



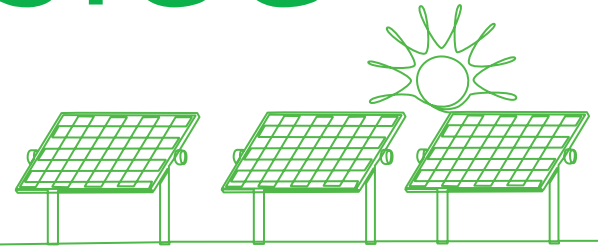
MMC CORPORATION BERHAD

EMPOWERING A SUSTAINABLE TOMORROW

SUSTAINABILITY REPORT 2024



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Scan this QR Code to access
MMC Sustainability Report 2024





Empowering A Sustainable Tomorrow

This year's cover design employs the line art to effectively convey our sustainability message where we create a compelling narrative that aligns with the Group's values. This creative representation not only demonstrates our commitment to sustainable development but also emphasises our strategic focus across all levels of MMC business operations. It clearly illustrates that our initiatives are designed to deliver both financial returns and positive societal impact.

Accompanied by the tagline "Empowering a Sustainable Tomorrow", it further positions MMC as one of the leader in sustainability. By promoting transparency, engaging with stakeholders, and strengthening our sustainability agendas across divisions, we enhance our credibility and inspire action. Together, we can pave the way for a sustainable future that benefits both MMC and the communities we serve.

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About This Report

INTRODUCTION

MMC Corporation Berhad (“MMC” or “the Group” when referred to together with its subsidiaries) is continuing its sustainability journey with the publication of this Sustainability Report for the financial year ending in 2024 (“SR2024”).

This report highlights the Group’s sustainability initiatives and progress made from 1 January to 31 December 2024 (“FY2024”). To provide greater transparency and help stakeholders assess the Group’s sustainability performance, MMC has also continued to include relevant data from over the past three years (FY2022 – FY2024).



Through this voluntary report, MMC aims to demonstrate that sustainability remains at the forefront of its various operations and showcase its dedication to reducing environmental impact, fostering socioeconomic development, and maintaining strong economic performance in line with ethical governance practices.

The SR2024 has been prepared in alignment with the following frameworks and guidelines while drawing from industry best practices and other leading benchmarks:

National Sustainability Reporting Framework (“NSRF”)
Bursa Malaysia Sustainability Reporting Guide Third Edition
International Financial Reporting Standards (“IFRS”) S1 and S2
Global Reporting Index (“GRI”) Standards
FTSE4Good Bursa Malaysia Index
SASB Sector-Specific Disclosures
Taskforce for Climate-Related Financial Disclosures (“TCFD”)
United Nations Sustainability Development Goals (“UNSDGs”)

About This Report

SCOPE & BOUNDARY

This SR2024 document shall include all relevant sustainability information and data from the Group and its subsidiaries. These shall be called "Operating Company" or "Operating Companies" when referred to separately from the Group.

Operating Companies under the Group's management that are sufficiently prepared to monitor their sustainability performance and provide the necessary disclosures are included in this report. However, publicly listed Operating Companies that are required to publish independent Sustainability Reports shall be excluded from this SR2024 unless explicitly stated otherwise. A full list of all Operating Companies featured in this report can be found in the **About MMC** section.

Starting from FY2024, MMC will also be reporting on the sustainability performance of MMC Oil & Gas Engineering Sdn Bhd ("MMC Oil & Gas"), Andaman Port Sdn Bhd ("Andaman Port"), and Retro Highland Sdn Bhd ("Retro Highland"). These Operating Companies will only provide data for FY2024 without the accompanying three-year data unless specified otherwise. This three-year data will be added on a rolling basis in future reports.

Wherever possible, the Group will also include relevant data and disclosures from its supply chain, covering suppliers, business partners, contractors, vendors, and service providers.

DATA ASSURANCE & VALIDITY

All data and disclosures included in this SR2024 have been reviewed and approved by MMC's Board of Directors.

Similarly, all data owners and the Group's Senior Management have reviewed their respective disclosures to maintain accuracy and credibility.

As an added level of assurance, selected disclosures have been internally reviewed by the Group Internal Audit department, and this engagement forms part of the Annual Internal Audit Plan 2025, approved by the MMC's Audit Committee. These include common sustainability disclosures on the Group's governance policies, anti-corruption, human rights, employee management, and occupational safety and health.

A complete Statement of Assurance is included in the appendices of the SR2024.

LIMITATIONS & EXCLUSIONS

MMC aims to collect and present the most relevant and up-to-date data within this report. However, the Group acknowledges that there may be gaps in certain indicators. In this regard, MMC will continue refining its data collection mechanism to obtain meaningful data from official channels and records. This standard is also applied when collecting similar disclosures from the Group's supply chain.

FORWARD-LOOKING STATEMENTS

Any forward-looking statements included in this SR2024, including key performance indicators ("KPIs"), targets, plans, focus areas, strategic priorities, operations, and forecasted figures, are based on reasonable assumptions made from current business trajectories. However, as businesses are subject to unforeseen risks, readers are advised to adopt a balanced view and understand that actual outcomes may differ.

The SR2024 will contain forward-looking statements, especially in disclosures relating to key performance indicators ("KPIs"), targets, plans, focus areas, strategic priorities, operations, and forecasted figures. These disclosures are reported based on reasonable assumptions made from information available on hand and market trends at the time of reporting.

MMC would also like to highlight that there may be terms in this report which indicate the Group's expectations regarding future growth, including future increases in economic value creation. These statements are not intended to provide any form of guarantee for future performance.

Readers are advised to practice discretion when using this report to make financial decisions. MMC does not provide any form of guarantee regarding the anticipated outcome disclosed within the SR2024.

REPORT AVAILABILITY & FEEDBACK

Interested parties can access a copy of the SR2024 on the Group's corporate website: <https://www.mmc.com.my/page164.html>.

The Group is also committed to refining its sustainability practices and encourages constructive input. Any such inquiries, comments, or suggestions can be directed to the Group Corporate Communications team at corporatecomm@mmc.com.my.



Scan this QR Code to access **MMC Sustainability Report 2024**

Group Chairman Message

Dear Valued Stakeholders,

On behalf of the Board of Directors, I am pleased to present MMC Corporation Berhad's latest Sustainability Report, marking another meaningful milestone in our ongoing journey of Environmental, Social, and Governance ("ESG") stewardship.



Strengthening Our ESG Commitment

MMC has voluntarily taken the initiative to publish a standalone Sustainability Report since 2022. This proactive step reflects our belief in sustainability not just as a strategic value driver, but as a moral imperative, one that shapes how we operate, lead, and grow responsibly.

Over the past year, we deepened this commitment by embedding climate risk assessments and scenario planning across our operations. This year, we advanced further by aligning more closely with IFRS S2 and other relevant standards. These efforts have significantly enhanced our ability to identify and evaluate climate-related risks and opportunities across our value chain, enabling us to respond with greater agility and foresight in the face of evolving market expectations and regulatory developments. The structured framework provided by IFRS S2 has also allowed for more consistent, transparent disclosure of climate-related financial information, strengthening stakeholder confidence and reinforcing our commitment to long-term sustainability.

Purpose-Driven Governance

In general, sustainability is being further integrated into the core of our business strategy, beyond compliance and disclosures. It informs how we invest, manage risk, engage stakeholders, and build resilience. For MMC, with a diverse operational footprint, this strategic integration ensures that sustainability considerations are embedded in long-term planning and day-to-day decision-making across the Group. It strengthens our competitiveness, enhances operational foresight, and enables each Operating Company to navigate challenges while aligning with shared Group priorities.

At the heart of our strategy is a firm belief that businesses must act as catalysts for meaningful change, delivering positive outcomes for the environment, our people, and society while upholding the highest standards of governance and accountability.

While each Operating Company within the Group retains autonomy in managing its sustainability priorities, MMC's



We also recognise that sustainability must extend beyond our immediate operations to the broader ecosystem in which we operate. ”

centralised governance framework provides structure, alignment, and assurance. This balanced approach enables operational flexibility without compromising on integrity or standards. Notably, the centralised oversight of climate-related governance, as reflected in our adoption of IFRS S2-aligned practices, has improved the consistency of climate risk monitoring and reporting across the Group.

Group Chairman Message

As calls for responsible leadership continue to grow, the Board remains confident in MMC's purpose to generate long-term value by contributing to the betterment of society and the environment.

Building Resilience Through Responsible Business

A stable and resilient financial foundation enables us to allocate the resources needed to drive sustainable innovation, improve operational efficiency, and deliver long-term value for all stakeholders. For us, "Empowering a Sustainable Tomorrow" is not just a tagline but is a guiding principle that shapes our decisions and ambitions, including our governance.

We also recognise that sustainability must extend beyond our immediate operations to the broader ecosystem in which we operate. Suppliers, in particular, hold some of the highest ESG-related risks, from carbon emissions to labour practices. However, they also represent opportunities for systemic transformation. At MMC, we are committed to fostering responsible supply chain practices. As such, several Operating Companies of ours have incorporated environmental and social criteria into their Vendor Code of Conduct, while supplier audits are also conducted through our Human Capital Management ("HCM") system. These focus on fair labour practices and human rights protections, ensuring that we extend our sustainability efforts across the value chain.

In parallel, our people remain one of our strongest levers for impact. Across the Group, our Operating Companies continue to prioritise local employment and sourcing, in full compliance with the Employment Act (Amendment) 2023. Supporting local talent and uplifting the communities we operate in is central to our approach to improving the livelihood of our communities.

Equally, Occupational Safety and Health ("OSH") remains a core priority. Each Operating Company has tailored OSH policies, ensuring a safe and inclusive workplace for all. In 2024, we have won awards as a testament to our commitment to excellence in safety, well-being, and employee experience. This includes Northport's International Safety Awards 2024 (Merit) from the British Safety Council and Johor Port's recognition at the Asia Best Employer Brand Awards 2024. These recognitions are the result of the hard work, passion, and dedication of our people. It is their leadership, their values, and their belief in our purpose that truly powers our progress.

Moving Forward Together

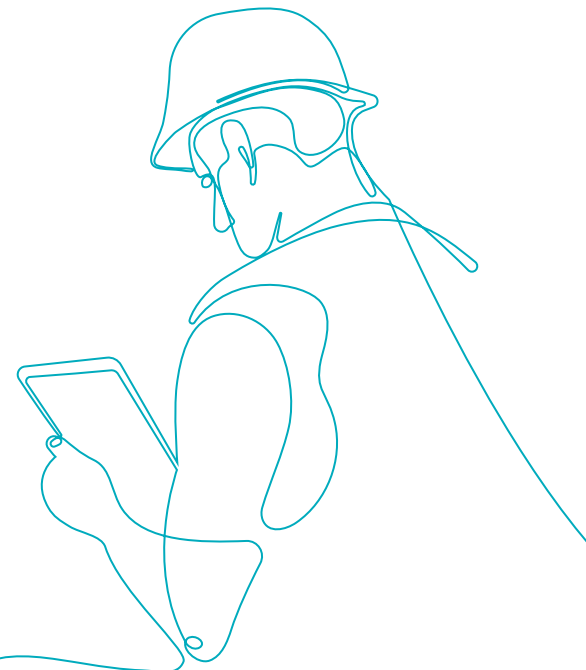
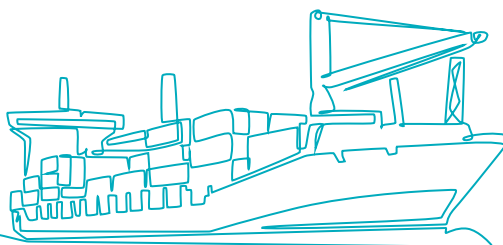
With this, I would like to thank my fellow Board members and the management team and all our external stakeholders for their unwavering support and stewardship. Your insights and commitment ensure MMC remains agile, future-ready, and grounded in our values. On behalf of the Board, I extend our deepest gratitude to the entire MMC workforce. Your resilience and dedication are the driving force behind our achievements.

As we look to the future, we remain focused on deepening our sustainability foundations through sound governance, ethical leadership, and long-term thought leadership. We view sustainability not as a compliance obligation, but as the cornerstone of value creation, which is why we continue to report on it voluntarily.

By strengthening our alignment with frameworks, we aim to continue enhancing our disclosures, supporting more informed decision-making, and reinforcing trust with all our stakeholders. We are committed to being part of the solution by driving progress, creating shared value, and shaping a future that is resilient, inclusive, and responsible.

Together with our stakeholders, we look forward to building on this momentum as we move forward in empowering a sustainable tomorrow.

Tan Sri Tajuddin Atan
Group Chairman



Group Managing Director Message

To Our Esteemed Stakeholders,

The year 2024 marked a defining chapter in MMC Group's sustainability journey, one that reflects our firm resolve to do better, be better, and lead responsibly.

Sustainability as the Foundation of Our Growth

This year, MMC Group has taken deliberate steps to making sustainability integral to how we operate, create value, and shape long-term impact. It was a year that tested our agility and, in turn, reinforced our commitment to responsible growth, environmental stewardship, and inclusive progress.

Throughout MMC Group's various operations that span ports and logistics, engineering, energy and utilities, industrial development, and airport management, we recognise the significance of our footprint and the responsibility and opportunity it presents. As a Group with diverse businesses and a broad presence, sustainability is not an ancillary function for us; it is fundamental. It shapes how we transform, grow, and contribute meaningfully. We are not merely responding to the challenges of our time, we are choosing to be part of the solution by reporting on our sustainability journey, without obligations.

This year, we stepped up our efforts by integrating climate risk assessments and scenario planning across our operations, especially in areas where our environmental footprint is most significant. Through a structured workshop, we identified and mapped out climate-related risks and opportunities within our business. This process has proven invaluable, providing us with a clearer understanding of how climate

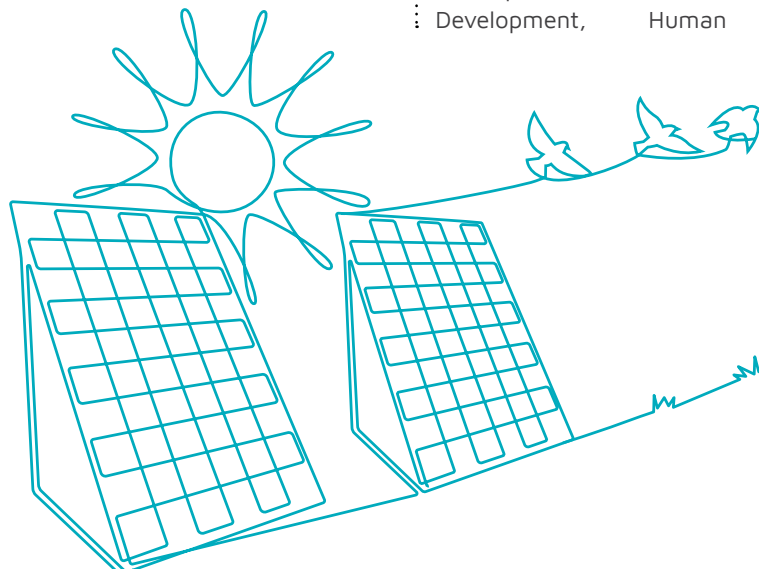
change impacts our operations, supply chains, and stakeholders. It has also empowered us to proactively prepare, strengthen resilience, and explore adaptive solutions, whether through infrastructure redesign, diversification of energy sources, or rethinking our logistics strategies. Ultimately, this is about ensuring business continuity while protecting the ecosystems and communities we rely on.

Additionally, we have also aligned more closely with IFRS S2, alongside other global standards such as GRI, SASB, and the Bursa Malaysia Common Sustainability Indicators. While these frameworks are not yet mandatory for us, we believe that adopting them is the right step forward. By embracing these frameworks, we aim to improve how we track and report on our environmental impact, ensuring greater transparency, accountability, and an enhanced approach to sustainability.

The alignment with frameworks further reflects our intention to future-proof our business, stay ahead of regulatory expectations, and continue building trust through transparent and decision-useful climate disclosures. IFRS S2, in particular, has guided how we structure and communicate our governance, strategy, risk management, and metrics around climate-related issues. Through this, we have also improved how we identify, evaluate, and respond to environmental risks, allowing us to embed sustainability deeper into the fabric of our business.

Empowering Communities Through Purposeful Action

However, sustainability is not just about reducing emissions or streamlining operations. At its core, it is about people, building trust, improving lives, and creating lasting value for the communities around us. Through our three pillars, Education & Community Development, Human Capital



Group Managing Director Message



MMC Group is committed to making a positive impact through Corporate Social Responsibility (“CSR”) initiatives that foster meaningful connections and support communities wherever we operate.



Development, and Environmental Stewardship, we continue to uplift and empower the communities in which we operate. These efforts are more than charitable gestures; they are intentional investments in social well-being that help build the kind of stable, connected, and resilient communities that enable businesses like ours to thrive.

Through our targeted CSR programmes, MMC Group remains deeply committed to making a meaningful difference in the communities where we operate. One such initiative this year was MMC Prihatin, under which we distributed food aid to underprivileged households across Malaysia, helping to ease their burden. This same support is extended to education as well, with the Group providing students nationwide with essential supplies and resources they need to succeed. At the same time, we also offered educational programmes as part of our CSR initiatives that promote learning, foster personal development, and empower students with knowledge and opportunities.

We recognise that when communities are supported, they become stronger, and so do we. These initiatives also help cultivate a culture of awareness and shared responsibility across our

workforce and the areas where we operate, strengthening our social licence to operate and reinforcing the values that define us.

Championing our Key Drivers

Internally, we are equally committed to the well-being of our people. Northport’s Fitness League programme reflects this commitment, offering health-focused activities like step challenges, gym workouts, and sports competitions, all aimed at promoting physical wellness and team spirit. These activities do not just promote healthier lifestyles but encourage camaraderie, improve morale, and reinforce a culture of care that is essential to building a motivated and productive workforce.

Across the Group, we have remained steadfast in prioritising occupational safety and health, while nurturing a workplace rooted in inclusivity and respect. We are also intentional about preparing our people for what lies ahead, not just by upskilling them, but by empowering them. We invest in continuous learning, cross-functional development, and future-facing capabilities because a resilient workforce is key to a resilient business. When our people grow, we grow too.

On diversity, equity, and inclusion (“DEI”), we know there is still room to grow. Many of our industries remain male-dominated, especially at the operational level. But we are seeing progress. The representation of women is increasing, and this is something we are committed to strengthening. A diverse workforce brings in broader perspectives, drives better decision-making, and helps foster a culture of innovation and empathy, all of which are essential for long-term value creation.

Looking Ahead

As we move forward, our ambition remains unchanged: to be a responsible and resilient business that leads by example. The road ahead will bring new challenges, but we are entering it with sharper focus, stronger partnerships, and a deeper sense of purpose.

I am confident that with the same spirit of unity, innovation, and shared responsibility that has brought us this far, we will continue to deliver impact that extends beyond financial performance to shape a better tomorrow.

Thank you to our Board of Directors, employees, business partners, and stakeholders for your trust and unwavering support. It is your belief in our journey that drives us to do better every day. Let us continue this journey together, keeping sustainability not just in our plans, but in our purpose.

Together, we rise to new heights in 2025 and beyond.

Tan Sri Che Khalib Mohamad Noh

Group Managing Director

Introduction

INTRODUCTION TO MMC

MMC is a key player in Malaysia's economic growth and development through its diversified portfolio across the following four main divisions.

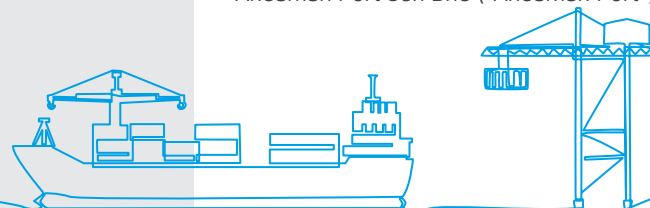


PORTS & LOGISTICS DIVISION

The Ports & Logistics division is Malaysia's integrated port operator that manages both cargo ports as well as cruise terminals. This division plays a crucial role in promoting trade and connecting Malaysia to global markets.

Reported Operating Companies include:

- Pelabuhan Tanjung Pelepas Sdn Bhd ("PTP")
- Johor Port Berhad ("Johor Port")
- Northport (Malaysia) Bhd ("Northport")
- Penang Port Sdn Bhd ("Penang Port")
- Tanjung Bruas Port Sdn Bhd ("Tanjung Bruas Port")
- Kontena Nasional Berhad ("Kontena Nasional")
- Andaman Port Sdn Bhd ("Andaman Port")

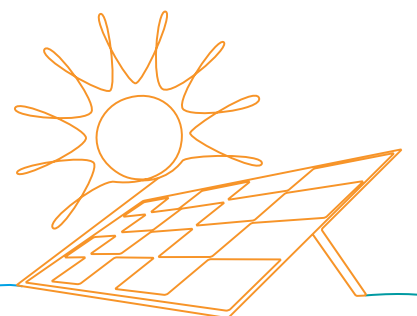


ENERGY & UTILITIES DIVISION

The Energy & Utilities division of the Group is a leading provider of essential utility services in Malaysia, including power, waste management, natural gas, water treatment, and wastewater management.

