



MSM INTERNATIONAL LIMITED

SUSTAINABILITY REPORT 2026

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This sustainability report has been reviewed by the Company’s sponsor, UOB Kay Hian Private Limited (the “Sponsor”).

This sustainability report has not been examined or approved by the Singapore Exchange Securities Trading Limited (“SGX-ST”) and the SGX-ST assumes no responsibility for the contents of this sustainability report, including the correctness of any of the statements or opinions made or reports contained in this sustainability report.

The contact person for the Sponsor is Mr Lance Tan, Senior Vice President, 83 Clemenceau Avenue, #10-01 UE Square, Singapore 239920, telephone (65) 6590 6881.

Board Statement

The Board of Directors (“Board”) acknowledges the importance of embedding sustainability into the operations of the Group in order to fulfill the expectation and requirement of its stakeholders and to provide better understanding on the Group’s business approaches in managing Economic, Environmental, Social and Governance (“EESG”) risk and opportunities. Under the guidance from the Board, material EESG factors have been determined and disclosed in this Sustainability Report. The Board is responsible for overseeing the management and monitoring of these EESG factors and takes them into consideration in the determination of the Group’s strategic direction and policies.

We welcome feedback from our stakeholders with regards to our sustainability efforts as this enables us to improve our policies, systems, and results. For queries and suggestions, email to msm.reporting@msmmgroup.com.

ORGANISATIONAL PROFILE

MSM International Limited (“MSM” or the “Company”) was listed on the SGX Catalist in 2010. MSM and its subsidiaries (collectively, the “MSM Group” or the “Group”) is an integrated metal engineering company, offering a comprehensive suite of services spanning design, product development, prototyping, tool & die fabrication, production, and assembly. MSM’s business activities can be broadly categorised into three core business segments, which are (1) OEM contract manufacturing; (2) Cleanroom and laboratories; and (3) Kitchen appliances, equipment and related services.

OVERVIEW OF REPORT

This Sustainability Report has been prepared in accordance with the requirements of Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (“SGX-ST”) (“Catalist Rules”), and references to the Global Reporting Initiative (“GRI”) Standards. The climate-related disclosure references to the recommendations of the Task Force on Climate-Related Financial Disclosure (“TCFD”) which has been incorporated into the IFRS Sustainability Disclosure Standards. The Company is guided by the phased approach in aligning our reporting of climate-related disclosures in accordance with IFRS Sustainability Disclosure Standards. The Group has disclosed its Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions in accordance with the greenhouse gas emissions disclosure requirements of IFRS S2 *Climate-related Disclosures*. The report will highlight the key economic, environmental, social and governance (“EESG”) factors such as economic performance, environmental compliance and occupational health and safety.

The Company has chosen the GRI Standards as it represents the global best practices for reporting on EESG topics. This Sustainability Report is also prepared in accordance with GRI Principles for defining report content, including:

- **Stakeholder Engagement:** responding to stakeholder expectations and interests;
- **Sustainability Context:** presenting performance in the wider context of sustainability;
- **Materiality:** focusing on issues that impact business growth and are of utmost importance to stakeholders; and
- **Completeness:** including all information that comprise of significant EESG impact to enable stakeholders to assess the Company’s performance.

This Sustainability Report is in line with the Group’s continued commitment to address issues relating to sustainability across the various EESG related factors. We aim to share more information in our subsequent reports.

This report highlights the sustainability performance for all entities covered in our financial reporting period from 1 April 2025 to 31 March 2026 (“FY2026”) with historical performance data included for comparison, where applicable.

The EESG performance data presented in this report have been primarily sourced from the Group’s internal information systems and original records to ensure their accuracy. The Group did not seek external assurance for this sustainability report but instead relied on internal verification mechanisms to ensure the accuracy of the information.

