

Our Value Creating Business Model

Our business model is structured around four strategic business units that actively collaborate and integrate, ensuring optimal resource utilisation. This approach facilitates agile decision-making, focused execution and sustainable growth, enabling us to deliver value to our stakeholders.



Our Six Capitals		
F Financial	2024	2025
Equity funding (%)	88.5	90.6
Debt funding (%)	11.5	9.4
WACC (from Bloomberg) (%)	7.4	7.2
Interest gained from investment (RM mil)	123.4	98.7
Interest expense paid (RM mil)	102.3	88.8
Market capitalisation (RM bil)	35.0	35.9
N Natural	2024	2025
Natural gas processed (MMscfd)	1,977	1,910
Freshwater withdrawal (mil m ³)	8.0	7.1
Land area (hectares)	5,145	5,203
M Manufactured	2024	2025
Plant Overall Equipment Effectiveness (%)	99.6	99.7
Peninsular Gas Utilisation (PGU) Reliability (%)	99.9	99.3
Sales Gas PGU Product Delivery Reliability (PDR) (%)	100	99.6
Utilities PDR (%)	99.1	98.5
I Intellectual		
<ul style="list-style-type: none"> Brand Innovation Systems and processes 		
H Human	2024	2025
Total employees	1,868	1,829
Average training days per employee	13.3	9.1
Employee cost (RM mil)	552.7	431.1
Investment in training per employee (RM '000)	8.7	5.8
SR Social and Relationship		
<ul style="list-style-type: none"> Investor and funding institutions Customers Business partners Suppliers and vendors Employees and unions Government agencies and authorities Communities Non-governmental organisations Media 		

Business Activities

Our business activities comprise gas processing, gas transportation, regasification and utilities, which use natural resources and other capitals to create products required by our customers.

Core Business

Gas Processing

Gas Transportation

Regasification

Utilities

Key Processes

- Natural Gas: Sales Gas, Propane, Butane, Ethane, Condensate
- Liquefied Natural Gas: Sales Gas
- Natural gas: Electricity
- Water: Steam
- Air: Nitrogen, Oxygen

Material Matters

Sustainable Value Creation	Waste Management	Talent Management	Community Engagement
Climate Change Management	Pollution Management	Human Rights Management	Business Ethics and Transparency
Energy Management	Biodiversity Management	Sustainable Supply Chain	Cybersecurity and Data Privacy
Water Management	Occupational Safety and Health	Equal Opportunity, Diversity and Inclusion	

Operating Environment

- Competitive Market
- Incentive-Based Regulations
- Volatility of Gas Prices
- Macro-Economic Conditions
- Evolving Sustainability Requirements

Output/Outcome			
F Financial	2024	2025	
Operating profit (RM bil)	2.3	2.2	
Cash from operating activities (RM bil)	3.2	3.1	
EBITDA (RM bil)	3.4	3.4	
Earnings per share (sen)	92.8	87.3	
Dividend per share (sen)	72.0	72.0	
N Natural	2023	2024	2025
Greenhouse gas emissions (tCO ₂ e):			
Scope 1	6,074,946	5,475,205	
Scope 2	51,319	73,305	
Scope 3 (Categories 6 and 7)	1,467,364	1,445,976	-
Energy intensity ratio	93.3	91.8	
Waste generated (MT)	2,505	6,589	
Waste recycled (MT)	1,799	5,067	
M Manufactured	2024	2025	
Sales gas delivered (MMscfd)	2,455	2,161	
Ethane delivered (MT/hr)	133	133	
Electricity delivered (GWh)	1,680	1,736	
Steam delivered (kMT)	4,499	4,850	
Industrial gases delivered (mil Nm ³)	696	640	
I Intellectual	2024	2025	
<ul style="list-style-type: none"> Key result areas (KRAs) (G5dot5) Number of KRAs: 60 to 40 Value creation (RM mil): 131.2 to 260.2 Primary Work Process compliance sustained above 70% Zero non-conformance to requirements Zero major improvement needed audit rating 50%+ effectiveness in Management System Review processes Enhanced project governance and delivery to cater for power and step-out projects via the PGB Project Management System Multiple awards received on the Health, Safety, Security and Environment (HSSE), and innovation fronts 			
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SR Social and Relationship			
<ul style="list-style-type: none"> PETRONAS Vendor Development Programme Safety toolbox talk sessions with contractors Approval of New Collective Agreement (2025-2027) PETRONAS Powering Knowledge Programme PETRONAS Uplifting Lives Programme PETRONAS Planting Tomorrow Programme Contractor HSSE Mentoring and Coaching Programme 			

