



MBM RESOURCES BERHAD

REGISTRATION NO. 199301029757 (284496-V)

DRIVING CHANGE, SHIFTING THE FUTURE

SUSTAINABILITY REPORT 2024



DRIVING CHANGE, SHIFTING THE FUTURE

“Driving Change, Shifting the Future” is more than just a tagline; it reflects MBM Resources Berhad’s ambition to not only navigate but also lead the way towards a future of growth, innovation and enhanced shareholder value. The shift is about moving from the current state to an evolved, future-ready business that creates value for shareholders while setting new benchmarks in performance and innovation. It signals a bold and transformative path forward – one that positions the Group as a dynamic player in the industry and ensures its continued success in the years to come.

This year’s cover has been thoughtfully crafted to embody the theme “Driving Change, Shifting the Future”, symbolising the Group’s dynamic, forward-thinking approach and leadership within the automotive industry. The visual elements aim to convey the Group’s strategic direction, highlighting its commitment to driving transformation and expanding its businesses with speed, efficiency and boundless potential.

Our Reporting Suite

The Annual Report 2024 and Sustainability Report 2024 are our primary reports.

Supplementary information is available on our website: <https://mbmr.com.my/>



Scan QR Code to
read the online
Annual Report 2024

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MBMR SUSTAINABILITY REPORT

As we face growing environmental, economic, social, and governance (“EESG”) challenges in our rapidly evolving world, MBM Resources Berhad (“MBMR” or “the Group” when referred collectively with its subsidiaries) remains committed to sustainable business practices. We want to empower our stakeholders to help build a more sustainable future for both our environment and society. Our goal is to minimise our environmental and social impact, comply with regulations, mitigate risks, and promote sustainable development by implementing proactive initiatives.


In 2024, the Group launched “Driving Change, Shifting the Future,” a strategic initiative designed to capitalise on evolving industry trends, technological innovation, and sustainability imperatives. This integrated approach embeds sustainability across all operations, pursuing profitable growth whilst safeguarding the well-being of future generations. The Group is committed to fostering a sustainable future through partnerships, ensuring accountability and responsible conduct through strong governance practices.


SUSTAINABILITY PILLARS

MBMR’s sustainability agenda is structured around four key pillars:

ENVIRONMENT	Promoting environmental sustainability by optimising natural resource usage, reducing greenhouse gas emissions, enhancing energy efficiency, and implementing responsible waste management practices, including recycling and renewable energy adoption.
SOCIAL	Fostering a safe, inclusive, and diverse workplace by upholding equal opportunities, ensuring health and safety, prioritising fair remuneration and employee welfare, adhering to labour standards, enhancing customer satisfaction, and actively engaging with local communities through community welfare initiatives.
ECONOMIC	Driving sustainable business growth through innovation, operational efficiency, and long-term value creation by strengthening the local supply chain, investing in community socio-economic initiatives, and advancing digitalisation to enhance operations, products, and services.
GOVERNANCE	Upholding high standards of corporate governance by enforcing a zero-tolerance policy on bribery and corruption, continuously enhancing governance practices, and ensuring compliance with data privacy regulations through a robust cybersecurity framework.


SUSTAINABILITY HIGHLIGHTS






ZERO

Environmental Penalties




30%

Reduction in Electricity Consumption Intensity from the Grid compared to the 2019 baseline



7%

Reduction in Water Consumption Intensity from Municipal Potable Water compared to 2023



0%


ZERO Workforce Fatalities

ZERO Human Rights Violations



RM174,543

Invested in CSR Programmes & Education Scholarships



31,899

Vehicles Sold




264,981

Vehicles Serviced



81%

of Spending on Local Suppliers



ZERO

Cybersecurity Breaches

0%

ZERO

Corruption Cases

99.9%

Employees Trained in Anti-Corruption

ABOUT THIS REPORT

This sustainability report outlines MBMR's efforts to drive a more sustainable future. The Group shares our programmes and progress to provide stakeholders with insights into our leadership, value delivery to investors, and contributions to national and international sustainability goals.

The Group aligns its efforts with the United Nations Sustainable Development Goals ("SDGs") and relevant Malaysian and international agendas. This report references the SDGs related to our material matters and, where possible, incorporates Sustainability Accounting Standards Board ("SASB") indicators to facilitate a smooth transition to the National Sustainability Reporting Framework ("NSRF"). Compliance with IFRS Sustainability Disclosure Standards will be included in FY2025, as required by regulatory bodies.

SCOPE AND BOUNDARY

This report presents the Group's sustainability policies, programmes, targets, and progress. It includes performance data for the period from 1 January 2024 to 31 December 2024 with year-over-year comparisons where available. Unless otherwise specified, this report primarily focuses on MBMR and its core operating entities in Malaysia (collectively "the Group"), which can be categorised into the following business segments:

Motor Trading

- Daihatsu (Malaysia) Sdn. Bhd. ("DMSB") and its subsidiaries
- Federal Auto Holdings Berhad ("FAHB") and its subsidiaries

Auto Parts Manufacturing

- Autoliv Hirotako Sdn. Bhd. ("AHSB") and its subsidiaries
- Hirotako Acoustics Sdn. Bhd. ("HASB")
- Oriental Metal Industries (M) Sdn. Bhd. ("OMI")

REPORTING CYCLE

Annually, coinciding with the annual reporting.

REPORTING STANDARDS AND GUIDELINES

Principal Guidelines

- Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad
- Bursa Malaysia's Sustainability Reporting Guide, 3rd Edition
- Malaysian Code on Corporate Governance 2021 ("MCCG")

References

- General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1")
- National Sustainability Reporting Framework, ("NSRF")
- Sustainability Accounting Standards Board ("SASB")
- Core reporting principles of the Global Reporting Initiative ("GRI") Standards
- Aligned with the UN Sustainable Development Goals ("SDGs")
- Criteria of the FTSE4Good Bursa Malaysia Index

STATEMENT OF ASSURANCE

To enhance the credibility of the Sustainability Report, the following disclosures were subjected to independent limited assurance by Deloitte PLT. Please refer to page 56 to 66 for further details.

The scope covers the indicators related to:

- Carbon emissions Scope 1 and 2
- Energy consumption
- Health and safety
- Water consumption

CONTACT

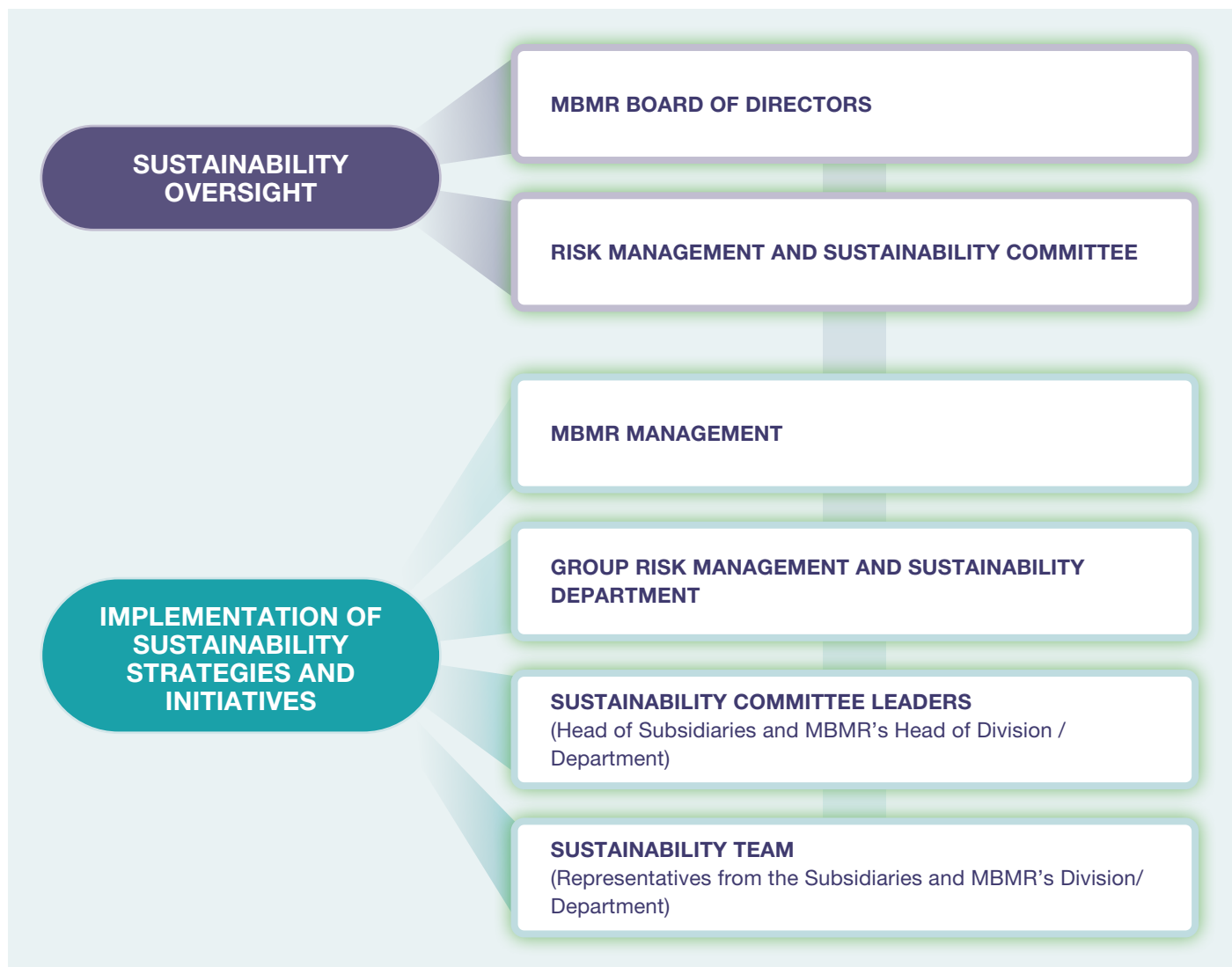
We welcome your queries and feedback at investor.relations@mbmr.com.my

SUSTAINABILITY GOVERNANCE FRAMEWORK

The Group's sustainability approach is governed by a sustainability governance structure, guided by stakeholder engagement, and driven by its risk management framework. This integrated approach enables the Group to embed sustainability principles into the business strategy and operations. We believe this approach will enhance the value creation for all the Group's stakeholders.

SUSTAINABILITY GOVERNANCE

The Group's sustainability practices are guided by a robust governance structure that promotes accountability. Sustainability oversight is provided by the MBMR Board of Directors ("the Board") through the Risk Management and Sustainability Committee ("RMSC"), with support from MBMR Management. MBMR Management actively champions and operationalises sustainability within the Group's daily activities. Various business functions work on initiatives covering environmental, economic, social, and governance matters, supported by the Group Risk Management and Sustainability Department to provide on-ground oversight and ensure alignment with the Group's sustainability aspirations. The following outlines the MBMR Sustainability Governance Framework:



THE BOARD

The MBMR Board of Directors has overall oversight responsibility over the Group's sustainability matters, in line with the principal responsibilities of the Board as recommended by the Malaysian Code on Corporate Governance 2021. Whilst retaining oversight responsibility, the Board has delegated the oversight of the adoption of the Group's sustainability practices and policies to the RMSC.

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

The RMSC assists the Board by overseeing the development and implementation of sustainability policies, setting strategic priorities and targets, and monitoring the Group's progress against the established targets. The RMSC is also responsible for reviewing and monitoring EESG risks, including safety, health, employment practices, environmental protection, human rights, and community relations. It reviews relevant frameworks and strategies, and reports sustainability performance to the Board. Further details are available in the RMSC Terms of Reference published on the Company's website at <https://mbmr.com.my/governance-sustainability/corporate-governance/>.

MBMR MANAGEMENT

MBMR Management leads the integration of sustainability into the Group's business and operations by implementing sustainability-related policies, frameworks and procedures across the Group. They manage the Group's EESG risks and monitor its sustainability performance, with support from the Group Risk Management and Sustainability Department. MBMR Management regularly updates the RMSC on the progress of sustainability initiatives and achievement of sustainability targets.

GROUP RISK MANAGEMENT AND SUSTAINABILITY DEPARTMENT

The Group Risk Management and Sustainability Department monitors the execution of the Group's sustainability initiatives and coordinates the collation of data related to sustainability performance and the progress of sustainability initiatives. The department updates and reports this information to the MBMR Management for subsequent updates to the RMSC.

SUSTAINABILITY COMMITTEE LEADERS

The Sustainability Committee Leaders, comprising the heads of subsidiaries and departments, are responsible for implementing sustainability initiatives and strategies that align with the Group's sustainability targets. They ensure timely and accurate sustainability reporting from their respective subsidiaries and divisions/departments.

SUSTAINABILITY TEAM

The Sustainability Team, comprising representatives from subsidiaries and/or their applicable divisions/departments, supports the implementation of sustainability initiatives within their respective areas. They also provide information and data regarding their respective sustainability performance.

STAKEHOLDER ENGAGEMENT

The Group prioritises stakeholder engagement to gain valuable insights and ensure the sustainability strategy aligns with stakeholders' needs and expectations. By actively listening to internal and external stakeholders, we identify key concerns and opportunities that enhance our sustainability performance and drive long-term success.

The frequency and communication channels are tailored to each stakeholder group's specific needs. We maintain ongoing communication, adjusted to the needs of each stakeholder group, to ensure we are abreast of any emerging issues, mitigate potential risks, and capitalise on collaborative opportunities. We have established various communication channels to facilitate seamless and frequent engagement with all stakeholders.

The table below details our stakeholder groups, our responses to their concerns, our engagement channels, and the frequency of communication.



CUSTOMERS

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Customer Annual Conference Customer Satisfaction Survey Vendor Briefing with Customers Social Media Campaign Face-to-face interaction with the service and sales channels Showroom Open Day and Roadshows Launching Events Online Customer Services 	<ul style="list-style-type: none"> Annually Annually Monthly Regularly Regularly Regularly As required Regularly 	<p><u>Product Quality</u></p> <ul style="list-style-type: none"> Maintained International Automotive Task Force ("IATF") 16949:2016 Automotive Quality Management System Certification. Maintained ISO/IEC 17025:2017 Tests and calibrations Standards Certification. <p><u>Customer Service</u></p> <ul style="list-style-type: none"> Conducted Customer Satisfaction Surveys. Established Customer Call and Service Centre. <p><u>Breach of Privacy</u></p> <ul style="list-style-type: none"> Ensured compliance with the Personal Data Protection Act 2010 ("PDPA"). Implemented cybersecurity measures.



COMMUNITIES

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Community programmes such as donations, blood drives, volunteering programmes and clean-up activities 	<ul style="list-style-type: none"> Regularly 	<p><u>Community Welfare</u></p> <ul style="list-style-type: none"> Carried out community welfare initiatives. Ensured the health and safety of the community in all operational sites. Implemented the MBMR Scholarship Programme.



SHAREHOLDERS AND INVESTORS

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Annual General Meeting Analyst Briefing Media Releases Websites 	<p>Annually</p> <p>Quarterly</p> <p>As required</p> <p>As required</p>	<p><u>Transparent and Timely Disclosure</u></p> <ul style="list-style-type: none"> Complied with MCCG and Bursa Malaysia Regulations. Provided on-time updates of financial, strategic and regulatory information. Disseminated any updated information on the website and emails. <p><u>Business Strategy, Reputation and Branding</u></p> <ul style="list-style-type: none"> Collaborated with highly reputable business partners and principals.



REGULATORS

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Meeting with regulators Briefings, seminars or discussions with regulators 	<p>Regularly</p> <p>As required</p>	<p><u>Compliance</u></p> <ul style="list-style-type: none"> Kept up to date with relevant compliances and attended related training. Informed relevant employees of changes in laws and regulations. <p><u>National Growth and Strategy Alignment</u></p> <ul style="list-style-type: none"> Aligned strategies with national policies and agenda. Implemented climate change strategies. <p><u>Corruption and Bribery</u></p> <ul style="list-style-type: none"> Established the Anti-Corruption and Anti-Bribery ("ABAC") Policy and whistleblowing channels.



SUPPLIERS AND CONTRACTORS

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Supplier briefing and monitoring Distribution of copies of company policies 	<p>Regularly</p> <p>As required</p>	<p><u>Mutual Growth</u></p> <ul style="list-style-type: none"> Conducted supplier briefing and training. Prioritised local purchasing where possible. <p><u>Transparent Vendor Process</u></p> <ul style="list-style-type: none"> Conducted supplier assessments. Implemented fair and transparent bidding and vetting processes. Set up grievance mechanisms. Established Code of Business Conduct and Ethics ("COBCE") that is applicable to the business partners.



EMPLOYEES

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Employee Engagement Survey Employee Awards Programme Employee Meetings Employee Engagement Sessions i.e. townhall and Management Visit Team Building Programme 	<p>Annually</p> <p>Annually</p> <p>Regularly</p> <p>Regularly</p> <p>As required</p>	<p><u>Health and Safety</u></p> <ul style="list-style-type: none"> Maintained ISO 45001:2018 certification. Set Health and Safety targets. <p><u>Career Development</u></p> <ul style="list-style-type: none"> Provided training to employees. Conducted employee engagement sessions and team-building activities. <p><u>Diversity and Equal Opportunity</u></p> <ul style="list-style-type: none"> Established an Anti-Discrimination Policy which is incorporated in the COBCE. Maintained equal work and pay opportunities.



PRINCIPALS

ENGAGEMENT CHANNELS	FREQUENCY	CONCERNS AND RESPONSES
<ul style="list-style-type: none"> Meetings and communication with principals 	<p>Regularly</p>	<p><u>Compliance and Service Standards</u></p> <ul style="list-style-type: none"> Adhered to the principals' required compliance and service standards.