POLICY, PRACTICES AND PERFORMANCE REPORTING

SUSTAINABILITY GOVERNANCE & FRAMEWORK

The Board plays a strategic role in setting the Group’s overall EESG direction and aligning sustainability priorities with long-term business goals. It oversees sustainability performance and ensures that key matters such as integrity, anti-corruption, occupational health and safety, talent management and risk oversight are appropriately addressed.

The Chief Executive Officer (CEO) and senior management are responsible for translating the Board’s sustainability direction into actionable plans and integrating EESG considerations into the Group’s day-to-day operations. They manage related risks and opportunities and provide regular updates to the Board to ensure continued alignment with the Group’s strategic objectives.

SUSTAINABILITY REPORTING PROCESS



STAKEHOLDER ENGAGEMENT

An important starting point in our sustainability journey is to identify our stakeholders and material aspects relevant to our businesses. The interests and requirements of key stakeholders are also taken into account when formulating corporate strategies. These key stakeholders include, but are not limited to employees, suppliers and service providers, investors and shareholders, customers, and regulators. We adopt both formal and informal communication channels to understand the needs of key stakeholders and incorporated these into our corporate strategies to achieve mutually beneficial relationships. The following sets out our engagement platforms with our stakeholders:

Stakeholder Group	Key Topic of Concern	Engagement Methods	Frequency
Customers	- On-time delivery and services - Competitive pricing - Quality Control	- Customer satisfaction survey - Regular sales meeting - Emails and telecommunications	Throughout the year
Suppliers	- Timeliness of delivery of products and services - Compliance with specifications or requirements - Business continuity and long-term relationship	- Pre-qualification and periodic performance assessment - Quotations and proposals - Emails and telecommunications - Regular supplier meetings	Throughout the year
Employees	- Work environment - Fair compensation and benefit - Career growth	- Performance appraisals - Internal communications and meetings - Training programmes - Company events	Throughout the year
Investors	- Economic performance - Corporate governance - Shareholders' returns	- Announcements on SGXNet - General Meetings - Annual reports	Periodically
Government and Regulators	- Regulatory and industry standards and guidelines compliance	- Consultations - Meetings and discussions - Submission of information when requested	Throughout the year

MATERIALITY ASSESSMENT

The identification of material EESG factors are directed by the senior management of the Company in consultation with the Board, focusing on those that materially impact our business, strategy, business model and key stakeholders.

We have reviewed the existing topics and assessed its continued relevance to the Group's business and the emerging trends in our industry. We have concluded that the EESG factors identified in prior financial year remain relevant and material to us for the current financial year in managing the risk and impact to the current operations. We will continue to evaluate our material EESG factors on an annual basis.

The sustainability focus areas and material topics that are relevant to MSM Group are outlined below:

Sustainability Focus Areas	Materiality Topics	Relevant GRI Standards
Economic	Economic Performance	GRI 201-1 Direct Economic Value Generated and Distributed
	Procurement Practices	GRI 204-1 Proportion of Spending on Local Suppliers
Environmental	Conservation of Resources	GRI 302-1 Energy Consumption within the Organisation GRI 303-5 Water Consumption
	Environmental Compliance	GRI 2-27 Compliance with Laws and Regulations
	Occupational Health and Safety	GRI 403-1 Occupational Health and Safety Management System GRI 403-9 Work-Related Injuries
Social	Employment and Turnover	GRI 401-1 New Employee Hires and Employee Turnover
	Diversity and Equal Opportunity	GRI 405-1 Diversity of Governance Bodies and Employees
	Training and Education	GRI 404-1 Average Hours of Training per year per Employee
	Corporate Governance	GRI 2: General Disclosures 2021
Governance	Risk Management	GRI 2: General Disclosures 2021
	Business Ethics	GRI 205-3 Confirmed Incidents of Corruption and Actions Taken
	Whistle Blowing Policy	GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns

ECONOMIC CONCERNS

Economic Performance

The Group firmly believes that the focus on financial sustainability is critical and we aim to maximise returns for long-term profitability, thereby creating sustainable shareholder value. The Group's basic principle is long-term profitability and shareholders' value is ensured by taking into account the interests of stakeholders, such as shareholders, employees, suppliers and society as a whole. Looking ahead, the Group will continuously look for potential and possible opportunities to expand business in all segments both locally and abroad, via the development of new products, service expansion as a one-stop solutions provider, strategic investments and acquisitions.

