

SUSTAINABILITY REPORT 2024



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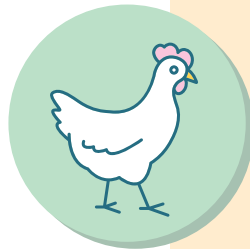


FLOUR

MALAYAN FLOUR MILLS BERHAD
("MFM")

VIMAFLOUR LTD ("VimafLOUR")

MEKONG FLOUR MILLS LTD
("Mekong Flour")



POULTRY INTEGRATION

DINDINGS TYSON SDN BHD ("DTSB")

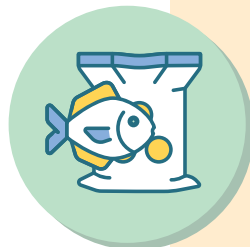
DINDINGS POULTRY DEVELOPMENT
CENTRE SDN BHD ("DPDC")

DINDINGS POULTRY PROCESSING
SDN BHD ("DPP")



GRAIN TRADING

PREMIER GRAIN SDN BHD ("PGSB")



AQUA FEEDS

DINDINGS SOYA & MULTIFEEDS SDN
BERHAD ("DSM")

About This Report

This Sustainability Report ("this Report") discloses our commitment, practices and initiatives towards achieving sustainable economic, minimising environmental impact, promoting social responsibility, and ensuring ethical governance ("EESG").

Scope & Boundaries

The reporting period is from 1 January 2024 to 31 December 2024. It covers the four business segments of the Group, namely flour, poultry integration, grain trading and aqua feeds in Malaysia and Vietnam. It does not cover our joint venture in Indonesia, PT Bungasari Flour Mills Indonesia, as the Group does not have full management control over it.

Approach to Sustainability

Reporting Framework

This Report is prepared in accordance with the Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad (“Bursa Malaysia”) as well as with reference to the following reporting and global best practices for sustainability as respond to emerging information demands from stakeholders and regulators:

- Global Reporting Initiative Standards (“GRI Standards”); and
- United Nations Sustainability Development Goals (“UN SDGs”)



Sustainability-related Index

MFM has been a constituent of the FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Shariah Index (“FTSE4Good Index Series”) since 23 December 2024. This is a mark of recognition for the Company’s commitment towards sustainability and responsible business practices.

Sustainability Governance





The Board of Directors of MFM is committed and responsible in setting the sustainability direction for the Group. The Audit & Risk Management Committee assists the Board to review the effectiveness of the Group’s strategies, policies, principles, and practices relating to sustainability.

The Sustainability Steering Committee (“SSC”) comprising MFM’s Executive Deputy Chairman cum Managing Director, and the Heads of Business Units and Business Functions, supports the Board in formulating strategies, policies, practices and targets for sustainability. Based on the strategies, priorities and targets set, the Heads of Business Units and Business Functions implement and manage sustainability initiatives within their businesses.

Sustainability Reporting Working Group guides and assists the SSC on the sustainability reporting requirements and preparing the sustainability report.

Sustainability Framework



VISION

We aspire to be a leading food manufacturing enterprise in the region.



MISSION

- To be the preferred provider and strategic partner in the food industry.
- To drive operational excellence by embracing a culture of continuous improvement.
- To add value to stakeholders by growing economies of scale.



GOVERNANCE

Business Divisions adopt the well-known continuous improvement cycle Plan-Do-Check-Act (“PDCA”) in managing sustainability initiatives.

Sustainability Risk Management Framework

All the sustainability-related risks and opportunities of the Group are integrated into its comprehensive risk management framework. This formal risk management process assists the Management to identify, evaluate, mitigate, monitor and review risks impacting the Group.

In 2024, the Internal Audit and Risk Management Function had carried out a full review of the risk scorecards with the Senior Management and Heads of business units and business functions to identify new risks, re-assess existing risks and develop preventive, detective and corrective measures to manage the key risks.

The final Risk Scorecards were presented to the Audit & Risk Management Committee in February 2025 for endorsement.

Sustainability Approach

In embracing good sustainability practices, MFM Group focuses on managing its social and environmental impact and seeks to improve operational efficiency and natural resources stewardship.

MFM is committed to managing EESG material matters, guided by its Code of Conduct and related Policies, Standards & Guidelines.

Management Approach to Sustainability

Our Group has identified and prioritised its approaches towards managing the material matters relating to EESG for our business operations as follows:



- To provide our customers with safe and quality products that adhere to Government legislation & requirements
- To have good strategic management & wisely utilise our resources
- To advance sustainable profitable growth whilst satisfying our ethical, legal & contractual obligations



- To comply with the regulatory requirements & standards in relation to environmental concerns
- To raise awareness among our employees & the whole supply chain in order to act in an environmental responsible manner
- To integrate environmental matter into our business decisions
- To ensure that energy & water are utilised efficiently & consumption is being monitored
- To recycle, reduce or reuse the waste or resources where practicable
- To reduce carbon footprint through energy efficiency & conservation practices



- To empower our employees by offering training, motivation & career advancement
- To provide a safe & healthy workplace & take care of employees' well-being
- To encourage open communication, ideas and innovation
- To support diversity in workforce
- To provide job security to employees
- To engage actively with civic project, charity events & the local communities through our corporate social initiatives
- To provide ample job opportunities



- To abide by the requirements of all laws & industry's best practices
- To adopt good ethical practices through Code of Conduct
- To ensure an appropriate governance system is in place to oversee the strategic development & performance that relates to the maintenance of a sustainable business
- To ensure proper risk management & internal control system are in place



Key Stakeholders Engagement

We continually engage with our key stakeholders to identify key sustainability issues and solutions to manage the material matters. Stakeholder engagement is vital for us to understand the needs, expectations and concerns of our key stakeholders and address the material matters accordingly for continuous improvement which in return will enable us to sustain our business in the evolving business environment as well as strengthen relationships, build lasting confidence and trust of the stakeholders in our Group and products.

Our engagement platforms with the various key stakeholders and their focus areas are as follows:

Stakeholders	Focus Areas	Method of Engagement
Investors and shareholders	<ul style="list-style-type: none"> Financial performance Growth and prospects Good corporate governance Risk management Regulatory compliance 	<ul style="list-style-type: none"> General Meetings Quarterly Financial Reports Annual Reports Circular/Notice to Shareholders Announcements Press Releases Analyst Briefings Corporate website
Customers	<ul style="list-style-type: none"> Safe, nutritious and quality products Product innovation Business ethics Competitive pricing and values Customer service Sustainability practices 	<ul style="list-style-type: none"> Customer feedback survey Customer meetings/visits Customer Careline Technical training and support Social media platforms Corporate website
Employees	<ul style="list-style-type: none"> Career advancement Remuneration and benefits Learning and development Labour and human rights Job security Workplace health and safety Work-life balance 	<ul style="list-style-type: none"> Onboarding programme Townhall meetings Employee Portal Learning and Development programmes Events and functions Internal newsletters Management meetings Annual performance appraisal
Government & Regulators	<ul style="list-style-type: none"> Law and regulatory compliance Good corporate governance Food security Support for government policies and initiatives 	<ul style="list-style-type: none"> Statutory submissions Attend briefings/conferences Organise meetings to brief and update the relevant authorities on industry trends/concerns
Suppliers & Service Providers	<ul style="list-style-type: none"> Payment terms Governance and business ethics Fair procurement contract 	<ul style="list-style-type: none"> Regular meetings Suppliers' evaluation (audit) Contractual/Annual Review Suppliers' Conferences
Media	<ul style="list-style-type: none"> Financial performance Corporate news Business/product development 	<ul style="list-style-type: none"> Media briefings Corporate events Press releases Social media platforms
Local Communities & NGOs	<ul style="list-style-type: none"> Environmental impact on operations Direct and indirect economic impact Corporate social responsibility (CSR) 	<ul style="list-style-type: none"> CSR activities and events Job opportunities Financial support/contribution
Industry Peers	<ul style="list-style-type: none"> Price competition New business opportunity Innovation and creativity Industry outlook and issues 	<ul style="list-style-type: none"> Dialogue with government on industry concerns Participation in government initiatives for the industry

Material Sustainability Matters




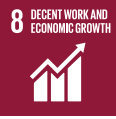


Review of Material Matters



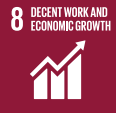









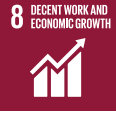
MFM conducts its materiality assessment every 3 years based on the above materiality assessment process to ensure that the Material Matters of the Group remain relevant and material to the business and are aligned to the stakeholders' focus areas.

The last materiality assessment was conducted in 2023. Arising from the review, a revised set of 15 Material Matters relevant to the Group based on recent developments and changes in the business context, stakeholders' expectations and alignment with the common material matters identified in the Bursa Malaysia Securities Berhad's Enhanced Sustainability Reporting Framework, were identified. As the 15 Material Matters remained relevant, there was no review carried out in 2024.

The 15 Material Matters and their alignment with the UN SDGs, which are a global call to action to end poverty, protect the earth's environment and climate, and ensure that all people can enjoy peace and prosperity, are as follows:

Link to UN SDGs	Material Matter	Description on its Significance
SUSTAINABLE ECONOMIC		
 	Food security, safety and Halal	Ensuring sufficient supply, safe and nutritious food products to meet relevant standards and customer expectations.
	Biosecurity	Our poultry farms require strict biosecurity to prevent and control diseases to ensure uninterrupted operations and good farm management practices.
	Customer satisfaction	Customer satisfaction is our priority for customer loyalty and retention.



Link to UN SDGs	Material Matter	Description on its Significance
SUSTAINABLE ECONOMIC (cont'd)		
	Brand and reputation	Having a strong and positive brand and reputation in the market are crucial for the Company to enjoy greater customer loyalty & trust, distinguishing itself from the competitors and boost sales.
	Data security/data leakage	Data protection is increasingly vital to safeguard valuable information which is a critical asset to the Company and prevent business disruption, loss of customers' confidence and data breaches.
	Business Growth	Sustainable business growth is crucial for the continuity of our business as well as delivering long term value to the stakeholders.
 	Supply Chain Management	Supply chain management is important as it helps to improve product quality, customer service, operating costs, financial performance and competitive advantage.
ENVIRONMENTAL RESPONSIBILITY		
 	Environmental compliance	Our operations generate waste and effluent. Processing the waste before discharge prevents environmental contamination and complies with the Environmental Quality Act 1974.
   	Emissions and Water Security	Greenhouse Gas (GHG) emissions arising from the use of energy and other pollutant gases in our manufacturing and supply chain activities contribute to climate change and high usage of water will strain the scarce resources. As these will have adverse effects on our business and the environment, the management of energy usage to reduce the carbon footprint and water security are crucial for the Company to minimise its environmental impact.
SOCIAL RESPONSIBILITY		
	Employee education & development	Continuous training and leadership development will enhance the skills and competency for the career growth of the employees and to meet the changing needs of the Company.
	Talent attraction & retention	Talent attraction and retention are important to building the Company's competent team, reducing the turnover rate and cost as well as leading to better customer relationships.