Reported Operating Company is:

- Aliran Ihsan Resources ("AIR") Berhad



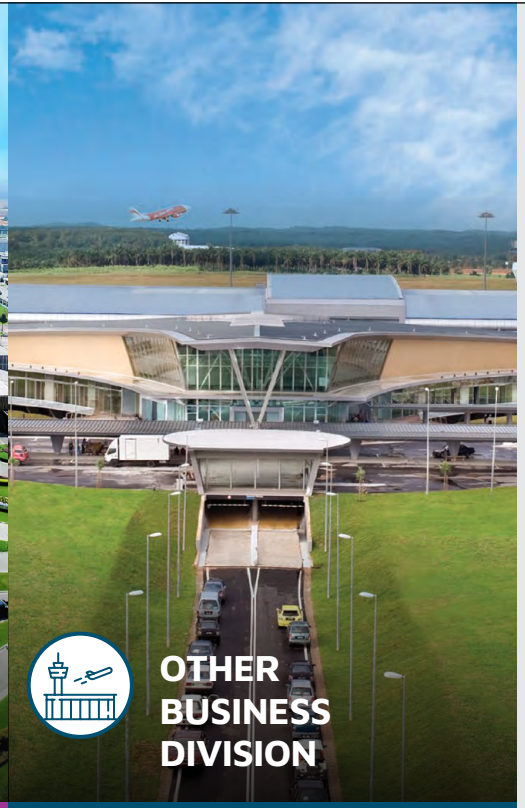
Introduction



ENGINEERING DIVISION



INDUSTRIAL DEVELOPMENT DIVISION



OTHER BUSINESS DIVISION

MMC's Engineering division is known for its contribution to various nation-building projects such as the Klang Valley Mass Rapid Transit ("KVMRT"), Ipoh-Padang Besar Electrified Double Tracking Project, and the Stormwater Management and Road Tunnel ("SMART") project.

Reported Operating Companies include:

- MMC Engineering Sdn Bhd ("MMC Engineering")
- MMC Oil & Gas Engineering Sdn Bhd ("MMC O&G")

This division focuses on the planning and development of high-impact industrial parks nationwide, specialising in manufacturing, logistics, and technology. Flagship projects include Senai Airport City, Tanjung Bin Industrial Park, and Northern Technocity, home to many leading global MNCs.

Reported Operating Companies include:

- Senai Airport City Sdn Bhd ("Senai Airport City")
- Retro Highland Sdn Bhd ("Retro Highland")

In addition to these, the Group also owns and operates the Senai International Airport under the Operating Company, Senai Airport Terminal Services Sdn Bhd ("Senai Airport Terminal"). This Operating Company runs the airport as the southern aviation hub and vital gateway to Iskandar Malaysia under the Group's Other Business Division.



Introduction

MEMBERSHIPS IN ASSOCIATION

OPERATING COMPANY	LIST OF MEMBERSHIP IN ASSOCIATIONS	OPERATING COMPANY	LIST OF MEMBERSHIP IN ASSOCIATIONS
PORTS & LOGISTICS DIVISION			
PTP	ASEAN Ports Association American Malaysian Chamber of Commerce Association of Malaysian Hauliers Institute of Internal Auditors Johor Port Shipping Freight Forwarding Johor Freight Forwarders Associations Malaysia International Chamber of Commerce and Industry Malaysia Dutch Business Council Malaysia German Chamber of Commerce and Industry Malaysia Australia Business Council Malaysia British Malaysian Chamber of Commerce Malaysian French Chamber of Commerce & Industry Singaporean-German Chamber of Commerce & Industry Shipping Association Malaysia The Chartered Institute of Logistics & Transport UN Global Compact Network Malaysia & Brunei Malaysia Auxiliary Police Association	Johor Port	Chartered Institute of Logistics and Transport Malaysian Auxiliary Police Association Pasir Gudang Emergency Mutual Aid UN Global Compact Network Malaysia & Brunei Malaysian Employer Federation Malaysian Institute of Accountants Malaysian Institute of Chartered Secretaries and Administrators Malaysia Institute of Corporate International Association of Ports & Harbours
Johor Port	ASEAN Ports Association Institute of Internal Auditors Information System Audits and Control Association Malaysian Association of Risk and Insurance Management Maritime Institute of Malaysia	Northport	Chartered Institute of Logistics and Transport Institute of Marketing Malaysia ASEAN Ports Association International Association of Ports & Harbours Malaysian International Chamber of Commerce and Industry Ikhtisas Kelautan Malaysia Maritime Institute of Malaysia Federation of Malaysian Manufacturers Malaysian-China Chamber of Commerce Malaysia Biomass Industries Confederation South East Asia Sustainability Network Malaysian Employer Federation Kuala Lumpur Business Club Malaysian Economic Association UN Global Compact Network Malaysia & Brunei British Safety Council

Introduction

OPERATING COMPANY	LIST OF MEMBERSHIP IN ASSOCIATIONS
Penang Port	Federation of Malaysian Port Operating Companies
	ASEAN Ports Malaysia
	Malaysian International Chamber of Commerce and Industry
	Malaysian Institute of Accountants
	Institute of Internal Auditors
	Malaysian Institute of Chartered Secretaries and Administrators
	Association of Chartered Certified Accountants
	UN Global Compact Network Malaysia & Brunei
	International Association of Ports & Harbors
	Ikhtisas Kelautan Malaysia
	Maritime Institute of Malaysia
	Tanjung Bruas Port
Kontena Nasional	International Air Transport Association
	Airfreight Forwarders Association of Malaysia
	Selangor Freight Forwarders and Logistics Association
	Penang Airfreight Forwarders Association
	Malaysian Employers Federation
	Federation of Malaysian Manufacturers
	Association of Malaysia Haulage
	Federation of Malaysian Freight Forwarder
	The Malaysian Oil, Gas and Energy Services Council
	The Chartered Institute of Logistics and Transport
	Maritime Institute of Malaysia

OPERATING COMPANY	LIST OF MEMBERSHIP IN ASSOCIATIONS
Kontena Nasional	Johor Ports Shipping & Forwarding Association
	Johor Freight Forwarders Association

ENERGY & UTILITES DIVISION

AIR Berhad	Malaysian Water Association
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ENGINEERING DIVISION

MMC Engineering	Malaysian Rail Industry Corporation
	Master Builder Association Malaysia
MMC O&G	Malaysian Oil, Gas & Energy Services Council
	Malaysian Oil, Gas & Energy Engineering Council
	Malaysian French Chamber of Commerce and Industry
	Malaysian Consortium of Mid-Tier Companies

INDUSTRIAL DEVELOPMENT DIVISION

Senai Airport City	Association of Federation of Malaysian Manufacturers
	Malaysian-German Chamber of Commerce and Industry

OTHER BUSINESS DIVISION

Senai Airport Terminal	Malaysia Employer Federation
	Malaysia Auxiliary Police Association

Introduction

SUSTAINABILITY LINKAGE

INPUT CAPITAL



BUSINESS DIVISIONS*



FINANCIAL

- Revenue
- Profits
- Equity



TECHNOLOGY

- Facilities, equipment, and vehicles
- Digital technology
- Research and development ("R&D")



HUMAN

- Motivated and competent workforce



RELATIONSHIPS

- Customers
- Business partners
- Supply chain
- Regulators
- Investors



NATURAL

- Renewable energy
- Water and raw materials
- Fuel and electricity



* Refers to Business Divisions included within the SR2024

Introduction



ASSOCIATED MATERIAL TOPICS



UN SDG LINKAGE



FINANCIAL

- Economic and Business Performance
- Nation Building
- Quality Control and Customer Satisfaction



TECHNOLOGY

- Quality Control and Customer Satisfaction



HUMAN

- Occupational Safety and Health



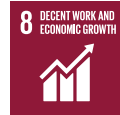
RELATIONSHIPS

- Ethical Governance and Anti-Corruption
- Policy and Regulatory Compliance
- Supply Chain Management



NATURAL

- Energy Management and Climate Change
- Environmental Management
- Resource and Waste Management



Introduction

Northport has set new records by handling

3.67 million TEUs

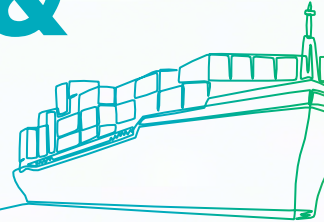
of containers and

12.69 million Freight Weight Tonnes (FWTs)

of conventional cargo, surpassing previous highs.



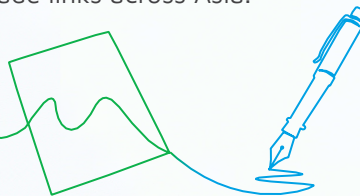
Sustainability Highlights & Milestones



Northport achieved a remarkable milestone by welcoming MV OOCL Japan, the largest container vessel ever to berth at its facilities. With a capacity of 21,413 twenty-foot equivalent units (TEUs), the MV OOCL Japan set a new record for Northport, underscoring its **capability to accommodate Ultra Large Container Vessels ("ULCVs")**.



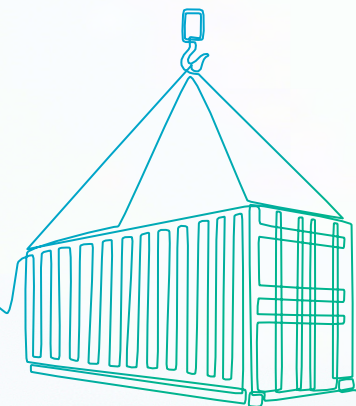
Northport, Kuantan Port Consortium Sdn Bhd, and Malaysia Rail Link Sdn Bhd signed a **Memorandum of Understanding ("MoU")** to develop strategic plan for establishing seamlessly integrated ECRL land bridge connecting Kuantan and Port Klang. This collaboration aims to enhance connectivity, streamline cargo transfer, and strengthen trade links across Asia.



PTP successfully implemented Kaleris' latest **N4 4.0 container terminal operating system**, achieving the system's **largest scale "go live"** globally. This upgrade enhances performance, efficiency, and readiness for future volume growth.

PTP completed **Malaysia's first LNG bunkering operation** involving a container vessel. This landmark event, featuring MSC Sofia, highlights PTP's dedication to sustainability and environmental responsibility

PTP came in the **Top 5 in the Global Efficiency Ranking** published by the Container Port Performance Index ("CPPI"), solidifying its position as the leading terminal in Southeast Asia.



Introduction

Johor Port achieved a historic milestone with its highest monthly throughput of **102,324 TEUS** in month of August 2024, surpassing the previous record of 99,039 TEUs set in 2019. The Operating Company also recorded a remarkable throughput YTD August 2024 of 698,914 TEUs, reflecting a **16.7%** year-on-year growth driven by increased trade activities and enhanced service levels.



Kontena Nasional entered a **strategic partnership** with Agytek to integrate advanced technological solutions, streamline logistics operations, and foster innovation in the supply chain.

The Inland Clearance Depot of **Kontena Nasional** has become the trade hub of the ASEAN Express, enhancing trade between Malaysia and China by **reducing transit time to nine days**, compared to the usual 14-21 days by sea.

MMCE has earned **three Malaysia Book of Records awards** for its structural work on the Asia Digital Engineering (“ADE”) 14-Line Aircraft Maintenance, Repair, and Overhaul (“MRO”) Hangar at the Kuala Lumpur International Airport. These awards were for the Longest Single Span Pre-Engineered Building (“PEB”) System Rafter, the Longest Locally Designed Single Span Truss Frame System, and the Longest Vertical Hangar Door (Megadoor).

Senai Airport City Free Industrial Zone was selected by Zhejiang Shenghuabo Electric Appliance Corporation to established its **first international automotive facility**. The development covers 20 acres with an investment of **RM350 million** in its 1st Phase.

Chenbro Malaysia Sdn Bhd has acquired **15.06 acres** of land in the Senai Airport City Free Industrial Zone. This development aligns with Senai Airport City’s strategic focus on building a robust AI and ICT ecosystem, fostering innovation and advancing comprehensive technology solutions.

Senai Airport Terminal saw a **37% year-on-year** growth in international passenger traffic, the highest among all Malaysian airports. This contributed significantly to Malaysia’s **8.8 million** passenger movement.

A Diverse & Inclusive Workforce of 13,010 Employees
Across the Group.



Group Revenue
Over RM5 billion
in FY2024.

Profit After Tax and Minority Interest
Over RM600 million
FY2024.



Group Asset
Over RM26 billion
as of 31 December 2024.

Introduction

NO.	COMPANY	DATE	NAME OF AWARD
1	PTP	29 November 2024	UN Global Compact Network Malaysia & Brunei a. Partnership for the Goals Recognition b. Pioneer Sustainable Development Action Recognition
2	Senai Airport City	24 November 2024	Special Project Appreciation during the two years Madani Government programme (2TM) and Convention of National Reform Civil Services.
3	PTP	24 November 2024	Gold Award, Lembaga Pelabuhan Johor Sustainability Awards 2024
4	Johor Port	12 November 2024	Asia Best Employer Brand Awards 2024, World HRD Congress
5	MMC Oil & Gas Engineering	30 October 2024	Certificate of Appreciation, as sponsor support towards MOGEC ICONS TALK "High performing Teams"
6	Johor Port	29 October 2024	Green Port Award System 2024, APEC Port Services Network Council
7	PTP	18 October 2024	Supply Chain Innovator of the Year, Digital Transformation Award at the 2024 Supply Chain Asia Awards
8	Kontena Nasional	11 October 2024	Best New Logistics Services Provider, BASF Petronas Chemical
9	Johor Port	8 October 2024	Best Employer Award, Kumpulan Wang Simpanan Pekerja (KWSP) Negeri Johor



Awards & Accolades 2024

Introduction

NO.	COMPANY	DATE	NAME OF AWARD
10	Senai International Airport	8 October 2024	Best Employer Award, KWSP Negeri Johor
11	MMC Oil & Gas Engineering	27 September 2024	OGA Award Certificate of Appreciation
12	MMC Engineering	26 September 2024	Malaysia Book of Records Awards: a. Distinctions for the Longest Single Span Pre-Engineered Building (PEB) System Rafter b. Longest Locally Designed Single Span Truss Frame System c. Longest Vertical Hangar Door (Megador)
13	Penang Port	25 September 2024	Digital HR Transformation Awards 2024 a. HR Innovation Excellence b. Digital Transformation Excellence c. Best HR Team of the Year



Introduction

NO.	COMPANY	DATE	NAME OF AWARD
14	Johor Port	22 August 2024	The 2023-2024 Brand Laureate BestBrands Award - Nation's Pride in the category of Multi-Purpose Port Operation
15	MMC Oil & Gas Engineering	15 August 2024	Certificate of Appreciation for Plant Change Delivery - Malaysia Refining Company Sdn Bhd Consultant, Recognised for the successful completion of the RIVAL DED Project within the scheduled timeframe, without any extension of time
16	Northport	7 June 2024	British Safety Council - International Safety Awards 2024 (Merit)
17	Northport	30 June 2024	Certificate of Appreciation, National Training Week 2024
18	PTP	30 June 2024	Certificate of Appreciation, National Training Week 2024
19	PTP	12 June 2024	<i>Anugerah Kecemerlangan Industri (AKI) 2024</i> by the Ministry of Investment, Trade and Industry (MITI)
20	Penang Port	29 May 2024	The BrandLaureate Fast Moving Growing Sustainable Business & Brands Award 2024 - Excellence in Global Expansion for Maritime Logistics



Awards & Accolades 2024

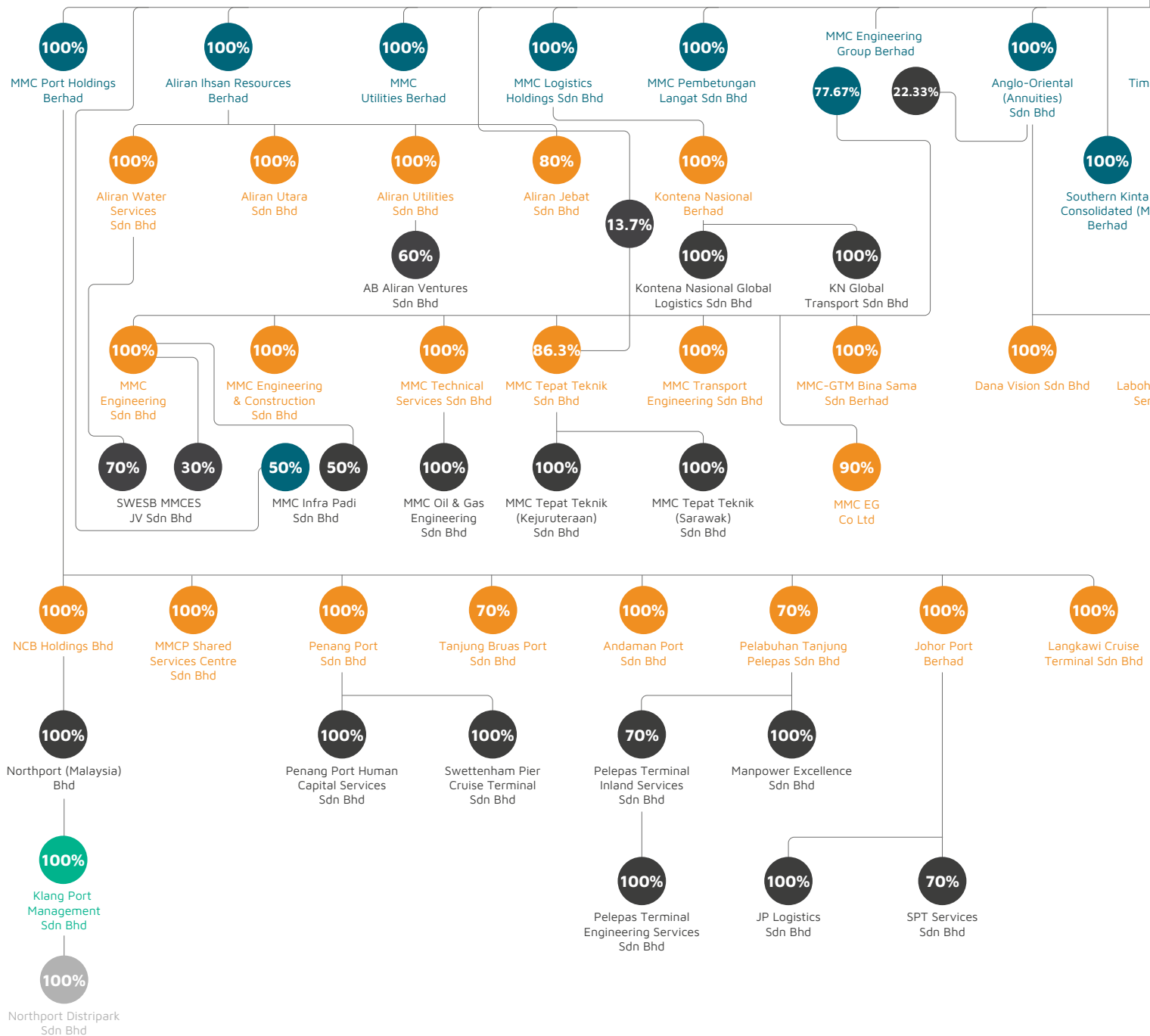
Introduction

NO.	COMPANY	DATE	NAME OF AWARD
21	PTP	21 May 2024	2024 British Malaysian Chamber of Commerce Business Excellence Awards
22	Johor Port	17 May 2024	Bulk Commodities Port / Terminal of The Year 2024, Global Port Forum
23	Northport	26 February 2024	<i>Anugerah Integriti, Governans dan Antirasuah 2023</i> a. Occupational Safety and Health (OSH) Practitioner with Best Integrity b. Gold Award of AIGA 2023
24	MMC Oil & Gas Engineering	23 January 2024	Certificate of Completion for the Mid-Tier Companies Development Programme, WAVE 8



Introduction

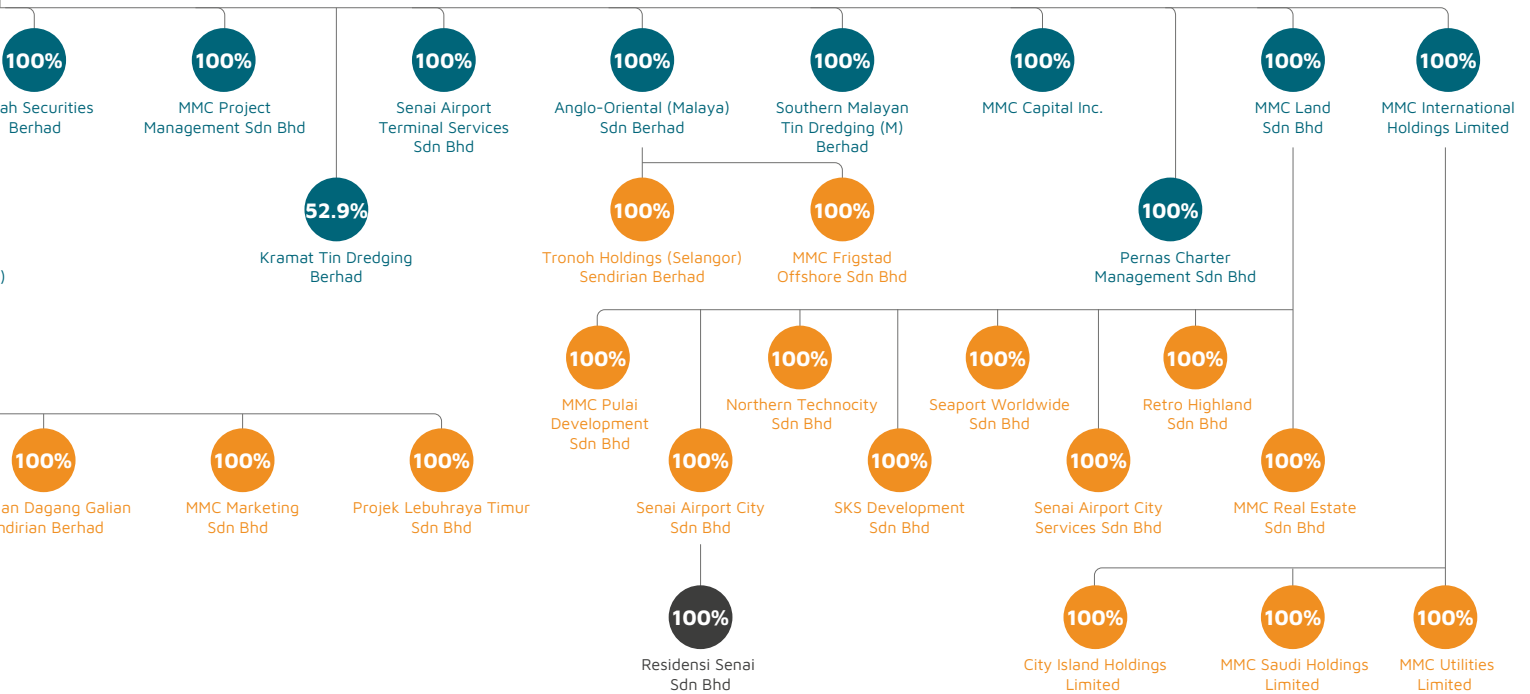
GROUP CORPORATE STRUCTURE AS AT 19 JUNE 2025



Introduction

MMC

OPERATIONS BERHAD



JOINT VENTURES

KTMB MMC Cargo Sdn Bhd	49%
MMC-Gamuda Joint Venture Sdn Bhd	50%
MMC Gamuda KVMRT (PDP) Sdn Bhd	50%
MMC Gamuda KVMRT (T) Sdn Bhd	50%
MMC Gamuda KVMRT (PDP SSP) Sdn Bhd	50%
Projek Smart Holdings Sdn Bhd	50%
UEM MMC Joint Venture Sdn Bhd	50%
Salcon MNCB AZSB JV Sdn Bhd	34%
Salcon MMCS AZSB JV Sdn Bhd	50%
Red Sea Housing Malaysia Sdn Bhd	51%
Port Klang Cruise Terminal Sdn Bhd	50%
DORIS MMC Sdn Bhd	50%

ASSOCIATES

Malakoff Corporation Berhad	38.45%*
P.T. Ritra Konnas Freight Centre	33%
Gas Malaysia Berhad	30.9%
Jazan Economic City Land Limited	24%
Red Sea Ports Development Company	20%
Red Sea Gateway Terminal Company Limited	12%
Konsortium Bernas MMC SPPM Sdn Bhd	10%
Ajil Minerals Sdn Bhd	49%
Red Sea Ports Development International Limited	20%
Red Sea Gateway Terminal International Limited	12%
RSGT Bangladesh Limited	12%

* Excluding treasury shares

Under Liquidation

- KN Loginfra Sdn Bhd (Under Members' Voluntary Liquidation)
- KN Maritime Services Sdn Bhd (Under Members' Voluntary Liquidation)
- Konnas Prolink Sendirian Berhad (Under Members' Voluntary Liquidation)
- Senai Airport Sdn Bhd (Under Members' Voluntary Liquidation)

Assessing Materiality

The identification of material matters is a critical component of MMC's commitment to sustainability which allows the Group to better align its efforts with topics that matter the most.