For more detailed information regarding our FY2026 financial results, please refer to the following sections in our Annual Report 2026:

- Letter to Shareholders, pages 2 to 4
- Financial Statements, pages 47 to 110

Procurement Practices

We endeavour to create a positive impact by supporting procurement of products and services from locally established business entities. By procuring supplies from local businesses, the Group reduces its exposure to international trade volatility, currency fluctuations, high import tariffs and shifting global conditions. Our procurement process is conducted through evaluation of suppliers in terms of pricing, reliability, credibility and other related requirements prior to awarding a contract or order to supplier. We apply the same practices of procurement process by giving priority to locally produced items which are priced competitively, to ensure efficient and effective procurement of all goods that are required for the operations of the Group.

For FY2026, 80.14% (FY2025: 92.25%) of the Group's purchases were sourced from local suppliers, which was below the FY2026 target of maintaining local purchases above 90%. The lower proportion of local procurement was primarily attributable to additional overseas purchases of approximately RM8.3 million, representing 13% of the Group's total procurement to support new customers in the energy sector. The specialised components required for this sector were sourced from overseas as locally available alternatives were not commercially price competitive. Excluding procurement related to this new energy sector, overseas purchases accounted for only 7% of the Group's total procurement, reflecting the Group's continued preference for sourcing from local suppliers whenever commercially viable. Recognising that certain specialised components may continue to be sourced from overseas where local suppliers are unable to offer competitive pricing or meet specific business requirements, the Group has revised its procurement target and will aim to maintain local purchases above 80% in FY2027, while continuing to prioritise local sourcing whenever suitable products are available at competitive prices.

ENVIRONMENTAL CONCERNS

CONSERVATION OF RESOURCES

The Group believes that the efficient use of natural resources such as energy and water will contribute positively to sustainable growth for the Group in the long term and reduce its environmental footprint. The Group made efforts to create awareness and encourage employees to adopt electricity and water saving habits in office to reduce the consumptions.

Year	FY2024	FY2025	FY2026
Electricity Consumptions			
Kilowatt hour (kWh) used	2,419,887	2,560,944	3,226,723
Energy (kWh) per Revenue (RM)	0.0268	0.0311	0.0298
Water Consumptions			
Water (m³) used	32,885	40,640	54,482
Water (m³) per Revenue (RM)	0.0004	0.0005	0.0005

The Group continuously targets to reduce overall electricity consumption. Better and more efficient machinery and equipment were utilised, along with proper scheduling, to optimise the use of energy resources. Energy-efficient air conditioners, air compressors, and lighting bulbs were installed to replace the old units, which consumed more energy. Lighting and air conditioning are switched off during rest periods or when not in use for an extended period.

Efficient water use is an important component of MSM's environmental responsibility. The Group actively manages its water consumption by promoting responsible use, conducting regular maintenance, and embedding conservation practices into its daily operations. Staff are encouraged to minimise unnecessary use and adopt water-saving habits, while awareness initiatives help reinforce the importance of mindful consumption. Routine inspections are conducted regularly to prevent leaks and ensure the efficient operation of the water infrastructure.

Nevertheless, electricity and water consumption in FY2026 increased mainly due to higher production activities arising from a 31.7% increase in sales and the onboarding of new customers, particularly in the OEM business segment. Despite the increase in total electricity consumption, energy (kWh) per revenue (RM) decreased from 0.0311 in FY2025 to 0.0298 in FY2026, reflecting improved operational efficiency and the effectiveness of the Group's energy management initiatives. Moving forward, the Group will set a target to improve electricity efficiency by 2% in FY2027.