Link to UN SDGs	Material Matter	Description on its Significance
SOCIAL RESPONSIBILITY (cont'd)		
	Fair Labour Practices	Practising human rights and employee fair treatment will promote job satisfaction, reinforce our position as a caring employer who respects the basic human rights of the stakeholders as well as compliance with all applicable laws, regulations and employment & human rights standards.
	Occupational Safety & Health (“OSHA”)	Providing a healthy and safe workplace is crucial to safeguarding the health and overall wellbeing of the employees and other stakeholders, reducing accidents risk and vital in attracting and retaining talent.
	Community Relationship	Supporting the community is the corporate responsibility to care and give back to society for mutual growth.
GOVERNANCE		
	Corporate Governance and Business Ethics	Good corporate governance and business ethics help to build an environment of trust, transparency and accountability necessary for fostering long-term investment, financial stability and business integrity of the Company. The corporate governance practices are guided by our Board Charter, Code of Conduct and policies/principles on anti-corruption, anti-competition, anti-money laundering, anti-profiteering, risk management and tax governance.

Prioritisation of Material Matters

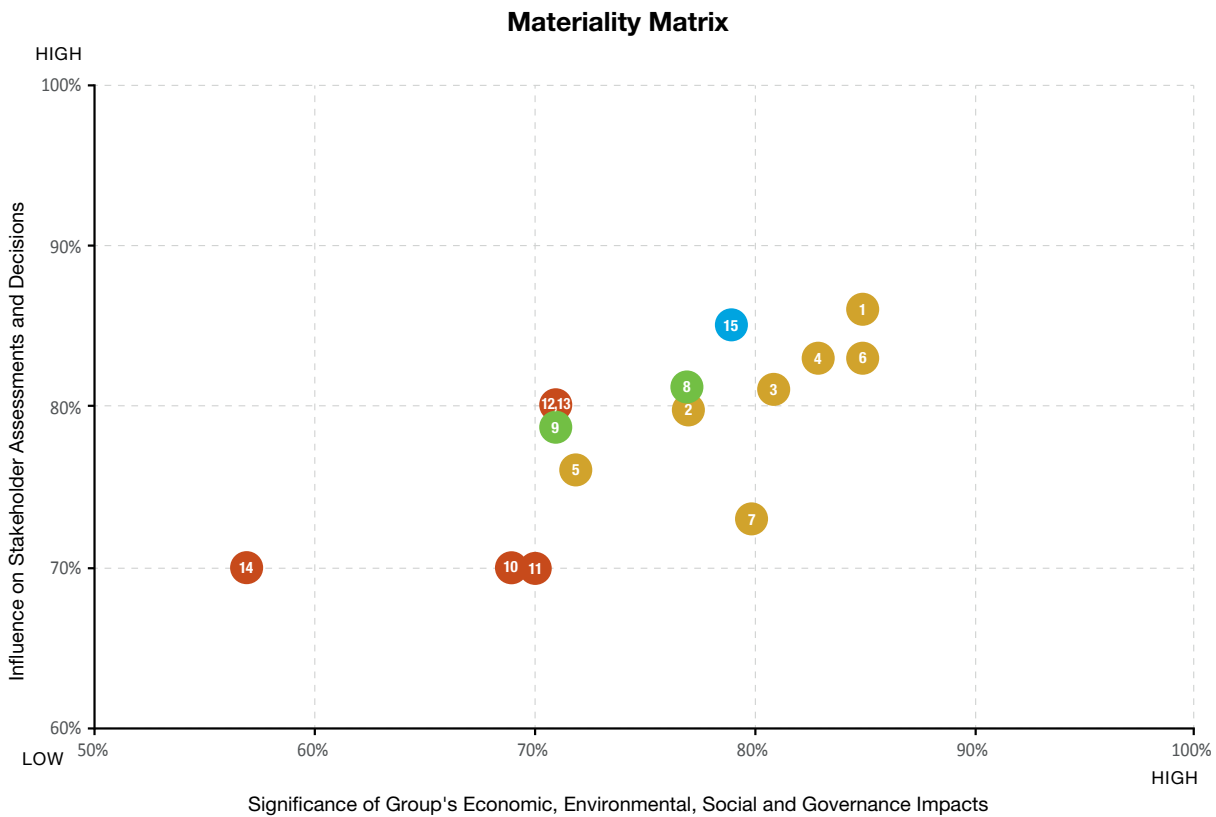
Following the revised set of Material Matters, we conducted a prioritisation exercise to determine their relative importance as not all Material Matters are of equal importance. The intention is to focus the Group’s efforts on the Material Matters that matter most. The prioritisation exercise was carried out through a materiality assessment survey where opinions were gathered from the Senior Management to rank and rate Material Matters from their standpoints and the deemed importance to other stakeholders on their impact on our business and stakeholders.



Validation of Materiality Assessment

Based on the outcome of the materiality assessment survey, the Materiality Matrix below was plotted in accordance with the degree of materiality and the relative relevance of Material Matters. This is to identify the priority of Material Matters.

The outcome of the materiality assessment survey and Materiality Matrix were reviewed and validated by the Senior Management and subsequently approved by the Board.



ECONOMIC

- 1 Food security, safety and Halal
- 2 Biosecurity
- 3 Customer satisfaction
- 4 Brand and reputation
- 5 Data security/data leakage
- 6 Business Growth
- 7 Supply Chain Management

ENVIRONMENTAL

- 8 Environmental compliance
- 9 Emissions and Water Security

SOCIAL

- 10 Employee education & development
- 11 Talent attraction & retention
- 12 Fair Labour Practices
- 13 Occupational Safety & Health (OSHA)
- 14 Community Relationship

GOVERNANCE

- 15 Corporate Governance and Business Ethics



Sustainable Economic

Food Security, Safety and Halal

We are dedicated to producing food products that meet the highest standards of safety, quality, and nutrition. As such, ensuring *food security, food safety and food quality* that have direct and intense impact on public health, consumer trust and industry sustainability, are our utmost priority.

We adhere to strict quality control measures throughout every stage of production, from sourcing raw materials to manufacturing and packaging. Our team works diligently to ensure that our products meet all relevant industry standards and regulations, and we continuously strive to improve our processes to guarantee consistency and excellence.

We are fully committed to understanding and meeting the unique needs of our customers. By listening to their feedback and requirements, we ensure that our products align with their expectations for both quality and nutrition. Our goal is to provide food that nourishes the body and mind while maintaining the trust of those who choose our brand.

Through transparency, innovation, and a passion for excellence, we aim to lead the way in delivering food that is not only safe and nutritious but also supports the health and well-being of all our customers.

Our Commitment to Food Safety & Quality

MFM Group's commitment to the safety and quality of all its products is guided by the following Food Safety Policy –

Adoption of Hazard Analysis and Critical Control Points (“HACCP”) system, applying Good Manufacturing Practice (“GMP”) and training employees in Good Hygiene Practice (“GHP”) throughout the food processing flow chart from raw material to finished goods.

Provide continuous training to our staff ensuring that they possess the necessary knowledge and understanding in managing food safety and strive to improve customer confidence in our products.

Strictly follows the reference standards of “Requirements for a HACCP based Food Safety System” (Compiled by the National Board of Experts-HACCP, the Netherlands, 2002), the Malaysia Food Act (1983) and Food Regulation (1985) as a reference guide to draw the HACCP Manual.

To co-operate with the relevant authorities ensuring the processing system adheres to both domestic and international requirements.

Practices adopted for Food Security, Safety, Quality and Halal Compliance

MFM Group has embraced the globally recognised Food Safety System Certification Scheme (“FSSC 22000”) and the principle of HACCP for our flour milling and poultry processing operations. Additionally, our plants are certified as Halal by JAKIM (Department of Islamic Development Malaysia).

By implementing the Food Safety and Quality Assurance (“FSQA”) and Halal Assurance System (“HAS”), we ensure that our processes are devoid of potential hazards or sources of haram in the raw materials and ingredients. This system prioritises food safety, quality and cleanliness at every stage of production, providing a structured approach to guarantee and uphold halal integrity while securing the safety and high quality of our products.

We regularly engage independent certification bodies to audit our Management System to ensure that we remain in compliance with internal policies, ISO Standards, laws and regulations.



Standards & Certifications Obtained for Food Safety & Quality

<p>Food Safety Management System</p>    <p>Quality Management System</p>  <p>HALAL Certificate</p>  <p>Veterinary Health Mark</p>  <p>Food Safety Assurance</p>  <p>Good Agricultural Practices</p> 	<p>Standards and Certifications adopted</p> <ol style="list-style-type: none"> 1. FSSC 22000 V5.1 Food Safety Certification scheme 2. ISO 22000:2018 Food Safety Management Standard (“FSM”) 3. ISO 9001:2015 Quality Management System (“QMS”) 4. MS 1480:2019 Hazard Analysis and Critical Control Points (“HACCP”) 5. MS 1514:2009 Good Manufacturing Practice (“GMP”) 6. Veterinary Health Mark (“VHM”) 7. MS 1500:2019 Halal Food (certified by JAKIM) 8. Halal Slaughterhouse (certified by JAKIM) 9. ISO/IEC 17025:2017 General requirements for the competence of testing and calibration laboratories 10. SIRIM MS 85:2018 (Edible Wheat Flour) 11. MeSTI (Food Safety is Responsibility of the Industry) 12. Malaysian Good Agricultural Practices Certification Scheme (“myGAP”) 13. Fish Quality Certificate (“FQC”) by Department of Fisheries Malaysia
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Facilities for Food Safety & Quality

Some of the new machineries/system installed for food safety and quality are as follows:

Laserlife Egginject Technology for In-ovo Vaccination and Hatchery Processes



Our hatchery has implemented the innovative poultry vaccination by Ceva Animal Health, automated with Laserlife Egginject Technology.