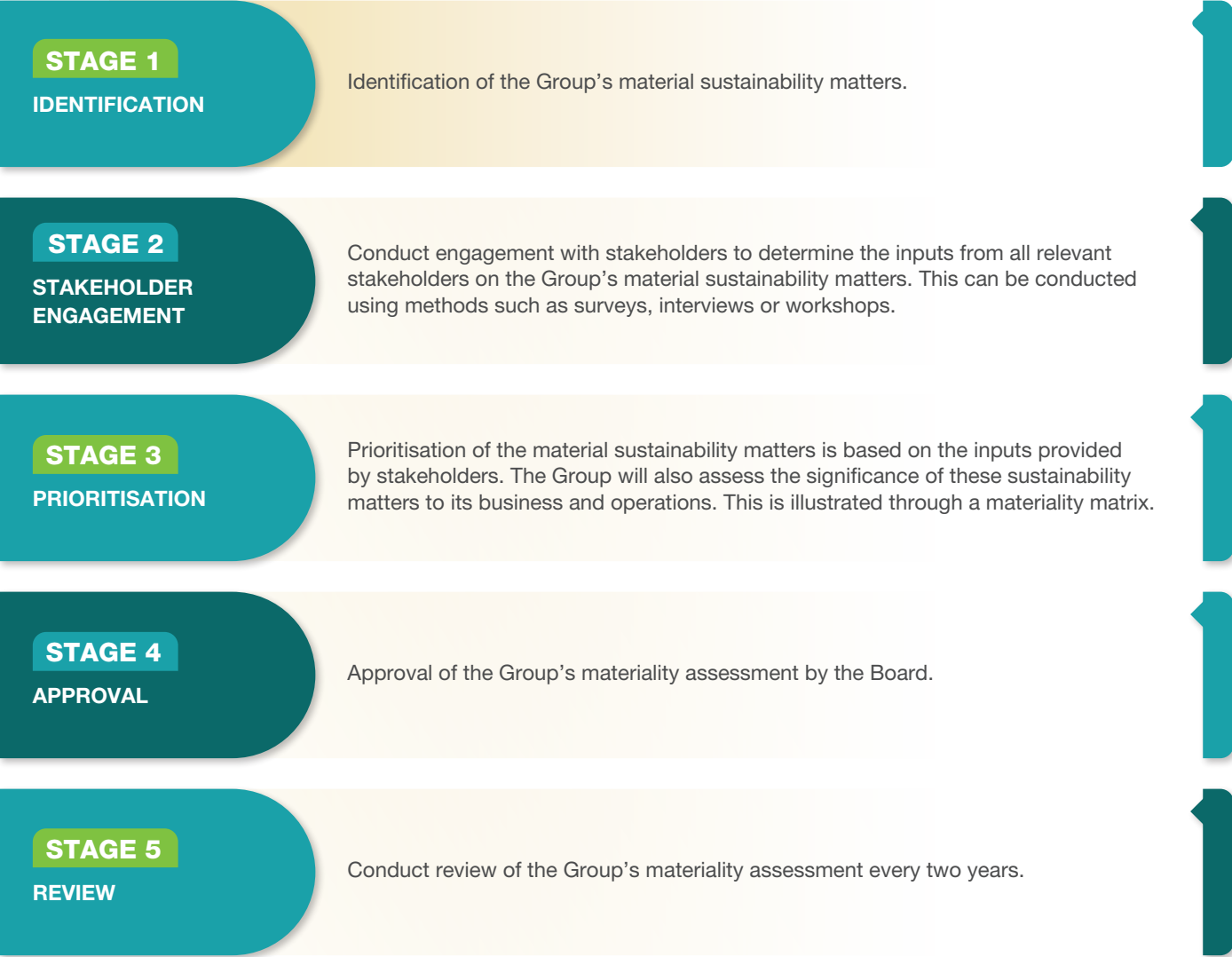
MATERIAL MATTERS

The Group’s sustainability materiality assessment guides our focus on areas where we can create the most significant impact, collaborate effectively with stakeholders, and address their key concerns. This approach underpins the Group’s sustainability management and reporting, integrating sustainability into the business strategy to create value for all stakeholders.

ASSESSMENT AND REVIEW

Following a comprehensive materiality assessment conducted in 2023 using the Bursa Malaysia Securities Berhad Toolkit, we determined that no significant changes to our business or the sustainability landscape warranted a reassessment in 2024. Therefore, the material matters identified in the previous year remain relevant.

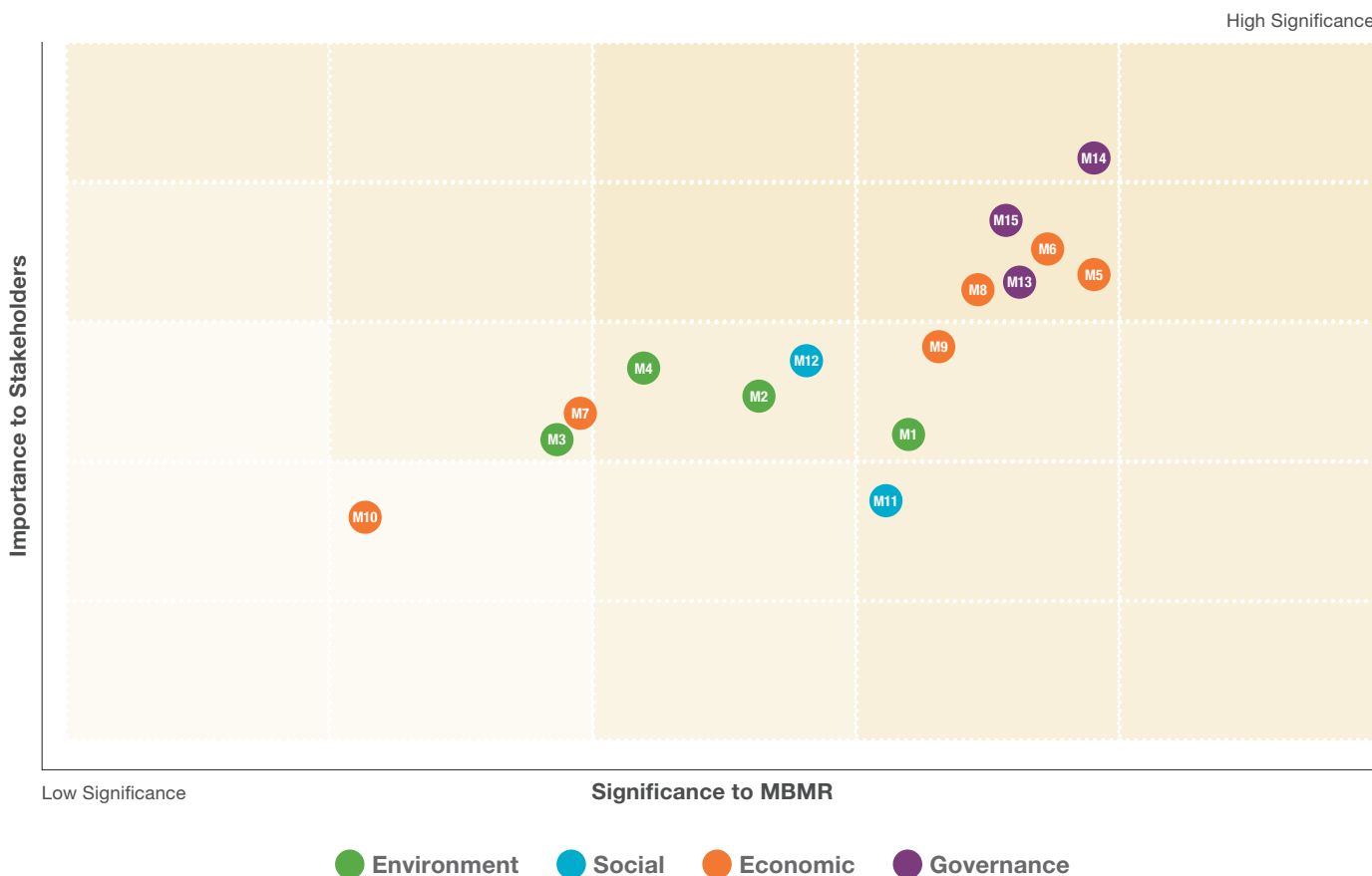
The materiality assessment process consists of 5 stages, as shown below:







MATERIAL MATTERS

MATERIALITY MATRIX

The top right quadrant of the matrix identifies topics of highest priority for stakeholders and the greatest impact on our business. Topics within the top right quadrant are considered most material to both parties and require immediate attention.



 Pillar 1: ENVIRONMENT	 Pillar 2: SOCIAL	 Pillar 3: ECONOMIC	 Pillar 4: GOVERNANCE
M1 Energy Consumption M2 Climate Change & Greenhouse Gas ("GHG") Emissions M3 Water Consumption M4 Waste Management	M5 Customer Satisfaction & Loyalty M6 Health & Safety M7 Diversity & Equal Opportunity M8 Labour & Working Standards M9 Employee Welfare M10 Community Engagement & Investment	M11 Innovation & Digitalisation M12 Supply Chain	M13 Corporate Governance M14 Anti-Corruption M15 Data Privacy & Cybersecurity

SUSTAINABILITY MATTERS, RISKS AND OPPORTUNITIES

The Board has established an Enterprise Risk Management (“ERM”) Policy and Framework, adhering to the principles outlined in ISO 31000:2018 Risk Management Guidelines.

This comprehensive framework provides a standardised approach to risk management, which includes identifying and mitigating material sustainability risks, both climate and non-climate related, across the Group. The RMSC assists the Board in fulfilling its oversight responsibilities by evaluating the risks and opportunities related to the Group’s material sustainability matters.

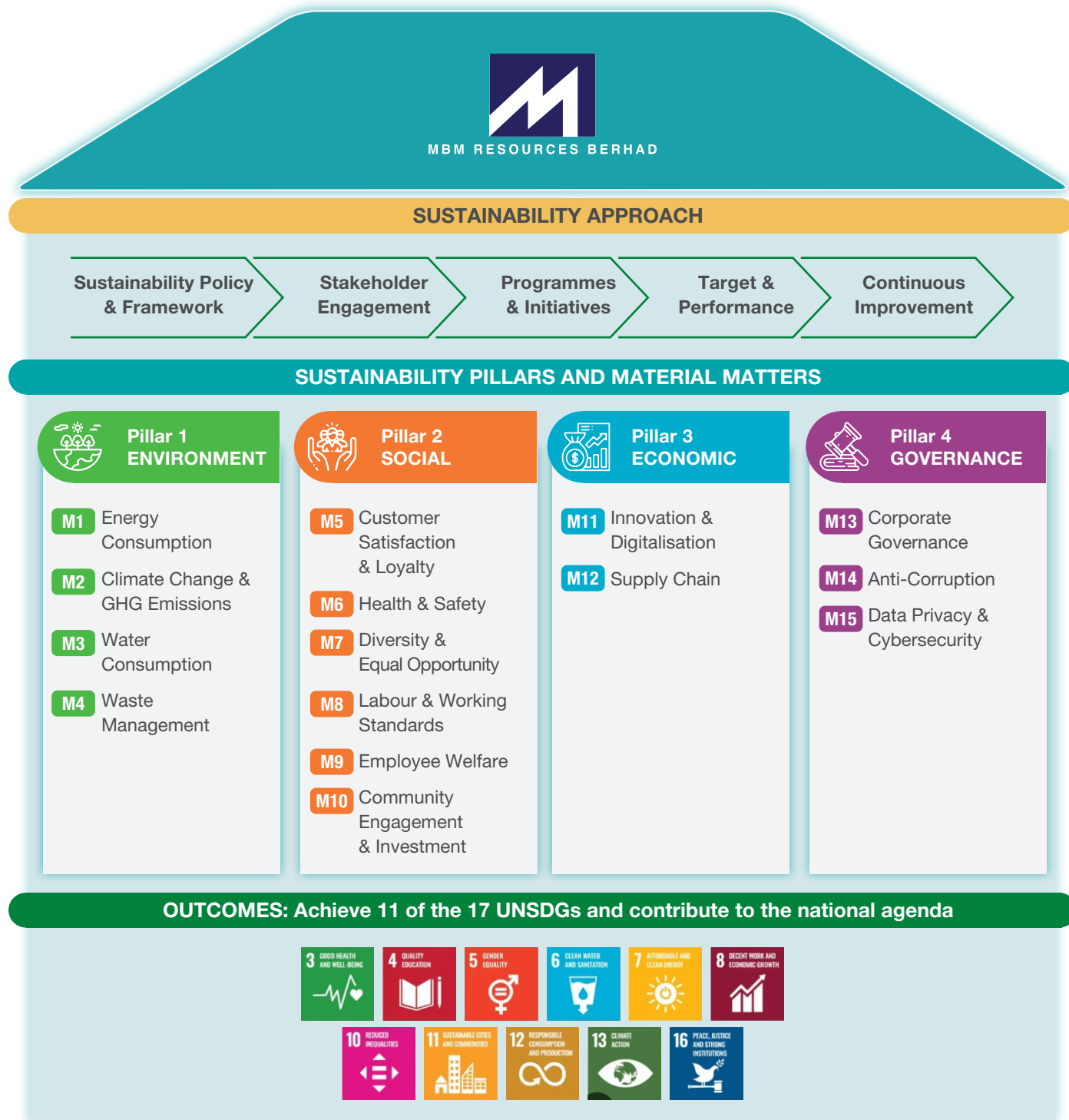
SUSTAINABILITY MATTERS	RISKS	OPPORTUNITIES
PILLAR 1: ENVIRONMENT		
M1 ENERGY CONSUMPTION	<ul style="list-style-type: none"> Implementation of stricter regulations and standards governing GHG emissions. Shift in customers’ preferences towards more sustainable products. 	<ul style="list-style-type: none"> Enhance the Group’s energy efficiency. Introduce solar panels or other renewable energy sources to reduce energy intensity and carbon emissions.
M2 CLIMATE CHANGE & GHG EMISSIONS		
M3 WATER CONSUMPTION	<ul style="list-style-type: none"> Water shortage leading to operational disruption. 	<ul style="list-style-type: none"> Enhance the use of alternative water sources to reduce water withdrawal from public utility sources.
M4 WASTE MANAGEMENT	<ul style="list-style-type: none"> Non-compliance with scheduled waste handling requirements and discharge of treated wastewater. 	<ul style="list-style-type: none"> Improve waste monitoring and enhance awareness and training on scheduled waste management.
PILLAR 2: SOCIAL		
M5 CUSTOMER SATISFACTION & LOYALTY	<ul style="list-style-type: none"> Challenges in retaining customers. 	<ul style="list-style-type: none"> Improve Electric Vehicle (“EV”) and hybrid product offerings and enhance operational efficiency to reduce emissions. Improve products and services and actively improve satisfaction rating.
M6 HEALTH & SAFETY	<ul style="list-style-type: none"> Work-related injuries, disabilities and fatalities in the workplace or the Group’s premises. 	<ul style="list-style-type: none"> Enhance the Group’s safety programmes and improve the monitoring of the Group’s safety performance.
M7 DIVERSITY & EQUAL OPPORTUNITY	<ul style="list-style-type: none"> Exposure to higher attrition rate. 	<ul style="list-style-type: none"> Improve employee satisfaction and retention.
M8 LABOUR & WORKING STANDARDS	<ul style="list-style-type: none"> Non-compliance to the national labour and working regulations. 	<ul style="list-style-type: none"> Enhance the Group’s labour regulations monitoring system and improve employee engagement.
M9 EMPLOYEE WELFARE	<ul style="list-style-type: none"> Unable to meet human resources operational and continuity goals. 	<ul style="list-style-type: none"> Enhance and upskill the Group’s employees through talent development and engagement initiatives.
M10 COMMUNITY ENGAGEMENT & INVESTMENT	<ul style="list-style-type: none"> Growing public awareness and pressure regarding climate change, along with increased community demands for corporate responsibility. 	<ul style="list-style-type: none"> Focus on community engagement directly related to the Group’s business operations.

SUSTAINABILITY MATTERS, RISKS AND OPPORTUNITIES

SUSTAINABILITY MATTERS	RISKS	OPPORTUNITIES
PILLAR 3: ECONOMIC		
M11 INNOVATION & DIGITALISATION	<ul style="list-style-type: none"> Shift in customer demand towards sustainable technology throughout the value chain, driven by the transition to a lower-carbon economy. 	<ul style="list-style-type: none"> Accelerate the transition to green technology and taking advantage of government initiatives will reduce investment inputs.
M12 SUPPLY CHAIN	<ul style="list-style-type: none"> Changes in supply chain practices, such as sourcing from suppliers with lower emissions to meet emission targets. 	<ul style="list-style-type: none"> Reduce the Group's carbon emissions throughout its value chain.
PILLAR 4: GOVERNANCE		
M13 CORPORATE GOVERNANCE	<ul style="list-style-type: none"> Exposure to risk arising from change the highlighted section to: non-compliance to regulations and requirements. 	<ul style="list-style-type: none"> Enhance the Group's corporate governance practices.
M14 ANTI-CORRUPTION	<ul style="list-style-type: none"> Exposure to corruption-related risk. 	<ul style="list-style-type: none"> Enhance the Group's anti-corruption measures through improvements to the procurement process and implement anti-bribery and anti-corruption policies and procedures.
M15 DATA PRIVACY & CYBERSECURITY	<ul style="list-style-type: none"> Cybersecurity risks from potential breach of the Group's IT systems and customer information. 	<ul style="list-style-type: none"> Strengthen the Group's IT Disaster Recovery Plans and strengthen its cybersecurity controls.

SUSTAINABILITY APPROACH

The Group's sustainability approach is guided by the MBMR Sustainability Policy and Framework, which aligns with our core business operating environment, relevant national and international standards and material sustainability matters. This approach aims to provide long-term value to the Group's stakeholders.



