPPLY CHAIN

We communicate HSE Policy requirements to all our suppliers and contractors through documentation and kick-off, encompassing comprehensive agreements and arrangements with contractors, dealers and business partners. Additionally, we continue monitoring our suppliers, contractors and business partners to identify and address environmental and social impacts in the supply chain. To ensure HSE is upheld in our supply chain, we implement the following initiatives:

Ensuring Compliance

- Ensure that suppliers, contractors and partners consistently adhere to the minimum technical requirements outlined in the PETRONAS Licensing and Registration Requirements (Malaysia)
- Maintain a clear focus on the delineation of practices, procedures and control measures to ensure alignment with local HSE-related requirements

Fostering Capability Building for Suppliers, Contractors and Partners

- Conducted training and engagement sessions throughout 2025 to integrate relevant policies, laws and regulations into suppliers' value chains
- Established effective channels to enhance two-way communication on HSE within PDB's supply chain
- Initiated culture conversations with contractors to promote best practices and strengthen HSE culture

Institute Robust Risk Assessments and Audits

- Conducted risk assessment programmes, including environmental risk assessments, for suppliers, contractors and partners— both existing and new— based on the scope and nature of their work. This process involves detailed due diligence for new suppliers and ensures that key risks related to people, the environment, assets and reputation are identified, controlled and mitigated
- Communicated the results of audit exercises to management, incorporating performance evaluations upon contract completion and identifying opportunities for future improvement. During the year under review, specific actions for non-compliance included re-engaging with respective suppliers and contractors, providing refresher training on waste management. Relevant suppliers and contractors are required to report on their waste management practices to ensure compliance and minimise environmental impacts
- Evaluated supplier performance to identify gaps for continuous improvement and implemented consequence management for severe non-compliance cases

In 2025, we conducted HSE Contractor Assurance evaluations, including physical inspections, document reviews and interviews, with a focus on HSE and Human Rights. These efforts were aimed at monitoring supplier compliance and tracking performance improvements across our operations. This approach is implemented in alignment with PETRONAS' CoBE requirements and international standards.

HUMAN RIGHTS IN SUPPLY CHAIN

We are committed to ensuring that human rights are respected throughout our supply chain. Following the adoption of the PDB Human Rights Policy, PETRONAS' CoBE and CoCHR, the application of human rights principles has been extended across our value chain. Clear expectations are set for partners, contractors and suppliers to uphold equivalent standards.

By collaborating closely with partners and sharing responsibilities, we ensure the adoption of sustainable practices across all operations, reinforcing our commitment to ethical and responsible business conduct.

Human rights expectations, PETRONAS' CoBE and COCHR are clearly communicated globally to all stakeholders and suppliers via several channels such as MyMesra website, business and supplier agreement as well as supplier engagements and exhibitions, in English and translated into *Bahasa Malaysia*.

-  For more information, please refer to [PETRONAS CoCHR](#).

Sustainable and Ethical Supply Chain

HUMAN RIGHTS DUE DILIGENCE

We also performed human rights due diligence for both potential and existing suppliers to assess social issues related to human rights and mitigate negative social impacts in our value chain.

PDB adopted PETRONAS' robust system to ensure that Human Rights Due Diligence (HRDD) principles are adhered to by both potential and existing suppliers. For potential suppliers, this begins with upfront due diligence, which includes the completion of CoCHR Self-Assessment and an attestation of full compliance with CoCHR. As a result of the self-assessments, further supplier assessments (desk-based or on-site) are conducted for relevant suppliers using standards and methodologies recognised by industry or multi-stakeholder initiatives. These include:

- CoCHR Self-Assessment by suppliers
- CoCHR Assurance Review (CAR) was performed on-site according to CoCHR Assurance Review Toolkit

PETRONAS addresses findings of non-compliance in CoCHR compliance assessments through time-bound corrective action plans designed to systematically close actual or potential adverse human rights impacts. This approach, aligned with CoCHR, embeds safeguards for human rights in our supply chain processes and applies appropriate governance frameworks to manage non-compliant high-risk contractors and its supply chain/subcontractors, ensuring access to remedy and cooperation in resolution processes. During our CoCHR assessment to identify high risk contractors this year, any corrective actions are communicated and addressed accordingly.

Additionally, potential suppliers are also screened via "Know Your Counterparty" (KYC) process which is detailed in PETRONAS' corporate website:

- What's Next Newsletter #10 – Introducing KYC Supplier Self-Declaration via PETRONAS Licensing Management System (PLMS) and SMART by GEP® | PETRONAS Global.
- Implementation of KYC Supplier Self-Declaration via GEP SMART™ | PETRONAS Global.

The KYC questionnaires are designed to address PETRONAS' critical legal focus areas, including Ethics and Integrity, Data Privacy, Sanctions and Export Control.

Existing suppliers, including those holding PETRONAS licenses and/or registration, are required to undergo continuous monitoring and must comply with CoCHR requirements as part of the Licensing and Registration (L&R) process. These requirements are embedded in our contracts, ensuring that adherence to the CoCHR is a condition for doing business with PETRONAS. This ongoing monitoring ensures continued compliance with our human rights standards.

For our projects, we developed the Environmental and Social Impact Assessment (ESIA), to outline the environmental and social requirements. This includes respecting Indigenous Peoples, addressing involuntary resettlement and preserving cultural heritage through effective stakeholder management, as well as conducting risk assessments and engaging neighbouring communities in making decisions about issues affecting them. This procedure chooses the approach of ensuring free, prior and informed consultation and covers every project lifecycle including new projects or activities expansion or upgrading of existing facilities, as well as decommissioning or abandonment of existing facilities.

We also established Social Risk Assessment (SRA) as part of core business process through Enterprise Risk Management for PDB Divisions and Subsidiaries, which enabled PDB to identify generic social risks and develop mitigation plan for ensuring social compliance in the PDB operations.

PDB GRIEVANCE MECHANISM

At PDB, we are committed to fostering a respectful and accountable workplace, ensuring that any concerns related to human rights are addressed in a timely and transparent manner. Our Grievance Mechanism is a key element in this commitment, offering a formal and structured process for contract personnel and service providers to report any perceived or experienced human rights violations. This mechanism facilitates open dialogue, enables thorough investigations and provides the necessary remedial actions when issues arise.

The Mesralink contact system served as our official reporting channel, accessible to individuals and communities through information points at MyMesra, stations, road tankers and all PDB facilities. This mechanism explicitly addressed human rights concerns including labour conditions, community well-being and product safety and health. All cases reported through this channel received confidential treatment, with regular updates provided until resolution.

Our Leadership Team, employees, Mesralink agents, contract owners and regional teams received regular briefings on resolution channels, with clearly defined roles and responsibilities. All grievances were promptly addressed, with feedback documented for transparency. Through the PDB Grievance Mechanism, remedies were provided to affected parties via direct actions, including engagement and consultation with the aggrieved parties and relevant counterparties. Additionally, contractors are encouraged to utilise the PDB Grievance Mechanism, which encompasses the three key human rights areas relevant to our operations: Labour and Working Conditions, Community Well-being and Product Safety and Health.

Sustainable and Ethical Supply Chain

In 2025, six cases reported via the PDB Grievance Mechanism, of which all were identified as minor cases and five of them have been resolved. The inclusion of grievances focused on two specific categories: Labour and Working Conditions and Community Well-Being. Grievance lesson learnt and sharing of key findings are then communicated with our contractors and dealers during our briefing and engagement sessions.

ENSURING RESPONSIBLE SOURCING

PDB consistently works to strengthen sustainability practices throughout our supply chain by actively engaging with suppliers and implementing structured assessment frameworks. In our significant operational locations - headquarters, major offices, manufacturing sites, service areas and strategic regions critical to our goals, we spent 99.8% of our procurement budget with Malaysian-registered and operated businesses. A *Sendirian Berhad* (Sdn. Bhd.) company is recognised as a local entity if it is

incorporated or primarily operates in Malaysia. Additionally, our definition of local suppliers extends to companies that provide products and services within the same geographic market as PDB. This includes businesses that operate in and around PDB's areas of operation, ensuring that the supply chain remains closely connected to the local economy and business ecosystem.

Given the environmental sensitivities surrounding the palm oil industry, we maintained stringent standards in our palm methyl ester (PME) sourcing practices. We manage the environmental impact of suppliers through encouraging and ensuring our suppliers hold current certifications from the Roundtable on Sustainable Palm Oil (RSPO), Malaysian Sustainable Palm Oil (MSPO) and International Sustainability and Carbon Certification (ISCC). These certifications validate our suppliers' adherence to environmentally and socially responsible production practices, from cultivation through to processing.

OUR VALUE CREATION

Key Areas	Our Progress
Human Rights	<ul style="list-style-type: none"> Assessed prioritised non-Group Procurement contractors for social risk and compliance through CoCHR verification assessments. Monitored suppliers by verifying 13 high-risk contractors through desktop reviews and onsite physical assessment and inspection audits to improve line-of-sight on human rights practices within the supply chain. Conducted a baseline Social Risk Assessment (SRA) across PDB Divisions and Subsidiaries to identify and mitigate social risks in operational activities. Conducted a pilot Social Life Cycle Assessment (S-LCA) for Mesra White Label products to identify social hotspots within the value chain.
Capability Building for Suppliers	<ul style="list-style-type: none"> Developed supplier training programmes for retail dealers. Delivered eLearning modules on the Employment Act. 15 vendors have participated under the PETRONAS Supplier Support Programme (PSSP), with 3 having completed the training, reflecting their commitment to continuous improvement. Strengthened local involvement through the PETRONAS Vendor Development Programme (VDP), a structured initiative that grooms Malaysia-based vendors to be world-class and highly skilled with technical capabilities.
Dealer Engagements	<ul style="list-style-type: none"> Shared best practices and lessons learnt from social non-compliance through engagement sessions, briefings and conferences, including the Dealer Conference, Dealer Engagement sessions, PDB Integrity Day and the Channel Members Integrity Session.

Sustainable and Ethical Supply Chain



"I wanted to create opportunities for PWD in an environment where they aren't usually considered by giving them dignity, independence and meaningful employment."

— Mohamad Khir bin Amran, Dealer, PETRONAS station Bukit Rahman Putra

For PETRONAS Bukit Rahman Putra dealer, Mohamad Khir bin Amran, inclusivity is not just a policy. It is a commitment to providing employment and opportunities for Persons with Disabilities (PWD). This was sparked by a simple yet powerful observation by the dealer.

"I was inspired when I saw hearing-impaired employees working at a fast-food outlet. Watching them carry out their responsibilities with such dedication made me realise that PWD can perform just as well when given the right opportunity," he recalls.

His goal was clear: "It was never just about filling vacancies. I wanted to create opportunities for PWD in an environment where they aren't usually considered by giving them dignity, independence and meaningful employment."

Turning this vision into reality required deliberate and sustained effort. It began with preparing existing employees through training and open conversations to embrace equality. With continuous engagement and patience, the team learned to navigate challenges such as differing work habits and communication styles, eventually coming to appreciate one another's strengths.

The initiative gained strong momentum when the dealer partnered with PDB

and ENOKU, who provided essential recruitment support and training to ensure effective onboarding and integration of PWD employees.

One of the most rewarding outcomes has been witnessing PWD team members grow in confidence and independence. One of them, who once struggled with social interaction, now serves customers comfortably as a cashier, an achievement made possible through guidance and support. This transformation not only inspired other employees but also strengthened the station's relationship with the local community. As Mohamad Khir notes, "Customers recognise that we value people, not just profits and employees feel appreciated, which builds loyalty."

Looking ahead, Mohamad Khir plans to place more PWD in roles where they can excel and contribute meaningfully. His advice is simple yet profound: "Focus on abilities, provide proper training and build a supportive culture."

This dealer's efforts demonstrate the transformative power of inclusivity, not just for the workplace, but for the community. "Inclusivity means ensuring anyone with the ability and willingness to contribute is given that chance, breaking barriers and strengthening the team."



Embedding inclusion into day-to-day operations goes beyond physical accessibility. It requires thoughtful systems and support structures that enable people to perform their roles effectively and consistently. For PWD, intentional role design, accessible tools and an inclusive work environment are critical, particularly in customer service functions where service quality and reliability are essential.

Our experience at PDB through Mesralink's Customer Service operations illustrates this approach in practice. Mesralink successfully onboarded an employee with visual impairment into its customer service team. Through structured onboarding, training aligned with customer service competencies and appropriate accessibility tools such as an additional monitor to support visual navigation, the employee

was able to integrate into the team and perform assigned customer service responsibilities with appropriate support structures in place. At the same time, the team conducted awareness sessions with colleagues to strengthen understanding and foster a supportive team culture.

By embedding inclusive practices into regular operations, we address barriers that extend beyond physical spaces, including how roles are designed, how systems operate and how teams collaborate. When these elements are intentional, employees are better supported to contribute to day-to-day service delivery, strengthening our operational effectiveness while supporting the development of a more inclusive and resilient team.

Sustainable and Ethical Supply Chain

KEY OUTCOMES

99.8%
of procurement budget
spent on local suppliers

15
suppliers participated
in PETRONAS Supplier
Sustainability Programme
(PSSP)

24
suppliers assessed for
social impacts

2
Malaysia-based vendors
under PETRONAS Vendor
Development Programme

OUTLOOK

Moving forward, PDB will continue to strengthen supply chain sustainability through sustained adherence to the CoBE, HSE Policy and CoCHR, while deepening the integration of sustainability and human rights considerations into supplier management processes.

We will further enhance local vendor capability development through structured engagement and targeted interventions for higher-risk contractors, supported by improved monitoring, data quality and transparency. By advancing responsible sourcing practices and strengthening partnerships across our supply chain, we aim to build a resilient, ethical and sustainable supplier ecosystem that creates long-term value for the business and our stakeholders.



DELIVERING NET ZERO

The evolving energy landscape demands action, driven by the urgent and expansive climate challenge. Aspiring to align with PETRONAS' Net Zero Carbon Emissions (NZCE) by 2050, we will mitigate emissions in our operations and simultaneously invest in new opportunities for lower-carbon business growth.

RELATED SDGs



MATERIAL MATTERS

➤ **Climate Change and GHG Emissions**

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Climate Change and GHG Emissions

Climate Change and GHG Emissions



This chapter presents an overview of our climate risk and emissions management. For full details, refer to the International Sustainability Standards Board (ISSB) Statement in PDB's Integrated Report 2025.

Why It Matters

Climate change presents both transition and physical risks that are increasingly relevant to our operations, assets and long-term value creation. The global shift towards lower-carbon energy systems, together with evolving national policies, changing customer preferences and technological developments, is reshaping demand patterns across the downstream energy sector. At the same time, we face physical climate impacts, such as extreme rainfall and flooding, which pose risks to our infrastructure reliability and supply continuity.

As a fuel and convenience retailer with nationwide assets and logistics networks, we are exposed to these dynamics across our operations and value chain. Transition risks may affect fuel demand, asset utilisation and our future growth pathways, while physical climate risks can disrupt our operations and impact asset integrity. If not effectively managed, these risks could affect our operational resilience, cost structures and long-term business sustainability. Conversely, the energy transition also presents opportunities for us to diversify our offerings, support decarbonisation efforts and strengthen our relevance in a lower-carbon economy.

OUR APPROACH

We manage climate-related risks and opportunities through an integrated approach that embeds climate considerations into our enterprise risk management, strategic planning and investment decision-making. Through this framework, we ensure that climate-related factors are assessed and addressed in a disciplined and forward-looking manner.

As part of our approach, we identify and assess climate-related transition and physical risks across short-, medium- and long-term horizons using our risk assessment processes and scenario analysis. Transition risks consider factors such as policy developments, technology adoption and changes in market demand, while physical risks focus on climate hazards that may affect our critical infrastructure and operations.

The insights generated from these assessments are then integrated into our strategy formulation, capital allocation and operational planning. We also incorporate mitigation and adaptation measures into business and asset management plans and evaluate climate-related opportunities alongside commercial considerations through our established investment governance processes. Collectively, this approach supports informed decision-making, strengthens resilience and enables us to respond proactively to evolving climate-related challenges and opportunities.

METRICS AND TARGET

PDB monitors its greenhouse gas emissions and energy consumption across all business operations to assess our exposure to climate-related risks and measure progress against our decarbonisation commitments. Our performance data is compiled using established methodologies and reflects both operational efficiencies achieved during the year and the impact of changes in business activity levels. The following metrics provide a transparent view of our Scope 1, Scope 2 and selected Scope 3 emissions, as well as our overall energy use, forming the basis for evaluating year-on-year trends and guiding ongoing efforts to improve energy efficiency and reduce carbon intensity across the PDB Group.

