



MBM RESOURCES BERHAD

Driving Change, Shifting The Future

ACCELERATING MOMENTUM

Sustainability Report 2025



Driving Change, Shifting The Future

ACCELERATING MOMENTUM

ACCELERATING MOMENTUM underscores MBM Resources Berhad’s continued progress as it builds on the strategic foundation established in 2024 under the brand strategy “Driving Change, Shifting the Future”. Anchored by its three strategic pillars and one foundation, which operate as a unified engine – IMPROVE, GROW, BUILD, and STRENGTHEN – MBMR delivered tangible outcomes across FY2025.

2025 marks the publication of the Group’s inaugural Integrated Annual Report, highlighting its commitment to greater transparency, accountability, and value creation. Together with the Sustainability Report, it forms part of the Group’s broader reporting series, reflecting a more holistic and cohesive approach to disclosure.

The Sustainability Report cover is expressed through flowing lines that transition from blue, symbolising the Group’s established strengths and operational stability to green, representing its deepening commitment to the sustainable mobility landscape. As these lines converge and move forward with increasing intensity, they reflect the alignment of MBMR’s diverse businesses and sustainability initiatives, defining a year of focused acceleration and forward momentum.



Our Reporting Suite

The Annual Report 2025 and Sustainability Report 2025 are our primary reports. Supplementary information is available on our website: <https://mbmr.com.my/>



Sustainability Report 2025
Scan QR Code to read online



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MBMR SUSTAINABILITY REPORT

MBMR SUSTAINABILITY REPORT

ACCELERATING MOMENTUM

In FY2025, MBM Resources Berhad (“MBMR”) accelerated its sustainability momentum, reflected in progress in delivering its sustainability commitments, improved disclosure practices, and enhanced integration of sustainability elements across business functions. In the wake of rising stakeholder expectations, evolving regulatory requirements, and rapid technological advancements, MBMR recognises the growing importance of leveraging the capabilities and resources across its various subsidiaries to balance long-term value creation with its commitment to environmental responsibility and social wellbeing.

As MBMR advances its strategic response to sustainability and climate-related risks, it also recognises the opportunities these challenges create. By integrating sustainability objectives into decision-making and daily operations, MBM Resources Berhad aims to drive sustained progress in areas critical to long-term performance.

SUSTAINABILITY PILLARS

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



PILLAR 1: ENVIRONMENT

Promoting environmental sustainability by optimising natural resource usage, reducing greenhouse gas emissions, enhancing energy usage efficiencies, adoption of renewable energy, and implementation of responsible waste management practices.



PILLAR 2: 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.



PILLAR 3: 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.



PILLAR 4: 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.



FY2025 SUSTAINABILITY HIGHLIGHTS

PILLAR 1: ENVIRONMENT

- **RM3.93 million** invested in environmental sustainability initiatives
- **9,555 GJ** of renewable energy generated
- Recycled **2 megalitres** of water, and harvested **1 megalitres** of rainwater
- Recycled **1,853 tonnes** of waste
- Maintained **ISO 14001: 2015 certification** at all manufacturing subsidiaries
- Redeemed **1,778 GJ** of Renewable Energy Certificates

PILLAR 2: SOCIAL

- **Zero** Human Rights Violations
- **Zero** Fatalities
- Conducted **11** Corporate Social Responsibility projects that benefited the surrounding local communities

PILLAR 3: ECONOMIC

- **89%** of total supplier spending was allocated to local companies
- **31,997** vehicles sold
- **273,597** vehicles serviced
- All suppliers and business associates are required to acknowledge and adhere to the **Group's Anti-Bribery and Anti-Corruption Policy**

PILLAR 4: GOVERNANCE

- **99.6%** of employees trained on the Group's Anti-Bribery and Anti-Corruption Policy
- **Adopted Integrated Reporting** in accordance with the **Malaysian Code on Corporate Governance's** recommended practice under **Practice Note 12.2**

ABOUT THIS REPORT

The sustainability report has been prepared for MBM Resources Berhad (“MBMR” or “the Group”). It should be read in conjunction with the Group’s consolidated financial statements, which are prepared in accordance with the Malaysian Financial Reporting Standards (“MFRS”), and the requirements of the Companies Act 2016 in Malaysia. This report covers the financial year 1 January 2025 to 31 December 2025 (“FY2025”) and is aligned with the reporting period of the related consolidated financial statements, prepared annually in conjunction with the Integrated Annual Report.

The presentation currency for sustainability-related financial disclosures is in Malaysian Ringgit (“RM”), which aligns with the presentation currency used in the consolidated financial statements.

REPORTING BOUNDARIES

In preparing the sustainability-related disclosures, the Group has assessed its own operations and its value chain, including its joint ventures. This report includes performance data for the period from 1 January 2025 to 31 December 2025, 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”)

SUSTAINABILITY DISCLOSURE STANDARDS

This report presents the Group’s sustainability policies, programmes, targets, and progress. It includes performance data for the period from 1 January 2025 to 31 December 2025 with year-over-year comparisons where available.

The report has been prepared in accordance with the principal sustainability reporting standards and frameworks outlined in the Principal Standards and Frameworks section, in compliance with Bursa Malaysia’s Main Market Listing Requirements. For the financial year ended 31 December 2025, MBMR began reporting under the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards to progressively align with both the National Sustainability Reporting Framework (“NSRF”) and the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (“ISSB”). In its first year of adoption, the Group has progressively applied the following standards for the annual reporting period commencing 1 January 2025:

- IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, limited to climate-related risks and opportunities; and
- IFRS S2 – Climate-related Disclosures.

In addition, the Group has referred to the relevant disclosure topics under the Sustainability Accounting Standards Board (“SASB”) Standards for Multiline and Specialty Retailers & Distributors and Auto Parts. The transition reliefs under Practice Note 9A of the Main Market Listing Requirements have been applied, together with any other provisions considered relevant to the reporting requirements.

Principal Standards and Frameworks:

- 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”)
- National Sustainability Reporting Framework (“NSRF”)
- Sustainability Accounting Standards Board (“SASB”): Multiline Specialty Retailing Line and Auto Parts Industry

REFERENCES

Additional information disclosed is also referenced, as shown below:

- Core reporting principles of the Global Reporting Initiative (“GRI”) Standards
- Aligned with the UN Sustainable Development Goals (“SDGs”)
- FTSE4Good Index Disclosures (“FTSE Russell’s ESG Data Model”)

REPORTING BOUNDARY FOR GREENHOUSE GAS (“GHG”) EMISSIONS

The Group uses the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (the “GHG Protocol”) to measure its GHG emissions. The Group’s reporting boundary for GHG emissions includes its organisational boundary and operational boundary.

The Group applies the operational control approach to establish its organisational boundary for the reporting of GHG emissions.

The Group considers the operational control approach to be the most suitable methodology for quantifying its GHG emissions. This approach reflects the Group’s ability to direct the operational activities of assets under its operational control.

STATEMENT OF ASSURANCE

To enhance the credibility of the Sustainability Report, the following disclosures were subjected to independent limited assurance by Deloitte Malaysia PLT. The scope covers the indicators related to:

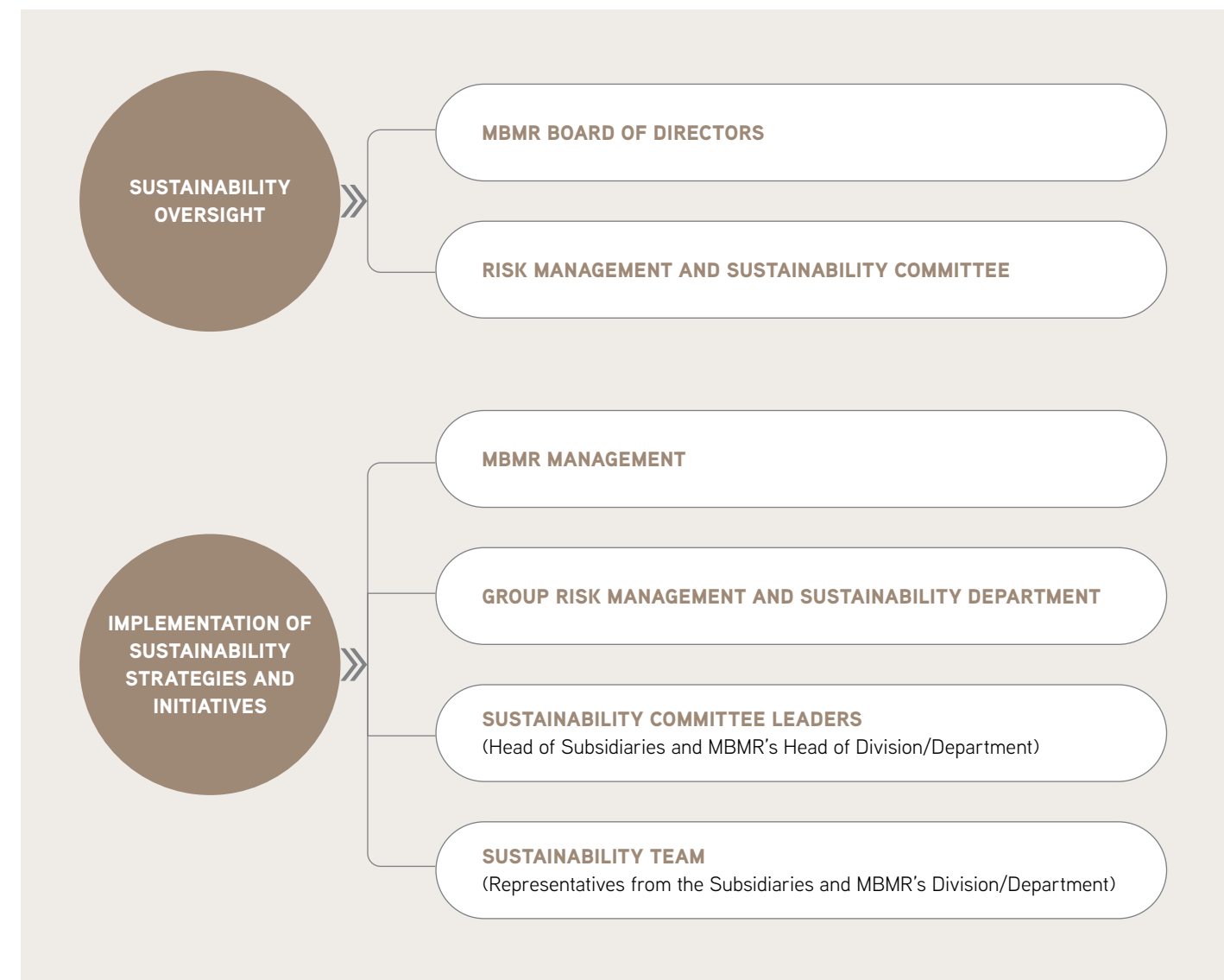
- Carbon emissions Scope 1 and 2
- Energy consumption
- Health and safety
- Water consumption

Please refer to pages 63 to 73 for details of the limited assurance exercise conducted by Deloitte Malaysia PLT.

SUSTAINABILITY GOVERNANCE

SUSTAINABILITY GOVERNANCE STRUCTURE

The Group’s sustainability practices are guided by a rigorous 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, which provides on-the-ground oversight and ensures alignment with the Group’s sustainability aspirations. The following outlines the MBMR Sustainability Governance Framework:



SUSTAINABILITY GOVERNANCE

MBMR BOARD OF DIRECTORS

The MBMR Board of Directors has overall oversight of the Group's sustainability matters, in line with the Board's principal responsibilities 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. Details of the Board and RMSC members are disclosed in the Group's 2025 Integrated Annual Report.

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 them. The RMSC is also responsible for reviewing and monitoring Environment, Economic, Social and Governance ("EESG") risks, including health and safety, 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.

The MBMR Management is led by the Group Chief Executive Officer and is generally responsible for driving the strategic management of material sustainability matters within the Group. Among the Management, the Head of Risk Management & Sustainability is designated to implement and manage the overall sustainability strategies for the Group.

GROUP RISK MANAGEMENT AND SUSTAINABILITY DEPARTMENT

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

SUSTAINABILITY LEADERS

The Sustainability 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. The team also provide information and data regarding their respective sustainability performance.

MBMR SUSTAINABILITY FRAMEWORK

The Group's sustainability approach is guided by the MBMR Sustainability Policy and Framework, which aligns with its 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.



MBMR SUSTAINABILITY FRAMEWORK

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, the Group identifies 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. The Group maintains ongoing communication to stay abreast of emerging issues, mitigate potential risks, and capitalise on collaborative opportunities. The Group has established multiple communication channels to facilitate seamless, frequent engagement with all stakeholders.

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

CUSTOMERS

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

COMMUNITIES

Engagement Channels	Frequency	Concerns and Responses
Community initiatives comprising donations, blood donation drives, volunteer programmes, and various environmental activities	Regularly	Community Welfare <ul style="list-style-type: none"> Carried out community welfare initiatives. Ensured the health and safety of the community in all operational sites.

MBMR SUSTAINABILITY FRAMEWORK

SHAREHOLDERS AND INVESTORS

Engagement Channels	Frequency	Concerns and Responses
Annual General Meeting	Annually	Transparent and Timely Disclosure <ul style="list-style-type: none"> Complied with Malaysian Code on Corporate Governance 2021 ("MCCG") and Bursa Malaysia Regulations. Provided on-time updates of financial, strategic and regulatory information. Disseminated any updated information on the website and emails. Business Strategy, Reputation and Branding <ul style="list-style-type: none"> Collaborated with strategic business partners and principals.
Analyst Briefing	Quarterly	
Media Releases	As required	
Websites	As required	
Group's Social Media	As required	

REGULATORS

Engagement Channels	Frequency	Concerns and Responses
Meeting with regulators	Regularly	Compliance <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. National Growth and Strategy Alignment <ul style="list-style-type: none"> Aligned strategies with national policies and agenda. Implemented climate change strategies. Bribery and Corruption <ul style="list-style-type: none"> Established the Anti-Bribery and Anti-Corruption ("ABAC") Policy and whistleblowing channels.
Briefings, seminars or discussions with regulators	As required	

MBMR SUSTAINABILITY FRAMEWORK

SUPPLIERS AND CONTRACTORS

Engagement Channels	Frequency	Concerns and Responses
Supplier briefing and monitoring	Regularly	<p>Mutual Growth</p> <ul style="list-style-type: none"> Conducted supplier briefing and training. Prioritised local purchasing where possible. <p>Transparent Vendor Process</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. <p>Bribery and Corruption</p> <ul style="list-style-type: none"> Implementation of ABAC Policy for suppliers and vendors and availability of whistleblowing channels.
Distribution of copies of company policies	As required	

EMPLOYEES

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

PRINCIPALS

Engagement Channels	Frequency	Concerns and Responses
Meetings and communication with principals	Regularly	<p>Compliance and Service Standards</p> <ul style="list-style-type: none"> Adhered to the principals’ required compliance and service standards.