PERFORMANCE SCORECARD

The table below indicates the Group's sustainability-related targets and performances linked to performance remuneration.

Each of our subsidiaries is allocated targets to achieve the Group's objectives relative to their respective business and operations. These sustainability targets are linked to the performance remuneration of MBMR and its subsidiaries.

PILLAR 1: ENVIRONMENT

SUSTAINABILITY MATTERS	GROUP TARGETS	FY2024 PERFORMANCE
M1 ENERGY CONSUMPTION	Reduce electricity consumption intensity from the grid by 36% by 2030 compared to the 2019 baseline.	30% reduction of electricity consumption intensity from the grid in 2024 as compared to the 2019 baseline.
M2 CLIMATE CHANGE & GHG EMISSIONS	<p>Reduce the carbon emission intensity (Scope 2) by 36% by 2030 compared to the 2019 baseline;</p> <p>Net Zero target by 2050.</p> <p><i>The Group has set its Scope 2 carbon emission target for 2030 and aims to achieve Net Zero by 2050. Currently, the Group is working on establishing its 2030 Scope 1 target, which will be included in future reports. Additional time is required to determine the Scope 1 target due to limited data availability for Scope 1 emissions prior to 2024.</i></p>	31% reduction of carbon emission intensity in 2024 as compared to the 2019 baseline.
M3 WATER CONSUMPTION	Reduce water consumption intensity by 2% in 2024 as compared to 2023.	7% reduction of water consumption intensity in 2024 as compared to 2023.
M4 WASTE MANAGEMENT	Zero penalties imposed by regulators for non-compliance with waste management regulations.	There were zero penalties imposed in 2024.

PILLAR 2: SOCIAL

SUSTAINABILITY MATTERS	GROUP TARGETS	FY2024 PERFORMANCE
M5 CUSTOMER SATISFACTION & LOYALTY	Achieve a minimum customer satisfaction survey score of 80% in 2024.	Achieved an average customer satisfaction survey score of 91% in 2024.
M6 HEALTH & SAFETY	Zero fatalities in the workplace and achieve an Injury Frequency Rate ("IFR") of not more than 1.69 in 2024.	There were zero workplace fatalities, and an IFR of 0.85 in 2024 was attained in 2024.
M8 LABOUR & WORKING STANDARDS	Zero penalties imposed by authorities for violations of labour and working standards regulations; Zero human rights violations.	There were zero penalties imposed by authorities and zero human rights violation reported in 2024.
M9 EMPLOYEE WELFARE	Achieve employee satisfaction results of more than 70% in 2024.	The Group achieved an average score of 73% on the employee satisfaction survey in 2024.
M10 COMMUNITY ENGAGEMENT & INVESTMENT	Conduct 10 CSR activities by the Group in 2024.	The Group conducted 14 CSR activities in 2024.

PILLAR 4: GOVERNANCE

SUSTAINABILITY MATTERS	GROUP TARGETS	FY2024 PERFORMANCE
M14 ANTI-CORRUPTION	Zero confirmed incidents of corruption and bribery.	There were zero incidents of corruption and bribery in 2024.
M15 DATA PRIVACY & CYBERSECURITY	Zero cybersecurity breach incidents that result in the loss of company data.	There were zero cybersecurity breach incidents that resulted in the loss of company data in 2024.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS



ENVIRONMENT

Pillar 1 focuses on the environmental aspects where the Group proactively explores ways to contribute to positive environmental change.

This commitment is supported by sustainability governance and related policies, sustainability performance measurement, and collaborations with authorities and business partners. The Group actively seeks and implements practical solutions to enhance energy and water efficiency, mitigate climate change, reduce carbon emissions, and responsibly manage waste throughout our operations. Integrating environmental considerations into operations enables us to contribute to national environmental goals and advance relevant SDGs, including Goals 3, 6, 7, 11, 12 and 13.



ENVIRONMENTAL POLICY

The Group's approach to minimising its environmental impacts and strengthening its resilience focuses on:

- **Energy Consumption:** Enhance energy efficiency and increase renewable energy utilisation.
- **Climate Change and GHG Emissions:** Implement proven technologies to reduce GHG emissions and proactively address climate-related risks through effective mitigation measures.
- **Natural Resources:** Optimise the use of natural resources, including water, land, and raw materials.
- **Waste Management:** Minimise waste generation and promote responsible waste disposal through reduce, reuse, and recycle initiatives.
- **Compliance:** Abide by relevant laws and regulations

ENVIRONMENTAL MANAGEMENT SYSTEM

ISO 14001:2015 certification allows the Group to efficiently identify and manage the environmental aspects and impacts of our operation, enhancing our environmental performance and improving our environmental risk management. The certification is held by the Group's manufacturing companies, namely AHSB, HASB, and OMI, covering 50% of the companies included in this Sustainability Report.

ENVIRONMENTAL COMPLIANCE

During the reporting period, we achieved full compliance with all relevant environmental regulations and received no fines or penalties from authorities. The following is a list of major environmental laws that the Group complies with:

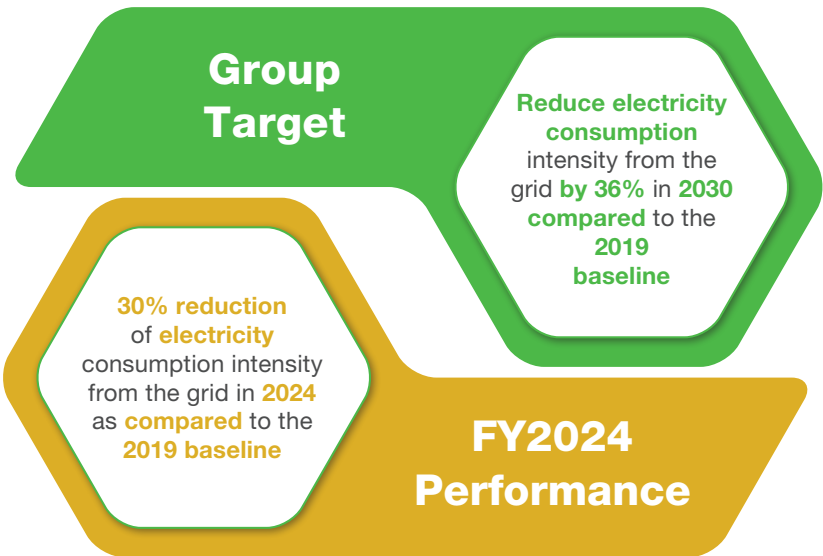


M1 ENERGY CONSUMPTION

Energy consumption is a critical environmental issue, driven by the reliance on fossil fuels and the urgent need to transition to cleaner energy sources. Aligned with Malaysia’s national energy policy and energy transition roadmap, MBMR prioritises energy efficiency improvements and explores the integration of renewable energy sources across its operations.

Energy Targets

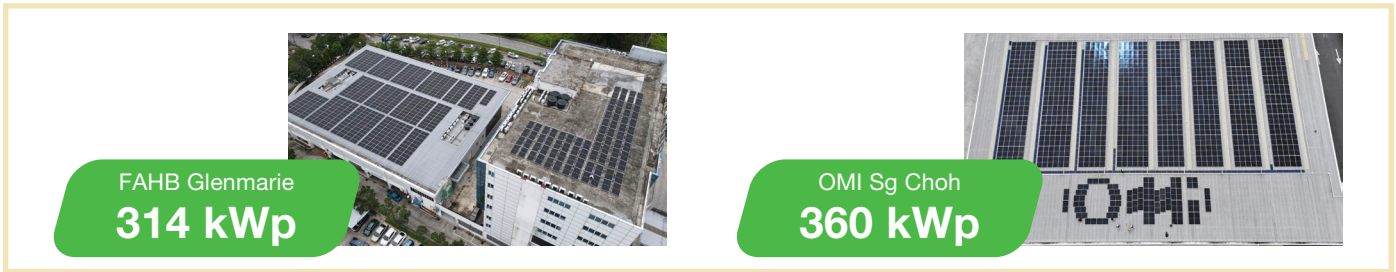
The Group has established an electricity consumption intensity from the grid reduction target, with each subsidiary contributing by setting its own performance target, allocating resources, and implementing the required action plans.



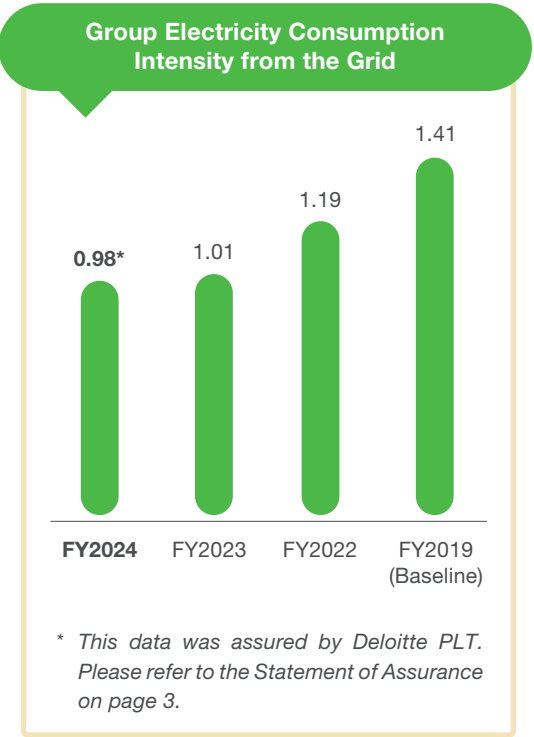
Renewable Energy (“RE”)

Over the last decade, the Malaysian government has implemented long-term programmes to promote RE technologies. Since 2021, we have commenced installing solar panels at various sites to generate renewable energy. To date, we have generated 10,020,839 megajoules (“MJ”) of renewable energy and saved 2,109.95 tonnes of carbon dioxide equivalent (“tCO₂e”)

In 2024, solar panels with a capacity to generate 674 kWp of solar energy were installed at the following sites. This is in addition to the 1,127 kWp of solar panels that were installed in previous years. The additional solar panels that were installed in 2024 are located at:

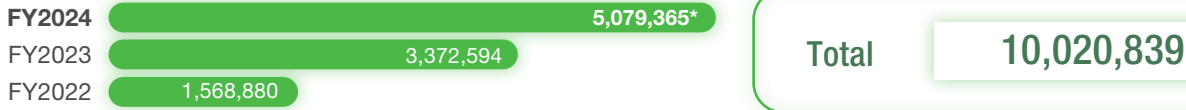


Achieved 30% reduction of electricity consumption intensity from the grid in 2024 as compared to the 2019 baseline



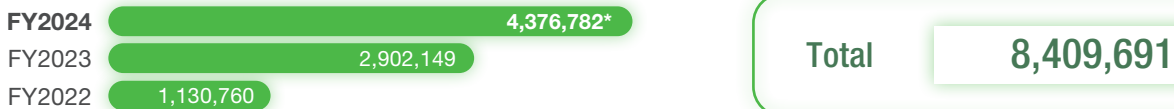
Group Electricity Consumption Intensity from the Grid: Measured by Electricity Consumption (kilowatt-hour) Per Vehicle Sales, After-sales and Production Volumes

Renewable Energy Generated by the Group (MJ)



* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

Renewable Energy Utilised by the Group (MJ)



* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

tCO₂e Saved



Percentage of Renewable Energy
Consumption Compared to Total
Electricity Consumption from
Grid and Renewable Sources

8%

FY2024

5%

FY2023

2%

FY2022

Energy Savings and Efficiency Initiatives

To maintain our cost competitiveness and enhance our resource efficiency, we have implemented the following energy efficiency initiatives:

- ✓ Transition to LED lights at all the Group's locations
- ✓ Staggered replacement of air conditioning units with inverter technology
- ✓ Replacement of air compressors with inverter technology at OMI
- ✓ Conversion of diesel forklifts to EV forklifts
- ✓ Upgraded to 5-star energy-efficient appliances.

The Group continuously monitors our environmental footprint and pursues improvements, including transitioning to LED lighting and 5-star energy-efficient appliances at several sites. To date, the Group has deployed nine EV forklifts at its manufacturing companies to reduce emissions and address workplace health and safety concerns. We have also implemented a "Lights Off" programme during lunch hours to promote environmental awareness.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Energy Performance Data

GROUP ENERGY CONSUMPTION

	Non-Renewable Energy (MJ)		Renewable Energy (MJ)
	Electricity from the Grid	Petrol, Diesel & Gas	Solar
FY2024*			
Motor Trading: DMSB	10,643,965	1,621,217	N/A
Motor Trading: FAHB	7,283,214	1,038,784	296,970
Manufacturing: AHSB	16,373,124	244,064	535,061
Manufacturing: HASB	8,777,653	19,996,089	1,272,788
Manufacturing: OMI	9,775,346	5,153,462	2,271,963
MBMR	391,198	101,223	N/A
Group Total	53,244,500	28,154,839	4,376,782

* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

FY2023			
Motor Trading: DMSB	10,446,646	796,818	N/A
Motor Trading: FAHB	7,471,206	509,538	N/A
Manufacturing: AHSB	15,017,897	418,303	514,156
Manufacturing: HASB	9,746,899	25,489,033	1,285,474
Manufacturing: OMI	11,110,608	5,686,818	1,102,519
MBMR	357,386	198,571	N/A
Group Total	54,150,642	33,099,081	2,902,149

The 2023 petrol data do not include the courtesy vehicle from the motor trading companies

FY2022			
Motor Trading: DMSB	10,296,911	N/A	N/A
Motor Trading: FAHB	7,484,119	N/A	N/A
Manufacturing: AHSB	13,726,436	N/A	N/A
Manufacturing: HASB	10,749,013	N/A	N/A
Manufacturing: OMI	10,869,599	N/A	1,130,760
MBMR	337,565	N/A	N/A
Group Total	53,463,643	N/A	1,130,760

M2 CLIMATE CHANGE & GHG EMISSIONS

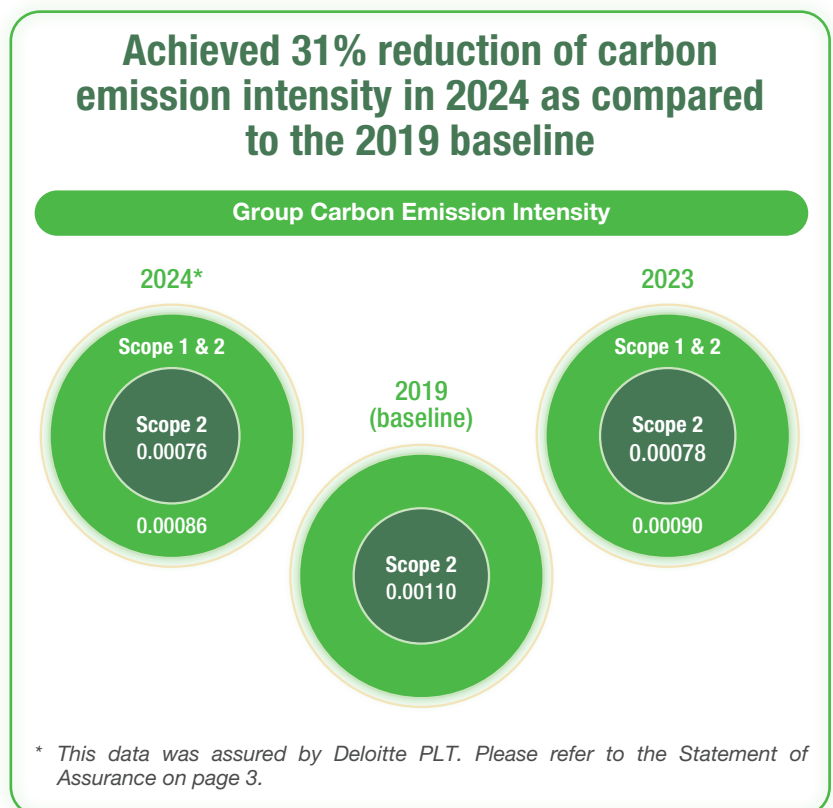
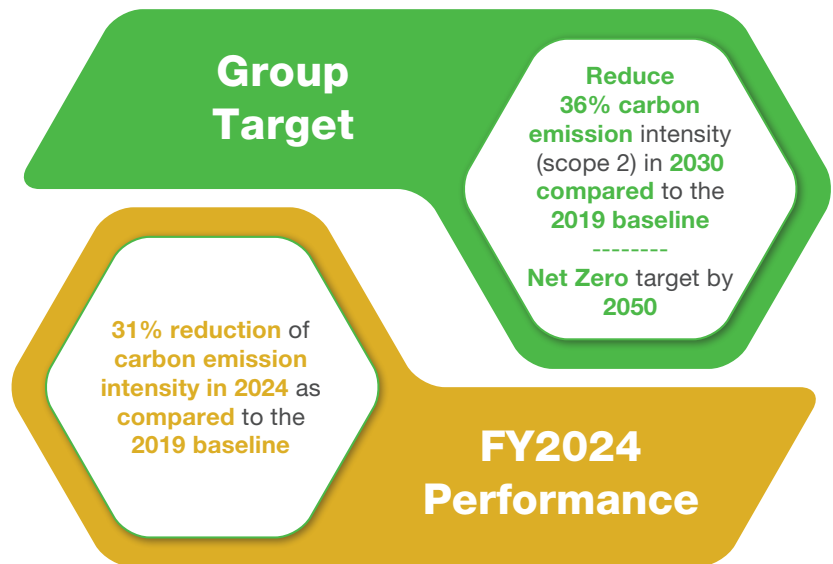
The recently updated National Climate Change (“NCC”) Policy establishes a new framework for Malaysia’s transition towards a low-carbon economy. This policy reaffirms the nation’s commitment to achieving its Nationally Determined Contributions (“NDCs”), specifically the target of reducing the economy-wide emissions intensity of Gross Domestic Product (“GDP”) by 45% by 2030 compared to 2005 levels on an unconditional basis, and achieving net-zero GHG emissions by 2050. NDCs represent national climate action plans under the Paris Agreement. The achievement of these ambitious NDCs necessitates significant contributions from the business sector.