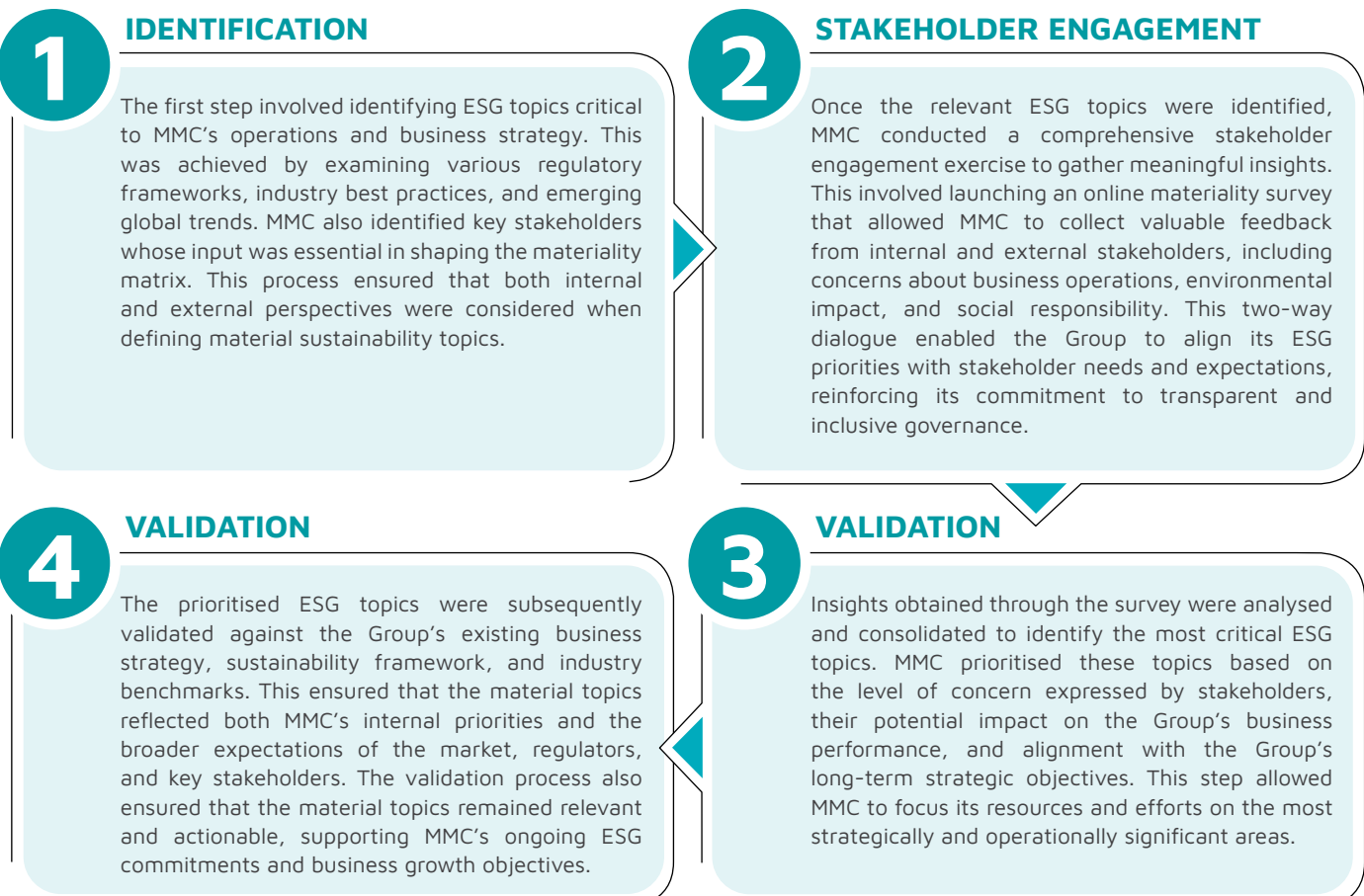
Business priorities and global sustainability challenges are constantly evolving. As such, MMC needs to adopt a strategic and adaptive approach to sustainability management by identifying and continuously reassessing the topics that carry the most value to its business and stakeholders. This structured approach ensures that the Group's sustainability strategy remains relevant and focused, with constant alignment between its business goals and the broader sustainability landscape.

MATERIALITY TOPICS & PROCESS

In FY2024, MMC continued its comprehensive materiality approach by conducting a Materiality Assessment Exercise ("MAE") that incorporated the principles of double materiality into the material topic assessment. This approach ensured that MMC not only evaluated material ESG issues based on their impact on business performance and value creation but also considered how the Group's operations affect the environment, society, and stakeholders. By adopting this dual perspective, MMC gained a more balanced and comprehensive understanding of its material ESG matters, allowing the Group to address both financial and non-financial impacts with greater accountability.

This comprehensive assessment was conducted with input from various stakeholder groups, both internal and external. The methodologies applied were aligned with Bursa Malaysia's Sustainability Toolkit: Materiality Assessment (3rd Edition) and other relevant frameworks, ensuring that the process followed industry best practices.

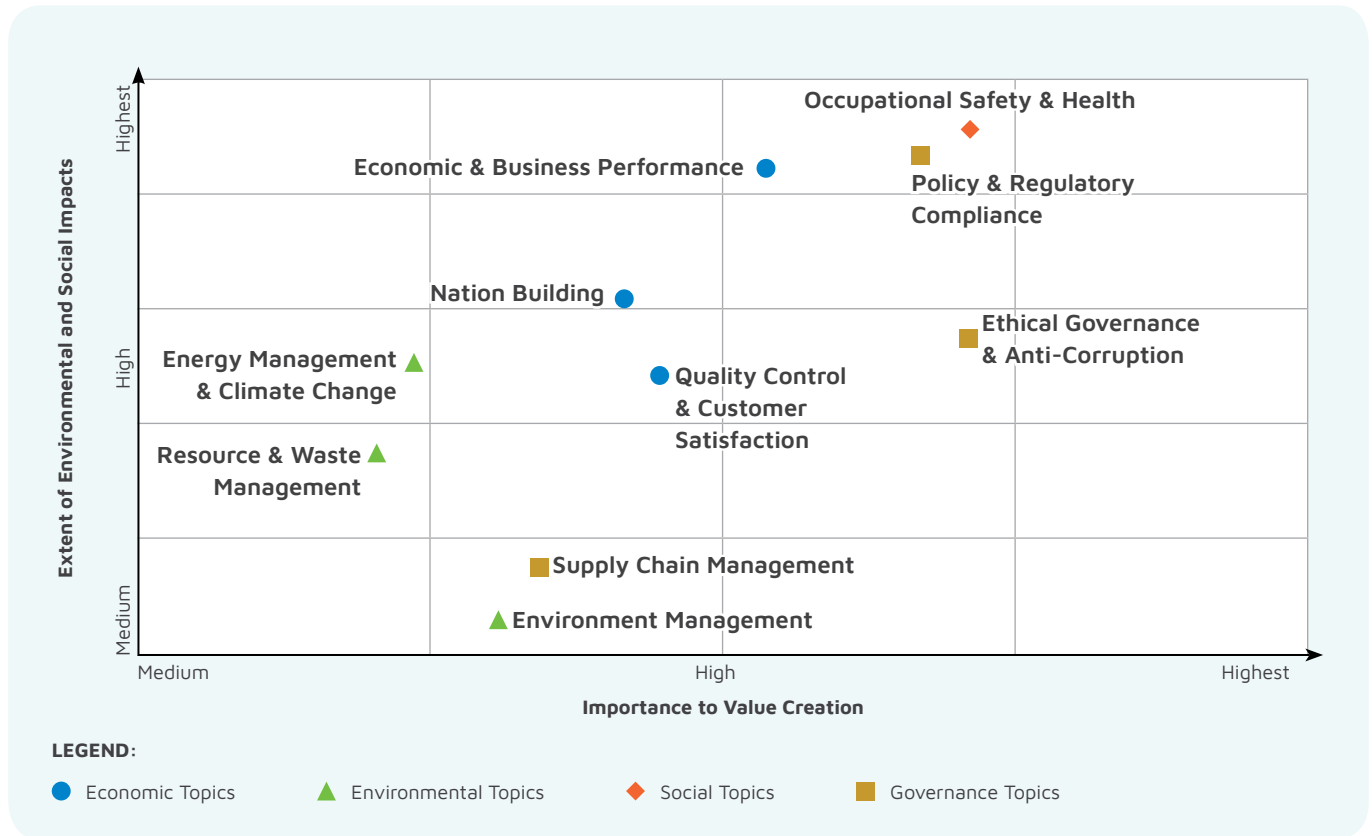
The MAE process followed these steps:



Assessing Materiality

Through this enhanced materiality assessment process, MMC has strengthened its ability to manage ESG risks and opportunities effectively, and has been able to identify key material topics to prioritise as per the following materiality matrix:

MATERIALITY MATRIX



MMC's list of material topics following this assessment has been identified as such:

- ◆ Occupational Safety & Health
- Policy & Regulatory Compliance
- Ethical Governance & Anti-Corruption
- Economic & Business Performance
- Nation Building
- Quality Control & Customer Satisfaction
- ▲ Energy Management & Climate Change
- Supply Chain Management
- ▲ Environmental Management
- ▲ Resource & Waste Management



Assessing Materiality


STAKEHOLDER ENGAGEMENT

Effectively engaging stakeholders is a cornerstone of the double materiality approach that ensures the Group receives diverse perspectives that inform and enrich its materiality process.




MMC places great importance on engaging with stakeholders as part of its commitment to sustainability. Every stakeholder group brings unique insights that contribute to enhancing operational performance and strengthening the Group’s overall sustainability approach. As such, MMC acknowledges the significance of perspectives and insights provided by both internal and external stakeholders that enhance operational performance and strengthen the Group’s overall sustainability approach.

MMC maintains a structured and consistent approach towards stakeholder engagement, ensuring that all material topics remain relevant and aligned with evolving stakeholder expectations. This involves regular communication through formal and informal channels, allowing stakeholders to voice their opinions and actively participate in shaping the Group’s sustainability direction. By preserving its reputation as a reliable and responsible corporate entity, MMC strengthens trust and transparency through open and effective communication with its various stakeholders. The Group carefully considers stakeholder feedback when formulating long-term business and sustainability strategies, ensuring that it remains responsive to changing interests and needs.




In FY2024, the Group’s key stakeholders were engaged through channels as such:

ENGAGEMENT CHANNEL	ISSUES OF CONCERN	RELEVANT MATERIAL TOPICS
 <p>Government, Regulators, and Policy Makers These officials play a crucial role in shaping the regulatory and policy landscape in which MMC operates. Continuous collaboration with government agencies ensures that the Group’s business operations benefit from supportive policies and compliance frameworks, which in turn drive industry standards and facilitate smoother operational execution.</p>		
<p>Risks: Regulatory changes and non-compliance</p>		<p>Opportunities: Influence policy developments and provide favourable operating conditions</p>
<ul style="list-style-type: none"> Dialogues and meetings Exhibitions, conferences, and site visits Supporting government and industry initiatives 	<ul style="list-style-type: none"> Regular internal evaluation of MMC’s legal and regulatory compliance 	<ul style="list-style-type: none"> Policy and Regulatory Compliance Ethical Governance and Anti-Corruption Nation Building


Assessing Materiality

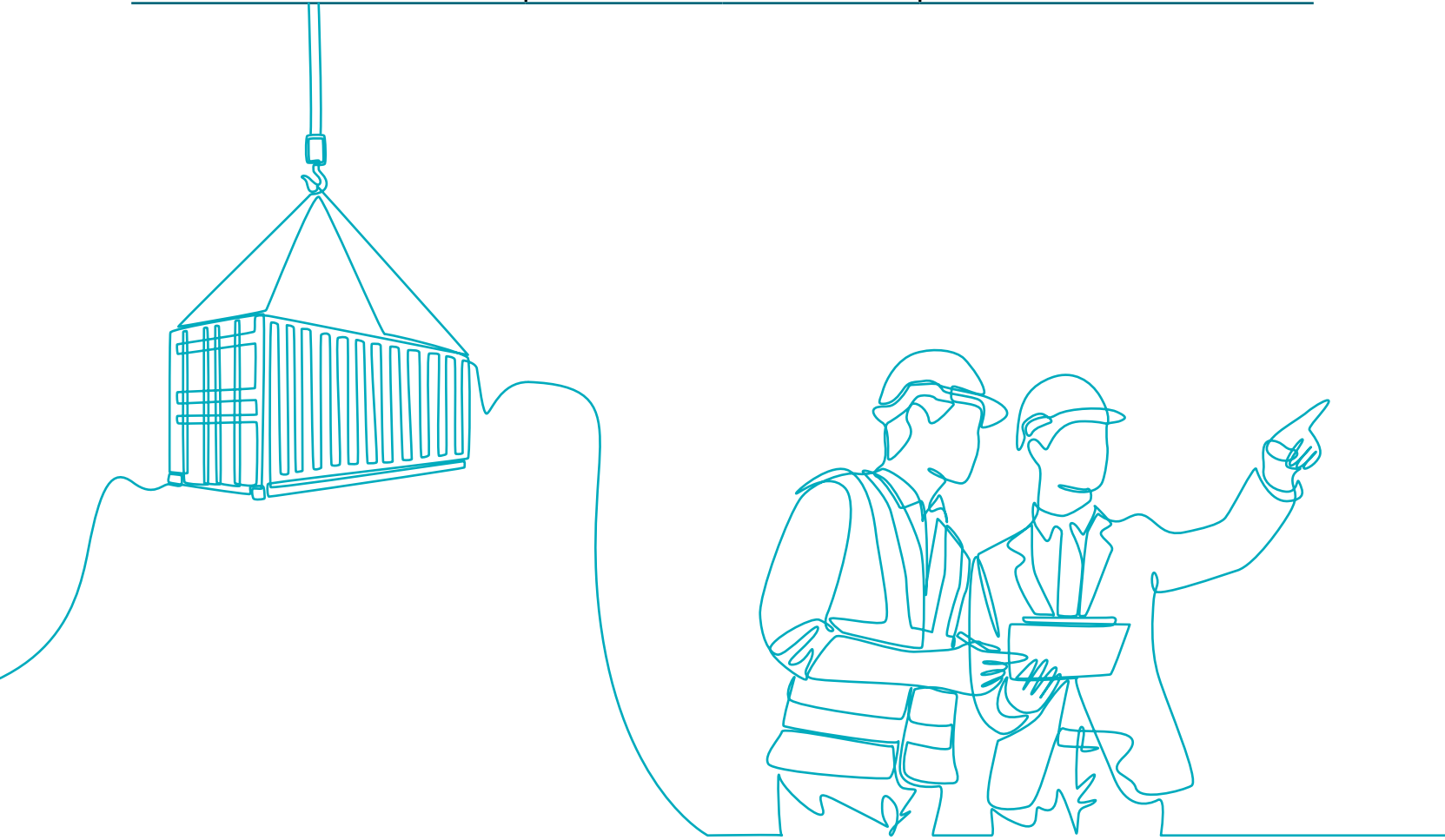
ENGAGEMENT CHANNEL	ISSUES OF CONCERN	RELEVANT MATERIAL TOPICS
 <p>Bankers/Investors/Financers These stakeholders are critical in fuelling the Group's growth and sustainability initiatives. Open, transparent engagement with the investor community builds confidence in MMC's strategic direction, enables efficient capital allocation, and supports long-term market valuation.</p>		
<p>Risks: Pressure for short-term returns</p>		<p>Opportunities: Securing long-term growth capital</p>
<ul style="list-style-type: none"> Analyst briefings Financial performance results Corporate websites and publications Corporate and project site visits 	<ul style="list-style-type: none"> Timely and consistent sharing of relevant information on financial results Investor relations communication through various channels 	<ul style="list-style-type: none"> Economics and Business Performance
 <p>Customers Customers are at the heart of any business, including MMC, as they drive demand for the Group's products and services. Engaging closely with them allows the Group to better understand market needs, enhance service delivery, and build long-term loyalty, all of which are fundamental to sustaining growth and advancing environmental goals.</p>		
<p>Risks: Shift in market demand and customer preferences</p>		<p>Opportunities: Building strong brand loyalty and reputation</p>
<ul style="list-style-type: none"> Customer feedback channels Exhibitions, conferences, and meetings Websites and publications Events and celebrations 	<ul style="list-style-type: none"> Reliable and high-quality products and services Regular updates on project progress 	<ul style="list-style-type: none"> Quality Control and Customer Satisfaction
 <p>Suppliers The Group's suppliers are essential partners in ensuring the quality and sustainability of its supply chain. Communicating closely with suppliers strengthens MMC's operational efficiency and ensures that all materials and services align with the Group's standards.</p>		
<p>Risks: Supply chain disruptions and non-compliance</p>		<p>Opportunities: Value-driven partnerships and leveraging vendor innovation to drive sustainable solutions</p>
<ul style="list-style-type: none"> Corporate and project site visits Exhibitions, conferences, and meetings Websites and publications Events and celebrations Engagement survey 	<ul style="list-style-type: none"> Timely feedback response Quality control and quality assurance 	<ul style="list-style-type: none"> Ethical Governance and Anti-Corruption Supply Chain Management

Assessing Materiality

ENGAGEMENT CHANNEL	ISSUES OF CONCERN	RELEVANT MATERIAL TOPICS
 <p>Local Communities Engaging with local communities helps ensure that all of the Group’s business activities contribute positively to local development, environmental preservation, and quality of life.</p> <p>Risks: Potential opposition and reputational risk</p> <ul style="list-style-type: none"> • Social events and festive celebrations • Sponsorships and donations • Townhalls • Websites, publications, and social media 	<p>Opportunities: License to operate and support for MMC’s operations</p> <ul style="list-style-type: none"> • Community initiatives focusing on education, the environment, and community development 	<ul style="list-style-type: none"> • Policy and Regulatory Compliance • Ethical Governance and Anti-Corruption • Environmental Management • Resource and Waste Management
 <p>Media The media plays an important role in shaping public perception and communicating the Group’s activities and achievements. By engaging proactively with media outlets, MMC can ensure accurate, transparent reporting.</p> <p>Risks: Misrepresentation/misinterpretation of our initiatives and negative coverage</p> <ul style="list-style-type: none"> • Issuance of press releases • Media engagements • Websites, publications, and social media • Corporate and project site visits 	<p>Opportunities: Amplify positive achievements and highlights, enhance brand awareness, and build public trust</p> <ul style="list-style-type: none"> • Enhance media engagement strategies, media relations tools, and guidelines • Share company information 	<ul style="list-style-type: none"> • Policy and Regulatory Compliance • Ethical Governance and Anti-Corruption • Economic and Business Performance
 <p>Employees Employees are the backbone of MMC. Engaging and nurturing talent is essential for operational excellence, innovation, and maintaining a strong internal culture. Continuous collaboration with its workforce drives productivity and ensures that the Group’s ambitions are supported by a motivated and skilled team.</p> <p>Risks: Talent retention, turnover, and skill gaps</p> <ul style="list-style-type: none"> • Training and workshops • Emails, corporate websites, employee portals, publications, and social media • CSR, social, and sports events • Employee engagement survey • Townhalls, dialogue sessions, and celebrations 	<p>Opportunities: Professional development and upskilling initiatives that drive operational improvement</p> <ul style="list-style-type: none"> • Structured training • Enhance Human Resource policies • Employee performance feedback • Managing the interests of unionised workers 	<ul style="list-style-type: none"> • Occupational Safety and Health

Assessing Materiality

ENGAGEMENT CHANNEL	ISSUES OF CONCERN	RELEVANT MATERIAL TOPICS
 <p>Non-Governmental Organisations (“NGOs”) NGOs play a critical role in advocating for environmental and social issues, providing independent oversight, and partnering on sustainability initiatives. Collaborating with NGOs helps MMC align its practices with global sustainability standards while enhancing transparency and accountability.</p>		
<p>Risks: Potential conflict and negative publicity</p>		<p>Opportunities: Enhanced credibility and stakeholder trust</p>
<ul style="list-style-type: none"> • CSR events • Conferences, seminars, webinars and forums 	<ul style="list-style-type: none"> • Combat climate change and conserve natural resources • Ethical treatment of communities and workers • Accountable and transparent corporate behaviour 	<ul style="list-style-type: none"> • Policy and Regulatory Compliance • Ethical Governance and Anti-Corruption • Nation Building • Energy Management and Climate Change • Environmental Management • Resource and Waste Management





GOVERNANCE DISCLOSURES



Governance disclosures within this SR2024 are presented at the Group level, reflecting MMC's commitment to maintaining consistent and transparent reporting standards. Given the diverse nature of MMC's various Operating Companies, each entity generally operates under its independent governance structure tailored to its specific industry requirements.