MATERIAL MATTERS

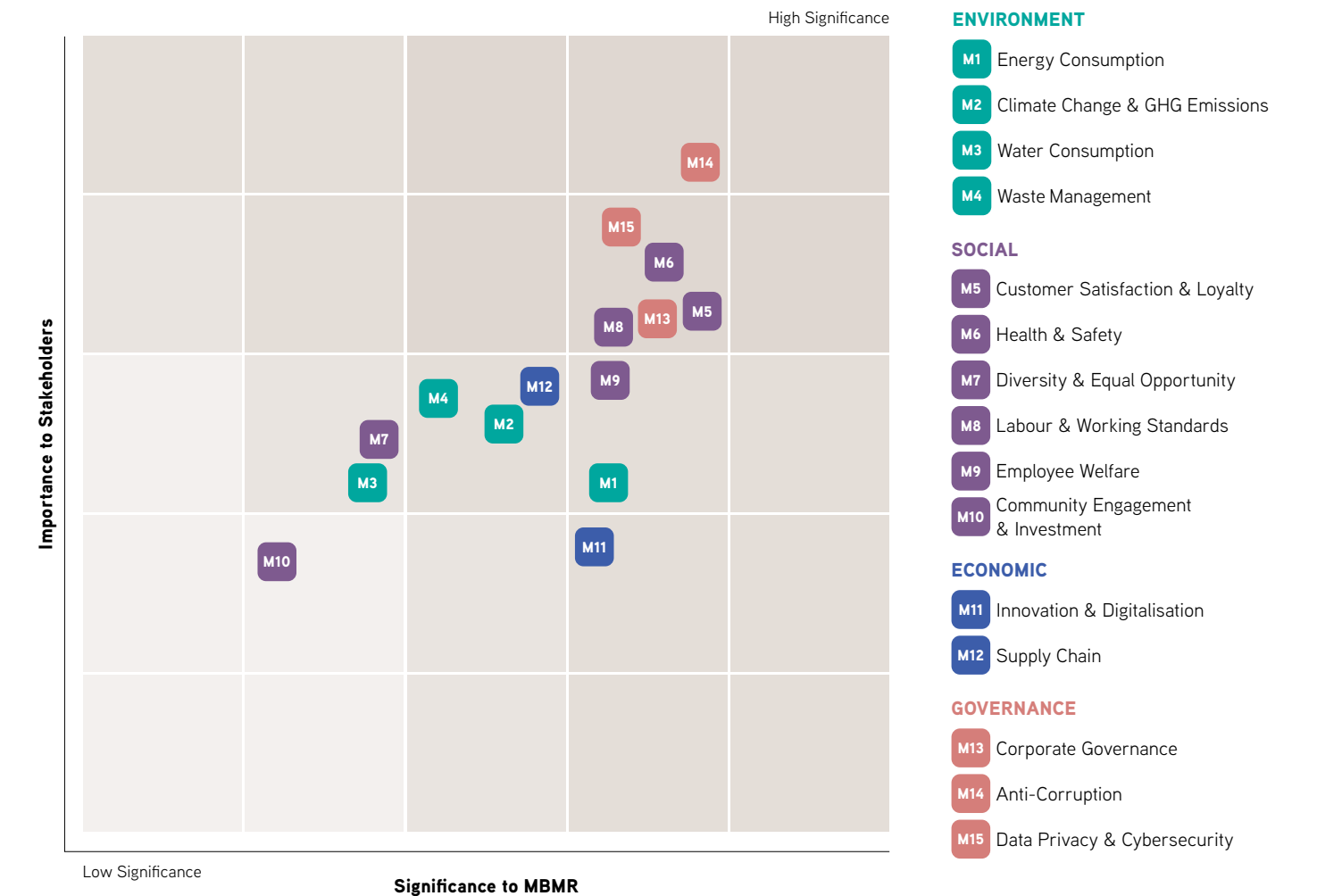
The Group’s sustainability materiality assessment guides our focus on areas where we can have the most significant impact, collaborate effectively with stakeholders, and address their key concerns. This approach underpins the Group’s sustainability management and reporting, integrating sustainability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

ASSESSMENTS AND REVIEWS

Following a comprehensive materiality assessment conducted in FY2023 using the Bursa Malaysia Securities Berhad Toolkit, we determined that no significant changes to our business or the sustainability landscape warranted a reassessment in FY2025. Therefore, the material matters identified in the previous year remain relevant.

MATERIALITY MATRIX

The right side of the matrix identifies the topics of highest priority for stakeholders and significant to the Group’s business. Topics within the top right quadrant are considered most material to both parties and require immediate attention.



In line with evolving global sustainability reporting practices and regulatory expectations, the Group plans to enhance its materiality assessment by adopting a double materiality framework in the future reporting cycle.





MATERIAL MATTERS

MATERIAL MATTERS

SUSTAINABILITY RELATED RISKS AND OPPORTUNITIES (“SRROs”)

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 structured 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.

This SRRO section provides an expanded disclosure beyond what is included in the Integrated Annual Report (“IAR”). The SRRO presented in the IAR focuses on sustainability-related risks that are more significant for the integrated annual reporting purposes. In this section, the Group disclosed the complete and comprehensive list of sustainability-related risks and opportunities identified across the Group’s material sustainability matters.

Sustainability Matters	Risks	Opportunities
 <p>PILLAR 1: ENVIRONMENT</p>	<p>M1 ENERGY CONSUMPTION</p> <ul style="list-style-type: none"> Exposure to rising operating costs driven by higher electricity and energy tariffs. 	<ul style="list-style-type: none"> Rising energy costs create opportunities to expand Electric Vehicle (“EV”) offerings and accelerate renewable energy adoption to reduce energy costs.
	<p>M2 CLIMATE CHANGE & GHG EMISSIONS</p> <ul style="list-style-type: none"> Emerging and existing physical and transition climate risks. 	<ul style="list-style-type: none"> Growing focus on climate change and GHG emissions creates opportunities to expand the Group’s low-carbon offerings, including EVs.
	<p>M3 WATER CONSUMPTION</p> <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.
	<p>M4 WASTE MANAGEMENT</p> <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.
 <p>PILLAR 2: SOCIAL</p>	<p>M5 CUSTOMER SATISFACTION & LOYALTY</p> <ul style="list-style-type: none"> Challenges in retaining customers. 	<ul style="list-style-type: none"> Enhance product offerings and services while improving operational efficiency.
	<p>M6 HEALTH & SAFETY</p> <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.
	<p>M7 DIVERSITY & EQUAL OPPORTUNITY</p> <ul style="list-style-type: none"> Exposure to higher attrition rate. 	<ul style="list-style-type: none"> Improve employee satisfaction and retention.
	<p>M8 LABOUR & WORKING STANDARDS</p> <ul style="list-style-type: none"> Non-compliance to the national labour and working regulations. 	<ul style="list-style-type: none"> Enhancing labour compliance monitoring and employee engagement strengthens the Group’s reputation as a responsible business partner and supports continued market access.
	<p>M9 EMPLOYEE WELFARE</p> <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.
	<p>M10 COMMUNITY ENGAGEMENT & INVESTMENT</p> <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.
 <p>PILLAR 3: ECONOMIC</p>	<p>M11 INNOVATION & DIGITALISATION</p> <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 take advantage of government initiatives to reduce investment inputs.
	<p>M12 SUPPLY CHAIN</p> <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.
 <p>PILLAR 4: GOVERNANCE</p>	<p>M13 CORPORATE GOVERNANCE</p> <ul style="list-style-type: none"> Exposure to risk arising from non-compliance to regulations and requirements. 	<ul style="list-style-type: none"> Enhance the Group’s corporate governance practices.
	<p>M14 ANTI-CORRUPTION</p> <ul style="list-style-type: none"> Exposure to corruption-related risk. 	<ul style="list-style-type: none"> Strengthened anti-corruption practices would improve procurement integrity, reduce leakages, and build credibility with customers.
	<p>M15 DATA PRIVACY & CYBERSECURITY</p> <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"> Enhanced cybersecurity and IT infrastructure strengthen technology adoption and stakeholder confidence.

PERFORMANCE SCORECARD

The table below sets out the Group’s sustainability-related targets and corresponding performance indicators in FY2025 that are linked to performance-based remuneration. Consistent with market practices, these sustainability targets are embedded within the performance assessment framework for MBMR and its subsidiaries. Each subsidiary is assigned targets that reflect its respective business activities and contribution toward the Group’s sustainability objectives. Performance against these targets is incorporated into remuneration outcomes across the Group, including for the Group Chief Executive Officer and senior executives, reinforcing accountability and strengthening the integration of sustainability considerations into performance management.

PILLAR 1: ENVIRONMENT		
Sustainability Matters	Group Targets	Performance
M1 ENERGY MANAGEMENT	Reduce electricity consumption intensity from the grid by 36% by 2030 compared to the 2019 baseline.	Achieved a 33% reduction in electricity consumption intensity from the grid in FY2025.
M2 CLIMATE CHANGE & GHG EMISSIONS	Scope 1 Group Target: Reduce carbon emissions intensity by 25% by 2030 compared to the 2024 baseline.	Scope 1: Achieved a 19% reduction in Scope 1 carbon emissions intensity in FY2025.
	Scope 2 Group Target: Reduce carbon emissions intensity by 36% by 2030 compared to the 2019 baseline.	Scope 2: Achieved a 34% reduction in Scope 2 carbon emissions intensity in FY2025.
	Long-Term Target: Net Zero target by 2050.	
M3 WATER CONSUMPTION	Reduce water consumption intensity by 2% in 2025 as compared to 2024.	Achieved a 13% water consumption intensity in FY2025.
M4 WASTE MANAGEMENT	Compliance: Zero penalties imposed by regulators for non-compliance with waste management regulations.	Compliance: 2 penalties imposed in FY2025. (Details of the penalties are disclosed in page 33 of this report.)
	Waste Reduction: Reduce waste-to-landfill intensity by 29% in 2025 compared to 2024.	Waste Reduction: Achieved a 31% reduction in waste-to-landfill intensity in FY2025.

PERFORMANCE SCORECARD

PILLAR 2: SOCIAL		
Sustainability Matters	Group Targets	Performance
M5 CUSTOMER SATISFACTION & LOYALTY	Achieve a minimum customer satisfaction survey score of 80% in FY2025.	Achieved a 93% customer satisfaction score in FY2025.
M6 HEALTH & SAFETY	Maintain Zero fatalities in the workplace.	Zero fatalities in FY2025.
	Achieve an Injury Frequency Rate (“IFR”) of not more than 1.27 in FY2025.	Achieved a 0.19 IFR in FY2025.
M8 LABOUR & WORKING STANDARDS	Zero penalties imposed by authorities for violations of labour and working standards regulations.	Zero penalties imposed in FY2025.
	Zero human rights violations.	Zero human rights violation recorded in FY2025.
M9 EMPLOYEE WELFARE	Achieve employee satisfaction results of more than 70% in FY2025.	Achieved a 79% scoring in FY2025 employee satisfaction.
M10 COMMUNITY ENGAGEMENT & INVESTMENT	Conduct 10 Corporate Social Responsibility (“CSR”) activities by the Group in FY2025.	11 CSR activities conducted in FY2025.

PILLAR 4: GOVERNANCE		
Sustainability Matters	Group Targets	Performance
M14 ANTI-CORRUPTION	Zero confirmed incidents of corruption and bribery.	Zero corruption and bribery incidents recorded in FY2025.
M15 DATA PRIVACY & CYBERSECURITY	Zero cybersecurity breach incidents which resulted in loss of company data.	1 cybersecurity incident recorded in FY2025. (Details of the incident are disclosed in page 58 of this report.)

STRATEGIC SUSTAINABILITY INVESTMENTS IN FY2025

In FY2025, the Group committed RM4.3 million towards advancing its sustainability agenda, with the largest share invested in environmental and energy transition initiatives. These efforts focused on expanding solar photovoltaic capacity, upgrading facilities with more energy efficient technologies, and enhancing overall resource management. The environmental investments reduce long-term energy expenditure, lower carbon emissions, and strengthen the Group’s progress towards a resilient and lower-carbon operating model.

The Group also invested in social initiatives aimed at improving employee welfare, strengthening community programmes, and maintaining a safe working environment. These efforts support workforce wellbeing, service quality, and the Group’s commitment to responsible business practices. Overall, FY2025 investments demonstrate a focused approach to managing sustainability-related risks while creating long-term value, consistent with the Group’s integrated sustainability strategy.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

PILLAR 1 ENVIRONMENT



The Environment Pillar focuses on environmental stewardship, where the Group proactively drives positive environmental outcomes across its operations. Guided by its sustainability governance, policies, performance measurements, and collaborations with authorities and business partners, the Group implements initiatives to improve energy and water efficiency, mitigate climate change, reduce carbon emissions, and manage waste responsibly. By integrating environmental considerations into its day-to-day operations, the Group contributes to national environmental goals and advances the SDGs 3, 6, 7, 11, 12, and 13.

Environmental Material Matters

- M1 ENERGY CONSUMPTION
- M2 CLIMATE CHANGE & GHG EMISSIONS
- M3 WATER CONSUMPTION
- M4 WASTE MANAGEMENT

SDGs



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

ENVIRONMENTAL POLICY

The Group's commitment to minimising its environmental impacts and strengthening its resilience is focused 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, and raw materials.
- **Waste Management:** Minimise waste generation and promote responsible waste disposal through efficiency improvements and reduction, reuse, and recycle initiatives.
- **Compliance:** Adhere to all applicable laws and regulations.

ENVIRONMENTAL MANAGEMENT SYSTEM

The Group has strengthened its environmental performance, enhanced regulatory compliance, and reinforced environmental risk management through a structured Environmental Management System ("EMS"). As part of this systematic approach, the Group's manufacturing subsidiaries with significant environmental impacts, namely AHSB, HASB and OMI, are certified to ISO 14001:2015, demonstrating a strong commitment to effective environmental management and continuous performance improvement.

Approximately 50 percent of the Group entities within the reporting boundary hold ISO 14001:2015 accreditation, reflecting alignment with selected customer requirements. This demonstrates the Group's ongoing efforts to maintain consistent environmental management practices where relevant.

ENVIRONMENTAL GOVERNANCE

The Group monitors environmental initiatives and performance at the subsidiary level through established operational management structures. Key environmental performance information is reported by the subsidiaries to the Group Risk Management and Sustainability function, which consolidates the findings and escalates material issues to the RMSC and the Board.

Climate-related risks and opportunities are embedded within the Group's Enterprise Risk Management Policy and Framework, ensuring that climate considerations are integrated into the broader risk governance processes. In alignment with this structure, climate-related governance is incorporated into the Group's overall sustainability governance framework. The Board maintains ultimate oversight of sustainability matters, including climate-related risks, and delegates monitoring and review responsibilities to the RMSC.

ENVIRONMENTAL COMPLIANCE

The following is a list of major environmental laws that the Group complies with:

- Environmental Quality Act 1974
- Environmental Quality (Scheduled Wastes) Regulations 2005
- Environmental Quality (Industrial Effluents) Regulations 2009
- Environmental Quality (Clean Air) Regulations 2014

STREAMLINING WITH THE NATIONAL GOALS AND AGENDA

Malaysia has implemented a comprehensive set of national policies to address environmental and climate-related challenges and to support the transition towards a low-carbon economy. Climate change mitigation measures and transportation-related regulations are predominantly shaped at the national policy level, influencing market conditions, cost structures, and operational requirements across affected sectors.

NATIONAL POLICIES



The Group's environmental strategies are informed by and aligned with evolving regulatory expectations and market requirements, enabling us to manage transition risks while positioning the business model to respond to national decarbonisation pathways and stakeholder expectations.

THE GROUP'S STRATEGY AND GOALS

Guided by national development goals and relevant public policies, the Group's overarching strategy focuses on delivering sustainable solutions, underpinned by strong governance and responsible business practices. These strategic initiatives are intended to enhance the Group's competitive positioning while supporting long-term and sustainable growth within the automotive sector.

The Group has set the following sustainability and climate-related goals, aligned with its long-term business strategy and ambitions.

- Reduce 25% carbon emission intensity (Scope 1) in 2030 compared to the 2024 baseline.
- Reduce 36% carbon emission intensity (Scope 2) in 2030 compared to the 2019 baseline.
- Net Zero target by 2050.
- Continuously reduce water consumption intensity year on year.
- Reduce waste-to-landfill intensity year on year.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

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. The Group’s energy transition roadmap prioritises energy-efficiency improvements and the integration of renewable energy sources across its operations.

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

Grid Electricity Consumption Intensity

Period	FY2025	FY2024	FY2023
Group Electricity Consumption Intensity from the Grid Performance (2019 Baseline: 1.41)	0.94	0.98	1.01
Group Electricity Consumption Intensity from the Grid: Measured by Electricity Consumption (kilowatt-hour) Per Vehicle Sales, After-sales and Production Volumes			

RENEWABLE ENERGY TRANSITION

The Group aims to reduce its reliance on grid electricity by increasing the use of on-site renewable energy, supported by the progressive deployment of solar photovoltaic (“PV”) systems across its facilities. This initiative reduces costs and reliance on grid electricity, lowers Scope 2 emissions, mitigates exposure to future energy price volatility. It also supports long-term operational sustainability by increasing the use of renewable energy and strengthening overall energy management practices.

In FY2025, the Group advanced its renewable energy transition by commissioning additional solar PV systems across selected sites, increasing the share of clean energy within its electricity mix. The Group invested RM3.48 million in these new renewable energy projects across the Group.

FY2025 New Renewable Energy Projects		
Company	Site	Capacity (kWp)
DMSB	DMMS Desa Coalfield outlet	97.8
	DMSB Headquarters	294.6
	DMMS Pasir Mas outlet	55.35
FAHB	FAC Penang outlet	66.25
AHSB	Building-Integrated Photovoltaics Carpark	327.6
HASB	Phase 2 solar PV	353.4

= **Total 1,195 kWp**

Group Renewable Energy (“RE”) Performance			
	FY2025	FY2024	FY2023
RE Generated (GJ)	9,555*	5,079	3,373
RE Consumed (GJ)	7,669	4,377	2,902
RE Exported to Grid (GJ)	1,886*	703	470
tCO ₂ e Saved (tCO ₂ e)	1,649	1,069	710

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Period	FY2025	FY2024	FY2023
Percentage of RE Consumption against Total Electricity Consumption from Grid and Renewable Sources	13%	8%	5%

ENERGY AND EFFICIENCY INITIATIVES

The Group maintains cost competitiveness and strengthens efficiency through ongoing monitoring of its environmental footprint and the implementation of targeted energy efficiency initiatives across its operations. These efforts focus on reducing energy consumption, lowering emissions, and promoting environmental awareness among employees.

