

## REVITALISING SUSTAINABLE GROWTH

The post pandemic year of 2022 has brought a robust recovery momentum for Mah Sing Group Berhad. Buoyed by a stable balance sheet, resilient market-led portfolio and dynamic digital capabilities, the Group was well positioned to harness opportunities and grow sustainably. This year's dynamic and eye-catching cover outlines Mah Sing's holistic operational growth throughout the year. Catalysed from the diamond-shaped core of 'Revitalising Sustainable Growth', vibrantly coloured triangles emerge from all sides, symbolising sustainable progress. These are accompanied by illustrated icons related to Mah Sing's Economic, Environmental, Social and Governance (EESG) initiatives. The fresh colour tones inject positivity and reflect a new era of revitalising growth.



Scan here to view Mah Sing's Sustainability Report online.

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# ABOUT THIS REPORT

Mah Sing Group Berhad (“Mah Sing” or “the Group”) presents its fifth stand-alone sustainability report (“SR2022”). SR2022 goes into detail the Group’s ongoing strategic initiatives, efforts, and achievements when it comes to managing the Group’s Economic, Environmental, Social and Governance (“EESG”) impacts.

Mah Sing remains determined in its continuous motivation to deliver sustainable stakeholder value as measured across the triple bottom-line perspective of Economic, Environmental, Social and Governance (“EESG”) topics. Ensuring financial value creation is balanced with non-financial value creation is paramount to bolster socio-economic development, which further strengthens the Group’s impetus and contribution towards nation-building.

SR2022 shows Mah Sing’s unwavering commitment in reinforcing the Group’s sustainability performance with sustainability highlights and achievements for the financial year ended 31 December 2022 disclosed herein.

## FRAMEWORKS APPLIED

The following frameworks and guidelines were referenced in the preparation of SR2022:

- Global Reporting Initiative (“GRI”) Standards 2021 Core Option (GRI content index is provided at the end of the SR2022)
- Bursa Malaysia’s Sustainability Reporting Guide Third Edition
- United Nations Sustainability Development Goals (“UN SDGs”)
- Task Force on Climate-Related Financial Disclosures (“TCFD”)
- FTSE4Good Sustainability Index
- Mah Sing Sustainability Framework

## STATEMENT OF USE

Mah Sing’s Board of Directors (“Board”) is the Group’s highest decision-making body and thus acknowledges responsibility for the following statement of use:

The information reported by Mah Sing for the financial year ended 31 December 2022 has been prepared in reference to the GRI Standards. The Directors’ Responsibility Statement in respect of the preparation of the annual audited Financial Statements can be found on page 135 of the Integrated Annual Report of FY2022 (“IAR2022”).

## SCOPE & MATERIAL BOUNDARY

SR2022’s scope includes the business operations and activities of the holding Company as well as all major subsidiaries within the Group. These are the:

### Property Development Division



(“MSPD”)

### Manufacturing Division



Mah Sing Plastic Industries Sdn Bhd (“MSPi”) and P.T Mah Sing Indonesia (“PTMSI”)



Mah Sing Healthcare (“MSHC”)



Investment and other divisions that come under direct managerial/operational control

Unless mentioned otherwise, all outsourced activities and operations of joint venture companies are excluded from SR2022.

Mah Sing remains aware of possible emerging EESG impacts from its value chain that are significant, and therefore the Group remains committed towards cascading its sustainability commitment, practices and culture to its extended business partners, suppliers and contractors. In the future, Mah Sing intends to report its value chain partners’ EESG sustainability highlights.

The Group exercises a “local-where-we-operate” practice. Mah Sing’s boundaries are determined based on the prioritisation of its materiality aspects and topics and the GRI’s Reporting Principles for defining report content and report quality.

For a more complete performance outlook of the Group’s business performance and how sustainability continues to primarily drive Mah Sing’s value creation strategies, please read this SR2022 together with Mah Sing’s Integrated Annual Report 2022 (“IAR2022”).

# ABOUT THIS REPORT (CONT'D)



*\* Artist impression of M Adora, KL City Aerial View.*

## REPORT QUALITY & DATA

Report content and quality continue to be guided closely by the GRI principles as well as emerging trends and opportunities within Mah Sing’s operating environment.

SR2022’s data was internally sourced, verified and validated by the respective business divisions and information owners. Going forward, Mah Sing remains diligent in continually improving its data collection and analysis processes to enhance data accuracy and quality as well as bolster disclosures.

Mah Sing has undertaken independent auditing and assurance for certain financial information showcased in this report, with the figures able to be cross-referenced with the Financial Report. Mah Sing has not undertaken third-party assurance for non-financial data, but plans to do so in the near future.

## REPORTING PERIOD

SR2022’s reporting period is from 1 January 2022 to 31 December 2022 (“FY2022”), unless specified otherwise. SR2022 portrays a 3-year statistical data for most disclosures, where applicable, to establish meaningful trend lines that allow readers to better monitor and understand the comparative performance achieved.

## LIMITATIONS

The Group remains aware of certain data collection challenges persisting for some indicators, and Mah Sing is continuously working internally to implement stronger data tracking and gathering mechanisms for enhanced reporting going forward.

## ASSURANCE STATEMENT

The financial data presented in this SR2022 on pages 35 and 36 is extracted from the IAR2022’s audited financial statements. Non-financial data has been internally assured by senior management and the respective data owners. While Mah Sing has not sought external assurance for its non-financial data presented in SR2022, it plans to garner this external assurance for non-financial data in the future.



### FORWARD-LOOKING STATEMENTS

SR2022 covers forward-looking statements on targets, future plans, operations and performance of the Group based on reasonable assumptions on current business trajectories. As Mah Sing’s business is always subject to risks and unforeseen circumstances beyond its control, readers are advised to not heavily rely on such statements as actual results may differ.

### REPORT AVAILABILITY AND FEEDBACK

Readers can download SR2022 from the Mah Sing Group corporate website at <https://www.mahsing.com.my/investor-centre/>.

Mah Sing is always open to driving ongoing engagement with its valued stakeholders. The Group welcomes any feedback, inquiries, suggestions and concerns to facilitate continuous improvement at Mah Sing. The Group can be contacted at:

Strategic Communications, Sustainability and  
Corporate Responsibility Department  
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# MESSAGE FROM THE FOUNDER AND GROUP MANAGING DIRECTOR

On behalf of Mah Sing Group Berhad (“Mah Sing” or “the Group”), I am honoured to share with you the Group’s developments in its ongoing sustainability journey for the financial year ended 31 December 2022 (“FY2022”).

Worldwide recovery from the COVID-19 pandemic’s effects has been strong following mass vaccination efforts that have supported the mass reopening of economic sectors in countries across the globe in FY2022. Malaysia had even entered the endemic phase of the COVID-19 pandemic situation, signalling a return to socioeconomic normalcy. However, the massive European Ukraine-Russia conflict that began in FY2022 served to dampen economic conditions globally due to supply chain disruptions and impact on oil price volatility.

**TAN SRI DATO’ SRI LEONG HOY KUM**  
Founder and Group Managing Director



Despite these various ongoing challenges and an unpredictable operating environment, Mah Sing has remained resilient and forward-looking to achieve its financial and non-financial ambitions in its FY2022 businesses and operations.

EESG’s significance on the world stage and in Malaysia continues to rapidly grow as the pandemic’s emergence, supply chain interruptions due to the European conflict and increasing inflation in multiple countries have shown that driving strong sustainability is crucial for a business to survive and thrive in this day and age. Sustainability assures that continual value creation occurs which ultimately benefits the bigger value chain as well as all the relevant stakeholders involved.

FY2022 continued to see a large influx of industries and businesses entering the realm of comprehensive sustainability adoption to promote greater and long-lasting financial performance. In lieu of this, Mah Sing’s ongoing non-financial value-creation efforts remain vital to its organisation.

The Group always takes the initiative to constantly expand upon its sustainability highlights and achievements as it believes it can always do more to embed and strengthen meaningful EESG development in its businesses and operations.

With climate change remaining a key concern among an increasing number of governments and regulatory bodies worldwide, strong law- and policy-driven transitions have been accelerated to echo the mass stance on firm environmental sustainability via economic-driven reforms, such as encouraging corporations to adopt renewable energy or to align national corporate reporting standards towards climate change transparency within companies.

Social sustainability is also seeing similar motivation in its developments, with human rights, labour practices and occupational health and safety (“OSH”) being key focus areas for corporations and governments to improve upon. After all, a safe, fair, healthy and driven workforce contributes to long-lasting economic progress for the organisation.

These aforementioned key EESG issues have been proactively monitored and tackled by Mah Sing, not only through these material topics’ recent inclusion in its materiality matrix to re-align the Group towards important external trends, but also through the updating of the Group’s risk assessment directory that now covers topics and risks relating of climate change, human rights and biodiversity that the Group will appropriately manage.

Mah Sing’s sustainability strategy is also further driven by the realisation of its adopted United Nations Sustainable Development Goals (“UN SDGs”) which further inform Mah Sing’s goals and achievements in material EESG topics for FY2022. Notably, Mah Sing was awarded the Outstanding ESG Impact Corporate Excellence Award (Property Development) by the Malaysia SDG and ESG impact Awards 2022. Mah Sing was also honoured as the Gold winner in The Edge Malaysia’s first ESG Awards 2022 under the Property & REIT category.

Since Mah Sing’s entry as a constituent of the FTSE4Good Bursa Malaysia Index in June 2021, the Group has continued to improve its ESG performance year on year, achieving a score 3.6 out of 5.0 in the December 2022 ratings released by FTSE Russell which places us amongst the top 25% of companies on the Index.

Additionally, Mah Sing continues to make enhancements to various EESG-related initiatives commenced in previous years.

Alongside the newly-introduced Pallet Rental initiative FY2021 where every product rental service is offered at an affordable rental rate for the duration needed, the Group continues to also carry out its successful buy-back scheme in its Plastics business, where any unused or damaged plastic pallets, boxes and furniture at the end of their life span are purchased and later recycled into resin to create new plastic products.

The pallet rental initiative and buy-back scheme continues to support the usage of 100% recyclable plastics and ultimately contribute to the circular economy to preserve environmental sustainability in Mah Sing’s plastics development strategy.

From a social perspective, Mah Sing’s OSH matters continue to have a strong internal focus, with relevant OSH initiatives being constantly improved, monitored and implemented to safeguard the workers’ health and safety as well as the wellbeing of other stakeholders where necessary to facilitate an overall higher quality work performances. In FY2022, Mah Sing attained zero fatalities and injuries at the workplace.

The Group’s 2,063-strong employees in FY2022 is the lifeblood of the organisation, and the Group’s encouragement of a high-performance, high work culture among its workforce continues to lead to a stable business and operational

performance throughout the year. Persistent efforts in strengthening and cementing digitalisation in most of Mah Sing’s communications and interactions has greatly improve work productivity and efficiency.

Mah Sing continued to pay close attention to the community via its strategic corporate responsibility partner, Mah Sing Foundation. The Mah Sing Foundation is instrumental in organising Group-related programmes and initiatives that aid underprivileged individuals and groups affected by societal calamities. The Group contributed RM0.87 million in monetary assistance and community investment programmes in FY2022.

Progress in established EESG targets set by the Group remain ongoing. These targets include attaining a Scope 2 emissions intensity reduction by 20% by the year 2025 for Star Avenue Lifestyle Mall compared to FY2020’s baseline, achieving at least 50% native plant species planted in all new projects by 2025 as well as increasing total volunteer hours by 20% by 2025 compared to 2019’s baseline.

Mah Sing also set up more EESG targets in FY2022 in various areas such as green building certification, electric vehicles, waste collection automation, anti-corruption, supply chain and more. The full list of recent EESG targets and KPIs are detailed in the ‘Sustainability KPI and Targets’ section of this report.

The Group is motivated to continue progressing in these targets as well as work to set up more related targets in the near future so that the Group remains primed and able to commit to stronger long-term sustainability.

Mah Sing’s strong advantage as Malaysia’s stalwart industry player, with over 40 years in plastics manufacturing and almost 30 years of property development experience, continues to prove that the Group has the capability and foresight to drive EESG in such a way that it continues to successfully attains short-term, medium-term and long-term sustainability of financial and non-financial value creation for all stakeholders to benefit from.

The ever-growing strength of Mah Sing’s EESG agenda ensures that the Group remains on course to chart a robust EESG landscape for everyone.

Tan Sri Dato’ Sri Leong Hoy Kum  
**Founder and Group Managing Director**

# ABOUT MAH SING

## OVERVIEW OF MAH SING



**1992**

- Listed on the Kuala Lumpur Stock Exchange (“KLSE”) 2<sup>nd</sup> Board under industrial sector.

**1994**

- Ventured into property development with four projects. The first project, comprising link homes was developed in Ulu Yam.
- Birth of i-Parc series (Mah Sing’s industrial integrated park).

**2000**

- Launched maiden township development in Sri Pulai Perdana in Skudai, Johor and introduced the concept of gated and guarded living for link homes in Johor, an unheard of concept 23 years ago in Iskandar Malaysia.
- Reclassified from industrial sector to property sector on KLSE 2<sup>nd</sup> board.

**2004**

- Acquired land for its 1<sup>st</sup> township in Klang Valley, Aman Perdana.
- Shifted its focus from medium-upper to high-end markets in Klang Valley with the launch of Damansara Lagenda.
- Transferred from 2<sup>nd</sup> board to Main Board of Bursa Malaysia.



**2016**

- The Group launched its largest township by acreage, Meridin East in Iskandar Malaysia, Johor, spanning 1,313 acres.

**2017**

- Unveiled Mah Sing’s new corporate logo.
- Continued expansion in Klang Valley with affordably priced developments such as M Vertica in Cheras and M Centura in Setapak.

**2018**

- Launched Mah Sing’s very own ‘MY Mah Sing’ app which enhances customers’ homeownership experience.
- Launched Aster, Mah Sing’s first project of M Aruna that adopts the Industrialised Building System (IBS).

**2019**

- The Group celebrated its 25<sup>th</sup> anniversary since its venture into the property development industry.
- Acquired 3 new lands in Klang Valley which are M Oscar (Sri Petaling), M Luna (Kepong) and M Adora (Wangsa Melawati).
- Grand opening of Ramada by Wyndham Meridin, Johor Bahru.





2007

2009

2012

2013

- Ventured into Penang and launched Southbay.
- Expanded into commercial properties with The Icon, Jalan Tun Razak.

- Continued i-Parc series industrial developments with i-Parc 1, 2 and 3 in Klang Valley.
- Expanded presence to Southern Klang Valley with Garden Residence, Cyberjaya and Kinrara Residence, Puchong.

- Launched Southville City in Bangi.
- Expanded into Kota Kinabalu, Sabah with Sutera Avenue.

- Further strengthened its foothold in Klang Valley with developments such as Lakeville Residence in Jalan Kuching and D'sara Sentral in Sungai Buloh.



2020

2021

2022

- Announced its diversification into healthcare by venturing into glove manufacturing business.
- Launched M Luna (Kepong) and M Adora (Wangsa Melawati) which concluded the official unveiling of all 3 newly acquired lands in 2019.

- Mah Sing's glove manufacturing business factory commenced operation in Kapar, Klang.
- Acquired 3 new lands in Klang Valley which are M Senyum (Salak Tinggi), M Astra (Setapak) and M Nova (Kepong).

- Continued expansion of the M Series of affordable homes at M Senyum, Salak Tinggi.
- Further strengthen its foothold in Johor by acquiring new land to be named as M Minori.

# ABOUT MAH SING (CONT'D)

## HIGHLIGHTS AND ACHIEVEMENTS

### ECONOMIC

### ENVIRONMENTAL

### SOCIAL



**RM2.12**  
billion  
in Property Sales

**19.3%** Decrease in  
GHG Emissions  
Intensity



**2,063**  
Total Workforce

**1,967 kg**  
Total Waste Recycled at Wisma Mah Sing



**0**  
Fatalities  
Occurred in The  
Workplace

**13<sup>th</sup>**  
Consecutive Year of  
Sales in the Billion Ringgit Range



**11.8%** Decrease  
in Water  
Intensity



**RM186.80**  
million  
Group PAT



**604.3** MT CO<sub>2</sub>e  
Avoidance by Solar  
PV Installation

**19.3%**  
Decrease in Energy Intensity



**4%** Savings in  
Electricity Bills  
per annum from Solar  
PV Installation at MSPI



**17<sup>th</sup>**  
Consecutive  
Year of **40%**  
Dividend Payout



**1,922**  
acres\*  
Remaining Landbank



**RM23.6** billion\*  
Remaining Gross Development  
Value and Unbilled Sales



**956** Nos of  
Trees  
Planted Across  
Klang Valley



\* Includes newly acquired land, M Terra and M Hana in Puchong

**GOVERNANCE**

**0** Corruption or Bribery Cases Occurred



**6** Anti-corruption Training Sessions Conducted (1 Physical and 5 Virtual Sessions)



**30%** Women Employees

**0** Whistleblowing Cases Reported



**726** Total Participants in Anti-Corruption Training

**43%** of Board directors are women

**0** Censures or Fines for Non-compliance with Environmental, Social or Economic Laws, Regulations and Standards

**12,097** Hours of Staff Training



**7** UNSDGs Adopted

**17** Corporate & Property Awards Won in FY2022



**Top 25% of public listed companies in terms of ESG ratings in FBM EMAS that have been assessed by FTSE Russell**



FTSE4Good

Mah Sing has continued to prioritise sustainable development underpinned by exemplary corporate governance practices and strong environmental, social and governance (“ESG”) performance. Since our entry as a constituent of the FTSE4Good Bursa Malaysia Index in June 2021, we have continued to improve our ESG performance year on year, achieving a score 3.6 out of 5.0 in the December 2022 ratings released by FTSE Russell, placing us amongst the top 25% of companies on the Index.

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Mah Sing Group Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

More than **9** million manhours Without Lost Time Incident (“LTI”)



More than **RM872,000** Total Charitable Donations by Mah Sing Foundation impacting more than

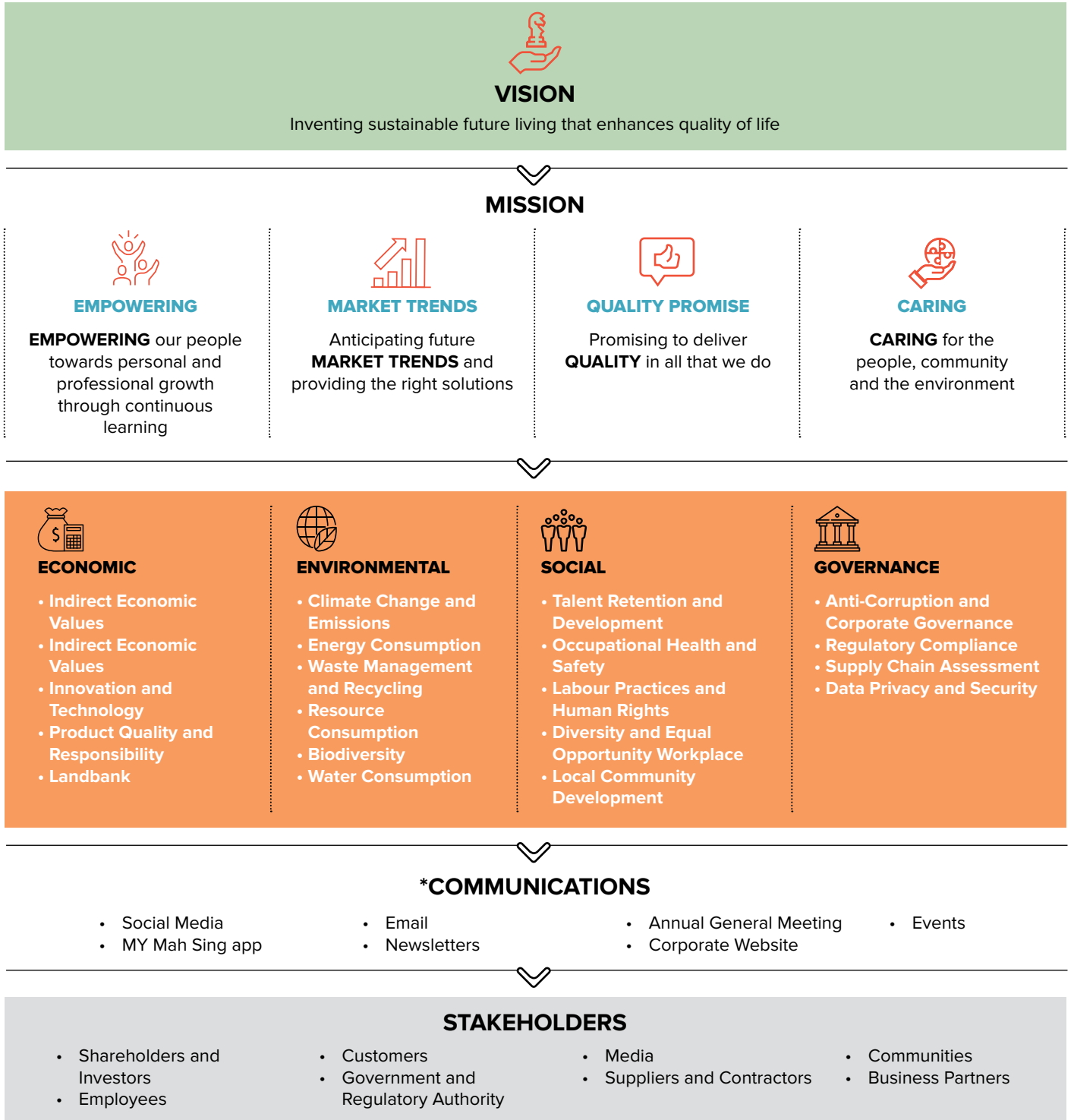
**10,000** individuals



## ABOUT MAH SING (CONT'D)

### GROUP SUSTAINABILITY FRAMEWORK

Mah Sing’s sustainability approach is driven by the Group’s sustainability framework:



Kindly refer to pages 15-17 for further details on how we engage with our stakeholders.

## GROUP VISION AND MISSION

Mah Sing’s Vision and Mission remain at the apex of its sustainability framework and drives the fundamental aspects that determine the trajectory of the entire sustainability strategy.

The Group’s Vision emphasises that equal strategic focus must be provided to non-financial values to sustain the growth of financial value creation, given that strong non-financial value creation directly and indirectly influences the realisation of financial value creation in the short, medium and long-term perspective.

The Group envisions its primary objective as delivering win-win business outcomes for stakeholders while sustainably using resources. Striving for the integration of both financial and non-financial value creation within Mah Sing’s business model imbues the Group with innate and more universal relevancy as a business entity that can produce financial performance in the long-term while ensuring business sustainability.

With the Group Vision providing the apex aspiration for sustainability, the Group’s Mission pillars further outline how or what Mah Sing should focus on to realise its Vision and its sustainability agenda. The Mission pillars outline in broad strokes how sustainability is pursued by the Group and facilitate the development of sustainability policies, strategies and the identification of material topics.

## MANAGEMENT APPROACH ON PRIORITISED MATERIAL TOPICS

Based on its mission pillars, Mah Sing has identified its material Economic, Environmental, Social and Governance (“EESG”) topics, also known as material matters, based on how significant these topics affect financial and non-financial value creation.

Mah Sing subsequently addresses and mitigates these material topics through applied management approaches, with the effectiveness of these management approaches stringently supervised. A key indicator of this supervision includes scrutinising how each management approach addresses the linkage between the impact of environmental and social topics on Group financial performance as well as stakeholders’ concerns and perspectives.

Thus, the Group aims to create a significant, long-term contribution to the environmental, social and economic aspects of Mah Sing’s business for its stakeholders and surrounding communities.

Oversight on Mah Sing’s entire sustainability agenda is provided by a robust and comprehensive sustainability governance structure (please refer to page 20 to view this report’s Sustainability Governance section). This governance structure engages in policy development, sustainability initiative propagation across the Group, the dissemination of related programmes and action plans as well as sustainability results tracking.

## SUSTAINABILITY POLICY

The Group’s Sustainability Policy underpins the Group’s sustainability framework and reflects the Board’s and Management’s commitment to prioritise sustainability as key to the Group’s value creation approach and align operations across its business divisions to this commitment. Policy details can be found here: <https://www.mahsing.com.my/sustainability>.

## ASSESSING AND PRIORITISING MATERIALITY

Mah Sing defines its list of material topics based on its 4 sustainability mission goals, its business model and the perspectives of stakeholders. The macroeconomic impact of the COVID-19 pandemic as well as the introduction of a new business, MSHC, had initially necessitated Mah Sing’s reassessment of its list of material topics in FY2021 in order to more accurately align with stakeholders’ latest material concerns and to enhance the sustainability of Mah Sing’s business operations.

In FY2022, given the reopening of all economic sectors occurring due to the country entering the endemic phase of the COVID-19 health situation, Mah Sing saw it necessary to revisit and reevaluate its materiality topics list to ensure that the Group’s material topic prioritisation aligns with the current socioeconomic landscape.

During its stakeholder prioritisation and materiality assessment process, Mah Sing remained thorough and inclusive of the feedback and views of all the Group’s valued stakeholders involved in Mah Sing’s business.

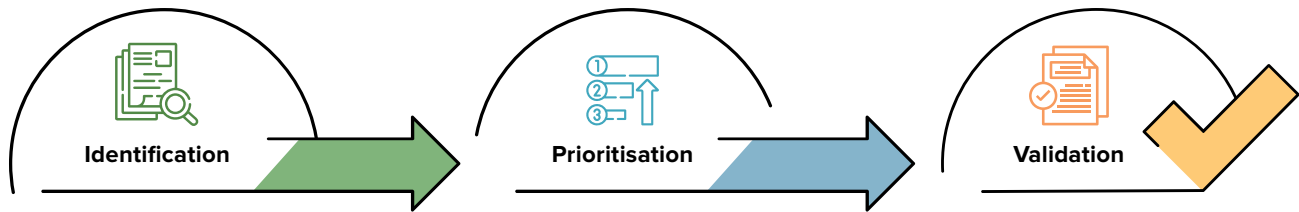
## ABOUT MAH SING (CONT'D)

### STAKEHOLDER PRIORITISATION AND MATERIAL ASSESSMENT METHODOLOGY

In the initial stages, stakeholder prioritisation and materiality assessment surveys were formed based on Bursa Guidelines as well as specialised toolkits and peer examples. Digital surveys were then crafted and handed out that covered stakeholder prioritisation and materiality assessment topics inclusive of Economic, Environmental, Social and Governance material matters.

Survey respondents represented internal stakeholders' views, while some respondents also acted as proxies for identified external stakeholder groups that their own departments engage primarily with. These surveys were conducted virtually, enabling a wider coverage of respondents such as Mah Sing Plastics business in Indonesia and property offices in Penang and Johor.

The materiality assessment process is detailed as follows:



Mah Sing identified a list of relevant sustainability matters with reference to the Bursa Malaysia's Sustainability Reporting Guide 3rd Edition, GRI Standards and wider sustainability trends, including peer comparative analysis, media reviews and sector issues.

Mah Sing's key stakeholder groups were also identified as part of stakeholder analysis and prioritisation to ensure that their interests and concerns are reflected in when forming the shortlisted sustainability matters.

Material sustainability matters were prioritised based on materiality assessment survey results that included the participation of key business functions and management personnel at the Group.

Prioritisation of material sustainability matters took into consideration the matters' significance to Mah Sing and importance to its stakeholders, derived through interests and concerns gathered from Mah Sing's prior communication and engagement with them. A materiality matrix was generated from the survey's results.

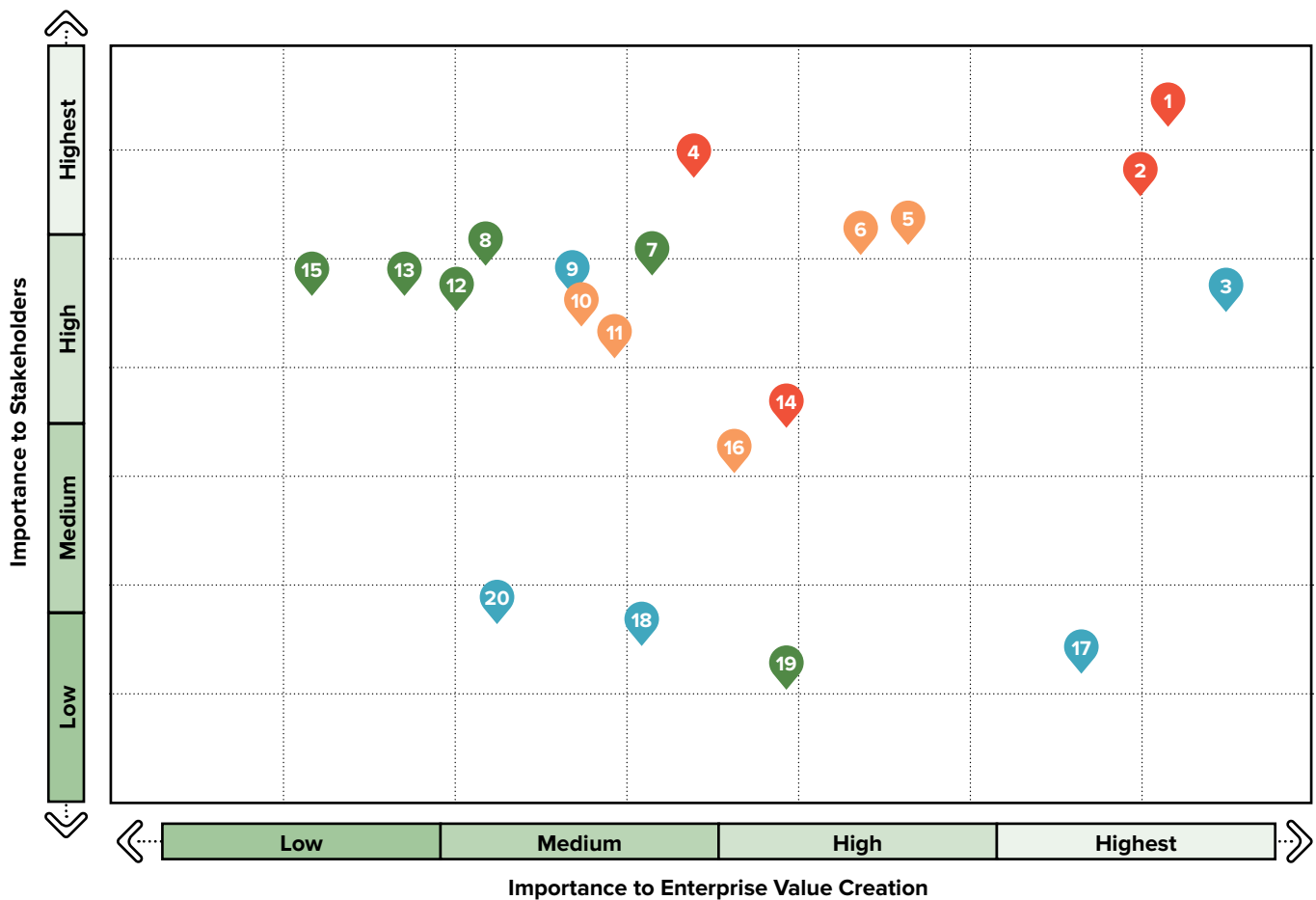
The materiality matrix was reviewed and validated through discussion with key senior management.

Subsequently, the refined matrix was presented and approved by the Board.

### MATERIALITY MATRIX

The materiality assessment exercise enabled Mah Sing to successfully revise and update its materiality matrix to better reflect the latest prioritisation assessment of Mah Sing’s material topics. The material topics are also aligned to the Group’s selected UN SDGs.

The materiality matrix below showcases how the material topics align to their respective influence on stakeholder perspectives as well as its significance to the Group’s EESG impacts. Specific details on each material topic are provided in subsequent pages of this report.



1. Anti-Corruption and Corporate Governance	2. Regulatory Compliance	3. Product Quality and Responsibility	4. Data Privacy and Security
5. Occupational Health & Safety	6. Labour Practices and Human Rights	7. Waste Management and Recycling	8. Energy Consumption
9. Water Consumption	10. Local Community Development	11. Diversity and Equality	12. Climate Change and Emissions
13. Resource Consumption	14. Supply Chain Assessment	15. Biodiversity	16. Talent Retention and Development
17. Direct Economic Values	18. Innovation and Technology	19. Landbank	20. Indirect Economic Values

● Economic ● Environmental ● Social ● Governance

## SUSTAINABILITY REPORT 2022

## ABOUT MAH SING (CONT'D)

## MATERIAL SCOPE AND BOUNDARY

Regarding the material topics' scope and boundary, all identified material topics apply Group-wide. Mah Sing has also aligned its material topics with its stakeholders, a practice that develops a better understanding of how material matters and issues relate to and impact its stakeholders.

	Employees	Customers	Shareholders and investors	Government and Regulators	Communities	Media	Business Partners	Suppliers and Contractors
Direct Economic Values	✓		✓	✓		✓	✓	✓
Indirect Economic Values	✓			✓	✓		✓	✓
Innovation and Technology	✓	✓	✓				✓	
Product Quality and Responsibility (Environmental)	✓	✓	✓	✓			✓	✓
Product Quality and Responsibility (Social)		✓	✓		✓	✓	✓	✓
Landbank			✓	✓	✓		✓	✓
Climate Change and Emissions		✓	✓	✓	✓	✓	✓	✓
Energy Consumption	✓	✓	✓		✓		✓	✓
Waste Management and Recycling	✓	✓	✓	✓	✓			✓
Resource Consumption	✓	✓	✓	✓	✓		✓	✓
Water Consumption	✓	✓	✓	✓	✓			✓
Biodiversity				✓	✓	✓		
Talent Retention and Development	✓							✓
Occupational Health and Safety	✓			✓	✓	✓	✓	✓
Labour Practices and Human Rights	✓	✓		✓	✓	✓		✓
Diversity and Equal Opportunity Workplace	✓	✓		✓	✓	✓		✓
Local Community Development			✓		✓	✓		
Anti-Corruption and Corporate Governance	✓		✓	✓	✓	✓	✓	✓
Regulatory Compliance	✓	✓	✓	✓	✓		✓	✓
Supply Chain Assessment	✓	✓		✓	✓		✓	✓
Data Privacy and Security	✓	✓	✓	✓			✓	✓



## COMMUNICATIONS AND STAKEHOLDERS

Communications and stakeholder engagement are important in driving sustainability within Mah Sing. Communication is vital for propagating sustainability awareness and understanding, internally and externally.

Communication is essential for cultivating a singular, conducive organisational culture and mindset among staff. It also enables the Group’s sustainability message to reach key communities or groups so that they can connect with the Group through key insights, feedback and opinions as valued stakeholders. Ultimately, communication is vital for a stronger buy-in for Mah Sing’s sustainability initiative and its supported strategies and efforts, while ensuring that the overall journey continues to be inclusive and sensitive of external stakeholders.



### Stakeholders Engagement

Mah Sing believes that constant back and forth engagement with its valued stakeholders remains crucial in ensuring its sustainability approach remains inclusive of the perspectives of stakeholders’ regarding financial and non-financial value creation.

Notably in FY2022, Mah Sing held its Annual General Meeting (“AGM”) on 30 June 2022. The number of days between the date of notice and date of the actual AGM is 61 days.






The Group defines its stakeholders as individuals, entities or organisations that are impacted by Mah Sing’s business model and business operations and conversely, individuals, entities or organisations that have the capability to impact Mah Sing’s business model and its operations.


### FY2022 Stakeholder Engagement Table

Stakeholders	Engagement Methods	Frequency	Concerns & Interests	Mah Sing’s Response
 <p><b>Customers</b> Existing and potential customers of products and services</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• MY Mah Sing app</li> <li>• SMS communication</li> <li>• Newsletters</li> <li>• Customer service office</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Quarterly</li> <li>• Daily</li> </ul>	<ul style="list-style-type: none"> <li>• Product quality</li> <li>• Design efficiency</li> <li>• Security of development</li> <li>• End-to-end customer experience</li> <li>• Customer experience</li> <li>• Low-maintenance products</li> <li>• Social contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Timely response to customer’s feedback (SR2022, pg 46)</li> <li>• Customer satisfaction surveys (SR2022, pg 46)</li> <li>• Digitisation of customer engagement platforms (SR2022, pg 50-51)</li> <li>• Customer engagement activities (SR2022, pg 45)</li> <li>• Adherence to quality standards (SR2022, pg 40-44)</li> <li>• Application of technology to enhance safety and efficiency (SR2022, pg 50-51)</li> <li>• Eco-friendly development features (SR2022, pg 63-65)</li> </ul>
 <p><b>Employees</b> Individuals employed by Mah Sing, including Board of Directors</p>	<ul style="list-style-type: none"> <li>• Townhalls</li> <li>• Internal email (MSeries)</li> <li>• Meetings</li> <li>• Health, Safety and Environment (“HSE”) Meetings</li> <li>• Employee Handbook</li> <li>• Employee engagement survey (Our Voice)</li> <li>• Internal Customer Experience Survey (“ICES”)</li> <li>• Voluntary programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• As and when required</li> <li>• As and when required</li> <li>• Monthly</li> <li>• As and when required</li> <li>• Annually</li> <li>• Annually</li> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• Work-life balance</li> <li>• Training and development</li> <li>• Health and safety</li> <li>• Diversity and inclusion</li> <li>• Engagement and visibility</li> <li>• Job satisfaction and retention</li> <li>• Employee benefits and welfare</li> <li>• Strategy and direction</li> <li>• Job security</li> <li>• Effective leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Regular updates on company strategy and performance (SR2022, pg 74-76)</li> <li>• HSE training and activities (SR2022, pg 89)</li> <li>• Transparent performance appraisal process and rewarding scheme (SR2022, pg 83)</li> <li>• Provision of training programmes (SR2022, pg 80-83)</li> <li>• Increased employee engagement platforms (SR2022, pg 74-76)</li> <li>• Improved employee benefits (SR2022, pg 78-79)</li> </ul>

## SUSTAINABILITY REPORT 2022

## ABOUT MAH SING (CONT'D)

Stakeholders	Engagement Methods	Frequency	Concerns & Interests	Mah Sing's Response
 <b>Shareholders and Investors</b> Retail and institutional investors	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Corporate website</li> <li>Meetings and site visits</li> <li>Investor briefings</li> <li>Email communication</li> <li>Teleconference calls</li> <li>Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Ongoing</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable financial returns</li> <li>Transparency</li> <li>Operational efficiency</li> <li>Company liquidity</li> <li>Responsible business</li> <li>Good governance</li> <li>Effective leadership</li> </ul>	<ul style="list-style-type: none"> <li>Timely updates on company strategy and performance through quarterly financial reporting and announcements on Bursa Malaysia</li> <li>Timely communication on risk management and governance matters with investors</li> </ul>
 <b>Government and Regulatory Authority</b> Malaysian Federal and State Governments, municipal councils and regulators	<ul style="list-style-type: none"> <li>Industry workshops</li> <li>Reporting</li> <li>Certifications</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Product quality</li> <li>Affordable housing</li> <li>Transparency</li> <li>Environmental impacts</li> <li>Health and safety</li> <li>Tax payment</li> <li>Social contributions</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of compliance through industry requirement legal checklist (SR2022, pg 28)</li> <li>Transparent reporting and communications through annual reports, quarterly financial reporting and announcements on Bursa Malaysia</li> <li>Launching of 'LIFT OFF with Mah Sing, 'H.O.M.E' and more (SR2022, pg 37)</li> <li>Adoption of Green Certifications (SR2022, pg 65)</li> <li>Use of recyclable materials (SR2022, pg 61-64)</li> <li>Contributions to local communities (SR2022, pg 91-97)</li> </ul>
 <b>Business Partners</b> Joint venture partners, technical consultants and advisors	<ul style="list-style-type: none"> <li>Auditing &amp; Assessment</li> <li>Training/Briefing</li> <li>Meetings</li> <li>Email notification in the event of any revision or changes in the Integrated Management System ("IMS") documents</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and direction</li> <li>Timely payment</li> <li>Fair treatment</li> <li>Job and business opportunities</li> <li>Relationship</li> <li>Knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Timely updates on company strategy and performance via e-mails, meetings, quarterly financial reports and periodic announcements to the regulator</li> <li>Engagement activities as part of the business agreement or collaborations</li> </ul>
 <b>Media</b> Online and print outlets to deliver information to the wider audience	<ul style="list-style-type: none"> <li>Press release</li> <li>Conferences and media briefings</li> <li>Media interviews</li> <li>Product launches and corporate events</li> <li>Award ceremonies</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> <li>As and when required</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and timely information</li> <li>Market and industry insights</li> <li>Strategy and direction</li> <li>Job and business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Proactive and timely engagements (press releases and briefings)</li> <li>Social engagement such as festive get-together celebrations and property-related media events</li> <li>Interviews with senior management</li> <li>Participation in media property and business awards platforms</li> </ul>
 <b>Suppliers and Contractors</b> Local suppliers and contractors who provide materials and services	<ul style="list-style-type: none"> <li>Contractor training programmes</li> <li>Email communication</li> <li>Supplier and contractor evaluations</li> <li>Meetings</li> <li>Relationship building sessions</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Contractual terms</li> <li>Selection process</li> <li>Sourcing of materials</li> <li>Job and business opportunities</li> <li>Health and safety</li> <li>Pricing</li> <li>Environmental Management System</li> <li>Design efficiency</li> <li>Timely payment</li> </ul>	<ul style="list-style-type: none"> <li>Open tender process for all procurement promotes fair and transparency</li> <li>Achieved 97% of contractors engaged are performing and meeting requirements</li> <li>Mandate all contractors accept and comply with Mah Sing's Group of companies Code of Conduct &amp; Ethics</li> <li>Mandate all contractors attend QLASSIC training</li> <li>Mandate all contractors comply with Mah Sing site safety, health and environment rules</li> </ul>

Stakeholders	Engagement Methods	Frequency	Concerns & Interests	Mah Sing’s Response
 <p><b>Communities</b> Local communities who are impacted directly and indirectly by operations</p>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Social media</li> <li>• Collaborations</li> <li>• Community development programmes</li> <li>• Mah Sing Foundation (“MSF”) newsletter</li> <li>• Mah Sing Foundation Night*</li> <li>• Employee volunteering initiatives such as the Annual Corporate Responsibility Day*</li> </ul>	<ul style="list-style-type: none"> <li>• As and when required</li> <li>• Ongoing</li> <li>• As and when required</li> <li>• Ongoing</li> <li>• Quarterly</li> <li>• Annually</li> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>• Job and business opportunities</li> <li>• Infrastructure improvements</li> <li>• Community development</li> <li>• Product quality</li> <li>• Health and safety</li> <li>• Location connectivity (accessibility)</li> <li>• Environmental impacts</li> <li>• Affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations with NGOs (SR2022, pg 91-97)</li> <li>• Contributions to local communities (SR2022, pg 91-97)</li> <li>• Infrastructure improvements around development vicinity (SR2022, pg 39)</li> <li>• Adherence to local authority and regulations, including compliance to strict operational health and safety practices at construction site and developments (SR2022, pg 87-90)</li> <li>• Eco-friendly development features (SR2022, pg 63-65)</li> <li>• Adherence to quality standards (SR2022, pg 40-44)</li> </ul>


\* Not conducted in FY2022, to avoid mass gathering.

### CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (“UN SDGs”)

Mah Sing has adopted SDG 3, 4, 5, 8, 9, 11 and 12. The purpose of this adoption was to expand upon the scope of realising value creation in terms of the Group’s evolving business model, as well as how this value created feeds into the bigger picture of addressing and mitigating global sustainability issues as outlined by the UN.

The adoption of UN SDGs provides a clear linkage between Mah Sing’s purpose as a for-profit business entity and how it can also play a role in addressing larger sustainability issues, as well as influence the direction of its target-setting approach that the Group will endeavour to achieve in the future. The table below shows how Group linked its sustainability efforts in FY2022 to its adopted UN SDGs, and how it has subsequently influenced the type of future sustainability targets and plans Mah Sing has set:


#### Linkage of Adopted UN SDGs to Material Topics

MISSION PILLARS	MATERIAL TOPICS	UN SDG LINKAGES
<b>EMPOWERING its people towards personal and professional growth through continuous learning</b>	<ul style="list-style-type: none"> <li>• Talent Retention and Development</li> <li>• Labour Practices and Human Rights</li> <li>• Direct Economic Values</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation and Technology</li> <li>• Anti-Corruption and Corporate Governance</li> </ul> 
<b>Anticipate future MARKET TRENDS and providing the right solutions</b>	<ul style="list-style-type: none"> <li>• Direct Economic Values</li> <li>• Innovation and Technology</li> <li>• Product Quality and Responsibility (Environmental)</li> </ul>	<ul style="list-style-type: none"> <li>• Product Quality and Responsibility (Social)</li> <li>• Labour Practices and Human Rights</li> </ul> 
<b>Delivering on its QUALITY PROMISES</b>	<ul style="list-style-type: none"> <li>• Direct Economic Values</li> <li>• Resource Consumption</li> <li>• Occupational Health and Safety</li> <li>• Innovation and Technology</li> <li>• Supply Chain Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Product Quality and Responsibility (Social)</li> <li>• Regulatory Compliance</li> <li>• Anti-Corruption and Corporate Governance</li> </ul> 
<b>CARING for the people, community and environment</b>	<ul style="list-style-type: none"> <li>• Indirect Economic Values</li> <li>• Local Community Development</li> <li>• Occupational Health and Safety</li> <li>• Labour Practices and Human Rights</li> <li>• Product Quality and Responsibility (Environmental)</li> <li>• Regulatory Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management and Recycling</li> <li>• Energy Consumption</li> <li>• Climate Change and Emissions</li> <li>• Water Consumption</li> <li>• Resource Consumption</li> <li>• Biodiversity</li> </ul> 


## ABOUT MAH SING (CONT'D)

### COMMITMENTS AND PLEDGES


Mah Sing continues to adhere to the following sustainability commitments:



Reduce/avoid the impact or improve efficiency of greenhouse gases (“GHG”) emissions towards addressing climate change.












Increase efficiency of raw materials and resources, notably plastics, to reduce/ avoid impacts associated with resource consumption.





Committed to improving health and safety for workers, employees and other stakeholders across Mah Sing’s business operations and value chain.

### SUSTAINABILITY KPI AND TARGETS

Based on its sustainability framework and material matters, Mah Sing has derived key sustainability performance targets and KPIs to drive further achievement in the Group’s larger sustainability agenda, as shown here:

Material Topic	Goals	KPI/Target	Indicator for Performance Measurement	Achievements	UNSDG Alignment
<b>Anti-Corruption</b>	To promote awareness amongst internal stakeholder on Group’s Anti-Bribery and Anti-Corruption (“ABAC”) policy	Zero corruption case  Anti-corruption awareness training to Board of Directors (“BOD”) and employees	Number of corruption cases reported  ABAC awareness training sessions held	Zero corruption cases  1 physical ABAC training session and 5 virtual ABAC training sessions held, with 726 total participants  100% of Board members, senior management and employees have received awareness training on anti-corruption	 
<b>Supply-Chain Management</b>	Comply with the legal and requirements in purchasing the materials	Material Declaration aligned with Substance List Requirement	Number of breach/ non-compliance reported	94% of suppliers Group-wide had scored Grade A, B and C in supplier assessments**  Zero data breaches or policy breaches in the supply chain	 
<b>Environmental compliance</b>	To ensure compliance to the environment regulatory through adherence to contract terms and conditions, and fine impose	Zero corruption case  Anti-corruption awareness training to Board of Directors (“BOD”) and employees	Number of non-compliance cases  Number of fines imposed by environmental authorities	No censures or fines by the regulatory authorities for non-compliance with environmental, social or economic laws, regulations and standards	  
<b>Occupational Health and Safety</b>	To achieve zero breach case of non-compliance to Occupational Health and Safety (“OSH”) regulatory	Zero case of non-compliance to OSH regulatory	Number of non-compliance cases	No censures or fines by the regulatory authorities for non-compliance with environmental, social or economic laws, regulations and standards	 
	To achieve zero fatalities case at all worksites	Zero case of fatalities	Number of fatalities	Zero fatality cases	

Material Topic	Goals	KPI/Target	Indicator for Performance Measurement	Achievements	UNSDG Alignment
<b>Training and development</b>	To provide average 8 training hours per employee at executive level and above*	8 hours per employee per year for executive level and above. Note that trainings are provided in alignment with business needs.  RM187,000 budget allocated for training and development.	Average training hours per employee  Total training cost incurred	10.09 average training hours per employee  RM120,066 total training cost	
<b>Diversity and Equal Opportunity</b>	To maintain 30% females at the Board level	At least 30% female at the Board level	Percentage of female board directors	43% of Board directors are female	

\*Data and information presented in the table above for the Training and Development material topic is applicable specifically for MSPD.

\*\*Data presented 6% on PTMSI suppliers scoring Grade D.

As a major property developer striving for strong sustainability in its operations, Mah Sing always focuses on ensuring its environmental sustainability is supported, preserved and improved. Therefore, specific KPIs and targets for environmental sustainability:

Environmental Goals	KPI/Target	Achievements
<b>Green Building Certification</b>	Obtain a minimum “Bronze” GreenRE Certification rating for all High-Rise Development in KL	M Astra GreenRE Bronze certified in 2022  M Nova GreenRE Bronze certified in 2022
<b>Accessibility for Electric Vehicles</b>	Install at least 2 electric vehicle charging stations at each High-Rise Development in KL	9 electric charging stations installed at 2 High-Rise Developments in KL  M Vertica: 6 EV Charging Stations M Centura: 3 EV Charging Stations
<b>Energy Savings Lighting</b>	To provide energy-efficient lightings in all common areas for High-Rise Development in KL	1 High-Rise Developments in KL with energy-efficient lighting (M Vertica)
<b>Automated Waste Collection System</b>	To provide Automated Waste Collection System (“AWCS”) in all High-Rise Development in KL	7 High-Rise Developments in KL have AWCS  M Centura, M Vertica, Lakeville, M City, M Suite, D’Sara & Icon City
<b>Greenery in Open Space</b>	To provide more than 10% of Green Spaces from development area in all High-Rise Development in KL	Most of Mah Sing’s M Series high rise developments have achieved more than 25% green spaces.
<b>Green Provision</b>	To plant at least 50% of Native Trees out of total trees planted in all developments	Achieved > 60% in FY2022.  A total of 956 nos of trees at Klang Valley projects has been planted, of which 590 nos are Native Trees

# SUSTAINABILITY GOVERNANCE

## MAH SING'S SUSTAINABILITY GOVERNANCE STRUCTURE

Supporting Mah Sing's sustainability framework is the Group's sustainability governance structure which primarily drives sustainability across the Group. The sustainability governance structure is implemented into the overall corporate governance structure. Mah Sing's corporate governance, sustainability governance and any subsequent policies adheres to the core Group-wide policy of "placing integrity first and foremost in everything that we do".

Mah Sing's corporate governance and sustainability governance structures comprehensively have oversight over the organisation's material topics such as climate change, health and safety, cyber security, labour issues, pollution, anti-corruption and more.

Readers can view how Mah Sing implements the numerous corporate governance practices denoted under the Malaysian Code of Corporate Governance ("MCCG") in the FY2022 Corporate Governance Report ("CG Report"), which can be downloaded from <https://www.mahsing.com.my/corporate-governance/>.

To strengthen Board oversight and further spearhead the EESG agenda, as well as integrate sustainability considerations into the Group's strategy and operations, the Group recently formed a Board Risk and Sustainability Committee ("BRSC"), which was approved by the Board on 18 April 2023. The BRSC will convene in FY2023 and be supported by the Risk and Sustainability Management Committee ("RSMC"), which will meet quarterly to review EESG data in order to assess the Group's sustainability performance in reference to KPIs and macro objectives.



### Board Risk & Sustainability Committee (BRSC)



- Responsible for the direction and overall sustainability strategy and related matters for the Group.
- Accountable for the ultimate supervision of sustainability performance.
- Reviews and approves the sustainability report.



### Risk & Sustainability Management Committee (RSMC)



- Comprises Board members as well as members of senior management from respective functions.
- Engages leadership across business units, regions and functions and provides further oversight and strategic guidance.
- Formulates the sustainability objectives, targets, priorities, policies and goals.
- Monitors and tracks sustainability within the Group.
- Oversees the implementation of sustainability strategy and related matters.
- Evaluates economic, environmental, social and governance risks and opportunities within the Group.



### Risk and Sustainability Working Committee



- Comprises members from various respective functions involved in the four (4) focus areas: Economic, Environmental, Social and Governance.
- Coordinate and implement Group-wide sustainability activities.
- Supports the Sustainability Management Committee in monitoring and tracking sustainability within the Group.
- Executes the implementation of approved sustainability strategy and related matters.



BOARD RISK & SUSTAINABILITY COMMITTEE (BRSC)

RISK AND SUSTAINABILITY MANAGEMENT COMMITTEE (RSMC)

RISK AND SUSTAINABILITY WORKING COMMITTEE

ECONOMIC

ENVIRONMENT

SOCIAL

GOVERNANCE

As of FY2022, the Board continues to have oversight on important sustainability-related governance policies such as Anti-Bribery and Anti-Corruption Policy, Personal Data Protection Act (“PDPA”) Policy, Code of Conduct and Ethics (“Code”) and the Whistleblowing Policy and Procedures. The Board deliberates on the formation or updates of current and new policies before approval is to be granted.

### BOARD ON EESG RISK MANAGEMENT

The Board has oversight over sound risk management framework and systems of internal control to safeguard shareholders’ investment and the Group’s assets, including EESG risks. The Board ensures the adequacy, effectiveness and integrity of the internal control systems through regular reviews, accompanied by ongoing risk management process. Risk management deliberations, including EESG risks, involving the Board are done every quarter of the year.

Regarding the risk-reporting structure at the Group, Risk Committee Teams (“RMTs”), that consist of management personnel from the Corporate, Property, Manufacturing and Other Divisions, report risk-related matters to the Risk Management Committee (“RMC”) which is chaired by Group’s CEO. These matters are ultimately reported to Audit Committee (“AC”). The Head of Internal Audit is also separated from both the RMT and RMC.

Reporting transparency of the Group’s risk management system is bolstered with the utilisation of frameworks such as GRI, the International Integrated Reporting Council (“IIRC”) and ISO 31000 Risk Management Standard.

Mah Sing’s Enterprise Risk Management (“ERM”) assessment reviews are performed quarterly to identify, assess and manage the risks faced by the Group. The reviews are carried out to address major risk areas of concern, if any, from the perspectives of environmental, regulatory & legal, governance & operational controls, financial, customers, products & services, suppliers, human capital and sustainability risks.

EESG risks are therefore covered at all of Mah Sing’s business divisions i.e. Corporate, Property, Manufacturing and Others. The Enterprise Risk Management (“ERM”) framework of Mah Sing has been updated in accordance to the best practise of ISO 31000:2018 Risk Management - Guidelines and Treadway Commission’s (“COSO”) Internal Control – Integrated Framework.

Corporate-wide compliance procedures and policies apply to all of Mah Sing’s business divisions. ISO audits and ERM compliance reviews are carried out on a consistent basis to ensure the controls for managing risks and compliances are functioning effectively. Any non-compliance discovered is reported by the Group’s Internal Audit to the AC.

The Group takes business continuity very seriously and ensures that it has an up-to-date Business Continuity Plan (“BCP”) to deal with possible major scenarios that may affect the Group. For example, Mah Sing managed to respond swiftly to the COVID-19 pandemic by successfully rolling out its BCP via digitalisation initiatives to reduce EESG risk.

Mah Sing will further monitor major risks in the operating environment including a potentially slower economic recovery, further pandemic lockdowns, rising raw material costs, increased compliance requirements by local authorities and any unexpected market changes that may affect supply and demand of our property, plastics and glove products.

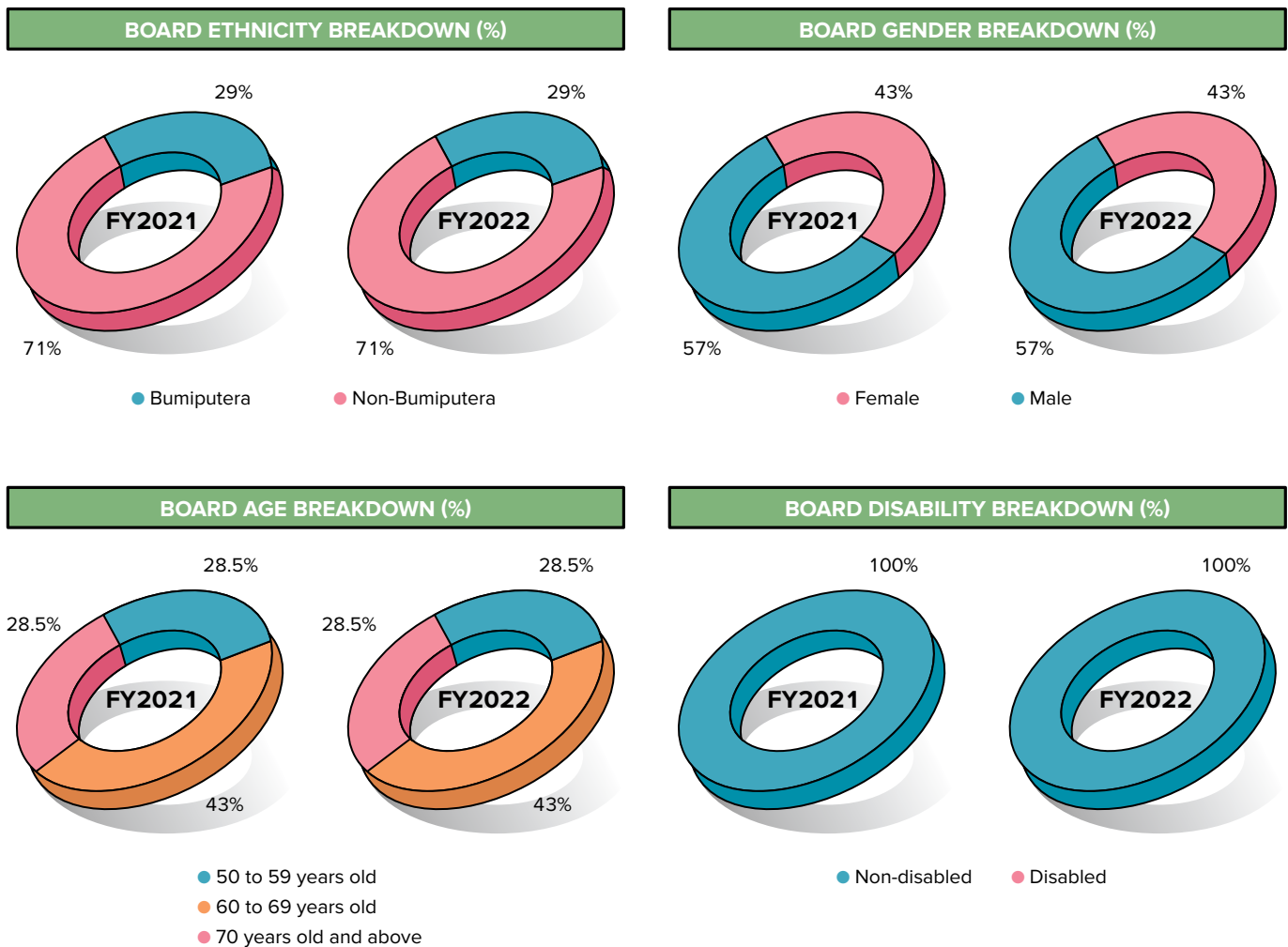
The Group is also committed to the rotation of its audit partner, which is done every two years. Presently, the Group has appointed the same audit firm, Deloitte PLT, for the past years. Criteria to be considered during the selection on appointment, reappointment and removal of the external auditors for Mah Sing are guided by Mah Sing’s Policies and Procedures to Assess the Suitability, Objectivity and Independence of the External Auditors which can be found at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/Policies-and-Procedures-to-assess-the-Suitability-Objectivity-and-Independence-of-External-Auditors.pdf>.

The Group will continue to regularly update its risk assessment directory when necessary to further affirm and pursue the management and mitigation of material EESG risks. Full disclosure on this can be found in the Statement of Risk Management and Internal Control of Mah Sing’s IAR2022, from pages 137-139.

## SUSTAINABILITY GOVERNANCE (CONT'D)

### DIVERSE BOARD COMPOSITION

Mah Sing continues to cultivate diverse leadership perspectives by encouraging Board appointments of qualified individuals with various professional backgrounds, experience and competencies. This diversity would allow for multiple viewpoints to emerge from a cumulative body of knowledge, leading to a more collective perception that underscores improved strategic decision-making abilities. With 3 women directors out of 7 total directors, the Board has achieved the MCCG’s target of at least 30% women directors within the organisation. Mah Sing’s Board compositions is shown below:





## COLLECTIVE SKILLS AND COMPETENCIES OF THE BOARD

Skills Matrix	Description
<b>Industry Experience and Expertise</b>	Board members offer vast experience having successfully served at the helm of various companies across a wide range of industries.
<b>Professional Qualifications</b>	Board members are qualified professionals in their respective industries, bringing a vast range of skills and expertise to the Group.
<b>Entrepreneurial Acumen</b>	The Board possesses a unique skill set and knowledge which includes the acumen of the company founders.
<b>Extensive Board or Leadership Experience</b>	Board members bring a wealth of diverse leadership experience, having served on the board of other companies or having served many years on the Mah Sing Board and hence, are very familiar with the Group’s business.
<b>Sustainability and Stakeholder Management</b>	Board members are aware of, and committed to addressing sustainability issues and continue to receive training on relevant topics. Board members are active in engaging stakeholders and play a role in driving sustainability within the organisation.

### ANTI-CORRUPTION & CORPORATE GOVERNANCE

[Material Matters: Anti-Corruption and Corporate Governance, Regulatory Compliance]

#### Anti-Bribery and Anti-Corruption Policy

Mah Sing continues to stringently observe a zero-tolerance approach to bribery and corruption within the Group’s organisation, business divisions and across its supply chain, which is also aligned with Bursa Malaysia’s Main Market Listing Requirements which ensures that public listed companies do not commit any offence under the Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 (“MACCA”).

Anti-bribery and anti-corruption are material to the Group since any confirmed bribery or corruption incident will be detrimental to the Group’s reputation and may ultimately amount to a criminal case. Poor anti-corruption governance within the Group could lead to difficulties in preventing or monitoring any existing corruption cases which may result in more corruption cases occurring.

These material matters are therefore closely governed at the Group, and it is clearly outlined to be a key facet of Mah Sing’s corporate governance.

The Board sets the tone of the Group’s zero-tolerance stance to all forms of bribery, corruption and unethical behaviour for the organisation. Together with the Legal Department and the Whistleblowing Committee (which the Group CEO is a part of), the Board oversees, guides and spearheads both the development and implementation of anti-bribery and anti-corruption policies and practices at the most senior decision-making level. The Legal Department is also the primary organisational resource that drives anti-corruption agendas at the Group.

Chiefly, the Board in FY2020 approved the Mah Sing Group Berhad Anti-Bribery and Anti-Corruption (“ABAC”) Policy to further drive anti-corruption in its Group and the supply chain. The ABAC Policy outlines that organisations are liable if discovered to engage in corruption, bribery or any other related acts. This liability covers individuals and groups under the Group including directors, managers, employees, workers and third-party partners.

The ABAC Policy is implemented in all business divisions with division-specific communication and training mechanisms applied to ensure each business division garners the best understanding and compliance of the ABAC Policy.

## SUSTAINABILITY GOVERNANCE (CONT'D)

The Board periodically reviews the ABAC Policy and thus the ABAC Policy may be revised from time to time when needed to accurately reflect any legislative changes or updates in Mah Sing's governance. The full ABAC Policy can be read on the Group's website at <https://www.mahsing.com.my/corporate-governance/>.

Any person or group discovered to have violated the ABAC Policy, or have been found to be involved in other stipulated acts of bribery and corruption, will undergo strict disciplinary procedures which can include suspension of employment or permanent work termination. Legal proceedings may also be conducted if necessary.

Mah Sing remains an apolitical organisation and has not made political contributions.

Anti-corruption data is verified by Mah Sing's Internal Audit Department. There were zero confirmed incidences/cases of corruption or ABAC Policy violations at Mah Sing in FY2022.

### Anti-Corruption Communication and Training

Periodic communication and training initiatives on anti-bribery and anti-corruption are provided by the Group for employees as well as supply chain partners. These periodic initiatives primarily materialise in the Group's refresher courses regarding its ABAC and Whistleblowing Policies for existing employees as well as new business partners. This refresher course is carried out every 6 months (or twice a year) and also during every new employee orientation. The Group's Board and Senior Management also undergo similar training sessions. All employment levels at Mah Sing undertake these trainings to ensure accountable leadership and workforce integrity is preserved.

Anti-corruption awareness and communication of its policies and procedures are also cascaded through various internal communication channels across the Group's divisions such as the Group's website, the company intranet, bulletin boards, e-mails, teleconferencing technology, Employees Handbook and verbal reminders from peers and respective Heads of Department.

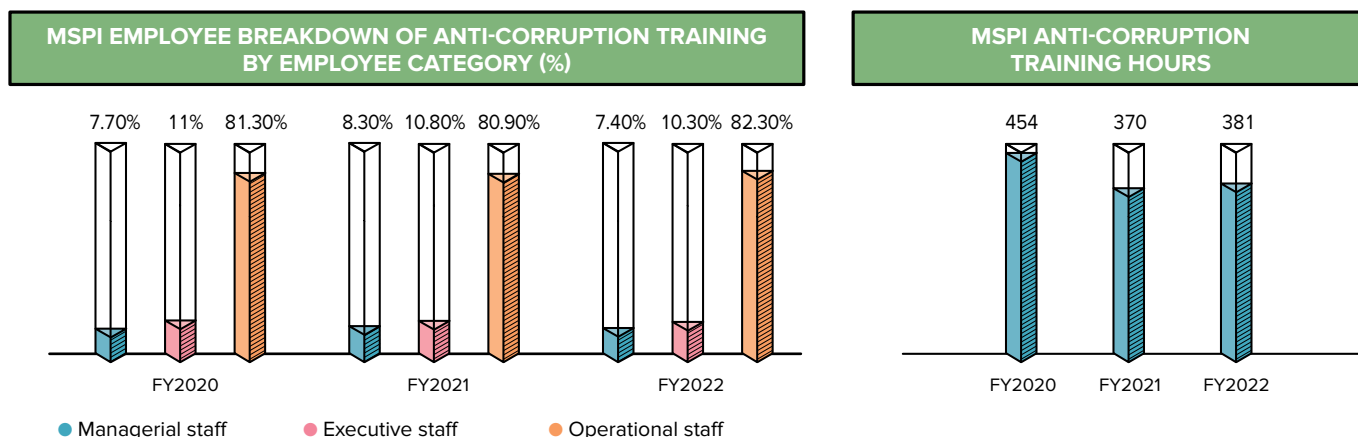
Directors, management personnel, employees and any other person working under Mah Sing are also required to receive, understand and sign the Letter of Understanding to affirm their compliance with the Group's ABAC Policy.

In FY2022, with pandemic-related movement restrictions mostly lifted, total of 6 ABAC training sessions were held, with 726 participants in attendance. There were 5 virtual sessions and 1 physical session carried out in October 2022. The following are the training specifics.

Date	Number of participants	Training Description
30.03.2022	40	The Legal, Integrity & Secretarial Department carried out the "live" (brief) version of the ABAC and Code of Conduct policies and procedures together with the Talent Management & People Department for the New Employee Orientation with new Mah Sing employees.
01.07.2022	502	In terms of internal ABAC awareness sessions, the Legal, Integrity & Secretarial Department together with Talent Management & People Department conducted a video presentation to the employees of Mah Sing Group on ABAC and Code of Conduct policies and procedures.
27.07.2022	78	The Legal, Integrity & Secretarial Department carried out the "live" (brief) version of the ABAC and Code of Conduct policies and procedures together with the Talent Management & People Department for the New Employee Orientation with new Mah Sing employees.
13.10.2022	43	The Legal, Integrity & Secretarial Department carried out the "live" (brief) version of the ABAC and Code of Conduct policies and procedures together with the Talent Management & People Department for the New Employee Orientation with new Mah Sing employees.
20.12.2022 and 21.12.2022	63	The Legal, Integrity & Secretarial Department carried out ABAC Procedure Virtual Training for Head of Departments ("HOD") and all staffs. The Virtual Training for HODs was carried out by Jean Loh on 20 December 2022 whilst the Virtual Training for all staffs was carried out by Edwin Bak on 21 December 2022.

100% of Board members and senior management have received anti-corruption training and awareness since the introduction of ABAC at the Group. 100% of Mah Sing’s employees have received training and awareness on anti-corruption.

At MSPI, 100% of the plastic business’s managerial staff and executive staff and operational staff have received training and communication on the organisation’s anti-corruption policies and procedures, with the employee breakdown as shown here:



**Anti-Corruption in the Supply Chain and Due Diligence**

The ABAC Policy, the Code of Conduct & Ethics (“Code”) as well as an updated Letter of Understanding (“LoU”) implemented to comply with the aforementioned Code are all attached to Mah Sing’s Tender Document / Letter Appointment / Letter of Award / Purchase Order / Supplier Registration Form that is provided to contractors, suppliers, consultants, goods and service providers and other relevant third-party business partners. This best practice in due diligence is observed across the Group’s business divisions.

Vendors and business partners must sign off on their acknowledgement and receipt of the Code, LoU and ABAC Policy and affirm their commitment to the aforementioned documents as a prerequisite for being qualified to tender for contracts. All contracts entered into are also embedded with an anti-corruption clause which requires the contracting party to comply with all anti-corruption laws of Malaysia. In terms of due diligence conducted on suppliers in regards to procurement and trading as well as contracts, Mah Sing’s ABAC Policy and Code have clauses included in relevant documents or forms.

Additionally, since 2020, Mah Sing has issued a notice to all contractors and consultants to acknowledge Mah Sing’s corporate culture of integrity and no gift policy.

All new consultants and contractors must also sign, acknowledge and accept the Code and ABAC Policy and submit LoU before they start work with the Group.

To ensure Mah Sing does business with third-party partners that share the same standard of integrity and ethical business practice as Mah Sing, The Group performs the following protocols, which include, but are not limited to, the following:

- a) Perform due diligence and assess the prospective third parties’ reputation and qualifications with the focus on its integrity prior to entering into a business dealing with the said third-party.
- b) All third parties must be made aware of and agree in writing to comply with anti-corruption laws and ABAC Policy. Furthermore, the remuneration payable to the third parties must be clear, reasonable for the services rendered and not provided with incentives to act improperly. Closer attention shall be paid to third parties that are remunerated based on the outcome achieved by the third parties, i.e. commissions, success fees, bonuses or other incentive payments.
- c) Continuous monitoring shall be performed regularly or periodically to monitor the performance and business practices of the third parties to ensure ongoing compliance.

The amount of time and effort required for ABAC Policy due diligence will depend on the number and complexity of the issues raised during the due diligence assessment and investigation. Full details on dealing with third parties in terms of anti-corruption and anti-bribery can be found in the ABAC Policy at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/ABAC-policy-31052020.pdf>.

## SUSTAINABILITY GOVERNANCE (CONT'D)

### Assessment on Anti-Corruption Controls and High-Risk Departments

An anti-corruption gap assessment exercise was conducted by the Group in 2019 to identify gaps that can be improved upon. Closing these gaps involved efforts such as the formulation of the ABAC Policy in FY2020 as well as its propagation across the Group and its people. Procedures to address anti-bribery and anti-corruption risks have since been improved Group-wide.

Mah Sing will carry out more periodic gap assessments in the future through the Group's Legal, Risks and Audit Departments – a collaboration that ensures a comprehensive assessment for potential integrity weaknesses and possibilities of corruption within Mah Sing is correctly conducted. This also extends to the Group's value chain.

The Group also undergoes the process of assessing departments in the organisation with high possibilities of corruption risks which is carried out by Internal Audit through the Quarterly Enterprise Risk Management Process. These departments and their respective staff and management are refreshed with relevant ABAC training as well as acknowledged and accepted their awareness and understanding of the ABAC Policy. 100% of Mah Sing's operations have been assessed for corruption-related risks.

### Code of Conduct and Ethics ("Code")

The ABAC Policy complements Mah Sing's updated Code, which serves to promote good business conduct, ethical behaviours and preserve a healthy organisational culture at the Group. The Code clearly outline acceptable and unacceptable workplace behaviour, including unethical acts. The Code are mandatory for Mah Sing's people Group-wide, including the directors, management, vendors, suppliers and any relevant business partners. The Code addresses the following a comprehensive range of pertinent topics to the Group, including:

- Compliance with applicable laws and regulations (including those related to anti-money laundering, personal data protection and anti-corruption)
- Handling of the Group's proprietary information and price-sensitive information
- Preparation and maintenance of business records and controls
- Conflicts of interests
- Preserving alcohol and drug-free workplace
- Harassment of any kind including sexual, verbal or physical harassment

- Occupational health, safety and environment
- Data protection and intellectual property
- Expected action in the event of non-compliance or violations of the Code, including proper reporting of suspected non-compliance.

The Board reviews the Code as and when necessary to ensure continued effectiveness and appropriateness at all times. This review is done during the quarterly ERM assessment process for all departments and divisions. The last review was in November 2019.

More on the Code can be found on Mah Sing's website at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/Code-of-Conduct-and-Ethics.pdf>.

### Giving and Receiving Gifts, Entertainment & Hospitality

Mah Sing's employees are not allowed to receive, solicit or provide gifts, entertainment and / or hospitality to prevent allegations of favouritism, cronyism, discrimination, collusion or similar unacceptable practices. However, limited exceptions can be made in specific circumstances. Perishable gifts like fruits and food items during festive occasions can be considered, subject to specific monetary thresholds and if declared openly.

Employees may offer company items to promote Mah Sing's brand, such as goodie bags to the media, customers and other stakeholders and where relevant, specific monetary sums are determined for such items.

Full details of Mah Sing's policy on the provision and / or receipt of gifts / entertainment and hospitality and any related procedures can be found in the Group's ABAC Procedure which is easily accessible at the company's intranet.

### Whistleblowing Mechanism and Policy

The Group's whistleblowing mechanism is supported by the Code and internal corporate governance standards. Mah Sing's Whistleblowing Policy guides the Group's whistleblowing protocols, best practices and guidelines. At MSPI, its own whistleblowing mechanism adheres to Group policy and is communicated via induction training programmes and to all staff periodically.

Any employee or relevant stakeholder are encouraged to use the Group’s whistleblowing mechanism to report any fraud, misconducts, policy or law breaches, insider trading, abuse of power, bribery and corruption, non-compliances as well as any other unethical workplace behaviours including suspected violations of the Codes across Mah Sing’s divisions.

A whistleblowing report may be reported anonymously by any employee of the Group or any related stakeholders through a written disclosure of information by using the Whistleblower Form as provided in Appendix 1 of the Whistleblowing Policy. The Whistleblower Form is also available on Mah Sing’s website. The form must be filled with relevant information and sent to [whistleblow@mahsing.com.my](mailto:whistleblow@mahsing.com.my).

The Whistleblowing Committee, which reports to the Audit Committee and comprises the Head of Internal Audit and Chief Executive Officer, shall supervise this Policy and the related Whistleblowing Investigation Manual as well as corrective actions to be taken based on the results of the investigation.

All whistleblowing reports will be assessed and investigated using the “PIC” approach:

- **Pre-screening** – preliminary assessment conducted on the whistleblowing case received by the Group to identify if it consists of elements of fraud, bribery, corruption etc.
- **Investigation** – whistleblowing case with supporting evidence or with valid/factual information will be investigated and assessed by the Internal Audit Department in accordance with the Whistleblowing Investigation Manual
- **Closure** – upon the completion of the investigation, recommended remediation and corrective action(s) will be taken by the Group in accordance with the Whistleblowing Investigation Manual.

Investigation findings, observations, agreed or recommended remediation and corrective action will be reported to Audit Committee, whereby the investigation report will be prepared by The Group’s Internal Audit and a statistics overview of complaints and reports received will be tabled to the Audit Committee overseeing the whistleblowing framework on a quarterly basis. The Audit Committee will then report to the Board.

Internal Audit will also record details of all reports or complaints from the time the case is received, up to the implementation of corrective actions based on the results of the investigation as well as remediation actions on gaps noted in the governance and internal controls of the Group.

Depending on the findings, suitable disciplinary action shall be taken against the relevant offender. The whistleblower is afforded full confidentiality at all times unless otherwise required by law for the purpose of legal proceedings. The whistleblower also has immunity from any type of punitive action, intimidation or reprisal, regardless of whether the allegation is ultimately substantiated or not, provided that the report has been made in good faith.

The Group reserves the right to amend the Whistleblowing Policy periodically, at least once in 2 years or when required. Full details of Mah Sing’s Whistleblowing Policy and related procedures can be found at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/Whistleblowing-policy-31052020.pdf>. No whistleblowing case was reported in FY2022.

**Comprehensive Corporate Governance Policies**

The Group has a set of established corporate governance policies that guide its strategy, effort and direction in accomplishing a high standard of holistic EESG compliance across Mah Sing’s divisions. Most of Mah Sing’s policies are established for Group usage as seen in the below table, which can be viewed at this link: <https://www.mahsing.com.my/corporate-governance/>.

Reviews of these governance policies are subjected to the internal Group review policy.

Group Anti-Bribery & Anti-Corruption Policy	Group Whistleblowing Policy and Procedures	Code of Conduct and Ethics
Policies and Procedures to Assess the Suitability, Objective and Independence of External Auditors		Directors’ Fit and Proper Policy
Child Labour Policy	Ethical Trading Initiative	Local Labour Recruitment Policy
Foreign Worker Recruitment Policy	Passport Access	Pregnant & Nursing Mothers Policy

## SUSTAINABILITY GOVERNANCE (CONT'D)

### REGULATORY COMPLIANCE

[Material Matters: Regulatory Compliance]

Mah Sing continues to stringently comply with its established policies, protocols, industry standards and laws. Regulatory compliance is maintained internally through internal audits or via external audits carried out at certain business divisions, such as MSPI.

Thus, in FY2022, the Group has not been censured or fined by the regulatory authorities for non-compliance with environmental, social or economic laws, regulations and standards, nor has it faced any regulatory action on matters of corporate integrity, anti-corruption and corporate governance.

### DATA PRIVACY AND SECURITY

[Material Matters: Data Privacy and Security]

Mah Sing collects a large amount of customer data for business purposes, and thus it remains crucial to secure this data and ensure its confidentiality. The Group complies with the Personal Data Protection Act 2010 ("PDPA"). FY2022 has seen the Group continue to safeguard company assets by staying vigilant of cybersecurity threats, implementing fail-safe mechanisms, monitoring tools and fast responses, while ramping up Mah Sing's employees' awareness through knowledge sharing of cybersecurity and data privacy best practices in their daily work.

Furthermore, Mah Sing also enacted its Privacy and Personal Data Protection ("PPDP") Policy pursuant to the PDPA on 15 November 2013. The PPDP adheres to the 7 personal data protection principles under the PDPA which all data users must follow and comply with, which are the General, Notice and Choice, Disclosure, Security, Retention, Data Integrity and Access principles.

Therefore, Mah Sing's PPDP Policy details protocols and best practices the Group must adhere to when it comes to handling personal data as prescribed by the PDPA's 7 principles, including but not limited to the sourcing, collection, protection and disclosure of the personal data.

The PPDP Policy also outlines a contact channel where relevant requests can be made to access, review, amend and correct your personal data, which is the following contact details:

Mah Sing Group Berhad  
Penthouse Suite 1, Wisma Mah Sing, No. 163,  
Jalan Sungai Besi, 57100 Kuala Lumpur.  
Fax No.: 03-9222 2968  
Email: [pdpa@mahsing.com.my](mailto:pdpa@mahsing.com.my)

In accordance with Section 7(3) Personal Data Protection Act 2010, this PPDP Policy is issued in both Bahasa Malaysia and English languages. However, the English language version of this Policy shall prevail in the event of any inconsistency detected.

Mah Sing will modify this Policy as needed, for example, to comply with any changes in business operations or laws and regulations. Mah Sing will post about all changes to this policy. More details can be found in the full PPDP Policy at <https://www.mahsing.com.my/web/wp-content/uploads/2022/10/Mah-Sing-Privacy-Personal-Data-Policy-EN-BM.pdf>. The PPDP is also supplemented by the Group's 'Guidelines For Mah Sing Group's PPDP Policy'.

A Privacy and Personal Data Protection Consent Form is also given out to applicable individuals and groups to be signed so that these particular individuals and organisations can affirm their acknowledgement of Mah Sing's PPDP Policy.

Mah Sing had zero substantiated complaints concerning breaches of customer privacy and losses of customer data in FY2022. Zero data breaches or framework non-compliances occurred during FY2022. The Group continues to retain its strong record of protecting the privacy of stakeholders, especially its customers.

### SUPPLY CHAIN ASSESSMENT

[Material Matters: Supply Chain Assessment]

Mah Sing progressively cascades the awareness, adoption and implementation of its sustainability agenda across its value chain by including its many suppliers, vendors, contractors and third-party business partners. This is in line with Mah Sing's goal to catalyse sustainable corporate practices and behaviours outside of the Group's internal operations to enact a multiplier sustainability impact beyond Mah Sing.

Mah Sing consistently aims to raise the standards of its supplier base while creating a robust value chain that adheres to industry standards and regulatory requirements. The Group's local procurement preference also improves its risk management by enabling the Group to secure timely delivery while reducing environmental impacts.

Specific to MSPD, supply chain efficiency can impact the progress of works on sites, which in return may impact the construction completion period as well as the VP date. Hence timely delivery of materials material is crucial. It is also important to secure the material pricing during the tender stage to avoid cost

fluctuations that may impact the overall approved construction budget.

**Pre-Qualification and Selection Criteria**

Embedding sustainability within Mah Sing’s value chain in all its divisions begins with the pre-qualification criteria that include environmental, social and anti-corruption standards that every supplier must comply with. As part of this pre-qualification criteria, the Group also conducts risk assessments on suppliers, covering both environmental and social compliance.

Regarding the provision of goods and services, every supplier must always:

- Comply with regulatory requirements such as federal, state and municipal laws and statues
- Comply with all industry standards and limits sets for environmental and social impacts including Health, Safety and Environment (“HSE”) aspects
- Commit to the protection of environment, including prevention of pollution such as noise, waste, etc

Specific initiatives and measures have been undertaken by each division to drive EESG awareness and action across their supply chains:

**Property Development Division**

Procurement processes are largely driven by ISO standards (more info can be found in the Quality Assurance section of this report).

Indirect materials such as advertising, promotional and administrative materials are driven by Centralised Procurement.

Mah Sing ensures that it invites contractors of the same geographic location as the project in the tendering process.

The prospective supplier is required to register and fill in Supplier Registration Form and do the pre-Qualification. Group Procurement to source for quotation from the supplier list and negotiate for best price. To build strategic relationships with competitive suppliers to acquire the necessary goods and services of the best quality in a specific cost range and have them delivered on time.

Additionally, suppliers are requested to acknowledge Mah Sing’s Integrated Policy, which is disseminated to all of Mah Sing’s suppliers as attachments in their registration form. Mah Sing also recently expanded upon the Group’s Integrated Policy for suppliers to include stricter social compliance indicators, such as the commitment for suppliers to make sure they fulfil the legal requirements on forced labour, child labour and minimum wage in compliance with local laws as well as stipulated human rights and labour practices such as collective bargaining and freedom of association, non-discrimination and equal opportunity and excessive working hours.

**Manufacturing Division**

The Plastics business adheres to the instituted SOP to determine whether the suppliers meet set criteria.

Selection of suppliers first begins by providing potential suppliers a standard questionnaire to be answered to know the management risk of the supplier so that our core supply chain and business remains preserved for a long time and satisfying customer specification remains uninterrupted.

Set criteria are intended to ensure the optimum value proposition based on cost, quality, delivery time, payment terms and the supplier’s legitimacy (has all business licences, regulatory approval, etc.)

Mah Sing also ensures that the supplier is legitimate and has a genuine business license.

## SUSTAINABILITY GOVERNANCE (CONT'D)

### Manufacturing Division

MSHC strongly encourages its suppliers and contractors to not discriminate in hiring, compensation, access to training, promotion or retirement.

The organisation has established ISO9001 procedure to outline the vendor selection, evaluation and continuous improvement.

Suppliers and contractors will need to acknowledge the Supplier Compliance Statement and Human Rights Policy Supplier Agreement to ensure the suppliers and contractors comply with local laws in addressing the human rights issues such as prevention of child labour and forced labour, non-discrimination and equal opportunity, freedom of association and collective bargaining, elimination of excessive working hours and minimum wage requirement.

All new suppliers must also acknowledge the following policies before been accepted as the organisation's supplier, which are the Anti Bribery & ABAC policy, Letter of Undertaking to comply with Mah Sing Code of Conduct & Ethics and ABAC, No Gift policy, Supplier Compliance Statement and the Human Rights policy.

Any supplier that fails to abide by the above will be deemed as not meeting the prequalification criteria, thus not qualifying for the procurement process.

While the Group does recognise that local customs, traditions and practices may differ in different operating environments, suppliers and contractors must at least comply with local and international laws including all environmental, health and safety as well as labour legislation. Existing suppliers must comply with the following standards to remain the Group's supplier and be able to bid for contracts:

#### Respect for Human Rights



- Suppliers must abide by the employment laws of Malaysia and Indonesia and provide a free and fair workplace for employees. There must be no use of forced or child/underage labour, intimidation or harassment, threats or coercion as well as practices that deprive workers of their rights and dignity as human beings.

#### Respect for Freedom of Association & Collective Bargaining



- Suppliers must at all times, allow workers to bargain collectively for their rights and compensation packages.

#### Respect for Diversity



- Suppliers are at no time to adopt formal or informal discriminatory practices based on ethnicity, religion, gender or political affiliation. Workers are to be selected based on merit and the availability of jobs.

#### Respect for Health and Safety



- Workers are to be at all times provided with safe working conditions and conditions that do not negatively impact their health. Where the job or work area presents health and safety risks, workers must at all times be provided with the necessary training, equipment and safeguards.
- Suppliers must strive for zero life loss at all times.
- Committed to workers' participation in health and safety matters.
- Adoption of a recognised HSE system.