However, MMC maintains centralised oversight, ensuring that governance practices across all Operating Companies remain aligned with the Group's overall strategic objectives and regulatory requirements. The Group actively collects and monitors relevant governance information from its Operating Companies, enabling consistent evaluation and reporting.

While governance disclosures are consolidated at the Group level, specific data may be disaggregated by Operating Company or division where relevant and explicitly stated. This approach ensures a balanced representation of governance practices while recognising the unique operational contexts of MMC's diverse business units.

RELEVANT UNSDGs:



Governance Disclosures

SUSTAINABILITY GOVERNANCE STRUCTURE

Driving sustainability requires a balanced approach to governance and operational excellence.

Sustainability and climate-related issues are linked to MMC at the Group level through the Health, Safety, and Environment (“HSE”) approach. These elements are integrated into the HSE framework of each Operating Company, with feedback and performance data channelled back to the Group for the attention of the Finance, Investment, and Risk Committee (“FIRC”).

As a Board-level entity, the FIRC maintains oversight of potential ESG and climate-related risks and issues, recognising that sustainability matters within HSE can incur financial risks. The FIRC’s oversight of these issues is outlined in its Terms of Reference (“TOR”). This integrated structure allows the FIRC to maintain consistent and effective governance of sustainability matters across the organisation, supported by the structured flow of information from Operating Companies through the HSE function.

Comprising three Directors, the FIRC provides an unbiased and objective perspective on risk assessment and management. Supported by the Senior Management’s guidance, the FIRC plays a top-down advisory role, ensuring that sustainability-related risks and opportunities are effectively identified, assessed, and managed. In managing sustainability matters, including those related to climate change, the FIRC’s primary responsibility is to establish and maintain the Group’s risk management system. It periodically reviews this system to ensure it remains responsive to the Group’s current needs and is capable of proactively identifying and mitigating potential ESG risks before they escalate into challenges.

Additionally, the FIRC is also responsible for:

Reviewing and approving Group-wide management frameworks and policies – this ensures that consistent and effective policies and practices are in place in MMC.

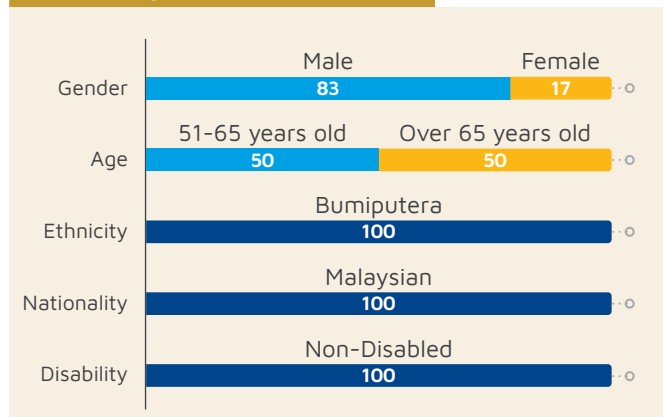
Evaluate periodic reports on risk management – these reports provide valuable insights into the potential risks and their impacts on the Group and its Operating Companies. By evaluating these reports, the FIRC ensures that MMC’s risk management system remains up-to-date and that relevant risks are identified and addressed in time. This enhances the Group’s ability to manage uncertainty, safeguard valuable assets, and sustain long-term growth.

Addressing key issues raised by the Group Risk Management Committee (“RMC”) – to support the FIRC in its functions, the RMC identifies and escalates significant risks and concerns to the FIRC for management and resolution. By addressing these issues and maintaining this level of close communication with the RMC, the FIRC ensures that the Board remains constantly aware of ongoing developments in regard to sustainability.

More detailed information on the role of the RMC as well as the Group’s approach toward risk management can be found in the **ESG Risk Management** section of this report.

At the operational level, strategies set by the Board are implemented independently by each Operating Company. This decentralised approach allows each Operating Company to adapt the Group’s sustainability strategies to its specific operational context. Each Operating Company has a designated department or individual responsible for managing day-to-day sustainability-related matters, ensuring that governance, daily management, implementation, and data collection related to the Group’s material sustainability matters are effectively handled. This structure facilitates the comprehensive integration of the Board’s sustainability vision throughout MMC’s operations.

Board Composition in FY2024 (%)



Governance Disclosures

POLICIES AND PRACTICES

MMC's strong governance begins with clear and actionable policies.

Setting comprehensive policies to guide the Group's business activities is important to ensure widespread acceptance and understanding of MMC's ideals and goals. As such, the Group has established several key policies that inform decisions in various sectors of its operations.

The following entails the list of policies that are to be adhered to. Alternatively, each of these policies can be referred to at: <https://www.mmc.com.my/page5.html>.

POLICY	OVERVIEW AND ROLE IN MMC
Board Policy Manual	<p>This document outlines the organisation, responsibilities, and procedures of the Board. It emphasises good governance principles, including a clear division of responsibilities, diverse board composition, and effective risk management.</p> <p>In essence, it serves as a comprehensive framework for fostering responsible corporate governance, ensuring transparency, accountability, and compliance with relevant laws and regulations.</p>
Anti-Bribery and Anti-Corruption ("ABAC") Policy and Framework	<p>The ABAC Policy and Framework outlines the Group's commitment to preventing, detecting, and mitigating the bribery and corruption acts. It extends the guidelines for ethical business conduct, compliance with relevant laws, and a framework based on ISO 37001:2016.</p> <p>This policy is important to MMC as it ensures all operations are in line with legal compliance while promoting a culture of integrity to all staff in the Group. It also allows the Group to protect itself from liability in case of corruption risks.</p>
Whistleblowing Policy	<p>This Policy outlines procedures for reporting improper conduct within the Group to promote transparency, accountability, and ethical behaviour. It ensures that whistleblowers are protected from detrimental reprisals as a direct consequence of the disclosure.</p> <p>Overall, the Policy fosters a culture of integrity and maintains high ethical standards throughout MMC.</p>
Code of Ethics	<p>The MMC Code of Ethics outlines the ethical standards and expected conduct for all employees and individuals acting on behalf of the Group. It emphasises integrity, professionalism, compliance with laws, and accountability. The Policy also addresses issues such as insider trading, harassment, and the importance of an ethical work environment.</p>
Corporate Disclosure Policies and Procedures	<p>This document outlines the sets of procedures to ensure that any announcement of material information and corporate disclosure to the public is made according to established internal guidelines. These procedures are designed to guarantee that all external communications are clear, accurate, and informative.</p>
Terms of Reference ("TOR")	<p>These documents outline the specific responsibilities and authorities of the various Group-level Board committees and the procedures they follow. This structure helps clarify roles and responsibilities, enhances good governance, and improves overall decision-making.</p>

Governance Disclosures

Apart from the above, MMC also maintains clear Related Party Transaction (“RPT”) Policies and Procedures to ensure that any dealings with related parties are fair, transparent, and comply with the law. These policies help prevent conflicts of interest, protect shareholder interests, and support good decision-making.

With these policies in place, MMC demonstrates its commitment to responsible business practices that build trust with key stakeholders.

ANTI-CORRUPTION

MMC is committed to preventing bribery and corruption as part of its broader effort to promote ethical and transparent corporate governance across its operations. Recognising the significant risks associated with this issue, MMC places anti-corruption measures under the direct oversight of the Board through the FIRC and the RMC. Together, these committees form the governing body responsible for overseeing robust risk assessment and control procedures throughout the Group.

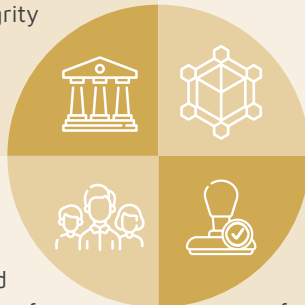
At the operational level, the Group’s anti-corruption efforts are led by the Group Risk and Integrity Management Department (“GRIMD”), whereas MMC Group will oversee daily corruption risks. This structure supports MMC’s Integrity and Governance Function, which monitors corporate governance through the following four key areas:

Governance Functions are led by the GRIMD and involve developing and implementing MMC’s ABAC Policy and Framework. This ensures MMC adheres to integrity practices in corporate governance, complies with legal and regulatory requirements, and aligns its operations with ethical standards. The GRIMD sets the direction for governance within the company, conducts regular reviews of governance practices, and continuously improves governance processes, fostering a culture of transparency, accountability, and integrity throughout the organisation.

Integrity Strengthening focuses on creating a workplace culture that values ethical behaviour and integrity. It involves regular training and awareness programmes that emphasise the importance of ethical conduct in all business dealings. These initiatives aim to instil a strong sense of moral responsibility among all employees, encouraging principled decision-making and maintaining ethical standards across the Group.

Complaints Management provides a secure and confidential channel for employees and stakeholders to report concerns or violations of company policies. This function handles reports of improper conduct by receiving complaints, conducting preliminary assessments, and initiating investigations when necessary. Effective complaints management ensures that issues are resolved promptly and fairly, with corrective actions taken to prevent recurrence.

Detection and Verification are managed by the Group Internal Audit (“GIA”) department, focusing on identifying and verifying instances of non-compliance, fraud, and other irregularities. This includes conducting audits, assessments, and investigations to detect potential risks and vulnerabilities. The Internal Audit team provides independent assurance on the effectiveness of the company’s risk management, control, and governance processes, helping MMC proactively address issues and uphold high corporate governance standards.



Governance Disclosures

MMC's approach to anti-bribery and anti-corruption is guided by its comprehensive ABAC Policy and Procedure. This policy outlines MMC's position on bribery and corruption in all its forms, aligning with the legal requirements of the Malaysian Anti-Corruption Commission ("MACC") Act 2009. MMC mandates strict adherence to this policy and conducts regular reviews to keep it relevant to evolving legal requirements and industry standards.

Under the Policy, all employees, directors, and third-party associates, are explicitly prohibited from bribery, kickbacks, facilitation payments, and any form of corrupt practices, whether directly or indirectly. Through this approach, MMC reinforces its commitment to ethical corporate governance and sets a high standard for anti-corruption practices within the industry.

To enhance corruption risk management, MMC has implemented Group-wide corruption risk registers as part of the MMC Corruption Risk Management Procedure. This approach helps identify the main processes and areas within the Group that are potentially vulnerable to corruption risks. Each identified risk is assigned a risk rating and registered in

the TricorRadar Enterprise Risk Management System. These risks are monitored and reviewed quarterly by risk owners, mitigation owners, and control owners before being approved by relevant Heads of Departments ("HODs"). In FY2024, MMC conducted a series of corruption risk assessments, identifying and registering 429 corruption risks across its business operations.

To raise awareness and reinforce its anti-corruption stance, the Group conducts routine anti-corruption training programmes through direct training sessions and continuous reminders via email communication. These sessions are designed to educate employees on ethical practices, the importance of compliance, and the consequences of corrupt behaviour. The Group also uses real-world scenarios and case studies to enhance understanding and engagement. The ABAC Policy is accessible on MMC's corporate website, accompanied by informational videos that explain the policy's guidelines clearly and straightforwardly. This ensures that all employees, regardless of their position, have a thorough understanding of the Group's anti-corruption expectations and standards.

MMC GROUP ANTI-CORRUPTION TRAINING	FY2022	FY2023	FY2024
Percentage of staff who received training by employee group (number and percentage):			
Managerial	318 (15%)	346 (46%)	366 (52%)
Executive	957 (22%)	1,245 (56%)	901 (46%)
Operational	5,476 (27%)	2,253 (17%)	1,580 (18%)
Number of training hours received by employee group (hours):			
Managerial	2,109	457	744
Executive	2,499	3,895	2,312
Operational	1,387	3,992	1,920

Over the past two years, GRIMD has conducted the ABAC Effectiveness Survey for employees within MMC. However, in FY2024, GRIMD shifted its focus to surveying with the Group's vendors to assess their compliance and effectiveness in adhering to ABAC initiatives.

A total of 625 vendors across MMC Group participated in this survey, providing valuable insights into their awareness, perceptions, and engagement with the organisation's ABAC initiatives.

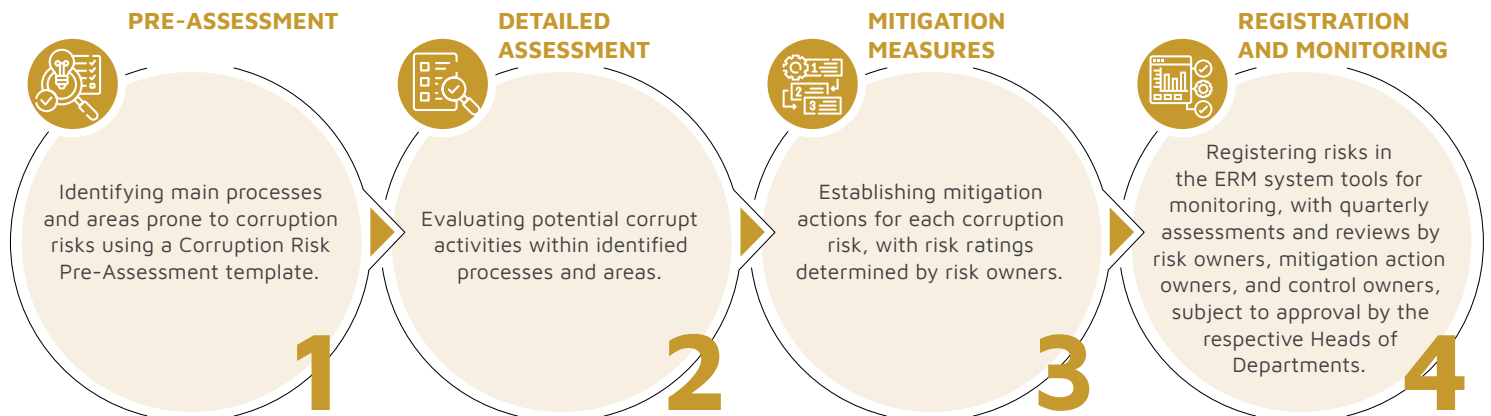
Governance Disclosures

FOCUSED AREA (FA)	TOTAL SCORE (%)
FA 1: Vendor awareness in terms of ABAC Policy and on Section 17A of the MACC Act 2009 – Corporate Liability and its consequences and training related to bribery and corruption	92
FA 2: Vendor awareness in terms of compliance with the Group’s ABAC Policy, Integrity Pact, Code of Ethics and its associated values	78
FA 3: Vendor awareness of the MMC Whistleblowing Channel and their willingness to report corrupt practices	86
FA 4: Vendor perception that the organisation is free from corruption	99

Score	≥ 90%	71%-89%	50%-70%	31%-49%	≤ 30%
Rating	Excellent	Good	Moderate	Weak	Poor

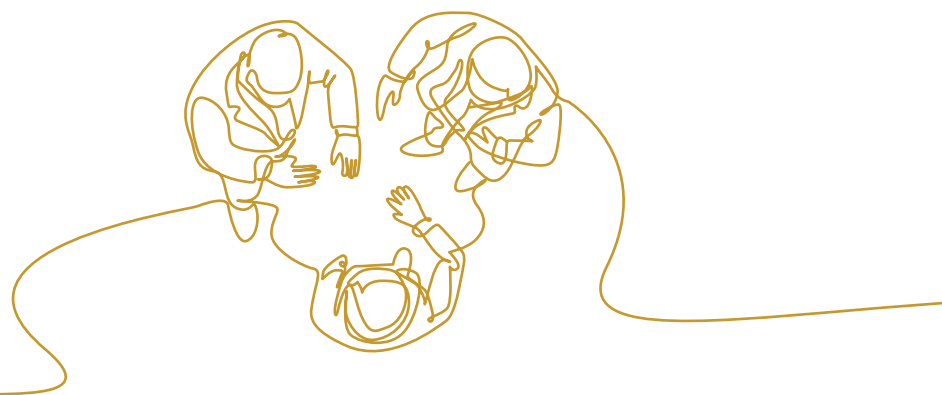
These survey findings reaffirm MMC’s commitment to maintaining high ABAC standards while also highlighting areas for further improvement. The results indicate that vendors have strong confidence in MMC Group’s ABAC initiatives, recognising the organisation’s efforts in promoting ethical business practices, transparency, and compliance.

Aside from the surveys, MMC also conducts a Corruption Risk Assessment as part of its commitment to integrity and ethical business practices. The assessment process follows the MMC Corruption Risk Management Procedure, which includes:



The MMC ABAC Programme & Integrity and Governance Function Report is presented quarterly to the RMC, FIRC, and Board for review. Additionally, GIA conducts periodic assessments of ABAC implementation across the Group.

A corruption case has been reported to the MACC in FY2024 for thorough investigation and appropriate action.



Governance Disclosures

CODE OF ETHICS

MMC recognises that ethical business conduct is important in fostering responsible business growth.

MMC sets clear expectations on ethical business conduct through the Group's Code of Ethics. This is a foundational framework that guides employees on how to maintain the highest standards of professionalism and integrity in all business interactions.

The Code of Ethics outlines key areas such as professional standards of conduct, the Group's stance on gifts and sponsorships, the importance of maintaining confidentiality, and the procedures for addressing discrimination and harassment. These codes are regularly reviewed to ensure compliance and effective implementation across the organisation, enabling MMC to stay current and consistent in upholding ethical conduct and sound corporate governance.

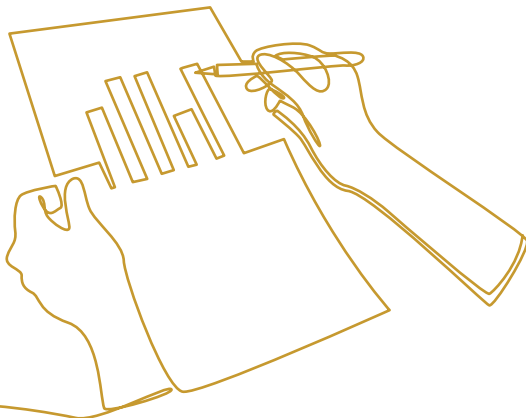
Any violations of the Code of Ethics are promptly investigated by the respective Operating Company's Human Resources ("HR") department.



WHISTLEBLOWING POLICY

MMC cultivates a culture that encourages transparency and accountability while protecting those who speak up.

To further promote MMC's internal corporate governance and transparency, the Group has established a Whistleblowing (WB) Policy that allows individuals to safely and confidentially report instances of Improper Conduct, such as fraud, corruption, and bribery. Reports can be made either directly to the Audit Committee ("AC") Chairman or the Head of GIA or via the Group's whistleblowing channel (mmcwbreport@mmc.com.my).



Once a report is received, an Appointed Officer from the GIA department will begin assessing the allegations contained in the WB Report. If required, an investigation will be conducted. Based on the AC's decision, this investigation may also involve an external party to ensure a thorough and impartial review. The GIA will update the status of any investigations to the AC, FIRC, RMC, and GRIMD every quarter. This practice ensures that all relevant parties stay informed and can take prompt action if needed.

At the operational level, where available, any WB Report received will be similarly assessed by the in-house Internal Audit Departments ("IADs") of the respective Operating Companies. The results of the assessment and an investigation (if one is required) are presented either to their AC or the Board of these Operating Companies, where applicable.

In FY2024, a total of 16 WB Reports were received within the MMC Group. Three of these have been investigated and resolved, while the remaining 13 were either unrelated to improper conduct, or not relevant.

Governance Disclosures

ETHICAL SUPPLY CHAIN

Through responsible sourcing and robust monitoring, the Group aims to minimise risks and uphold its dedication to social and environmental stewardship.

MMC has implemented several policies for its supply chain, including the Group ABAC Policy, Group Procurement Policy, Procurement Code of Conduct, and Vendor Code of Conduct. These policies, overseen by the Group Procurement Department, guide the Group's interactions with its third-party contractors, suppliers, and vendors, ensuring ethical business practices throughout all operations. As part of the procurement process, MMC has also included an Integrity Pact, which all contractors, suppliers, and vendors are required to sign. The Vendor Code of Conduct includes Human Rights Legislations that include prevention of forced and child labour, equal opportunities, freedom of association, collective bargaining rights, elimination of excess working hours, supports the right to minimum or living wages, as well as upholds the Occupational Safety and Health Act ("OSHA").

To ensure cost-effectiveness and eliminate the risks of price fixing or monopolies, all purchases undergo multiple levels of approval from the Group Management before any final decisions are made. This rigorous practice not only ensures that MMC obtains the most cost-effective prices but also fosters fair competition, further reducing the risks of impacting the Group's return on investment on the contract. Operating companies apply guidelines with General Terms and Conditions of Service and Purchases that are revised and updated that contain environmental and social criteria to their supplier screening process as well, supplemented by documentation from suppliers such as company registration documents, audited financial statements, relevant licenses or permits from authorities such as Construction Industry Development Board ("CIDB"), National Water Services Commission, ("SPAN") and the Ministry of Finance ("MOF").