The Group has made sustainability investments aligned with national sustainability goals. This reporting year represents a foundational disclosure, laying the groundwork for compliance with IFRS, SASB, and the NSRF. In subsequent years, we will build upon this foundation, expanding our disclosures to include detailed climate-related information and other key sustainability metrics relevant to investors and stakeholders.

Metrics and Targets

Building on our 2023 efforts to quantify and monitor Scope 1 and 2 carbon emissions using the GHG Protocol, we have expanded our reporting this year to include Scope 3 carbon emissions from business travel (category 6) and employee commuting (category 7). In addition, the Scope 1 carbon emissions from courtesy vehicles at the Group’s Motor Trading companies are included in the 2024 emission figures. These data were not accounted for in last year’s reporting due to data limitation.

The Group has set its Scope 2 carbon emission target for 2030 and aims to achieve Net Zero by 2050. Currently, the Group is working on establishing its Scope 1 target, which will be included in future reports. Additional time is required to determine the Scope 1 target due to limited data availability for Scope 1 emissions before FY2024.



Group Carbon Emission Intensity: Measured by the Tonne of Carbon Dioxide Equivalent Emission Per Vehicle Sales, After-sales and Production Volumes.

1. The 2023 data for Scope 1 carbon emission intensity does not include its courtesy vehicle from the motor trading companies.
2. The 2023 Scope 2 conversion rate was revised using the latest Malaysia Grid Emission Factor (“GEF”) by the Energy Commission issued in November 2024.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Absolute Carbon Emission (tCO₂e)

FY2024	Scope 1*	Scope 2*	Scope 3
Motor Trading: DMSB	110	2,190	1,640
Motor Trading: FAHB	70	1,568	536
Manufacturing: AHSB	17	3,520	2,025
Manufacturing: HASB	988	1,907	296
Manufacturing: OMI	279	2,231	641
MBMR	7	84	25
Group Total	1,471	11,500	5,163

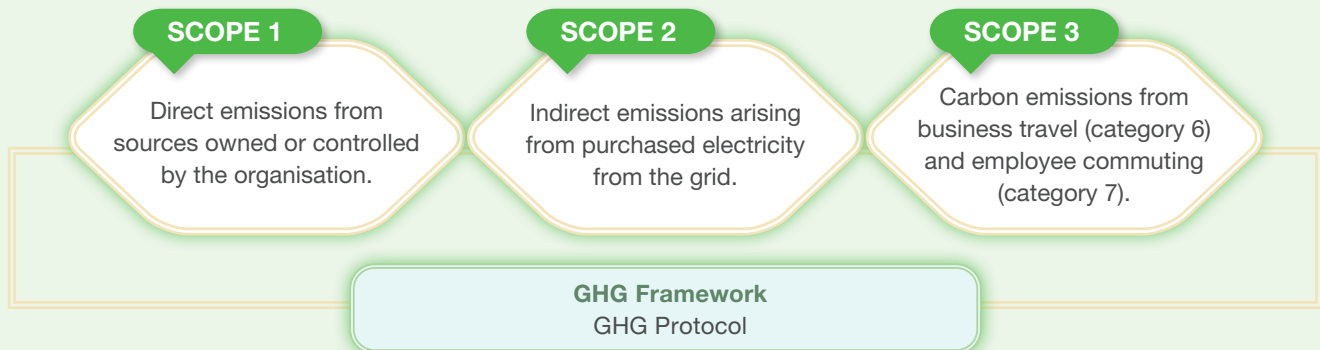
* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

FY2023	[^] Scope 1	[#] Scope 2
Motor Trading: DMSB	54	2,144
Motor Trading: FAHB	35	1,606
Manufacturing: AHSB	29	3,229
Manufacturing: HASB	1,259	2,109
Manufacturing: OMI	328	2,476
MBMR	13	77
Group Total	1,718	11,641

[^] The 2023 Data for Scope 1 carbon emission does not include its courtesy vehicle from the motor trading companies.

[#] Scope 2 conversion rate was revised using the latest Malaysia GEF by the Energy Commission issued in November 2024.

GHG Definition



Emission Factors	Scope 1	Carbon Emission is based on the emission factor published by the Intergovernmental Panel on Climate Change ("IPCC") Guidelines for National Greenhouse Gas Inventories.
	Scope 2	Carbon Emission is based on the Malaysia GEF by the Energy Commission issued in November 2024.
	Scope 3	Carbon Emission is based on the Department for Environment, Food & Rural Affairs ("DEFRA") UK 2023 Greenhouse gas reporting: conversion factors 2023.

Strategy

The IPCC has issued a stark warning regarding the climate crisis, projecting a significant temperature rise of 2.5 °C to 4.5 °C (4.5 °F to 8 °F) by 2100 without immediate action. To ensure a safe and healthy future, all nations must contribute to climate mitigation efforts, as addressing interconnected climate change impacts necessitates collective action. The Group is investing in renewable energy and enhancing operational efficiency to adapt, build resilience, and contribute to Malaysia's NDC. Our next report will include a scenario analysis to assess our resilience against climate-related risks.

MBMR Group Decarbonisation Strategies

ENERGY SUBSTITUTION

Timeframe:
2024 – 2050 (*Continuous*)

Increase RE usage at the Group through the installation of RE systems.

Explore Green Electricity Tariff programmes.

Transition to EV vehicles (except demo and courtesy vehicles).

ENERGY EFFICIENCY

Timeframe:
2024 – 2050 (*Continuous*)

Improve the Group's energy efficiency through operational improvement initiatives, such as LED lighting, inverter air-conditioning and optimising the Group's operational processes.

DECARBONISATION OF THE VALUE CHAIN

Timeframe:
2026 – 2050 (*Continuous*)

Establish Scope 3 value chain data collection and targets.

Implementation of sustainable supply chain practices across the Group.

CARBON OFFSET

Timeframe:
2030 *Onwards*

Explore the potential of offsetting the Group's carbon emission through accredited carbon offset projects.

Governance

The Group's climate change governance structure is effectively integrated within the broader MBMR sustainability governance framework. The Board oversees sustainability matters, including climate change, which is delegated to the RMSC for review and monitoring, addressing climate-related risks and opportunities. Details regarding the RMSC members can be found in the Group's 2024 Annual Report.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Risk Management

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Transition Risk

Policy and Legal Risks: Implementation of stricter regulations and standards governing the release of GHG emissions

Risks

- Potential regulatory changes, such as carbon tax, stricter disclosure requirements, and funding access limitations, may impact the company's financial performance.

Opportunities

- Energy source diversification through the adoption of renewable energy such as solar power.
- Converting to EV forklifts and replacing the air compressor with energy-efficient inverter technology will enhance operational efficiency and sustainability.
- Enhance monitoring and reporting on compliance with rules and standards governing GHG emission release.
- Adopting electrically heated spray booths at Volvo Certified Damage Repair Centres boosts efficiency and reduces carbon emissions.

Market Risks: Shift in demand towards sustainable practices throughout the value chain, by both end consumers and Original Equipment Manufacturers ("OEMs"), driven by the transition to a lower-carbon economy.

Risks

- Shift in demand towards sustainable practices throughout the value chain, by both end consumers and OEMs, driven by the transition to a lower-carbon economy.

Opportunities

- Enhancement of EV in the Group's product lineup, specifically from its Volvo vehicle sales.

Technology Risks: The shift towards EVs is not expected to significantly affect the demand for the Group's auto parts. However, OEMs may require their suppliers to adopt sustainable practices in their operations.

Risks

- Increased business and operation costs due to the requirement to meet the stricter and more comprehensive GHG emission regulations.

Opportunities

- Energy source diversification through the adoption of renewable energy such as solar power.

Physical Risks

Acute: Event-driven, including increased severity of extreme weather events, such as cyclones, heat waves and floods.

Risks

- Prolonged disruptions can halt critical operations, affecting productivity and profitability. These events could also lead to property and equipment damage in sales and aftersales branches.

Opportunities

- Improvement of the Business Continuity Plan.
- Identifying an alternate manufacturing facility provides a strategic opportunity to ensure stable business operations.
- Implementation of flood prevention methods to safeguard factories and outlets from flooding.
- Subscribe to natural disaster insurance to offset financial impact arising from the natural disaster.

Chronic: Long-term shifts in climate and weather patterns (such as rising average temperatures) that may cause rising sea levels or chronic heat waves.

Risks

- The increased frequency of extreme weather events, driven by long-term shifts in the global climate, can significantly disrupt supply chain, operations, and overall business environment.

Opportunities

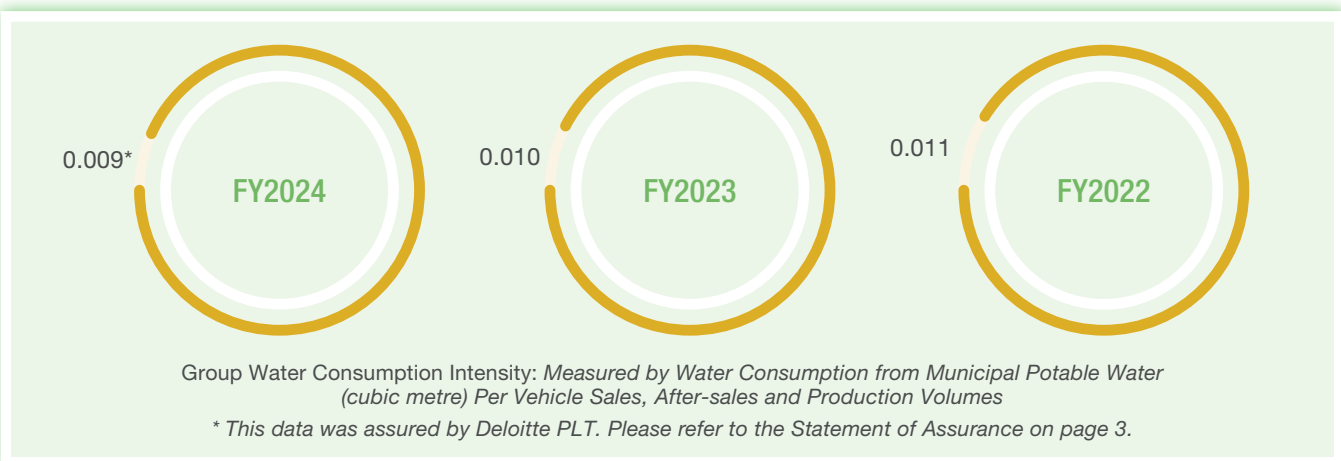
- Strengthening resilience to climate impacts enables companies to mitigate risks and ensure business continuity by diversifying supply chains, investing in climate-resilient infrastructure, and creating contingency plans.

M3 WATER CONSUMPTION

Sustainable water management necessitates ensuring water sufficiency to meet current and future demands whilst building resilience against climate change impacts. The Group's efforts focused on water efficiency, exploring alternative sources, and enhancing employee awareness. The Group also adheres to the Environmental Quality Act 1974 to ensure responsible water discharge.



Group Water Consumption Intensity Comparison



Water Savings Initiatives

The Group established water targets and implemented water saving measures as follows:

- ✓ Ongoing upgrades to water-efficient fittings at all outlets.
- ✓ Completed the installation of a rainwater-harvesting system at three sites. In 2024, this initiative saved 0.52 megalitres of municipal water.
- ✓ Installed water recycling systems for production at OMI and HASB. In 2024, this initiative recycled 1.97 megalitres of water.
- ✓ Installed a water-monitoring system at each production section at HASB.
- ✓ Conducted employee water awareness programmes.

The Group takes proactive measures to address water leaks and manage its Wastewater Treatment Plants ("WWTP"). The treated water from the WWTP is recycled and reused at appropriate locations. The Group also consistently monitors water discharge from the WWTP to ensure compliance with environmental standards.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Water Performance Data

GROUP WATER WITHDRAWAL/CONSUMPTION

Period	Municipal Potable Water (Megalitres)	Harvested Rainwater (Megalitres)	Recycled Water (Megalitres)
FY2024*			
Motor Trading: DMSB	61.14	N/A	N/A
Motor Trading: FAHB	16.76	N/A	N/A
Manufacturing: AHSB	17.92	0.25	N/A
Manufacturing: HASB	10.73	N/A	0.06
Manufacturing: OMI	28.20	0.27	1.91
MBMR	0.26	N/A	N/A
Group Total	135.01	0.52	1.97

* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

FY2023			
Motor Trading: DMSB	63.95	N/A	N/A
Motor Trading: FAHB	16.62	N/A	N/A
Manufacturing: AHSB	19.75	N/A	N/A
Manufacturing: HASB	12.55	N/A	0.05
Manufacturing: OMI	29.74	0.26	1.75
MBMR	0.22	N/A	N/A
Group Total	142.82	0.26	1.80

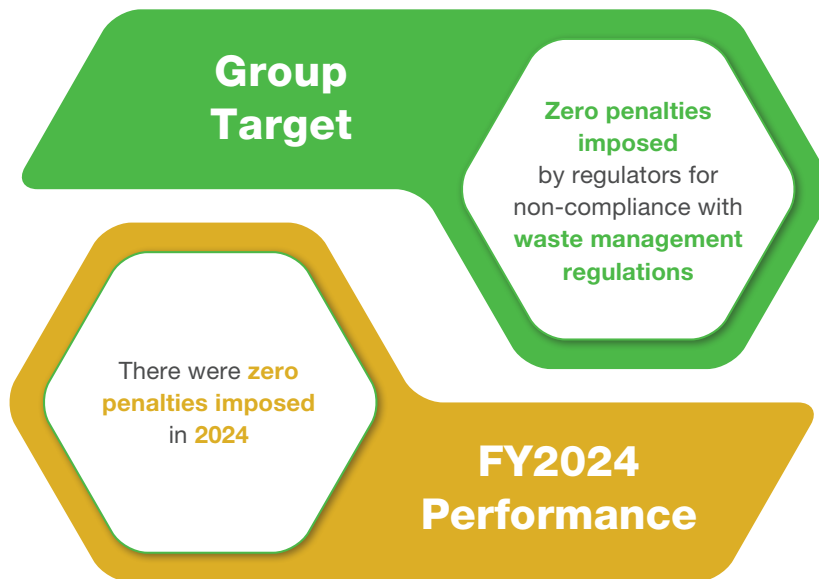
FY2022			
Motor Trading: DMSB	57.67	N/A	N/A
Motor Trading: FAHB	16.44	N/A	N/A
Manufacturing: AHSB	20.96	N/A	N/A
Manufacturing: HASB	12.98	N/A	0.06
Manufacturing: OMI	26.07	0.16	1.54
MBMR	0.19	N/A	N/A
Group Total	134.32	0.16	1.60

GROUP WATER DISCHARGE

	Sea Water, Surface Water & Underground Water (Megalitres)	Water Effluent (Megalitres)
FY2024	0	9.61
FY2023	0	9.64
FY2022	0	8.1

M4 WASTE MANAGEMENT

Though we do not directly impact biodiversity, we are committed to minimising any harm and avoiding negative impacts. The Group's contribution focuses on responsible raw material management and waste reduction. Although material and waste handling differ across subsidiaries, all share a commitment to reduce raw material use, decrease waste, and comply with all relevant laws and regulations. The Group's waste management strategy focuses on waste reduction, reuse, recycling, and responsible disposal, supplemented by employee education initiatives.



Recycling and Responsible Disposal

Waste management begins with proper segregation. Hazardous and non-hazardous waste from production areas are stored and labelled accordingly. The Group engages licensed vendors for responsible waste disposal and partners with recycling companies to recycle materials such as Ethylene Vinyl Acetate ("EVA") scraps, side-trim felt and metal scraps. In addition, the Group promotes a "reduce, reuse, recycle" culture amongst our employees through initiatives such as strategically placed recycling bins.

Avoidance of Waste

The Group's waste reduction initiatives include optimising packaging for deliveries to auto parts manufacturing customers, reusing felt scraps for Noise, Vibration, and Harshness ("NVH") production, promoting paperless practices, and encouraging environmentally friendly procurement at HASB.

Education

At sites generating scheduled waste, "Scheduled Waste Competent Persons" oversee waste handling and pollution control. In 2024, 16 employees successfully completed training and certification as Scheduled Waste Competent Persons. In addition, training sessions and briefings on chemical handling and scheduled waste disposal were also conducted to further educate employees on the proper handling and disposal of hazardous materials.



Waste Data



SOCIAL



The Group's social pillar focuses on striking a balance between economic performance and social considerations.

Our success is contingent upon strong relationships with our communities, customers, employees, and suppliers.

This pillar is dedicated to addressing six material matters and advancing the SDGs listed below:



M5

CUSTOMER SATISFACTION & LOYALTY

The Group is committed to improving customer relationship management to build sustainable long-term relationships. Customer satisfaction and loyalty are critical aspects of long-term sustainability. We prioritise nurturing and sustaining these vital relationships by staying responsive, updated, and innovative to gain a competitive edge.

Quality Management System ("QMS")

Our QMS standard assists us in meeting customer expectations, improving performance, and demonstrating our commitment to quality. It provides a framework for the management and constant improvement of the quality of our products and services. The Group's relevant subsidiaries have obtained QMS IATF 16949:2016, an automotive quality management system requirement based on ISO 9001:2015.



Customer Engagements

We have established various customer engagement platforms tailored to their needs and requirements.