This integrated technology plays a crucial role in improving chick health and quality by effectively mitigating the risk of disease outbreaks, preventing and controlling diseases such as Newcastle Disease, Infectious Bursal Disease (“IBD”), and Infectious Bronchitis (“IB”), while also significantly reducing chicks’ first-week mortality.



These automated vaccination processes also enable us to optimise our labour force. By reducing the need for manual intervention, we can better allocate our resources, resulting in enhanced productivity and streamlined operations. Additionally, the automation minimises the risk of human error, ensuring consistent and reliable outcomes.

This poultry vaccination with Laserlife Egginject Technology has led to significant improvements, further reinforcing our commitment to excellence and innovation in hatchery management.

Turbolizer and Aspiration System in Wheat Cleaning Line



Turbolizer and Aspiration System was installed in the wheat cleaning line to increase process efficiency of maximising impurities removal for Food Safety commitment as well as minimise risk of explosion.

Heat Sealing Machine

Heat Sealing Machine was installed for hygienic improvement, pest control and minimise cross-contamination as Food Safety commitment besides pro-longed product shelf life and to provide fresher product in the market.



Training for Food Safety and Quality Assurance

Our quality assurance system is not just about meeting industry, legal, customer standards, it is about surpassing them. To ensure our employees are competently equipped to maintain our high standards of food safety, quality and security throughout the production process, our employees undergo regular and customised training programmes to stay abreast of the latest industry trends, technologies, and safety protocols. Their unwavering commitment to excellence is the cornerstone of our quality assurance system, ensuring that every product is handled with care and expertise.





We also conduct training to educate consumers, wholesalers/distributors and the community on food safety and quality requirements.



Commitment to Halal Compliance

We recognise the growing demand for Halal-certified products and the importance of Halal Certification and compliance to access the growing Halal market, enhance customer trust and loyalty, improve brand reputation, differentiate and reposition our products and brands in the market and align with global market expansion.

As such, we are dedicated to upholding the integrity of our Halal certification and practices from procurement of raw materials to distribution of our manufactured products by strictly adhering to Halal Standards, abiding by our Halal Assurance Management System and other relevant standards.

OUR HALAL COMMITMENT THROUGHOUT THE VALUE CHAIN						
Raw Material	Suppliers	Factories	Warehouses	Transportation	Marketing and Sales	End user
All raw material and ingredients sourced are Halal-certified.	We conduct Halal briefings and surveillance audits on our suppliers and co-manufacturers to ensure they meet our stringent Halal standards.	Our Halal Assurance System complies with the strictest Halal practices across our factories, ensuring highest standards of hygiene, quality and food safety.	Our warehouses only store Halal products and are Halal-certified.	Our transportation system complies with Halal requirements and the strictest hygiene control standards.	All our marketing communications, promotions and in-store activations comply with local Halal standards.	All this is done to ensure that all our consumers, Muslims and non-Muslims alike around the world, can enjoy our products with peace of mind.

We take pride in upholding our Halal certification and compliance, and as such we conduct regular audits and inspection of all our approved supplier's facilities and processes to verify their compliance with Halal standards.

Likewise, internally, we will undergo regular audits and inspections by Halal certification body. These audits ensure that all aspects of production, processing and handling meet the requirements for Halal certification.

To ensure the integrity and authenticity of our Halal-certified products along our supply and to ensure that our manufactured products are Halal, or permissible, for consumption by Muslims, we prioritise the conducting of comprehensive training programmes for our internal Halal Committee members and fostering a culture of Halal compliance within food production facilities.

All products manufactured, exported and distributed are Halal-certified by the Halal Certification Agency.

Biosecurity

In the upstream operation of the poultry integration, implementing stringent biosecurity measures stands as a cornerstone for ensuring food security, food safety and environmental sustainability.

One of the primary reasons behind enforcing strict biosecurity protocols in poultry farming is to uphold food safety standards. Poultry serves as a vital protein source for Malaysian consumers nationwide, hence, making it imperative to maintain the integrity of poultry products. By implementing strict biosecurity measures, we effectively reduce the risk of disease transmission within flocks.

Diseases such as Avian Influenza and Newcastle disease pose significant threats to both poultry populations and human health. A single outbreak can lead to the mass culling of infected birds, economic losses, and potential contamination of the food supply chain. The likelihood of such outbreaks can be minimised through robust biosecurity practices, thereby ensuring the safety of chicken products for consumers.

MFM Group's poultry farm and hatchery facilities are fully equipped with bio-security facilities with strict practices such as proper visitor matrix management, internal truck to deliver feed and going through dust filter barrier before entering the farms.

All the closed house farms are designed with galvanised steel structures, fitted with insulated materials, latest automated temperature control and ventilation system to ensure that all chickens are raised in safe and healthy environment. This reduces chicken stress, lowers chicken mortality, and improves farm performance, thus reducing drastically the need to use drugs during the rearing of the broilers. The effects of antibiotic residue free in the chicken further enhances the numerous health aspects of chicken consumption in modern day living.

In addition, the farms are cared by professional and qualified veterinarians who monitor the flock health, carry out diagnosis, provide treatment prescription and conduct research and development ("R&D"). Structured vaccination programs with pharmaceutical companies are also in place to prevent and control diseases/outbreaks which can cause significant economic losses with detrimental impacts on the food supply.

With the necessary biosecurity in place, both DPDC's breeder and broiler farms in Lumut, Perak have been certified that they have fulfilled the stringent requirements of the Department of Veterinary Services ("DVS") as outlined in the Malaysian Veterinary Standard Operating Procedures and have been approved by the Animal Disease Free Certification Committee as a **Highly Pathogenic Avia Influenza ("HPAI") Free Compartment**. DPDC's farms are the first poultry farms in Malaysia to obtain the status of this World Organisation of Animal Health Certification issued by DVS in February 2025 which is internationally recognised.





Customer Satisfaction

Improve Customer Relationship by being Customer Centric

We adopt a customer centric approach to prioritise understanding customers’ needs and feedback and tailor our offerings accordingly such as reliable and consistent supply, cost competitiveness, product quality and deliver value add services through personalised experience that create customer satisfaction, loyalty and advocacy.

✓ Customer Satisfaction Survey

As part of our commitment to enhancing customer satisfaction and driving economic value, we conducted an annual Customer Satisfaction Survey to assess our performance in key service areas, ensuring that we meet and/or exceed customers’ expectations across various trade segments.

A total of 500 survey forms were distributed to trade customers, including fast food restaurants, hypermarkets, supermarkets, distribution partners, and food service providers. The survey evaluated our performance in customer service, order response effectiveness, delivery timeliness and fulfilment, and product quality.

We achieved an outstanding 93.9 points, exceeding our target of 90% for consecutive years. This strong performance reflects our commitment to operational excellence and reinforces customer trust, which is critical in sustaining long-term business growth and economic impact.

Despite these positive results, we remain dedicated to continuous improvement. We aim to further enhance our offerings by identifying evolving customer needs, delivering products that meet precise specifications, ensuring exceptional product quality, providing consistent technical support, and offering unparalleled sales and after-sales service. These efforts will not only strengthen customer loyalty but also contribute to economic resilience by fostering long-term business partnerships and driving industry standards.

Customer Relation Boosting Activities

Among the activities held to boost the relationship with customers are as follows:

➤ Trade Customer Engagement Program – "Kawan MFM"

To reinforce customer retention and drive sustained business growth, MFM introduced the "Kawan MFM" trade engagement program. This initiative fosters long-term brand loyalty by offering rewards, incentives, and exclusive benefits to our trade customers. By encouraging repeat purchases and deeper customer relationships, the program enhances customer lifetime value while strengthening our position in the competitive market landscape.

➤ Value Added Services

We focus on providing Value Added Services ("VAS") to our valued customers besides Customer Relationship Management ("CRM") and Research and Development ("R&D") to support specific customer needs and quality, strengthen supplier-customer relationship as well as brand identity.

One of significant VAS rendered to our valued customer is conducting silo cleaning at the customer’s premises to ensure its food safety.



➤ **Distributors' Conference**

VimafLOUR held its annual conference which served as a platform to discuss critical issues faced by the Flour Distributor Community. The conference aimed to strengthen relationships among distributors and between distributors and VimafLOUR, fostering a healthy competitive environment that supports the sustainable growth of the flour industry. In addition to the conference sessions, the attendees also enjoyed some leisure activities.



➤ **Conducted various product demonstrations to distributors' sales team and customers**



➤ **Conducted regular technical visits to customers**



➤ **Online Training Course**

Mekong Flour is committed to support the growth of the baking industry by providing high-quality training programs for bakery owners, professional bakers, and enthusiasts. Through its Online Training Course initiative, it helps participants refine their skills, diversify their product offerings, and optimise their businesses. In 2024, Mekong Flour successfully conducted two specialised courses which received overwhelmingly feedback, equipping participants with advanced baking techniques and innovative product ideas to enhance their business value. Beyond skill development, the courses also strengthened Mekong Flour's brand recognition, generated significant engagement, and contributed to increased sales.





Brand and Reputation

Having a strong and positive brand and reputation in the market is crucial for the Group to enjoy greater customer loyalty and trust, distinguish ourselves and achieve sustainable business growth.

Besides our commitment on food safety, quality and halal compliance as well as attaining customer trust and satisfaction, we have also implemented a variety of activities to strengthen our brand identity which include among others:

➤ Launched Beli & Menang Campaign

As part of our commitments to drive economic growth and consumer engagement, we have launched the “Beli & Menang” MFM Cap Ros consumer campaign in conjunction with Merdeka Day. This initiative aimed not only to strengthen our brand awareness but also to stimulate local economic activity by encouraging consumer participation and supporting small businesses within the supply chain.



Merdeka Video Recipe: A specially curated video showcasing traditional Malaysian cuisine resonated strongly with audiences, generated 110,754 reach and 47,525 3-second views, making it the most successful content in August 2024. By promoting local culinary traditions, this initiative helped drive demand for homegrown ingredients and products.

Beli & Menang Contest Post: The contest drove significant participation, achieving 99,209 reach and 181,841 impressions. The buy-and-win mechanism not only encouraged brand engagement but also stimulated consumer spending, benefiting local retailers and distributors.

➤ Participation in Vietnam-Laos Trade Fair 2024 (VIETLAO EXPO)



This is the largest bilateral trade promotion event co-hosted by the 2 countries’ Ministries of Industry and Trade in Vientiane, Laos. This expo featured 250 booths and hundreds of participating Vietnamese and Lao businesses. VimafLOUR was among the exhibitors, leveraging the event to promote its brand and products.