Simplified GHG Performance Table:

Direct (Scope 1) and Indirect (Scope 2) GHG Emissions (Operational Control)

GHG Emissions – Operational Control	Unit	2024	2025
Total Direct (Scope 1) and Indirect (Scope 2)	Thousand tonnes CO₂e	95.5	102.6
• PDB Group – Fuel Business		88.2	95.7
• PDB Group – Non-Fuel Business		3.9	5.0
• PNGV		3.4	1.9
Scope 1 emissions	Thousand tonnes CO₂e	10.0	10.4
• PDB Group - Fuel Business		4.6	4.9
• PDB Group - Non-Fuel Business		4.4	4.1
• PNGV		1.0	1.4
Scope 2 emissions (location-based)	Thousand tonnes CO₂e	85.5	92.2
• PDB Group - Fuel Business		82.0	90.7
• PDB Group - Non-Fuel Business		1.0	1.0
• PNGV		2.5	0.5
GHG emissions reductions	Tonnes CO₂e	1,555.7	4,695.6
• PDB Group - Solar		1,555.7	4,695.6

Direct (Scope 1) and Indirect (Scope 2) GHG Emissions (Equity Share)

GHG Emissions – Equity	Unit	2024	2025
Total Scope 1 and Scope 2 emissions	Thousand tonnes CO₂e	101.9	112.4
• PDB Group		91.6	99.9
• JV and Associates		10.4	12.5
Scope 1 emissions	Thousand tonnes CO₂e	9.2	9.2
• PDB Group		9.0	8.8
• JV and Associates		0.2	0.4
Scope 2 emissions (location-based)	Thousand tonnes CO₂e	92.7	103.3
• PDB Group only		82.5	91.1
• JV and Associates		10.2	12.1

Indirect (Scope 3) GHG Emissions (Operational Control)

GHG Emissions – Operational Control	Unit	2024	2025
Indirect (Scope 3) emissions	Million tonnes CO₂e	52.3	52.2
• Category 1 - Purchased Goods and Services (Fuel only)	Million tonnes CO ₂ e	9.6	9.6
• Category 6 - Business Travel	Tonnes CO ₂ e	1,637.9	1,854.8
• Category 7 - Employee Commuting	Tonnes CO ₂ e	745.1	692.1
• Category 11 - Use of Sold Products (Fuel only)	Million tonnes CO ₂ e	42.7	42.6

Energy Use

Total Energy Use – Operational Control	Unit	2024	2025
PDB Group	Thousand Gigajoules	1,327.6	1,303.9
• Fuel	Thousand Gigajoules	51.4	57.0
• Imported electricity	Thousand Gigajoules	1,267.9	1,225.1
• Renewable (Solar)	Thousand Gigajoules	8.3	21.8
PNGV	Thousand Gigajoules	47.7	8.8
• Fuel	Thousand Gigajoules	12.5	2.5
• Imported electricity	Thousand Gigajoules	35.2	6.2

Climate Change and GHG Emissions

Climate Change and GHG Emissions

Scaling Biodiesel Adoption to Support Malaysia's Energy Transition



The Biodiesel Pilot Programme has been a key driver in advancing our Low Carbon Solutions (LCS) portfolio, contributing to Malaysia's national transition to sustainable energy. Under the programme, we supply and manage the delivery of higher biodiesel blends, including B7, B10, B20 and B30, through targeted pilot programmes with selected industry and institutional partners across major industrial and logistic hubs.

The programme is implemented under a strategic collaboration with the Ministry of Plantation and Commodities (KPK), through the Malaysian Palm Oil Board (MPOB) and in partnership with key stakeholders, including Northport Malaysia Bhd, Port of Tanjung Pelepas, Johor Port and Malaysia Airports Holdings Berhad (MAHB). In 2024, the programme successfully deployed B20 biodiesel across a wide range of equipment and vehicles at Kuala Lumpur International Airport (KLIA), Sepang. This includes a pilot boat, prime movers, rubber-tyred gantry cranes at seaports and off-road vehicles, alongside the installation of ROVR's Portable Container System (PCS) at the airport.

During the year, we reached a milestone in May by supplying B20 biodiesel for Ground Service Equipment (GSE) at KLIA, marking the first official use of B20 for GSE operations at a Malaysian airport. Initiated in February 2025, the pilot programme represents a major step forward in applying locally sourced bioenergy within the aviation sector and complemented the continued use of B7 biodiesel for ground operations.

Within the same year, we supplied higher biodiesel blends for industrial and plantation pilot programmes. This included the supply of

B20 to SD Guthrie's Seri Pulai estate Johor in June 2025, followed by the commissioning of B30 for all operational machinery and diesel-powered vehicles at SD Guthrie's Pulau Carey plantations in early July 2025.

PDB also marked another major achievement in 2025 by setting a national benchmark through Malaysia's first independent verification of biodiesel emission factors in the energy sector. Conducted by Intertek Assuris, the Life Cycle Assessment provides third-party assurance of biodiesel's environmental performance and confirms a measurable reduction in GHG emissions, as shown in the key metrics below:

KEY OUTCOMES

- B7:**
2.454 kg CO₂e/L
- B10:**
2.381 kg CO₂e/L
- B20:**
2.135 kg CO₂e/L

These verified results confirm lower GHG emissions by 13% if using B20 against baseline B7 reinforcing biodiesel's credibility as a scalable, low-carbon alternative and strengthening the case for biodiesel's role in supporting Malaysia's energy transition.

Pioneering Sustainable Aviation Fuel (SAF) in Malaysia



Sustainable Aviation Fuel (SAF) has emerged as a key decarbonisation pathway for the aviation sector, which accounts for approximately 2.5% of global carbon dioxide emissions and remains one of the hardest sectors to decarbonise. SAF offers a practical solution to reduce lifecycle emissions without compromising aircraft performance or safety.

In September 2025, PDB achieved a national milestone by delivering Malaysia's first locally blended SAF to Kuala Lumpur International Airport (KLIA) for Malaysia Airlines Group (MAG). This pilot delivery demonstrated the operational viability of SAF within Malaysia's aviation ecosystem and showcased the company's capability to support lower-carbon aviation solutions.

During the same year, PDB strengthened its position in the SAF value chain by obtaining International Sustainability and Carbon

Certification (ISCC) for the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) as a SAF trader. This certification ensures compliance with internationally recognised sustainability and traceability requirements, strengthens market confidence and enables participation in global aviation emissions reduction schemes.

Looking beyond the pilot phase, PDB views SAF as a long-term strategic investment. The company is focused on building local capabilities across talent, technology and infrastructure to deliver reliable and cost-effective SAF solutions. PDB continues to collaborate closely with key stakeholders—including the Ministry of Plantation and Commodities (KPK), the Ministry of Transport (MoT) and aviation industry customers to advance Malaysia's national SAF ambitions and support the development of a robust ecosystem for future deployment.

OUR VALUE CREATION

Key Areas	Our Progress
Strengthening Alignment with PETRONAS NZCE 2050	<ul style="list-style-type: none"> In 2025, PDB formally adopted the PETRONAS Commitment to Net-Zero Carbon Emissions (NZCE) by 2050, marking an important step in aligning our long-term direction with the PETRONAS Group's decarbonisation aspirations. This commitment strengthens PDB's strategic connection to PETRONAS' broader low-carbon transition, ensuring that our business decisions, investments and operational priorities continue to support a unified pathway towards a net-zero future.
Electric Vehicle (EV)	<ul style="list-style-type: none"> EV Charger In 2025, PDB continued to scale up its electric vehicle (EV) charging ecosystem in partnership with Gentari, deploying 14 additional charge points across PETRONAS stations nationwide. With a strengthened network of 89 charge points spanning across 10 states in Malaysia, PDB is accelerating the transition toward low-carbon mobility and enhancing charging accessibility along key highways, major urban centres and selected rural corridors. This expansion reflects PDB's commitment to supporting Malaysia's growing EV landscape by improving coverage, reliability and customer experience across the country. Two Wheeler In 2025, PDB focused on strengthening the performance and insights from the 20 Battery Swap Stations (BSS) deployed with Blueshark Ecosystem Sdn Bhd (BESB), supporting the development of low-carbon mobility solutions such as two-wheeler electric vehicle initiatives. Leveraging PDB's nationwide retail network and strategic partnerships, the year centred on optimising operations, enhancing customer experience and analysing usage patterns among high-utilisation riders, while applying a phased approach to ensure commercial viability and operational readiness before wider scaling.
Strengthening Our Decarbonisation Progress	<ul style="list-style-type: none"> PDB achieved an annual emissions reduction of 4,695.6 tonnes CO₂e surpassing our short-term (FY2025) target of 2,544* tonnes CO₂e, achieved through the 121 newly solarised PETRONAS stations, bringing our cumulative solarised network to 303 sites. This marks a strong uplift in new installations compared to the previous year and reflects improved planning and greater momentum in our solarisation efforts. Looking ahead, PDB remains on course to scale solar adoption across the network, with a target of more than 450 solarised sites by 2030. Through this initiative, we expect to deliver substantial emissions reductions while supporting a long-term transition to cleaner and more energy-efficient operations. Decarbonisation Strategy In pursuit of our short- and medium-term GHG emissions reduction targets, with a focus on reducing our Scope 2 emissions, we are leveraging solar energy as a key renewable source of electricity.

TARGETS

<p>Short Term (2026)**</p> <p>Avoid GHG emissions of 3,543 tonnes CO₂e/year</p>	<p>Medium Term By 2030**</p> <p>Avoid GHG emissions of 5,994 tonnes CO₂e/year</p>
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Note:
* This short-term (FY20250) target was revised upwards from 2,031 tonnes CO₂e, taking into account the latest grid emission factor.
** As we achieved 4,695.6 tonnes CO₂e in 2025, which exceeded the short-term target, these targets may be revised moving forward.

Climate Change and GHG Emissions

KEY OUTCOMES


Reduce GHG emissions by **4,695.6 tonnes CO₂e** through **303 solarised** PETRONAS station

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

Set a national benchmark through Malaysia's **first independent verification** of biodiesel emission factors in the energy sector

Strengthening Physical Climate Resilience

PDB evaluated its physical climate resilience by assessing how climate-related hazards could affect its operations and identifying areas that may require closer attention. This work helped us better understand potential vulnerabilities across our network and guided the development of practical adaptation measures, such as improving site infrastructure and enhancing protective features. These efforts support the long-term reliability of our assets and help ensure business continuity under changing climate conditions.

 For more information on our efforts and actions related to climate risks, please refer to the International Sustainability Standards Board (ISSB) Statement in PDB's Integrated Report 2025.



OUTLOOK

PDB will continue strengthening its climate strategy by advancing initiatives that support Malaysia's NETR ambitions and the national low-carbon transition.

In 2025, our focus shifts toward scaling proven decarbonisation levers—especially renewable energy deployment at PETRONAS stations—and embedding climate considerations into operational planning and decision-making across our value chain.

Since 2022, PDB has aligned its disclosures with global best practices and we remain committed to meeting the requirements set by the International Sustainability Standards Board (ISSB) within Bursa Malaysia's timeline. This positions PDB to enhance transparency, demonstrate climate leadership and ensure our business remains resilient and competitive in a transitioning energy landscape.



THRIVING WITH NATURE

Nature and biodiversity are essential for sustaining life on Earth and we recognise the impact and dependency of our operations on them. Therefore, we are committed to using natural resources responsibly, promoting circular practices and addressing nature and biodiversity loss. We will engage in practices that restore, protect and conserve ecosystems in Malaysia.

RELATED SDGs



MATERIAL MATTERS

> **Environmental Management**

• Page 64

Environmental Management



Why It Matters

The world is confronted with escalating natural resources depletion and growing pollution. The overuse of natural resources and worsening contamination of air, water and soil threaten not only the environment, but also public health, economic stability and the well-being of communities.

Without effective solutions, these issues could lead to irreversible damage, impacting ecosystems and the finite resources we depend on.

At PDB, we recognise that managing these challenges is critical for maintaining a balanced and sustainable future. Through responsible resource management, waste reduction and sustainable practices, we aim to preserve resources, safeguard ecosystems and secure a sustainable future for generations to come.

OUR APPROACH

Environmental stewardship at PDB is guided by our Sustainability Roadmap and HSE Policy, which outline our commitment to protecting the environment and using natural resources sustainably. This includes preventing and responsibly mitigating pollution, such as accidental spills and discharges, enhancing energy efficiency to lower GHG emissions, minimising waste and reducing water and material consumption across our operations and products. Our HSE Policy is communicated to all employees, suppliers and contractors, who are expected to adhere to it.

To ensure compliance, we conduct regular evaluations and monitoring programmes. We have tools and controls to assess and manage the risks of environmental pollution from our operations. Controls were identified and embedded at various stages of our operations, starting from project proposal to site closure. Gaps in performance are immediately rectified. During the year under review, we did not receive any environmental fines or penalties.

Managing Oil Spills

We acknowledge our operational environmental impact and strive to prevent and reduce pollution resulting from our activities. To ensure operational integrity and avoid spills on land and water, we have instituted systems. For instance, all our fuel storage and dispensing systems are equipped with secondary containment, as well as leak detection and monitoring systems to detect spills early, providing an added layer of defence.

Recognising the importance of asset integrity, we ensure that all our equipment undergoes regular maintenance. Simultaneously, we replace ageing assets through asset refresh and rejuvenation programmes.

Going beyond regulatory requirements to reduce and avoid pollution from spills, we embarked on a programme in 2021 to install Automatic Tank Gauging (ATG) with Electronic Line Leak Detectors (ELLDs) at our stations. Our target was to install ATG with ELLD at 50% of our stations by 2025 and 100% of our stations by 2029. Our target for 2026 is to achieve 64%.

Environmental Management

Water (Effluent) Discharge

Wastewater from our LPG terminals is treated prior to discharge and monitored regularly to ensure compliance with environmental regulations. Key parameters analysed are oil and grease and chemical oxygen demand (COD).

During the year under review, there were no incidences of non-compliance with Malaysian wastewater quality standards and regulations. All our facilities are equipped with oil interceptor systems to prevent any unplanned or uncontrolled discharges from entering public drains. In line with best environmental practices, we monitor the storm water discharge of oil interceptors at our terminals and stations.

TARGET INSTALLATION OF ATG WITH ELLD FOR 2025

- 50% of total stations

PROGRESS AGAINST TARGET IN 2025

- 55% of total stations

During the year under review, we recorded one hydrocarbon spill (above one barrel) in our operations. The spill was immediately contained and rectified, with all recommended corrective actions implemented for closure. We will continue to implement comprehensive monitoring and preventive measures to ensure the integrity of our systems.

Spill to Environment (>1 bbl)



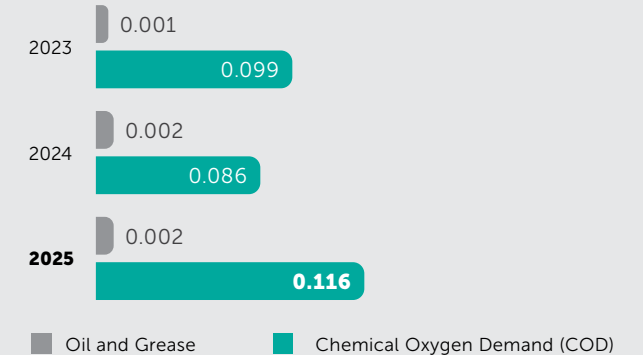
Note: 1 barrel is equivalent to 159 litres

Emergency Preparedness

Emergency oil spill response exercises are carried out as part of our emergency preparedness and crisis management programme.

We leverage strategic partnerships with relevant authorities and organisations, such as the Petroleum Industry of Malaysia Mutual Aid Group, to enhance our vigilance and ensure faster response in the event of an oil spill. In 2025, we participated and collaborated with the local Johor Port authority initiatives to conduct Oil Spill Drill Exercise in the vicinity of PDB's Pasir Gudang Fuel and LPG Terminal, with aim to reduce and avoid pollution in the event of major oil spills.

Treated Wastewater Discharge (tonnes)



Note: Treated wastewater is discharged into drains (surface water), which is eventually directed into the nearby sea.