Water consumption also increased in FY2026 mainly due to higher production volumes associated with business growth, particularly within the OEM business segment. Water (m³) per revenue (RM) remained at 0.0005 (FY2025: 0.0005). Moving forward, the Group will continue to strengthen its water conservation initiatives, optimise production processes and enhance monitoring of water usage to improve water efficiency, while setting 2% improvement target for FY2027.

ENVIRONMENTAL COMPLIANCE

It is a continuous challenge to successfully manage environmental issues. Sustainable and responsible practices have been incorporated into our business model and implemented throughout the Group. Our products and services meet relevant safety and environmental requirements demanded by our customers and the regulatory bodies.

There was no incidence of non-compliance with laws and regulations resulting in significant fines or sanctions in FY2026, FY2025 and FY2024. We endeavour to maintain this track record.

SOCIAL CONCERNS

OCCUPATIONAL HEALTH AND SAFETY

We do our utmost effort to safeguard employees' health and safety against any potential workplace hazards. We are also committed to comply with applicable regulatory requirements to prevent injuries and illnesses at workplace. Regular reviews are carried out to evaluate the adequacy of existing health and safety standards and practices. All employees are periodically briefed on the relevant health and safety measures and the practical precautions to be taken. Personal Protective Equipment ("PPE") is also provided to employees when they are carrying out their duties. The Group also ensures that adequate personal accident insurance coverage and Social Security Organisation ("SOCSO") are in place for all employees. All work-related injuries or incident, regardless of its severity, must be recorded and corrective action plans are to be implemented to prevent recurrence.

For FY2026, FY2025 and FY2024, there was no incident of reportable accidents and no penalty or fine imposed by the relevant authorities for non-conformance to regulatory requirements. We endeavour to maintain this track record.

EMPLOYMENT AND TURNOVER

The Group offers a range of benefits to its employees, including annual leave, medical leave, maternity leave, paternity leave, compassionate leave, personal accident insurance, healthcare and bonuses. All employees receive regular appraisals on their work performance, which promote better understanding of career expectations and progression, thus fostering close working relationships and a harmonious work environment.

EMPLOYMENT AND TURNOVER (CONT'D)

	FY2024		FY2025		FY2026	
	New Hires (Number)	Employee Hires (%)	New Hires (Number)	Employee Hires (%)	New Hires (Number)	Employee Hires (%)
By Gender						
Male	44	59%	45	67%	78	74%
Female	31	41%	22	33%	27	26%
By Age						
Under 30 years old	53	71%	30	45%	58	55%
30 – 50 years old	22	29%	35	52%	45	43%
Over 50 years old	-	-	2	3%	2	2%

	FY2024		FY2025		FY2026	
	No. of Employee Resigned	Employee Turnover (%)	No. of Employee Resigned	Employee Turnover (%)	No. of Employee Resigned	Employee Turnover (%)
By Gender						
Male	49	63%	57	81%	60	76%
Female	29	37%	13	19%	19	24%
By Age						
Under 30 years old	39	50%	25	36%	43	54%
30 – 50 years old	39	50%	39	56%	32	41%
Over 50 years old	-	-	6	8%	4	5%
Employee Turnover Rate*	25%		22%		24%	

*Employee Turnover Rate = No. of Employee Resigned/ Average No. of Employees x 100

As at 31 March 2026, the Group had a total workforce of 344 employees (As at 31 March 2025: 327). During FY2026, the Group recruited 105 new employees to support its business expansion and increased operational requirements, particularly within the OEM business segment. The Company's employee turnover rate was 24%, remaining below the target range of 25% to 35% set for FY2026. This achievement can be attributed to a satisfying work environment, fostered by regular feedback, career development opportunities, a respectful workplace culture, competitive salary and compensation, adequate employee benefits, and regular performance appraisals. These employee-centric strategies have continued to contribute to higher job satisfaction and a healthy employee turnover rate, reflecting the Group's ongoing efforts to create a supportive and rewarding workplace. The Group will continue to maintain its employee turnover rate within the target range of 25% to 35% in FY2027.