➤ **Participation in Bakery China Trade Show**

Mekong Flour participated in the Bakery China Trade Fair with the goal of reaching potential customers, enhancing brand visibility in the Chinese market, and expanding market share. The event provided an opportunity for Mekong Flour to showcase its high-quality products, meeting the diverse needs of the Chinese bakery industry, while also establishing strategic partnerships with regional partners.



Data Security/Data Leakage

In an increasingly digital world, safeguarding sensitive data is essential for maintaining stakeholder trust, ensuring regulatory compliance, and supporting business continuity. Data security and privacy are critical components of good corporate governance. At MFM, we are committed to implementing robust cybersecurity policies and data protection measures to prevent unauthorised access, data leakage, and cyber threats.

Our Information Technology (“IT”) Policy reinforces data security by establishing rules and best practices for protecting digital assets. This includes access control, data encryption, and network security to mitigate cyber risks. Strong password policies, backup strategies, continuous monitoring, audits, and third-party security measures further enhance our protection framework.

To strengthen our cybersecurity posture, we have adopted a cloud-based Secure Access Service Edge (“SASE”) platform that integrates networking and security into a unified solution. This implementation enables advanced threat prevention, Zero Trust Network Access (“ZTNA”), and Data Loss Prevention (“DLP”) to block cyber threats and prevent unauthorised data leaks. With secure remote access, encryption, and continuous monitoring, we ensure safe data transmission, regulatory compliance, and a scalable, cloud-native security infrastructure.

Beyond technology and policies, employees play a critical role in preventing cyber incidents. Human error remains a significant risk factor, making security training and awareness programs essential. MFM invests in regular cybersecurity education, equipping employees to recognise phishing, malware, and social engineering threats. We mitigate cyber risks and insider vulnerabilities by promoting secure data handling, access controls, and safe remote work practices. Continuous education empowers employees to actively prevent breaches actively, making them key contributors to a stronger cybersecurity culture.

Through strategic investments in technology, governance policies, and employee awareness, MFM remains dedicated to maintaining a resilient cybersecurity framework that protects our business, stakeholders, and data integrity.

Indicator of Sustainability Matter	2023	2024
Number of complaints concerning breaches of customer privacy and losses of customer data	0	0



Business Growth

Sustainable business growth is a crucial goal for MFM Group to thrive over the long term which requires a holistic approach that aligns values, engages stakeholders, and balances economic, social and environmental impact.

Initiatives for Business Growth

Amongst the initiatives implemented for business growth are as follows:

➤ New Brand Designs for Vietnam and Thailand Markets

Vimaflour has developed several new brand designs for specific markets and product lines. The Pizza Gold brand was redesigned for paper bags, replacing laminated polypropylene bags. A new blue VMP brand was launched to compete in the lower-end plywood segment. The Golden Gerbera brand was designed for frying purposes. For the Thailand market, Ha Long Red, Ha Long Blue, and Ha Long Green brands were created.

➤ Customised Brown Brand for Export to Philippines

Vimaflour had secured a new client with the Customised Brown Brand which contributed to an impressive 81% increase in sales within the Philippine market.

➤ Expansion of Product Range for Export to Thailand

Following the success of the Ha Long Gold brand (specifically designed for noodles), Vimaflour expanded its product offerings in Thailand to include bread, cake, bread crumb, and frying flour segments. These new products are marketed under the Ha Long Red, Ha Long Green, Ha Long Blue, and Lobster brands, paving the way for increased market share in 2025.

Expansion to Support Business Growth




Bulk Delivery Capacity Expansion

We have been increasing our bulk delivery capabilities for growing market and food security commitment.

Supply Chain Management

MFM Group is committed to ensuring a sustainable food distribution system to supply safe, nutritious and affordable food to consumers by utilising the competitive advantage of each global and local supply chain point.

Ensuring the long-term viability and resilience of the flour and poultry industries requires a commitment to supply chain sustainability. MFM Group is dedicated to this goal by implementing sustainable practices such as responsible sourcing, animal welfare standards, and resource efficiency measures. These efforts aim to reduce environmental impact, improve animal welfare, and fulfill social responsibilities. Collaboration, innovation, and stakeholders' engagement are crucial for driving positive change in the evolving business context and securing a sustainable future for the food industry to ensure food security in the country.



MFM Group has a Procurement Policy and Procedures which provide guidance to the Group's Purchasing Department to carry out its responsibilities which include:

- Obtaining competitive bids, select suppliers, negotiate price and assure quality;
- Ensure the highest purchasing standards and ethics are maintained; and
- Ensure the proper operation and the purchasing processes are observed and incorporating the principles of transparency, rationality, objectivity, equity and accountability.

MFM Group as a leading food manufacturer, has embarked on a comprehensive sustainability program aimed at addressing key environmental, social, and economic challenges across its supply chain.

Supply Chain Sustainability Program

- We combine multi-commodities and multi-grades of raw materials on large dry bulk carriers such as Panamax/Kamsamax to enhance economies of scale as well reduce carbon footprint by optimising supply chain of raw materials.
- We are partnering with reliable global raw materials suppliers with extensive originations and shipping capabilities for wheat, corn and soybean meal to optimise our sourcing of commodities and enhance operations, shorter supply chain to reduce carbon dioxide emissions per ton of freight per mile travelled (ton-mile emission), which ultimately reduces its carbon footprint and transportation cost.
- We work with our commodity grain majors who are already supporting or working towards supporting farmers in their transition to regenerative agriculture to mitigate climate change, regenerate soil, and improve water conservation to reduce energy use and pollution to environment.
- We ensure transparency and traceability in the commodity supply chain, where the suppliers are working towards knowing where ingredients are sourced from with policies of non-discrimination and equal opportunities to protect human rights and human health and safety as well as address on animal welfare.
- To uphold our commitments, we source soy products from certified sellers audited by third parties that verify sustainable soybean production such as US Soy Sustainability Assurance Protocol ("SSAP") and Round Table on Responsible Soy Association ("RTRS").
- Implementing animal welfare standards based on industry best and independent audits to ensure the humane treatment of poultry.
- Engaging with consumers, retailers, and other stakeholders to promote transparency and raise awareness about sustainable poultry production practices.
- Ongoing consolidation and optimisation of transport routes reduce the environmental impact, particularly by minimising lorry emissions from land transport.



Environmental Responsibility



MFM is committed to fostering sustainability and protecting the environment through responsible practices that minimise our ecological footprint. We recognise the critical need to preserve the natural resources upon which future generations depend. As part of our core values, we continually strive to integrate eco-friendly initiatives into our operations, from reducing waste and energy consumption to supporting renewable energy sources.

Our commitment towards managing the impact of our operations on the environment is guided by our Environmental Policy.

Energy Management

Energy management involves identifying and implementing strategies to reduce energy consumption, improve equipment performance, and optimise energy systems.

Energy optimisation is the process of maximising energy efficiency while minimising energy waste. Optimising provides huge cost savings and numerous benefits including air quality, protecting the environment, and bolstering energy security. By focusing on energy optimisation, we can reduce energy bills and enhance their environmental sustainability.

MFM Group is dedicated to expanding its efforts to reduce greenhouse gas (“GHG”) emissions by optimising energy efficiency across its operations. We have been proactively identified opportunities to implement various energy-efficiency improvement initiatives.

Energy Management Initiatives at Flour Mills

Renewable Energy Initiatives

✓ Subscription of Green Electricity as support to Customer



We co-operate with our customer on initiative for its Scope 3 commitment by subscribing 1,629 MWh of electricity generated from renewable sources for its purchased volume which offset an approximate of 1,234 tonnes of carbon dioxide (CO₂) emissions. The cost of the subscription and offset of carbon emission are absorbed by the customer.

✓ Installation of Roof-Mounted Photovoltaic (PV) Solar System

Solar PV technology offers a clean and abundant source of renewable energy, aligning with MFM Group’s aims to demonstrate its commitment to environmental stewardship.

The adoption of Solar PV System offers a solution to addressing various environmental challenges by reducing harmful emission, reducing energy consumption generated from fossil fuel and contribute to mitigating negative environmental impacts.

This Solar PV project is at the planning stage for implementation at both the flour mills in Malaysia and Vietnam.

Energy Efficiency Initiatives

✓ Conversion of Diesel Forklift to Battery-Powered (Rechargeable)

Both the flour mills in Malaysia and Vietnam have started replacing their forklifts from diesel to battery-powered with the target of gradually replacing up to 50% of their diesel forklifts to battery-powered forklifts by 2026. The battery-powered forklift has the benefits of environmentally friendly, cost saving, quiet operation, improved energy efficiency and reduced emissions.



- ✓ Optimise the Production Lines: Preventive maintenance is a good practice to ensure the machines are in good working condition, especially timely replacement of roller-mills and grinding rolls to maintain optimal working load of the machines which in turn would save the energy.
- ✓ Reduce Load During Peak Hours: Optimise the production planning to fully utilise off-peak hours electricity and avoid/reduce running of the production during peak hours electricity which will increase energy efficiency and reduce the cost.
- ✓ Install Energy Saving Lighting: Using 100% LED lights in the plant enable saving of significant energy compared to traditional bulb with the same light output.
- ✓ Educate Power Saving Practice: Staff and workers at the plants are trained/educated to practise efficient use of lighting, minimise the empty running of the production system, optimum capacity utilisation of the machine and production system thus optimising the power consumption for production.

Energy Management Initiatives at Poultry Processing Plant

Our poultry processing plant in Sitiawan, Perak has implemented various initiatives to reduce energy consumption, improve equipment performance, and optimise energy systems with the following strategies:

Harnessing Renewable Energy

✓ Installed Roof-Mounted Photovoltaic (PV) Solar System

The Solar PV installation on the roof top of the Primary Processing Plant and Rendering Plant has been completed and the reliability testing started in October 2024. The Solar PV system was successfully commissioned on 20 January 2025.

Final Solar PV system installed:-

- Total installed capacity: 4,812.21 kWp
- Number of Solar PV panels: 8,226
- Average annual solar energy to be harvested: 6,264,172 kWh/year which is equivalent to average of 4,002 tonnes of CO₂ emissions reduction/year.