#### Respect for the Environment



- Be committed to protecting the environment and preventing pollution.



### Supplier ESG Screening Criteria

Mah Sing continues to instil stronger ESG screening of its value chain based on key social and environmental facets such as occupational health and safety, environmental performance, financial stability, labour standards, corporate governance and more. Here are how the Group’s divisions integrates ESG commitments and policies in their respective supply chains:

#### Property Development Division

For the Group’s Property business, 100% of its contracts consist of a human rights clause that stands against the usage of illegal workers.

Mah Sing is consistently bolstering its supplier screening process with social and environmental expectations, which already embraces ISO 9001, ISO 14001 and ISO 45001 standards.

The Group ensures that all panel contractors are registered with CIDB. Mah Sing’s Letters of Award issued to contractors clarifies that illegal labour is strictly prohibited and will result in termination and legal action when necessary.

All contractors/consultants who will have work relation with MSPD will also have to sign and comply Mah Sing’s Code of Conduct & Ethics, and ABAC Policy.

More info on governance requirements can be referred to in the Anti-Corruption and Anti-Bribery Policy section in this report.

#### Manufacturing Division

Mah Sing also has a social supply chain policy integrated into buyer training as well as purchasing policy and any other related contracts.

Mah Sing ensures that a supplier/sourcing policy or commitment exists that addresses environmental factors and that meets DOE requirements, such as water use, biodiversity impacts, environmental issues, pollution, waste reduction and resource use.

Established policies and adopted ISO certifications are also checked and maintained to ensure the quality of the product remains top priority, which is under the executive management’s purview.

Mah Sing ensured it communicated the integration of environmental policies with suppliers through meetings, conferences and supplier visits.

Due diligence is also carried out on prospective suppliers and existing suppliers through risk assessments to monitor suppliers’ ESG performance in social factors such as forced/illegal labours, OSH, minimum wage.

Physical inspection audits are periodically carried out through the Group’s Supplier Corrective Action initiative to identify high-risk suppliers. Additionally, supply chain disruption flow charts are also an early warning sign for the identification of high-risk suppliers.

Yearly audits are also conducted to continuously manage and develop the organisation’s local supply chain to ensure they continue running smoothly. There is also support for the developing and improving poor supplier performances by doing the re-auditing process continuously.

In the future, the Plastics business plans to ensure the integration of all its local supplier within the ISO system.

More info on governance requirements can be referred to in the Anti-Corruption and Anti-Bribery Policy section in this report.

## SUSTAINABILITY GOVERNANCE (CONT'D)

### Manufacturing Division

Similar measures from the plastics operation are also replicated by MSHC.

New suppliers need to acknowledge all stipulated Group policies. Existing suppliers will be evaluated on their quality and delivery performance and re-assess annually.

High-risk suppliers are identified as given direct serious affect the operation of the organisation. Suppliers that do not acknowledge MSHC's social criteria will not be accept as the organisation's supplier. 100% of MSHC's suppliers endorse anti-bribery and anti-corruption policies.

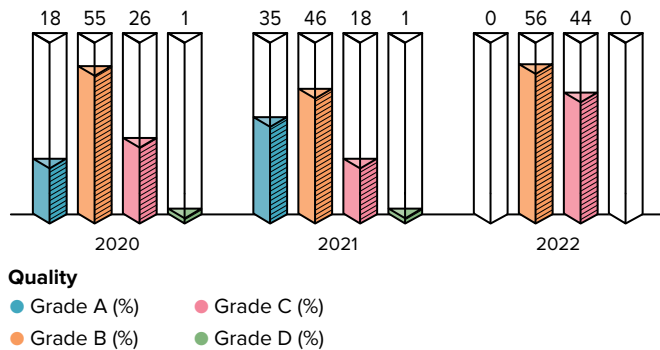
More info on governance requirements can be referred to in the Anti-Corruption and Anti-Bribery Policy section in this report.

Mah Sing continues establishing processes to understand its environmental impacts and risks, especially in cascading sustainable supply chain principles to the Group's extended value chain. This is why Mah Sing will continue promoting environmentally-friendly policies in its supply chain.

### Supplier and Contractor Performance Assessment

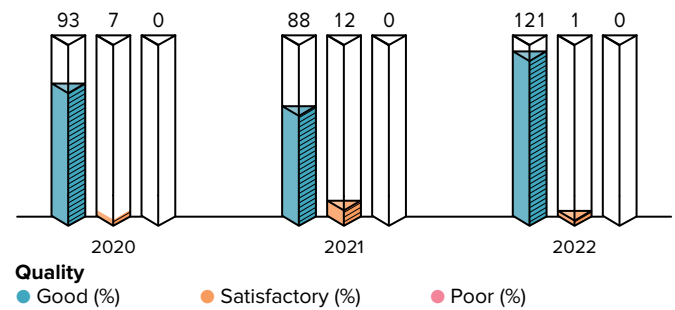
For MSPD, contractors who fail to meet the outlined minimum requirements i.e. contractors that garner Grade D and E, are given a notice of improvement stipulating the expected remediation process. If no improvement is seen after a 6-month monitoring period, their services will be discontinued. The percentage of suppliers who achieved specific Grades in their supplier performance assessment is show here:

#### MSPD SUPPLIER PERFORMANCE ASSESSMENT

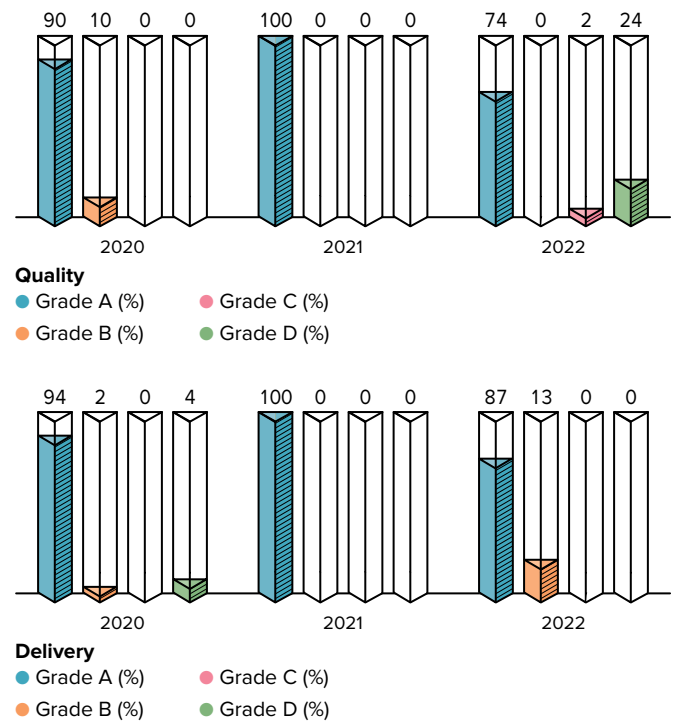


For the Group's Plastics operations, Mah Sing issues a Supplier Corrective Action Request ("SCAR") to non-compliant suppliers. No improvement after 3 SCARs will see the Group further discussing with the supplier before ultimately removing them from the Approved Supplier List. The Group's supplier performance evaluation results are shown here:

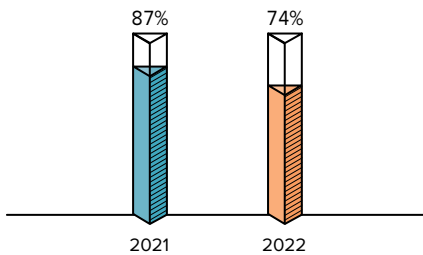
#### MSPI SUPPLIER PERFORMANCE ASSESSMENT



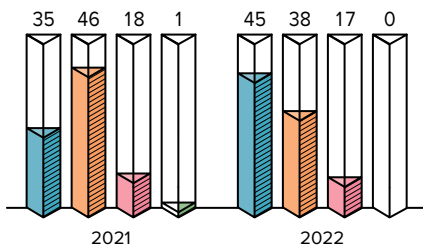
#### PTMSI SUPPLIER PERFORMANCE ASSESSMENT



**PERCENTAGE OF SUPPLIERS SCREENED/AUDITED FOR GOOD ESG PERFORMANCE (%)**



**MSHC SUPPLIER PERFORMANCE ASSESSMENT**



Mah Sing is currently exploring the incorporation of ESG best practices assessments to be given to its potential and existing contractors in the near future.

**Empowering the Local Supply Chain**

Promotes more local wealth	Reduces the use of fossil fuels
Retains the uniqueness of our communities	Supports local communities
Creates more local job opportunities	Invests in the community

Mah Sing prefers to leverage on the local supply chain, with local defined as where the Group’s operations are located. How local procurement is conducted in each division and their respective initiatives are denoted here:

**Property Development Division**

MSPD believes procurement and supply chain management will help businesses maximise profits. This is done by balancing cost reduction, supplier quality, assurance of supply as well as increasingly unlocking supplier innovation. Local procurement leads to more local jobs and income, transfers skills and technology, and helps to create vital domestic business networks.

By reallocating resources to more productive manufacturing activities, effective industrialisation accelerates and sustains economies’ rate of growth and the increasing demand for labour is satisfactorily met.

Local procurement refers to the purchase of goods and services from suppliers within the region(s) close to a company’s operations. Procurement involves every activity involved in obtaining the goods and services a company needs to support its daily operations, including sourcing, negotiating terms, purchasing items, receiving and inspecting goods as necessary and keeping records of all the steps in the process.

The Procurement Department is in charge of local procurement, making procurement a centralised process within MSPD.

**Manufacturing Division**

Materials are important to the organisation’s production processes. The organisation has always been concerned in increasing its local sourcing involving local procurement partners that could sustain production for the long term. At the same time, the Plastics business also tries to reduce its dependency on imported materials. Supporting local procurement enables the development of local industries, job opportunity creation and achievement of adopted sustainable development goals.

Local procurement in the supply chain is defined as being in the same geographic location to minimise cost of transportation, logistical complexities, etc.

Suppliers must keep their monthly performance in good standing such as quality product having zero PPM, ensuring deliveries on time and more. Poor-performing suppliers are indicated as a top priority to be audited.

Local procurement comes under the charge of the Group’s Procurement Department. This Procurement Department is a centralised function to maintain the Group’s commitment towards a sustainable supply chain and procurement.

**Manufacturing Division**

Local procurement enables short lead times on the supply process for the organisation. Utilising local procurement also better reduces on-hand inventory, improves pricing, enables a fast response and causes less carbon footprint.

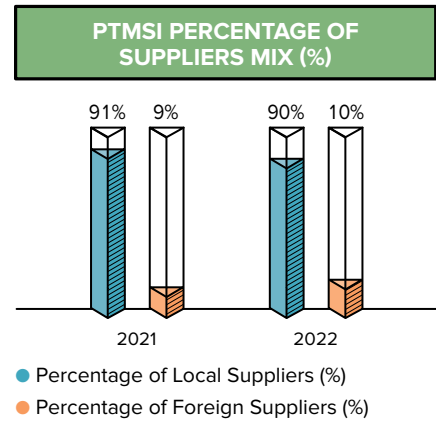
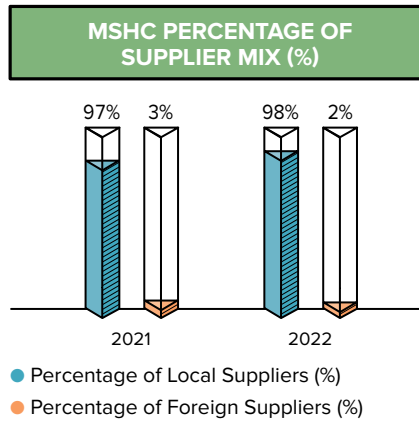
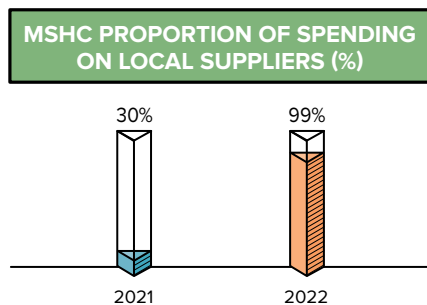
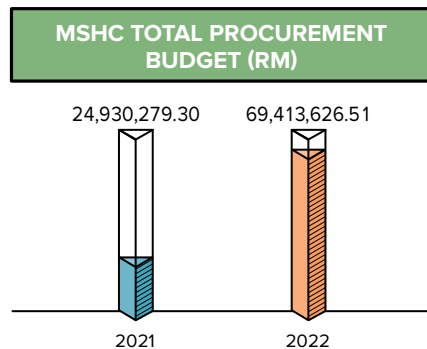
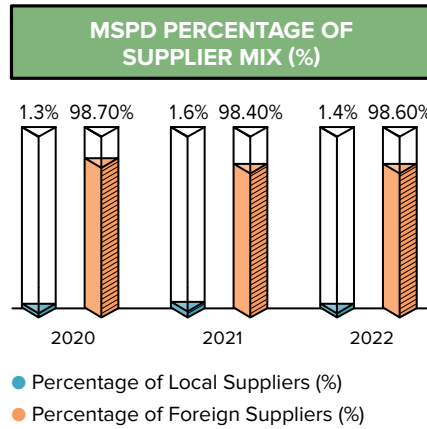
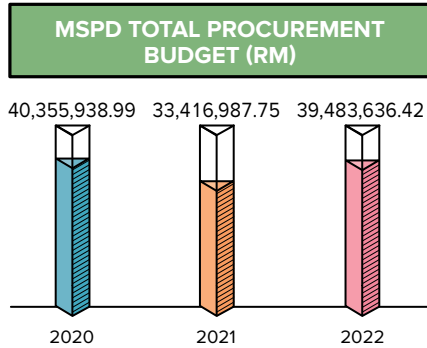
Local suppliers are defined as those who are based and operate in Malaysia. By procuring locally, the organisation is developing the local industries, create more job opportunities and promote economic growth, thus reducing the nation’s poverty rate.

Almost all the raw material (latex, chemical & packaging material) used are locally sourced. The organisation only sources from foreign suppliers when local suppliers do not have the required technology, quality and capability. The organisation will continue to enhance local procure and develop local supplier sources.

Mah Sing’s Healthcare Procurement team is in charge of local procurement. The Group’s Procurement Department is overseeing the whole procurement process.

## SUSTAINABILITY GOVERNANCE (CONT'D)

Mah Sing's commitment to local procurement practices and supply chain in FY2022 is shown here:



Mah Sing plans to continue contributing to the development of more local suppliers to bolster the national economic agenda as well as reinforce the Group's supply chain with quality and timely procurement services.

### SEDEX Membership

Mah Sing adheres to the appropriate and responsible business practices, and therefore it has ensured that MSPI and MSHC are Supplier members of Sedex, a world-leading ethical trade membership organisation that works with businesses to improve working conditions in global supply chains. MSPI has been a member since 2011, while MSHC registered as a member in 2021 and underwent the Sedex Members Ethical Trade Audit ("SMETA") at the beginning of 2022.



### MEMBERSHIP IN ASSOCIATIONS

Mah Sing remains at the frontlines of sustainable industry practices advocacy in the industry. As an industry leader, the Group has active memberships in various industry associations. Mah Sing also encourages the implementation of sustainability best practices to address current and upcoming industry challenges while spreading awareness on sustainability matters along the Group's value chain and among industry peers. These are some of the associations that Mah Sing is a part of:

- Malaysia Employer Federation ("MEF")
- Real Estate and Housing Developers' Association ("REHDA")
- Construction Industry Development Board ("CIDB")
- Master Builders Association Malaysia ("MBAM")
- FIABCI national committee member
- Malaysian Plastics Manufacturers Association ("MPMA")
- Federation of Malaysian Manufacturers ("FMM")
- Malaysia Pallet Association ("MPA")

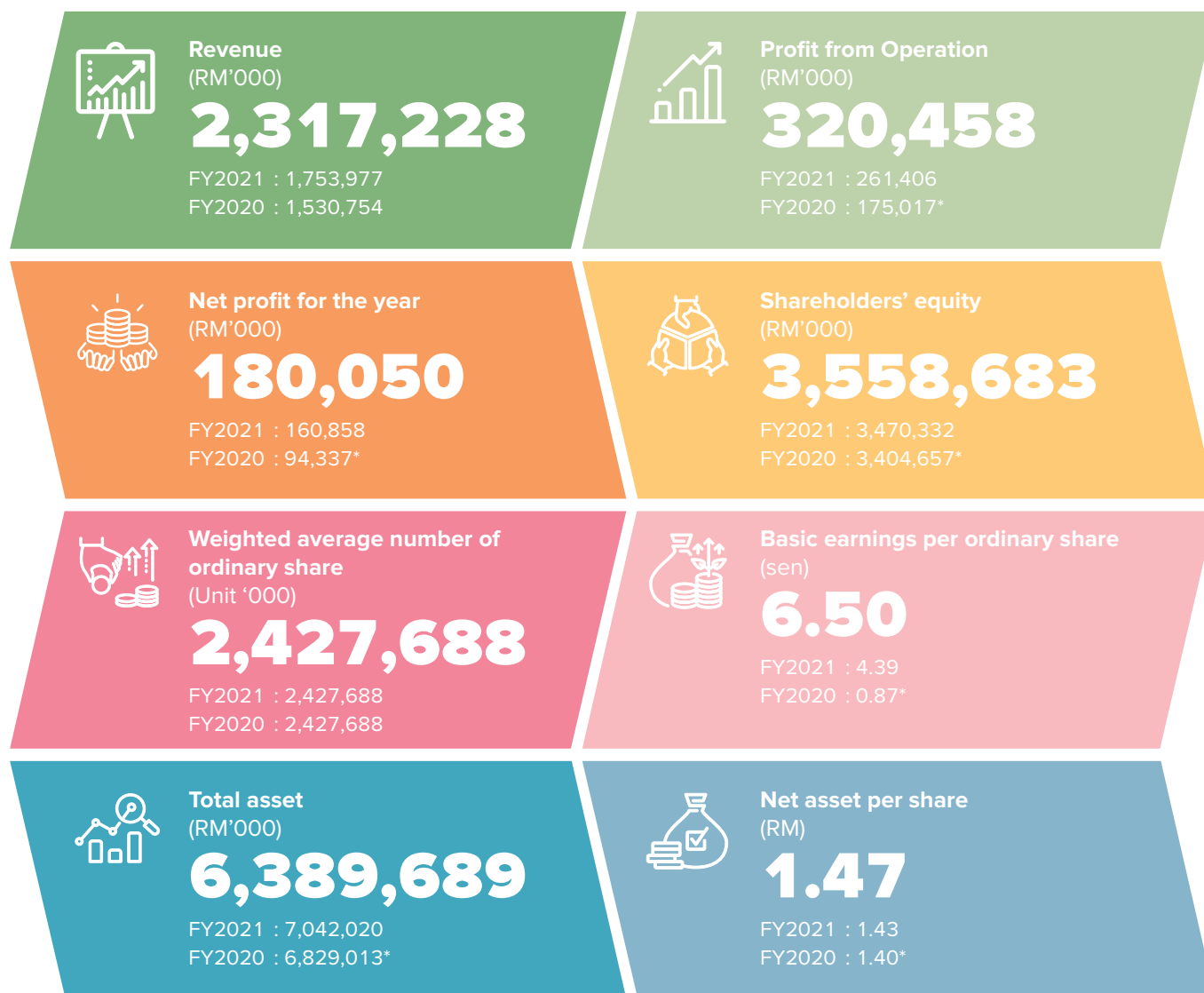
# ECONOMIC PERFORMANCE

## DIRECT ECONOMIC IMPACT

[Material Matters: Direct Economic Values]

Mah Sing understands the importance of a positive economic performance in sustaining earnings and enhancing shareholder value from the appreciation of share prices. Financial performance growth therefore remains a fundamental prerequisite that can strategically impact performances in environmental and social areas. More details on Mah Sing's financial approach towards generating socio-economic effects can be referred to in the Directors' Responsibility Statement in Respect of the Preparation of the Annual Audited Financial Statements.

## DIRECT ECONOMIC VALUES CREATED



\* The comparative figures have been restated due to the effect of adoption of IFRS Interpretations Committee ("IFRIC") Agenda Decision on IAS 23 (MFRS 123) Borrowing Costs in the financial year 2021.

## SUSTAINABILITY REPORT 2022

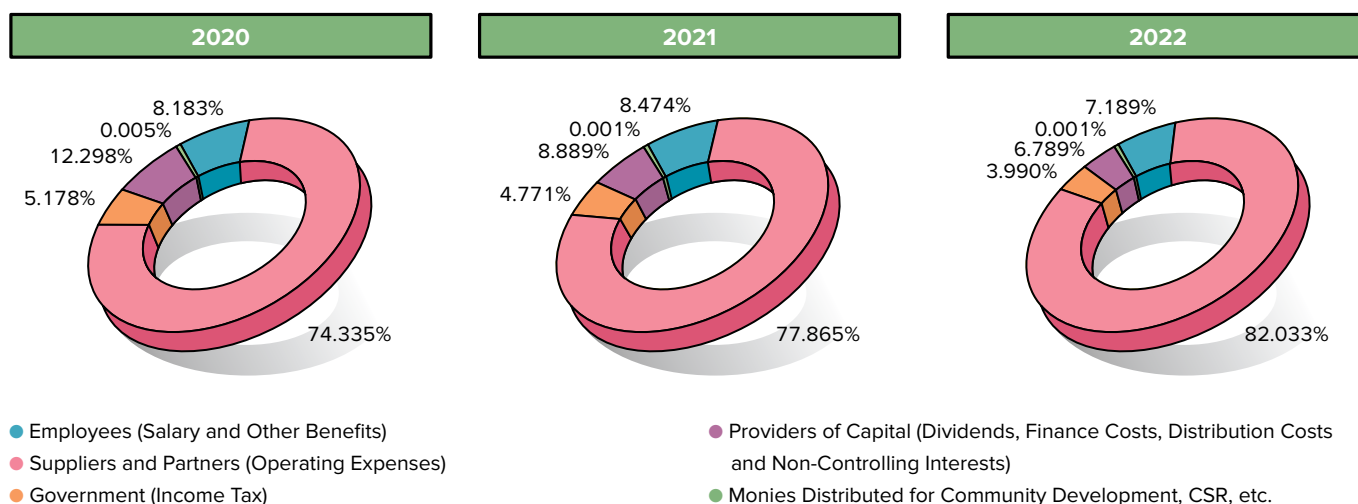
## ECONOMIC PERFORMANCE (CONT'D)

In FY2022, the Group's stable financial growth continues to lead towards improved value distribution of wealth to relevant stakeholders.

## VALUE DISTRIBUTION

	(Restated) FY2020 RM'000	FY2021 RM'000	FY2022 RM'000
Economic Value Generated	1,567,051	1,782,535	2,364,485
Economic Value Distributed	1,622,688*	1,712,088	2,242,563
Employees (Salary and Other Benefits)	132,788	145,078	161,207
Suppliers and Partners (Operating Expenses)	1,206,233*	1,333,111	1,839,636
Government (Income Tax)	84,028	81,692	89,475
Providers of Capital (Dividends, Finance Costs, Distribution Costs and Non-Controlling Interests)	199,562*	152,187	152,245
Monies Distributed for Community Development, Corporate Social Responsibility ("CSR"), etc. (excluding Mah Sing Foundation)	77	20	21
Economic Value Retained	(55,637)*	70,447	121,923

\* The comparative figures have been restated due to the effect of adoption of IFRS Interpretations Committee ("IFRIC") Agenda Decision on IAS 23 (MFRS 123) Borrowing Costs in the financial year 2021.



**INDIRECT ECONOMIC IMPACT**

[Material Matters: Indirect Economic Values, Local Community Development, Product Quality and Responsibility]

**Mah Sing’s Business Model’s Multiplier Effect**

Going beyond quantifiable direct and indirect economic values, Mah Sing’s business model also drives socio-economic prosperity by propagating a multiplier effect via a variety of economic activities, as well as job creation and entrepreneurial opportunities.

Not only does this multiplier effect enhance local supply chain efficacy, it also positively enhances community investment and quality-of-life development by transforming specific areas through property development.

**Bolstering Healthcare Contributions**

MSHC’s establishment in FY2021 to facilitate glove production remains one of the Group’s most significant strategic business innovations in helping to safeguard the health and safety of consumers and the nation at the height of the COVID-19 pandemic situation. This establishment came as the surge in demand for gloves since the COVID-19 pandemic began, and these needs continue to be met in FY2022.

Supporting Malaysia’s glove manufacturing supply chain remains a constant agenda for MSHC in order to lessen ongoing supply chain disruptions that were not only caused by the pandemic but by economic vitality caused by the European geopolitical conflict. Thus, MSHC will continue strengthening Malaysia’ healthcare framework while ensuring that more consumers and businesses can effectively operate with an increased supply of gloves entering the market.



^ Mah Sing Glove Manufacturing Business booth at 10th International Rubber Glove Conference Exhibition (IRGCE) 2022.

**Empowering Innovative and Affordable Home Ownership**

Mah Sing has always staunchly supported the national agenda of providing quality, comfortable, and affordable housing, and the pandemic scenario elevated this agenda’s importance further as Malaysians during that period had to contend with housing shortages as well as inappropriately priced and located houses, despite consistent increases in property overhang.

A market gap remains as the rising demand for quality affordable homes from the middle-income mass-market demographic is not being met as potential buyers are encountering difficulties securing the actual homes they want due to price issues or lack of financing from banks.

As a responsible property developer, Mah Sing’s Property Division continues to step up and look into addressing this nation-wide issue. The Group continues to offer reasonable priced homes mainly at RM700,000 and below to enhance many Malaysians home-buying capacity and work with financiers to improve buyers’ capability to secure home loans.

Approximately 94% of Mah Sing’s product offerings are priced mainly at RM700,000 or less and 60% at RM500,000 or less, which meets the Group’s target set at the beginning of FY2022.

Notably in FY2022, Mah Sing further enhanced the buying capacity of potential homeowners through the LIFT OFF with Mah Sing campaign that ran from January to March 2022 as well as the H.O.M.E (Home Ownership Made Easy) campaign that ran from 1 July 2022 to 30 September 2022.

The “LIFT OFF with Mah Sing” sales campaign showcases 20 projects for the full year of 2022 bundled with hassle-free, affordable sales package for first-time home buyers, upgraders, and younger demographics who are looking into investment or own-stay. This campaign served to help accommodate the pent-up demand for affordable homes in Malaysia

LIFT OFF with Mah Sing campaign rewards its buyers with a myriad of attractive perks upon purchasing any of the 20 nationwide projects. For example, one of the benefits entails buyers’ ability to purchase landed homes from only RM430,000 for the project Erica @ Meridin East and high-rise living from only RM385,000 for the project M Luna. Also offered were low monthly payments starting from only RM1,200 per month for selected projects and units.

## ECONOMIC PERFORMANCE (CONT'D)

Subsequently, the H.O.M.E campaign aimed to ease homebuyers' primary concern of saving up for a down-payment, qualifying for a loan and paying monthly housing instalments. The H.O.M.E campaign complements the government's Keluarga Malaysia Home Ownership Initiative ("I-MILIKI") that launched in mid-July 2022 and offers 100% stamp duty exemption for properties priced under RM500,000 and 50% stamp duty exemption for properties priced between RM500,000 and RM1,000,000.

Mah Sing continues to effectively manage its FY2022-launched construction entity that is dedicated to controlling cost and quality to make housing more affordable to the current post-pandemic market. The Group is also continuing to explore new construction technologies to be more cost-efficient and to fortify its position in the affordable homes market.

Readers can refer to the Strategy section of Mah Sing's IAR2022 to learn more about the Group's value chain and how value creation is unlocked during each phase of the property development process.

### Meeting the Nation's Needs with Quality Housing

Mah Sing believes that homes are not just a product but an opportunity to provide quality, value-for-money homes at flexible prices to boost affordability.

A home offers security; gifting new lifestyle aspirations for homeowners such as starting a family, and more. A quality home solidifies and boosts these aforementioned prospects, and often becomes a reliable yardstick of attaining a better overall quality of life that encompasses quality healthcare, education and community spirit.

Thus, property development fundamentally strengthens value creation prospects for society. In this vein, Mah Sing as a nation-building entity continues to support the government's effort to provide high-quality development for its citizens by participating in several federal and state government housing and shop lot initiatives such as Rumah Selangorku ("RSKU"), Rumah Mampu Milik Wilayah Persekutuan ("RUMAWIP"), Rumah Mampu Milik Johor ("RMMJ") and Kedai Kos Sederhana ("KKS").

In FY2022, the Group achieved RM2.12 billion sales. Moving forward, for Mah Sing's FY2023 sales targets, 65% are properties below RM500,000 per unit and 96% are properties below RM700,000 per unit.



^ Mah Sing's H.O.M.E (Home Ownership Made Easy) campaign.

### Fostering Masterplanned Communities

A key facet of Mah Sing's value creation prowess is cultivating communities, which its business model accounts for given that property development inherently fosters people to congregate and form sustainable communities.

Conceptualising these developments, such as townships or standalone vertical communities, sees Mah Sing maintaining its focus on leveraging on the intrinsic features of placemaking in realising sustainable communities and community-oriented living; where thriving, self-contained communities can live, work, play, study and do more within a single location.

Mah Sing's projects are master-planned to offer integrated living spaces and amenities that encompass quality housing, plentiful community facilities, ample greenery, convenient public transport and more. Abundant retail, commercial and entertainment features are also established to deliver vibrant commercial activities that meet the community's needs. Mah Sing also delves in significant redevelopment projects, such as Icon City, Southgate, M Vertica and M Astra, that further proves the Group's deft expertise and flexibility when it comes to engaging in property development from different angles and prospects.

The Group further maintains its effective communities via its property management services that ensures the proper realisation and long-term sustainability of the master plan.



### Transit-Adjacent Development (“TAD”)

Mah Sing has also constructed transit adjacent developments that are situated close to a wide range of public transportation systems, such as:

M Vertica (Cheras)		
500m from Maluri Light Rail Transit (“LRT”) Station	500m from Maluri Mass Rapid Transit (“MRT”) Interchange Station	600m from Taman Pertama MRT Station

Future developments include building a covered walkway to Maluri MRT and LRT stations and Sunway Velocity shopping mall as well as dedicated ramps to and from Jalan Cheras.

Other TAD Developments:

D’sara Sentral	M Oscar
500m from Maluri Mass Rapid Transit (“MRT”) Interchange Station	Approximately 800m from MRT2 line (Taman Naga Emas Station)

**M Terra & M Hana**

8-acre transit environment district (“TED”) development in Puchong, Selangor. Located near LRT Puchong Perdana and LRT Puchong Prima, these will be TED developments located 501 meters-1,000 meters from public transport. The lands enjoys access from Persiaran Puchong Perdana 2 and is close to the completed Hilton Garden Inn Hotel and M Square commercial project.

### Equality of Accessibility for Disabled People

Every Mah Sing project seriously takes into considerations the ease of accessibility for disabled persons, as reflected by wheelchair ramps and more accessibility amenities, in order to make available all functional public spaces for everyone without discrimination. Disabled-friendly public toilets equipped with assist handles, and lifts with lower Car Operating Panels are also part of Mah Sing’s standard accessibility-focused design mindset.

### Cumulative Infrastructure Investments

Mah Sing continues to improve the lives of local communities through constructing or upgrading surrounding amenities and infrastructure where necessary. The Group has delved into infrastructure investments such as recreational parks, road expansion and other amenities to bring improved connectivity and infrastructure to the surrounding communities at the Group’s developments.

#### Meridin East

Mah Sing included in Meridin East’s park a 23-acre lake garden that is equipped with various facilities such as a jogging track, basketball court, playground and a viewing deck. The park is also filled with the lush greenery of various plant life for local communities to enjoy.

#### Jalan Kong Kong

This main road that connects Meridin East to the Senai-Desaru Highway was upgraded by Mah Sing to a dual carriageway with 4 lanes, equipped with street lights to improve the connectivity of the development.

#### Summit Park

The 9.62-acre Summit Park is a pioneer public playground park in Malaysia and has been one of the Group’s biggest achievements in the integration of biodiversity and community living. Mah Sing continues to maintain the park’s multitude of multi-purpose facilities and spaces, that are suitable for all ages, and which promotes wellness, adventure, and strong communal bonding.



^ The 9.62-acre Summit Park, pioneer public playground park in Malaysia.

## ECONOMIC PERFORMANCE (CONT'D)

### PRODUCT QUALITY AND RESPONSIBILITY

[Material Matters: Product Quality and Responsibility, Regulatory Compliance]

#### Quality Assurance

Given Mah Sing's ambition to always deliver exemplary quality products and services, all of Mah Sing's business divisions comply with strict industry quality standards, which includes ISO9001, ISO14001, ISO45001, Integrated Management System ("IMS") and other required industry certification or accreditation.

Here is the Group's list of quality certifications as of 31 December 2022.

Division	Scope	ISO	Description	Date of 1 <sup>st</sup> Issuance	Expiry of Certification
MSPD	Provision of property development, management and services	ISO 9001:2015	Quality Management System ("QMS")	26 December 2017	14 January 2026
		ISO 14001:2015	Environmental Management System ("EMS")	15 January 2020	14 January 2026
		ISO 45001:2018	Occupational Health and Safety Management System ("OHSMS")	15 January 2020	14 January 2026
MSPI	Design, product development, manufacturing, assembly and secondary processes for precision and industrial plastic products	ISO 9001:2015	QMS	31 March 2007	30 March 2025
		ISO 14001:2015	EMS	31 March 2007	30 March 2025
PTMSI	Manufacturing of plastic parts (excludes product design)	ISO 9001:2015	QMS	5 May 2018	4 May 2024
		ISO 14001:2015	EMS	12 June 2015	11 June 2024
	Manufacturing of plastic parts (excludes product design)	IATF 16949:2016	QMS: Particular requirements for the application of ISO9001: 2015 for automotive production and relevant service part organisation	8 May 2018	30 April 2024
MSHC	Design and manufacturing of medical devices	EN ISO 13485:2016	QMS on medical devices and related services	28 May 2021	27 May 2024
		ISO 13485: 2016 (MDSAP) – USA and Canada		23 May 2021	22 May 2024

For MSHC, we have garnered additional regulatory compliance certifications for our glove production:

Regulatory Compliance	Category	Certified Body	Standards	Test	
US	Class I	SGS/Internal Lab	ASTM D6319	Watertight test	
				Physical Property Test- Tensile Strength (Mpa)	
				Physical Property Test-Elongation at Break (%)	
				Dimension Test (mm)	Finger
					Palm
					Cuff
		Particulate/Powder Residue Test			
		Internal Lab	ASTM D7160	Accelerated Stability Test	
		AKRON	ASTM D6978	Chemical Permeation Test (Chemotherapy Drugs)	
US	N/A	Healthmedic	ISO 10993-10	Dermal Sensitisation Assay (DSA)	
				Primary Skin Irritation (PSI)	
			ISO 10993-5	Cytotoxic Test	
US	N/A	SGS	ASTM F1671	Viral Penetration	
EU MDR Regulation (EU) 2017/745 & MDD 93/42/EEC	Class 1	SGS/Internal Lab	EN 455-1	Watertight Test	
			EN455-2	Physical Property Test-Force at Break (N)	
				Dimension Test (mm)	Finger
					Palm
			Cuff		
	Internal Lab	EN455-3	Powder Residue Test		
PPE Regulation (EU) 2016/425	Category III	SATRA	EN420	Chemical Innocuousness Test (pH and PAHs)	
				Dexterity Test	
			EN 374-1	Penetration Test	
			EN 16523-1	Chemical Permeation Test	
			EN 374-4	Degradation Test	
			EN ISO 374-5	Resistance to Penetration by Blood-Borne Pathogens Test	
EU /US	N/A	SGS	EN 1186	Food Contact	
			1935/2004 of European Parliament		
			Directive 80/590/EEC		
			Directive 89/109/EEC		
			EU 10/2011		
			21 CFR 177.260 (e) & (f)		

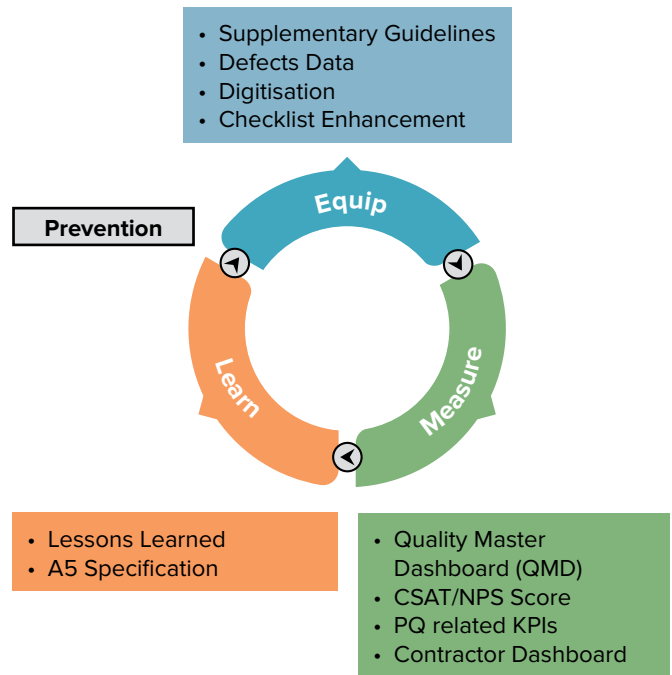
## ECONOMIC PERFORMANCE (CONT'D)

### Improving Product Quality Management of Property Development

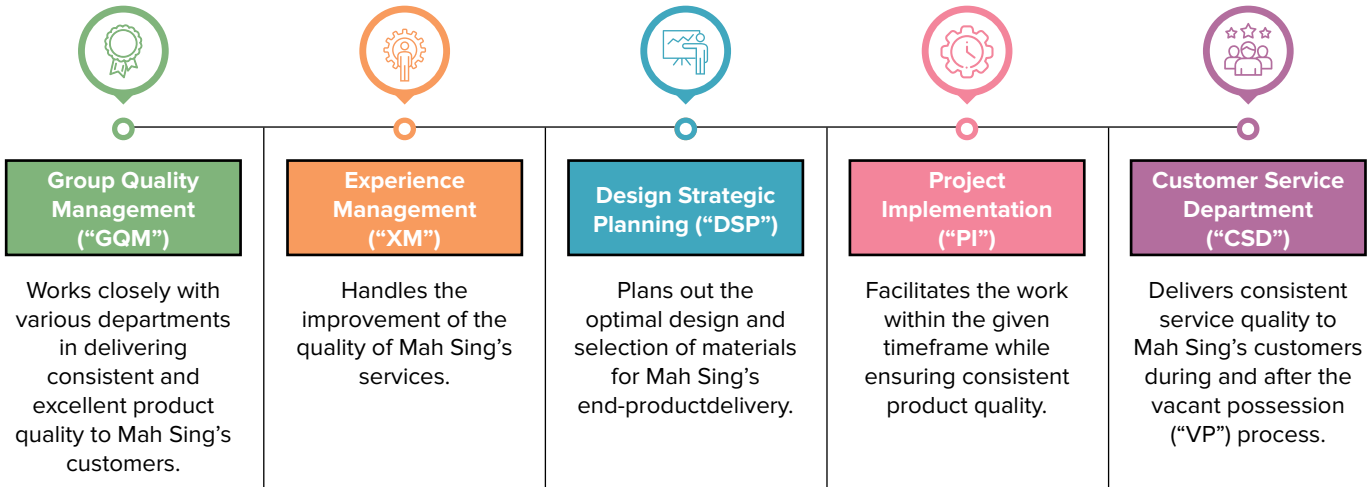
Mah Sing’s management holistically approaches product quality improvement as it believes in equipping its staff with the right tools and knowledge to carry out their daily tasks with greater efficiency, as seen here:

MSPD QUALITY MANAGEMENT OF PROPERTY DEVELOPMENT	
<b>Compliance Assessment</b>	Assesses regulatory compliance on a regular basis to ensure quality objectives are met consistently. This process is conducted by internal ISO certified personnel.
<b>Internal Audit</b>	An annual internal audit is conducted to ensure internal and international standards are adhered to. This process is conducted by internal ISO and IMS certified individuals.
<b>Management Review Board Meeting</b>	Reviews the ongoing implementation of the Company’s integrated management to ensure its continuing suitability, adequacy and effectiveness. It is chaired by the Managing Director or Group CEO
<b>External Audit</b>	An external, independent assurance is conducted by SIRIM to assess the quality of developments in adherence to company and international standards.

MSPD had recently enhanced its approach to quality assurance which comprises supplementary guidelines that complement existing project management plans, digitisation of processes, improvement to in-process product quality inspections and related KPIs.



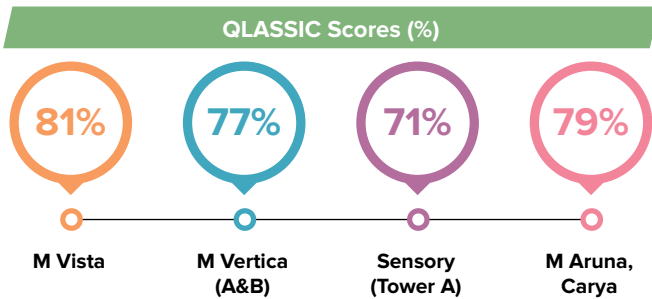
Various departments under Group CEO’s leadership continue to play their respective well-defined roles to robustly collaborate with each other and deliver exemplary product and service quality. This teamwork within various departments is vital to ensure consistency in both the quality of the product and service that the Group produces. The departments with these key roles in product and service quality are:



**Setting Industry Benchmark Via Qlassic**

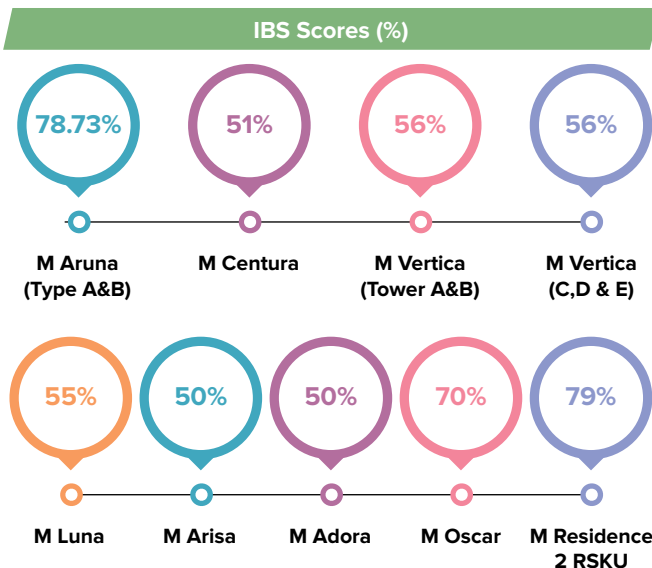
Mah Sing’s property development division consistently registers excellent scores under the QCLASSIC scoring system. Evaluated by the Construction Industry Development Board Malaysia (“CIDB”), QCLASSIC is an assessment measuring a building’s or structure’s workmanship quality based on the Construction Industry Standard (“CIS 7”).