DIVERSITY AND EQUAL OPPORTUNITY

The Group has complied with local labour laws and regulations, and implemented the government's minimum wages policy. The terms and conditions of employment are the same for all employees in the same category, without any form of discrimination. The Group believes in human rights and equal opportunities for all employees. Workplace diversity in terms of age, gender and ethnicity is being embraced by the Group for inclusiveness. All employees received evaluation for work performed to promote learning and embrace opportunities for career development through informal/verbal feedback from immediate superiors.

The tables below show the diversity of the Group's employees by nationality, gender and age group.

	As at 31 March 2024	As at 31 March 2025	As at 31 March 2026
By Gender			
Male	81%	81%	78%
Female	19%	19%	22%
By Age			
Under 30 years old	43%	37%	40%
30 – 50 years old	52%	57%	54%
Over 50 years old	5%	6%	6%
By Nationality			
Local	47%	46%	67%
Foreigner	53%	54%	33%

The Group has maintained an adequate and stable workforce diversity. The manufacturing nature of the Group necessitates a higher proportion of male employees for production requirements, resulting in a relatively higher male-to-female ratio. Nevertheless, the proportion of female employees increased from 19% in FY2025 to 22% in FY2026, reflecting the Group's continued commitment to providing equal employment opportunities. The workforce continues to comprise a balance mix of younger, mid-career and senior employees, supporting knowledge sharing, skills transfer and long-term business continuity. The proportion of local employees increased from 46% in FY2025 to 67% in FY2026, demonstrating the Group's continued commitment to providing employment opportunities for the local workforce while supporting community development. The Group remains committed to promoting workforce diversity and equal employment opportunities based on merit, qualifications and business needs.

For FY2027, the Group targets to maintain its current employment diversity and equality while continuing to foster an inclusive workplace that supports equal opportunities for all employees.

TRAINING AND EDUCATION

The Group understands that there is a continuous need to enhance, improve and upgrade employee skills and knowledge. The talents and capabilities of employees benefit both their personal development and the Company's growth. Thus, employees are encouraged to attend relevant courses or seminars to upgrade themselves and improve their skills. We are committed to providing training and development opportunities and promoting an inclusive culture that allows our employees to develop progressive and long-term careers. The Group also actively utilises Pembangunan Sumber Manusia Berhad ("PSMB") contributions to support employee training and continuous learning. With the expansion of the PSMB scheme to a wider range of industries, the Group will continue to encourage employees to participate in relevant training and professional development programmes. Our employees have been successful in delivering quality standards and fulfilling business and operational commitments through a combination of internal training conducted by Heads of Departments, on-the-job coaching, continuous learning initiatives and external training programmes where appropriate. All Directors have completed sustainability training courses.

	FY2024	FY2025	FY2026
Average Training Hour	2.55	2.89	2.10

In FY2026, the average training hours decreased to 2.10 hours (FY2025: 2.89 hours). The lower average training hours was primarily because employees attended external training programmes only when there were new regulatory requirements, new technical developments or specific professional development needs. Nevertheless, the Group continued to place strong emphasis on internal capability development, with Heads of Departments and experienced employees providing on-the-job coaching and guidance to new and existing employees to enhance their skills and competencies. Moving forward, the Group will continue to strengthen employee competencies through on-the-job coaching, relevant training programmes and continuous learning initiatives, while leveraging PSMB contributions where applicable to support workforce development.

GOVERNANCE CONCERNS

CORPORATE GOVERNANCE

The Board and the Management of MSM are committed to the best practices in corporate governance to ensure sustainability of the Group's operations. We believe that our constant drive for corporate excellence will allow us to establish a more transparent, accountable and equitable system, thereby increasing the value of the Company and its value to our shareholders. Please refer to pages 9 to 37 of the Annual Report FY2026 for the Group's Corporate Governance Report.

