

**INFINITE POSSIBILITIES**



**Advocating for responsible corporate practices and teaming up with other businesses to make a positive impact on sustainability.**



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# About This Report



# About This Report

GRI 2-2, 2-3, 2-5

We, Alcom Group Berhad (referred to in this Report as “AGB”, “the Group”, “we”, “us” or “our”), are pleased to present this Sustainability Report (referred to as “the Report”), which outlines our ongoing commitment to embedding Environmental, Social, and Governance (“ESG”) considerations into our business practices.

This Report provides an overview of our key initiatives, the progress we have made, and the value created for our stakeholders through responsible and sustainable operations. For a more complete view of our performance, strategy, and financial position, this Report should be read alongside our Annual Report 2025.

Malaysia Berhad and Alcom Nikkei Specialty Coatings Sdn. Bhd.; Property Development, comprising AGB Land Sdn. Bhd., EM Hub Sdn. Bhd., and AG Avenue Sdn. Bhd.; and Construction, comprising AGB Builders Sdn. Bhd. and Alcom Dach&Wand Sdn. Bhd. This refinement represents a change in reporting presentation only and does not alter the entities included within the reporting boundary, thereby maintaining consistency with the operational scope covered in prior reporting periods.

## Reporting Period

This Sustainability Report presents the Group’s performance and activities for the Financial Year 2025 (“FY2025”), covering the period from 1 January 2025 to 31 December 2025.

The Group publishes its Sustainability Report on an annual basis. The previous edition was issued in April 2025.

## Reporting Standards and Frameworks

This Report has been prepared with reference to internationally recognised sustainability reporting frameworks and relevant regulatory requirements to promote transparency, accountability, and consistency. Our disclosures are aligned with the Global Reporting Initiative (“GRI”) Standards, Bursa Securities Main Market Listing Requirements, and Bursa Securities’ Sustainability Reporting Guide (3rd Edition).

We have also considered the United Nations Sustainable Development Goals (“UN SDGs”) relevant to our business and incorporated guidance from the Task Force on Climate-related Financial Disclosures (“TCFD”) to strengthen our reporting on climate-related risks and opportunities. A detailed GRI Content Index is provided in the Appendix on page 198.

For the reporting of greenhouse gas (“GHG”) emissions, we apply ISO 14064-1:2018 for organisation-level GHG quantification and reporting, together with the GHG Protocol Corporate Standard. The GHG Protocol, developed by the World Business Council for Sustainable Development (“WBCSD”) and the World Resources Institute (“WRI”), provides an internationally recognised framework for measuring, managing, and reporting emissions. The use of these methodologies strengthens the accuracy and credibility of our GHG disclosures and supports our commitment to environmental responsibility and climate action.

## Statement of Assurance

Alcom Group Berhad engaged Bureau Veritas Certification (M) Sdn. Bhd. to conduct a reasonable assurance on selected sustainability disclosures for the reporting period from 1 January 2025 to 31 December 2025. The assurance exercise covered material topics across the following areas:

<h3>Governance</h3> <ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Market Presence</li> <li>• Anti-corruption</li> <li>• Procurement Practices</li> <li>• Anti-competitive Behaviour</li> </ul>	<h3>Environmental</h3> <ul style="list-style-type: none"> <li>• Greenhouse Gas (GHG) Emissions</li> <li>• Energy Consumption &amp; Intensity</li> <li>• Effluents &amp; Waste</li> <li>• Water</li> <li>• Materials</li> </ul>
<h3>Social</h3> <ul style="list-style-type: none"> <li>• Supplier Social Assessment</li> <li>• Diversity &amp; Equal Opportunity</li> <li>• Labor / Management Relations</li> <li>• Forced or Compulsory Labour</li> <li>• Security Practices</li> <li>• Training &amp; Education</li> <li>• Occupational Health &amp; Safety</li> <li>• Local Communities</li> <li>• Data &amp; Customer Privacy</li> </ul>	

This assurance was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

Further details regarding the assurance scope and procedures can be found on page 215.

## Purpose and Scope

Alcom Group Berhad is listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”). This Sustainability Report outlines the material sustainability matters relevant to AGB and its principal subsidiary, Aluminium Company of Malaysia Berhad.

The Report represents all operations under the Group’s Manufacturing, Property Development and Construction segments. The entities covered in the Report include Aluminium Company of Malaysia Berhad, Alcom Nikkei Specialty Coatings Sdn. Bhd., AGB Land Sdn. Bhd., EM Hub Sdn. Bhd., AG Avenue Sdn. Bhd., AGB Builders Sdn. Bhd., and Alcom Dach&Wand Sdn. Bhd.

Beginning with the current reporting cycle, the Group has refined the presentation of its reporting boundary from a subsidiary-level disclosure to a segmental-level structure to better align sustainability reporting with the Group’s operational and business structure. Under this approach, sustainability disclosures are organised according to three principal operating segments: Manufacturing, comprising Aluminium Company of



**Foreword from  
Leadership**

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## Message from the Chairman

# DATO' SERI SUBAHAN BIN KAMAL

Chairman Alcom Group Berhad

To Our Valued Stakeholders,

I have long believed that stewardship is measured not by statements of intent, but by the quality of the decisions we make and the strength of the foundations we leave behind. As Chairman, I see the Board's responsibility in those terms: to ensure that Alcom Group Berhad ("AGB") grows on sound footing, is governed with discipline, and remains resilient and relevant over the long term.

This is why sustainability matters at AGB. It is not a peripheral agenda, nor is it simply a matter of reporting. It is part of how the Board discharges its duty. It influences how we think about strategy, risk, capital allocation, governance, talent, and the long-term competitiveness of the Group. In our view, responsible growth is not separate from business performance; it is fundamental to it.

The environment in which businesses operate has become more demanding, and rightly so. Stakeholders today expect more than financial delivery alone. They expect transparency, sound governance, responsible conduct, and evidence that companies are preparing thoughtfully for the future. The Board accepts that responsibility fully. Our role is not only to support management's ambitions, but also to challenge them where necessary, to test assumptions, to raise standards, and to ensure that growth is pursued with judgement and accountability.

Over the past year, the Board has placed continued emphasis on strengthening the way sustainability is embedded across the Group. This has gone beyond policy statements and disclosures. It has involved closer attention to the quality of governance, the maturity of internal practices, the management of risk, and the extent to which sustainability considerations are being reflected in decision-making across our businesses. Environmental performance remains critical, particularly in our manufacturing operations, but good stewardship demands a broader perspective. It requires equal attention to ethics, workplace safety, supply chain responsibility, human capital, and the culture that shapes how decisions are made throughout the organisation.

I am encouraged by the progress the Group is making. Stronger disclosures, improving sustainability practices, and milestones such as our manufacturing segment's EcoVadis Silver rating are signs of a business that is becoming more focused, more

capable, and more transparent. But the Board does not regard these as endpoints. They are indicators of progress, and they also remind us that lasting improvement depends on discipline, consistency, and the willingness to address weaknesses directly.

As a diversified Group, we are also mindful that progress will not be identical across every business. Manufacturing, property development, and construction businesses operate within different commercial realities and transition pressures. Stewardship requires the Board to recognise those differences without losing sight of the Group's overall direction. We do not expect uniformity for its own sake, but we do expect seriousness of intent, clarity of accountability, and measurable progress from every part of AGB.

The Board has remained closely engaged in overseeing the Group's significant investments in expansion, technology, and operational improvement. In reviewing these commitments, our concern is not scale alone. It is whether these investments will strengthen AGB's resilience, improve efficiency, support more responsible resource use, and position the Group competitively for the future. This is where sustainability and governance intersect most clearly: in ensuring that capital is deployed with discipline and with a long-term view.

The Board is equally conscious that transformation cannot be achieved through systems and assets alone. It depends on people. Digitalisation, automation, and artificial intelligence are reshaping industries and redefining the capabilities organisations must build. We therefore see workforce readiness, leadership development, succession, and adaptability as matters of strategic importance. Technology can accelerate performance, but only when it is matched by the right skills, judgement, and culture across the Group.

Looking ahead, the Board will remain focused on strengthening the quality of its oversight and the standards we set for ourselves. We will continue to support management in pursuing growth, while ensuring that governance remains strong, risks are properly managed, and accountability is clear. We will continue to raise expectations around transparency, conduct, and long-term value creation. That, to me, is the essence of stewardship: not simply overseeing the present but safeguarding the future.

On behalf of the Board, I would like to thank our management team, employees, shareholders, customers, partners, and the communities we serve for your continued trust and support. We do not take that trust for granted. It must be earned continuously through responsible leadership, sound decisions, and consistent execution. The progress made by AGB reflects a collective commitment across the Group, and we remain determined to build a company that is stronger in governance, more disciplined in growth, and better prepared for what lies ahead.

**Dato' Seri Subahan bin Kamal**  
Chairman  
Alcom Group Berhad



## Message from the President cum Chief Executive Officer

# HEON CHEE SHYONG

President cum Chief Executive Officer Alcom Group Berhad

To Our Stakeholders and Partners,

The past year has been a defining one for Alcom Group Berhad ("AGB"). It has been a year of growth, discipline, and transformation as we sharpened our understanding of what it truly means to build a resilient and responsible business for the future.

Sustainability is not a destination that can be reached through ambition alone. It demands clarity of purpose, organisational readiness, and the courage to confront difficult realities. Our own journey has reinforced this truth. We have learned that lasting progress is not made by moving fast for its own sake, but by building the right foundations, strengthening our capabilities, and embedding the right mindset across the Group. That process has required reflection, recalibration, and resolve. As I look at where we stand today, I am encouraged by how far we have come and confident in the direction ahead.

Over the past few years, we have laid important groundwork to strengthen our sustainability agenda, and in 2025, we began to see clearer results of our efforts. This progress belongs to our people across the Group, whose commitment and determination continue to move AGB forward.

One of the year's significant milestones was the achievement of the EcoVadis Silver Medal by Aluminium Company of Malaysia Berhad, a distinction that places the assessed entity among the top 15% of companies assessed by EcoVadis globally over the preceding 12 months. Under EcoVadis' current percentile-based methodology, this recognition also reflects balanced performance across Environment, Labour & Human Rights, Ethics, and Sustainable Procurement, with minimum thresholds required in each area. More importantly, the assessment has given us sharper visibility into the management systems and organisational capabilities we must continue to strengthen, particularly in human capital development, sustainable procurement, and enterprise-wide awareness. Today, we are far clearer in our conviction that sustainability is broader than environmental performance alone. It is about people, systems, governance, operational discipline, and the ability to create enduring business value.

As a diversified Group, we also recognise that progress does not advance uniformly across every business segment. Our manufacturing operations have moved more rapidly, while sectors such as property development and construction continue to face different commercial realities and industry dynamics. These differences are real, but they do not diminish our responsibility. Our role as a Group is to raise the level of understanding across every subsidiary and ensure that sustainability is embraced not as a narrow compliance exercise, but as a strategic imperative tied directly to competitiveness, continuity, and long-term relevance.

In manufacturing, we are pursuing initiatives that can materially reshape our environmental and operational performance. At the same time, we continue to advance our energy management agenda through centralised compressor optimisation and wider AI-enabled efficiency initiatives. These are not new aspirations, but today they are being accelerated by better data, smarter systems, and greater organisational readiness.

Looking ahead, 2026 will mark another major step in our transformation with the commissioning of our expansion project, representing more than RM500 million in investment. This next-generation facility is designed to operate with substantially lower energy requirements and lower carbon intensity per tonne produced. It is a strategic investment in the future of AGB: a future defined by smarter production, stronger margins, lower emissions, and greater resilience. This is how we intend to compete, not only by growing bigger, but by becoming fundamentally better.

None of this transformation is possible without our people. Across the Group, our employees are at different stages in their understanding of sustainability, digitalisation, and the future of work. We are investing in skills, retraining operators into higher-value technical roles, strengthening digital capabilities, and bringing new expertise into the organisation, including data and AI-driven functions. The systems and facilities we are building for tomorrow require a different workforce from the one that served us yesterday, and we are committed to preparing our people for that future now.

Artificial intelligence will be central to AGB's next chapter. Our investments in ("AI") systems, forecasting tools, and machine learning capabilities are already improving operational accuracy, enhancing decision-making, and driving efficiency across our businesses.

With stronger reporting, broader disclosures, and more mature internal practices, we are entering the next phase of our journey on firmer ground. Beyond ratings and recognition, our focus is on building a sustainability platform that is credible, enduring, and fully aligned with long-term value creation.

I would like to express my sincere appreciation to our Board, management team, employees, and partners. Your resilience, trust, and willingness to evolve have made this progress possible. The path ahead will continue to demand courage, discipline, and conviction. A path which I strongly believe AGB is ready for.

**Heon Chee Shyong**  
President cum Chief Executive Officer  
Alcom Group Berhad



# Sustainability at AGB



# Business Operations and Markets Served

GRI 2-1, 2-6

Alcom Group Berhad ("AGB") is a Malaysia-based diversified group with business operations structured under three principal segments:

- Manufacturing
- Property Development
- Construction

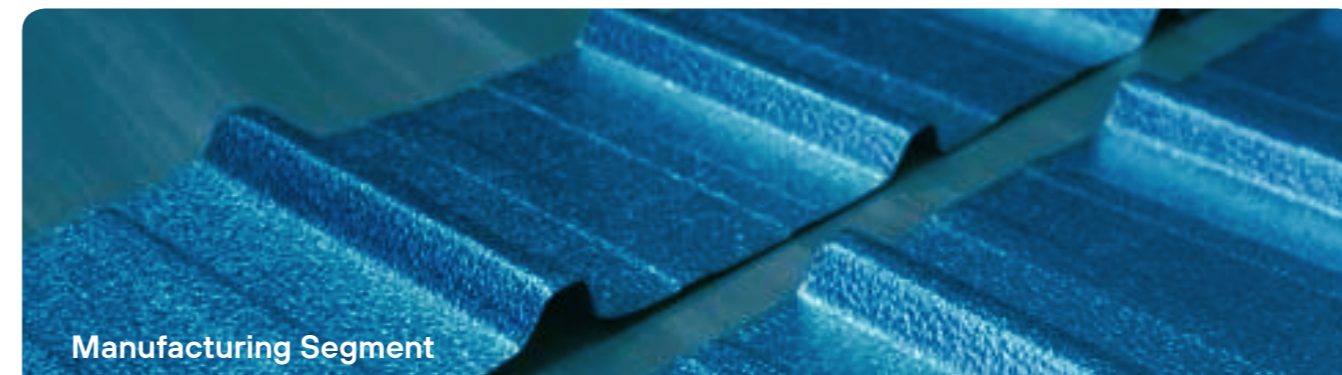
The Group operates through a portfolio of subsidiaries, each with defined operational roles aligned to AGB's overall strategy, governance framework, and sustainability direction. While

operational activities differ by segment, all subsidiaries are governed under a unified corporate structure, enabling consistent risk oversight, ethical standards, and ESG integration across the Group.

AGB's operations are primarily anchored in Malaysia, with the Manufacturing segment serving both domestic and international markets, while the Property Development and Construction segments focus on Malaysian industrial, commercial, and urban development.



The Group's Geographical Presence in Malaysia



Manufacturing Segment

## Operational Scope

The Manufacturing segment forms the industrial backbone of AGB and focuses on aluminium-based manufacturing and value-added processing activities. Operations are conducted through the following subsidiaries:

- Aluminium Company of Malaysia Berhad [Reg. No. 196001000186 (3859-U)]
- Alcom Nikkei Specialty Coatings Sdn. Bhd. [Reg. No. 199001011899 (203469-H)]

Manufacturing activities are centrally managed from AGB's integrated manufacturing complex located at **Bukit Raja Industrial Estate, Klang, Selangor**, which accommodates production facilities, warehousing, logistics coordination, and administrative functions. This centralised operating model supports efficiency, quality control, and effective environmental and safety management across manufacturing activities.

## Subsidiary Roles and Business Activities

### Aluminium Company of Malaysia Berhad ("ALCOM")

ALCOM serves as the Group's primary manufacturing arm and is principally engaged in aluminium rolling and processing operations. Its activities include the conversion of aluminium input materials into semi-finished and finished aluminium solutions for industrial and building-related applications. ALCOM's operations are energy- and resource-intensive, placing it at the core of the Group's environmental management focus, particularly in relation to energy consumption, emissions, water use, and waste management.

### Alcom Nikkei Specialty Coatings Sdn. Bhd. ("ANSC")

ANSC complements ALCOM's core manufacturing operations by providing specialised coating services that enhance product performance, durability, and application suitability. Through this subsidiary, the Group expands its manufacturing value chain into higher-value processing activities, supporting customer-specific requirements and strengthening competitiveness in specialised industrial markets.

Together, ALCOM and ANSC operate as an integrated manufacturing platform, enabling the Group to manage production efficiency, quality assurance, and sustainability performance within a controlled operational environment.

## Markets Served

The Manufacturing segment serves a broad customer base across both domestic and export markets.

- Primary market: Malaysia
- Export markets: Asia, Europe, the Middle East, and the United States of America

This diversified geographical reach positions AGB within global industrial supply chains and reduces reliance on any single market or region. Export-oriented operations also expose the Group to international customer expectations on quality, environmental performance, and responsible manufacturing practices, reinforcing the importance of sustainability integration within manufacturing operations.

## Business Operations and Markets Served



Property Development Segment

### Operational Scope

AGB's Property Development segment focuses on industrial, commercial, residential, and urban development activities within Malaysia. This segment is operated through AGB Land Sdn. Bhd. and its related development subsidiaries. Subsidiaries under this segment include:

- AGB Land Sdn. Bhd. [Reg. No. 201701040664 (1254837-T)]
- EM Hub Sdn. Bhd. [Reg. No. 201701041565 (1255738-A)]

- AG Avenue Sdn. Bhd. [Reg. No. 202201047420 (1493117-V)]

The Property Development segment complements the Group's manufacturing operations by creating long-term asset value, supporting industrial ecosystem development, and contributing to domestic economic and community growth.

### Subsidiary Roles and Business Activities

#### AGB Land Sdn. Bhd. ("AGB Land")

AGB Land acts as the holding and strategic management entity for the Group's property development activities. It oversees land acquisition, development planning, project structuring, and overall development strategy, ensuring alignment with market demand, regulatory requirements, and sustainability considerations.

#### EM Hub Sdn. Bhd. ("EM Hub")

EM Hub, incorporated in 2017, focuses on industrial property development, particularly purpose-built industrial hubs designed to support modern industrial operations. Its developments emphasise functional design, accessibility, and long-term asset performance, supporting businesses operating within industrial and logistics ecosystems.

### Markets Served

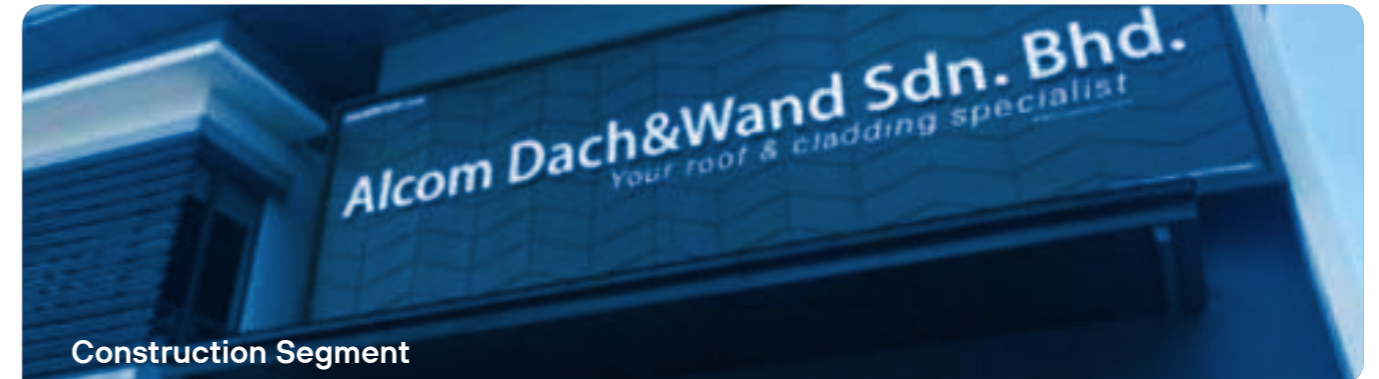
The Property Development segment is primarily focused on the Malaysian market, serving:

- Industrial tenants and businesses
- Commercial and non-residential users
- Residential communities

#### AG Avenue Sdn. Bhd. ("AG Avenue")

AG Avenue operates under AGB Land and extends the Group's development capabilities into residential and non-residential properties, including commercial and mixed-use developments. This subsidiary broadens AGB's property portfolio and supports urban development initiatives aligned with evolving market needs.

Through its development activities, the segment contributes to local economic activity, employment creation, and the development of industrial and urban infrastructure. Sustainability considerations within this segment are closely linked to land use planning, responsible development, stakeholder engagement, and long-term community impact.



Construction Segment

### Operational Scope

AGB's Construction segment focuses on project execution and specialised building works that support both internal development projects and external construction needs within Malaysia. This segment is operated through construction-related entities that strengthen delivery capabilities across the Group's built-environment value chain. Subsidiaries under this segment include:

- AGB Builders Sdn. Bhd. [Reg. No. 201901032053 (1341383-K)]
- Alcom Dach&Wand Sdn. Bhd. [Reg. No. 201901011573 (1320901-M)]

The Construction segment complements the Group's broader business operations by enhancing control over project delivery, supporting built-environment execution capabilities, and contributing to domestic economic and infrastructure development.

### Subsidiary Roles and Business Activities

#### AGB Builders Sdn. Bhd. ("AGB Builders")

AGB Builders provides **construction and project execution capabilities** to support the Group's property development activities. By internalising construction functions, the Group enhances control over project delivery timelines, quality standards, safety performance, and cost management.

#### Alcom Dach&Wand Sdn. Bhd. ("AD&W")

AD&W specialises in **roofing, façade cladding, and steel structure works**, supporting both internal development projects and external construction needs. Its capabilities strengthen the Group's end-to-end property development and construction value chain, particularly in industrial and commercial developments.

### Markets Served

The Construction segment is primarily focused on the Malaysian market, serving:

- Internal property development projects within the Group
- Industrial and commercial project owners
- Customers requiring roofing, façade cladding, and steel structure solutions

Through its project execution and specialised construction activities, the segment contributes to local economic activity, employment creation, and the delivery of industrial and commercial infrastructure. Sustainability considerations within this segment are closely linked to construction practices, quality and safety management, resource use, and responsible project execution.

# Sustainability Framework

## Vision

To achieve Net Zero by 2035 and attain a sustainable Net Gain by 2050, paving the way for a sustainable future.

## Mission

Advocate for responsible corporate practices and teaming up with other businesses to make a positive impact on sustainability.

## Our Core Values



Where Well-being meets Performance

- WE Well-being**  
We create a safe, supportive and positive environment that allows our people to grow and perform at their best
- P Proactive**  
We anticipate challenges and take initiative to impress outcomes and deliver results
- A Accountability**  
We take ownership of our actions and deliver on our promise with integrity
- R Respect**  
We treat others with fairness, professionalism and empathy in every interaction
- T Teamwork**  
We collaborate openly, share success and achieve more together



### Driving Environmental Responsibility

Protecting resources, preserving the future



### Managing Social Impact

Empowering people, partners, and communities



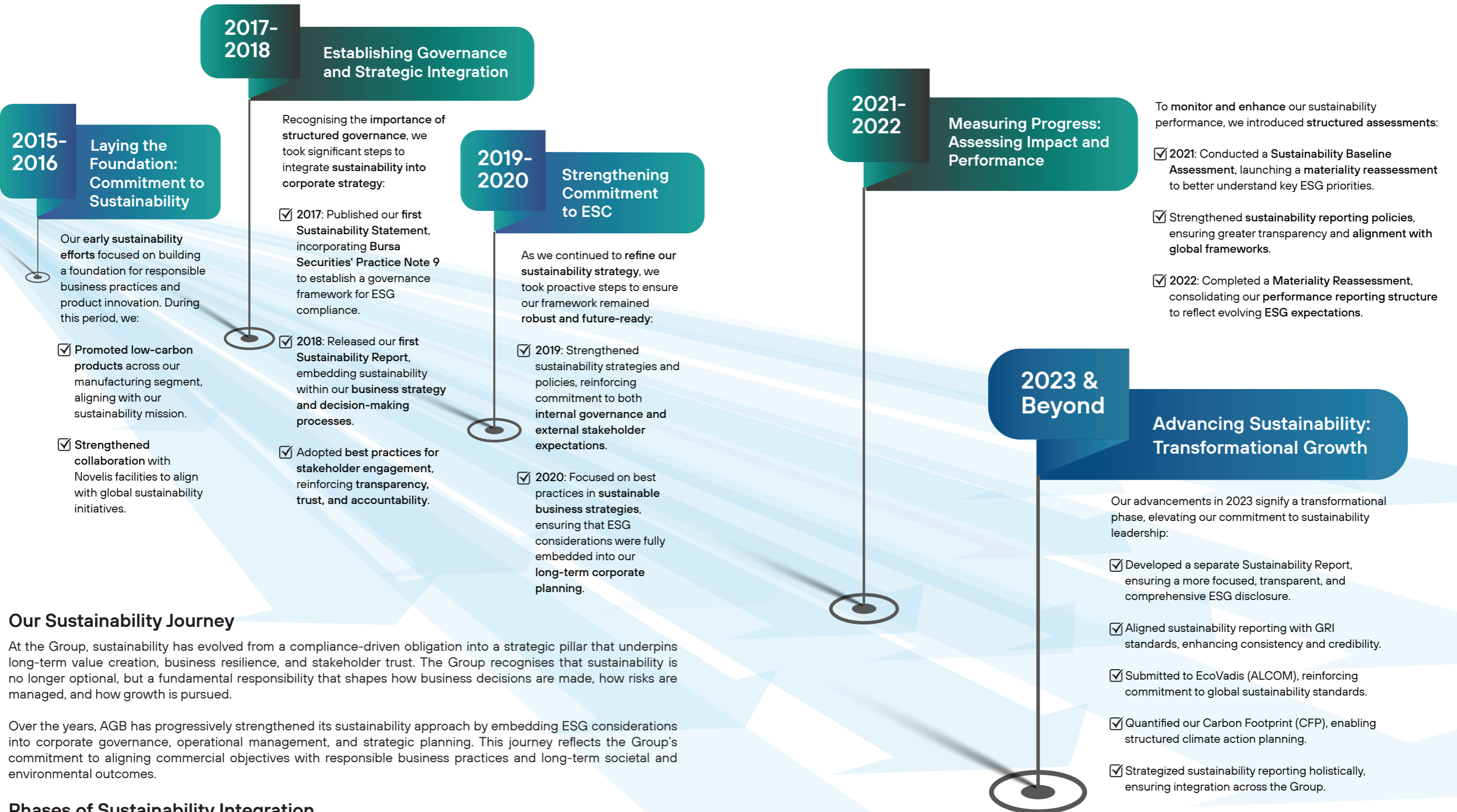
### Governance and Economic Impact

Leading with integrity, growing sustainability

#### What Matters To Us

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Energy</li> <li>• Water and Effluents</li> <li>• Materials</li> <li>• Waste</li> <li>• Supplier Environmental Assessment</li> </ul> | <ul style="list-style-type: none"> <li>• Employment</li> <li>• Labour/Management Relations</li> <li>• Occupational Health and Safety</li> <li>• Training and Education</li> <li>• Diversity and Equal Opportunity</li> <li>• Non-discrimination</li> <li>• Freedom of Association and Collective Bargaining</li> <li>• Child Labour</li> <li>• Forced or Compulsory Labour</li> <li>• Security Practices</li> <li>• Local Communities</li> <li>• Supplier Social Assessment</li> <li>• Public Policy</li> <li>• Customer Health and Safety</li> <li>• Marketing and Labelling</li> </ul> | <ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Market Presence</li> <li>• Indirect Economic Impacts</li> <li>• Procurement Practices</li> <li>• Anti-corruption</li> <li>• Tax</li> </ul> |
|--|--|---|

# Our Sustainability Milestones



## Our Sustainability Journey

At the Group, sustainability has evolved from a compliance-driven obligation into a strategic pillar that underpins long-term value creation, business resilience, and stakeholder trust. The Group recognises that sustainability is no longer optional, but a fundamental responsibility that shapes how business decisions are made, how risks are managed, and how growth is pursued.

Over the years, AGB has progressively strengthened its sustainability approach by embedding ESG considerations into corporate governance, operational management, and strategic planning. This journey reflects the Group's commitment to aligning commercial objectives with responsible business practices and long-term societal and environmental outcomes.

## Phases of Sustainability Integration

AGB's sustainability milestones can be viewed as a structured progression across distinct phases, reflecting increasing maturity in governance, implementation, and strategic alignment.

# 2025 Highlights



Prime Minister's Hibiscus Award  
Certificate of Achievement

## Prime Minister's Hibiscus Award 2024/2025 - Notable Achievement in Environmental Performance

AGB, through ALCOM, achieved Notable Achievement in Environmental Performance under the Prime Minister's Hibiscus Award ("PMHA") 2024/2025, reflecting recognised environmental excellence and the maturity of environmental, health and safety ("EHS") practices embedded across operations.

PMHA is among Malaysia's prominent environmental recognitions and is designed to acknowledge organisations that demonstrate environmental leadership through independent evaluation, adoption of sustainable environmental management practices, and setting benchmarks that can be replicated across industries. For ALCOM, this recognition serves as a strong external validation that environmental management is approached systematically and credibly, supported by governance, controls, and operational discipline.

### Assessment Journey and Assurance of Rigour

ALCOM's PMHA participation commenced in December 2024 and concluded with a comprehensive on-site assessment on 12 June 2025. The assessment was conducted by independent PMHA assessors with relevant regulatory and technical experience, including former senior officials from the Department of Environment and experienced environmental professionals. This process strengthened internal readiness, reinforced evidence-based environmental management, and provided an external benchmark for continual improvement.

### Achievement for AGB

This milestone is significant because it:

- **Affirms strong environmental performance and EHS management systems** through a recognised, third-party assessed award programme.
- **Reinforces a beyond-compliance culture**, where improvements are driven not only by regulatory needs but also by performance excellence.
- **Strengthens stakeholder confidence**, including customers, regulators, and business partners, that environmental stewardship is managed with consistency and accountability.
- **Builds momentum for ESG integration**, supporting continued embedding of ESG practices into strategy, operations, and day-to-day decision-making.

Going forward, AGB will continue leveraging this recognition as a platform to elevate performance, enhance operational controls, and accelerate sustainability outcomes through structured improvement plans, capability development, and consistent environmental leadership across the Group.



MyHIJAU Certificate for ALCOM  
Roofing and Cladding Sheet

## MyHIJAU Certification (MGTC) - Product Sustainability Recognition

MyHIJAU Certification was secured for aluminium roofing and cladding products under the MyHIJAU Mark programme administered by Malaysian Green Technology and Climate Change Corporation ("MGTC"). The certification grants ALCOM the rights to use the MyHIJAU Mark for ALCOM Roofing and Cladding Sheet (Building sector), assessed under Green Label Certification (ISO 14025 Type III Eco Labels) with Carbon Footprint as the certification scheme. The certificate (MyHP00460/24) was issued on 15 November 2024 and remains valid until 4 June 2026.

This milestone advances product stewardship and strengthens market access in the following ways:

- **Demonstrates credible green credentials**, through recognised eco-labelling and carbon footprint-based certification coverage.
- **Strengthens positioning in green procurement** where MyHIJAU-certified products are prioritised for government and private projects.
- **Enhances customer confidence and marketability** among environmentally conscious customers seeking verified sustainable materials.
- **Reinforces leadership in responsible production** by linking product offerings to low-carbon and sustainability-aligned requirements in the building sector.



## 2025 Highlights



### EcoVadis Silver Medal - Top 15% Globally in Sustainability Performance

In February 2025, ALCOM achieved an EcoVadis Silver Medal, placing the Company in the top 15% globally for sustainability performance. This recognition reflects steady progress in strengthening ESG practices and demonstrates credible performance against an internationally used sustainability assessment methodology.

EcoVadis evaluated ALCOM across four key sustainability pillars: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. The Silver Medal outcome signals balanced performance across these areas, supported by ongoing efforts to enhance responsible business practices throughout operations and the supply chain.

This achievement also reinforces ALCOM's continued focus on:

- **Driving circular economy initiatives** and resource efficiency improvements that support lower environmental footprint.
- **Strengthening responsible procurement practices**, aligning suppliers and purchasing decisions with ESG expectations.
- **Embedding ESG excellence** into business priorities, enabling consistent improvement and stronger stakeholder confidence.

AGB views this milestone as an important external validation of progress made to date, while providing a clear benchmark to further enhance performance and deepen ESG integration in the years ahead.

## Governance and Ethics



# Governance Structure and Composition

GRI 2-9, 202-2

AGB is governed by a robust and well-defined governance framework designed to support effective oversight, sound decision-making, and long-term value creation. The governance structure establishes clear separation between oversight and management functions, promotes accountability, and ensures that the Group is managed in a responsible, transparent, and ethical manner.

The Group's governance framework is anchored by the Board of Directors and supported by Board Committees and senior management, each operating within clearly defined mandates and reporting lines.

## Board Of Directors

The Board of Directors ("the Board") is the highest governing body of the Group and is collectively responsible for providing strategic direction, overseeing business performance, and safeguarding the interests of shareholders and other stakeholders. The Board ensures that the Group's strategy, risk management, internal control systems, and sustainability approach are aligned with long-term objectives and regulatory expectations. The Board is structured to maintain an appropriate balance of skills, experience, independence, and diversity, enabling objective judgement and effective challenge of management proposals. Its composition reflects a mix of Executive and Independent Non-Executive Directors, ensuring that management insight is complemented by independent oversight.

The Board is led by an Independent Non-Executive Chairman, whose role is distinct from that of the President cum Chief Executive Officer ("CEO"). This separation of roles reinforces a clear division between governance leadership and executive management, preventing concentration of power and supporting balanced decision-making.

In addition, the Board designates a Senior Independent Non-Executive Director, who serves as an alternative point of contact for shareholders and stakeholders and provides an additional governance safeguard where issues cannot be resolved through normal channels.

## Board Composition

As at the reporting period, the Board comprises:

- An Independent Non-Executive Chairman
- Independent Non-Executive Directors
- A Non-Independent Non-Executive Director

- Executive Directors, including the President cum CEO
- An Alternate Director

This composition ensures compliance with applicable listing requirements on Board independence, while providing the Board with a broad range of professional expertise across areas relevant to the Group's operations, including manufacturing, property development, engineering, finance, investment, legal, and corporate governance.

The presence of Independent Non-Executive Directors enables balanced deliberation and strengthens the Board's ability to exercise objective judgement in matters involving strategy, performance, risk, and sustainability.

**“The Board ensures that the Group's strategy, risk management, internal control systems, and sustainability approach are aligned with long-term objectives and regulatory expectations.”**

## Board Committees

To enhance governance effectiveness and support the Board in discharging its responsibilities, the Board has established dedicated committees, each operating under formally approved Terms of Reference. These committees focus on specific areas of oversight while remaining accountable to the Board.

Three principal Board Committees:

- Audit and Risk Management Committee
- Nomination Committee
- Remuneration Committee

Each committee is chaired by an Independent Non-Executive Director and is composed primarily, or entirely, of Independent Non-Executive Directors to ensure independence and objectivity in oversight.

The Board Committees operate within clearly defined authority limits and report their deliberations, recommendations, and outcomes to the Board for review and approval, ensuring transparency and consistency in governance.

### AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee is established to support the Board in overseeing the integrity of financial reporting, effectiveness of internal controls, risk management processes, and compliance with applicable laws and regulations.

The Committee is composed exclusively of Independent Non-Executive Directors, all of whom are financially literate, with at least one member possessing relevant accounting or financial expertise. This composition ensures the Committee's independence from management and its ability to exercise objective oversight over financial and risk-related matters.

### NOMINATION COMMITTEE

The Nomination Committee is responsible for supporting the Board in maintaining an effective and well-composed Board. The Committee focuses on Board succession planning, appointment and re-election of Directors, and periodic assessment of Board and Director effectiveness.

The Committee comprises Non-Executive Directors, with a majority being Independent Directors. The Chairman of the Board is not a member of the Nomination Committee, reinforcing independence in the nomination and evaluation process.

### REMUNERATION COMMITTEE

The Remuneration Committee supports the Board in establishing and maintaining a fair, transparent, and structured remuneration framework for Directors and senior management.

The Committee is composed of Non-Executive Directors, the majority of whom are Independent Directors, and is chaired by an Independent Non-Executive Director. This structure ensures that remuneration decisions are made independently of executive influence and aligned with the Group's governance principles.

# Governance Structure and Composition

## SENIOR MANAGEMENT AND MANAGEMENT STRUCTURE

Senior management is responsible for managing the day-to-day operations of the Group and implementing strategies and policies approved by the Board. While senior management does not form part of the highest governance body, it operates within the governance framework established by the Board and reports regularly on operational, financial, risk, and sustainability matters.

Clear reporting lines between management, Board Committees, and the Board ensure effective information flow and enable timely oversight of the Group's operations and performance.

To provide stakeholders with a comprehensive understanding of our organisational dynamics, we define key terms that outline our operational landscape. These definitions serve as a foundation for transparency, ensuring clarity in governance, sustainability practices, and strategic decision-making:

### Senior Management

Within the framework of our corporate governance, 'senior management' aligns with guidelines from the Corporate Governance Guide by Bursa Malaysia Berhad. A member of the senior management team denotes an individual with the highest level of management responsibility and decision-making authority within the company. This encompasses, as a rule of thumb, the CEO (who is not a director), other members of the C-suite, or direct reports to the CEO. This definition establishes clarity in identifying key decision-makers within our organisational hierarchy.

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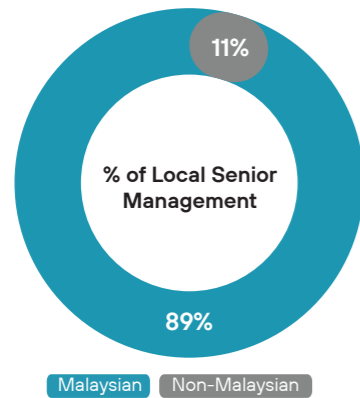
### Local

The term 'local' in the context of our operations within Malaysia pertains to activities, operations, or entities situated within the boundaries of the country. This includes, but is not limited to, activities at the state level or within federal territories. Clearly defining 'local' provides stakeholders with a precise understanding of the geographical scope of our initiatives, emphasising our effort to contributing to the local landscape.

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### Significant Locations of Operation

This encompasses key geographical areas where each segment of our business conducts its respective activities, including manufacturing, property development, and construction. This definition enables stakeholders to grasp the strategic positioning of our operations, emphasising the importance of these locations to our organisational activities and objectives.



## Governance Safeguards and Structural Integrity

The Group's governance structure incorporates multiple safeguards to support integrity and independence, including:

- Separation of leadership roles at Board and management levels;
- Defined limits on committee membership and chairmanship;

- Formalised Terms of Reference for the Board and all Board Committees; and
- Clear reporting and escalation mechanisms.

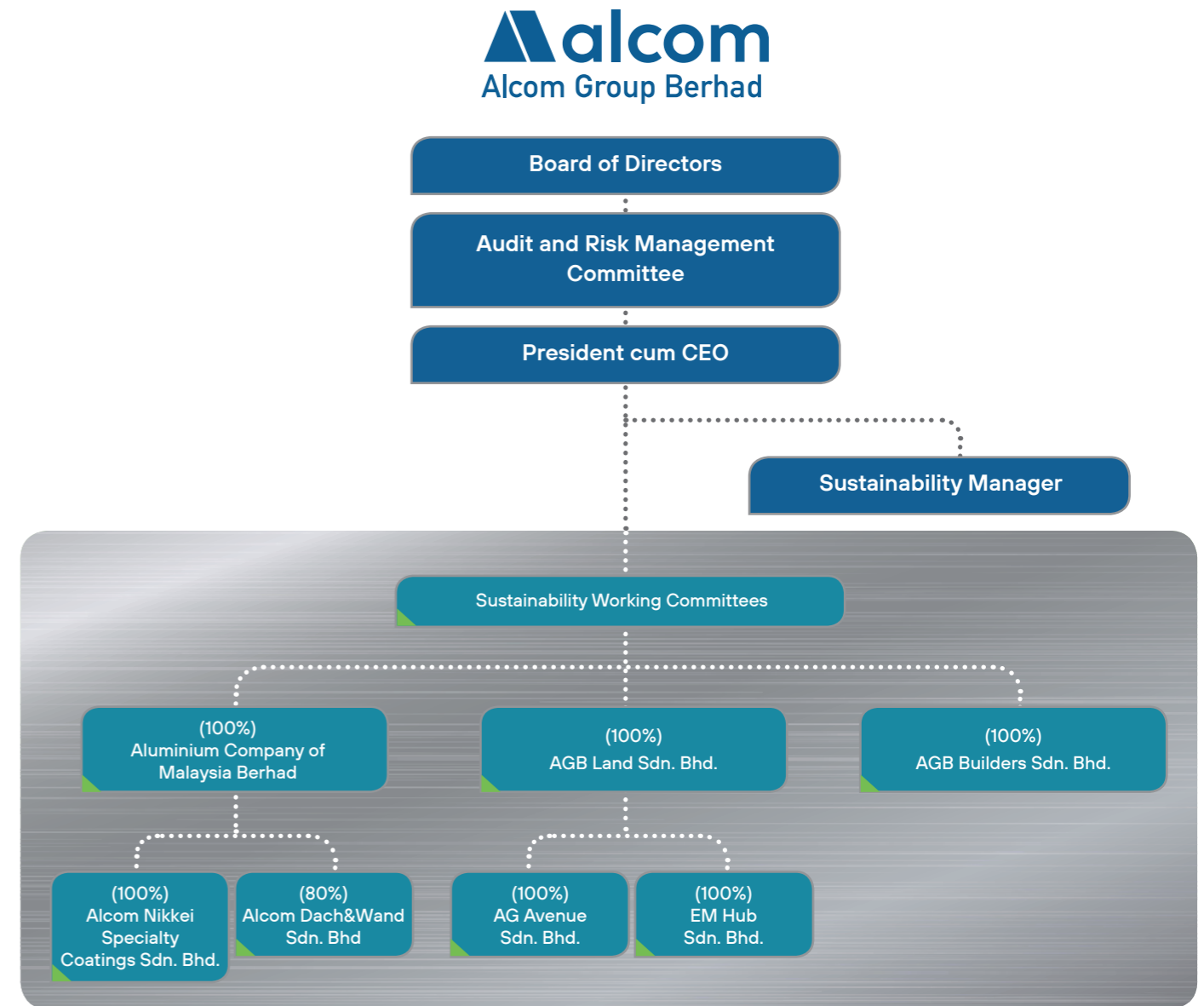
These structural elements collectively strengthen governance effectiveness and provide a solid foundation for ethical conduct, sustainability oversight, and long-term value creation.

# Roles, Responsibilities and Oversight of Sustainability

GRI 2-14, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16

The Group recognises that effective governance of sustainability and ethical conduct depends on clear allocation of responsibilities, robust oversight mechanisms, and transparent escalation processes. The Group has established a governance framework that ensures sustainability-related risks, opportunities, and impacts are appropriately identified, managed, monitored, and reported across all levels of the organisation.

Oversight responsibilities are clearly differentiated between the Board, Board Committees, and senior management, ensuring accountability while enabling effective execution at the operational level.



ESG Working Group of Alcom Group Berhad

### Roles and Responsibilities of ESG Working Group of Alcom Group Berhad

POSITION	ROLES AND RESPONSIBILITIES
<b>Board</b>	<ul style="list-style-type: none"> <li>Manages the sustainability projects for the Group.</li> <li>Examines and accepts plans and policies for sustainability.</li> <li>Supports the suggested renewable energy projects.</li> <li>Covers issues related to material sustainability.</li> </ul>
<b>Audit and Risk Management Committee ("ARMC")</b>	<ul style="list-style-type: none"> <li>Evaluates the Group's sustainability performance to make sure that compliance and development obligations have been fulfilled.</li> <li>Examines the draft sustainability report and suggests approval to the Board.</li> <li>Reviews the strategies, policies, management, initiatives, targets and performance of the Group as a whole, as appropriate, in areas such as Health and Safety, Environment, Community Relations, Security, and Governance to ensure AGB's business is conducted in a responsible manner.</li> </ul>
<b>President cum CEO</b>	<ul style="list-style-type: none"> <li>Provides strategic oversight and support for the ESG Working Committees.</li> <li>Ensures alignment of sustainability efforts with overall business strategy and objectives.</li> </ul>
<b>Sustainability Manager</b>	<ul style="list-style-type: none"> <li>Acts as the central coordinator and leader of the working group.</li> <li>Oversees sustainability initiatives, collaborates with departmental representatives, and reports to the CEO and senior management.</li> </ul>
<b>Sustainability Working Committees</b>	<ul style="list-style-type: none"> <li>Incorporate sustainability strategies and execute sustainability initiatives and programmes.</li> <li>Provide regular updates on the performance of individual subsidiaries to both the Sustainability Manager and the ARMC.</li> </ul>

#### Oversight by the Board of Directors

The Board holds ultimate accountability for overseeing the management of the Group's material economic, environmental, and social impacts. This includes responsibility for ensuring that sustainability considerations are integrated into the Group's strategic direction, business planning, and risk management processes.

