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PESONA METRO

PESONA METRO HOLDINGS BERHAD

(Registration No. 201101029741) (957876-T)



SUSTAINABILITY REPORT 2025

SUSTAINABILITY STATEMENT



OUR SUSTAINABILITY COMMITMENT

Pesona Metro Holdings Berhad (“PMHB”) remains steadfast in its commitment to creating enduring value for our stakeholders. In doing so, we maintain a clear focus on the sustainability matters that influence our capacity to create, preserve and deliver value over the long term. Our approach is anchored in the environmental, social and governance (“ESG”) principles that form the foundation of our operations. Our efforts are guided by the Group’s structured sustainability framework that shapes our strategic priorities and initiatives through which we strengthen our business resilience, enhance operational performance and uphold high standards of ethical business conduct. Through a forward-looking and responsible approach, PMHB remains committed to advancing sustainable progress and delivering meaningful economic, social and environmental value.



SCOPE AND BOUNDARY OF THIS STATEMENT

This publication marks PMHB’s tenth Sustainability Statement and presents a comprehensive overview of the Group’s key Economic, Environmental and Social (“EES”) initiatives undertaken during the 2025 financial year. It also outlines how PMHB has engaged proactively with a broad spectrum of internal and external stakeholders to ensure that its sustainability efforts remain aligned with evolving expectations and prevailing industry best practices.

Reporting Period : 1 January 2025 – 31 December 2025.

Reporting Cycle : Annually.

Business Entity Covered: This Statement focuses on Pesona Metro Sdn Bhd (“PMSB”), the Group’s principal subsidiary and main contributor, accounting for 68% of PMHB’s annual revenue through its role within the Construction Division. Accordingly, the disclosures presented in this Statement relate primarily to matters material to PMSB’s core operations and do not extend to the activities of the Group’s other subsidiaries. The Group’s principal area of focus continues to be the construction of commercial and residential developments across Peninsular Malaysia.

GUIDELINES

This Statement is prepared in accordance with the Sustainability Reporting Guide (3rd Edition) issued by Bursa Securities.



COMMITTED TO CREATING SUSTAINABLE VALUE

Pesona Metro Holdings Berhad (“PMHB”) is a diversified investment holding company listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) under the Construction sector. The Group’s operations extend across civil engineering, building construction, river rehabilitation and beautification, concession-based ventures, and the trading of construction-related materials.

Anchored by a long-term strategic outlook, PMHB places sustainability at the core of its business direction to ensure that growth remains responsible, resilient and profitable. Through the integration of ESG considerations across its strategy and operations, the Group enhances efficiency, reinforces stakeholder trust and strengthens its competitive standing. Consequently, PMHB is well positioned to create sustainable value, advance its industry leadership and contribute meaningfully to economic and social development.

STATEMENT CONTENT

This Sustainability Statement centres on issues which are significant to the stakeholders of PMHB and which have been prepared in accordance with local regulations and requirements. It should be read in conjunction with the Group’s Annual Report 2025, which sets out a broader perspective on the financial and non-financial dimensions of the Group’s business activities. While external assurance has not yet been undertaken for this Statement, it forms part of PMHB’s continuing efforts to strengthen the management, integrity and oversight of its sustainability data. Looking ahead, the Group aims to obtain external assurance as part of its ongoing efforts to reinforce the transparency, credibility and accountability of its sustainability initiatives.

METHODOLOGY

The matters and topics disclosed in this Statement have been carefully selected by PMHB’s Executive Committee in accordance with the Group’s prevailing governance practices. Following the Board’s endorsement, the Working Committee assumed responsibility for implementing the Statement’s recommendations, ensuring that execution remained aligned with the Group’s strategic direction and sustainability priorities.

PMHB’S SUSTAINABILITY JOURNEY

Founded in 1996, PMHB has progressively strengthened its position as a responsible and forward-looking industry participant. In 2016, the Group formalised its commitment to sustainability through the development and integration of a Sustainability Framework within its business model, in line with Bursa Securities’ introduction of sustainability reporting requirements. Since then, we have continued to embed this framework across our business practices and operations to ensure that sustainable outcomes remain central to our value creation approach.

Accordingly, the Group’s business strategies are aligned with its sustainability priorities and relevant industry standards, supporting efforts to enhance operational efficiency, optimise costs, pursue revenue growth and promote innovation.

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SUSTAINABILITY THEMES

To ensure alignment and consistency in its sustainability initiatives, the Group has established the following sustainability themes:

HEALTH & SAFETY



Safeguarding the safety and wellbeing of our employees and the communities in which we operate remains a core priority for PMHB. Across our construction sites, we maintain stringent occupational safety and health standards, supported by disciplined equipment management and operational practices that uphold strong safeguards for safety, health and environmental protection.

ENVIRONMENT



The Group is cognisant of the impact our projects may have on the environment due to the nature of our operations. Accordingly, our interactions with air, water, soil, vegetation and wildlife are subject to careful monitoring and managed in accordance with applicable regulatory requirements. At the same time, we seek to use resources responsibly and with due discipline, in line with our objective of minimising the adverse effects of our operations on the environment and surrounding communities.

LABOUR PRACTICES



The Group is dedicated to nurturing a respectful and inclusive workplace where all employees are treated with fairness and dignity. We do not tolerate discrimination on any basis and seek to ensure that our employment practices support equal opportunity across the workforce. At the same time, we recognise that a supportive and balanced work environment is integral to employee wellbeing, and remain mindful of the physical, mental and emotional welfare of our people.

PROFITABILITY



Sustained profitability and effective value creation are integral to the long-term resilience of our business. In line with this, we remain committed to delivering high-quality projects on time and within budget, while serving the public with a strong sense of responsibility, professionalism and excellence.

SUSTAINABILITY GOVERNANCE

PMHB has established a governance framework to support the preparation of its sustainability reporting in accordance with high standards of governance. Designed to uphold accuracy, accountability and transparency, the framework is applied throughout each stage of the reporting process.

BOARD OF DIRECTORS



Composition / Description

Chairman of Audit Committee

Roles and Responsibilities

Guide and support

EXECUTIVE COMMITTEE



Composition / Description

Senior Management chaired by the Managing Director ("MD")

Roles and Responsibilities

Strategise and standardise

SUSTAINABILITY WORKING COMMITTEE



Composition / Description

Health and Safety (Head of Health & Safety)
Environment (Head of Environment)
Labour Practices (Head of Human Resources)
Profitability (MD)

Roles and Responsibilities

Plan and execute

- The Board of Directors upholds high standards of corporate governance and strong internal controls in overseeing the assessment and integration of material sustainability matters into the Group's business strategy.
- The Executive Committee oversees the development, review and refinement of the Group's sustainability framework, including the study, formulation and strategic planning of related priorities, as well as the preparation of the Sustainability Statement and Policy.
- The Sustainability Working Committee is entrusted with overseeing the Group's progress against its sustainability targets. It undertakes quarterly reviews to evaluate performance, identify variances between established targets and actual outcomes, and implement the necessary refinements to maintain alignment with the Group's broader sustainability objectives.

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BOARD OF DIRECTORS



Comprising individuals with extensive experience and a diverse range of expertise, PMHB’s Board of Directors provides overarching direction for the Group’s sustainability agenda. In carrying out this role, the Board is committed to creating sustainable long-term shareholder value through prudent oversight of investments and strategic priorities that support the continued advancement of the Group’s business interests.

The Board also exercises oversight over the implementation of the Group’s EES initiatives. Its responsibilities extend from setting the Group’s strategic direction and upholding high standards of corporate governance to ensuring that sustainability considerations are embedded in key decision-making processes. The Board also plays a critical role in shaping the frameworks and oversight mechanisms that reinforce PMHB’s commitment to transparency, integrity and accountability across all levels of the organisation.



SUSTAINABILITY WORKING COMMITTEE



The Sustainability Working Committee supports the implementation of the Group’s sustainability agenda by monitoring progress against established targets and ensuring alignment with PMHB’s policies, priorities and best practices. Comprising representatives from the Group’s key sustainability focus areas, the Committee meets quarterly to review performance, identify gaps and recommend the necessary refinements.

PMHB’s objective of strengthening its sustainability governance framework supports our broader goal to enhance the effectiveness of our strategic oversight, implementation and reporting. Further details on the Group’s corporate governance and risk management frameworks are set out in the Statement on Corporate Governance and the Statement on Risk Management and Internal Control in this Annual Report.



EXECUTIVE COMMITTEE



The Executive Committee, led by the Managing Director (“MD”) and comprising the Chief Financial Officer (“CFO”) and Chief Operating Officer (“COO”), is responsible for steering the Group’s sustainability agenda at the management level. It oversees the ongoing development and review of PMHB’s sustainability framework, while ensuring that related priorities and initiatives remain aligned with the Group’s broader strategic direction.

In carrying out this role, the Executive Committee reports regularly to the Board on the progress of sustainability matters and provides management oversight of the Group’s Sustainability Statement and Policy. It also guides the setting of sustainability targets, stakeholder engagement efforts and the identification of material EES matters relevant to the Group’s sustainability reporting.



STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a central pillar of the Group’s sustainability approach, supporting the continued development of our operations, relationships and market presence. By placing stakeholder interests at the heart of our business, we seek to maintain meaningful engagement across the various stages of our projects, enabling us to better understand expectations, address concerns proactively and build enduring relationships.

This process is guided by a structured approach that identifies and prioritises key stakeholder groups based on their influence on, and exposure to, our operations and supply chain. The Group’s framework for assessing stakeholder expectations and responding through appropriate communication channels is outlined in the Stakeholder Engagement Matrix.