We will continue to comply with the Principles of the Code of Corporate Governance ("Code") and endeavour to meet all requirements expected of us by our stakeholders. In areas where the Company's practices vary from any Provisions of the Code, appropriate explanations are provided for the variation, and how the practices the Company had adopted are consistent with the intent of the relevant Principle of the Code.

RISK MANAGEMENT

The Board is committed to ensure that the Group has an effective and practical enterprise risk management framework in place to safeguard shareholders' interests, and the sustainability of the Group as well as provide a basis to make informed decisions having regard to the risk exposure and risk appetite of the Group. For detailed disclosure on our risk management, please refer to pages 20 to 21 of our Annual Report FY2026.

We aim to review the risk management framework regularly to ensure all relevant risks are identified, communicated and addressed in a timely manner.

BUSINESS ETHICS

The Group does not engage in bribery or any form of financial crime. Employees are reminded never to offer, promise or give bribes in connection with our business and must never ask for or accept bribes. Good governance provides assurance to all stakeholders of the continue performance of MSM Group's EESG factors.

For FY2026, FY2025 and FY2024, there have been no reported incidents of bribery or any form of financial crime. We endeavour to maintain this track record.

WHISTLEBLOWING POLICY

Our whistleblowing policy provides a mechanism for employees and external parties to report concerns over alleged wrongful acts. For detailed disclosure on our whistleblowing policy, please refer to page 24 of Annual Report FY2026.

For FY2026, FY2025 and FY2024, there were no whistleblowing cases reported during the reporting period. We endeavour to maintain this track record.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE

We understand that global climate change encompasses various interconnected effects. It poses significant challenges and risks to the environment, biodiversity, human societies, and economies worldwide. Thus, we truly know that mitigating and adapting to global climate change is crucial for the sustainability and well-being of present and future generations.

The TCFD has defined a couple of core elements as a guide on the climate disclosure as follows:



Source: Taskforce Climate-Related Disclosure, 2017

Governance

The Management is responsible for identifying, assessing, monitoring and managing sustainability risks and opportunities related to the Group's business activities, including those related to climate change. The board oversees the identification and management of risks and opportunities relating to climate-related issues that are material to the business.

Strategy

We recognise the significant risks and opportunities posed by climate change. Our strategy is to identify, assess, prioritise, mitigate, and monitor climate-related physical and transition risks in our business. We have identified and assessed climate related risks and opportunities across our operations as depicted in the following table:

Risk	Potential Impact	Opportunities	Strategies to Address or Realise the Risk
Physical Risk (Acute)			
Extreme Weather (i.e. Flood, droughts and typhoons) - Disrupt activities in operational areas - Damage to assets	- Rise in the cost of raw materials, leading to a reduction in profit margin. - Affect the production outcome leading to late delivery, bad reputation, and loss of sales. - Increase the cost of maintenance for damaged assets.	Not Applicable	- Emergency response preparedness. - Assets (e.g., buildings, machinery and equipment, inventories, etc) are protected by comprehensive insurance. - Continuous searching and expanding vendor pools.
Physical Risk (Chronic)			
Rising global temperatures and heatwaves Increase health and safety risks for workers at our manufacturing facilities.	- Increase in operating costs on facility upgrade (i.e. cooling system) and medical compensation. - Decrease in revenue due to decreased efficiency from the well-being of the workforce.	Not Applicable	Proper ventilation and cooling systems are in place within the working place, especially in production areas where workers are exposed to high temperatures.
Transition Risk			
Legal & Policy New regulations or tightening of regulations on reducing carbon footprint.	Increase in operational costs or capital expenditure as significant investment in new technologies, infrastructures, and energy efficiency measures may be required.	Change of customer preference to an eco-friendlier product.	- Stay informed about the latest regulatory developments and changes in the market. - Monitor industry trends, consumer behaviour and preferences through market research/survey.