In exercising this oversight, the Board:

- Reviews and approves sustainability-related strategies, policies, and long-term objectives;
- Oversees the identification and management of sustainability-related risks and opportunities, including climate-related matters;
- Monitors the Group's performance against sustainability priorities and commitments; and

- Ensures that ethical standards and responsible business conduct are upheld across the Group.

Sustainability and ethical matters are incorporated into Board deliberations as part of regular meetings and strategic discussions, enabling informed decision-making and timely intervention where necessary.

#### Delegation of Sustainability and Ethical Management to Senior Management

While the Board retains overall oversight, responsibility for the day-to-day management of sustainability and ethical matters is delegated to senior management. Senior management is accountable for translating the Board's strategic direction into operational actions and ensuring that sustainability and ethics are embedded into business processes and decision-making.

Key responsibilities of senior management include:

- Implementing sustainability strategies, policies, and initiatives approved by the Board;
- Integrating environmental, social, and governance considerations into operational management and risk controls;
- Monitoring sustainability performance and operational compliance; and
- Ensuring that ethical principles are applied consistently across all subsidiaries and business units.

Senior management operates within a defined governance framework and provides regular updates to the Board on sustainability performance, emerging risks, and significant developments.

#### Oversight Through Board Committees

To support effective governance, specific aspects of sustainability and ethical oversight are undertaken through designated Board Committees, each operating within clearly defined mandates.

The ARMC supports the Board by overseeing the effectiveness of the Group's internal control systems, risk management framework, and compliance processes, including those related to sustainability and ethical conduct. The Committee plays a key role in monitoring risks that may affect the Group's ability to achieve its strategic and sustainability objectives.

The Nomination Committee supports governance effectiveness by ensuring that the Board and its Committees are composed of individuals with appropriate skills, experience, independence, and integrity, thereby strengthening oversight of sustainability and ethical matters.

The Remuneration Committee contributes to ethical governance by ensuring that remuneration practices promote accountability, responsible leadership, and alignment with the Group's long-term objectives.

#### Oversight of Sustainability Reporting

The Board is responsible for overseeing the integrity and transparency of the Group's sustainability reporting. This includes reviewing sustainability disclosures prior to publication to ensure that information presented is balanced, accurate, and reflective of the Group's performance and commitments.

Senior management supports this process by coordinating data collection, performance monitoring, and internal validation of sustainability information. This structured approach ensures that sustainability reporting is aligned with the Group's governance processes and provides stakeholders with reliable and decision-useful information.

#### Management of Conflicts of Interest

AGB places strong emphasis on integrity and independence in decision-making. Directors and senior management are required to act in the best interests of the Group at all times and to avoid situations where personal interests may conflict with those of the Group.

Processes are in place to:

- Identify and declare actual or potential conflicts of interest;
- Ensure that individuals with declared interests abstain from deliberation and decision-making on affected matters; and
- Maintain transparency and objectivity in Board and management decisions.

These measures reinforce ethical governance and protect the integrity of the Group's decision-making processes.

#### Communication and Escalation of Critical Concerns

The Group has established formal mechanisms to ensure that critical sustainability, ethical, or integrity-related concerns are communicated to the appropriate level of governance. Significant issues arising from operations, risk assessments, or stakeholder engagement are escalated through management reporting lines and, where necessary, brought to the attention of the Board or relevant Board Committees.

This structured escalation framework ensures that:

- Material concerns are identified and addressed in a timely manner;
- The Board remains informed of significant risks, incidents, or breaches; and
- Appropriate corrective actions are implemented and monitored.

Stakeholders are also provided with channels to raise concerns, reinforcing the Group's commitment to transparency and accountability.

# Governance Competency, Nomination and Effectiveness

GRI 2-10, 2-17, 2-18

The Group recognises that strong governance depends not only on structure, but also on the quality, competency, and effectiveness of those entrusted with oversight responsibilities. The Group has established formal processes to ensure that the Board remains appropriately composed, collectively competent, and effective in overseeing the Group's strategy, sustainability priorities, and impacts on the economy, environment, and society.

These processes are overseen primarily by the Nomination Committee and are supported by defined policies, periodic assessments, and continuous development initiatives.

## Nomination and Selection of the Board and Board Committees

The nomination and selection of Directors and Board Committees members are conducted through a structured and transparent process designed to support effective governance and long-term sustainability.

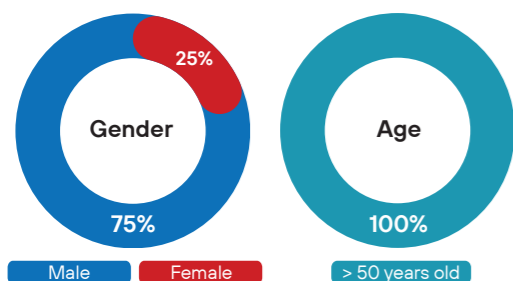
The Nomination Committee is responsible for identifying, evaluating, and recommending candidates for appointment to the Board and its Committees. In carrying out this role, the Committee considers both current and future needs of the Group, including succession planning, continuity of leadership, and evolving governance and sustainability expectations.

The nomination process includes:

- Assessment of Board size, balance, and composition;
- Identification of skills gaps and succession requirements;
- Evaluation of potential candidates against defined criteria; and
- Recommendation of suitable candidates to the Board for approval.

Final appointments are subject to the Board's approval and, where applicable, shareholder endorsement in accordance with regulatory requirements.

Gender and Age Diversity Among Governance Body



Age and Gender Diversity of the Board in 2025

## Criteria for Nomination and Selection

In evaluating candidates for appointment or re-election, the Nomination Committee applies a set of clearly defined criteria to ensure that the Board remains effective, independent, and diverse.

### STAKEHOLDER PERSPECTIVES

The Committee takes into consideration the interests and expectations of shareholders and other key stakeholders when assessing Board composition. This includes ensuring that the Board is capable of exercising sound judgement, protecting shareholder value, and responding to stakeholder concerns. Feedback from shareholders gathered through engagements and general meetings informs considerations around leadership continuity and governance effectiveness.

### DIVERSITY

Diversity is viewed broadly, encompassing gender, age, cultural background, experience, skills, and perspectives. The Committee recognises that a diverse Board enhances decision-making quality by bringing a range of viewpoints and reducing the risk of groupthink. Diversity considerations are integrated into succession planning and candidate evaluation processes.

### INDEPENDENCE

The independence of Directors is a key consideration in the nomination process. The Committee assesses independence based on regulatory definitions and the ability of Directors to exercise objective and unbiased judgement. Independence considerations support effective challenge of management and safeguard the integrity of Board decisions.

## COMPETENCIES RELEVANT TO THE GROUP'S IMPACTS

Candidates are assessed on competencies relevant to AGB's business activities and sustainability impacts, including experience in manufacturing, property development, finance, risk management, governance, environmental and social matters, as well as ethical leadership. This ensures that the Board collectively possesses the knowledge and experience required to oversee the Group's economic, environmental, and social performance.

### Directors' Fit and Proper Assessment

All Directors are subject to a fit and proper assessment process to ensure that they demonstrate high standards of integrity, competence, and commitment. This assessment considers:

- Character, integrity, and reputation;
- Relevant qualifications, skills, and experience;
- Ability to devote sufficient time and attention to Board responsibilities; and
- Track record in governance and leadership roles.

The fit and proper assessment is applied during initial appointment and on an ongoing basis, including during re-election and performance evaluations.

### Collective Knowledge and Competency Development

AGB recognises that sustainability-related risks and expectations continue to evolve. To ensure effective oversight, the Group places emphasis on advancing the collective knowledge, skills, and experience of the Board.

Measures to strengthen Board competency include:

- Periodic briefings on industry developments, regulatory changes, and emerging sustainability issues;
- Access to training programmes, seminars, and workshops on corporate governance, sustainability, and risk management; and
- Engagement with internal and external subject matter experts to enhance understanding of complex or emerging issues.

These initiatives support informed decision-making and enable the Board to effectively oversee sustainability-related risks and opportunities.

## Evaluation of Board and Board Committees Effectiveness

The performance of the Board, Board Committees, and individual Directors is evaluated on a regular basis to assess effectiveness in fulfilling governance and oversight responsibilities.

The evaluation process includes:

- Assessment of the Board's overall effectiveness, including oversight of strategy, sustainability, and risk management;
- Evaluation of Board Committees in discharging their respective mandates; and
- Individual Director assessments focusing on contribution, preparedness, independence, and engagement.

Evaluations are conducted periodically, typically on an annual basis, using structured assessment tools and criteria. The process may be facilitated internally, with reference to established governance best practices.

## Actions Arising from Performance Evaluations

Outcomes of performance evaluations are reviewed by the Nomination Committee and discussed with the Board. Where appropriate, actions are taken to enhance governance effectiveness, which may include:

- Targeted training and development initiatives;
- Adjustments to Board or Board Committees composition;
- Refinement of governance processes or practices; and
- Succession planning measures to address future needs.

This continuous improvement approach ensures that the Board remains effective, relevant, and capable of overseeing the Group's evolving business and sustainability landscape.

Through structured nomination processes, defined competency criteria, ongoing development initiatives, and regular performance evaluations, AGB ensures that its Board remains well-equipped to provide effective oversight and leadership. This approach supports strong governance, reinforces accountability, and underpins the Group's ability to manage its impacts responsibly while pursuing sustainable long-term growth.

# Remuneration Governance

GRI 2-19, 2-20, 2-21

The Group recognises that an effective remuneration framework is a critical governance tool to attract and retain talent, drive responsible performance, and support long-term value creation. The Group's remuneration approach is structured to promote accountability, reinforce ethical conduct, and align leadership incentives with business priorities, including the management of economic, environmental, and social impacts.

This subchapter outlines the governance arrangements, remuneration components, performance alignment mechanisms, and transparency practices applied to members of the Board and senior management.

## Remuneration Governance Structure

### OVERSIGHT AND DECISION-MAKING

Remuneration governance is overseen through a structured approval process to ensure independence, objectivity, and appropriate checks and balances:

- The Remuneration Committee reviews remuneration matters and makes recommendations to the Board for approval.
- The Board considers and approves remuneration recommendations prior to implementation, within the limits of authority and applicable requirements.
- Directors' fees and benefits payable to Non-Executive Directors, including any benefits or compensation connected to loss of office, are subject to shareholder approval at a general meeting, providing an additional layer of accountability.

### INDEPENDENCE AND INTEGRITY OF THE PROCESS

The Remuneration Committee is structured to preserve independence in remuneration deliberations where:

- Committee membership comprises Non-Executive Directors, with a majority being Independent Directors;
- The Committee is chaired by an Independent Non-Executive Director; and
- The Chairman of the Board is not a member of the Remuneration Committee, reinforcing independent judgement.

To manage potential conflicts, any Director with an interest in a remuneration decision is required to abstain from deliberation and voting on matters relating to personal remuneration at both Committee and Board levels, with deliberations conducted on an arm's-length basis.

### FREQUENCY AND GOVERNANCE DISCIPLINE

The Remuneration Committee convenes at least **once per year**, and additionally as needed, to ensure the remuneration framework remains relevant, competitive, and aligned with the Group's evolving needs. Minutes are documented and maintained to support governance integrity and auditability of decisions.

### USE OF EXTERNAL ADVICE AND BENCHMARKING

To support objective outcomes, the Remuneration Committee may obtain external professional advice and conduct market benchmarking, where appropriate. When external advisers are engaged, the Committee considers independence and potential conflicts to preserve integrity of recommendations. Benchmarking is used to ensure remuneration levels remain competitive relative to market practices, sector norms, role complexity, and the Group's overall performance.

### POLICY FOUNDATION AND REVIEW

The Group maintains a formal remuneration policy covering directors and senior management. The policy is reviewed periodically by the Remuneration Committee, with any amendments recommended to the Board for approval. This ensures continued relevance as market conditions, stakeholder expectations, and strategic priorities evolve.

## Alignment with Performance and Long-Term Objectives

### PERFORMANCE-ORIENTED PRINCIPLES

The Group's remuneration approach is designed to promote a strong performance-oriented environment. It supports the delivery of strategic objectives while encouraging responsible decision-making and conduct that protects long-term shareholder value and stakeholder trust.

Key alignment principles include:

- Rewarding performance outcomes that contribute to sustainable value creation;
- Promoting leadership accountability and ethical decision-making;
- Maintaining appropriate internal equity and market competitiveness; and
- Ensuring remuneration is commensurate with responsibilities, skills, and complexity of roles.

### REMUNERATION COMPONENTS BY LEADERSHIP CATEGORY

#### 1. Directors Holding Executive Office or Position:

Remuneration is structured to balance fixed and variable elements, typically comprising:

- Fixed salary: determined based on scope of responsibilities, accountability, skills and experience, ethical values, internal balance considerations, strategic targets, and corporate and individual performance.
- Annual bonus (variable pay): designed to reward outstanding performance, taking into account corporate results and individual contribution. Bonus outcomes are determined through a discretionary assessment that considers qualitative and quantitative factors.
- Fringe benefits: may include competitive benefits and allowances (such as company-provided transport-related benefits and other executive benefits), supporting talent attraction and retention.

#### 2. Non-Executive Directors:

Remuneration is structured to preserve independence and is not linked to profit or turnover. It typically comprises:

- Fixed annual fee: determined with reference to market benchmarking, role complexity, qualifications, contribution, and extent of responsibilities.
- Travel and meeting allowances / reimbursable expenses: intended to cover reasonable expenses incurred in the course of fulfilling Board and Board Committees duties, including attendance and travel where applicable.

# Remuneration Governance

**3. Senior management:** Remuneration is designed to motivate delivery of operational and strategic priorities. It typically comprises:

- Fixed salary
- Performance-based bonus
- Allowances and other benefits, where applicable

Remuneration outcomes are determined through management-led processes within an approved governance framework, with oversight expectations to ensure consistency with Group performance priorities.

## LINKAGE TO SUSTAINABILITY AND IMPACT MANAGEMENT

The Group's remuneration philosophy is intended to support responsible business conduct and long-term resilience. Leadership performance assessments consider outcomes beyond short-term financial delivery and are structured to reflect broader responsibilities, including:

- operational discipline and risk management;
- compliance and governance integrity; and
- responsible decision-making that considers environmental and social consequences relevant to the Group's activities.

This approach reinforces leadership accountability for managing key impacts and risks that could affect long-term enterprise value.

## RECRUITMENT INCENTIVES, SIGN-ON ARRANGEMENTS AND RETENTION AWARDS

Recruitment incentive payments (including sign-on bonuses) are not a standard remuneration component for Directors and senior management. Where such arrangements are applied for talent acquisition or retention, they are assessed on a case-by-case basis, guided by governance expectations, internal approvals, and contractual controls to ensure alignment with shareholder interests and long-term objectives.

## TERMINATION PAYMENTS AND LOSS-OF-OFFICE CONSIDERATIONS

The Group applies governance safeguards for termination-related remuneration outcomes:

- Any fees and benefits payable to Non-Executive Directors, including compensation for loss of office, are subject to approval at a general meeting, ensuring transparency and shareholder oversight.
- Termination provisions for executive roles and senior management are governed by employment terms and applicable legal requirements, with governance oversight to ensure fairness and appropriateness.

## CLAWBACK AND RECOVERY MECHANISMS

Clawback provisions are not positioned as a standard feature of the current remuneration policy framework. Where recovery of payments becomes relevant (for example, due to misconduct, breach of duty, or material misstatements), the Group's response would be managed through applicable legal provisions, contractual terms, and internal governance processes to protect the Group's interests and maintain accountability.

## RETIREMENT BENEFITS

Retirement-related benefits for executives and employees are provided in accordance with applicable statutory requirements and employment terms. These arrangements form part of the overall remuneration ecosystem and contribute to employee well-being, retention, and long-term workforce stability.

## TRANSPARENCY AND FAIRNESS

### SHAREHOLDER OVERSIGHT AND VOTING SAFEGUARDS

The Group embeds shareholder accountability into remuneration governance, particularly for Non-Executive Directors' remuneration:

- Directors' fees and benefits for Non-Executive Directors are tabled for shareholder consideration and approval at a general meeting.
- Directors who are also shareholders are expected to abstain from voting on resolutions relating to their own fees, strengthening independence and fairness in approvals.

## INTERNAL FAIRNESS AND PAY GOVERNANCE

The Group seeks to maintain remuneration fairness through:

- market benchmarking and role-based evaluation;
- internal equity considerations across leadership roles and levels; and
- governance review to ensure remuneration remains commensurate with responsibilities and performance expectations.

This supports a remuneration environment that is competitive while remaining responsible and defensible to stakeholders.

## DISCLOSURE OF LEADERSHIP REMUNERATION

The Group provides transparency on remuneration practices and, where applicable, discloses aggregate remuneration information for senior management categories to support stakeholder understanding of governance practices and leadership pay outcomes.

To ensure clarity and comparability, the following contextual elements are established for the computation:

- Highest-paid individual reference: typically the most senior executive position (for example, the President cum CEO or equivalent highest-compensated role during the reporting year).
- Employee population: all employees included within the reporting boundary for workforce reporting, excluding the highest-paid individual.
- Compensation components included: annual total compensation is determined based on relevant cash and non-cash remuneration elements, which may include fixed salary, allowances, bonuses, benefits-in-kind, and other applicable compensation elements provided over the year.
- Consistency and comparability: methodology is applied consistently year-on-year, with any changes in scope, workforce composition, or calculation method reflected in the contextual explanation to support interpretation.

In FY2025, the remunerations for the senior management personnel are:

Senior Management Personnel	FY2023 Group (RM'000)	FY2024 Group (RM'000)	FY2025 Group (RM'000)
Salaries	2,547	2,544	2,512
Allowances	-	-	55
Bonuses	949	24	116
Other emoluments	-	-	-
Benefit-in-kind (company motor vehicle, petrol, expenses, insurance, phone bill)	120	237	146
<b>Total</b>	<b>3,616</b>	<b>2,805</b>	<b>2,829</b>

# Stakeholder Engagement Materiality

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# Materiality Assessment

Materiality is central to how AGB embeds sustainability into its strategic direction, operational priorities, and long-term value creation. Our materiality assessment serves as a structured and forward-looking mechanism to identify the environmental, social, and governance (“ESG”) topics that have the most significant impact on our business, our stakeholders, and the broader context in which we operate. By understanding these impacts and their relevance, we ensure that our reporting, risk management, and decision-making processes remain focused, transparent, and aligned with our long-term sustainability commitments.

To maintain clarity and relevance, AGB conducts a comprehensive materiality assessment at least once every three years, complemented by an annual review to reflect emerging risks, shifting stakeholder expectations, regulatory developments, and changes within our business operations. This ensures our prioritised material topics remain timely, meaningful, and representative of our most significant areas of impact.

## Purpose of the Materiality Assessment

The materiality assessment plays a critical role in guiding AGB’s sustainability strategy and reporting. Specifically, it enables us to:

- Identify significant impacts associated with AGB’s operations, value chain, and business relationships;
- Align ESG priorities with our corporate strategy operational risks, and stakeholder expectations;
- Strengthen governance oversight, ensuring that our Board and leadership focus on issues that influence long-term resilience;
- Enhance transparency and accountability in line with Global Reporting Initiative (“GRI”) Standards, Bursa Securities’ Sustainability Reporting Guide, and other relevant frameworks; and
- Support informed decision-making, particularly in risk mitigation, resource allocation, and forward-looking planning.

Through this process, AGB ensures that sustainability topics disclosed in the report reflect not just external expectations, but also operations-based impacts, regulatory concerns, and strategic opportunities for the Group.



## Assessment Process and Methodology

Our materiality assessment follows the framework established by GRI (GRI 3: Material Topics 2021), which emphasises identifying and prioritising significant actual or potential impacts on the economy, environment, and people. The process adopted by AGB consists of four structured stages:

### A. Identifying Relevant ESG Topics

We begin by compiling a comprehensive list of ESG topics relevant to AGB’s operations. This step includes reviewing:

- The sustainability context of our manufacturing and property development activities;
- Industry and regulatory developments, including evolving ESG disclosure requirements;
- Common impacts associated with our sector and value chain;
- Internal documents such as risk registers, operational reports, and business objectives; and
- External sources including peer benchmarking, global sustainability frameworks, and sectoral guidance.

This ensures that potential impacts, both positive and negative, are captured comprehensively.

### C. Prioritising Significant Topics

Using a structured scoring approach, topics are ranked based on:

- Impact on AGB’s operations and strategic objectives;
- Severity and likelihood of associated sustainability impacts;
- Degree of concern expressed by key stakeholder groups; and
- Relevance to AGB’s ongoing and future sustainability commitments.

Topics that emerge with the highest overall significance are then recognised as material for disclosure.

### B. Assessing Stakeholder Expectations and Business Impacts

We assess each topic by evaluating:

- Its significance to stakeholders, based on engagement feedback, customer requirements, community considerations, and investor expectations; and
- Its impact on AGB, including operational relevance, strategic implications, sustainability risks, regulatory compliance, and potential for value creation.

This dual perspective ensures our materiality matrix reflects both societal and business priorities.

### D. Validation by Senior Management and the Board

The prioritised topics are reviewed and endorsed by:

- The ESG Working Group;
- The Sustainability Manager;
- Senior Management; and
- The Audit and Risk Management Committee on behalf of the Board.

This governance oversight ensures the materiality outcomes are accurate, reflect organisational priorities, and align with AGB’s corporate governance framework. The final list of material topics is then integrated into our sustainability strategy, action plans, and reporting structure.

# Stakeholder Engagement

GRI 2-29

Stakeholder engagement is an essential component of AGB's sustainability approach. It provides the foundation for understanding the expectations, concerns, and priorities of those who influence or are affected by our business operations. Through structured and consistent engagement, we ensure that our sustainability strategy remains aligned with stakeholder needs, regulatory developments, and industry best practices. This supports long-term resilience and strengthens trust across our value chain.

Our stakeholder engagement approach is guided by principles of inclusivity, transparency, and responsiveness. These principles ensure that all relevant stakeholders (internal and external) have meaningful channels to provide input that informs our materiality assessment, risk management, and strategic decision-making.

## STAKEHOLDER IDENTIFICATION AND MAPPING

AGB identifies stakeholders based on the nature of their relationship with the Group, the level of influence they hold over our business, and the degree to which they may be affected by our operations. This systematic approach ensures that engagement is purposeful and reflects the full breadth of our operational footprint across manufacturing, property development, and construction. Stakeholders are categorised into internal and external groups. This categorisation ensures that the stakeholder list remains relevant and reflects the realities of AGB's multi-sector business model.

## ENGAGEMENT APPROACH AND METHODS

AGB applies a diverse range of engagement methods tailored to each stakeholder group's role, expectations, and level of influence. Engagement takes place through formal and informal channels across the year, enabling continuous learning and dialogue.

These approaches ensure that internal perspectives reflect both operational realities and strategic aspirations.



## INTERNAL STAKEHOLDERS

Stakeholder Type	Description	Engagement Strategies
Board of Directors	Provides strategic oversight and governance direction.	<p><i>Purpose of engagements is to ensure that internal perspectives reflect both operational realities and strategic aspirations.</i></p> <ul style="list-style-type: none"> <li>• <b>Structured awareness sessions</b> on ESG concepts and material topics, ensuring stakeholders understand the assessment process and sustainability priorities.</li> <li>• <b>Questionnaire-based materiality exercises</b>, enabling stakeholders to evaluate the importance of ESG topics on a numeric scale.</li> <li>• <b>Operational discussions</b>, including performance updates, risk reviews, and feedback loops through the ESG Working Committees and departmental meetings.</li> <li>• <b>Training and capacity-building sessions</b> that strengthen internal understanding of sustainability practices.</li> </ul>
Shareholders	Influenced by long-term value creation and business sustainability.	
Group Employees (Management, Executive, Non-executive)	Play a direct role in implementing sustainability practices and maintaining operational performance across all subsidiaries.	

## EXTERNAL STAKEHOLDERS

Suppliers	Integral to our value chain, influencing product quality, resource stewardship, and supply chain resilience.	<p><i>Purpose of engagements is to ensure that diverse voices are heard and that AGB remains responsive to its ecosystem of stakeholders. Structured, multi-channel engagements are offered to accommodate stakeholder operational context and preferred modes of communication.</i></p> <ul style="list-style-type: none"> <li>• <b>Questionnaires and prioritisation surveys</b> distributed via email to suppliers, customers, regulators, community representatives, and academic partners.</li> <li>• <b>Supporting briefing documents or videos</b> explaining the materiality assessment, ESG trends, and AGB's sustainability direction.</li> </ul>
Customers	Expect high standards in product performance, safety, and responsible manufacturing.	
Regulators	Ensure compliance with national environmental, safety, and social regulations.	
Local Communities	Impacted by our operations and engaged through social and community development initiatives.	
Industry Associations	Provide industry-wide guidance and benchmarking on sustainability standards.	
Universities and Academic Partners	Support research collaboration, innovation, and knowledge-sharing on sustainability topics.	

# Materiality Matrix and Prioritised Topics

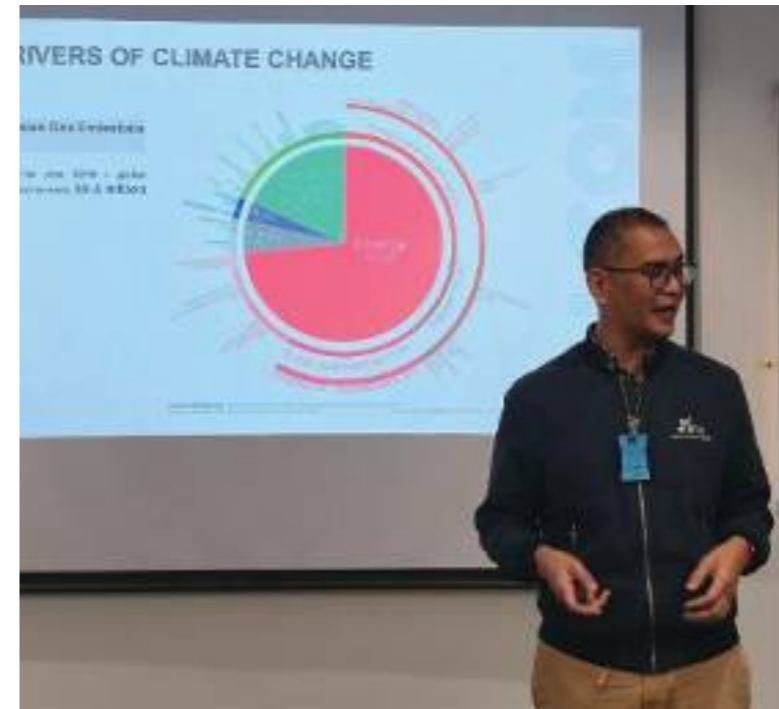
AGB's materiality assessment identifies sustainability topics that reflect our most significant economic, environmental, and social impacts, as well as those that are important to our stakeholders. This process enables us to focus our sustainability disclosures and management efforts on issues that support long-term value creation, operational resilience, and responsible business practices.

In line with the Global Reporting Initiative (GRI 3: Material Topics 2021) and Bursa Securities' Sustainability Reporting Guide, AGB adopts a structured methodology to assess material impacts across our operations, supply chain, business relationships, and communities. For FY2025 reporting cycle, AGB assessed all 31 GRI topics reflecting the comprehensive scope of our business impacts and sustainability considerations.

Updated GRI Standards have been incorporated where applicable:

- GRI 101: Biodiversity (Published Date: 2024, Effective Date: 2026), replacing GRI 304 Biodiversity
- GRI 102: Climate Change (Published Date: 2025, Effective Date: 2027), replacing GRI 305 Emissions
- GRI 103: Energy (Published Date: 2025, Effective Date: 2027), replacing GRI 302 Energy

These updated Standards enhance the robustness of our disclosures and reflect evolving global reporting expectations.



## MATERIALITY MATRIX

AGB's materiality matrix is developed using a dual-lens approach that considers:

- Significance to stakeholders; and
- Impact on AGB's business operations.

This is consistent with both GRI's impact-based materiality principle and Bursa Securities' Sustainability Reporting Guide, which emphasises transparent reporting on sustainability matters that are meaningful to stakeholders and influence business strategy. Based on the scoring collected from surveys and internal workshops, we developed a comprehensive materiality mapping, in which each topic is plotted according to its average scores for *impact to business* (x-axis) and *importance to stakeholders* (y-axis). This approach allows us to cluster topics into Moderate, Significant and Critical priorities.



# AGB's Materiality Matrix



## Environmental



- 1 Biodiversity
- 2 Climate Change
- 3 Energy
- 4 Water and Effluents
- 5 Materials
- 6 Waste
- 7 Supplier Environmental Assessment

## Social

- 8 Employment
- 9 Labour/Management Relations
- 10 Occupational Health and Safety
- 11 Training and Education
- 12 Diversity and Equal Opportunity
- 13 Non-discrimination
- 14 Freedom of Association and Collective Bargaining
- 15 Child Labour
- 16 Forced or Compulsory Labor



- 17 Security Practices
- 18 Rights of Indigenous Peoples
- 19 Local Communities
- 20 Supplier Social Assessment
- 21 Public Policy
- 22 Customer Health and Safety
- 23 Marketing and Labelling
- 24 Customer Privacy

## Governance



- 25 Economic Performance
- 26 Market presence
- 27 Indirect Economic Impacts
- 28 Procurement Practices
- 29 Anti-corruption
- 30 Anti-competitive behavior
- 31 Tax

### LIST OF MATERIAL TOPICS AND THEIR IMPORTANCE

As part of AGB's materiality assessment process, the preliminary results derived from stakeholder engagement and internal scoring across all 31 GRI topics were subsequently subjected to an expert review by AGB's management team. This review served as an additional validation step to ensure that the final materiality matrix accurately reflects the Group's operational context, business model, and strategic priorities. Based on this expert judgement, four topics (Anti-competitive Behaviour, Biodiversity, Rights of Indigenous Peoples, and Customer Privacy) were reclassified as not material to AGB, as they were assessed to have lower relevance in terms of the Group's actual business impacts, while their stakeholder importance scores remained unchanged from the initial assessment.

Table below summarises all 27 material topics, including why each one matters to AGB and its alignment with the United Nations Sustainable Development Goals ("UN SDG"). This overview supports stakeholder understanding of how these topics connect to our sustainability priorities and reporting structure.

#### AGB's Material Topics, Why They Matter, and UN SDGs Alignment

Material Topic	Why It Is Important?	Aligned UN SDGs	More Information
<b>Climate Change</b>	Climate change affects energy consumption, costs, supply chain continuity, and operational resilience.	  	79-89
<b>Energy</b>	Energy efficiency reduces operational costs and supports transition toward low-carbon manufacturing.	 	90-94
<b>Economic Performance</b>	Sustains long-term business growth, profitability, and value creation for stakeholders.	 	60-62
<b>Market Presence</b>	Strengthens local employment and promotes fair labour opportunities.		34-130
<b>Indirect Economic Impacts</b>	Enhances socio-economic development in surrounding communities and business ecosystems.	 	65-67
<b>Procurement Practices</b>	Responsible sourcing promotes supply chain efficiency, quality, and ethical conduct.		68-74

Material Topic	Why It Is Important?	Aligned UN SDGs	More Information
<b>Anti-corruption</b>	Upholds ethical business practices and protects the Group from financial and reputational risks.		75-78
<b>Tax</b>	Ensures transparent tax practices that contribute to national development.	 	63-64
<b>Materials</b>	Supports resource efficiency, waste reduction, and circular economy initiatives.		95-99
<b>Water and Effluents</b>	Responsible water management is vital to operational resilience and regulatory compliance.	 	106-111
<b>Waste</b>	Effective waste management minimises environmental pollution and improves operational efficiency.		100-105
<b>Supplier Environmental Assessment</b>	Reduces environmental risks from the value chain and promotes responsible supplier practices.		68-74
<b>Employment</b>	Ensures fair working conditions, job stability, and workforce satisfaction.		114-119
<b>Labour/Management</b>	Fosters strong workplace communication and supports continuity during operational change.		120-122
<b>Occupational Health and Safety</b>	Protects employee well-being and ensures a safe and compliant working environment.	 	151-155
<b>Training and Education</b>	Develops employee capability and supports long-term career progression.	 	139-150
<b>Diversity and Equal Opportunity</b>	Encourages inclusive practices and equal access to opportunities.	 	123-127, 129

Material Topic	Why It Is Important?	Aligned UN SDGs	More Information
Non-discrimination	Promotes fairness and safeguards employees from discriminatory practices.	  	133-135
Freedom of Association and Collective Bargaining	Ensures respect for employees' rights and promotes stable industrial relations.		133-135
Child Labour	Upholds ethical labour practices across operations and supply chains.	 	133-135
Forced or Compulsory Labour	Ensures human rights protection and compliance with international labour standards.	 	133-135
Security Practices	Ensures security personnel operate responsibly and uphold human rights.		136-138
Local Communities	Supports socio-economic well-being around operational areas and strengthens community relations.		156-161
Supplier Social Assessment	Ensures suppliers uphold labour rights and ethical standards.	 	68-74
Public Policy*	Prevents undue influence and ensures ethical participation in policy development.		-
Customer Health and Safety	Ensures safe and high-quality products for end users.	 	162-164
Marketing and Labelling	Promotes transparent communication and consumer trust.		162-164

\* We acknowledge it as a material topic that matters to us. However, for this reporting period, there are no operations or projects that directly impact it or pose significant risks to the ESG aspects. Due to the nature of our operations, this topic is currently not applicable for specific disclosure in this report. Nevertheless, we remain committed to responsible business practices that minimise any potential indirect impacts on this matter, ensuring that our operations align with our sustainability principles.

# Strategy, Risks and Opportunities



## Climate is Now a Business Variable

At AGB, climate-related risks and opportunities are no longer viewed as a stand-alone environmental topic. They influence cost, resilience, product competitiveness, capital allocation and long-term value creation across the Group. Based on AGB's latest disclosed baseline, Scope 3 emissions accounted for 425,445 tCO<sub>2</sub>e, or 91.7% of total Group emissions, making climate strategy as much a value-chain agenda as an operational one. AGB's response is built around four connected priorities: decarbonising operations, reducing value-chain exposure, strengthening resilience to physical climate effects, and capturing growth in lower-carbon products and circular business models.

“  
**Scope 3 emissions**  
 accounted for  
**426,445 tCO<sub>2</sub>e,**  
 or **91.7%**  
 of total Group emissions

## Climate at a Glance



### LONG-TERM AMBITION

Net Zero by 2035

### PLANNING HORIZONS

Short term: 2024–2030  
 Medium term: 2031–2040  
 Long term: 2041–2050

### BIGGEST EMISSIONS EXPOSURE

Scope 3 remains the dominant source of emissions

### CORE STRATEGIC LEVERS

Renewable energy, energy efficiency, circularity, responsible sourcing, product innovation, physical resilience

### LATEST DISCLOSED BASELINE

Total GHG emissions: 465,285 tCO<sub>2</sub>e  
 Total energy consumption: 426,336 GJ  
 Total water consumption: 46.2 ML

### CIRCULARITY SIGNALS

Recycled aluminium: 18.62% of total aluminium consumption  
 Buy-Back Guarantee: up to 60% value for returned scrap

### PRODUCT POSITIONING

ISO 14067:2018 Product Carbon Footprint certification achieved for four key products

### CLIMATE-RELATED SPEND DISCLOSED

RM60,000 operational cost to manage climate-related risks and opportunities in FY2025

## Where Climate Matters Most

Business / Value Chain Operations	Type of Climate Change	Why It Matters
Manufacturing operations	Energy demand, natural gas and electricity use, process efficiency, water use, waste and emissions intensity	Direct effect on operating cost, compliance exposure and decarbonisation progress
Upstream supply chain	Purchased goods and services, supplier ESG maturity, raw material carbon intensity	The largest share of the Group's emissions sits upstream
Logistics and distribution	Transport exposure, weather disruption, downstream delivery risk	Affects reliability, cost and customer service
Products and markets	Demand for lower-carbon aluminium and transparent product footprints	Supports differentiation and strengthens market relevance
Construction and property activities	Site resilience, material efficiency, contractor readiness, local sourcing	Influences delivery resilience, resource efficiency and operating stability

Within the latest disclosed Scope 3 inventory, purchased goods and services were the largest single category at 413,578 tCO<sub>2</sub>e, reinforcing the importance of supplier engagement and material circularity in AGB's climate strategy.

## Climate Risks and Opportunity Map

Climate Theme	Time Horizon	Risks to AGB	Strategic Opportunities
Carbon pricing and tighter regulation	Short–Medium	Higher operating and compliance costs Greater pressure on Scope 1 and Scope 2 emissions	Faster efficiency gains, stronger lower-carbon positioning, better regulatory readiness
Customer shift to lower-carbon materials	Short–Medium	Reduced competitiveness if products do not meet changing expectations	Premium positioning through lower-carbon aluminium, product carbon footprint transparency and sustainable product innovation
Investor and financier expectations	Short–Medium	Higher expectations for credible transition progress and decision-useful disclosure	Stronger access to ESG-aligned financing and stakeholder confidence
Acute physical risks: flood, heat and severe weather	Short–Long	Operational disruption, site safety risks, logistics delay, insurance and adaptation costs	Stronger site resilience, better continuity planning, improved operational readiness
Renewable energy transition	Medium–Long	Higher capital needs Exposure to higher tariffs if transition is delayed	Lower long-term energy cost and lower operational emissions through solar and cleaner energy
Low-carbon technology adoption	Medium–Long	Cost and timing uncertainty around hydrogen, storage and other transition technologies	Early capability building, cleaner process pathways, green financing potential
Chronic physical risks: higher temperatures and water stress	Medium–Long	Higher cooling loads, water constraints and infrastructure stress	Greater water efficiency, recycled water use and more resilient facility planning

## How the Strategy Moves

Strategic Priorities	What AGB is Already Doing
Energy transition	Solar deployment, smart energy management, process optimisation and energy-efficiency initiatives
Circularity	Buy-Back Guarantee Programme, aluminium scrap recovery, greater recycled material use
Lower-carbon product positioning	Product Carbon Footprint certification for four key products
Supplier and value-chain engagement	Vendor Engagement Conference and supplier ESG maturity assessment
Water and physical resilience	Water recycling, leak detection, water-efficient fixtures, maintenance and conservation initiatives

## Financial Lens

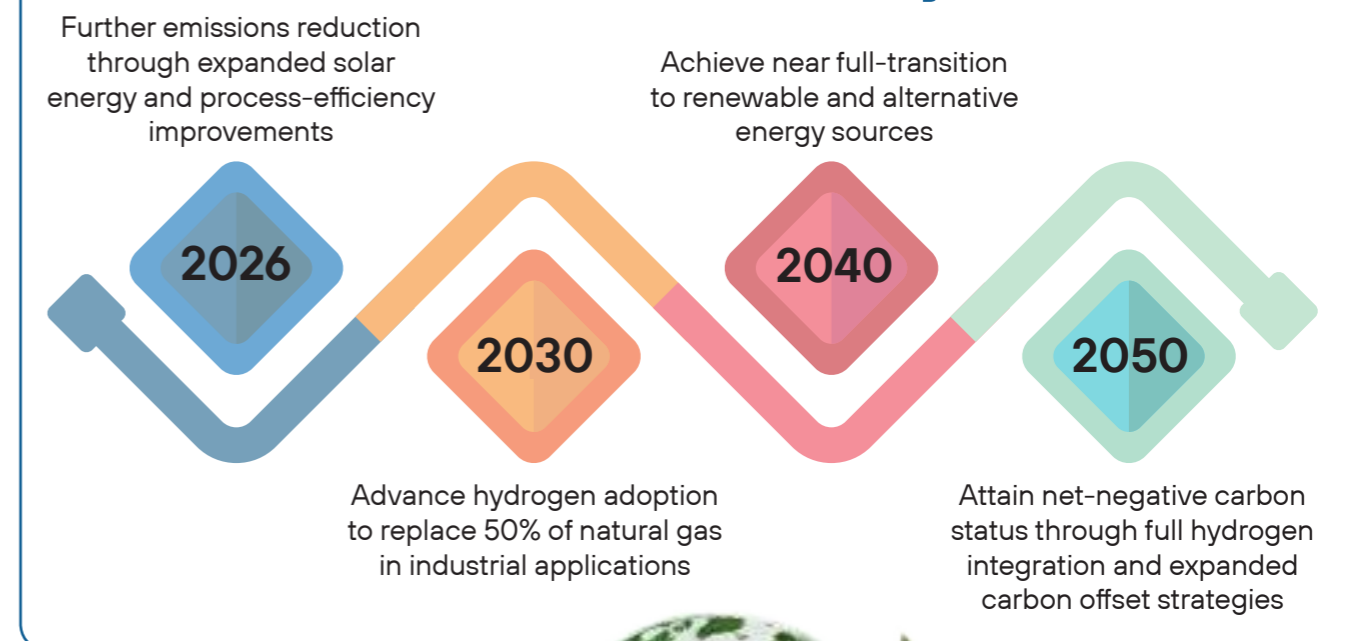
Financial Lens	Current Effect Already Disclosed	Anticipated Forward Direction
Operating expenditure	RM60,000 disclosed in FY2024 to manage climate-related risks and opportunities, including initiatives linked to solar, carbon tracking, reclaimed materials, waste management, energy-efficient products and lower-carbon aluminium solutions	Continued spending on energy management, compliance, water efficiency, waste reduction and resilience measures
Capital allocation	Continued investment emphasis on renewable energy, energy efficiency, process improvement and circularity	Additional capital needs likely to centre on solar expansion, efficiency upgrades, hydrogen readiness and site adaptation
Revenue and market access	Lower-carbon aluminium, certified product footprints and circular offerings support differentiation	Growth opportunities are strongest where customers increasingly value lower-carbon materials and responsible sourcing
Supply chain and working capital	Supplier readiness and material choices already influence risk and performance	Further value-chain transition is expected to shape procurement choices, logistics resilience and cost management

## Climate Resilience and Scenario View

Climate Pathway	What It Means for AGB	Strategic Read-through
1.5°C / IEA Net Zero 2050	Faster policy tightening, greater capital discipline, stronger demand for lower-carbon materials	Rewards earlier action on solar, efficiency, circularity and lower-carbon product positioning
2°C / IPCC RCP 4.5	Gradual tightening of climate policy and continued market transition	Supports a phased approach to cleaner energy, waste reduction and circular economy expansion
4°C / IPCC RCP 8.5	Higher physical risk from heatwaves, floods, supply chain disruption, rising cooling loads and adaptation cost	Makes site resilience, water stewardship and logistics continuity more material to business performance

Across these scenarios, the strategic direction remains consistent: energy transition, circularity, supplier engagement and physical resilience continue to be the most relevant response themes for AGB.

## Transition Pathway



## In Essence

AGB's climate strategy is designed to do two things at once: protect the business against a more carbon-constrained and climate-volatile operating environment, and build advantage in markets that increasingly reward lower-carbon materials, transparency and circularity. For the Group, the climate strategy is not built on a single lever. It is a strategy built on operational efficiency, renewable energy, product innovation, supplier engagement, water stewardship and physical resilience working together.

# Governance and Economic Impact

# Financial Performance and Tax Governance

GRI 2-23, 2-24, 3-3, 201-1, 201-2, 201-3, 201-4, 207-1, 207-2, 207-3

## Financial Performance

### WHY IT MATTERS

Sustaining long-term economic growth requires more than financial results. It requires resilience, disciplined capital allocation, and the ability to adapt to external disruptions. For AGB, financial performance underpins:

- Business continuity and competitiveness in an energy and input cost-sensitive manufacturing environment;
- Capacity and capability investments, including operational efficiency and sustainability-related improvements;
- Value creation and distribution to key stakeholder groups such as employees, government, providers of capital, communities; and
- Risk absorption capacity, particularly under volatile market conditions (e.g., raw material pricing, inflationary pressures) and evolving climate-related financial considerations.

Financial performance is therefore treated as a material topic because it enables AGB to deliver products and services reliably, support workforce stability, and maintain the financial capacity to invest in responsible business practices.

### HOW IT IS MANAGED

AGB manages financial performance through structured governance and oversight mechanisms designed to support financial discipline, accountability, and prudent decision-making. Key management features include:

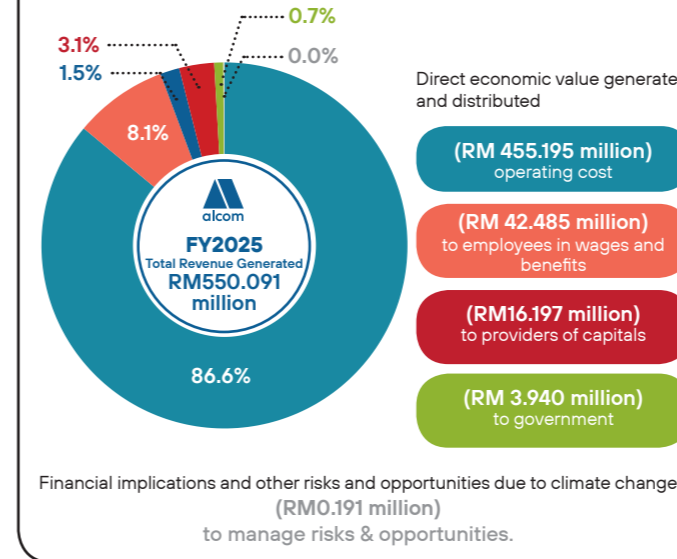
- Structured budgeting and planning to align operating expenditure, workforce costs, and growth investments with business priorities;
- Segment-based financial management, reflecting different operating models and risk exposures across Manufacturing (ALCOM & ANSC), Property Development and Construction; and
- Integration with risk management practices, ensuring key financial risks (e.g., price volatility, project cost controls, operating cost pressures) are identified and managed through established internal processes.