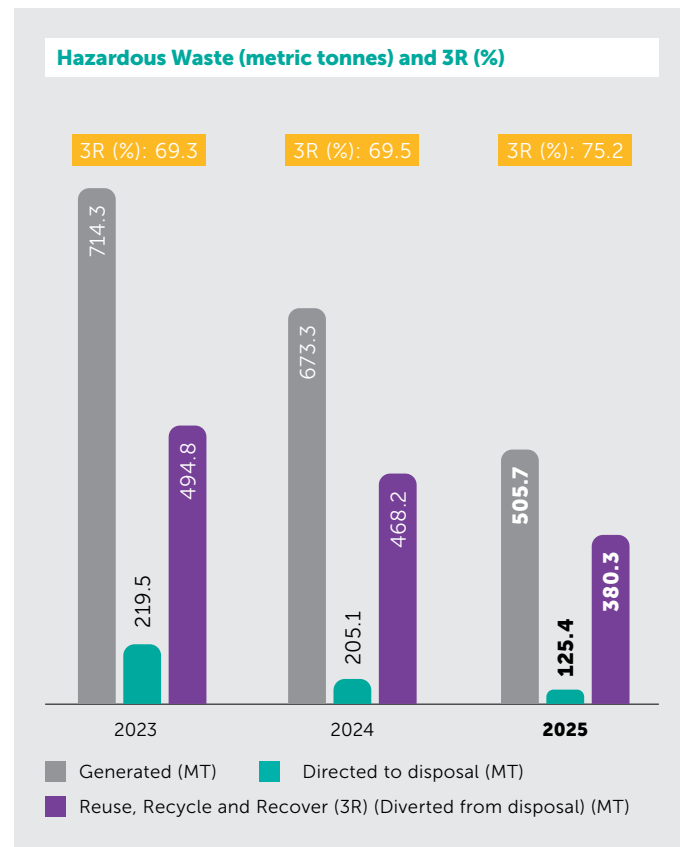
Waste Management

Guided by our HSE Policy, we work to reduce the consumption of resources and materials in our operations, while prioritising waste reduction through recycling and recovery programmes.

Hazardous Waste

We target to achieve 80% hazardous waste 3R (reuse, recycle and recover) by 2030. Our progress against this target in 2025 was 75.2% and increase from 69.5% in 2024, demonstrating fair progress towards our 2030 target. We have also reduced our total waste generated compared to previous years as a result of fewer scheduled maintenance activities in the current year.

Environmental Management



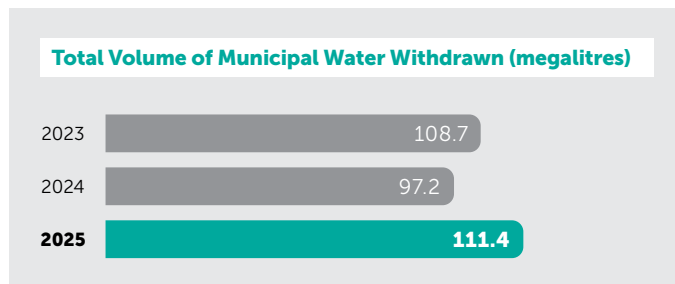
Non-Hazardous Waste

In 2025, we continued our efforts to prohibit single-use plastics at all company-organised meetings and events and continued to segregate and inventorise non-hazardous waste generated at all our facilities.

Conserving Water Use

Water supply disruptions are becoming increasingly common in Malaysia, especially in the Klang Valley, due to pollution of water bodies and, occasionally, low levels of water in major dams. We are committed to using water efficiently and minimising our impact on water resources, as reflected in our HSE Policy.

For our terminal operations, water is essential for cylinder washing, tank cleaning, maintenance and conveyor chain lubrication, as well as for general cleaning and hygiene purpose. For stations, water is largely used for public toilet facilities and general-purpose washing.



Note:

- Total water consumption in 2025 is approximately 1.2 megalitres.
- 2025 includes estimation from facilities without water bills. Total volume from 2023 and 2024 excludes the estimated volume.

We have conducted an assessment¹ to identify water-stressed regions in areas where we operate. None of our terminals, stations, or offices are currently located in water-stressed areas, although by 2040, at least six terminals were identified as being likely to experience high to extremely high risk for water stress.

Our water withdrawal at these terminals in 2025 was recorded at 23 megalitres and we will closely monitor water usage in these terminals and strive to reduce our water footprint in coming years.

¹ Reference: World Resource Institute's (WRI) Aqueduct Water Stress Atlas.

Actions taken to reduce water withdrawal throughout our operations include:

- Reusing water for Gas PETRONAS cylinder washing at selected LPG Terminals
- Installation of water saving taps in selected PETRONAS stations* and terminal washrooms
- Installation of rainwater harvesting systems for general cleaning and gardening

Note:

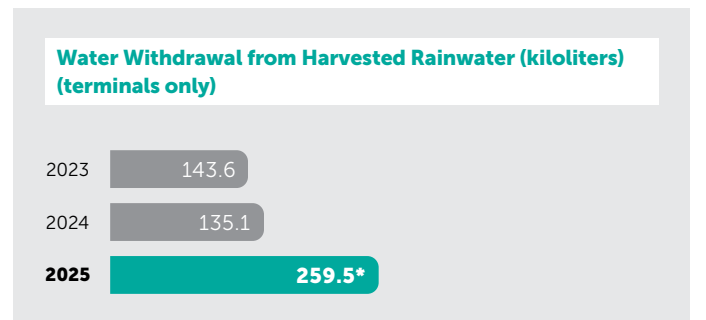
*New PETRONAS stations will incorporate water saving taps in their design.

Environmental Management

As part of establishing our company-wide Water Management Plan in 2022, we conducted a situational assessment at nine of our terminals to understand water withdrawal patterns, challenges and opportunities for water savings and an inspection and review of existing rainwater harvesting systems at our stations.

To date, we maintained rainwater harvesting systems at 52 stations and utilised 2,000 kL of rainwater for general cleaning purposes.


For our terminals, we expanded our rainwater harvesting systems to additional three terminals during the year, bringing the total terminals with rainwater harvesting systems to 14 terminals.



Note:

*Equivalent to the quantity of water used for 1,730 commercial vehicle washes.

OUR VALUE CREATION

Key Areas	Our Progress
Hazardous Waste Management	<ul style="list-style-type: none"> During the year, we engaged our Certified Environmental Professional in Scheduled Waste Management (CePSWaM) personnel through our own CePSWaM Community of Practice (CoP) workshop, with the aim to improve hazardous waste operational discipline and compliance and achieve more sustainable waste management performance. The CoP workshop provided a targeted refresher session on hazardous waste management and facilitated collaborative brainstorming discussions focused on reducing hazardous waste non-compliances and increasing 3R practices across our facilities. As a result, we successfully enhanced our hazardous waste 3R (Reduce, Reuse, Recycle) performance by 5.7% from last year, achieving a total cost avoidance of about RM776,000 compared to the scenario of sending the waste for disposal. 
Integrating Nature and Biodiversity into Business Operations	<ul style="list-style-type: none"> PDB has fully adopted the PETRONAS Position on Nature and Biodiversity, committing to integrate biodiversity considerations into its operations through structured risk screening, management of high-risk assets and alignment with PETRONAS' group-wide nature-positive principles and governance framework.



FOSTERING A JUST TRANSITION

As a leading domestic retailer and marketer, we are committed to advancing a just transition that respects human rights and ensures that stakeholders — especially our employees, suppliers and communities — have access to equitable opportunities for socio economic growth.

RELATED SDGs



MATERIAL MATTERS

- **Safety, Health and Well-being**
• Page 71
- **Human Capital**
• Page 76
- **Capability Building**
• Page 86
- **Community Investment**
• Page 89

Safety, Health and Well-being



Why It Matters

At PDB, protecting lives and maintaining safety across our operating environment is essential to sustain daily operations and support our workforce. Safety failures may result in injuries, operational disruptions, reduced employee morale and the deterioration of trust among our contractors and stakeholders. Therefore, we regularly review our operating environment to align with evolving technologies and working conditions. This effort allows us to identify emerging risks and update policies and processes, ensuring that our safety measures remain relevant and consistently applied across our operations.

OUR APPROACH

Our approach to safeguarding the safety and overall well-being of our employees and partners is centred around the PDB Health, Safety and Environment Management System (HSEMS), which sets out how risks and hazards arising from our activities are identified and managed to protect our People, Environment, Assets and Reputation (PEAR). The system provides a consistent basis for embedding HSE requirements into policies, procedures and work processes applied across operations. These requirements are communicated through memos, HSE briefings and information displayed at operational sites. They are applied according to defined roles, responsibilities, KPIs and Terms of Reference, supported by continuous HSE training to ensure consistent understanding and application in daily work. PDB employees are given the opportunity to voice their feedback during the annual HSE MS assessment. All comments and feedback are documented as findings and closely tracked to ensure continual improvement.

Recognising that safety is a collective responsibility, PDB implemented the I.CARE programme, spearheaded by our leadership team. The programme is a systematic and company-wide approach to embed a the Generative HSE Culture that empowers individuals to take ownership of their personal safety and the safety of others. This programme consists of I.ROLE Model and I.CARE Partner modules designed to shape a the Generative HSE Culture mindset across all organisational levels.

To support effective management of health, safety and environmental matters, we have put in place a governance structure that defines roles and responsibilities across the organisation:

Board of Directors

- Provides oversight of HSE matters
- Deliberates on quarterly updates from the management at Board meetings

HSE Steering Committee and Risk Management Governance Committee (RMGC)

- Conduct strategic discussions and make decisions pertaining to HSE issues
- Discuss and monitor key risk indicators and mitigation actions at quarterly risk meetings

Leadership Team

- Drives the effective and consistent implementation of the PDB HSE MS
- Assumes accountability for establishing, maintaining and continually improving HSE performance across the organisation

Site Safety and Health Committee

- Raises, discusses and highlights workplace-related HSE matters on a quarterly basis
- Consists of representatives from management, employees and contractors

Employees

- Employee involvement in health and safety improvements is supported through annual HSE scorecards, which are incorporated into the individual scorecards of all employees

Safety, Health and Well-being

The structure outlines how HSE matters are overseen and escalated across the organisation, with overall accountability for HSE policy implementation placed under the MD/CEO, reporting directly to the Board.

PDB's HSE Policy is supported by our HSE MS and PETRONAS' Mandatory Control Framework, that is aligned with the International Organization for Standardization's (ISO) 14001:2015 and ISO 45001:2018, the upgraded version of the OHSAS 18001 certification. It applies to all activities where PDB has operational control. A holistic security framework also enables progress amid coexistence, with exposures ranging from protests, scams, cybercrimes, and other emerging threats.

HSE ASSURANCE

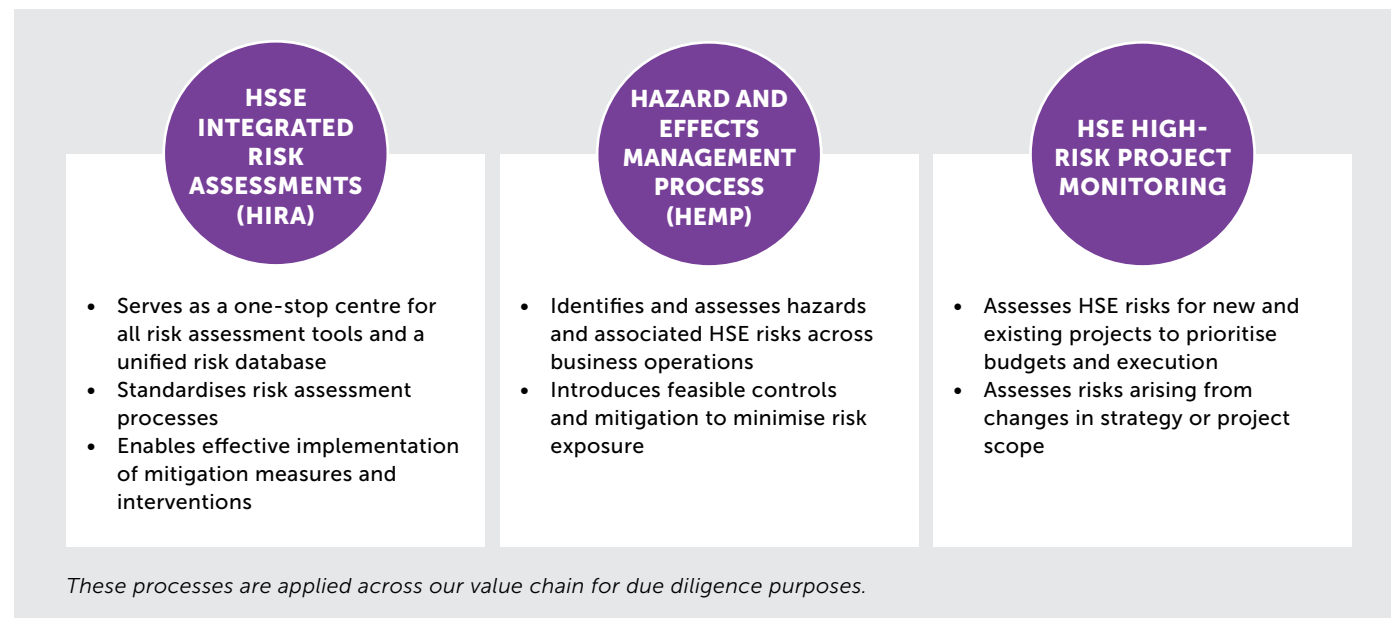
We strengthened our HSE assurance processes to effectively manage operational, reputational and legal risks across PDB operations, while assigning and executing all assurance programmes for facilities nationwide through the myAssurance online platform. In addition, we conducted gap assessments on changes in HSE legal and regulatory requirements to identify potential implications and ensure the necessary actions were taken to safeguard PDB operations.

HSE MANAGEMENT REVIEW

We leveraged the Management Review process to guide the development and implementation of both annual and long-term HSE strategies and plans, including the associated budgets. This approach ensures that PDB maintains strong alignment with PETRONAS' overarching HSE direction while sustaining high performance and safeguarding PEAR. This process involves the integration of HSE best practices into existing controls, with an aim to strengthen overall HSE governance while managing emerging risks and compliance.

HSE RISK MANAGEMENT

To ensure effective implementation and intervention in managing HSE risks, we continuously review and assess risks, maintaining them at an As Low As Reasonably Practicable (ALARP) level. Our fit-for-purpose risk management approach for PDB operations complies with PETRONAS' and legal requirements:

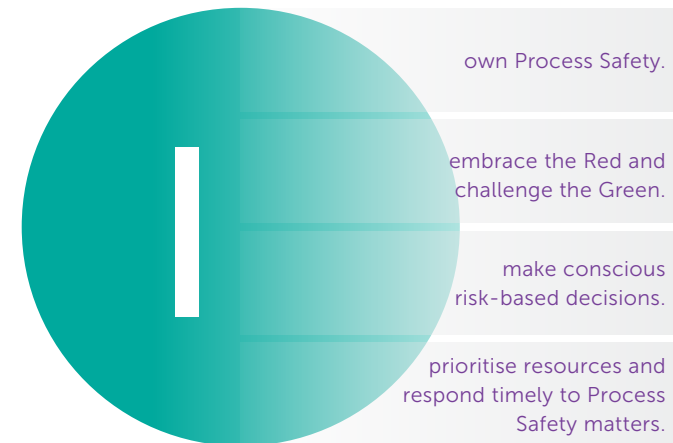


At PDB, new projects or changes to existing equipment and operations are comprehensively managed through the Engineering Management of Change (EMOC) process. This process involves thorough design reviews, detailed risk assessments and pre-activity safety reviews to ensure safety is maintained throughout the project life cycle. We develop mitigation measures to address identified risks, with continuous monitoring and tracking of their implementation and effectiveness.

Safety, Health and Well-being

IMPLEMENTING PROCESS SAFETY MANAGEMENT

We ensure the integrity of operating systems and the processes involved in handling hazardous substances through our systematic framework, namely Process Safety Management. In 2025, Process Safety Management in PDB remained focused on nurturing Process Safety behaviour by inculcating Process Safety Essentials. These efforts aim to instil the right mindset for achieving Process Safety Excellence and Mission: ZERO-Possible (MZP).



EMERGENCY RESPONSE AND CRISIS MANAGEMENT

We implemented Emergency and Crisis Management Procedures that clearly define roles, responsibilities and response structures for both on-site and off-site incidents. We maintained Site-Specific Emergency Response Plans and an Oil Spill Response Plan by regular reviews and testing to ensure preparedness for any emergency.

In 2025, PDB conducted a Tier 3 Emergency Response Exercise (*Ops Kota Kemuning*) and Oil Spill Emergency Exercise (*Ops Siakap Laut*) at PETRONAS station Seksyen 26, Shah Alam, and the Pasir Gudang Fuel Terminal.



LAND TRANSPORT SAFETY

We strengthened land transport safety by implementing comprehensive programmes and procedures to protect employees and contractors, complemented by engagement sessions that promoted psychological safety and shared best practices to improve driving performance. Defensive driving training was used to assess and enhance driving competency, while compliance with Business Travel Safety Procedures and Company Vehicle Safety Procedures was strictly enforced across PDB operations.