Mah Sing’s latest QCLASSIC scores are as follows:



**Quality Delivery Through IBS**

Implementation of the Industrialised Building System (“IBS”) at Mah Sing maintains prime emphasis on the structural elements of the Group’s projects and other modular building components in order to contribute towards a quality output of finished units. Among the projects that continue utilising IBS in this manner are:



*Note: IBS scores are not a measurement of quality, but the level of IBS components and technology used within that particular project. It is not a benchmark to ascertain the quality of design, workmanship or finish.*

**Maintaining Strong Quality Improvements in Manufacturing**

The Plastics business’s quality assurance approach centres on ISO certification standards which applies a comprehensive method of ensuring the attainment of strong consistent assurance across the business cycle; from raw materials sourcing to post-sales customer services.

Vetting of raw material suppliers, pre-inspecting raw materials arriving at manufacturing plants, testing products and continuously engaging with customers to ascertain customer feedback are included in this quality assurance process. Product quality is also improved through robotics and factory automation. Both MSPI and PTMSI has devised and implemented its own product quality initiatives that best serve the needs of the respective businesses.

**Manufacturing Division**

MSPI aims to achieve good quality and customer satisfaction targets through continuous improvement in processes, products and services.

These continuous improvements in all the processes have been done through PDCA, from raw material, manufacturing, customer services, safety and health to solid environmental management.

The Quality Assurance Department oversees quality, and thus manages the quality of processes and ensures the products’ quality meets customer requirements. The Sales & Marketing Department is in charge of customer satisfaction and providing quality service to customers.

MSPI is certified with ISO9001: 2015 QMS. MSPI ensures that its products’ packaging and labelling is strictly done according to compliant SOPs.

Product safety inspection is carried out according to internal standards and customer requirements (based on customer application, regulatory requirements i.e. RoHS, REACH and etc.).

MSPI will continually improve product quality and customer engagement going forward.

## ECONOMIC PERFORMANCE (CONT'D)

### Manufacturing Division

PTMSI aims to have good quality and customer satisfaction through its targets, which primarily is having 0 PPM defect outflow to customers.

This approach is strongly driven by monthly reviews and KPI performance evaluations presented by each Head of Department at the organisation.

Quality comes under the purview of the Quality Department while customer satisfaction comes under the Marketing Department. These departments operate in their respective ways to achieve their set KPI targets.

PTMSI is certified with IATF 16949, ISO9001 and ISO 14001.

Customer grievance mechanisms exist for those that would like to report an issue with the product. The mechanisms are the Quality Claim Report, Request for Corrective Action ("RFCA") and Problem Analysis Report ("PAR").

Product safety is consistently maintained, quality control on safety part issue in good control. No such issue on health and safety product.

In the future, plans to carry out QCC and QCP projects for improvement with a team from each department.

A more comprehensive view of the Plastics business's Value Chain is provided in Mah Sing's IAR2022.

MSHC ensures that its produced gloves' quality is subjected to stringent inspections at various stages of the manufacturing process. Below shows MSHC's quality assurance process. Internal audits are also conducted regularly to identify any non-conformance to these processes.



- Target: < 3 cases rejected per month
- Key items inspected are formers, packaging materials, latexes and chemicals

- Water Tight Test
- Visual Inspection

- Water Tight Test
- Visual Inspection

### UNDERSTANDING MAH SING'S CUSTOMERS

[Material Matters: Product Quality and Responsibility, Data Privacy and Responsibility]

Customer satisfaction's significance to any organisation is self-explanatory, especially in highly-competitive operating environments such as the property development industry and customer service industry where customers have plentiful choices to choose from. Therefore, to ensure a consistent competitive edge and brand appeal loyalty, customer satisfaction remains a prerequisite for any organisation, as satisfied customers are can become one of the brand's most effective ambassadors such as being a source of referral sales and repeat customers for the company.

Going beyond typical industry quality compliance standards and aligning towards customers' preferences and needs is key towards achieving higher customer satisfaction. Essentially, it is about cultivating a customer satisfaction mindset across the organisation and at every stage of the business process.

The huge importance of customer satisfaction at Mah Sing has ensured that the Group measured this closely using various indicators. These include tracking customer satisfaction for physical products or attributes as well as services rendered to customers. Satisfaction is also measured from the aspect of engagement or communication with the Group.

The various measured indicators are then collected, analysed and utilised in developing a holistic view of each business division's performance for customer satisfaction. The same applies to the respective business units and operating units within the divisions. Customer service is cascaded to all parts of the organisation and is measured and assessed regularly.

### Customer Satisfaction Enhancement Measures for the Property Division

Mah Sing Careline, the Group’s one-stop contact facility, is a centralised feedback system that efficiently manages customers’ feedback. The Group recently upgraded Careline in FY2021 with a telephony system with a voice logger, similar to an established call centre, to better manage customers’ feedback.







Other customer feedback channels, such as survey forms, email and phone channels, company websites, social media, mobile apps and others, are also utilised. In addition to these feedback channels, Mah Sing also actively reaches out to customers via surveys to gather feedback on products and services, timeliness, and customer service quality.

Several recent improvement initiatives under the customer satisfaction agenda have been driven by the Idea Lab task force, which reviews and enhances existing processes to drive higher satisfaction levels.

Mah Sing also began automating its email marketing efforts to streamline its branding initiatives further. The Group has also upgraded its website with tools that simplify two-way engagement to strengthen its content marketing push.

Monthly Customer Satisfaction Improvement (“CSI”) meetings are also held. Chaired by Group CEO, all HODs are invited to understand the latest Customer Satisfaction & Net Promoter Score results, be informed of the progress of the customer improvement initiatives; and share good practices recommended to be implemented Group-wide. For FY2022, the CSAT and NPS scores were 80% and 27, respectively.

### Gauging Customer Satisfaction

-  Surveys are provided at every customer touch point along the homeownership journey, from booking to 18-Month Post VP. These surveys are rolled out to understand customers’ sentiments about their homeownership journey with Mah Sing.
-  Upon Vacant Possession, the units come with Defect Liability Period, typically 18/24 months from the Vacant Possession delivery date.
-  Owners are advised to report any defects or shrinkages of the parcel within the Defect Liability Period. Such defects shall be made good by the developer at its own cost.
-  Upon completion of rectification works, owners will be notified by issuing of Notice of Completion (“NOC”) by the Customer Service team for a joint inspection to be carried out.
-  Townhall session held at Cerrado to bring together the owners in order to discuss important topics raised and to promote two-way conversations between the developer and owners.
-  Data analytics are utilised extensively in analysing customers’ preferences to drive sales growth and proficiently manage customer queries and complaints. The consolidation of the Group’s customer touchpoints via Salesforce has made this approach more efficient with more strategic customer insights provided.

### Building Stronger Customer Engagement and Relationships





Mah Sing always strives to ensure that the Group suitably prioritises its customers. In lieu of this, the Group has several customer-centric programmes and initiatives in place to ensure it remains dedicated to addressing Mah Sing’s customers’ needs, such as M Privilege, Refer-N-Reward and M Concierge, as detailed below:

#### M Privilege

M Privilege is a lifetime loyalty programme where members can enjoy exclusive lifestyle privileges such as:

1. Buyer-Get-Buyer Reward
2. Buyer Repeat Purchase Discount
3. Birthday Benefits
4. Priority Invitation to New Project Launches
5. Access to Soft Benefits from Participating Lifestyle Merchants

M Privilege Members:

56,153	61,901	69,565	78,226
			
2019	2020	2021	2022

## ECONOMIC PERFORMANCE (CONT'D)

### Refer-N-Reward ("RNR")

RNR is a loyalty referral programme where anyone who has introduced a family or friend (who is not an existing Mah Sing purchaser or M Privilege member) to purchase a Mah Sing property from Mah Sing directly will enjoy the benefits of the 1% incentivised referral programme on participating projects. For FY2022, there were 203 referrals under the RNR programme.

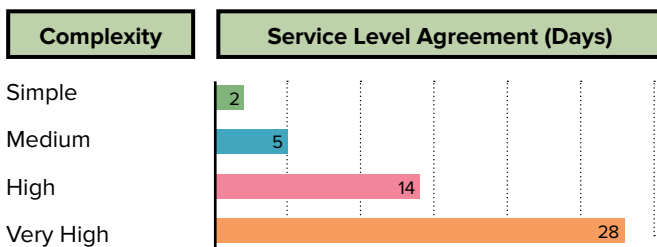
### M Concierge

M Concierge aims to serve as a one-stop centre for M Privilege members for a seamless VP experience. Beyond that, M Concierge supports its members in various move-in and payment processes, all within the MY Mah Sing mobile app. Mah Sing also partnered with Recommend.my, Speedhome & Speedreno and The Lorry to provide property support services at M Concierge.

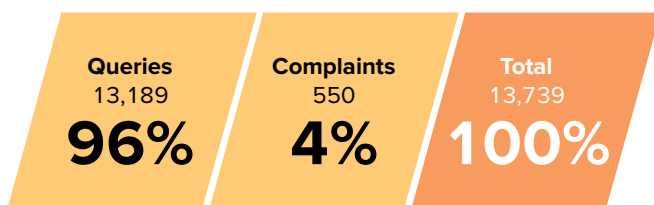
### MSPD Quality And Customer Satisfaction Data

In FY2022, Mah Sing reported that 95.8% of received queries and complaints were effectively resolved within the stipulated service level agreement ("SLA") period. The remaining 4.2% of cases involved design related, projects, refund, common areas concerns that required more time to address and mitigate.

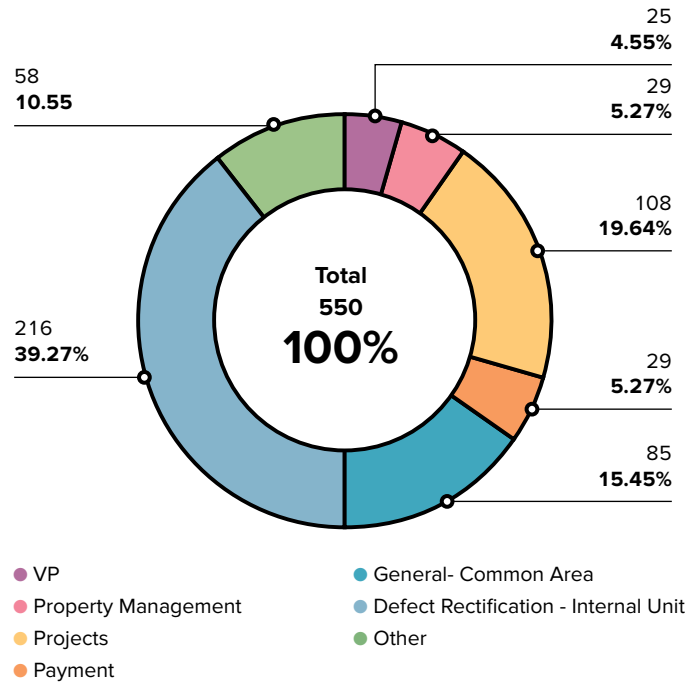
### SLA Customer Response Time



### Breakdown of Queries and Complaints in FY2022 (MSPD)

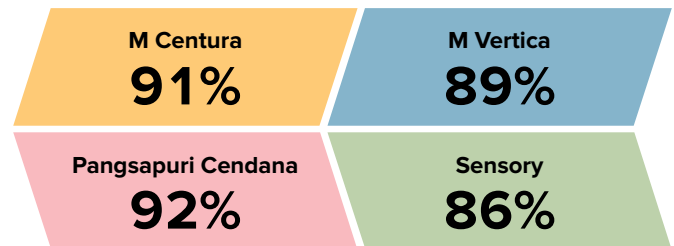


### BREAKDOWN OF TYPES OF COMPLAINTS RECEIVED IN FY2022

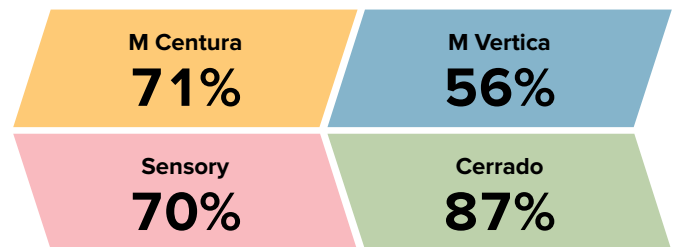


### Property Division: Customer Satisfaction Results

#### VP Survey 2022 Ratings



#### Purchaser Feedback Form 2022 Results





**Manufacturing Division: Operation Quality and Customer Satisfaction**

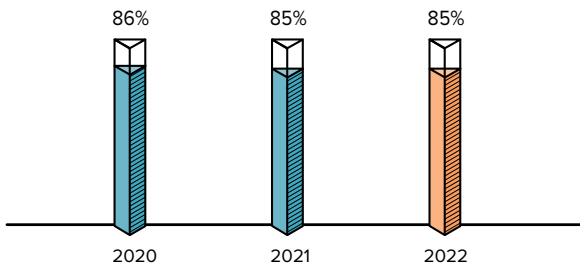
Various customer feedback mechanisms such as surveys, visits to customers' sites, one-to-one engagements and others were employed to assess quality and customer satisfaction regarding product and service quality as well as related services i.e. service level of sales representatives and customer-facing staff.

MSPI and PTMSI customer satisfaction surveys are provided to potential respondents once a year. MSPI's customer survey focus on certain key areas such as safety, quality, cost, delivery and manufacture, which is similar to PTMSI's customer survey that focuses on product and services quality.

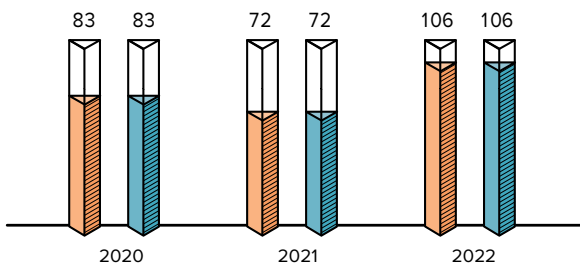
Benchmark targets set for customer satisfaction score is 80 for MSPI and PTMSI respectively, and these divisions strive to continuously improve upon their customer satisfaction scores to meet and / or exceed the target scores set and deliver excellent customer satisfaction.

Rather than engage customers once a product has been manufactured, customer engagement commences at the design stage where customer feedback and input is incorporated prior to manufacture. This enables significant cost and productivity efficiencies while developing fit-for-purpose products.

**MSPI OPERATION CUSTOMER SATISFACTION RESULTS**



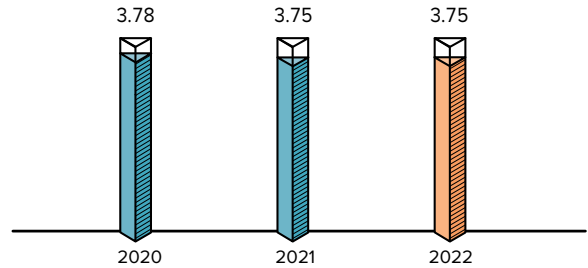
Note: Scores are based on %.



● Customer Complaints Received ● Customer Complaints Resolved

Customer Complaint Resolution Rate (%)		
100%	100%	100%

**PTMSI OPERATION CUSTOMER SATISFACTION RESULTS**



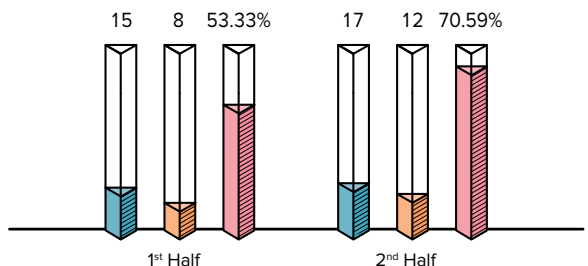
Note: Scores are based on a total of 5.0.

Customer Complaint Resolution Rate (%)		
FY2020	FY2021	FY2022
100%	100%	100%

At MSHC, various customer feedback mechanisms such as surveys, visits to customers' sites, one-to-one engagements and others are employed to assess quality and customer satisfaction regarding product and service quality.

Chiefly, the Group began conducting its first customer satisfaction survey in FY2022. The surveys were disseminated to the relevant respondents at two points in the year; one survey for the first half of the year (January-June) and another survey for the second half of the year (July-December). These surveys consist of 5 main areas which are Customer Complaints, Customer Support Product Quality, Order Processing and Overall View About MSHC.

Given that MSHC is still in its early stages of its customer satisfaction improvement agenda, Mah Sing hopes to build upon the current survey feedback to not only improve its products and services quality but also enhance its customer feedback systems moving forward. The overall customer responses are shown below:

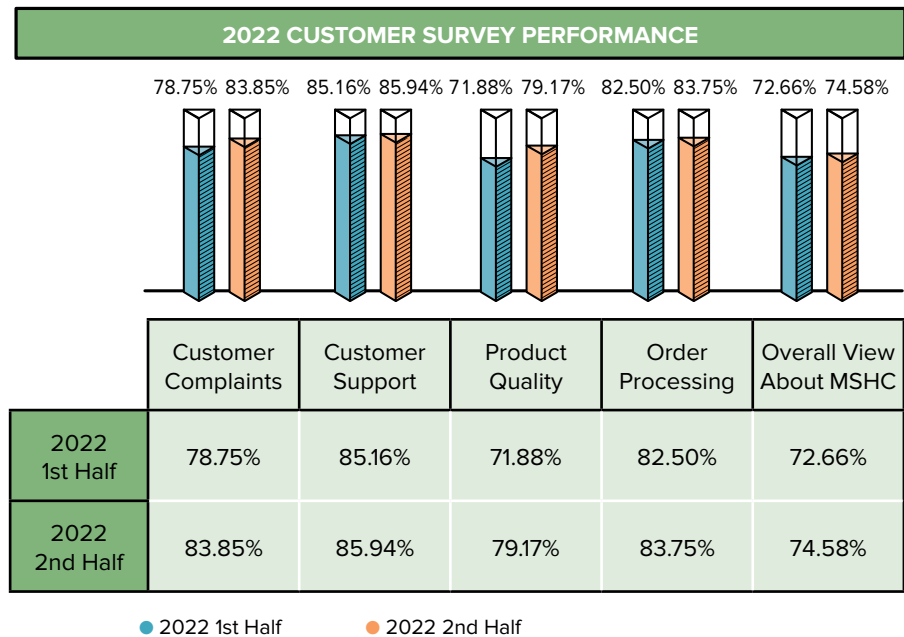
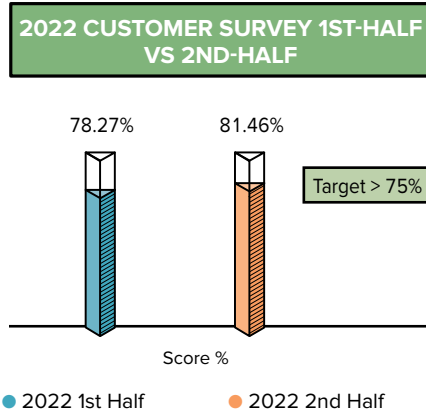


● Surveys Sent ● Surveys Responded ● Response Rate %

## SUSTAINABILITY REPORT 2022

## ECONOMIC PERFORMANCE (CONT'D)

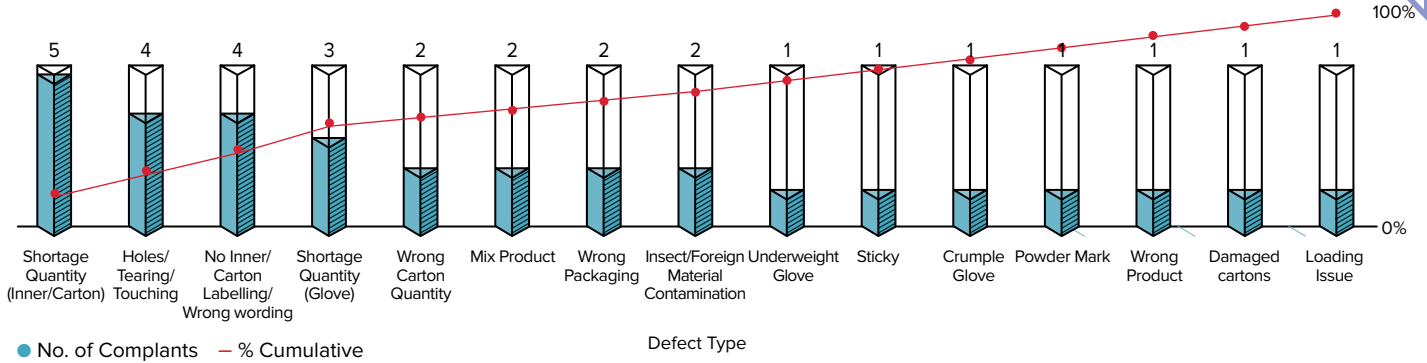
The target passing score MSHC aims to achieve is 75%. The overall scoring performance in FY2022 for MSHC's survey is as below:



Notably, MSHC focused on the customer complaints statistics it collected, as shown here, as the manufacturing division was keen to better understand and resolve the unique challenges it faces in this type of business:

Nature of complaints	Sum no. of complaints	Complaint (%)	Cumulative (%)
Shortage Quantity (Inner/Carton)	5	16	16
Holes/Tearing/Touching	4	13	29
No Inner/Carton Labelling/Wrong wording	4	13	52
Shortage Quantity (Glove)	3	10	39
Wrong Carton Quantity	2	6	58
Mix Product	2	6	65
Wrong Packaging	2	6	71
Insect/Foreign Material Contamination	2	6	77
Underweight Glove	1	3	81
Sticky	1	3	84
Crumple Glove	1	3	87
Powder Mark	1	3	90
Wrong Product	1	3	94
Damaged cartons	1	3	97
Loading Issue	1	3	100
<b>TOTAL</b>	<b>31</b>	<b>100</b>	

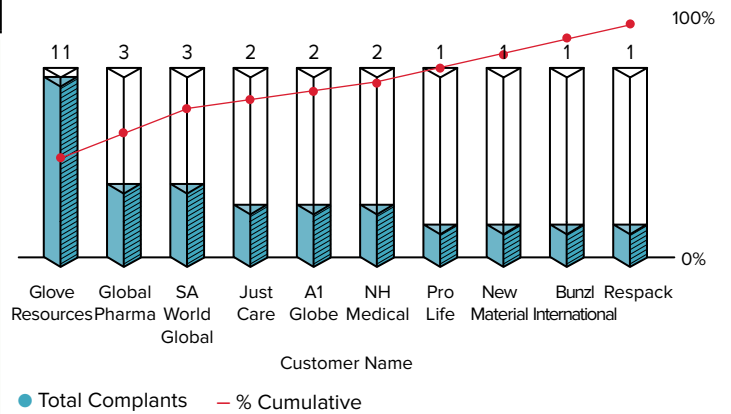
**NO. OF COMPLAINT BY DEFECT TYPE MSHC FY2022**



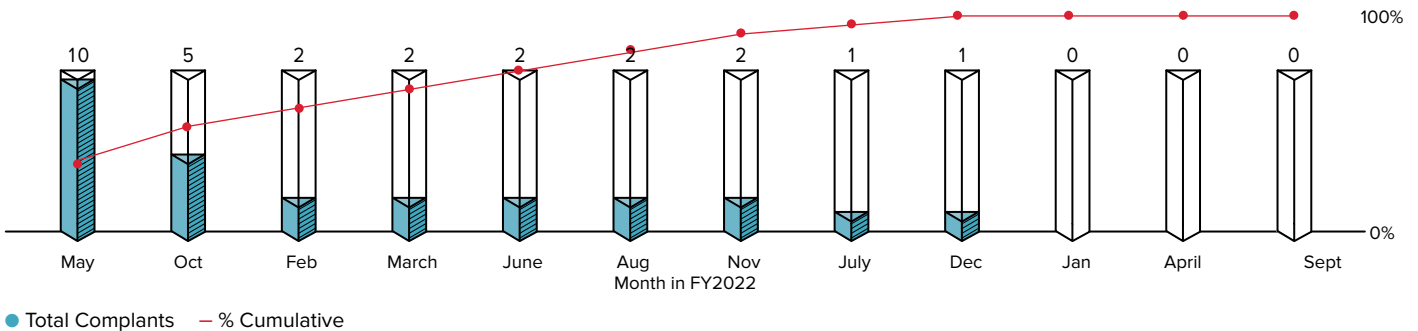
The survey scoring performance based on customers (from highest score to lowest) in FY2022 is shown below:

Customer	Total Complaint By Customer	% complaint	% cumulative
Glove Resources	11	40.7	40.7
Global Pharma	3	11.1	51.9
JustCare	2	7.4	59.3
A1 Globe	2	7.4	66.7
SA World Global	3	11.1	77.8
NH Medical	2	7.4	85.2
Pro Life	1	3.7	88.9
New Material	1	3.7	92.6
Bunzl International	1	3.7	96.3
Respack	1	3.7	100.0
<b>TOTAL</b>	<b>27</b>	<b>100.0</b>	

**TOTAL COMPLAINT BY CUSTOMER MSHC FY2022**



**TOTAL CUSTOMER COMPLAINT BY MONTH MSHC FY2022**



## ECONOMIC PERFORMANCE (CONT'D)

### INNOVATION AND TECHNOLOGY

[Material Matters: Innovation and Technology]

#### DRIVING CONTINUOUS IMPROVEMENT

Innovation remains essential at Mah Sing to enhance important areas of its business operations such as product quality and capacity, customer service, communication and ultimately maintain the business model's strength.

Mah Sing also maintains agility, relevancy and competitiveness in the ever-shifting external environment by being soundly innovative. Mah Sing is able to stay abreast with market needs and capitalises on opportunities to improve efficiency so that the Group continues delivering the best products and experience to its customers while committing to sustainability goals.

Mah Sing encourages its employees to collaborate and participate in the innovation process through action-based learning projects, contribute ideas and champion taskforces to address specific focus areas which have been revealed through data-driven insights. Company leadership also actively drives the digital transformation agenda at all levels throughout the organisation.

These collective insights garnered from across the Group allows Mah Sing to pursue innovation where it matters in order to bolster the Group's resilience depending on the operating environment's circumstances; for instance the pandemic situation has opened up opportunities for Mah Sing to delve into stronger initiatives in healthcare, digitisation and digitalisation, customer experience and more pertinent factors, as this report will delve into next.

#### Diversifying Mah Sing's Innovation Capacity Into Glove Manufacturing Business

The COVID-19 pandemic's emergence caused detrimental effects to the global economy and community that are still prevalent even as we enter endemic phase of the pandemic situation.

However, unique opportunities have also arose from this global black swan event. The management and mitigation of the COVID-19 virus have warranted a large demand for quality personal protective equipment ("PPE") to be supplied and utilised at medical facilities as well as for individual use.

The surging market demand for PPE since the pandemic began has encourage Mah Sing to diversify into the healthcare industry by venturing into glove manufacturing through its newly-instituted MSHC business in FY2020. For Mah Sing, driving innovation is protecting lives.

Mah Sing's long-standing and proven plastics manufacturing expertise has provided the perfect foundation to undertake mass glove production via MSHC in order to serve the growing consumer demand for medical and non-medical gloves.

With its first glove manufacturing factory established in Kapar, Mah Sing aspires to be one of the top five glove producers in Malaysia in the future. In fact, MSHC rapid expansion of its operational capacity and processes has also seen it gradually fortify suitable work protocols in various areas of its operations, such as quality and customer satisfaction, supply chain screening and management, occupational health and safety, talent development and more. These implementations have further bolstered the MSHC business's viability as a key subsidiary of the Group. Various sections of this report detail more of this information on MSHC.

As MSHC continues to see consistent success since its inception, the Group may continue to keep an eye on venturing into other healthcare and medical device-related endeavours when it is deemed appropriate.

#### Innovating Digitisation

Digitisation efforts established in FY2021 and before continue to be practised in FY2022, such as the implementation of the Pre-Delivery Inspection ("PDI") digitisation process at M Centura. The PDI allows input of defects by the management assessors to be done via an e-form that replaces the manual input into a paper document.

The PDI digitisation process also enables more efficient analysis of defects that can be carried out daily at the end of the assessment without additional effort to first manually compile the data. Moreover, the monitoring of repair work done on the defects can be done in real-time through these digitisation efforts.

Mah Sing also established a Defects Management system via Project RADIANCE (Novade), which started in December 2022, at M Aruna, Carya, and next will be at M Vertica with Phase 2 beginning in March 2023. Embarking on this defect management platform gives the Group confidence in its product quality, empowering the home-owner to lodge defect via an application. This also allow Mah Sing to be more efficient in more established processes such as managing defects, saving paper and more.

Mah Sing remains future-forward in further trying to digitise more of its construction processes in FY2023 and beyond, as well as looking at simplifying work processes to increase efficiencies of the site workers.

### Digitalising Customer Experience

A chief innovation initiative at Mah Sing continues to be the digitalisation of its businesses and operations. This initiative was accelerated in FY2020 and FY2021 when the pandemic began affecting businesses and has continued into FY2022.

The Group continues to focus on adding more value to its homeowners through upgraded features on the My MahSing App, such as allowing them to review and rate the level of service provided by their property management office, bolstering the convenience of additional payment methods for collection of management fees, as well as integrating more merchant partnerships in the ecosystem which offers referral rewards or discounts on a wide range of practical retail products and services. This digital transition allows Mah Sing to continue engaging customers while enhancing the customer experience.

In the area of defects management, homeowners of Mah Sing can now conveniently report defects and submit their reports online by signing into and using the Novade app. This was first rolled out to customers who collected their keys for Carya@M Aruna in 2022,

and in doing so Mah Sing raised the bar for its customer experience last year. Customers will find it more convenient with this seamless defect reporting approach, and Mah Sing will be able to manage the defect rectification tasks more efficiently.

### Technological Initiatives

Mah Sing continues to make headway in other key technological innovation initiatives during FY2022, such as maintaining its enhanced lead management and sales booking system to improve business performance, experience and include more customer engagement touchpoints. The Group’s modernised financial operations via its electronic payments and e-billing capabilities also continued alongside valuable data harnessing capabilities that could reveal important insights and guide decision-making.

In its projects, developments and work sites, Mah Sing also utilises green/energy-saving equipment and initiatives to reduce its various environmental impacts. More details on this can be found in the next Environmental Impact section of the report.

### LANDBANK

[Material Matter: Landbank]

Land is fundamental for property development, and Mah Sing acknowledges its high significance with the implementation of a strong and proven land acquisition strategy in place that ensures the Group has sufficient landbank.

All land purchases are in accordance with existing laws, regulations and other related environmental and social policies.

The aforementioned laws and regulations may comprise traffic impact assessments (“TIA”), environmental impact assessments (“EIA”), social impact assessments (“SIA”) as well as assessments of potential construction development impacts on communities.

Additionally, the Group also strategically locates and acquires suitable land parcels at competitive prices to appropriately match Mah Sing’s final product with the potential homebuyer’s purchase capacity. Land parcels that are undeveloped are preserved in line with regulations.

Mah Sing continues to manage the numerous environmental issues it encounters, including energy use, emissions, water use, waste, climate change, biodiversity, and more, which are still crucial subjects for the Group.

# ENVIRONMENTAL IMPACT

Mah Sing strives to avoid having negative environmental effects arise or, at the least, to manage or lessen the aforementioned effects effectively. To do this, Mah Sing adheres to environmental best practice standards and incorporates eco-friendly business practices. This includes the Group's property development division using environmentally friendly building materials and techniques.

Every business division has a Health, Safety and Environmental ("HSE") Policy that directs the management of their specific environmental issues and is overseen by their individual HSE committees. Property and Manufacturing Divisions of the Group have both received ISO 14001:2015 Environmental Management Systems certification.

Aside from its own operations, Mah Sing is conscious of its role in resolving indirect environmental implications such as water and energy use, as well as customer waste, particularly in its property development sector. The Group continues to incorporate water and energy-saving measures, as well as other resource-saving solutions.

The Group always complies with all relevant regulatory requirements, assesses the environmental consequences of its activities and strives to mitigate them while enhancing resource efficiency by decreasing the usage of energy, water, and waste generation.

## CLIMATE CHANGE AND EMISSIONS

[Material Matters: Climate Change and Emissions]

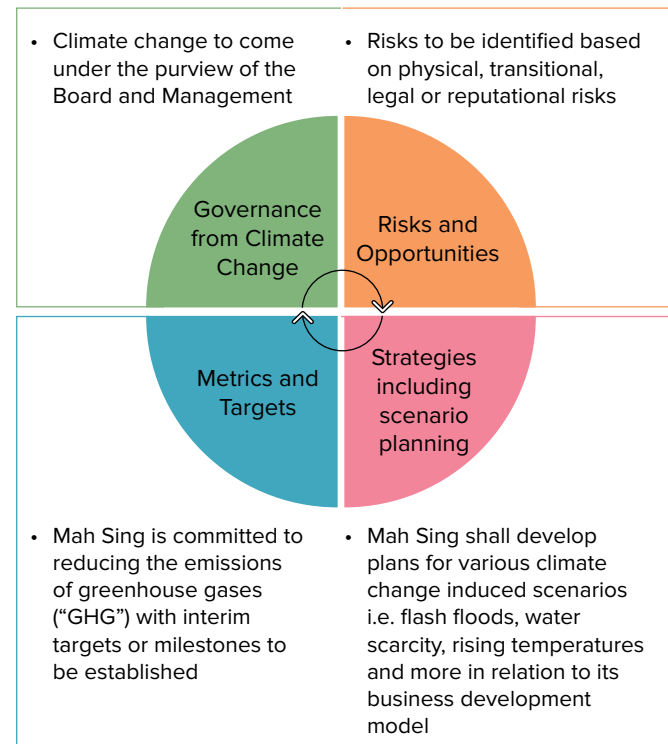
### CLIMATE CHANGE

Mah Sing continues to prioritise climate change in terms of its potential and actual consequences, not only on Group operations but also on stakeholders.

As a result, the Group is constantly aware of how its own business operations, particularly resource consumption, emissions, and waste generation, can directly or indirectly contribute to climate change.

Mah Sing is presently developing its Climate Change Roadmap drawing from the TCFD framework. The roadmap, which provides for short, medium and long-term goals and milestones, shall chart the way forward for Mah Sing towards the realisation of its sustainability commitment and pledges.

Drawing from the TCFD framework, Mah Sing's Climate Change Roadmap comprises the following aspects:



The Board has oversight on climate change issues and mitigation strategies, with the Group's sustainability governance structure across Mah Sing and its business divisions carrying out top-level decisions on climate change initiatives. One of the Board's priorities on climate change was to deliberate and approve the inclusion of climate change and its business implications as a material topic for Mah Sing.

Climate change risks could have an impact on the Group's landbank acquisition strategy because of water scarcity or changing weather patterns could affect the availability of suitable land for development in certain Malaysian states. Unpredictable weather patterns can also have a significant impact on and delay construction timelines. The Group is also thinking about alternative water sources, such as rainwater harvesting tanks and other infrastructure, to ensure that there is enough water for new and existing townships or projects.

Similarly, climate change also presents the Group with opportunities to reorganise its business model, or at least its business practices.

**Risks and Opportunities Presented by Climate Change**

Risks	Opportunities
<b>Property Development Division</b>	
Potentially impact the availability of suitable land for development due to changing weather patterns and lack of water sources.	Increased potential to seek government and regulatory support for incentives and other benefits for more environmentally friendly practices.
Increased temperatures may necessitate changes to planning and design, resulting in higher development costs.	Development of sustainable construction methods and designs for long-term feasibility, all of which reduces overall impacts on the climate.
Increased damages and liabilities from ongoing developments that are potentially affected by climate change-related natural disasters.	Greater acceptance for use of environmentally friendly design, materials and features within property development.
<b>Manufacturing Division</b>	
Intense flooding due to severe rain patterns may disrupt manufacturing operations and introduce unprecedented logistical complexities.	Increased opportunity to seek government support to introduce new measures or to invest in the operations.
Increasing temperatures necessitate energy spent on cooling interiors of buildings.	Increased support to adopt solar energy to power assets.
Greater exposure to physical risks such as flash floods, which can lead to operational shutdown or total loss of assets.	Promulgation of sustainability practices across the business and value chains.
Increased operational costs for businesses due to the increased expenditure required to address climate change impacts.	Opportunity to reshape the business model and strategy to pivot towards a more sustainability-influenced system that can be utilised for the long term.
Greater requirement to incorporate climate change scenario planning in the lifecycle analysis of product.	Opportunity to promote environmental awareness across the value chain and to customers towards encouraging concerted action for greater cumulative impact.

Mah Sing is still engaged in a number of measures to make sure that the scenario of climate change can be effectively adapted to. Mah Sing is adhering to its earlier commitments while pursuing a strong commitment to reduce climate change impacts and emissions.

Mah Sing intends to address energy usage, particularly electricity and fuel, in order to improve emissions management and thereby directly decrease its climate change effect. While the impact may be minor given the magnitude of the Group’s operations, this approach is considered as a gradual encouragement for comparable applications across its value chain to produce a major impact on energy consumption and emissions control.

## ENVIRONMENTAL IMPACT (CONT'D)

### Emissions

Climate change has been elevated as a key EESG issue for the Group to address, therefore emissions monitoring and control are relevant to Mah Sing given that its commercial operations may emit substantial quantities of greenhouse gases ("GHG").

Mah Sing's carbon emissions are mainly the outcome of energy consumption resulting from the direct combustion of fossil fuel sources such as diesel, petrol, and liquefied petroleum gas (Scope 1), as well as purchased electricity (Scope 2). This is common because construction, real estate development, and manufacturing are all energy-intensive industries.

The Group bases its emissions management on the ISO 14001:2015 EMS. This standard is the foundation for managing emissions in both Malaysia and Indonesia. Here are some of its emission reduction initiatives undertaken so far at Property and Manufacturing Divisions:

- Increased utilisation of energy-efficient machinery
- Leverage more green equipment when it comes to compressors and machinery
- Reduced usage of diesel-powered company vehicles
- Adopted renewable energy alternatives such as solar power to reduce electricity reliance from the national grid

The Group's present emissions are within the limits set by the DOE in Malaysia and Indonesia.

In FY2022, the Group's Scope 2 GHG emissions calculation covered Wisma Mah Sing (Mah Sing's headquarters building), Manufacturing Division factories for MSPI and PTMSI in Malaysia and Indonesia, MSHC, the Group's property investment Ramada by Wyndham Meridian ("RWM") as well as Star Avenue Lifestyle Mall ("SALM"), since Mah Sing has full operational control over these assets.

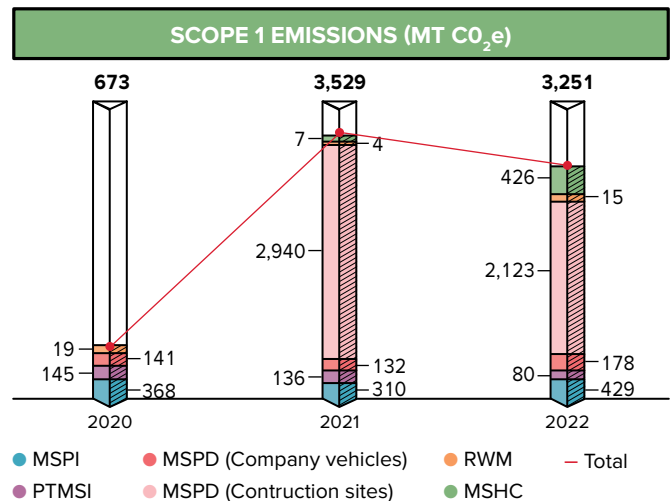
Mah Sing has set a target of achieving Scope 2 GHG emissions intensity reduction by 20% by 2025 for SALM, compared to 2020's emission baseline. Plastic business also remains the internal target of 3% specific energy consumption.

Mah Sing calculates its Scope 1 and Scope 2 emissions using the GHG Protocol Corporate Accounting and Reporting Standard ("GHG Protocol"). The global warming potential ("GWP") emission factors for all greenhouse gases are consistent with the Intergovernmental Panel on Climate Change ("IPCC") Fifth Assessment Report, 2014 (AR5) based on a 100-year timeframe.

The calculation methodologies are aligned with the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, US Environmental Protection Agency ("US EPA") Climate Leaders and Malaysian Green Technology and Climate Change Corporation ("MGTC"), the lead agency of the government in green technology.

The GHG types associated with Scope 1 emissions include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O which arise from the combustion process of machinery, equipment, and vehicles. Scope 2 (indirect emissions) GHG emissions are purchased electricity from the electricity grids.

All GHG emissions are converted to CO<sub>2</sub>e based on the GWP emission factors listed by the Greenhouse Gas Protocol and the IPCC AR5.



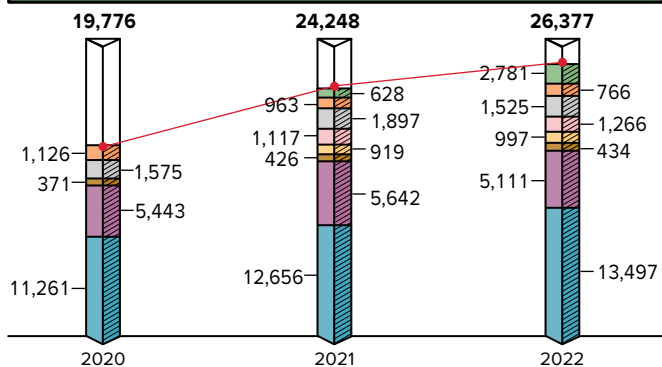
#### Note:

- Emission factors used are based on factors published by the IPCC Transport Tool and IPCC Stationary Combustion.
- Data collection for MSHC only commenced in 2021 as it was established in 2020.
- Data collection for MSPD (construction sites) only commenced in 2021, as the Group initiated resource consumption monitoring for this operation.
- There is no stationary combustion of fossil fuel in SALM under Mah Sing's operational control.

For FY2022, emissions from fuel consumption (Scope 1) at 15 active construction sites were recorded at **2,123 MT CO<sub>2</sub>e**. These fuels were used for machineries and generator sets to electrify the sites.



### SCOPE 2 EMISSIONS (MT CO<sub>2</sub>e)



- MSPI
- PTMSI
- Wisma Mah Sing
- MSPD (Sales galleries & office)
- MSPD (Construction sites)
- SALM
- RWM
- MSHC
- Total

Note:

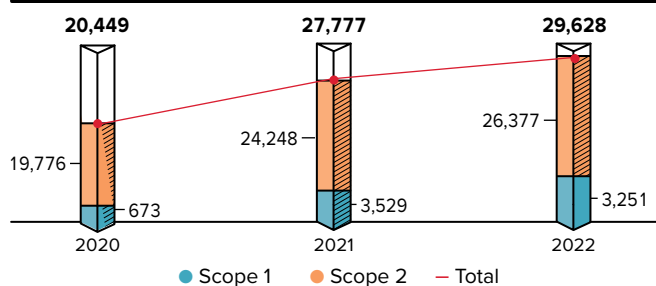
- i. Emission factors used for operations in Malaysia are based on the Malaysian Green Technology Corporation on Grid Connected Electricity Baselines in Malaysia and 2017 CDM Electricity Baseline for Malaysia
- ii. Emission factors used for operations in Indonesia are based on World Resource Institute for Emission Factors for Location-based Method.
- iii. Data collection for MSHC only commenced in 2021 as it was established in 2020.
- iv. Data collection for MSPD (sales galleries & offices) and MSPD (construction sites) only commenced in 2021, as the Group initiated resource consumption monitoring for this operation.