Showrooms: Our showrooms offer more than just mere car displays. They provide a superior customer experience through personalised product knowledge and in-person interactions.

After-Sales Service: Our well-trained professionals provide comprehensive automotive services, ranging from routine maintenance to complex repairs.

Other Channels of Communication: We prioritise customer convenience by offering multiple access points, including online bookings, and phone appointments. We also provide on-site services, such as emergency response.

M6 HEALTH & SAFETY

The Group's success is measured not only by profits but also by the health and safety of our employees and communities. We prioritise employee and community well-being by proactively addressing potential health and safety concerns in the Group's operating locations.

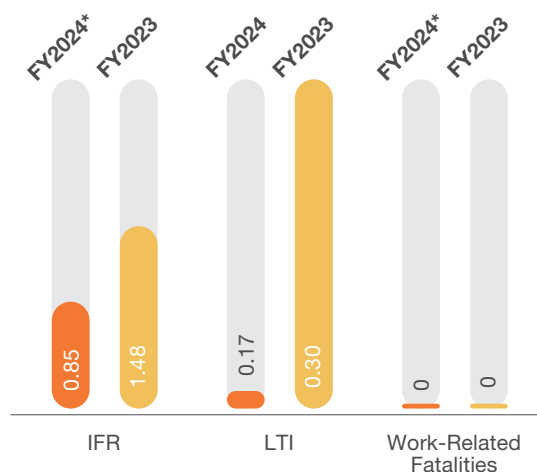
Group
Target

Zero fatalities in the workplace and achieve an IFR of not more than 1.69 in 2024

FY2024
Performance

There were **zero** workplace fatalities, and the IFR was at **0.85** in 2024

Group IFR, Lost Time Injury ("LTI") and Fatalities



* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

Health and Safety Management System

The Group's auto parts manufacturing companies are ISO 45001:2018 certified, a globally recognised occupational health and safety management system. This accreditation demonstrates our dedication to providing safe and healthy workplaces, preventing work-related injuries, and continuously improving our occupational health and safety performance.

The Group fosters open communication channels through regular health and safety meetings, providing a platform for employees to address concerns and share best practices. This approach enables the swift implementation of corrective actions and promotes a shared culture of responsibility for workplace safety. All health and safety incidents and fatalities are reported to the Health and Safety Committee at subsidiaries. A thorough investigation will be conducted, and preventive measures will be established to prevent similar accidents.

Hazard Risk Assessment

The Group conducts Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") to systematically manage potential workplace hazards and identify, assess, and implement controls for mitigating workplace occupational safety and health risks. This process helps prevent workplace accidents, ensures legal compliance, and promotes employee well-being.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Health & Safety Performance Data

The table below shows the Group's health and safety performance. We are committed to continuous improvement and allocating appropriate resources to enhance the Group's health and safety practice.

HEALTH & SAFETY PERFORMANCE

Period	Total number of hours worked in the reporting period	Number of incident resulted in time lost due to workplace injuries	Injury Frequency Rate ("IFR")
FY2024			
Motor Trading: DMSB	1,781,779	0*	0*
Motor Trading: FAHB	596,300	1*	1.68*
Manufacturing: AHSB	1,207,848	0*	0*
Manufacturing: HASB	355,257	1*	2.81*
Manufacturing: OMI	735,125	2*	2.72*
MBMR	44,868	0*	0*
Group	4,721,177	4*	0.85*
FY2023			
Motor Trading: DMSB	1,772,266	2	1.13
Motor Trading: FAHB	607,906	4	6.58
Manufacturing: AHSB	1,167,000	1	0.86
Manufacturing: HASB	354,384	0	0
Manufacturing: OMI	802,593	0	0
MBMR	36,722	0	0
Group	4,740,871	7	1.48
FY2022			
Motor Trading: DMSB	N/A	1	N/A
Motor Trading: FAHB	N/A	2	N/A
Manufacturing: AHSB	N/A	0	N/A
Manufacturing: HASB	N/A	0	N/A
Manufacturing: OMI	N/A	2	N/A
MBMR	N/A	0	N/A
Group	N/A	5	N/A

* This data was assured by Deloitte PLT. Please refer to the Statement of Assurance on page 3.

Health & Safety Training and Awareness

The Group's initiatives cover a wide range of activities to cultivate a culture of safety awareness and, proactive safety and hazard management. We conducted safety training programmes, ensuring that our workforce remained well-equipped to mitigate potential health and safety risks in the workplace. Health awareness programmes, including health check-ups and audiometric tests, were instrumental in promoting employee wellness and preventive healthcare practices.

The Group has installed safety dojos to provide employees with a dedicated space for training and education on workplace hazards. This, in conjunction with proactive measures such as safety shop floor management, safety patrols, and inspections, enhances our overall safety performance.

Regular health and safety training sessions are conducted to keep our employees informed of emergency procedures. These sessions cover essential topics such as chemical handling, basic firefighting, first aid, and ergonomics, ensuring that our workforce possesses the necessary skills and knowledge to safely manage workplace hazards. Additionally, these training programmes include practical demonstrations and interactive workshops to reinforce learning and ensure that employees are well-prepared to respond to emergencies and maintain a safe working environment.



Health & Safety Training Data

Number of Employees Trained on Health & Safety Standards

Period	Total number of employees	Total number of employees trained on health and safety standards	%
FY2024			
Motor Trading: DMSB	808	30	4%
Motor Trading: FAHB	298	217	73%
Manufacturing: AHSB	595	106	18%
Manufacturing: HASB	135	85	63%
Manufacturing: OMI	312	121	39%
MBMR	18	18	100%
Group Total	2,166	577	27%

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M7 DIVERSITY & EQUAL OPPORTUNITY

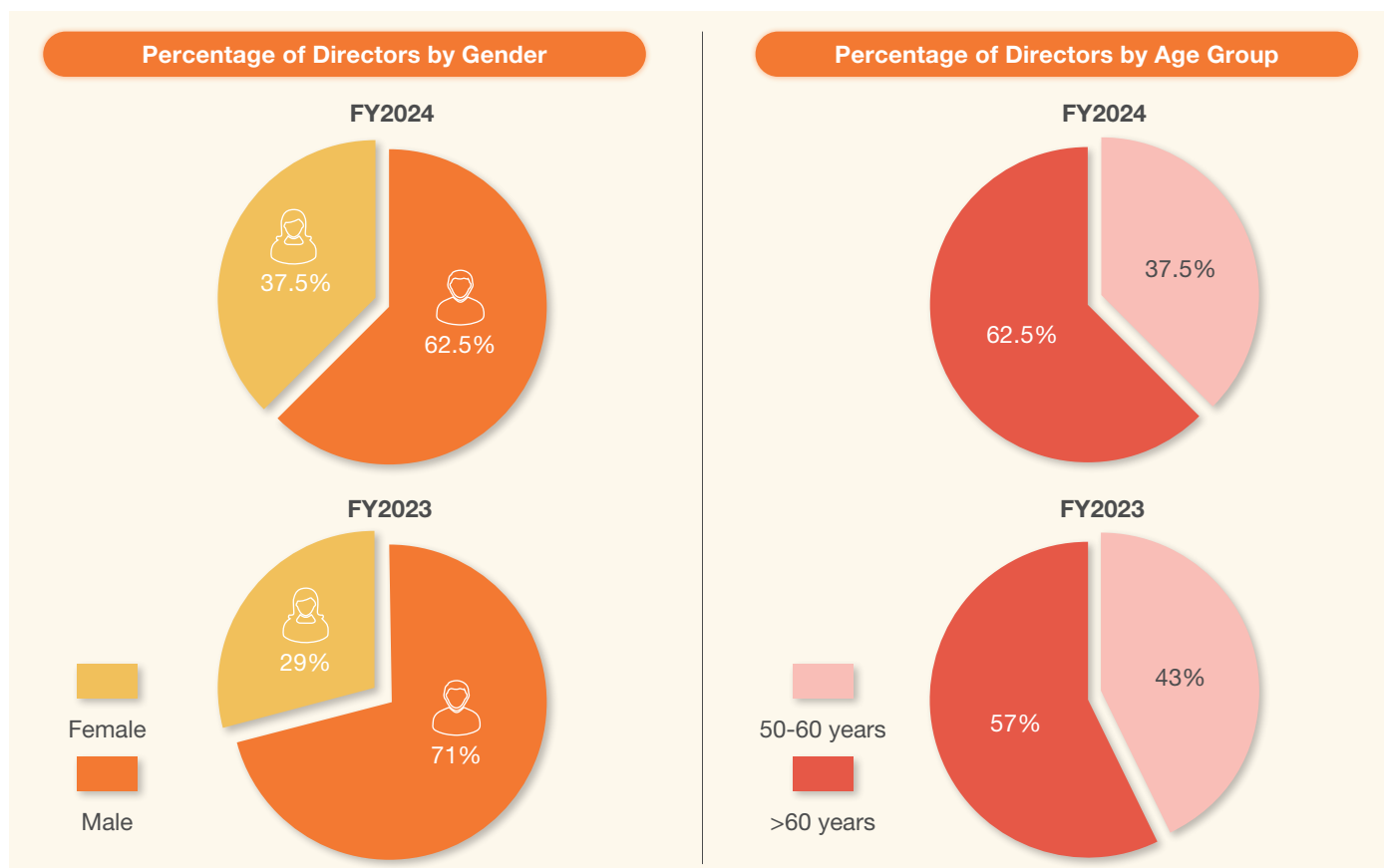
The Group is committed to fostering a diverse, equitable, and inclusive workplace that attracts, retains, and advances outstanding talent. We are driven to cultivate a workplace where all employees feel engaged, empowered and valued. This commitment stems from our belief in the importance of diversity and inclusion. Recognising the diverse backgrounds of our employees, business partners, and customers, which reflect the multiracial fabric of Malaysian society, we strive to foster an environment where every individual, regardless of their background, can thrive and contribute to their personal and professional success. The Group has also hired people with disabilities based on their qualifications and skills, ensuring that our workplace remains equitable whilst emphasising merit and competence.

The Group's Code of Business Conduct and Ethics ("COBCE") promotes equal opportunities for all and prohibits discrimination based on gender, race, disability, nationality, religion, or age. All employment decisions made by the Group are based on qualifications, merit, performance, and other job-related factors.

Anti-Harassment and Violence

Harassment and violence of any kind, including verbal, physical, and electronic forms, are strictly prohibited. This includes derogatory comments, unwelcome sexual advances, and the dissemination of discriminatory or malicious content. To prevent such incidents, we conduct training and refresher courses on COBCE for all employees. The COBCE contains specific sections on harassment and violence, which the Group will not tolerate. These actions or behaviours include derogatory comments based on gender, racial or ethnic characteristics, unwelcome sexual advances, and the spreading of malicious rumours or use of emails, voicemail and other communication channels to transmit derogatory or discriminatory material.

Diversity Performance Data



Percentage of Group Employees by Gender, Age Group by Employee Category (Level)

Employee Category	Gender		Age		
	Male	Female	<30 Years	30-50 Years	>50 Years
FY2024					
Management	81%	19%	0%	52%	48%
Middle Management	78%	22%	1%	71%	28%
Executive	39%	61%	21%	64%	15%
Non-Executive	77%	23%	32%	55%	13%
Non-Executive (Foreign Workers)	91%	9%	66%	34%	0%
Sales Advisor/Consultant	77%	23%	19%	60%	21%
TOTAL	74%	26%	34%	53%	13%
FY2023					
Management	77%	23%	0%	56%	44%
Middle Management	79%	21%	1%	71%	28%
Executive	40%	60%	25%	62%	13%
Non-Executive	76%	24%	31%	56%	13%
Non-Executive (Foreign Workers)	88%	12%	71%	29%	0%
Sales Advisor/Consultant	79%	21%	21%	58%	21%
TOTAL	74%	26%	37%	51%	12%

Percentage of Group Employees by Gender, Age Group by Employee Category (Function)

Employee Category	Gender		Age		
	Male	Female	<30 Years	30-50 Years	>50 Years
FY2024					
Support	53%	47%	17%	64%	19%
Operation	84%	16%	55%	39%	6%
Sales	65%	35%	11%	67%	22%
After Sales	80%	20%	31%	57%	12%
TOTAL	74%	26%	34%	53%	13%
FY2023					
Support	52%	48%	19%	64%	17%
Operation	83%	17%	59%	34%	7%
Sales	67%	33%	14%	65%	21%
After Sales	81%	19%	32%	57%	11%
TOTAL	74%	26%	37%	51%	12%

Percentage of Group Employees by Employment Type		
	FY2024	FY2023
Contractual	28%	29%
Permanent	72%	71%
TOTAL	100%	100%

Number of Group Employees with Disability	
	FY2024
Contractual	0
Permanent	10
TOTAL	10

M8 LABOUR & WORKING STANDARDS

The Group's Labour and Working Standards emphasise inclusive economic growth that reduces inequalities and ensures all people, especially disadvantaged and marginalised populations, have access to quality jobs and opportunities.



Human Rights

The Group is committed to respecting and upholding fundamental human rights for its employees and business partners, particularly within its supply chain. The Group also strives to ensure it complies with all applicable local laws and recognised human rights principles. This includes the international labour standards as enshrined in the International Labour Organization ("ILO") Declaration on Fundamental Principles and Rights at Work, applicable to the ILO Conventions ratified by the Malaysian Government and implemented as Malaysian law.

In instances where adverse human rights impacts may arise from the business activities of subsidiaries, said subsidiaries must actively endeavour to mitigate the adverse effects and, where feasible, promptly address and resolve such human rights implications. In addition, the Group prohibits child labour within its operations and throughout its supply chain in compliance with the Children and Young Persons (Employment) Act 1966.

In the year under review, employees of three out of five subsidiaries exercised their rights of association, and collectively, the Group has 524 unionised members.

Human Slavery and Forced Labour

The Group is firmly committed to ensuring that our operations and supply chain are free from any form of forced labour, human trafficking, or modern slavery. To address human rights concerns related to foreign worker employment in Malaysia, we adhere to the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446) and ensure working hours comply with regulations. The Group also conducts a review of working hours, ensuring compliance with the Employment Act 1955. Additionally, the Group's terms and conditions require vendors and suppliers to comply with Malaysian law, including the prevention of forced labour in their operations.

We are pleased to report that no incidents of human rights violations have occurred, and no related complaints have been received from stakeholders in the past year and prior periods.

Number of substantiated complaints concerning human rights violations	
FY2024	0
FY2023	0
FY2022	0

Compliance

To ensure the effectiveness of Pillar 2, we have established an Employee Grievance procedure to address work-related issues and foster a positive work environment. Our commitment to employee well-being extends beyond compliance, with policies emphasising equality and eradicating exploitation.

Overview

Sustainability

Pillar 1

Pillar 2

Pillar 3

Pillar 4

Assurance Report

Bursa ESG Report

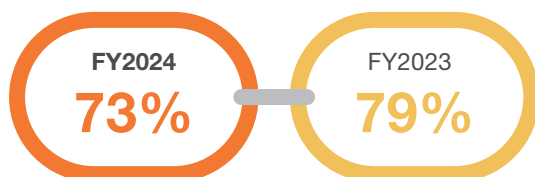
MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M9

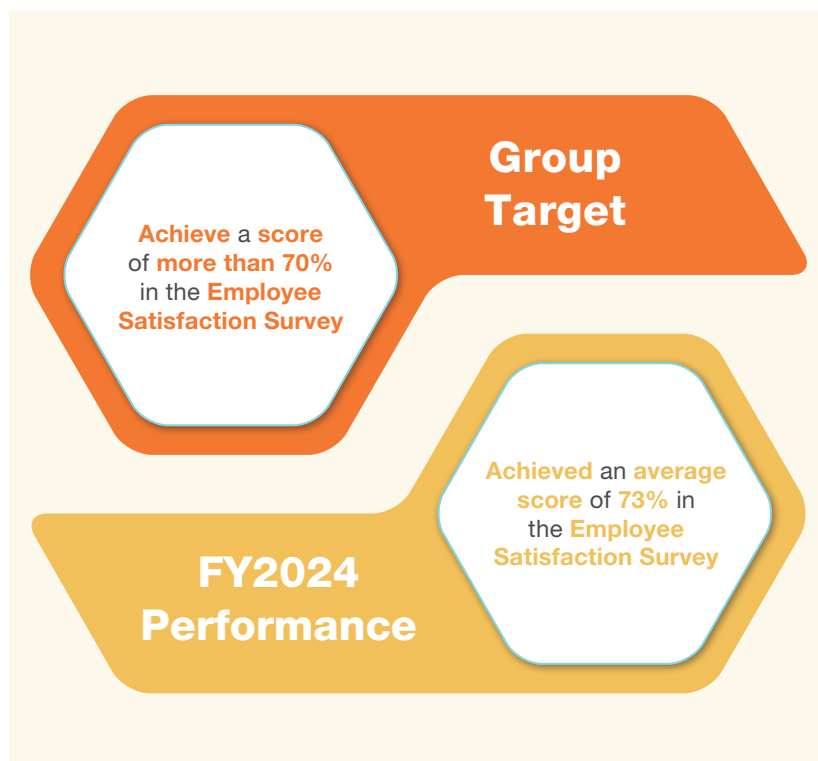
EMPLOYEE WELFARE

The Group is committed to creating a conducive environment that empowers our employees to develop their full potential. Enhancing employee welfare yields significant benefits, including improved morale, productivity, and better retention rates. We prioritise staff wellbeing, engagement, and continuous training and development opportunities to ensure employee growth within the organisation.

Group Average Employee Satisfaction Survey Result



The reduction in survey results from FY2023 to FY2024 was primarily attributed to differences in the methodologies employed and the survey questions posed to respondents.