In 2025, we further expanded our efforts by collaborating with the Social Security Organisation (PERKESO) to deliver safe motorcycle riding programmes aimed at reducing commuting incidents. Additionally, ICARE engagements with hauliers in Kuantan provided an opportunity to review offloading incidents and reinforce the Generative Culture principles through open and constructive dialogue.

EMPLOYEE HEALTH AND WELL-BEING

Health risk assessments and monitoring were conducted nationwide at fuel, LPG, aviation terminals, PETRONAS stations and other PDB facilities to safeguard employees' health.

These assessments included:

Health Risk Assessment (HRA)

Ergonomics Risk Assessment (ERA)

Noise Risk Assessment (NRA)

Chemical Exposure Monitoring

Local Exhaust Ventilation (LEV) and General Exhaust Ventilation (GEV) Inspection

Indoor Air Quality Assessment

To strengthen hazard awareness among employees, PDB organised extensive training programmes covering Hearing Conservation, Safe Chemical Handling and Workplace Ergonomics. Additionally, thorough assurance activities were conducted to validate the effectiveness of these programmes, ensuring risks are managed to ALARP levels.

Safety, Health and Well-being

Safety, Health and Well-being

OUR VALUE CREATION

Key Areas	Our Progress
HSE assurance	<ul style="list-style-type: none"> Strengthened the HSE compliance of our business partners through Retail Platinum Stations and LPG BAIDURI, a structured collaborative programme with the Department of Occupational Safety and Health (DOSH). Conducted thorough site verification at selected PDB facilities to uphold compliance with Occupational Safety and Health (Construction Work) (Design and Management) Regulations 2024 (CDM 2024). Demonstrated duty of care towards our contractors by: <ul style="list-style-type: none"> Enhancing HSE capability requirements as part of contractor compliance Conducting engagement and upskilling sessions with them on HSE Legal requirements Incorporating the social supply chain aspect to further identify non-compliance with PETRONAS' Code of Conduct on Human Rights (CoCHR)
Process safety	<ul style="list-style-type: none"> Applied Process Safety Management to maintain the integrity of operating systems handling hazardous substances. Reinforced Process Safety behaviour through the application of Process Safety Essentials across PDB operations. Promoted ownership challenge of unsafe conditions using risk-based decision making and timely response to Process Safety matters in support of Mission: ZERO-Possible. Strengthened the Generative HSE Culture through the integration of Process Safety culture with the establishment of the Process Safety Retail Engineering (RER) Outreach. Enhanced the Safe Operating Envelope (SOE) mapping and gap assessment activity at PDB Terminal. Continued the Process Safety Information (PSI) mapping and gap assessment at PDB terminals. Increased the number of PETRONAS Hazards Identification (HAZID) leaders in PDB through the PETRONAS HAZID Leader Certification Programme.
Effective HSE governance	<ul style="list-style-type: none"> Fostered effective communication to ensure clarity and alignment of expectations across all levels within PDB. Continued to implement targeted interventions to sustain and enhance the HSE culture and performance. Conducted comprehensive reviews of the management system, benchmarking performance against that of 2024 to evaluate the effectiveness of HSEMS implementation and drive continuous improvement. Strengthened the Generative HSE Culture by organising various programmes and discussions, ensuring issues that require escalation were TRS words to leaders for timely intervention.
Embedding the Generative HSE Culture	<ul style="list-style-type: none"> Executed the Generative HSE Culture strategy under HSE Strategy and Initiatives for PDB employees, paving the way towards achieving MZP. PDB strives to foster a positive impact on safety, health and the environment within its ecosystem, with the element of CARE serving as the cornerstone of this commitment. Completed the I.ROLE Model Training and Coaching for top leaders and middle managers in PDB. Completed the I.CARE Partner Training for executives and non-executives. Delivered comprehensive activities under the I.CARE MESTIFIT4Health initiative, emphasising mental health and ergonomic well-being through curated talks, nationwide road tours and monthly challenges, with topics identified from employee feedback to ensure relevance and impactful sessions. Carried out CARE Conversations, fostering two-way engagement between leaders, staff and contractors to embrace, implement and apply CARE principles in HSE practices.

INCIDENT MANAGEMENT

1 Incident Notification
All incidents are reported in line with established PDB procedures to ensure timely notification, clear accountability and structured escalation to relevant stakeholders, including authorities

2 HSE Alert
HSE Alerts are issued for significant incidents and emerging risks to ensure timely communication of safety-critical information across affected operations

3 Incident Investigation and Analysis
Reported incidents are investigated in accordance with PDB governance requirements to identify root causes and ensure effective corrective and preventive actions

4 Lesson Learnt
Lessons learnt from incidents are systematically reviewed and disseminated to support continuous improvement in HSE performance

Health and Safety Performance

Indicator		2023	2024	2025
Number of Fatalities	Employees	0	0	0
	Contractors	0	0	0
Fatality Accident Rate (FAR)	Employees	0.00	0.00	0.00
	Contractors	0.00	0.00	0.00
Number of Lost Time Injury (LTI)	Employees	0	1	0
	Contractors	0	1	2
Lost Time Injury Rate (LTIR) <small>Rate of total number of Lost Time Injuries (LTIs) per one million man-hours</small>	Employees	0.00	0.19	0.00
	Contractors	0.00	0.19	0.20

In 2025, PDB recorded two LTIs, which is within our set limit. Both incidents were thoroughly investigated, with the following recommendations made:

- LTI 1: Incident involving Moving Equipment**

 - Strengthening safe movement practices at operational areas through improved awareness and briefings
 - Upgrading safety features and signage
 - Enhancing physical controls at higher-risk zones
 - Enhancing assurance on hazard control

LTI 2: Incident involving Equipment Handling

 - Reinforcing safe work practices and PPE use
 - Enhancing pre-work execution processes
 - Strengthening hazards communication

The incidents prompted immediate corrective actions, including targeted safety stand-downs, focused gap assessments and the reinforcement of key safety controls relevant to the identified risks.

In response, PDB implemented targeted interventions at all facilities with the same risk exposure, supported by enhanced training and communication of lessons learnt. These actions aimed to prevent recurrence and further embed a proactive and consistent approach to safety across all PDB operations.

Ultimately, we target to maintain zero incidents at all times in line with our HSE Policy and the PETRONAS MZP aspiration for zero fatalities, Major Fire and Major LOPC incidents by 2030. This target is further supported by our annual HSE Scorecard KPIs, which are developed from historical performance data and enhanced each year to strengthen overall health and safety outcomes. Our commitment is reinforced through continuous performance monitoring and regular tracking of progress against established targets.

KEY OUTCOMES

- 98%**
employees trained on health and safety standards

ZERO
major Loss of Primary Containment (LOPC) incident recorded

ZERO
fatalities recorded

ZERO
major fire recorded

OUTLOOK

Moving forward, we will strengthen our HSE culture by reinforcing individual responsibility for maintaining a safe working environment across all operations.

This will be carried out through consistent adherence to HSE requirements, active intervention to address unsafe conditions and continuous improvement in how safety risks are identified and managed.

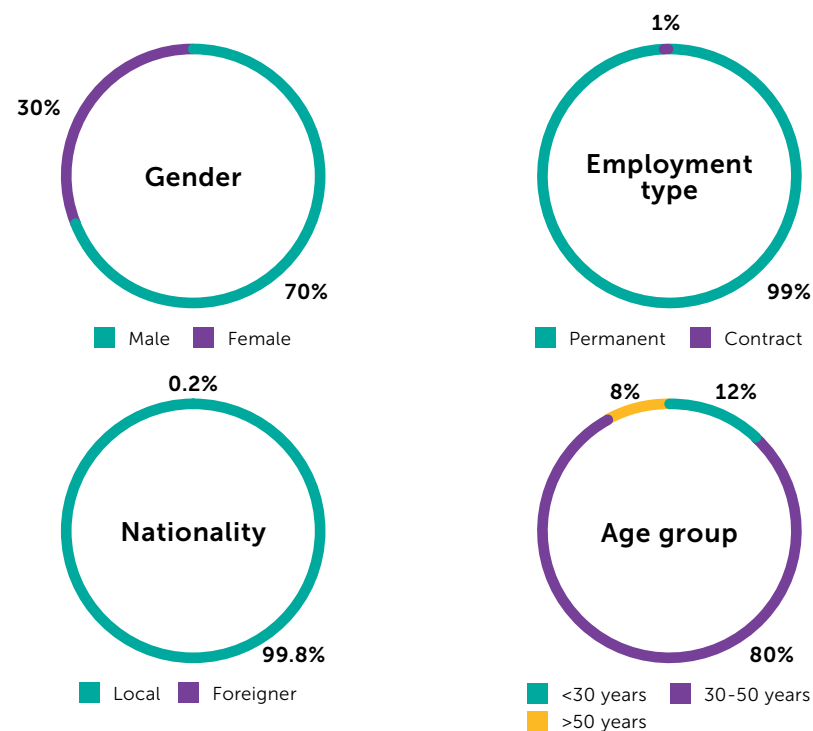
Human Capital

Human Capital



Why It Matters

Our people at PDB are our most invaluable asset, consistently driving the success and integrity of our organisation. Safeguarding their well-being and ensuring a workplace free from discrimination and human rights violations remain our fundamental priorities. We are committed to cultivating a culture of integrity and respect, enabling every employee to contribute to our long-term sustainable growth. By fostering diversity and inclusion, we harness the full range of skills, experiences and perspectives within our workforce.



Note: Workforce profile refers to PDB only.



OUR APPROACH

We remain guided by a strategic approach to human capital, shaped by PETRONAS' HR Policies and Guidelines to achieve our organisational goals. By leveraging PETRONAS' Employment Value Proposition of Trust, Grow and Reward, we ensure a comprehensive focus on our employees' development and management.

In 2024, PDB established its own Human Rights Policy, adopted from PETRONAS Group, which continues to guide us in respecting and upholding human rights in our business.

We are committed to respecting internationally recognised human rights, including the International Bill of Human Rights and the ILO's Declaration on Fundamental Principles and Rights at Work, while aligning with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Responsible Business Conduct and complying with all applicable laws.

We also reinforced our commitment through the HSE Policy, which safeguards stakeholder well-being across labour and working conditions, community welfare and product safety and health.

PDB HUMAN RIGHTS POLICY'S FIVE GUIDING PRINCIPLES

- Respect for and acknowledgement of internationally recognised human rights
- Commitment to maintaining appropriate disclosure and reporting Group-wide
- Access to effective grievance mechanisms and remedies
- Adoption of a risk-based approach to human rights due diligence
- Appropriate governance for the policy and its processes Group-wide

The policy, approved by the Board and overseen by the Leadership Team, applies to all PDB employees, directors and officers. We encourage third parties, joint ventures where PDB is not the controlling stakeholder and associates, to adopt the policy or similar standards. Our human rights management is guided by supporting documents, including the PETRONAS Code of Conduct and Business Ethics (CoBE) and the Code of Conduct on Human Rights (CoCHR).

COMMITMENT TO HUMAN RIGHTS AND ETHICAL CONDUCT

Through PDB's Business and Human Rights (BHR) strategic initiatives, we ensure that human rights principles are upheld across our value chain, including among our employees.

PETRONAS Code of Conduct and Business Ethics (CoBE)

- A labour policy that sets out expectations and standards of behaviour of employees, including in the areas of forced and child labour
- Translated into multiple languages and communicated globally to all employees and all stakeholders through various platforms and is available online for reference
- Applicable across the PDB supply chain and includes our employees, contractors, suppliers, dealers, business partners and the surrounding community where we operate

Human Capital

We further addressed key human rights considerations and related human rights issues, ensuring compliance with applicable local laws and requirements through the following elements:

Forced Labour	Migrant Workers
<ul style="list-style-type: none"> We will not engage or employ anyone against their free will, including through bonded labour or debt slavery. All new hires enter into a contract of service on their own free will in line with the Employment Act 1955, Sarawak Labour Ordinance (Act A1237) and Sabah Labour Ordinance (Cap 67). 	<ul style="list-style-type: none"> Foreign or migrant employees are to be employed in compliance with the labour and immigration laws of the host country. Prior to hiring, the basic terms of employment must be provided to employees in a language they understand. Passports and other forms of personal identification must remain in the employees' possession at all times.
Child Labour	Humane Treatment
<ul style="list-style-type: none"> We will not employ children below the legal minimum working age in the host country. In Malaysia, for example, it is 18 years in line with the Children and Young Persons (Employment) Act 1966 and PETRONAS' Talent Sourcing Policy and Procedures. 	<ul style="list-style-type: none"> We forbid any harsh or inhumane treatment, including any form of mental or physical coercion or verbal abuse. Our stand on humane treatment covers workers' health and safety and the provision of proper accommodation for foreign workers, as per local laws and standards.
Working Hours	Wages and Benefits
<ul style="list-style-type: none"> We comply with local laws on working hours, overtime and work during holidays and seek to prevent excessive working hours to avoid fatigue and incidents. We monitor employees' overtime and ensure the work schedules for both shift and non-shift employees are properly planned to curb fatigue. We compensate employees for extra hours put in via special overtime rates, especially for work performed on rest days and public holidays. 	<ul style="list-style-type: none"> We are committed to complying with all applicable laws related to employee compensation, including minimum wage, overtime and legally mandated benefits. We continuously review our employees' salary structure and ensure compliance with the statutory minimum wage as stipulated by the National Wages Consultative Council and in support of the living wage. The salary structure of <i>Kesatuan Kakitangan Petroliaam Nasional Berhad</i> (KAPENAS) members is reviewed every three years as part of the negotiation process of the Collective Agreement between management and KAPENAS. Equal pay is accorded to men and women for the same role and position.
Freedom of Association and Collective Bargaining	
<ul style="list-style-type: none"> We respect the rights of employees to join labour unions, as well as their rights to collective bargaining, in line with Article 10 of the Constitution of Malaysia. Employees are expected to adhere to CoBE Part II G on Conduct Contrary to Duty and to serve diligently while involved in such activities or associations. PDB maintains an open and constructive relationship with KAPENAS through regular engagement for the benefit of the organisation and union members. 	

Our human rights commitment and related policies are communicated publicly to all domestic employees.

 For more information, please refer to [PDB Human Rights](#).

Human Capital

SALIENT HUMAN RIGHTS AREAS

We focused on human rights areas identified as having higher potential risk based on the nature of our operations, the value chain and our interactions with external stakeholders. These salient areas were determined through engagement with employees, contractors, vendors, suppliers and dealers.

The three salient human rights areas are:



 For more information on human rights considerations across the value chain and the CoCHR, refer to [Sustainable and Ethical Supply Chain on page 51 of this Report](#).

HUMAN RIGHTS COMMUNICATION AND TRAINING

We communicate our BHR expectations to our people through established internal channels, as follows:

- Delivering key messages through email communications and the online learning platform, myLearningX
- Translating human rights requirements into operational procedures and implementing these requirements across the organisation
- Providing specialised briefings and training on human rights due diligence processes and grievance handling for select groups

SECURITY OPERATIONS AND OVERSIGHT

Our facilities, including terminals, warehouses and project sites, are secured by the PETRONAS Auxiliary Police under the oversight of Group Security. Our security operations are conducted in accordance with the PETRONAS Security Management System, which provide a framework for compliance with applicable local laws and recognised human rights standards, including relevant international conventions, protocols and guiding principles.