Mah Sing had continued electricity data collection from its construction sites, sales galleries and offices in the Northern and Southern regions. The corresponding breakdown of Scope 2 emissions according to regions contributed from purchased electricity is as follows:

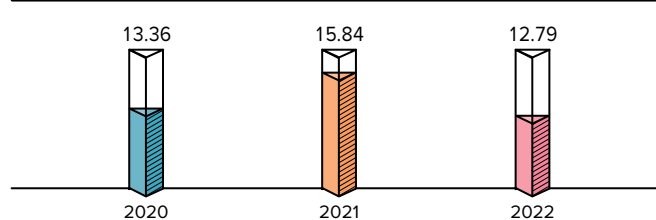
<p><b>1,266 MT CO<sub>2</sub>e</b> FY2021: 1,117.4 MT CO<sub>2</sub>e Total emissions from the Group's construction sites</p>	<p><b>247.7 MT CO<sub>2</sub>e</b> FY2021: 444.3 MT CO<sub>2</sub>e Total emissions from the Group's sales galleries in Klang Valley</p>
<p><b>105.9 MT CO<sub>2</sub>e</b> FY2021: 108.5 MT CO<sub>2</sub>e Total emissions from the Group's Northern region office and sales gallery</p>	<p><b>643.2 MT CO<sub>2</sub>e</b> FY2021: 366.6 MT CO<sub>2</sub>e Total emissions from the Group's Southern region office and sales galleries</p>

In FY2022, MSPI generated **1,033 MWh** through solar panels, which is equivalent to **604.3 MT CO<sub>2</sub>e** avoidance.

### TOTAL SCOPE 1 AND SCOPE 2 EMISSIONS (MT CO<sub>2</sub>e)



### GHG EMISSIONS INTENSITY (MT CO<sub>2</sub>e/ RM'MILLION)

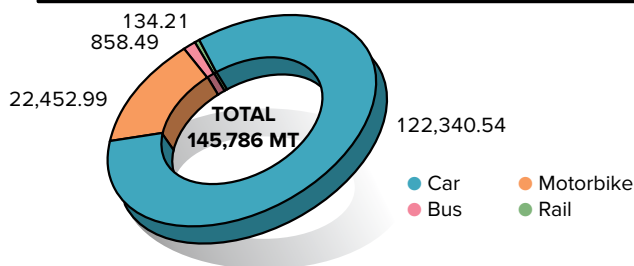


The total GHG emissions emitted by the Group amount to **29,628 MT CO<sub>2</sub>e**, and the total GHG emissions intensity of the Group amounts to **12.79 MT CO<sub>2</sub>e/RM million**. The chart above shows the greenhouse gas emissions intensity, which represents the amount of CO<sub>2</sub>e produced per year of revenue. With the GHG emissions based on an increase in revenue in FY2022, there is a lower emissions intensity this year. This demonstrates the Group's efforts to effectively manage resource consumption, as evidenced by the reduction in emissions intensity compared to FY2021.

Scope 3 emissions are those that originate outside of the organisation, either upstream or downstream in the supply chain. In Mah Sing, employee commuting emissions from MSPD are recorded from FY2022 onwards and it has amounted to **145,786 MT CO<sub>2</sub>e** in total.

The calculation of Mah Sing's scope 3 GHG emissions is based on the Greenhouse Gas Protocol: Technical Guidance for Calculating Scope 3 Emissions (version 1.0) under category 7 (Employee Commuting) using average-data method.

### SCOPE 3 EMISSIONS (MT CO<sub>2</sub>e)



## ENVIRONMENTAL IMPACT (CONT'D)

### ENERGY CONSUMPTION

[Material Matters: Energy Consumption]

As a property development organisation, Mah Sing committed to taking a leadership role in reducing energy use and addressing the pressing issue of climate change. The Group understand the significant impact that the built environment has on energy consumption and are dedicated to reducing the carbon footprint through innovative and sustainable design, construction, and property management practices. Whether it be through the implementation of energy-efficient technologies, the use of renewable energy sources, or the promotion of sustainable behaviour among tenants and staff, the Group will do our part to ensure a more environmentally responsible future. It is believed that this commitment is not only good for the planet, but also good for business and the stakeholders.

Mah Sing's best practises for energy consumption control are based on the Energy Management System ("EnMS"). From simple energy-saving steps like turning off lights and electrical appliances when not in use to investing in energy-efficient machinery, the Group's divisions continue to embrace and explore various energy-saving alternatives.

Wherever possible, MSPD building sites employ grid electricity rather than generator sets. Furthermore, during working hours, Mah Sing cut off the electricity to the workers' quarters. At the end of each work shift, general personnel are assigned to check the sites to ensure that all power-related equipment is switched off.

Here are more detailed energy-saving initiatives undertaken at the Group:

#### Manufacturing Division

- Investment on solar panel to reduce the purchased electricity at MSPI.
- To consider high EER machines and equipment when selecting new machinery and equipment at Mah Sing plastic business.
- Installation of infrared heaters, reduction of machines standby time and other improvement actions.

#### Property Buildings [SALM and Wisma Mah Sing]

- At Star Avenue Lifestyle Mall ("SALM"), a switch to LED lighting in the basement and podium car parks have led to an estimated 75% savings, annually.
- Smart meters installation for Wisma Mah Sing and SALM for better monitoring of electricity consumption and to assist in improving energy management of the buildings.

#### Property Development Division

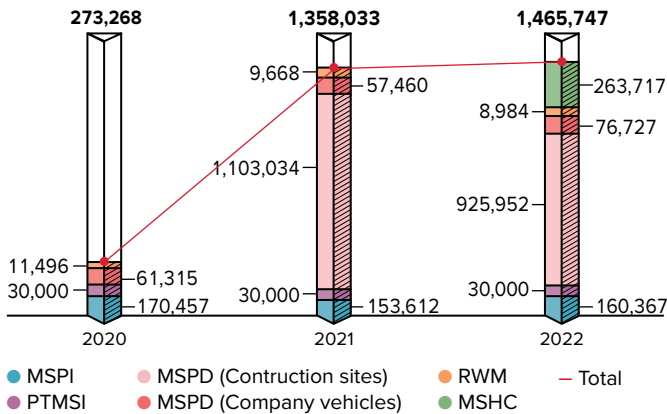
- Most of Mah Sing's product design and planning are carefully crafted for North-South orientation to minimise direct heat gains and energy consumption.
- All the common spaces have natural ventilation
- Block and units' layout configurations embrace a direct cross-ventilation design throughout the corridors.
- At parking podiums, light circuiting is utilised to manage lighting zones.

In addition to energy saving and energy efficient initiatives, MSPI has continues its effort on sustainable energy production with the installation of solar panels. In FY2022, MSPI recorded a total solar power generation 1,033MWh, of which 90% was used for its own operational consumption. The balance of 10% was sold back to the grid.

Mah Sing targets to reduce energy consumption and Scope 2 emissions intensity by 20% by 2025 for SALM compared to 2020's normalised consumption and emission baseline. Moreover, MSPI has set its target to reduce energy consumption to reach specific energy consumption of 0.5 kWh/kg of production every month.

Consumption of fossil fuels emit carbon emissions which is a major contributor to climate change. The Group's reliance on fossil fuels can also contribute to depletion of this non-renewable resource. The fuel consumption of the Group has found to be 1,465,747 litres in FY2022.

### TOTAL FUEL CONSUMPTION (LITRES)

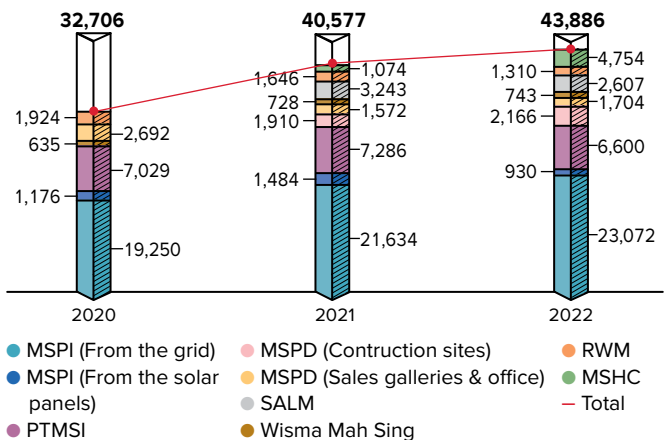


Note:

- i. Data collection for MSHC only commenced in 2021 as it was established in 2020.
- ii. Data collection for MSPD (construction sites) only commenced in 2021, as the Group initiated resource consumption monitoring for this operation.
- iii. There is no stationary combustion of fossil fuel in SALM under Mah Sing's operational control.

In FY2022, the fuel consumption for **15 active construction sites** was recorded at **925,952 litres** under the **Property Development division (MSPD)**. This fuel was used to power machinery and generator sets to electrify the sites. Since FY2021, the Group has also initiated the collection of electricity data from its construction sites, sales galleries, and offices in the Northern and Southern regions under the MSPD division, as shown in the chart below.

### ELECTRICITY CONSUMPTION (MWh)

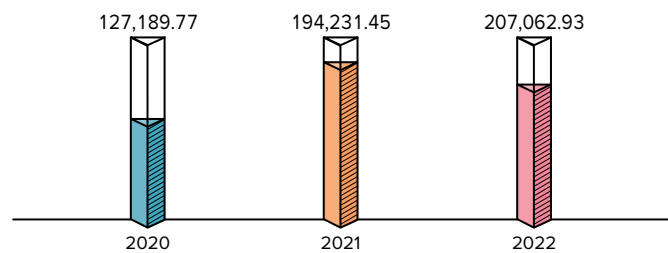


Notes:

- i. Data collection for electricity consumption are obtained from utility bills.
- ii. Data collection for MSHC only commenced in 2021 as it was established in 2020.
- iii. Data collection for MSPD (construction sites) and MSPD (sales galleries & offices) only commenced in 2021, as the Group initiated resource consumption monitoring for this operation.

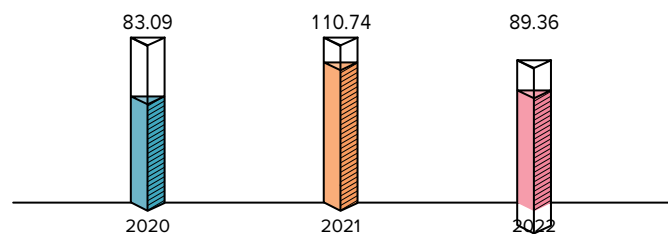
Total energy consumption (in GigaJoules) which comprises the energy consumed from fuel, electricity and other forms of energy amounted to 207,063 GJ in FY2022.

### TOTAL ENERGY CONSUMPTION (GJ)



The energy intensity is disclosed here which measures the relationship between revenue and the energy consumption of the Group. 89.36 GJ/RM'millions of energy intensity is recorded for FY2022.

### ENERGY INTENSITY (GJ/ RM'MILLION)



Moving forward, Mah Sing will continue to improve its data collection from its operations.

### WATER CONSUMPTION

[Material Matters: Water Consumption]

#### Water And Effluents

Water is used extensively in property development, particularly during the construction process. Similarly, water is used extensively in the Group's plastics production processes to cool and clean machinery, among other things. Another aspect of water usage that Mah Sing is aware of is the users' consumption of water after purchasing the property and beginning to use its reside and use facilities.

The main water sources for Mah Sing comes from municipal water supply for all business division.

According to the Water and Sewerage Fact Book 2021 released by Suruhanjaya Perkhidmatan Air Negara (SPAN), 11 out of 15 of our work sites, where operations are controlled directly by Mah Sing, have a reserve margin within safe levels of 15% to 20%. Four other work sites located in the Johor regions have reserve margins of 14.3%, indicating water stress in these regions.

## ENVIRONMENTAL IMPACT (CONT'D)

Mah Sing acknowledges the significance of water as a comprehensive resource used across various levels of its operations and recognises its importance as a scarce and critical resource that necessitates management in compliance with industry best practices.

Below are pertinent water-saving initiatives introduced by Mah Sing's divisions:

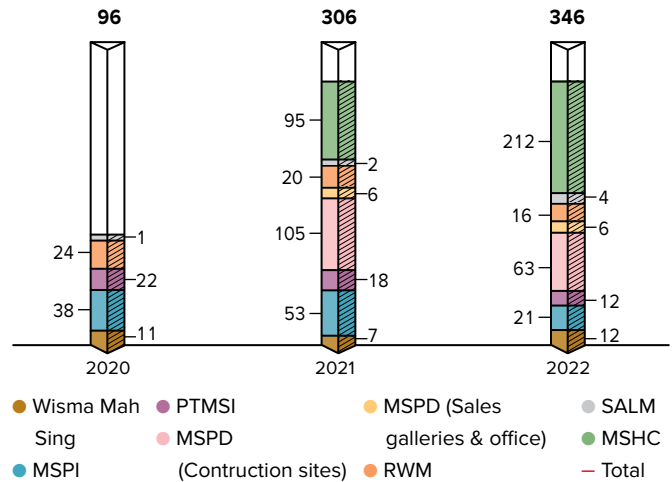
### Property Development Division

- Installed rainwater harvesting tanks at SALM as well as several developments and high-rise residential projects such as at M Oscar, M Centura, M Adora, M Luna, M Arisa, M Vertica, Cerrado, Sensory for common usage such as landscape irrigation, etc.
- For landed properties in MSPD, some of the developments come with RWH provisions for the end-user.
- Water-saving sanitary features are also utilised.
- MSPD's work sites harvest rainwater for tyre-washing or dust control where possible whereas the bathing areas at sites have water tanks installed with brass floats to avoid water wastage and overflow.
- Workers are also advised to turn off the water during toolbox meetings.

### Manufacturing Division

- Utilises a closed-loop cooling tower at MSPI to enable recirculation of water to reduce overall consumption.
- PTMSI continued with the internal Water Conservation Activity Plan to better organize water-saving initiatives.
- PTMSI installed automatic taps instead of continuing with manual taps.
- PTMSI reduced valve flow to the production floor to reduce wastage and overflow.
- 5S audit checking on any water leaking.

### WATER CONSUMPTION (ML)

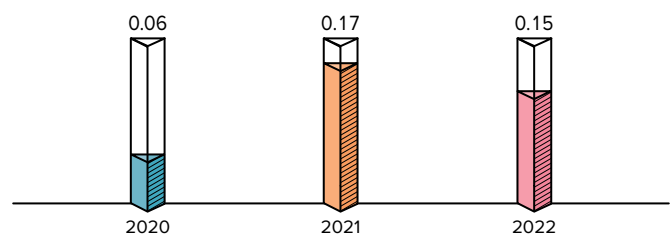


Notes:

- ML is an abbreviation for Mega Litres
- Data for water consumption are obtained from water utility bills for municipal potable water.
- Data collection for MSHC only commenced in 2021 as it was established in 2020.
- Data collection for MSPD (construction sites) and MSPD (sales galleries & offices) only commenced in 2021, as the Group initiated resource consumption monitoring for this operation.

The water resources mainly come from municipal potable water supply to support the operations of factories as well as for building daily use. It is also being used for property development during construction phase. However, the effort of harvesting rainwater as its secondary water sources has greatly reduces the dependency of water withdrawal as well as consumption cost.

### WATER INTENSITY (ML/RM'MILLION)



Water intensity is measured based on the total water consumed by the respective business division, including construction activities, as well as water usage from mall and hotel operations, against revenue per year of directly managed operations. Although the water consumption trend is increasing, the water intensity in FY2022 amounts to 0.15 ML/RM million, indicating a decrease in value as compared to FY2021, and thus demonstrating an efficient water management strategy.

In terms of effluent, MSHC and MSPI have a dedicated wastewater treatment plant to ensure that treated effluent is discharged safely to water bodies (usually to nearby monsoon drain) that comply with the DOE’s Environmental Quality (Industrial Effluent) Regulations 2009. This compliance has been verified by conducting weekly external lab testing and it has passed DOE Standard B for parameters of pH, COD, BOD5, suspended solids, oil and grease as well as zinc.

The average effluent results from MSHC water treatment plants are as shown below:

Water Treatment Plant	ph	COD	BOD5	Suspended Solids	Oil and Grease	Zinc	Total Effluent Discharge (ML)
	5.5 - 9.0	<200 mg/L	<50 mg/L	<100 mg/L	<10 mg/L	< 2.0 mg/L	
W1	7.29	97.55	16.18	24.91	0	0.708	179.7
W2	7.36	97.30	16.80	29.20	0	0.5208	
W3	7.05	117.30	19.40	18.40	0	0.8855	
W4	7.13	127.38	21.13	28.63	0	0.3664	

**WASTE MANAGEMENT AND RECYCLING**

[Material Matters: Waste Management and Recycling]

Mah Sing is committed to effective waste management and aware it is crucial in reducing the impact of waste on the environment and improving overall efficiency. This involves not only implementing methods for reducing the amount of waste generated but also finding ways to dispose of it in an environmentally responsible manner. This can include recycling, reusing, and properly disposing of hazardous waste. Additionally, addressing the issue of waste management requires collaboration and cooperation between individuals, businesses, and government agencies. By making a commitment to waste reduction and responsible disposal, the Group can work towards a cleaner, healthier future for ourselves and future generations.

Mah Sing’s operations produce numerous types of wastes, as seen below:

MSPD	
<ul style="list-style-type: none"> <li>• Earth and other debris resulting from excavations</li> <li>• Hardcore and concrete waste</li> </ul>	<ul style="list-style-type: none"> <li>• Steel scrap</li> <li>• General waste and debris</li> <li>• Chemical waste</li> </ul>

MSPI & PTMSI	
<ul style="list-style-type: none"> <li>• Spent lubricating oil</li> <li>• Cotton rags/gloves</li> </ul>	<ul style="list-style-type: none"> <li>• Machine oil</li> <li>• Empty chemicals container/tins</li> </ul>

MSHC	
<ul style="list-style-type: none"> <li>• Latex waste</li> <li>• Scrap gloves</li> <li>• Spent oil</li> <li>• Cotton rags</li> </ul>	<ul style="list-style-type: none"> <li>• Carboys</li> <li>• Sludge from the wastewater treatment plant</li> <li>• Broken formers</li> </ul>


The Group adheres to its strict processes and procedures for waste management in accordance with DOE regulations, such as utilising DOE-certified waste transportation companies and other DOE-approved third-party contractors, in addition to industry best practices. The waste generated from the company's operations, including domestic and scheduled waste, is collected by contractors at a cost. Dedicated storage with proper labeling and containment is required for scheduled waste.

## ENVIRONMENTAL IMPACT (CONT'D)


The goal is safe waste disposal and, where possible, non-hazardous waste recycling. Plastic waste from the Manufacturing Division, for example, is separated into waste that is recycled and waste that is reused in the production process. In this way, the Plastics business is committed to environmental protection, the conservation of natural resources and raw materials, and the maximisation of recycling opportunities.

At MSPD, wastes such as timber and used iron materials are sent to recycling centres. MSPD also reduces wastage by cutting down the size of rebar and Reinforcing Fabric of Steel ("BRC"), as well as reusing construction materials like timber. In certain areas, aluminium formwork is used as a substitute where applicable.


The following are the primary aspects of the Group's approach to waste management at construction sites:

- 
**Reduce**  
 Excess concrete from concrete sampling tests is used to patch holes on project sites to reduce waste generated.


---

- 
**Reuse**  
 Temporary formworks framings and structures are reused during construction.  
  
 Crushed waste concrete from demolition works used to build ramps on project sites.

---

- 
**Recycle**  
 Various forms of construction waste are recycled and segregated.  
  
 Domestic waste and scrap metal bins are located at project sites.

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- 
**Disposal of Hazardous Materials**  
 Scheduled waste at project sites is collected and disposed of by DOEs licensed scheduled waste contractors.

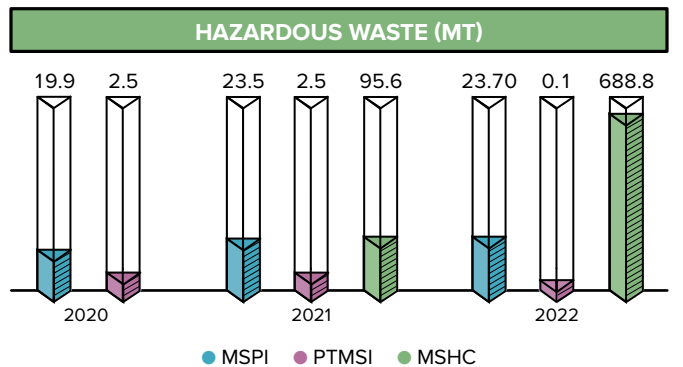
AWCS system installed also helps with managing wastage efficiently for Mah Sing's homeowners at all M Series developments namely M Adora, M Luna, M Arisa, M Centura, M Vertica, M Oscar, M Astra and M Nova.

MSPI has also taken waste management initiatives to follow the 3R approach such as use of recycled paper to print reference document, re-use jumbo bag, recycle broken plastic pallets and containers and reduce printing by implement electronic copies in ERP.

In terms of hazardous waste, the management and disposal of these waste are done in accordance to relevant regulations and by licensed operators. In FY2022, MSPI and MSHC reported a total of 23.8 MT and 688.8 MT of hazardous waste, respectively.

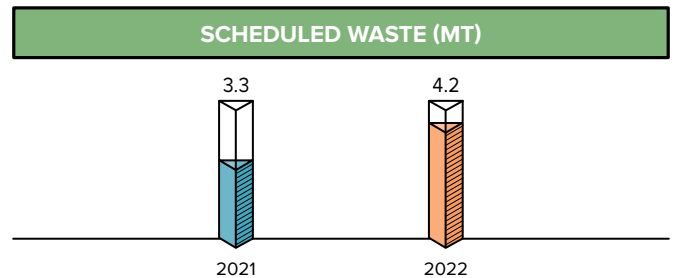
Manufacturing divisions have adhered to strict regulations and guidelines prescribed by local and national authorities, which entail proper storage, labeling, and disposal of hazardous waste materials.

Below is the compiled waste data for Manufacturing division in MT:



As part of the Group's endeavour to monitor its scheduled waste resulting from construction activities, 4.2 MT of scheduled waste was recorded for FY2022. The majority of this scheduled waste comprises contaminated oil (SW408), rags, and filters (SW410). Mah Sing will continue to track and monitor its scheduled waste to enhance its overall waste management practices.

Below is the scheduled waste data from 15 active construction sites in MT:

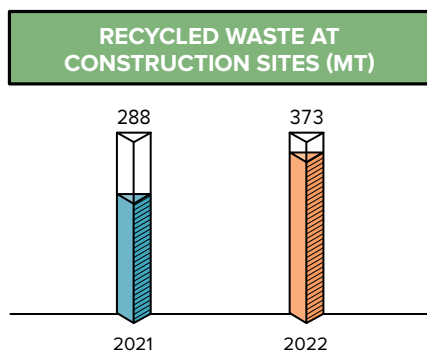


Moving forward, Mah Sing will closely monitor the amount of construction waste generated and the source of its construction waste generated from building sites in order to optimise materials management and consumption and, eventually, waste reduction.

### RECYCLING

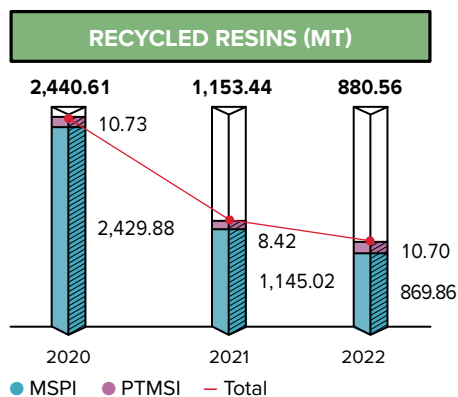
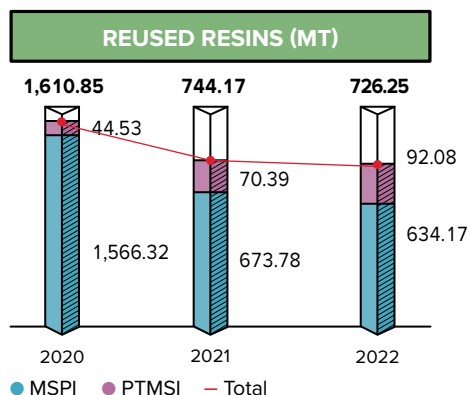
Recycling is intensively practiced on Mah Sing construction sites. Recycling bins are also promoted in all Group developments. Similarly for the Group's Manufacturing Divisions.

In FY2022, Mah Sing's construction sites recycled 373 MT of non-hazardous waste. The increase in recycled waste can be attributed to one of the construction sites that had activities for site clearing for neighbouring lot land, which was rented by the Contractor. Moving forward, the Group plans to continue its recycling initiatives, particularly those pertaining to construction activities.



Plastics business of the Group reused and recycled resins as much as possible without sacrificing quality. Damaged resins were recycled as scraps, whereas crushed resins were reused in the production process. In FY2022, the amount of reused plastic resins recorded was 726.3 MT, while 880.6 MT of damaged resins were recycled. The amount has dropped compared to FY2021 as the Plastic business has continues its effort to improve operations and control the rejection rate in the production line, reducing the amount of wastage and damaged resins generated.

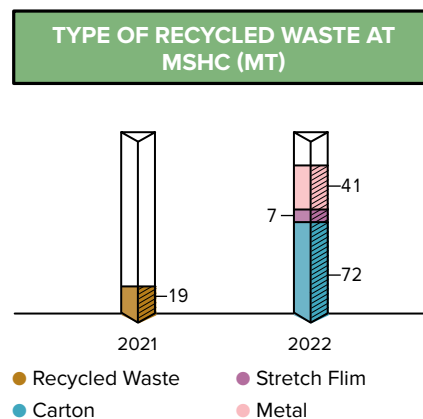
### Reuse and Recycle of Resins in Manufacturing Division



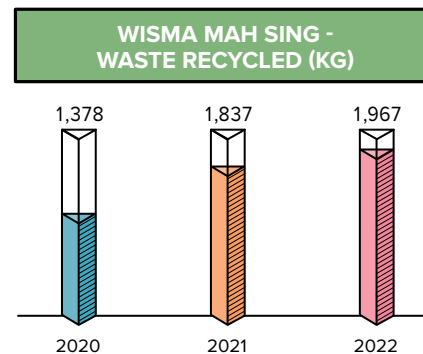
Furthermore, Mah Sing's Plastics business also recycles production waste PP / PE lumps, carton boxes, paper and material bags. It also collaborates with other third-party companies in supporting pallet rental and trade-in projects which contributes to its waste reduction and recycling initiatives. Moreover, MSPI have plastic pallet buy back scheme, where MSPI will buy back the unusable pallet from customer to recycle.

Going forward, MSPI will have collaboration project with local university (University Teknologi Malaysia) on Life Cycle Assessment (LCA) by 2023.

MSHC documented the recycling of approximately 120 MT of waste consisting of paper cartons, stretch film, and metal waste in FY2022. The company intends to maintain a comprehensive waste data recording system to facilitate ongoing performance monitoring.

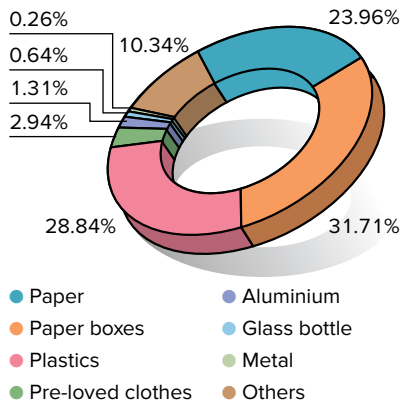


Wisma Mah Sing has remained committed to its waste recycling initiative. In FY 2022, a total of 1,967 kg of waste was recycled, comprising various materials such as paper, paper boxes, plastics, clothes, aluminium, glass bottles, metal, and others. Notably, paper, paper boxes, and plastics accounted for over 80% of the total recycled waste, indicating the company's sustainability culture and the daily recycling efforts of its employees.



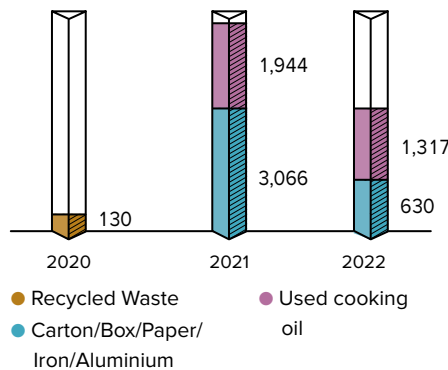
## ENVIRONMENTAL IMPACT (CONT'D)

**TYPE OF RECYCLED WASTE FOR 2022 AT WISMA MAH SING**



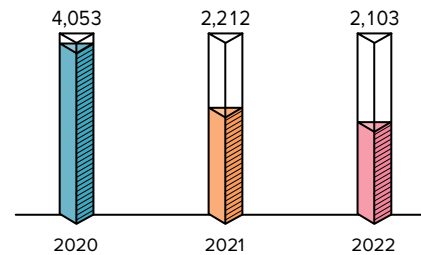
Ramada by Wyndham Meridin ("RWM"), one of the hotels in the investment portfolio under direct managerial and operational control, has implemented waste recycling initiatives. The recycling programme focuses on carton boxes, paper, iron, and aluminium materials, as well as the repurposing of used cooking oil. In FY2022, the hotel recycled a total of 1,947 kg of waste.

**RECYCLED WASTE AT RWM (KG)**



Based on the waste reduction effort as mentioned above, the total waste diverted from disposal are as below:

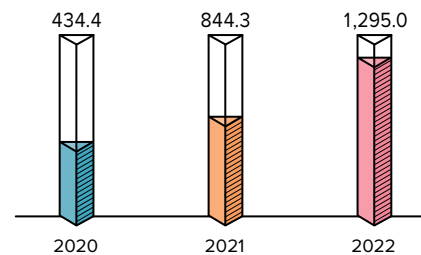
**TOTAL WASTE DIVERTED FROM DISPOSAL (MT)**



In FY2022, a total of 2,103 MT of reused or recycled waste was recorded across all business division. The recycling efforts at construction sites, MSHC, and Wisma Mah Sing have demonstrated an encouraging upward trend, highlighting the commitment of these entities toward environmental sustainability.

The Group has documented its general waste, which falls under the non-hazardous category and will be handled according to established protocols for disposal. The total volume of waste that has been designated for disposal is outlined below:

**TOTAL WASTE DIRECTED TO DISPOSAL (MT)**



Notes:

- i. Data presented above includes manufacturing divisions, mall (SALM) and hotel (RWM).
- ii. MSPD has no general waste recorded and will enhance its data collection for future reporting.

### Paper Usage

Mah Sing is committed to reducing paper consumption throughout its operations by implementing digitalisation initiatives. The Group has successfully transitioned business processes to digital or electronic platforms, resulting in a general decrease in paper consumption. The implementation of the Enterprise Resource Planning ("ERP") system has significantly reduced paper consumption by digitising previously paper-heavy processes such as documentation procedures and memos.

The digitalisation efforts extend to external business dealings with customers as well, with crucial documentation like correspondence transcripts, bills and more being 100% electronic through the ERP, MY Mah Sing app, e-mail, and other electronic platforms. The Group has also successfully digitised the Pre-Delivery Inspection ("PDI") processes at M Centura in FY2022 using e-forms, resulting in paper savings.

Mah Sing aims to continue its digitisation and digitalisation journey to further reduce paper consumption while increasing work productivity, efficient and accessible internal company communications, and external stakeholder engagement towards continual operational efficacy. More details on the Group's innovative digitisation efforts, benefits, and future plans can be found in the Innovative Digitisation section of this report.



**RESOURCE CONSUMPTION**

[Material Matters: Resource Consumption]

**ENVIRONMENTALLY-FRIENDLY PRODUCTS AND MATERIALS**

Mah Sing has steadily increased the use of ecologically friendly materials and products in its property development and plastics manufacturing operations, in response to climate change and other environmental concerns, while also boosting overall business efficiency.

Being an environmentally and socially responsible firm can improve a company's brand image and long-term business viability. Where possible, the Group prefers eco-friendly labelled materials and products.

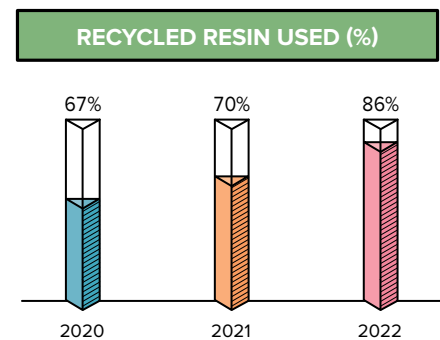
Primary eco-friendly materials used, with their benefits, are shown below:

Materials	Benefits
Low volatile organic compounds (“VOC”) emulsions paint	Reduces contaminants that impact the ozone layer, as well as groundwater and landfills
Steel, aluminium, reinforced concrete and plaster ceiling (gypsum board)	Recycling and reusing materials at project sites to repurpose them for future use
Eco-friendly building block and roof thermal insulation foam	Provide thermal comfort and enhance energy-saving. It is also lightweight and durable
Grasscrete	Serves as material for driveway for homes as well as landscape green perimeter setback from the site boundary  The structure of Grasscrete is self-defining, enabling rainwater to discharge naturally into the ground.
Green labelled tiles and gyproc ceiling	Certified as having a lower environmental impact

MSPI using virgin and recycled polyethylene/polypropylene for its manufacturing business. They use polyethylene/polypropylene as raw material to produce plastic product, and use polyethylene stretch film as packing material. The materials are mainly obtained from petroleum or natural gas. Increasing the recycled content in materials means reducing the amount of virgin materials needed for production, which can help conserve natural resources and promote sustainability. In this vein, Mah Sing’s MSPI persists in using 100% recyclable plastic, resulting in 100% recyclable plastic products which feed into the Group’s circular economy adoption, and promote the use of recycled raw material for plastic parts.

Approximately  
**41,364.60**  
**tonnes**  
of purchased recycled plastic resin were used in FY2022

To ensure better resource reductions and usage efficiency, the Plastic business provides training to dedicated technical teams to monitor and reduce rejection at production as well as utilises up-to-date machinery as key organisational resources to achieve this objective. A target of less than 1.5% rejection rate was set to better align the division towards resource efficiency in this manner. In FY2022, the progress of rejection rate has achieved 0.87% for its benefits towards better resource usage efficiency.



The Group acknowledges and tracks potential resource scarcity issues thoroughly assessing these factors via Mah Sing’s ERM annually.

In addition, MSPI offers a Pallet Rental programme that provides customers with flexibility to cater to their business needs, with all rental services available

## ENVIRONMENTAL IMPACT (CONT'D)

at affordable rates. Opting for rental provides advantages such as light investment, flexible options, and uninterrupted productivity through skilled management of the pallet pooling system.

MSPI also engages in a buy-back programme where the division purchases all types of unused or damaged plastic pallets, boxes, and furniture at the end of their life span. MSPI's partnered recyclers then mechanically recycle these materials into resin to produce new plastic products, freeing up warehouse storage space and saving on costs.

As Mah Sing ventured into glove manufacturing in FY2021, nitrile latex, potassium hydroxide, surfactant, composite chemical, zinc oxide, defoamers, pigments, and other in-process materials have become important production materials for the Group. Therefore, the Group is fully committed to sourcing these materials sustainably and safely through local suppliers as much as possible under its procurement strategy to control material orders and reduce wastage.

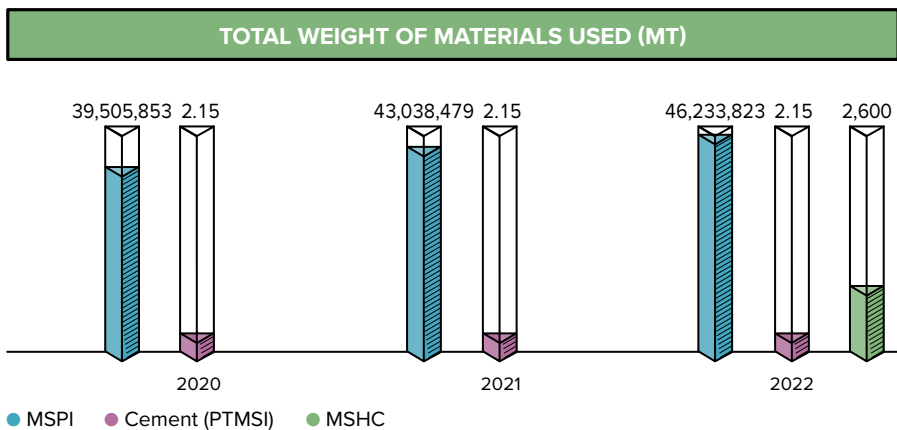
Moreover, Mah Sing's procurement strategy includes material order control to minimise wastage, and the Group emphasises local production to reduce carbon footprints and overseas transportation. The company is continuously exploring more methods of sourcing sustainable materials to increase their use in a safe and sustainable way. Mah Sing is also committed to finding ways to incorporate recyclable components in its design and construction activities, and plans to improve its contract registration letter to strengthen materials management in the future.

The total weight or volume of material used in MSPI, PTMSI and MSHC are as shown as below. These materials are used to produce and package products and services. Therefore, only significant materials are being kept record to monitor the resource consumption. For manufacturing plant, the total weight of main material used, as well as the packaging products are being covered as below chart.

In overall, the percentage of recycled input materials upon all the resource reduction initiatives as mentioned above are found to be **85.6%**. The Group also participate in products reclamation especially from plastic business on the engagement of buy-back programme to reclaim all the unused plastic pallets.

### Green Buildings And Features

Mah Sing has been incorporating green building design concepts and elements into the design and development of some of its properties and projects, in order to minimise or reduce the Group's environmental and social impact. Additionally, Mah Sing aims to re-engineer its products and services to have positive impacts on the environment and the community. Currently, only a few projects have all the relevant green building features as shown in the infographic below. However, the Group is committed to incorporating more green features into more projects in the future.



### Mah Sing Green Building Features

- Energy-efficient lighting at common areas** (Lightbulb icon)
- Dedicated walkway with provision for the physically handicapped and dedicated cycling network with proper signage and secured bicycle parking lots to encourage low-carbon mobility** (Bicycle icon)
- Public and circulation spaces have naturally ventilated and use natural lighting** (Sun and arrows icon)
- Rainwater harvesting system to reduce water consumption at common areas** (Water drop icon)
- Usage of low volatile organic compounds (“VOC”) paint and coatings to walls, ceilings, flooring and sealant** (Waves and dots icon)
- Water-efficient fittings installed** (Water tap icon)
- Green passive design: North-South building orientation** (House with leaf icon)
- Automated Waste Collection System (“AWCS”) to reduce bin storage space and reduce carbon emission for waste collection. Cleaner and fewer rodents and pests** (Waste bin icon)
- Electric vehicle charging station to encourage electric vehicle use to reduce fossil fuel consumption and carbon emissions** (EV car icon)
- Herb garden and community farming to support community-based farming and encourage community interaction** (Garden icon)
- Laminated grey OVB glass sliding doors and windows were installed which have better a better shading coefficient and U-value** (Window icon)
- Planting of greenery to reduce carbon emissions (e.g. trees, shrubs)** (CO2 and plant icon)
- Reasonable placement of developments to the nearest public transportation in the form of bus stops, train stations, transit stations and more** (Bus stop icon)
- Natural ventilation at above ground carpark levels** (Wind icon)
- Multiple EV Charging Stations installed** (EV icon)
- Placement of multiple recycling bins in the developments** (Recycling bin icon)
- All developments have at least 10% or more green spaces allocated at developments** (Trees icon)

MSPD has presently earned green certifications from leading green building certification bodies, both domestically and internationally, including Malaysia’s Green Building Index (“GBI”), Malaysia’s GreenRE (“GreenRE”), Singapore’s Building and Construction Authority’s (“BCA”) Green Mark and more.

<b>M City</b> GBI certified in 2018 Green Mark certified in 2018	<b>Ferringhi Residence 2B</b> Green Mark Goldplus certified in 2016	<b>Southbay Plaza</b> Green Mark Gold Certification in 2019	<b>M Nova</b> GreenRE Bronze certified in 2022
<b>Icon Residence</b> Green Mark certified in 2017	<b>Ferringhi Residence 2C</b> Provisional Green Mark Gold in 2017	<b>M Astra</b> GreenRE Bronze certified in 2022	

## ENVIRONMENTAL IMPACT (CONT'D)

### Environmental Monitoring

Monitoring of air, water, and noise pollution is an important aspect of Mah Sing's business operations because the company believes in pollution prevention as well as adhering to regulatory compliance in terms of reduce and minimise waste, environmental pollutants and emissions.

At all work locations, environmental monitoring is performed on a regular basis. Any violations of environmental standards and guidelines identified during environmental monitoring inspections will be notified to the appropriate parties for prompt corrective action.

MSPD is aware that its numerous construction projects may result in a variety of pollution elements from the work sites. As a result, it has been proactive in implementing several measures to reduce various site pollutions:

#### Resource and Pollution Management Measures at Sites



##### Energy management

- i. Usage of power supply from the grid to reduce the use of the generator sets whenever possible.
- ii. Switching off electricity at workers' quarters during working hours.
- iii. Usage of LED lights for site offices and worker's quarters where possible.
- iv. Usage of solar-powered LED lights to light the workers' quarters, site office and for night work, where applicable, at M Aruna.



##### Water management

- i. Usage of harvested rainwater for tyre washing or dust control.
- ii. Installation of water tanks with brass floats to avoid wastage and overflow.
- iii. Ensuring taps are turned off when not in use.



##### Noise pollution management

- i. Minimisation of night works below the allowable limit.
- ii. Daily monitoring of noise levels by competent personnel and periodic maintenance to reduce noise emitted from machinery.
- iii. Installation of silencers or barricades to reduce noise emitted from equipment.
- iv. Usage of power supply from the grid instead of the generator sets to minimise noise.



##### Air/Dust pollution management

- i. Watering the main access to control dust emission.
- ii. Installation of construction hoarding at the project site's boundaries.
- iii. Washing of vehicles' tyres in and out of sites.



##### Erosion and sediment control

- i. Installation of silt trap and silt fencing as well as periodic maintenance.
- ii. Monthly monitoring of water discharge quality.
- iii. Slope stabilisation with proper compaction, turfing or sheet covering.



##### Resource use management

- i. Cutting rebar and BRC to size in order to reduce wastage.
- ii. Reusing construction materials such as timbers, and recycled materials such as steel and aluminium.
- iii. Usage of system formwork or green formwork.
- iv. Disposal of scheduled waste through an authorised third party.

The Plastics business conducts a Noise Risk Assessment to monitor noise pollution and employs controlled chemical disposal monitoring to monitor final water discharge, in accordance with the Environmental Quality Act. The results of the monitoring are within the required threshold level, and the Group is presently concentrating on implementing a continuous improvement plan.

At MSHC is committed to adhering to noise compliance, especially Regulation 6(1) of the Occupational Safety and Health (Noise Exposure) Regulation 2019. Every employer shall ensure that none of their employees is exposed to noise levels exceeding the Noise Exposure Limit ("NEL"). The objectives of Noise Risk Assessment are to:

1. Identify all employees that are likely to be exposed to excessive noise;
2. Obtain information on noise sources and work practices that will help in the formulation of a new measure that shall be taken to reduce noise;
3. Check the effectiveness of existing measures taken to reduce noise exposure;
4. Help in the selection of appropriate Personal Hearing Protector ("PHP");
5. Demarcate hearing protection zones;
6. Determine the need for establishing and implementing Hearing Conservation Program ("HCP").