While the Group oversees the overall policy and guidelines, each operating company is responsible for monitoring its contractors, suppliers, and vendors for compliance with MMC's policies. This decentralised approach allows for more effective oversight and ensures the Group's integrity standards are maintained throughout all business sectors. Operating companies are tasked with ensuring their suppliers uphold basic compliance with Malaysia's governance, especially stringent employment laws which include the minimum wage policy and OSHA. Some operating companies ensure the compliance of their suppliers by conducting factory site audits of selective suppliers.

Several Operating Companies, including PTP and Tanjung Bruas Port, have integrated broader ESG considerations into their Vendor Code of Conduct. PTP, for instance, audits suppliers through the Human Capital Management ("HCM") team to focus specifically on the supply chain's compliance with the Malaysian Employment Act 1955. This covers areas such as employee rights and fair labour practices. At the same time, PTP has also made its Vendor Code of Conduct publicly accessible on its website to ensure clarity and facilitate wider adoption.

In 2024, PTP conducted a Supplier Engagement Programme to reinforce the integration of environmental and social criteria among suppliers. This initiative aimed to strengthen supplier awareness and improve alignment with the Operating Company's broader sustainability goals, reinforcing the Group's commitment to responsible sourcing and ethical business practices.

For others, such as Senai Airport Terminal, suppliers under MyHijau and or other suppliers offering green products are preferred, as part of their Company Procurement Policy which was adapted from the MMC Group Procurement Policy back in 2016. Their selection process also includes a Request for Quotation ("RFQ") and bid analysis to ensure compliance with procurement requirements. Senai Airport Terminal has assessed 347 of their registered vendors and other non-registered vendors for environmental impacts which prompted this focus on green products due to the excessive carbon footprint available in non-green products. This was determined through two on-site audits and 340 documentation audits.

All of the Group's contractors, suppliers, and vendors observed the necessary guidelines throughout FY2024.



Governance Disclosures

ESG RISK MANAGEMENT

MMC's systematic approach to risk management protects the Group's value creation model while allowing it to respond proactively to challenges.

The ISO 31000 framework forms the basis of MMC's risk management approach, providing a structured and proactive approach to assessing and managing risk factors that could affect the Group's financial value creation, including those linked to sustainability. The Group's Enterprise Risk Management ("ERM") Policy and Framework have been adopted and adapted by its Operating Companies to ensure consistency in risk management practices across the organisation. While the Group's ERM framework currently focuses primarily on governance as the main ESG pillar, environmental and social considerations are being integrated progressively to strengthen the Group's overall sustainability risk management.

MMC consolidates potential risks from all business operations and Operating Companies into a centralised Risk Profile. This profile is reviewed quarterly by the GRIMD and deliberated at the Group's RMC meeting. This meeting is chaired by the Group Managing Director ("GMD") with participation from several members of the management team.

At the same time, this Risk Profile as well as the Group's Risk Management Report are presented quarterly by the GRIMD to the FIRC for further deliberation. The FIRC subsequently submits these reports to the Board for final review. Any resulting strategies or risk management initiatives are communicated to the respective risk owners for further action via the GRIMD.

At the operational level, each Operating Company's respective RMC or management committee is responsible for reviewing and discussing their risk reports. MMC ensures that mitigation measures are continuously monitored through quarterly follow-ups, with a comprehensive follow-up audit conducted within the following year. These audits, managed by Group Internal Audit ("GIA"), assess compliance with established procedures.

Through this structured and integrated approach to risk management, MMC strengthens its commitment to ethical business conduct, sustainability, and robust corporate governance. This ensures long-term business resilience, enhances stakeholder confidence, and positions the Group to respond effectively to emerging risks and opportunities.



Governance Disclosures

DATA PRIVACY & SECURITY



MMC prioritises the implementation of robust systems to secure sensitive information and protect against evolving digital threats.

MMC is committed to safeguarding personal data and ensuring full compliance with the Personal Data Protection Act ("PDPA") 2010. In line with this commitment, MMC only collects personal data with the explicit consent of data owners. Clear and transparent notices are provided to all relevant parties, detailing the purpose of data collection, its usage, storage, and intent to ensure informed consent and regulatory compliance. All personal data collected is treated with the highest level of confidentiality and is not shared with external parties or vendors unless mandated by law enforcement.

MMC has implemented robust data management policies to protect customer and business partner information, ensuring that its data protection practices align with the requirements of PDPA 2010. The Group acknowledges that data breaches can pose significant risks, including financial liabilities, reputational damage, and loss of customer trust. To mitigate these risks, MMC has established stringent data security protocols and continuously monitors for potential vulnerabilities to safeguard sensitive information.

As of FY2024, MMC has reported zero incidents of data breaches, reflecting the Group's strong commitment to maintaining data security and protecting stakeholder privacy. This structured approach to data privacy reinforces stakeholder confidence and strengthens the Group's reputation for ethical and responsible business practices.





ECONOMIC DISCLOSURES



Economic performance serves as the foundation of MMC’s sustainability ambition, providing the resources necessary to drive initiatives, ensure business continuity, and uphold the Group’s ESG commitments.

By maintaining a profitable business model, MMC generates the capital required to fund its sustainability strategies while delivering value to stakeholders. This approach supports wealth distribution, promotes community development opportunities, and enhances community well-being.

Integrating economic and sustainability priorities allows the Group to foster holistic progress and position itself as a responsible corporate entity dedicated to advancing sustainable development while securing long-term economic success.



RELEVANT UNSDGs:

8



9



Aerial view of PTP’s Terminal

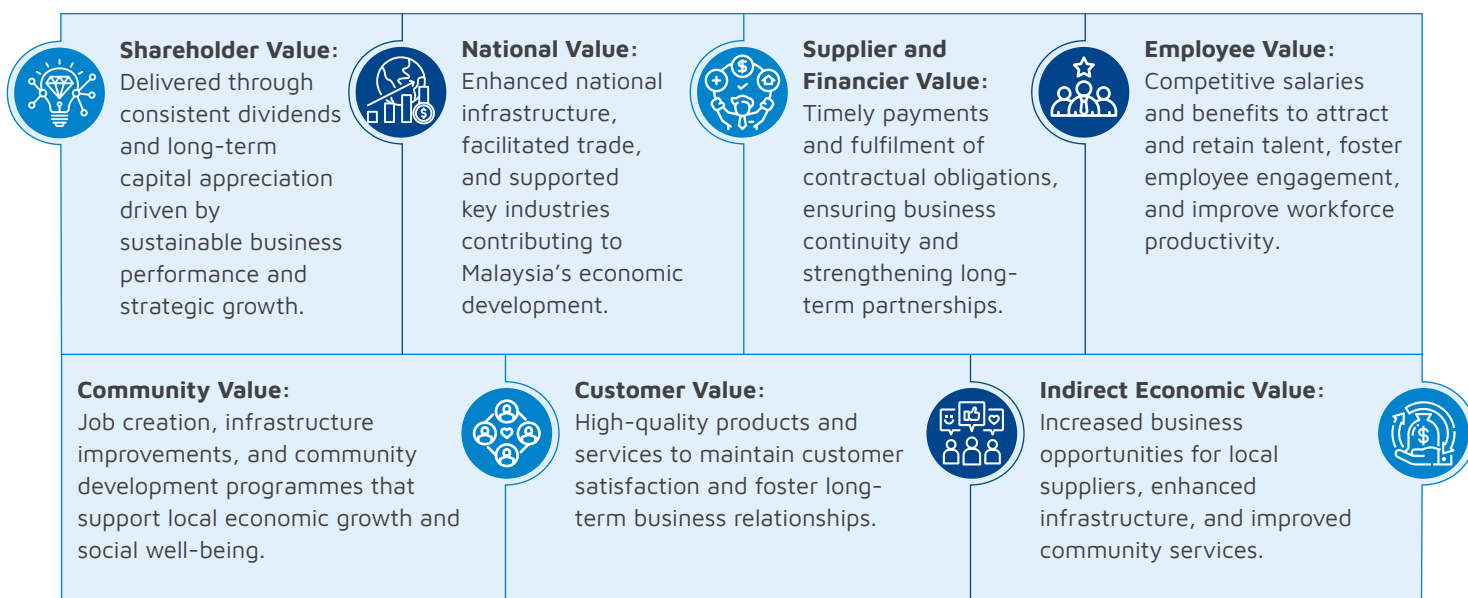
Economic Disclosures

ECONOMIC PERFORMANCE

MMC considers maintaining a robust economic performance essential to sustaining profitability and supporting the Group's long-term growth initiatives.

Beyond meeting financial obligations to the Group and its shareholders, strengthening the Group's financial capacity remains a key priority to enable the advancement and implementation of MMC's ESG initiatives. A stable and resilient financial foundation ensures that the Group can allocate sufficient resources to drive sustainable business practices, enhance operational efficiency, and create long-term value for all stakeholders.

MMC measures its economic performance by tracking the total expenditure incurred within and outside the Group, reflecting the overall financial impact generated through its business activities. This encompasses the value delivered to MMC's shareholders, which includes:



In FY2024, the direct economic values generated by the Group's reported Operating Companies are as follows:

GROUP FINANCIAL VALUE (RM'000)	FY2022	FY2023	FY2024
Group Revenue	5,409,790	4,867,811	5,186,883
Group Profit Before Zakat and Tax	918,741	656,162	1,028,859
Group Profit After Tax and Minority Interest	602,084	400,196	684,380
Shareholder's Equity	11,527,183	11,779,292	12,168,980
Total Assets	26,326,820	25,751,561	26,396,391
Other Investments, Deposits, Bank and Cash Balances	2,442,297	2,256,157	2,475,120
Earnings per Share (sen)	38.2	25.4	38.2
Dividend per Share (sen)	9.99	6.71	14.95
Dividend Payout Ratio	0.26	0.26	0.39

Economic Disclosures

DIRECT ECONOMIC VALUES (RM'000)	FY2022	FY2023	FY2024
Total Economic Value Generated	4,928,287	4,633,020	5,451,296
Ports & Logistics	4,133,766	4,133,299	4,524,150
PTP	1,823,457	1,727,418	1,939,347
Johor Port	699,941	827,474	874,919
Northport	911,993	827,803	989,656
Penang Port	532,598	585,557	531,308
Tanjung Bruas Port	18,819	18,949	19,744
Andaman Port*	-	-	538
Kontena Nasional	146,958	146,098	168,638
Energy & Utilities	32,647	44,314	64,167
Engineering	270,536	326,369	450,679
MMC Engineering	270,536	326,369	365,031
MMC Oil & Gas*	-	-	85,648
Industrial Development	437,495	62,532	330,223
Senai Airport City	437,495	62,532	239,580
Retro Highland*	-	-	90,643
Other Business Division	53,843	66,506	82,077
Total Value Retained	525,875	-81,768	939,805
Ports & Logistics	455,800	368,499	846,620
PTP	497,206	491,394	567,499
Johor Port	-41,916	-4,409	105,628
Northport	-34,419	-149,089	118,832
Penang Port	28,323	19,622	43,056
Tanjung Bruas Port	2,585	1,626	1,880
Andaman Port*	-	-	-336
Kontena Nasional	4,021	9,355	10,061
Energy & Utilities	4,352	9,729	-4,188
Engineering	26,052	45,394	12,657
MMC Engineering	26,052	45,394	11,101
MMC Oil & Gas*	-	-	1,556
Industrial Development	412,716	-484,687	89,587
Senai Airport City	412,716	-484,687	89,430
Retro Highland*	-	-	157
Other Business Division	-373,045	-20,703	-4,871

Economic Disclosures

DIRECT ECONOMIC VALUES (RM'000)	FY2022	FY2023	FY2024
Total Spent of Procurement	2,968,909	2,192,746***	2,412,419
Ports & Logistics	1,896,137	1,818,971	1,747,203
PTP	584,507	457,371	540,889
Johor Port	330,601	324,398	343,063
Northport	564,176	621,614	483,964
Penang Port	291,422	300,554	242,888
Tanjung Bruas Port	13,162	13,422	13,751
Andaman Port*	-	-	857
Kontena Nasional	112,269	101,612	121,791
Energy & Utilities	23,822	31,327***	62,908
Engineering	966,614	251,841	390,532
MMC Engineering	966,614	251,841	337,028
MMC Oil & Gas*	-	-	53,504
Industrial Development	31,059	35,455	155,280
Senai Airport City	31,059	35,455	64,799
Retro Highland*	-	-	90,481
Other Business Division	51,277	55,152	56,496
Total Payout to Employees (Salaries/Benefits)	902,381	968,745	1,809,545
Ports & Logistics	848,911	919,189	1,023,301
PTP	398,731	432,407	483,727
Johor Port	106,016	120,544	135,852
Northport	177,309	184,581	217,328
Penang Port	135,052	146,153	149,018
Tanjung Bruas Port	1,550	1,605	1,824
Andaman Port*	-	-	12
Kontena Nasional	30,253	33,899	35,540
Energy & Utilities	3,970	4,149	4,934
Engineering	37,021	30,483	44,998
MMC Engineering	37,021	30,483	15,802
MMC Oil & Gas*	-	-	29,196
Industrial Development	1,149	1,975	2,075
Senai Airport City	1,149	1,975	2,075
Retro Highland*	-	-	-
Other Business Division	11,330	12,949	14,237

Economic Disclosures

DIRECT ECONOMIC VALUES (RM'000)	FY2022	FY2023	FY2024
Total Taxes Paid to the Government	139,130	135,970	163,716
Ports & Logistics	144,258	127,813	129,465
PTP	5,313	8,505	9,149
Johor Port	56,211	86,025	86,706
Northport	80,082	27,967	24,302
Penang Port	1,172	3,635	8,109
Tanjung Bruas Port	1,221	1,399	894
Andaman Port*	-	-	4
Kontena Nasional	259	282	301
Energy & Utilities	451	584	294
Engineering	1,830	-2,138**	662
MMC Engineering	1,830	-2,138**	640
MMC Oil & Gas*	-	-	22
Industrial Development	-7,429**	9,789	33,280
Senai Airport City	-7,429**	9,789	33,275
Retro Highland*	-	-	5
Other Business Division	20	-78**	15
Total Repayment to Financiers	668,891	375,941	223,829
Ports & Logistics	303,342	355,809	206,547
PTP	87,684	87,725	88,067
Johor Port	139,029	180,916	28,671
Northport	24,845	20,230	20,230
Penang Port	51,629	65,592	68,237
Tanjung Bruas Port	-	396	396
Andaman Port*	-	-	1
Kontena Nasional	155	950	945
Energy & Utilities	52	158	220
Engineering	1,236	788	862
MMC Engineering	1,236	788	459
MMC Oil & Gas*	-	-	403
Industrial Development	-	-	-
Senai Airport City	-	-	-
Retro Highland*	-	-	-
Other Business Division	364,261	19,186	16,200

Economic Disclosures

DIRECT ECONOMIC VALUES (RM'000)	FY2022	FY2023	FY2024
Total Dividend Returns to Shareholders	485,316	1,043,016	622,017
Ports & Logistics	485,316	543,016	571,016
PTP	250,016	250,016	250,016
Johor Port	110,000	120,000	175,000
Northport	100,000	122,500	125,000
Penang Port	25,000	50,000	20,000
Tanjung Bruas Port	300	500	1,000
Andaman Port*	-	-	-
Kontena Nasional	-	-	-
Energy & Utilities	-	-	-
Engineering	-	-	1,000
MMC Engineering	-	-	-
MMC Oil & Gas*	-	-	1,000
Industrial Development	-	500,000	50,001
Senai Airport City	-	500,000	50,001
Retro Highland*	-	-	-
Other Business Division	-	-	-

* Data for Andaman Port, MMC Oil & Gas, and Retro Highland is not available for FY2022 and FY2023 as these Operating Companies only started reporting in FY2024

** Tax refund

*** Data has been restated



Aerial view of Johor Port's Container Terminal.

Economic Disclosures

ECONOMIC VALUE VS ENVIRONMENTAL FOOTPRINT

MMC has begun reviewing the efficiency of its various business operations against their overall environmental impact, particularly in terms of carbon emissions, electricity, and water consumption. Apart from its environmental footprint, these metrics also allow the Group to track its productivity and highlight areas for improvement.

Additional details on each Operating Company's particular environmental performance can be found in the **Environmental Disclosures** section.

INTENSITY RATIOS	FY2023	FY2024
Carbon Emissions Intensity (tCO₂e/RM'000 Total Economic Value Generated)		
Ports & Logistics	0.36	0.36
PTP	0.08	0.08
Johor Port	0.05	0.05
Northport	0.10	0.09
Penang Port	0.05	0.06
Tanjung Bruas Port	0.03	0.02
Kontena Nasional	0.07	0.06
Andaman Port*	-	0.003
Energy & Utilities	0.005	0.003
Engineering	0.006	0.003
MMC Engineering	0.006	0.001
MMC Oil & Gas*	-	0.002
Industrial Development	0.001	0.0004
Senai Airport City	0.001	0.0004
Retro Highland*	-	-
Other Business Division	0.07	0.06
Electricity Intensity (kWh/RM'000 Total Economic Value Generated)		
Ports & Logistics	225.88	224.44
PTP	75.04	75.78
Johor Port	19.94	17.25
Northport	71.32	60.92
Penang Port	37.23	42.33
Tanjung Bruas Port	10.03	11.18
Kontena Nasional	12.32	11.10
Andaman Port*	-	5.88

Economic Disclosures

INTENSITY RATIOS	FY2023	FY2024
Electricity Intensity (kWh/RM'000 Total Economic Value Generated)		
Energy & Utilities**	0.52	0.41
Engineering	0.72	4.03
MMC Engineering	0.72	0.64
MMC Oil & Gas*	-	3.39
Industrial Development	2.08	0.58
Senai Airport City	2.08	0.58
Retro Highland*	-	-
Other Business Division	132.92	107.42
Water Intensity (m³/RM'000 Total Economic Value Generated)		
Ports & Logistics	4.23	3.01
PTP	0.11	0.09
Johor Port	0.25	0.27
Northport	1.22	0.32
Penang Port	1.05	0.67
Tanjung Bruas Port	1.02	1.30
Kontena Nasional	0.59	0.36
Andaman Port*	-	-
Energy & Utilities	0.15	0.11
Engineering	0.003	0.003
MMC Engineering	0.003	0.003
MMC Oil & Gas*	-	-
Industrial Development	0.010	0.01
Senai Airport City	0.010	0.01
Retro Highland*	-	-
Other Business Division	2.42	2.15

* Data for Andaman Port, MMC Oil & Gas, and Retro Highland is not available for FY2022 and FY2023 as these Operating Companies only started reporting in FY2024

** Electricity intensity for the Energy & Utilities division is presented in MWh/RM'000 Total Economic Value Generation. The data for FY2023 has been restated accordingly

Economic Disclosures

LOCAL PROCUREMENT

MMC recognises the importance of supporting local suppliers to drive economic growth and enhance environmental sustainability. Sourcing products and services from businesses local to each operating company’s location not only benefits these communities directly but also reduces transportation costs and emissions, resulting in improved efficiency and reduced environmental impact. Local suppliers often offer more stable pricing, increased supply assurance, and higher responsiveness compared to foreign counterparts, further strengthening operational resilience.

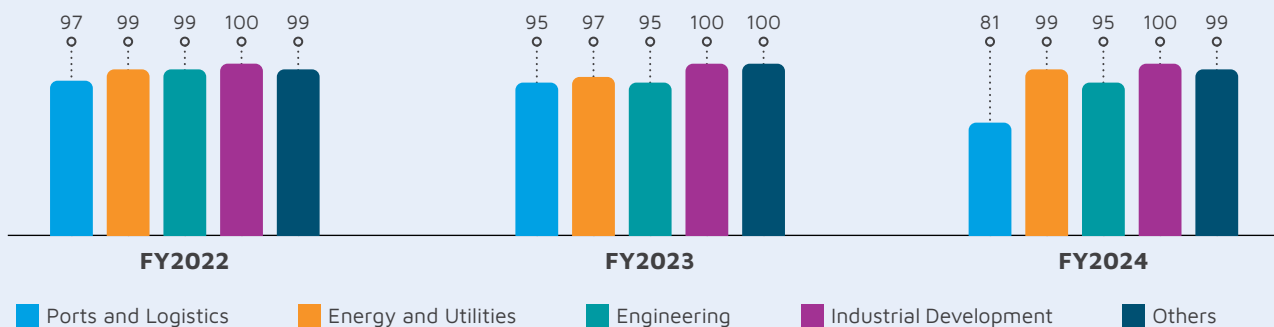
MMC’s local procurement strategy is guided by its Group Procurement Policy through the Supplier Evaluation Procedure, under the oversight of the Chief Operating Officer. MMC Engineering operates under its Internal Procurement Department in this aspect. This policy ensures fair and transparent sourcing decisions, focusing on value for money and local procurement prioritisation. By adhering to these principles, MMC secures reliable supply chains and contributes to the long-term prosperity of surrounding communities while supporting the United Nations Sustainable Development Goals (“UNSDGs”).

For certain operating companies, their procurement policy only allows for non-local options to be considered under specific circumstances, including unavailability, non-economically competitive and unfitting for client requirements with regards to local options. However, some operating companies are required to adhere to client requirements and preferences as well.

Under the Ports and Logistics division, materials and equipment for Johor Port and Tanjung Bruas Port are primarily sourced from local suppliers, except for specialised parts and major assets procured from international Original Equipment Manufacturers (OEMs). Northport’s local procurement efforts, led by its Corporate Services Division, reinforce its role as a socially responsible market leader by supporting local communities. Penang Port’s supplier sourcing is centralised under the Penang Port Procurement Department, which manages Request for Quote (“RFQ”) and Tender exercises while actively consolidating vendors through the Group Approved Vendors List and ensuring clear dissemination of supplier policies and codes, including language adaptations. Procurement spending at PTP is closely aligned with fluctuations in container throughput, ensuring procurement activities reflect operational demand.