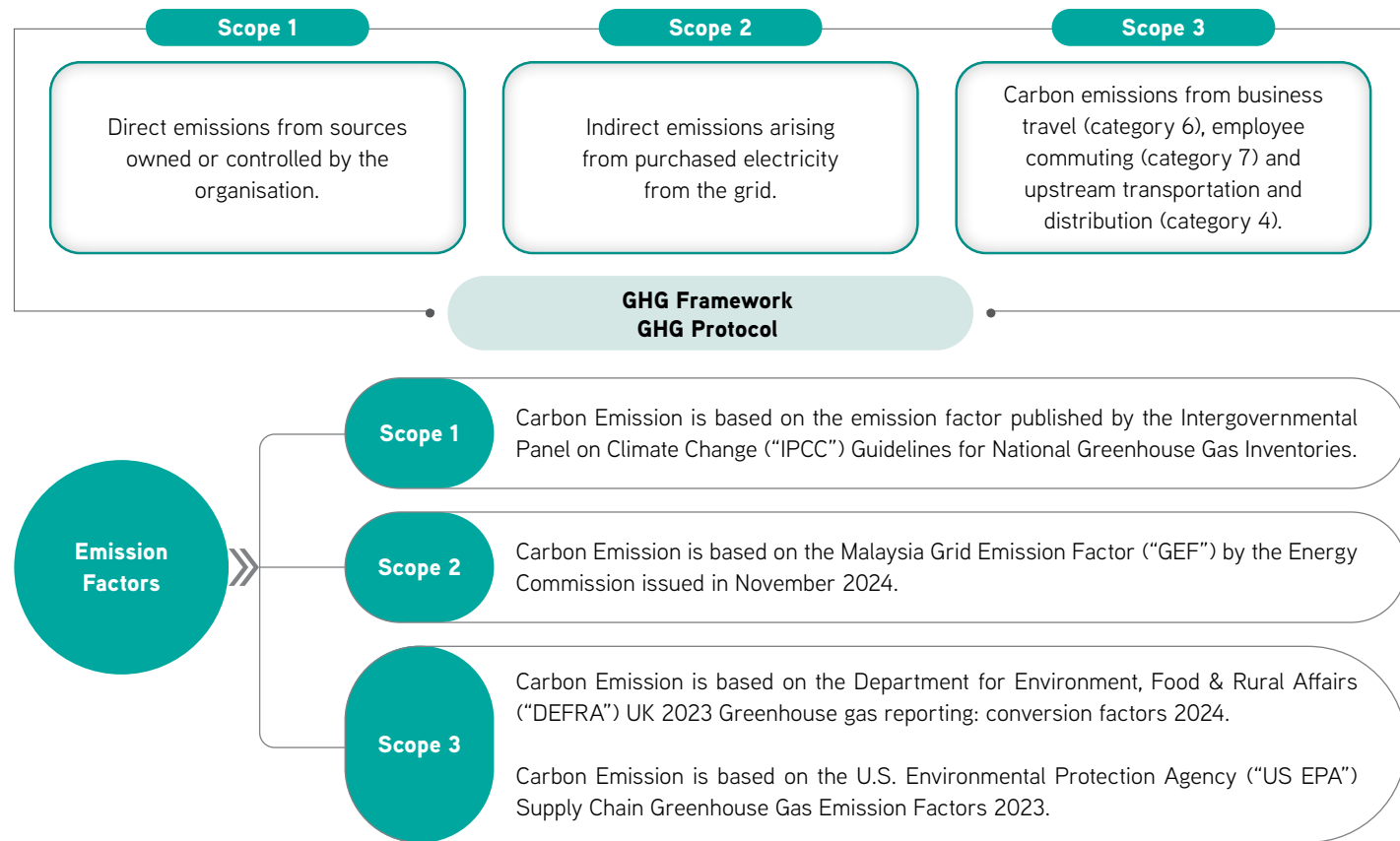
In addition, the Group continues to implement initiatives in FY2025 that encourage energy-conscious behaviour and support operational improvements, contributing to reduced energy use, enhanced efficiency, and a lower environmental impact.

Energy Efficiency Initiatives	
✓	Installed thirty-six inverter air-conditioning units at DMSB.
✓	Converted three diesel forklifts to electric vehicles (“EVs”) at OMI and five petrol forklifts to EV at AHSB.
✓	Implemented inverter controls for cooling tower fans and circulation pumps at OMI.
✓	Completed LED installation at FAHB Levels 4 and 5, FAC Glenmarie and Kuala Lumpur, and the FAC Penang showroom and workshop.
✓	LED lighting installations at FAW Johor Bahru account for 90% of total lighting.
✓	Converted two air compressors to inverter-type units at AHSB.
✓	Installed solar-powered spotlights in parking areas to replace existing LED fixtures at AHSB.



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

GHG DEFINITION



EMISSIONS PERFORMANCE DATA

As at FY2025, we have achieved a 34% reduction of carbon emission intensity (Scope 2) in FY2025 as compared to the FY2019 baseline and a 16% reduction of carbon emission intensity (Scope 1) in FY2025 as compared to the FY2024 baseline.

Scope 1 Group Carbon Emission Intensity Comparison		
FY2025*	FY2024 (baseline)	FY2023**
0.00008	0.00010	0.00012

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

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.
 ** The FY2023 data for Scope 1 carbon emission intensity does not include courtesy vehicles from motor trading companies.

Scope 2 Group Carbon Emission Intensity Comparison			
FY2025*	FY2024	FY2023	FY2019 (baseline)
0.00072	0.00076	0.00078	0.00110

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

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Absolute Carbon Emissions (tCO ₂ e)		
FY2025	Scope 1*	Scope 2*
Motor Trading: DMSB	98	2,010
Motor Trading: FAHB	94	952
Manufacturing: AHSB	16	3,541
Manufacturing: HASB	731	1,908
Manufacturing: OMI	221	2,110
MBMR	3.63	83
GROUP TOTAL	1,164	10,604
SCOPE 1 & 2 GRAND TOTAL: 11,768		
FY2024	Scope 1	Scope 2
Motor Trading: DMSB	110	2190
Motor Trading: FAHB	70	1568
Manufacturing: AHSB	21	3520
Manufacturing: HASB	988	1907
Manufacturing: OMI	279	2231
MBMR	7	84
GROUP TOTAL	1,475	11,500
SCOPE 1 & 2 GRAND TOTAL: 12,975		
FY2023	Scope 1**	Scope 2
Motor Trading: DMSB	54	2144
Motor Trading: FAHB	35	1606
Manufacturing: AHSB	29	3229
Manufacturing: HASB	1259	2109
Manufacturing: OMI	328	2476
MBMR	13	77
GROUP TOTAL	1,718	11,641
SCOPE 1 & 2 GRAND TOTAL: 13,359		

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.
 ** The FY2023 Data for Scope 1 carbon emissions does not include courtesy vehicles from motor trading companies.

Source:
 • Scope 1: Carbon Emission is based on the emission factor published by the 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.

Company	Category 6: Business Travel (tco ₂ e)			Category 7: Employee Commuting (tco ₂ e)			Category 4: Upstream Transportation and Distribution (tco ₂ e)
	FY2025	FY2024	FY2023	FY2025	FY2024	FY2023	FY2025
Motor Trading: DMSB	153	64		1426	1562		13701
Motor Trading: FAHB	9	5		536	531		50
Manufacturing: AHSB	37	36		294	228		1664
Manufacturing: HASB	14	10	N/A	276	286	N/A	217
Manufacturing: OMI	6	6		379	359		1125
MBMR	5	0.4		31	25		0
GROUP TOTAL	224	121		2,942	2,991		16,757

Source:
 • Carbon Emission is based on the Department for Environment, Food & Rural Affairs (“DEFRA”) UK Greenhouse gas reporting: conversion factors 2024.
 • Carbon Emission is based on the U.S. Environmental Protection Agency (“US EPA”) Supply Chain Greenhouse Gas Emission Factors 2023.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

DECARBONISATION AND TRANSITION STRATEGIES

The Group has established a phased decarbonisation roadmap to support its long-term climate ambitions, focusing on renewable energy adoption, energy efficiency, electrification, value chain engagement, and carbon offsetting. These initiatives are implemented progressively, aligned with operational readiness, technological advancements, and regulatory developments.

DECARBONISATION THROUGH RENEWABLE ENERGY CERTIFICATES ("RECs")

In FY2025, the Group continued to explore market-based mechanisms to support its decarbonisation efforts through the use of RECs. RECs represent proof that electricity has been generated from renewable sources and injected into the grid, allowing organisations to attribute renewable energy consumption to their operations.

During the year, MBMR's subsidiary, FAHB, redeemed 1,778 GJ of RECs to offset a portion of its Scope 2 emissions. This initiative supports the Group's efforts to reduce its indirect carbon emissions and demonstrates its commitment to integrating renewable energy solutions into its energy management strategy. By utilising RECs, the Group is able to accelerate progress towards its climate-related goals while longer-term measures, such as on-site renewable energy installations and energy efficiency improvements, continue to be implemented across its operations.

Moving forward, the Group will continue to evaluate opportunities to expand the use of renewable energy instruments and other low-carbon solutions, such as carbon credits, as part of its broader strategy to manage its carbon emissions, mitigate climate-related risks, and support Malaysia's transition towards a lower-carbon economy.

Renewable Energy Timeframe: 2025-2030 (Continuous)	<ul style="list-style-type: none"> • Increase RE usage at the Group through the installation of RE systems. As of FY2025, the Group has installed a total renewable energy capacity of 2,996 kWp across its operations. • Explore Green Electricity Tariff programmes. • Transition of vehicle fleet to EV (except demo and courtesy vehicles).
Energy Efficiency Timeframe: 2025-2050 (Continuous)	<ul style="list-style-type: none"> • Improve the Group's energy efficiency through operational improvement initiatives, such as LED lighting, inverter technologies and optimising the Group's operational processes. • Actively identify methods to optimise natural gas consumption through improved operational efficiency, including process enhancements, equipment optimisation and better thermal management.
Electrification Timeframe: 2025-2050 (Continuous)	<ul style="list-style-type: none"> • Conversion of forklifts from diesel to EV forklifts. • Increase the number of EV for company cars.
Decarbonisation of The Value Chain Timeframe: 2026-2050 (Continuous)	<ul style="list-style-type: none"> • Establish Scope 3 value chain data collection and targets. • Implementation of sustainable supply chain practices across the Group. • Collaborate with NGOs and industry associations to conduct activities dedicated specifically to climate-related issues.
Carbon Offset Timeframe: 2030 Onwards	<ul style="list-style-type: none"> • Explore the potential of offsetting the Group's carbon emissions through accredited carbon offset projects.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

CLIMATE SCENARIO ANALYSIS

In FY2025, the Group has conducted its inaugural climate scenario analysis to assess the resilience of its business model under different climate pathways, in accordance with IFRS S2 requirements.

The analysis assessed a comprehensive range of climate-related factors, including:

- Physical Risks (acute & chronic)
- Transition Risks and Opportunities
- Time horizon: Short-term (0-12 months), Medium-term (up to 2030), Long-term (up to 2050)
- Two climate scenarios were applied:

Below 2°C Scenario: Reflecting accelerated global decarbonisation pathways, consistent with the International Energy Agency's Announced Pledges Scenario ("IEA APS") and the Intergovernmental Panel on Climate Change's ("IPCC") low-emission pathway.

Above 2°C Scenario: Reflecting a business-as-usual emissions trajectory, consistent with the International Energy Agency's Stated Policies Scenario ("IEA STEPS") and the IPCC high-emission pathway.

Judgements and Measurement Uncertainties

Management has exercised judgement in identifying the climate-related risks and opportunities that could reasonably be expected to affect the Group's prospects, as well as the material information related to those risks and opportunities.

The following outlines the measurement uncertainties applied in the Scenario Analysis, which required the use of feasible and reasonable assumptions to support the assessment.

Area	Description
Shift towards ("EVs")	There is measurement uncertainty to quantify the financial impacts of the transition towards electric vehicles on the Group's vehicle sales and the aftersales segment due to uncertainties in the pace of EV adoption in Malaysia, government policies, OEM strategies, and consumer behaviour.
Carbon tax	Given the limited availability of data on the carbon tax pricing in Malaysia and consequential changes to fuel and utility prices, there remains a wide range of possible financial outcomes for these climate-related transition risks over the medium to long term.
Energy pricing and compliance	

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Climate-Related Physical Risks

Approach: Physical climate risk assessment was conducted across the Group’s owned and rented properties in Malaysia, excluding its associate companies. The assessment covered four climate-related risks relevant to the Group’s operations, namely urban flooding, coastal flooding, water stress and extreme heat.

Results:

Risk Rating ● Low Risk ● Moderate Risk ● High Risk

Risk	Business and Financial Impact	Risk Rating		Mitigation Efforts
		Below 2.0°C scenario	Above 2.0°C scenario	
Urban flood (Acute)	<p>Description and Potential Impacts: Flooding may lead to damage to inventory and equipment, higher costs for asset repair or replacement, temporary disruption of site access, potential safety risks to employees and local communities.</p> <p>Potential Financial Implications: No impairment loss on the properties was recognised for the financial year ended 31 December 2025. The Group continues to monitor this risk.</p> <p>Under an above 2.0°C climate scenario over the long term, 42 of the Group’s 63 properties, accounting for 83% of total property assets with a net book value of approximately RM255.1 million, are situated in the Klang Valley and are exposed to urban flood risk.</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<ul style="list-style-type: none"> Flood insurance coverage for the Group’s assets. Development of Business Continuity Plan (“BCP”) across the Group. Maintenance of adequate drainage system within the Group’s business premises. Consideration will be given to the implementation of flood adaptation measures, such as flood gates, depending on the expected severity and duration of flooding events.
Coastal flood (Chronic)	<p>Description and Potential Impacts: Flooding may lead to damage to inventory and equipment, higher costs for asset repair or replacement, temporary disruption of site access, potential safety risks to employees and local communities. Prolonged disruptions can halt operations, affecting productivity and profitability.</p> <p>Potential Financial Implications: No impairment loss on the properties was recognised for the financial year ended 31 December 2025. The Group continues to monitor this risk.</p> <p>Two properties, with net book values of RM0.84 million and RM0.61 million respectively, may be exposed to coastal flood under an above 2°C climate scenario and over the long term. However, this exposure is not expected to have a significant impact on the Group.</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Risk	Business and Financial Impact	Risk Rating		Mitigation Efforts
		Below 2.0°C scenario	Above 2.0°C scenario	
Water stress (Chronic)	<p>Description and Potential Impacts: Water shortage can cause operational disruption, affecting productivity and profitability.</p> <p>Potential Financial Implications: Two manufacturing sites in Shah Alam, namely HASB and OMI, have been identified as susceptible to operational disruption due to water shortages. However, the financial impact is not expected to be significant, as only these two sites are affected.</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<ul style="list-style-type: none"> Increase water tank capacity and conduct regular reviews of water tank conditions. Installation of rainwater harvesting systems.
Extreme heat (Chronic)	<p>Description and Potential Impacts: Extreme heat is assessed as a low risk to the Group. Potential impacts include higher cooling requirements and minor productivity effects in manufacturing and after-sales operations. Overall, the risk is not considered financially material at the Group level.</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<ul style="list-style-type: none"> Establish and implement heat stress guidelines for workers and external service providers that involve outdoor work. Ensure access to shaded rest areas and adequate water breaks to stay hydrated.

Climate-Related Transition Risks

Approach: The climate transition risk assessment applied two IEA-sourced climate change scenarios, consistent with the time horizons outlined in this section.