Where sustainability-related financial implications arise, such as decarbonisation investments and operational resilience, they are considered as part of the broader planning and governance discussions, consistent with AGB's approach to embedding sustainability into decision-making.

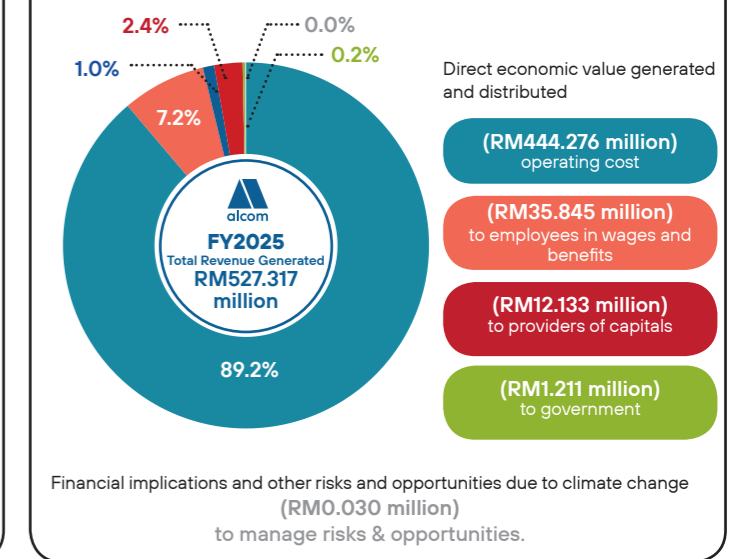


## Economic Value, Climate Actions and Liabilities

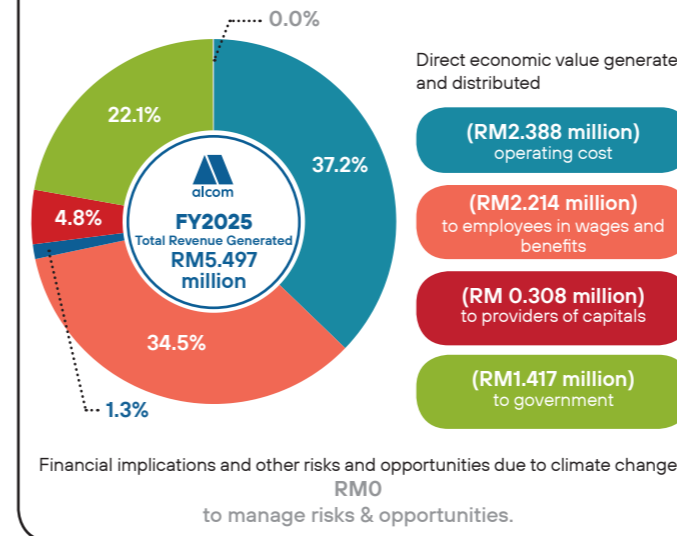
### The Group's Value Distributed



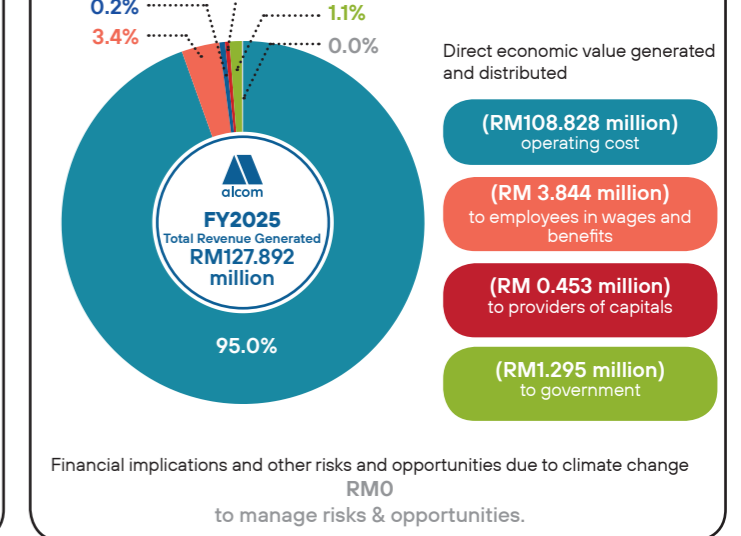
### Manufacturing's (ALCOM & ANSC) Value Distributed



### Property Development's Value Distributed



### The Construction's Value Distributed



### Economic Value, Climate Actions and Liabilities

(RM7.643 million) Group	(RM 4.831 million) Manufacturing (ALCOM & ANSC)	(RM0.086 million) Property Development	(RM0.191 million) Construction <small>* liabilities estimated value</small>
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- 11% of salary contributed by employee
- 13% of salary contributed by employer (below RM5K salary)
- 12% of salary contributed by employer (above RM5K salary & <2 years)
- 15% of salary contributed by employer (above RM5K salary & >2 years)

# Financial Performance and Tax Governance

## Financial Performance

### MEASURES AND ACTIONS TAKEN

#### Direct Economic Value Generation and Distribution

AGB applies disciplined planning to ensure cash flows and expenditure remain aligned with operational needs and strategic priorities. Across segments, planning focuses on balancing:

- Operating cost efficiency;
- Workforce compensation and benefits;
- Business growth and reinvestment; and
- Sustainability-related investments.

#### Segment Approach to Financial Planning

##### Manufacturing segment (ALCOM & ANSC)

- Financial planning follows a structured annual cycle, with planning initiated earlier in the year and finalised prior to the new financial year to support robust allocation to raw materials, production, logistics, workforce costs, and key operational initiatives.
- Given the exposure to aluminium price volatility, financial management practices include commercial mechanisms to manage input cost fluctuations, supporting more stable financial outcomes in changing market conditions.

##### Property Development and Construction segments

- Financial management is aligned to the segments' operating model and project pipeline conditions during the reporting period.
- Where development activities are limited in a reporting year, financial management tends to emphasise financial prudence and cost discipline, including the management of overheads and the preservation of financial strength to maintain resilience amid external uncertainties.

#### Financial implications and other risks and opportunities due to climate change

Climate change can create both risks and opportunities with the potential to influence operations, revenues,

and expenditure. From a financial perspective, AGB recognises relevant implications including:

- Potential changes in cost structures driven by evolving policy and market expectations;
- Operational resilience considerations (e.g., energy management, supply reliability, operational continuity); and
- Investment planning related to efficiency and decarbonisation initiatives (where approved).

Where climate-related investments are undertaken, cost tracking is maintained to support governance oversight and disclosure readiness. Climate-related discussions addressed more comprehensively under the Chapter 6 Strategy, Risks and Opportunities.

#### Defined Benefit Plan Obligations and Other Retirement Plans

Workforce-related financial commitments are managed to support employee well-being and organisational stability.

- AGB's retirement arrangements are anchored in Malaysia's statutory Employees' Provident Fund ("EPF") structure, with employee and employer contributions managed in line with applicable requirements.
- Where legacy benefit obligations exist (where applicable to eligible employee groups), these are monitored and reviewed as part of responsible financial management.

This approach supports compliance, workforce retention, and predictable long-term obligations management.

#### Financial Assistance Received from the Government

AGB maintains a transparent approach to government financial assistance. Where applicable, the Group may pursue relevant tax incentives and sustainability-linked schemes that support investment in eligible areas. If direct financial assistance is not received during the reporting period, the disclosure is stated clearly to avoid misinterpretation.

## Tax Governance

### WHY IT MATTERS

Tax governance is a material sustainability matter for AGB as it reflects the Group's commitment to regulatory compliance, financial integrity, and responsible contribution to national development. As a listed issuer operating primarily in Malaysia, AGB recognises that taxes paid and collected form an essential part of its direct economic contribution to public services, infrastructure development, and the wider economy.

Beyond statutory compliance, effective tax governance supports transparency, accountability, and stakeholder trust. With increasing regulatory scrutiny and stakeholder expectations around corporate tax behaviour, AGB considers disciplined and ethical tax practices critical to safeguarding its reputation, ensuring financial resilience, and maintaining long-term business sustainability.

### HOW IT IS MANAGED

#### Policy and Governance Framework

AGB's approach to tax governance is guided by the principles of integrity, transparency, and full compliance with applicable tax laws and regulations. While the Group does not currently maintain a standalone tax policy, tax conduct expectations are embedded within the Group's broader governance framework, including the Alcom Charter of Corporate Behaviour and Code of Conduct, which emphasise ethical behaviour and regulatory compliance across all operations.

Tax governance is overseen by the Group's finance leadership, with accountability for ensuring consistent tax compliance across business segments. This governance structure supports disciplined tax management, clear internal accountability, and alignment with statutory obligations.

### MEASURES AND ACTIONS TAKEN

#### Tax Compliance and Internal Controls

AGB maintains structured processes to manage corporate income tax, indirect taxes, and other applicable statutory obligations. These processes are supported by internal controls designed to ensure accuracy, completeness, and timeliness in tax filings and payments.

To strengthen assurance and technical robustness, the Group engages external tax agents and professional advisors to conduct independent reviews, provide interpretative guidance on tax legislation, and support periodic compliance checks. This layered approach helps mitigate compliance risks and supports defensible tax positions.

#### Tax Risk Management

Tax risks are managed through a combination of internal oversight, external expertise, and continuous monitoring of regulatory developments. The finance team actively tracks updates issued by relevant authorities, including the Inland Revenue Board of Malaysia ("LHDN") and other regulatory bodies, to ensure ongoing compliance with evolving requirements.

For intercompany transactions, AGB applies transfer pricing controls based on the arm's length principle, supporting fair value determination and consistency with regulatory expectations. Where tax treatment involves complexity or uncertainty, professional advice is sought to reduce exposure to disputes and ensure transparency.

AGB does not engage in aggressive tax planning or practices that could compromise fiscal responsibility or stakeholder confidence.

#### Stakeholder Engagement and Management of Tax Matters

AGB engages proactively with tax authorities, regulators, and relevant stakeholders to manage tax matters responsibly. Engagement focuses on:

- Clarifying regulatory expectations;
- Addressing compliance matters in a timely manner; and
- Aligning tax practices with national economic and development priorities.

This engagement approach supports constructive relationships with regulators and reinforces AGB's commitment to responsible corporate citizenship.

# Financial Performance and Tax Governance

## Tax Governance

### Responsible Use of Tax Incentives

Where eligible, AGB may utilise government-approved tax incentives that support national priorities and sustainability-related outcomes, such as energy efficiency and environmental improvement initiatives. Any incentives utilised are applied strictly in accordance with prevailing laws and conditions and are subject to internal review and governance oversight.

In support of the Group's renewable energy initiatives, the Green Income Tax Exemption (GITE) application for the solar project Phase 1 has been approved, with installation completed in 2025. The Group has also submitted the GITE application for the Phase 2 solar project on 30 December 2025, which remains subject to regulatory assessment and approval. This incentive supports eligible investments while reinforcing compliance and transparency in the use of government-linked sustainability incentives.

### Capability Building and Continuous Improvement

AGB strengthens tax governance by prioritising continuous learning and capability development within the finance function. This includes participation in relevant training programmes, regulatory briefings, professional forums, and industry engagements to ensure personnel remain informed of changes in legislation and emerging compliance expectations.

To further enhance competence and readiness for regulatory changes, AGB participates in annual Budget Tax Seminars, supporting continuous improvement in tax technical knowledge, governance practices, and compliance execution.

## Future Outlook

AGB will continue to enhance its tax governance practices by strengthening compliance controls, maintaining transparent engagement with regulators, and improving internal capabilities. Through responsible tax management, the Group aims to support long-term financial sustainability, national development, and stakeholder trust.

# Indirect Economic Contributions

GRI 2-23, 2-24, 3-3, 203-1, 203-2

## Why It Matters

AGB's business activities create economic value beyond direct financial returns. Major investments and development works can stimulate wider economic participation through job creation, contractor engagement, supplier demand, and community investment. For stakeholders, it is important that AGB does not only disclose what was spent or acquired but also acknowledges the significant indirect impacts arising from those activities in a clear and defensible manner.

AGB's indirect economic contributions are most visible where the Group expands production capacity, develops property assets, and channels funds to community-related causes. These activities can influence local employment, support small and medium enterprises within the supply chain, and strengthen local economic resilience in areas where the Group operates.

## Current Initiatives and Progress

### MANUFACTURING SEGMENT (ALCOM & ANSC)

#### BREX Expansion Project

The BREX expansion continued throughout 2025 as scheduled. The expansion is expected to double production capacity from 40,000 tonnes per year to 80,000 tonnes per year.

This expansion generated a significant number of job opportunities in 2025, reflecting increased manpower requirements to support project execution and operational readiness.

The expansion supports broader economic circulation through increased demand for engineering and project services, equipment and materials supply, and supporting logistics and maintenance activities. As capacity increases, ongoing operations are also expected to require higher throughput across upstream and downstream partners. This can translate into additional business activity for contractors, suppliers, and service providers supporting the manufacturing ecosystem.

### PROPERTY DEVELOPMENT AND CONSTRUCTION SEGMENTS

#### Land acquisition and phased development at Bandar Baru Klang: Alcan City

In FY2024, AGB completed the acquisition of 7.08 acres of land in Bandar Baru Klang for RM56 million. The project, known as Alcan City, is currently in the planning and pre-development stage, with an initial 2-acre phase identified, while the necessary regulatory and authority approvals are being progressively secured.

Property development activity contributes indirectly through construction demand and associated professional services. The initial phase of Alcan City is expected to support economic participation through engagement of construction contractors and subcontractors, project and site services, and procurement of materials and support services. These activities typically create income opportunities across local value chains, including trades, services, and supporting small businesses involved in project delivery.



# Indirect Economic Contributions

## Current Initiatives and Progress

### Acquisition of sales gallery office from PERKESO

AGB Land acquired a five-storey shop lot in Bandar Baru Klang from Pertubuhan Keselamatan Sosial ("PERKESO") for RM5.1 million which is being used as the Alcan City sales gallery and office.

Office development and fit-out works typically activate indirect economic contributions through engagement of local service providers and contractors, including refurbishment works, utilities and building services, interior and technical trades, and supporting operational services. This investment also strengthens the platform required to support property development operations and customer engagement, which in turn supports downstream economic activity related to project delivery.

### Contribution to Yayasan Canone Kianjoo

Contributions to Yayasan Canone Kianjoo continued in 2025 through the Property Development and Construction segments, with RM350,000 and RM1.18 million, respectively.

Community contributions support indirect economic outcomes by strengthening social foundations that enable economic participation. Where contributions are directed towards education, welfare, and community development purposes, the economic impact pathway is generally reflected through improved access to support services, strengthened community capacity, and enhanced well-being outcomes that contribute to longer-term social and economic resilience.



# Future Outlook

AGB's indirect economic contribution outlook remains anchored to the continued execution of approved growth and development activities. The near-term focus is on progressing the BREX expansion towards its intended capacity outcome and advancing Alcan City in phases aligned with development readiness and market conditions. As these activities mature, indirect economic impacts are expected to continue through workforce demand, contractor and supplier engagement, and service procurement supporting both manufacturing growth and property delivery.

Going forward, AGB will strengthen the clarity of linkages between major activities and significant indirect economic impacts by focusing on outcomes that can be consistently supported, such as employment enabled, value chain participation, and community contributions delivered. Where appropriate, AGB will also enhance internal tracking of relevant indicators to support accurate and assurance-ready disclosure in future reporting cycles.



# Sustainable and Ethical Supply Chain

GRI 2-23, 2-24, 3-3, 204-1, 414-1, 414-2

## Why It Matters

AGB's supply chain underpins the Group's Manufacturing (ALCOM & ANSC), Construction, and property development activities. Responsible sourcing is essential to ensure business continuity, protect stakeholder trust, and mitigate environmental and social risks across upstream and downstream operations.

As a Main Market-listed issuer on Bursa Securities, AGB recognises that sustainable procurement is not limited to cost and quality considerations. It encompasses:

- Ethical labour practices and human rights protection;
- Environmental compliance and resource efficiency;
- Regulatory adherence and anti-corruption safeguards; and
- Long-term resilience of suppliers and contractors.

The Manufacturing segment (ALCOM & ANSC) in particular, operates within a resource-intensive value chain involving raw aluminium, industrial inputs, logistics providers, and service contractors. Without proper governance and oversight, supply chain disruptions, labour violations, or environmental non-compliance could expose the Group to operational, reputational, and financial risks.

At the same time, responsible supply chain management presents strategic opportunities, including:

- Strengthening local vendor ecosystems;
- Reducing Scope 3 emissions through material circularity;
- Enhancing supplier ESG maturity; and
- Improving access to sustainable financing and customer confidence.

## How It Is Managed

### POLICY AND GOVERNANCE FRAMEWORK

AGB manages supply chain sustainability through a structured governance approach led by the Board of Directors, supported by Senior Management and the Sustainability Working Committees.

- Key governance instruments include:
- Supplier Code of Conduct ("SCOC")
  - Integrity & Anti-Corruption Policy
  - Human Rights, Diversity, Equity and Inclusivity Policy
  - Procurement Standard Operating Procedures ("SOP") (Manufacturing segment - ALCOM & ANSC)
  - ESG Risk Analysis Framework for Vendors

The Manufacturing segment (ALCOM & ANSC) applies a formal supplier selection SOP, incorporating cost, quality, delivery capability, and ESG compliance criteria. New suppliers are required to:

- Acknowledge and sign the SCOC;
- Demonstrate compliance with applicable environmental and labour regulations; and
- Meet minimum standards aligned with ISO 14001, ISO 45001, and ISO 9001 where relevant.

Property Development and Construction segments apply structured but operationally tailored vendor selection and evaluation processes, with emphasis on regulatory compliance, performance grading, and contract-based ESG clauses.

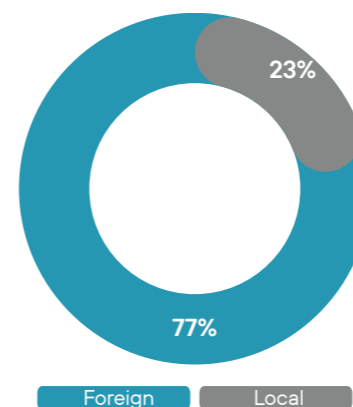


### ACCOUNTABILITY AND SUPPLIER COMPLIANCE

AGB reinforces accountability through contractual controls, supplier onboarding procedures, and ongoing compliance monitoring. Key mechanisms include:

- Mandatory adherence to the SCOC
- Integration of ESG clauses into supplier contracts
- Vendor grading and performance evaluation systems
- Compliance review prior to contract renewal
- Access to grievance channels for suppliers and business partners

Proportion of spending on local supplies by the Manufacturing segment (ALCOM & ANSC)



In FY2025, the proportion of procurement from local suppliers increased slightly to 23%, compared to 20% in FY2024 with the remaining portion largely attributed to imported aluminium materials due to quality, volume, and commercial requirements, reflecting the Group's continued efforts to expand local sourcing where feasible, particularly for non-metal procurement categories.

Property Development and Construction segments maintained 100% procurement from local suppliers over the past year, reflecting its reliance on domestic professional services and project-related vendors.

While metal procurement remains predominantly sourced from foreign suppliers due to the specialised nature of aluminium inputs, the Group continues to enhance engagement with domestic vendors for non-metal materials and supporting services. This gradual increase demonstrates AGB's ongoing efforts

to balance operational requirements with its objective of strengthening local supplier participation within the supply chain.

### ESG SUPPLIER ASSESSMENT

In FY2025, no formal negative social impact assessment was conducted on existing suppliers. Ongoing supplier oversight continues through contractual compliance, performance monitoring, and engagement mechanisms.

## 11 ACTION PLANS: Progress Towards Mid-Term Goals (2026)

The Manufacturing segment (ALCOM & ANSC) continues implementation of 11 structured action plans forming the sustainable procurement roadmap. These action plans are organised under four pillars:

### GOVERNANCE AND COMPLIANCE STRENGTHENING

- » Vendor Code of Conduct adherence
- » ESG risk analysis integration
- » Annual supplier audits
- » Inclusion of ESG clauses in contracts

### LOCAL SUPPLIER ENGAGEMENT

- » Increasing proportion of local supplier spending
- » Long-term localisation targets

### CAPACITY BUILDING AND ENGAGEMENT

- » Vendor ESG training programmes
- » Sustainable Procurement Conference
- » Vendor Sustainability Award (planned)

### INTERNAL CAPABILITY DEVELOPMENT

- » Sustainable procurement training for buyers
- » Integration of sustainable procurement into staff performance appraisal

# Sustainable and Ethical Supply Chain

	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 1</b> Local Supplier Engagement	<ul style="list-style-type: none"> <li>Short-term goals (by 2024): Increase local vendor spending to 50%. This applies to all materials and services that are available for offer by local suppliers.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Mid-term goals (by 2026): Increase local vendor spending to 75%.</li> </ul>	
	<ul style="list-style-type: none"> <li>Long-term goals (by 2030): Achieve 100% spending on local vendors.</li> </ul>	
<b>ACTION PLAN 2</b> Vendor Code of Conduct Compliance	<ul style="list-style-type: none"> <li>Short-term (by 2024): Achieve 30% vendor adherence to Code of Conduct.</li> </ul>	<b>Completed</b> 33.33% suppliers have signed our Supplier Code of Conduct (SCOC)
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Increase to 50% vendor adherence to Code of Conduct.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Attain 100% vendor adherence to Code of Conduct.</li> </ul>	
<b>ACTION PLAN 3</b> Grievance Mechanism Enhancement	<ul style="list-style-type: none"> <li>Short-term (by 2024): Extend the mechanism to include vendors and refine for user-friendliness.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Achieve a significant increase in the use of the mechanism by vendors and employees.</li> </ul>	
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Establish the mechanism as a best-practice model for industry-wide adoption.</li> </ul>	
<b>ACTION PLAN 4</b> Social/Environmental Clauses in Contracts	<ul style="list-style-type: none"> <li>Short-term (by 2024): We aim to include relevant social and environmental clauses in at least 40% of all new contracts signed.</li> </ul>	<b>Completed</b> Social and environmental clauses have been implemented in our supplier contracts. Eight (8) targeted suppliers scheduled for renewal in 2024 have signed the revised contract.

	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Our goal is to increase this inclusion to 80% of new contracts.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): We aspire to achieve the inclusion of these clauses in 100% of all new contracts.</li> </ul>	
<b>ACTION PLAN 5</b> Vendor Annual Assessment	<ul style="list-style-type: none"> <li>Short-term (by 2024): Our objective is to conduct thorough annual assessments for at least 60% of our vendors, with a focus on high ESG risk categories.</li> </ul>	<b>Not achieved</b> 52% (158 suppliers or vendors) have actively participated in the ESG maturity self-assessment. To strengthen this effort, more vendors will be engaged in 2025, as assessing their ESG maturity is crucial for evaluating sustainability practices in their operations.
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): We aim to increase the scope of these assessments to cover 80% of our vendors.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): We aspire to achieve comprehensive annual assessments for 100% of our vendors.</li> </ul>	
<b>ACTION PLAN 6</b> Annual Supplier Audit	<ul style="list-style-type: none"> <li>Short-term (by 2024): Our goal is to perform comprehensive annual audits for at least 60% of suppliers with high ESG risk.</li> </ul>	<b>Completed</b> 70% suppliers (7 out of 10 targeted supplier audit) were audited or assessed in 2024.
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): We aim to extend these audits to 80% of our suppliers with high ESG risk.</li> </ul>	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): We aspire to conduct annual audits for 100% of our suppliers with high ESG risk.</li> </ul>	

# Sustainable and Ethical Supply Chain

	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 7</b> ESG Risk Analysis for Vendors	<ul style="list-style-type: none"> <li>Short-term (by 2024): Implement an ESG risk analysis process for at least 70% of our vendors, prioritizing those in high-risk categories.</li> </ul>	<p><b>Not achieved</b>                      52% (158 suppliers or vendors) have actively participated in the ESG maturity self-assessment. To strengthen this effort, more vendors will be engaged in 2025, as assessing their ESG maturity is crucial for evaluating sustainability practices in their operations.</p>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Expand the analysis to cover 85% of our vendors.</li> </ul>	<p><b>In Progress</b></p>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Achieve comprehensive ESG risk analysis for 100% of our vendors.</li> </ul>	

	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 8</b> Vendor Capacity Building	<ul style="list-style-type: none"> <li>Short-term (by 2024): Launch at least one annual capacity-building program for vendors, focusing on key sustainability areas.</li> </ul>	<p><b>Completed</b>                      Our Sustainable Procurement Conference, titled 'Transforming Supply Chain for a Sustainable Tomorrow,' was held on September 24, 2024, with an attendance rate of 80% (80 out of 100 suppliers or vendors).</p>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Increase the number of programs to two per year, covering a broader range of sustainability topics.</li> </ul>	<p><b>In Progress</b></p>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Establish a comprehensive suite of capacity-building initiatives, regularly attended by all key vendors.</li> </ul>	



	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 9</b> Vendor Performance Incentives	<ul style="list-style-type: none"> <li>Short-term (by 2024): Develop and introduce an incentive program for vendors demonstrating exceptional performance in sustainability and ethics.</li> </ul>	<p><b>Completed</b>                      We have designed the AGB Supplier Awards as a unique incentive plan to recognise suppliers that excel in sustainability within their operations.</p>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Expand the program to include a wider range of performance metrics and recognition opportunities.</li> </ul>	<p><b>In Progress</b></p>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Establish a comprehensive, well-recognized incentive program that covers all key vendors and encompasses various aspects of sustainability and ethical performance.</li> </ul>	

	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 10</b> Training on Sustainable Procurement	<ul style="list-style-type: none"> <li>Short-term (by 2024): Launch an annual training program on sustainable procurement for all procurement staff.</li> </ul>	<p><b>Completed</b>                      Conducted sustainability procurement training for 8 buyers.</p>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Introduce bi-annual refresher courses and expand training to include other relevant departments.</li> </ul>	<p><b>In Progress</b></p>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Establish a continuous learning culture in sustainable procurement across the organization, with regular updates to training content.</li> </ul>	

	Sustainability Target	Progress (FY2025)
<b>ACTION PLAN 11</b> Incorporate Sustainable Procurement in Staff Performance	<ul style="list-style-type: none"> <li>Short-term (by 2024): Implement sustainable procurement objectives in the performance review criteria for at least 50% of relevant staff.</li> </ul>	<p><b>Completed</b></p>
	<ul style="list-style-type: none"> <li>Mid-term (by 2026): Increase this integration to 75% of relevant staff.</li> </ul>	<p><b>In Progress</b></p>
	<ul style="list-style-type: none"> <li>Long-term (by 2030): Achieve full integration of sustainable procurement objectives in the performance evaluations of all relevant staff members</li> </ul>	

## Future Outlook

AGB will continue strengthening its sustainable and ethical supply chain management through:

- » Structured monitoring of progress toward 2026 mid-term targets
- » Enhanced ESG risk screening for suppliers
- » Expanded vendor capacity-building initiatives
- » Greater localisation of supply chains where commercially viable
- » Alignment with Scope 3 emissions management and circular economy initiatives

The Group remains committed to embedding ESG considerations into procurement decision-making while maintaining operational resilience, regulatory compliance, and ethical integrity across the value chain.



## Combating Anti-Corruption

GRI 2-23, 2-24, 2-25, 2-26, 3-3, 205-1, 205-2, 205-3

### Why It Matters

Integrity, transparency and ethical conduct form the foundation of AGB's corporate governance framework. As a Group operating in the Manufacturing (ALCOM & ANSC), Property Development and Construction segments, AGB engages with regulators, contractors, suppliers, consultants, customers and various public authorities. These interactions may expose the Group to corruption-related risks if not properly governed.

Non-compliance with anti-corruption laws, including the Malaysian Anti-Corruption Commission (MACC) Act 2009 which encompasses corporate liability provisions under Section 17A, may result in regulatory sanctions, financial penalties, legal exposure and reputational damage. Beyond regulatory compliance, maintaining robust anti-corruption controls strengthens stakeholder confidence, safeguards shareholder value and supports long-term business continuity.

Anti-corruption remains a material governance topic under GRI 205 and Bursa Securities' Common Indicators, reflecting its significance to investors, regulators, employees, business partners and the communities in which AGB operates.

### How It Is Managed

#### POLICY AND GOVERNANCE

AGB adopts a zero-tolerance approach towards bribery and corruption. The Group's anti-corruption framework is guided by AGB's Integrity and Anti-Corruption Policy, which applies to all employees, directors and relevant third parties across segments.

The policy establishes clear principles and prohibitions relating to:

- Bribery and improper advantages;
- Conflict of interest management;
- Gifts, hospitality and entertainment controls;
- Political contributions;
- Facilitation payments;

- Record-keeping and financial controls; and
- Whistleblowing and reporting mechanisms.

The Board of Directors retains overall oversight of governance and integrity matters. Senior management is responsible for implementing internal controls, ensuring policy compliance and fostering an ethical culture within respective operational segments.

Internal control mechanisms include delegated authority limits, segregation of duties, documented approval processes and financial review procedures. These controls are embedded within procurement, contracting, payment processing and project management activities.

A whistleblowing channel is available to employees and external stakeholders to report suspected misconduct. Reports are assessed in accordance with established procedures, with appropriate disciplinary or corrective action taken where necessary.

#### Significant Risks Related to Corruption and Mitigation Measures

Corruption-related risks within AGB's operations may arise from:

- Procurement and vendor selection processes;
- Contract negotiations and award decisions;
- Regulatory approvals and licensing interactions;
- Engagement of consultants and intermediaries; and
- Project-related payments and variations.



# Combating Anti-Corruption

## How It Is Managed

### Significant Risks Related to Corruption and Mitigation Measures

To manage these risks, AGB implements the following mitigation measures:

#### 1. Corruption Risk Management Assessment

A formal Corruption Risk Management assessment is conducted on a biennial basis. The latest assessment was carried out in FY2024 in accordance with the established two-year cycle. No assessment was conducted in FY2025 as it falls outside the scheduled cycle, resulted with the 0% operation assessed for risk related to corruption. Ongoing monitoring during the reporting year did not identify any corruption risks requiring escalation.

#### 2. Standard Operating Procedures and Approval Controls

Procurement and financial transactions are governed by documented procedures, approval thresholds and review mechanisms to reduce the risk of undue influence or improper payments.

#### 3. Conflict of Interest Declarations

Employees are required to declare potential conflicts of interest to ensure transparency in decision-making processes.

#### 4. Whistleblowing Mechanism

The Group maintains a reporting channel that enables confidential disclosure of suspected misconduct. No confirmed incidents of corruption were recorded during FY2025.

These control-based measures are designed to prevent, detect and respond to potential misconduct in a structured and proportionate manner. With these measures in place, the number of confirmed incidents has remained at zero over the past years.

Operations assessed for risks related to corruption

100%

of our operations assessed for corruption risk

Number of confirmed incidents of corruption

0 case

There were no confirmed incidents of corruption and actions taken in FY2025

### Communication of Anti-Corruption Policies to Stakeholders

AGB communicates its anti-corruption expectations to internal and external stakeholders through multiple channels.

Governance Body and Employees

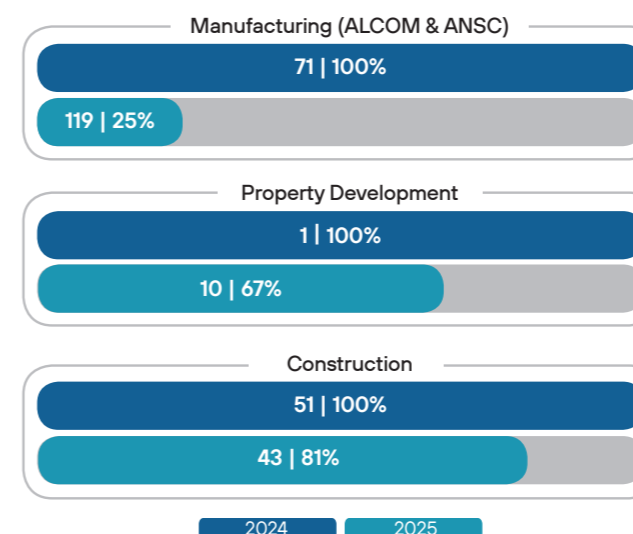
Anti-corruption requirements are communicated to both governance bodies and employees through onboarding processes, policy circulation and formal training programmes. All members of the governance body were informed of AGB's Integrity & Anti-Corruption Policy to ensure oversight and alignment with the Group's zero-tolerance stance towards bribery and corruption.

## How It Is Managed

A Group-wide anti-corruption training programme was conducted in FY2024, resulting in 100% of employees across all being informed about anti-corruption policies. In FY2025, no refresher training was conducted. However, approximately 25% of employees in the Manufacturing segment (ALCOM & ANSC) were informed of the anti-corruption policy as part of the onboarding process for newly joined staff. These employees subsequently attended anti-corruption training and are required to acknowledge and sign the Anti-Corruption Pledge upon commencement of employment.

The number of employees informed during the reporting year primarily represents new employees who were introduced to the Group's anti-corruption requirements as part of their onboarding process.

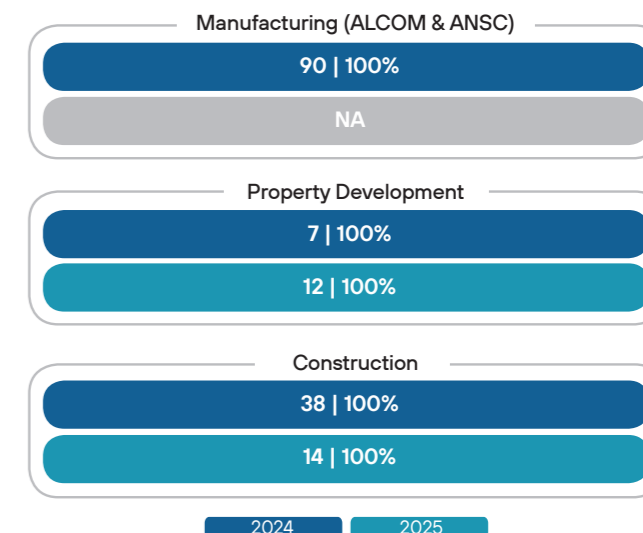
### % of employees informed about anti-corruption policies



### Business Partners

The Group incorporates ethical and compliance expectations within contractual terms and engagement documentation. Business partners are expected to comply with applicable anti-corruption laws when conducting transactions with AGB. In FY2025, business partners within the property development segment were informed of anti-corruption policies through contractual and engagement processes.

### % of business partners informed about anti-corruption policies



## Future Outlook

AGB remains committed to maintaining a robust anti-corruption framework across all segments. The next Corruption Risk Management assessment is scheduled in accordance with the established biennial cycle.

The Group will continue to:

- » Strengthen internal controls and financial oversight mechanisms
- » Maintain whistleblowing accessibility and confidentiality safeguards
- » Reinforce ethical conduct through onboarding and periodic training cycles
- » Monitor regulatory developments relating to corporate liability and governance requirements

AGB will continue to uphold a zero-tolerance stance towards bribery and corruption, ensuring that integrity remains embedded in business decision-making and operational execution.

## Driving Environmental Responsibility



# Climate Action

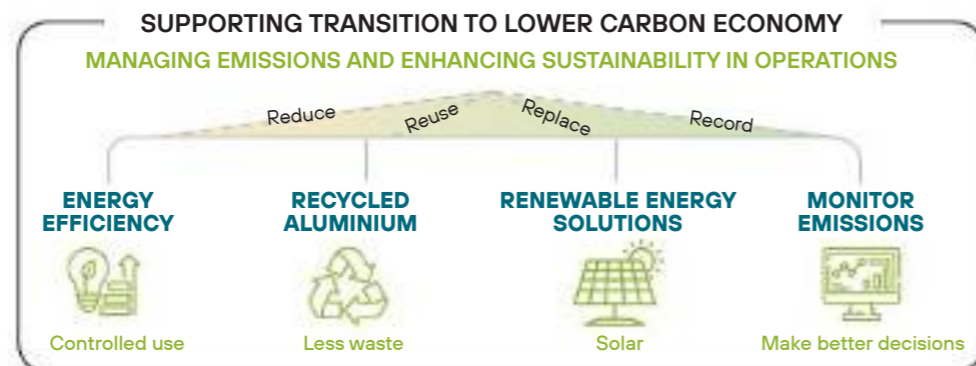
GRI 2-23, 2-24, 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 102-4, 102-5, 102-6, 102-6, 102-7, 102-8

## Why It Matters

We recognise that addressing climate change and managing greenhouse gas ("GHG") emissions are essential to ensuring long-term business resilience and environmental responsibility. As an aluminium manufacturer, our operations require significant energy inputs, making effective energy and emissions management critical to reducing our environmental footprint.

Strengthening climate action enables AGB to improve operational efficiency, manage climate-related risks, and respond to increasing expectations from regulators, investors, and customers for low-carbon products and responsible business practices.

By monitoring and managing our emissions, improving energy efficiency, increasing the use of recycled aluminium, and adopting renewable energy solutions, AGB supports the transition towards a lower-carbon economy while enhancing the sustainability of our operations.



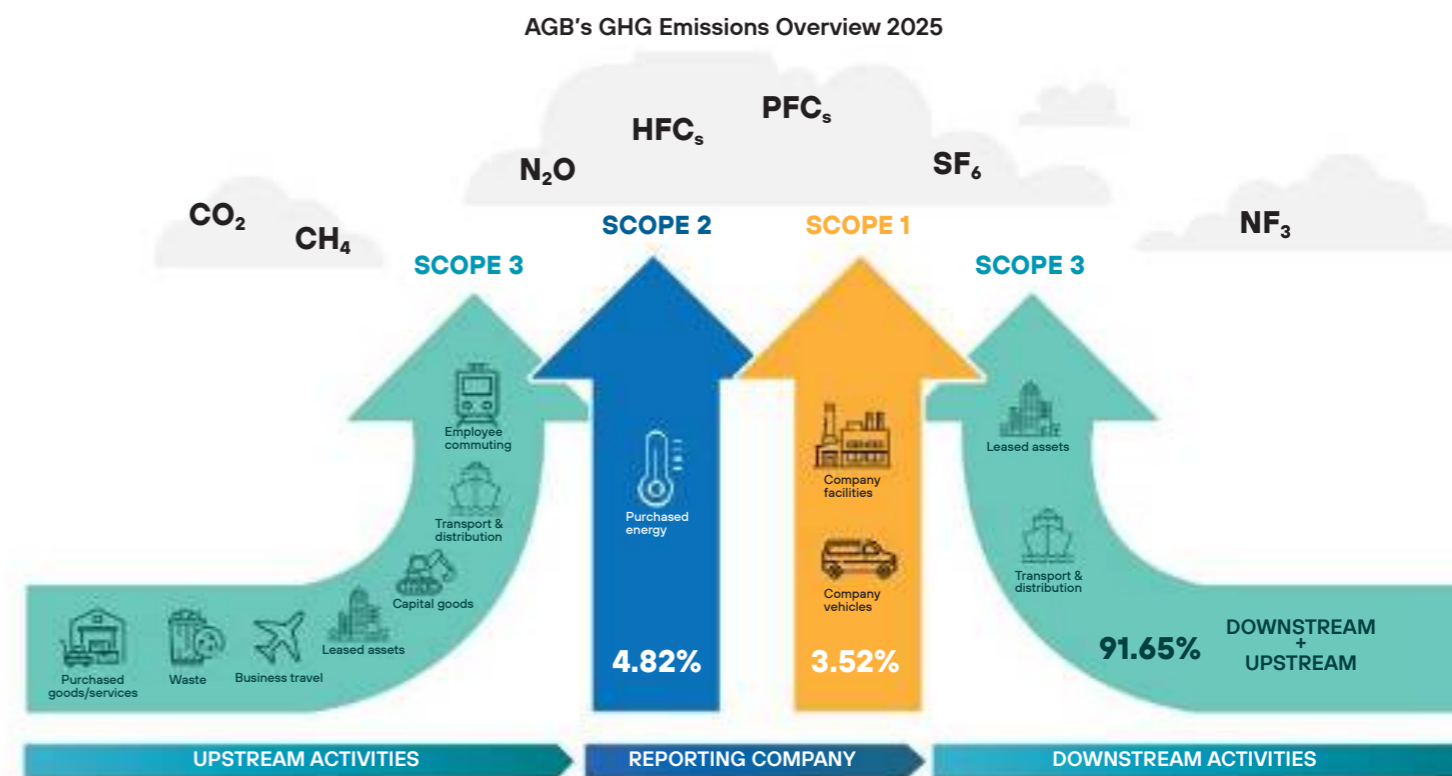
These efforts reinforce our commitment to responsible environmental management and contribute to broader climate mitigation goals.



## How It Is Managed

Reducing GHG emissions is a key priority in strengthening our environmental stewardship and supporting the transition towards a low-carbon economy. Effective management of our carbon footprint enables the Group to enhance operational efficiency, manage climate-related risks, and align our business practices with evolving sustainability expectations.

To ensure transparency and consistency in emissions reporting, AGB prepares its GHG inventory using internationally recognised methodologies, including the GHG Protocol, ISO 14064-1:2018, and Bursa Securities' Sustainability Reporting Guide (3rd Edition). These frameworks guide the measurement, calculation, and disclosure of emissions across the Group's operations, ensuring reliable and comparable reporting.



AGB monitors emissions across three recognised categories:

- SCOPE 1 (Direct Emissions)** Emissions generated from fuel combustion within our operations, including diesel, petrol, and natural gas used in facilities and company vehicles, as well as fugitive emissions arising from the unintentional release of gases from equipment and operational processes.
- SCOPE 2 (Indirect Emissions)** Emissions associated with purchased electricity consumed to power our manufacturing and operational facilities.
- SCOPE 3 (Other Indirect Emissions)** Emissions arising from value chain activities beyond direct operations, such as purchased goods and services, capital goods, transportation and distribution, business travel, leased assets, employee commuting, and waste management.

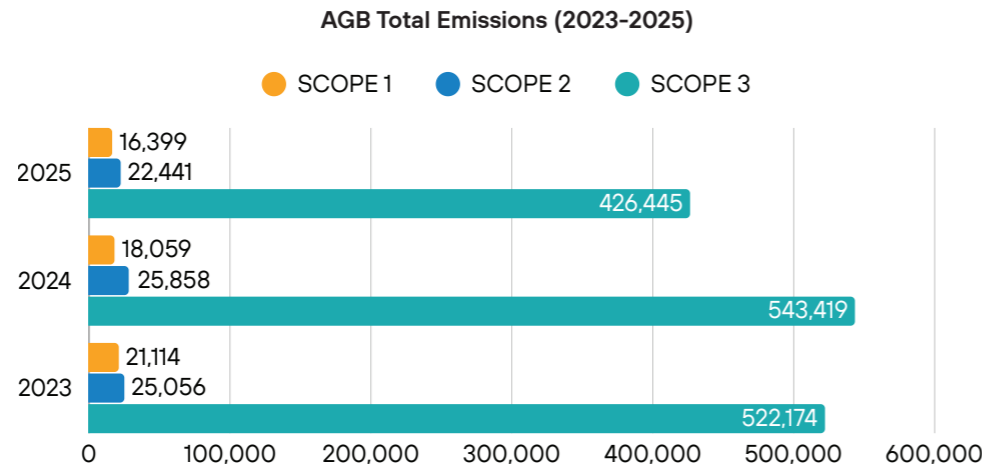
By maintaining a structured emissions inventory, AGB is able to identify key emission sources, track performance over time, and implement targeted initiatives to improve energy efficiency and reduce carbon intensity across our operations and value chain.

# Climate Action

## Performance Data

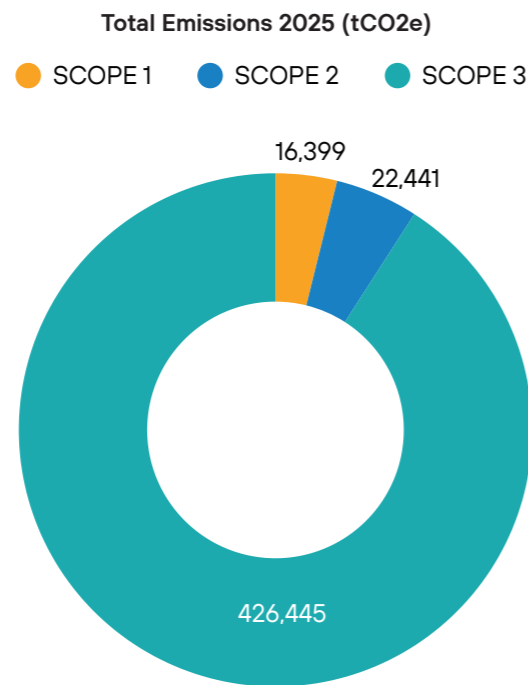
### GHG EMISSIONS PERFORMANCE

AGB monitors its GHG emissions across Scope 1, Scope 2 and Scope 3 to track performance and support its decarbonisation efforts. The Group's emissions profile is primarily driven by Scope 3, reflecting value chain activities.



In FY2025, AGB reduced its total emissions compared to FY2024, mainly due to lower Scope 3 emissions. Scope 1 and Scope 2 emissions also declined, reflecting improved operational efficiency and energy management.

Scope 3 remains the largest contributor, highlighting the need for continued value chain engagement and data enhancement moving forward.