Meanwhile, Senai Airport City’s procurement process is centralised under the Group’s Property Division through the Contract and Procurement Department. AIR Berhad’s lower procurement spending in FY2024 compared to FY2023 resulted from a shift in a subsidiary contract from an Operation & Maintenance contract to a labour supply contract.

Proportion of Local Suppliers by Business Division (%)



Economic Disclosures

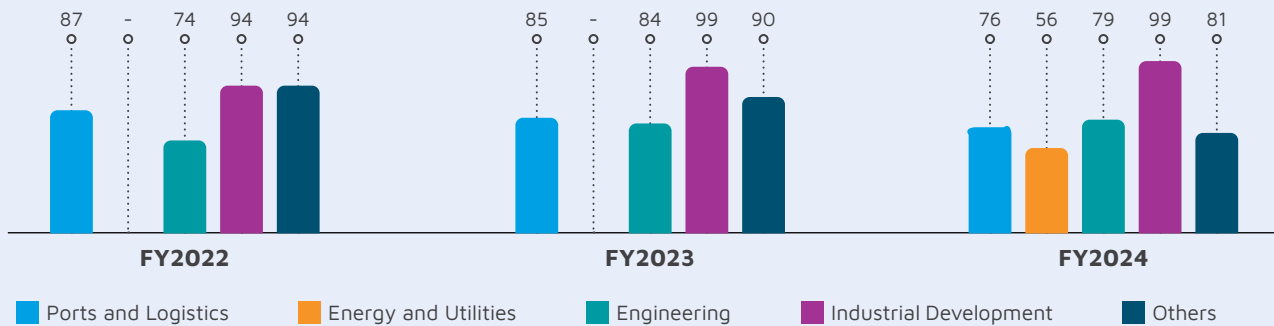
PRODUCT/SERVICE QUALITY & RESPONSIBILITY

Fostering trust through quality and customer care is a priority for MMC. By maintaining rigorous quality standards and listening to customer feedback, the Group ensures long-term satisfaction and loyalty.

Given the varied nature of products and services offered by the Group’s operating companies, quality management and customer satisfaction are overseen at the operational level. However, MMC upholds high standards across all its subsidiaries, emphasising the importance of delivering excellence in every aspect of its operations.

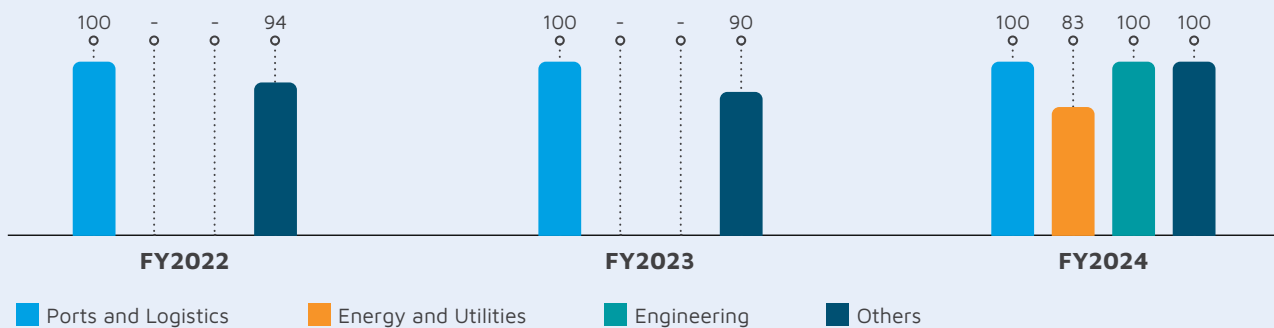
This strong commitment to quality not only reinforces MMC’s reputation for excellence but also fosters customer loyalty and trust. By consistently meeting and exceeding expectations, the Group and its operating companies can strengthen relationships with existing customers while attracting new ones, ensuring long-term business sustainability.

Average Customer Satisfaction Score (%)



Note: Customer satisfaction score for Energy and Utilities division has only become available from FY2024 onwards

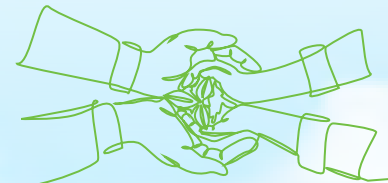
Complaints Resolved (%)



Note: Data on complaints resolved for the Energy and Utilities and Engineering divisions has only become available from FY2024 onwards



ENVIRONMENTAL DISCLOSURES



The Group recognises the significance of environmental management in its operations, as MMC’s services rely on various natural resources and climate stability to safeguard its projects and activities. Thus, the Group understand the importance of utilising resources efficiently, alongside minimising carbon emissions, waste, and pollution, as an increasingly material concern that impacts both MMC and surrounding communities.

In its commitment towards environmental stewardship and continuous innovation, the Group consistently evaluates the potential impact of its daily operations and adapts the environmental management strategy as needed.

These initiatives demonstrate MMC’s dedication to surpassing regulatory compliance and spearheading strategic implementations that place the Group on the path of sustainable development.

MMC’s environmental sustainability initiatives have been guided by these UNSDGs:



RELEVANT UNSDGs:

<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>13 CLIMATE ACTION</p>	<p>15 LIFE ON LAND</p>
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Environmental Disclosures

EMISSIONS AND ENERGY MANAGEMENT

Strengthening climate resilience is central to MMC’s sustainability vision. Through proactive energy management and emissions reduction, the Group is working to address climate risks and ensure long-term operational stability.

In MMC’s commitment to enhancing the climate resilience of all its projects and operations, the Group has integrated the International Financial Reporting Standards (“IFRS”) S2 and Taskforce for Climate-Related Financial Disclosures (“TCFD”) to identify, strategise, and mitigate all climate risks faced by the Group. These disclosures, deliberated during a Climate Risk Assessment (“CRA”) workshop in FY2024, allow MMC to foresee potential physical and transition risks caused by climate change, which covers potential damage and disruptions from natural disasters and the growing regulatory compliance and market shift towards ESG-centred products.

CLIMATE SCENARIO PLANNING

MMC’s CRA exercise was based on two distinct scenarios to better understand how climate change could impact its business operations. The first scenario follows the Network for Greening the Financial System’s (“NGFS”) Net Zero 2050 pathway, which outlines a strategy to limit global temperature rise to below 1.5°C through coordinated policy action, technological innovation, and changes in energy consumption.

The second scenario is based on the Intergovernmental Panel on Climate Change’s (“IPCC”) Shared Socioeconomic Pathway 2 (“SSP2”), which represents a middle-ground approach where current trends in population growth, economic development, technological advancement, and climate policy continue with moderate economic growth and balanced regional development.

The key summary of the scenarios used is as follows:

SETTING	NGFS NET ZERO 2050 SCENARIO	IPCC SSP 2 SCENARIO
Physical Environment		
Global Temperature	Global temperature rise is limited to below 1.5°C	Global temperatures rise to 3.5°C compared to pre-industrial levels
Sea Level Rise	Increase between 0.12 and 0.14 metres	Increase between 0.13 and 0.17 metres
Heatwaves	Up to 2.3 billion people worldwide will be exposed to lethal heat and humidity	Between 3.25 to 4.5 billion people worldwide will be exposed to lethal heat and humidity
Tropical Cyclones	13% increase in risk for severe tropical cyclones	20% increase in risk for severe tropical cyclones
Regulatory/Operating Environment		
National Policy	Stricter climate-related policies that mandate carbon taxes, use of green-certified products, and renewable energy measures	Moderate implementation of climate policies and actions that vary across regions and sectors
Population	Expected population growth of 13.4% in 2050 from 2024 in Malaysia	
Gross Domestic Production (“GDP”)	Estimated GDP per capita of USD34,148 and GDP loss at 4.2-5.5% for worldwide, Asia, and ASEAN	Estimated GDP per capita of USD17,224 and GDP loss at 18.1-37.4% for worldwide, Asia, and ASEAN
Technological Investments	High investments in green and climate-friendly technologies	Moderate investments in green and climate-friendly technologies

Environmental Disclosures

CLIMATE RISK ASSESSMENT

With this dual-scenario approach, MMC could comprehensively evaluate potential physical and transitional risks to its business and derive perspectives on how to adapt effectively. These include:






CLIMATE-RELATED RISKS			
Physical Risk			
Acute	<p>This refers to the immediate, direct impacts of sudden climate change-induced weather events that pose risks to the Group’s operations and assets. These include:</p> <ul style="list-style-type: none"> • Heatwave • Abnormal heavy rainfall/High tidal waves/Strong winds • Excessive lightning strikes 	Chronic	<p>This refers to long-term gradual changes in climate patterns that affect the physical environment where MMC operates. These include:</p> <ul style="list-style-type: none"> • Sea level rise
Transitional Risk			
Policy	<p>This refers to the uncertainty and potential risks that arise from changes in government policies, regulations, and legal frameworks that govern the Group’s business activities. These include:</p> <ul style="list-style-type: none"> • Imposition of carbon tax or carbon ceiling • Energy transition mandates • Stricter emissions standards 	Market	<p>This refers to the potential financial and operational impacts that arise due to fluctuations in market dynamics. These include:</p> <ul style="list-style-type: none"> • Shift in customer expectations for climate-friendly products and services • Price instability for certain materials
Technology	<p>This refers to the need for the Group to keep up with technological changes to stay up to date with climate trends:</p> <ul style="list-style-type: none"> • Rapid advancements making certain tools or equipment obsolete • High adoption cost • System incompatibility 	Reputation	<p>This refers to any reputational risks arising from the changes in climate patterns. These include:</p> <ul style="list-style-type: none"> • Negative public perception • Loss of investor confidence

Environmental Disclosures






Based on these scenarios and potential risks, MMC assessed the operational impacts and likelihood of climate risks and opportunities across its defined climate time horizons. These then allowed the Group to rate each risk and opportunity based on the following metrics:

Likelihood of Risk	5-Short Term	5 - Medium	10-Significant	15-High	20-Extreme	25-Extreme
	4-Short-Medium Term	4-Medium	8-Medium	12-Significant	16-High	20-Extreme
	3-Medium Term	3-Low	6- Medium	9-Significant	12-High	15- High
	2-Medium to Long Term	2-Low	4- Low	6-Medium	8-Significant	10-High
	1-Long term	1- Low	2-Low	3-Low	4-Medium	5-Significant
		1-Insignificant	2-Minor	3-Moderate	4- Major	5-Catastrophic
		Severity of Risk				

CLIMATE RISK IDENTIFICATION AND PRIORITISATION

PHYSICAL RISKS	AFFECTED BUSINESS DIVISIONS					OVERALL RISK TO MMC
						
Rising Temperature						
Extreme heat impact on equipment	●	●	●	●	●	●
Increased energy consumption (cooling demand)	●	●	●	●	●	●
Health and safety impacts on workers	●	●	●	●	●	●
Extreme Rainfall/Floods						
Supply chain disruption	●	●	●	●	●	●
Operational downtime	●	●	●	●	●	●
Infrastructure damage and maintenance costs	●	●	●	●	●	●
Health and safety impacts on workers	●	●	●	●	●	●
Storms and high tides	●	●	●	●	●	●

Environmental Disclosures


TRANSITIONAL RISKS	AFFECTED BUSINESS DIVISIONS					OVERALL RISK TO MMC
						
Environmental & Energy Policy Shifts						
Non-compliance with evolving environmental regulations	●	●	●	●	●	●
Increased ESG reporting requirements	●	●	●	●	●	●
Inefficient energy use in operations	●	●	●	●	●	●
Increased energy demand to adapt to climate change risks	●	●	●	●	●	●
Compliance & Legal Risks						
Reduction in export volume due to carbon tax on key industries	●	●	●	●	●	●
Failure to meet Malaysian or international environmental regulations	●	●	●	●	●	●
Environmental pollution and waste management failures	●	●	●	●	●	●
Regulatory risk from emission limits	●	●	●	●	●	●

LEGEND:

Risk Rating

- No impact on Group objectives
- Insignificant/Minor impact on Group objectives
- Moderate impact on Group objectives
- Major or substantial impact on Group objectives

Business Divisions

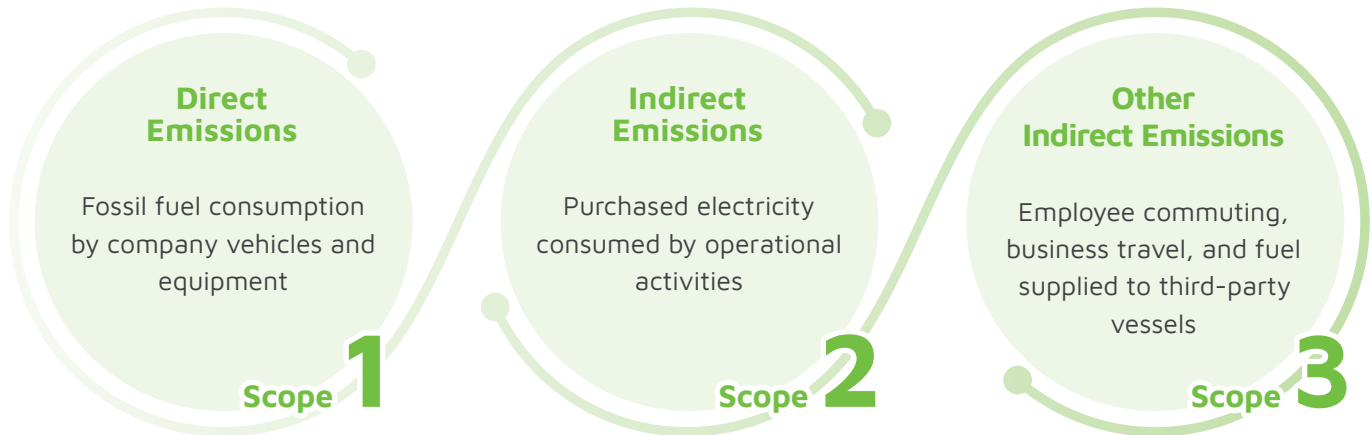
-  Ports & Logistics
-  Energy & Utilities
-  Engineering
-  Industrial Development
-  Other Business Division (Airport Operations)

METRICS AND TARGETS

MMC’s energy management and emissions control are integral to its broader climate change management strategy. Climate change-related risks pose a significant threat to MMC’s operational efficiency, with the potential to disrupt business continuity and increase operational costs. By embedding climate change considerations into its overall risk management framework, MMC can proactively identify potential threats and implement broad-scale mitigation measures to enhance resilience.

Environmental Disclosures

As part of its commitment to transparency and accountability in climate performance, MMC reports its Scope 1, Scope 2, and Scope 3 emissions across all Operating Companies. These include:



All reported emissions for FY2024 have been assessed using the methodologies outlined in the Greenhouse Gas ("GHG") Protocol. Emission factors are sourced from the Intergovernmental Panel on Climate Change's ("IPCC") Sixth Assessment Report ("AR6") and the Malaysian Green Technology and Climate Change Centre ("MGTC"). Through this structured approach, MMC strengthens its ability to manage climate-related risks while aligning its operations with global standards and industry best practices.

PORTS AND LOGISTICS

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
PTP	Comprehensive adoption of decarbonisation strategies throughout the entire operating company	<ul style="list-style-type: none"> Developed carbon simulations with multiple options including electrification and renewable energy Successfully conducted Climate Risk Assessment as part of climate adaptation
	Inclusion of Scope Three emissions in future reporting	<ul style="list-style-type: none"> Engagement and Awareness sessions with the suppliers in preparation for having Scope Three emissions covering Purchased Goods and Services
	Achieve 45% carbon reduction by FY2030	Approximate 15% reduction against FY2021
Johor Port	Achieve a 0.5% to 1.0% reduction in emissions intensity per throughput for both Scope One and Two emissions	Maintained emissions intensity
	In the medium term, achieve a 30% reduction in Scope One and Two emissions against FY2019 baseline by FY2030	In progress
Northport	Planning to establish decarbonisation targets and KPIs in FY2024	<ul style="list-style-type: none"> A decarbonisation target to reduce total GHG emissions (Scope 1 and Scope 2) by 5% by FY2026, using FY2021 as the baseline Conducted stakeholder engagement and internal assessment to identify key emission sources and abatement opportunities

Environmental Disclosures

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
Penang Port	1.19 kg CO ₂ per Freight Weight Tonnage ("FWT") in FY2023	Achieved 3.15 kg CO ₂ per FWT
	Achieve 3.5 kg of CO ₂ per TEU from internal prime movers	Achieved 2.7 kg of CO ₂ per TEU from internal prime movers

MMC's Ports and Logistics division is actively advancing its sustainable energy and emissions management strategies as part of its broader ESG commitments. A central focus for the division is the reduction of GHG emissions, particularly Scope 1 and Scope 2 emissions, with several ports setting ambitious long-term targets for carbon neutrality and net zero emissions. These targets reflect a proactive alignment with global climate agreements and national commitments, underscoring a strategic response to climate-related risks and the broader decarbonisation agenda.

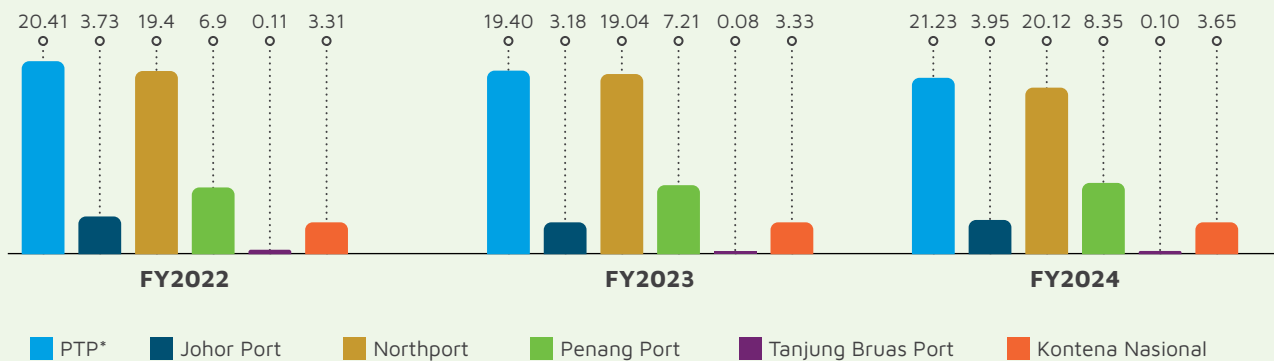
Governance and oversight play a crucial role in driving these efforts. Emissions and energy performance are consistently monitored and reported to the respective Board of Directors ("Board") and Senior Management. Dedicated teams, usually comprising sustainability, environmental, and/or facilities personnel, are tasked with implementing and overseeing energy and emission management strategies. To embed sustainability into core business operations, some ports have integrated energy and emissions considerations into their business cases and procurement decisions, ensuring that new investments support long-term sustainability goals.

Climate risk management is embedded within the Group's enterprise risk management ("ERM") framework. Operating Companies actively identify and mitigate both physical and transitional risks. Physical risks include extreme weather events, flooding, and rising sea levels, while transitional risks encompass carbon pricing and evolving regulatory requirements.

Several ports have initiated pilot studies to explore innovative solutions that enhance energy efficiency and reduce emissions. For example, PTP launched a B20 biodiesel testing programme in collaboration with the Malaysian Palm Oil Board ("MPOB") and Petronas Dagangan Berhad and conducted a proof-of-concept study on electrified prime movers to reduce carbon emissions.

Energy efficiency remains a core strategy for the division and many ports emissions management starts with prudent energy reduction initiatives relating to the consumption of fuel and electricity.

Total Fuel Consumption for Ports and Logistics Division (Megalitre)

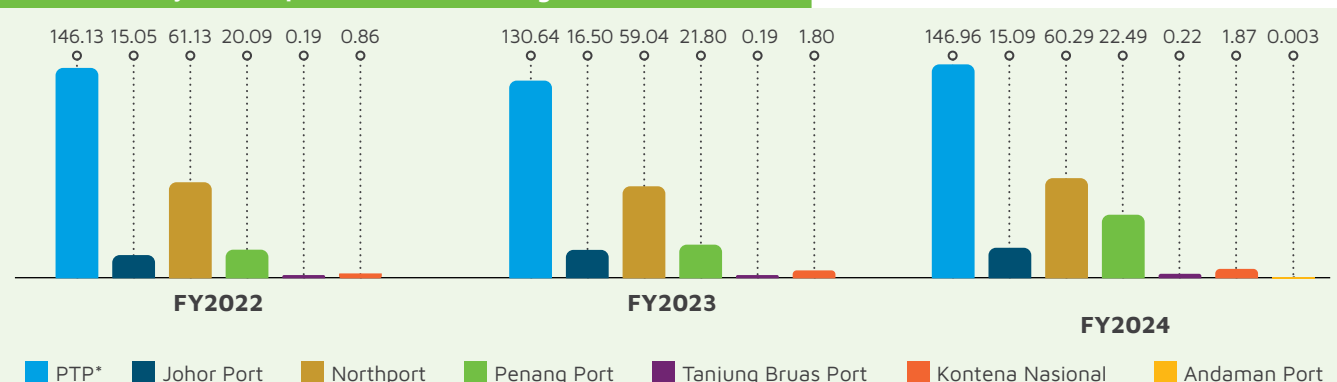


Note: Fuel consumption refers to the consumption of diesel, petrol, and Liquefied Petroleum Gas ("LPG")

* PTP's fuel consumption data for FY2022 and FY2023 have been restated due to more accurate data collection

Environmental Disclosures

Total Electricity Consumption for Ports and Logistics Division (GWh)



* PTP's electricity consumption data for FY2022 and FY2023 have been restated due to more accurate data collection

Ports are adopting electric and hybrid equipment, such as electric Rubber Tyred Gantry (“e-RTG”) cranes and electric prime movers, while transitioning to energy-efficient LED lighting to reduce overall consumption. Northport has appointed an in-house Registered Energy Manager (“REM”) to develop an Energy Management System (“EnMS”) and conduct energy audits. These audits are submitted to the Energy Commission every six months, in compliance with the Efficient Management of Electrical Energy Regulations (“EMEER”) 2008, which mandates that facilities consuming more than 3 million kWh over six months must appoint a REM and report on energy consumption and efficiency measures.