(From SEDA, 2016: Baseline CO₂ for Peninsular - 0.639 tCO₂/ MWh)



Solar Panel on the roof top of the Primary Processing Plant



Solar Panel on the roof top of the Rendering Plant

Energy Efficiency Equipment/System

- ✓ Monitoring Energy Efficiency via iSCADA System which enables more focus on electrical supply usage, water supply, room temperature and compressed air supply thus facilitates consistent and comprehensive distribution of data, enabling efficient management operations.
- ✓ Monitoring Equipment Effectiveness via RED Zone Software which directly contribute to efficient energy usage.
- ✓ Ammonia Refrigeration System enables energy savings from condenser automation and VSD motors.
- ✓ Automated System and Retrieval System reduces energy consumption with decreased cooling needs by about 50%, hence lowers operational costs.

Energy Consumption	2023	2024
Electricity purchased (Megawatt)	153,645	174,348 *
Green electricity purchased (Megawatt)	11,000	-
Gas consumed (Megawatt)	90,851	70,868
Fuel consumed (Megawatt)	21,235	33,679 *

Note:

* The increased consumption was due to additional staff quarters and the inclusion of motor vehicles used for production.

Water Management

We recognise that water is one of the most precious and finite resources. As part of our commitment to environmental responsibility, we are dedicated to sustainable water management practices that reduce our impact on local water systems, promote conservation, and ensure equitable access to water for future generations.

Our Approach to Water Management

- ✓ Groundwater withdrawal for usage at the poultry farm.
- ✓ Condensate Return System has been installed at the rendering plant and boiler house and commissioned in April 2024. It captures and returns condensed steam (condensate) back to the boiler for reuse, improving efficiency, reducing energy costs, and minimising water and water softeners consumption.
- ✓ Live Bird Supply System at Processing Plant
After the product is unloaded, all containers will be transferred to the cleaning section and automatically cleaned and sanitised by the cleaning equipment. By recycling the water for pre-wash, the container washer can reduce water consumption by 20%.

- ✓ Raise awareness of employees on water conservation.
- ✓ Set a strict water usage management with water meter installed at appropriate areas for data collection and enhance analysis.
- ✓ Production section to monitor and analyse water consumption on monthly basis to ensure reasonable water usage and detect any abnormal water usage which could be due to water leakage caused by broken underground water pipes or water tanks.

Water Consumption	2023	2024
Total Municipal potable water (Megalitres)	2,108.95	2,024.55
Total Groundwater (Megalitres)	157.68	157.68

Waste Management

With limited space for landfills and rising costs of waste disposal, there is increased pressure and urgent need to tackle the waste management issue and reduce the impact on the environment and general well-being of the community. MFM demonstrates its commitment to environmental preservation by practising sustainable waste management by way of reuse, reduce, recycling, treatment and proper disposal.

Proper Waste Disposal

✓ Scheduled Waste Disposal

Scheduled waste disposals are practised in accordance with the Environmental Quality Act of 1974 and the Environmental Quality (Scheduled Wastes) Regulations 2005. We ensure compliance through:



Proper classification and labeling of scheduled waste



Proper storage and containment measures to prevent leaks



Scheduled waste disposal through licensed waste contractors



Regular training for employees on waste handling procedures

The scheduled waste generated at our facility includes:



SW 109
(Containing Mercury)



SW 102
(Used Lead Acid Battery)



SW 110
(E-Waste)



SW 305
(Spent Lubricating Oil)



SW 409
(Used Containers)



SW 410
(Used Gloves, Rags)



✓ Wastewater Treatment Plant at Poultry Processing Plant

The Wastewater Treatment Plant (“WWTP”) uses physical-chemical and biological processes to treat wastewater generated from production and operation activities in the processing plant and rendering plant. The capacity of the WWTP is 10,250 m³/day built to cater for anticipated increase in slaughtering rate at Primary Processing Plant and production rate at Further Processing Plant.

Latest technologies are deployed in the process to reduce manual workforce, increase safe work practice, and ease of process monitoring without jeopardising the quality of treated effluent. The wastewater treated at the WWTP complies with the standards regulated by Department of Environment (“DOE”) Malaysia. All wastewater is treated to achieve a minimum effluent standard before discharging back to nature. The WWTP will eliminate disease-causing bacteria and kill harmful organisms through filtering, ensure minimal odour and remove up to 97% of contaminants from used water.

✓ Chemical Waste Management

Apart from the Standard Operating Procedure (“SOP”) for proper handling of chemical waste, our Group also conducts training programme on chemical waste management and disposal procedures including “Safe Chemical Handling” for workers. Waste oil and hazardous chemicals can cause extensive damage to environment and pose substantial hazards to the lives of animals, plants and human-beings. Our Group manages waste oil and hazardous chemical disposal properly in accordance with the Environmental Quality Act 1974.

Recycle Organic Solid Waste

✓ Rendering Plant at Poultry Processing Plant

Our state-of-the-art Rendering Plant is designed to kill harmful bacteria, leaving only useful protein for animal feeds. Rendering is the process of converting animal by-products, that would otherwise be discarded as waste, into usable product material. In general, animal tissue is processed to obtain animal fat and protein meal. These products can be used as raw material in aqua feed manufacturing.

Through this rendering plant, the processing plant achieves zero waste whereby all materials are recycled which significantly minimise environmental footprint and promote resource conservation.

Waste Reduction Initiatives

✓ **Zero Waste in Flour Milling:** Our flour mills optimise the usage of wheat to produce flour to achieve zero waste in flour milling. Whole wheat flour uses all parts of the kernel whereas white flour only uses the endosperm. The bran removed is used for feed milling process to produce animal feeds and the germ will be sold or used to produce special kind of flour.

✓ **Recyclability** is a fundamental aspect of sustainability initiative as it promotes resource conservation, energy efficiency, waste reduction and environmental protection.

MFM Group practises recycling activities for certain recyclable waste (i.e. plastic drums, metal drums, unused wooden pallets and etc.) as part of our efforts to conserve natural resources. Initiatives are also being implemented for all packaging to conform to recyclability standards.

✓ **Reduce usage of packaging materials** by bulk tanker delivery to customers.

✓ **Prolonged lifespan of LED lighting** used by the Group has effectively reduced waste.

✓ **Digitisation** of sales reports, communication cards and sales kits for marketing has effectively reduce paper usage.

✓ **The practice of sending notices, documents and information by email** for management and board meetings and by way of publication in our website for shareholders’ meetings have reduced the paper usage significantly.

✓ **Usage of thinner Plastic Bag for Retail Pack** enables us to reduce greenhouse gases emission.

Emission Management

Emission management plays a crucial role in addressing climate change and minimising the impact of GHG emissions. In caring for our mother earth, our energy and waste management initiatives as well as the following facilities of MFM Group and emission management initiatives have played crucial roles in reducing the emission impacts of the Group:

Emission Reduction Facilities

✓ Belt Conveyor Facility at Jetty to Deliver Raw Materials

The installed conveyor belt from jetty to the mills has eliminated the use of trucks to deliver raw materials to the mills. Using this integrated grains logistics transport system instead of traditional land transport has reduced our emission impact on the environment.

✓ Solar PV Installation

The completion of the Solar PV installation at the processing plant in 2024 for renewable energy will reduce air pollution due to reduction in purchased electricity which predominantly is fossil fuel-based energy generation, which is a significant source of harmful emissions such as sulfur dioxide, nitrogen oxides, and mercury.

The adoption of Solar PV technology also aids in reducing greenhouse gas emissions of approximately 4,002 tonnes of CO₂ annually, thereby mitigating climate change and its adverse effects on the environment.

✓ Biofilter

Our plants are installed with biofilter which is an odour treatment system for all the processing waste gas. Waste gas is passed through a filter bed before being released to the atmosphere. The biofilter ensures organic pollutants from waste gas, odour and toxic in waste gas are removed before releasing it.

✓ Thermal Pest Control via Heat Treatment

Heat treatment system is used for pest control which is eco-friendly, hence, avoiding environment pollution and ensure personal safety and food safety.



Emission Management Initiatives

- ✓ Our plant operations in Vietnam also cooperate with relevant parties to conduct environmental inspection every 6 months to fully comply with the environment regulation and standards to ensure that there is no dust pollution in the plant. Diesel consumption is also tracked, and CO₂ emission is closely monitored.
- ✓ We aspire to achieve continuous improvement in reducing CO₂ emissions throughout our businesses by incorporating innovative technologies.



Social Responsibility



Workforce & Workplace Environment

Fostering a Progressive and Supportive Workplace

At MFM, we believe that a thriving workforce is the foundation of sustainable success. We are dedicated to cultivating an environment that promotes professional growth, inclusivity, and employee well-being.

Our commitment to workplace excellence has been recognised through multiple prestigious HR Asia awards, reaffirming our dedication to building a dynamic and supportive culture:

- ❖ 7 Consecutive Years: HR Asia Best Companies to Work for in Asia Awards (Malaysia Chapter) (2018 to 2024)
- ❖ 5 Consecutive Years: HR Asia Most Caring Company Awards (2020 to 2024)
- ❖ 2 Consecutive Years: HR Asia Diversity, Equity & Inclusion Awards (2023 to 2024)
- ❖ HR Asia Sustainable Workplace Awards (2024)
- ❖ HR Asia Happiest Workplace Awards (2024)

These awards highlight our ongoing commitment to building a workplace where employees feel valued, empowered, and driven to succeed. As we continue to grow, we remain dedicated to cultivating a culture of collaboration, well-being, and innovation that drives both individual and organisational success.



HR Asia®
**BEST COMPANIES
TO WORK FOR
IN ASIA 2024**



HR Asia®
**MOST CARING
COMPANY
AWARDS 2024**



HR Asia®
**DIVERSITY,
EQUITY & INCLUSION
AWARDS 2024**



HR Asia®
**SUSTAINABLE
WORKPLACE
AWARDS 2024**



HR Asia®
**HAPPIEST WORKPLACE
CERTIFICATION 2024**



Our commitment to excellence in the workplace is driven by three key priorities:

1. Fostering a Safe and Healthy Work Environment
2. Building a Sustainable and Engaging Workforce
3. Creating a Positive Impact on Society and the Environment

In pursuit of these priorities, we have established five key strategic initiatives that serve as guiding principles in shaping our workplace culture and organisational growth:



1. Empowering Future Leaders and Workforce – We are committed to nurturing talent through continuous learning and professional development, equipping our employees with the skills and knowledge to stay ahead in a dynamic industry.