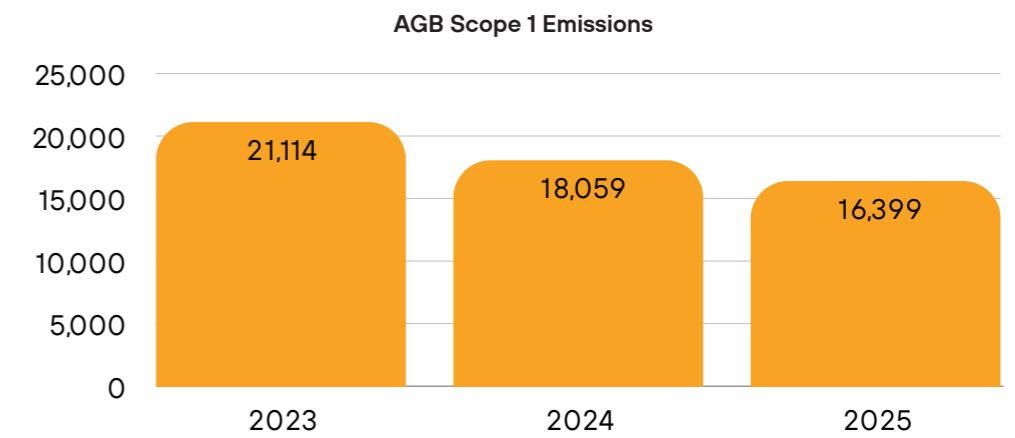


## Performance Data

### AGB SCOPE 1 EMISSIONS

Scope 1 emissions represent direct GHG emissions from sources owned or controlled by AGB, including fuel combustion in manufacturing operations and company-owned vehicles, as well as fugitive emissions from equipment.

Natural gas consumption from manufacturing operations and diesel usage for operational equipment are directly measured and tracked. Petrol consumption for company vehicles is estimated using monetary transaction data from fleet card records, where expenditure is converted into fuel volume using average retail fuel prices. Emissions are calculated using relevant UK Department for Energy Security and Net Zero (DESNZ) 2025 emission factors.

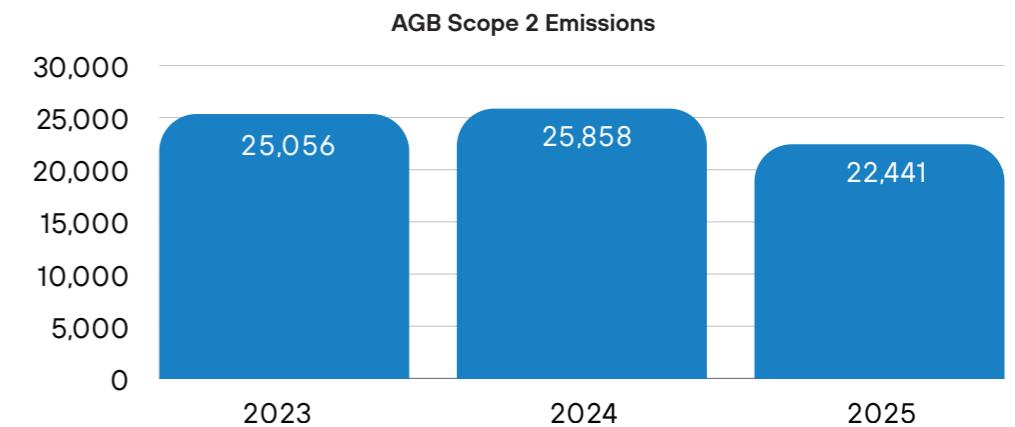


For FY2025, fugitive emissions are limited to air conditioning and fire extinguisher systems, based on available data and operational boundary.

### AGB SCOPE 2 EMISSIONS

Scope 2 emissions refer to indirect GHG emissions associated with purchased electricity consumed in AGB's operations, primarily to power manufacturing facilities and operational equipment.

AGB continues to enhance energy efficiency in manufacturing processes and aggressively increase the adoption of renewable energy sources, including solar energy initiatives, to reduce reliance on grid electricity and support a lower-carbon energy mix.



# Climate Action

## Performance Data

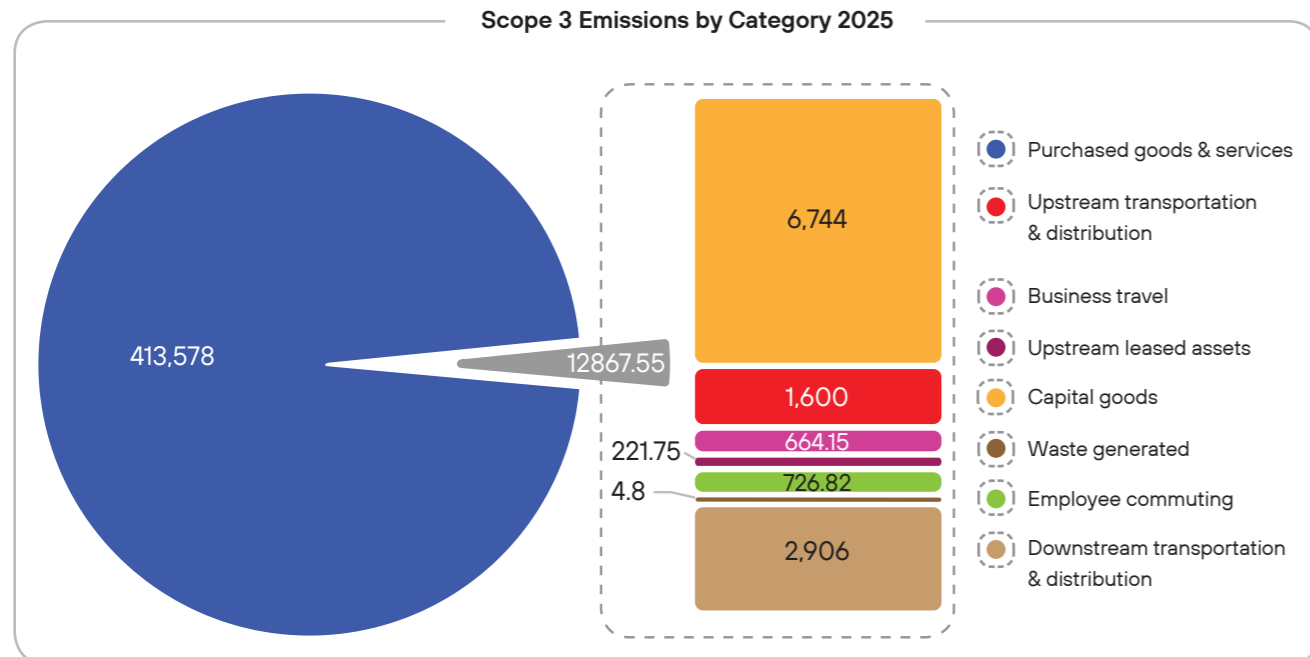
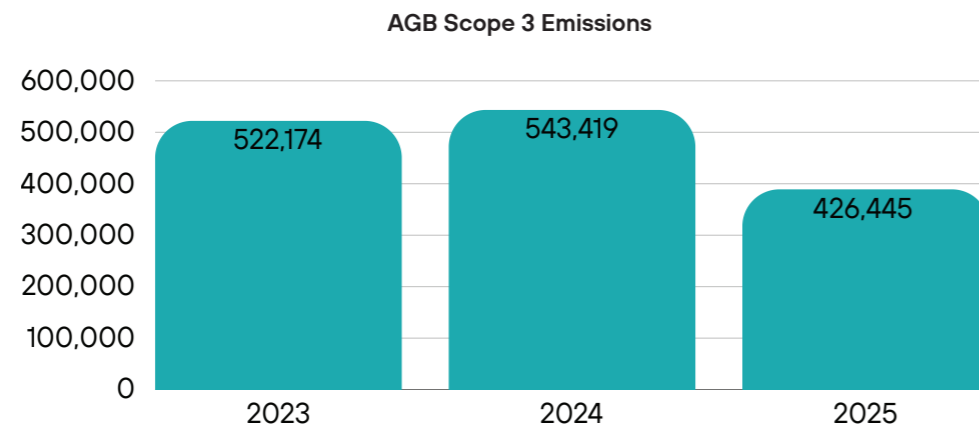
### AGB SCOPE 3 EMISSIONS

Scope 3 emissions represent indirect GHG emissions occurring across AGB's value chain, arising from activities beyond the Group's direct operational control.

In 2025, Scope 3 emissions were calculated across several key categories, including:



Monitoring these categories enables AGB to identify emission hotspots and strengthen collaboration with suppliers, logistics partners, and other stakeholders to reduce emissions across the broader value chain.



## Performance Data

### AGB SCOPE 3 EMISSIONS

Scope 3 emissions in FY2025 are predominantly driven by purchased goods and services, which account for the vast majority of total Scope 3 emissions.

Other categories, including capital goods, transportation and distribution, waste generated, business travel and employee commuting, contribute only a small proportion in comparison. While individually less significant, these categories collectively represent additional emission sources across AGB's value chain.

To ensure accurate quantification, AGB applies internationally recognised methodologies, using DESNZ 2025 and industry-specific emission factors. This approach enables the Group to estimate emissions associated with key activities such as raw materials, packaging, waste, transportation, and employee commuting.

### ASSUMPTIONS & ESTIMATIONS

In estimating Scope 3 emissions, several assumptions were applied to address data limitations and improve the reliability of calculations. The estimation methodologies applied for each relevant Scope 3 category are outlined below.

#### Purchased Goods and Services

Emissions were estimated using relevant emission factors applied to procurement data to quantify emissions associated with purchased materials and services across the Group's operations.

#### Capital Goods

Emissions from capital goods were calculated using a material-based approach, where the weight of capital goods by material type was multiplied by the corresponding material-specific emission factor to estimate emissions associated with machinery and equipment.

#### Upstream and Downstream Transportation

Transportation emissions were estimated based on available logistics data and activity information, applying appropriate emission factors to estimate emissions associated with the movement of goods across the supply chain.

#### Waste Generated in Operations

Emissions from waste management were calculated using waste disposal data and the corresponding emission factors based on treatment methods such as recycling, landfill, and incineration.

#### Business Travel

- For air travel, emissions were estimated using the spend-based method, as only monetary data was available. Average airfare values were converted into estimated travel distances, and the corresponding emissions were calculated using UK DESNZ 2025 emission factors.
- For land travel, where data was provided in monetary form, expenditure was used to estimate fuel consumption or distance travelled. The estimated activity data was then converted into emissions using UK DESNZ 2025 activity-based emission factors, rather than applying a direct spend-based method.

# Climate Action

Performance Data

### Employee Commuting

Data was collected through a Microsoft Forms survey with a response rate of 58%. To estimate emissions for the full workforce, average emissions per respondent were extrapolated across the total employee population for each subsidiary. All respondents are assumed to have worked for the full year (365 days) in FY2025 to ensure consistency in annualised emissions estimation.

### Upstream Leased Assets

Emissions from leased assets are estimated based on fuel consumption and electricity usage of overseas warehouse operations. Fuel-related emissions (Scope 1) are calculated using relevant UK DESNZ 2025 emission factors, while electricity-related emissions (Scope 2) are calculated using the respective country grid emission factors.

### GHG INTENSITY

AGB monitors GHG emissions intensity to assess the carbon efficiency of its manufacturing operations relative to production output. This metric provides insight into how effectively the Group manages emissions while maintaining operational productivity.

Segment	2025
Manufacturing (tCO <sub>2</sub> e / metric tonne)	9.13
Property Development (tCO <sub>2</sub> e / m <sup>2</sup> )	0.32
Construction (tCO <sub>2</sub> e / RM million)	92.73

Manufacturing GHG emissions intensity decreased from 16.8 tCO<sub>2</sub>e per metric tonne in FY2024 to 9.13 tCO<sub>2</sub>e per metric tonne in FY2025. The reduction reflects the Group's ongoing efforts to optimise operational efficiency and manage emissions across its manufacturing processes.

Tracking emissions intensity enables AGB to evaluate the effectiveness of initiatives aimed at reducing emissions while supporting continuous improvement in environmental performance.

# Future Outlook

AGB remains committed to its Net Zero Transformation Plan by 2035, which outlines a structured roadmap to progressively reduce GHG emissions and transition towards lower-carbon operations.

### Key milestones include:

**2030**

Advance hydrogen energy adoption, replacing 50% of natural gas in industrial applications.

**2040**

Achieve near full transition to renewable and alternative energy sources across operations.

**2050**

Attain net-negative carbon status through full hydrogen integration and expanded carbon offset strategies.

# Alcom Net Zero Transformation by 2035

By embedding sustainability into every facet of our operations, AGB remains committed to reducing emissions, enhancing energy efficiency, and leading in industrial decarbonisation efforts.

- VPPA: Virtual Power Purchase Agreements
- CCU: Carbon Capture & Utilisation
- NG: Natural Gas

**Scope 1:**  
16,525 CO<sub>2</sub>e

**Scope 2:**  
17,221 CO<sub>2</sub>e

Solar Energy  
.....  
Virtual Power Purchase Agreements (VPPA)

**Scope 1:**  
16,525 CO<sub>2</sub>e

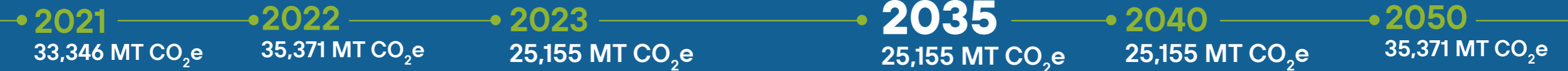
**Scope 2:**  
17,221 CO<sub>2</sub>e

Energy Efficient Company  
.....  
Solar Energy 7.2 MW Phase 2  
.....  
VPPA (Offset to 50% of Scope 2)  
.....  
CCU (30% of NG)  
.....  
Hydrogen (50% of NG)

**Scope 1:**  
16,525 CO<sub>2</sub>e

**Scope 2:**  
17,221 CO<sub>2</sub>e

Solar Energy 7.2 MW Phase 2  
.....  
VPPA (Offset to 50% of Scope 2)  
.....  
Hydrogen (100% of NG)



**Scope 1:**  
16,525 CO<sub>2</sub>e

**Scope 2:**  
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Solar Energy 7.2 MW Phase 2  
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Solar Energy 7.2 MW Phase 2  
.....  
VPPA (Offset to 50% of Scope 2)  
.....  
CCU (30% of NG)  
.....  
Hydrogen (50% of NG)

# Energy Management

GRI 2-23, 2-24, 3-3, 302-1, 302-3, 302-4, 302-5, 103-1, 103-2, 103-4, 103-5

## Why It Matters

Energy consumption represents one of the most significant environmental impacts associated with AGB's operations. Our manufacture of aluminium products involves energy-intensive activities such as casting, rolling, heat treatment and finishing. Energy and electricity are also consumed in other segments across AGB's other business segments, namely Property Development and Construction. Efficient energy management is essential to minimise environmental impacts, optimise operational efficiency and manage production costs. By improving energy performance across our operations, we can reduce resource consumption while strengthening long-term business resilience and competitiveness.

## How It Is Managed

We adopt a structured approach for energy management aimed at improving energy efficiency, optimising resource utilisation and reducing the environmental impact of our operations. Given the energy-intensive nature of aluminium manufacturing processes, the Group continuously monitors and manages energy consumption across our production facilities to support operational efficiency and responsible environmental stewardship.

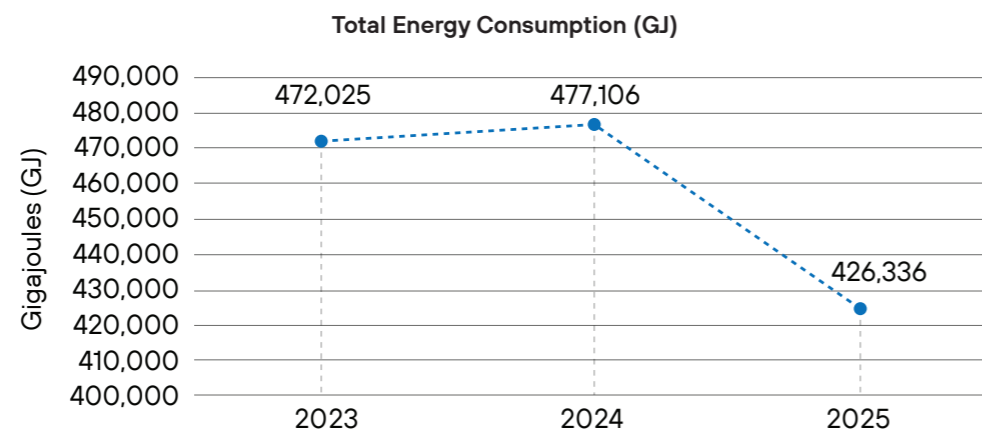
Energy consumption is monitored through internal operational controls and periodic reviews to identify opportunities for improvement in energy efficiency. This includes monitoring electricity usage in production processes, evaluating fuel consumption for operational activities and identifying areas where energy optimisation measures can be implemented. Energy performance data is regularly reviewed by management to support informed decision-making and continuous improvement initiatives.

To further strengthen energy performance, we implement energy efficiency initiatives across our operations, including improving process efficiency, upgrading equipment where feasible and promoting energy-conscious practices within the workplace. These efforts support the Group's broader environmental management approach while contributing to operational cost efficiency and responsible resource management.

## Performance Data

### TOTAL ENERGY CONSUMPTION

We track and report our energy consumption to monitor operational efficiency and support responsible resource management across our operations. Energy is primarily consumed in manufacturing processes, particularly in aluminium casting, rolling and heat treatment activities which require significant thermal and electrical energy inputs.

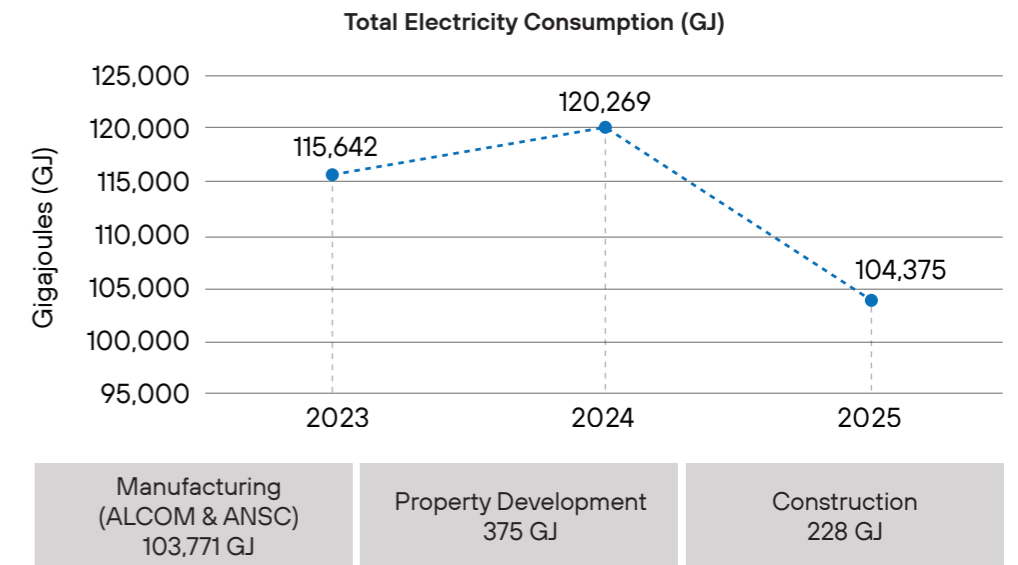


## Performance Data

### ENERGY CONSUMPTION BY SOURCE

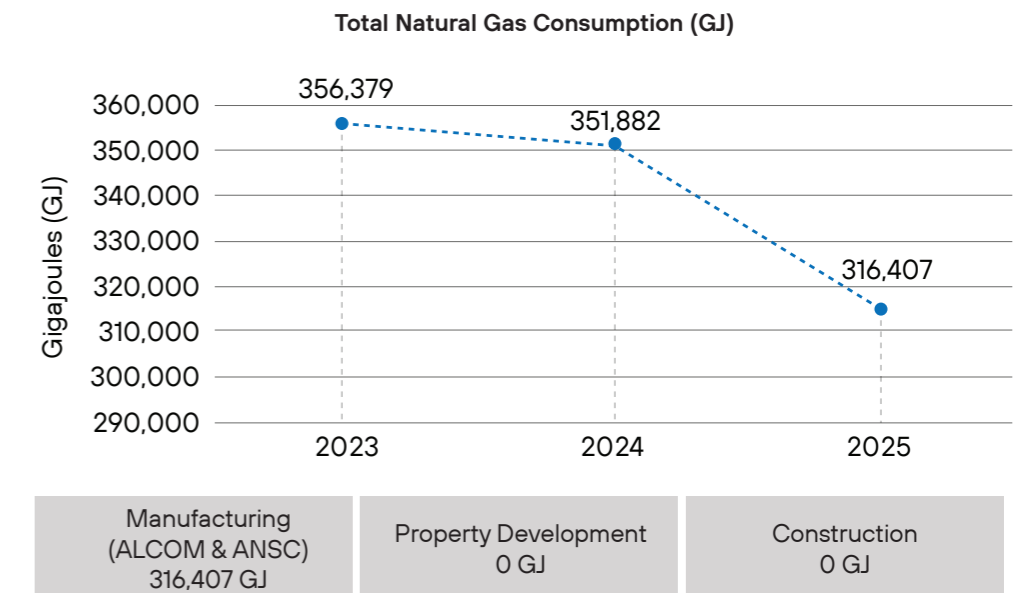
#### Electricity Consumption

Electricity is mainly consumed in manufacturing operations, with a smaller portion used in the Group's property development and construction segment.



#### Natural Gas Consumption

Natural gas represents the largest share of the Group's energy use, as it is primarily utilised within the Manufacturing segment for thermal applications in aluminium production processes.

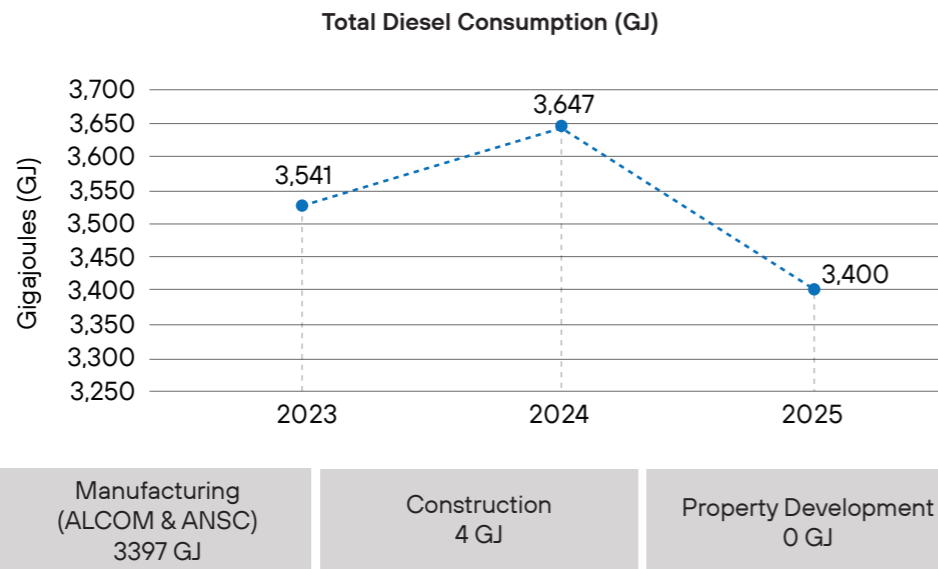


# Energy Management

## Performance Data

### Diesel Consumption

Diesel is primarily consumed for transportation, logistics and the operation of heavy-duty equipment required to support the Group's operations.



### ENERGY INTENSITY

Energy intensity is used by AGB to assess energy efficiency across its operations by measuring energy consumption relative to relevant operational indicators. Given the diverse nature of the Group's businesses, different intensity metrics are applied to reflect the most appropriate operational drivers for each segment.

For the Manufacturing (ALCOM & ANSC) segment, energy intensity is measured as gigajoules ("GJ") per metric tonne of production, reflecting the energy required to produce aluminium products. For the Property Development segment, energy intensity is measured as GJ per square metre of floor space, while for the Construction segment, energy intensity is measured as GJ per RM million of revenue, reflecting the project-based nature of its operations.

Using these operational indicators enables the Group to monitor energy efficiency across different business segments and identify opportunities to improve energy performance.

Segment	Total Energy (GJ)	Denominator	Denominator Value	Intensity
Manufacturing	424,759	Per unit of production (metric tonne)	46,811	8.56
Property Development	675	Per unit of floor space (meter square)	354	1.91
Construction	902	Per unit of revenue (RM)	127.89	7.05

## Performance Data

### ENERGY REDUCTION INITIATIVES

#### Solar Panel Installation

The first phase of our solar project is already operational, supplying renewable energy to support AGB's manufacturing activities. In 2025, the system generated 20,795 kWh of renewable electricity, contributing to the Group's efforts to diversify its energy sources and support a lower-carbon energy mix.

To further expand renewable energy generation, AGB progressed the installation of a solar carpark system at ALCOM's manufacturing facility. As at 2025, the system has an installed capacity of 6,379 kWp, following an earlier phase of 969 kWp in 2024, with an additional 526 kWp scheduled for completion in 2026. Currently, 418.8 kWp has been energised and is contributing to the Group's electricity supply. Upon full commissioning, the system will further enhance AGB's renewable energy capacity and support its decarbonisation efforts.



# Future Outlook

AGB will continue to strengthen its energy management practices to improve operational efficiency and minimise environmental impacts. As energy consumption remains a key component of the Group's operational footprint, AGB will continue to monitor energy performance and identify opportunities to optimise energy use across its operations.

**Moving forward**, the Group will focus on several key initiatives to enhance its energy performance. Through these initiatives, AGB aims to progressively enhance energy efficiency and strengthen the integration of sustainable energy practices within its operations.

## Expansion of Renewable Energy

The solar carpark system installed at ALCOM's manufacturing facility in 2025 is scheduled to be fully commissioned in 2026, which will further increase the Group's renewable energy generation capacity.

## Energy Efficiency Improvements

AGB will continue to identify opportunities to improve energy efficiency through operational optimisation and responsible energy management across its facilities.

## Energy Performance Monitoring

The Group will continue to track energy consumption and review energy performance to support continuous improvement in energy management practices.

# Materials Management and Resource Efficiency

GRI 2-23, 2-24, 3-3, 301-1, 301-2

## Why It Matters

AGB recognises that responsible materials management plays a critical role in reducing environmental impacts and improving resource efficiency across its operations. The Group actively optimises material use and increases the adoption of recycled inputs to reduce reliance on virgin resources while enhancing operational performance.



### Manufacturing (ALCOM & ANSC) Segment

ALCOM & ANSC utilises aluminium as its primary raw material. To address the resource intensity of aluminium production, ALCOM & ANSC prioritises the use of low carbon ingots, recycled aluminium and strengthens material recovery efforts to minimise environmental impact and support circular material flows.



### Property Development and Construction Segments

AGB Builders drives efficient material utilisation and embeds sustainable procurement practices to reduce construction waste and promote responsible building approaches.

Through continuous improvement and targeted recycling initiatives, AGB enhances resource efficiency, reduces waste generation, and accelerates its transition towards a circular economy.

## How It Is Managed

AGB manages material and resource efficiency by embedding circularity principles and responsible material use across its manufacturing, property development and construction operations.



The Manufacturing segment (ALCOM & ANSC) prioritises the use of recycled aluminium and low-carbon aluminium ingots in its production processes to reduce reliance on virgin raw materials and minimise overall environmental impact. It strengthens material recovery practices by capturing and reintegrating recyclable materials into the production cycle, improving yield and minimising waste generation. Operational controls are implemented to monitor material usage, identify inefficiencies and optimise resource utilisation across manufacturing activities.



The Property Development and Construction segments emphasises efficient material utilisation, waste minimisation and responsible procurement practices, adopting structured material planning and site controls to reduce material losses, while implementing reuse strategies and alternative materials where feasible to support sustainable construction practices.

Through these targeted approaches, the Group enhance resource efficiency, reduces waste and supports the transition towards more circular and sustainable material management across their operations.

# Materials Management and Resource Efficiency

## Performance Data

Our material usage varies across business segments due to different operational requirements. In FY2025, total material consumption across the Group amounted to 96,475 metric tonnes, with the majority of materials utilised in the Manufacturing segment to support aluminium production activities. The Property Development and Construction segment also contributed to overall material use through materials required for development and construction activities.

### MATERIAL CONSUMPTION BY SEGMENT

AGB continues to monitor material consumption across its operations to improve resource efficiency and support responsible material management.



AGB recorded a total material consumption of 96,475 metric tonnes (mt) across its operations in FY2025. The Manufacturing segment, comprising ALCOM and ANSC, utilised 32,973 mt of materials primarily for aluminium production activities.

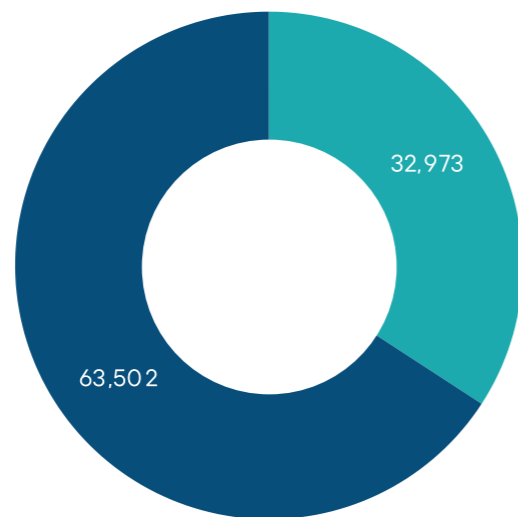


AGB Builder accounted for 63,502 mt of material usage in FY2025. The higher material consumption in this segment during the year was largely attributed to BREX Expansion project, which required substantial construction materials to support project development.



Material Consumption 2025 (mt)

● MANUFACTURING ● CONSTRUCTION

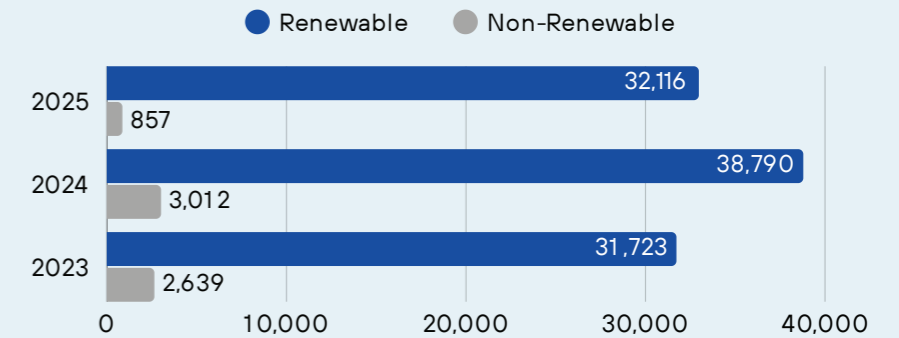


AGB continues to monitor material usage across its business segments to improve resource efficiency and support responsible material management throughout its operations.

## Performance Data



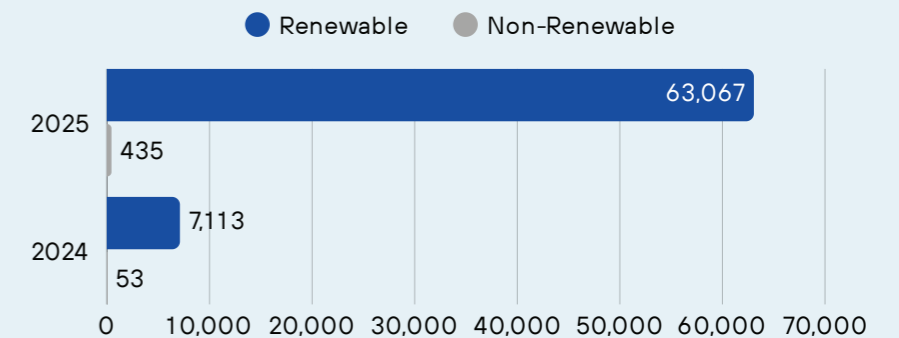
- Manufacturing (ALCOM & ANSC) consumed 32,116 metric tonnes of non-renewable materials in FY2025, representing a decrease from 38,790 metric tonnes in FY2024.
- Renewable material usage amounted to approximately 857 metric tonnes in FY2025, compared to 3,012 metric tonnes in FY2024.
- While renewable materials continue to represent a relatively small share of total material consumption, the Group remains focused on improving resource efficiency and increasing the integration of recycled aluminium within its manufacturing processes.



In FY2025, Construction segment consumed 63,067 metric tonnes of non-renewable materials, representing a significant increase from 7,113 metric tonnes in FY2024. The increase was primarily driven by higher construction material requirements associated with the BREX Expansion project during the year.



- Renewable material usage also increased to 435 metric tonnes in FY2025, compared to 53 metric tonnes in FY2024.
- While renewable materials represent a relatively small proportion of total material consumption, the Group continues to explore opportunities to incorporate more sustainable materials in its construction activities.

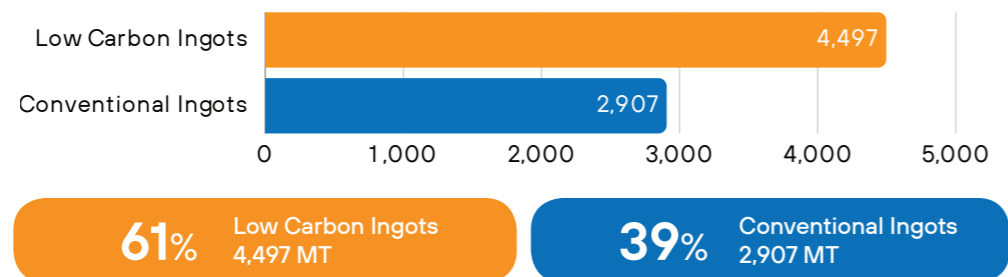


# Materials Management and Resource Efficiency

## Use of Low Carbon Aluminium Ingots

As part of its commitment to reduce environmental impact and supporting low-carbon production practices, AGB prioritises the procurement and use of low carbon aluminium ingots within its manufacturing operations. These ingots are sourced from suppliers that adopt energy-efficient production processes and lower-emission inputs, contributing to a reduced carbon footprint compared to conventional aluminium sources.

In FY2025, the Group utilised a total of 7,404 metric tonnes of aluminium ingots, of which 4,497 metric tonnes (61%) comprised low carbon aluminium ingots, while the remaining 2,907 metric tonnes (39%) were conventional ingots. The majority share of low carbon ingots reflects AGB's ongoing efforts to transition towards lower-emission raw materials through responsible sourcing practices.



This approach strengthens the Group's material management strategy by integrating sustainability considerations into procurement decisions, while supporting broader decarbonisation efforts across the aluminium value chain. Moving forward, AGB aims to progressively increase the adoption of low carbon materials in line with its sustainability and climate-related commitments



# Future Outlook

AGB will continue strengthening its approach to materials management by improving resource efficiency and supporting more sustainable material use across its operations.

### Material Circularity: Recycled Aluminium

Increasing the integration of recycled aluminium in manufacturing processes to improve material circularity.

### Optimise Resource Utilisation

Enhancing material recovery and recycling practices to optimise resource utilisation across operations.

### Stronger Supplier Collaboration

Strengthening supplier collaboration to encourage responsible sourcing and efficient material use.

Through these efforts, AGB aims to support more circular material flows and contribute to a more resource-efficient and resilient future.

# Waste Management

GRI 2-23, 2-24, 3-3, 306-1, 306-2, 306-3, 306-4, 306-5

## Why It Matters

Responsible waste management is integral to reduce our environmental footprint and support circular economy practices across our Group's operations. Our approach prioritises minimising waste generation, enhancing resource recovery, and ensuring regulatory compliance throughout our operational activities.

In 2025, the Group generated a total of 3,648.03 metric tonnes (mt) of waste across all segments. Waste arises primarily from production processes, maintenance activities, material handling, and construction works. Hazardous waste streams are subject to stricter controls due to their potential environmental and regulatory risks.

By strengthening segregation practices, improving waste data transparency, and increasing recovery and recycling efforts, the Group continues to reduce landfill dependency and mitigate environmental impact.

## How It Is Managed

AGB manages waste across its operations through a structured approach that emphasises regulatory compliance, environmental protection and responsible resource use. Waste handling practices include source segregation, controlled storage and disposal through licensed waste contractors. Scheduled waste is managed in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005 and the Solid Waste and Public Cleansing Management Act 2007, ensuring that both hazardous and non-hazardous wastes are managed through licensed contractors. Waste volumes and treatment methods are monitored to support regulatory reporting and sustainability disclosures. The Group also continues to strengthen its recycling and recovery practices to further reduce environmental impact.



Waste generated from manufacturing processes is systematically managed through operational controls, with a focus on segregation, safe handling and regulatory-compliant disposal. Greater emphasis is placed on recycling and material recovery, reflecting efforts to improve resource efficiency and reduce dependence on landfill disposal.



Waste from construction activities is managed at project sites through segregation, controlled handling and disposal via licensed contractors. Due to the nature of construction works, landfill remains a key disposal method, with ongoing efforts to minimise waste generation and increase recycling where feasible.



Waste is limited to office-related waste and is not considered material. Basic waste management practices are applied, including general waste segregation and proper disposal in accordance with local requirements.

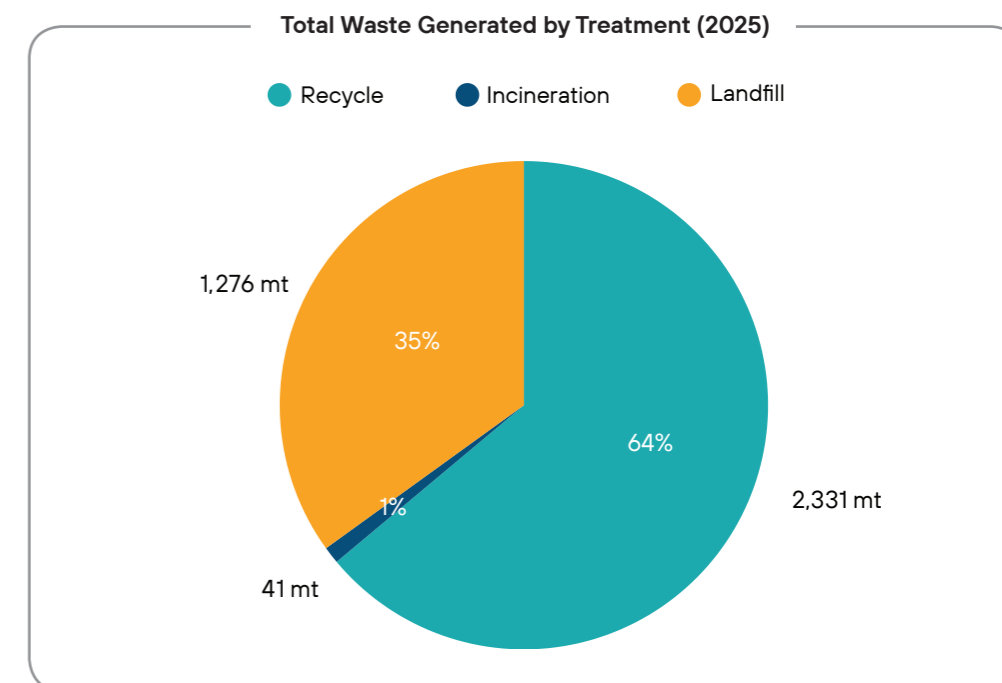
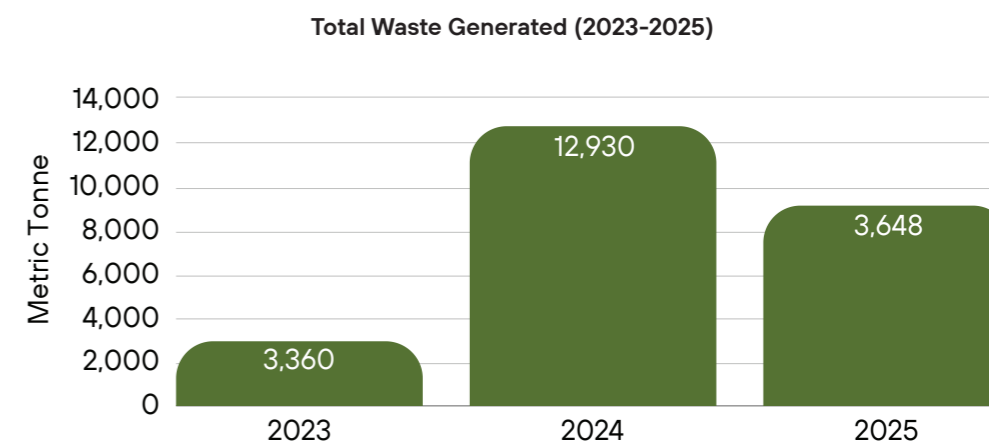
## Performance Data

Group generated a total of 3,648 metric tonnes (mt) of waste

## TOTAL WASTE GENERATED

In FY2025, the Group generated a total of 3,648 mt of waste across operations. Waste generation reflects the scale of operation, production activities, and construction progress during the year. The 2025 level indicates stabilised waste volumes following prior fluctuations, supported by strengthened monitoring, improved segregation practices, and continued emphasis on recovery and responsible disposal.

The Group remains focused on enhancing waste efficiency and reducing landfill dependency through systematic waste management controls.



# Waste Management

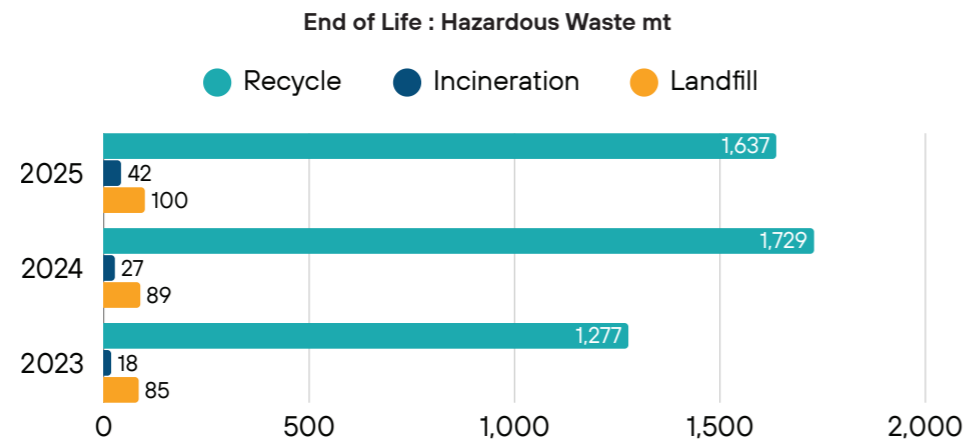
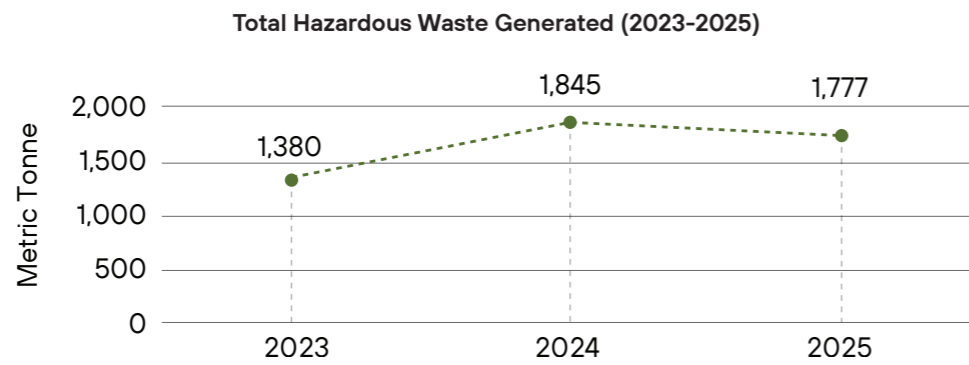
## Performance Data

”  
Recycling accounts for 64% of the Group’s total waste treatment, reinforcing its role as the primary pathway for managing waste across operations. generated a total of 3,648 mt of waste

Recycling accounts for 64% of the Group’s total waste treatment, reinforcing its role as the primary pathway for managing waste across operations. This reflects a continued emphasis on resource recovery and reducing reliance on disposal methods, supporting more efficient material use within the Group’s activities.

### HAZARDOUS WASTE

In 2025, 1,635 metric tonnes of hazardous waste were recycled, while 41 mt were treated through incineration and 100 mt were disposed of via landfill. The Group ensures that all hazardous waste is managed and treated by licensed contractors in accordance with applicable environmental regulations, while continuously strengthening waste segregation and recovery practices to minimise environmental impact.