- Actions to Enhance Outcomes**
- F** Leverage advanced technologies and innovative solutions to optimise unit costs and operating expenditures
 - Enhance financial capital efficiency
 - Uphold commercial excellence by ensuring timely contract renewals while maintaining proactive engagement with regulators to secure mutually beneficial terms for long-term agreements
 - Deliver sustainable shareholder returns aligned with prevailing industry benchmarks
 - Implement robust hedging strategies to effectively mitigate foreign exchange exposure risks
 - N** Strengthen resource management in monitoring energy, water and materials use
 - Invest in technologies that enhance energy efficiency to reduce environmental impact
 - Set and pursue annual targets for reducing emissions and waste disposal
 - Implement initiatives that support compliance with clean air and environmental regulations
 - M** Strengthen asset performance through planned maintenance and operational improvements
 - Advance initiatives under the PGB Strategic Agenda to sustain operational excellence and support business growth
 - Use digital solutions to meet operational needs and improve efficiency through current technologies
 - I** Enhance work processes to improve accuracy, quality and productivity
 - Strengthen oversight of project variations through a dedicated committee
 - Continue improving work processes to raise efficiency and consistency
 - Apply a performance- and risk-based approach to assurance activities across all operating units
 - H** Build workforce capabilities through targeted programmes that enhance leadership and technical competencies
 - Promote continuous learning through workshops, digital learning platforms and on-the-job development
 - Develop emerging skills that support the delivery of current and future growth projects
 - SR** Engage stakeholders proactively to strengthen understanding of PGB's role and contributions
 - Promote natural gas as a cleaner energy option within the wider energy transition
 - Reinforce PGB's position as a trusted supplier and infrastructure partner by highlighting operational capabilities
 - Deliver integrated and customer-focused solutions to enhance competitiveness in the region.
 - Collaborate effectively via continuous engagement with employee unions to strengthen trust, enhance transparency and proactively address workplace concerns
 - Support national initiatives and collaborate with ministries, authorities and local councils on sustainability efforts
 - Partner with non-governmental organisations to broaden outreach and improve programme impact

Trade Offs

- F** By strategically allocating financial capital to maintain and upgrade our gas infrastructure, we aim to uphold operational excellence and deliver sustainable value across our manufactured, human, intellectual and social and relationship capitals. This, however, may increase pressure on natural capital within the regulatory boundary due to land use, emissions and the need for prudent management of financial resources to balance short-term liquidity with long-term growth.
- N** Operational activities draw on natural resources and generate emissions and waste. By integrating stronger environmental management practices and investments in efficiency improvements, we reduce long-term ecological impact while reinforcing organisational resilience and stakeholder confidence.
- M** Short-term resource allocation is required to sustain and enhance asset performance. These investments support long-term system reliability, reduce operational disruptions and reinforce value creation across financial, human and social and relationship capitals.
- I** Enhancing systems, processes and project governance requires upfront investment and may reduce near-term financial flexibility. The long-term outcome is improved process integrity, stronger risk management and more reliable decision-making across the Group.
- H** Investing in learning, capability development and workforce initiatives requires continuous resource allocation. Over time, this strengthens organisational competence, enhances productivity and supports sustained operational and project performance.
- SR** Ongoing engagement with stakeholders requires sustained commitment. To this end, our dedicated stakeholder management team builds trust, strengthens our license to operate and supports long-term collaboration that enhances financial, operational and reputational outcomes.