Risk Management

We continuously review and improve our business and operational activities to identify significant climate-related risks. These risks are classified as either physical or transition risks, and we assess their potential impact on our operations and financial performance.

We implement appropriate control measures and regularly review all control policies and procedures, highlighting significant matters to the Audit Committee (AC) and the Board. The AC evaluates the adequacy and effectiveness of internal controls, strategies, and measures to mitigate identified risks, and reports its findings to the Board whenever new significant risks are identified.

Metrics and Targets

Scope 1 emissions are direct greenhouse gas emissions from sources owned or controlled by the reporting entity. This includes emissions from the combustion of fossil fuels used in company-owned vehicles and equipment.

Scope 2 emissions refer to indirect greenhouse gas emissions from the generation of purchased electricity, heat, or steam consumed by the reporting entity. Our Scope 2 emissions are attributable from our electricity purchases from the national grid.

The Group has disclosed its Scope 1 and Scope 2 greenhouse gas ("GHG") emissions in accordance with the greenhouse gas emissions disclosure requirements of IFRS S2 *Climate-related Disclosures*. The GHG emissions have been measured using internationally recognised emission factors and methodologies, including the Intergovernmental Panel on Climate Change ("IPCC") Guidelines and the applicable Malaysia grid emission factors.

The Group's greenhouse gas emissions for FY2024, FY2025 and FY2026 from Scope 1 and Scope 2 sources are summarised in the table below:

Emission Source	Activity Data	FY2024 Consumption	FY2025 Consumption	FY2026 Consumption	FY2024 Emissions (tonnes CO ₂ e)	FY2025 Emissions (tonnes CO ₂ e)	FY2026 Emissions (tonnes CO ₂ e)
Scope 1	Petrol (litres)	*	14,106.71 litres	15,231.94 litres	*	32.59	35.19
	Diesel (litres)	*	117,872.73 litres	82,237.12 litres	*	315.90	220.40
Scope 2	Electricity (kWh)	2,419,887 kWh	2,560,944 kWh	3,226,723 kWh	1,834.27	1,982.17	2,387.78

* FY2025 is the first year that the Group disclosed the information on Scope 1 emissions. As such, comparative information for FY2024 is not available.

Scope 1 Emission factors:

2.31 kgCO₂e/litre for petrol and 2.68 kgCO₂e/litre for diesel, in accordance with IPCC and Malaysia's GHG reporting guidelines

Scope 2 Emission factors:

0.740 kgCO₂e/kWh (0.774 kgCO₂e/kWh for FY2025; 0.758 kgCO₂e/kWh for FY2024), average operating margin grid emission factor as published by Malaysia's Energy Information Hub based on 2024 data.

The Group will continue to monitor its carbon emissions performance and implement initiatives to improve energy efficiency and reduce greenhouse gas emissions. Moving forward, the Group targets to achieve a 2% reduction in Scope 1 GHG intensity in FY2027 by progressively replacing conventional vehicles with electric vehicles ("EVs") where operationally feasible, while continuing to encourage the adoption of cleaner transportation alternatives. The Group remains committed to achieving a 2% improvement in electricity efficiency in FY2027, while continuing to explore opportunities to further reduce its overall greenhouse gas emissions. During FY2026, the Group continued to encourage the

adoption of electric vehicles by providing seven electric vehicle ("EV") charging stations, comprising six Alternating Current ("AC") slow chargers and one Direct Current ("DC") fast charger at its premises. The Group also provided seven EV company vehicles for employees' business use, encouraging employees to adopt cleaner transportation alternatives and supporting the Group's efforts to reduce its carbon footprint.