2. Attracting and Retaining Top Talent – By fostering an inclusive and growth-oriented workplace, we attract high-calibre talent and cultivate a motivated, engaged workforce.



3. Cultivating Diversity, Equity and Inclusion – We embrace diversity as a strength, ensuring every individual is valued, respected and empowered to contribute meaningfully.



4. Ensuring Workplace Safety and Well-being – The health, safety and well-being of our employees remain a top priority, as we strive to provide a secure and supportive work environment.



5. Strengthening Community and Environmental Engagement – We actively contribute to the communities where we operate, fostering meaningful relationships, ethical practices and sustainable development.

These initiatives reflect our unwavering commitment to creating a workplace that inspires, empowers and supports our employees while contributing positively to society and the environment.



Employee Education & Development

At MFM, we prioritise continuous learning and professional growth to empower our employees with the skills and knowledge needed to excel in an ever-evolving industry. Through a strategic investment in industry-leading training programmes, global conferences and cross-border development initiatives, we equip our workforce with cutting-edge insights and diverse perspectives. This commitment fosters a culture of innovation, enhances employee capabilities and strengthens our talent retention efforts, ensuring long-term business success.

2024 MFM Townhall & Leadership Conference

This year's Leadership Conference was a remarkable success, featuring a keynote address by Professor Kishore Mahbubani, a distinguished international speaker and former diplomat. Addressing an audience of approximately 250 live attendees, including MFM employees and senior Malaysian government officials, Prof. Mahbubani provided invaluable insights into the shifting geopolitical landscape, particularly the rising influence of Asian powers like China and India.

For the first time, the conference was broadcasted virtually across the country, allowing employees from various locations to engage in the discussion. This broader accessibility reinforced our commitment to leadership development and global awareness within our workforce.

Prof. Mahbubani's thought-provoking session emphasised the evolving dynamics of global influence and the essential qualities of effective governance in today's interconnected world. His perspectives inspired our leaders to navigate challenges with adaptability, strategic thinking and a global mindset.



Cross-Border Talent Development Programme

This programme facilitates talent mobility across our regional business units, fostering peer learning and cross-cultural knowledge exchange. Through structured overseas development opportunities, employees gain specialised expertise, industry best practices and exposure to diverse perspectives. By prioritising global learning, we equip our workforce with essential technical skills, business acumen and cultural awareness, enabling them to contribute effectively to our collective success while fostering a culture of continuous growth and innovation.

Highlighted Programmes:



➤ Swiss School of Milling Programme: Developing industry-leading technical expertise.



➤ Vietnam Cross-Border Training: Strengthening operational capabilities through peer learning across our group of companies.

Learning from Global Subject Matter Experts

As part of our commitment to continuous learning and professional development, we actively engage with global subject matter experts to provide specialised training for our employees. These sessions offer invaluable insights, industry best practices and innovative strategies, enhancing our workforce’s technical and leadership capabilities. By learning from top professionals in the field, we empower our employees with the knowledge and skills needed to drive excellence and innovation across our operations.



Training with Cobb-Vantress



Animal Welfare Training with Tyson USA team



Infectious bronchitis updates in ASIA 2024



Probiotic and Windrowing inhouse training



DTSB and Boehringer Ingelheim training



Learning & Growth: Leadership & Strategy

We prioritise the development of leadership and strategic thinking to drive long-term success. Through tailored leadership programmes, we equip our employees with the tools and frameworks necessary to navigate complex business challenges, inspire teams and lead with vision. By focusing on both leadership growth and strategic insight, we ensure that our workforce is well-prepared to meet the evolving needs of the industry and guide MFM towards continued excellence.

- Paradox & Team Dynamics Workshop
- Fostering Strategy Mindset



Learning & Growth: Soft Skills Trainings

We provide a comprehensive soft skills training programme featuring dynamic courses designed to enhance professional and personal development. These programmes enable employees to create customised learning roadmaps, aligning with their individual growth aspirations and career development goals. By fostering a culture of continuous learning and knowledge sharing, we ensure that every team member has access to the resources needed to thrive, excel, and contribute meaningfully to our collective success.



Psychology of Influencing and Negotiation using Neuro Linguistic Psychology (NLP)



Change for Greater Success



Dealing with Difficult People



Becoming a Person of Influence

Learning & Growth: Technical Trainings

We offer comprehensive technical training programmes designed to strengthen industry-specific expertise and operational excellence. These trainings equip employees with cutting-edge knowledge, practical skills and best practices, ensuring they remain at the forefront of industry advancements. By investing in technical proficiency, we empower our workforce to drive innovation, maintain high standards and contribute effectively to our organisational growth.



Our Achievements on Learning & Development are:

	2023	2024
Learning hours	36,981	31,213
Training sessions completed	154	204
Participants	3,333	3,518

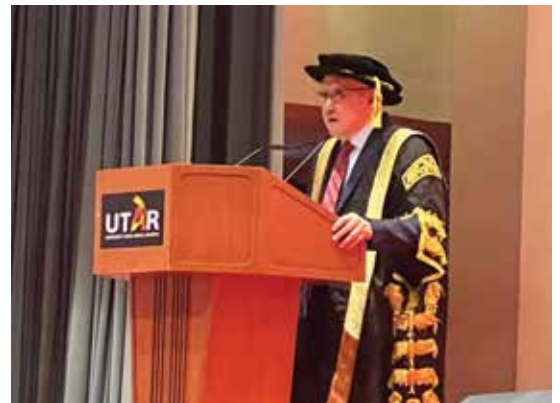


Talent Attraction & Retention

Strategic Partnerships for Talent Supply

We are dedicated to cultivating the next generation of talent by forging strong partnerships with local and international universities, schools and institutions. Through these collaborations, we aim to nurture young talents, provide valuable learning opportunities and build a sustainable talent pipeline. By investing in future professionals, we create pathways for career growth within MFM Group while contributing to the broader development of industry-ready talent.

- Universiti Tunku Abdul Rahman
- Universiti Putra Malaysia
- Universiti Malaya
- Universiti Sains Malaysia
- Universiti Teknologi PETRONAS
- University of Arkansas
- Kansas State University
- Politeknik Ungku Omar
- Montfort Boys Town
- Ekuinas
- SMJK Yoke Kuan
- SMK Nan Hwa
- SMK Methodist (A.C.S.) Sitiawan
- and beyond...



Partnership with Universiti Tunku Abdul Rahman (UTAR)



Sponsorship for Universiti Putra Malaysia (UPM) Students



Sponsorship for SMJK Nan Hwa Students



Partnership with Kuala Lumpur Engineering Science Fair (KLESF) in collaboration with Universiti Tunku Abdul Rahman (UTAR)



Career Fair at University Malaya (UM)



Career Talk at Universiti Sains Malaysia (USM)

Talent Retention Approach

We recognise that retaining top talent is critical to our success, as human capital is our greatest asset. To ensure long-term growth and continuity, we have established a robust talent retention approach, focusing on the following key strategies:

- ✓ **Competitive Remuneration** – We offer fair and competitive compensation packages, ensuring that our employees feel valued and motivated to contribute their best.
- ✓ **Work-Life Integration** – We support a culture where employees can effectively integrate their professional and personal lives, fostering flexibility and well-being.
- ✓ **Recognition and Rewards** – We celebrate the achievements of our employees through performance incentives, promotions, and a culture of appreciation that strengthens loyalty and commitment.
- ✓ **Positive Work Culture** – We foster a safe, inclusive and supportive environment, where employees feel a sense of belonging and are motivated to thrive.
- ✓ **Employee Engagement** – We actively engage our employees by involving them in decision-making, offering opportunities for growth and promoting open communication across all levels.
- ✓ **Reducing Burnout** – We implement wellness programmes, including access to health services, stress management, and flexible working options, to ensure our employees' well-being and reduce burnout.
- ✓ **Growth Opportunities** – Through tailored development programmes and clear career progression paths, we provide employees with the tools and opportunities to advance within the company.

These strategies are designed to build a workplace where talent is nurtured, valued and retained, supporting MFM's continued growth and success.

Fair Labour Practices

We are committed to upholding fair labour practices by fostering a workplace that values diversity, equity and inclusion. We believe that a diverse and inclusive workforce enhances creativity, collaboration and innovation, driving our collective success.

Workforce Diversity and Equity

We actively promote an inclusive environment where employees of all backgrounds, experiences and perspectives are respected, valued and provided with equal opportunities for growth and advancement.

- **Generation Diversity** - We recognise the strength that comes from having a multigenerational workforce and we aim to create an environment where different generations can collaborate, share knowledge and learn from each other.
- **Cultural Diversity** - We embrace employees from various cultural backgrounds, fostering mutual respect and understanding to create a rich, dynamic workplace that reflects the global nature of our business.
- **Gender Diversity** - We are dedicated to creating a gender-balanced workplace, ensuring equal opportunities for men and women to thrive and contribute equally to the organisation's success.



Generation Diversity



Age Group	2023 (%)	2024 (%)
Below 30	38	34
Between 30-50	53	56
Above 50	9	10

Cultural Diversity



Race	2023 (%)	2024 (%)
Chinese	10	10
Malay	31	34
Indian	7	7
Indigenous	1	1
Others (Foreign Workers)	51	48

Note: This data is only for operations in Malaysia.

Gender Diversity



Position Level	2023		2024	
	Male (%)	Female (%)	Male (%)	Female (%)
Management	69	31	68	32
Executive	54	46	54	46
Non-executive	78	22	79	21
General Workers	91	9	90	10

Open Communication

MFM is committed to fostering a culture of transparency and open communication, ensuring that all employees feel heard and valued. Through engagement sessions, such as coffee engagement with our Executive Deputy Chairman cum Managing Director, Mr. Teh Wee Chye, we create opportunities for direct dialogue between leadership and employees. These sessions allow staff to raise questions, share feedback and gain insights into company strategies and updates. By prioritising these open, interactive discussions, we promote mutual respect, align our workforce with organisational goals and reinforce our dedication to creating an inclusive and communicative workplace culture.