Employee Development

Investing in human capital development is essential for the Group's success. We focus on building a strong pipeline of diverse talent and providing our employees with knowledge acquisition and skill development opportunities for personal and professional growth. The Group focuses on talent development at all employee levels, with succession planning guided by identified gaps from Individual Development Plans ("IDP"). In 2024, the Group conducted the following key programmes:

- 21st Century Leader Programme:** Focussed on leadership and strategic thinking, attended by MBMR Management, Heads of Subsidiaries, and Heads of Human Resources at subsidiaries.
- Leading with Impact Programme:** A succession programme designed to develop leadership and influence skills for future leaders, attended by identified key talents across the Group.
- Microsoft Power BI Jumpstart:** A programme for enhancing data analytics skills using Power BI, attended by identified key personnel across the Group.
- Design Thinking Workshop:** A programme for strengthening problem solving and innovative thinking, attended by Middle Management and Executives.

Employee Training

The Group's various training programmes in FY2023 and FY2024 for each employee category and function are listed below.

Total Training Hours



FY2024
58,673



FY2023
30,286

Total Group Training Hours by Employee Category (Level)

Management		Middle Management		Executive	
FY2024	2,138	FY2024	12,945	FY2024	10,022
FY2023	2,036	FY2023	8,495	FY2023	8,285
Non-Executive		Non-Executive (Foreign Workers)		Sales Advisor and Consultant	
FY2024	23,331	FY2024	3,256	FY2024	6,981
FY2023	4,734	FY2023	2,193	FY2023	4,543

Total Group Training Hours by Employee Category (Function)

Support		Operation		Sales		After Sales	
FY2024	12,681	FY2024	12,030	FY2024	9,831	FY2024	24,131
FY2023	8,203	FY2023	6,744	FY2023	5,654	FY2023	9,685

Average Training Hours Per Employee

FY2024

27
hours

FY2023

14
hours

Average Training Days Per Employee

FY2024

3
days

FY2023

2
days

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Compensation and Benefits

The Group ensures equal work opportunities and fair pay for all its employees. This includes compliance with minimum wage requirements set by the National Wages Consultative Council Act 2022 (Act 732) and adherence to the Employment Act 1955 for overtime pay. By doing so, we ensure that all employees are fairly compensated for their work, including extra hours, reflecting our commitment to creating an equitable workplace.

Satisfaction Survey

The employee satisfaction survey exemplifies the Group's interest in employee well-being. It provides a platform for our employees to express their honest opinions and offer valuable insights. The survey evaluates employee responses on various aspects, including their satisfaction with career development opportunities, overall job satisfaction, company culture, and the work environment. This feedback allows the Group to identify and address concerns, fostering a more supportive and conducive work environment.

Employee Turnover

The data below indicates the number and percentage of employee turnover by category and function.

Total Group Turnover by Employee Category (Level)

Employee Category	FY2024		FY2023	
	Number	%	Number	%
Management	5	10.4%	5	11.6%
Middle Management	10	7.5%	19	15.1%
Executive	46	13.2%	39	11.3%
Non -Executive	80	11.1%	71	10.2%
Non-Executive (Foreign Workers)	78	13.6%	310	51.2%
Sales Advisor/Consultant	66	19.1%	50	13.7%
TOTAL	285	13.2%	494	22.7%

Total Group Turnover by Employee Category (Function)

Employee Category	FY2024		FY2023	
	Number	%	Number	%
Support	46	13.4%	54	16.2%
Operation	125	14.2%	349	39.3%
Sales	64	15.1%	49	11.1%
After Sales	50	9.7%	42	8.2%
TOTAL	285	13.2%	494	22.7%

Social and Sports Activities



Annual Dinner



Bowling Tournament



Ultimate Team Challenge (Squid Game)



Skytrex Adventure at Sg Congkak

Loyalty Award



Employees who have demonstrated long-term dedication to the Group are honored with service awards.

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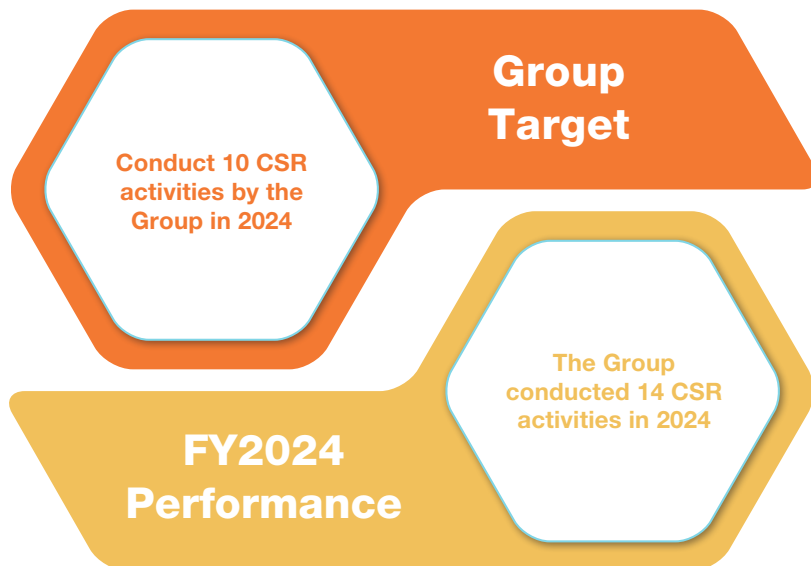
Assurance Report

Bursa ESG Report

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M10 COMMUNITY ENGAGEMENT & INVESTMENT

We actively engage with the communities where we operate to understand their concerns and our potential impacts. We also implement Corporate Social Responsibility (“CSR”) Programmes aligned with our Sustainability Policy and business direction.



Community Welfare

In the year under review, the Group conducted 14 CSR initiatives, including a CSR activity at Zoo Negara, a Clothes Recycling Project with the Salvation Army, visits and donations to charitable organisations, tree planting and blood donation drives. We also encourage our employees to participate in volunteer activities to leverage their passion, skills, and resources to positively impact our communities.



Mangrove tree planting at Tanjung Karang, Selangor



Cherating International Surfing Festival 2024



Donation & Charity visit to Pusat Jagaan Beribuan Kasih, Kajang, Selangor



MBMR 2024 CSR Programme at Zoo Negara



Mangrove Planting at Kuala Selangor Nature Park, Selangor

Education Programmes

MBMR Scholarship Programme

MBMR has awarded scholarships to two students to pursue their undergraduate studies at leading local public universities. In 2024, an onboarding session was held with the students and their families to welcome and congratulate them on receiving the scholarships. During this session, the company also outlined the support to be provided throughout their academic journey.

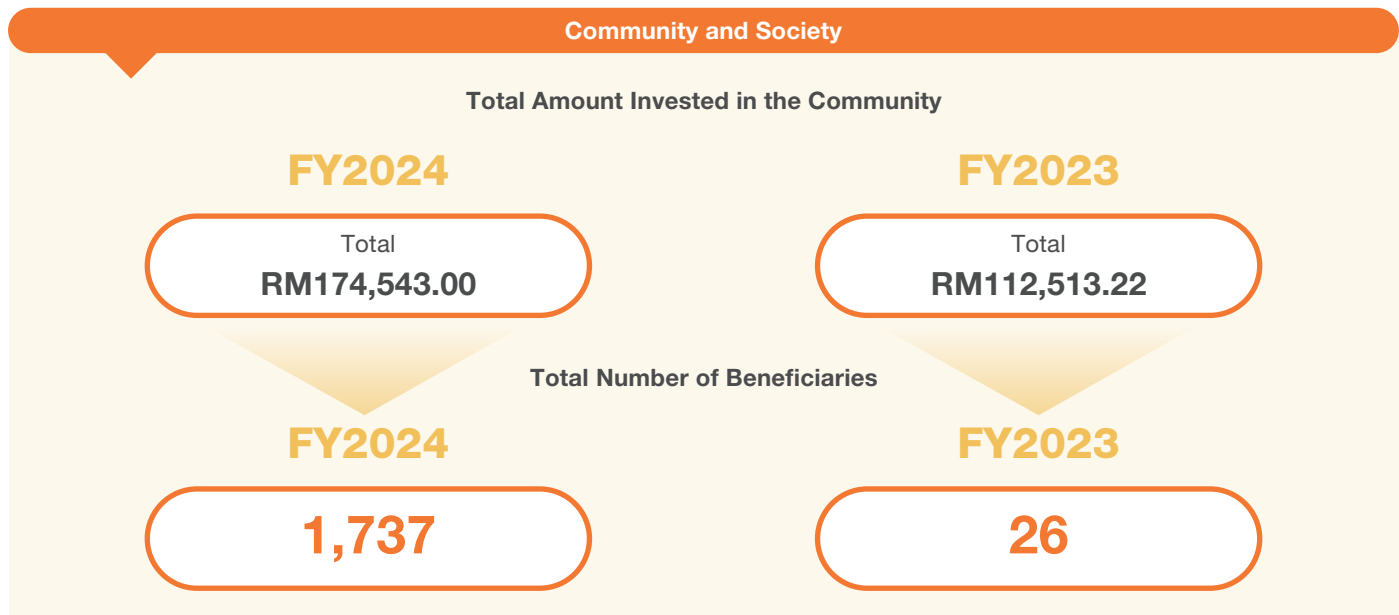
Internship

The Group internship initiative is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest. The programme increases the nation's talent pipeline needed for the industry and strengthens relationships with educational institutions.




MBMR Scholarship Programme recipients and their families

Community Performance Data



Direct Economic Impacts

Max Loading Capacity

A woman with dark hair is seen from the side, driving a car. Her hands are on the steering wheel. The car's interior, including the dashboard and side mirror, is visible. The background shows a blurred street scene with buildings and a traffic light.

SDGs

M12 SUPPLY CHAIN



	FY2024
Revenue (RM)	2,485,617,000
Total Equity (RM)	2,547,124,000
Corporate Tax (RM)	20,820,000
Number of Employees	2,166
Number of Vehicles Sold	31,899
Number of Vehicles Serviced	264,981
Number of retail locations and distribution centres	32 Sales Outlets 27 Service Outlets 5 Body and Paint

M11 INNOVATION & DIGITALISATION

By embracing innovation and digitalisation, we are proactively transforming our subsidiaries to work better, smarter, and more seamlessly together. This commitment is reflected in the Group's history of implementing initiatives designed to streamline operations and improve departmental efficiency.

We have invested significantly in digital tools and strategies for our motor trading companies, implementing integrated marketing campaigns that engage customers and facilitate online bookings for test drives and service appointments. This includes a dedicated digital tool to support our sales advisors in expanding their lead generation and outreach.

To enhance efficiency and automation, we have implemented several key technologies. These include an Internet of Things ("IoT") monitoring system for equipment and resource management, an expanding Supervisory Control and Data Acquisition ("SCADA") system for real-time data capture and analysis in our manufacturing lines, and cloud Enterprise Resource Planning ("ERP") technology to optimise business processes and team collaboration. Additionally, the Hirotako Operation System ("HOS") provides live performance monitoring for proactive maintenance and production optimisation. Automation upgrades, such as auto balancers on manual lines, further reduce manual labour and improve efficiency.

INNOVATION & DIGITALISATION INITIATIVES

Motor Trading	Auto Parts Manufacturing
<ul style="list-style-type: none"> ● Sales digital ID for sales advisor to effectively generate leads and enhance the selling process with customers. (via apps: Tanyaje) ● Digital transformation to enhance the customer purchase journey (Sales & Service Booking and Insurance Renewal) on all social media platforms (Facebook, Instagram, Tik Tok and Website). 	<ul style="list-style-type: none"> ● Production digitalisation using HOS ● Installation of an IoT system which is using HMI touch and sensory items for all hydraulic press machines towards predictive maintenance systems ● Installation of a SCADA system for real-time data capturing and analysis ● Usage of Cloud ERP ● Upgrade the manual balancer to an auto balancer, conveyor and vision inspection system

M12 SUPPLY CHAIN

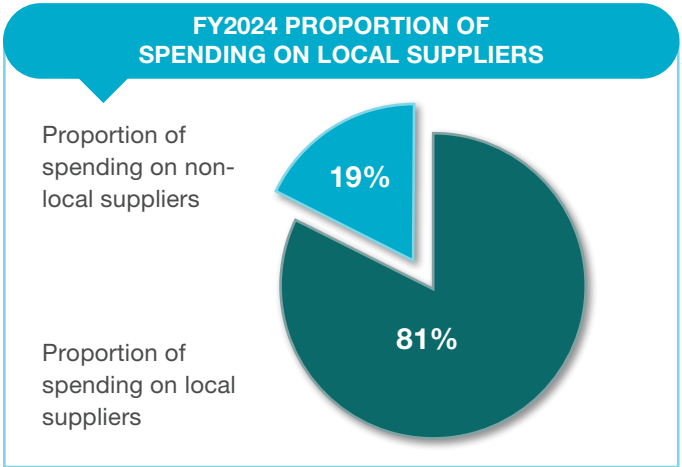
The automotive industry in Malaysia significantly contributes to job creation and economic growth. It drives employment and fosters social development, enhancing technological and engineering capabilities and attracting investments.

Indirect Economic Impacts

The automotive industry also generates indirect and induced economic effects, including spending with local suppliers, creating jobs, and fostering the development of skilled designers, engineers, technicians, and other professionals. As such, we prioritise sourcing from local suppliers whenever possible to boost the socio-economic standing of local businesses within the industry.

Socially and Environmentally Responsible Supply Chain

The Group actively explores opportunities to source from local suppliers whenever possible, provided they meet cost and quality requirements. We are committed to maintaining fair and transparent procurement practices across the organisation. All our suppliers and vendors must adhere to our Anti-Bribery and Anti-Corruption Policy. We also prioritise awarding tenders to reputable suppliers and fostering collaborations with responsible partners.



Governance



MBMR's governance is reinforced regularly through structured monitoring of legal compliance and clear communication with all stakeholders via ongoing training and awareness programmes as well as established policies published on the MBMR website.



Environmental Material Matters

- M13** CORPORATE GOVERNANCE
- M14** ANTI-CORRUPTION
- M15** DATA PRIVACY & CYBERSECURITY

SDGs



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MANAGEMENT OF MATERIAL
SUSTAINABILITY MATTERS

M13 CORPORATE GOVERNANCE

MBMR’s Board of Directors is committed to upholding high corporate governance standards throughout the Group, fostering trust, integrity, accountability, fairness and transparency in all business dealings. Our approach is based on the three principles of good governance outlined in the Malaysian Code on Corporate Governance (“MCCG”) 2021.



For further insights into MBMR’s adherence to the principles and recommendations of the MCCG 2021 for the financial year ended 31 December 2024, please refer to MBMR’s Corporate Governance Overview Statement in the Annual Report 2024 and the MBMR Corporate Governance Report 2024, accessible on the Company’s website at www.mbmr.com.my.

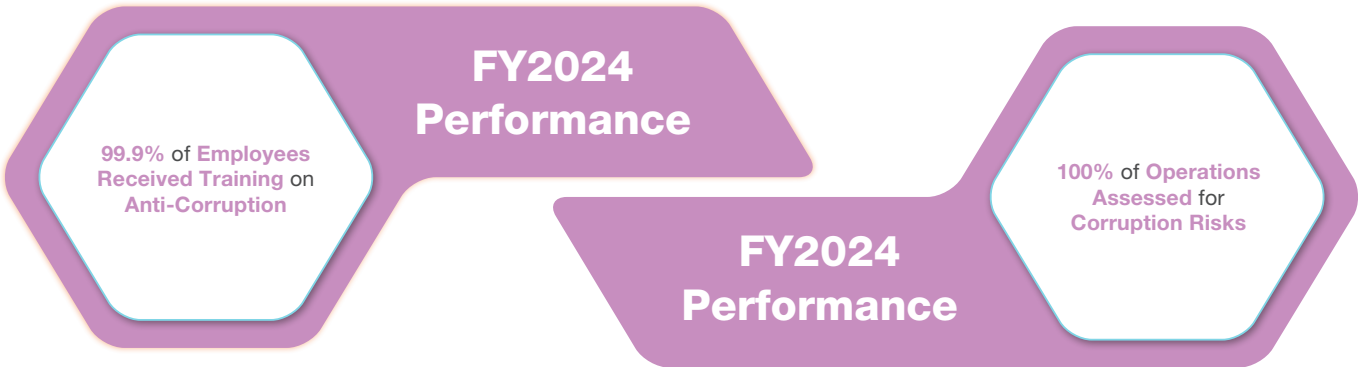
M14 ANTI-CORRUPTION

The Group’s Directors, Management, and those responsible for integrity and compliance have established clear reporting lines, set anti-bribery and anti-corruption objectives, and allocated necessary resources.

In compliance with Section 17A of the Malaysian Anti-Corruption Commission Act (“MACCA”) 2009, the Group has implemented an Anti-Bribery and Anti-Corruption (“ABAC”) Policy, outlining our commitment to avoiding all forms of bribery and corruption. This policy, along with our COBCE, is embedded throughout our operations to ensure integrity, responsibility, ethical conduct, and sustainability.

We extend our ABAC and COBCE standards to suppliers and business associates, requiring their acknowledgment and compliance with our ABAC Policy and COBCE. We also initiated ABAC due diligence for suppliers and service providers during the reporting year.

Our commitment to our values is reinforced through training, communication, targeted policies, and strong governance. In 2024, all employees acknowledged their acceptance of the ABAC Policy, and 99.9% completed the annual refresher training and passed the comprehension test.