Renewable energy adoption is steadily expanding across the division. Several ports have installed rooftop solar photovoltaic (“PV”) systems to reduce reliance on grid electricity and lower carbon emissions. For example, Johor Port began using solar energy in FY2023 from PV systems installed on the rooftops of three warehouses. Looking ahead, the port plans to expand this initiative by installing additional PV panels on its car park rooftop in FY2025, which will bring its total solar capacity to 2.5 MWp. In FY2024, total energy consumption across the Ports and Logistics division was 3,097.82 GJ.

Strategic collaborations and industry partnerships further strengthen these efforts. Many ports align their sustainability practices with the UNSDGs and are members of organisations such as the United Nations Global Compact (“UNGC”) Malaysia and Brunei. These collaborations facilitate the exchange of best practices and position the ports as leaders in climate action within their industry.

PTP has been conducting emissions inventories since 2021 as part of a study under the Johor Port Authority’s Green Port Policy. This assessment measures the carbon footprint of PTP’s operations from both shipping and non-shipping activities. In FY2024, PTP completed a Climate Risk Assessment, identifying key long-term risks such as asset decarbonisation, carbon pricing, coastal erosion, and extreme weather events. PTP’s carbon reduction strategy aligns with the International Maritime Organisation’s (“IMO”) target to reduce emissions by at least 40% by 2030 through initiatives such as the GreenVoyage2050 and the Partnership for Infrastructure (“P4I”) programme.

To accelerate the transition to cleaner energy, ports are also exploring green financing options to support renewable energy projects and sustainable infrastructure upgrades. Long-term strategies remain focused on enhancing operational efficiency, lowering costs, and driving continuous improvement in energy and emission performance. Collectively, these initiatives reflect a comprehensive and forward-thinking approach to sustainable energy and emissions management, reinforcing the Group’s commitment to environmental and economic resilience.



Aerial view of Northport's Container Terminal.

Environmental Disclosures

Emissions (tCO ₂ e)	FY2022	FY2023	FY2024
Scope One:	145,151	139,285	152,887
PTP*	54,808	52,076	56,948
Johor Port	9,977	8,553	10,485
Northport	52,455	50,475	53,360
Penang Port	18,649	19,133	22,139
Tanjung Bruas Port	323	225	276
Kontena Nasional	8,939	8,823	9,679
Andaman Port	-	-	-
Scope Two:	131,628	124,857	135,809
PTP*	78,912	71,851	80,828
Johor Port	8,292	8,417	8,317
Northport	33,350	32,530	33,158
Penang Port	10,492	10,963	12,369
Tanjung Bruas Port	106	105	121
Kontena Nasional	476	991	1,029
Andaman Port	-	-	2
Scope Three:	33,266	33,546	35,630
PTP*	14,912	13,849	12,965
Johor Port	18,354	19,697	22,665
Total GHG Emissions	310,045	27,688	324,325
PTP	148,632	137,776	150,741
Johor Port	36,623	36,667	41,467
Northport	85,805	83,005	86,517
Penang Port	29,141	30,096	34,508
Tanjung Bruas Port	429	330	397
Kontena Nasional	9,415	9,814	10,708
Andaman Port	-	-	2

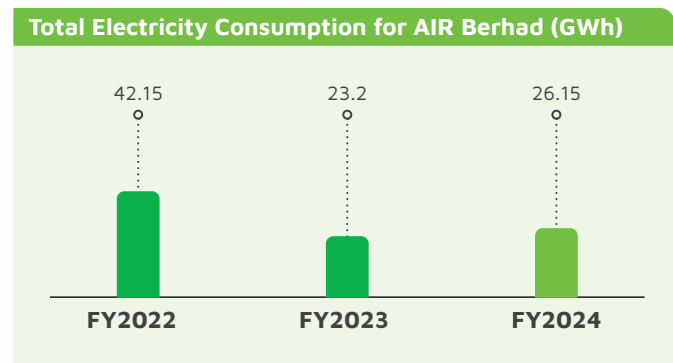
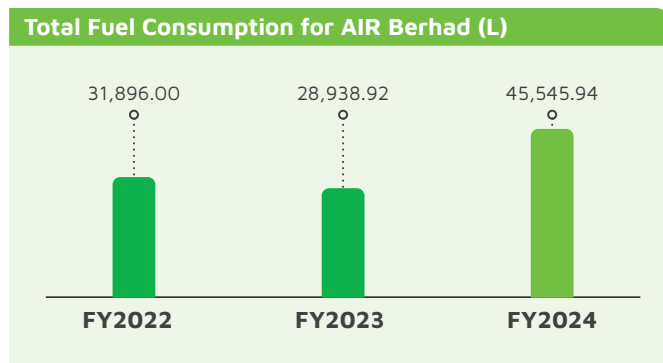
* PTP's emissions data for FY2022 and FY2023 have been restated due to improved data collection and revision of emission factors

Environmental Disclosures

ENERGY AND UTILITIES

FY2023 TARGET	FY2024 PERFORMANCE
2% reduction of energy consumed per unit of water treated (kWh/m ³) every year based on billing	Energy consumption per m ³ of water treated remained the same

Energy is one of the largest operational costs for municipal water treatment plants, with operations heavily dependent on a stable and consistent energy supply. At AIR Berhad, energy consumption is essential for driving daily business activities, including operating water reclamation treatment plants, sourcing electricity from the national grid, and managing treated water pumping. Energy requirements vary based on site-specific needs, with some facilities running continuously for 24 hours a day, while others operate for only 12 hours daily.



AIR Berhad adheres to the requirements outlined in the Efficient Management of Electrical Energy Regulations 2008 (“EMEER 2008”) set by the Energy Commission (EC). This regulation mandates that installations with an electricity consumption exceeding 3 million kWh over six months must appoint a Registered Energy Manager (“REM”) and submit periodic reports on energy consumption and efficiency measures. By complying with these guidelines, AIR Berhad ensures that its energy management practices align with national standards and contribute to improved operational efficiency.

In FY2024, total energy consumption for AIR Berhad was 530,814.07 GJ. To promote energy efficiency, AIR Berhad implements a structured approach that includes preventive maintenance of equipment replacement, continuous process monitoring, and comprehensive staff training and awareness programmes. These measures are designed to optimise energy usage, reduce wastage, and enhance overall plant performance. Through consistent monitoring and process control, AIR Berhad ensures that its facilities operate at peak efficiency while minimising downtime and energy loss.

AIR Berhad remains committed to minimising environmental impact by reducing pollutants, enhancing water quality, and engaging with local communities. A key focus is on lowering emissions through the adoption of energy-efficient technologies and sustainable practices.

The Operating Company’s environmental policies include regular monitoring to meet regulatory and environmental standards, transparency in performance reporting, and active stakeholder engagement to address community concerns and uphold worker safety. By embedding these practices into its operations, AIR Berhad aims to create lasting positive environmental and social impacts while maintaining responsible and sustainable water reclamation and non-revenue water (“NRW”) operations.

Environmental Disclosures

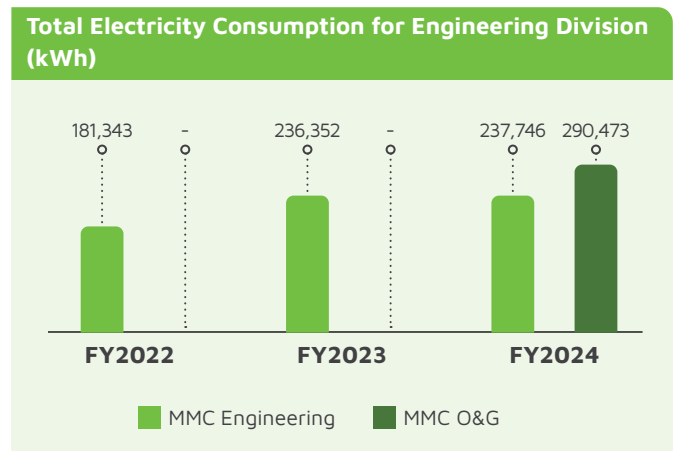
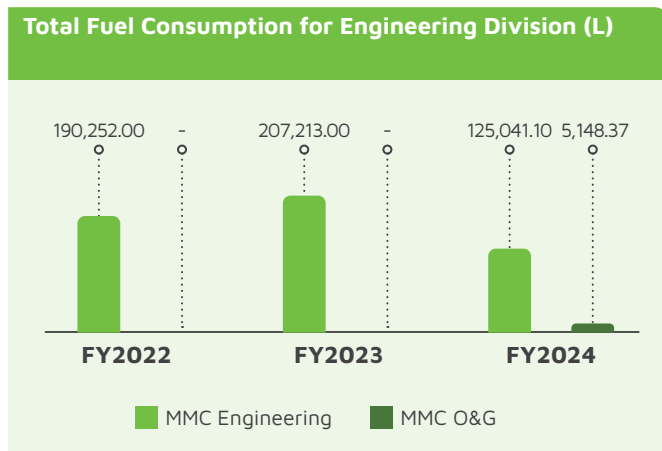
AIR Berhad has also implemented a comprehensive emissions reduction policy, focusing on energy efficiency, waste minimisation, and the adoption of low-carbon technologies in water reclamation and NRW operations. This policy reflects AIR Berhad’s commitment to reducing its carbon footprint and supporting long-term sustainability goals. Furthermore, the company’s energy management strategy leverages advanced technologies and energy recovery systems to optimise energy consumption, directly contributing to emissions reductions.

To ensure effective monitoring and management of emissions, AIR Berhad has established a robust data collection and reporting framework. This system tracks GHG emissions, energy consumption, and water usage, enabling the company to assess its performance and ensure regulatory compliance. The approach also emphasises continuous improvement through ongoing staff training and the adoption of innovative technologies to enhance emissions management, ensuring alignment with global sustainability standards.

Emissions (tCO ₂ e)	FY2022	FY2023	FY2024
Scope One:	86	73	120
Scope Two:	232	128	52
Total Emissions	318	201	172

ENGINEERING

MMC Engineering and MMC O&G are actively managing their energy consumption by optimising the use of diesel and petrol, which serve as their primary energy sources. Diesel powers equipment and machinery at MMC Engineering’s construction sites, while petrol is used to fuel vehicles at both Operating Companies.



In the construction sector, effective energy management is essential not only for minimising environmental impact but also for reducing operational costs and enhancing overall efficiency. By optimising fuel usage, MMC Engineering reduces GHG emissions and lowers fuel wastage, resulting in significant cost savings.

MMC Engineering’s primary electricity consumption occurs at its headquarters. At construction sites under the operational control of MMC Engineering, electricity is typically supplied by on-site generators powered by fossil fuels. In cases where electricity from the national grid is used, the cost is generally borne by the client rather than MMC Engineering.

Similarly, MMC O&G’s energy consumption primarily involves petrol for vehicles used during site visits. Electricity usage at MMC O&G is limited to its main office, where the building’s energy management is overseen by the property’s management company. Since MMC O&G has no direct operational control over its office’s electricity supply, its overall energy consumption remains relatively low.

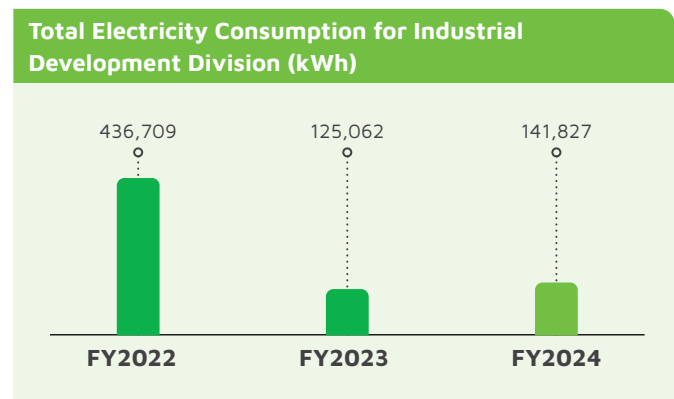
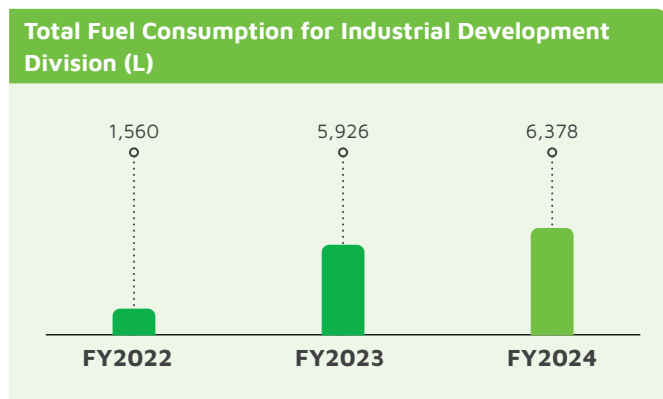
Environmental Disclosures

In FY2024, total energy consumption across the Engineering division was 6,926.90 GJ. Despite their relatively lower emissions, both MMC Engineering and MMC O&G are committed to supporting broader decarbonisation efforts. MMC O&G plays a pivotal role in designing engineering services for decarbonisation projects on behalf of clients. To strengthen its climate strategy, MMC O&G will integrate climate change considerations into its Management System Documentation by 2025. Climate-related risks are currently monitored through the company's Risk Management and Business Continuity Planning ("BCP") procedures, which recognise climate change as a significant operational risk.

Emissions (tCO ₂ e)	FY2022	FY2023	FY2024
Scope One:	482	528	328
MMC Engineering	482	528	316
MMC O&G	-	-	12
Scope Two:	100	130	291
MMC Engineering	100	130	131
MMC O&G	-	-	160
Total Emissions	582	658	619
MMC Engineering	582	658	447
MMC O&G	-	-	172

Industrial Development

Within the Industrial Development division, Senai Airport City is the only entity with direct operational control over its energy consumption. This control, however, is limited to the energy consumed directly by the Operating Company, which includes fuel such as diesel and petrol, as well as electricity. These energy sources are used to power the company's offices, equipment, and vehicles, forming the core of its operational energy consumption.



Given the relatively limited scale of direct energy consumption, emissions from the Operating Company remain comparatively low with the total energy consumption being 769.15 GJ. Nevertheless, the Operating Companies maintain a strong commitment to responsible emissions management. This includes actively monitoring energy usage, identifying opportunities for improvement, and adopting energy-efficient practices where possible. By maintaining operational efficiency and minimising energy wastage, the Operating Companies aim to reduce their environmental impact while ensuring compliance with industry standards and sustainability goals.

Environmental Disclosures

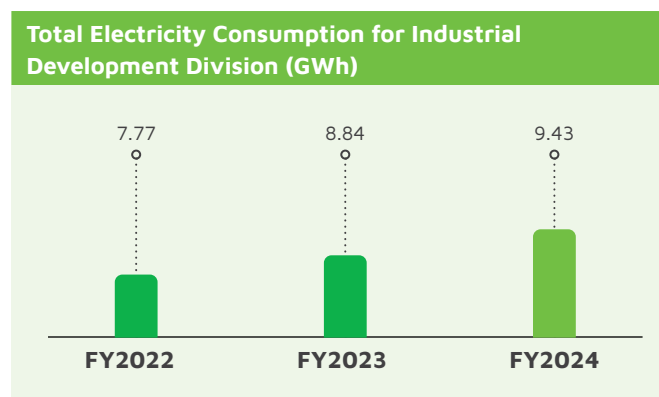
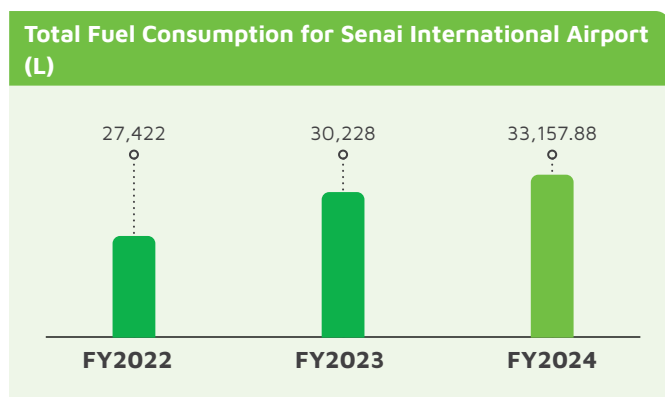
Emissions (tCO ₂ e)	FY2022	FY2023	FY2024
Scope One:	4	15	16
Scope Two:	234	69	76
Total Emissions	238	84	92

Senai Airport City has also taken steps to reduce reliance on electricity from the national grid by leveraging Renewable energy (“RE”) generation. In FY2024, 3,432 kWh of its total electricity consumption came from RE sources.

OTHER BUSINESS DIVISION

FY2023 TARGET	FY2024 PERFORMANCE
Achieve a 5% reduction in energy consumption on a yearly basis	Achieved a 2.43% decrease in FY2024 when compared to FY2023

Senai Airport Terminal currently sources its primary energy from conventional sources such as electricity from the national grid, diesel, and petrol.



FY2024 saw an increase in electricity consumption as Senai Airport Terminal introduced new flights and retailers. However, with the increased passenger movement and corresponding electricity consumption in mind, it has begun implementing RE initiatives in phases. A key step in this transition is the development of Senai Airport Terminal’s Energy Management Manual, which will serve as a comprehensive guide to the company’s commitment to the efficient management of energy in line with the National Green Technology Policy 2009. The manual will cover best practices in energy efficiency, environmental responsibility, and economic and social considerations across all business operations.

Under the Energy Management Manual, the airport will implement several key initiatives to reduce energy consumption and enhance efficiency. These include raising awareness on energy efficiency and conservation among staff, managers, executives, tenants, and suppliers through an Energy Efficiency Awareness Programme. This programme will include training sessions, visual communications such as posters and information boards, emails, and an energy efficiency awareness survey. The airport will also identify Significant Energy Use (“SEU”) by measuring energy parameters for each piece of equipment, allowing for more targeted energy-saving measures. Furthermore, the airport will adopt an Energy Management Information System (“EMIS”) hosted by the EC to monitor compliance with the Efficient Management of Electrical Energy Regulations 2008 (“EMEER 2008”) and track energy performance.

Senai Airport Terminal has already made significant progress towards improving energy efficiency and adopting renewable energy. The installation of EV charging stations in front of Aeromall, completed in FY2024 in collaboration with Gentari Green Mobility Sdn Bhd, supports the transition to cleaner transportation options.

Environmental Disclosures

The five charging units provide convenient access for passengers and visitors using electric vehicles. The airport has also integrated solar panels into its infrastructure, partnering with Malakoff to install rooftop solar panels at the Main Terminal and Carpark, generating 631 kWp of energy. Since the commencement of operations in FY2024, the solar panels have generated a total of 618,031 kWh, resulting in savings of RM55,622.79. Additionally, investments in LED lighting and other energy-efficient technologies further reinforce Senai Airport Terminal's commitment to minimising energy consumption and reducing emissions. In FY2024, Senai Airport Terminal's total energy consumption was recorded at 2,955.25 GJ.

With these energy efficiency initiatives in place, Senai Airport Terminal recognises its responsibility in managing emissions to balance operational efficiency with sustainable practices. Effective emissions management at Senai Airport Terminal supports global climate goals by reducing GHG emissions and improving air quality. These efforts also drive regional economic growth through more cost-efficient operations and increased job opportunities. Improved air quality contributes to enhanced public health and quality of life, particularly for the local community.

Emissions (tCO ₂ e)	FY2022	FY2023	FY2024
Scope One:	70	77	85
Scope Two:	3,576	4,873	4,849
Total Emissions	3,646	4,950	4,934

WATER CONSUMPTION

MMC places great importance on the conservation of water resources and actively implements measures to reduce water consumption across its operations.

The Group acknowledges that responsible water management is crucial not only for safeguarding ecosystems but also for supporting the livelihoods of communities and industries. With the increasing scarcity of clean freshwater and the challenges posed by climate change, MMC remains committed to minimising water usage and preserving freshwater supplies. By proactively addressing these issues, MMC contributes to ensuring sustainable water resources for both current and future generations.

PORT AND LOGISTICS

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
PTP	Establish a water recycling centre by FY2030	Established water demand for PTP
Penang Port	Achieve a maximum of 30.0 litres of water consumed per FWT for FY2023	Achieved a maximum of 40.44 litres of water consumed per FWT for FY2024
	To conduct final discharge outlet testing and water sampling in FY2024	Total stormwater effluent discharge of 18 points achieved according to Standard B criteria under the Fifth Schedule (Environmental Quality (Industrial Effluent) Regulation 2009)

Effective water management is essential for port operators, not only to enhance environmental sustainability but also to achieve cost efficiency. Water is used internally by each Operating Company to supply port buildings and facilities, as well as for firefighting needs. Additionally, many of the Group's Operating Companies under the Ports and Logistics division operate pipelines that supply fresh water from municipal sources for bunkering and other vessel-related requirements. Water supplied to vessels is directly reclaimed from the vessels to minimise the financial impact on the port while maintaining seamless water availability for customers. This structured approach ensures that operational needs are met while managing costs effectively.

Environmental Disclosures

Several ports are enhancing their water management practices by addressing NRW issues to reduce water loss and improve efficiency. Northport and Penang Port have introduced NRW management services, including the installation of pressure gauges at all water mains to monitor and maintain optimal water pressure, thereby eliminating leakages and reducing wastage. Others, such as PTP, Johor Port, and Northport, have implemented rainwater harvesting systems and drip irrigation to optimise water consumption for landscaping purposes, reducing reliance on fresh water and promoting sustainable water use.