In addition, MSHC is also complying with the Environmental Quality Act. Section 21 & 23. It also adheres to the Guidelines for Siting and Zoning of Industries as well as Guidelines and Application for Permission to Install Generator Sets. The objectives of Environmental Boundary Noise Monitoring are to:

1. Conduct on-site noise level measurement at the boundary of the factory during daytime and night time;

2. Identify the noise sources close to the measurement points;
3. Compare the noise level limits as specified by ‘The Planning Guidelines for Environmental Noise Limits and Control’

In FY2022, the Group’s work sites were found to be compliant with the permissible levels standardised by the DOE.

**BIODIVERSITY**

[Material Matter: Biodiversity]

Mah Sing remains steadfastly devoted to mitigating or preventing negative impacts on its surrounding biodiversity, as well as strengthening biodiversity in its developments, townships, and future projects, whenever applicable. Biodiversity is vital not just for improving the quality of life of those who live in Mah Sing’s developments, but also for cultivating a greener, healthier environment that can aid in the fight against climate change. Other practical benefits of embracing biodiversity are reduced maintenance, reduction of potential environmental hazards and improved social links.

The Group has complied with all requirements indicated in approved environmental and social impact assessments conducted by regulatory agencies, including the Department of Environment (“DOE”) at both the state and federal levels.

Before beginning land clearing and building activity, the Group continues to examine every operational site, particularly new developments, for potential biodiversity value. Environmental impact assessment (EIA) is used to take into account the effects of development projects on biodiversity and have documented in Risk Register, for example landslide. Biodiversity-related risks to businesses include



^  
*M Vertica Phase 1*

ecological risks, liability risks and risks related to achieve transformative change for biodiversity, including regulatory risks, market risks and financial risks.

Mah Sing’s exposure to biodiversity risk is inherently low due to the business model of developing projects mainly in city centers. Many of these are brownfield projects such as Southgate, Icon City, M Vertica and Lakeville projects. Moreover, the Group also taken over the projects which were previously not completed by other developers. For example, the Icon Jalan Tun Razak and M City. In this way, this bring the community a new lease of life into these projects and offers well located, well designed and affordable properties while having minimal biodiversity impact.

Mah Sing’s Manufacturing Division, including the Indonesian activities, are housed in industrial parks that are not, or are not close to, areas of rich biodiversity.

Mah Sing’s goal is to promote local biodiversity by selecting local plant and tree species including species that are vulnerable or endangered where feasible. Local plants also help to create a conducive environment for various bird species. On the other hand, sustainable landscaping is another method using several design techniques to firm environmentally-friendly and climate-appropriate landscapes for both landed and high-rise development to enhance biodiversity that can bring the benefits of less maintenance, long-lasting, less use of pesticides, saving water and also conserve energy and resources.

## ENVIRONMENTAL IMPACT (CONT'D)

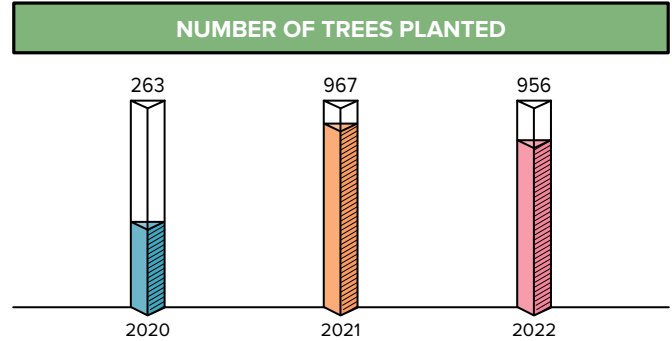
As an example, Southville City was a palm oil estate waste land that was no longer productive and had poor soil condition. Through introducing specific type of plant, the Group has successfully converted 9.62 acres of land into a lush public park that previously having limited top soil with sandstone and clay, and also many bare surfaces with rocky soil. Mah Sing found a nitrogen fixing plan, which is to plant legumes to restore soil fertility that can form a symbiotic relationship with bacteria know as rhizobia that can infect and leads to root nodule formation, where bacteria can “convert” nitrogen from the air into ammonia for the plant’s growth.

Mah Sing carefully select trees that will enhance biodiversity and help the local fauna to thrive at the development site. Many of the development projects involve tree-transplanting and/or preservation of existing trees. In Lakeville which is a high-rise residential development, has planted 796 trees from 18 species and 22 of them are transplanted from other developments where the land would be developed or repurposed. In M Centura, a total of 24 Hopea Odorata was transplanted and had preserved a 15-year old Samanea Saman (rain tree).

The park also promotes community knowledge and awareness regarding nature and biodiversity, especially with children and young adults. It further reinforces the view that nature is necessary and must be cultivated and protected for sustainable, urban living.

Going forward, the Group plans on expanding its allocation of green spaces beyond the mandatory 10% whenever possible. Currently, most of Mah Sing’s M Series high rise developments

have achieved more than 25% of green spaces. Mah Sing also plans to achieve 50% native tree species planted at all new developments by the year 2025. A total of 956 nos of trees at Klang Valley projects has been planted so far in FY2022.



The Group also looks into habitat preservation, restoration, landform, and other environment criteria of the site to be developed on the design planning approach. This can balance biodiversity conservation as well as add value to the development. With various efforts, Mah Sing landed project such as M Panora (in progress) and high-rise projects M Nova and M Astra has obtained GreenRE certifications of their green effort achievement.

As a result, the company is aware of the biodiversity makeup of current and potential projects, sites, and townships, and it is always open to exploring how to better manage property development activities that may affect the surrounding biodiversity and what Mah Sing can do to mitigate these effects, if any.



Summit Park >

# SOCIAL IMPACT

The strength, success and sustainability of an organisation depends significantly on successfully inculcating a shared organisational culture that empowers and inspires employees to optimally perform using their cultivated potential. For this reason and more, Mah Sing consistently focuses on embedding a shared mindset across the Group that is founded on the organisation’s established vision, mission and corporate values.

In striving to attain this ambition, Mah Sing continues to invest in its people through implementing organisational cultural development and communication programmes that effectively fortify key corporate values and desired behaviours while developing a conducive organisational culture and workplace that is centred on diversity, equality, safety and meritocracy.

## HUMAN RIGHTS AND LABOUR PRACTICES

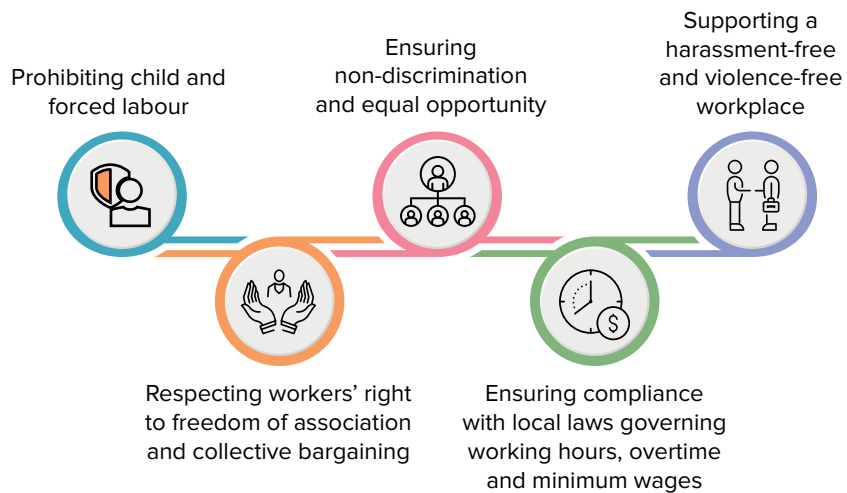
[Material Matters: Labour Practices and Human Rights]

The Group’s social aspects is guided and managed by basic human rights principles as well as the Malaysian and Indonesian Government’s Employment Laws. Primarily, the Group ensures fair treatment to all employees and protects their human rights.

Mah Sing’s policies have utilised and included relevant international and domestic human rights standards to foster strong and positive governance, protocols and behaviours across the Group. The written policies provide knowledge as it educates all staff in general on the importance of respecting human rights. This also provides clarity and transparency from the organisation fair treatment to all.

All policies are established and championed by Mah Sing’s People Department and are signed off and approved by Group CEO. The primary oversight responsibility of these key leadership figures spearheading human rights at the Group is to ensure 100% compliance of all Mah Sing policies by everyone working there.

These guiding principles and laws that Mah Sing’s policies cover includes the following:



Regarding the prevention of child and forced labour at the Group, Mah Sing Manufacturing Division adheres to the relevant policies that can be found on its official website at <https://www.mahsing.com.my/corporate-governance/>. These specific policies are:

<b>Child Labour and Young Person Policy</b>	<b>Foreign Workers Recruitment and Employment Policy</b>	<b>Passport Access Policy for Foreign Workers</b>
<b>Privacy and Personal Data Protection Policy</b>	<b>Local Labour Recruitment and Employment Policy</b>	<b>Ethical Trading Initiative Policy</b>

The implementation of the Ethical Trading Initiative (“ETI”) Policy has been made Group-wide following its adoption at MSHC. The ETI Policy is founded on the conventions of the International Labour Organisation (“ILO”) and Ethical Trading Initiatives (“ETI”) Base Code which is an internationally recognised code of good labour practice. More on the ETI can be found on the Group’s official website at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/ETHICAL-TRADING-INITIATIVE-POLICY-13-July-2022.pdf>

## SOCIAL IMPACT (CONT'D)

All these specific Mah Sing policies are implemented to address any immediate or potential risks at these divisions. The Group will constantly endeavour to cascade these policies across its divisions effectively. All employees have access to the above handbook and policies in Mah Sing's SharePoint and hard copies are available at the Human Resource ("HR") corner.

Mah Sing's employees are treated impartially and with dignity. No discrimination based on age, gender, race, religion, sexual orientation, disability and nationality is allowed when it comes to employment, promotion, rewards and career advancement in Mah Sing. Mah Sing's Diversity, Equity and Inclusion Policy further demonstrate the Group's commitment to ensure an inclusive and diverse workplace.

A merit-based approach focusing on the skills, experience, capabilities and job performance of an employee is observed in Mah Sing when it comes to hiring or promoting them accordingly. Mah Sing's Talent Acquisition team is tasked to ensure a transparent hiring process is executed.

### Minimum Notice on Operational Changes and Probation Periods

Across the Group, Mah Sing does provide employees with advance notice of changes to their work location, job roles and other conditions/situations related to their employment. Employees have the opportunity to discuss these changes with their superiors or the HR Departments. Employees also have access to a formal grievance mechanism should they wish to express dissatisfaction with the change.

Employees are also notified 30 days in advance in the event of any significant changes to their employment conditions, such as changes in operational hours or related policy changes, to ensure appropriate compliance.

### Communicating Human Rights and Labour Practice Policies

Mah Sing consistently communicates its subscribed labour standards and human rights to employees via inductions, briefings and training. The Group also communicates these subscribed standards (and any policy updates) through e-mail, posts on the workplaces' bulletin boards, memos, the official website, updated employee handbooks, shared folders and other digital channels.

Employee training on human rights policies and procedures are covered during the orientation process. This is mentioned in the Employee Handbook which is shared with all employees.

The Group's Employee Handbook and Code of Ethics Booklet at all divisions outline employees' rights, benefits and ethical workplace protocols, in addition to outlining the Group's policies, labour standards, grievance mechanisms and other described standard operating procedures ("SOPs"). For better communication clarity and increased inclusivity in adhering to the content of the Group's Employee Handbook, the handbook has been translated into relevant languages such as in Bahasa Malaysia and Bahasa Indonesia (for Mah Sing's Indonesia operations) to ease their accessibility. The handbook is also published on MConnect communication platform.

Furthermore, during the onboarding process, employees are allowed to ask any questions including human rights-related questions. ABAC training is covered on a yearly basis or refreshers. Employees are exposed to human-rights related training during their onboarding sessions and through ABAC video recordings. All employees have been trained on human rights policies. Additionally, Mah Sing's managers also undergo proper training on handling workplace bullying and harassment.

Strict disciplinary action will be carried out to anyone within the Group who violates these standards. These disciplinary actions may comprise verbal inquiries, warnings, job suspension or termination as well as dissolving contracts.

Mah Sing's human rights and labour standards approach also extends to its supply chain. The Group's suppliers, vendors, contractors and other third-party business partners are obliged to adhere to a human rights-driven management approach, in addition to complying with Mah Sing's own policies and procedures.





### Human Rights Due Diligence

Mah Sing proactively and regularly assesses its human rights impacts and processes when it comes to its employees and well as all third-party business to ensure that Mah Sing’s human rights integrity remains intact and respected.

While the Group’s human rights standing continues to be strong as seen from regular assessments, the Group has still taken measures to further improve human rights in Mah Sing, such as bolstering better screening processes of candidates during the hiring process. This includes Mah Sing continually tracking its employees and workers ages across its divisions in support of preventing child labour, as well as during the screening process for new hires. This is partly done by thoroughly undertaking Identification Card checks.

Human rights due diligence in FY2022 has also been recently done at MSHC via the SMETA audit as part of the division’s recent registration as a Sedex member. More information can be found in the Economic Impact section of this report.

The Group has not encountered any labour issues as it is 100% compliant to relevant labour standards and social standards.

Mah Sing’s People Department had also attended the SUHAKAM construction-related ‘Stakeholder Consultation on Forced Labour Issues in the Construction Industry’ forum to further understand how Mah Sing can propagate human rights across the Group, as well as possibly initiate future human rights-related collaborations with

the relevant stakeholders that were present at the forum. Mah Sing continues to participate in market labour forums to constantly upgrade the Group’s knowledge on the latest labour practices. Additionally, Mah Sing also ensures full participation in its adopted UN SDGs that promote fair labour standards and human rights propagation e.g. SDG 5 Gender Equality.

Mah Sing’s various divisions also commit to the relevant recognised local and international labour standards and laws. This is also shown in the Membership in Associations section of this report.

In FY2022, there were zero incidents of human rights violations or labour standards violations.

### Grievance Mechanism

Employees can fully access Mah Sing’s official grievance mechanisms to report dissatisfaction or concerns regarding company-related matters and human rights issues in order to seek redress. While employees are encouraged to attempt at resolving concerns informally, the Group’s management explicitly supports employees’ rights to undertake these grievance procedures if matters are unresolved or unsatisfactory at each level. In FY2022, there were zero cases of grievances regarding labour practices or human rights.

## DIVERSITY AND EQUAL OPPORTUNITY WORKPLACE

[Material Matters: Diversity and Equal Opportunity Workplace]

### MAH SING’S WORKFORCE

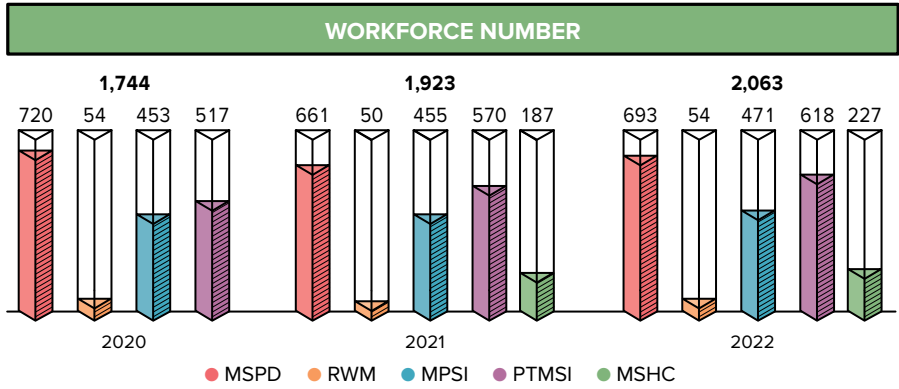
Mah Sing’s workforce remains an ethnically and demographically diverse group of skilful and qualified individuals. The workforce also comprises a healthy balance of staff in key age groups to ensure a sustainable talent pipeline for succession planning as well as meeting other employment requirements.

Given Mah Sing’s core businesses are property development and manufacturing, a naturally-occurring bias in gender composition persists, as more male talent enter this field and thus are employed more apply as per the talent norms in the industry. Property development and, to a certain extent, manufacturing usually require more manual labour and many women are typically not inclined to work in these jobs.

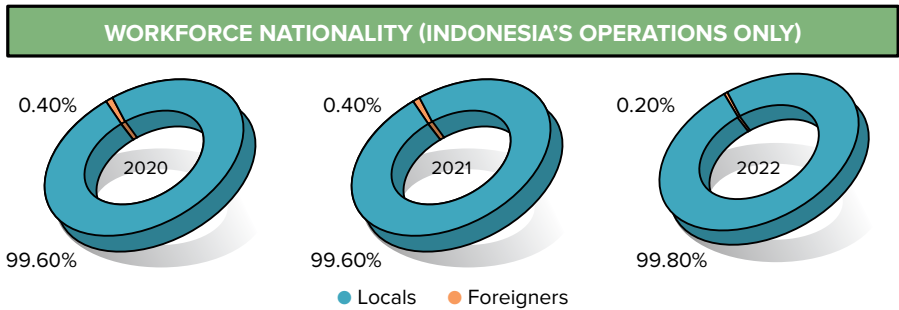
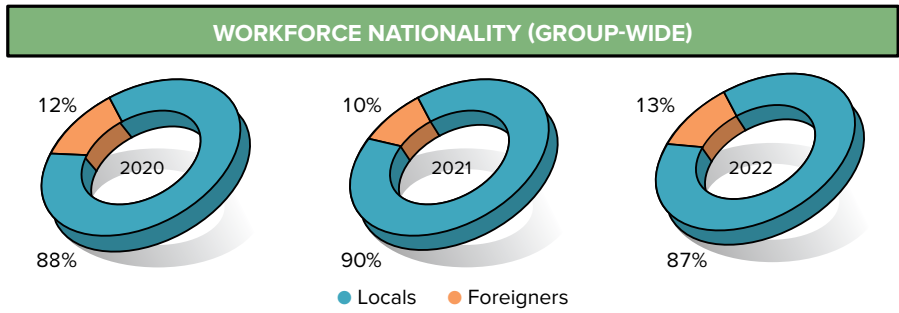
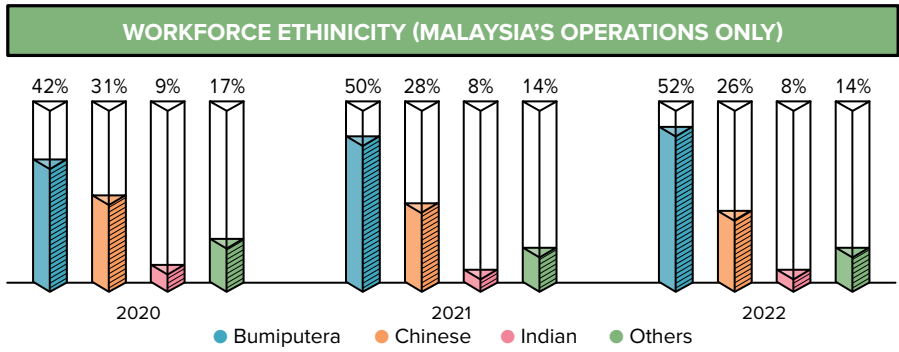
Despite this hiring scenario, Mah Sing does not discriminate in the hiring process of employees, and applies equal opportunity for any available job role to both men and women. Talent selection and appointment are purely based on merit. Beyond manual labour jobs, Mah Sing’s equal opportunity to employment in terms of gender is clearly portrayed in non-manual jobs, such as office jobs. There is a more equitable gender balance between male and female employees at MSPD.

## SOCIAL IMPACT (CONT'D)

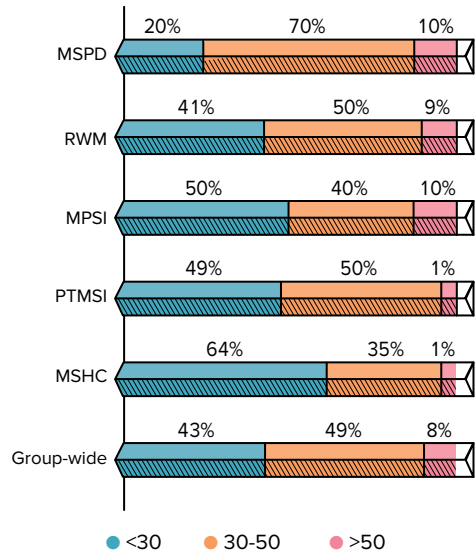
Mah Sing continues to strongly support the local employment pool across its divisions, as bolstered by our Local Labour Recruitment and Employment policy. Group-wide, 87% of Mah Sing's employees consist of local employees. Mah Sing's workforce compositions is shown here:



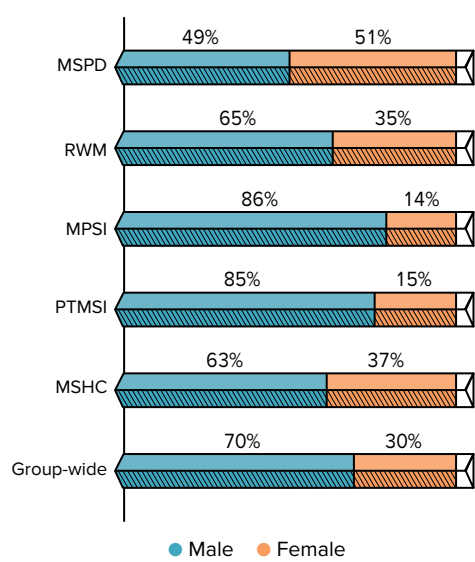
Note: MSHC data are excluded for FY2020 as operations only commenced during FY2021, for which the figures are shown.



### AGE BREAKDOWN OF EMPLOYEES

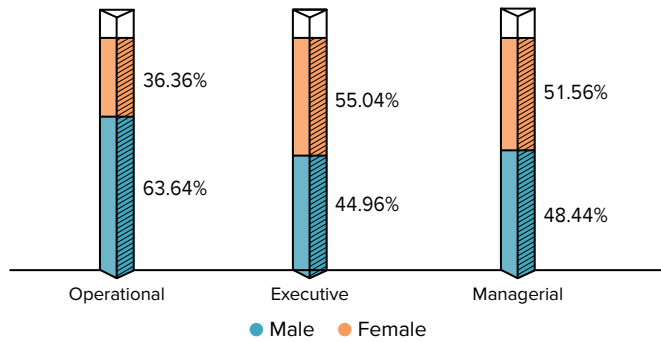


### GENDER BREAKDOWN OF EMPLOYEES

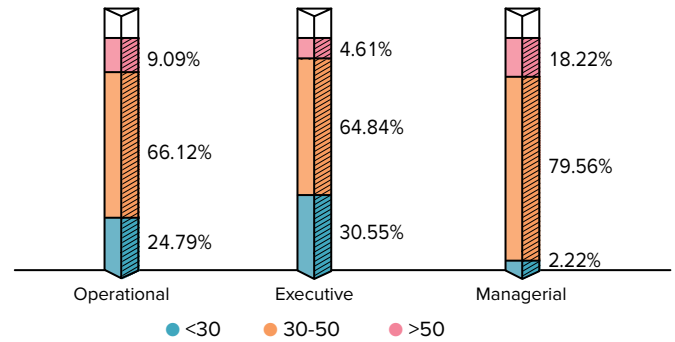


### MSPD WORKFORCE COMPOSITION BREAKDOWN

Percentage of Employees by Gender for each Employee Category

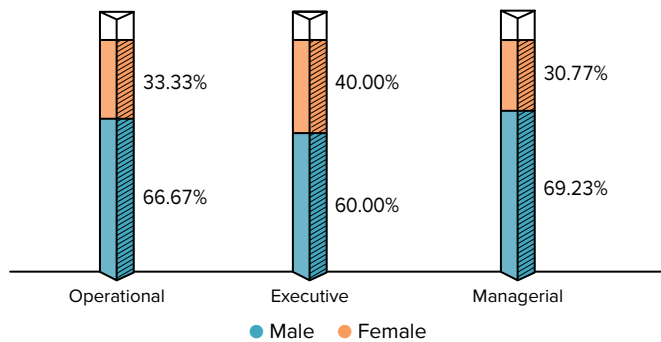


Percentage of Employees by Age Group for each Employee Category

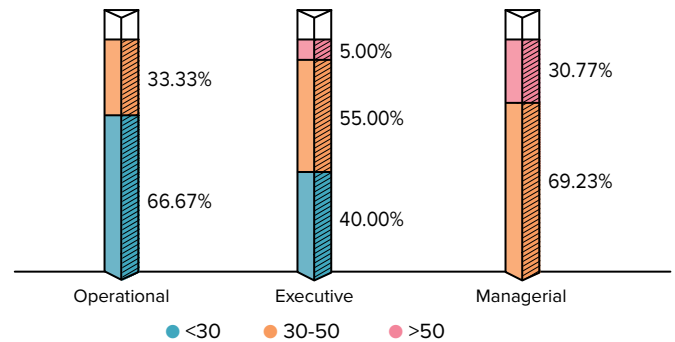


### RWM WORKFORCE COMPOSITION BREAKDOWN

Percentage of Employees by Gender for each Employee Category

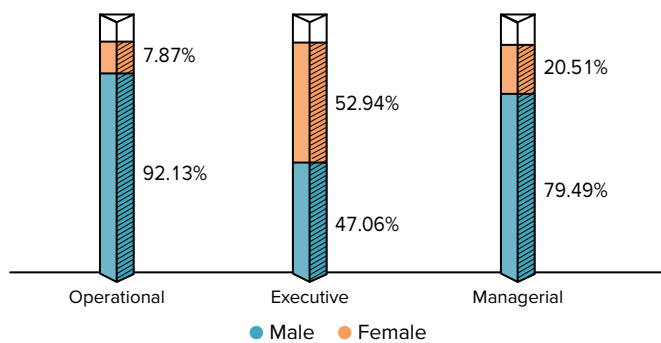


Percentage of Employees by Age Group for each Employee Category

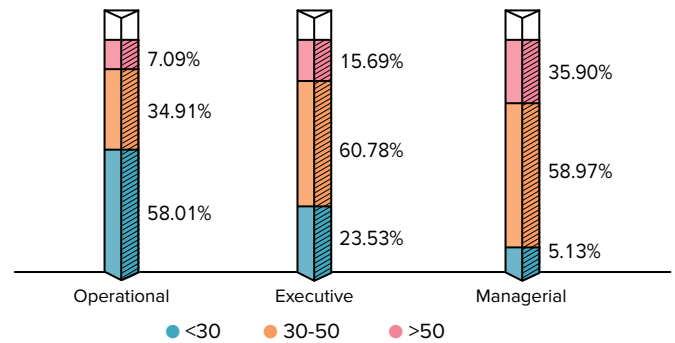


### MSPI WORKFORCE COMPOSITION BREAKDOWN

Percentage of Employees by Gender for each Employee Category



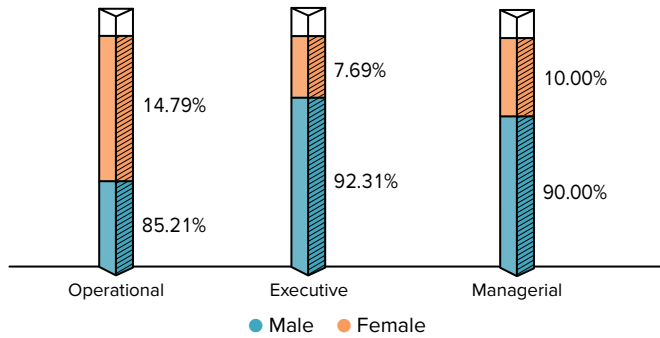
Percentage of Employees by Age Group for each Employee Category



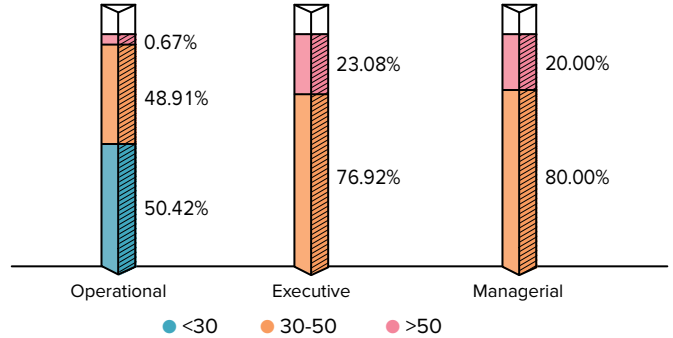
**SOCIAL IMPACT (CONT'D)**

**PTMSI WORKFORCE COMPOSITION BREAKDOWN**

Percentage of Employees by Gender for each Employee Category

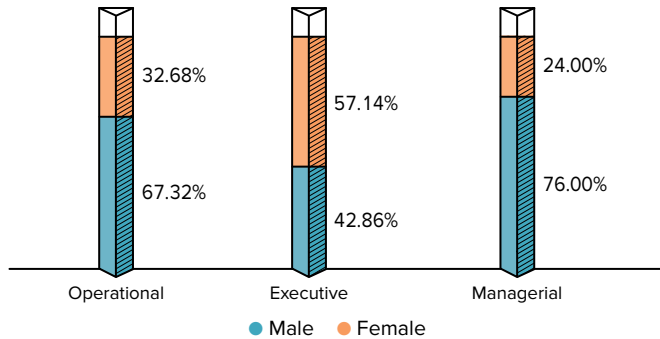


Percentage of Employees by Age Group for each Employee Category

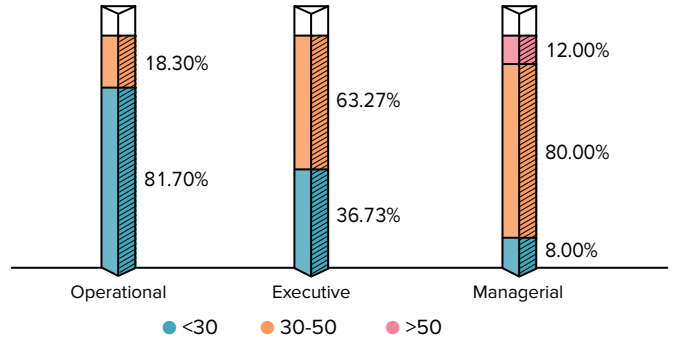


**MSHC WORKFORCE COMPOSITION BREAKDOWN**

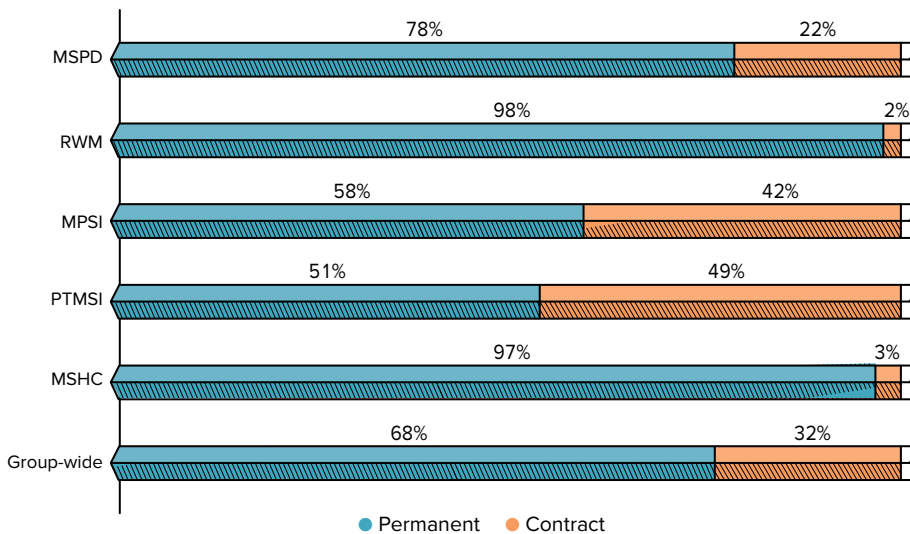
Percentage of Employees by Gender for each Employee Category



Percentage of Employees by Age Group for each Employee Category



**WORKFORCE BREAKDOWN BY CONTRACT TYPE**



**Active Two-Way Employee Engagement**

In developing its desired organisational culture, Mah Sing remains engaged with employees across various channels, including the MSeries e-mails disseminated to MSPD employees.

Mah Sing's communications also allow staff to convey their views, feedback and aspirations to the Management. Continuous and efficient two-way communications lead to more informed and motivated employees that are assured in knowing that management is considering their views, which would be reflected through company policies especially regarding talent development and employee welfare.

### Mseries Communication Platforms

Mah Sing’s MSeries email communications platform provides periodic and timely company information to employees, such as updates on the Group’s strategic plans or other employee-related information. The MSeries allows employees to garner vital company news first-hand from the correct source during normal day-to-day operations or times of crisis.

The MSeries empowers a well-informed and motivated employee base. The information keeps employees in the loop to further encourage and cultivate their involvement in the Group’s affairs. This also helps employees to be assured that the senior leadership prioritises their concerns, interest and welfare.



➤ **MComm:** The Group’s strategic communications channel that distributes corporate news, announcements and updates.



➤ **MLife:** The MLife committee’s email blast that disseminates lifestyle and leisure news on events, sports, outdoor activities and environmental awareness.



➤ **MPromo:** The channel that highlights the benefits and promotions that employees can enjoy in partnership with third-party vendors such as staff discounts and sales promotions.

Mah Sing’s MSeries platforms are supplemented by additional engagement methods such as:

**Digital devices** at lift lobbies in HQ that share information on recent news, announcements, activities and campaigns.

**Collaterals** such as posters, lift stickers, flyers and corporate gifts.

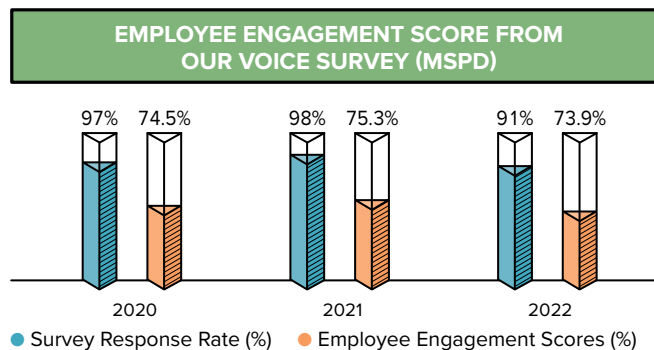
**Newsletters** such as the Group’s sustainability and Mah Sing Foundation’s quarterly newsletters.

**Social Media Platforms** such as Facebook, Instagram, YouTube and LinkedIn.

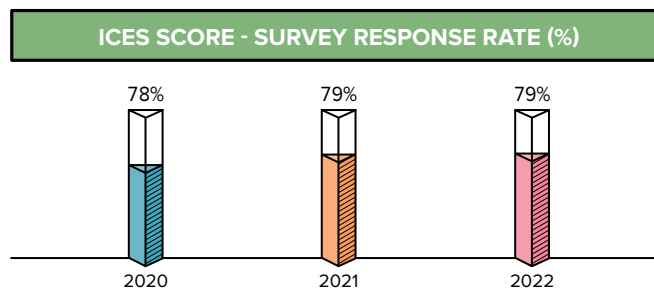
### FY2022 Employee Survey

Following through with previous years’ trend, Mah Sing’s People Department in FY2022 conducted the Our Voice survey, an employee feedback channel that gauges employees’ sentiments and opinions.

Our Voice survey feedback continues to valuable informing plans to enhance employee learning, satisfaction and workplace productivity. Here are the key statistics from the latest feedback-gathering exercise:



The Internal Customer Experience Survey (“ICES”) was also carried out to identify improvement areas between business departments and units to strengthen working relationships and improve operational productivity.



### Employee Engagement Activities

Mah Sing consistently organises or sponsors non-work-related company activities, including social gatherings, sports activities, festive celebrations, health talks and more. These activities reflect the management’s commitment to encourage staff to have an enriching and fulfilling work-life with Mah Sing as well as help staff realise a balance between their professional and personal lives.

These programmes and activities further reinforce Mah Sing’s staff’s motivation and wellbeing and to create an exciting workplace while fortifying staff rapport and relationships.

## SOCIAL IMPACT (CONT'D)

In FY2022, at MSPD, Mah Sing decided to expand the scope of its employee engagement initiatives by organising a variety of weekly and monthly activities for its employees. Activities held weekly included:

- 01 Fitness Class
- 02 Body Combat
- 03 Badminton
- 04 Zumba
- 05 K-pop Dance



^ Fitness Class



^ Body Combat



^ K-pop Dance.



^ Zumba.



^ Badminton

Activities held on a monthly basis (during a month that was appropriate) included programmes related to:

- 01 International Day of Happiness
- 02 Raya Open-demic Lunch
- 03 Eye Care Virtual Talk
- 04 Mental Health Wellness Workshop
- 05 Virtual Scavenger Hunt
- 06 Green Workspace
- 07 Malaysia Day Photo Contest
- 08 Hiking
- 09 Movie Nights
- 10 Bowling Tournament
- 11 ATV
- 12 Cycling day
- 13 Health Week
- 14 Appreciation Day
- 15 Trivia Week



^  
Raya Open-Demic Lunch



^  
Bowling Tournament



^  
Mental Health Wellness



^  
Movie Night



^  
Hiking



^  
Cycling Day



^  
Malaysia Day Photo Contest

## SOCIAL IMPACT (CONT'D)

### MSPD Employee Wellbeing And Benefits

Mah Sing offers its employees an extensive array of monetary and non-monetary benefits that are in line with national laws, including various types of paid leave, universal health and medical care, as well as other benefits such as travel and mobile phone allowances. Beyond medical benefits, the Group provides complimentary health screenings every 2 years for employees aged 45 and above.

Benefits correspond with tenure and positions in the Group. The benefits are also consistently evaluated alongside industry best practices.

As the Group already complies with minimum wage standards and laws, all staff are paid wages exceeding the minimum wage at Mah Sing. Wages and remuneration across the Group correspond with their job strengths, experience, qualifications, performance and industry benchmarks. Remuneration payment is managed via Mah Sing's internal HRMS software.

For MSPD, all direct-hired employees are given standard benefits, which include direct-hired contract staff. Additionally, statutory payments are made for employees' retirements.

### MSPD Employee Benefits FY2022



#### Leave

- Annual
- Sick
- Hospitalisation
- Compassionate
- Study and Examination
- Maternity
- Paternity
- Prolonged sickness



#### Other Benefit

- Petrol fleet card
- Mobile phone allowance
- Staff property purchase discount
- Long service award recognition
- Overriding and pool incentive for sales and marketing staff



#### Medical

- Group hospitalisation and surgical insurance
- Group personal accident insurance
- Outpatient medical treatment for staff, children and spouse
- Dental benefit



#### Non-monetary

- State of the art gymnasium
- An audio-video entertainment room with karaoke
- A lactation room for nursing mothers at work
- A nap room for employees to rest
- A pool table to relax and unwind
- A mini-golf area for a quick putt
- Colourful and renovated workspaces
- Open workspace concept to allow productive discussion
- Surau for Muslim employees

### Manufacturing Division Employee Wellbeing and Benefits

Mah Sing's Plastic business also offers an array of monetary and non-monetary benefits for its employees, which includes:



Complying with labour laws, Mah Sing's Plastics business also provides its foreign workers with a wide range of benefits which include accommodation, transportation and more. The accommodation provided meets local regulatory standards and are well-equipped to meet basic living needs. 2 inspections are conducted annually to ensure the hostels are fit for living.

### Employee Appreciation

Mah Sing regularly acknowledges the diligence and loyalty of its employees, as well as the feedback and insights provided by rewarding their steadfast work and contributions through various employee appreciation mechanisms.

The difficult economic situation being faced in the country has not deterred



Mah Sing from providing these awards but instead further spurred the Group to ensure that employees are rewarded appropriately based on their performance for the year. Following the trend set in FY2021 to recognise every staff member’s contribution in the midst of economic and industry challenges, Mah Sing’s management has not implemented any negative pay adjustments to all staff, bonuses continue to be paid out and all benefits remain fully restored.

Notably, by implementing the Productivity-Linked Wage System (“PLWS”), Mah Sing managed to keep its employees motivated and gainfully employed. The PLWS is an initiative that promotes wealth creation and sharing through productivity, and is promoted by the Malaysia Productivity Corporation (“MPC”) which is an agency under the Ministry of International Trade and Industry (“MITI”).

Due to the PLWS’ successful implementation, Mah Sing’s active subsidiaries were granted e-Shared Prosperity Organisation (“eSPO”) acknowledgement certificates. The eSPO certificates are recognised by the Ministry of Human Resources, MITI and MPC.

**Salary and Remuneration**

Despite efforts to promote gender equality in the workplace, the gender pay gap persists in many industries and organisations. Hence, the group has demonstrated their commitment to gender equality and identified areas for improvement to address the gender pay gap. This is not only to ensure fairness and equity for all employees but also to promote diversity and inclusion in the workplace.

In FY2022, the Group has achieved almost fair pay gap between women and men in the workplace for every employee category.

The following are the ratios of average salaries for women to men in each business division:

	Managerial	Executive	Operational
MSPD	0.70	0.89	1.09
MSPI	0.24	0.04	0.80
RWM	1.05	1.09	0.97
MSHC	0.19	1.16	0.43

**Parental Benefits**

Mah Sing provides parental leave for male and female employees. Male employees are given 2 days (PTMSI: 3 days) while female employees are given 60 days paid leave (MSPD: 90 days).

	FY2020	FY2021	FY2022
Number of employees entitled to Parental Leave	647	898	990
Number of employees who took Paternity Leave	5	32	28
Number of employees who took Maternity Leave	6	25	15
*Male Employees’ Return to Work Rate (%)	100%	91%	100%
*Female Employees’ Return to Work Rate (%)	100%	96%	100%
**Male Employees’ Retention Rate (%)	80%	94%	89%
**Female Employees’ Retention Rate (%)	67%	76%	87%

\* Rate of employees who returned to work after parental leave period.

\*\* Rate of employees who remained with the organisation for 12 months or more post parental leave.

Mah Sing’s Pregnant & Nursing Mother (“PNM”) Policy also protects the rights of female employees who are pregnant, such as ensuring the aforementioned maternity leaves are made available to them as well as granting these employees the right to return to the same job or equivalent after maternity leave. Mah Sing will also provide health protection in the workplace where pregnant or nursing mothers shall not perform work that may be harmful to their health or the health of the child.

More info on the PNM Policy can be on the official website at <https://www.mahsing.com.my/web/wp-content/uploads/2022/09/Pregnant-Nursing-Mothers-Policy-2022.pdf>.

## SOCIAL IMPACT (CONT'D)

### TALENT RETENTION AND DEVELOPMENT

[Material Matters: Talent Retention and Development]

One of Mah Sing's top focuses is talent development. "Learn and Do" is the Group's mantra. Learning must be followed by rapid action that not only enriches the learning process but also has a beneficial influence on the organisation. These effects are far-reaching and, in the long run, help employees gain capability.