Results:

Risk	Business and Financial Impact	Risk Rating		Mitigation Efforts
		Below 2.0°C scenario	Above 2.0°C scenario	
Shift towards electric vehicles	<p>Description and Potential Impacts: The transition to electric vehicles (“EVs”) is expected to affect the after-sales segment of motor trading companies. However, the shift is not anticipated to materially impact auto parts manufacturing companies.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> Below 2.0°C scenario – Aggressive transition with accelerated EV adoption and earlier internal combustion engine (“ICE”) phased-out. Above 2.0°C scenario – Gradual transition with slower EV uptake and extended ICE use. <p>Potential Financial Implications: The transition to EV is expected to reduce after-sales revenue and profit for both DMMS and FAHB, as EVs generally require less maintenance than ICE vehicles. The level of financial implication will depend on the pace of EV adoption.</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>● Short Term</p> <p>● Medium Term</p> <p>● Long Term</p>	<p>As EV adoption increases and traditional after-sales contributions evolve, the Group may develop EV-related after-sales capabilities, supported by workforce upskilling and the gradual expansion of EV-specific services. The Group may also explore representing additional EV brands to diversify its portfolio and mitigate potential impacts on existing after-sales operation.</p>

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Risk	Business and Financial Impact	Risk Rating		Mitigation Efforts
		Below 2.0°C scenario	Above 2.0°C scenario	
Shift towards sustainable practices	<p>As consumers, regulators and OEMs increasingly prioritise low-emission technologies and sustainable materials, the automotive industry is shifting toward decarbonisation. This may present a risk of reduced consumer confidence and potential market share erosion if expectations for low-carbon supply chain practices are not met.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • Below 2.0°C scenario – Stakeholders are climate conscious. • Above 2.0°C scenario – Not all stakeholders are climate conscious. <p>Potential Financial Implications: Financial impacts from the shift toward sustainable practices may arise under both scenarios, but these effects are not quantified at this stage due to high uncertainty.</p> <p>In FY2025, the Group invested RM3.9 million in environmental sustainability initiatives, bringing total environmental investments to RM13.5 million for the period from 2021 to 2025.</p>	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<p>The Group is advancing its energy transition through increased adoption of renewable energy, including the installation of 2,996 kWp of solar capacity with further expansion planned. Energy efficiency measures, such as upgrades to air compressors and air-conditioning systems, are being implemented to reduce energy consumption. In addition, Scope 1 and Scope 2 emissions reduction targets have been established for 2030, with a long-term commitment to achieve Net Zero by 2050.</p>
Carbon tax implementation	<p>Description and Potential Impacts: The Ministry of Natural Resources and Environmental Sustainability (“NRES”) is expected to table the Climate Change Bill (“Rang Undang-Undang Perubahan Iklim Negara” or “RUUPIN”) in Parliament in 2026. The proposed bill may introduce carbon pricing mechanisms that could increase operating costs and carbon-related tax expenses. While the initial implementation is not expected to directly affect the Group’s industry, future expansion of the carbon tax to all sectors may expose the Group to additional tax obligations.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • Below 2.0°C scenario – Assumes a higher carbon tax trajectory, with tax rates expected to rise substantially over time in line with more stringent global decarbonisation efforts. • Above 2.0°C scenario – Assumes a lower carbon tax trajectory, with more gradual increases reflecting a slower pace of climate policy implementation. <p>Potential Financial Implications: In the event that a carbon tax is imposed, the Group’s operating expenditure is expected to increase.</p>	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<p>The Group’s manufacturing subsidiaries are progressively replacing petrol- and diesel-powered forklifts with electric models to reduce fuel consumption and lower greenhouse gas emissions. Subsidiaries that use natural gas in their operations also monitor energy efficiency closely to ensure consumption remains at an optimal level. In addition, the Group plans to transition its company vehicles to electric models, with the exception of demo and courtesy cars within the motor trading segment.</p>

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Risk	Business and Financial Impact	Risk Rating		Mitigation Efforts
		Below 2.0°C scenario	Above 2.0°C scenario	
Increase in energy pricing	<p>Description and Potential Impacts: Electricity tariffs may increase if carbon taxes are imposed on power generation companies, as the resulting higher generation costs could be passed through to consumers.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> • Below 2.0°C scenario – Assumes a more substantial increase in electricity tariffs over the long term, reflecting stronger decarbonisation policies. • Above 2.0°C scenario – Assumes smaller and more gradual tariff increases over the same period, in line with a slower policy transition. <p>Potential Financial Implications: An increase in electricity tariffs would result in higher operating expenditure for the Group.</p>	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<p>The Group has adopted renewable energy to reduce its electricity consumption from the grid. Solar panels with a total installed capacity of 2,996 kWp have been installed across the Group’s operations. The Group also intends to continue expanding its renewable energy initiatives in the future.</p>

Climate-Related Opportunities

Opportunity	Business and Financial Impact	Opportunity Rating		Responses
		Below 2.0°C scenario	Above 2.0°C scenario	
Implementation of renewable energy and energy efficient technologies	<p>Description: Adopting renewable energy reduces the Group’s exposure to electricity tariff volatility by lowering dependence on grid-supplied power and integrating cleaner energy into its operations. This transition also enhances efficiency through energy-efficient technologies and supports the Group’s Net Zero ambition.</p> <p>Potential Financial Implications: The solar installations across the Group’s premises are expected to generate annual electricity cost savings, positively contributing to financial performance. In FY2025, the Group achieved an estimated RM0.85 million in cost savings from renewable energy usage. During the year, renewable energy accounted for 13% of the Group’s total electricity consumption.</p>	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<ul style="list-style-type: none"> ● Short Term ● Medium Term ● Long Term 	<p>The Group has adopted renewable energy to reduce its electricity consumption from the grid. Solar panels with a total installed capacity of 2,996 kWp have been installed across the Group’s operations. The Group also intends to continue expanding its renewable energy initiatives in the future.</p>

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Opportunity	Business and Financial Impact	Opportunity Rating		Responses
		Below 2.0°C scenario	Above 2.0°C scenario	
Shifts toward EVs create growth opportunities in sales and distribution	<p>Description and Potential Impacts: The transition to EV is expected to create other potential revenue opportunities, particularly in the distribution, sales and services of EVs.</p> <p>Potential Financial Implications: Higher EV adoption may create opportunities for the Group to broaden its product portfolio and enhance its reputation by aligning with the transition to cleaner mobility. While EVs may reduce traditional after-sales revenue, it also open opportunities in other recurring EV service offerings. The financial impact has not been quantified at this stage due to uncertainties relating to EV adoption rates, policies and consumer behaviour in Malaysia.</p>	● Short Term	● Short Term	The Group continues to work closely with its principals to expand EV distribution and has introduced EV models into its portfolio, while exploring opportunities to represent additional EV brands. These efforts may strengthen the Group's market position and reputation as the industry transitions toward lower-emission mobility.
		● Medium Term	● Medium Term	
		● Long Term	● Long Term	

CLIMATE RISK OUTLOOK AND CONCLUSION

The Group's physical climate risk exposure continues to be concentrated in the Klang Valley, where a large proportion of its operations and assets are located. This concentration increases vulnerability to urban flood risk under an above 2.0°C climate scenario over the long-term horizon.

From a transition risk perspective, the most financially material long-term exposure stems from the accelerated shift toward electric vehicles under more aggressive decarbonisation pathways, which may affect the contribution of the Group's motor trading companies' after-sales segment.

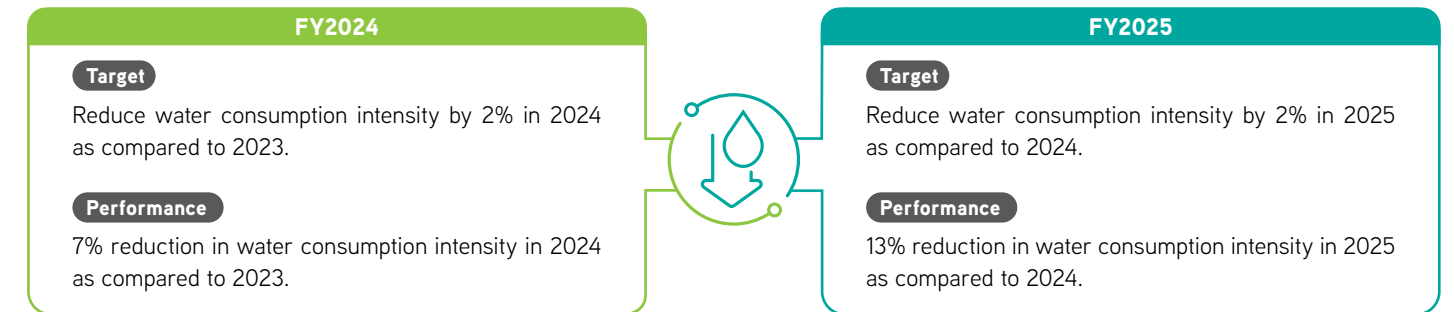
Potential exposure to carbon pricing remains manageable at this stage, supported by the Group's relatively low Scope 1 emissions profile. Meanwhile, ongoing investments in renewable energy and energy-efficient technologies are delivering measurable cost savings and enhancing operational resilience against energy price volatility.

Overall, the Group's business model demonstrates resilience under both assessed climate scenarios, supported by continued efforts to strengthen adaptation and transition strategies that mitigate emerging risks and capture new opportunities. The analysis will be progressively refined in future reporting cycles to incorporate enhanced modelling, improved quantification and evolving regulatory developments, in alignment with IFRS S2 requirements and Bursa Malaysia's sustainability reporting framework.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M3 WATER CONSUMPTION

Sustainable water management is essential to ensuring sufficient water resources to meet current and future operational needs and to strengthen resilience against climate change-related impacts. While the Group's operational locations are not situated in water-stressed areas and most of our operations are not water-intensive, we have undertaken initiatives to improve water efficiency, explore alternative water sources where feasible, and enhance employee awareness of responsible water use. The Group has fully complied with the Environmental Quality Act 1974 and other applicable water-related legislation to ensure responsible water discharge and the protection of surrounding water ecosystems.



Year-on-Year Water Consumption Intensity

Period	FY2025*	FY2024	FY2023
Group Water Consumption Intensity	0.008	0.009	0.010

Group Water Consumption Intensity: Measured by Water Consumption from Municipal Potable Water (cubic metre) Per Vehicle Sales, After-sales and Production Volumes

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

WATER SECURITY

During the year under review, the Group conducted a climate scenario analysis that identified the Noise, Vibration and Harshness and Dampening Sheet manufacturing at HASB, as well as the steel wheels manufacturing at OMI, as susceptible to operational disruption from water shortages. The risk level was assessed as low, under the below 2.0°C scenario and as moderate under the above 2.0°C scenario over the long term, although overall water-related risk remains not material for the Group. The assessment considers only water demand for production processes and excludes water use for domestic purposes.

WATER SAVINGS INITIATIVES

The Group conducted feasibility studies and set water targets to identify and implement water-saving measures. Through the initiatives listed below, the Group has consistently reduced water intensity year on year:

- ✓ Upgrade to water-efficient fittings
- ✓ Rainwater-harvesting system
- ✓ Water recycling systems
- ✓ Water-monitoring system
- ✓ Monitor and immediately address water leaks
- ✓ Employee water awareness programmes

In FY2025, the Group implemented water conservation programmes which are as follows:

- ✓ Installed rainwater harvesting systems at selected DMMS outlets
- ✓ Conducted an awareness campaign to educate employees on water conservation
- ✓ Established a monitoring system to observe and control water usage
- ✓ Continuously monitor underground leakage and installed inverter technology to reduce water usage

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

WATER CONSUMPTION DATA

Group Water Withdrawal/Consumption (Megalitres)			
Period	Municipal Potable Water (Megalitres)	Harvested Rainwater (Megalitres)	Recycled Water (Megalitres)
FY2025*			
Motor Trading: DMSB	49.97	0.09	N/A
Motor Trading: FAHB	17.44	N/A	N/A
Manufacturing: AHSB	15.72	0.42	N/A
Manufacturing: HASB	6.64	N/A	0.06
Manufacturing: OMI	23.68	0.42	1.79
MBMR	0.26	N/A	N/A
Group total	113.71	0.93	1.85
GRAND TOTAL: 116.49			
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
GRAND TOTAL: 137.50			
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	1.49
MBMR	0.22	N/A	N/A
Group total	142.82	0.26	1.54
GRAND TOTAL: 144.62			

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

WASTE WATER AND EFFLUENTS

The Group takes proactive measures to address water leakages and to manage its Wastewater Treatment Plants ("WWTP"). Treated water from the WWTP is recycled and reused where feasible. The Group also consistently monitors wastewater discharges to ensure that all parameters comply with the requirements set by the Department of Environment before releasing treated effluent water into nearby inland waters.

Group Water Discharge (Megalitres)			
	FY2025	FY2024	FY2023
Sea water, Subsurface water and Underground water Discharge	0	0	0
Surface Water Discharge (to the public water utility, e.g. sewer)	0	0	0
Water Effluent Discharge	6.36	9.61	9.64

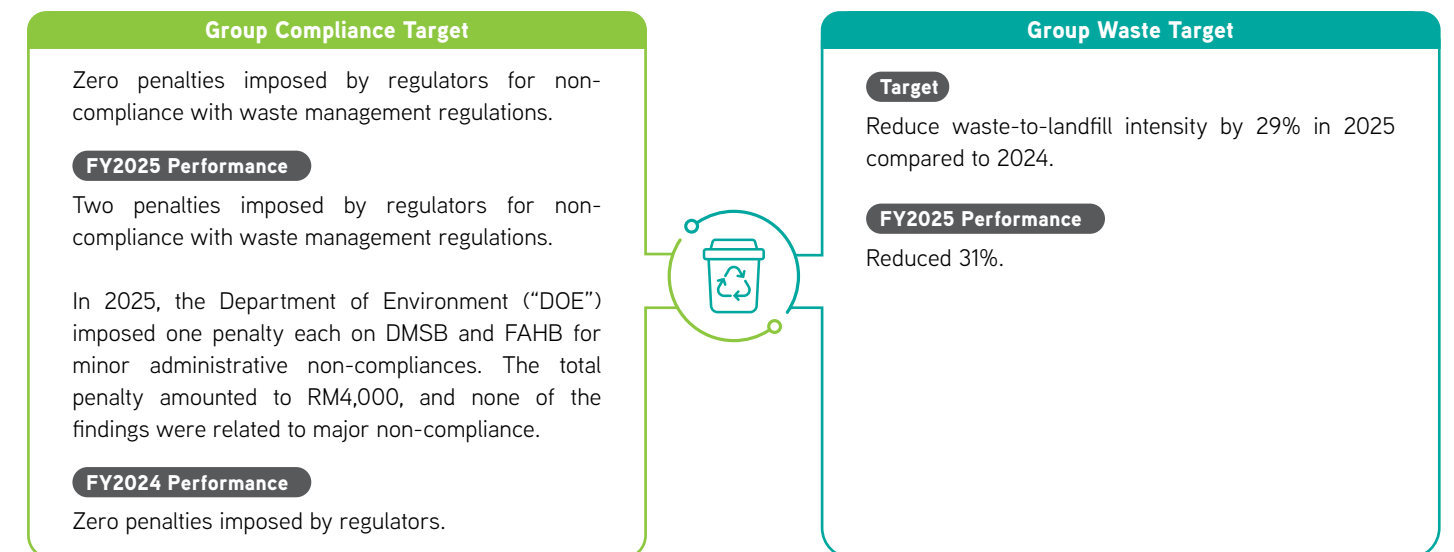
MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M4 WASTE MANAGEMENT

The Group's waste management approach emphasises resource efficiency and systematic waste reduction, underpinned by structured environmental management practices and full compliance with applicable environmental laws and regulations.

The Group's waste management strategy is aligned with the waste hierarchy, prioritising waste reduction, reuse, recycling, and responsible disposal. This approach is supported by ongoing employee training, awareness programmes, and clearly defined roles and responsibilities to ensure effective waste management implementation across the Group.

The Group continued to monitor and implement waste management, disposal, and recycling programmes across all sites, and carried out initiatives to reduce waste and enhance recycling as part of its commitment to ongoing improvement. In addition, the digitalisation of waste reporting using the eSWIS (Electronic Scheduled Waste Information System) platform in 2025 has strengthened the traceability of scheduled waste. Digital submission and monitoring are also expected to improve reporting accuracy and mitigate environmental compliance risks in the short- and medium-term.



Year-on-Year Waste-to-Landfill Intensity

Period	FY2025	FY2024	FY2023
Group Water Consumption Intensity	0.00008	0.00011	N/A
Group Waste-to-Landfill Intensity: Measured by Waste Disposed to Landfill (Metric Tonnes) Per Vehicle Sales, After-sales and Production Volumes			

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

RECYCLING AND RESPONSIBLE DISPOSAL

Waste management is governed by formalised procedures that begin with systematic waste segregation. Hazardous and non-hazardous waste generated from production activities are identified, segregated, stored, and clearly labelled in accordance with regulatory requirements. The Group engages licensed waste management contractors to collect and responsibly dispose of scheduled waste, and collaborates with recycling partners to recover recyclable materials, including Ethylene Vinyl Acetate (“EVA”) scraps and side-trim felt. To support waste minimisation at source, recycling infrastructure such as designated recycling bins is deployed across operations, reinforcing a “reduce, reuse, recycle” culture among employees.