OUR SUSTAINABILITY COMMITMENT

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STAKEHOLDER ENGAGEMENT

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ENGAGEMENT METHODS	HOW WE MEET OUR STAKEHOLDER'S EXPECTATIONS
Clients	<ul style="list-style-type: none"> Project to be completed on time, within budget and good quality. Full compliance with authorities' rules and regulations with minimal penalties or summons. Zero fatalities. Proper project management and communications. 	<ul style="list-style-type: none"> Progress meeting (fortnightly). Site walk with client (ad hoc). Client satisfaction survey (upon completion of the project). 	<ul style="list-style-type: none"> QLASSIC score of 73% and above. Submission of monthly progress reports on time. Achieve a minimum 80% client satisfaction rate. All correspondences to be answered within 24-48 hours. Designate a dedicated point of contact for clients, such as a Project Manager or Contract Manager, to ensure clear communication and efficient project coordination.
Authorities and Regulators	<ul style="list-style-type: none"> Compliance with rules and regulations. 	<ul style="list-style-type: none"> Site inspections. Audits. Accreditation. Training sessions. 	<ul style="list-style-type: none"> Implement weekly internal site meeting and site inspection on health, safety and environment ("HSE") issues, 5S methodology, Green Building Index ("GBI") matters to ensure compliance. Regularly attend training sessions/seminars/conferences/discussions to improve work methods and get updates on new regulations.
Employees	<ul style="list-style-type: none"> Attractive pay-out and job security. Career development and progression. Good HSE practices. Fair and equal treatment. 	<ul style="list-style-type: none"> Annual Staff Survey. Annual Appraisal. Staff activities. 	<ul style="list-style-type: none"> Organise Corporate Social Responsibilities ("CSR") activities to encourage off-site relationships with stakeholders. Implement a transparent and equitable reward system that recognises and incentivises performance based on merit. Provide regular updates on Group-related news and progress via the Group intranet. Respond to feedback on the matters raised by staff via all the engagement activities to assure them that the Group cares and will act upon the requests /concerns which are deemed right for the Group.
Business Partners (Suppliers and Sub-contractors)	<ul style="list-style-type: none"> Timely payment. Fair and transparent procurement processes. Safe work sites. 	<ul style="list-style-type: none"> Safety toolbox meetings. Weekly meetings. Transparent tender processes. Suppliers and sub-contractors evaluation. 	<ul style="list-style-type: none"> Achieve a minimum of 75% in Grade C and above rating for supplier evaluations. Achieve a 75% in Grade B- and above rating for sub-contractor evaluations. Organise factory/warehouse visits.

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STAKEHOLDER ENGAGEMENT (CONT'D)

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ENGAGEMENT METHODS	HOW WE MEET OUR STAKEHOLDER'S EXPECTATIONS
Media	<ul style="list-style-type: none"> Timely and transparent financial and corporate information. 	<ul style="list-style-type: none"> Press conferences. Corporate website. Press releases. 	<ul style="list-style-type: none"> Organise meetings with the media after the general meeting. Upload press releases on the website for easy access by the media.

STAKEHOLDER PRIORITISATION

To ensure that stakeholder interests and concerns are addressed in a timely and effective manner, the Group undertakes an annual stakeholder prioritisation assessment. Through this process, stakeholders are classified into two principal categories based on their degree of dependence on the Group and their capacity to influence its operations. This enables PMHB to direct its engagement efforts and resources in a more focused and strategic manner. The results of the latest assessment are set out in the following table.

STAKEHOLDER GROUP	DEPENDENCY ON THE COMPANY 1 = LOWEST DEPENDENCY 4 = HIGHEST DEPENDENCY	INFLUENCE ON THE COMPANY 1 = LEAST INFLUENCE 4 = STRONG INFLUENCE
Employees	4	4
Sub-contractors	4	4
Consultants	2	4
Clients	3	4
Government/Local Authorities	2	4
Suppliers	3	3
Competitors	1	4
Bankers	2	2
Media	1	1
Community	1	1



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The Group's Stakeholder Prioritisation Matrix was derived from a structured evaluation of information gathered through the stakeholder prioritisation exercise. This process assessed stakeholder groups based on the extent to which their views, interests and engagement may influence the Group's strategic direction and long-term growth. Based on the outcome of this assessment, seven stakeholder groups were identified as falling within the High Dependency–High Influence category, reflecting their significant relevance to the Group. The remaining stakeholder groups were classified under the Low Dependency–High Influence category, as presented in this Statement.

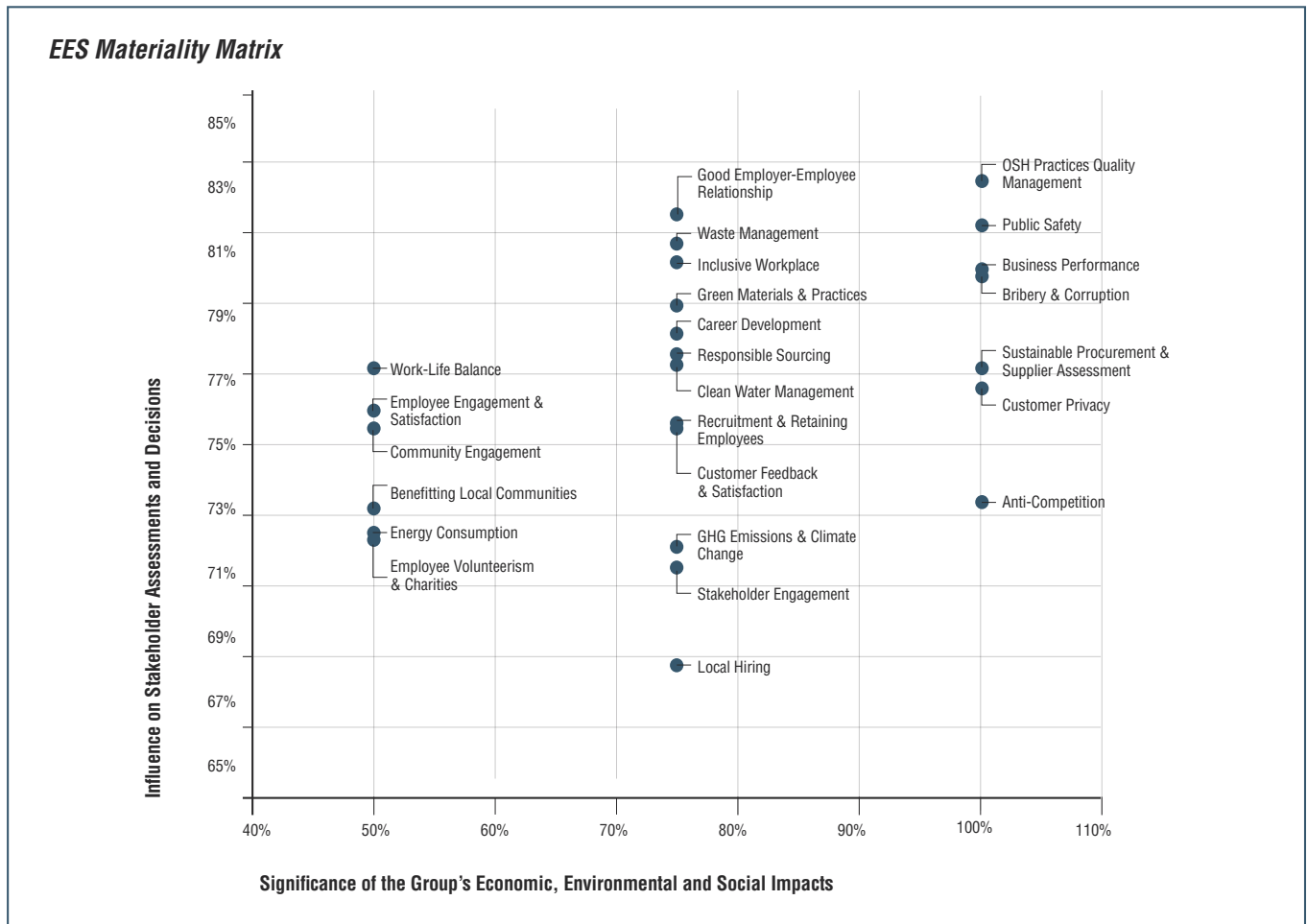
STAKEHOLDERS DEPENDENCY	High Dependency	CONSULT/ INVOLVE		COLLABORATE/ EMPOWER (Maximum Attention)	
					1) Employees 2) Sub-contractors
Low Dependency	KEEP INFORMED (Minimal Effort)		INFORM/ ENGAGE		
	Community	1) Competitors 2) Media		3) Consultants 4) Clients 5) Government/ Local Authorities 6) Bankers 7) Suppliers	
	No Influence	Low Influence	Some Influence	Formal Power/High Influence	
STAKEHOLDER INFLUENCE ON THE ORGANISATION					

MATERIAL MATTERS

STAKEHOLDERS	PARAMETERS
Clients	Existing and past clients who have engaged the Company in jobs - both private and public organisations.
Authorities and Regulators	Governments, local councils, the Construction Industry Development Authority or Construction Industry Development Board ("CIDB"), Standard and Industrial Research Institute of Malaysia ("SIRIM"), the Fire Department, and the regulators for GBI or GBI certification.
Consultants	Professionals who have a direct influence on the Company's operations including architectural, structural, electrical, mechanical, and landscaping professionals.
Employees	Permanent, contractual and interns; locals and foreign workers.
Business Partners (Suppliers and Sub-contractors)	Product and service providers.
General Public and Community	People living/working within a 5 km radius of our workplaces; Other non-governmental organisations ("NGOs") with influence.
Bankers/Financiers	Financing bodies that conduct monetary transactions with the Company.

SUSTAINABILITY STATEMENT

PMHB’s current Materiality Matrix continues to be informed by the outcomes of its earlier assessments, which remain broadly relevant to the Group’s business activities and operating environment in the financial year ended 31 December 2025 (“FY2025”). As there were no significant changes to the nature of the Group’s core operations during the year, the existing material matters continued to provide a sound basis for evaluating sustainability priorities and stakeholder expectations. The Matrix also remained a key reference point in guiding the Group’s sustainability direction and ongoing implementation efforts.



UPHOLDING GOOD ECONOMIC PRACTICES

STRATEGIC DIRECTION

In FY2025, the Group remained focused on strengthening its core businesses as the foundation for sustainable long-term growth. This continued emphasis reflects our commitment to building a resilient business that is better positioned to respond to evolving market conditions, changing customer expectations and broader economic uncertainties. The continuous refinement of our strategic approach enables PMHB to enhance operational discipline, deploy resources more effectively, improve decision-making and respond with greater agility to both risks and opportunities. In doing so, the Group is better placed to preserve value, support future expansion and deliver more consistent outcomes over the long term.