Mah Sing strives to increase employee engagement and retention while also offering an environment that promotes healthy development and educational opportunities for all employees to thrive professionally and personally. Based on the direction defined by Top Management, the Group prioritises training and development for the year.

The company prioritises training and has a target to implement 70% of development programmes as per annual development plan, with a 70% effectiveness rate for selected skill-based programmes. The objective is to promote continuous learning and effectiveness is evaluated through various methods such as feedback and grading.

The Group prioritises the training and development emphasis for the year based on the direction set by Top Management and in consultation with Heads of Departments (HOD) for nomination. Development Principles are followed accordingly and yearly, an Annual Development Plan is prepared. Dedicated HR personnel continue to be the Group's best organisational resource when it comes to delivering training, orientation, and other activities throughout the Group's divisions.

As Mah Sing recently established its MSHC alongside its major Property and Plastics business, its training and development management approaches for each division is tailored accordingly to their suited needs and expectations, as seen here:

#### Property Development Division

Promotes talent upskilling and developing local expertise in line with **business aspirations of embracing a data-driven culture and pursuing growth in an increasingly digitalised business environment.**

Talents are provided exposure into learning sustainable-related topics. This involved two main employee participating events: Zero Waste Challenge and Green Week.

Personal development training is encouraged through Head of Department ("HOD") nominations for all employees and they, as part of the Growth Mindset initiative, are strongly encouraged to pursue learning at all times, via every possible avenue. Feedback is collected consistently to enable improvements in delivery and content.

Talent Management and the People Department alongside Top Management and HODs champions training and development at the Property-related Divisions. This is done through the yearly cycle of Learning Needs Analysis, co-creation and ongoing response from a sensible perspective based on organisation and market needs.

Training is discussed with HODs in the prior year and Top Management prioritises these for the coming year via the Learning Needs Analysis process.

In terms of organisational resources for training, HODs are co-creators and partners with Talent Management to develop the Learning Journeys. Partnerships are also with certain departments like IT and BSM departments to fulfil certain training priorities. HODs are responsible and also carry a KPI for staff participating in Learning Journeys for the year. HRDC funding became a core component to finance a number of trainings, both in-house designed and public trainings.

Training requirements are ascertained through HODs who, via their direct reports, conduct yearly Performance Assessments with their team members. A Learning Needs Analysis is conducted with all HODs who are invited to give their input. The prioritisation of learnings will be done with the approval of Top Management members involved in Learning & Growth.

#### Manufacturing Division

Training and development are important as they **strengthen the skills of the workforce and build up knowledge where it is lacking.**

Through training and development programmes, it will bring the employees to a higher standard of competency so that the entire team can share a common set of knowledge and skills. A proper training and development programme can enable a team or an individual to work independently without constant help and supervision from others.

The HR Department currently champions training and development at MSPI and PTMSI, by sharing and discussing the topic with HODs during meetings.

In terms of organisational resources for training, the HR Department is largely responsible when it comes to providing resources for training and development to be done.

**Manufacturing Division**

MSHC believes in talent upskilling and developing local expertise in line with **its goal to transition to a fully local-driven production plant in the immediate term and supporting the rebuilding of the livelihood of Malaysians.**

MSHC wants to ensure it has a compliant and competitive hiring process to yield the greatest talent.

The company is mindful of career opportunities within MSHC for its employees and recognises that the company’s success is attributed to the talent of its employees. MSHC is ethical, strong through diversity, serious about sustainability and committed to continuous improvement in all aspects of its work.

As part of stabilising operations, the foremost emphasis is on foundational, mandatory, regulatory-required training.

The HR Department champions training and development at MSHC and work closely with HQ on internal soft skill trainings. Training will mostly be done by externally training providers and conducted in-house. MSHC has compiled an Annual Training Plan from respective HODs to ensure meeting the mandatory requirements of the Quality Management System Requirement under ISO 13485.

For operators, training is provided directly by supervisors in line with their respective roles.

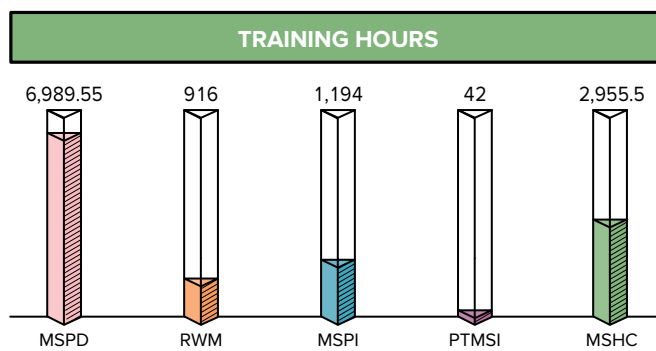
In terms of organisational resources for training, MSHC is a contributor to HRDC, and funds have been utilised this year for some of the training.

Training requirements are ascertained by the employees’ superior which is then to be made known to their respective heads. Heads will then relay the information to the General Manager (“GM”) and the HR Department accordingly.

As the country moved into the endemic phase in 2022, more trainings were carried out in-person. However, the general preference was still hybrid mode with a combination of virtual and in-person due to different locations and work requirements.

The success of Mah Sing’s training programmes is reviewed by employee feedback for all Learning Journeys, and for evaluations, specific rubrics are developed to measure the learnings from these trainings. These findings are included in the employee’s year-end Performance Management. The assessments were carried out via more practical-based approaches e.g. group projects, live presentations and assignments.

Here are some highlights of Mah Sing’s training and education in FY2022:



Contributing to HRDC (Human Resource Development Corporation) started this year, which spurred an increase in training spend. However, training hours maintained similar to previous year. This was generally attributed to leveraging external vendors to conduct many of the programmes and attending public programmes.

Mah Sing in FY2022 offered employee training through on-the-job training, workshops, and seminars. The training aimed to develop skills in data analytics, critical thinking, business writing, customer service, communication, public speaking, leadership, and people management. Non-Executives received more learning opportunities, resulting in higher average training hours. The company also continued its focus on Strategic Leadership, providing practical assignments to groom senior managers. This involved self-learning, group collaboration, business exposures, and interaction with project sponsors, leading to higher average training hours for senior management.

Additionally, as based on feedback from last year Employee Survey and HODs, in FY2023, trainings will be done in two phases. The first phase will be a continuation of some programmes into FY2023. The second phase will be the introduction of any new training that will be conducted internally, outsourced externally or a hybrid approach (co-creation). There will be a continuation of Strategic Development Programmes such as the Customer Development Journey and other progressive and new Learning Journeys such as Communication Skills 2.0, Power BI are being envisioned.

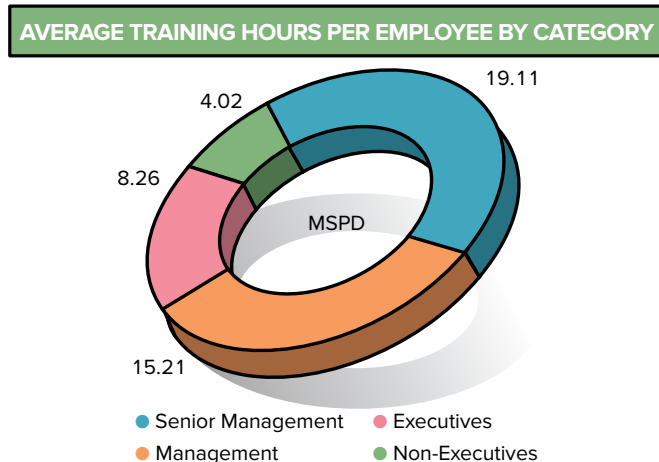
## SOCIAL IMPACT (CONT'D)

In addition, Teambuilding workshops will be introduced as part of Organization's Core Values rollout and to promote greater teamwork. 2023 will also focus on Technical Trainings to help employees to be future-fit for our next growth stage.

In collaboration with consultants and contractors, MSPD employees were also given various technical-based training such as QLASSIC training and more industry-related technical training.

Types of Training Provided	Details
Induction	Pre-Boarding (Trello), New Employee Orientation
Soft Skills development	Strategic Development Programme: Leadership Development Programme. Learning Journey: Communication Skills, Growth Mindset Business Writing Communication Skills
Digital and IT competence	Microsoft Excel Intermediate, Microsoft Excel Advance.
Industry Skills	QLASSIC Awareness Training
Customer Satisfaction	Strategic Development Programme: Customer Development Journey
Sales Skills	Social Selling, Sales Coaching
Corporate Governance	ABAC Training

For MSPD, the total training hours by employee category are shown as below:



The Plastic business has provided training focused on digitisation and automation to enhance the competency of staff in areas relevant to its business division.

The following trainings were conducted:

Types of Training Provided	Details
Induction	Provided to new employees covering company policies, ABAC, COCE and Integrated Management System
Green Technology and Energy Efficiency	Attended by the Competent Energy Manager to understand the systems and processes necessary to improve energy performance, including energy
Product Development	To ensure maximum efficiency and productivity for all SOLIDWORKS users. Attended by engineers.
Soft Skills development	Business Communication Skills for Writing and speaking. Attended by Sales Personnel
Safety and Health	Basic Occupational First Aid, CPR & AED Training. Attended by selected office and operation group.

The Hotel division has implemented a comprehensive training programme that aligns with the standards set for all business divisions. However, it also offers specialized training tailored to the requirements of relevant staff, such as food handling and halal training, Topotel and Whydham training audits, as well as Emergency Response Team Training.

All staff members in the Kitchen and F&B departments are required to attend food handling training to enable them to perform their roles effectively. Newly-hired employees will attend this training within one to two months of their employment as it is a mandatory training session that must be attended by all Kitchen and F&B staff. Halal Training programme is intended for the Halal committee members who are responsible for coordinating with the halal audit, renewing the halal certification, and other related tasks. The Halal certificate is renewed every three years.

The Emergency Response Team Training is conducted annually to ensure that the Fire Certificate for buildings is renewed. The training is conducted by BOMBA two months before the expiration of the Fire Certificate. Topotel/Whydham training audit is also conducted once during the pre-opening phase to provide an overview of the audit flow and scope.

**Transition Assistance**

Mah Sing’s transition assistance programmes support the ongoing employability and career management of employees within the group.

In the Property Development Division, employees who have been newly promoted to a People Leader position are provided with a session to acquaint them with their new role, and they are also offered coaching sessions by the Talent Management Department.

**Staff Appraisal**

In FY2022, Mah Sing continues to maintain its practice of conducting annual performance appraisals for all confirmed employees. This process includes a self-assessment component, as well as evaluations from immediate superiors or managers, followed by subsequent evaluations from higher-level superiors across the organisational hierarchy.

The appraisals are based on the employees’ achievement of individual key performance indicators (“KPIs”) and eight behavioural competencies that align with Mah Sing’s broader business objectives and goals.

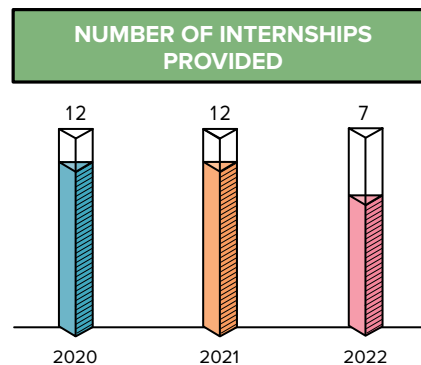
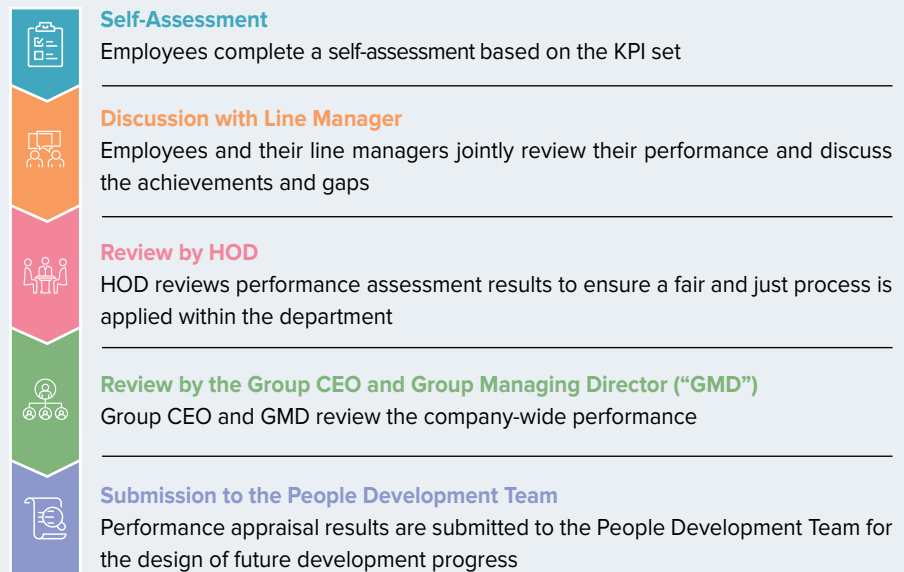
**Opportunities, Internships And Placements For Young Talents And Fresh Graduates**

Mah Sing provides internship opportunities at MSPD for qualified students and candidates aged 18 and above. These internships offer exposure to various aspects of the Group’s operations, allowing for a well-rounded work experience that contributes to the development of local talent and the growth of professional expertise.

MSPI uses various recruitment platforms, such as Selangor Kerjaya, Place and Train Programme under the government initiatives (PENJANA KERJAYA), Referral Programme, and Internship Programme, to attract potential employees. They collaborate with hiring managers to implement the right interview process for each job to ensure the best candidate is selected.

Interns who demonstrate potential may be offered contract or permanent employment opportunities with the Group.

**Staff Appraisal Process**



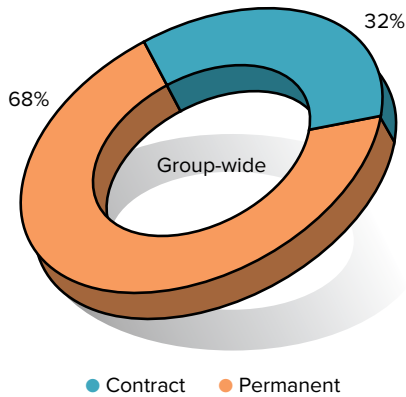
## SOCIAL IMPACT (CONT'D)

### Hiring And Attrition

The majority of Mah Sing's employees are permanent. The period of employment and benefits for the Group's contract staff vary, although all contract staff are entitled to statutory benefits under the law.

Employment opportunities created comprise both technical and non-technical positions at many levels of the organisational hierarchy, from entry positions to managerial roles. For managerial positions, the Group prefers to promote from within the organisation to fill role vacancies.

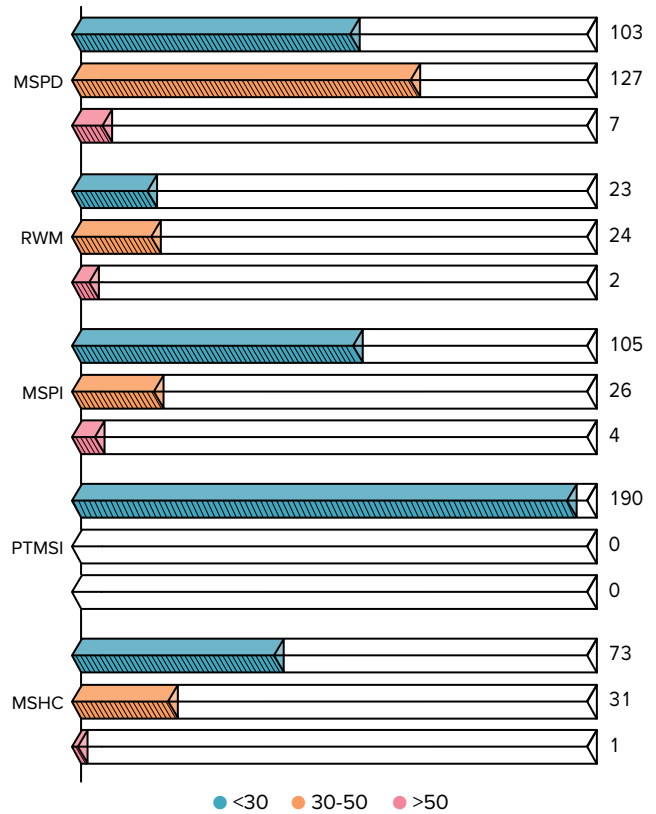
PERCENTAGE OF TEMPORARY STAFF (%)



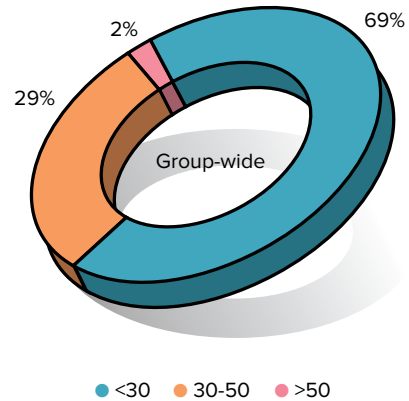
Mah Sing assures that its hiring and exit processes are consistent and professional, and the Property Development and Manufacturing Divisions have established their own guidelines to support proper induction and leaving procedures:

Division	Induction Process	Exit Process
MSPD MSHC Hotel	The NEO programme is carried out by the People Department to all new joiners. Currently, it is done via Microsoft Teams. In the past, it was done in person. New joiners will be on-boarded into the HRMS system.	A complete exit checklist is given to staff, by the People Department, to ensure proper handover of company properties and work tasks.
Plastics	All the company related policies will be briefed to the new employees during the induction programme. Staff that have resigned will have their HRMS profile deactivated for record-keeping.	An exit interview will take place one week before the employee leaves the company.

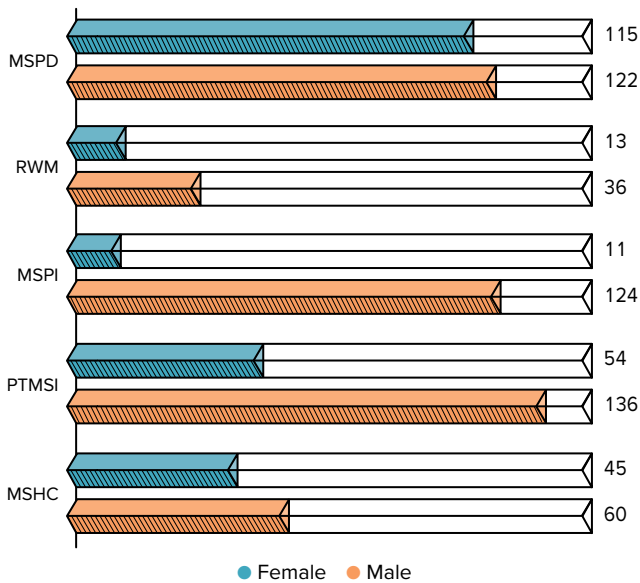
NEW HIRES BY AGE



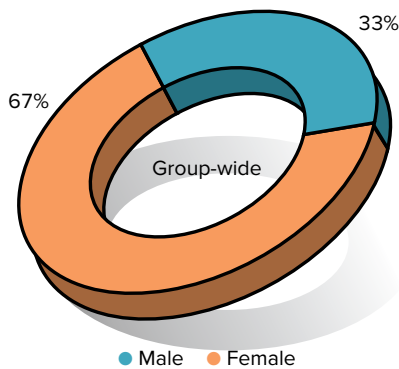
GROUP-WIDE HIRES BY AGE



**NEW HIRES BY GENDER**



**GROUP-WIDE HIRES BY GENDER**



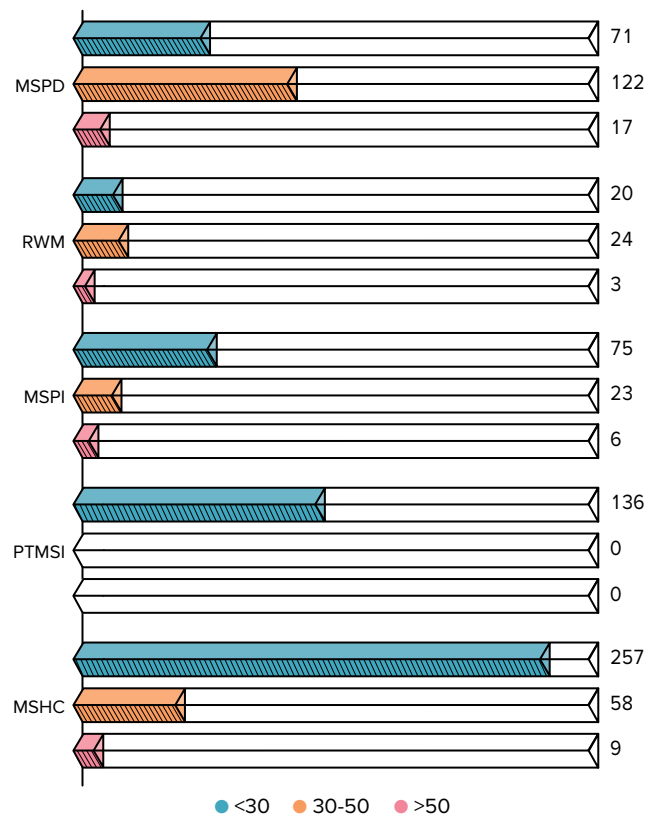
Mah Sing continues to work on lowering attrition rates in order to retain competent and experienced employees. Nonetheless, job mobility is becoming more widespread in today's employment market, particularly among the younger age. Thus, 68% of Mah Sing's employee attrition are from talents below 30 years old, with 70.3% of young talents attrition stemming from PTMSI and MSHC.

The Group is addressing talent attrition by creating appealing compensation packages that include competitive salary, job benefits, and opportunity for skill development. Furthermore, the Group is constantly fostering a positive work environment,

protecting employees' rights, and promoting a common organisational culture and values among employees. Mah Sing also strives to provide opportunities for workers to utilise their skills and abilities at work so that they can recognise the inherent value of staying with the Group.

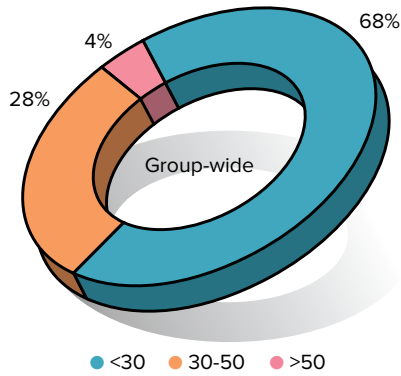
Attrition is mitigated by new hires as well as the usage of automation and digitalisation to increase day-to-day operational efficiency.

**ATTRITION BY AGE**

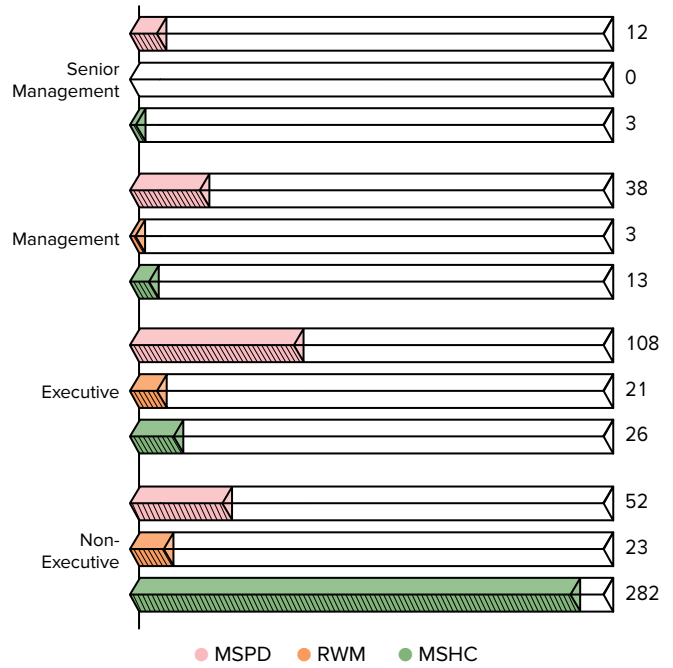


SOCIAL IMPACT (CONT'D)

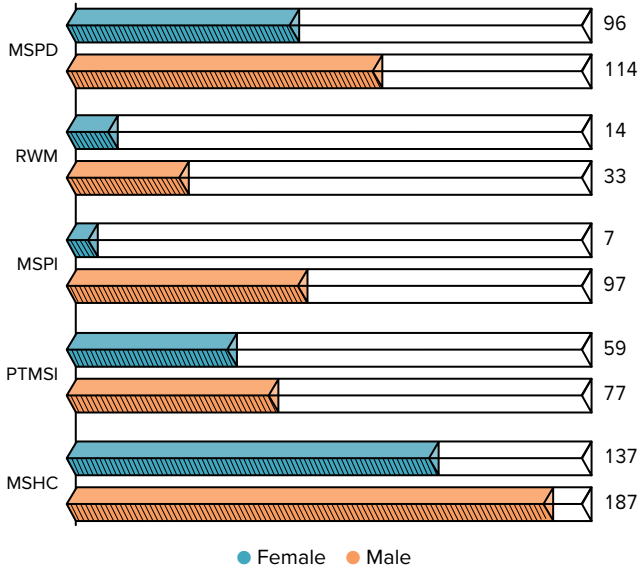
GROUP-WIDE ATTRITION BY AGE



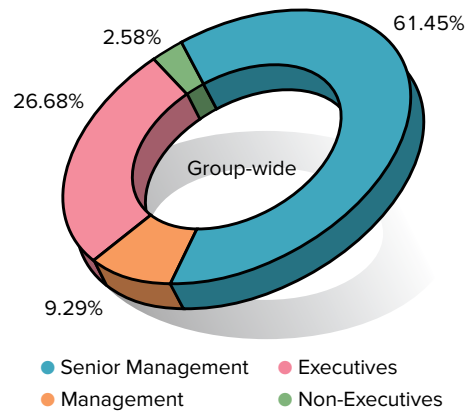
ATTRITION BY EMPLOYEE CATEGORY



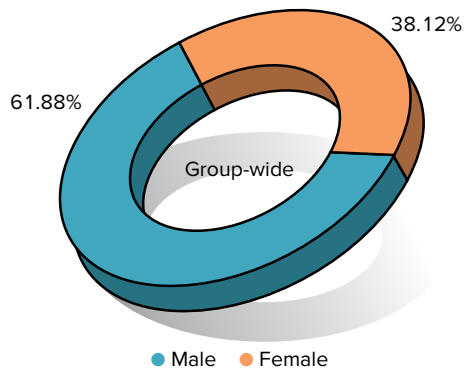
ATTRITION BY GENDER



GROUP-WIDE ATTRITION BY EMPLOYEE CATEGORY



GROUP-WIDE ATTRITION BY GENDER





**OCCUPATIONAL HEALTH AND SAFETY**

[Material Matters: Occupational Health and Safety]

**PRIORITISING HEALTH AND SAFETY**

Mah Sing has a zero-tolerance policy for violations of established occupational health and safety (“OSH”) requirements. OSH is not compromised for the sake of convenience, financial or commercial gain, as the Group understands that poor OSH may lead to workplace accidents, safety incidents as well as environmental pollution. Mah Sing also expected all its vendors, suppliers, and contractors to follow through on this promise.

MSPD must assure that all its OSH standards adhere to legal norms and other regulations, as well as that all of its contractors adhere to social and OSH compliance standards. At MSPI, the division’s primary goal is to promote high OSH standards to win customer trust and meet with customer expectations, as well as to ensure workers work in a healthy and safe environment.

Adopting a strict OSH stance is a necessary criterion for continuously improving Mah Sing’s OSH application and performance across the Group’s divisions. Mah Sing believes that this approach has gradually become a vital component of the Group’s commitment to improving its health and safety record.

The Property Division’s exposure to workplace accidents or risks is primarily limited to building sites, including hot work, working at heights, heavy lifting, confined spaces, electrical duties, and heavy machinery usages such as forklifts, cranes, and others. OSH concerns are limited to the factory floor at the Plastics Division’s manufacturing operations.

The major purpose of Mah Sing’s OSH management approach is to achieve safe and secure work conditions for all stakeholders at all times, as defined in its HSE Policy. All employees, site workers, and contractors are subject to the HSE Policy. This Policy is part of a contract with contractors that must be approved and signed off on by all necessary parties before work can begin.

Mah Sing’s business operations adhere to various OSH-related standards, rules, laws, and other applicable regulatory codes that are important to its operations. These include the Malaysia Occupational Safety and Health Act 1994, Factories and Machinery Act 1967, Environmental Quality Act 1974, and others. The company conducts yearly evaluations to ensure compliance with these standards and regulations, which are integral to Mah Sing’s business operations.

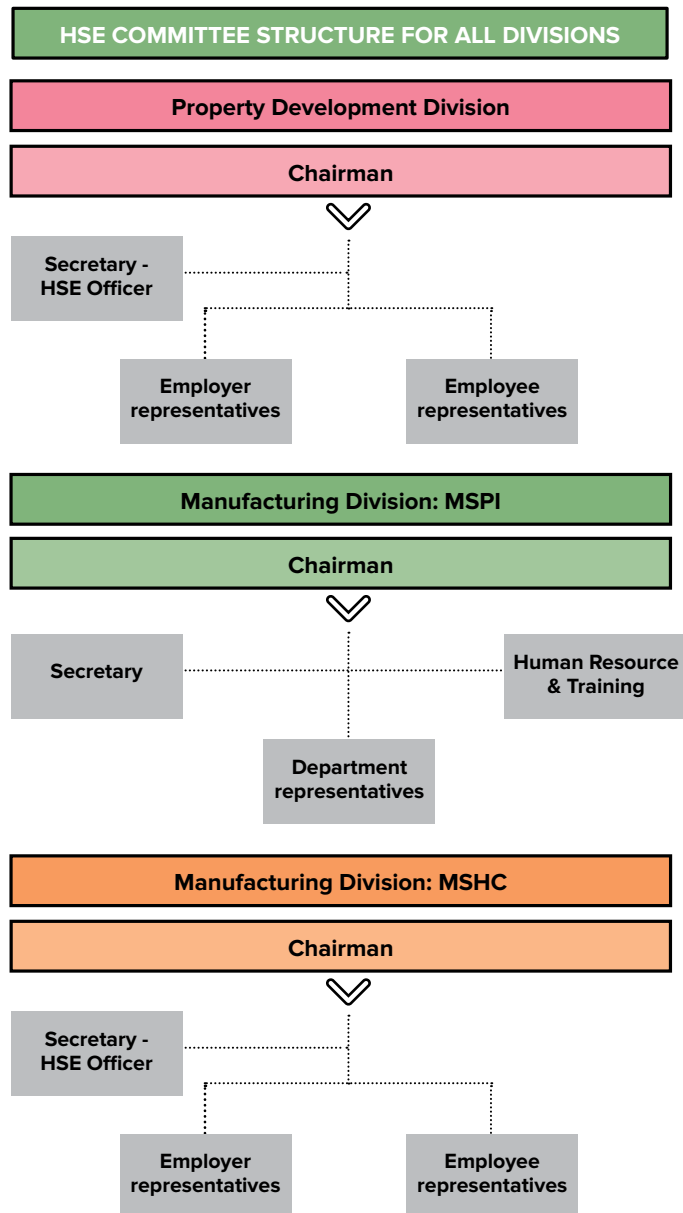
All project sites within the Central region (Greater Kuala Lumpur region), Northern region and Southern region are ISO 14001:2015 and ISO 45001:2018 certified. Quarterly audits based on SHASSIC CIS10:2020 and ISO 14001:2015 and ISO 45001:2018 standards are held for MSPD to evaluate safety performance and ensure safe working conditions at all worksites.

**HSE COMMITTEES AND WORKER REPRESENTATION**

Every operating site is assigned its own HSE Committee, with equal representation from employers and employees. Mah Sing attends all monthly meetings as an observer. The Chairman of the HSE Committees is appointed by the Group CEO.

Quarterly HSE meetings are held for the Plastics business to discuss any HSE issues that emerge, and management and non-management people attend.

All personnel are represented on the committee by their Heads of Department. Foreign workers are also represented on the committee.



## SOCIAL IMPACT (CONT'D)

## COMMITTEE AND SUB-COMMITTEE ROLES AND RESPONSIBILITIES

HSE Committee Chairman	<ul style="list-style-type: none"> <li>• Develop and conduct meeting agenda.</li> <li>• Establish necessary deadlines and sub-committee assignments.</li> <li>• Provide appropriate and timely follow-up actions.</li> <li>• Serve as a communication liaison between management and the committee.</li> </ul>
HSE Committee Secretary	<ul style="list-style-type: none"> <li>• Maintain, record and disseminate minutes of each meeting.</li> <li>• Actively promote environmental health and safety by communicating with employees.</li> </ul>
HSE Committee Representatives	<ul style="list-style-type: none"> <li>• Maintain an environmentally friendly, safe and healthy workplace.</li> <li>• Assist in the development of health, safety and environmental rules and safe systems of work.</li> <li>• Review the effectiveness of environmental, safety and health programmes.</li> <li>• Undertake investigations on accidents, near-misses, dangerous occurrence and occupational diseases which occurs in the workplace.</li> <li>• Review the environmental, safety and health policies at the place of work and make recommendations to the top management for any revision of such policies.</li> </ul>

## HSE POLICY COMMITMENTS



Strive towards **ZERO** loss of life at all workplaces.

Committed to the protection of the environment, including zero environmental pollution.

Committed to provide safe and healthy working conditions for the prevention of work-related injury and ill-health.

Committed to fulfil legal requirements and other requirements.

Committed to eliminate hazards and reduce occupational health and safety risks.

Committed to consultation and participation of worker.

Continual improvement in the Health, Safety and Environmental System.

Mah Sing communicates its HSE policy commitments to suppliers, vendors, contractors, and business partners who are required to adhere to these policies at all times. The HSE Committee plays a significant role in promoting good OSH practices at both MSPD and the Plastics Divisions, serving as the primary organisational resource for this purpose.

At MSHC, a specific set of HSE guidelines and commitments were also established, which are primarily propagated through the MSHC's established Environment, Health and Safety Policy which you can view at <https://mshealthcare.com/wp-content/uploads/2021/07/MAHSING-HEALTHCARE-POLICY.pdf>.

Here are some of the general HSE pledges that MSHC follows:

1. Ensure HSQE compliance and requirements are met for all project work, site activities and structures.
2. Instil good work practices and a culture of safety where all workers influence and prioritise safety at the workplace.
3. Identify and assess unsafe areas in the work environment and subsequently implement improvements to ensure consistent safe environment for all workers.
4. Organise adequate and ongoing safety training.
5. Ensure the machinery is well maintained and has adequate protective guards.

**BOARD OVERSIGHT ON HEALTH AND SAFETY**

The Mah Sing Board serves as the highest governing body for OSH matters, providing oversight and guidance on pertinent issues. OSH matters are proactively and regularly discussed, with a focus on promoting a safety-first mindset and culture among employees and vendors, improving OSH performance, reviewing any OSH incidents, and taking actions to prevent reoccurrences.

The Board is regularly updated on safety reports by the Mah Sing management team, ensuring that it is always informed of safety risks across all divisions.

**HAZARD IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL**

Mah Sing considers regular risk assessments as an integral part of managing health and safety matters. The Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") method are utilised to identify hazards and risks that may cause potential harm. Employers, contractors, and the National Safety Council established HIRARC based on the type of work activity performed, and it is reviewed annually.

For MSPD, hazards and risks are analysed, and appropriate control measures are applied based on the Safety and Health Assessment System in Construction (“SHASSIC”) methodology. Environmental factors are also taken into consideration during this approach, which is implemented through quarterly site audits and monthly inspections. If any risk is identified, employees must report it to the relevant Head of Department (HOD) or safety team based on the established accident/incident reporting flow that uses the ERP and Nadopod system. The HSE Committee then discusses the reported risks during their meeting, and follow-up action and mitigation plans are established.

Mah Sing conducts internal audits for ISO 14001:2015 and ISO 45001:2018, while the Plastics business assesses its health and safety performance through Accident Statistics and accident investigation reports. Workers can report work-related incidents using the Incident and Accident Report Form or Near Miss Report Form to the relevant HOD or safety team. The root cause of the reported incident is then assessed, and the appropriate corrective action is established. The HIRARC is updated for the related incident or issue.

Workers are allowed to remove themselves from work situations they believe may cause injury or harm to them without fear of reprisal. Identified risks from an assessment usually involve hot material spills and improper handling of equipment and tools. Mah Sing mitigates these risks by reviewing its work procedures and providing suitable Personal Protective Equipment (PPE) and other equipment for the job. Additionally, HSE training sessions may be organized.

In addition, Mah Sing engaged an external third party to conduct a health and safety audit as part of a larger audit at MSPI.

For MSHC, HIRARC is conducted and reviewed annually for all work areas, from the factory floor to the office space. Any health and safety incident, including near-miss and first aid treatment, must be reported to the Emergency Response Team (ERT). Investigations are conducted for all accident and incident cases, including those involving environmental and property damage. Root cause analysis is conducted using the Ishikawa fishbone method to identify the cause of the accident/incident.

**OSH SERVICES AND PROMOTION OF WORKER HEALTH**

MSPI has a First Aid Team in place to provide immediate assistance in case of any incidents at work sites. Every department is equipped with a First Aider and a First Aid Box to provide the necessary emergency response. Moreover, the HR Department arranges for workers to be sent to the clinic or hospital, if required.

At MSHC, a comprehensive Emergency Response Team (ERT) has been established, which includes several teams such as First Aiders, Fire Fighting Team, and Search and Rescue Team. Each shift has its own team of First Aiders, and there is also an Industrial Nurse stationed at the factory.

Mah Sing strives to comprehensively promote overall positive worker health, to safeguard the health and safety against accidents/ incidents.

**HSE PROGRAMMES AND TRAINING**

Mah Sing ensures that appropriate personnel receive HSE training throughout the year on an annual basis. Proper PPE equipment usage, handling, storage, and disposal of scheduled waste, forklift safety training, firefighting training, and fire drills are all part of the training.

Employees are also given first aid and first responder training, as well as basic firefighting abilities. Employees were also given training on COVID-19 awareness and the procedures that must be taken to prevent an infectious spread.

Here are the FY2022 highlights for Mah Sing’s HSE training programmes:



Here is the list of HSE trainings and programmes conducted in FY2022 according to Mah Sing’s major business divisions:

- |  |   |
|--|---|
| <b>Property Development Division</b>   |   |
| <ul style="list-style-type: none"> <li>Working at height training</li> <li>Rigging and lifting training</li> <li>Firefighting training</li> <li>Scaffolding training</li> <li>Confined space training</li> <li>Accident investigation</li> </ul>                   | <ul style="list-style-type: none"> <li>Electrical safety training</li> <li>Ergonomics training</li> <li>Basic construction safety training</li> <li>ISO 14001:2015 (EMS) &amp; ISO 45001:2018 (OHSMS)</li> <li>Permit to work system</li> </ul> |
| <b>Manufacturing Division: MSPI</b>  |   |
| <ul style="list-style-type: none"> <li>Chemical training</li> <li>Scheduled waste training</li> <li>Safety briefing</li> </ul>   | <ul style="list-style-type: none"> <li>Spillage training</li> <li>Fire safety</li> <li>Fire fighting</li> </ul>   |
| <b>Manufacturing Division: MSHC</b>  |   |
| <ul style="list-style-type: none"> <li>SMETA training awareness</li> <li>Noise risk assessment report presentation</li> <li>Forklift operator and safety training</li> <li>Basic occupational firefighting training</li> <li>Electrical safety training</li> </ul> | <ul style="list-style-type: none"> <li>Chemical handling and emergency response training</li> <li>Ergonomics awareness training</li> <li>Hearing conservation training</li> </ul>   |

## SUSTAINABILITY REPORT 2022

## SOCIAL IMPACT (CONT'D)

## HSE PERFORMANCE

The Group has established a goal of zero fatalities. The zero fatality objective for employees and contractors was met in FY2021 and then again in FY2022.

To constantly improve the Group's overall OSH performance, HSE performance for all divisions is always analysed against previously set OSH targets as well as relevant industry benchmarks.

Mah Sing is aware that more improvement to all business operations are required. The HSE Committee verifies OSH and incident data independently.

MSPD - Employees + Contractors	2020	2021	2022
Total manhours	11,564,796	9,733,435	6,976,124
Number of fatalities	0	0	0
Number of recordable work-related injuries	0	3	0
Frequency Rate	0	0.31	0
Lost time incident rate	0	0.31	0

MSPI - Employees	2020 (Restate)	2021 (Restate)	2022
Total manhours	1,041,920	1,034,880	1,307,809
Number of fatalities	0	0	0
Number of recordable work-related injuries	16	12	14
Incident Rate	35.32	26.37	29.72
Frequency Rate	15.36	11.6	10.70
Severity rate	45.11	228.05	89.46
Lost time incident rate	9.02	45.61	17.89

PTMSI - Employees	2020	2021	2022
Number of fatalities	0	0	0
Number of recordable work-related injuries	2	2	3

MSHC - Employees	2021 (Restate)	2022
Total manhours	224,432	743,584
Number of fatalities	0	0
Number of recordable work-related injuries	4	12
Incident Rate	21.39	52.86
Frequency Rate	17.82	16.14
Severity rate	365.37	99.52
Lost time incident rate	73.07	19.90

**LOCAL COMMUNITY DEVELOPMENT**

[Material Matters: Local Community Development]

**COMMUNITY INVESTMENT AND BETTERMENT**

Sustainability, according to Mah Sing, is a lifetime journey. As a publicly traded company, the Group supports and empowers its local communities and society on a continual basis, and the Group believes that the most effective method to do so is through focused social investments, volunteer efforts, and impactful long-term relationships. The employee handbook details the principles of how the Group does its community investments.

Mah Sing Foundation, its strategic corporate responsibility partner, manages the company’s community programmes.

As a responsible corporate citizen, Mah Sing, in collaboration with its strategic partners such as the Mah Sing Foundation and others, takes pride in listening to the needs of the community, particularly during the selection of projects and programmes, in order to tailor initiatives that best suit them. To meet the requirements of the targeted community, the programmes that Mah Sing sponsors must have measurable and lasting goals.

Mah Sing is constantly striving to develop itself, whether through collaborations or internally. The Group’s project planning process revolves around responding to the community’s problem statement and determining the impact. Mah Sing has a set of guiding principles and a checklist to assist it in evaluating each programme to ensure that it is aligned with Mah Sing’s goals and, ultimately, benefits the community.

**MAH SING FOUNDATION**

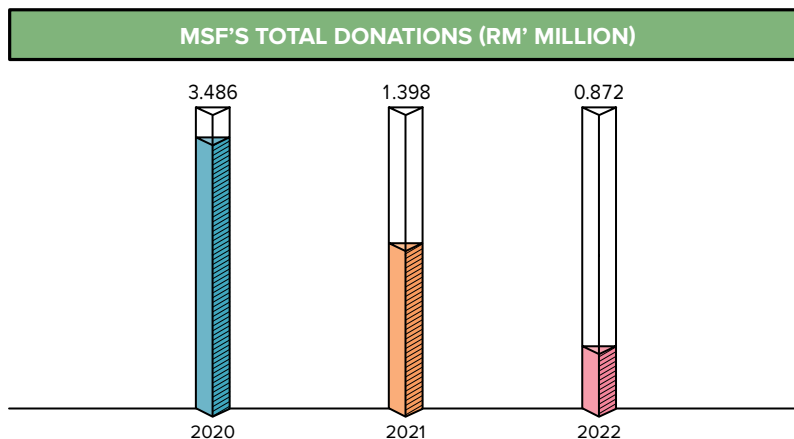
Since 2005, Mah Sing Foundation (“MSF” or “the Foundation”) has remained the Group’s strategic partner in corporate social responsibility (“CSR”). MSF manages all the Group’s community and charitable initiatives aligned with the Group’s vision and mission.