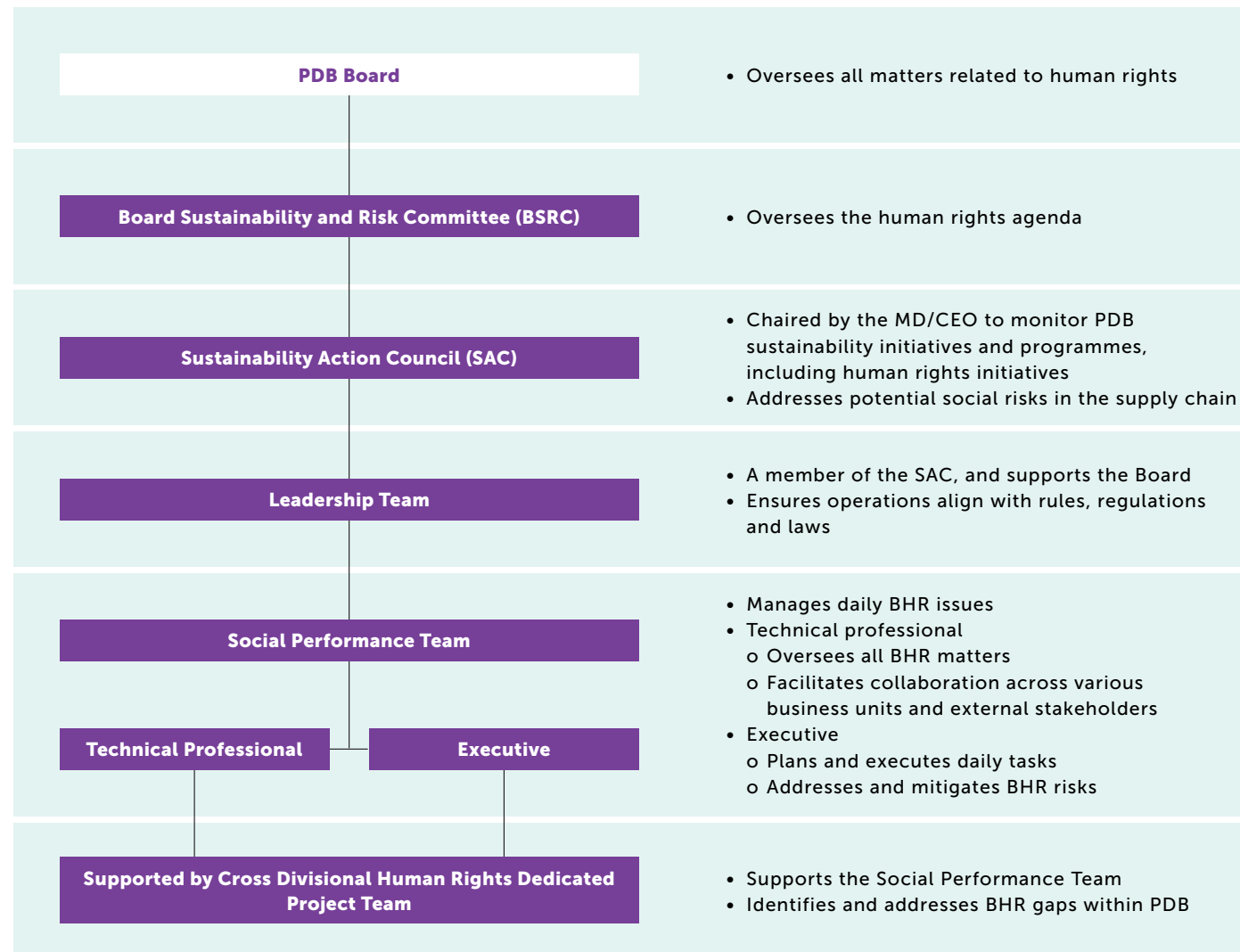
GOVERNANCE FRAMEWORK FOR HUMAN CAPITAL AND HUMAN RIGHTS

We continue to embed the governance of human capital and human rights matters within our existing governance and management structures. Our Board provides oversight, while accountability for implementation is delegated to PDB's management through defined roles and responsibilities.

Our management oversight is guided by relevant policies, frameworks and guidelines that establish expectations for ethical conduct, labour practices and compliance with applicable laws and standards. These arrangements provide a basis for managing workforce-related risks and supporting consistent application across operations.

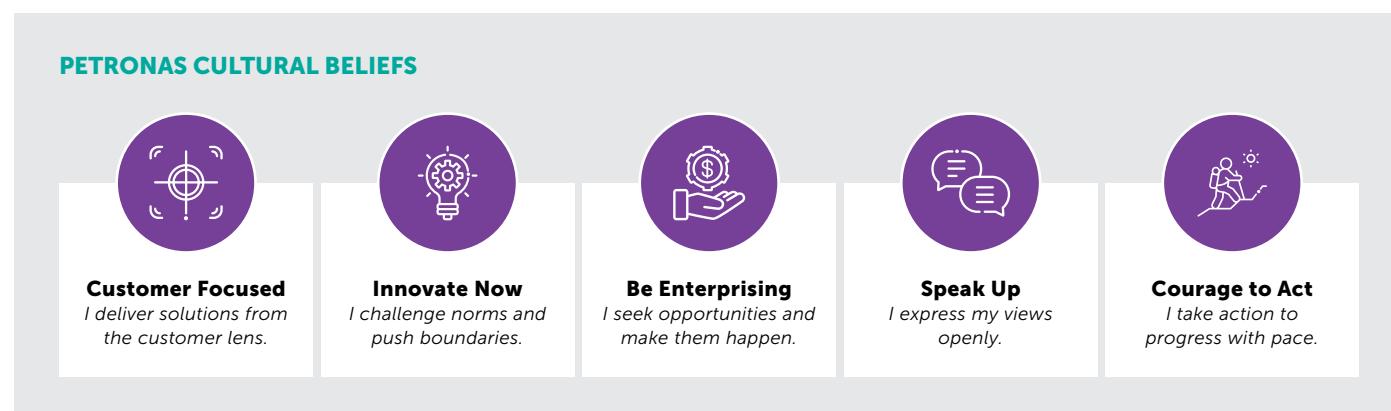
With regard to our day-to-day business activities, we have assigned dedicated employees to ensure that respect for human rights is upheld and that non-violation of labour law standards is maintained. We also allocate adequate resources to support the implementation of human capital and human rights policies. Our effort includes internal functions responsible for policy administration, compliance monitoring and employee engagement. By providing these resources, we ensure the execution of our governance requirements and the management of related risks in line with our organisational priorities.

Human Capital



WORKPLACE VALUES AND ETHICAL BEHAVIOUR STANDARDS

We anchored our shared values and behavioural expectations across the organisation in the PETRONAS Cultural Beliefs, which provided us with a common reference for how we conduct ourselves at work and interact with colleagues, customers and other stakeholders, as illustrated below:



Human Capital

Additionally, we set our standards of ethical conduct through the PETRONAS' CoBE, which covers issues such as harassment, bullying, bribery, corruption and other forms of misconduct. When breaches occur, we address them through disciplinary measures in accordance with our policies and requirements.

We support the management of non-compliance and misconduct through the PETRONAS HR Policies and Guidelines. Furthermore, we facilitate the reporting of potential violations through established whistleblowing channels and ensure that all cases are managed through defined processes to uphold transparency, accountability and appropriate follow-up.

EMPLOYEE GRIEVANCE MANAGEMENT AND ESCALATION PROCEDURES

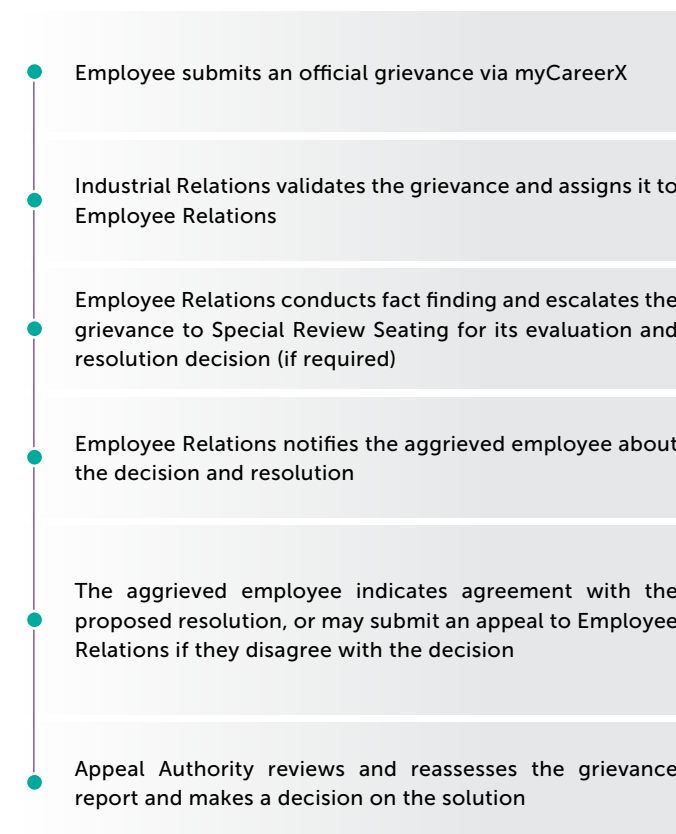
We have a formal grievance management mechanism in place to facilitate open dialogue, support fair and timely investigations and enable appropriate remedial actions where issues arise. Employees may raise grievances through the established channels set out in the Executive Handbook and Collective Agreement, providing a clear and consistent process for addressing workplace concerns.

In addition to our grievance mechanism, the PETRONAS Whistleblowing Policy provides a platform for employees and members of the public to report improper conduct without fear of retaliation. This mechanism complements our grievance process and reinforces transparency, accountability and ethical conduct across our organisation.

For more information on the PETRONAS Whistleblowing Policy, refer to PDB's corporate website at <https://www.mymesra.com.my/code-conduct-and-business-ethics>

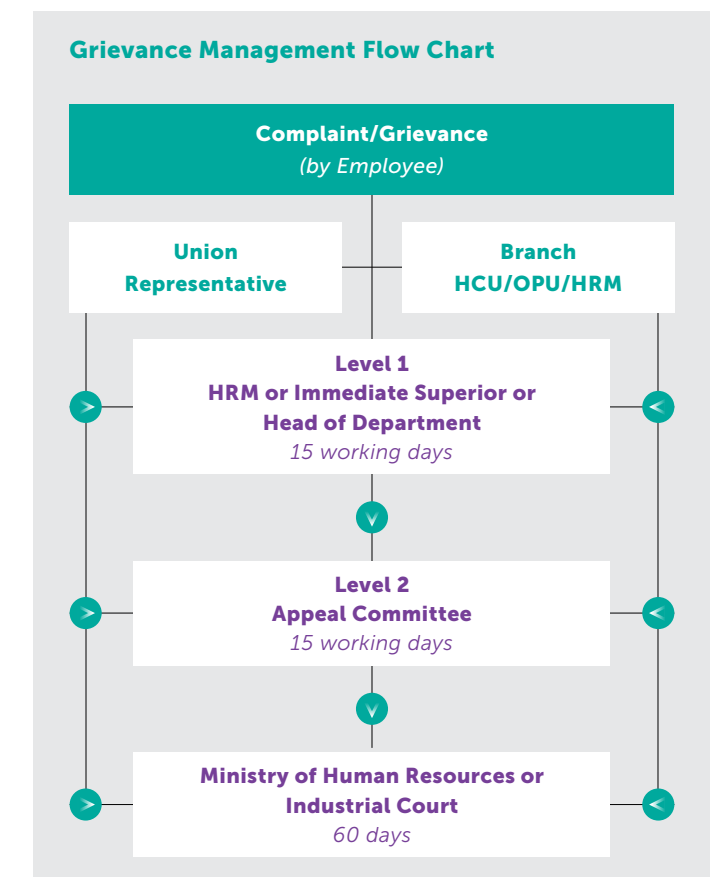
Executive Employees and Above

For executives and above, grievances are managed in accordance with the relevant internal procedures applicable to their roles, as illustrated in the following grievance management process:



Non-Executive Employees

Grievances raised by non-executive employees are managed in accordance with procedures outlined in the Collective Agreement, with defined escalation pathways and timelines at each stage of the process, as illustrated in the following flow chart:



Human Capital

Where grievances remain unresolved at the initial level, they are escalated to the next level, which involves Group HRM, in accordance with defined procedures and timelines, as reflected in our grievance management flow chart.

SERVICE LEVEL AGREEMENT	
Executive 30 working days	Non-Executive 15 working days
PARTIES INVOLVED	
i. Employee ii. Immediate Superior iii. Head of Department/ Division	iv. Industrial Relations v. Employee Relations vi. Human Resource Business Partner (HRBP)

SENSITIVE POSITIONS

Certain roles are designated as sensitive positions due to their exposure to higher integrity, compliance, or operational risks arising from decision-making authority, access to assets, or involvement in critical processes.

To manage these risks, we apply controls through established assessment mechanisms, including Corruption Risk Assessments (CRA) and Integrity Risk Assessments (IRA), as well as requirements for asset and conflict of interest declarations. These measures support the identification and mitigation of integrity-related risks associated with sensitive roles.

Our management of sensitive positions is guided by PETRONAS' governance frameworks, including the CoBE, the Anti-Bribery and Corruption Manual (ABC) and the Critical Legal Areas (CLA), which set out expectations, controls and accountability requirements applicable to employees in such roles.

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

We respect diversity in the workplace and will not engage in any form of unlawful discrimination based on gender, race, ethnicity, skin colour, religion, nationality, age, marital status, pregnancy, political affiliation, or disability in hiring and employment practices. In line with PETRONAS' policies, all recruitment, placement and employment practices are conducted with a non-discriminatory approach.

We foster diversity and inclusion through fair employment practices and equal opportunity in workforce participation. Gender diversity is considered in leadership succession planning, with balanced representation at the Leadership Team level. We also monitor workforce diversity by gender, age group and nationality, providing visibility to support effective workforce management and to ensure representation across the organisation.

 For more information on our diversity and inclusion initiatives, refer to Value Creation of Human Capital on pages 83 to 85 of this Report.

RECRUITMENT, COMPENSATION, BENEFITS AND STATUTORY COMPLIANCE

We adhere to the PETRONAS Recruitment Policy, where all employees hired by PDB must meet the criteria and guidelines as per job requirements. We adopt the PETRONAS standard total rewards structure, with starting wages exceeding the minimum wage, including for non-executives, as per the Collective Agreement.

PDB also complies with the Holidays Act 1951 (Act 369) by observing public holidays, which include the Birthday of the Prophet Muhammad (S.A.W.), Chinese New Year, Wesak Day, Hari Raya Puasa, Hari Raya Haji, Deepavali, Christmas Day and Awal Muharram.

 For more information on PDB's employee benefits, please refer to Workforce Development



Human Capital

Focus Area	Benefit
Welfare and benefits	<ul style="list-style-type: none"> Support for employees with special needs children in accordance with PETRONAS policies Calamity assistance for employees affected by natural disasters Leave entitlement, such as maternity leave, paternity leave, compassionate leave, pilgrimage leave Flexible working options, such as flexible working hours, work from home, compressed work week
Employee Relations	<ul style="list-style-type: none"> Webinar series Mental Wellness programme Focus Group on Psychological Safety Let's Talk About Code of Conduct and Business Ethics (CoBE) series for employees and dealers Quarterly engagement with the employees' union (KAPENAS) Building Resilient Regional Engagements CA Upskilling Sessions for Non-Executives
Leadership development	<ul style="list-style-type: none"> Up Close and Personal with the MD/CEO, COO and Enterprise Business Leaders Leadership Team: Executive Coaching, PLC Signature Programme: Transformational Leadership, Session with LTs (SWiLT) 2.0 Talent Coaching Programme, High-Impact Leadership, Dynamic Leadership, Foundational Leadership Digital
Recreational	<ul style="list-style-type: none"> Kelab Sukan dan Rekreasi PETRONAS PETRONITA Club subscription - Recreational and Wellness
Employee appreciation	<ul style="list-style-type: none"> Long Service Award Focused Recognition sessions with the MD/CEO

OUR VALUE CREATION

Key Areas	Our Progress
Diversity and Inclusion (D&I)	<p>Persons with Disabilities (PWD)</p> <ul style="list-style-type: none"> Conducted facilities assessments in collaboration with PERKESO to support PWD-friendly facilities. Collaborated with ENOKU to conduct four Disability Equality Training sessions for employees, including the Leadership Team. Established PWD categorisation and continued efforts to increase PWD crew at PETRONAS stations. <p>Gender</p> <ul style="list-style-type: none"> Ensured succession planning for the Leadership Team incorporates gender considerations to support equal opportunity and non-discriminatory practices. Maintained a balanced Leadership Team in terms of male and female representation. Organised relevant programmes through a dedicated Women Empowerment project team. <p>Age</p> <ul style="list-style-type: none"> Provided opportunities for young employees to lead and participate in projects through a dedicated Enabling Young Leaders project team. Carried out upskilling programmes for Potential Leaders aged 35 and below, including Lean Six Sigma, Cultural Diplomacy Programme, Foundational Leadership and International Women Conference. <p>Nationality</p> <ul style="list-style-type: none"> Promoted international workforce diversity across the PDB Group. Engaged expatriate employees to support knowledge sharing and capability building.