Further details on the Group’s strategic direction, as well as its financial and operational performance, are provided in the Management Discussion and Analysis section of this Annual Report.

OUR SUSTAINABILITY COMMITMENT

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2025 SUSTAINABILITY ROADMAP (TARGETS AND ACHIEVEMENTS)

Environment	
Target	Achievements
Allowable Construction Waste	Achieved
• Steel 7%	5%
• Concrete 5%	3%
• Timber 10%	6%
Zero Environmental Summons/Notices	Achieved

Health & Safety	
Target	Achievements
Zero Fatality	Achieved
Zero Lost Time	Achieved
Zero Stop Work Orders	Achieved
Zero dengue cases	Achieved

Labour	
Target	Achievements
Annual Staff Survey	Achieved
3 Major Festive Celebrations	Achieved
Minimum 14 training hours per employee	Not Achieved
4 CSR Programmes	
Internship	Not Achieved
i) 10 Headquarter ("HQ")	i) 0 HQ
ii) 25 Site	ii) 10 Site
8 Scholarships	12 Scholarships

Product Quality	
Target	Achievements
QLASSIC 73%	Mirai - QLASSIC 78% (Not Achieved - client requirement: 80%) LFR3 - QLASSIC 82% (Achieved) TNB - QLASSIC 76% (Achieved) TNB - BuildQAS 80.5% (Pesona Metro's initiative)
80% Customer Satisfaction	Mirai - 58.0% (Not Achieved) LFR3 - 84.4% (Achieved) TNB - 95.6% (Achieved)
75% Sub-Contract Grade B	Mirai - 57.7% (Not Achieved) LFR3 - 70.1% (Not Achieved) TNB - 100% (Achieved)
75% Supplier Grade C and above	Supplier Evaluation 2025 - 100% (Achieved)

For a more comprehensive understanding of the sustainability matters outlined above, please refer to the relevant sections of this Sustainability Statement.

STRENGTHENING THE MARKET ECOSYSTEM

PMHB places strong emphasis on building a dependable and responsible value chain that supports both business continuity and national economic development. As a participant in Malaysia's construction sector, the Group works closely with suppliers, subcontractors, clients and other business partners to support project delivery, strengthen operational resilience and sustain long-term growth. Through PMSB, its principal subsidiary, PMHB continues to contribute to domestic development by undertaking projects that support the built environment and broader economic activity.

Since its establishment in 1996, PMHB has expanded from a modest operation into an established construction group with a workforce of approximately 400 employees across permanent and contract roles. This growth reflects the Group's continued investment in the people and capabilities needed to support its operations. While the Group draws on a mix of local and foreign labour to meet operational requirements and specialised trade needs, it remains committed to developing a capable workforce that can support the consistent delivery of quality projects.

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The Group also maintains a clear commitment to local procurement as part of its broader support for the domestic economy. Key construction materials, including cement, steel and timber, are sourced locally where practicable, enabling PMHB to support Malaysian businesses, strengthen domestic supply chains and retain greater economic value within the country. This approach also helps to reduce reliance on imports, improve supply stability and mitigate exposure to external market volatility. Additionally, PMHB continues to uphold fair procurement practices and adopt appropriate construction methods and technologies to enhance efficiency, quality and long-term sectoral contribution.

SUPPLY CHAIN MANAGEMENT		2023	2024	2025
Proportion of spending on local suppliers	Percentage	100%	100%	100%



TRANSPARENT MARKETPLACE PRACTICES

Transparent marketplace practices are a prime aspect of PMHB’s approach to responsible business conduct. The Group operates in accordance with the regulatory requirements governing Malaysia’s construction industry, including those of the CIDB, and is subject to regular SIRIM audits. As a Main Market-listed company, PMHB also complies with Bursa Malaysia Securities Berhad’s Main Market Listing Requirements (“MMLR”), reflecting its commitment to transparency, accountability and high standards of governance.

PMHB also maintains a clear zero-tolerance stance on bribery and corruption. This commitment is embedded in the Group’s internal policies and reinforced through employee education and awareness. Since 2019, the PMHB Induction Programme has introduced new employees to the Group’s ethical expectations and its position against white-collar crime. This is complemented by the Zero Tolerance Policy in the Group Employee Handbook, which sets out the standards expected of employees and supports the consistent application of ethical business practices across the organisation.

To support strong governance and transparent business practices, PMHB has put in place a range of policies and controls that promote accountability, ethical conduct and procedural integrity across the organisation. These include the following:

- **Code of Conduct:** Defines the standards of ethical behaviour, integrity and business conduct expected of all employees.
- **Corporate Governance Overview Statement:** Included in the Annual Report, this statement outlines the responsibilities of the Board and its committees, while the Board Charter is publicly accessible on the Group’s website.
- **Open Tender Policy:** Promotes fairness and transparency in subcontractor selection by requiring tender box openings to be attended by at least three out of five committee members, including one member from a different department to preserve impartiality.
- **Whistleblowing Policy:** Establishes a secure mechanism for reporting financial irregularities, compliance breaches and other misconduct. The policy is detailed in the Employee Handbook and published on the Group’s website at www.pesona.com.my.

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PMHB reviews and strengthens its governance framework to ensure it remains aligned with evolving regulatory expectations and compliance requirements. The Board exercises oversight of governance-related risks and the effectiveness of related controls, including those introduced in response to Section 17A of the MACC Act 2009. In parallel, the Group's Anti-Corruption and Anti-Bribery Policy and Procedures have been incorporated into the Code of Conduct, supporting compliance with Bursa Securities' MMLR and reinforcing PMHB's zero-tolerance stance on corruption and unethical conduct.

COMMON INDICATORS	UNIT	2023	2024	2025
Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	2%	3%	4%
Executive	Percentage	14%	9%	11%
Non-executive/Technical Staff	Percentage	18%	10%	14%
General Workers	Percentage	0%	0%	0%
Percentage of operations assessed for corruption-related risks	Percentage	100%	100%	100%
Confirmed incidents of corruption and action taken	Number	0	0	0

OUR COMMITMENT TO EXCELLENCE

PMHB continues to uphold high standards across its operations, as reflected in the external recognition received during the year. Further details on the awards and recognitions received by the Group are provided in the Social: Occupational Health and Safety section of this Statement.

UPHOLDING GOOD ENVIRONMENTAL PRACTICES



CHAMPIONING ENVIRONMENTAL STEWARDSHIP THROUGH GREEN 5S PRACTICES

PMHB manages the environmental aspects of its operations through practical measures applied across its project sites. The Group promotes accountability among employees, subcontractors and suppliers through training and awareness programmes designed to support compliance, strengthen site practices and uphold consistent operational standards.

Green 5S is one of the frameworks adopted in this effort. As one of the earlier construction companies in Malaysia to implement the 5S methodology, PMHB uses this framework to strengthen site organisation, housekeeping and safety. All project sites undergo audits by the SIRIM Green 5S team to assess compliance with the required standards. In 2017, The Mews project site became the Group's first site to record a Zero Non-Conformance Report in a SIRIM Green 5S Audit.

During FY2025, PMHB carried out eight Green 5S awareness training sessions across its project sites and 12 additional sessions at Headquarters. The programme was supported by 70 weekly 5S site coordination and surveillance sessions, alongside 12 5S audits at Headquarters.

The SIRIM Green 5S Audits provide an independent assessment of PMHB's implementation of 5S practices across its project sites. These audits enable the Group to measure compliance, identify areas for improvement and monitor progress towards achieving Zero Non-Conformance. Through this disciplined approach, PMHB strengthens site management standards and reinforces its reputation as a responsible and well-managed construction company.

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Seven-Year SIRIM 5S External Audit Results

YEAR OF AUDIT	PROJECT SITES	NUMBER OF NON-CONFORMANCE REPORTS	NUMBER OF ISSUES UNDER OBSERVATION
2023	MKR, Bon Kiara	0	1
2024	LFR3, Cyberjaya	1	11
2025	KLGCC	0	5

ENVIRONMENTAL EDUCATION AND WORKPLACE PRACTICES

PMHB applies environmental controls through a combination of site procedures, staff engagement and regular management oversight. These measures support compliance with applicable requirements and help ensure that environmental considerations are addressed during project execution. Project teams receive periodic updates and take part in internal knowledge-sharing sessions to strengthen awareness, improve coordination and support more consistent implementation across sites.

The Group's Green 5S performance reflects the discipline applied in maintaining site standards. To support this, PMHB invests in environmental education to build practical understanding among employees and reinforce expected standards of conduct at site level. The following table shows the number of environmental education sessions delivered to staff from 2023 to 2025:

Green 5S Performance			
	2023	2024	2025
Project Sites (5S Audits)	19	40	36
HQ (5S Talks)	12	12	12
Induction Programme	1	3	3
5S Site Surveillance	98	94	70
SIRIM G5S Certification	0	1	4
HQ 5S Audits	12	12	12

Employee behaviour also forms part of the Group's environmental management approach. From the point of entry into the organisation, new employees are introduced to PMHB's sustainability commitments and expected workplace practices, including the principles of reduce, reuse and recycle. These expectations are reinforced through internal initiatives such as the Styrofoam Food Packaging Campaign, which remained in force throughout FY2025. The campaign prohibits the use of plastic and polystyrene food and beverage containers across workplaces and project sites, supporting the reduction of non-biodegradable waste and the wider use of reusable alternatives.



MATERIALS MANAGEMENT

As part of our conservation practices, the Group applies a materials management approach across its construction sites to improve the control, use and handling of construction materials. By managing materials more carefully throughout the project cycle, PMHB is able to reduce avoidable wastage, improve resource use and support more efficient site operations. This also helps to lower disposal volumes and related costs, while reducing the amount of waste generated through project activities.

RAW MATERIALS MANAGEMENT

To support better waste management, PMHB adopts a procurement approach that gives due consideration to local sourcing and project-specific material requirements. Procurement budgets are planned in line with the scale and needs of each project to help avoid over-ordering and unnecessary material losses. This Statement focuses on the three principal construction materials, which together represent approximately 80% of the Group's total raw material usage.