Mah Sing has progressed beyond charitable donations and is now implementing long-term programmes with actual and quantifiable results through MSF. In keeping with MSF’s theme, ‘Reinvent Hope and Create Lasting Change in Children’s Lives,’ Mah Sing is constantly working to improve the well-being of the local community. MSF forms strategic alliances with NGOs and other local organisations that understand the challenges of the disadvantaged communities and develop programmes to help them break free from the cycle of poverty.

Mah Sing and MSF support programmes that are aligned with three essential guiding pillars – education, health and well-being, and community development – and that will have a long-term impact on helping communities in need more effectively and efficiently. MSF takes pride in listening to the needs of the community especially during the selection of projects and programmes so that it can tailor initiatives that best suit them. The programmes that MSF supports need to have measurable goals that are sustainable to fit the needs of the targeted community.

MSF to date has disbursed more than RM25.5 million and impacted the lives of more than 289,000 individuals.



## SOCIAL IMPACT (CONT'D)



### VISION

Reinventing Hope and Creating Lasting Change in Children's Lives



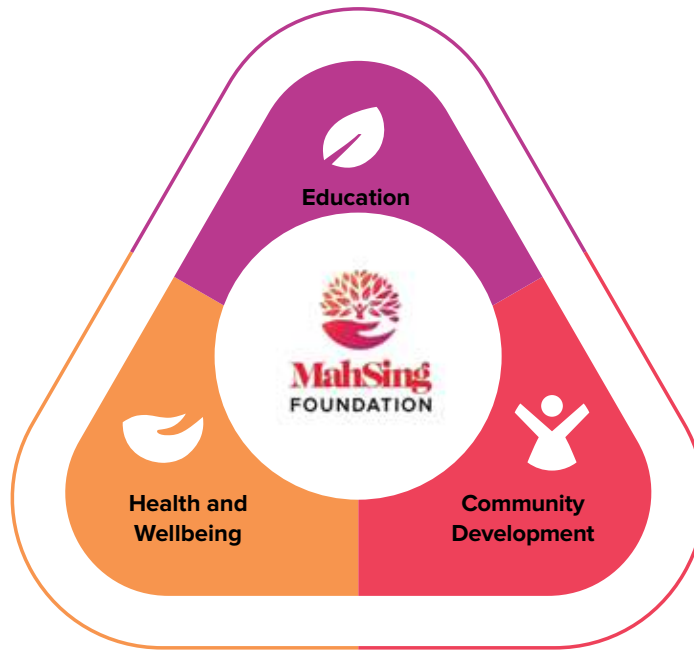
### BELIEF

Investing in a better future, a future we can only achieve when every child is provided with the opportunity to thrive and fulfil their potential.

### MSF KEY PILLARS

Children have the right to quality education

A strong, healthy foundation is essential for children to grow



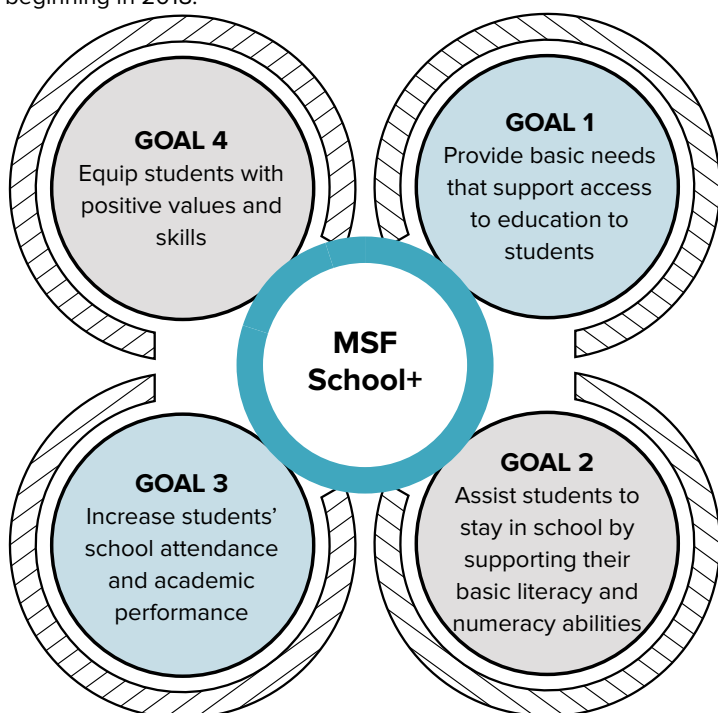
A safe and enabling communal environment is vital for children to flourish

### MSF'S IMPACT IN THE PAST 5 YEARS

2018	2019	2020	2021	2022
Donated <b>&gt; RM3.5 million</b>	Donated <b>&gt; RM2.1 million</b>	Donated <b>&gt; RM3.4 million</b>	Donated <b>&gt; RM1.3 million</b>	Donated <b>&gt; RM872,000</b>
Benefitted <b>&gt; 40</b> Schools & NGOs	Benefitted <b>&gt; 40</b> Schools & NGOs	Benefitted <b>&gt; 35</b> Schools & NGOs	Benefitted <b>&gt; 27</b> Schools & NGOs	Benefitted <b>&gt; 24</b> Schools & NGOs
Impacted <b>&gt; 18,000 individuals</b>	Impacted <b>&gt; 23,000 individuals</b>	Impacted <b>&gt; 160,000 individuals</b>	Impacted <b>&gt; 49,000 individuals</b>	Impacted <b>&gt; 10,000 individuals</b>

## MSF SCHOOL+



MSF School+ is a holistic initiative that attempts to improve the lives of underprivileged and marginalised communities by providing basic needs assistance, quality education, and life skills. MSF has been providing community-based education possibilities like as academic learnings, food aid programmes, health screenings, and many more to B40 and low-performing school pupils since its beginning in 2018.



Projek Baca-Baca together with the children from underserved communities at Taylor's University.

 <b>8</b> Programmes	 <b>12</b> Communities
 <b>6</b> Partners	 <b>382</b> Individuals

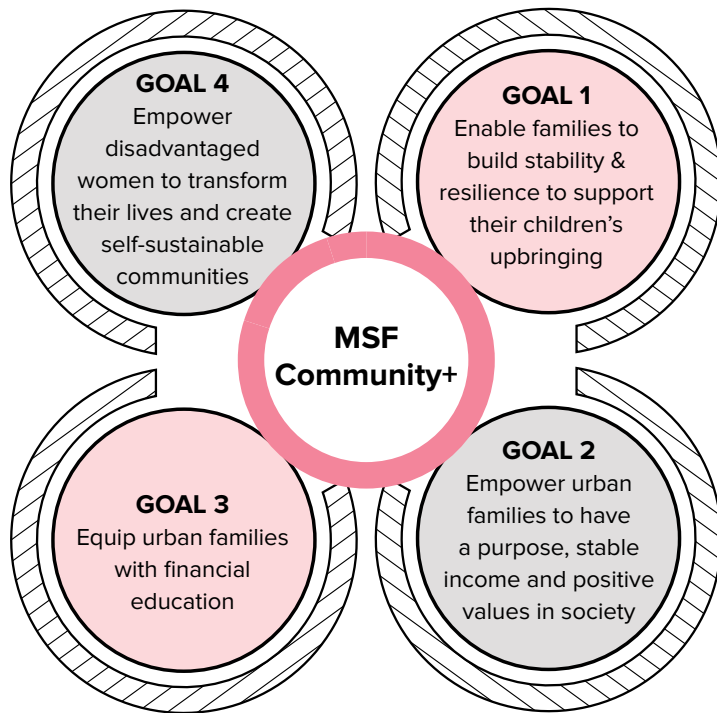
### Programme Highlights

FOCUS AREAS	PROGRAMME IMPACTS	
 Literacy & Numeracy	<b>Pusat Sama-Sama</b> , with Community at Heart for Pangsapuri Enggang’s children - 59% of students had shown improvement	<b>LIT Secondary</b> , with Generasi Gemilang for Taman Prima Selayang’s youths - 68% of students maintained or improved their grades
	<b>LIT Maths (Primary)</b> , with Generasi Gemilang for PPR Pudu Ulu’s children - 72% of students maintained or improved their grades	<b>KidzREAD</b> , with Generasi Gemilang for PPR Taman Putra Damai’s children - 65% of the students improved by one reading level or more
	<b>Projek Baca-Baca</b> , with Taylor’s University School of Education for 100 students across six communities - 95% of the children improved in their English literacy. - 92% of the children improved in their Bahasa Melayu literacy.	<b>Sentul Success Centre</b> with Rotary Club of Sentul - Averagely 59% of the students scored C in their final term examination
 Life Skills & Therapy	<b>Breakthru Approach Intervention Programme</b> for Society for the Severely Mentally Handicapped - 2 out of 10 children achieved 40% of their set goals while 5 out of 10 children are progressing significantly to meet their set goals. (Mid-term Report)	<b>Occupational Therapy for Autistic Children</b> at the iDEAS Autism Centre - 90% of children overcame physical, emotional or social disabilities, such as improving eye contact and gestures - 9 students graduated from the programme and will be assimilated back into schools

## SOCIAL IMPACT (CONT'D)

### MSF COMMUNITY+



The MSF Community+ series of holistic programmes helps financially constrained urban families meet basic requirements and improve their families' quality of life. This programme's efforts help to generate possibilities for communities by encouraging them to collaborate to identify and solve problems, nurture socially important relationships, encourage leadership development, and provide access to quality healthcare.



Mah Sing Foundation's Women Entrepreneurship Development Programme held its Community Day and Completion Ceremony at the PPR Seri Alam multipurpose hall.

 <b>3</b> Programmes	 <b>2</b> Communities
 <b>2</b> Partners	 <b>94</b> Individuals

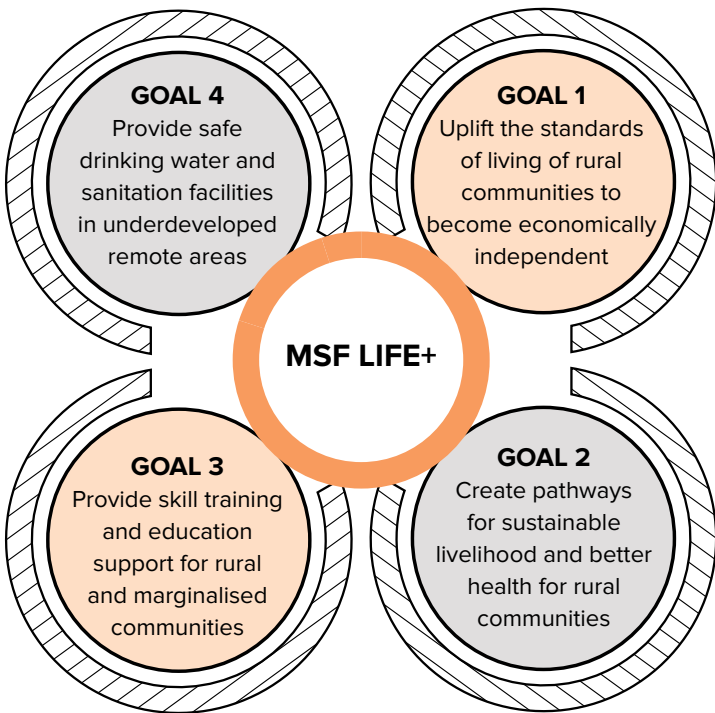
#### Programme Highlights

FOCUS AREAS	PROGRAMMES	
 Mental Health & Wellbeing	<b>KAMI Juara</b> , with Thrive Well for PPR Seri Semarak's youths - 40% of the participants saw an increase in resilience comparing before and after the programme	<b>KAMI Sembang</b> , with Thrive Well for PPR Seri Semarak's parents - 60% of the participants saw an increase in resilience comparing before and after the programme
 Entrepreneurial Skills & Community Empowerment	<b>Women Entrepreneurship Programme</b> with Women of Will for PPR Seri Alam - 90% of the participants saw an increase in their monthly income with 34% of them managed to double their monthly income	



**MSF LIFE+**

MSF Life+ series of holistic programmes aims to upgrade the standard of living for underprivileged communities in rural Malaysia by creating pathways for sustainable livelihood and better health. It focuses on creating opportunities and building the capacity of rural communities by providing them with the necessary resources to improve their quality of life and promote sustainable development.



Sustainable Livelihood 3.0 Programme with Hopes Malaysia in Kota Belud, Sabah.

<p><b>2</b> Programmes</p>	<p><b>4</b> Communities</p>
<p><b>1</b> Partners</p>	<p><b>470</b> Individuals</p>

**Sustainable Livelihood 3.0 with Hopes Malaysia in Kota Belud, Sabah**

**2020**

- 3 villages – 2,246 individuals impacted
- Fixed an unsafe 86m hanging bridge (the only way into Kampung Kaung Ulu), benefitting more than 2,000 villagers
- 521kg of fruits and vegetables were harvested from Batch 1.

**2021**

- 5 villages – 200 individuals impacted
- Average increase of 45% of monthly household income
- Savings between RM200-RM300 per month on food per household
- More than 1,000kg a month of crops for self-consumption

**2022**

- 3 villages – 200 individuals impacted
- Average increase of 50% in monthly household income
- Repair and replace new pipes for Kampung Tinata's gravity water system - 40 household and 270 individuals impacted.

## SOCIAL IMPACT (CONT'D)

### OTHER INITIATIVES

INITIATIVES	IMPACT
Lunar New Year 'Pass-It-On' Donation Drive	<ul style="list-style-type: none"> <li>Collected more than 50 types of cookies and snacks from Mah Sing's employees</li> <li>Benefitted 60 children from Pusat Sama-Sama</li> </ul>
Raya Donation Drive	<ul style="list-style-type: none"> <li>Collected dry groceries and stationeries worth more than RM2,800 from Mah Sing's employees</li> <li>Benefitted 40 children from IDEAS Autism Centre</li> </ul>
Bengkel STEM	<ul style="list-style-type: none"> <li>STEM workshop benefitting 21 underprivileged children</li> <li>90% of the children learn something new in Science</li> </ul>
Community Health Check Programme	<ul style="list-style-type: none"> <li>Free health check-up benefitting 69 individuals from Pangsapuri Enggang</li> <li>90% of participants gained knowledge on healthy eating and living</li> <li>Collaboration with Taylor's University</li> </ul>
Blanket of Hope Project	<ul style="list-style-type: none"> <li>Raised 80 patchwork blankets worth RM12,000</li> <li>Benefitted 100 underprivileged children, disabled and single mothers</li> </ul>
Deepavali Donation Drive	<ul style="list-style-type: none"> <li>Donated more than 60 pieces of furniture to Home of Peace Kuala Lumpur and IDEAS Autism Centre</li> </ul>
Christmas Donation Drive	<ul style="list-style-type: none"> <li>More than 190 pre-loved items collected from Mah Sing's employees</li> <li>More than 30 children across Malaysia received these pre-loved items.</li> </ul>



Christmas Donation Drive

### Employee Volunteering and M'Power

As a caring and responsible property developer, Mah Sing aspires to fulfil its social responsibilities by giving back to society through long-term programmes that improve the well-being and livelihood of the local community. This is consistent with Mah Sing's tagline, "Reinvent Spaces. Improve Life." It is critical to develop and foster a culture that promotes the spirit of volunteerism.

M'Power, Mah Sing Group's employee volunteerism platform, inspires MSians to work together to make a good and long-term impact in local communities.

Employees have often given back to the community through the Group's annual Corporate Responsibility Day. However, due to the COVID-19 pandemic, Mah Sing were unable to execute the event since 2020. In FY2022, M'Powers volunteered for programmes has restart to run again by Mah Sing Foundation.



3

Initiatives



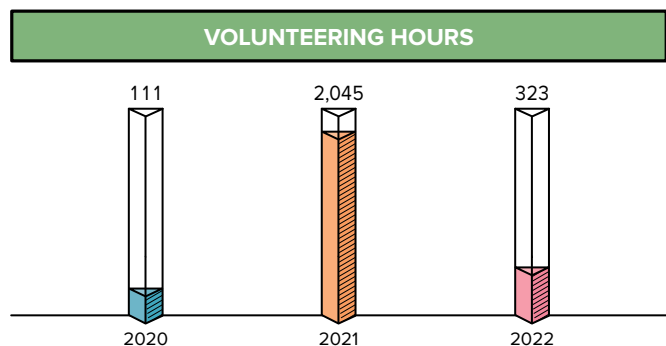
33

Employees



323

Volunteering Hours





**Bengkel STEM**

6 Mah Sing Group’s employees volunteered to facilitate in a workshop organised by MSF in collaboration with The Learning Curve to promote STEM education among underprivileged children. The workshop was attended by 21 children from the PPR Seri Alam community, who were taught chemistry, biology and physics. The children were able to make silver from water, use a foldscope microscope, and even create their own microscope slides using specimens from their surroundings. The workshop was a resounding success, with 90% of the children stating that they learned many new things and 71% saying that they were very happy with the experience. Additionally, all of the volunteers reported that their expectations were fully met and they were eager to volunteer again in the future.

**Blanket of Hope Project**

20 employees, of Ramada by Wyndham Meridin Johor Bahru, raised RM12,000 through its employee-initiated Corporate Social Responsibility (“CSR”) project called “Blankets of Hope.” The project aimed to empower a group of single mothers under Momo Love Concept to develop a skill that can generate a side income while providing patchwork blankets for 3 charity homes. The four-month planning and execution period involved 20 employees who contributed 240 volunteering hours, resulting in 80 patchwork blankets benefiting close to 100 children and disabled individuals. The funds were given directly to the single mothers, and the balance was channelled to Momo Love Concept. This project is part of Mah Sing’s effort to promote eco-consciousness and sustainability while helping those in need.



**Deepavali Donation Project**

In collaboration with MSF, Mah Sing’s employees brought festive cheer to 2 charitable organisations in conjunction with Deepavali. 60 pieces of furniture were donated to Home of Peace Kuala Lumpur and IDEAS Austim Centre which include televisions, refrigerators, sofas, beds and others. All of the items were donated by Mah Sing’s M Aruna show units in Rawang. Mah Sing employees (MSians) also took the opportunity to celebrate the Festival of Lights with the 12 children from Home of Peace with a delicious lunch. 6 employees contributed to the project and clocked in 48 volunteer hours.



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”)

FY2022 sees Mah Sing align related disclosures to the globally recognised Task Force on Climate-Related Financial Disclosures (“TCFD”). This is in line with enhancing its sustainability reporting with a best practice approach for energy, emissions and related disclosures, including risks and opportunities associated with climate change.

The table below demonstrates how Mah Sing has aligned to the 4 TCFD themes – Governance, Strategy, Risk Management, and Metrics and Targets and the disclosure recommendations accordingly. The Group will progressively strengthen its disclosures in accordance to TCFD requirements going forward.

In ensuring conciseness and avoiding duplications of information, the TCFD table below makes references to the Climate Change and Emissions section in SR2022 and where relevant, other sections within SR2022.

GOVERNANCE	
SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the Board’s oversight of climate-related risks and opportunities.	<p>As with all other material topics of the Group, climate change comes under the oversight of the Board, notably will be through Board Risk and Sustainability Committee (“BRSC”) which was established on 18 April 2023.</p> <p>In FY2022, the Board deliberated, and approved the inclusion of climate change and its business implications as a material topic. The BRSC will also monitors the Group’s performance in dealing with climate change impacts, as well as formulating broad strategies and directives to mitigate the Group’s climate change impacts. These are cascaded to Senior Management, in particular, the Management level Risk and Sustainability Management Committee (“RSMC”).</p> <p>Relevant matters such as energy and emissions performance, waste generation and more are brought to the attention of the Board via regular sustainability updates.</p> <p>The Board’s role includes constantly updating and improving their knowledge and exposure to climate change related trends and developments. Hence, Board members continue to regularly attend programmes, courses and training. Such information is provided in the Directors’ Training section of IAR2022 on pages 127-128.</p> <p>The BRSC is supported by the Management level Risk and Sustainability Management Committee (“RSMC”).</p>
Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>Mah Sing’s RSMC comprises senior management personnel from various operational functions across the Group. The RSMC primarily oversees the implementation of sustainability strategies and monitors operational performance.</p> <p>The RSMC is tasked with developing effective risk mitigation measures (working concertedly with the existing Risk function of the Group), to leverage opportunities and essentially, to drive the achievement of EESG goals and objectives established by the BRSC. This includes goals and objectives pertaining to climate change risks and opportunities as well as energy management and emissions.</p> <p>The RSMC is supported by the working level Risk and Sustainability Working Committee (“RSWC”). The RSWC monitors and tracks the progress and results achieved from sustainability initiatives across Mah Sing.</p> <p>The RSWC also coordinates and implements Group-wide sustainability activities as well as executes the implementation of approved sustainability strategies.</p>

**STRATEGY**

<b>SPECIFIC RECOMMENDATIONS</b>	<b>ORGANISATION'S ADOPTION OF RECOMMENDATIONS</b>
---------------------------------	---

Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

Mah Sing has identified the following climate change risks, which have been segmented based on physical, transitional and reputational risks. The implications arising from these risks could impact business operations or existing operations, physical assets, access to financing, or access to markets as well as the availability and costs of inputs required for the business model.

<b>Risks</b>	<b>Opportunities</b>
<b>Property Development Division [MSPD]</b>	
Potentially impact the availability of suitable land for development due to changing weather patterns and lack of water sources.	Increased potential to seek government and regulatory support for incentives and other benefits for more environmentally friendly practices.
Increased temperatures may necessitate changes to planning and design, resulting in higher development costs.	Development of sustainable construction methods and designs for long-term feasibility, all of which reduces overall impacts on the climate.
Increased damages and liabilities from ongoing developments that are potentially affected by climate change-related natural disasters.	Greater acceptance for use of environmentally friendly design, materials and features within property development.
<b>Manufacturing Division [MSPI, PTMSI and MSHC]</b>	
Intense / flash flooding caused by a sudden or prolonged deluge of rain , which can disrupt supply chains and supply / transportation of raw materials and finished goods.	Increased support to adopt solar energy to power assets.
Increasing temperatures necessitate increased energy consumption (and therefore costs) on cooling interiors of operating facilities.	Promulgation of sustainability practices across the business and value chains.
Greater requirement to incorporate climate change scenario planning in the lifecycle analysis of existing products and operations.	Opportunity to reshape the business model and strategy to pivot towards a more sustainability-influenced system that can be utilised for the long term.
Increased compliance costs in meeting more stringent regulatory requirements.	Opportunity to promote environmental awareness across the value chain and to customers towards encouraging concerted action for greater cumulative impact.
Potentially higher cost of financing or restricted access to loans and geographical markets due to comparatively higher and energy emissions performance.	

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”) (CONT'D)

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
<p>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.</p>	<p>Information on the impacts to Mah Sing's business model, operations and more are provided in the column shown above.</p> <p>Climate change risks could have an impact on the Group's landbank acquisition strategy because of water scarcity or changing weather patterns affecting the availability of suitable land for development in certain Malaysian states. Unpredictable weather patterns can also have a significant impact on and delay construction timelines. The Group is also thinking about alternative water sources, such as rainwater harvesting tanks and other infrastructure, to ensure that there is enough water for new and existing townships or projects.</p> <p>Investors, shareholders, employees and regulators want businesses to be forces of good and not just profit-based entities. Green certification projects are increasingly becoming a significant consideration for financing by banks.</p> <p>Similarly, climate change also presents the Group with opportunities to reorganise its business model, or at least its business practices.</p>

### RISK

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
<p>Describe the organisation's processes for identifying and assessing climate-related risks.</p>	<p>Climate related risks are identified through the Group's existing Enterprise Risk Management (“ERM”). The ERM enables a comprehensive assessment of business, operational, strategic and ESG risks, including climate change risks.</p> <p>In essence, risks are assessed based on the following criteria / parameters: environmental and social impacts, regulatory compliance, financial and business considerations, impacts on the supply chain, quality and quantity of raw materials and / or goods / services produced, access to financing and capital markets as well as access to buyers.</p> <p>Risk factors are quantified where possible and relevant. Stakeholder perceptions and materiality assessments also contribute towards ascertaining the larger strategy and focus needed for managing the climate change topic.</p> <p>The Group also takes business continuity very seriously and ensures that it has an up-to-date Business Continuity Plan (“BCP”) to deal with possible major scenarios that may affect Mah Sing.</p> <p>More information on Mah Sing's risk management approach can be read in the IAR2022's Statement on Risk Management and Internal Control from page 137-139.</p>
<p>Describe the organisation's processes for managing climate-related risks.</p>	
<p>Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.</p>	

METRICS AND TARGETS	
SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
<p>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>Mah Sing intends to address energy usage, particularly electricity and fuel, in order to improve emissions management and thereby directly decrease its climate change effect. While the impact may be minor given the magnitude of the Group's operations, this approach is considered as a gradual encouragement for comparable applications across its value chain to produce a major impact on energy consumption and emissions control.</p> <p>Mah Sing's carbon emissions are mainly the outcome of energy consumption resulting from the direct combustion of fossil fuel sources such as diesel, petrol, and liquefied petroleum gas (Scope 1), as well as purchased electricity (Scope 2). This is common because construction, real estate development, and manufacturing are all energy-intensive industries.</p> <p>The Group bases its emissions management on the ISO 14001:2015 EMS. This standard is the foundation for managing emissions in both Malaysia and Indonesia. Here are some of its emission reduction initiatives undertaken so far at MSPD and the Plastics business:</p> <ul style="list-style-type: none"> <li>• Increased utilisation of energy-efficient machinery</li> <li>• Leverage more green equipment when it comes to compressors and machinery</li> <li>• Reduced usage of diesel-powered company vehicles</li> <li>• Adopted renewable energy alternatives such as solar power to reduce electricity reliance from the national grid</li> </ul> <p>The Group's present emissions are within the limits set by the DOE in Malaysia and Indonesia.</p>
<p>Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</p>	<p>Mah Sing calculates its Scope 1 and Scope 2 emissions using the GHG Protocol Corporate Accounting and Reporting Standard (“GHG Protocol”). The global warming potential (“GWP”) emission factors for all greenhouse gases are consistent with the Intergovernmental Panel on Climate Change (“IPCC”) Fifth Assessment Report, 2014 (AR5) based on a 100-year timeframe.</p> <p>The calculation methodologies are aligned with the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, US Environmental Protection Agency Climate Leaders and Malaysian Green Technology and Climate Change Corporation (“MGTC”), the lead agency of the government in green technology.</p> <p>The GHG types associated with Scope 1 emissions include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O which arise from the combustion process of machinery, equipment, and vehicles. Scope 2 (indirect emissions) GHG emissions are purchased electricity from the electricity grids.</p> <p>Scope One Emissions, Scope Two Emissions, Scope 3 Emissions and more emissions and GHG data disclosures are provided in the Emissions section of SR2022 from page 54-55.</p>
<p>Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</p>	<p>Mah Sing has set a target of achieving Scope 2 GHG emissions intensity reduction by 20% by 2025 for SALM, compared to 2020's emission baseline. The Plastics business also maintains the internal target of 3% specific energy consumption.</p>

# GRI CONTEXT INDEX

<b>STATEMENT OF USE</b>	Mah Sing Group Berhad has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022 with reference to the GRI Standards.
<b>GRI 1 USED</b>	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>GRI 2: General Disclosures 2021</b>			
<b>2-1 Organizational details</b>			
2-1-a	Legal name of organization	Cover Page; About This Report	Cover Page, 1-3
2-1-b	Nature of ownership and legal form	Mah Sing Integrated Annual Report 2022: Our Business	6-11 (IAR2022)
2-1-c	Location of headquarters	Mah Sing Integrated Annual Report 2022: Our Business	6-11 (IAR2022)
2-1-d	Countries of operation	Mah Sing Integrated Annual Report 2022: Our Business	6-11 (IAR2022)
<b>2-2 Entities included in the organization's sustainability reporting</b>			
2-2-a	List of entities	About This Report; Overview of Mah Sing; Mah Sing Integrated Annual Report 2022: Our Business	1-3, 6-7, 6-11 (IAR2022)
2-2-b	Specify difference between the list of entities included in its financial reporting and sustainability reporting	About This Report; Overview of Mah Sing; Mah Sing Integrated Annual Report 2022: Our Business	1-3, 6-7, 6-11 (IAR2022)
2-2-c	Explain the approach used for consolidating the information	About This Report	1-3
<b>2-3 Reporting period, frequency and contact point</b>			
2-3-a	Reporting period and frequency of its sustainability reporting	About This Report	1-3
2-3-b	Reporting period for its financial reporting		
2-3-c	Publication date of the report		
2-3-d	Contact point for questions about the report		
<b>2-4 Restatements of information</b>			
2-4-a	Report the restatement of information and explain the reasons and effects of the restatements	About This Report	1-3
<b>2-5 External assurance</b>			
2-5-a	Policy and practice for seeking external assurance	About This Report	1-3
2-5-b	Describe the details of external assurance		
2-5-b-i	Link of reference to the external assurance report(s) or assurance statement(s)		
2-5-b-ii	Describe what has been assured and on what basis		
2-5-b-iii	Relationship between the organization and the assurance provider		



GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-6 Activities, value chain and other business relationships</b>			
2-6-a	Report the sector(s) in which it is active	About This Report	1-3
2-6-b	Describe its value chain	About This Report; Overview of Mah Sing; Mah Sing Integrated Annual Report 2022: Our Business; Supply Chain Assessment	1-3, 6-7, 6-25 (IAR2022), 28-34
2-6-b-i	Organization’s activities, products, services, and market served		
2-6-b-ii	Supply chain		
2-6-b-iii	Entities downstream from the organization and their activities		
2-6-c	Other relevant business relationship		
2-6-d	Describe significant changes compared to the previous reporting period	Mah Sing Integrated Annual Report 2022: Our Business; Supply Chain Assessment; Innovation and Technology	6-25 (IAR2022), 28-34, 50-51
<b>2-7 Employees</b>			
2-7-a	Total number of employees, breakdown of this total by gender and region	Mah Sing’s Workforce	71-74
2-7-b	Report the total number of:		
2-7-b-i	Permanent employees		
2-7-b-ii	Temporary employees		
2-7-b-iii	Non-guaranteed hours employees		
2-7-b-iv	Full-time employees		
2-7-b-v	Part-time employees		
2-7-c	Methodologies and assumptions used to compile data	N/A	N/A
2-7-c-i	In headcount, FTE		
2-7-c-ii	Average across the reporting period		
2-7-d	Contextual information necessary to understand the data reported	Mah Sing’s Workforce	71-74
2-7-e	Significant fluctuations in the number of employees during and between reporting period	Mah Sing’s Workforce; Hiring and Attrition	71-74, 84-86
<b>2-8 Workers who are not employees</b>			
2-8-a	Total number of workers who are not employees	Mah Sing’s Workforce	71-74
2-8-a-i	Most common types of worker and contractual relationship		
2-8-a-ii	Type of work they perform		
2-8-b	Methodologies and assumptions used to compile data	N/A	N/A
2-8-b-i	In headcount, FTE		
2-8-b-ii	Average across the reporting period		
2-8-c	Significant fluctuations in the number of workers who are not employees during and between reporting period	Mah Sing’s Workforce; Hiring and Attrition	71-74, 84-86

## SUSTAINABILITY REPORT 2022

## GRI CONTEXT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-9 Governance structure and composition</b>			
2-9-a	Governance structure	Sustainability Governance, Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	20-23, 108-134 (IAR2022)
2-9-b	List of committees of the highest governance body		
2-9-c	Composition of the highest governance body and its committees		
2-9-c-i	Executive and non-executive members	Board Composition; Profiles of the Board of Directors	94 (IAR2022), 95-101 (IAR2022)
2-9-c-ii	Independence		
2-9-c-iii	Tenure of members on the governance body	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-9-c-iv	Number of other significant positions and commitments held by each member, and the nature of the commitments	Profiles of the Board of Directors	95-101 (IAR2022)
2-9-c-v	Gender	Diverse Board Composition	22
2-9-c-vi	Under-represented social groups	Profiles of the Board of Directors	95-101 (IAR2022)
2-9-c-vii	Competencies relevant to the impacts of the organization	Profiles Of The Board of Directors; Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	95-101, 116-134 (IAR2022)
2-9-c-viii	Stakeholder representation	Profiles of the Board of Directors; Stakeholder Engagement; Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	95-101 (IAR2022), 15-17, 116-134 (IAR2022)
<b>2-10 Nomination and selection of the highest governance body</b>			
2-10-a	Nomination and selection processes for the highest governance body and its committees	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-10-b	Criteria used for nominating and selecting highest governance body members		
2-10-b-i	Views of stakeholders		
2-10-b-ii	Diversity		
2-10-b-iii	Independence		
2-10-b-iv	Competencies relevant to the impacts of the organization		
<b>2-11 Chair of the highest governance body</b>			
2-11-a	Report whether the chair of the highest governance body is also a senior executive in the organization	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR 2022)
2-11-b	Explain their function with the organization's management, reasons for this arrangement, and how conflicts of interest are prevented and mitigated		

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-12 Role of the highest governance body in overseeing the management of impacts</b>			
2-12-a	Describe the role of highest governance body and senior executives	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-12-b	Describe the role of highest governance body in overseeing the organization’s due diligence and other processes		
2-12-b-i	Whether and how the highest governance body engages with stakeholders		
2-12-b-ii	How the highest governance body considers the outcomes of these processes		
2-12-c	Reviewing the effectiveness of the organization’s processes	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement; Mah Sing Integrated Annual Report 2022: Statement on Risk Management and Internal Control	116-134 (IAR2022), 137-139 (IAR2022)
<b>2-13 Delegation of responsibility for managing impacts</b>			
2-13-a	Describe how the highest governance body delegates responsibility	Sustainability Governance	20-23
2-13-a-i	Whether it has appointed any senior executives with responsibility for the management of impacts		
2-13-a-ii	Whether it has delegated responsibility for the management of impacts to other employees		
2-13-b	Process and frequency for senior executives or employees to report back to the highest governance body		
<b>2-14 Role of the highest governance body in sustainability reporting</b>			
2-14-a	Process for reviewing and approving	Sustainability Governance	20-21
2-14-b	Explain the reason if the highest governance body is not responsible for reviewing and approving	N/A	N/A
<b>2-15 Conflicts of interest</b>			
2-15-a	Processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-15-b	Conflicts of interest that are disclosed to stakeholders, relating to:		
2-15-b-i	Cross-board membership		
2-15-b-ii	Cross-shareholding with suppliers and other stakeholders		
2-15-b-iii	Existence of controlling shareholders		
2-15-b-iv	Related parties, their relationships, transactions, and outstanding balances		

## GRI CONTEXT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-16 Communication of critical concerns</b>			
2-16-a	Communication to the highest governance body	Assessing and Prioritising Materiality	11-14
2-16-b	Total number and the nature of critical concerns		
<b>2-17 Collective knowledge of the highest governance body</b>			
2-17-a	Report measures taken to advance collective knowledge, skills, and experience of the highest governance body on sustainable development	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
<b>2-18 Evaluation of the performance of the highest governance body</b>			
2-18-a	Processes for evaluating the performance	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-18-b	Evaluation independent & Frequency of evaluations		
2-18-c	Actions taken in response to the evaluation		
<b>2-19 Remuneration policies</b>			
2-19-a	Describe remuneration policies for members of the highest governance body and senior executives	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-19-a-i	Fixed-pay and variable pay		
2-19-a-ii	Sign-on bonuses or recruitment incentive payments		
2-19-a-iii	Termination payments		
2-19-a-iv	Clawbacks		
2-19-a-v	Retirement benefits		
2-19-b	Describe how the remuneration policy related to their objectives and performance		
<b>2-20 Process to determine remuneration</b>			
2-20-a	Process for designing its remuneration policies	Corporate Governance Report 2022; Mah Sing Integrated Annual Report 2022: Corporate Governance Overview Statement	116-134 (IAR2022)
2-20-a-i	Oversees the process for determining remuneration		
2-20-a-ii	The view of stakeholders		
2-20-a-iii	Involvement of remuneration consultants		
<b>2-21 Annual total compensation ratio</b>			
2-21-a	Ratio of the annual total compensation	Salary and Remuneration	79
2-21-b	Ratio of the percentage increase in annual total compensation		
2-21-c	Contextual information		

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-22 Statement on sustainable development strategy</b>			
2-22-a	Statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development	Message from the Founder and Group Managing Director	4-5
<b>2-23 Policy commitments</b>			
2-23-a	Describe policy commitments including:	Commitments and Pledges; Sustainability Governance; Supply Chain Assessment; Climate Change and Emissions; Human Rights and Labour Practices	18, 20-21, 28-34, 52-55, 69-71
2-23-a-i	Authoritative intergovernmental instruments that the commitments reference		
2-23-a-ii	Commitments stipulate conducting due diligence		
2-23-a-iii	Commitments stipulate applying precautionary principle	Environmental Impact; Climate Change and Emissions; Occupational Safety and Health	52-55, 87-90
2-23-a-iv	Commitments stipulate respecting human rights	Human Rights and Labour Practices	69-71
2-23-b	Describe specific policy commitment to respect human right including:		
2-23-b-i	Internationally recognized human rights that the commitment covers	Sustainability Governance; Human Rights and Labour Practices	20-21, 27, 69-71
2-23-b-ii	Categories of stakeholders		
2-23-c	Links to the policy commitments	Human Rights and Labour Practices	69-71
2-23-d	The level at which each policy commitments was approved		
2-23-e	The extent to which policy commitments apply to the organisation’s activities and to its business relationships	Human Rights and Labour Practices	69-71
2-23-f	Communication to workers, business partners and other relevant parties		
<b>2-24 Embedding policy commitments</b>			
2-24-a	Describe how it embeds each of its policy commitments for responsible business conduct	Commitments And Pledges; Sustainability Governance; Supply Chain Assessment; Climate Change and Emissions	18, 20-21, 28-34, 52-55
2-24-a-i	How it allocates responsibility to implement the commitments across different levels		
2-24-a-ii	How it integrates the commitments into organizational strategies	Sustainability Governance; Supply Chain Assessment	20-21, 28-34
2-24-a-iii	How it implements its commitments with and through its business relationships		
2-24-a-iv	Training that organizations provide on implementing the commitments	Anti-Corruption Communication and Training; Communicating Human Rights and Labour Practice Policies	24, 70

## GRI CONTEXT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-25 Processes to remediate negative impacts</b>			
2-25-a	Describe its commitments	Whistleblowing Mechanism and Policy, Grievance Mechanism	26, 71
2-25-b	Approach to identify and address grievances		
2-25-c	Other processes by which the organization provides for		
2-25-d	How stakeholders involved		
2-25-e	How organization tracks the effectiveness of the grievance mechanisms and other remediation processes		
<b>2-26 Mechanisms for seeking advice and raising concerns</b>			
2-26-a	Describe the mechanisms for individual to:	Whistleblowing Mechanism and Policy	26
2-26-a-i	Seek advice on implementing organization's policies and practices		
2-26-a-ii	Raise concerns about the organization's business conduct		
<b>2-27 Compliance with laws and regulations</b>			
2-27-a	Total number of significant instances of non-compliance with laws and regulations	Regulatory Compliance	28
2-27-a-i	Instances for which fines were incurred		
2-27-a-ii	Instances for which non-monetary sanctions were incurred		
2-27-b	Total number and the monetary value of fines for instances of non-compliance with laws and regulations		
2-27-b-i	Fines for instances that occurred in current reporting period		
2-27-b-ii	Fines for instances that occurred in previous reporting periods		
2-27-c	Significant instances of non-compliance		
2-27-d	How it has determined significant instances of noncompliance		
<b>2-28 Membership associations</b>			
2-28-a	Report industry associations, membership associations, and national or international advocacy organizations	Membership in Associations	34
<b>2-29 Approach to stakeholder engagement</b>			
2-29-a	Describe the approach including:	Communication and Stakeholders	15-17
2-29-a-i	Categories of stakeholders		
2-29-a-ii	Purpose of stakeholder engagement		
2-29-a-iii	How organization seeks to ensure meaningful stakeholder engagement		

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>2-30 Collective bargaining agreements</b>			
2-30-a	Percentage of total employees covered by collective bargaining agreements	Pre-Qualification and Selection Criteria; Human Rights and Labour Practices	29, 69-71
2-30-b	Report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements for employees not covered by collective bargaining agreements		
<b>GRI 3: Material Topics 2021</b>			
3-1	Process to determine material topics	Assessing and Prioritising Materiality	11-14
3-2	List of material topics		
3-3	Management of material topics	Sustainability Report 2022	11-101
<b>GRI 201: Economic Performance 2016</b>			
201-1	Direct economic value generated and distributed	Direct Economic Value	35-36
201-2	Financial implications and other risks and opportunities due to climate change	Risks and Opportunities Presented by Climate Change; Task Force on Climate-Related Financial Disclosures (“TCFD”)	53, 98-101
201-3	Defined benefit plan obligations and other retirement plans	MSPD Employee Wellbeing and Benefits, Manufacturing Division Employee Wellbeing and Benefits	78
201-4	Financial assistance received from government	N/A	N/A
<b>GRI 202: Market Presence 2016</b>			
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202-2	Proportion of senior management hired from the local community	Diverse Board Composition; Mah Sing Integrated Annual Report 2022: Board Composition	22
<b>GRI 203: Indirect Economic</b>			
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207-3	Stakeholder engagement and management of concerns related to tax		
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<b>GRI 301: Materials 2016</b>			
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GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
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407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A	N/A
<b>GRI 408: Child Labor 2016</b>			
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Assessment; Human Rights and Labour Practices	28-33, 69-71
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409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Assessment; Human Rights and Labour Practices	28-33, 69-71
<b>GRI 410: Security Practices 2016</b>			
410-1	Security personnel trained in human rights policies or procedures	N/A	N/A
<b>GRI 411: Rights of Indigenous Peoples 2016</b>			
411-1	Incidents of violations involving rights of indigenous peoples	N/A	N/A

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER(S)
<b>GRI 413: Local Communities 2016</b>			
413-1	Operations with local community engagement, impact assessments, and development programmes	Local Community Development	91-97
413-2	Operations with significant actual and potential negative impacts on local communities		
<b>GRI 414: Supplier Social Assessment 2016</b>			
414-1	New suppliers that were screened using social criteria	N/A	N/A
414-2	Negative social impacts in the supply chain and actions taken	Anti-Bribery and Anti-Corruption Policy	23-25
<b>GRI 415: Public Policy 2016</b>			
415-1	Political contributions	Anti-Bribery and Anti-Corruption Policy	24
<b>GRI 416: Customer Health and Safety 2016</b>			
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Responsibility	40-49
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		
<b>GRI 417: Marketing and Labeling 2016</b>			
417-1	Requirements for product and service information and labeling	Product Quality and Responsibility	40-49
417-2	Incidents of non-compliance concerning product and service information and labeling		
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418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security	28

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