WASTE AVOIDANCE AND RESOURCE EFFICIENCY

The Group continues to minimise waste and improve resource efficiency across its operations. Key initiatives include optimising packaging for deliveries to automotive parts manufacturing customers by using recycled felt line and eliminating stretch film, introducing oil separators for compressor discharge water to reduce hazardous waste, repurposing felt scraps for Noise, Vibration, and Harshness (“NVH”) production, promoting paperless workflows, and encouraging environmentally responsible procurement practices.

TRAINING, AWARENESS AND COMPLIANCE

To ensure effective waste management and regulatory compliance, sites generating scheduled waste appoint trained Scheduled Waste Competent Persons to oversee waste handling, storage, and pollution control measures. In 2025, 25 employees successfully completed certification as Scheduled Waste Competent Persons. In addition, targeted training sessions and briefings on chemical handling and scheduled waste management were conducted to strengthen employee awareness, technical competence, and compliance with environmental laws and regulations.

WASTE MANAGEMENT DATA

Period	Waste Generated and Waste Avoided (Metric Tonnes)			Recycled (diverted from disposal)	Non-Recycled (directed to disposal)	Total	Percentage of Waste Recycled	Percentage of Scheduled Waste
	Scheduled Waste	General Waste	Total					
FY2025	641	2,607	3,248	1,853	1,395	3,248	57%	20%
FY2024	668	3,268	3,936	1,925	2,011	3,936	49%	17%

Topic	Metric	Unit of Measure
SASB (Auto Parts: Manufacturing)		
2025 Waste Management	(1) Total amount of waste from manufacturing	2,266 metric tonnes
	(2) Percentage recycled	61%

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

PILLAR 2 SOCIAL



The Social Pillar reflects the Group’s commitment to balancing strong economic performance with responsible social practices that support the well-being of employees, customers, business partners, and the communities in which the Group operates. Through these focus areas, the Group advances the SDGs identified below and supports value creation for both stakeholders and the business over the short, medium, and long term.

Environmental Material Matters

- M5 CUSTOMER SATISFACTION & LOYALTY
- M6 HEALTH & SAFETY
- M7 DIVERSITY & EQUAL OPPORTUNITY
- M8 LABOUR & WORKING STANDARDS
- M9 EMPLOYEE WELFARE
- M10 COMMUNITY ENGAGEMENT & INVESTMENT

SDGs



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

POLICIES AND COMMITMENTS

The Group’s policies reinforce its commitment to responsible practices that support sustainable and ethical business conduct. These commitments guide decision-making across the Group and are demonstrated through the following key focus areas:

Diversity & Equal Opportunity

- Promote diversity and equal opportunities for all, regardless of age, gender, disability, race, ethnic origin, religion, economic status, or other characteristics.
- Uphold equal work, remuneration, and access to social protection.
- Maintain zero tolerance for any form of discrimination in the workplace and within society.

Health & Safety

- Ensure the health and safety of employees, surrounding communities, and customers.
- Allocate appropriate resources to mitigate health and safety risks.

Employee Welfare

- Provide fair and competitive remuneration in line with relevant market and industry practices.
- Maintain zero tolerance for any form of harassment or abuse, including physical, sexual, psychological, or verbal misconduct.
- Establish effective employee engagement platforms and programmes.
- Enhance personal development and upgrade employees’ skills through structured training programmes.

Labour & Working Standards

- Uphold employees’ rights in accordance with national laws and recognised labour standards, including those set out in the International Labour Organisation (“ILO”) that have been ratified by the Malaysian Government and are implemented as Malaysian law.
- Ensure zero tolerance for forced labour, human trafficking, child labour, and modern slavery across the Group’s operations.

Customer Satisfaction & Loyalty

- Establish and continuously improve customer relationship management practices to support sustainable, long-term customer relationships.

Community Engagement & Investment

- Engage with the communities in which the Group operates to understand their concerns and potential social impacts.
- Implement Corporate Social Responsibility (“CSR”) programmes aligned with the Group’s Sustainability Policy and Framework and business direction.
- Support socio-economic development initiatives at both local community and national levels.

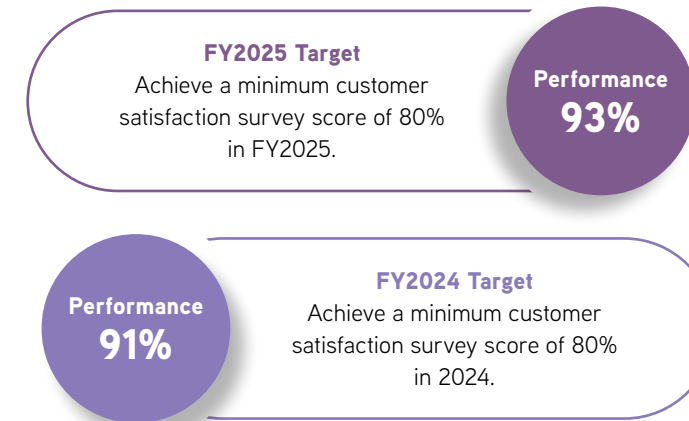
MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M5 CUSTOMER SATISFACTION & LOYALTY

The Group is committed to building sustainable partnerships with its customers, recognising that customer satisfaction and loyalty are critical enablers of long-term business sustainability. The Group prioritises building and sustaining strong relationships by remaining responsive to customer needs, maintaining up-to-date capabilities, and fostering innovation to enhance value creation and maintain a competitive edge.

GROUP SATISFACTION TARGET AND PERFORMANCE

In FY2025, the Group achieved an outstanding customer satisfaction score of 93%, significantly surpassing our 80% target and improving from 91% in FY2024. This achievement reflects the Group’s continuous efforts to enhance service standards, refine its value proposition, and improve the overall customer journey.



QUALITY MANAGEMENT SYSTEM (“QMS”)

The Group’s Quality Management System (“QMS”) supports the consistent delivery of products and services that meet customer requirements and regulatory standards. It provides a structured framework for quality assurance, performance monitoring, and continuous improvement, reinforcing the Group’s commitment to product quality, reliability, and customer satisfaction.

The auto parts manufacturing companies within the Group have obtained certification under IATF 16949:2016, an automotive quality management system standard based on ISO 9001:2015. This certification demonstrates the Group’s adherence to internationally recognised quality standards and its commitment to maintaining robust quality controls across automotive-related operations.

CUSTOMER ENGAGEMENTS

The Group has established multiple customer engagement platforms designed to meet various customer needs and enhance overall customer experience. These platforms support effective communication, accessibility, and long-term relationship building. The key platforms are:

Showrooms, Roadshows and Test Drives

The Group’s customer engagement activities include test drives and roadshows, which serve as effective platforms for reaching a wider audience and strengthening customer interaction. These platforms facilitate personalised sharing of product knowledge and direct in-person interactions, allowing customers to make informed purchasing decisions.

After-Sales Service

The Group provides comprehensive after-sales services delivered by well-trained professionals. Services range from routine vehicle maintenance to complex repairs, ensuring service quality, reliability, and customer satisfaction throughout the vehicle ownership lifecycle.

Other Channels of Communication

To enhance customer convenience and accessibility, the Group offers multiple communication and service access points, including online booking platforms and phone-based appointments. In addition, on-site support services and other customer support channels are available to promptly and effectively address customer requirements.

OPERATIONAL AND CUSTOMER EXPERIENCE ENHANCEMENTS

Across its subsidiaries, the Group introduced a series of focused initiatives to strengthen operational performance and support sustainable growth:

- Strengthened customer engagement through structured sales and after-sales surveys, launched tactical campaigns to improve return rates, and extended the warranty for Daihatsu Gran Max model.
- Enhanced the service centre experience by regulating outlet temperatures, offering complimentary refreshments, launching a loyalty programme, and appointing Customer Experience Champions and VW Care Ambassadors to elevate the overall customer experience.
- Deepened supply chain collaboration through participation in OEM’s Supplier Club and actively engaged in customer-organised CSR activities to strengthen partnerships.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M6 HEALTH & SAFETY

The Group measures success beyond financial results, placing equal emphasis on protecting the health, safety, and well-being of its employees and the communities it serves. The Group recognises occupational health and safety (“H&S”) as a material sustainability matter and integrates these considerations into its day-to-day operations.

Health & Safety Targets	FY2025		FY2024		FY2023	
	Target	Performance	Target	Performance	Target	Performance
	Work-Related Fatalities	Zero fatalities	0*	Zero fatalities	0	Zero fatalities
Injury Frequency Rate (“IFR”)	IFR not more than 1.27	0.19*	IFR not more than 1.69	0.85	Zero IFR	1.48
Lost Time Incident Rate (“LTIR”)**	LTIR not more than 0.25	0.04	N/A	0.17	N/A	0.30

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

** LTIR is calculated as a rate, where the number of lost time incidents during the reporting period is expressed per the total number of hours worked as of the end of that period. The calculation is based on a standard rate of 200,000 hours.

HEALTH & SAFETY MANAGEMENT SYSTEM

The Group’s auto parts manufacturing companies are certified to ISO 45001:2018, a globally recognised occupational health and safety management system. This certification provides a structured framework for identifying hazards, ensuring regulatory compliance, mitigating work-related injuries, and continuously improving occupational health and safety performance across operations.

The Group fosters open communication through regular health and safety meetings, providing employees with formal channels to raise concerns, share best practices, and contribute to workplace safety improvements. This supports timely corrective actions and promotes a shared culture of responsibility for health and safety.

All health and safety incidents and fatalities are reported to the respective subsidiary Health and Safety Committees, and subsequently to MBMR Management, before being escalated to the RMSC for oversight and monitoring. Each incident is investigated to identify root causes, with corrective and preventive measures implemented to reduce the likelihood and severity of recurrence.

HAZARD IDENTIFICATION AND RISK ASSESSMENT

The Group conducts Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”) to systematically identify, assess, and manage occupational health and safety risks. This process supports compliance with applicable health and safety regulations, reduces the risk of workplace accidents, and safeguards employee well-being.

HIRARC assessments are carried out periodically and in response to operational changes, allowing the Group to identify emerging hazards and apply suitable control measures. Where relevant, assessments also consider environmental and climate-related factors, such as extreme weather and heat exposure, that may affect workplace safety and employee health.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

HEALTH & SAFETY PERFORMANCE DATA

Companies	Total number of hours worked in the reporting period	Number of incidents resulted in time lost due to workplace injuries	Injury Frequency Rate (“IFR”)
FY2025			
Motor Trading: DMSB	2,146,284	0	0*
Motor Trading: FAHB	617,843	1	1.62*
Manufacturing: AHSB	1,197,240	0	0*
Manufacturing: HASB	342,166	0	0*
Manufacturing: OMI	832,750	0	0*
MBMR	46,944	0	0*
Group Total	5,183,227	1	0.19*
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 Total	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 Total	4,740,871	7	1.48

* This data was assured by Deloitte Malaysia PLT. Please refer to the Statement of Assurance on page 4.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

HEALTH & SAFETY TRAINING AND AWARENESS

The Group provides structured health and safety training and awareness programmes to enhance employee competency and support effective management of occupational health and safety risks across our operations. Every year, health and safety training programmes are conducted to ensure employees are adequately equipped to identify hazards, comply with safe work procedures, and manage workplace health and safety risks. Health awareness initiatives, including employee health check-ups and audiometric testing, support early detection of health risks.

The Group has established safety dojos and on-the-job training to provide dedicated, practical learning environments focused on hazard identification and safe work behaviours. These initiatives are complemented by proactive shop floor safety management practices, including routine safety patrols, inspections, and monitoring activities, which collectively strengthen the Group's safety performance and hazard prevention.

Health and safety training also includes emergency preparedness and response. Core modules cover chemical handling, basic firefighting, first aid, and emergency response protocols. Training is supported by practical demonstrations and interactive workshops to strengthen learning and ensure employees can respond effectively to any incidents in the workplace.

HEALTH & SAFETY TRAINING DATA

Employees trained on health and safety standards			
Company	Total number of employees	Total number of employees trained on health and safety standards	Percentage
FY2025			
Motor Trading: DMSB	856	157	18%
Motor Trading: FAHB	294	294	100%
Manufacturing: AHSB	612	364	59%
Manufacturing: HASB	126	90	71%
Manufacturing: OMI	305	114	37%
MBMR	22	0	0%
Group Total	2,215	1,019	46%
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

DIVERSITY, EQUITY AND INCLUSION

The Group fosters a diverse, equitable, and inclusive workplace that attracts, retains, and develops talent across the organisation. The Group seeks to cultivate a work environment in which employees feel engaged, empowered, and valued, recognising that diversity and inclusion contribute to innovation and long-term business sustainability.

In reflecting the multiracial fabric of Malaysian society, the Group recognises the diverse backgrounds of its employees, business partners, and customers, and strives to provide an inclusive environment where individuals can thrive and contribute to their personal and professional development. The Group also employs persons with disabilities based on their qualifications and skills, reinforcing an equitable workplace grounded in merit, competence, and fair opportunity.

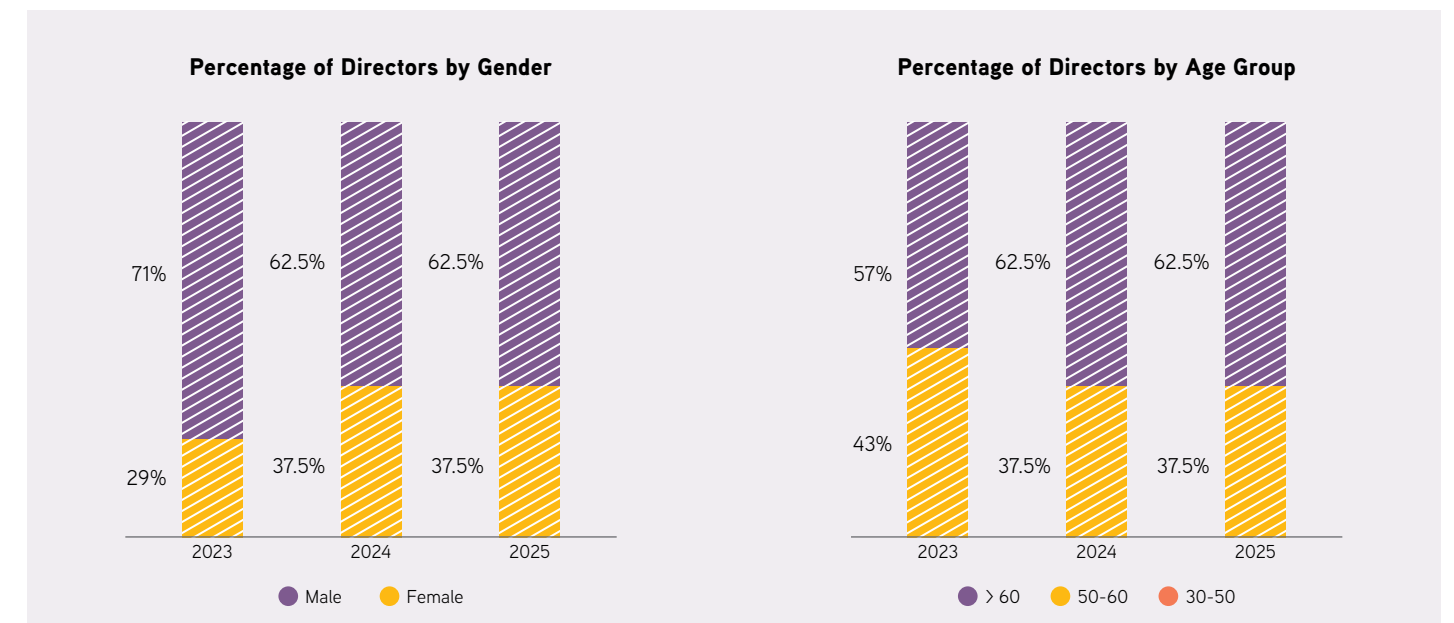
The Group's Code of Business Conduct and Ethics ("COBCE") promotes equal employment opportunities and prohibits discrimination based on gender, race, disability, nationality, religion, age, or any other discriminatory practice. All employment-related decisions, including recruitment, remuneration, training, and career progression, are based on qualifications, merit, performance, and other job-related criteria.