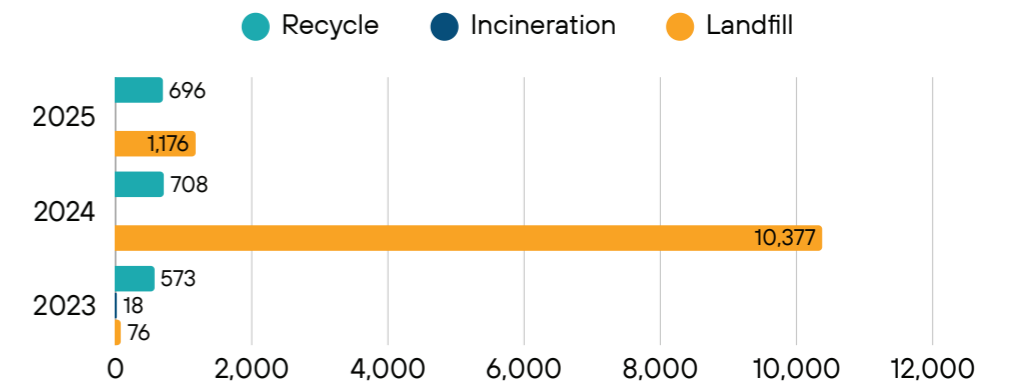
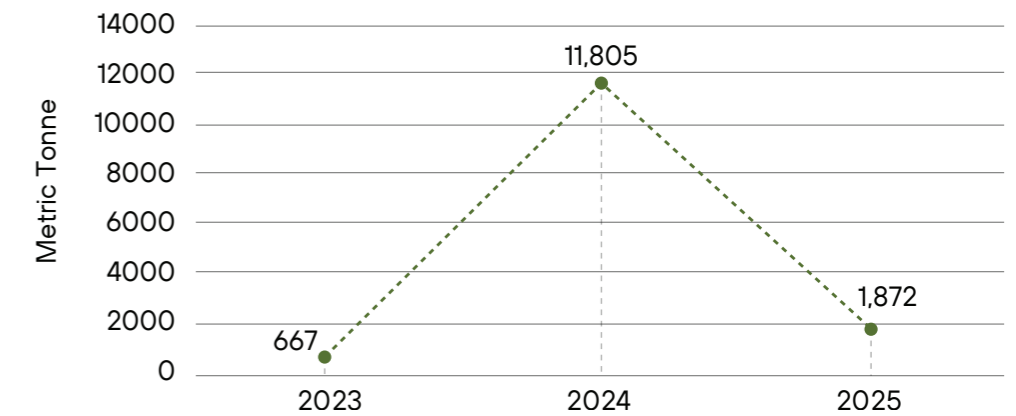


## Performance Data

### NON-HAZARDOUS WASTE

In 2025, the Group recorded a total non-hazardous waste generation of 1,872 mt. During the year, the Group reduced its reliance on landfill at 1,176mt while maintaining recycling efforts, with 696 mt of waste diverted for recycling. This marks an improvement from 2024, when landfill disposal was significantly higher, at 10,377 mt, reflecting the Group continued focus on improving waste management practices and enhancing resource recovery where operationally feasible, in line with responsible waste management principles.

Total Non-Hazardous Waste Generated (2023-2025)



## Waste Management

### Landfill Waste Reduction Target

As part of AGB's commitment to responsible waste management, the Group has established a target to minimise landfill disposal relative to production output. For 2025, the target is to limit total landfilled waste intensity to 2.99 kg/mt of production.

Through improved waste segregation, recycling initiatives, and enhanced operational waste management practices, the Group achieved an actual landfill waste intensity of 2.15 kg/mt, outperforming the target set for the year. This result reflects the Group's continued efforts to prioritise recycling and resource recovery while reducing reliance on landfill disposal.



## Future Outlook

AGB remains committed to strengthening its waste management practices and advancing responsible resource utilisation across its operations. Key focus areas moving forward include:

### Resource Recovery

Enhance waste segregation and recycling initiatives to increase resource recovery.

### Reduce Landfill Disposal

Reduce reliance on landfill disposal through improved waste management practices.

### Promote Circular

Explore opportunities to integrate circular economy principles within manufacturing and construction activities.

### Stronger Supplier

Collaborate with licensed waste management contractors and stakeholders to support responsible waste treatment and compliance with environmental regulations.

Through these initiatives, AGB aims to minimise environmental impacts while supporting sustainable resource management and long-term operational resilience.

# Water Stewardship and Management

GRI 2-23, 2-24, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

## Why It Matters

Water is essential to AGB's core operations supporting manufacturing processes and construction activities across all segments, with reliable access critical to maintaining production efficiency and meeting project timelines. As a shared and finite resource, its availability is increasingly shaped by climate conditions, infrastructure capacity and regulatory requirements, which may affect supply reliability and operational planning.

AGB therefore manages water use to reduce operational risks, control costs and minimise environmental impact, while ensuring that its operations remain efficient and resilient over time.



## How It Is Managed

“  
Our water management approach prioritises responsible usage, efficient monitoring, and regulatory compliance to reduce consumption while maintaining operational efficiency.”

### GOVERNANCE AND OPERATIONAL OVERSIGHT

Water is a critical resource for AGB, supporting manufacturing operations and general facility use across its subsidiaries. Our water management approach prioritises responsible usage, efficient monitoring, and regulatory compliance to reduce consumption while maintaining operational efficiency.

AGB sources water from two primary channels:

- **Municipal Water:** Supplied by Air Selangor and is used across the Manufacturing, Property Development and Construction segments for sanitation, cleaning, and general facility operations.
- **Groundwater:** Utilised by ALCOM's manufacturing facilities to support cooling, and fire suppression system.

Water management is integrated into the Group's environmental governance framework. Consumption volumes and source data are monitored at operational level and consolidated annually for sustainability reporting. Groundwater extraction is conducted only where permitted under regulatory licences, with abstraction volumes monitored to ensure compliance with approved limits.

The Group complies with Standard B of the Environmental Quality (Industrial Effluent) Regulations 2009 and the Selangor Water Management Authority Enactment 1999 (LUAS) governing wastewater discharge and water efficiency practices.

## Advancing Circular Use Through Water Recycling

To reduce dependence on freshwater withdrawal, the Group has implemented water recycling within its manufacturing segments, supporting a shift towards more circular water management practices.

Process water is treated internally and reused for non-potable applications such as cooling and auxiliary systems. This approach retains water within operational cycles instead of discharging it after single use, improving overall resource efficiency.

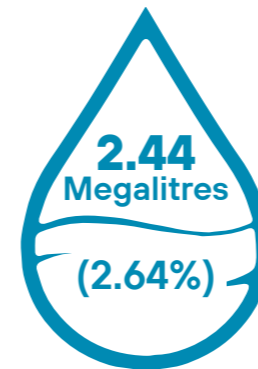
Water recycling contributes to:

- Reduced freshwater withdrawal;
- Lower reliance on groundwater abstraction;
- Improved water use efficiency; and
- Enhanced resilience against supply variability.

Recycled water volumes are monitored as part of operational controls and disclosed in alignment with total water withdrawal data. Beyond recycling, AGB continues to strengthen water stewardship through infrastructure maintenance, abstraction monitoring and ongoing review of consumption trends.

### WATER RECYCLING PERFORMANCE (2025):

Total Recycled Water



# Water Stewardship and Management

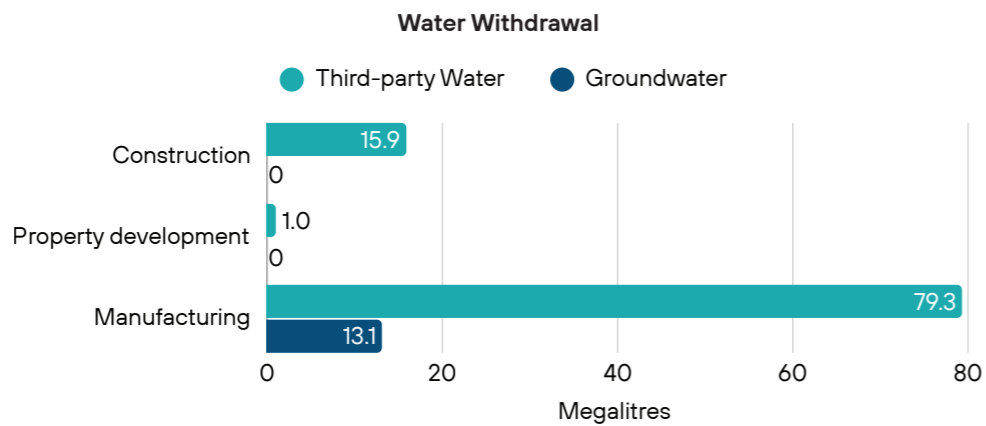
## Performance Data

### WATER WITHDRAWAL

The Group's water withdrawal is primarily driven by its manufacturing segment, which account for the majority of total water use due to process requirements.

Water use within the property development and construction segments remained significantly lower and was sourced entirely from third-party supply, reflecting the non-industrial nature of these activities.

Groundwater abstraction is limited to the manufacturing segment and is managed under regulatory licensing conditions, while municipal water is utilised across all segments to support operational and site requirements.



Segment	Groundwater (ML)	Third-party Water (ML)	Total (ML)
Manufacturing	13.1	79.3	92.4
Property Development	N/A	1.0	1.0
Construction	N/A	15.9	15.9
<b>Total</b>	<b>13.1</b>	<b>96.2</b>	<b>109.3</b>

## Performance Data

### WATER DISCHARGE

Water discharge represents the volume of water released from AGB's operations after use in manufacturing and utility activities. Discharged water is managed through the Industrial Effluent Treatment System (IETS) prior to discharge or reuse, in line with regulatory requirements. Water discharge data is reported for the Manufacturing segment (ALCOM and ANSC), where monitoring systems are in place, and volumes are compiled using a combination of measured, estimated and calculated data based on available operational records.

**TOTAL WATER DISCHARGE:** **63.1** Megalitres

### WATER CONSUMPTION

The Group determines consumption based on the difference between total water withdrawal and discharge, reflecting the net water retained within operations.

Segment	Total Water Consumption (ML)
Manufacturing (ALCOM & ANSC)	29.3
Property Development	1.0
Construction	15.9

# Water Stewardship and Management

## Improving Water Efficiency Through Operational Measures

To improve water efficiency across operations, the Group tracks water consumption against production output and sets annual reduction targets. The Group achieved its water reduction objective for the 2025, supported by strengthened monitoring and operational controls within its manufacturing activities.

Water conservation efforts are driven by initiatives implemented within the manufacturing segment. Treated final discharge from the Industrial Effluent Treatment System (IETS) is recovered and reused as process water, where it is channelled into ANSC's coating line for surface cleaning operations. This approach reduces reliance on freshwater sources while supporting operational requirements.

Through continued monitoring and reuse practices, the Group maintains control over its water consumption and supports more efficient use of resources across its operations.



# Future Outlook

Water stewardship remains an evolving priority for the Group. As environmental expectations and resource constraints continue to evolve, the Group recognises that responsible management of municipal and groundwater resources is fundamental to sustaining long-term operational resilience and cost stability.

- Sustain Compliance**  
 Strengthen monitoring of groundwater abstraction volumes within the manufacturing segment to ensure sustained compliance with regulatory limits.
- Data Monitoring And Reporting**  
 Enhance the measurement and consolidation of recycled water data to improve transparency and reporting accuracy.
- Improve Water Efficiency**  
 Review water intensity relative to operational output in order to identify further efficiency opportunities.
- Structured Supplier Oversight**  
 Maintain disciplined consumption practices across construction sites through structured supervision and contractor oversight.

# ACHIEVEMENT AWARD TOP COMPANY MAYSIA BERHAD

## Managing Social Impact



SILVER

2024/2025

# PMHA

*Award Presentation Ceremony*

GUEST OF HONOR



SUSTAINABILITY

ANDAR UTAMA

# Workforce Management and Social Responsibility

GRI 2-7, 2-8, 2-23, 2-24, 3-3, 401-1, 401-2, 401-3

## EMPLOYMENT

### Why It Matters

Responsible employment practices are fundamental to operational stability, productivity, and sustainable growth across AGB's Manufacturing (ALCOM & ANSC), Property Development and Construction segments.



**AGB acknowledges that workforce stability is a key enabler of sustainable value creation.**

The Group's ability to attract and retain competent talent directly affects:

- Production continuity and project delivery;
- Technical capability and innovation;
- Workforce morale and engagement; and
- Long-term business resilience.

Turnover trends, salary competitiveness, workforce planning, and employee benefits require structured oversight to mitigate operational disruption and strengthen organisational capability. Ethical labour practices and regulatory compliance further safeguard the Group's social licence to operate.

AGB acknowledges that workforce stability is a key enabler of sustainable value creation.

### How It Is Managed

Employment practices are managed at subsidiary level and consolidated at Group level through Human Resources ("HR") oversight and management reporting structures. Policies are guided by the Employment Act 1955 and other applicable Malaysian labour regulations. Across all three segments, employment practices emphasise:

- Equal opportunity;
- Non-discriminatory hiring;
- Fair compensation aligned with market conditions; and
- Compliance with statutory employment standards.



The Manufacturing segment (ALCOM & ANSC) adopts a structured and data-driven approach to workforce management.

Recruitment and retention strategies are informed by:

- Turnover analysis by job level;
- Exit interview findings;
- Labour market benchmarking; and
- Workforce planning aligned with production expansion.

Past reviews identified salary competitiveness as a key driver of resignations, particularly among short-term engineers. In response, starting salaries were revised and benchmarked against market percentiles to enhance retention. Hiring levels also increased to support operational expansion initiatives.

### How It Is Managed

Retention measures include structured incentives such as production bonuses and the Annual Incentive Plan. Career development pathways support long-term workforce stability.

Working hours follow a standard 45-hour workweek, with overtime regulated in compliance with statutory requirements. Ethical labour practices are enforced, with a strict stance against forced or compulsory labour.

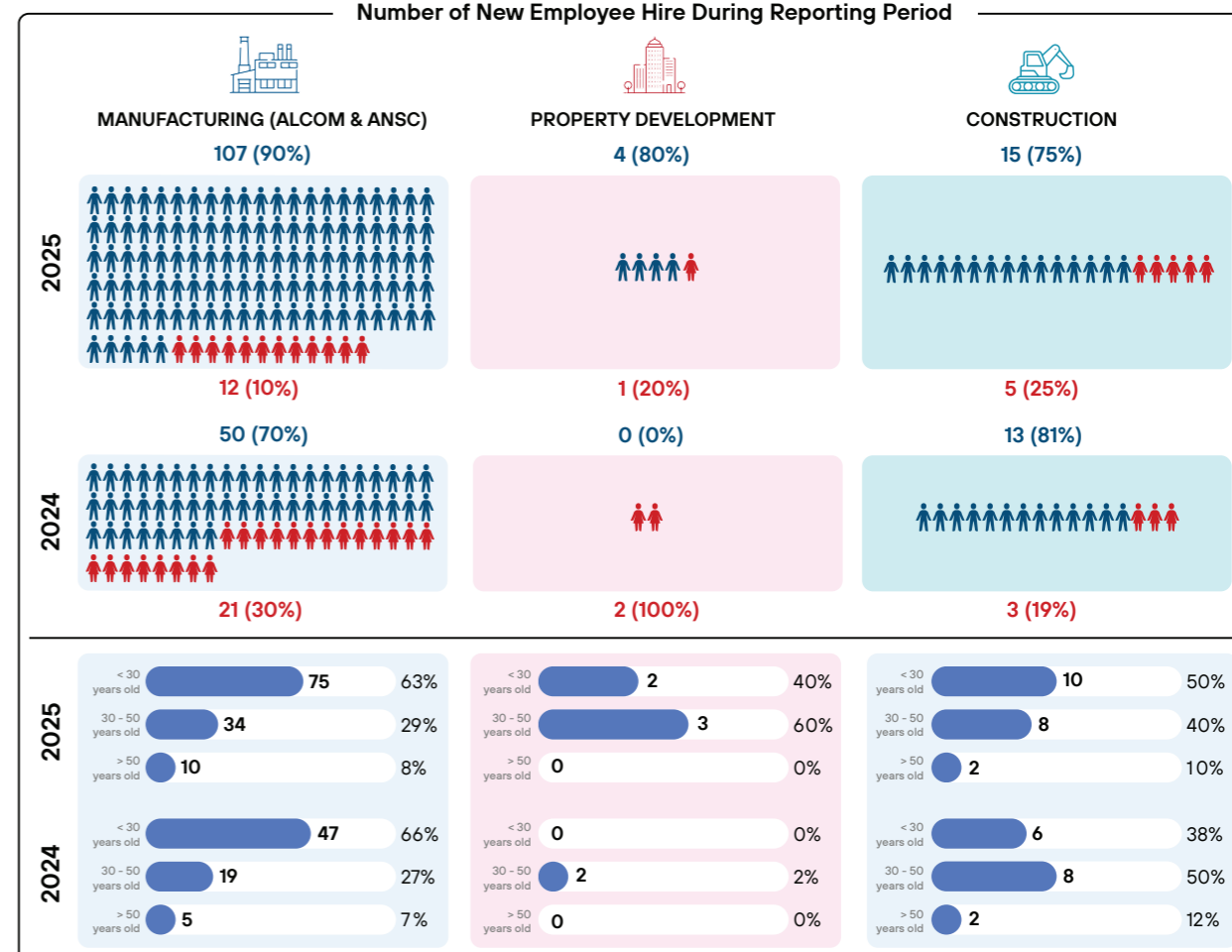


Workforce management approach is based on project-based operational model. Recruitment practices are operationally driven to meet project timelines. While formal hiring standard operating procedures are evolving, existing internal recruitment processes help ensure workforce continuity. To enhance retention, salary adjustments and additional incentives have been introduced. However, low participation in exit interview remains a challenge, limiting deeper insight into the underlying drivers of employee turnover.



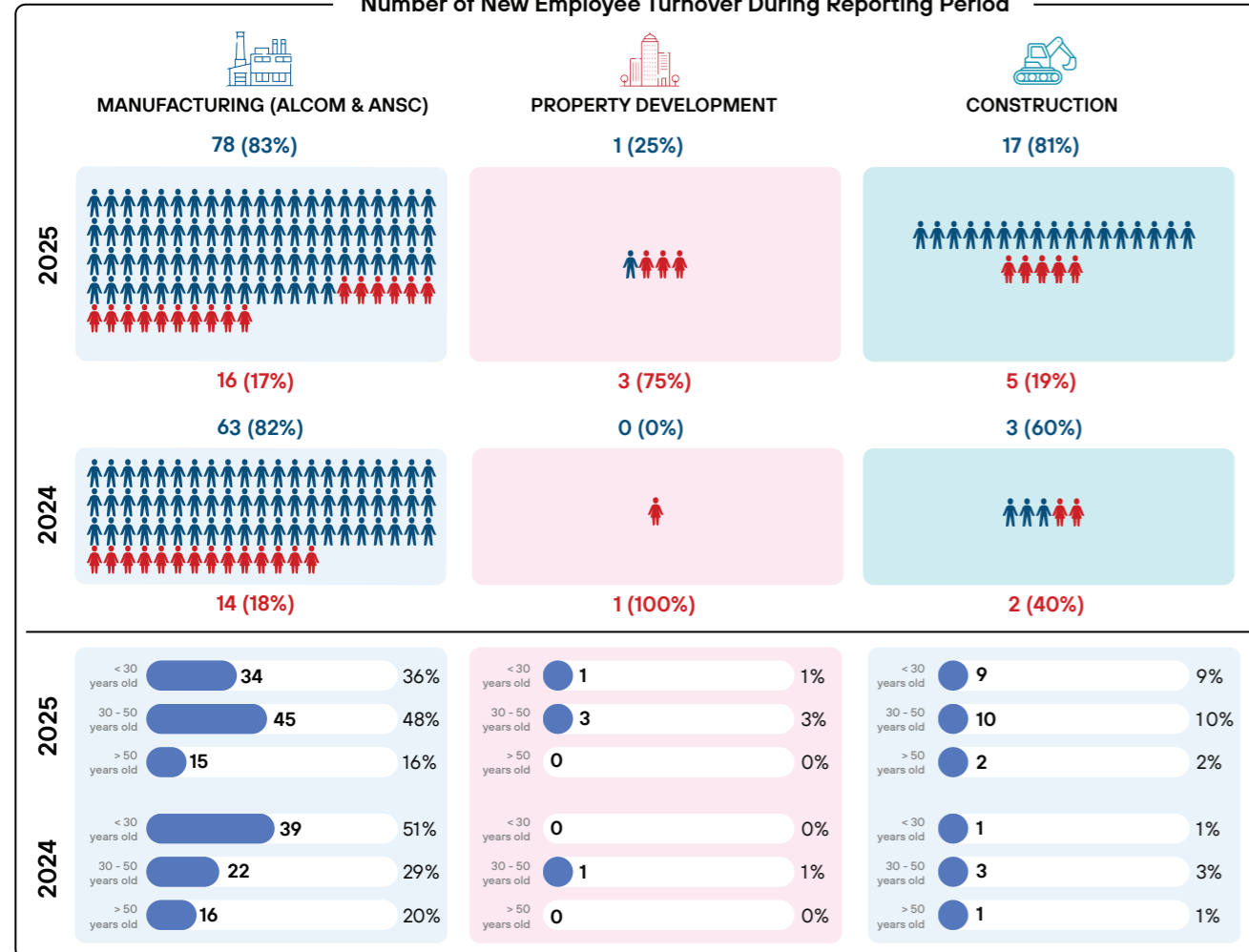
Workforce management approach is based on project-based operational model. A structured, merit-based recruitment process is outlined within the Employee Handbook to ensure fairness, inclusivity, and non-discrimination. Salary structures are benchmarked against industry standards to maintain competitiveness. Benefits benchmarking exercises are conducted periodically to enhance employee value propositions.

### Number of New Employee Hire During Reporting Period

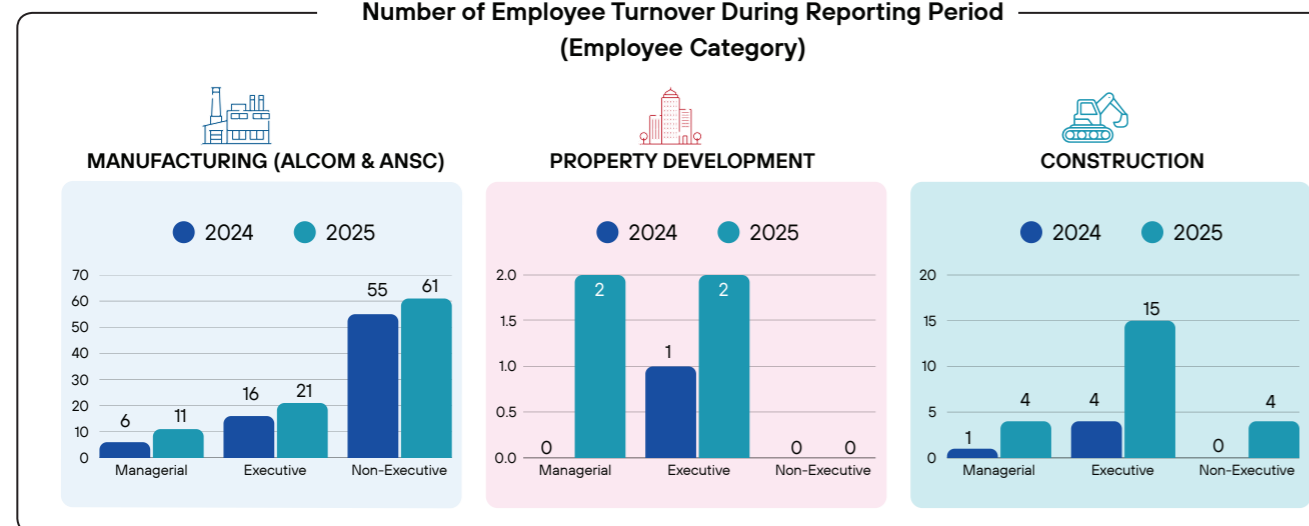


# Workforce Management and Social Responsibility

Number of New Employee Turnover During Reporting Period



Number of Employee Turnover During Reporting Period (Employee Category)



## How It Is Managed

### EMPLOYEE BENEFITS

AGB provides employee benefits designed to support well-being, retention, and workforce stability. Benefits are reviewed periodically to ensure competitiveness and alignment with regulatory requirements.



Employees are covered under:

- Medical, life, and hospitalisation insurance;
- Group Personal Accident protection;
- General Accident Scheme;
- Dental and surgical coverage;
- Structured bonus system separating contractual salary from discretionary incentives; and
- Marriage leave and bereavement leave.

Foreign workers are housed in Centralised Labour Quarters certified by Department of Labour (JTK), in compliance with regulatory requirements. Medical benefit enhancements were implemented following employee feedback to improve overall coverage.

The Manufacturing segment (ALCOM & ANSC) organised a Long Service Award session to recognise employees for their loyalty, dedication, and long-term contributions to the organisation. Certificates were presented to employees upon reaching service milestones, acknowledging their role in supporting the Group's continued operations and growth. The programme also provided an opportunity for employees and management to share experiences and reflect on their professional journeys within the company.



A benchmarking exercise led to enhancements in medical and financial benefits. Employees receive:

- Life and medical insurance;
- Parental leave;
- Marriage benefit;
- Compassionate support; and
- Biennial benefit review to maintain competitiveness.



Employees receive:

- Life and medical insurance coverage;
- Hospitalisation leave;
- Marriage and compassionate leave; and
- Performance-based incentives.

Structured HR engagement initiatives, including policy roadshows and reinforcing awareness of employee entitlements.

# Workforce Management and Social Responsibility

How It Is Managed

EMPLOYEE BENEFITS



**Parental Leave**

AGB provides parental leave in compliance with Malaysian labour law and, in certain cases, exceeding statutory requirements. The following table outlines parental leave statistics for 2025.

Parental Leave	Manufacturing (ALCOM & ANSC)	Property Development	Construction
Total number of employees that were entitled to parental leave	307	9	40
Total number of employees that took parental leave	15	2	2
Total number of employees that returned to work in the reporting period after parental leave ended	15	1	1

## Future Outlook

AGB will continue to strengthening employment management across all segments. The Group remains committed to maintaining ethical, compliant, and responsible employment practices that support long-term workforce resilience and sustainable business growth.

**Closing Gaps in Policies**

Standardise human resources policies where gaps remain.

**Workforce Planning Tools**

Enhance workforce planning tools and turnover analytics for better management decisions and actions.

**Benchmarking for Competitiveness**

Conduct continuous salary benchmarking to address market competitiveness.

**Retention Framework:**

Structured retention frameworks aligned with segment-specific operational needs

**Periodic Reviews**

Periodic review of employee benefits to ensure fairness and sustainability.

# Workforce Management and Social Responsibility

GRI 2-23,2-30, 2-24, 3-3, 402-1

## LABOUR-MANAGEMENT RELATIONS

### Why It Matters

Constructive labour-management relations are essential to maintaining operational stability, workforce engagement, and business continuity across AGB's segments.

Clear communication mechanisms, defined notice periods, and structured employee representation frameworks reduce the risk of workplace disputes, operational disruptions, and reputational exposure. Transparent engagement also strengthens employee trust and supports informed workforce transitions during organisational or operational changes.

Given the operational intensity of manufacturing facilities and the project-based nature of construction and property development activities, structured labour-management practices are critical to ensuring timely information flow and maintaining workforce morale.

### How It Is Managed

Labour-management relations are managed at subsidiary level, with oversight embedded within the Group's governance structure. Approaches vary by segment to reflect operational requirements, workforce composition, and regulatory context.



The Manufacturing segment (ALCOM & ANSC) maintains a formal Collective Agreement with the Metal Industry Employees' Union, which provides a structured framework governing wages, benefits, and working conditions.

Key management practices include:

- Formal engagement with union representatives;
- Structured negotiation processes under the Collective Agreement; and
- Defined communication protocols for operational changes.

A minimum notice period is observed for significant operational changes. In emergencies requiring immediate action, shorter notice periods may apply to ensure operational responsiveness.

Communication channels include:

- Written notices;
- Electronic communication;
- Verbal briefings; and
- Reinforcement through supervisory channels.

Quarterly Town Hall sessions provide an additional platform for workforce engagement, enabling employees to raise concerns and receive updates directly from management.

### How It Is Managed



Labour-management practices within these segments reflect project-driven operational models and varying workforce dynamics.



Notice periods and communication methods are determined based on:

- Nature and scale of operational changes;
- Project timelines; and
- Workforce composition.

There is no single uniform notice period applied across all operational scenarios. Major operational changes, such as project transfers or site-related transitions, may involve longer communication lead times, while minor changes may be communicated within shorter timeframes.

Communication methods include:

- Direct supervisor briefings;
- Departmental meetings; and
- Written or electronic notifications.

Across the segments, management emphasises flexibility while maintaining clear communication channels to reduce uncertainty and support workforce adaptation.

Minimum number of weeks' notice typically provided to employees and their representatives

Manufacturing (ALCOM & ANSC)	2
Property Development	NA
Construction	4



# Future Outlook

The Group will continue strengthening labour-management frameworks and remains committed to maintaining respectful, transparent, and compliant labour relations practices that support workforce stability and long-term operational resilience.

### Ongoing Engagement

Regular and ongoing engagement with union representatives within the Manufacturing segment.

### Structured Communication Channels

Continued use of structured communication platforms such as Town Hall sessions.

### Closing Gaps In Protocols

Progressive standardisation of notice and communication protocols where operationally feasible.

### Improved Documentation

Improved documentation of communication practices across the Property Development and Construction segment.

# Workforce Management and Social Responsibility

GRI 2-7, 2-8, 2-23, 2-24, 3-3, 405-1

## DIVERSITY AND EQUAL OPPORTUNITY

### Why It Matters

A diverse and inclusive workforce strengthens decision-making, enhances innovation, and supports sustainable business performance. Diversity across gender, age group, experience, and professional background contributes to balanced leadership perspectives and improved organisational resilience.

For AGB, workforce diversity is relevant to:

- Long-term talent sustainability;
- Fair and merit-based career progression;
- Compliance with labour and governance expectations; and
- Stakeholder confidence in responsible employment practices.

Given the technical nature of manufacturing operations and the traditionally male-dominated construction industry, structured diversity oversight is necessary to ensure equal opportunity and mitigate unconscious bias in hiring, promotion, and leadership development.

### How It Is Managed

Diversity and equal opportunity are embedded within the Group's employment practices, guided by non-discrimination principles and merit-based recruitment standards. Oversight is maintained through HR functions at subsidiary level, with reporting consolidated at Group level.



The Manufacturing segment (ALCOM & ANSC) enforces a non-discrimination approach in recruitment, compensation, and promotion practices. Employment decisions are based on qualifications, competency, and performance requirements.

Management practices include:

- Structured recruitment procedures;
- Equal access to career development opportunities;
- Periodic review of workforce composition by gender and age group; and
- Monitoring of representation at different job levels.

While the operational workforce remains male-dominated due to industry characteristics, representation across gender and age categories is tracked to ensure fair employment practices. Leadership composition is also reviewed to assess diversity at decision-making levels.

No wage disparity is identified for employees performing similar roles and responsibilities. Compensation structures are standardised according to job grade and function.

# Workforce Management and Social Responsibility

## How It Is Managed



The Property Development and Construction segments apply merit-based hiring principles supported by documented recruitment procedures and employee handbook guidelines.



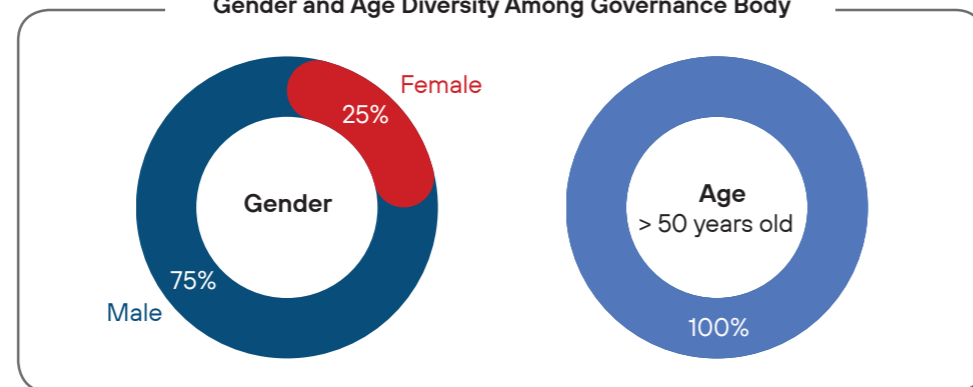
Management controls include:

- Fair and inclusive recruitment standards;
- Transparent promotion criteria;
- Periodic review of workforce demographics; and
- Monitoring of leadership representation.

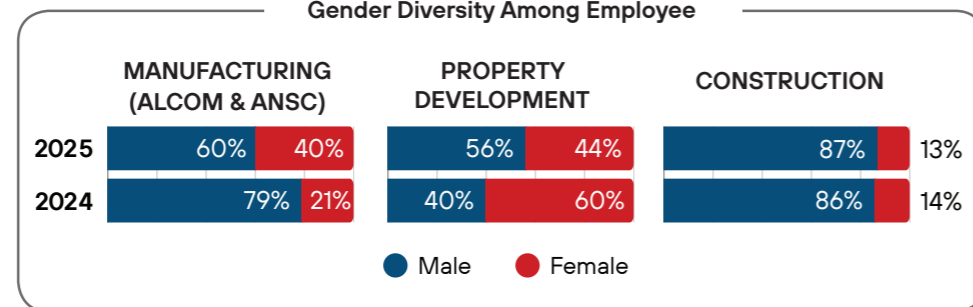
Workforce composition reflects prevailing industry dynamics, particularly within construction operations. However, management emphasises fairness in hiring, career progression, and access to development opportunities.

Although formal Diversity, Equity and Inclusion frameworks are evolving within certain subsidiaries, current practices are aligned with non-discrimination principles and statutory employment requirements.

Gender and Age Diversity Among Governance Body

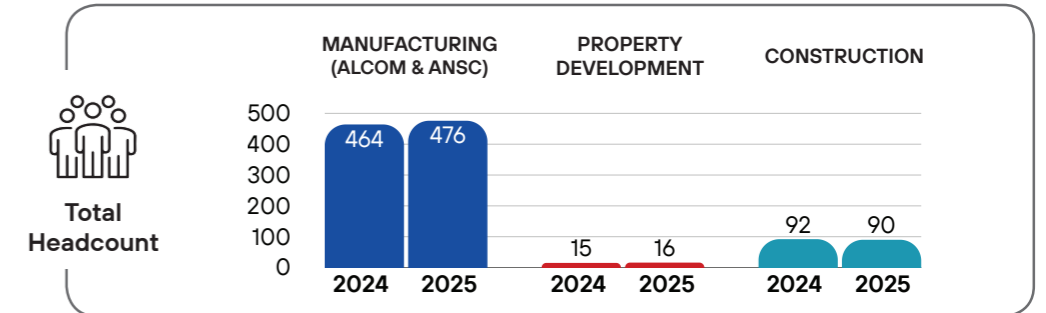
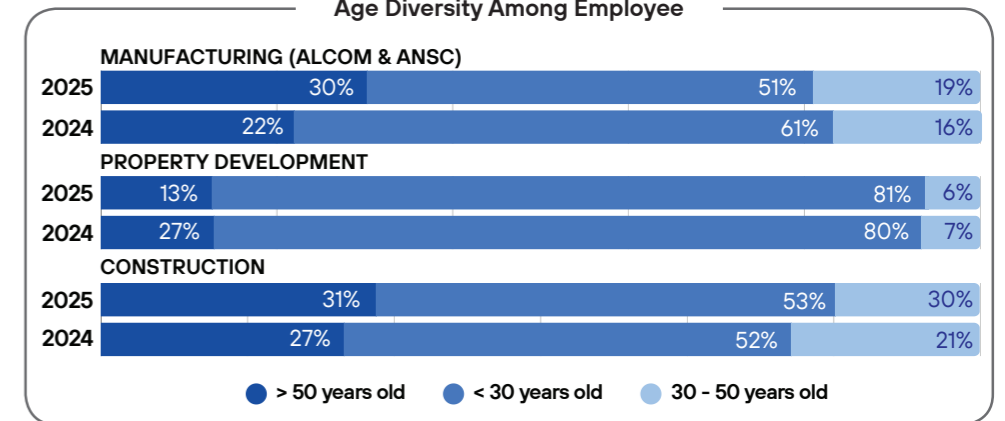


Gender Diversity Among Employee

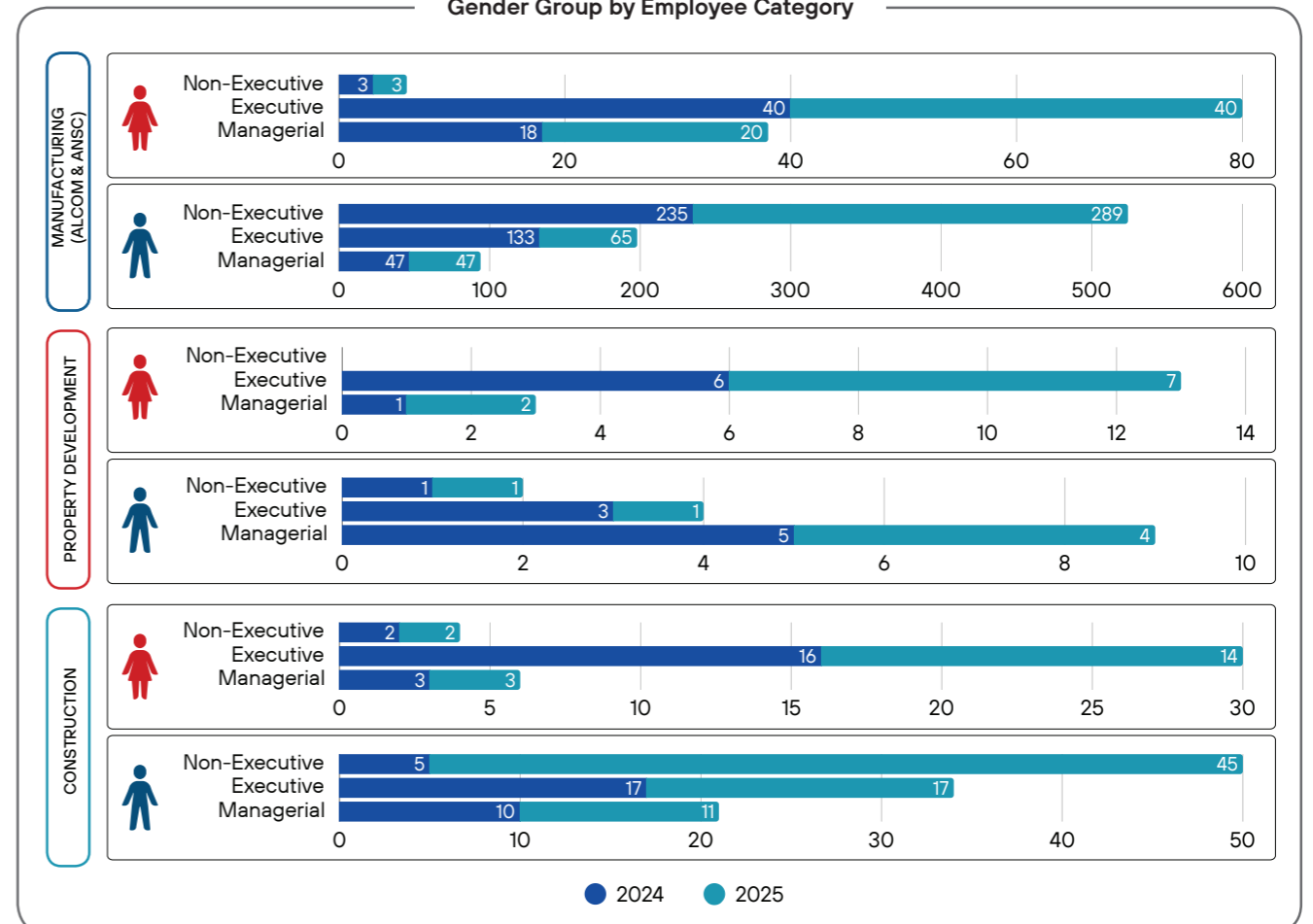


## How It Is Managed

Age Diversity Among Employee

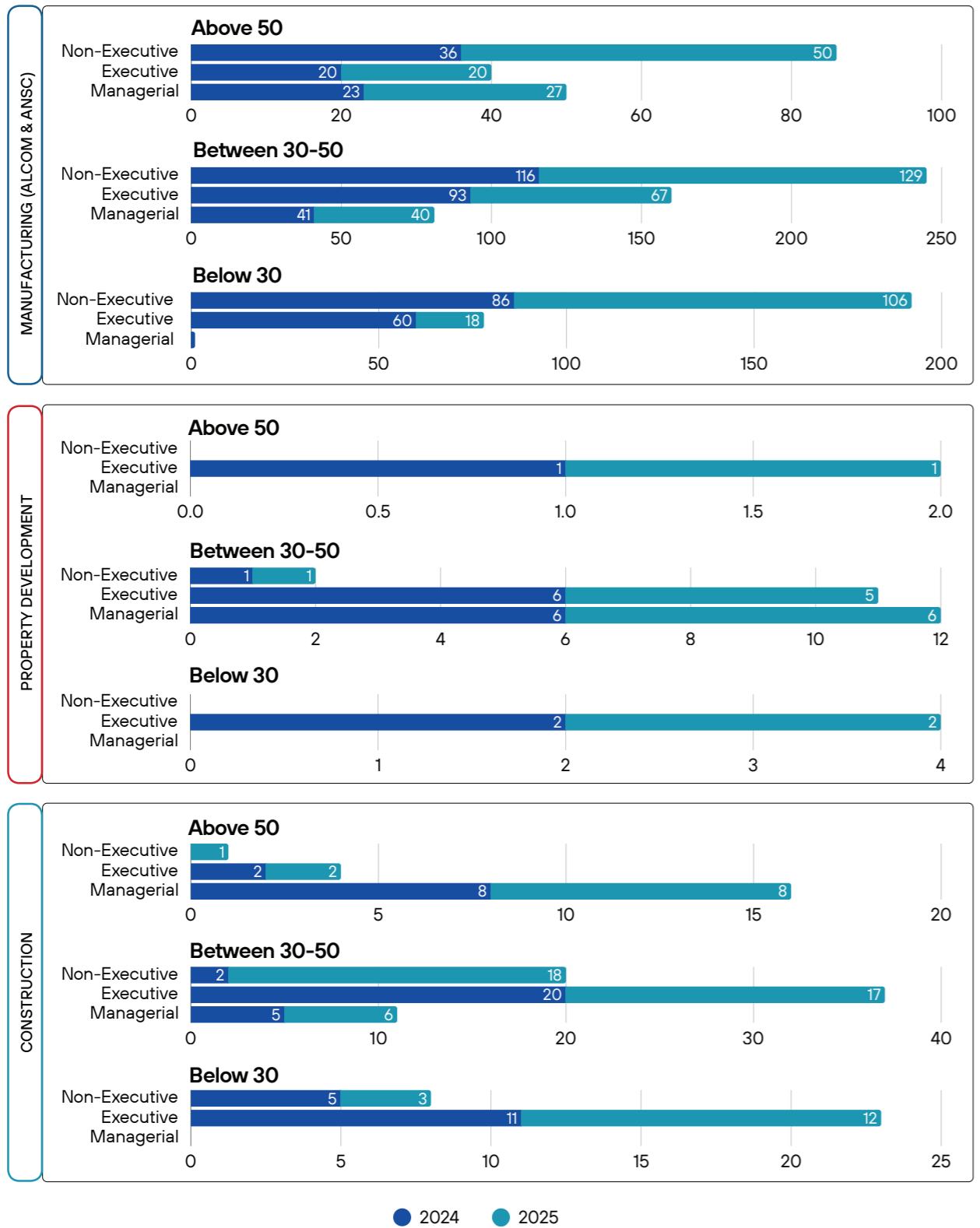


Gender Group by Employee Category



# Workforce Management and Social Responsibility

Age Group by Employee Category



## Future Outlook

AGB will continue to strengthening diversity governance and remains committed to ensuring equal opportunity, fair treatment, and merit-based advancement across all levels of employment, while recognising that workforce composition may reflect industry-specific characteristics.

### Monitoring Demographics

Enhanced monitoring of workforce demographics across segments.

### Improved Transparency

Improved reporting transparency on gender and age representation.

### Leadership Trends

Review of leadership diversity trends.

### Enhance DEI Frameworks

Progressive formalisation of Diversity, Equity and Inclusion frameworks where appropriate.

# Workforce Management and Social Responsibility

GRI 2-23, 2-24, 3-3, 202-1, 405-2

## SALARY AND REMUNERATION

### Why It Matters

Fair, competitive, and transparent remuneration practices are fundamental to employee retention, workforce motivation, and long-term organisational stability. A structured salary framework supports:

- Attraction of qualified talent;
- Reduction of turnover risk;
- Reinforcement of merit-based culture;
- Compliance with labour regulations; and
- Protection against pay discrimination risks.

In Manufacturing (ALCOM & ANSC), Property Development and Construction segments, where workforce composition and technical requirements vary significantly, structured salary governance ensures consistency across subsidiaries while allowing operational flexibility.

Equal pay for work of equal value remains a core principle underpinning AGB's remuneration philosophy. Compensation decisions are guided by job scope, responsibilities, qualifications, experience, and performance and not gender or background.

### How It Is Managed

Salary and remuneration practices are governed by HR functions at subsidiary level, with oversight from senior management. Frameworks are designed to align with statutory requirements, internal job grading structures, and industry benchmarks.

The Group applies role-based compensation structures to promote internal equity and market competitiveness.



The Manufacturing segment (ALCOM & ANSC) applies a structured job grading and salary framework aligned with operational complexity and technical skill requirements.

Management practices include:

- Standardised job classification and grading system;
- Performance-based salary increments;
- Annual incentive structures linked to operational performance;
- Periodic salary benchmarking against market data; and
- Review of remuneration across employee categories.

Compensation decisions incorporate:

- Technical competency requirements;
- Productivity expectations;

### How It Is Managed

- Performance appraisal outcomes; and
- Years of service and role scope.

The segment monitors internal pay consistency across comparable roles to ensure alignment with equal pay principles. Where remuneration gaps are identified, reviews are conducted to assess whether differences are attributable to role scope, tenure, or performance-related factors.



The Property Development and Construction segments apply remuneration frameworks that reflect project-based operational structures and professional role diversity.



