VALUE CREATING BUSINESS MODEL

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NATURAL

- Natural gas:
- Methane: 119 million mmBtu
- Ethane: 1,148 million tonne
- Propane: 704 million tonne
- Butane: 197 million tonne
- Heavy Naphtha: 870 million tonne

M MANUFACTURED

- 21 manufacturing sites
- Subsidiaries and representative offices in 27 countries

H HUMAN

- 6,728 total number of
- RM41.5 million invested in employee training & development

INTELLECTUAL

- 7 Research and Development (R&D) laboratories
- 8 patented products
- 12 additional proprietary chemicals for Malaysia

SOCIAL & RELATIONSHIP

- 5,210 suppliers and vendors*
- RM5.29 million contributed to community
- * Excluding BRB

FINANCIAL

As at 1 January 2024

- RM40.4 billion in shareholders'
- RM9.3 billion in cash and cash equivalents
- RM2.6 billion in free cash flow





FIRST-PRONG

Sustain strength in basic petrochemicals through Operational Excellence & Commercial Excellence in Maximising Cash Generation from existing business

TWO-

STRATEGIC THRUSTS

OPERATIONAL EXCELLENCE

COMMERCIAL EXCELLENCE

DELIVERY

into derivatives, specialty chemicals and solutions through Growth Delivery Excellence via Expanding Core & Stepping-out opportunities

SECOND-PRONG

Selectively diversify

GROWTH EXCELLENCE



Read more on Strategic Thrusts on page 54.

→ SUSTAINABILITY AT THE CORE

MATERIAL MATTERS

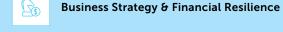
ENVIRONMENTAL





ECONOMIC









Cybersecurity & Digitalisation

SOCIAL







Community Engagement

GOVERNANCE



Corporate Governance



Read more on page 49 for Material Matters

For more information, please refer to Principal Risks on pages 66 to 72.

VALUE CREATING BUSINESS MODEL

VALUE CREATING BUSINESS MODEL

► VALUE FOR STAKEHOLDERS

OUTPUTS

Production & Sales

- Plant utilisation
- 91.2% O&D
- **90.3%** F&M
- 11.2 million tonnes production volume
- 10.4¹ million tonnes sales volume
- 0.9 million tonnes of strategic sourcing volume
 - Data includes volume from Pengerang Integrated Complex

Innovation & **Technology**

- 18 new products
- 6 co-created solutions
- 288 technical solutions
- Innovation hub in Malaysia

Environmental Footprint

- 0.71 tonne/CO₃e **GHG** emissions intensity
- 5.42 m³/tonne freshwater withdrawal intensity

OUTCOMES

NATURAL

- PCML re-certified for ISCC PLUS Trader scope
- 100% completion of Life Cycle Assessment for our key products
- More than 329,000 tCO₂e reduced in 2024
- Achieved EcoVadis medals for PCG (Silver), Perstorp (Platinum), and BRB (Silver)

MANUFACTURED

• RM29.3 billion worth of property, plant, and

H HUMAN

- One fatality and four Loss Time Injuries (LTI)
- 34 average training man-days per employee
- Diverse talent base* Malaysian: 98.8% Non-Malaysian: 1.2%
 - * Excluding BRB and Perstorp in compliance with the General Data Protection Regulation (GDPR) and local data protection laws in Sweden and the Netherlands

INTELLECTUAL

- Roll out of customer portal
- 14 Product Stewardship & Technical seminars
- Plant Facing Analytics (PFA) and Advanced Process Control (APC) expanded for better operational predictability

SOCIAL & RELATIONSHIP

- 67% total local procurement spending*
- Over 220,000 community members reached
- Media mileage amounting to RM18.6 million
 - * Excluding BRB

FINANCIAL

- RM3.5 billion in EBITDA
- RM1.0 billion dividend payout

STAKEHOLDER GROUPS AFFECTED















































NATURAL







 $\mathbb{N} \blacktriangle \quad \mathbb{M} \blacktriangle \quad \mathbb{H} \equiv \quad \mathbb{S} \blacktriangle \quad \mathbb{F} \blacktriangledown$



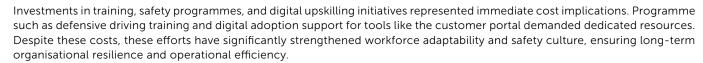


PCG has made significant investments in CO₂ reduction initiatives and energy optimisation projects, such as heat recovery systems. We have also introduced high renewable carbon index products to the market through our Specialty Chemicals business. While these projects are capital-intensive, they support the company's long-term goals of advancing sustainability and ensuring regulatory compliance. Such initiatives not only reduce environmental impact but also future-proof PCG's operations in an increasingly sustainability-focused market.

MANUFACTURED

PCG prioritises maintenance activities to ensure the reliability and performance of its aging plants, which contributed to improved utilisation rates, such as 91.2% in O&D and 90.3% in F&M. However, these activities required substantial capital investments. Additionally, the construction of new facilities like the Sayakha plant and the melamine production plant diverted financial resources from other potential initiatives. These projects, however, are critical to securing future revenue streams and strengthening PCG's chemicals portfolio.

H HUMAN



INTELLECTUAL

The expansion of R&D facilities and the establishment of innovation hubs requires substantial financial commitments. These investments, however, are vital to fostering innovation, enabling the development of cutting-edge solutions and supporting customer-centric product advancements. Initiatives like the construction of the new Technology and Innovation Centre in Bangi, Malaysia and global labs for localised solutions reinforce PCG's position as a key player in specialty chemicals and sustainable product innovation.

S SOCIAL & RELATIONSHIP

opportunities for sustained growth and value creation.



We continue to balance financial capital allocation between immediate operational needs and long-term growth. We also

prioritise shareholder value through a stable dividend policy. Cost optimisation and efficient working capital management

helped navigate rising costs and market volatility, with targeted procurement savings and strategic sourcing strengthening our ability to protect and create value. This disciplined approach ensured operational excellence and readiness to capture emerging

FINANCIAL