ANTI-HARASSMENT AND VIOLENCE

The Group maintains a zero-tolerance stance towards harassment and violence in any form, including verbal, physical, or electronic misconduct. Prohibited behaviours include derogatory or discriminatory remarks, unwelcome sexual advances, intimidation, and the dissemination of malicious or offensive content through any communication channel.

To prevent and mitigate such risks, the Group conducts regular training and refresher programmes on the COBCE for employees. The COBCE contains explicit provisions addressing harassment and violence, reinforcing expected standards of conduct and behavioural accountability across the organisation. These measures support a safe and inclusive workplace, strengthening employee well-being and overall performance.

DIVERSITY PERFORMANCE DATA



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Percentage of Group Employees by Gender & Age Group and Employment Category (Level)					
Employee Category	Gender		Age		
	Male	Female	<30 Years	30-50 Years	>50 Years
FY2025					
Management	80%	20%	2%	57%	41%
Middle Management	76%	24%	1%	70%	29%
Executive	39%	61%	25%	61%	14%
Non-Executive	78%	22%	39%	49%	12%
Non-Executive (Foreign Workers)	91%	9%	63%	37%	0%
Sales Advisor/Consultant	78%	22%	27%	56%	17%
TOTAL	74%	26%	37%	51%	12%
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%

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Percentage of Group Employees by Gender & Age Group and Employment Category (Function)					
Employee Category	Gender		Age		
	Male	Female	<30 Years	30-50 Years	>50 Years
FY2025					
Support	53%	47%	17%	64%	19%
Operation	82%	18%	57%	37%	6%
Sales	67%	33%	20%	62%	18%
After Sales	79%	21%	33%	55%	12%
TOTAL	74%	26%	37%	51%	12%

Percentage of Group Employees by Gender & Age Group and Employment 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%

EMPLOYMENT TYPE

Percentage of Employees Based on Employment Type			
Employment Type	FY2025	FY2024	FY2023
Contractual	28%	28%	29%
Permanent	72%	72%	71%
TOTAL	100%	100%	100%

Number of Employees with Disabilities

Employment Type	FY2025	FY2024
Contractual	0	0
Permanent	9	10
TOTAL	9	10

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M8 LABOUR AND WORKING STANDARDS

The Group is committed to responsible labour and working standards that safeguard employee rights while supporting access to decent work and sustainable livelihoods for all employees, including disadvantaged and marginalised groups. The Group's approach is guided by applicable labour laws and internal policies that emphasise fair employment practices and respect for human rights.

HUMAN RIGHTS

The Group is committed to respecting and upholding fundamental human rights across its operations and value chain, including employees, business partners, and suppliers. This commitment is embedded within the Group's policies and reflects our responsibility to conduct business ethically, lawfully, and with respect for human dignity.

The Group complies with all applicable local labour and employment laws and aligns its practices with recognised human rights principles. This includes adherence to international labour standards set out in the ILO Declaration on Fundamental Principles and Rights at Work, as reflected in the ILO Conventions ratified by the Malaysian Government and implemented under Malaysian law.

Where adverse human rights impacts may arise from the activities of subsidiaries or business associates, the relevant entities are required to take appropriate steps to prevent, mitigate, and, where feasible, remediate such impacts in a timely manner. The Group strictly prohibits child labour across its operations and supply chain, in compliance with the Children and Young Persons (Employment) Act 1966.

The Group upholds freedom of association and the right to collective bargaining as fundamental labour rights, and during the year under review, employees in three of its five operating companies exercised these rights by entering into collective agreements, representing a total of 435 unionised employees across the Group. The collective agreements establish mutually agreed terms and conditions of employment, supporting fair labour practices, employee welfare, health and safety, and constructive employer-union relations.

HUMAN SLAVERY AND FORCED LABOUR

Guided by the Group COBCE, the Group is firmly dedicated to preventing all forms of forced labour, human trafficking, and modern slavery across its operations and supply chain. This commitment reflects the Group's responsibility to uphold human rights, ensure ethical labour practices throughout its value chain.

Number of Substantiated Complaints Concerning Human Rights Violations		
FY2025	FY2024	FY2023
0	0	0

To address human rights risks associated with foreign worker employment in Malaysia, the Group complies with the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 (Act 446) and ensures that migrant employee accommodation, welfare, and working conditions meet regulatory requirements.

Penalties Imposed by Authorities for Violations of Labour and Working Standards Regulations		
FY2025	FY2024	FY2023
Target: Zero penalties Performance: Zero penalties imposed	Target: Zero penalties Performance: Zero penalties imposed	Target: Zero penalties Performance: Zero penalties imposed

GRIEVANCE PROCEDURES

The Group has in place Grievance Procedures to ensure employees and stakeholders have access to safe, confidential, and transparent reporting channels. In some of the Group's subsidiaries, targeted training is provided to managers to strengthen and enhance their grievance-handling practices. The Group remains committed to maintaining accessible and fair grievance mechanisms that support a respectful and responsible workplace culture.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M9 EMPLOYEE WELFARE

The Group supports an inclusive work environment that enables employees to realise their full potential. Strengthening employee welfare delivers tangible benefits, including higher morale, improved productivity and stronger employee retention. The Group places strong emphasis on employee engagement and continuous learning and development, ensuring sustainable career growth for its employees.

SATISFACTION SURVEY

The employee satisfaction survey is a key tool for strengthening workforce engagement by enabling employees to provide feedback on career development, job satisfaction, organisational culture and the work environment. In FY2025, the Group achieved an employee satisfaction score of 79%, surpassing the 70% target and improving from 73% in FY2024.

TARGET AND PERFORMANCE



EMPLOYEE DEVELOPMENT

Human capital development remains a key focus in supporting the Group's talent and strengthening organisational capability. The Group builds a diverse talent pipeline by offering employees ongoing learning and skills development opportunities that align with personal growth and professional advancement. Development programmes span all levels, with succession planning supported by Individual Development Plans to guide employees in building the capabilities required for future roles.

In FY2025, the Group conducted the following key programmes:

- **Power BI Training** – This programme enhanced employees' data literacy and analytical capability by equipping them with practical skills in connecting to data sources and building dashboards.
- **Fundamentals to Copilot Mastery** – This programme empowered employees to leverage natural language prompts, automate reporting workflows, and integrate AI into business intelligence practices.
- **Communication & Interpersonal Skills** – Through the workshops, employees enhanced their active listening, conflict resolution, and presentation skills, supporting leadership readiness and fostering a more inclusive culture.

Total Group Hours of Training by Employee Category (Level)							
Period	Management	Middle Management	Executive	Non-Executive	Non-Executive (foreign workers)	Sales Advisor and Consultant	Total
FY2025	1,095	2,662	9,354	7,495	2,965	3,495	27,064
FY2024	2,138	12,945	10,022	23,331	3,256	6,981	58,673
FY2023	2,036	8,495	8,285	4,734	2,193	4,543	30,286

Total Group Hours of Training by Employee Category (Function)					
Period	Support	Operation	Sales	After Sales	Total
FY2025	7,493	8,565	3,841	7,166	27,064
FY2024	12,681	12,030	9,831	24,131	58,673
FY2023	8,203	6,744	5,654	9,685	30,286

Period	Average Training Hours per Employee Number of Hours	Average Training Days per Employee Number of Days
FY2025	12 hours	2
FY2024	27 hours	3
FY2023	14 hours	2

The higher training hours recorded in FY2024 compared to FY2025 were mainly attributed to the implementation of a Core Values training programme by one of the Group's subsidiaries in FY2024, which involved participation from all employees. Following the completion of this initial rollout, the Core Values programme has since been embedded into the subsidiary's regular operational processes in FY2025, resulting in the normalisation of training hours.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

FAIR REMUNERATION

The Group adopts fair and responsible remuneration practices that are competitive, equitable, and aligned with job responsibilities and individual performance. Remuneration decisions are based on objective criteria and comply with applicable labour laws, with periodic reviews conducted to maintain internal equity, meet statutory wage requirements, and support employee retention, and long-term organisational performance. Additionally, the Group also monitors working hours and employment practices to ensure compliance with the Employment Act 1955, including limits on working hours and rest periods.

The Group extends its expectations on responsible labour practices to its business partners. Vendors and suppliers are required, through contractual terms and conditions, to comply with applicable Malaysian laws and to prohibit forced labour, human trafficking, and related exploitative practices within their operations.

During the year under review and in prior periods, no incidents of forced labour, human trafficking, or modern slavery were identified within the Group's operations or supply chain, and no related complaints were received from employees or other stakeholders.

PERFORMANCE EVALUATION

The Group recognises that workforce diversity and fair employment practices contribute to long-term organisational resilience and talent retention. The Group has implemented a structured performance appraisal framework anchored on clearly defined Key Performance Indicators, measurable targets, and competency-based criteria. Regular performance reviews encourage open dialogue, recognise achievements, and identify development opportunities. This approach reinforces merit-based progression, accountability, and a culture of continuous improvement across the Group.

EMPLOYEE TURNOVER

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

Total Group Number and Percentage of Employee Turnover by Employee Category (Level)						
Employee Category	FY2025		FY2024		FY2023	
	Number	%	Number	%	Number	%
Management	6	11.8	5	10.4	5	11.6
Middle Management	15	11.0	10	7.5	19	15.1
Executive	46	12.5	46	13.2	39	11.3
Non-Executive	283	35.7	80	11.1	71	10.2
Non-Executive (Foreign Workers)	62	12.1	78	13.6	310	51.2
Sales Advisor/Consultant	63	17.7	66	19.1	50	13.7
TOTAL	475	21.4	285	13.2	494	22.7

Total Group Number and Percentage of Employee Turnover by Employee Category (Function)						
Employee Category	FY2025		FY2024		FY2023	
	Number	%	Number	%	Number	%
Support	50	14.4	46	13.4	54	16.2
Operation	292	33.0	125	14.2	349	39.3
Sales	73	17.9	64	15.1	49	11.1
After Sales	49	8.5	50	9.7	42	8.2
TOTAL	464	20.9	285	13.2	494	22.7

Higher turnover at the Non-Executive (Level) and Operation (Function) in FY2025 was primarily due to one of the Group's auto parts manufacturing entities introducing initiatives to increase the hiring of local employees for its production lines. The initiative resulted in a temporary increase in turnover as the entity explored a more locally based workforce approach.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

EMPLOYEE ENGAGEMENTS

The Group actively encourages employee participation in social engagement activities to promote well-being and work-life balance. These activities provide employees with opportunities to connect, build meaningful relationships, and maintain healthy lifestyles in an inclusive and enjoyable environment. Through such initiatives, the Group strengthens cross-functional relationships and supports a more engaged workforce.



Annual Dinner



Pickleball



Fishing Competition



Medical Check Up



Festive celebration



MBMR Group Carnival



Long-Term Service Award

Long-Term Service Award

The Group also recognises employees who have demonstrated long-term commitment through its Long-Term Service Award programme. During the year, 79 employees were acknowledged for their dedicated service and contributions to the organisation.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M10 COMMUNITY ENGAGEMENT & INVESTMENT

The Group’s community engagement and investment approach is guided by its Sustainability Policy and Framework and designed to deliver meaningful social outcomes while contributing to the UN Sustainable Development Goals. By aligning community initiatives with national priorities and local community needs, the Group seeks to create shared value and contribute to inclusive, long-term community development.

The Group actively engages with the communities in which it operates to ensure the initiatives remain relevant and responsive to local needs. The CSR programmes are aligned with the Group’s Sustainability Policy and Framework and business direction. During the year, the Group implemented 11 CSR initiatives. The Group also implemented a Group-wide CSR programme, “Drive to Give,” which involved 80 of its employees. Through this initiative, the Group contributed essential goods and necessities to three charitable organisations, namely Food Aid Foundation, Pusat Transit Gelandangan Kuala Lumpur and Society for the Severely Mentally Handicapped Selangor and Federal Territory. Employees purchased the items directly from a retail outlet and subsequently delivered the donations to the respective organisations using vehicles provided by DMSB and FAHB. This initiative not only provided meaningful support to vulnerable communities but also strengthened employee participation in CSR efforts and reinforced the Group’s commitment to social responsibility.



Outdoor Activity with Persatuan Kanak-Kanak Istimewa Kajang (PKIK) at Cruise Tasik Putrajaya



River Cleaning at Pengkalan Rama, Melaka



Drive to Give



UITM Degree Fashion Show 2025

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS



Conservation of Mangrove Ecosystem 2025 at Sungai Yu, Kuala Selangor



Clean & Green Pangkor, Save The Turtle at Pantai Pasir Bogak, Pulau Pangkor



Blood Donation Drive 11.0



Clothes Recycling with Salvation Army

MBMR SCHOLARSHIP PROGRAMME

The MBMR Scholarship Programme reflects the Group’s commitment to developing future talent and expanding access to higher education. The programme supports deserving students in pursuing undergraduate studies at leading local public universities, contributing to long-term talent development within the nation. In FY2024, 2 scholarships were awarded, and an onboarding session was conducted with the scholarship recipients and their families to formally welcome them into the programme. During the session, the Group outlined the academic, developmental, and ongoing support to be provided throughout the students’ educational journey. In FY2025, both recipients from the 2024 cohort continue to be supported through the Group’s scholarship programme.

INTERNSHIP PROGRAMME

The Group’s internship programme provides students with structured, hands-on professional learning experiences aligned with their field of study and career interests. Through practical exposure, the programme enhances graduate employability, strengthens the national talent pipeline, and supports industry readiness. In FY2025, 63 students participated in the Group’s internship programme.

COMMUNITY PERFORMANCE DATA

Community and Society			
Period	Total amount invested in the community where the target beneficiaries are external to the listed issuer		Total number of beneficiaries of the investment in communities
FY2025	Community Initiatives: RM86,046.55 Scholarship: RM26,978.00	» RM113,024.55 »	1,942
FY2024	Community Initiatives: RM136,489.06 Scholarship: RM38,053.94	RM174,543.00	1,737
FY2023		RM112,513.22	26

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

**PILLAR 3
ECONOMIC**

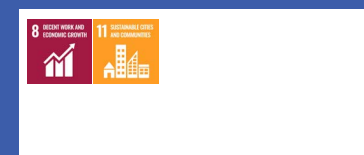


The Economic Pillar focuses on long-term value creation by strengthening the local supply chain, advancing digitalisation, and improving operational efficiency. As a contributor to Malaysia's automotive ecosystem, the Group supports economic development through employment, local procurement, and productivity gains, while investing in socio-economic initiatives. These efforts strengthen the Group's competitiveness and support sustainable growth over the short, medium, and long term.

Environmental Material Matters

- M11 INNOVATION & DIGITALISATION
- M12 SUPPLY CHAIN

SDGs



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

ECONOMIC IMPACTS

The automotive industry generates significant economic value through vehicle manufacturing, assembly, distribution, sales, and aftersales services. These activities contribute to overall economic output, attract capital investment, generate tax revenues, and support employment across production facilities, dealerships, and service networks.

Direct Economic Impact

Revenue RM2.55 billion	Total Equity RM2.70 billion	Corporate Tax RM20.28 million
Number of Employees 2,215	Number of Vehicles Sold 31,997	Number of Vehicles Serviced 273,597

Indirect Economic Impact

The automotive industry generates significant indirect economic impacts through expenditure with local suppliers, employment creation, and the development of skilled engineers, technicians, and other professionals. In recognition of the indirect economic impacts arising from its operations, the Group prioritises sourcing from local suppliers where feasible. This supports the growth of local businesses, strengthens domestic supply chains, and contributes to broader socio-economic activities within the industry. Through this approach, the Group reinforces its commitment to responsible business practices and long-term value creation for stakeholders.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M11 INNOVATION & DIGITALISATION

By embracing innovation and digitalisation, the Group is committed to transforming its operations to drive greater efficiency and effectiveness across the organisation. This commitment builds on ongoing initiatives that have streamlined operations, strengthened cross-functional collaboration, and improved productivity across the value chain.

Investments have been made in digital tools and strategies within the Group’s motor trading companies, including integrated digital marketing campaigns that strengthen customer engagement and enable online bookings for test drives and service appointments. A dedicated digital platform further supports sales advisors by enhancing lead generation, customer outreach, and conversion efficiency.

Operational efficiency and automation are strengthened through the deployment of key technologies, including Internet of Things (“IoT”) systems for equipment and resource monitoring, an expanding Supervisory Control and Data Acquisition (“SCADA”) system for real-time data capture and analysis in manufacturing operations, and cloud-based Enterprise Resource Planning (“ERP”) solutions to optimise business processes and collaboration. The Hirotako Operation System (“HOS”) provides live performance monitoring to enable proactive maintenance and production optimisation, while automation upgrades, such as auto-balancers on manual lines, reduce reliance on manual labour and improve consistency and efficiency.