Human Rights & Labour Standard Policy

At MFM, we are committed to upholding fundamental human rights and promoting fair labour practices throughout our operations. Our Human Rights & Labour Standards Policy serves as the foundation for ensuring that every individual is treated with dignity and respect. Key areas of focus within the policy include:

- > Diversity and Equal Opportunities
- > Eliminating Harassment or Abuses
- > Workplace Security, Safety and Health
- > Forced or Involuntary Labour
- > Protecting the Rights of Children
- > Wages, Working Hours and Benefits
- > Respecting Freedom of Association and Collective Bargaining
- > Housing and Amenities

Sexual Harassment Policy

MFM upholds a zero-tolerance policy towards sexual harassment in any form. Our Sexual Harassment Policy outlines clear and robust guidelines for preventing, reporting and addressing any incidents of harassment. This policy is fundamental to maintain a safe, respectful and inclusive work environment, where all employees are treated with dignity and free from any form of discrimination or inappropriate behaviour. We are committed to creating a workplace where everyone feels secure and respected, ensuring that all concerns are handled swiftly and appropriately.

Occupational Safety & Health

Well-being of Workforce

We have a five-pillar framework to address the well-being of our workforce:

5 Pillars of Workforce Live Life



Mental Wellness

Our Caring & Connected program offers a multifaceted approach to fostering mental well-being for our workforce, providing free confidential counselling services by professional counsellors as well professional coaching sessions. Additionally, we continuously conduct talks, learn over lunch and training sessions across our offices on various mental wellness topics inclusive of stress and anger management, equipping our team with valuable tools to navigate challenges and maintain positive mental well-being.



Learn-Over-Lunch: Embracing Gratitude



Learn-Over-Lunch: Seed of Hope Terrarium Building workshop



Learn-Over-Lunch: Nurture Your Mind and Soothe Your Senses



Learn-Over-Lunch: Soar with Your Strengths and Discover Your Personality Type



Learn-Over-Lunch: Stress and Anger Management



Learn-Over-Lunch: Blossoming Mindfulness

Physical Wellness

We promote teamwork and physical activity through company-wide events like Pickleball Session and Sports Day.



Pickleball Session



Pickleball Session



Mini Sports Day



Mini Sports Day



Workforce Healthy Nutrition & Diet

At MFM, we prioritise the well-being of our workforce by implementing a series of monthly health programmes covering everything from fresh fruits to balanced nutritional drinks.



Energy day



Calcium day



Immune day



Breakfast day



Digestive day



Kiwi day

Workforce Health Fitness

We prioritise preventative healthcare and empower our employees to take charge of their well-being.



Blood Donation Campaign at Lumut



First Aider Training at Lumut



First Aid Training at Pasir Gudang

Workforce Lifestyle Privileges

We offer a wide range of benefits, including a Flexi Benefits programme, which has expanded our healthcare coverage to include Chiropractic Treatment, Traditional & Complementary Medicine Treatments & Services (“T&CM”) and Mental Health Treatment. MFM employees also enjoy staff discounts on purchases, as well as discounts on food & beverages and hotels.



Safety & Health of Workforce

MFM is steadfast in its dedication to enhancing health and safety awareness across its entire plant complex. Recognising that a safe and healthy workplace is fundamental to operational excellence, we actively fulfill our obligations under the Occupational Safety & Health Act 1994 (“OSHA”) as articulated in our comprehensive Safety & Health Policy. By doing so, we aim to establish an environment where every employee feels valued and protected.

At MFM, prioritising employee wellness is not just a responsibility but a cornerstone of building resilient and enduring organisation. We believe that fostering a culture of collaboration and shared accountability is vital in our pursuit of achieving zero Lost Time Injury (“LTI”). This unwavering commitment is embedded at every level of the Group’s operations, from strategic decision-making in the boardroom to the meticulous processes on the factory floor.

Our focus on health and safety extends beyond compliance, reflecting our belief that employee well-being is integral to the success and sustainability of the business. Through continuous training, robust monitoring systems, and proactive initiatives, we strive to empower our workforce to contribute to a safer, healthier, and more productive workplace.

Safety & Health Compliance, Policy and Procedures

Aligned with our slogan, **"Come to Work Happily, Go Home Safely,"** we strictly comply with the following laws, policy and procedures as well as customer requirements and industry standards to maintain the highest level of safety and quality:



This commitment to protect our human resources also extends to ensuring the plant operations do not place the local community at risk of injury, illness, or property damage.

Our unwavering commitment to these principles ensures that our operations not only meet but exceed the necessary safety and compliance benchmarks, creating a safe and secure working environment for all.



Safety & Health Programs

The Safety, Health and Environment (“SHE”) Department, in collaboration with Quality Assurance and Human Resources, has launched a Culture Enhancement Program to promote awareness and ensure a safe work environment across our plants.



Additionally, we have program to ensure that all employees use the necessary Personal Protective Equipment (“PPE”) while working. We are delighted to announce a 100% compliance rate with PPE usage among our dedicated workforces.

Safety & Health Trainings

To minimise workplace injuries and create a safe workplace, external trainings by consultants and internal trainings by SHE Department have been conducted to enable managers, supervisors and workers at the plants to understand the working of safety management systems and the legal compliance required. They will then understand their own responsibilities and the necessary actions to be taken towards upgrading safety and health at their respective workplaces.



Awareness Training



Monthly Toolbox Training



Hostel Fire Drill Training



Safety, Health & Environment Committee Meeting



Monthly Assembly



Chemical Exposure Monitoring



BOFA Training



Emergency Response Team Training



Stack Emission Monitoring



Confined Space Training

	2023	2024
Number of Employees trained on Health and Safety Standards	2,867	3,456

Lost-Time Injury Cases

	2023	2024
Lost-Time Incident (“LTI”) Rate	0.51	0.41
Work-related fatality	0	0

The LTI cases and some minor injury cases were reported to the Department of Occupational Safety and Health (“DOSH”) in accordance with the Guidelines on Safety and Health (Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease) Regulations 2004 [“NADOPOD”].



Prevention and Corrective Actions for Accident

For the prevention of accidents, various measures are in place to ensure a safe working environment for all employees.

Employee Training and Engagement	<ul style="list-style-type: none"> • Mandatory safety inductions for all employees and contractors • Provide specialised training for high-risk tasks such as handling hazardous chemicals • Promote a safety culture where employees feel responsible for their own and others' safety
Identify and Eliminate Workplace Hazards	<ul style="list-style-type: none"> • Conduct regular workplace inspections and safety audits • Implement engineering controls and personal protective equipment (PPE) • Ensure proper housekeeping by keeping work areas clean and organized
Emergency Preparedness and Response	<ul style="list-style-type: none"> • Establish clear evacuation routes and emergency exits • Train employees on fire, chemical spill, and medical emergency response procedures • Maintain easily accessible first aid kits and emergency contacts
Continuously Improve Safety Measures	<ul style="list-style-type: none"> • Conducts regular audits and inspections to ensure compliance with safety standards • Analyse accident reports and near-misses to identify trends and prevent recurrence • Recognise and reward employees for safe behavior and proactive risk management
Encourage Employee Participation and Feedback	<ul style="list-style-type: none"> • Involve employees in safety committees and encourage them to report hazards • Conduct safety activity and programs to gain support from employees on safety knowledge

As safety and well-being of our employees are our priority, thorough investigations and analyses of all accidents will be conducted, and corrective measures will be taken to ensure that all employees adhere to proper safety protocols. Corrective measures are taken following the hierarchy of control which is a system used in industry to prioritise possible interventions to minimise or eliminate exposure to hazards by deploying most effective measures which is the elimination, to eliminate the source of the hazard, until the less effective measures which is by providing the worker with the PPE.

Community Relationship

MFM is committed to fostering strong community relationships through meaningful engagement and initiatives that drive positive social impact. We continued to support local communities by focusing on education, health, and environmental sustainability while encouraging employee volunteerism and partnerships with non-governmental organisations. Beyond our ongoing efforts, we were also actively involved in giving back to the community through various outreach programmes, charitable contributions, and sustainable development projects, reinforcing our commitment to being a responsible and caring organisation.

Corporate Social Responsibility Towards Workplace



“Clean Culture Start from Me” Campaign at DPP.



“Gotong-royong” Campaign at MFM Pasir Gudang.



Vimaflour and Mekong Flour have together organised a virtual running aiming at enhancing the active lifestyle and better health among the staff with the participants of 315 staffs who completed the 22.157 km run.



Annual Dinner and Sport Activities were organised and joined by all the staff at Vimaflour Plant, to foster relationship.



Vimaflour and the Trade Union organised a day trip for staff to visit pagodas, temples after Lunar New Year 2024 to pray for health, peace and happiness. This is also a good occasion to improve staff engagement.



Mekong Flour held its Annual Dinner and New Year Party to recognise the efforts and achievements of the staff.



Corporate Social Responsibility Towards Community

Donation and Financial Aids

Some of the local organisations, institutions and charities which MFM Group had supported with donation and/or financial aids are as follows:



Donated flour to neurodivergent in Glory Learning Center for the vocational training in the shelter workshop.



Donation to SMK Methodist (ACS) Sitiawan to upgrade the infrastructure of the school.



Donation of Cap Ros flour to SK Methodist Ayer Tawar, Perak to support education of the nearby community.



Donation of Cap Ros flour to Jabatan Kesihatan Negeri Perak to support its activity to help poor team members during Ramadhan month.



Donation of Cap Ros flour to Biro Wanita & Pembangunan Keluarga, Masjid Nurul Hidayah, Masjid Daerah Manjung, to support Manjung community.



Donation of Cap Ros flour to SK Nakhoda Muhammad Taib at Batu 3, Segari, Perak to support its poor students in preparing for Hari Raya Aidilfitri.



Provided Motivational Talk to primary school students of Sekolah SJK (Tamil) Ladang Sungai Wangi.



Sponsored Cap Ros flour as part of the goody bags for those who donated blood at Universiti Putra Malaysia.



MFM partnered with Rabobank and Food Aid Foundation for our first joint CSR programme in Johor Bahru. This initiative successfully delivered 400 nutritious meal packs to four elderly homes and one orphanage, benefiting over 400 individuals.

MFM contributed 108 kg of Dindings Chicken, and 65 volunteers from MFM, Rabobank, and the Food Aid Foundation worked together to prepare, pack, and deliver the meals. The event exemplified teamwork and our commitment to positively impact the community.



Corporate Governance and Business Ethics

MFM Group embraces good business ethics and corporate governance as they are integral to its long-term sustainability. It builds trust, ensures compliance, manages risks, and aligns the interests of various stakeholders, leading to long-term growth and stability.

Good business ethics and corporate governance are carried out through a combination of policies, practices, and behaviours that promote transparency, accountability, and responsibility within the organisation.