Human Capital

Human Capital

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress																												
Welfare and Benefits	<p>Employee welfare and benefits are provided in accordance with PETRONAS' employee welfare and benefits policies, covering medical benefits, life insurance, allowances, leave entitlements and other provisions for eligible employees.</p> <p>Calamity assistance</p> <ul style="list-style-type: none"> Provided to employees affected by natural disasters, including assistance related to property damage, subject to applicable conditions. <p>Support for employees with special needs children</p> <ul style="list-style-type: none"> Provided monthly assistance of RM1,500 for each eligible child to support rehabilitation or intervention needs and other related expenses. 																												
Leave	<p>A range of leave entitlements is available to support employees' personal, family and religious commitments.</p> <p>Leave without pay</p> <ul style="list-style-type: none"> Provided to employees requiring time off to address significant personal matters when other leave options are exhausted, subject to approval. <p>Maternity and paternity leave</p> <ul style="list-style-type: none"> Provided 98 days of fully paid maternity leave and seven consecutive days of paternity leave to support employees during childbirth and early parenthood, in accordance with applicable entitlements. <p>Hajj Leave</p> <ul style="list-style-type: none"> Provided up to 40 days of leave to permanent Muslim employees to fulfil their pilgrimage obligations, available once throughout their tenure with. <p>Pilgrimage leave for other religions</p> <ul style="list-style-type: none"> Provided up to 10 consecutive days of leave to employees of different faiths to fulfil their religious pilgrimage requirements, available once throughout their tenure with PETRONAS. <p>Preventive health screening leave (PHS)</p> <ul style="list-style-type: none"> Provided to employees to undergo PHS. <p>Hospitalisation of family members leave</p> <ul style="list-style-type: none"> Provided to employees needing time off to attend to immediate family members who are hospitalised. <p>PDB observes all published national and state holidays and provides replacement leave should the holiday fall on a rest day or a day off.</p> <table border="1"> <thead> <tr> <th>Focus Area</th> <th>Men</th> <th>Women</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Number of employees entitled to parental leave</td> <td>744</td> <td>236</td> <td>980</td> </tr> <tr> <td>Number of employees who took parental leave</td> <td>54</td> <td>15</td> <td>69</td> </tr> <tr> <td>Number of employees who returned to work after parental leave ended</td> <td>54</td> <td>15</td> <td>69</td> </tr> <tr> <td>Number of employees who returned to work after parental leave ended and were still employees as of 31 December 2025</td> <td>54</td> <td>15</td> <td>69</td> </tr> <tr> <td>Return to work rate (%)</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Retention rate (%)</td> <td>100</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	Focus Area	Men	Women	Total	Number of employees entitled to parental leave	744	236	980	Number of employees who took parental leave	54	15	69	Number of employees who returned to work after parental leave ended	54	15	69	Number of employees who returned to work after parental leave ended and were still employees as of 31 December 2025	54	15	69	Return to work rate (%)	100	100	100	Retention rate (%)	100	100	100
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OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
Flexible Work Options	<p>Work From Home (WFH)</p> <ul style="list-style-type: none"> Flexible WFH arrangements are available to eligible employees, subject to operational requirements and supervisory approval. <p>Compressed Work Week</p> <ul style="list-style-type: none"> Employees may adopt alternative work schedules to meet required working hours, subject to role suitability and approval. <p>Flexible working hours</p> <ul style="list-style-type: none"> Flexible start and end times are available to support work requirements and personal needs, provided the minimum daily working hour requirements are met. <p>Pregnant Employees</p> <ul style="list-style-type: none"> Flexible working arrangements are available to pregnant employees to support health and well-being needs, subject to applicable guidelines. <p>Employees with Dependants Affected by Contagious Diseases</p> <ul style="list-style-type: none"> Temporary WFH arrangements may be approved for employees with dependants affected by contagious diseases, subject to operational requirements and approval.
Employee Appreciation	<ul style="list-style-type: none"> Employee service milestones are recognised through the Long Service Award. In 2025, 92 employees were honoured in accordance with established criteria.
Human Rights	<ul style="list-style-type: none"> Conducted Social Performance training for the PDB Leadership Team. Delivered technical training for the PDB HSE staff on the grievance mechanism. Provided the Social Performance practitioner Social Life Cycle Assessment (S-LCA) training, focused on the methodology of human rights assessment in our supply chain.

KEY OUTCOMES

Recorded **ZERO** human rights violations during the reporting period

OUTLOOK

We will continue to embrace PETRONAS' HR Policies and Guidelines to promote an inclusive and diverse work culture.

Our long-term focus is on empowering talent, ensuring ethical standards are upheld and offering sustained support through a comprehensive HR framework and rewarding policies. For Human Rights, we will be conducting Social Performance awareness and capability training for all PDB staff on our business and human rights practices and social compliance requirements.

Capability Building

Capability Building



Why It Matters

At PDB, digitalisation, evolving work styles, rising customer expectations and environmental challenges continue to reshape how we operate. In response, we view capability building as critical to sustaining long-term growth. We focus on developing skills, competencies and knowledge across our workforce to ensure work is carried out effectively in support of our strategic goals aligned to changing operational demands. This focus sustains performance, supports productivity and organisational growth and reinforces PDB's ability to attract top talent, retain its workforce and build long-term loyalty.

OUR APPROACH

Our approach to capability building is guided by the Superior Managed Assessment (SMA) and the PETRONAS Employee Competency Assessment System Plus (PECAS+) and supported by the Job Competency Profile and the PETRONAS Learning Management System. These frameworks outline the functional and leadership behavioural capabilities required for each role.

In addition, leaders and their teams engage in ongoing dialogues to support continuous development against these functional and leadership behavioural capabilities. This process is further enabled by myCareerX, which facilitates, records and monitors employees' competencies and development progress.

PERFORMANCE AND CAREER CONVERSATIONS

We recognise that effective performance and career conversations between leaders and employees are critical to our journey towards becoming a high-performance organisation. We consistently maintain these conversations through the SMA and PECAS+, enabling structured, transparent and accessible assessments and dialogues that can be conducted anytime, anywhere and in any format.

These platforms are standardised around Leadership and Technical Competencies, providing clarity on expectations and supporting employees in developing their capabilities at an agreed pace. This approach reinforces accountability and ensures that capability development remains continuously aligned with organisational and business requirements.

Our commitment to performance and career conversations is demonstrated through ongoing awareness and upskilling initiatives. These include SMA Booster, SMA Upskilling, PECAS+, Employee Performance Management Upskilling and regular engagement sessions with the Leadership Team, such as Up Close and Personal and Session with LTs (SWiLT).

LEARNING AND DEVELOPMENT PROGRAMMES

We are dedicated to promoting continuous learning across the organisation by building employees' knowledge, exposure and skills through regular review and refinement of our learning and development programmes.

Employees were supported through digital platforms, including myLearningX and the PDB Learning Hub, which enabled the application of learning outcomes and the recording and monitoring of individual development progress.

Additionally, our programmes were developed to address defined operational needs, with customised and specialised offerings focused primarily on the Retail Fuel and Commercial divisions, including Retail Master Class, Retail Mastery Pitch and Legal and Contract Management. Identified subject trainers were developed through a Train the Trainer programme delivered through strategic collaboration with the Human Resource Development Corporation (HRDC), PETRONAS Learning Centre and INSTEP.

We continued our learning capability programmes in 2025 to support the capabilities of our business partners, particularly *Rakan Niaga* appointed by PDB, through Station Operation and Management (ASAS) and Retail Digital Automation (SENTINEL).

LEADERSHIP DEVELOPMENT

We prioritised leadership capability development across PDB by strengthening leadership skills at defined organisational levels. Leadership initiatives covered PDB's Management Trainees, Potential Leaders, Top Talent, senior managers and the Leadership Team through collaboration with multiple parties, including government agencies. Succession planning for key PDB positions was reviewed periodically to ensure continuity and alignment with organisational requirements.



HRDC MANAGEMENT

We maintained our partnership with HRDC through the continued use of HRDC-registered learning and development programmes. Funds collected through monthly levy contributions were utilised to support more than 252 learning grants. Engagement with HRDC remained stable, as levy utilisation was managed through structured optimisation throughout the year.

INTERNSHIP PROGRAMME

We offered an internship programme of up to eight months to undergraduates, providing them with practical, real-world working experience across various functions and industries within PDB.

The programme incorporates governance-related learning, supported by structured learning programmes on Cyber Security, CoBE, Shared Values and Cultural Beliefs, to reinforce expected standards of behaviour and work practices.

PETRONAS GRADUATE EMPLOYMENT ENHANCEMENT SCHEME

We continued to provide Malaysian graduates with opportunities to strengthen employability through experiential learning via PETRONAS' Graduate Employment Enhancement Scheme (PROTÉGÉ-GEES). The 12-month programme combined practical work exposure with competency development to support workforce readiness. In 2025, 15 graduates participated in PETRONAS, PROTÉGÉ-GEES placements at PDB.

Capability Building

OUR VALUE CREATION

Key Areas	Our Progress
Performance and Career Conversation	<ul style="list-style-type: none"> Conducted more than nine engagement sessions, strengthening employees' capability and focusing on competency assessment to support structured performance and career conversations.
Learning and Development Programmes	<ul style="list-style-type: none"> Recorded an average of 62.6 learning hours per employee across PDB. Conducted eight distinct learning programmes for external stakeholders, delivering more than 50 learning sessions and over eight e-learning modules through the PDB Learning Hub. Reached around 1,428 participants through our learning programmes, including <i>Rakan Niaga</i>, <i>Krew</i> PETRONAS, contractors, vendors and suppliers.
Leadership Development	<ul style="list-style-type: none"> Invested more than RM800,000 in leadership development programmes delivered through various learning channels to strengthen the leadership foundation for current and future leaders.
HRDC Management	<ul style="list-style-type: none"> Utilised more than 83.7% of the annual levy for HRDC-registered learning programmes and claimable grants.
Internship Programme	<ul style="list-style-type: none"> Enrolled 130 students from more than 10 universities in the internship programme.
PETRONAS Graduate Employment Enhancement Scheme (PROTÉGÉ-GEES)	<ul style="list-style-type: none"> Enrolled 15 graduates in PETRONAS' PROTÉGÉ-GEES.

KEY OUTCOMES

Exceeded learning hours target with
62.6 hours
per employee (vs. 52-hour goal)

Invested more than
RM800,000
in leadership development programmes

OUTLOOK

Moving forward, we remain committed to leveraging different platforms to cultivate the unique potential of our employees, enhancing organisational capabilities to achieve our corporate objectives.

Our focus is on aligning with the aspirations and career goals of our employees, ensuring their personal and professional needs are fulfilled. By empowering our employees, we aim to strengthen PDB's talent resilience and foster an environment where they can thrive and contribute meaningfully to shaping PDB's sustainable future. This collaborative approach will reinforce our resilience and drive innovation as we navigate the evolving business landscape.

Community Investment



Why It Matters

At PDB, we place the communities where we operate at the centre of our corporate social investment programmes, recognising that the sustainability of our business is intrinsically linked to their well-being.

Through strategic community investment, we address the unique social, environmental and economic challenges faced by our diverse stakeholders through practical and impactful programmes. By prioritising these initiatives, we nurture mutual trust and respect, strengthen community resilience and enhance the long-term well-being of the communities we engage with.

In 2025, we invested more than RM2.4 million, which impacted over 360,000 individuals through our community-focused initiatives.

OUR APPROACH

Our approach to community investment is centred on delivering programmes that respond to community needs within the areas where we operate, while remaining aligned with the PETRONAS Sustainability Agenda. This approach is guided by the PETRONAS Social Impact Management Framework (PSIMF) and applied through the PDB Social Impact Activation Guidelines, which define the programme focus areas of Powering Knowledge, Uplifting Lives and Planting Tomorrow.

In addition, we collaborate with community groups, government agencies and non-profit organisations to understand local challenges and shape practical and inclusive initiatives for our programme delivery. This approach includes recognising Persons with Disabilities (PWD) as a vulnerable group and supporting their access to meaningful employment at PETRONAS stations through role alignment, while continuous stakeholder engagement and employee volunteering provide feedback that is used to refine programme delivery and maintain relevance to community needs.

Community Investment

Community Investment

OUR VALUE CREATION

Key Areas	Our Progress
Disaster Relief Assistance	<ul style="list-style-type: none"> Supported nationwide disaster relief efforts since 2010 as part of PETRONAS' long-standing commitment. Acting as the consumer-facing custodian of community-based CSR initiatives, we directed assistance to affected communities within our operating areas impacted by both natural and man-made disasters. In 2025, our relief assistance included: <ul style="list-style-type: none"> Distributing care packages, including hygiene and cleaning kits and non-perishable food supplies to 1,274 victims in Bintulu and Miri following severe flash flooding, with aid delivered to six <i>Pusat Pemindahan Sementara</i> (PPS) Donating 35 care packages as first aid assistance to fire incident victims at Hospital Serdang, Putrajaya, Cyberjaya and Ampang, following the Putra Heights fire incident
Social Enterprise Education Lab (SEEd.Lab)	<ul style="list-style-type: none"> Continued to strengthen Malaysia's social innovation ecosystem via SEEd.Lab, an end-to-end incubator powered by PETRONAS and Tata Consultancy Services, to advance our focus areas of Powering Knowledge and Uplifting Lives, addressing complex community challenges through sustainable solutions. In 2025, we contributed RM280,000 to SEEd.Lab, enabling the incubation and scaling of 14 social enterprises across several areas, namely: <ul style="list-style-type: none"> Education Health and hygiene Food and agriculture Financial security Impacted more than 34,000 lives positively nationwide, nurtured 186 social entrepreneurs and generated RM206,577 in public relations value. Maintained an ongoing collaboration with ENOKU, SEEd.Lab's Cohort 2 social enterprise, to advance inclusive employment, which provided employment pathways for PWD within PDB's ecosystem. <ul style="list-style-type: none"> In 2025, the initiative scaled from pilot to implementation, with 17 PWD placed during the year, bringing cumulative placements to 53 PWD across PETRONAS stations nationwide, including Mesralink To strengthen internal readiness, PDB managers and dealers completed 569 training hours to build the capabilities required to manage and support PWD effectively, while employees contributed 159 volunteer hours. These efforts reinforce PDB's commitment to equitable opportunities and workplace diversity, ensuring an inclusive environment where PWD are valued and empowered Through SEEd.Lab, ENOKU stands as a key collaborator, reinforcing our leadership in social investment, institutionalising inclusion across our retail network and setting a benchmark for industry best practices. We remain committed to continuing our collaboration with SEEd.Lab, replicating the model across our network, expanding opportunities for vulnerable communities and broadening partnerships to drive inclusive employment and strengthen community resilience.
Beyond the Shoreline	<ul style="list-style-type: none"> Collaborated with the Mah Meri Cultural Village and the Faculty of Art and Design, Universiti Teknologi MARA (UiTM) Puncak Alam Campus, to implement a three-year initiative led by the HSE Division, focusing on coastal resilience and biodiversity conservation through mangrove and Itai. planting. The programme enabled 43 Mah Meri Indigenous families to cultivate <i>mengkuang pandan</i> for traditional craft-making, while exposing participating university students to enhanced HSE practices and basic socio economic understanding through on-ground involvement.

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
Collaboration with Lembaga Kemajuan Ikan Malaysia (LKIM)	<ul style="list-style-type: none"> In alignment with PDB's Sustainability Agenda, PDB collaborated with LKIM to implement the Back-to-School programme twice annually in the first and fourth quarters of 2025 across five strategic locations in Malaysia, including two in Borneo (Sabah and Sarawak) and five in Peninsular Malaysia (Kedah, Kelantan, Johor Bahru, Terengganu and Melaka). The programme aimed to support access to education for children from fishing communities, reinforcing PDB's commitment to inclusive growth and sustainable development in underserved communities. Through this initiative, we distributed essential school supplies — comprising PETRONAS caps, school bags and sports bottles — to 500 students, delivering meaningful social impact at the community level.
Supporting Persons with Disabilities (PWD)	<ul style="list-style-type: none"> Sustained our collaboration with ENOKU, a social enterprise focused on diversity and inclusion, to support the PWD employment initiative at PETRONAS stations, including: <ul style="list-style-type: none"> Talent assessment and profiling Diversity and inclusion training and awareness sessions for PDB employees Workplace accessibility evaluations Ongoing monitoring and guidance for both PWD employees and <i>Rakan Niaga</i>
Sekolah Angkat MADANI (SAMADANI)	<p>Science, Technology, Engineering and Mathematics (STEM) and digital literacy</p> <ul style="list-style-type: none"> Supported Yayasan PETRONAS' <i>Sekolah Angkat MADANI — Program Duta Guru</i> initiative, reinforcing our commitment to education as a powerful driver of social mobility and national progress. The programme provided ongoing support in funding academic improvement and capacity building through the following initiatives: <ul style="list-style-type: none"> <i>Karnival Kerjaya</i> STEM: Engaged students through interactive workshops and hands-on demonstrations on Python, a basic coding and programming language and Canva, a digital design platform, alongside exposure to emerging technologies. PDB volunteers, as industry experts, also led career forum discussions to share education and career pathways in engineering, digital and technical fields Digital literacy workshops: Exposed students to Artificial Intelligence (AI) applications, digital poster creation and basic programming. The workshops equipped the students with foundational digital skills and strengthened their confidence in using technology beyond consumption. <p>Agroforestry workshop</p> <ul style="list-style-type: none"> The workshop introduced syntropic agroforestry and permaculture principles, providing hands-on exposure to regenerative land-use systems that complement STEM learning. Through guided facilitation, SAMADANI teachers were empowered to integrate these approaches into their teaching practices, enabling the establishment of "living labs" as long-term platforms for experiential environmental education. Over 80 SAMADANI teachers from 42 SAMADANI schools and 29 PDB staff were trained, building their competency to deliver environmental education more effectively. The SAMADANI teachers gained the knowledge to design "living labs" within school compounds, ensuring continuous, experiential learning for students. Continued the planting and maintenance of forest islands at Taman Botani, Putrajaya, offering ongoing involvement for PETRONAS volunteers and strengthening employee-community engagement.