Management controls include:

- Defined salary bands aligned with job grade;
- Performance-based increment mechanisms;
- Market benchmarking exercises; and
- Periodic review of financial and non-financial benefits.

Remuneration is determined based on:

- Project responsibility and accountability;
- Professional qualifications and experience;
- Performance evaluation outcomes; and
- Industry market conditions.

Salary structures are standardised within job categories to maintain fairness and consistency. Internal review mechanisms support alignment with non-discrimination and equal opportunity principles.

Across all segments, grievance mechanisms are available for employees to raise concerns relating to salary and benefits. Compliance is supported through internal controls and periodic review of payroll practices.

Ratio of basic salary and remuneration of women to men	Manufacturing (ALCOM & ANSC)	Property Development	Construction
Executive-Technical	1.05 : 1	▲	0.66 : 1
Executive-Non-technical	0.59 : 1	1.08 : 1	0.45 : 1
Non-executive-Technical	N/A	N/A	0.48 : 1
Non-executive-non-technical	▲	▲	0.45 : 1

#### LEGENDS

- ▲ : There are no women in that category within the subsidiary.
- ▲ : There are no men in that category within the subsidiary.
- N/A : There are no men or women in that category within the subsidiary.

# Workforce Management and Social Responsibility

## How It Is Managed

### Ratio of the Entry Level Wage by Gender to the Minimum Wage

In FY2025, the entry-level wage across AGB subsidiaries remained compliant with Malaysia’s national minimum wage requirements. The ratios of standard entry-level wage to the minimum wage by gender are shown in the table below. All reported values are based on actual hires made within the reporting period:

Ratios of standard entry level wage by gender compared to local minimum wage	Manufacturing (ALCOM & ANSC)	Property Development	Construction
Male	1:1	1.5: 1	1:1
Female	1:1	N/A	1:1

The entry-level wage ratios across AGB subsidiaries reflect the Group’s adherence to fair compensation practices, with some variations observed due to hiring patterns and role types.

### LIVING WAGE

The Living Wage assessment conducted by Manufacturing segment (ALCOM & ANSC) for the period from September 2023 to August 2024 remains the Group’s most recent comprehensive wage adequacy review. As the assessment is performed on a biennial basis, the findings continue to serve as the reference benchmark for FY2025 monitoring.

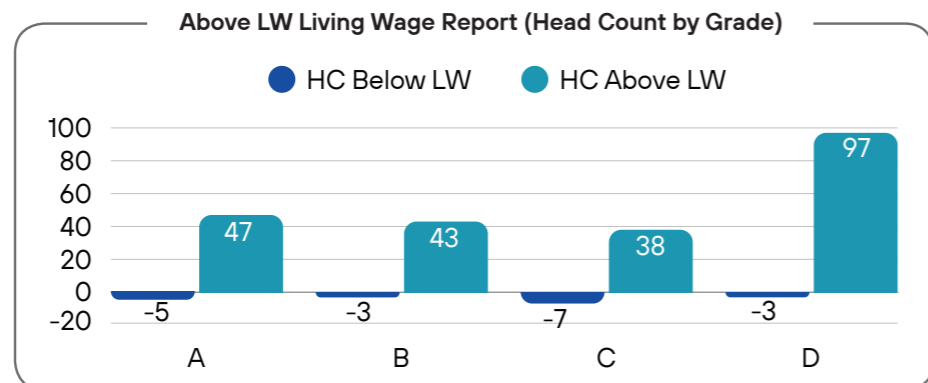
The analysis applied an individual-based benchmarking methodology using Klang-area living wage thresholds adjusted for household composition. Annual gross salary and benefits were compared against tailored living wage benchmarks to assess adequacy across shop floor grades.

The assessment covered shop floor employees across ALCOM and ANSC, representing a substantial portion of the manufacturing workforce. Results indicated that the majority of employees earned above the living wage benchmark, while a smaller segment remained below threshold.

Although total remuneration paid exceeded the aggregate benchmark value, a limited wage gap was identified within specific grades. The shortfall represented a minor proportion of total wage cost exposure and was linked primarily to structural wage band positioning rather than systemic inequity.

### Living Wage Baseline Position by Grade

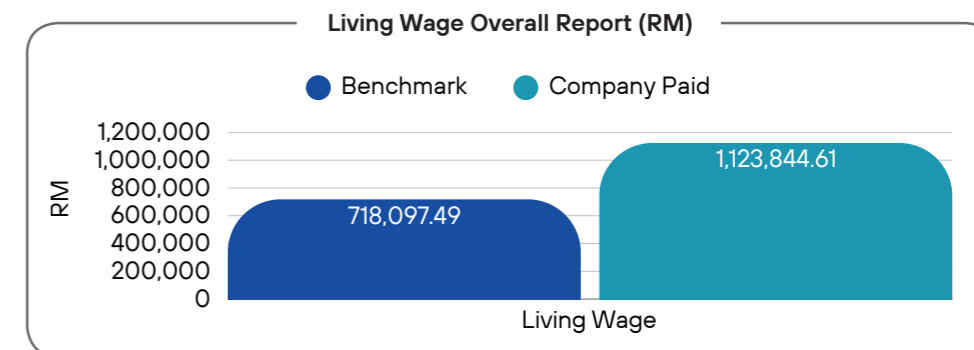
The grade-level distribution highlights that most employee categories exceed benchmark thresholds, with only isolated shortfalls within specific bands.



## How It Is Managed

### Aggregate Living Wage Comparison

Overall remuneration exceeded the total living wage benchmark, reinforcing the Group’s commitment to responsible wage practices.

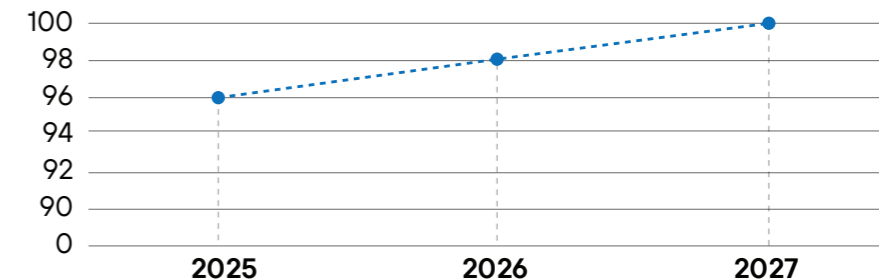


### Living Wage Improvement Progression Plan

Following the baseline assessment, a structured Living Wage Improvement Progression Plan was established with staged milestones toward full alignment.

The roadmap remains as follows:

- Year 1: Progressive increase in coverage
- Year 2: Further gap narrowing
- Year 3: Full alignment target



- Year 1 (2025):** Raise living wage coverage to 96%
- Year 2 (2026):** Reach 98% compliance
- Year 3 (2027):** Achieve 100% compliance

The implementation strategy includes:

- Annual salary increment exercises;
- Targeted market-based adjustments;
- Skill-based progression initiatives; and
- Continuous monitoring through wage data review.

FY2025 monitoring confirms that the roadmap remains achievable within the planned timeframe.

# Future Outlook

AGB will continue to strengthening remuneration governance and remains committed to maintaining fair, competitive, and sustainable remuneration practices that support workforce stability and long-term business resilience.

Enhanced pay equity monitoring across employee categories

Refinement of salary benchmarking methodologies

Improved transparency in salary grading frameworks

Integration of remuneration analysis within broader diversity oversight

GRI 2-23, 2-24, 3-3, 406-1, 407-1, 408-1, 409-1

## RESPONSIBLE LABOUR PRACTICES AND HUMAN RIGHTS

### Why It Matters

Respect for fundamental labour rights is central to AGB's social responsibility commitments and long-term operational stability. Non-discrimination, freedom of association, and prohibition of child and forced labour are core human rights principles recognised under international labour standards and Malaysian law.

For AGB, safeguarding these rights is essential to:

- Maintaining a safe and respectful workplace;
- Protecting employee dignity;
- Ensuring regulatory compliance;
- Preserving stakeholder trust and social licence to operate; and
- Mitigating legal and reputational risks.

As AGB operates primarily in Malaysia within regulated sectors, the risk exposure to child labour and forced labour is inherently low. Nevertheless, formal governance controls remain necessary to ensure continued compliance and oversight.

### How It Is Managed

Human rights and labour standards are governed under AGB's Human Rights, Diversity, Equity and Inclusivity Policy. The policy outlines commitments relating to non-discrimination, prevention of harassment, prohibition of child and forced labour, fair working conditions, and whistleblower protection.

Oversight responsibilities are clearly assigned to:

- CEO/President for overall policy application;
- Head of HR for policy maintenance and review; and
- Heads of Department for implementation within respective functions.

The Group applies these controls across all operational segments.



The Manufacturing (ALCOM & ANSC) maintains structured labour governance through:

- A formal Collective Agreement with the Metal Industry Employees' Union;
- Defined communication and consultation channels;
- Non-discrimination principles in hiring, promotion, and termination decisions; and
- Grievance and whistleblowing mechanisms.

The Human Rights, Diversity, Equity and Inclusivity Policy explicitly prohibits discrimination based on age, sex, race, religion, nationality, disability, or other protected characteristics.

Child and forced labour controls include:

- Minimum employment age requirement of 18 years;
- Mandatory verification of identification documents during recruitment;
- No recruitment fee policy; and
- Prohibition of coercion, intimidation, debt bondage, or retention of identity documents.

## Workforce Management and Social Responsibility

### How It Is Managed

#### Number of substantiated complaints concerning human rights

Manufacturing (ALCOM & ANSC) and Property Development & Construction segments

0

Employees are provided with access to grievance procedures through:

- Direct supervisor reporting;
- HR escalation; and
- Whistleblower Protection Code.

Working conditions are regulated through compliance with statutory labour standards, including controlled working hours and fair overtime compensation



The Property Development and Construction segments apply the same Group-wide Human Rights, Diversity, Equity and Inclusivity Policy framework.



Management practices include:

- Merit-based recruitment standards
- Equal opportunity principles
- Prohibition of harassment and retaliation
- Clear disciplinary consequences for policy violations

Minimum age verification and documentation requirements are enforced during hiring. All employees are engaged voluntarily, and no recruitment-related fees are imposed on workers.

Freedom of association is respected in accordance with Malaysian labour law. Where no formal union structure exists, employees retain the right to raise concerns through management channels and established grievance mechanisms.

Based on operational review and internal risk assessment, no operations or suppliers within the AGB's operation are considered at risk of child labour or forced labour.

#### Freedom of Association and Collective Bargaining

AGB recognises employees' right to freedom of association and collective bargaining in accordance with Malaysian labour laws and international labour principles. Employees are free to form, join, or refrain from joining trade unions without fear of intimidation, discrimination, or retaliation.

In the Manufacturing segment (ALCOM & ANSC), a formal Collective Agreement is maintained with the recognised union, providing a structured mechanism for collective bargaining on wages, benefits, and working conditions.

Within the Property Development and Construction segments, while union representation structures may differ, employees retain the right to raise concerns, organise, and engage management through established communication and grievance mechanisms.

Based on internal review, no operations or suppliers were identified as having significant risk related to restrictions on freedom of association or collective bargaining during the reporting period.

## Future Outlook

AGB will continue to strengthening its human rights governance. Although current risk exposure remains low, the Group acknowledges that vigilance and structured oversight are necessary to maintain compliance and uphold ethical labour standards.

#### Periodic Reviews

Conduct periodic review of the Human Rights, Diversity, Equity and Inclusivity Policy

#### Recruitment Verification

Reinforce recruitment verification procedures

#### Continued Monitoring

Continued monitoring of labour practices across segments

#### Supply Chain Assessments

Integrate human rights considerations within supply chain assessments

# Workforce Management and Social Responsibility

GRI 2-23, 2-24, 3-3, 410-1

## SECURITY PRACTICES

### Why It Matters

Security practices are essential to safeguarding employees, contractors, visitors, and company assets across AGB’s operational sites. As security personnel operate at the frontline of access control and site monitoring, their conduct directly influences workplace safety, human rights protection, and corporate reputation.

Improper security practices may expose the Group to risks including:

- Human rights violations;
- Excessive use of force;
- Discriminatory treatment; and
- Reputational and legal liabilities.

As AGB primarily outsources security services to third-party providers, structured oversight is necessary to ensure that security personnel act in accordance with the Group’s human rights, ethics, and anti-corruption policies. Security governance therefore forms part of AGB’s broader commitment to responsible labour practices and human rights protection.

### How It Is Managed

AGB outsources security services to licensed third-party providers across its operational sites. Security providers are required to comply with applicable laws and with AGB’s internal policies, including its DEI section within the AGB’s Social Policy.

Oversight mechanisms are embedded within operational management structures and vendor engagement processes.



Within the Manufacturing segment (ALCOM & ANSC), third-party security personnel are deployed at plant facilities to manage site access, asset protection, and perimeter control.

Management controls include:

- Contractual requirements for compliance with company policies;
- Communication of human rights expectations to service providers;
- Defined roles and responsibilities for security personnel; and
- Escalation procedures for non-compliance.

Security personnel operate under standing operational instructions that outline conduct expectations and disciplinary consequences for misconduct.

While oversight mechanisms are primarily vendor-driven, no security-related human rights incidents were reported during the reporting period. The segment continues to evaluate opportunities to strengthen monitoring and formalise oversight processes where appropriate.

### How It Is Managed



The Property Development and Construction segments also engages outsourced security providers for project sites and property developments.



Security arrangements are determined based on:

- Site scale and risk profile;
- Operational requirements; and
- Project duration.

Service providers are contractually required to comply with company policies, including ethical and human rights standards.

Management oversight includes:

- Site-level supervision;
- Defined communication channels; and
- Escalation procedures for misconduct.

No security-related human rights violations were reported within either of these segments during the reporting period. However, management recognises that the absence of formalised monitoring frameworks may present improvement opportunities in strengthening human rights-based security oversight.

Training for Security Personnel

	Manufacturing (ALCOM & ANSC)	Property Development	Construction
2024	100%	0%	0%
2025	0%	100%	0%

For the Manufacturing segment (ALCOM & ANSC), the reported value is 0 as training for security personnel was completed in FY2024. The training cycle is presently under review to establish an appropriate frequency, whether on an annual or multi-year basis.

## Future Outlook

AGB will continue enhancing its security governance framework. Although no incidents were recorded, the Group acknowledges that proactive oversight remains necessary to ensure continued compliance with human rights standards across all operational sites.

### Strengthen Contracts

Strengthen contractual clauses relating to human rights compliance;

### Monitoring Mechanisms

Review monitoring mechanisms for outsourced security providers;

### Ethical Conduct

Reinforce expectations on ethical conduct and proportional response; and

### Security Oversight

Align security oversight with broader human rights governance practices.

## Learning and Development

GRI 2-23, 2-24, 3-3, 404-1, 404-2, 404-3

### Why It Matters

AGB recognises that employee capability and leadership strength are fundamental to operational resilience, product quality, safety performance, and long-term competitiveness. As a diversified group operating across segments, workforce competence directly influences productivity, compliance, innovation, and customer satisfaction.

Learning and development also supports:

- Compliance with regulatory and industry standards;
- Safe operations, particularly within manufacturing environments;
- Ethical conduct and governance awareness;
- Talent retention and succession continuity; and
- Equal access to growth opportunities across gender and employee categories.

From a stakeholder perspective, employees expect fair access to skills enhancement and career progression, while investors and regulators expect structured human capital development practices that are measurable and systematically managed.

AGB acknowledges Training and Education as a material topic and manages it through structured governance, documented procedures, and performance monitoring.

### How It Is Managed

Learning and development practices are guided by AGB's Social Policy and internal Human Resource procedures. Oversight resides with Management, supported by the Human Resources function at segment level.

Learning and development management follows a structured approach:

- Identification of competency requirements by function and role;
- Annual training planning aligned to operational and compliance needs;
- Delivery of internal and external training programmes;
- Monitoring of training participation and hours; and
- Integration of training outcomes into performance evaluation.

# Learning and Development

## How It Is Managed

### TRAINING AND EDUCATION PROGRAMS

AGB manages training and education at segment level to ensure alignment with operational requirements and workforce competency needs. Governance oversight is supported by Human Resources, while implementation is carried out within the respective segments.



In Manufacturing segment (ALCOM & ANSC), employee training is guided by a formal Training Needs Analysis ("TNA") process, which identifies competency gaps and operational training requirements. The assessment considers operational needs, safety requirements, regulatory compliance obligations, and outcomes of the annual performance appraisal process.

Based on the TNA findings, departments propose relevant training programmes. These are consolidated and coordinated by Human Resources to ensure structured implementation and appropriate resource allocation.

Training in this segment typically covers:

- Technical and operational competencies;
- Health and safety requirements;
- Compliance and governance awareness; and
- Leadership and supervisory capability, where applicable.

Training records and participation are maintained to ensure traceability and monitoring.



For the Property Development and Construction segments, training initiatives are implemented in alignment with project and operational requirements.



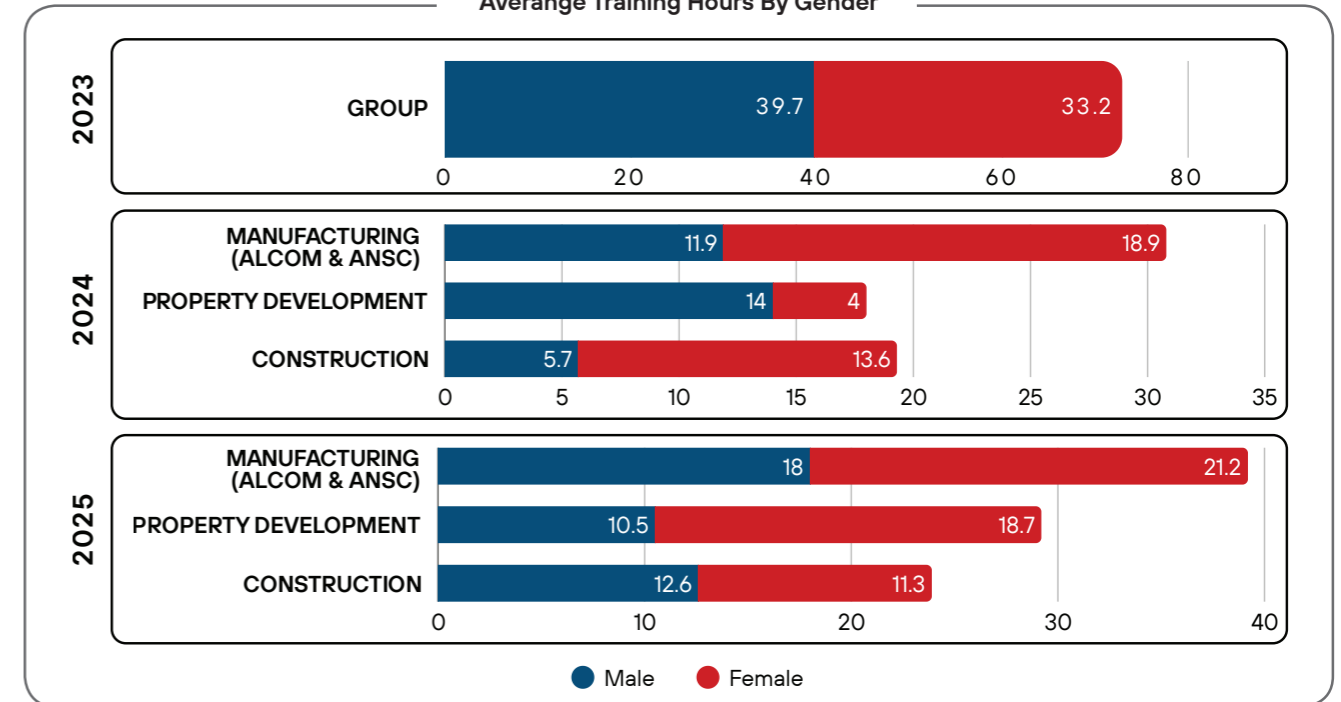
Training needs are identified based on business and project demands, regulatory requirements, and employee development considerations. Unlike the manufacturing segment, a formal TNA framework is not applied, and training is planned and implemented according to operational needs.

Training programmes may include areas relevant to project management, site operations, regulatory compliance, and professional development, consistent with prior reporting.

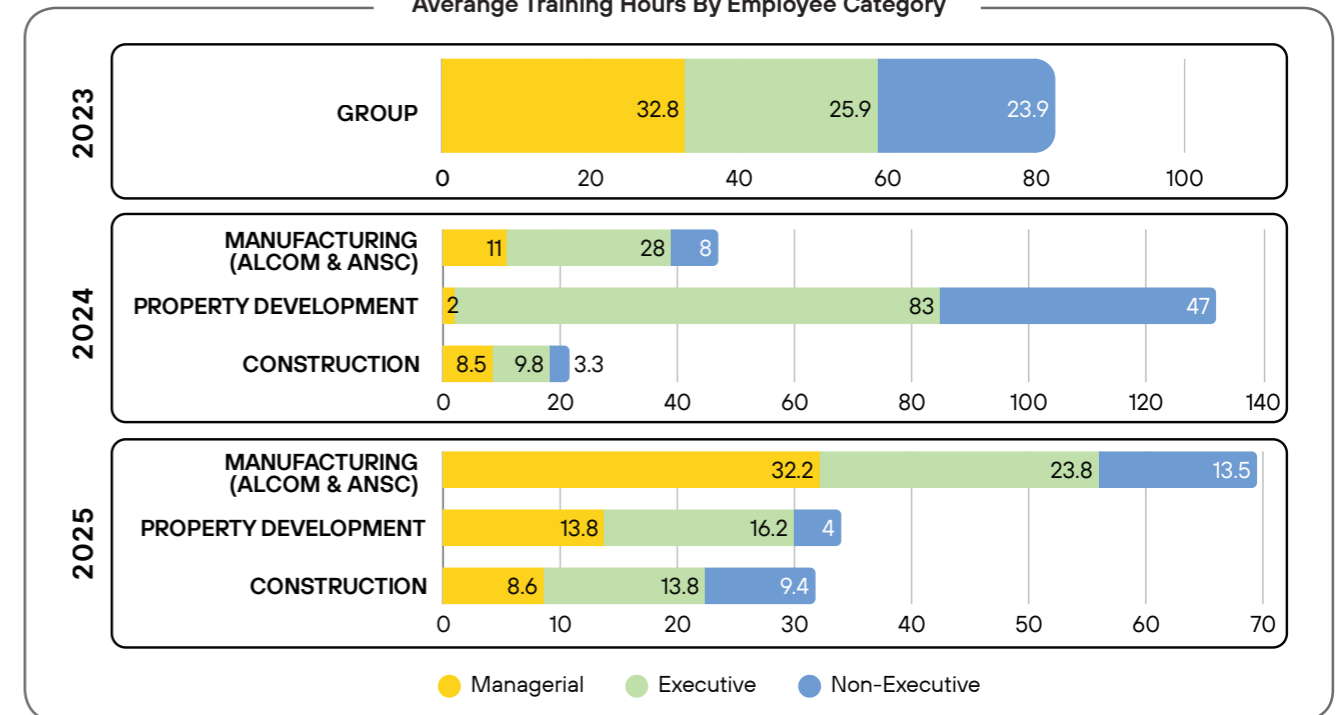
Participation and training hours are recorded and monitored.

Access to training across all segments is based on role relevance and operational requirements. There is no differentiation based on gender.

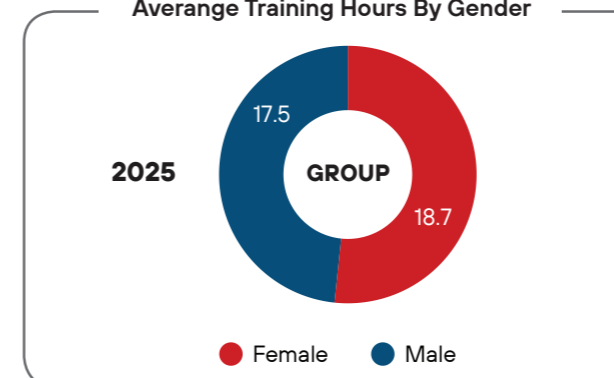
Average Training Hours By Gender



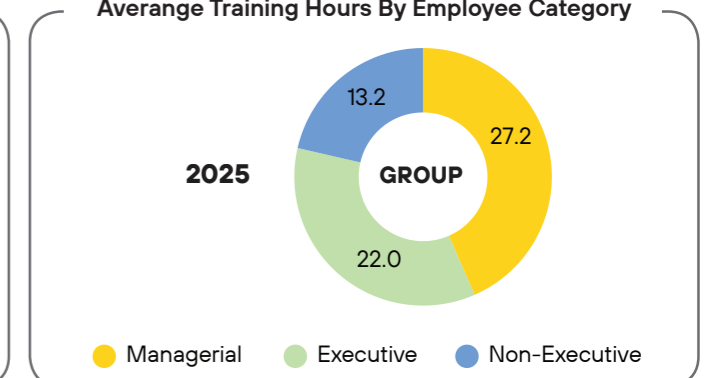
Average Training Hours By Employee Category



Average Training Hours By Gender



Average Training Hours By Employee Category



# Learning and Development

## How It Is Managed

### PERFORMANCE EVALUATION AND CAREER DEVELOPMENT

Performance evaluation and career development processes are implemented at segment level, reflecting operational structure and management practices.



Manufacturing segment (ALCOM & ANSC) adopts an annual **Performance Appraisal** process. The appraisal evaluates employee performance for the year under review. Outcomes of the appraisal process are used to:

- Support remuneration review;
- Identify training and development needs; and
- Facilitate career progression considerations.

The process is documented and monitored by Human Resources to ensure completion and consistency.

Career advancement within the manufacturing segment is merit-based and linked to performance outcomes and business requirements.



Employee performance is assessed through a Key Performance Indicator ("KPI") - based evaluation framework, consistent with prior reporting practice.



Performance outcomes are formally reviewed and documented. The results are used to:

- Support remuneration considerations;
- Identify development needs; and
- Inform career progression discussions.

Similar to the Manufacturing segment, progression decisions are based on performance outcomes and organisational requirements.

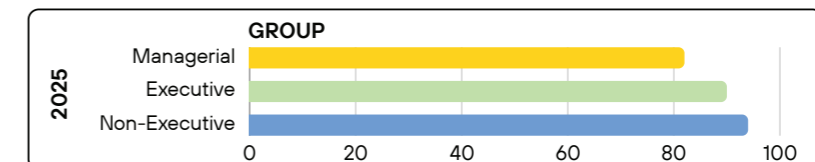
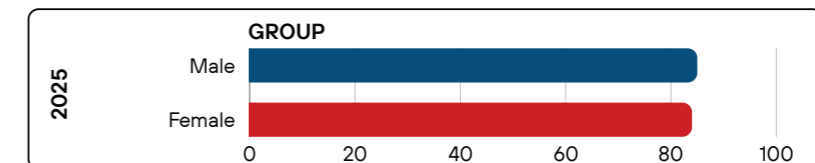
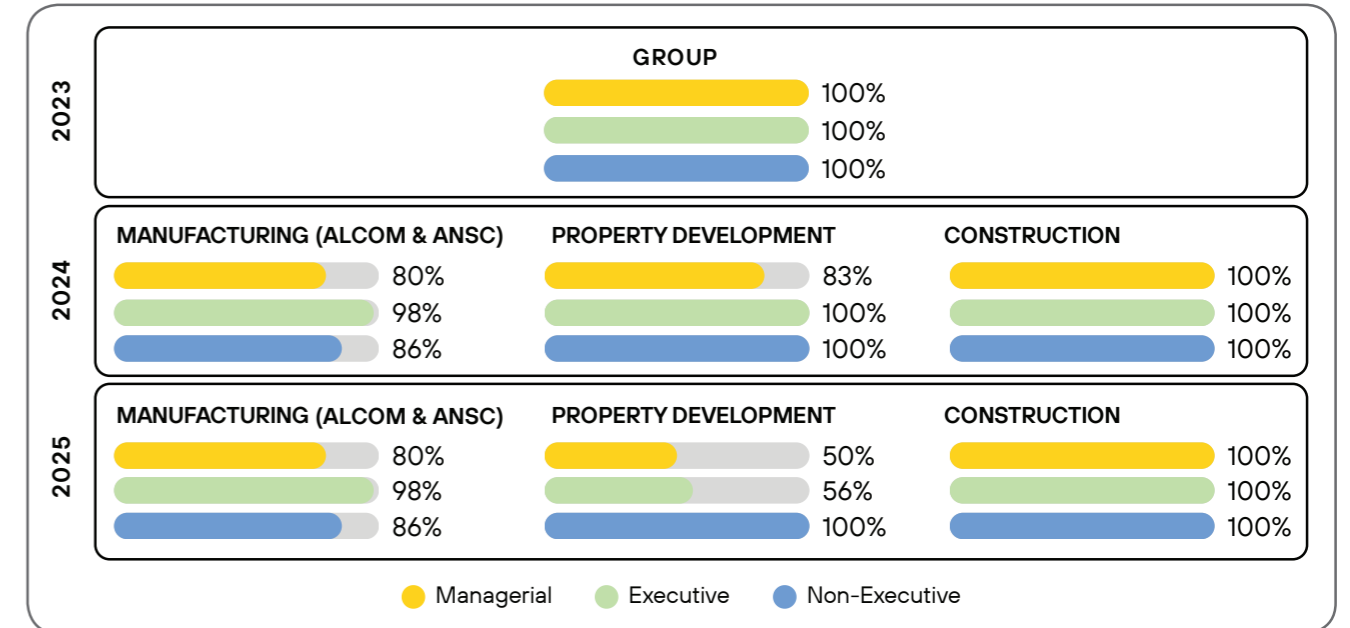
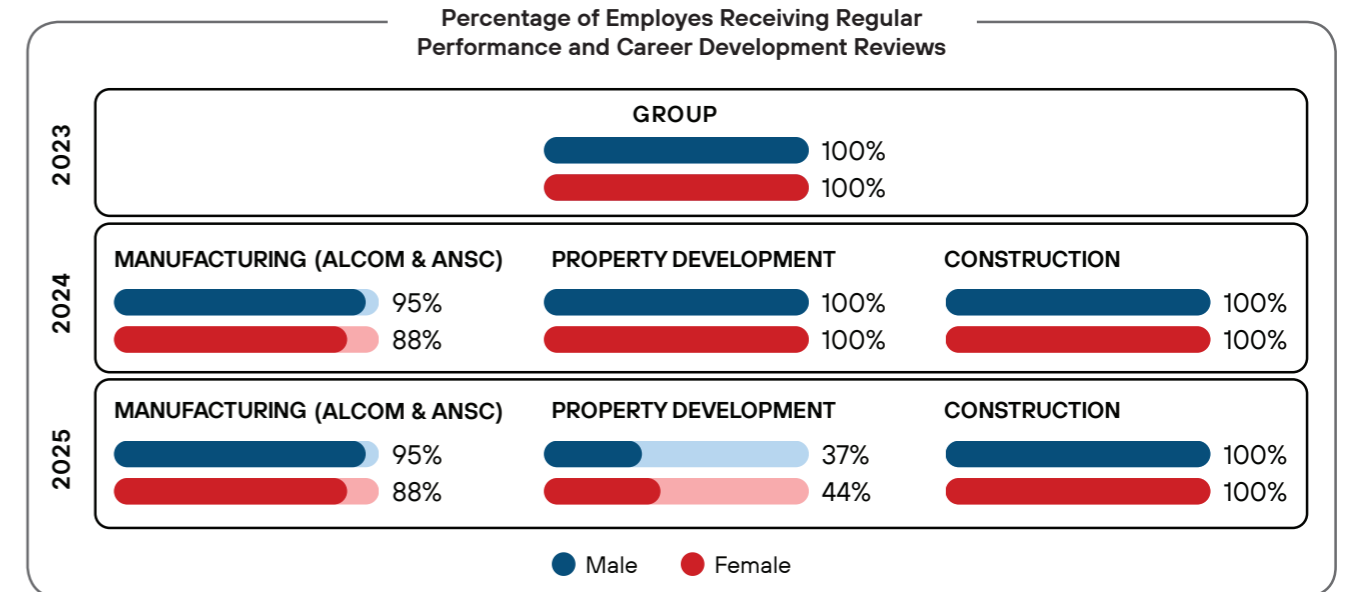


## How It Is Managed

### Governance and Monitoring

Human Resources monitors completion rates of performance reviews across all segments to ensure coverage of eligible employees.

Performance evaluation processes are applied consistently without differentiation based on gender.



# Learning and Development

## How It Is Managed

### HIGH PERFORMANCE ORGANISATION AND CULTURE TRANSFORMATION

Organisational culture plays a critical role in sustaining operational performance, leadership effectiveness, and employee engagement. Recognising the importance of aligning employee mindset and behaviour with organisational goals, AGB introduced a High Performance Organisation ("HPO") initiative in 2025 as part of a broader transformation programme titled *"Disruptive by Design – Driving Culture Change: High Performance Organisation."*

The initiative focuses on strengthening leadership alignment, fostering a performance-driven mindset, and encouraging behaviours that support operational excellence and long-term organisational sustainability.

#### Leadership Alignment and Organisational Transformation

The HPO initiative was formally introduced through the High Performing Organisation Workshop, conducted on 24 and 25 June 2025. The workshop involved 30 management employees nominated by Heads of Department and served as the initial stage of the transformation programme.

The session introduced the HPO concept and aligned management employees with the organisation's transformation direction. It also aimed to strengthen leadership capability in driving organisational performance and reinforce the role of leaders in shaping organisational culture.



## How It Is Managed

### Strengthening Mindset and Behaviour

To support the development of a high-performance culture across operational levels, the organisation conducted a Mindset and Behaviour Series – 8 Habits of Highly Effective People. The sessions were held on 28 May and 18 June 2025 and involved 25 participants comprising Crew Leaders and Senior Operators Grade A.

This programme focused on strengthening employee mindset, personal effectiveness, and collaborative behaviour to support a culture of accountability and continuous improvement.



### Change Advocate Engagement

Following the launch of the HPO initiative, we conducted a series of Change Advocate engagement sessions to sustain momentum and strengthen alignment across the organisation.

The first phase consisted of CEO-led sessions, held on 1 October, 9 October, and 16 October 2025, focusing on reinforcing the organisation's transformation agenda and encouraging advocates to champion HPO principles within their teams.

This was followed by HR Director engagement sessions on 5 November, 12 November, and 19 November 2025, which aimed to equip advocates with the necessary structures, tools, and frameworks to support consistent implementation of the initiative and translate HPO principles into practical workplace actions.



# Learning and Development

## How It Is Managed

### Embedding Core Values Into Daily Practices

As part of the culture transformation journey, we introduced a revised core values framework comprising Respect, Teamwork, Accountability, Proactive, and Well-being. These values are promoted under the internal campaign concept "WE-PART."

To support the transition, a Transforming Core Values into Action Workshop was conducted on 3 December 2025 to guide employees in translating organisational values into practical workplace behaviours.

Prior to the official launch, an eight-day pre-launch internal campaign was implemented to build awareness and engagement among employees. The campaign utilised internal communication channels including daily messages, posters, desktop wallpapers, and workplace displays.



### Long-Term Culture Embedding

To ensure sustained adoption of the new values, the organisation developed a 15-month master campaign calendar to progressively embed the values within the workplace.

Each value is promoted through a three-month cycle consisting of awareness, engagement, and reinforcement activities, supported by internal communication and employee participation initiatives.

The campaign themes were:

- **Well-being** – "Caring for Self, Caring for Each Other"
- **Proactive** – "Step Ahead, Make It Happen"
- **Accountability** – "Own It, Deliver It"
- **Respect** – "Respect in Action: Every Voice Matters"
- **Teamwork** – "Together We Achieve More"

Through the HPO initiative and the core values activation programme, AGB aims to progressively strengthen leadership alignment, employee engagement, and a shared culture that supports sustainable organisational performance.

## How It Is Managed

### ENHANCING LEARNING BEYOND THE WORKPLACE

AGB recognises the importance of contributing to industry knowledge development and supporting the growth of future technical talent. Beyond internal workforce development, the Group also engages with educational institutions to provide industry exposure and share practical insights with students.

These engagements provide opportunities for students to better understand industry expectations, technological developments, and potential career pathways within the manufacturing sector.

#### Industrial Exposure Through Plant Visit – Institut Latihan Perindustrian

In July 2025, ALCOM hosted a plant visit for students and lecturers from Institut Latihan Perindustrian (ILP) as part of their industrial exposure programme. The visit provided participants with the opportunity to observe manufacturing operations and gain first-hand understanding of industry practices.

During the visit, students were introduced to ALCOM's operational environment and engaged in discussions with employees on potential career pathways within the industry. The session also included interviews conducted to explore recruitment opportunities. While no candidates were selected during this engagement, the visit provided valuable exposure for the students and strengthened ALCOM's engagement with future technical talent.

The programme also served as part of the Group's employer branding efforts, enhancing awareness of career opportunities within the aluminium manufacturing sector among vocational students.



Site visit by students and lecturers from ILP

# Learning and Development

## How It Is Managed

### Industry Engagement with Vocational Students – Kolej Vokasional Shah Alam

In July 2025, ALCOM representatives participated in an Industrial Talk programme organised by Kolej Vokasional Shah Alam (KVSA) for final-year students under the Industrial Machining Technology programme.

The session aimed to introduce students to industry perspectives and career opportunities in the manufacturing sector. Speakers from ALCOM shared insights on workplace expectations, industry developments, and potential career pathways for vocational graduates.

The engagement provided students with exposure to practical industry knowledge while allowing ALCOM to connect with emerging technical talent entering the workforce.



Industrial Talk at KVSA

### TRANSITION ASSISTANCE AND CAREER PROGRESSION

AGB supports structured career progression and managed employment transitions in accordance with established Human Resource policies and procedures. Career development and transition matters are handled systematically to ensure fairness, regulatory compliance, and workforce stability.

#### Career Progression Framework

Career progression within AGB is merit-based and guided by:

- Annual performance evaluation outcomes;
- Demonstrated competency and capability;
- Relevant experience; and
- Organisational and operational requirements.

## How It Is Managed

For the Manufacturing segment (ALCOM & ANSC), progression considerations are linked to the annual Performance Appraisal process and demonstrated operational competency.

For the Property Development and Construction segments, progression considerations are aligned with KPI-based evaluation outcomes and project performance.

Advancement may include role progression, expanded responsibilities, supervisory appointments, or salary adjustment, subject to management approval and business requirements.

All progression decisions are formally documented and communicated through established human resource processes. There is no differentiation in advancement opportunities based on gender.

### Succession and Internal Capability Development

AGB recognises the importance of leadership continuity and operational stability. Succession considerations are supported through:

- Identification of employees with readiness for greater responsibilities;
- Development through relevant training programmes; and
- Exposure to broader job scope, where appropriate.

This approach strengthens internal talent pipelines and supports continuity across key functions.

### Employment Transition and Retirement

AGB manages employment transitions, including retirement, in accordance with internal human resource procedures and applicable labour regulations.

Retirement is administered based on statutory retirement age requirements and company policy. Employees approaching retirement are managed through established HR processes to ensure:

- Compliance with employment regulations;
- Proper documentation and communication; and
- Orderly workforce planning and knowledge continuity.

Where applicable, management may plan workforce adjustments to ensure operational continuity following employee retirement.

In cases of role restructuring or operational adjustments, transition matters are handled in accordance with internal procedures, which may include role reassignment or redeployment consideration where suitable positions are available.

All transition processes are conducted in a structured and compliant manner to ensure fairness and consistency.

### Remuneration Linkage

Career progression and transition matters are aligned with remuneration governance as outlined in internal policies. Salary adjustments and performance-related bonuses are determined based on performance outcomes and approved remuneration structures.

# Future Outlook

AGB will continue strengthening its learning governance framework, where future improvements will focus on data quality, measurable impact of training on performance, and structured succession planning across the manufacturing and property development segments. AGB remains committed to maintaining a workforce that is competent, adaptable, and aligned with the Group's long-term sustainability objectives.

### Competency Mapping

Enhance competency mapping across critical roles.

### Leadership Pipeline

Strengthen leadership pipeline development.

### Digital Data Tracking

Improve digital tracking of training data.

### Training Needs Alignment

Enhance alignment between training investments and operational risk management.

### Disclosure Transparency

Improve disclosure transparency through multi-year performance trend reporting.

# Workplace Safety

GRI 2-23, 2-24, 2-27, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9, 403-10

## Why It Matters

AGB recognises that manufacturing operations involve inherent occupational risks that may lead to injuries, operational disruption and regulatory exposure if not properly managed. Workplace safety is therefore integral to operational continuity, workforce protection and effective risk management.

AGB implements an Occupational Safety and Health (OSH) management system aligned with ISO 45001:2018, encompassing hazard identification, risk assessment, operational controls and incident management processes. The Group complies with key Malaysian regulatory requirements, including:

- Occupational Safety and Health Act 1994
- Factories and Machinery (Repeal) Act 2022 (Act 835)

Compliance extends to requirements governing scheduled waste management and industrial effluent discharge, where applicable. This reflects AGB's disciplined regulatory management and commitment to safe, responsible and compliant operations.

## How It Is Managed

### Hazard Identification, Risk Assessment and Incident Investigation

AGB adopts a structured, risk-based approach to occupational safety management. Workplace hazards are systematically identified across Manufacturing, Property Development and Construction segments through formal risk assessments, including Job Hazard Analysis and documented risk control procedures. These assessments evaluate mechanical, ergonomic and environmental exposures to determine appropriate preventive and mitigation measures.

Work-related incidents and near misses are recorded and investigated to identify root causes and strengthen existing controls. Corrective actions are tracked to completion, and risk assessments are reviewed periodically or when operational changes occur, ensuring that safety controls remain effective and responsive to evolving risks.

Hazard Identification Risk Assessment (HIRACH) Approach to Workplace Safety Management



# Workplace Safety

## How It Is Managed

### Occupational Health Services and Worker Well-being

AGB has in place measures to support preventive health management, workforce protection and compliance with occupational health requirements.

OCCUPATIONAL HEALTH SERVICES	EMERGENCY PREPAREDNESS
<ul style="list-style-type: none"> <li>» Annual medical examinations to support early identification of occupational health conditions</li> <li>» Ergonomic evaluations to minimise risks of musculoskeletal disorders</li> <li>» Provision of personal protective equipment aligned with operational exposure risks</li> <li>» Workplace mental health awareness initiatives to promote psychological well-being</li> </ul>	<ul style="list-style-type: none"> <li>» On-site emergency response teams across operational facilities</li> <li>» Trained personnel equipped to manage medical incidents</li> <li>» Accessible first-aid stations to ensure timely response to workplace emergencies</li> </ul>

### Worker Participation, Consultation and Training

AGB recognises that effective occupational safety management requires active worker involvement. Employees participate in safety and health committees where workplace conditions, hazard reporting and corrective actions are discussed. These consultation platforms facilitate structured communication between management and workers, reinforcing accountability and continuous safety improvement.

Training remains a core component of our occupational safety framework to ensure employees possess the competencies required to manage workplace risks. Safety programmes conducted across operations include:

- Sustainability Leadership Environment, Health and Safety (EHS) Training 2025
- Systematic Occupational Health Enhancement Level Programme
- Basic Occupational First Aid, CPR and AED Training
- Crane Training (practical)
- Hot Work Permit (HWP) and Logout Tagout (LOTO)



Ergonomic Awareness Training



HIRARC Awareness Training

## How It Is Managed

- Self-Contained Breathing Apparatus and Basic Fit Test Quantitative Training
- Forklift Skills, Safety and Daily Maintenance Course
- Hearing Prevention Loss and Chemical Safety Training
- Ergonomic Awareness Training
- EHS Training on Incident Reporting
- EHS Awareness Training (HIRARC)
- Safety Induction for Construction Workers (SICW) Green Card Class3 under Construction Industry Development Board (CIDB)

Training remains a central component of our occupational health and safety framework. During the financial year, AGB conducted a total of 4,662 safety training hours across operational segments.



Training programmes are structured according to operational risk exposures within the Manufacturing and Construction segments to ensure alignment with regulatory requirements and internal safety standards.

## Performance Data

### Occupational Health and Safety Audit Coverage

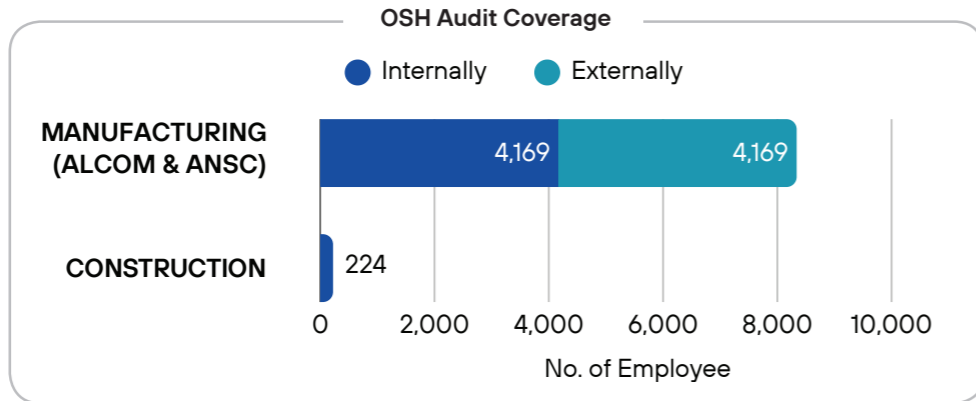
AGB maintains full Occupational Health and Safety (OHS) coverage across its workforce based on total headcount. In FY2025, all employees were subject to structured OHS audits under either internal or external review mechanisms.