Business Ethics to Enhance Reputation and Brand Value

MFM Group adheres to good business ethics which will enhance its reputation in the market, attract loyal customers, and increase investor confidence, ultimately boosting brand value and market position.

MFM is committed to an ethical business approach through:



Corporate Governance

Code of Conduct

We instil high standards of professional and ethical conduct in all employees. Integrity helps us to earn the trust and respect of the people we serve. MFM Group’s Code of Conduct (“the CoC”) sets out the ethical standards to all employees in their dealings with fellow colleagues, customers, shareholders, suppliers, competitors, the wider community and the environment. We uphold our reputation and high standards by living the CoC. This will help us to achieve the highest possible standards across our businesses within the MFM Group.

The CoC was last revised in 2024 to enhance the compliance clauses. As personal commitment to the CoC, each employee of the Group was required to make a declaration that he/she had been furnished with a copy of the CoC, had read and understood the CoC, accepted to comply with the CoC and understood that any breach of the CoC may result in disciplinary action being taken against him/her.

For all our new hires, they will undergo comprehensive training on the CoC during the Onboarding Programme to ensure their thorough understanding of our ethical principles.

Anti-Corruption

MFM Group has in place the Policy and Guidelines on Gifts and Entertainment (“Gifts Policy”) to avoid conflict of interest and prevention of bribery and corruption by its associated persons which may tarnish the Group’s reputation or violate the antibribery laws.

In February 2024, an online annual refresher course on awareness of the CoC and Gifts Policy was implemented for all our employees to ensure their knowledge on the CoC and Gifts Policy are up to date.

For all our new hires, they will undergo comprehensive training on our Gifts Policy during the Onboarding Programme to ensure their awareness and compliance with the policy.

Our corruption risk assessment is integrated into the Enterprise Risk Management of the Group and the review of the Risk Scorecard is carried out on an annual basis.

	2023	2024
Percentage of operations assessed for corruption-related risks	100%	100%
Number of confirmed incidents of corruption and action taken	0	1*

Note:

* This incident involved a staff requesting gratification from a supplier. The staff involved has been dismissed for breach of the Code of Conduct and Gifts Policy of the Company.

Whistle Blowing Policy

The Whistle Blowing Policy and Standard Operating Procedures are in place for all employees as well as external parties to achieve the following objectives:

- To instill the highest level of corporate governance in MFM Group.
- To encourage and enable all customers/vendors/suppliers/employees to raise genuine concerns within the MFM Group rather than overlooking a problem.
- To set a procedure for all parties to give information on non-compliances to the CoC, or any misconduct regardless of his or her position, to an independent party to investigate the allegations and take the appropriate actions.

All whistle blowing reports or information received will be treated with strictest confidentiality save for disclosure on a need-to-know basis to facilitate investigation and/or take appropriate action.

Other Governance Policies/Guidelines

We also have in place control measures in the form of policies, guidelines and procedures to address and manage antitrust, tax governance, anti-money laundering and other risks which include:

- ✓ Risk Management Guidelines and Policy
- ✓ Policy and Guidelines on Antitrust
- ✓ Security Policy and Procedures for Data Protection
- ✓ Procurement Policy and Procedures



Sustainability Performance Data

Common Sustainability Matters	Common Indicators	Measurement Unit	2023	2024
ANTI-CORRUPTION	Percentage of employees who have received training on anti-corruption by employee category:			
	Management	Percentage	11	100
	Executive	Percentage	14	100
	Non-Executive/Technical Staff	Percentage	10	100
	General Workers	Percentage	65	100
	Percentage of operations assessed for corruption-related risks	Percentage	100	100
	Confirmed incidents of corruption and action taken	Number	0	1
COMMUNITY/ SOCIETY	Total amount invested in the community where the target beneficiaries are external to the Company	Currency (RM)	110,726	146,989
	Total number of beneficiaries of the investment in communities	Number	18	25
EMPLOYEE DIVERSITY	Total number of employees	Number	3,839	3,660
	Percentage of employees by gender and age group, for each employee category:			
	Gender Group by Employee Category			
	Management Male	Percentage	69	68
	Management Female	Percentage	31	32
	Executive Male	Percentage	54	54
	Executive Female	Percentage	46	46
	Non-executive/Technical Staff Male	Percentage	78	79
	Non-executive/Technical Staff Female	Percentage	22	21
	General Workers Male	Percentage	91	90
General Workers Female	Percentage	9	10	

Common Sustainability Matters	Common Indicators	Measurement Unit	2023	2024
EMPLOYEE DIVERSITY (cont'd)	Age Group by Employee Category			
	Management Under 30	Percentage	4	4
	Management Between 30-50	Percentage	64	65
	Management Above 50	Percentage	32	31
	Executive Under 30	Percentage	31	27
	Executive Between 30-50	Percentage	53	58
	Executive Above 50	Percentage	16	15
	Non-executive/Technical Staff Under 30	Percentage	27	26
	Non-executive/Technical Staff Between 30-50	Percentage	60	61
	Non-executive/Technical Staff Above 50	Percentage	13	13
	General Workers Under 30	Percentage	48	44
	General Workers Between 30-50	Percentage	48	52
	General Workers Above 50	Percentage	4	4
DIRECTOR DIVERSITY	Total number of directors	Number	9	9
	Percentage of directors by gender and age group			
	Male	Percentage	78	78
	Female	Percentage	22	22
	Under 30	Percentage	0	0
	Between 30-50	Percentage	0	0
	Above 50	Percentage	100	100
ENERGY MANAGEMENT	Total energy consumption			
	Electricity purchased	Megawatt	153,645	174,348
	Green electricity purchased	Megawatt	11,000	0
	Gas consumed	Megawatt	90,851	70,868
	Fuel consumed	Megawatt	21,235	33,679



Common Sustainability Matters	Common Indicators	Measurement Unit	2023	2024
HEALTH AND SAFETY	Number of work-related fatalities	Number	0	0
	Lost time incident rate (“LTIR”)	Rate	0.51	0.41
	Number of employees trained on health and safety standards	Number	2,867	3,456
LABOUR PRACTICES AND STANDARDS	Total hours of training by employee category			
	Management	Hours	5,527	7,362
	Executive	Hours	10,068	7,781
	Non-Executive/Technical Staff	Hours	11,094	8,666
	General Workers	Hours	10,292	7,404
	Percentage of employees that are contractors or temporary staff	Percentage	2.24	46.8 *
	Total number of employee turnover by employee category			
	Management	Number	44	43
	Executive	Number	77	69
	Non-Executive/Technical Staff	Number	176	192
	General Workers	Number	231	322
	Number of substantiated complaints concerning human rights violations	Number	0	0
	SUPPLY CHAIN MANAGEMENT	Proportion of spending on local suppliers	Percentage	71.28
DATA PRIVACY AND SECURITY	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
WATER	Total volume of water used			
	Municipal potable water	Megalitres	2,108.95	2,024.55
	Groundwater	Megalitres	157.68	157.68

Note:

* The increase was due to direct employment of foreign workers (contract staff) instead of outsourcing to fulfil the Supplier Workplace Accountability (SWA) Audit requirements of customer.

Performance Data Table from Bursa Malaysia ESG Reporting Platform

Indicator	Measurement Unit	2023	2024
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	11.00	100.00
Executive	Percentage	14.00	100.00
Non-executive/Technical Staff	Percentage	10.00	100.00
General Workers	Percentage	65.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	1
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	110,726.00	146,989.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	18	25
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	4.00	4.00
Management Between 30-50	Percentage	64.00	65.00
Management Above 50	Percentage	32.00	31.00
Executive Under 30	Percentage	31.00	27.00
Executive Between 30-50	Percentage	53.00	58.00
Executive Above 50	Percentage	16.00	15.00
Non-executive/Technical Staff Under 30	Percentage	27.00	26.00
Non-executive/Technical Staff Between 30-50	Percentage	60.00	61.00
Non-executive/Technical Staff Above 50	Percentage	13.00	13.00
General Workers Under 30	Percentage	48.00	44.00
General Workers Between 30-50	Percentage	48.00	52.00
General Workers Above 50	Percentage	4.00	4.00
Gender Group by Employee Category			
Management Male	Percentage	69.00	68.00
Management Female	Percentage	31.00	32.00
Executive Male	Percentage	54.00	54.00
Executive Female	Percentage	46.00	46.00
Non-executive/Technical Staff Male	Percentage	78.00	79.00
Non-executive/Technical Staff Female	Percentage	22.00	21.00
General Workers Male	Percentage	91.00	90.00
General Workers Female	Percentage	9.00	10.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	78.00	78.00
Female	Percentage	22.00	22.00
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	0.00	0.00
Above 50	Percentage	100.00	100.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	276,731.00 *	278,895.00
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.51	0.41
Bursa C5(c) Number of employees trained on health and safety standards	Number	2,867	3,456

Internal assurance External assurance No assurance

(*)Restated



Indicator	Measurement Unit	2023	2024
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	5,527	7,362
Executive	Hours	10,068	7,781
Non-executive/Technical Staff	Hours	11,094	8,666
General Workers	Hours	10,292	7,404
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	2.24	46.80
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	44	43
Executive	Number	77	69
Non-executive/Technical Staff	Number	176	192
General Workers	Number	231	322
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	71.28	75.52
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	2,266.767800	2,182.230000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	No Data Provided
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	No Data Provided
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	No Data Provided
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	-	No Data Provided
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	-	No Data Provided
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	No Data Provided

Internal assurance

External assurance

No assurance

(*)Restated

Statement of Assurance

As our commitment to ensure transparency and accuracy in our sustainability disclosures, KPMG PLT was engaged to perform assurance readiness procedures to determine whether the preconditions for assurance as required by ISAE 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, were present for all the Common Indicators in the Sustainability Performance Data for 2023.

Following the assurance readiness procedures performed by KPMG PLT, the Standard Operating Procedures (“SOP”) outlining the procedures of data collection and improved template for the data collection of each of the Common Indicators were in place for compiling the Sustainability Performance Data for 2024. The SOP and detailed guidelines within each template have improved the accuracy and completeness of the data collected.

The Sustainability Performance Data for 2024 in this Report have been verified by internal sources for accuracy. In accordance with the SOP, all the data collected by the personnel maintaining the data (“Preparers”) shall be reviewed and approved by the superior of the Preparers before submitting the data to the Sustainability Reporting Working Group for compilation. Going forward, the Performance Data would gradually be reviewed by either an internal auditor or an independent assurance to ensure transparency and reliability.