Community Investment

Community Investment

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
<p>Used Cooking Oil (UCO) Sharing Session and Collections</p>	<ul style="list-style-type: none"> Expanded UCO collection and awareness initiatives to drive responsible UCO management and early behavioural change across the value chain, engaging key stakeholders including: <ul style="list-style-type: none"> The Ministry of Plantation and Commodities (KPK) and LKIM The city councils of Kuala Langat, Penang (MBPP) and Johor Bahru Local universities, namely Universiti Malaysia Terengganu (UMT), Asia Pacific University (APU), Taylor's University, Universiti Sains Islam Malaysia (USIM) and UiTM 63 primary and secondary schools in Penang Pulau Pinang, involving 34,842 students, in collaboration with MBPP. This was complemented by a strategic collaboration with TheGreenHero, an NGO, to deliver a structured UCO collection and education programme across eight secondary schools in Langkawi, involving more than 4,700 students Corporations, including United Malacca Berhad, Ranhill Sabah Energy II Sdn Bhd, Pelabuhan Tanjung Pelepas Sdn Bhd, SME Bank and SD Guthrie Berhad Collaborated with the Penang Green Council to develop UCO learning modules for teachers as well as trained 55 educators representing 45 schools across Pulau Pinang. Collected 749 tonnes of UCO in 2025, impacting more than 332,000 lives through collection points at 100 PETRONAS stations, participating corporations and collaborations with various stakeholders and providing RM2.2 million in cashback. 
<p>Crab Restocking Programme</p>	<ul style="list-style-type: none"> Successfully restocked 30,000 juvenile blue swimming crablets across two strategic shoreline and offshore locations in Port Dickson waters in collaboration with UPM, strengthening marine stock enhancement efforts while establishing a monitored baseline for long-term biodiversity recovery. Established a community engagement and livelihood baseline, with five participating fishermen recording stable monthly crab catches (averaging 814 kg combined from September to November 2025), and early adoption of the crab bank mechanism, evidenced by the return of 18 berried crabs prior to incentive activation in 2026.
<p>Sponsorship of the Badminton Association of Malaysia (BAM)</p>	<ul style="list-style-type: none"> PDB's sponsorship enables year-round training, systematic talent identification and capability-building programmes, giving athletes access to national-level coaching, sports science support and competitive exposure through around 20 to 30 national and international tournaments annually and strengthening the continuity of Malaysia's badminton talent pipeline. Throughout the partnership, BAM developed an average of 140 athletes per year, comprising 40% from the Senior Squad and 60% from the Junior Squad, supporting the long-term sustainability of Malaysia's badminton ecosystem.

OUR VALUE CREATION (CONT'D)

Key Areas	Our Progress
<p>MESRA Community Outreach Programmes</p>	<ul style="list-style-type: none"> Conducted a CSR initiative that collected over one tonne of recyclable fabric and toys from MESRA staff, which was then channelled to KLOTH, a Malaysian social enterprise specialising in textile recycling and circular fashion. Collaborated with UiTM Shah Alam under the SULAM programme to engage around 160 students from UiTM and Sekolah Menengah Sultan Abdul Aziz Shah, strengthening awareness of freedom of speech while building critical thinking, confidence and civic engagement through industry insights and community-based learning. Participated in the Food Science Management (FSM) Career Boost 2.0 Programme 2025 at Universiti Putra Malaysia (UPM), engaging around 100 students through an industry talk on retail and F&B trends and career pathways, strengthening industry-academia collaboration and supporting graduate employability and future talent development. Appointed as an Advisory Panel Member for UPM's Faculty of Science and Food Technology from September 2025 to September 2026, contributing industry insights through career talks, curriculum enhancement, resume and interview clinics and university initiatives to support industry-ready graduates and Malaysia's future talent pipeline. Participated in the UM Wales and Jobstore Career Fair that involved around 300 students through career sharing and a Resume Clinic conducted in collaboration with Jobstore, supporting students' career readiness while strengthening MESRA's employer branding and graduate employability efforts.
<p>Gas PETRONAS Community Programme</p>	<p>Community Festive Support</p> <ul style="list-style-type: none"> Contributed 700 Gas PETRONAS cylinders to B40 communities in Negeri Sembilan and Melaka during festive seasons. <p>Ramadan Community Support</p> <ul style="list-style-type: none"> Collaborated with <i>Majlis Perbandaran Ampang Jaya (MPAJ)</i> and <i>Perbadanan Putrajaya (PPJ)</i> to implement the annual <i>Ikhlas Ramadan Bersama Gas PETRONAS</i> initiative in 2025 across multiple community locations. <ul style="list-style-type: none"> The implementation covered: <ul style="list-style-type: none"> five locations in the Klang Valley one location with <i>Majlis Bandaraya Pulau Pinang (MBPP)</i> two locations in Sabah with <i>Pejabat Daerah Papar</i> and <i>Majlis Perbandaran Tawau</i> Supplied more than RM50,000 worth of PETRONAS Gas cylinders to 869 food vendors operating at all participating Ramadan bazaars Conducted a UCO collection drive at the same bazaars and extended it to four additional sites in partnership with <i>Majlis Bandaraya Kuantan (MBK)</i> and <i>Dewan Bandaraya Kuala Lumpur (DBKL)</i>, resulting in the collection of 294.15 kg of UCO Provided support to five charitable homes across the Central, Northern, Southern, Eastern and Sabah regions during the Ramadan period. Delivered support in the form of RM3,000 per home, comprising gas cylinders, daily necessities and other essential items, where a total of 303 individuals benefited through the programme. <p>Entrepreneurship Development Programme</p> <ul style="list-style-type: none"> Supported five underserved communities, including two community halls, two mosques and one orphanage, by integrating them into the LPG sales network and guiding them in establishing and operating their own LPG businesses. Provided the necessary support, such as Gas PETRONAS cylinders, cages and motorcycles, along with assistance in securing the required licenses to sell Gas PETRONAS cylinders and operate as subdealers.

Community Investment

Community Investment

Nurturing Leaders from the Classroom to the Community with PDB Volunteers



At the heart of PDB's commitment to community lies a belief that education is key to a bright future. This belief guided its strategic collaboration with Yayasan PETRONAS towards its *Sekolah Angkat MADANI* (SAMADANI) initiative through the Foundation's flagship *Program Duta Guru*.

In 2025, 25 PDB employees volunteered at the *Karnival Kerjaya STEM* at Sekolah Menengah Kebangsaan Kinarut, Sabah, to promote STEM, digital literacy and sustainable practices. The programme engaged over 400 secondary students, exposing them to digital literacy, including AI workshops, robotics coding and basic programming.

This initiative aligns with Malaysia's broader public-private education objectives that are implemented through strategic partnerships.

PDB employees' voluntary effort was a consolidation of mentorship, practical skills and ground-level engagement. By being part of the SAMADANI initiative, PDB bridges opportunity gaps and reinforces its long-term commitment to equitable growth, talent development and sustainable community empowerment.

Mobilising Schools for Responsible UCO Collection in Langkawi



In 2025, PDB collaborated with the Langkawi District Education Office, the Kedah State Education Department and TheGreenHero, a non-governmental organisation focused on environmental and waste management awareness, to introduce a Used Cooking Oil (UCO) collection competition across eight schools. The programme engaged more than 4,700 students and collected 1,700 kg of UCO, which was channelled to verified recyclers for transformation into biodiesel and other valuable products.

The programme demonstrated the circular economy in action, showing students how waste can be reused as a resource. With RM5,100 in cashback returned to participants, the students learned that environmental responsibility can be both impactful and rewarding. They also became advocates in their own households, educating family members about proper UCO disposal and its environmental impact.

In addition to collection outcomes, the programme provided students with exposure to waste management and encouraged the application of this knowledge within their homes and communities. By combining education, collection activities and incentives, PDB's UCO programme illustrates how partnerships can support school-based initiatives that promote waste recovery and build practical environmental awareness.

KEY OUTCOMES

749 tonnes of UCO collected, impacting more than **332,000 lives** across **100 PETRONAS stations**, participating corporations and multi-stakeholder collaborations with **RM2.2 million** in cashback distributed

Held training in partnership with ENOKU, with **569 training hours** completed by PDB managers and dealers to strengthen capabilities in managing and supporting PWD, while employees contributed **159 volunteer hours**

Contributed **RM280,000** to SEEd.Lab, which impacted more than **34,000** lives positively nationwide, nurtured **186** social entrepreneurs and generated **RM206,577** in public relations value

Building Malaysia's Future Digital Talent



Setel is committed to developing the next generation of technology professionals in Malaysia. Through our structured internship and partnership programmes, we provide young Malaysians with practical, real-world experience in the digital economy. Our initiatives are designed to bridge the gap between academic knowledge and industry demands, enhancing participants' employability and technical skills. In collaboration with over 20 public and private universities, we offer hands-on exposure to key technology fields, including software engineering, data analytics and digital product development.

Participants engage with real business challenges and learn agile methodologies, preparing them for careers in high-demand sectors. These programs serve as a vital component of our talent development strategy, creating a pipeline of skilled professionals for Setel and the broader digital industry. By focusing on practical skills and industry immersion, we contribute to the growth of Malaysia's digital talent pool.

OUTLOOK

Moving forward, we will strengthen our role in community programmes by expanding participation in initiatives within the communities where we operate.

We will continue to align these efforts with our business objectives to deliver meaningful outcomes for communities, while supporting long-term value creation for PDB.

GRI Content Index

GRI Content Index

Statement of use	PETRONAS Dagangan Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 11: Oil and Gas Sector 2021

GRI Standard	Page Number(S)
GRI 2: General Disclosures 2021	
2-1 Organisational details	8 - 15
2-2 Entities included in the organisation's sustainability reporting	2
2-3 Reporting period, frequency and contact point	2
2-5 External assurance	103-109
2-6 Activities, value chain and other business relationships	8 - 13
2-7 Employees	76
2-9 Governance structure and composition	IR2025: 136
2-10 Nomination and selection of the highest governance body	IR2025: 146, 147
2-11 Chair of the highest governance body	IR2025: 138, 141
2-12 Role of the highest governance body in overseeing the management of impacts	IR2025: 138
2-13 Delegation of responsibility for managing impacts	IR2025: 138
2-14 Role of the highest governance body in sustainability reporting	IR2025: 138
2-15 Conflicts of interest	IR2025: 144
2-16 Communication of critical concerns	IR2025: 140
2-17 Collective knowledge of the highest governance body	IR2025: 149
2-18 Evaluation of the performance of the highest governance body	IR2025: 148, 156
2-19 Remuneration policies	IR2025: 150
2-20 Process to determine remuneration	IR2025: 150
2-23 Policy commitments	46, 72, 77, 82
2-24 Embedding policy commitments	46, 72, 77, 82
2-25 Processes to remediate negative impacts	81
2-26 Mechanisms for seeking advice and raising concerns	71
2-27 Compliance with laws and regulations	46
2-28 Membership associations	54
2-29 Approach to stakeholder engagement	26 - 29
2-30 Collective bargaining agreements	78
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	30
3-2 List of material topics	30 - 33
3-3 Management of material topics	30

GRI Standard	Page Number(S)
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	38
201-2 Financial implications and other risks and opportunities due to climate change	IR2025: 84 - 107
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry-level wage by gender compared to local minimum wage	78
202-2 Proportion of senior management hired from the local community	IR2025: 126 - 135
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	37
203-2 Significant indirect economic impacts	35
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	38
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	47
205-2 Communication and training about anti-corruption policies and procedures	46 - 47
205-3 Confirmed incidents of corruption and actions taken	47
GRI 302: Energy 2016	
302-1 Energy consumption within the organisation	59
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	66
303-2 Management of water discharge-related impacts	65 - 67
303-3 Water withdrawal	67
303-4 Water discharge	65
303-5 Water consumption	66
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	59
305-2 Energy indirect (Scope 2) GHG emissions	59
305-3 Other indirect (Scope 3) GHG emissions	59
305-5 Reduction of GHG emissions	60
GRI 306: Effluents and Waste 2016	
306-3 Significant spills	65
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	65 - 66
306-2 Management of significant waste-related impacts	67 - 69
306-3 Waste generated	66
306-4 Waste diverted from disposal	66
306-5 Waste directed to disposal	66
GRI 308: Supplier Environmental Assessment 2016	
308-2 Negative environmental impacts in the supply chain and actions taken	66

GRI Content Index

GRI Standard	Page Number(S)
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	76
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	83 - 85
401-3 Parental leave	85
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	71 - 75
403-2 Hazard identification, risk assessment and incident investigation	73 - 74
403-3 Occupational health services	73 - 74
403-4 Worker participation, consultation and communication on occupational health and safety	73
403-5 Worker training on occupational health and safety	73
403-6 Promotion of worker health	78
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	73 - 74
403-8 Workers covered by an occupational health and safety management system	71
403-9 Work-related injuries	75
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	88
404-2 Programmes for upgrading employee skills and transition assistance programmes	88
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	76
405-2 Ratio of basic salary and remuneration of women to men	78
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	82
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	78
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	78
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	78
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	48

Sustainability Performance Table

Indicator	Measurement Unit	2023	2024	2025
Anti-corruption				
Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	90.00	100.00	100.00 ^a
Executive	Percentage	90.00	98.00	99.50 ^a
Non-executive	Percentage	No Data Provided	100.00	99.80 ^a
Percentage of operations assessed for corruption-related risks				
	Percentage	100.00	100.00	100.00 ^a
Confirmed incidents of corruption and action taken				
	Number	0	0	0 ^b
Diversity				
Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	0.00	0.00	0.00 ^a
Management Between 30-50	Percentage	91.00	89.00	87.00 ^a
Management Above 50	Percentage	9.00	11.00	13.00 ^a
Executive Under 30	Percentage	38.00	35.00	25.00 ^a
Executive Between 30-50	Percentage	60.00	63.00	73.00 ^a
Executive Above 50	Percentage	2.00	2.00	2.00 ^a
Non-executive Under 30	Percentage	9.00	8.00	7.00 ^a
Non-executive Between 30-50	Percentage	81.00	81.00	83.00 ^a
Non-executive Above 50	Percentage	10.00	11.00	10.00 ^a
Gender Group by Employee Category				
Management Male	Percentage	66.00	66.00	68.00 ^a
Management Female	Percentage	34.00	34.00	32.00 ^a
Executive Male	Percentage	58.00	58.00	59.00 ^a
Executive Female	Percentage	42.00	42.00	41.00 ^a
Non-executive Male	Percentage	79.00	80.00	81.00 ^a
Non-executive Female	Percentage	21.00	20.00	19.00 ^a
Percentage of directors by gender and age group				
Male	Percentage	100.00	67.00	62.50 ^a
Female	Percentage	0.00	33.00	37.50 ^a
Between 30-50	Percentage	100.00	11.00	12.50 ^a
Above 50	Percentage	0.00	89.00	87.50 ^a
Energy Management				
Total energy consumption	Giga Joule	0.00	1,327,600.00	1,312,656.00 ^c
Health and Safety				
Number of work-related fatalities				
	Number	0	0	0 ^d
Lost time incident rate ("LTIR")				
	Rate	0.00	0.19	0.20 ^d

Sustainability Performance Table

Indicator	Measurement Unit	2023	2024	2025
Labour Practices and Standards				
Percentage of employees that are contractors or temporary staff	Percentage	9.0	2.0	1.0 ^a
Total number of employee turnover by employee category				
Manager and above	Number	3	7	25 ^a
Executive	Number	28	13	30 ^a
Non-executive	Number	65	36	25 ^a
Number of substantiated complaints concerning human rights violations	Number	6	6	6 ^a
Supply Chain Management				
Proportion of spending on local suppliers	Percentage	98.00	98.60	99.80 ^a
Data Privacy and Security				
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0 ^a
Water				
Total volume of water used	Megalitres	103.60	97.20	111.40 ^e
Waste Management				
Total waste generated	Metric tonnes	-	673.30	505.70 ^e
Total waste diverted from disposal	Metric tonnes	-	468.20	380.30 ^e
Total waste directed to disposal	Metric tonnes	-	205.10	125.40 ^e
Emissions Management				
Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	11,200.00	10,011.00	10,356.00 ^f
Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	91,200.00	85,516.00	92,226.00 ^f
Scope 3 emissions in tonnes of CO ₂ e	Metric tonnes	-	52,302,383.00 ^g	52,227,713.80 ^h

Note:

- a. Data representing PDB Company and was assured by KPMG PLT.
- b. Data representing PDB and its subsidiaries, excluding PDB Growth Solutions Sdn Bhd and was assured by KPMG PLT.
- c. Data representing PDB Group and PNGV, and was assured by LRQA Malaysia Sdn Bhd.
- d. Data representing PDB Group (includes contractor) and was assured by LRQA Malaysia Sdn Bhd.
- e. Data representing PDB Terminals and was assured by LRQA Malaysia Sdn Bhd.
- f. Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd.
- g. Data representing Categories 1, 6, 7, and 11. However, only Categories 7 and 11 have been assured by LRQA Malaysia Sdn Bhd.
- h. Data representing Categories 1, 6, 7, and 11. However, only Categories 1, 7 and 11 have been assured by LRQA Malaysia Sdn Bhd.