PERCENTAGE OF EMPLOYEES WHO HAVE RECEIVED TRAINING
ON ANTI-CORRUPTION BY EMPLOYEE CATEGORY

Period	Employee Category	Total Number of Employees	Number of Employees who received Training	% of Employees who received Training
FY2024	Management	48	48	100%
	Middle Management	133	133	100%
	Executives	349	349	100%
	Non-Executives	718	718	100%
	Non-Executives (Foreign Workers)	572	569	99.5%
	Sales Advisors/ Consultants	346	346	100%
	Total	2,166	2,163	99.9%
FY2023	Management	44	44	100%
	Middle Management	126	126	100%
	Executives	346	346	100%
	Non-Executives	693	693	100%
	Non-Executives (Foreign Workers)	605	605	100%
	Sales Advisors/ Consultants	366	366	100%
	Total	2,180	2,180	100%

PERCENTAGE OF OPERATIONS ASSESSED FOR
CORRUPTION-RELATED RISKS

CONFIRMED INCIDENTS OF
CORRUPTION AND ACTION TAKEN

Period	Total number of operations	Total number of operations assessed for corruption risk	% of operations assessed for corruption risks	Confirmed Incidents of corruption	Number of action(s) taken
FY2024	6	6	100%	0	0
FY2023	6	6	100%	0	0

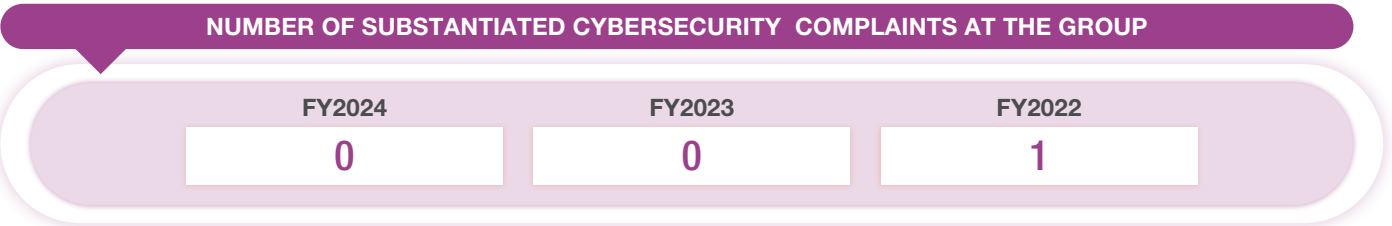
Whistleblowing

The Group has established a Whistleblowing Policy to provide an avenue for all employees and members of the public to disclose any improper conduct or criminal offence. To view the Whistleblowing Policy, please visit: <https://mbmr.com.my/governance-sustainability/corporate-governance/>

M15 DATA PRIVACY AND CYBER SECURITY

Information security and cyber threats are a growing global concern, and MBMR recognises the importance of strong cybersecurity. We have established and maintained robust systems to protect personal and sensitive data from unauthorised access, alteration, or deletion through adequate security measures, confidentiality obligations, and compliance procedures.

The Group is pleased to report that there were no cybersecurity or data breach incidents during the year under review.



We conduct ongoing data privacy and cybersecurity initiatives, including deploying cyber defense tools (firewalls, antivirus software), developing an IT Disaster Recovery Plan (“DRP”), and enhancing employee cybersecurity awareness. We also perform comprehensive cybersecurity assessments, including internal and external penetration tests, wireless security assessments, web application penetration tests, host assessments, and phishing scam assessments.

We adhere to the Personal Data Protection Act 2010 (“PDPA”) to ensure proper handling and protection of sensitive customer data. Our efforts include enhancing email security through system upgrades, continuously monitoring cyber defenses

(including regular log reviews), strengthening IT policies, regularly updating firewall security, performing quarterly network security health checks, and conducting daily server monitoring and system health checks.

We provide regular IT security education to inform staff about the latest cybersecurity threats and best practices. These initiatives demonstrate our commitment to data privacy and cybersecurity. As part of MBMR’s information security strategy, we continuously implement cybersecurity awareness and training and cybersecurity assessment programmes and will continuously enhance and monitor our network security systems.

SUMMARY OF SUSTAINABILITY DATA

ENVIRONMENT				
Indicator	Unit	FY2022	FY2023	FY2024
Energy				
Non-Renewable Energy: Electricity (Total)	MJ	53,463,643	54,150,642	53,244,500
Non-Renewable Energy: Electricity (Intensity)	kWh / Vehicle Sales, After-sales and Production Volumes	1.19	1.01	0.98
Non-Renewable Energy: Petrol, Diesel & Gas (Total)	MJ	-	33,099,081	28,154,839
Renewable Energy: Solar (Total)	MJ	1,130,760	2,902,149	4,376,782
Emissions				
Scope 1 (Total)	tCO ₂ e	-	1,718	1,471
Scope 2 (Total)	tCO ₂ e	-	11,641	11,500
Scope 2 (Intensity)	tCO ₂ e / Vehicle Sales, After-sales and Production Volumes	-	0.00078	0.00076
Scope 1 & 2 (Intensity)	tCO ₂ e / Vehicle Sales, After-sales and Production Volumes	-	0.00090	0.00086
Scope 3 – Business Travel & Employee Commuting (Total)	tCO ₂ e	-	-	5,163
Water				
Municipal Portable Water (Total)	ML	134.32	142.82	135.01
Municipal Portable Water (Intensity)	m ³ / Vehicle Sales, After-sales and Production Volumes	0.011	0.010	0.009
Harvested Rainwater (Total)	ML	0.16	0.26	0.52
Recycled Water (Total)	ML	1.60	1.80	1.97
Water Discharge (Total)	ML	8.1	9.64	9.61
Waste				
Scheduled Waste Generated (Total)	tonnes	-	-	668
General Waste Generated (Total)	tonnes	-	-	3,268
Recycled Waste (Total)	tonnes	-	-	1,925
Non-recycled Waste (Total)	tonnes	-	-	2,011
Waste Generated (Total)	tonnes	-	-	3,936

SUMMARY OF SUSTAINABILITY DATA

SOCIAL				
Indicator	Unit	FY2022	FY2023	FY2024
Customer Satisfaction & Loyalty				
Group Average Customer Satisfaction Survey Score	%	-	-	91
Health & Safety				
Number of hours worked (Total)	Hours	-	4,740,871	4,721,177
Number of incidents resulting in time lost due to workplace injuries	Number	5	7	4
Injury Frequency Rate ("IFR")	Rate	-	1.48	0.85
Loss Time Injury ("LTI")	Rate	-	0.30	0.17
Work-Related Fatalities (Total)	Number	-	0	0
Number of employees trained on health & safety standards (Total)	Number	-	-	577
Diversity & Equal Opportunities				
Group Directors				
Male	%	-	71	62.5
Female	%	-	29	37.5
50 – 60 years	%	-	43	37.5
Above 60 years	%	-	57	62.5
Group Employees				
Male	%	-	74	74
Female	%	-	26	26
Below 30 years	%	-	37	34
30 – 50 years	%	-	51	53
Above 50 years	%	-	12	13
Contractual	%	-	29	28
Permanent	%	-	71	72
Number of Employees with Disabilities	Number	-	-	10

SOCIAL				
Indicator	Unit	FY2022	FY2023	FY2024
Group Employees by Employee Category				
Percentage of employees by gender and age group by employee category				
Gender group by employee category				
Management – Male	%	-	77	81
Management – Female	%	-	23	19
Middle Management – Male	%	-	79	78
Middle Management – Female	%	-	21	22
Executive – Male	%	-	40	39
Executive – Female	%	-	60	61
Non-Executive – Male	%	-	76	77
Non-Executive – Female	%	-	24	23
Non-Executive (Foreign Workers) – Male	%	-	88	91
Non-Executive (Foreign Workers) – Female	%	-	12	9
Sales Advisor/Consultant – Male	%	-	79	77
Sales Advisor/Consultant – Female	%	-	21	23
Age group by employee category				
Management – Below 30 years	%	-	0	0
Management – 30 – 50 years	%	-	56	52
Management – Above 50 years	%	-	44	48
Middle Management – Below 30 years	%	-	1	1
Middle Management – 30 – 50 years	%	-	71	71
Middle Management – Above 50 years	%	-	28	28
Executive – Below 30 years	%	-	25	21
Executive – 30 – 50 years	%	-	62	64
Executive – Above 50 years	%	-	13	15
Non-Executive – Below 30 years	%	-	31	32
Non-Executive – 30 – 50 years	%	-	56	55
Non-Executive – Above 50 years	%	-	13	13
Non-Executive (Foreign Workers) – Below 30 years	%	-	71	66
Non-Executive (Foreign Workers) – 30 – 50 years	%	-	29	34
Non-Executive (Foreign Workers) – Above 50 years	%	-	0	0
Sales Advisor/Consultant – Below 30 years	%	-	21	19
Sales Advisor/Consultant – 30 - 50 years	%	-	58	60
Sales Advisor/Consultant – Above 50 years	%	-	21	21

SUMMARY OF SUSTAINABILITY DATA

SOCIAL				
Indicator	Unit	FY2022	FY2023	FY2024
Labour & Working Standards				
Number of substantiated complaints concerning human rights violations	Number	0	0	0
Employee Welfare				
Group Average Employee Satisfaction Survey	%	-	79	73
Employee Turnover				
Management	Number	-	5	5
Middle Management	Number	-	19	10
Executive	Number	-	39	46
Non-Executive	Number	-	71	80
Non-Executive (Foreign Workers)	Number	-	310	78
Sales Advisor/Consultant	Number	-	50	66
Turnover rate	%	-	22.7	13.2
Employee Training				
Total training hours	Hours	-	30,286	58,673
Total training hours by employee category				
Management	Hours	-	2,036	2,138
Middle Management	Hours	-	8,495	12,945
Executive	Hours	-	8,285	10,022
Non-Executive	Hours	-	4,734	23,331
Non-Executive (Foreign Workers)	Hours	-	2,193	3,256
Sales Advisor/Consultant	Hours	-	4,543	6,981
Average training hours per employees	Hours	-	14	27
Average training days per employees	Days	-	2	3
Community Engagement & Investment				
Total Amount Invested	RM	-	112,513.22	174,543.00
Total Number of Beneficiaries	Number	-	26	1,737

SUMMARY OF SUSTAINABILITY DATA

ECONOMIC				
Indicator	Unit	FY2022	FY2023	FY2024
Supply Chain				
Proportion of Spending on Local Suppliers	%	-	-	81

GOVERNANCE				
Indicator	Unit	FY2022	FY2023	FY2024
Anti-Corruption				
Percentage of employees who received training on anti-corruption by employee category	%	-	100	99.9
Management	%	-	100	100
Middle Management	%	-	100	100
Executive	%	-	100	100
Non-Executive	%	-	100	100
Non-Executive (Foreign Workers)	%	-	100	99.5
Sales Advisor/Consultant	%	-	100	100
Percentage of operations assessed for corruption-related risks	%	-	100	100
Confirmed incidents of corruption and action taken	Number	-	0	0
Data Privacy & Cybersecurity				
Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	1	0	0

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INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON MBM RESOURCES BERHAD'S SUSTAINABILITY REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

To the Board of Directors of MBM Resources Berhad

We have been engaged by MBM Resources Berhad ("MBMR") to perform an independent limited assurance engagement on selected sustainability indicators (collectively, the "Subject Matter Information") as reported by MBMR in its Sustainability Report for the year ended 31 December 2024 ("Sustainability Report 2024") for the core operating entities of MBMR as follows, all of which are located at Malaysia, (collectively referred to as the "Group"):

Daihatsu (Malaysia) Sdn. Bhd. and its subsidiaries ("DMSB")
Federal Auto Holdings Berhad and its subsidiaries ("FAHB")
Autoliv Hirotako Sdn. Bhd. and its subsidiaries ("AHSB")
Hirotako Acoustics Sdn. Bhd. ("HASB")
Oriental Metal Industries (M) Sdn. Bhd. and its subsidiary ("OMI")

The Subject Matter Information reported in the Sustainability Report 2024 on which we provide limited assurance is included in Appendix to this report which has been stamped for identification purpose.

Limited Assurance Conclusion

Based on the procedures we have performed as described under the "Summary of the work we performed as the basis of our assurance conclusion" and the evidence we have obtained, nothing has come to our attention that causes us to believe Subject Matter Information contained in the Sustainability Report 2024, has not been prepared, in all material respects, in accordance with the Applicable Criteria.

We do not express an assurance conclusion on information in respect of earlier periods included in, linked to, or from the Sustainability Report 2024, or any other information accompanying the said document.

Applicable Criteria

The Subject Matter Information needs to be read and understood together with the Applicable Criteria, which MBMR is exclusively responsible for selecting and applying.

The Applicable Criteria used for the reporting of the Subject Matter Information are as follows:

- Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Malaysia")
- Bursa Malaysia's Sustainability Reporting Guide
- Guided by core reporting principles of Global Reporting Initiative ("GRI")

Independence and Quality Management

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 ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.



Our firm applies Malaysian Standard on Quality Management 1 (“ISQM-1”) Quality Management for Firms that Perform Audit or Reviews of Historical 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 and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Management’s Responsibilities

Management of MBMR is responsible for:

- Selecting or establishing the suitable Applicable Criteria for preparing the Subject Matter Information;
- Preparing the Subject Matter Information included in the Sustainability Report 2024 in accordance with the Applicable Criteria; and
- Designing, implementing, and maintaining internal control over information relevant to the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

Our responsibility is to form a conclusion whether, based on the procedures performed, anything has come to our attention that causes us to believe Subject Matter Information contained in the Sustainability Report 2024, has not been prepared, in all material respects, in accordance with the Applicable Criteria. We conducted our engagement in accordance with the approved standard for assurance engagement in Malaysia: International Standard on Assurance Engagements 3000 (Revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (“ISAE 3000 (Revised)”). That standard requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of MBMR’s use of the Applicable Criteria as the basis for the preparation of the Subject Matter Information, assessing the risks of material misstatement whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Summary of the work we performed as the basis of our assurance conclusion

Our engagement included such procedures as we consider necessary in the circumstances, including, but not limited to:

- Evaluating the suitability in the circumstances of MBMR’s use of the Applicable Criteria, as the basis for preparing the Subject Matter Information;
- Through inquiries, obtained an understanding of MBMR’s control environment, processes and information systems relevant to the preparation of the Subject Matter Information, but we did not evaluate the design, implementation or operating effectiveness of any particular control activity;
- Evaluating whether MBMR’s methods for developing estimates are appropriate and had been consistently applied. Our procedures did not include testing the data on which the estimates were based and we did not separately develop our own estimates against which to evaluate MBMR’s estimates;
- Testing a number of selected items to or from supporting records, as appropriate;
- Performing comparison between current period to prior period, and made inquiries of management to obtain explanations for any significant differences we identified; and
- Considering the presentation and disclosure of the Subject Matter Information.

The procedures performed in a limited assurance engagement vary in nature, timing and form, 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 we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information report has been prepared, in all material respects, in accordance with the Applicable Criteria.



Inherent Limitations

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Subject Matter Information needs to be read and understood together with the Applicable Criteria and Reporting Standards, set out in the Sustainability Report 2024, which MBMR has used to prepare the Subject Matter Information.

Restriction on Use

This report is made solely to the Board of Directors of MBMR in accordance with the terms of our engagement. Our work has been undertaken for the purpose of providing a limited assurance conclusion on the Subject Matter Information. As a result, this report may not be suitable for another purpose. We consent to the inclusion of this report in the Sustainability Report 2024 to be disclosed on the website of MBMR at <https://mbmr.com.my/governance-sustainability/sustainability-reports/>, to assist the Board of Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matter Information for 2024.

We do not accept or assume responsibility to anyone other than the Board of Directors of MBMR for our work, for this limited assurance report, or for the conclusions we have reached.

A handwritten signature in black ink, appearing to read "Deloitte PLT", followed by a small circular emblem.