Collectively, these innovations and digitalisation initiatives enhance operational efficiency, strengthen data-driven decision-making, and improve customer reach and productivity, supporting long-term financial resilience, cost optimisation, and sustainable returns on investment.

INNOVATION & DIGITALISATION INITIATIVES

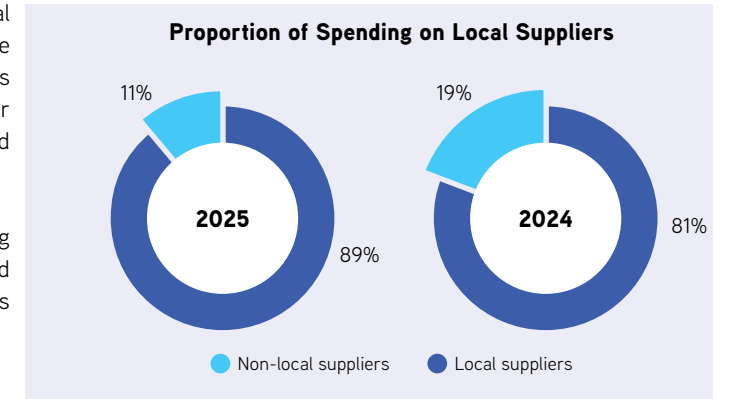
Motor Trading	Auto Parts Manufacturing
<ul style="list-style-type: none"> • Sales Digital ID: Deployment of a Sales Digital ID to support sales advisors in effective lead generation, customer engagement, and end-to-end sales facilitation. • Digital Customer Purchase Journey: Implementation of integrated digital platforms across social media and online channels, including Facebook, Instagram, TikTok, and the Group’s websites, to enhance the customer purchase journey. These platforms enable online sales enquiries, service appointment bookings, and insurance renewals, improving accessibility, responsiveness, and customer experience across the sales and after-sales lifecycle. 	<ul style="list-style-type: none"> • Production Digitalisation - Hirotako Operation System (“HOS”): Implementation of an operating system to digitalise production processes and enable live performance monitoring for proactive maintenance and production optimisation. • Internet of Things (“IoT”) – Enabled Predictive Maintenance: Installation of IoT systems incorporating Human–Machine Interface (“HMI”) touch panels and sensor-based monitoring across hydraulic press machines to support predictive maintenance and reduce unplanned downtime. • Supervisory Control and Data Acquisition (“SCADA”) System: Deployment of SCADA systems to enable real-time data capture, monitoring, and analysis across manufacturing operations, supporting data-driven decision-making and process optimisation. • Cloud-Based Enterprise Resource Planning (“ERP”): Adoption of cloud ERP solutions to streamline business processes, enhance data integration, and improve cross-functional collaboration. • Automation and Quality Enhancement Upgrades: Upgrading manual balancers to automated balancers, conveyors, and vision inspection systems to reduce manual handling, improve production efficiency, and enhance product quality consistency.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M12 SUPPLY CHAIN

The Group recognises that managing environmental and social sustainability within the supply chain is an important part of responsible business conduct. As such, the Group progressively implements structured supply chain practices that set clear expectations for suppliers and promote compliance with applicable employment and environmental laws and regulations.

In line with this commitment, the Group also prioritises engaging local suppliers where feasible to strengthen domestic capabilities and support local economic development. The table on the right outlines the Group’s spending on local suppliers for FY2025.



SOCIALLY RESPONSIBLE PROCUREMENT

The Group recognises that responsible supply chain practices are essential to upholding ethical standards and regulatory expectations. Accordingly, the Group promotes responsible labour and human rights practices by setting clear requirements for suppliers in alignment with applicable local laws. These expectations are outlined in the Group’s Code of Conduct and Ethics, which covers the following areas:

- ✓ Prevention of child labour and forced or compulsory labour.
- ✓ Promotion of non-discrimination and equal opportunity.
- ✓ Respect freedom of association and the right to collective bargaining.
- ✓ Compliance with applicable legal requirements on minimum wages, working hours, and occupational health and safety.
- ✓ Continuous improvement in workplace standards.

ENVIRONMENTALLY RESPONSIBLE PROCUREMENT

The Group recognises that environmental impacts extend beyond its direct operations and is committed to progressively strengthening environmental responsibility across its supply chain. The Group sets clear expectations for suppliers to comply with applicable environmental laws and regulations and to operate in a manner that minimises adverse environmental impacts.

SUSTAINABLE SUPPLY CHAIN IMPROVEMENTS

Looking ahead, the Group aims to enhance its processes for integrating environmental and social considerations into supplier onboarding, procurement decisions, and supplier engagement activities. These initiatives will help build a more sustainable supply chain, support regulatory compliance, and drive continuous improvement in environmental and social performance across the value chain.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

**PILLAR 4
GOVERNANCE**



The Governance Pillar underscores the Group's commitment to responsible and transparent business practices. It enhances legal and regulatory compliance processes, supports effective stakeholder engagement, and advances the Group's priorities in corporate governance, anti-corruption, and data privacy and security.

Environmental Material Matters

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

SDGs



MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M13 CORPORATE GOVERNANCE

MBMR's Board of Directors is committed to upholding corporate governance standards across the Group. This commitment supports the promotion of integrity, accountability and transparency in all business dealings.



For further insights into MBMR's adherence to the principles and recommendations of the MCCG 2021 for the financial year ended 31 December 2025, please refer to MBMR's Corporate Governance Overview Statement in the Integrated Annual Report 2025 and the MBMR Corporate Governance Report 2025, accessible on the Company's website at www.mbmr.com.my.

M14 ANTI-CORRUPTION

In compliance with Section 17A of the Malaysian Anti-Corruption Commission Act ("MACC Act") 2009, the Group has implemented an Anti-Bribery and Anti-Corruption ("ABAC") Policy. This Policy is embedded across all operations and extended to suppliers and business associates through mandatory acknowledgments, compliance obligations, and ABAC due diligence processes.

ABAC TRAINING

Through its annual ABAC attestation and mandatory refresher training, the Group reinforces compliance, accountability, and ethical conduct across all operations. In FY2025, 99.6% of employees acknowledged the ABAC Policy and completed the required refresher training, supporting the Group's compliance with Section 17A of the MACC Act 2009.

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

Percentage of Employees Trained on Anti-Corruption by Employee Category			
Employee Category	Total number of employees	Number of employees trained	Percentage of employees trained
FY2025			
Management	51	51	100%
Middle Management	135	134	99.3%
Executives	370	367	99.2%
Non-Executives	792	791	99.9%
Non-Executives (Foreign Workers)	512	511	99.8%
Sales Advisors/Consultants	355	352	99.2%
Total	2,215	2,206	99.6%
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%

Period	Percentage of operations assessed for corruption-related risks			Confirmed incidents of corruption and action taken	
	Total number of operations	Total number of operations assessed for corruption risk	Percentage of operations assessed for corruption risks	Confirmed Incidents of corruption	Number of action(s) taken
FY2025	6	6	100%	0	0
FY2024	6	6	100%	0	0
FY2023	6	6	100%	0	0

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

ETHICAL BUSINESS CONDUCT

The Group is committed to conducting business ethically and responsibly in all dealings with counterparties, business partners, customers, regulators, and government authorities. Directors and employees are required to uphold the principles set out in the Group's COBCE and relevant policies, and to promote these standards across the value chain.

Counterparties and business partners are selected based on merit with procurement decisions made in the Group's best interests and in compliance with applicable policies and competition laws. The Group provides customers with accurate and transparent information on its products and services and prohibits misleading or deceptive practices.

The Group complies with competition, anti-trust and insider trading laws in all jurisdictions in which it operates. Political activities by directors and employees are undertaken strictly in a personal capacity, and the Group does not make political contributions without appropriate approvals.

SASB: AUTO PARTS

Competitive Behaviour Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations



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/>

MANAGEMENT OF MATERIAL SUSTAINABILITY MATTERS

M15 DATA PRIVACY & CYBERSECURITY

Information security and cyber threats continue to escalate globally, and the Group recognises the importance of maintaining strong cybersecurity safeguards. The Group remains committed to enhancing and maintaining strong systems to ensure the protection of personal and sensitive data against unauthorised access, alteration, or deletion. These safeguards include strict security controls, confidentiality requirements, and adherence to relevant compliance procedures.

DATA PRIVACY (PERSONAL DATA PROTECTION)

The Group complies with the Personal Data Protection (“PDP”) Act 2010. In line with the recent amendments to the PDP Act 2010 which came into effect in stages in 2025, the Group has ensured that its internal policies, procedures, and processes for managing personal data reflect the latest requirements accordingly including updating the Personal Data Notices of the Group, appointing Data Protection Officer(s) (“DPO(s)”), where relevant, along with providing the necessary training for the DPOs. Each Business Unit’s DPO is tasked with ensuring implementation of the recommended action items based on the principles and standards under the PDP Act 2010 and PDP Regulations 2013.

CYBER SECURITY CONTROLS

The Group has implemented various cybersecurity measures, including deploying cyber defence tools, implementing an IT Disaster Recovery Plan (“DRP”), continuous system monitoring, and conducting periodic internal and external cybersecurity assessments, such as penetration testing, network and web application security reviews, and phishing simulations. These controls are further strengthened through continuous firewall updates, network health checks, and regular cybersecurity training and awareness programmes.

CYBER SECURITY AWARENESS

The Group implemented a Cyber Security Awareness Programme for its employees, covering phishing prevention, ransomware risks, secure data handling and password management.

Number of substantiated cybersecurity complaints at the Group		
FY2025	FY2024	FY2023
1	0	0

CYBERSECURITY INCIDENT

During the year under review, there was one (1) substantiated cybersecurity data breach incident. One of the Group’s subsidiaries experienced a ransomware incident that affected its on-premise servers. The subsidiary immediately activated its IT DRP and restored operations by retrieving data from a third-party backup provider and transferring it to a secure internal backup server.

The subsidiary has notified the Personal Data Protection Commissioner of Malaysia and informed all affected customers. Comprehensive remediation measures were undertaken to identify and remove all malicious components. System functionality was fully restored, the incident was contained, and the subsidiary continues to strengthen its security controls to safeguard system and data integrity.

SASB: Multiline/Distributor		
Description of approach to identifying and addressing data security risks		
Data Security	(1) Number of data breaches	1

SUMMARY OF SUSTAINABILITY DATA

ENVIRONMENT				
Indicator	Unit	FY2023	FY2024	FY2025
Energy				
Non-Renewable Energy: Electricity (Total Consumption)	GJ	54,151	53,244	49,708
Non-Renewable Energy: Electricity (Intensity)	kWh/Unit	1.01	0.98	0.94
Non-Renewable Energy: Petrol, Diesel, Gas and LPG (Total Consumption)	GJ	33,100	28,222	22,006
Renewable Energy: Solar (Total Consumption)	GJ	2,902	4,377	7,670
Emissions				
Scope 1 (Absolute Emissions)	tco ₂ e	1,718	1,475	1,164
Scope 2 (Absolute Emissions)	tco ₂ e	11,641	11,500	10,604
Scope 1 (Intensity)	tco ₂ e/Unit	0.00012	0.00010	0.00008
Scope 2 (Intensity)	tco ₂ e/Unit	0.00078	0.00076	0.00072
Scope 3 – Business Travel (Absolute Emissions)	tco ₂ e	-	121	224
Scope 3 – Employee Commuting (Absolute Emissions)	tco ₂ e	-	2,991	2,942
Scope 3 – Upstream Transportation and Distribution (Absolute Emissions)	tco ₂ e	-	-	16,757
Water				
Municipal Potable Water	ML	142.82	135.01	113.71
Municipal Potable Water (Intensity)	m ³ /Unit	0.010	0.009	0.008
Harvested Rainwater	ML	0.26	0.52	0.93
Recycled Water	ML	1.54	1.97	1.85
Water Effluent Discharge	ML	9.64	9.61	6.36
Waste				
Scheduled Waste Generated	Tonnes	-	668	641
General Waste Generated	Tonnes	-	3,268	2,607
Recycled Waste (diverted from disposal)	Tonnes	-	1,925	1,853
Non-recycled Waste (diverted from disposal)	Tonnes	-	2,011	1,395
Waste Generated	Tonnes	-	3,936	3,248
Waste-to-Landfill (Intensity)	Tonnes/Unit	-	0.00011	0.00008
Social				
Indicator	Unit	FY2023	FY2024	FY2025
Customer Satisfaction and Loyalty				
Group Average Customer Satisfaction Survey Score	%	-	91	93
Health & Safety				
Number of hours worked (Total)	Hours	4,740,871	4,721,177	5,183,227
Number of incident resulted in time lost due to workplace injuries	Number	7	4	1
Injury Frequency Rate (IFR)	Rate	1.48	0.85	0.19
Lost-time Incident Rate (LTIR)	Rate	0.30	0.17	0.04
Work-Related Fatalities (Total)	Number	0	0	0
Number of employees trained on health & safety standards (Total)	Number	-	577	1,019

SUMMARY OF SUSTAINABILITY DATA

Social					
Indicator	Unit	FY2023	FY2024	FY2025	
Diversity & Equal Opportunities					
Group Directors					
Male	%	71	62.5	62.5	
Female	%	29	37.5	37.5	
50-60 years	%	43	37.5	37.5	
Above 60 years	%	57	62.5	62.5	
Group Employees					
Male	%	74	74	74	
Female	%	26	26	26	
Below 30 years	%	37	34	37	
30-50 years	%	51	53	51	
Above 50 years	%	12	13	12	
Contractual	%	29	28	28	
Permanent	%	71	72	72	
Number of Employees with Disabilities	Number	-	10	9	
Group Employees by Employee Category					
Gender Group by Employee Category					
Management	- Male	%	77	81	80
	- Female	%	23	19	20
Middle Management	- Male	%	79	78	76
	- Female	%	21	22	24
Executive	- Male	%	40	39	39
	- Female	%	60	61	61
Non-Executive	- Male	%	76	77	78
	- Female	%	24	23	22
Non-Executive (Foreign Workers)	- Male	%	88	91	91
	- Female	%	12	9	9
Sales Advisor/Consultant	- Male	%	79	77	78
	- Female	%	21	23	22
Age Group by Employee Category					
Management	- Below 30 years	%	0	0	2
	- 30-50 years	%	56	52	57
	- Above 50 years	%	44	48	41
Middle Management	- Below 30 years	%	1	1	1
	- 30-50 years	%	71	71	70
	- Above 50 years	%	28	28	29
Executive	- Below 30 years	%	25	21	25
	- 30-50 years	%	62	64	61
	- Above 50 years	%	13	15	14

SUMMARY OF SUSTAINABILITY DATA

Social					
Indicator	Unit	FY2023	FY2024	FY2025	
Group Employees by Employee Category (continued)					
Non-Executive	- Below 30 years	%	31	32	39
	- 30-50 years	%	56	55	49
	- Above 50 years	%	13	13	12
Non-Executive (Foreign Workers)	- Below 30 years	%	71	66	63
	- 30-50 years	%	29	34	37
	- Above 50 years	%	0	0	0
Sales Advisor/Consultant	- Below 30 years	%	21	19	27
	- 30-50 years	%	58	60	56
	- Above 50 years	%	21	21	17
Labour & Working Standards					
Number of substantiated complaints concerning human rights violations	Number	0	0	0	
Employee Welfare					
Group Average Employee Satisfaction Survey	%	79	73	79	
Employee Turnover					
Management	Number	5	5	6	
Middle Management	Number	19	10	15	
Executive	Number	39	46	46	
Non-Executive	Number	71	80	283	
Non-Executive (Foreign Workers)	Number	310	78	62	
Sales Advisor/Consultant	Number	50	66	63	
Employee Training					
Total training hours	Hours	30,286	58,673	27,064	
Total Training Hours by Employee Category					
Management	Hours	2,036	2,138	1,095	
Middle Management	Hours	8,495	12,945	2,662	
Executive	Hours	8,285	10,022	9,354	
Non-Executive	Hours	4,734	23,331	7,495	
Non-Executive (Foreign Workers)	Hours	2,193	3,256	2,965	
Sales Advisor/Consultant	Hours	4,543	6,981	3,495	
Average training hours per employees	Hours	14	27	12	
Average training days per employees	Hours	2	3	2	
Community Engagement & Investment					
Total Amount Invested	RM	112,513.22	174,543.00	113,024.55	
Total Number of Beneficiaries	RM	26	1,737	1,942	

Deloitte

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 2025, 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 2025 to be disclosed on the website of MBMR at <https://mbr.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 2025.