Bursa Malaysia's CSI Prescribed Table

Date & Time: 2026-03-10 14:40:05
FYE 31/12/2025

PETRONAS Dagangan Berhad
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
* GHG Emissions	Scope 1	tCO ₂ e	10,356	-	External (Limited)	Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd
Footnote Sustainability Matter						
			Data was wrongly input. Amended from 10,400 tCO ₂ e to 10,356 tCO ₂ e			
* GHG Emissions	Scope 2	tCO ₂ e	92,226	-	External (Limited)	Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd
Footnote Sustainability Matter						
			Data was wrongly input. Amended from 92,200 tCO ₂ e to 92,226 tCO ₂ e			
GHG Emissions	Scope 3 - Category 1	tCO ₂ e	9,645,792	-	External (Limited)	Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd
GHG Emissions	Scope 3 - Category 6	tCO ₂ e	1,854,800	-	No assurance	Data representing PDB Group (operational control)
GHG Emissions	Scope 3 - Category 7	tCO ₂ e	692,100	-	External (Limited)	Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd
GHG Emissions	Scope 3 - Category 11	tCO ₂ e	42,579,375	-	External (Limited)	Data representing PDB Group (operational control) and was assured by LRQA Malaysia Sdn Bhd
* Energy Management	Total energy use	GJ	1,312,656	-	External (Limited)	Data representing PDB Group and PNGV, and was assured by LRQA Malaysia Sdn Bhd
Footnote Sustainability Matter						
			Data was wrongly input. Amended from 1,303.9 GJ to 1,312,656 GJ			
GHG Emissions	Scope 1	tCO ₂ e	9164	-	External (Limited)	Data representing PDB Equity Share and was assured by LRQA Malaysia Sdn Bhd

This report was generated on the Bursa Malaysia CSI Platform on 2026-03-10 14:40:05

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Note: Please note that pages 1 to 7 of the Prescribed Table were not disclosed in the ISSB Statement announced on 27 March 2026. In accordance with the Listing Requirements, the full Prescribed Table generated by the CSI platform, comprising pages 1 to 9, is available at the following link: <https://www.mymesra.com.my/csi-prescribed-table>. For clarity, the information presented on pages 8 to 9 of the Prescribed Table in the ISSB Statement is consistent with the disclosure provided via the link.

Bursa Malaysia's CSI Prescribed Table

External Independent Assurance Report

Date & Time: 2026-03-10 14:40:05 FYE 31/12/2025		Assurance		Remarks	
PETRONAS Dagangan Berhad IFRS S2		External (Limited)		Data representing PDB Equity Share and was assured by LRQA Malaysia Sdn Bhd	
Sustainability Matter		Metric		Measurement Unit	
GHG Emissions		Scope 2		tCO2e	
2025		Target		2025	
103,281		-		103,281	

Page 9 of 9

Note: Please note that pages 1 to 7 of the Prescribed Table were not disclosed in the ISSB Statement announced on 27 March 2026. In accordance with the Listing Requirements, the full Prescribed Table generated by the CSI platform, comprising pages 1 to 9, is available at the following link: <https://www.mymesra.com.my/csi-prescribed-table>. For clarity, the information presented on pages 8 to 9 of the Prescribed Table in the ISSB Statement is consistent with the disclosure provided via the link.

This report was generated on the Bursa Malaysia CSI Platform on 2026-03-10 14:40:05



LRQA Group Independent Assurance Statement

Relating to PETRONAS Dagangan Berhad (PDB) HSE Indicators for calendar year 2025

This Assurance Statement has been prepared for PETRONAS Dagangan Berhad (PDB) in accordance with our contract.

Terms of Engagement

LRQA INSPECTION MALAYSIA SDN. BHD. (LRQA) was commissioned by PETRONAS Dagangan Berhad (PDB) to provide independent assurance on its HSE Indicators in the PETRONAS Dagangan Berhad Sustainability Report 2025 ("the Report") for the calendar year 2025 against the assurance criteria below to a limited level of assurance and materiality of the professional judgement of the verifier using LRQA's verification procedure that is based on current best practice, is in accordance with international assurance standard ISAE 3000 and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered PDB's operations and activities for entities in Malaysia related to various division¹ (Annex A). Our engagement specifically covered the following:

- Verifying conformance of the selected datasets with:
 - PETRONAS Technical Standard, PTS 18.06.04 HSE Performance Monitoring and Reporting.
 - Bursa Malaysia Sustainability Reporting Guide 3rd Edition.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
 - Energy management: C4 (a) Total energy consumption.
 - Health and safety:
 - C5 (a) Number of work-related fatalities
 - C5 (b) Lost time incident rate
 - Water: C9 (a) Total volume of water used
 - Waste² management: C10 (a) Total waste generated, and a breakdown of the following:
 - (i) total waste diverted from disposal
 - (ii) total waste directed to disposal

Our assurance engagement excluded the data and information of PDB suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to PDB. LRQA disclaims any liability or responsibility to others as explained in the end footnote. PDB's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of PDB.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that PDB has not, in all material respects:

- Met the requirements of the criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Table 1.

The opinion expressed is formed on the basis of a limited level of assurance³ and at the materiality of the professional judgement of the verifier.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- Conducting HSE Indicators data verification through interaction with key personnel from sampled operating units from businesses as under:
 - performing a risk assessment and developing a Verification Plan and Sampling Plan;
 - reviewing 2025 data and records at aggregated level;
 - onsite verification at Bayan Lepas Aviation Fuel Terminal and KLIA Aviation Fueling System Sdn. Bhd.
- Reviewing processes related to the control of HSE data and records;
- Interviewing relevant employees of the organization responsible for managing data and records at the operating unit level and corporate level; and
- Assessing PDB data management systems to confirm they are designed to prevent significant errors, omissions or misstatements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control.
- Verifying historical data and records at an aggregated level for the calendar year 2025.

¹ PETRONAS Dagangan Berhad (PDB) core business is retail fuel, commercial (diesel, aviation fuel), LPG, lubricants, convenience business, digital payment solutions and includes facilities such as offices, fuel terminals, aviation terminals, LPG terminals, bunkering facilities, petrol stations with Mesra and café.

² For hazardous waste as defined in Environmental Quality (Scheduled Waste) Regulations 2005.

³ The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

External Independent Assurance Report

External Independent Assurance Report



Recommendations

- PDB should prepare the HSE indicator inventory prior to verification, and
- Establish Internal Quality Control for the data in timely manner.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition* and ISO/IEC 17021 *Conformity audit – Requirements for bodies providing audit and certification of management systems* that are at least as demanding as the requirements of the International Standard on Quality Control and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification audits is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

We have conducted to PDB for verification GHG Inventory Scope 1, 2, 3 (Category 1, 7 and 11) for calendar year 2024 and 2025. The verification audits are the only work undertaken by LRQA for PDB and as such does not compromise our independence or impartiality.

Signed
Sew Shuh Ping
LRQA GROUP LIMITED Lead Verifier
On behalf of LRQA INSPECTION MALAYSIA SDN. BHD., Level 25, Naza Tower, Platinum Park, No.10, Persiaran KLCC, 50088 Kuala Lumpur

Dated: 20th Feb. 2026

LRQA GROUP LIMITED reference: KLR00000814

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Table 1. Summary of PDB HSE Indicators:

Common Sustainability Matters	Common Indicators	
Energy management	Total energy consumption: PDB (GJ)	1,303,881
	Total energy consumption: PNGV (GJ)	8,775
Health and safety	Number of work-related fatalities	0
	Lost time incident rate	0.20
Water	Total volume of water used (Megalitres)	111.4
Waste management	Total waste generated (MT), and a breakdown of the following	505.7
	(i) total waste diverted from disposal (MT)	380.3
	(ii) total waste directed to disposal (MT)	125.4

Annex A

Scope and boundary

Common Sustainability Matters	Common Indicators	Boundary
Energy management	C4 (a) Total energy consumption	PDB & PNGV
Health and safety	C5 (a) Number of work-related fatalities	PDB (includes contractor)
	C5 (b) Lost time incident rate	PDB (includes contractor)
Water	C9 (a) Total volume of water used	PDB Terminals
Waste* management	C10 (a) Total waste* generated, and a breakdown of the following:	PDB Terminals
	(i) total waste diverted from disposal (ii) total waste directed to disposal	

* For hazardous waste as defined in Environmental Quality (Scheduled Waste) Regulations 2005



KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants
Level 10, KPMG Tower
8, First Avenue, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Telephone +60 (3) 7721 3388
Fax +60 (3) 7721 3399
Website www.kpmg.com.my

The Board of Directors
PETRONAS Dagangan Berhad
Level 28, Tower 1,
PETRONAS Twin Towers,
Kuala Lumpur City Centre,
50088 Kuala Lumpur

Independent Practitioners' Limited Assurance Report on PETRONAS Dagangan Berhad's ("PDB" or the "Company") Selected Sustainability Indicators for the financial year ended 31 December 2025 presented in its Sustainability Report 2025

Conclusion

We have performed a limited assurance engagement on whether the Company's selected sustainability indicators ("Selected Sustainability Indicators") for the financial year ended 31 December 2025 listed below have been prepared in accordance with the Company's definition and calculation methodologies as set out in the Company's Sustainability Report 2025 and/ or where relevant, the Bursa Malaysia Securities Berhad Sustainability Reporting Guide (3rd Edition) ("Applicable Criteria"):

No.	Selected Sustainability Indicators	Boundary	Amount
1.	Percentage of employees who have received training on anti-corruption by employee category	PDB only	Management 100%
			Executive 99.5%
			Non-Executive 99.8%
2.	Percentage of operations assessed for corruption-related risk	PDB only	100%
3.	Percentage of employees by gender and age group, for each employee category	PDB only	Age Group by Employee Categories:
			Management under 30 0%
			Management Between 30-50 87%
			Management Above 50 13%
			Executive under 30 25%
			Executive Between 30-50 73%
			Executive Above 50 2%
			Non-Executive under 30 7%
			Non-Executive Between 30-50 83%
			Non-Executive Above 50 10%

KPMG PLT, a limited liability partnership under Malaysian law and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

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			Gender Group by Employee Categories:	
			Management Male	68%
			Management Female	32%
			Executive Male	59%
			Executive Female	41%
			Non-Executive Male	81%
			Non-Executive Female	19%
4.	Percentage of directors by gender and age group	PDB only	Male	62.5%
			Female	37.5%
			Under 30	0%
			Between 30-50	12.5%
			Above 50	87.5%
5.	Percentage of employees that are contractors or temporary staff	PDB only	1%	
6.	Total number of employees turnover by employee category (No.)	PDB only	Management	25
			Executive	30
			Non-Executive	25
7.	Number of substantiated complaints concerning human rights violations (No.)	PDB only	6	
8.	Proportion of spending on local suppliers	PDB only	99.8%	
9.	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data (No.)	PDB only	0	
10.	Confirmed incidents of corruption and action taken (No.)	PDB and its subsidiaries, namely: i) PETRONAS Aviation Sdn. Bhd.; ii) PETRONAS Lubricants Marketing (Malaysia) Sdn. Bhd.; iii) Mesra Retail & Cafe Sdn. Bhd. ("Mesra"); iv) Kuala Lumpur Aviation Fuelling System Sdn. Bhd. ("KAFS"); v) Setel Ventures Sdn. Bhd.; vi) Setel Express Sdn. Bhd.; and vii) Setel Pay Sdn. Bhd. (Collectively PDB and the above are referred to as "PDB Group")	0	



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Conclusion (continued)

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Selected Sustainability Indicators for the financial year ended 31 December 2025 presented in the Company's Sustainability Report 2025 are not prepared, in all material respects, in accordance with the Applicable Criteria.

Our conclusion on the Selected Sustainability Indicators does not extend to any other information that accompanies or contains the Selected Sustainability Indicators and our report.

Basis for conclusion

We conducted our engagement in accordance with Malaysian Approved Standard on Assurance Engagements ("ISAE") 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. Our responsibilities under this standard are further described in the *Our responsibilities* section of our report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our Quality Management and Independence

Our firm applies Malaysian Approved Standard on Quality Management, ISQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Restriction on distribution and use of our report

Our report has been prepared for the Board of Directors of the Company (the "Directors") solely in accordance with the terms of our engagement letter.

Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the Company for any purpose or in any context. Any party other than the Company who obtains access to our report or a copy and chooses to rely on our report (or any part of it) will do so at its own risk.

Without affecting, adding to or extending our duties and responsibilities to the Company or giving rise to any duty or responsibility being accepted or assumed by or imposed on us by any other party, we consent to the inclusion of this report in the Company's Sustainability Report 2025, to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Selected Sustainability Indicators.

Our conclusion is not modified in respect of this matter.

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Responsibilities for the Selected Sustainability Indicators

The management of the Company (the "Management") is responsible for:

- (a) Designing, implementing and maintaining internal control relevant to the preparation of the Selected Sustainability Indicators such that they are free from material misstatement, whether due to fraud or error;
- (b) Selecting or developing suitable criteria for preparing the Selected Sustainability Indicators and appropriately referring to or describing the criteria used, including who developed them, when not readily apparent from the engagement circumstances;
- (c) Preparing and properly calculating the Selected Sustainability Indicators in accordance with the Applicable Criteria;
- (d) Preventing and detecting fraud; and
- (e) Selecting the content of the Selected Sustainability Indicators, including identifying and engaging with intended users to understand their information needs.

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that material misstatement, whether due to fraud or error, may occur and not be detected in the Selected Sustainability Indicators. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Company's Selected Sustainability Indicators, as the procedures performed were undertaken on a test basis.

Our responsibilities

We are responsible for:

- (a) Planning and performing the engagement to obtain limited assurance about whether the Selected Sustainability Indicators are free from material misstatement, whether due to fraud or error;
- (b) Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- (c) Reporting our conclusion to the Directors.

Summary of the work we performed as the Basis for Our Conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Selected Sustainability Indicators that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Selected Sustainability Indicators and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we have performed the following procedures, amongst others:

- (a) Enquired Management to gain an understanding of the processes established from which the Selected Sustainability Indicators are derived;
- (b) Interviewed relevant staff responsible for preparing and presenting the Selected Sustainability Indicators in the Company's Sustainability Report 2025;
- (c) Compared the Selected Sustainability Indicators presented in the Company's Sustainability Report 2025 to underlying sources on a sample basis; and

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Summary of the work we performed as the basis for our conclusion (continued)

- (d) Read the Selected Sustainability Indicators presented in the Company's Sustainability Report 2025 to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of PDB.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Other matter

We previously expressed a conclusion over the Company's Selected Sustainability Indicators for the financial year ended 31 December 2024, and our report dated 20 February 2025 included an unmodified conclusion.

Our conclusion is not modified in respect of this matter.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Petaling Jaya

Date: 24 February 2026



PETRONAS

PETRONAS DAGANGAN BERHAD

198201008499 (88222-D)

Level 27-32, Tower 1
PETRONAS Twin Towers
Kuala Lumpur City Centre,
50088, Kuala Lumpur
Malaysia.

Tel: +603 2051 5000

www.mymesra.com.my