The Manufacturing segment continues to undergo external certification and third-party audits, with 4,169 employees and non-employees on site covered under both internal and external OHS audits. The Construction segment applies structured internal audits, covering 224 employees and non-employees on site during FY2025.

While audit approaches differ by segment, both operate under established safety monitoring frameworks to ensure regulatory compliance and ongoing oversight of workplace safety performance.

# Workplace Safety

**Performance Monitoring**



Segment	Employees and Non-Employees Covered by Internal Audit	Employees and Non-Employees Covered by External Audit	Total Employees and Non-Employees Covered
Manufacturing	4,169	4,169	4,169
Property Development	NA	NA	NA
Construction	224	0	224

**Work Related Injuries and Ill Health**

AGB monitors and reports work-related injuries and occupational ill health across employees and workers whose activities are under the Group’s operational control. Incident data is reviewed by management to identify root causes and strengthen preventive measures.

In FY2025, the following incidents were recorded:

Segment	Fatalities	Non-Fatal Injuries
Manufacturing	0	4
Property Development	0	0
Construction	1	0

In FY2025, no cases of work-related ill health were reported across the Group.

One fatal incident was recorded within the Construction segment, involving a non-employee worker. The incident was investigated in accordance with regulatory requirements and internal procedures, and corrective actions were implemented to address identified control gaps.

All non-fatal injuries occurred within the manufacturing segment and were subject to formal investigation and follow-up measures. Lessons learned were incorporated into ongoing risk assessments and safety control enhancements.

AGB remains focused on strengthening contractor safety oversight and preventive controls to minimise workplace incidents across all operations.

# Future Outlook

AGB will strengthen its OHS framework to reduce workplace risks and prevent recurrence of serious incidents. Following the fatal incident in FY2025 involving a non-employee worker, the Group will enhance contractor safety oversight, reinforce supervision and review high-risk operational controls across all segments.

Improvements will be made in hazard reporting, strengthening preventive risk assessments and reinforcing safety leadership accountability. Ongoing efforts include continuous safety training, periodic audits and closer monitoring of corrective actions.

AGB remains committed to maintaining full workforce coverage under its OSH management system while fostering a proactive safety culture focused on achieving zero fatalities and reducing injury frequency over time.

# Community Engagement and Social Impact

GRI 2-23, 2-24, 3-3, 413-1, 413-2

## Why It Matters

AGB acknowledges that its operations in the Manufacturing and Property Development segments interact directly and indirectly with local communities, where our business activities may influence communities economically, socially and environmentally through employment generation, local procurement, land use and environmental performance.

Sustained community engagement supports the Group's social licence to operate, enhances stakeholder trust and contributes to long-term business resilience. Failure to engage meaningfully with communities may result in operational disruptions, reputational risk or stakeholder grievances. Conversely, structured community development initiatives create shared value by strengthening local capacity and supporting inclusive growth.

## How It Is Managed

### Policy and Governance

Community engagement and development are guided by the Group's Social Policy and Human Rights, Diversity, Equity and Inclusivity Policy.

#### AGB'S SOCIAL POLICY COMMITMENTS

Engaging actively with community members to understand local needs;

Conducting its operations in a manner that is respectful of and beneficial to local communities;

Implementing structured community programmes; and

Assessing social impact through a defined methodology.

Governance oversight for sustainability matters, including community engagement, rests with the Board of Directors. Management implementation is coordinated through the Sustainability Working Committee, which reviews community investments and monitors programme implementation.

Responsibilities are cascaded operationally through relevant department heads to ensure compliance with approved policies and internal controls.

## How It Is Managed

### Community Programmes Framework

AGB's Social Policy outlines a structured approach to community engagement, comprising:



This structured methodology ensures that community initiatives are systematically planned, implemented and evaluated, consistent with GRI 413 requirements for local community engagement and impact assessment.

### Scope of Community Investment

Community investment typically focuses on:

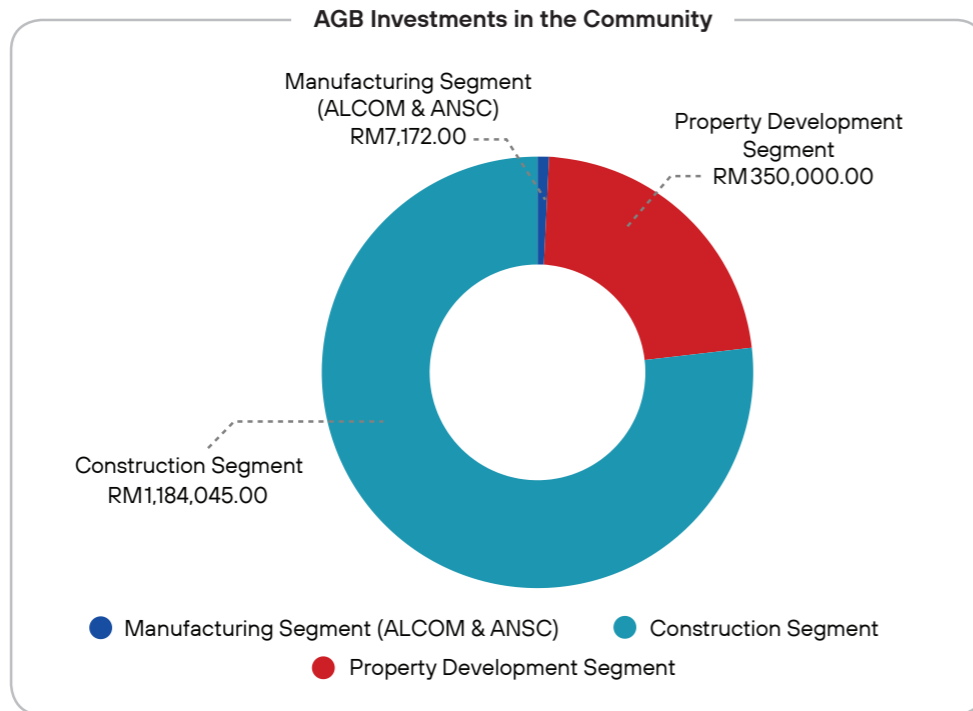
- Community health and welfare;
- Environmental conservation;
- Education and social support initiatives; and
- Local stakeholder collaboration.

Contributions may be monetary or in-kind. All expenditures are subject to internal approval and financial controls.

# Community Engagement and Social Impact

## How It Is Managed

During the reporting period, the Group did not identify any operations with significant actual or potential negative impacts on local communities.



## Initiatives

### Mangrove Tree Planting Programme

In October 2025, AGB organised a mangrove tree planting programme at Hutan Simpan Banjar Utara, Sungai Yu, Kuala Selangor, Selangor as part of its environmental conservation and community engagement efforts. The initiative brought together employees and volunteers to support mangrove ecosystem restoration in coastal areas.

During the programme, approximately 2,000 mangrove saplings were planted within the designated conservation area. Mangrove forests play an important role in coastal protection, biodiversity conservation and carbon sequestration. The initiative therefore contributes to long-term environmental resilience while also promoting environmental awareness among employees and local stakeholders.

The activity was conducted in collaboration with local stakeholders responsible for managing the mangrove conservation area. Through this initiative, AGB aims to support local environmental protection efforts while encouraging employee participation in sustainability-related activities.

Participation in the programme reflects the Group's commitment to responsible environmental stewardship and community collaboration.



Mangrove Planting 2025

# Community Engagement and Social Impact

## Initiatives

### Blood Donation Programme

In July 2025, AGB organised a blood donation programme at its operational premises in collaboration with a recognised healthcare partner. The programme aimed to support national blood supply needs while promoting community health and employee volunteerism.

A total of 80 individuals registered for the programme, of which 61 participants successfully donated blood. The initiative provided employees with an opportunity to contribute directly to healthcare support for patients in need of blood transfusions.

The programme also served as an awareness platform to encourage regular blood donation and highlight the importance of maintaining adequate blood reserves for hospitals and medical institutions.

Through this initiative, AGB continues to encourage employee participation in social contribution activities while supporting public health efforts within the broader community.



Blood Donation 2025



### Financial Contribution to Yayasan Canone Kianjoo

Initiated in FY2024, the Property Development and Construction segments continued their contributions in FY2025, providing a total of RM 1.53 million to Yayasan Canone Kianjoo to support initiatives in education, healthcare and social welfare.

These funds were channelled into community development programmes, scholarships, and health support initiatives.



### Donation to Pusat Penjagaan Kanak-Kanak Cacat Taman Megah

AGB Builders contributed RM4,045 to Pusat Penjagaan Kanak-Kanak Cacat Taman Megah as part of its community support efforts during the reporting period. The donation was intended to assist the centre in its ongoing care for children with disabilities, reflecting the Group's commitment to contributing positively to the wellbeing of vulnerable communities.

# Future Outlook

AGB will continue strengthening its community engagement practices, and remains committed to responsible growth and constructive engagement with local communities, ensuring that business activities contribute positively to long-term social and economic development.

## Strengthen Documentation

Enhance documentation of baseline studies and post-implementation reviews;

## Standardise Methodology

Standardise beneficiary measurement methodology across operating segments;

## Data Tracking For Impact

Improve data tracking for community impact assessments in line with GRI 413; and

## Strengthen Collaboration

Strengthen collaboration with local stakeholders to ensure programmes remain relevant and responsive.

# Responsible Product and Customer Well-being

GRI 2-23, 2-24, 3-3, 416-1, 416-2, 417-1, 417-2, 417-3

## Why It Matters

Responsible Product and Customer Well-being are integral to AGB's commitment to responsible manufacturing and long-term business sustainability. As a producer of aluminium-based products for industrial applications, including finstock, coils, sheets, and coated aluminium products, the Group recognises that product quality, safety, regulatory compliance, and transparent communication directly influence customer trust, market access, and corporate reputation.

Failure to ensure product safety or accurate product information may result in:

- Operational and legal risks arising from non-compliance with product standards;
- Reputational damage and erosion of customer confidence; and
- Supply chain disruptions and potential liability claims.

For FY2025, Responsible Product and Customer Well-being has been identified as a material topic for the Group, applicable only to the Manufacturing segment (ALCOM & ANSC). While no product-related safety incidents or regulatory non-compliance were recorded during the reporting year, AGB acknowledges the importance of strengthening product safety governance and formalising assessment processes in line with GRI 416 and GRI 417 requirements.

## How It Is Managed

### Product Quality and Safety Governance

The Manufacturing segment (ALCOM & ANSC) operates under established quality management systems, including the ISO 9001:2015 Quality Management System and Product Carbon Footprint certification under ISO 14067:2018. These systems provide structured controls over product design, production processes, quality inspection, traceability, and corrective actions.

Product specifications are developed in accordance with customer requirements and relevant industry standards, while quality control checkpoints are embedded throughout the manufacturing process to ensure:

- Conformance to agreed technical specifications;
- Mechanical and physical property validation;
- Surface and coating integrity checks; and
- Dimensional and tolerance verification.

Any non-conformance identified during production or post-delivery is managed through internal corrective and preventive action procedures.

## How It Is Managed

### Product Health and Safety Information

As part of the process, the Manufacturing segment (ALCOM & ANSC) prepares Safety Data Sheets ("SDS") for relevant products in accordance with applicable chemical safety regulations and customer requirements. The SDS provides information on:

- Material composition;
- Hazard identification;
- Handling and storage requirements;
- Exposure control and personal protective measures; and
- Disposal considerations.

While SDS exists, no formal product health and safety impact assessment was conducted during the reporting period. As part of its future improvement efforts, AGB will evaluate the feasibility of implementing a structured product safety impact assessment framework covering the full product life cycle.

### Customer Communication and Labelling Practices

Product information is communicated to customers through:

- Technical datasheets;
- Product specifications;
- Delivery documentation; and
- SDS (where applicable).

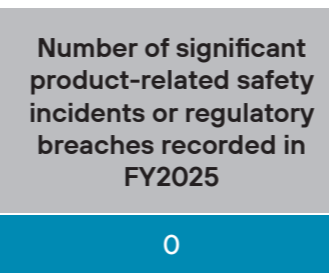
All marketing and technical information is reviewed internally prior to release to ensure accuracy, consistency, and compliance with contractual and regulatory requirements. AGB does not engage in misleading marketing practices. Claims relating to product performance, environmental attributes, or carbon footprint certification are supported by verifiable documentation and third-party certification where applicable.

### Customer Feedback and Complaint Handling

The Manufacturing segment (ALCOM & ANSC) maintains formal channels for receiving and managing customer feedback, including:

- Direct communication with sales representatives;
- Quality complaint reporting mechanisms; and
- Investigation and root cause analysis procedures.

All complaints are documented, investigated, and resolved in accordance with internal quality management procedures. Where necessary, corrective actions are implemented to prevent recurrence.



## Future Outlook

As it is a newly prioritised material topic for FY2025, AGB will progressively strengthen its approach towards strengthening the governance of Customer Responsibility and Product Stewardship. While no product-related incidents have occurred, the Group recognises that proactive governance is essential to maintaining customer trust and long-term competitiveness. The Group remains committed to continuous improvement in product safety, transparency, and responsible manufacturing practices.

### Aligning Implementation

Evaluate the implementation of structured product health and safety impact assessments aligned with GRI 416;

### Internal Tracking and Documentation

Enhance internal documentation and tracking of product safety coverage;

### Review SDS Process

Review existing SDS management processes to ensure completeness and accessibility; and

### Strengthen Traceability

Strengthen traceability and post-market monitoring practices.

# Bursa Malaysia's Common Indicators Index

## Alcom Group Berhad

### BMLR Transition Period

Date & Time: 2026-04-24\_16:47:23  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Managerial	Percentage	9	-	External (Reasonable)
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Executives	Percentage	19	-	External (Reasonable)
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-Executives	Percentage	4	-	External (Reasonable)
Anti-corruption	Percentage of operations assessed for corruption-related risks	Percentage	0	-	External (Reasonable)
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	-	External (Reasonable)
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MVR	1,541,218	-	External (Reasonable)
Community/Society	Total number of beneficiaries of the investment in communities	Number	3	-	External (Reasonable)
Diversity	Percentage of Managerial positions by the age group below 30 years old	Percentage	1	-	External (Reasonable)
Diversity	Percentage of Managerial positions by the age group between 30 to 50 years old	Percentage	62	-	External (Reasonable)
Diversity	Percentage of Managerial positions by the age group above 50 years old	Percentage	37	-	External (Reasonable)
Diversity	Percentage of Executive positions by the age group below 30 years old	Percentage	34	-	External (Reasonable)

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## Alcom Group Berhad

### BMLR Transition Period

Date & Time: 2026-04-24\_16:47:23  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of Executive positions by the age group between 30 to 50 years old	Percentage	55	-	External (Reasonable)
Diversity	Percentage of Executive positions by the age group above 50 years old	Percentage	11	-	External (Reasonable)
Diversity	Percentage of Non-Executive positions by the age group below 30 years old	Percentage	37	-	External (Reasonable)
Diversity	Percentage of Non-Executive positions by the age group between 30 to 50 years old	Percentage	48	-	External (Reasonable)
Diversity	Percentage of Non-Executive positions by the age group above 50 years old	Percentage	15	-	External (Reasonable)
Diversity	Percentage of Managerial positions by gender - Male	Percentage	74	-	External (Reasonable)
Diversity	Percentage of Managerial positions by gender - Female	Percentage	26	-	External (Reasonable)
Diversity	Percentage of Executive positions by gender - Male	Percentage	71	-	External (Reasonable)
Diversity	Percentage of Executive positions by gender - Female	Percentage	29	-	External (Reasonable)
Diversity	Percentage of Non-Executive positions by gender - Male	Percentage	98	-	External (Reasonable)
Diversity	Percentage of Non-Executive positions by gender - Female	Percentage	2	-	External (Reasonable)
Diversity	Percentage of Directors by gender - Male	Percentage	75	-	External (Reasonable)
Diversity	Percentage of Directors by gender - Female	Percentage	25	-	External (Reasonable)

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## Alcom Group Berhad

### BMLR Transition Period

Date & Time: 2026-04-24\_16:47:23  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of Directors by the age group below 30 years old	Percentage	0	-	External (Reasonable)
Diversity	Percentage of Directors by the age group between 30 to 50 years old	Percentage	0	-	External (Reasonable)
Diversity	Percentage of Directors by the age group above 50 years old	Percentage	100	-	External (Reasonable)
Energy Management	Total energy consumption	GJ	426,336	-	External (Reasonable)
Health and Safety	Number of work-related fatalities	Number	0	-	External (Reasonable)
Health and Safety	Lost time incident rate	Rate	0	-	External (Reasonable)
Health and Safety	Number of employees trained on health and safety standards	Number	307	-	External (Reasonable)
Labour Practices and Standards	Total hours of training by employee category - Managerial	Hours	2,2858	-	External (Reasonable)
Labour Practices and Standards	Total hours of training by employee category - Executives	Hours	4,7221	-	External (Reasonable)
Labour Practices and Standards	Total hours of training by employee category - Non-Executives	Hours	3,2942	-	External (Reasonable)
Labour Practices and Standards	Percentage of employees that are contractors or temporary staff	Percentage	6	-	External (Reasonable)
Labour Practices and Standards	Total number of employee turnover by employee category - Managerial	Number	17	-	External (Reasonable)
Labour Practices and Standards	Total number of employee turnover by employee category - Executive	Number	38	-	External (Reasonable)
Labour Practices and Standards	Total number of employee turnover by employee category - Non-Executive	Number	65	-	External (Reasonable)
Labour Practices and Standards	Number of substantiated complaints concerning human right violations	Number	0	-	External (Reasonable)

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## Alcom Group Berhad

### BMLR Transition Period

Date & Time: 2026-04-24\_16:47:23  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	74.33	-	External (Reasonable)
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	External (Reasonable)
Water	Total volume of water used	Megalitres	109	-	External (Reasonable)
Waste Management	Total waste generated	Metric tonnes	3,648	-	External (Reasonable)
Waste Management	Total waste diverted from disposal	Metric tonnes	3,269	-	External (Reasonable)
Waste Management	Total waste diverted to disposal	Metric tonnes	331	-	External (Reasonable)
Emissions Management	Scope 1 emissions in tonne of CO <sub>2</sub> e	Metric tonnes	16,399	Commitment for Manufacturing Segment (ALCOM & ANSC) to achieve net zero emissions by 2035.	External (Reasonable)
Emissions Management	Scope 2 emissions in tonne of CO <sub>2</sub> e	Metric tonnes	22,442	Commitment for Manufacturing Segment (ALCOM & ANSC) to achieve net zero emissions by 2035.	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 1: Purchased goods and services]	tonnes CO <sub>2</sub> e	413,578	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 2: Capital goods]	tonnes CO <sub>2</sub> e	6,744	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 4: Upstream transportation and distribution]	tonnes CO <sub>2</sub> e	1,600	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 5: Waste generated in operations]	tonnes CO <sub>2</sub> e	664	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 6: Business travel]	tonnes CO <sub>2</sub> e	222	-	External (Reasonable)

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## Alcom Group Berhad

### BMLR Transition Period

Date & Time: 2026-04-24\_16:47:23  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 7: Employee commuting]	tonnes CO <sub>2</sub> e	727	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 8: Upstream leased assets]	tonnes CO <sub>2</sub> e	5	-	External (Reasonable)
Emissions Management	Scope 3 emissions in tonne of CO <sub>2</sub> e [Category 9: Downstream transportation and distribution]	tonnes CO <sub>2</sub> e	2,906	-	External (Reasonable)

# Sustainability Performance Index

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# Sustainability Performance Index

## Governance and Economic Performance

ECONOMIC PERFORMANCE	2023			
	ALCOM & ANSC	AD&W	AGB BUILDER	AGB LAND
<b>Direct Economic Value Generated and Distributed</b>				
Revenues (RM)	Data Started Disclosed In FY2024			
Operating Cost (RM)				
Employee Wages and Benefits (RM)				
Payment to Providers of Capital (RM)				
Payment to Government by Country (RM)				
Economic Value Retained (RM)				
<b>Financial Implications and Other Risks and Opportunities Due to Climate Change</b>				
Costs of Action Taken to Manage the Risk or Opportunity (RM)	Data Started Disclosed in FY2024			
<b>Defined Benefit Plan Obligations and Other Retirement Plans</b>				
Liabilities Estimated Value (RM)	Data Started Disclosed In FY2024			
Percentage of Salary Contributed by Employee (%)				
Percentage of Salary Contributed by Employer (Below RM5k Salary) (%)				
Percentage of Salary Contributed by Employer (Above RM5k Salary) (%)				

Note(s):

- Consolidation of Group Accounts under MFRS 10**  
The totals for individual subsidiaries may not add up to the Group total due to the application of **Malaysian Financial Reporting Standard (MFRS) 10: Consolidated Financial Statements**. MFRS 10 requires the elimination of all intercompany transactions and balances during consolidation to present the financial position and performance of the Group as a single economic entity. This includes the elimination of intercompany revenues, expenses, receivables, and payables to avoid duplication and ensure accurate representation of the Group's economic value.
- Accounting for Property Rental under MFRS 16**  
Property rental expenses are not presented as part of operating costs. Instead, in accordance with **MFRS 16: Leases**, lease contracts with a minimum duration of 12 months are accounted for under the lessee model. This requires recognition of:
  - A **Right-of-Use (ROU) Asset** representing the right to use the leased asset, and
  - A **Lease Liability** representing the obligation to make lease payments.
As a result, rental-related costs are reflected as **depreciation** of the ROU asset and **interest expense** on the lease liability, replacing the previous straight-line rental expenses under MFRS 117.
- Payments to Government – Included in Value Provided**  
This item represents corporate income tax paid, net of any tax refunds received during the reporting period.

GROUP	2024				2025			
	ALCOM & ANSC	AD&W	AGB BUILDER	AGB LAND	GROUP	MANUFACTURING (ALCOM & ANSC)	PROPERTY DEVELOPMENT	CONSTRUCTION
619,629,325	587,872,185	14,584,347	19,621,804	19,561,280	550,090,166	527,316,509	5,496,679	127,892,233
(495,037,940)	(477,292,507)	(13,659,405)	(17,615,820)	(9,532,226)	455,195,489	444,276,052	(2,388,427)	(108,827,918)
(43,051,581)	(35,665,536)	(1,544,915)	(1,731,998)	(3,554,093)	(42,485,267)	(35,844,732)	(2,213,938)	(3,843,674)
(14,878,015)	(10,808,611)	(307,681)	(11,327)	(4,104,229)	16,197,382	(12,132,555)	308,020	452,952
(3,181,991)	(1,173,644)	(70,259)	(453,958)	(1,468,180)	(3,940,134)	(1,211,383)	(1,416,770)	(1,294,866)
128,031,456	112,011,760	11,874,671	4,190,505	2,498,104	94,894,677	83,040,457	3,108,252	19,064,315
60,000#	0	0	0	0	(190,648)	(30,108)	0	0
(4,738,301)	(4,375,634)	(25,241)	(204,287)	(133,140)	(7,642,792)	(4,831,415)	(86,093)	(190,831)
		11%				11%		
		13%				13%		
		12%				12%		

4. **Payments to Government – Excluded from Value Provided**

The following are excluded from the reported values:

- Withholding Tax**: A tax withheld by the payer on specific payments made to residents or non-residents, as per Malaysian tax laws. These include service contract payments, royalty payments, and interest, among others, which are remitted directly to the Inland Revenue Board of Malaysia (IRBM).
  - Imported Service Tax**: Effective 1 January 2019, imported taxable services are subject to service tax under the Service Tax Act 2018. This includes services acquired from foreign service providers. Both SST-registered and non-SST-registered businesses must declare and remit the tax accordingly. Certain exemptions apply, including intra-group services and services related to foreign goods or land.
- Financial Assistance Received from Government**
    - Included**: Financial assistance such as wage subsidies received under **PENJANA** or **PERKESO** initiatives.
    - Excluded**: Indirect benefits such as **customs duty** or **SST exemptions** obtained through the Licensed Manufacturing Warehouse (LMW) scheme.
  - Costs of Action to Manage Climate Risks or Opportunities (refer #)**  
The disclosed figure represents investments made under the Group's investment arm that contribute to managing climate-related risks or seizing related opportunities.
  - Employer Contributions to Retirement Plans (refer \*)**  
For employees who have served the company for more than two years, the **employer's contribution increases to 15%** of the employee's salary.

MARKET PRESENCE	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
Ratio of the Entry Level Wage by Gender to The Minimum Wage (Male   Employee)	Data started being disclosed in FY2024		
Ratio of the Entry Level Wage by Gender to the Minimum Wage (Female   Employee)			
Ratio of the Entry Level Wage by Gender to the Minimum Wage (Male   Non-Employee/Worker)			
Ratio of the Entry Level Wage by Gender to the Minimum Wage (Female   Non-Employee/Worker)			
Percentage of Local Senior Management (%)	100%		

SUSTAINABLE AND ETHICAL SUPPLY CHAIN (Procurement Practice, Supplier Social Assessment & Supplier Environmental Assessment)	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
Proportion of Spending on Local Suppliers (%)	36%		
New Suppliers That Were Screened Using Social Criteria (%)	Data Started Disclosed in FY2024		
Total Suppliers Assessed For Social Impacts During the Reporting Period (Number)			
Suppliers Identified as Having Significant Actual and Potential Negative Social Impacts (Number)			
Suppliers With Significant Social Impacts With Whom Improvements Were Agreed Upon as a Result of the Assessments (%)			
Suppliers With Significant Social Impacts With Which Relationships Were Terminated as a Result of the Assessments (%)			
New Suppliers that Were Screened Using Environmental Criteria (%)			
Total Suppliers Assessed for Environmental Impacts During the Reporting Period (Number)			
Suppliers Identified as Having Significant Actual and Potential Negative Environmental Impacts (Number)			
Suppliers with significant environmental impacts with whom improvements were agreed upon as a result of the assessments (%)			
Suppliers with significant environmental impacts with which relationships were terminated as a result of the assessments (%)			

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- In FY2023, most data were reported at the Group level. Beginning in FY2024, we enhanced the transparency of our reporting by disclosing at the segmental level within the Group. This improvement aligns with our commitment to greater accountability and enables more granular analysis of each segment's contribution to the Group's overall performance.

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
NA	NA	1:1	1:1	1:1	1.5:1	1:1
1:1	1.5:1	1:1	1:1	1:1	NA	1:1
N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A
80%	100%	100%	89%	85%	100%	100%

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
20%	100%	100%	-	23%	100%	100%
5%	0%	N/A	-	48%	0%	0%
302	5	0	0	0	0	0
156	0	0	0	0	0	0
52%	0%	0%	0%	0%	0%	0%
48%	0%	0%	0%	0%	0%	0%
Data Started Disclosed in FY2024			N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A

ETHICS, ANTI-CORRUPTION AND FAIR BUSINESS PRACTICES (Anti-Corruption)	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>ANTI-CORRUPTION</b>			
<i>Operation Assessed for Risks Related to Corruption</i>			
Operations Assessed for Corruption-Related Risks (%)	100%		
<b>COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES</b>			
Total Governance Body Members Informed About Anti-Corruption Policies (Number   %)	1   1.35%		
Total Employees Informed About Anti-Corruption Policies (Number   %)	3   0.56%		
Total Business Partners Informed About Anti-Corruption Policies (Number   %)	-		
Total Governance Body Member That Have Received Training on Anti-Corruption (Number   %)	1   1.35%		
Total Employees That Have Received Training on Anti-Corruption (Number   %)	3   0.56%		
<b>NUMBER OF EMPLOYEES WHO HAVE RECEIVED TRAINING ON ANTI-CORRUPTION BY EMPLOYEE CATEGORY</b>			
Managerial (Number)	13		
Executive (Number)	33		
Non-executive (Number)	0		
<b>CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN</b>			
Confirmed Incidents of Corruption and Action Taken (Number)	0		

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
100%	100%	100%	0%	0%	0%	0%
8   100%			8   100%			
71   100%	1   100%	51   100%	172   32%	119   25%	10   67%	43   81%
90   100%	7   100%	38   100%	26   100%	NA	12   100%	14   100%
2   9%	0   0%	0   0%	0   0%	0   0%	0   0%	0   0%
50   10%	8   80%	51   100%	0   0%	0   0%	0   0%	32   60%
18	5	14	9	0	0	9
31	7	31	19	0	0	14
1	0	6	4	0	0	4
0	0	0	0	0	0	0

WORKFORCE MANAGEMENT AND SOCIAL RESPONSIBILITY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>NEW HIRE</b>			
<i>Gender</i>			
Male (Number)	Data Started Being Disclosed in FY2024		
Female (Number)			
<i>Age Group</i>			
Below 30 Years Old (Number)	Data Started Being Disclosed in FY2024		
Between 30 to 50 Years Old (Number)			
More Than 50 Years Old (Number)			
<b>EMPLOYEE TURNOVER</b>			
<i>Gender</i>			
Male	Data Started Being Disclosed in FY2024		
Female			
<i>Age Group</i>			
Below 30 Years Old (Number)	Data Started Being Disclosed in FY2024		
Between 30 to 50 Years Old (Number)			
More Than 50 Years Old (Number)			
<b>EMPLOYEE CATEGORY</b>			
Managerial (Number)	1		
Executive (Number)	23		
Non-Executive (Number)	21		
<b>PARENTAL LEAVES</b>			
Employees That Were Entitled to Parental Leave (Number)	Data Started Being Disclosed in FY2024		
Employees That Took Parental Leave (Number)			
Employees That Returned to Work in the Reporting Period After Parental Leave Ended (Number)			
<i>Employment Status</i>			
Permanent (Number   %)	512   96%		
Contract (Number   %)	19   4%		
<b>LABOUR/MANAGEMENT RELATIONS</b>			
Minimum Number of Weeks' Notice Typically Provided to Employees and Their Representatives Prior to the Implementation of Significant Operational Changes (Number)	4		
<b>BOARD DIVERSITY</b>			
<i>Gender</i>			
Male (Number   %)	6   75%		
Female (Number   %)	2   25%		
<i>Age Group</i>			
Below 30 Years Old (Number   %)	0   0%		
Between 30 to 50 Years Old (Number   %)	0   0%		
More Than 50 Years Old Female (Number   %)	8   100%		

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
50	0	13	126	107	4	15
21	2	3	18	12	1	5
47	0	6	87	75	2	10
19	2	8	45	34	3	8
5	0	2	12	10	0	2
63	0	3	96	78	1	17
14	1	2	23	16	3	4
39	0	1	44	34	1	9
22	1	3	58	45	3	10
16	0	1	17	15	0	2
6	0	1	17	11	2	4
16	1	4	38	21	2	15
55	0	0	65	61	0	4
326	11	39	356	307	9	40
21	0	2	18	15	2	2
21	N/A	2	18	15	1	1
367   80%	15   100%	51   55%	464   80%	399   84%	16   100%	49   54%
92   20%	0   0%	42   45%	118   20%	77   16%	0   0%	41   46%
2	0	4	*	2	N/A	4
6   75%			6   75%			
2   25%			2   25%			
0   0%			0   0%			
0   0%			0   0%			
8   100%			8   100%			

WORKFORCE MANAGEMENT AND SOCIAL RESPONSIBILITY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>EMPLOYEE DIVERSITY</b>			
<b>Gender</b>			
Male (%)		84%	
Female (%)		16%	
<b>Age Group</b>			
Below 30 Years Old (%)		29%	
Between 30 to 50 Years Old (%)		*	
More Than 50 Years Old (%)			
<b>Minority Group</b>			
Employees Are From Minority Groups (%)		N/A	
<b>Vulnerable Group</b>			
Employees Are From Vulnerable Groups (%)		N/A	
<b>GENDER (Employee Category)</b>			
Managerial (Number   %)			
	Male	51   69%	
	Female	23   31%	
Executives (Number   %)			
	Male	89   60%	
	Female	59   40%	
Non-Executives (Number   %)			
	Male	306   99%	
	Female	1   1%	
<b>Age Group (Employee Category)</b>			
Managerial (Number   %)			
	Below 30 Years Old	0   0%	
	Between 30 to 50 Years Old	*	
	More Than 50 Years Old		
Executives (Number   %)			
	Below 30 Years Old	34   23%	
	Between 30 to 50 Years Old	*	
	More Than 50 Years Old		
Non-Executive (Number   %)			
	Below 30 Years Old	120   39%	
	Between 30 to 50 Years Old	*	
	More Than 50 Years Old		

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
86%	35%	79%	84%	90%	50%	60%
14%	66%	21%	16%	10%	50%	40%
27%	11%	22%	30%	34%	18%	30%
53%	78%	61%	53%	54%	73%	51%
20%	11%	17%	17%	12%	9%	19%
			N/A			
			N/A			
			N/A			
47   70%	4   67%	11   79%	62   74%	47   72%	5   83%	10   77%
20   30%	2   33%	3   21%	22   26%	18   28%	1   17%	3   23%
65   62%	1   13%	17   55%	153   71%	133   77%	3   33%	17   52%
40   38%	7   88%	14   45%	62   29%	40   23%	6   67%	16   48%
289   99%	1   100%	45   96%	241   98%	235   99%	1   100%	5   71%
3   1%	0   0%	2   4%	5   2%	3   1%	0   0%	2   29%
0   0%	0   0%	0   0%	1   1%	1   2%	0   0%	0   0%
40   60%	6   100%	6   43%	52   62%	41   63%	6   100%	5   38%
27   40%	0   0%	8   58%	31   37%	23   35%	0   0%	8   62%
18   17%	2   25%	12   39%	73   34%	60   35%	2   22%	11   33%
67   64%	5   63%	17   55%	119   55%	93   54%	6   67%	20   61%
20   19%	1   12%	2   6%	23   11%	20   12%	1   11%	2   6%
106   37%	0   0%	3   14%	91   37%	86   36%	0   0%	5   71%
129   45%	1   100%	18   82%	119   48%	116   49%	1   100%	2   29%
50   18%	0   0%	1   4%	36   15%	36   15%	0   0%	0   0%

WORKFORCE MANAGEMENT AND SOCIAL RESPONSIBILITY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>Ratio of Basic Salary and Remuneration of Women to Men</b>			
Average Basic Salary and Remuneration of (Executive-Technical)	Data Started Being Disclosed in FY2024		
Average Basic Salary and Remuneration of (Executive-Non Technical)			
Average Basic Salary and Remuneration of (Non-Executive-Technical)			
Average Basic Salary and Remuneration of (Non-Executive-Non-Technical)			
<b>Non-Discrimination</b>			
Total Number of Incidents of Discrimination During the Reporting Period	Data Started Being Disclosed in FY2024		
<b>Forced or Compulsory Labour</b>			
Number of Substantiated Complaints Concerning Human Rights Violations (Number)	0		
<b>Security Practices</b>			
Security Personnel Trained in the Organization's Human Rights Policies and Specific Procedure Related to Security (%)	Data Started Being Disclosed in FY2024		

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
0.69:1	N/A	0.56:1	1.10:1	1.07:1	-	0.66:1
0.45:1	0.9:1	0.88:1	0.56:1	0.56:1	1.08:1	0.45:1
N/A	N/A	N/A	0.33:1	-	-	0.48:1
0.78:1	N/A	N/A	0.29:1	-	-	0.45:1
Data started being disclosed in FY2025			0	0	0	0
0	0	0	0	0	0	0
100%	0%	0%	-	0%	100%	0%

LEARNING, DEVELOPMENT AND WORKPLACE SAFETY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>WORKER COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM</b>			
Employees That is Controlled by the Organization and Covered by an Occupational Health and Safety Management System (Number   %)	Data Started Being Disclosed in FY2024		
All Employees and Workers Covered by an Occupational Health and Safety Management System That has Been Internally Audited (Number   %)			
All Employees and Workers Covered by an Occupational Health and Safety Management System That has Been Audited or Certified by an External Party (Number   %)			
<b>WORK-RELATED INJURIES</b>			
<b>Employees</b>			
Fatalities (Number)	0	0	0
Rate of Fatalities	0	0	0
High-Consequence Work-Related Injuries (Number)	Data Started Being Disclosed in FY2024		
Rate of High-Consequence Work-Related Injuries			
Work-Related Injuries (Number)			
Rate of Work-Related Injuries			
Total Number of Hours Work	902,917	-	-
<b>Non-Employee Workers</b>			
Fatalities (Number)	Data Started Being Disclosed in FY2024		
Rate of Fatalities			
High-Consequence Work-Related Injuries (Number)			
Rate of High-Consequence Work-Related Injuries			
Work-Related Injuries (Number)			
Rate of Work-Related Injuries			
Total Number of Hours Work			
<b>WORK-RELATED ILLNESS</b>			
<b>Employees</b>			
Fatalities (Number)	Data Started Being Disclosed in FY2024		
Recordable Work-Related Ill Health (Number)			
<b>Non-Employees</b>			
Fatalities (Number)	Data Started Being Disclosed in FY2024		
Recordable Work-Related Ill Health (Number)			
<b>Training on Health and Safety</b>			
Number of Employees Trained on Health and Safety Standards	Data Started Being Disclosed in FY2024		
Number of Hour Employees Trained on Health and Safety Standards			

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
1,370   100%	0   0%	73	4,323	4,169   100%	0   0%	154   100%
1,370   100%	0   0%	57	4,393	4,169   100%	0   0%	224   100%
1,370   100%	0   0%	0   0%	4,169	4,169   100%	0   0%	0   0%
<b>WORK-RELATED INJURIES</b>						
<b>Employees</b>						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	4	4	0	0
0	0	0	0.01	0.79	0	0
927,269	23,952	151,232	1,268,076	1,017,920	25,856	224,300
<b>Non-Employee Workers</b>						
1	0	0	1	0	0	1
0.73	0	0	0	0	0	0.01
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
272,440	7,855	140,300	943,204	207,391	7,855	727,958
<b>WORK-RELATED ILLNESS</b>						
<b>Employees</b>						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<b>Non-Employees</b>						
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<b>Training on Health and Safety</b>						
92	0	92	307	292	0	15
3,265	0	119	4661.5	4,618	0	43.5

LEARNING, DEVELOPMENT AND WORKPLACE SAFETY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>AVERAGE TRAINING HOURS</b>			
<b>Gender</b>			
Male (Hour(s))		33.2	
Female (Hour(s))		39.7	
<b>Employee Category</b>			
Managerial (Hour(s))		32.8	
Executive (Hour(s))		25.9	
Non-Executive (Hour(s))		23.9	
<b>PERFORMANCE REVIEW</b>			
<b>Gender</b>			
Male (%)		100%	
Female (%)		100%	
<b>Employee Category</b>			
Managerial (%)		100%	
Executive (%)		100%	
Non-Executive (%)		100%	

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>AVERAGE TRAINING HOURS</b>						
<b>Gender</b>						
11.9	14	5.7	17.47	18.0	10.5	12.6
18.9	4	13.6	18.66	21.1	18.7	11.4
<b>Employee Category</b>						
11	83	8.5	27.21	31.5	13.8	8.6
28	47	9.8	21.96	26.8	16.2	13.8
8	2	3.3	13.39	14.3	4.0	9.4
<b>PERFORMANCE REVIEW</b>						
<b>Gender</b>						
95%	100%	100%	85%	95%	37%	100%
88%	100%	100%	84%	88%	44%	100%
<b>Employee Category</b>						
80%	83%	100%	82%	80%	50%	100%
98%	100%	100%	90%	98%	56%	100%
86%	100%	100%	94%	86%	100%	100%

COMMUNITY ENGAGEMENT AND SOCIAL IMPACT	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>COMMUNITY INVESTMENT</b>			
Amount Invested in the Community Where the Target Beneficiaries Are External to the Listed Issuer (RM)	2,019,990		
Total Number of Beneficiaries of the Investment in Communities (Number)	5,588		

RESPONSIBLE PRODUCTS AND CUSTOMER WELLBEING	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES</b>			
Product and Service Categories for Which Health and Safety Impacts are Assessed for Improvement	Data Started Being Disclosed in FY2024		
<b>INCIDENTS OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES</b>			
Incidents of Non-Compliance With Regulations Resulting in a Fine or Penalty (Number)	Data Started Being Disclosed in FY2024		
Incidents of Non-Compliance With Regulations Resulting in a Warning (Number)			
Incidents of Non-Compliance With Voluntary Code (Number)			
<b>REQUIREMENTS FOR PRODUCT AND SERVICE INFORMATION AND LABELLING</b>			
Percentage of Significant Products/Service Categories Covered by and Assessed for Compliance With Such Procedures.	Data Started Being Disclosed in FY2024		
<b>TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND/OR VOLUNTARY CODES CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELING, BY:</b>			
Incidents of Non-Compliance With Regulations Resulting in a Fine or Penalty (Number)	Data Started Being Disclosed in FY2024		
Incidents of Non-Compliance With Regulations Resulting in a Warning (Number)			
Incidents of Non-Compliance With Voluntary Codes (Number)			
<b>TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND/OR VOLUNTARY CODES CONCERNING MARKETING COMMUNICATIONS, INCLUDING ADVERTISING, PROMOTION, AND SPONSORSHIP, BY:</b>			
Incidents of Non-Compliance With Regulations Resulting in a Fine or Penalty (Number)	Data Started Being Disclosed in FY2024		
Incidents of Non-Compliance With Regulations Resulting in a Warning (Number)			
Incidents of Non-Compliance With Voluntary Codes (Number)			

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
45,336	670,000	-	1,541,218	7,172	350,000	1,184,045
2			3	1	2	3

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
Data Started Being Disclosed in FY2024			*	0	N/A	N/A
Data Started Being Disclosed in FY2024			*	0	N/A	N/A
			*	0	N/A	N/A
			*	0	N/A	N/A
Data Started Being Disclosed in FY2024			*	0	N/A	N/A
Data Started Being Disclosed in FY2024			*	0	N/A	N/A
			*	0	N/A	N/A
			*	0	N/A	N/A



CLIMATE CHANGE	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>TOTAL NEW WORKERS WHO ARE NOT EMPLOYEES RECRUITED BY :</b>			
<i>Gender</i>			
Male	GRI 102 Climate Change was introduced in 2025		
Female			
<b>TOTAL WORKERS WHO ARE NOT EMPLOYEES THAT TERMINATED BY :</b>			
<i>Gender</i>			
Male	GRI 102 Climate Change was introduced in 2025		
Female			
Basic Pay of New Employees Recruited Whose at or Above the Cost-of-Living Estimate (Number   %)			
<b>SCOPE 1 GHG EMISSIONS</b>			
Gross Scope 1 GHG Emissions (Metric Tons CO <sub>2</sub> e)	21,114		
<b>SCOPE 2 GHG EMISSIONS</b>			
Gross Scope 2 GHG Emissions (Metric Tons CO <sub>2</sub> e)	25,056		
<b>SCOPE 3 GHG EMISSIONS</b>			
Category 1 : Purchased Goods and Services (Metric Tons CO <sub>2</sub> e)	513,004	-	-
Category 2 : Capital Goods (Metric Tons CO <sub>2</sub> e)	Data Started Being Disclosed in FY2025		
Category 4 : Upstream transportation and distribution (Metric Tons CO <sub>2</sub> e)	-	-	-
Category 5 : Waste Generated in Operations (Metric Tons CO <sub>2</sub> e)	-	-	-
Category 6 : Business Travel (Metric Tons CO <sub>2</sub> e)	767	-	-
Category 7 : Employee Commuting (Metric Tons CO <sub>2</sub> e)	229	-	-
Category 8 : Upstream Leased Assets (Metric Tons CO <sub>2</sub> e)	Data Started Being Disclosed in FY2025		
Category 9 : Downstream Transportation and Distribution (Metric Tons CO <sub>2</sub> e)	2,969	-	-
<b>GHG EMISSIONS INTENSITY</b>			
GHG Emissions Intensity Ratio(s) (Metric Tons CO <sub>2</sub> e/ Organization-Specific Metric)	Data Started Being Disclosed in FY2025		
The Organization-Specific Metric (The Denominator)			

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
GRI 102 Climate Change was introduced in 2025						
-	-	-	-	-	-	-
GRI 102 Climate Change was introduced in 2025						
-	-	-	-	-	-	-
18,037	13.8	8.7	16,399	16,346	3.5	50.1
GRI 102 Climate Change was introduced in 2025						
25,834	0	23.6	22,442	22,311	81	49.1
GRI 102 Climate Change was introduced in 2025						
535,540	0.17	2,461	413,578	402,580	0.4	10997.9
Data Started Being Disclosed in FY2025						
-	-	-	1,600	1,600	NA	NA
282	N/A	837	664	97	NA	567
770	-	110	222	102	4	116
675	24	121	727	624	24	79
Data Started Being Disclosed in FY2025						
2,600	N/A	-	2,906	2,906	NA	NA
GRI 102 Climate Change was introduced in 2025						
		0.5 (AD&W) 168 (AGB Builder)	*	9.13	0.32	92.73
Metric Tons CO <sub>2</sub> e of Production, Metric Tons	Metric Tons CO <sub>2</sub> e of Floor Space, m <sup>2</sup>	Metric Tons CO <sub>2</sub> e of Floor Space, m <sup>2</sup> (AD&W) Metric Tons CO <sub>2</sub> e of Mil Revenue, RM (AGB Builder)	*	Metric Tons CO <sub>2</sub> e of Production, Metric Tons	Metric Tons CO <sub>2</sub> e of Floor Space, m <sup>2</sup>	Metric Tons CO <sub>2</sub> e of Mil Revenue, m <sup>2</sup>