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Material Used			
	2023	2024	2025
Steel Bar (tonnes)	19,310	13,618	13,406
Concrete (m ³)	310,767	168,594	167,933
Timber (tonnes)	922	893	2,247

The Group also applies defined material wastage limits across its projects to support tighter control over construction resource usage. The table below presents the volume of waste generated from the Group's ongoing projects in FY2025. With the exception of steel bar waste, which recorded a marginal increase, waste volumes were lower than those reported in the preceding year.

Material Wastage (%)				
	Allowable	2023	2024	2025
Steel Bar (tonnes)	7%	4%	5%	5%
Concrete (m ³)	5%	3%	5%	3%
Timber (tonnes)	10%	8%	7%	6%

PMHB remains focused on strengthening its materials management approach to improve resource efficiency and reduce construction waste. The progress achieved to date reflects stronger control over material usage, effective site-level oversight and the commitment of project teams in managing wastage more closely. Going forward, the Group will continue to refine its practices and work with site teams to reduce avoidable losses, improve material planning and support more efficient use of resources across its operations.

UTILITIES MANAGEMENT

Similar to our approach to raw materials, the Group manages the use of construction materials and site utilities through close monitoring and tighter operational control across its project sites. This includes resources such as diesel, petrol, water and electricity, which are tracked to support more efficient usage, reduce avoidable losses and improve overall site discipline. Through this approach, we seek to limit unnecessary consumption and strengthen resource management across our operations.

WATER CONSERVATION

To manage water use more efficiently, PMHB utilises harvested rainwater for selected site activities such as cleaning and washing, thereby reducing reliance on treated water sources where practicable. This is supported by rainwater harvesting systems integrated into project sites as part of the Group's water management approach. Water consumption is monitored in relation to operational needs, including workforce size, to strengthen usage control and drive improvement. In FY2025, the Group achieved a 53% reduction in water usage.

Water Usage	2023	2024	2025
Project Sites	131	162	76
HQ	1	1	1



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DIESEL

During the early stages of construction, diesel is used to power site machinery and equipment before a stable electricity supply becomes available. As projects progress and permanent or more reliable electrical infrastructure is put in place, site operations shift gradually towards greater electricity use. In FY2025, the Group recorded lower diesel consumption alongside higher electricity usage, reflecting the advancement of its ongoing projects into more electricity-dependent phases.

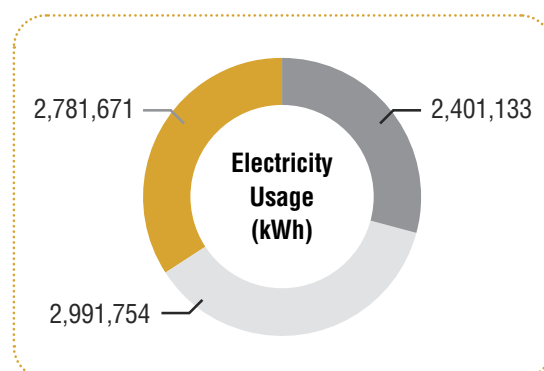
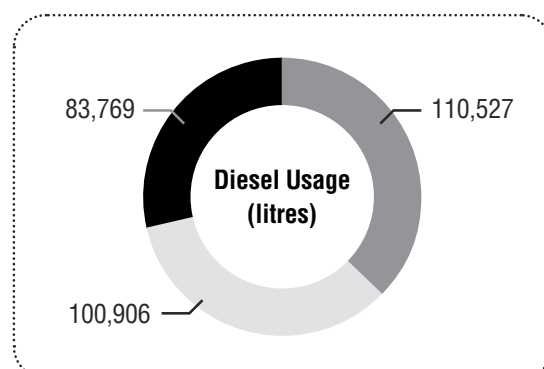
Diesel Usage (litres)	2023	2024	2025
Project Sites	110,527	100,906	83,769
HQ	7,374	9,717	7,956

Electricity Usage (kWh)	2023	2024	2025
Project Sites	2,401,133	2,991,754	2,781,671
HQ	120,707	125,664	136,936

Note: Bursa Malaysia requires total energy consumption to be recorded in megawatt-hours (MWh) and this is reflected in the prescribed Bursa table.

Petrol consumption within the Group arises mainly from travel between headquarters and project sites undertaken to support operational and workforce needs. While representing a relatively modest component of the Group's overall resource use, petrol remains closely monitored as part of PMHB's commitment to prudent resource management and improved operational discipline. In FY2025, the Group achieved a reduction in petrol consumption, in line with its broader efforts to strengthen efficiency and support its longer-term sustainability priorities.

Petrol Usage (litres)	2023	2024	2025
Project Sites	46,641	42,813	41,099
HQ	76,574	71,886	66,506



ENERGY

In FY2025, the Group's energy consumption decreased by 8%, mainly due to the completion of several projects carried over from the preceding year.

ENERGY MANAGEMENT	UNIT	2023	2024	2025
Total energy consumption	Megawatt	2,522	5,258	4,812

OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT



MONITORING ENERGY USE AND EMISSIONS PROFILE

PMHB tracks key operational inputs to assess its greenhouse gas (“GHG”) emissions and strengthen oversight of resource consumption across its activities. Emissions are primarily driven by fuel usage for machinery and transport, as well as electricity consumption at project sites and support facilities. Through regular monitoring, the Group is able to identify trends, improve efficiency and support more disciplined resource management.

The table below presents a consolidated overview of resource consumption and estimated carbon emissions for FY2025, providing a basis for evaluating the Group’s operational footprint and guiding future reduction efforts.

FY2025 Resource Consumption and Estimated Carbon Emissions

Resource Category	Scope	Total Consumption	Estimated Carbon Emissions (kgCO ₂ e)
Water Usage (m ³)	Project Sites	75,951	26,135
	Headquarters	953	331
Diesel Usage (litres)	Project Sites	83,769	224,500
	Headquarters	7,956	21,323
Electricity Usage (kWh)	Project Sites	2,781,671	2,478,469
	Headquarters	136,936	122,010
Petrol Usage (litres)	Project Sites	41,099	96,995
	Headquarters	66,507	156,955

SUSTAINABILITY STATEMENT

WASTE MANAGEMENT

General waste is managed through a practical framework that focuses on preventing waste before it arises. Rather than relying solely on disposal measures, the Group places attention on how materials are specified, procured, handled and used at site level. This helps to reduce unnecessary losses and strengthen overall project efficiency. The framework is centred on the following priorities:

- Improving the reuse of formwork materials and increasing the use of recyclable alternatives.
- Cutting down waste linked to packaging from purchased goods.
- Reducing rework that leads to wasted materials, added cost and time loss.
- Improving site handling practices to avoid material damage.
- Tightening purchasing accuracy to avoid excess or unusable materials that cannot be recovered for further use.

The following initiatives support the implementation of this approach.

Waste Management Targets and Programmes

Optimising Formwork Usage

To reduce waste arising from conventional formwork usage, PMHB has progressively increased the use of reusable formwork systems across its project sites. These include table forms, jump forms, aluminium forms and proprietary system formworks, all of which support repeated use and stronger material control. Timber formwork remains in use only where specific structural or design requirements make it necessary.

The Group has maintained a 90% system formwork utilisation rate since 2019, reflecting a disciplined approach to limiting timber dependence through continued investment in durable and reusable formwork assets. This supports more efficient material use and better waste management across the Group’s construction activities.

Formwork Usage (%)			
	2023	2024	2025
Timber Form	10%	10%	10%
System Form	90%	90%	90%



Minimising Packaging Waste

In support of its longer-term sustainability objectives, the Group applies practical reuse measures to reduce waste arising from protective packaging, which constitutes a significant portion of total site waste. Materials such as timber pallets, crates, cardboard boxes, plastic wrapping and metal strapping are repurposed for temporary site uses, including wall systems, walkways, fencing and barriers. This supports more efficient material use and helps reduce the amount of construction waste requiring disposal.

Minimising Rework

The Group also works to reduce construction rework through the use of digital planning and coordination tools, including Building Information Modelling (“BIM”) and Virtual Design and Construction (“VDC”). By carrying out more detailed design reviews and coordination checks at the planning stage, PMHB is better able to identify potential clashes, resolve issues early and reduce the likelihood of errors during execution. This supports better cost control, improves the use of time and materials, and strengthens overall project efficiency. Oversight of these processes is led by the Group’s dedicated BIM team, which supports effective coordination and integration throughout the construction cycle.

OUR SUSTAINABILITY COMMITMENT

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Minimising Instances of Damaged Materials

The Group uses the 5S system as a practical tool to strengthen material management across its construction sites. By improving the way materials are stored, handled and organised, PMHB is able to reduce material damage, maintain better site order and support more efficient project execution. This includes the following practices:

- Placing steel bar bundles on prefabricated steel frames to keep them off damp ground and reduce exposure to corrosion.
- Allocating designated storage areas for scaffolding materials, including smaller components, with floor-level collection boxes provided to prevent loss and support orderly returns.
- Identifying fragile materials for special handling and applying a first-in, first-out approach to materials with expiry dates to reduce unnecessary spoilage and waste.

This disciplined approach supports stronger site control, better material preservation and more efficient day-to-day operations.

**RECYCLING EFFORTS**

In FY2025, PMHB sustained its waste reduction efforts through recycling initiatives at both headquarters and project sites. In collaboration with non-governmental organisations, the Group supported the collection and recycling of suitable materials from the workplace and employees' homes, while encouraging greater employee participation in responsible waste practices.

At project sites, PMHB also recovered recyclable materials from construction waste streams, repurposed suitable debris where feasible and directed recyclable items to designated recycling facilities. These measures support better waste management and reduce the volume of waste sent for disposal.