DELOITTE PLT (LLP0010145-LCA)
Chartered Accountants (AF 0080)

Kuala Lumpur
21 April 2025

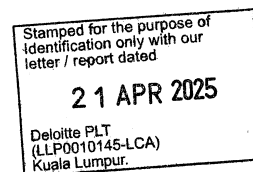
Appendix

Subject Matter Information

The Subject Matter Information reported in the Sustainability Report 2024 on which we provide limited assurance, consist of the below:

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)						
Environmental									
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	Electricity Consumption Intensity <i>Measured by Kilowatt Hour (“kWh”) Electricity Consumption Intensity per Vehicle sales, After-sales and Production Volumes</i>	18						
		<table><tr><th>Group</th><th>kWh</th></tr><tr><td>Electricity Consumption Intensity</td><td>0.98</td></tr></table>		Group	kWh	Electricity Consumption Intensity	0.98		
	Group	kWh							
	Electricity Consumption Intensity	0.98							
	GRI 302-3 Energy intensity	Electricity Consumption from Energy Producer <i>Measured by Megajoule (“Mj”) </i>	20						
		<u>Motor Trading</u>							
		<table><tr><th>Company</th><th>Mj</th></tr><tr><td>DMSB</td><td>10,643,965</td></tr><tr><td>FAHB</td><td>7,283,214</td></tr></table>	Company	Mj	DMSB	10,643,965	FAHB	7,283,214	20
		Company	Mj						
		DMSB	10,643,965						
		FAHB	7,283,214						
<u>Manufacturing</u>		20							
<table><tr><th>Company</th><th>Mj</th></tr><tr><td>AHSB</td><td>16,373,124</td></tr><tr><td>HASB</td><td>8,777,653</td></tr><tr><td>OMI</td><td>9,775,346</td></tr></table>			Company	Mj	AHSB	16,373,124	HASB	8,777,653	OMI
Company	Mj								
AHSB	16,373,124								
HASB	8,777,653								
OMI	9,775,346								
<u>Investment Holding</u>	20								
<table><tr><th>Company</th><th>Mj</th></tr><tr><td>MBMR</td><td>391,198</td></tr></table>		Company	Mj	MBMR	391,198				
Company	Mj								
MBMR	391,198								
<table><tr><th>Group</th><th>Mj</th></tr><tr><td>Electricity Consumption</td><td>53,244,500</td></tr></table>	Group	Mj	Electricity Consumption	53,244,500	20				
Group	Mj								
Electricity Consumption	53,244,500								

(Forward)



Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)								
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation GRI 302-3 Energy intensity	Renewable Energy (Solar Energy Generated) <i>Measured by Megajoule ("Mj")</i>									
		<table><tr><th>Group</th><th>Mj</th></tr><tr><td>Solar Energy Generated</td><td>5,079,365</td></tr></table>	Group	Mj	Solar Energy Generated	5,079,365	19				
		Group	Mj								
		Solar Energy Generated	5,079,365								
		Renewable Energy (Solar Energy Usage) <i>Measured by Megajoule ("Mj")</i>									
		<u>Motor Trading</u>									
		<table><tr><th>Company</th><th>Mj</th></tr><tr><td>FAHB</td><td>296,970</td></tr></table>	Company	Mj	FAHB	296,970	20				
		Company	Mj								
		FAHB	296,970								
		<u>Manufacturing</u>									
<table><tr><th>Company</th><th>Mj</th></tr><tr><td>AHSB</td><td>535,061</td></tr><tr><td>HASB</td><td>1,272,788</td></tr><tr><td>OMI</td><td>2,271,963</td></tr></table>	Company	Mj	AHSB	535,061	HASB	1,272,788	OMI	2,271,963	20 20 20		
Company	Mj										
AHSB	535,061										
HASB	1,272,788										
OMI	2,271,963										
<table><tr><th>Group</th><th>Mj</th></tr><tr><td>Solar Energy Usage</td><td>4,376,782</td></tr></table>	Group	Mj	Solar Energy Usage	4,376,782	19,20						
Group	Mj										
Solar Energy Usage	4,376,782										
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation GRI 302-3 Energy intensity	Energy Consumption (Petrol, Diesel and Gas) <i>Measured by Megajoule ("Mj")</i>									
		<u>Motor Trading</u>									
		<table><tr><th>Company</th><th>Mj</th></tr><tr><td>DMSB</td><td>1,621,217</td></tr><tr><td>FAHB</td><td>1,038,784</td></tr></table>	Company	Mj	DMSB	1,621,217	FAHB	1,038,784	20 20		
		Company	Mj								
		DMSB	1,621,217								
		FAHB	1,038,784								
		<u>Manufacturing</u>									
		<table><tr><th>Company</th><th>Mj</th></tr><tr><td>AHSB</td><td>244,064</td></tr><tr><td>HASB</td><td>19,996,089</td></tr><tr><td>OMI</td><td>5,153,462</td></tr></table>	Company	Mj	AHSB	244,064	HASB	19,996,089	OMI	5,153,462	20 20 20
		Company	Mj								
		AHSB	244,064								
		HASB	19,996,089								
		OMI	5,153,462								
		<u>Investment Holding</u>									
<table><tr><th>Company</th><th>Mj</th></tr><tr><td>MBMR</td><td>101,223</td></tr></table>	Company	Mj	MBMR	101,223	20						
Company	Mj										
MBMR	101,223										
<table><tr><th>Group</th><th>Mj</th></tr><tr><td>Energy Consumption</td><td>28,154,839</td></tr></table>	Group	Mj	Energy Consumption	28,154,839	20						
Group	Mj										
Energy Consumption	28,154,839										

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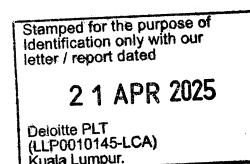
Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)						
GRI 303: Water and Effluents 2018	GRI 303-3 Water withdrawal	Water Consumption Intensity <i>Measured by Water Consumption from Municipal Potable Water cubic metre ("m3") per Vehicle Sales, After-sales and Production Volumes</i>							
		<table><tr><th>Group</th><th>m3</th></tr><tr><td>Water Consumption Intensity</td><td>0.009</td></tr></table>	Group	m3	Water Consumption Intensity	0.009	25		
		Group	m3						
		Water Consumption Intensity	0.009						
		Water Consumption <i>Measured by Megalitre ("Ml")</i>							
		<u>Motor Trading</u>							
		<table><tr><th>Company</th><th>Ml</th></tr><tr><td>DMSB</td><td>61.14</td></tr><tr><td>FAHB</td><td>16.76</td></tr></table>	Company	Ml	DMSB	61.14	FAHB	16.76	26 26
		Company	Ml						
		DMSB	61.14						
		FAHB	16.76						
<u>Manufacturing</u>									
<table><tr><th>Company</th><th>Ml</th></tr><tr><td>AHSB</td><td>17.92</td></tr><tr><td>HASB</td><td>10.73</td></tr><tr><td>OMI</td><td>28.20</td></tr></table>	Company	Ml	AHSB	17.92	HASB	10.73	OMI	28.20	26 26 26
Company	Ml								
AHSB	17.92								
HASB	10.73								
OMI	28.20								
<u>Investment Holding</u>									
<table><tr><th>Company</th><th>Ml</th></tr><tr><td>MBMR</td><td>0.26</td></tr></table>	Company	Ml	MBMR	0.26	26				
Company	Ml								
MBMR	0.26								
<table><tr><th>Group</th><th>Ml</th></tr><tr><td>Water Consumption</td><td>135.01</td></tr></table>	Group	Ml	Water Consumption	135.01	26				
Group	Ml								
Water Consumption	135.01								

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Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)						
GRI 303: Water and Effluents 2018	GRI 303-4 Water discharge	Rainwater Harvested <i>Measured by Megalitre ("Ml")</i>							
		<u>Manufacturing</u>							
		<table><tr><th>Company</th><th>MI</th></tr><tr><td>AHSB</td><td>0.25</td></tr><tr><td>OMI</td><td>0.27</td></tr></table>	Company	MI	AHSB	0.25	OMI	0.27	26 26
		Company	MI						
		AHSB	0.25						
		OMI	0.27						
		<table><tr><th>Group</th><th>MI</th></tr><tr><td>Rainwater Harvested</td><td>0.52</td></tr></table>	Group	MI	Rainwater Harvested	0.52	26		
		Group	MI						
		Rainwater Harvested	0.52						
		Water Recycled <i>Measured by Megalitre ("Ml")</i>							
<u>Manufacturing</u>									
<table><tr><th>Company</th><th>MI</th></tr><tr><td>HASB</td><td>0.06</td></tr><tr><td>OMI</td><td>1.91</td></tr></table>	Company	MI	HASB	0.06	OMI	1.91	26 26		
Company	MI								
HASB	0.06								
OMI	1.91								
<table><tr><th>Group</th><th>MI</th></tr><tr><td>Water Recycled</td><td>1.97</td></tr></table>	Group	MI	Water Recycled	1.97	26				
Group	MI								
Water Recycled	1.97								

(Forward)



Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)								
GRI 305: Emissions 2016	GRI 305-1 Direct (Scope 1) GHG Emissions	Scope 1 Carbon Emissions									
		<i>Measured by tonnes of carbon dioxide equivalent (“tCO2e”)</i>									
		<u>Motor Trading</u>									
		<table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>DMSB</td><td>110</td></tr><tr><td>FAHB</td><td>70</td></tr></table>	Company	tCO2e	DMSB	110	FAHB	70	22 22		
		Company	tCO2e								
		DMSB	110								
		FAHB	70								
		<u>Manufacturing</u>									
		<table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>AHSB</td><td>17</td></tr><tr><td>HASB</td><td>988</td></tr><tr><td>OMI</td><td>279</td></tr></table>	Company	tCO2e	AHSB	17	HASB	988	OMI	279	22 22 22
		Company	tCO2e								
AHSB	17										
HASB	988										
OMI	279										
<u>Investment Holding</u>											
<table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>MBMR</td><td>7</td></tr></table>	Company	tCO2e	MBMR	7	22						
Company	tCO2e										
MBMR	7										
<table><tr><th>Group</th><th>tCO2e</th></tr><tr><td>Scope 1 Carbon Emissions Volume</td><td>1,471</td></tr></table>	Group	tCO2e	Scope 1 Carbon Emissions Volume	1,471	22						
Group	tCO2e										
Scope 1 Carbon Emissions Volume	1,471										

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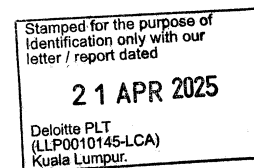
Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)								
GRI 305: Emissions 2016	GRI 305-1 Direct (Scope 1) GHG Emissions GRI 305-2 Energy indirect (Scope 2) GHG Emissions	Scope 2 Carbon Emissions <i>Measured by tonnes of carbon dioxide equivalent ("tCO2e")</i> <u>Motor Trading</u> <table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>DMSB</td><td>2,190</td></tr><tr><td>FAHB</td><td>1,568</td></tr></table>	Company	tCO2e	DMSB	2,190	FAHB	1,568	22 22		
		Company	tCO2e								
		DMSB	2,190								
		FAHB	1,568								
		<u>Manufacturing</u> <table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>AHSB</td><td>3,520</td></tr><tr><td>HASB</td><td>1,907</td></tr><tr><td>OMI</td><td>2,231</td></tr></table>	Company	tCO2e	AHSB	3,520	HASB	1,907	OMI	2,231	22 22 22
		Company	tCO2e								
		AHSB	3,520								
		HASB	1,907								
		OMI	2,231								
		<u>Investment Holding</u> <table><tr><th>Company</th><th>tCO2e</th></tr><tr><td>MBMR</td><td>84</td></tr></table>	Company	tCO2e	MBMR	84	22				
		Company	tCO2e								
		MBMR	84								
<table><tr><th>Group</th><th>tCO2e</th></tr><tr><td>Scope 2 Carbon Emissions Volume</td><td>11,500</td></tr></table>	Group	tCO2e	Scope 2 Carbon Emissions Volume	11,500	22						
Group	tCO2e										
Scope 2 Carbon Emissions Volume	11,500										
Scope 2 Carbon Emission Intensity <i>Measured by tonnes of carbon dioxide equivalent emission per Vehicle Sales, After-sales and Production volumes ("tCO2e")</i> <table><tr><th>Group</th><th>tCO2e</th></tr><tr><td>Scope 2 Carbon Emission Intensity</td><td>0.00076</td></tr></table>	Group	tCO2e	Scope 2 Carbon Emission Intensity	0.00076	21						
Group	tCO2e										
Scope 2 Carbon Emission Intensity	0.00076										
Scope 1 and Scope 2 Carbon Emission Intensity <i>Measured by tonnes of carbon dioxide equivalent emission per Vehicle Sales, After-sales and Production volumes ("tCO2e")</i> <table><tr><th>Group</th><th>tCO2e</th></tr><tr><td>Scope 1 & 2 Carbon Emission Intensity</td><td>0.00086</td></tr></table>	Group	tCO2e	Scope 1 & 2 Carbon Emission Intensity	0.00086	21						
Group	tCO2e										
Scope 1 & 2 Carbon Emission Intensity	0.00086										

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Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)						
Social									
GRI 403: Occupational Health and Safety 2018	GRI 403-9 Work-related injuries	Incident Management – Workplace related fatalities <i>Measured by Number of Cases</i>							
		<table><tr><th>Group</th><th>Number of Cases</th></tr><tr><td>Workplace related fatalities</td><td>-</td></tr></table>	Group	Number of Cases	Workplace related fatalities	-	31		
		Group	Number of Cases						
		Workplace related fatalities	-						
		Incident Management – Number of workplace related incidents <i>Measured by Number of Cases</i>							
		<u>Motor Trading</u>							
		<table><tr><th>Company</th><th>Number of Cases</th></tr><tr><td>DMSB</td><td>0</td></tr><tr><td>FAHB</td><td>1</td></tr></table>	Company	Number of Cases	DMSB	0	FAHB	1	32 32
		Company	Number of Cases						
		DMSB	0						
		FAHB	1						
		<u>Manufacturing</u>							
		<table><tr><th>Company</th><th>Number of Cases</th></tr><tr><td>AHSB</td><td>0</td></tr><tr><td>HASB</td><td>1</td></tr><tr><td>OMI</td><td>2</td></tr></table>	Company	Number of Cases	AHSB	0	HASB	1	OMI
Company	Number of Cases								
AHSB	0								
HASB	1								
OMI	2								
<u>Investment Holding</u>									
<table><tr><th>Company</th><th>Number of Cases</th></tr><tr><td>MBMR</td><td>-</td></tr></table>	Company	Number of Cases	MBMR	-	32				
Company	Number of Cases								
MBMR	-								
<table><tr><th>Group</th><th>Number of Cases</th></tr><tr><td>Workplace Incidents</td><td>4</td></tr></table>	Group	Number of Cases	Workplace Incidents	4	32				
Group	Number of Cases								
Workplace Incidents	4								

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Overview

Sustainability

Pillar 1

Pillar 2

Pillar 3

Pillar 4

Assurance Report

Bursa ESG Report

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2024	Reference to Sustainability Report (Page No.)								
GRI 403: Occupational Health and Safety 2018	GRI 403-9 Work-related injuries	Injury Frequency Rate (“IFR”) <i>Measured by number of reported injuries incident against the total working hours</i>									
		<u>Motor Trading</u>									
		<table><tr><th>Company</th><th>IFR</th></tr><tr><td>DMSB</td><td>-</td></tr><tr><td>FAHB</td><td>1.68</td></tr></table>	Company	IFR	DMSB	-	FAHB	1.68	32 32		
		Company	IFR								
		DMSB	-								
		FAHB	1.68								
		<u>Manufacturing</u>									
		<table><tr><th>Company</th><th>IFR</th></tr><tr><td>AHSB</td><td>-</td></tr><tr><td>HASB</td><td>2.81</td></tr><tr><td>OMI</td><td>2.72</td></tr></table>	Company	IFR	AHSB	-	HASB	2.81	OMI	2.72	32 32 32
		Company	IFR								
		AHSB	-								
HASB	2.81										
OMI	2.72										
<u>Investment Holding</u>											
<table><tr><th>Company</th><th>IFR</th></tr><tr><td>MBMR</td><td>-</td></tr></table>	Company	IFR	MBMR	-	32						
Company	IFR										
MBMR	-										
<table><tr><th>Group</th><th>Number of Cases</th></tr><tr><td>IFR</td><td>0.85</td></tr></table>	Group	Number of Cases	IFR	0.85	31,32						
Group	Number of Cases										
IFR	0.85										

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BURSA ESG REPORT

Indicator	Measurement Unit	2024
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	2.72
Total energy consumption	Megajoules	53,244,500.00
Total energy consumption (Petrol, Diesel, Gas)	Gigajoules	28,154.84
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	1,471.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	11,500.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	5,163.00
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	135.01
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	3,936.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,925.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	2,011.00
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.17
Bursa C5(c) Number of employees trained on health and safety standards	Number	577.00
Incident Frequency Rate (IFR)	Rate	0.85
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Management Under 30	Percentage	0.00
Management Between 30 - 50	Percentage	52.00
Management Above 50	Percentage	48.00
Middle management Under 30	Percentage	1.00
Middle management Between 30 - 50	Percentage	71.00
Middle management Above 50	Percentage	28.00
Executive Under 30	Percentage	21.00
Executive Between 30 - 50	Percentage	64.00
Executive Above 50	Percentage	15.00
Non-executive Under 30	Percentage	32.00
Non-executive Between 30 - 50	Percentage	55.00
Non-executive Above 50	Percentage	13.00
Non-executive (Foreign worker) Under 30	Percentage	66.00
Non-executive (Foreign worker) Between 30 - 50	Percentage	34.00
Non-executive (Foreign worker) Above 50	Percentage	0.00
Sales Advisor / Consultant Under 30	Percentage	19.00
Sales Advisor / Consultant Between 30 - 50	Percentage	60.00
Sales Advisor / Consultant Above 50	Percentage	21.00

Internal assurance External assurance No assurance (*)Restated

Indicator	Measurement Unit	2024
Gender Group by Employee Category		
Management Male	Percentage	81.00
Management Female	Percentage	19.00
Middle management Male	Percentage	78.00
Middle management Female	Percentage	22.00
Executive Male	Percentage	39.00
Executive Female	Percentage	61.00
Non-executive Male	Percentage	77.00
Non-executive Female	Percentage	23.00
Non-executive (Foreign worker) Male	Percentage	91.00
Non-executive (Foreign worker) Female	Percentage	9.00
Sales Advisor / Consultant Male	Percentage	77.00
Sales Advisor / Consultant Female	Percentage	23.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	62.50
Female	Percentage	37.50
Between 30 - 50	Percentage	0.00
Between 50 - 60	Percentage	37.50
More than 60	Percentage	62.50
Percentage of global staff with a disability.	Percentage	0.50
Percentage of women in the global workforce.	Percentage	26
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	2,138
Middle management	Hours	12,945
Executive	Hours	10,022
Non-executive	Hours	23,331
Non-executive (Foreign worker)	Hours	3,256
Sales Advisor / Consultant	Hours	6,981
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	28
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	5
Middle management	Number	10
Executive	Number	46
Non-executive	Number	80
Non-executive (Foreign worker)	Number	78
Sales Advisor / Consultant	Number	66
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0

Internal assurance External assurance No assurance (*)Restated

Indicator	Measurement Unit	2024
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	174,543.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	1,737
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	81.00
Bursa (Corporate Governance)		
Number of Board Directors	Number	8
Number of independent Directors on the board	Number	3
Number of women on the board	Number	3
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Management	Percentage	100.00
Middle management	Percentage	100.00
Executive	Percentage	100.00
Non-executive	Percentage	100.00
Non-executive (Foreign worker)	Percentage	99.50
Sales Advisor / Consultant	Percentage	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0

Internal assurance External assurance No assurance (*)Restated



MBM RESOURCES BERHAD

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