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ENERGY	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>Energy Consumption and Self-Generation Within the Organization</b>			
Fuel Consumption Within the Organization From Renewable Energy Sources (Gigajoule)	-		
Fuel Consumption Within the Organization From Non-Renewable Energy Sources (Gigajoule)	359,920		
Purchased Electricity Consumption Within the Organization From Renewable Energy Sources (Gigajoule)	-		
Purchased Electricity Consumption Within the Organization From Non-Renewable Energy Sources (Gigajoule)	115,642		
Total Self-Generated Renewable Electricity Consumption Within Organization (Gigajoule)	GRI 103 Energy was Introduced in 2025		
Total Self-Generated Electricity Sold From Renewable Sources (Gigajoule)			
Total Self-Generated Electricity Sold From Non-Renewable Sources (Gigajoule)			
<b>Upstream and Downstream Energy Consumption</b>			
Total Significant Energy Consumption in its Upstream and Downstream Value Chain (Gigajoule)	GRI 103 Energy was Introduced in 2025		
<b>Energy Intensity</b>			
Energy Intensity Ratio(s) (Gigajoule / Organization-Specific Metric)	Data Started Being Disclosed in Fy2024		
The Organization-Specific Metric (The Denominator)			
<b>Reduction in Energy Consumption</b>			
Reduction in Energy Consumption Achieved From Organization's Conservation and Efficiency Initiatives (Megajoule)	GRI 103 Energy was Introduced in 2025		
Reduction in Energy Consumption Achieved From Other Factor (Megajoule)	GRI 103 Energy was Introduced in 2025		

MATERIALS	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>Materials Used by Weight or Volume</b>			
Total Weight or Volume of Non-Renewable Materials Used to Produce/Package Primary Product (Tonnes)	Data started being disclosed in FY2024		
Total Weight or Volume of Renewable Materials Used to Produce/Package Primary Product (Tonnes)	Data started being disclosed in FY2024		
<b>Recycled Input Materials Used</b>			
Percentage of Recycled Input Materials Used (%)	Data started being disclosed in FY2024		
<b>Reclaimed Products and Their Packaging Materials</b>			
Percentage of Reclaimed Products and Their Packaging Materials for Each Product Category (%)	Data started being disclosed in FY2024		

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
-	-	-	-	-	-	-
356,525	195	117	321,961	320,988	299	673
-	-	-	-	-	-	-
120,159	0.02	110	104,375	103,771	375	228
GRI 103 Energy was Introduced in 2025			75	75	-	-
			-	-	-	-
			-	-	-	-
GRI 103 Energy was Introduced in 2025			-	-	-	-
13.7	0.2	0.2 (AD&W) 7.3 (AGB Builder)	*	8.56	1.91	7.05
GJ of production	GJ of floor space	GJ of Floor Space (AD&W) GJ of Mil Revenue (AGB Builder)	*	GJ of production	GJ of floor space	GJ of Mil revenue
GRI 103 Energy was introduced in 2025, replacing GRI 302 Energy 2016. Data started being disclosed in FY2025			-	-	-	-
GRI 103 Energy was Introduced in 2025			-	-	-	-

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
33,207	NA	7,113	95,183	32,116	N/A	63,067
30,373	NA	53	1292	857	N/A	435
-	-	-	-	-	-	-
-	-	-	-	-	-	-

WATER AND EFFLUENTS	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>Total Water Withdrawal</b>			
Groundwater (Megaliters)	Data Started Being Disclosed in FY2024		
Third-Party Water (Megaliters)	Data Started Being Disclosed in FY2024		
<b>Water Discharge</b>			
Groundwater (Megaliters)	Data Started Being Disclosed in FY2024		
Third-Party Water (Megaliters)	Data Started Being Disclosed in FY2024		
Incidents of Non-Compliance With Discharge Limits (Number)	Data Started Being Disclosed in FY2024		
<b>Water Consumption</b>			
Total Water Consumption From All Areas (Megaliters)	134.60		

WASTE	2023		
	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
<b>Waste Generated</b>			
Total Weight Waste and Breakdown of This Total (Metric Tons)	3360		
<b>Waste Diverted From Disposal</b>			
Total Weight Waste and Breakdown of This Total (Metric Tons)	1,850	-	-
Total Weight Hazardous Waste and Breakdown by Recovery Operation (Metric Tons)	1,277	-	-
Total Weight Non-Hazardous Waste and Breakdown by Recovery Operation (Metric Tons)	573	-	-
<b>Waste Directed From Disposal</b>			
Total Weight Waste and Breakdown of This Total (Metric Tons)	163	-	-
Total Weight Hazardous Waste and Breakdown by Incineration (Without Energy Recovery) Operation (Metric Tons)	18	-	-
Total Weight Hazardous Waste and Breakdown by Landfilling Operation (Metric Tons)	81	-	-
Total Weight Non-Hazardous Waste and Breakdown by Landfilling Operation (Metric Tons)	64	-	-

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2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
27.9	N/A	N/A	13.1	13.1	N/A	N/A
79.6	0.3	0.2	96.2	79.3	1.0	15.9
N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.9	N/A	N/A	63.1	63.1	N/A	N/A
0	0	0	0	0	0	0
107.6	0.3	0.2	46.2	29.3	1.0	15.9

2024			2025			
MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION	GROUP	MANUFACTURING	PROPERTY DEVELOPMENT	CONSTRUCTION
2605	N/A	10,325	3,648	2,432	N/A	1,216
2404	N/A	32.7	3,269	2,205	N/A	126
1,729	N/A	0	1,637	1,637	N/A	0
675	N/A	32.7	1,634	570	N/A	126
201	N/A	10,292	331	227	N/A	1,090
27.3	N/A	0	100	100	N/A	0
88.5	N/A	0	42	42	N/A	0
84.7	N/A	10,292	190	86	N/A	1,090

# GRI Content Index

# 12



# GRI Content Index

<b>Statement of use</b>	Alcom Group Berhad (AGB) has reported in accordance with the GRI Standards for the period 01 January 2025 to 31 December 2025.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standards</b>	Not applicable

GRI Standard	Disclosure	Description	Page Number(s)	Omissions and Explanations
GRI 2: General Disclosures 2021	2-1	Organisational details	16	
	2-2	Entities included in the organisation's sustainability reporting	6	
	2-3	Reporting period, frequency and contact point	6	
	2-4	Restatements of information	-	
	2-5	External assurance	7	
	2-6	Activities, value chain and other business relationships	16-19	
	2-7	Employees	114-119, 123-127	
	2-8	Workers who are not employees	114-119, 123-127	
	2-9	Governance structure and composition	28-30	
	2-10	Nomination and selection of the highest governance body	34-35	
	2-11	Chair of the highest governance body	28	
	2-12	Role of the highest governance body in overseeing the management of impacts	31-33	
	2-13	Delegation of responsibility for managing impacts	31-33	
	2-14	Role of the highest governance body in sustainability reporting	31-33	
	2-15	Conflicts of interest	33	
	2-16	Communication of critical concerns	33	
	2-17	Collective knowledge of the highest governance body	35	
	2-18	Evaluation of the performance of the highest governance body	35	
	2-19	Remuneration policies	36-39	
	2-20	Process to determine remuneration	36-39	

GRI Standard	Disclosure	Description	Page Number(s)	Omissions and Explanations
	2-21	Annual total compensation ratio	39	
	2-22	Statement on sustainable development strategy	20	
	2-23	Policy commitments	59-164	
	2-24	Embedding policy commitments	59-164	
	2-25	Processes to remediate negative impacts	76	
	2-26	Mechanisms for seeking advice and raising concerns	76	
	2-27	Compliance with laws and regulations	151	
	2-28	Membership associations	-	Not Applicable
	2-29	Approach to stakeholder engagement	44-45	
	2-30	Collective bargaining agreements	44-45	
GRI 3: Material Topic 2021	3-1	Process to determine material topics	46-47	
	3-2	List of materials topics	50-52	

Disclosure	Description	Page Number(s)	Omissions and Explanations
<b>GRI 201: Economic Performance 2016</b>			
3-3	Management approach	60-62	
201-1	Direct economic value generated and distributed	61-62	
201-2	Financial implications and other risks and opportunities due to climate change	61-62	
201-3	Defined benefit plan obligations and other retirement plans	61-62	
201-4	Financial assistance received from government	61-62	
<b>GRI 202: Market Presence 2016</b>			
3-3	Management approach	128	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	128	
202-2	Proportion of senior management hired from the local community	34	
<b>GRI 203: Indirect Economic Impact 2016</b>			
3-3	Management approach	65-67	
203-1	Infrastructure investments and services supported	65-67	
203-2	Significant indirect economic impacts	65-67	
<b>GRI 204: Procurement Practice 2016</b>			
3-3	Management approach	68-74	
204-1	Proportion of spending on local suppliers	69	

## GRI Content Index

Disclosure	Description	Page Number(s)	Omissions and Explanations
<b>GRI 205: Anti-Corruption 2016</b>			
3-3	Management approach	75-78	
205-1	Operations assessed for risks related to corruption	76	
205-2	Communication and training about anti-corruption policies and procedures	76-77	
205-3	Confirmed incidents of corruption and actions taken	76	
<b>GRI 207: Tax 2019</b>			
3-3	Management approach	63-64	
207-1	Approach to tax	63-64	
207-2	Tax governance, control, and risk management	63-64	
207-3	Stakeholder engagement and management of concerns related to tax	63-64	
207-4	Country-by-country reporting	-	Not Applicable
<b>GRI 102: Climate Change 2025</b>			
3-3	Management approach	81	
102-1	Transition plan for climate change mitigation	-	Not Available
102-2	Climate change adaptation plan	-	Not Available
102-3	Just transition	-	Not Available
102-4	GHG emissions reduction targets and progress	89	
102-5	Scope 1 GHG emissions	83	
102-6	Scope 2 GHG emissions	83	
102-7	Scope 3 GHG emissions	84	
102-8	GHG emission intensity	86	
102-9	GHG removals in the value chain	-	Not Available
102-10	Carbon credits	-	Not Available
<b>GRI 103: Energy 2025</b>			
3-3	Management approach	90	
103-1	Energy policies and commitments	90	
103-2	Energy consumption and self-generation within the organisation	90-92	
103-3	Upstream and downstream energy consumption	-	Not Applicable
103-4	Energy intensity	92	
103-5	Reduction in energy consumption	93	

Disclosure	Description	Page Number(s)	Omissions and Explanations
<b>GRI 301: Materials 2016</b>			
3-3	Management approach	95	
301-1	Materials used by weight or volume	96	
301-2	Recycled input materials used	97	
301-3	Reclaimed products and their packaging materials	-	Not Available
<b>GRI 302: Energy 2016</b>			
3-3	Management approach	90	
302-1	Energy consumption within the organization	90-92	
302-2	Energy consumption outside of the organization	-	Not Available
302-3	Energy intensity	92	
302-4	Reduction of energy consumption	93	
302-5	Reductions in energy requirements of products and services	93	
<b>GRI 303: Water and Effluents 2018</b>			
3-3	Management approach	106	
303-1	Interactions with water as a shared resources	106	
303-2	Management of water discharge-related impacts	109	
303-3	Water withdrawal	108	
303-4	Water discharge	109	
303-5	Water consumption	109	
<b>GRI 305: Emissions 2016</b>			
3-3	Management approach	81	
305-1	Direct (Scope 1) GHG emissions	83	
305-2	Energy indirect (Scope 2) GHG emissions	83	
305-3	Other indirect (Scope 3) GHG emissions	84	
305-4	GHG emissions intensity	86	
305-5	Reduction of GHG emissions	93	
305-6	Emissions of ozone-depleting substances (ODS)	-	Not Applicable
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	-	Not Applicable
<b>GRI 306: Waste 2020</b>			
3-3	Management approach	100	
306-1	Waste generation and significant waste-related impacts	100	

## GRI Content Index

Disclosure	Description	Page Number(s)	Omissions and Explanations
306-2	Management of significant waste related impacts	100	
306-3	Waste generated	101	
306-4	Waste diverted from disposal	102-103	
306-5	Waste directed to disposal	102-103	
<b>GRI 308: Supplier Environmental Assessment 2016</b>			
3-3	Management approach	68-69	
308-1	New suppliers that were screened using environmental criteria	-	Not Available
308-2	Negative environmental impacts in the supply chain and actions taken	69	
<b>GRI 401: Employment 2016</b>			
3-3	Management approach	114-119	
401-1	New employee hires and employee turnover	1156-116	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	117-118	
401-3	Parental leave	118	
<b>GRI 402: Labour/Management Relations 2016</b>			
3-3	Management approach	120-122	
402-1	Minimum notice periods regarding operational changes	121	
<b>GRI 403: Occupational Health &amp; Safety 2018</b>			
3-3	Management approach	151	
403-1	Occupational health and safety management system	151	
403-2	Hazard identification, risk assessment, and incident investigation	151	
403-3	Occupational health services	152	
403-4	Worker participation, consultation, and communication on occupational health and safety	152	
403-5	Worker training on occupational health and safety	152	
403-6	Promotion of worker health	153	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-	
403-8	Workers covered by an occupational health and safety management system	154	
403-9	Work-related injuries	154	
403-10	Work-related ill health	154	

Disclosure	Description	Page Number(s)	Omissions and Explanations
<b>GRI 404: Training and Education 2016</b>			
3-3	Management approach	139-150	
404-1	Average hours of training per year per employee	141	
404-2	Programs for upgrading employee skills and transition assistance programs	144-146	
404-3	Percentage of employees receiving regular performance and career development reviews	143	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
3-3	Management approach	123-127	Not Available
405-1	Diversity of governance bodies and employees	124-126	
405-2	Ratio of basic salary and remuneration of women to men	129	
<b>GRI 406: Non-discrimination 2016</b>			
3-3	Management approach	133-135	
406-1	Incidents of discrimination and corrective action taken	133-135	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>			
3-3	Management approach	133-135	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	133-135	
<b>GRI 408: Child Labour 2016</b>			
3-3	Management approach	133-135	
408-1	Operations and suppliers at significant risk for incidents of child labour	133-135	
<b>GRI 409: Forced or Compulsory Labour 2016</b>			
3-3	Management approach	133-135	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	133-135	
<b>GRI 410: Security Practices 2016</b>			
3-3	Management approach	136-138	
410-1	Security personnel trained in human rights policies or procedures	136-138	
<b>GRI 413: Local Communities 2016</b>			
3-3	Management approach	156-161	
413-1	Operations with local community engagement, impact assessments, and development programs	156-157	
413-2	Operations with significant actual and potential negative impacts on local communities	156-157	

## GRI Content Index

Disclosure	Description	Page Number(s)	Omissions and Explanations
<b>GRI 414: Supplier Social Assessment</b>			
3-3	Management approach	68-69	
414-1	New suppliers that were screened using social criteria	68-69	
414-2	Negative social impacts in the supply chain and actions taken	68-69	
<b>GRI 415: Public Policy 2016</b>			
3-3	Management approach	-	Not Available
415-1	Political contributions	-	Not Available
<b>GRI 416: Customer Health and Safety 2016</b>			
3-3	Management approach	162-164	
416-1	Assessment of the health and safety impacts of product and service categories	162-164	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	162-164	
<b>GRI 417: Marketing and Labelling 2016</b>			
3-3	Management approach	162-164	
417-1	Requirements for product and service information and labelling	162-164	
417-2	Incidents of non-compliance concerning product and service information and labelling	162-164	
417-3	Incidents of non-compliance concerning marketing communications	162-164	

# TCFD Index

# 13



# TCFD Index

TCFD Pillars	Recommended Disclosures	Page Reference
<b>Governance</b> Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	55
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	32-33
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	55
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	56
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenario.	57
<b>Risk Management</b> Disclosure how the organisation identifies, assesses, and manages climate-related risks.	a) Describe the organisation's processes for identifying and assessing climate-related risks.	54
	b) Describe the organisation's processes for managing climate-related risks.	56
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	32-33
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities.	82-84
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	82-84
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	88-89

# Index On CoP for UNGC

# Statement of Continued Support for The UN Global Compact

## UNGC Communication of Progress (CoP) Index Table

CoP No.	UNGC Principle	Commitment / Topic	Disclosure or Response in SR	Page Number
G1	Governance	Board/highest governance body or senior executive sustainability oversight and statements	Board of Directors is the highest governing body and holds ultimate accountability for sustainability. Board/ARMC oversee sustainability strategies, risks/opportunities (including climate), reporting integrity and ethical conduct; Chairman and President cum CEO provide sustainability statements.	10-13; 28-33
G2	Governance	Code of conduct on sustainability topics	Alcom Charter of Corporate Behaviour and Code of Conduct embeds ethical and regulatory compliance. Related policies include Supplier Code of Conduct, Integrity and Anti-Corruption Policy, Human Rights, Diversity, Equity and Inclusivity Policy, and procurement SOPs.	62; 68-69; 75-78; 132-135
G3	Governance	Appointed responsibility for sustainability topics	Responsibility is assigned to the Board, ARMC, President cum CEO, Sustainability Manager and Sustainability Working Committees. The Sustainability Manager coordinates initiatives and reports to the CEO/ senior management; committees execute programmes and provide updates.	31-33
G3.1	Governance	Formal governance structures for sustainability oversight	Formal ESG governance structure disclosed: Board to ARMC to President cum CEO to Sustainability Manager to Sustainability Working Committees/ESG Working Group across subsidiaries.	31-33
G4	Governance	Process to identify, assess and mitigate sustainability risks	AGB identifies ESG risks and impacts through materiality assessment (at least every three years with annual review), stakeholder engagement, scoring of business/stakeholder significance and validation by ESG Working Group, senior management and ARMC; climate risks are mapped by time horizon and managed through strategic priorities.	42-43; 54-58
G4.1	Governance	Identification of high-risk business partners and external stakeholders	Stakeholders are mapped by relationship, influence and affectedness; suppliers/vendors are assessed through ESG Risk Analysis Framework, maturity self-assessment, contractual compliance, audits and engagement to identify higher-risk business relationships.	44-45; 68-73
G5	Governance	Due diligence process for actual and potential negative impacts	Due diligence processes include materiality/impact assessment, supplier onboarding with SCOC and ESG clauses, vendor ESG self-assessments/audits, HIRARC workplace risk assessments, community baseline assessments and escalation of critical concerns.	31-33; 42-43; 68-73; 151-157
G5.1	Governance	Identification of high-risk suppliers and business relationships through due diligence	Suppliers and business partners are identified through supplier selection SOPs, ESG risk analysis, supplier self-assessments, performance grading and targeted audits; no formal negative social impact assessment of existing suppliers was conducted in FY2025 and no significant supplier impacts were reported.	68-73; 172-173
G6	Governance	Workforce process to raise concerns on sustainability topics	Employees can raise concerns through supervisors, HR escalation, union/town halls, departmental meetings, grievance channels and whistleblowing mechanisms; stakeholders also have channels to raise concerns.	33; 75-78; 120-122; 132-135
G6.1	Governance	Accessibility and safeguards of grievance / whistleblowing processes	Whistleblowing and grievance channels allow confidential reporting by employees and external stakeholders; procedures include assessment, escalation and corrective/disciplinary action where needed. No confirmed corruption incidents and no substantiated human-rights complaints were recorded in FY2025.	75-78; 132-135
G7	Governance	Tracking effectiveness of actions on sustainability impacts	Effectiveness is tracked through action-plan progress, operational performance metrics, management/Board reporting, OHS audits, supplier monitoring and reasonable assurance of selected sustainability disclosures.	70-73; 80-111; 151-155; 166-167; 212-219
G8	Governance	Executive pay linked to sustainability performance	Remuneration framework is performance-oriented and considers responsible conduct, risk management, compliance/governance integrity and environmental/social consequences. The SR does not disclose a quantified sustainability-linked executive pay KPI.	36-39
G9	Governance	Board/highest governance body composition	Board composition disclosed: Independent Non-Executive Chairman, Independent Non-Executive Directors, Non-Independent Non-Executive Directors, Executive Directors including President cum CEO, and Alternate Director; Board diversity disclosed as 75% male/25% female and 100% above 50.	28-29; 34-35; 176-177
G10	Governance	Percentage of women in managerial positions	FY2025 Group managerial positions: 74% male and 26% female (62 male; 22 female).	166; 178-179

CoP No.	UNGC Principle	Commitment / Topic	Disclosure or Response in SR	Page Number
G11	Governance	Gender representation in C-suite / executive leadership	Specific C-suite gender representation is not separately disclosed. Related leadership disclosures show Board gender representation at 75% male/25% female and executive employee category at 71% male/29% female.	34-35; 166; 178-179
G12	Governance	Sustainability in financing and investment strategies	Climate and sustainability considerations are reflected in strategy and financial planning, including renewable energy, energy efficiency, process improvement, circularity, water/waste management, climate-related expenditure and GITE solar tax incentive applications.	54-58; 60-64; 90-94
G13	Governance	Sustainability reporting frameworks / regulations used	SR prepared with reference to GRI Standards, Bursa Securities Main Market Listing Requirements and Bursa Sustainability Reporting Guide (3rd Edition); also considers UN SDGs and TCFD; GHG reporting applies ISO 14064-1:2018 and GHG Protocol.	6-7
G14	Governance	Third-party assurance of questionnaire information	Selected sustainability disclosures received reasonable assurance from Bureau Veritas Certification (M) Sdn. Bhd. under ISAE 3000 (Revised); GHG assurance applied ISO 14064-3:2019 and GHG Protocol.	6-7; 212-219
HR/L1	Human Rights and Labour	Material human rights and labour rights topics identified	Material social/human-rights/labour topics identified include Employment, Labour/Management Relations, OHS, Training and Education, Diversity and Equal Opportunity, Non-discrimination, Freedom of Association and Collective Bargaining, Child Labour, Forced/Compulsory Labour, Security Practices, Local Communities and Supplier Social Assessment.	20-21; 50-52
HR/L1.1	Human Rights and Labour	Most material human rights and labour rights topics selected for reporting	Selected and reported material human-rights/labour topics cover workforce management, labour-management relations, diversity and equal opportunity, salary/remuneration/living wage, responsible labour practices/human rights, security practices, learning and development, OHS and supplier social assessment.	68-73; 114-155
HR/L2	Human Rights and Labour	Policy commitment on human rights and labour rights topics	AGB's Human Rights, Diversity, Equity and Inclusivity Policy commits to non-discrimination, prevention of harassment, prohibition of child and forced labour, fair working conditions and whistleblower protection.	132-135
HR/L2.1	Human Rights and Labour	Features of human rights and labour rights policy commitments	Policy features include assigned responsibilities (CEO/President, Head of HR and Heads of Department), minimum age verification, no recruitment fee, prohibition of coercion/debt bondage/retention of identity documents, grievance access and disciplinary consequences for violations.	132-135
HR/L2.2	Human Rights and Labour	Policy content on freedom of association and collective bargaining	Freedom of association is respected under Malaysian law. Manufacturing maintains a formal Collective Agreement with the Metal Industry Employees' Union covering wages, benefits and working conditions; no significant risk of restrictions was identified.	120-121; 134
HR/L2.3	Human Rights and Labour	Policy content on wages and living wages	Salary/remuneration policy is role-based, fair and benchmarked; entry-level wages comply with minimum wage. Manufacturing conducted a living-wage assessment and has a progression plan: 96% coverage in 2025, 98% in 2026 and 100% in 2027.	128-131
HR/L3	Human Rights and Labour	Engagement with potentially affected stakeholders on human rights and labour topics	Human-rights/labour engagement occurs through employee/management channels, union engagement, Town Hall sessions, surveys/materiality exercises, grievance/whistleblowing channels and supplier engagement.	44-45; 68-73; 120-122; 132-135
HR/L4	Human Rights and Labour	Actions taken to prevent or mitigate human rights and labour risks/impacts	Preventive actions include non-discriminatory hiring, regulated working hours/overtime, employee benefits, JTK-certified labour quarters for foreign workers, collective bargaining, minimum age/document checks, no recruitment fees, grievance channels and supplier SCOC/ESG clauses.	68-73; 114-122; 132-135
HR/L4.1	Human Rights and Labour	Assessment of progress in preventing or mitigating human rights and labour risks/impacts	Progress is assessed through workforce/turnover/benefit data, parental leave data, diversity/pay-ratio disclosures, human-rights complaint tracking and OHS metrics. FY2025 recorded 0 substantiated human-rights complaints and no security-related human-rights violations.	114-138; 166-167
HR/L4.1.1	Human Rights and Labour	Timebound human rights and labour targets set	Timebound labour target disclosed for living wage: 96% coverage in 2025, 98% in 2026 and 100% in 2027. Other human-rights targets are described qualitatively in future outlooks but not quantified.	119; 130-131; 135
HR/L5	Human Rights and Labour	Remedy provided or enabled for adverse human rights and labour impacts	No adverse human-rights impacts requiring remedy were disclosed in FY2025. Remedy/enabling mechanisms include HR escalation, grievance procedures and the Whistleblower Protection Code.	132-135
HR/L6	Human Rights and Labour	Average gender pay gap	Average gender pay gap is not disclosed as a single Group-wide figure. SR discloses ratios of basic salary and remuneration of women to men by employee category and segment.	128-129; 180-181
HR/L7	Human Rights and Labour	Rate of recordable work-related accidents for employees	FY2025 OHS data: 4 non-fatal employee injuries in Manufacturing, 0 employee fatalities, 0 work-related ill-health cases; recordable/work-related injury rate for Manufacturing employees disclosed as 0.79, and Group LTIR reported as 0.	154-155; 166-167; 182-183

### UNGC Communication of Progress (CoP) Index Table

CoP No.	UNGC Principle	Commitment / Topic	Disclosure or Response in SR	Page Number
HR/L8	Human Rights and Labour	Additional practical actions on human rights and labour principles	Additional practical actions include enhanced benefits, long-service recognition, parental leave, Collective Agreement/town halls, diversity monitoring, HPO/culture transformation, vocational student engagements, OHS training and contractor safety improvements.	117-122; 123-127; 139-155
E1	Environment	Policy commitment on environmental topics	Environmental commitments are embedded in the Sustainability Framework and Driving Environmental Responsibility pillar, with vision to achieve Net Zero by 2035 and sustainable Net Gain by 2050; topics cover climate change, energy, water/effluents, materials, waste and supplier environmental assessment.	20-21; 80-111
E1.1	Environment	Features of environmental policy commitments	Commitment features include GHG inventory, energy efficiency, renewable energy, low-carbon/recycled aluminium, water recycling, waste segregation/recycling, licensed waste contractors and regulatory compliance.	80-111
E2	Environment	Engagement with potentially affected stakeholders on environmental topics	Potentially affected stakeholders are engaged through materiality assessment, ESG awareness sessions, questionnaires, supplier/customer/regulator/community outreach and vendor engagement; environmental topics are validated as material.	42-45; 68-73
E3	Environment	Actions taken to prevent or mitigate environmental risks/impacts	Actions include GHG monitoring, solar deployment, process and energy efficiency, Scope 3 supplier engagement, low-carbon ingots, recycled aluminium/material recovery, waste segregation/recycling, landfill reduction, IETS water reuse and groundwater compliance monitoring.	54-58; 80-111
E3.1	Environment	Assessment of progress in preventing or mitigating environmental risks/impacts	Progress assessed through emissions, energy, materials, waste and water metrics. FY2025 examples: lower total GHG vs FY2024, energy consumption 426,336 GJ, landfill intensity 2.15 kg/mt vs 2.99 target, water intensity 1.22 m3/MT vs 1.47 target, and 64% waste recycled.	82-86; 90-93; 100-110
E3.1.1	Environment	Timebound environmental targets set	Timebound environmental targets include Net Zero by 2035, hydrogen adoption replacing 50% of natural gas by 2030, near full renewable/alternative energy transition by 2040, net-negative carbon by 2050, plus FY2025 landfill and water-intensity targets.	57; 87-89; 104; 110
E3.1.2	Environment	Tracking progress against environmental targets	Progress is tracked through annual GHG/energy/material/waste/water disclosures, target-vs-actual landfill and water intensity, emissions intensity and renewable-energy commissioning updates.	82-86; 90-94; 95-111
E4	Environment	Remedy provided or enabled for adverse environmental impacts	No adverse environmental impacts requiring remedy were specifically disclosed. Controls include IETS wastewater treatment/reuse, licensed waste contractors, groundwater licensing, monitoring and 0 incidents of non-compliance with discharge limits.	100-110; 194-195
E5	Environment	Measurement of Scope 1 and Scope 2 GHG emissions	FY2025 Scope 1 and Scope 2 measured and disclosed: Scope 1 = 16,399 tCO <sub>2</sub> e; Scope 2 = 22,441 tCO <sub>2</sub> e (location-based purchased electricity).	81-83; 166-167; 190-191
E6	Environment	Measurement of Scope 3 GHG emissions	FY2025 Scope 3 emissions measured and disclosed as 426,445 tCO <sub>2</sub> e, with purchased goods and services being the dominant category.	82; 84-85; 166-167; 190-191
E6.1	Environment	Scope 3 categories included in emissions calculation	Scope 3 categories disclosed: purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets and downstream transportation and distribution.	84-85; 166-167
E7	Environment	Third-party validated GHG reduction targets	The SR discloses assurance of GHG emissions data, but does not state that GHG reduction targets are third-party validated.	212-219
E7.1	Environment	Net-zero targets	AGB's Net Zero Transformation Plan targets Net Zero by 2035 and net-negative carbon status by 2050 through renewable energy, VPPA, CCU, hydrogen and offsets.	20; 87-89
E8	Environment	Climate change adaptation plan	Climate adaptation/resilience is addressed through climate risk and opportunity mapping, scenario view (1.5C, 2C, 4C), acute/chronic physical risk assessment, water stewardship, logistics continuity and site resilience; a standalone adaptation plan is not disclosed.	54-58; 106-111
E9	Environment	Targets to phase out fossil fuels	Fossil-fuel transition targets disclosed include hydrogen adoption to replace 50% of natural gas in industrial applications by 2030, near full renewable/alternative energy transition by 2040 and full hydrogen integration by 2050.	57; 87-89
E10	Environment	Transition plan to limit global warming	Transition pathway disclosed to support lower-carbon operations: 2026 emissions reduction via expanded solar/process efficiency; 2030 hydrogen adoption; 2040 renewable/alternative energy transition; 2050 net-negative carbon. Scenario analysis references IEA Net Zero 2050 and IPCC pathways.	56-58; 87-89

CoP No.	UNGC Principle	Commitment / Topic	Disclosure or Response in SR	Page Number
E11	Environment	Material environmental topics identified	Material environmental topics identified: Climate Change, Energy, Water and Effluents, Materials, Waste and Supplier Environmental Assessment. Biodiversity was reassessed as not material for FY2025.	20-21; 46-52
E12	Environment	Water withdrawal and consumption details	FY2025 water data disclosed: total withdrawal 109.3 ML (13.1 ML groundwater; 96.2 ML third-party water), discharge 63.1 ML, consumption 46.2 ML, recycled water 2.44 ML.	106-110; 194-195
E13	Environment	Water basins of highest priority for engagement	Priority water basins are not disclosed. SR identifies municipal water from Air Selangor and licensed groundwater use by ALCOM manufacturing facilities.	106-108
E14	Environment	Active nature action plan and business coverage	No formal nature action plan/business coverage disclosed this year. Nature-related action includes the 2025 mangrove planting programme at Hutan Simpan Banjar Utara, with approximately 2,000 saplings planted.	158-159
E15	Environment	Air pollutant emissions reported	Air pollutants such as NOx/SOx/ODS are not quantitatively disclosed. SR reports Scope 1, 2 and 3 GHG emissions and related GHG methodology.	80-86; 198-204
E16	Environment	Circular economy practices implemented	Circular economy practices include Buy-Back Guarantee for returned scrap, aluminium scrap recovery/recycled input materials, low-carbon ingots, material recovery, waste recycling/resource recovery and water recycling.	54; 95-107
E17	Environment	Additional practical actions on environmental principles	Additional environmental actions include PMHA environmental performance recognition, MyHIAU product certification, EcoVadis Silver Medal, solar carpark installation, landfill/water-intensity targets and supplier environmental engagement.	24-26; 68-73; 90-111
AC1	Anti-Corruption	Anti-corruption compliance programme	AGB maintains a zero-tolerance anti-corruption framework guided by the Integrity and Anti-Corruption Policy, with Board oversight, senior management implementation, internal controls and whistleblowing channels.	75-78
AC1.1	Anti-Corruption	Features and scope of anti-corruption compliance programme	The programme applies to employees, directors and relevant third parties and covers bribery, improper advantages, conflict of interest, gifts/hospitality/entertainment, political contributions, facilitation payments, record-keeping/financial controls and whistleblowing.	75-78
AC1.2	Anti-Corruption	Monitoring of anti-corruption compliance programme	Monitoring includes biennial Corruption Risk Management assessment, procurement/financial SOPs and approval controls, conflict-of-interest declarations, whistleblowing review, contractual expectations for business partners and ongoing compliance monitoring.	75-78
AC2	Anti-Corruption	Policies and recommendations on conflict of interest, gifts, donations, sponsorship, and public officials	Integrity and Anti-Corruption Policy includes requirements on conflict of interest, gifts, hospitality and entertainment, political contributions, facilitation payments, record-keeping and financial controls.	75-78
AC3	Anti-Corruption	Collective action against corruption	Collective action against corruption is not specifically disclosed in the SR 2025.	N/A
AC4	Anti-Corruption	Recipients of anti-corruption and integrity training	FY2025 anti-corruption training recipients disclosed by employee category: 9 managerial, 14 executive and 4 non-executive; new employees were informed/trained during onboarding and required to sign the Anti-Corruption Pledge.	77; 166; 174-175
AC4.1	Anti-Corruption	Frequency of anti-corruption and integrity training	Group-wide anti-corruption training was conducted in FY2024. In FY2025 no refresher training was conducted; onboarding training was provided to newly joined staff. Future outlook refers to periodic training cycles.	77-78
AC5	Anti-Corruption	Mechanisms to detect incidents of corruption	Detection mechanisms include whistleblowing channel, biennial corruption risk assessment, delegated authority limits, segregation of duties, documented approval processes, financial reviews and procurement/contract/payment controls.	75-76
AC5.1	Anti-Corruption	Actions taken to address suspected incidents of corruption	Suspected misconduct reports are assessed under established procedures with disciplinary or corrective action where necessary. FY2025 recorded 0 confirmed corruption incidents and no actions taken.	75-76; 78
AC6	Anti-Corruption	Additional practical actions on anti-corruption principle	Additional actions include strengthening internal controls/financial oversight, maintaining whistleblowing access and confidentiality, reinforcing ethical conduct through onboarding and periodic training, and monitoring corporate-liability/governance regulatory developments.	75-78

**Assurance  
Statement from  
Bureau Veritas**

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## INDEPENDENT ASSURANCE STATEMENT

To: The Board of Directors and Stakeholders of ALCOM GROUP BERHAD

### Introduction and Objectives of Work

ALCOM Group Berhad (“ALCOM” or “the Group”) reaffirms its unwavering dedication to upholding the highest standards of transparency, accountability, and excellence in its environmental, social, and governance (ESG) disclosures. In alignment with its strategic imperative to advance sustainable development and foster stakeholder trust, ALCOM has appointed **Bureau Veritas Certification (M) Sdn. Bhd.** (“Bureau Veritas”) to conduct an independent, reasonable assurance engagement on the sustainability information disclosed within its 2025 Sustainability Report (“the Disclosure”).

This assurance engagement encompasses ALCOM and its subsidiaries – **Aluminium Company of Malaysia Berhad, Alcom Nikkei Speciality Coatings Sdn. Bhd., Alcom Dach&Wand Sdn. Bhd., AGB Builders Sdn. Bhd., and AGB Land Sdn. Bhd.** – collectively representing the Group’s integrated value chain and operational footprint. The scope of assurance is designed to evaluate the adherence of disclosed information to internationally recognised frameworks, including but not limited to the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB), and Bursa Malaysia’s Sustainability Reporting Requirements within the scope of work described below for the period from 1 January 2025 to 31 December 2025.

### Responsibilities

The preparation and presentation of the Sustainability Report is the sole responsibility of the management of ALCOM and its subsidiaries. Bureau Veritas was not involved in the preparation of any part of the Disclosure. Our responsibilities were to:

- Perform **reasonable assurance** reviews to determine whether the selected information has been prepared accurately and appropriately;
- Establish an independent conclusion based on the evidence gathered and the assurance procedures that were conducted; and
- Communicate our findings to the management of ALCOM and its subsidiaries.

### Scope of Assurance Work

The scope of this assurance engagement covered the following sustainability indicators disclosed in ALCOM’s 2025 Sustainability Report:

- **Environmental:**
  - **Greenhouse Gas (GHG) Emissions:** This encompasses Scopes 1, 2, and 3 emissions. Scope 1 includes direct GHG emissions, Scope 2 involves location-based energy indirect emissions, and Scope 3 covers purchased goods and services, waste generated in operations, business travel, employee commuting, and downstream transportation and distribution. ALCOM’s GHG emissions intensity and other significant air emissions were also verified in this engagement.
  - **Energy Consumption & Intensity:** The total amount of fuel consumed within the organisation, total electricity consumption, ratio of energy intensity for the organisation during the reporting period.
  - **Effluents & Waste:** The total amount of weight waste and breakdown of waste generated, waste diverted from disposal, and waste directed to disposal during the reporting period.
  - **Water:** The total amount of water withdrawal, water discharge, and water consumption during the reporting period.
  - **Materials:** The total amount of materials used by weight or volume during the reporting period.
- **Social:**
  - **Supplier Social Assessment:** The total number of suppliers undergoing social assessments during the reporting period.
  - **Diversity & Equal Opportunity:** The total number of employees across different employee categories (diversity groups, turnover rates, employment status) during the reporting period.
  - **Forced or Compulsory Labour:** The total number of substantiated complaints concerning human rights violations during the reporting period.
  - **Security Practices:** The proportion of security personnel trained in the organisation’s human rights policies and specific procedures related to security during the reporting period.
  - **Training & Education:** The average number of training hours and amount of performance reviews provided to ALCOM employees across gender and employee categories (Managerial, Executive, Non-executive) during the reporting period.
  - **Occupational Health & Safety:** The total number of work-related fatalities, lost time injury (LTI), training hours, and total number of workers covered by an Occupational Health and Safety Management System for ALCOM employees and non-employees during the reporting period.



- **Local Communities:** The amount of community investment where the target beneficiaries are external to the listed issuer during the reporting period.
- **Data & Customer Privacy:** The total number of substantiated complaints concerning breaches of customer privacy or losses of customer during the reporting period.
- **Governance:**
  - **Economic Performance:** This encompasses the direct economic value generated and distributed, financial implications and other risks and opportunities, and defined benefit plan obligations and other retirement plans during the reporting period.
  - **Market Presence:** The ratio of entry level wage to the minimum wage for male and female employees during the reporting period.
  - **Anti-corruption:** The total number of ALCOM employees receiving training on anti-corruption across different employee categories (Managerial, Executives, Non-executives) during the reporting period.
  - **Procurement Practice:** The total amount of spending on local suppliers during the reporting period.
  - **Anti-competitive Behaviour:** The total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices during the reporting period.

#### Assessment Standard

This assurance engagement was conducted in accordance with the following standards:

- **ISAE 3000 (Revised):** *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. This standard was applied for the assurance of the non-GHG indicators listed.
- **ISO 14064-3: 2019:** *Greenhouse gases – Part 3: Specification with guidance for the verification and validation of greenhouse gas statements*. This standard was applied for the assurance of GHG emissions (Scope 1, 2, and 3).
- **GHG Protocol:** *A Corporate Accounting and Reporting Standard*. This protocol provided the framework for the quantification and reporting of GHG emissions.
- **Global Reporting Initiative (GRI) Standards:** The principles and indicators from these standards were referenced for the assurance of the relevant indicators.



#### Methodology

Bureau Veritas' assurance procedures for the Disclosure included the following:

- Developed an assurance plan that outlined the scope, objectives, and criteria for the engagement. This included identifying key risks of material misstatement and determining the nature, timing, and boundaries of our procedures.
- Reviewed relevant documentation provided by ALCOM and its subsidiaries including data collection methodologies, internal policies and procedures, and supporting evidence for the reported data. The data management systems used to capture and compile the reported metrics were also investigated.
- Performed procedures to verify the accuracy and completeness of the reported data. This included:
  - **Environmental:**
    - **GHG Emissions:** Reviewed the GHG emissions inventory, emission factors, activity data, and methodologies for collecting, maintaining, and calculating data. Emphasised on the Scope 3 emission sources and the robustness of the data collection methodologies employed including estimations and assumptions. Challenged assumptions used and sought corroborating evidence where possible. Verified the accuracy of reported energy consumption and evaluated energy efficiency initiatives undertaken by ALCOM and its subsidiaries.
    - **Energy Consumption & Intensity:** Randomly examined the fuel and electricity consumption data as the sources of the Disclosure. Evaluated the data collection and aggregation methods used.
    - **Effluents & Waste:** Reviewed the methodology used to calculate the amount of waste and generated waste breakdown. Performed sample testing of waste data to verify the accuracy of the total waste breakdown.
    - **Water:** Analysed the water bills and discharge meter readings as the sources of the Disclosure. Evaluated the data collection and aggregation methods used.
    - **Materials:** Evaluated the data for materials used as the only source for the Disclosure. Evaluated the data collection and aggregation methods used.
  - **Social:**
    - **Supplier Social Assessment:** Analysed the resultant social impacts for suppliers and performed sample tests of social impact data to verify the accuracy of the social criteria information.



- **Diversity & Equal Opportunity:** Reviewed the methodology used to calculate the number of employees across different categories. Performed sample testing of the employee data to verify the accuracy of the underlying diversity information.
  - **Labour / Management Relations:** Examined the number of weeks' notice data provided to employees and representatives. Performed a randomly aggregated methodology to verify the accuracy of the information.
  - **Forced or Compulsory Labour:** Evaluated supporting documentation of the treatment of substantiated complaints concerning human rights violations. Performed sample testing of provided data to verify the accuracy of the information.
  - **Security Practices:** Analysed supporting documentation as policy framework and training records across security personnel. Tested the aggregation of training hours to ensure accuracy.
  - **Training & Education:** Reviewed supporting documentation such as training records across different categories of employees. Evaluated the aggregation of training hours to ensure accuracy.
  - **Occupational Health and Safety:** Examined OSH policies and procedural framework for data collection of number of work-related injuries, lost-time injury, and training records including number of employees trained. Performed sample testing of provided data to verify the accuracy of the information.
  - **Local Communities:** Analysed the community investment data including the total number of beneficiaries of the investment in communities. Performed a random assessment of the data presented to ensure accuracy.
  - **Data & Customer Privacy:** Examined the data privacy and security protocol including the total number of substantiated complaints concerning breaches of customer privacy. Analysed the customer data presented to ensure accuracy.
- **Governance:**
- **Economic Performance:** Examined supporting documentation such as financial statements of direct economic value generated and distributed and defined benefit plan obligations and other retirement plans. Evaluated the data collection and aggregation methods used and performed sample testing of retirement data to verify the accuracy of the underlying retirement benefits information.



- **Market Presence:** Reviewed the methodology used to calculate the gender pay ratio of the entry level wage to the minimum wage, including the definition of each employee category. Performed sample testing of payroll data to verify the accuracy of the underlying salary information.
  - **Anti-corruption:** Examined supporting documentation such as anti-corruption training records against different categories of employees. Evaluated the aggregation of training hours to ensure accuracy.
  - **Procurement Practice:** Evaluated the data on responsible sourcing and supply chain management for local suppliers, including the strategic management of the supply chain.
  - **Anti-competitive Behaviour:** Reviewed the legal actions for anti-competitive behaviour, anti-trust, and monopoly practices. Evaluated the legal evidence and data collection methods used to verify the validity of the information.
- Conducted interviews with management and relevant personnel (data owners) responsible for collecting, processing, and reporting the selected sustainability disclosures.
  - Performed analytical procedures to identify any unusual trends or discrepancies in the reported data. This included comparing the reported data to prior periods and industry benchmarks, where available.

#### Limitations and Exclusions

This assurance engagement is subject to certain inherent limitations:

- The accuracy and completeness of the reported data depend on the quality of the underlying data management systems and internal controls implemented by ALCOM and its subsidiaries. Our assurance does not extend to the design or effectiveness of these systems and controls, though we may offer observations where weaknesses are noted.
- The quantification of some sustainability indicators, particularly Scope 3 GHG emissions, involves estimations and judgments.
- Our assurance is designed to detect material misstatements. A misstatement is considered material if it could reasonably influence the decisions of a user of the Disclosure. The determination of materiality involves our professional judgment.



- For GHG, the assurance was designed to provide a reasonable assurance whether the GHG emissions are presented fairly, in all material aspects, and in accordance with the reporting criteria. It was not intended to provide assurance of ALCOM and its subsidiaries' ability to achieve its climate-related targets, expectations, or ambitions.

### Conclusion

Based on our reasonable assurance procedures, ALCOM and its subsidiaries' 2025 sustainability disclosures are **fairly stated** and **materially accurate** within the scope of this engagement. We found no evidence to suggest the information is materially misstated, providing a credible basis for stakeholder review in accordance with the reporting criteria.

This reasonable assurance engagement relies on a risk-based selected sample of data and the associated limitations that it entails. This independent statement should not be relied upon to detect all errors, omissions, or misstatements that may exist.



### Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 200 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest. No member of the assurance team has a business relationship with ALCOM Group Berhad and its subsidiaries, its directors or managers beyond that required of this assignment. We have conducted this assurance engagement independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical, health and safety information, systems, and processes and an excellent understanding of the Bureau Veritas Group's standard methodology for the assurance of sustainability reports and greenhouse gas emissions data.

For and on behalf of Bureau Veritas Certification (M) Sdn. Bhd, Kuala Lumpur, Malaysia

Issue Date: 21 April 2026

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