Recycling Efforts (kg)						
	2023		2024		2025	
	HQ	Site	HQ	Site	HQ	Site
Carton Boxes, Cardboards and Papers	741	28,902	3,213	35,041	3,106	33,885
Plastics and PVC	55	2,130	68	4,761	66	4,604
Metal, Aluminium and Iron	21	814	4	1,120	4	1,083
Others (glass, shrink wrap film, scrap PVC pipes)		3,198		3,859		3,732

SUSTAINABILITY STATEMENT

POLLUTION CONTROL AND MANAGEMENT

Prior to the commencement of construction, the Group assesses the potential environmental impacts of each project and establishes the controls required under the applicable Environmental Management Plan (“EMP”). PMHB engages a sustainability consultant to support the implementation and oversight of EMP requirements, including a monthly monitoring regime covering water quality, air quality, noise and vibration in accordance with Department of Environment Malaysia requirements.

These measures are supported by a series of site-level controls aimed at preventing contamination and managing environmental risks during construction. Among them are metal drip trays for the containment of oil leaks, grease and oil interceptors for canteen and kitchen areas, and the proper maintenance of Imhoff tanks for wastewater handling. Water browsers are also deployed to reduce dust, while water jets and wash troughs are used to clean lorries and vehicle tyres prior to exiting site.

Environmental Parameter	Monitoring Scope	Frequency	Purpose
Noise	Active project sites	Quarterly	To assess noise levels against allowable limits and support mitigation where required
Dust (TSP)	Active project sites	Quarterly	To monitor dust levels arising from construction activities and guide site control measures
Vibration	Active project sites	Quarterly	To assess vibration levels and manage potential disturbance to surrounding areas
Water Quality	Active project sites	Quarterly	To monitor selected discharge and water quality indicators against applicable standards

OUR COMMITMENT TO IMPLEMENTING GOOD ENVIRONMENTAL MANAGEMENT SYSTEMS

The Group manages environmental matters through a structured framework aligned with ISO 14001:2015, which is implemented through its principal subsidiary, PMSB. This framework supports a systematic approach to managing environmental risks, meeting compliance obligations and strengthening operational controls across the Group’s activities. It is underpinned by the following principles:

- **Planned environmental management:** A structured planning approach is applied to address environmental risks, regulatory obligations and stakeholder expectations.
- **Risk-based assessment:** Environmental issues are evaluated through a risk-focused approach to support stronger controls and better decision-making.
- **Leadership responsibility:** Designated leaders within PMSB oversee environmental management efforts and support alignment with environmental management system objectives.
- **Pollution prevention and responsible resource use:** The Group seeks to prevent pollution and manage natural resources with due care across its operations.
- **Process-based implementation:** Environmental management is integrated into operational processes to support consistency and measurable results.
- **Performance improvement:** Practical measures are applied to improve the management of emissions, effluents and other environmental impacts.
- **Lifecycle consideration:** Environmental impacts are considered across the wider lifecycle of construction activities.
- **Business integration:** Environmental objectives are embedded into relevant business functions to support implementation and compliance.

Through this framework, PMHB strengthens the consistency, accountability and effectiveness of its environmental management practices in line with recognised international standards.

OUR SUSTAINABILITY COMMITMENT

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UPHOLDING GOOD SOCIAL PRACTICES SOCIAL: LABOUR AND DECENT WORKPLACE PRACTICES



PMHB is committed to maintaining a workplace that is grounded in fairness, mutual respect and equal opportunity. The Group's approach to human resource management is guided by policies set out in the Employee Handbook, which support inclusive employment practices and the fair treatment of employees across the organisation. In line with this, PMHB seeks to provide a working environment in which individuals are valued on the basis of capability, conduct and contribution, irrespective of race, background, gender or age.

As the Group continues to strengthen its workforce, it remains focused on attracting and retaining individuals from diverse backgrounds who can contribute to the organisation's performance and long-term development. This reflects PMHB's aim of fostering a professional and inclusive workplace culture that supports growth, capability-building and shared standards of excellence.



COMPOSITION OF THE BOARD

There were no changes to the composition of the Board during FY2025, providing continuity in oversight, governance and strategic deliberation.

PMHB remains committed to maintaining a well-balanced Board comprising individuals with the appropriate mix of experience, expertise and perspectives to support effective decision-making. This diversity of thought and professional background strengthens boardroom deliberations, enhances the quality of oversight and enables the Board to guide the Group's long-term direction with greater depth and perspective.

PMHB'S WORKFORCE

A capable and committed workforce serves as the foundation to PMHB's ability to deliver its business priorities effectively. As at December 2025, PMHB employed 304 employees, compared with 263 in the preceding year. This reflects the scale of the Group's operations and the importance of maintaining a capable and adaptable workforce to support business requirements.

In line with its commitment to sound workforce planning and talent management, PMHB tracks employee composition and workforce trends on an ongoing basis. The following table sets out the Group's workforce profile and movements over the past three years, providing an overview of how its employee base has developed over time.

OUR SUSTAINABILITY COMMITMENT

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	2023		2024		2025	
	No.	%	No.	%	No.	%
Total Number of Employees	288	NIL	263	NIL	304	NIL
Total Number of General Workers	419	NIL	382	NIL	340	NIL
Gender						
Management Male	59	20%	56	21%	62	20%
Management Female	7	2%	10	4%	14	5%
Executive Male	56	19%	58	22%	65	21%
Executive Female	40	14%	38	14%	50	17%
Non-executive/Technical Male	96	33%	75	29%	88	29%
Non-executive/Technical Female	30	11%	26	10%	25	8%
Total	288	100%	263	100%	304	100%
General Workers Male	418	100%	381	100%	340	100%
General Workers Female	1	0%	1	0%	0	0%
Total	419	100%	382	100%	340	100%
Age						
Management Under 30	3	1%	0	0%	1	0.4%
Management Between 30-50	42	15%	43	16%	49	16%
Management Above 50	21	7%	23	9%	26	9%
Executive Under 30	24	8%	22	8%	20	7%
Executive Between 30-50	62	22%	62	24%	83	27%
Executive Above 50	10	3%	12	5%	12	4%
Non-executive/Technical Under 30	46	16%	29	11%	29	10%
Non-executive/Technical Between 30-50	65	23%	57	22%	68	22%
Non-executive/Technical Above 50	15	5%	15	6%	16	5%
Total	288	100%	263	100%	304	100%
General Workers Under 30	186	45%	160	42%	147	43%
General Workers Between 30-50	232	55%	221	58%	192	56%
General Workers Above 50	1	0%	1	0%	1	0.3%
Total	419	100%	382	100%	340	100%
Percentage of Directors (Gender & Age)						
Male Directors	4	80%	3	60%	3	60%
Female Directors	1	20%	2	40%	2	40%
Total Directors	5	100%	5	100%	5	100%
Directors Under 30	0	0%	0	0%	0	0%
Directors Between 30-50	1	20%	1	20%	1	20%
Directors Above 50	4	80%	4	80%	4	80%
Total Directors	5	100%	5	100%	5	100%

OUR SUSTAINABILITY COMMITMENT

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PMHB recognises the importance of workforce diversity in strengthening organisational capability and building a more inclusive workplace. In particular, the Group remains mindful of the need to support greater female participation within the construction sector, where workforce representation has traditionally been less balanced.

The Group also values diversity across its workforce composition and seeks to maintain an inclusive working environment that reflects Malaysia's multicultural landscape. While Malay and Chinese employees comprise the larger share of the workforce, PMHB continues to employ individuals from Indian and other ethnic backgrounds, supporting a workplace culture built on respect, inclusion and equal opportunity.

Employee Race (Diversity)	2023		2024		2025	
	No.	%	No.	%	No.	%
Malay	168	58%	159	60%	190	63%
Chinese	97	34%	86	33%	95	31%
Indian	20	7%	15	6%	16	5%
Others	3	1%	3	1%	3	1%
Total	288	100%	263	100%	304	100%

In FY2025, our staff turnover rate dropped to 22% from 30% in the previous year. Regardless of the decline, we view turnover as a constructive development that contributes to the Company's long-term sustainability by introducing fresh ideas and perspectives. This dynamic shift supports a culture of innovation and continuous growth, creating opportunities for younger employees to step into roles vacated by departing senior staff. By fostering this cycle of renewal, we ensure a workplace that remains agile, progressive, and adaptable to industry changes.

Total Number of Employees/General Workers that Resigned	2023	2024	2025
Management	6	8	11
Executive	27	27	19
Non-executive/ Technical	28	46	33
Total	61	81	63
General Workers	25	37	42
Total	25	37	42

Employee Type of Employment	2023		2024		2025	
	No.	%	No.	%	No.	%
Permanent	112	39%	105	40%	117	38%
Contractual	176	61%	158	60%	187	62%
Total	288	100%	263	100%	304	100%
Employee Nationality						
Malaysian	288	100%	263	100%	304	100%
Non-Malaysian	0	0%	0	0%	0	0%
Total	288	100%	263	100%	304	100%

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Employee Type of Skills	2023		2024		2025	
	No.	%	No.	%	No.	%
Technical	228	79%	206	78%	242	80%
Non-Technical	60	21%	57	22%	62	20%
Total	288	100%	263	100%	304	100%
Employee Year of Service						
< 1 year	72	25%	36	14%	74	24%
1 - < 3 years (1-3)	32	11%	54	21%	63	21%
3 - < 6 years (4-6)	45	16%	33	13%	23	8%
6 - < 10 years (7-10)	69	24%	53	20%	52	17%
> 10 years	70	24%	87	32%	92	30%
Total	288	100%	263	100%	304	100%

	2023	2024	2025
	Percentage	Percentage	Percentage
Employee Turnover Rate	23%	30%	22%
General Worker Turnover Rate	8%	9%	12%

HUMAN RIGHTS

We remain committed to upholding the rights, welfare and dignity of our workforce across all areas of operation. This includes maintaining appropriate living and working conditions for site personnel, supported by practical measures aimed at safeguarding wellbeing, hygiene, safety and basic comfort.

These measures include:

- Providing separate sanitary facilities for male and female workers to support privacy and hygiene.
- Maintaining a designated cooking area equipped with fire extinguishers and wash stations to promote cleanliness and safety.
- Allocating a dedicated space for worship within workers' accommodation.
- Providing a common area with a television for use during rest periods.
- Ensuring access to clean drinking water through a water dispenser.
- Providing sleeping areas with beds to support rest and recovery.
- Implementing structured break arrangements, comprising a 30-minute break after every 1.5 to 2 hours of work and a 60-minute lunch break.