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.



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

Kuala Lumpur
17 April 2026

Appendix

Subject Matter Information

The Subject Matter Information reported in the Sustainability Report 2025 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 2025	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 border="1"> <thead> <tr> <th>Group</th> <th>kWh</th> </tr> </thead> <tbody> <tr> <td>Electricity Consumption Intensity</td> <td>0.94</td> </tr> </tbody> </table>		Group	kWh	Electricity Consumption Intensity	0.94				
		Group		kWh							
		Electricity Consumption Intensity		0.94							
	Electricity Consumption from Energy Producer <i>Measured by Gigajoule ("GJ")</i>	20 20									
	Motor Trading										
	<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>9,672</td> </tr> <tr> <td>FAHB</td> <td>6,130</td> </tr> </tbody> </table>		Company	GJ	DMSB	9,672	FAHB	6,130			
	Company	GJ									
	DMSB	9,672									
	FAHB	6,130									
GRI 302-3 Energy intensity	Manufacturing	<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>16,470</td> </tr> <tr> <td>HASB</td> <td>8,667</td> </tr> <tr> <td>OMI</td> <td>8,382</td> </tr> </tbody> </table>	Company	GJ	AHSB	16,470	HASB	8,667	OMI	8,382	20 20 20
		Company	GJ								
		AHSB	16,470								
	HASB	8,667									
	OMI	8,382									
Investment Holding	20										
<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>387</td> </tr> </tbody> </table>	Company	GJ	MBMR	387	20						
Company	GJ										
MBMR	387										
Group	20										
<table border="1"> <thead> <tr> <th>Group</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Electricity Consumption</td> <td>49,708</td> </tr> </tbody> </table>	Group	GJ	Electricity Consumption	49,708	20						
Group	GJ										
Electricity Consumption	49,708										

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25170690019 (LLP0010145-LCA)
Chartered Accountants (AF0050)

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	Reference to Sustainability Report (Page No.)								
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	Renewable Energy (Solar Energy Generated) <i>Measured by Megajoule ("Mj")</i>	20								
		<table border="1"> <thead> <tr> <th>Group</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Solar Energy Generated</td> <td>9,555</td> </tr> </tbody> </table>		Group	GJ	Solar Energy Generated	9,555				
		Group		GJ							
		Solar Energy Generated		9,555							
	Renewable Energy (Solar Energy Usage) <i>Measured by Gigajoule ("GJ")</i>	20 20									
	Motor Trading										
	<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>605</td> </tr> <tr> <td>FAHB</td> <td>1,334</td> </tr> </tbody> </table>		Company	GJ	DMSB	605	FAHB	1,334			
	Company	GJ									
	DMSB	605									
	FAHB	1,334									
GRI 302-3 Energy intensity	Manufacturing	<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>1,024</td> </tr> <tr> <td>HASB</td> <td>1,790</td> </tr> <tr> <td>OMI</td> <td>2,917</td> </tr> </tbody> </table>	Company	GJ	AHSB	1,024	HASB	1,790	OMI	2,917	20 20 20
		Company	GJ								
		AHSB	1,024								
	HASB	1,790									
	OMI	2,917									
Group	20										
<table border="1"> <thead> <tr> <th>Group</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Solar Energy Usage</td> <td>7,670</td> </tr> </tbody> </table>	Group	GJ	Solar Energy Usage	7,670	20						
Group	GJ										
Solar Energy Usage	7,670										
GRI 302: Energy 2016	GRI 302-1 Energy consumption within the organisation	Energy Consumption (Petrol, Diesel, Gas and LPG) <i>Measured by Gigajoule ("GJ")</i>	20 20								
		Motor Trading									
		<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>1,439</td> </tr> <tr> <td>FAHB</td> <td>1,386</td> </tr> </tbody> </table>		Company	GJ	DMSB	1,439	FAHB	1,386		
		Company		GJ							
	DMSB	1,439									
	FAHB	1,386									
	Manufacturing	20 20 20									
	<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>239</td> </tr> <tr> <td>HASB</td> <td>14,748</td> </tr> <tr> <td>OMI</td> <td>4,140</td> </tr> </tbody> </table>		Company	GJ	AHSB	239	HASB	14,748	OMI	4,140	
	Company		GJ								
	AHSB	239									
HASB	14,748										
OMI	4,140										
Investment Holding	20										
<table border="1"> <thead> <tr> <th>Company</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>54</td> </tr> </tbody> </table>	Company	GJ	MBMR	54	20						
Company	GJ										
MBMR	54										
Group	20										
<table border="1"> <thead> <tr> <th>Group</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Energy Consumption</td> <td>22,006</td> </tr> </tbody> </table>	Group	GJ	Energy Consumption	22,006	20						
Group	GJ										
Energy Consumption	22,006										

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25170690019 (LLP0010145-LCA)
Chartered Accountants (AF0050)

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	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>	31								
		<table border="1"> <thead> <tr> <th>Group</th> <th>m3</th> </tr> </thead> <tbody> <tr> <td>Water Consumption Intensity</td> <td>0.008</td> </tr> </tbody> </table>		Group	m3	Water Consumption Intensity	0.008				
		Group	m3								
		Water Consumption Intensity	0.008								
		Water Consumption <i>Measured by Megalitre ("MI")</i>	32								
		<table border="1"> <thead> <tr> <th>Company</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>49.97</td> </tr> <tr> <td>FAHB</td> <td>17.44</td> </tr> </tbody> </table>		Company	MI	DMSB	49.97	FAHB	17.44		
		Company	MI								
		DMSB	49.97								
		FAHB	17.44								
		Motor Trading	32								
		<table border="1"> <thead> <tr> <th>Company</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>15.72</td> </tr> <tr> <td>HASB</td> <td>6.64</td> </tr> <tr> <td>OMI</td> <td>23.68</td> </tr> </tbody> </table>		Company	MI	AHSB	15.72	HASB	6.64	OMI	23.68
		Company		MI							
AHSB	15.72										
HASB	6.64										
OMI	23.68										
Investment Holding	32										
<table border="1"> <thead> <tr> <th>Company</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>0.26</td> </tr> </tbody> </table>		Company	MI	MBMR	0.26						
Company	MI										
MBMR	0.26										
		32									
	<table border="1"> <thead> <tr> <th>Group</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>Water Consumption</td> <td>113.71</td> </tr> </tbody> </table>	Group	MI	Water Consumption	113.71	32					
Group	MI										
Water Consumption	113.71										

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20170560019 (LLP0010145-LCA)
Chartered Accountants (AF0080)

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	Reference to Sustainability Report (Page No.)								
GRI 303: Water and Effluents 2018	GRI 303-4 Water discharge	Rainwater Harvested <i>Measured by Megalitre ("MI")</i>	32								
		Manufacturing									
		<table border="1"> <thead> <tr> <th>Company</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>0.42</td> </tr> <tr> <td>OMI</td> <td>0.42</td> </tr> <tr> <td>DMSB</td> <td>0.09</td> </tr> </tbody> </table>	Company	MI	AHSB	0.42	OMI	0.42	DMSB	0.09	32
		Company	MI								
		AHSB	0.42								
		OMI	0.42								
		DMSB	0.09								
		<table border="1"> <thead> <tr> <th>Group</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>Rainwater Harvested</td> <td>0.93</td> </tr> </tbody> </table>	Group	MI	Rainwater Harvested	0.93	32				
		Group	MI								
		Rainwater Harvested	0.93								
		Water Recycled <i>Measured by Megalitre ("MI")</i>	32								
		Manufacturing									
<table border="1"> <thead> <tr> <th>Company</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>HASB</td> <td>0.06</td> </tr> <tr> <td>OMI</td> <td>1.79</td> </tr> </tbody> </table>	Company	MI	HASB	0.06	OMI	1.79	32				
Company	MI										
HASB	0.06										
OMI	1.79										
<table border="1"> <thead> <tr> <th>Group</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>Water Recycled</td> <td>1.85</td> </tr> </tbody> </table>	Group	MI	Water Recycled	1.85	32						
Group	MI										
Water Recycled	1.85										
Effluent Discharge <i>Measured by Megalitre ("MI")</i>	32										
Manufacturing											
<table border="1"> <thead> <tr> <th>Group</th> <th>MI</th> </tr> </thead> <tbody> <tr> <td>Effluent Discharge</td> <td>6.36</td> </tr> </tbody> </table>	Group	MI	Effluent Discharge	6.36	32						
Group	MI										
Effluent Discharge	6.36										

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Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	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>									
		Motor Trading									
		<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>98</td> </tr> <tr> <td>FAHB</td> <td>94</td> </tr> </tbody> </table>	Company	tCO2e	DMSB	98	FAHB	94	23 23		
		Company	tCO2e								
		DMSB	98								
		FAHB	94								
		Manufacturing									
		<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>16</td> </tr> <tr> <td>HASB</td> <td>731</td> </tr> <tr> <td>OMI</td> <td>221</td> </tr> </tbody> </table>	Company	tCO2e	AHSB	16	HASB	731	OMI	221	23 23 23
		Company	tCO2e								
		AHSB	16								
HASB	731										
OMI	221										
Investment Holding											
<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>3.63</td> </tr> </tbody> </table>	Company	tCO2e	MBMR	3.63	23						
Company	tCO2e										
MBMR	3.63										
<table border="1"> <thead> <tr> <th>Group</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>Scope 1 Carbon Emissions Volume</td> <td>1,164</td> </tr> </tbody> </table>	Group	tCO2e	Scope 1 Carbon Emissions Volume	1,164	23						
Group	tCO2e										
Scope 1 Carbon Emissions Volume	1,164										
Scope 1 Carbon Emission Intensity <i>Measured by tonnes of carbon dioxide equivalent emission per Vehicle Sales, After-sales and Production volumes ("tCO2e")</i>											
<table border="1"> <thead> <tr> <th>Group</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>Scope 1 Carbon Emission Intensity</td> <td>0.00008</td> </tr> </tbody> </table>	Group	tCO2e	Scope 1 Carbon Emission Intensity	0.00008	22						
Group	tCO2e										
Scope 1 Carbon Emission Intensity	0.00008										

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Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	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>									
		Motor Trading									
		<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>2,010</td> </tr> <tr> <td>FAHB</td> <td>952</td> </tr> </tbody> </table>	Company	tCO2e	DMSB	2,010	FAHB	952	23 23		
		Company	tCO2e								
		DMSB	2,010								
		FAHB	952								
		Manufacturing									
		<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>3,541</td> </tr> <tr> <td>HASB</td> <td>1,908</td> </tr> <tr> <td>OMI</td> <td>2,110</td> </tr> </tbody> </table>	Company	tCO2e	AHSB	3,541	HASB	1,908	OMI	2,110	23 23 23
		Company	tCO2e								
		AHSB	3,541								
HASB	1,908										
OMI	2,110										
Investment Holding											
<table border="1"> <thead> <tr> <th>Company</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>83</td> </tr> </tbody> </table>	Company	tCO2e	MBMR	83	23						
Company	tCO2e										
MBMR	83										
<table border="1"> <thead> <tr> <th>Group</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>Scope 2 Carbon Emissions Volume</td> <td>10,604</td> </tr> </tbody> </table>	Group	tCO2e	Scope 2 Carbon Emissions Volume	10,604	23						
Group	tCO2e										
Scope 2 Carbon Emissions Volume	10,604										
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 border="1"> <thead> <tr> <th>Group</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>Scope 2 Carbon Emission Intensity</td> <td>0.00072</td> </tr> </tbody> </table>	Group	tCO2e	Scope 2 Carbon Emission Intensity	0.00072	22						
Group	tCO2e										
Scope 2 Carbon Emission Intensity	0.00072										
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 border="1"> <thead> <tr> <th>Group</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>Scope 1 & 2 Carbon Emission Intensity</td> <td>0.0008</td> </tr> </tbody> </table>	Group	tCO2e	Scope 1 & 2 Carbon Emission Intensity	0.0008	22						
Group	tCO2e										
Scope 1 & 2 Carbon Emission Intensity	0.0008										

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ASSURANCE REPORT

ASSURANCE REPORT

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	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>	38						
		<table border="1"> <thead> <tr> <th>Group</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>Workplace related fatalities</td> <td>0</td> </tr> </tbody> </table>		Group	Number of Cases	Workplace related fatalities	0		
		Group	Number of Cases						
		Workplace related fatalities	0						
		Incident Management – Number of workplace related incidents <i>Measured by Number of Cases</i>	39						
		Motor Trading							
		<table border="1"> <thead> <tr> <th>Company</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>0</td> </tr> <tr> <td>FAHB</td> <td>1</td> </tr> </tbody> </table>	Company	Number of Cases	DMSB	0	FAHB	1	
		Company	Number of Cases						
		DMSB	0						
		FAHB	1						
Manufacturing	39								
<table border="1"> <thead> <tr> <th>Company</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>0</td> </tr> <tr> <td>HASB</td> <td>0</td> </tr> <tr> <td>OMI</td> <td>0</td> </tr> </tbody> </table>		Company	Number of Cases	AHSB	0	HASB	0	OMI	0
Company		Number of Cases							
AHSB	0								
HASB	0								
OMI	0								
Investment Holding									
<table border="1"> <thead> <tr> <th>Company</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>0</td> </tr> </tbody> </table>	Company	Number of Cases	MBMR	0	39				
Company	Number of Cases								
MBMR	0								
<table border="1"> <thead> <tr> <th>Group</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>Workplace Incidents</td> <td>1</td> </tr> </tbody> </table>	Group	Number of Cases	Workplace Incidents	1	39				
Group	Number of Cases								
Workplace Incidents	1								

(Forward)

Material Matter	Applicable Criteria	Reported Amount for the Period from 1 January to 31 December 2025	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>	39								
		Motor Trading									
		<table border="1"> <thead> <tr> <th>Company</th> <th>IFR</th> </tr> </thead> <tbody> <tr> <td>DMSB</td> <td>-</td> </tr> <tr> <td>FAHB</td> <td>1.62</td> </tr> </tbody> </table>	Company	IFR	DMSB	-	FAHB	1.62	39		
		Company	IFR								
		DMSB	-								
		FAHB	1.62								
		Manufacturing	39								
		<table border="1"> <thead> <tr> <th>Company</th> <th>IFR</th> </tr> </thead> <tbody> <tr> <td>AHSB</td> <td>-</td> </tr> <tr> <td>HASB</td> <td>-</td> </tr> <tr> <td>OMI</td> <td>-</td> </tr> </tbody> </table>		Company	IFR	AHSB	-	HASB	-	OMI	-
		Company		IFR							
		AHSB	-								
HASB	-										
OMI	-										
Investment Holding	39										
<table border="1"> <thead> <tr> <th>Company</th> <th>IFR</th> </tr> </thead> <tbody> <tr> <td>MBMR</td> <td>-</td> </tr> </tbody> </table>		Company	IFR	MBMR	-						
Company	IFR										
MBMR	-										
<table border="1"> <thead> <tr> <th>Group</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>IFR</td> <td>0.19</td> </tr> </tbody> </table>	Group	Number of Cases	IFR	0.19	38,39						
Group	Number of Cases										
IFR	0.19										

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Chartered Accountants (AF0080)

BURSA ESG REPORT

BURSA MALAYSIA CSI'S PRESCRIBED TABLE

MBM Resources Berhad
 IFRS S2

Date & Time: 2026-04-17 16:43:17
 FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Climate	Scope 1 Carbon Emissions	tco2e	1,164	—	External (Limited)
Climate	Scope 2 Carbon Emissions (Location-based)	tco2e	10,604	—	External (Limited)
Climate	Total Scope 3 Carbon Emissions	tco2e	19,923	—	No assurance
Climate	Scope 3 - Category 4: Upstream Transportation and Distribution	tco2e	16,757	—	No assurance
Climate	Scope 3 - Category 6: Business Travel	tco2e	224	—	No assurance
Climate	Scope 3 - Category 7: Employee Commuting	tco2e	2,942	—	No assurance
Climate	Scope 1 Carbon Emissions Intensity	tco2e/volume	0.00008	Reduce 25% carbon emissions intensity (Scope 1) in 2030 compared to the 2024 baseline	External (Limited)
Climate	Scope 2 Carbon Emissions Intensity (Location-based)	tco2e/volume	0.00072	Reduce 36% carbon emissions intensity (Scope 2) in 2030 compared to the 2019 baseline	External (Limited)



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