GLOBAL REPORTING INITIATIVE ("GRI") CONTENT INDEX

GRI Standard	Disclosure		Section of Report/ Reference	Page Reference
GRI 2: General Disclosures 2021	2-1	Organisational details	Organisation Profile	1
	2-2	Entities included in the organisation's sustainability reporting	Overview of the Report	2
	2-3	Reporting period, frequency and contact point	Overview of the Report	2
	2-4	Restatements of information	Not Applicable.	
	2-5	External Assurance	MSM has not sought external assurance for this Sustainability Report	
	2-6	Activities, value chain and other business relationship	Annual Report 2026	
	2-7	Employees	Diversity and Equal Opportunity	10
	2-9	Governance structure and composition	Annual Report 2026 - Report on Corporate Governance	
	2-10	Nomination and selection of the highest governance body		
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management of impacts		
	2-13	Delegation of responsibility for managing impacts		
	2-14	Role of the highest governance body in sustainability reporting		
	2-15	Conflict of interest		
	2-16	Communication of critical concerns		
	2-17	Collective knowledge of the highest governance body		
	2-18	Evaluation of the performance of the highest governance body		
	2-19	Remuneration policies		
	2-20	Process to determine remuneration		
	2-21	Annual total compensation ratio	Unable to disclose due to confidentiality constraints	
	2-22	Statement on sustainable development strategy	Board's Statement	1
	2-23	Policy commitments	Annual Report 2026 - Report on Corporate Governance	
	2-24	Embedding policy commitments		
	2-25	Processes to remediate negative impacts		
	2-26	Mechanism for seeking advice and raising concerns	Sustainability Report 2026 - Whistleblowing Policy	

GLOBAL REPORTING INITIATIVE (“GRI”) CONTEXT INDEX (CONT'D)

GRI Standard	Disclosure		Section of Report/ Reference	Page Reference
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	Environmental Compliance	8
	2-28	Membership associations	Not Applicable.	
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	4
	2-30	Collective bargaining agreements	Not Applicable. (No collective bargaining agreements.)	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	5
	3-2	List of material topics		
	3-3	Management of material topics		
ECONOMIC MATERIAL TOPICS				
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Economic Performance	6
GRI 204: Procurement Practice	204-1	Proportion of spending on local suppliers	Procurement Practices	6
ENVIRONMENTAL MATERIAL TOPICS				
GRI 302: Energy	302-1	Energy consumption within the organization	Conservation of Resources	7
GRI 303: Water and Effluents	303-5	Water consumption	Conservation of Resources	7
SOCIAL MATERIAL TOPICS				
GRI 401: Employment	401-1	New employee hires and employee turnover	Employment and Turnover	8 – 9
	401-2	Benefits provided to full-time employees but are not provided to temporary or part-time employee	Employment and Turnover	
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Occupational Health and Safety	8
	403-9	Work-related injuries	Occupational Health and Safety	8
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity	10

TCFD FRAMEWORK

Section	Disclosure	Page Reference
GOVERNANCE		
a	Describes board oversight of climate-related risks and opportunities	12
b	Describe the role of management in assessing and managing climate-related risks and opportunities	12
STRATEGY		
a	Explain the climate-related risks and opportunities the organization has identified in the shorter, medium, and longer terms	13
b	Explain the impact of climate-related risks and opportunities on an organization's business, strategy and financial planning	13
c	Describe the resilience of the organization's strategy, taking into account scenarios related to different climates, including 2°C or lower scenarios	Not able to disclose due to the preliminary stage of our data collection and analysis process, we will enhance this aspect in future disclosures.
RISK MANAGEMENT		
a	Describe the organization's processes for identifying and assessing climate-related risks	14
b	Describe organizational processes for managing climate-related risks	14
c	Describe processes for identifying, assessing, and managing climate-related risks integrated into the organization's overall risk management	14
METRICS AND TARGETS		
a	Disclose metrics used by the organization to assess climate-related risks and opportunities in line with their strategy and risk management processes	14
b	Disclose Scope 1, Scope 2, and, where appropriate, Scope 3 greenhouse gases (GHG) and related risks	14
c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	14