The Group also maintains a clear zero-tolerance stance on forced labour, child labour and all forms of modern slavery. PMHB seeks to ensure that all workers are treated fairly and with respect, without discrimination on the basis of nationality, gender or age. In this regard, all workers are required to meet applicable legal and industry requirements, including holding a valid CIDB Green Card issued by the Construction Industry Development Board of Malaysia.

For office-based employees, the Group's policies relating to fair treatment and employee benefits are set out in the Employee Handbook.

OUR SUSTAINABILITY COMMITMENT

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WORK-LIFE INTEGRATION

Given the demanding nature of the construction industry, PMHB recognises the importance of maintaining a work environment that supports the health and wellbeing of its employees. The Group regards employee wellbeing as an important contributor to workforce resilience, operational effectiveness and long-term organisational performance.

On this basis, we implement measures intended to support both the physical and mental wellbeing of its employees, in line with its commitment our employees, in line with our commitment to a safe, responsible and supportive workplace.

Sports For Physical and Mental Wellbeing

We support employee wellbeing through measures that encourage healthier and more balanced working routines. This is in line with our view that workforce health contributes not only to individual welfare, but also to morale, productivity and day-to-day operational effectiveness.

In support of this, employees are encouraged to take part in recreational and fitness activities organised at headquarters and project sites, including weekly futsal, bowling and badminton sessions. A fitness centre located near headquarters is also available to employees, offering gym facilities, heated showers and group exercise classes. In FY2025, we organised 102 physical activities as part of our broader effort to promote active lifestyles across the workforce.



EDUCATION AND PERSONAL DEVELOPMENT

Supporting the development of future industry talent forms part of the Company's contribution to Malaysia's economic progress. Through structured undergraduate internship programmes, students are offered practical exposure to construction site operations and corporate functions, helping to bridge academic learning with workplace application. During the year under review, the Company continued to provide interns with meaningful experience aimed at strengthening their industry readiness and supporting their professional development.

Internship Programme

In FY2025, 10 interns were placed across the Group's construction sites to gain direct exposure to practical, industry-relevant work. This formed part of an ongoing sponsorship collaboration with Universiti Tunku Abdul Rahman ("UTAR"), through which students are given opportunities to build workplace experience and strengthen their readiness for future employment.

	Target	2023	2024	2025
Interns at HQ	10	2	0	0
Interns at Project Sites	25	13	13	10
Total		15	13	10

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Broadening Student Learning Through Sustainability Education

As part of PMHB's Education and Personal Development initiatives, the Group supports learning opportunities that broaden student perspectives and build practical understanding of sustainability-related issues beyond the classroom. In FY2025, this included support for two educational programmes organised in collaboration with UTAR, aimed at strengthening environmental awareness and exposing students to real-world sustainability practices.

The first was PMHB's sponsorship of the "Save Soil" sustainability forum held on 8 July 2025 at UTAR Sungai Long Campus. The programme engaged more than 190 foundation students and 200 online participants in discussions on soil health, sustainable agriculture, ecological resilience and sustainable urban living. Featuring both international and local speakers, the forum introduced participants to practical approaches such as urban farming, regenerative agriculture and sustainable design, while encouraging greater awareness of environmental responsibility.

This was followed by PMHB's support for a half-day educational visit to Homegrown Farms in Semenyih on 15 November 2025, involving 36 accounting students and three academic staff members. The visit provided direct exposure to sustainable and regenerative farming practices, including organic cultivation, composting, aquaponics, waste management and biodiversity conservation. It also highlighted the relevance of ESG considerations within professional disciplines such as accounting, particularly in relation to governance, reporting and decision-making.

Through these initiatives, PMHB supported broader student learning, strengthened practical sustainability awareness and contributed to the development of future graduates better prepared for a more sustainability-focused economy.

Training and Development

In FY2025, the Group maintained its focus on strengthening employee capability through structured learning and development initiatives. On average, each employee completed eight training hours during the year, compared with 19 hours in the financial year ended 31 December 2024 ("FY2024"). While the overall training hours varied year on year, the Group remained focused on providing employees with relevant learning opportunities aligned with operational needs and professional development priorities.

The training provided during the year spanned a range of technical, functional and professional development areas, equipping employees with the skills and knowledge required to perform effectively and contribute more meaningfully to the Group's ongoing growth.



Total Hours of Training per Employee Category	2023	2024	2025
Management	1,087	2,140	528
Executive	814	1,504	872
Non-executive/Technical	478	1,360	1,004
Total	2,379	5,004	2,404
General Workers	0	0	364
General Workers Total	0	0	364

OUR SUSTAINABILITY COMMITMENT

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EMPLOYEE REWARD AND RECOGNITION PRACTICES

Acknowledging employee contribution is an important aspect of PMHB's human capital approach. In doing so, we aim to commend performance, commitment and service in a manner that reinforces accountability, supports employee engagement and promotes a workplace culture aligned with its operational standards and long-term objectives.

Employee Recognition Awards

To this end, we have established a range of awards to acknowledge employee dedication, service and performance across different areas of the business. These awards recognise individuals and teams whose conduct and contributions support the Group's standards and operational objectives. They include the following:

- *PMHB Good Action Award*
Presented to employees or project teams whose initiative and actions have improved work processes, productivity or delivery outcomes.
- *PMHB HSE Excellence Award*
Presented to employees who demonstrate strong commitment to health, safety and environmental practices, in line with the Group's standards and industry requirements.
- *PMHB Good Attendance Award*
Presented to employees who maintain strong attendance and punctuality records throughout the year.
- *10-Year and 20-Year Long Service Awards*
Presented to employees in recognition of long-standing service and sustained contribution to the Group over 10 and 20 years respectively.
- *PMHB Green 5S Award*
Presented to employees and project sites that demonstrate effective implementation of 5S practices, strong workplace organisation and active staff engagement in maintaining site standards.

Annual Appraisal

In addition to formal recognition awards, we undertake annual performance appraisals to support employee development and career progression. At the end of each financial year, employees are assessed based on their performance, competencies and relevant behavioural attributes. This process provides a structured basis for recognising contribution, identifying development needs and supporting decisions relating to rewards and progression.

The appraisal process also enables the Group to identify areas where further training or capability-building may be required. Through this approach, PMHB supports employee growth while aligning individual development with the Group's operational requirements and longer-term business objectives.

EMPLOYEE WELFARE AND BENEFITS

PMHB maintains a structured employee benefits framework aimed at supporting workforce welfare, workplace readiness and fair employment practices across the organisation. Core benefits include health insurance, medical claims, paid and special leave, as well as travel and outstation allowances. The Group also provides additional support measures to strengthen employee wellbeing and working conditions, including the following:

- Housing accommodation for employees from overseas and outstation locations.
- Equal access to medical benefits and group health insurance across all job grades.
- Sanitary toilet facilities on alternate floors of high-rise construction sites.
- Provision of masks and Personal Protective Equipment ("PPE") for site-based employees.

These benefits are provided on an equitable basis to support fair and inclusive treatment across the workforce. As part of the onboarding process, all new employees attend a mandatory Employee Induction Programme within their first month of employment. The programme covers the Group's work culture, employee benefits, health and safety practices, quality and environmental standards, as well as its policies on fairness and equality.

In addition, employees are required to comply with the standards of professional conduct set out in the Employee Handbook, including the Group's policies on ethics, anti-corruption and anti-bribery.

To strengthen employee engagement and better understand workplace sentiment, PMHB carried out its sixth company-wide employee survey in FY2025, receiving valuable feedback from 150 respondents out of a total workforce of 304 employees.

OUR SUSTAINABILITY COMMITMENT

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EMPLOYEE ENGAGEMENT

Effective communication and employee engagement are important to sustaining a cohesive and well-functioning organisation. In this regard, PMHB provides employees with opportunities to connect through initiatives such as corporate social responsibility activities, sports programmes, festive celebrations and the Group’s Annual Dinner. These engagements help to strengthen working relationships, encourage open interaction and support stronger communication across different levels of the organisation.

Alongside these activities, the Group also undertakes broader engagement efforts aimed at reinforcing workplace culture, strengthening team cohesion and fostering a more inclusive and supportive working environment. These initiatives contribute to a more connected workforce and support alignment with the Group’s values, priorities and wider business direction.

Major Festival Celebrations			
	2023	2024	2025
Chinese New Year	Lion Dance	Lion Dance	Lion Dance
Hari Raya Aidilfitri	Decorations	Hari Raya Lunch	Hari Raya Lunch
Deepavali	Kolam	Kolam	Kolam



Annual Employee Survey

To further strengthen our commitment to workforce development, PMHB conducted its sixth organisation-wide employee survey in FY2025. The survey, which was open to all employees across the Group, recorded 150 responses and surpassed our minimum participation benchmark of 25%. This exercise forms part of our ongoing efforts to build a responsive and inclusive workplace by capturing meaningful employee feedback, enabling us to better understand workforce perspectives and support continuous organisational improvement.

Greater Use of Technology Platforms

The Group uses digital communication tools to support timely information flow across its operations. Platforms such as WhatsApp enable employees to exchange updates in real time, improving coordination, project monitoring and day-to-day responsiveness.

PMHB also uses its internal intranet platform, eBoard, as a central channel for corporate announcements, project updates and information on Group-wide initiatives. Together, these tools help strengthen internal coordination and ensure employees remain informed of key developments across the organisation.

OUR SUSTAINABILITY COMMITMENT

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SOCIAL: OCCUPATIONAL HEALTH AND SAFETY

DRIVING CONSISTENT HEALTH AND SAFETY PRACTICES

Safeguarding health and safety is fundamental to PMHB’s operations and an essential part of long-term value creation. A safe working environment supports workforce wellbeing, reduces operational disruption, strengthens project execution and helps protect the Group’s people, reputation and business continuity. In this regard, PMHB anchors its approach in a formal Health and Safety Policy, which guides the standards, responsibilities and controls applied across its operations.

Guided by this policy, the Group adopts a structured and preventive approach to occupational safety and health (“OSH”), with clear requirements communicated across the workforce to strengthen awareness, accountability and compliance. This provides the foundation for a stronger safety culture and supports more consistent implementation of health and safety practices across project sites and other operating locations.

This approach is further reinforced through the adoption of ISO 45001:2018, the internationally recognised standard for occupational health and safety management systems. The standard strengthens PMHB’s OSH framework by promoting systematic risk management, continuous improvement and stronger leadership accountability. It also places greater responsibility on management to integrate health and safety considerations into procurement and operational processes, supporting a more disciplined and effective approach to workplace safety across the organisation.

RECOGNISED FOR GOOD HEALTH AND SAFETY MEASURES

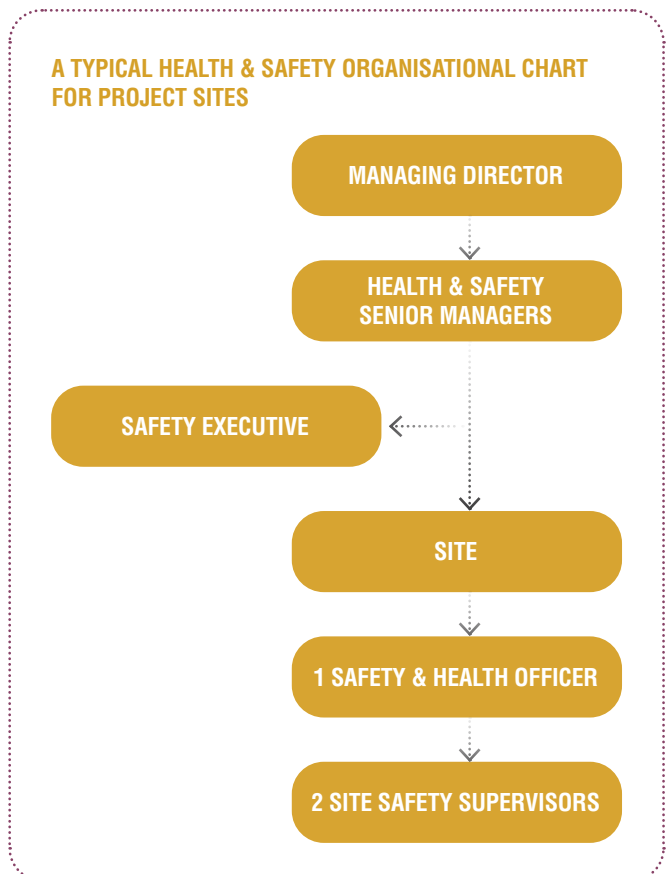
Acknowledging good safety practices is one of the ways PMHB strengthens health and safety standards across its project sites. By recognising employees who demonstrate strong safety awareness and compliance, the Group promotes personal accountability and supports more consistent site discipline. This recognition framework complements the Group’s wider health and safety efforts and reflects the importance placed on individual responsibility in maintaining safe working conditions.

To support objective assessment at site level, PMHB also adopts the Safety and Health Assessment System in Construction (“SHASSIC”), developed by the Construction Research Institute of Malaysia (“CREAM”) under CIDB, as part of its approach to monitoring and maintaining health and safety performance.



This is supported by a standardised health and safety workflow applied across the Group’s operations. The workflow provides a clear structure for managing safety responsibilities, work processes and compliance requirements, helping to ensure that activities are carried out in a controlled and responsible manner. Through this approach, PMHB strengthens risk management, protects its workforce and assets, and supports a safer working environment across its project sites.

The chart below sets out the standard organisational structure for health and safety management within the Group.



OUR SUSTAINABILITY COMMITMENT

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SAFETY EFFORTS

Safety performance across PMHB's project sites is supported by a set of defined requirements and monitoring measures applied throughout the year. These are intended to strengthen site controls, support regulatory compliance and promote more consistent health and safety practices across the Group's operations.

The table below sets out the Group's principal health and safety requirements and key performance indicators for FY2025, together with the corresponding performance achieved during the year. These measures reflect PMHB's ongoing focus on maintaining disciplined safety practices, regulatory compliance and structured site-level oversight across its operations.

Health and Safety Requirement / KPI	FY2025 Performance
Minimum of 1 Safety and Health Officer ("SHO") and 2 Site Safety Supervisors ("SSS") at each site	Achieved
Minimum of 1 on-the-job coaching session for workers per week	Achieved
Minimum of 1 occupational safety and health ("OSH") training session for employees every half year	Achieved
Minimum of 1 occupational safety and health ("OSH") training session for subcontractors every half year	Achieved
Minimum of 1 internal recordable audit conducted quarterly	Achieved
Safety KPIs established in accordance with ISO and POSH planning requirements	Achieved
Emergency Response Plan ("ERP") drill conducted quarterly	Achieved
Weekly Walk About Site Safety Inspection ("WWASSI") conducted	Achieved
100% pass rate for the CIDB credential programme for site supervisors	Achieved
Minimum of 2 external training sessions per year under the Continuous Education Programme for safety officers	Achieved
Minimum of 2 larviciding sessions per week at each site	Achieved
Minimum of 1 on-the-job coaching session for workers per week	Achieved
Minimum of 1 fogging session per week at each site	Achieved

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Our OSH performance is also built upon the following key initiatives, which provide a practical basis for strengthening implementation, improving oversight and supporting more consistent safety performance across the Group's operations:

Training

In FY2025, PMHB delivered a mix of safety learning activities across its operations to ensure that personnel understood the requirements of their roles and the precautions needed at site level. The training provided during the year was shaped by work scope, site conditions and the nature of the hazards involved, with the objective of reducing preventable incidents and strengthening safe work execution.

The Group's safety training programmes included the following:

- **On-site practical instruction**
Delivered by Safety Officers and Site Safety Supervisors, these sessions focused on task-specific safety requirements for workers operating in higher-risk site environments.
- **In-house safety briefings and instruction**
Conducted by the Group's safety leadership and relevant personnel, these sessions covered internal safety procedures, control measures and Hazard Identification, Risk Assessment and Risk Control ("HIRARC") requirements.
- **External safety courses**
Provided for personnel involved in more specialised or higher-risk activities, these programmes combined formal instruction with practical application to strengthen technical understanding and safe work practices.

Taken together, these programmes helped strengthen workforce preparedness, improve understanding of site risks and support safer day-to-day operations across the Group.

Inspections

Throughout FY2025, project sites were subject to routine inspection visits from headquarters as part of the Group's safety monitoring process. These visits provided an added layer of oversight over site-level performance and served to verify that established safety requirements and operational targets were being properly implemented across active projects.

The inspections covered a broad range of equipment and site practices, including the use and condition of major machinery such as tower cranes, mobile cranes, passenger hoists, air compressors, oxy-tanks, forklifts and bobcats. Checks also

extended to smaller tools and safety equipment, including welding sets, fire extinguishers and ladders, to ensure that they were properly maintained, safely used and in line with the Group's site safety requirements.

Internal Audit

Each project site undergoes a quarterly internal audit led by the Senior Safety and Health Manager to assess safety records, documentation and site practices against the Group's required standards.

This is supported by the implementation of training and safety programmes across headquarters and project sites, strengthening oversight and reinforcing consistent safety practices throughout the Group's operations.

Our Safety Performance in FY2025

In FY2025, the Group recorded zero Lost Time Injury Rate ("LTIR") incidents, an improvement from one incident reported in the previous year. This outcome reflects the effectiveness of the Group's safety measures and ongoing efforts to strengthen site-level controls and workforce awareness.

During the year, PMHB also achieved zero medical treatment injury cases across a total of 7,714,066 man-hours worked, with the Accident Frequency Rate remaining at 0. These results underscore the Group's continued focus on maintaining disciplined safety practices and reinforcing a safer working environment across its operations.



OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT

Health and Safety	Unit	2023	2024	2025
Lost Time Incident Rate (“LTIR”)	Rate	0	1	0
Number of Employees Trained on Health and Safety Standards	Number	26	50	62

BEHAVIOUR BASED SAFETY PROGRAMME

The Behaviour-Based Safety (“BBS”) programme is aimed at strengthening safety ownership across project teams, regardless of role or level of experience. Led by the Head of Project at each site, it places greater responsibility on frontline supervisors to drive safe work practices, reinforce accountability and improve day-to-day safety leadership.

The programme includes the following elements:

- Identifying gaps in safety awareness and understanding within project teams.
- Conducting one-to-one coaching to address specific safety issues.
- Providing targeted guidance to correct observed weaknesses.
- Observing work practices to assess hazard recognition and response.
- Demonstrating correct procedures through safety personnel where required.
- Recognising employees who consistently uphold safety standards.
- Identifying and correcting unsafe behaviour to support lasting improvement.

Through this programme, PMHB seeks to strengthen safety discipline at site level and foster more consistent safety behaviour across its operations.



DATA PRIVACY AND SECURITY

PMHB regards data privacy and information protection as important components of responsible business conduct. Protecting sensitive information is essential to maintaining stakeholder trust, supporting legal and regulatory compliance, and reducing risks associated with unauthorised access, misuse or cyber-related threats.

Accordingly, the Group applies appropriate safeguards and internal controls to protect client, employee and business information, while promoting responsible data management practices across the organisation. These efforts support the integrity of the Group’s operations and reinforce stakeholder confidence in PMHB’s governance standards.

Health and Safety	Unit	2023	2024	2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT

SOCIAL: COMMUNITY/SOCIETY

The Group continues to play an active role in supporting the wider community through initiatives that create meaningful social value. We recognise that responsible business goes beyond operational performance and includes contributing to the development of individuals and communities in practical and lasting ways.

In FY2025, the Group resumed its scholarship programme as part of its continued support for education. Through this initiative, we aim to assist deserving students in pursuing their studies and to help ease the financial burden associated with higher education. The programme forms part of our broader commitment to investing in future talent and contributing to social progress in the communities we serve.

Scholarship Programme			
	2023	2024	2025
Total Annual Scholarship Amount	RM25,000	RM9,500	RM76,825
Number of New Scholars	-	1	12

SOCIAL: PRODUCT RESPONSIBILITY

Delivering projects to the required quality standard remains central to PMHB’s business performance and long-term credibility. Construction quality affects client satisfaction, operational efficiency, rectification costs and the Group’s ability to sustain trust across its project portfolio. For this reason, PMHB applies a structured quality management approach to strengthen workmanship standards and support more consistent project delivery.

One of the tools used in this process is the Quality Assessment System in Construction (“QLASSIC”), which serves as an independent measure of workmanship and finishes. PMHB’s Quality Assurance and Control team has set a minimum QLASSIC score of 73% for all projects as an internal benchmark for quality performance.

To support achievement of this standard, the Group undertakes the following:

- Internal QLASSIC induction training for project teams.
- A dedicated QLASSIC Corner or Museum at each site to reinforce awareness of required standards.
- Quarterly QLASSIC audits throughout the construction phase.
- A final QLASSIC audit and postmortem review upon project completion.



OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT



The following table outlines the Group's QCLASSIC Scores for its various projects over the years:

QCLASSIC Scores			
Project	2023	2024	2025
Tria Seputeh (Qclassic)	81%		
MIRAI (Qclassic)			78%
LFR3 (Qclassic)			82%
TNB Gold (Qclassic)			76%
TNB Gold (BuildQAS)			80%

CUSTOMER SATISFACTION

Customer satisfaction remains an important indicator of how effectively the Group meets client expectations across project execution, communication and technical delivery. To this end, PMHB assesses service and delivery quality through direct client feedback, as part of its effort to strengthen accountability and improve project outcomes.

The Group's customer satisfaction assessment covers several core areas:

- **Overall project delivery**
Evaluating whether the completed work meets expected quality standards and project requirements.
- **Responsiveness and client support**
Assessing how effectively the Group addresses client needs, queries and issues arising during project implementation.
- **Technical capability:**
Considering the level of professional competence and technical execution demonstrated by project teams.

To support closer coordination and timely issue resolution, PMHB also conducts fortnightly site meetings with clients and consultants. These meetings provide a structured platform to review project progress, address operational or technical matters, and record key instructions and decisions for follow-up. This helps to strengthen communication, improve alignment and support more disciplined project management.

OUR SUSTAINABILITY COMMITMENT

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For FY2025, the Group recorded customer satisfaction scores of 57.7% for Mirai, 84.4% for LFR3 and 95.6% for TNB Gold respectively. These results provide project-level insight into client perceptions and help inform areas for further improvement.

Customer Satisfaction Rating			
	2023	2024	2025
Less 50%	0	0	0
50% - <80%	73% (Lot 15)	0	58% (MIRAI)
>= 80%	0	93% (Ativo Annexe)	84% (LFR3) 96% (TNB Gold)



SUBCONTRACTOR EVALUATION

In 2025, PMHB continued to maintain exceptional quality standards across all facets of its operations, extending this dedication to its subcontractors, who play a crucial role in the Group's success. Acknowledging the value these partners bring, PMHB has refined its evaluation framework to ensure that subcontractors meet the Company's stringent quality expectations. Upon the completion of each project, subcontractor performance is rigorously assessed through structured dialogue sessions that evaluate all aspects of their work processes.

To uphold accountability, subcontractors are graded using a letter-based system, with a minimum acceptable rating set at 'B-'. Those receiving a Grade C are granted a one-year period to enhance their performance through targeted training initiatives. First-time underperformers are issued formal warnings, with continued failure to meet PMHB's standards resulting in termination.

To sustain and elevate quality standards across its subcontractor network, PMHB actively refreshes its pool of service providers, striving for at least 75% of subcontractors to achieve a Grade B or higher. As part of this initiative, PMHB is strengthening its subcontractor selection process, implementing more stringent assessments of skills and experience. Additionally, the Group is set to conduct various training sessions, including technical meetings and structured induction programmes, to further develop subcontractors' competencies. These measures reaffirm PMHB's commitment to fostering a culture of excellence and continuous improvement across its value chain.

Sub-Contractor Evaluation	Target: 75% and above		
	2023	2024	2025
50% - <80%	51.7% (Seputeh)	95.0% (Ativo Annexe)	100% (TNB Gold)

SUSTAINABILITY STATEMENT



SUPPLIER EVALUATION

The Group conducts a formal annual review of its suppliers to assess whether they continue to meet the Group’s procurement standards in relation to quality, delivery performance and overall reliability. This process provides a structured basis for evaluating supplier suitability and supports the maintenance of a dependable and high-performing supply base.

Under this framework, suppliers are graded according to performance, with Grade C representing the minimum acceptable standard for continued engagement. Suppliers assessed at Grade D are removed from PMHB’s approved panel for the subsequent year. This mechanism supports stronger supplier accountability and helps preserve the integrity of the Group’s procurement ecosystem.

In FY2025, 94% of the Group’s suppliers attained Grade B. This outcome reflects the overall strength of PMHB’s supplier base and supports the Group’s broader objective of sustaining a reliable, quality-driven procurement network.

Supplier Evaluation	Target: 75% Grade C and above		
	2023	2024	2025
Grade A	3%	0%	6%
Grade B	92%	100%	94%
Grade C	5%	0%	0%
Grade D	0%	0%	0%

MOVING FORWARD INTO 2026

As we move forward, the Group intends to build on its operational strengths while maintaining a clear focus on long-term value creation. This will involve raising standards across project execution, sharpening internal capabilities and embedding more disciplined practices across the business. At the same time, PMHB will continue to manage its environmental and social responsibilities with due care, recognising that sustained business performance depends not only on commercial outcomes, but also on how the Group conducts itself and delivers impact over time.

STATEMENT OF ASSURANCE

This Sustainability Statement has not been subject to external assurance, as the Group is presently focused on further enhancing its Sustainability Strategic Framework in accordance with the latest standards and expectations of Bursa Securities. PMHB remains committed to strengthening its sustainability reporting practices and will assess the adoption of external assurance as its reporting framework continues to mature.

OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT

BURSA PRESCRIBED TABLE

Date & Time: 2026-04-28_12:51:56
FYE 31/12/2025Pesona Metro Holdings Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption - Management	Percentage	4%	-	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption - Executive	Percentage	11%	-	No assurance
Anti-corruption	Percentage of employees who have received training on anti-corruption - Non-executive	Percentage	14%	-	No assurance
Anti-corruption	Percentage of operations assessed for corruption-related risks	Percentage	100%	-	No assurance
Anti-corruption	Confirmed incidents of corruption-related risks	Number	0	-	No assurance
Community/Society	Total amount invested in the community	MYR	199,625	-	No assurance
Community/Society	Total number of beneficiaries of the investment in communities	Number	500	-	No assurance
Diversity	Management - Male	Percentage	20%	-	No assurance
Diversity	Management - Female	Percentage	5%	-	No assurance
Diversity	Executive - Male	Percentage	21%	-	No assurance
Diversity	Executive - Female	Percentage	17%	-	No assurance
Diversity	Non-executive/Technical - Male	Percentage	29%	-	No assurance
Diversity	Non-executive/Technical - Female	Percentage	8%	-	No assurance
Diversity	General workers - Male	Percentage	100%	-	No assurance
Diversity	General workers - Female	Percentage	0%	-	No assurance
Diversity	Management under 30	Percentage	1%	-	No assurance

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SUSTAINABILITY STATEMENT

BURSA PRESCRIBED TABLE

Pesona Metro Holdings Berhad BMLR Transition Period		Date & Time: 2026-04-28_12:51:56 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Management between 30-50	Percentage	16%	-	No assurance
Diversity	Management above 50	Percentage	8%	-	No assurance
Diversity	Executive under 30	Percentage	7%	-	No assurance
Diversity	Executive between 30-50	Percentage	27%	-	No assurance
Diversity	Executive above 50	Percentage	4%	-	No assurance
Diversity	Non-executive/Technical under 30	Percentage	10%	-	No assurance
Diversity	Non-executive/Technical between 30-50	Percentage	22%	-	No assurance
Diversity	Non-executive/Technical above 50	Percentage	5%	-	No assurance

OUR SUSTAINABILITY COMMITMENT

SUSTAINABILITY STATEMENT

BURSA PRESCRIBED TABLE

Pesona Metro Holdings Berhad
IFRS S1

Date & Time: 2026-04-28_12:51:56
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	General workers under 30	Percentage	43%	-	No assurance
Diversity	General workers between 30-50	Percentage	56%	-	No assurance
Diversity	General workers above 50	Percentage	1%	-	No assurance
Diversity	Directors - Male	Percentage	60%	-	No assurance
Diversity	Directors - Female	Percentage	40%	-	No assurance
Diversity	Directors under 30	Percentage	0%	-	No assurance
Diversity	Directors between 30-50	Percentage	20%	-	No assurance
Diversity	Directors above 50	Percentage	80%	-	No assurance
Energy management	Total energy consumption	Megawatt	4,812	-	No assurance
Health and safety	Number of work-related fatalities	Number	0	-	No assurance
Health and safety	Lost time incident rate	Rate	0	-	No assurance
Health and safety	Number of employees trained on health and safety standards	Number	62	-	No assurance
Labour practices and standards	Total hours of training - Management	Hours	528	-	No assurance
Labour practices and standards	Total hours of training - Executive	Hours	872	-	No assurance
Labour practices and standards	Total hours of training - Non-executive/Technical	Hours	1,004	-	No assurance
Labour practices and standards	Total hours of training - General workers	Hours	364	-	No assurance
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	62%	-	No assurance

OUR SUSTAINABILITY COMMITMENT

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BURSA PRESCRIBED TABLE

Sustainability Matter		Metric	Measurement Unit	2025	Target	Assurance
Labour practices and standards	Total number of employee turnover - Management	Number	11	-	No assurance	
Labour practices and standards	Total number of employee turnover - Executive	Number	19	-	No assurance	
Labour practices and standards	Total number of employee turnover - Non-executive/Technical	Number	33	-	No assurance	
Labour practices and standards	Total number of employee turnover - General workers	Number	42	-	No assurance	
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance	
Supply chain management	Proportion of spending on local suppliers	Percentage	100%	-	No assurance	
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance	
Water	Total volume of water used	Megalitres	77	-	No assurance	

Pesona Metro Holdings Berhad
 IFRS S1
 Date & Time: 2026-04-28_12:51:56
 FYE 31/12/2025