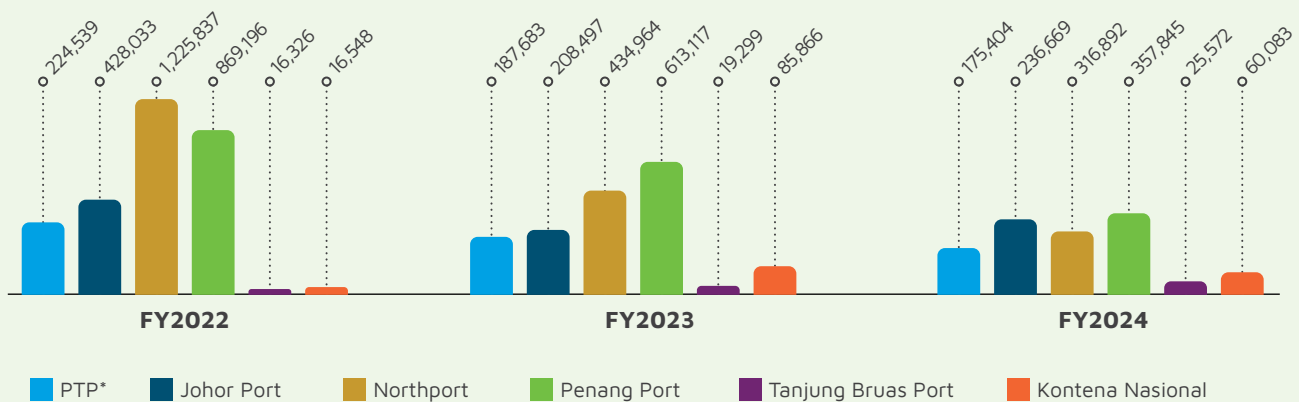


Northport NRW Project

Since 2020, Northport has implemented NRW projects aimed at reducing water loss and increasing the efficiency of water distribution systems. By identifying and repairing leaks, improving metering and billing processes, and mitigating water theft, Northport has significantly decreased water consumption. Efficient water use also reduces energy requirements for treatment and distribution, which lowers the associated carbon footprint and contributes to environmental sustainability. Since the launch of the NRW project, Northport has reduced its NRW percentage to 22.5% in FY2023, close to the target of 22.08%, reflecting the effectiveness of these measures and the port's commitment to resource efficiency and environmental responsibility.

Water management across most Ports and Logistics Operating Companies is governed by their respective Health, Safety, and Environment ("HSE") Policies, ensuring that water usage is treated as a key environmental topic. This approach allows for consistent monitoring and oversight at the Group level, reinforcing the importance of sustainable water practices.

Total Water Consumption for Ports and Logistics (m³)



* PTP's water consumption data in FY2022 and FY2023 have been restated due to improved data collection

Environmental Disclosures

ENERGY AND UTILITIES

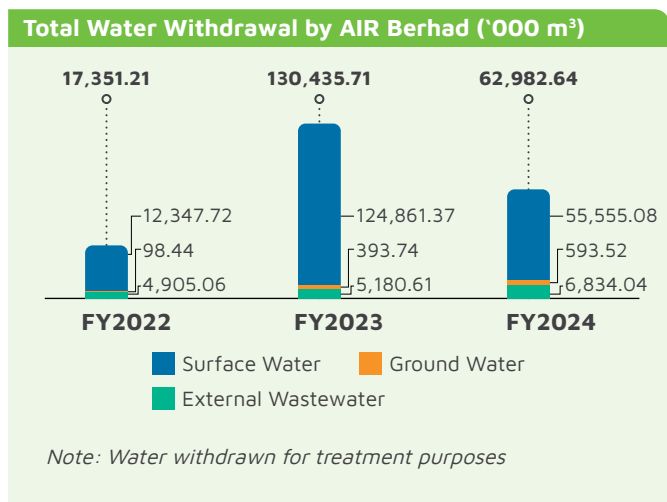
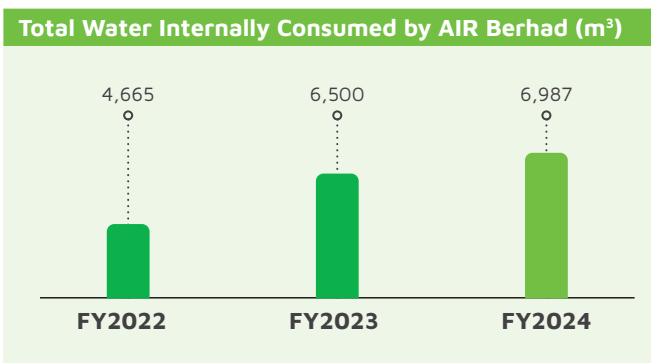
FY2023 TARGET	FY2024 PERFORMANCE
Increase reused water by 10%	2% of withdrawn water was recycled

AIR Berhad plays a key role in promoting UN SDG 6 (Clean Water and Sanitation) by advocating for water reclamation as a means to enhance cost savings and reduce dependency on municipal water sources, especially in light of increasing water tariffs. Water reclamation and recycling have demonstrated clear benefits, not only in terms of financial impact but also in reducing reliance on external water sources, thereby enhancing overall water security.

Given that wastewater treatment is the core of AIR Berhad’s business operations, the Operating Company does not merely consume water for domestic purposes but also treats water received from its clients. While this treated water is not consumed internally, it is processed and released according to the stringent standards prescribed in the Environmental Quality Act (“EQA”) and the National Standard for Drinking Water Quality. For several clients, the treated water is reclaimed as potable water, meeting high-quality standards that reduce clients’ dependency on municipal water supplies and enhance water production efficiency. This also benefits industrial clients, where reclaimed wastewater helps reduce the strain on municipal water infrastructure.

management strategies, AIR Berhad contributes to reducing water loss, improving metering and billing accuracy, and enhancing the overall efficiency of water distribution systems across MMC.

Internally, AIR Berhad’s water consumption is limited to domestic use, such as for kitchens, bathrooms, cleaning, and landscaping. In FY2024, AIR Berhad consumed close to 7,000 m³ of water, all sourced from municipal supplies.



Within the Group, AIR Berhad has also played a pivotal role in supporting NRW management projects, especially among Operating Companies within the Ports and Logistics division. By sharing expertise and promoting effective water

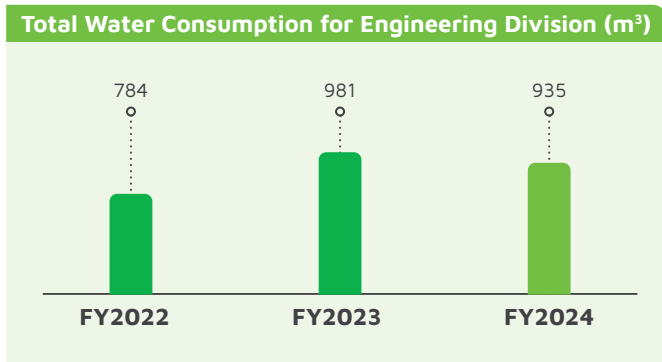
ENGINEERING

Water consumption and prudent water management are important considerations for the Engineering division; however, both MMC Engineering and MMC O&G have limited operational control over water as a resource. While MMC Engineering consumes water as part of its construction projects, these projects fall under the direct oversight of the respective project owners. Consequently, MMC Engineering’s ability to implement water management strategies is constrained by the project-specific requirements and the guidelines established by the project owners.

MMC O&G’s business activities, on the other hand, are primarily focused on consultancy and advisory roles, which inherently result in minimal water consumption. As a tenant within a shared building, MMC O&G’s water consumption is monitored and managed by the building’s management team, leaving limited scope for direct intervention in water management.

Environmental Disclosures

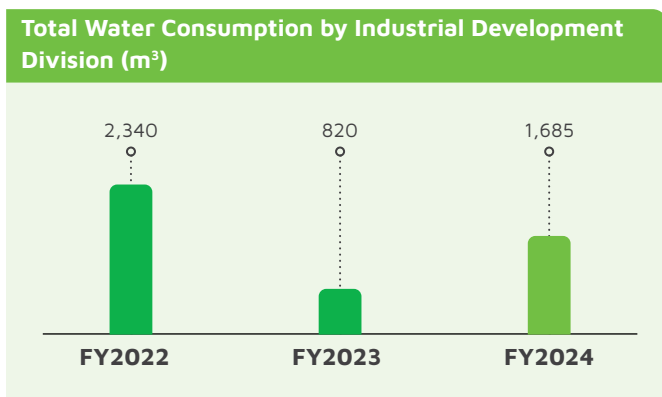
In terms of data monitoring, MMC Engineering tracks and documents its internal water consumption, which primarily covers domestic usage within its facilities. Since MMC O&G operates within a shared building and does not have direct control over water supply and usage, water consumption data for the Engineering division only reflects the consumption recorded by MMC Engineering.



Industrial Development

Similar to the Engineering division, water consumption within the Industrial Development division falls largely outside the operational control of its Operating Companies. For both Senai Airport City and Retro Highland, water management is handled independently by their respective tenants or subcontractors.

While internal water consumption for domestic purposes happens at both Operating Companies, only Senai Airport City is able to monitor this data directly. Retro Highland, on the other hand, operates from a shared office building where water consumption data is monitored and managed by the building management team.



OTHER BUSINESS DIVISION

FY2023 TARGET	FY2024 PERFORMANCE
Achieve a ratio of 0.05 m ³ of water consumption reduction per passenger	Achieved a ratio of 0.046 m ³ of water consumption per passenger

Water management plays a critical role in the overall operations and sustainability of Senai Airport Terminal. Managed by the Facilities & Project Management Department ("FMD"), the airport's water supply is primarily sourced from municipal water provided by Ranhill SAJ. Effective water management is essential to ensure the seamless functioning of various airport services and to mitigate potential operational risks.

Water is used extensively throughout the airport for a wide range of purposes, including restrooms, food and beverage outlets, general cleaning, and landscaping within the terminal buildings. Additionally, water is required for various aircraft services, such as refilling potable water tanks, aircraft cleaning, maintenance, and firefighting activities. Wastewater generated from terminal restrooms is channelled to the on-site Sewage Treatment Plant ("STP"), while aircraft lavatory waste is directed to a sewerage manhole located within the airport's airside. Both systems are discharged to the STP, which is situated within a 1-km radius of the airport.

Water consumption at Senai Airport Terminal rose by 9.5% in FY2024, mainly due to increased passenger movement and the opening of new retailers. This expansion brought Aeromall's occupancy rate to 84%, contributing to higher operational water usage.

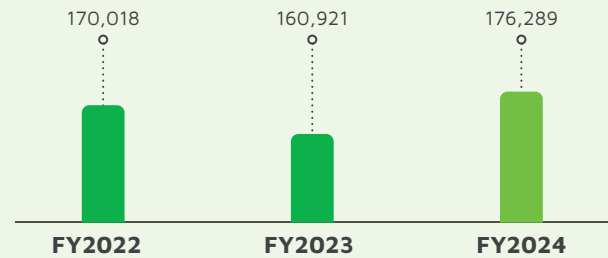
Senai Airport Terminal faces several key water management risks that could disrupt daily operations. One major risk is clogged drainage systems, which can obstruct water flow and increase the likelihood of flooding. Another significant risk is the potential for water supply disruptions from Ranhill SAJ, which could impact airport operations and passenger services.



Environmental Disclosures

To mitigate these risks, Senai Airport Terminal has implemented strategic measures to enhance water resilience. One key initiative includes the installation of a water tank capable of retaining up to three days' worth of water resources, ensuring operational continuity during supply disruptions. Additionally, it has established an NRW monitoring system through an agreement with AIR Berhad. This involved the installation of NRW infrastructure and measurement systems at Senai Airport Terminal back in FY2023, which includes a 130,000-gallon water tank. This initiative enhances the airport's ability to monitor and optimise water usage, minimise water loss, and strengthen overall water management efficiency.

Total Water Consumption of Senai International Airport (m³)



RESOURCE CONSUMPTION

Efficient resource consumption is key to enhancing resilience and environmental stewardship.

Given the diverse nature of MMC's business divisions, resource consumption varies significantly across its Operating Companies. While the Group does not exercise direct control over each company's resource usage, it provides strategic guidance through the Group Procurement Policy. This policy ensures that all Operating Companies adopt responsible sourcing practices, including compliance with environmental regulations to address sustainability and pollution concerns.

By implementing this approach, each Operating Company leverages its in-depth understanding of its specific operations while aligning with the Group's broader commitment to responsible resource management. As part of best practices, several Operating Companies have adopted guidelines requiring a minimum of three quotations from different suppliers. This practice promotes transparency, enhances decision-making, and ensures that the selected suppliers meet both operational and environmental standards.

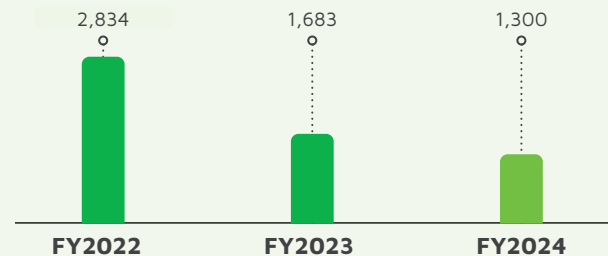
Unlike other environmental aspects, resource management is not a uniform concern across all business divisions due to the varying nature of their operations. Operating Companies within the Ports and Logistics, Industrial Development, and Senai Airport Terminal segments primarily function as service providers. As such, they have limited raw material consumption, with resource usage focused more on operational necessities rather than material inputs. This distinction allows each division to tailor its resource management approach to its unique operational context while adhering to the Group's overarching sustainability goals.

ENERGY & UTILITIES

As a wastewater treatment company, AIR Berhad's primary resource consumption is centred on the chemicals required for water treatment before it is discharged back into the environment. The quantity of chemicals used increases with the volume of water treated, resulting in higher costs and greater chemical consumption.

To optimise resource usage, AIR Berhad adopts a strategic approach through meticulous planning and careful evaluation of treatment requirements before initiating the treatment process. This helps to minimise unnecessary chemical usage, reduce costs, and prevent resource wastage. By ensuring that chemical consumption aligns with actual treatment needs, AIR Berhad enhances operational efficiency and supports its commitment to sustainable resource management.

Chemical Consumption by AIR Berhad (tonnes)



Environmental Disclosures

ENGINEERING

Resource consumption is integral to the Engineering division’s ability to generate revenue and create long-term value for its stakeholders. Efficient resource management enhances profitability through cost savings and improved operational efficiency while aligning with growing sustainability demands. This approach strengthens each Operating Company’s financial performance and fosters positive relationships with communities by reducing environmental impact and supporting sustainable development. Ultimately, responsible resource management ensures long-term business viability, benefiting both the Group and its stakeholders.

As an Operating Company involved in the construction sector, MMC Engineering is the primary consumer of resources within the Engineering division. In contrast, MMC O&G, which operates as a consultancy and advisory service provider, has minimal direct resource consumption. MMC Engineering acknowledges the growing issue of resource scarcity and the increasing demand for resources, recognising the risks these pose to both business operations and environmental sustainability. As such, it is committed to improving resource efficiency, adopting sustainable sourcing practices, and reducing dependency on non-renewable resources.

MATERIAL	UNIT	AMOUNT	
		FY2023	FY2024
Steel Rebar	MT	872.92	356.64
Ready Mixed Concrete	m ³	4,634.50	37,047.00
2” Crusher Run	MT	9,548.86	230,605.00
¾” Aggregate	MT	2,158.70	104,025.00
Soil Treatment Chemical	MT	1,186.84	1,475.00

MMC Engineering recognises that material use contributes to key environmental impacts such as greenhouse gas emissions, deforestation, and ecosystem degradation. In response, the company has adopted practical measures to reduce its carbon footprint, incorporate circular economy principles, and ensure responsible procurement practices across its operations.

As part of its infrastructure projects, MMC Engineering procured major construction materials for the development of Container Yards – Block J & K at Northport. Material data was compiled based on payments made to suppliers for site deliveries. Differences in material quantities reflect the varying scale, progress, and technical requirements of each project phase. This data-driven approach allows the company to track resource usage more accurately and identify opportunities to improve material efficiency over time.

WASTE & RECYCLING

Sustainable waste management practices reinforce MMC’s focus on environmental protection. Through innovative solutions and efficient processes, MMC strives to reduce its environmental footprint and promote circular economy principles.

Effective waste management is a key aspect of MMC’s interaction with the surrounding environment. Improper waste management can lead to increased pollution and regulatory non-compliance, which negatively impacts the environment and society in the areas where the Group operates. Poor waste management practices not only harm local ecosystems but also affect the health and well-being of nearby communities. Internally, inadequate waste handling can create unsafe working conditions for employees, increasing the risk of illness and injury, which in turn affects overall workforce productivity and morale.

From a financial perspective, poor waste management exposes the Group to potential fines and penalties from regulatory bodies due to non-compliance with environmental standards. Furthermore, increased waste production and irresponsible disposal often indicate inefficiencies in resource consumption, leading to higher operational costs. When materials that could otherwise be reused or recycled are discarded as waste, it results in increased procurement expenses and higher waste disposal costs. This underscores the importance of embedding waste reduction and recycling initiatives into the Group’s operational framework.

Several Operating Companies have established internal guidelines and waste reduction targets to drive consistent improvements in waste handling. By integrating these measures into day-to-day operations, MMC aims to reduce waste generation, improve compliance with environmental regulations, and enhance cost efficiency.

Environmental Disclosures

The Engineering and Industrial Development divisions of MMC do not have operational control over waste generation and, as such, do not actively track this topic.

PORTS & LOGISTICS

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
PTP	Achieve a 5% increase in waste efficiency with FY2022 as the baseline	Achieved a 25.34% increase in waste efficiency compared to FY2022
	Maintain 60% total waste efficiency by FY2025	Achieved 74.8% total waste efficiency
	Divert 80% of waste away from landfills by FY2040	72.57% of waste diverted away from landfills
Penang Port	Maintain compliance obligations	100% compliance achieved for waste management
	Provide environmental awareness training to all employees and contractors	Environmental awareness training provided to all employees and contractors
	Improve and standardise Scheduled Waste Areas within port premises	On-going
	Update new waste characteristics of scheduled waste	New waste characteristics of Scheduled Waste updated

Operating Companies within the Ports and Logistics division demonstrate a unified commitment to sustainable waste management, underscoring their role in environmental stewardship and operational excellence. By adopting structured practices and aligning with regulatory frameworks, ports ensure that waste is managed responsibly while minimising environmental impact.

Many ports have implemented international standards such as ISO 9001, ISO 55001, and ISO 14001:2015 Environmental Management Systems (“EMS”), ensuring consistent adherence to environmental responsibility and operational efficiency. Additionally, existing policies such as HSE, QHSE, and specific waste management frameworks guide operations, fostering consistency and regulatory alignment.

Effective waste identification, segregation, and tracking are central to port operations. Generally, the Operating Companies generate two types of waste: general waste and scheduled waste. General waste includes everyday items such as food waste, packaging materials, paper, and plastics, which are typically disposed of through municipal waste management services or recycling programmes.



Aerial view of PTP's Container Terminal.



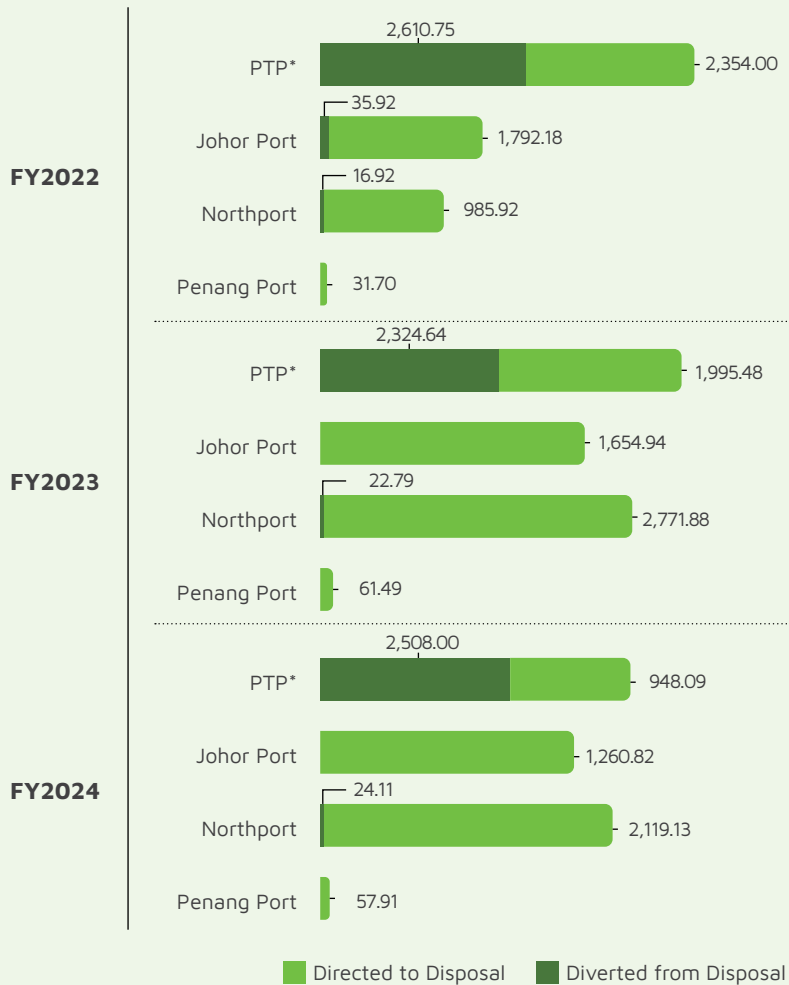
Aerial view of Penang Port's Container Terminal.

Environmental Disclosures

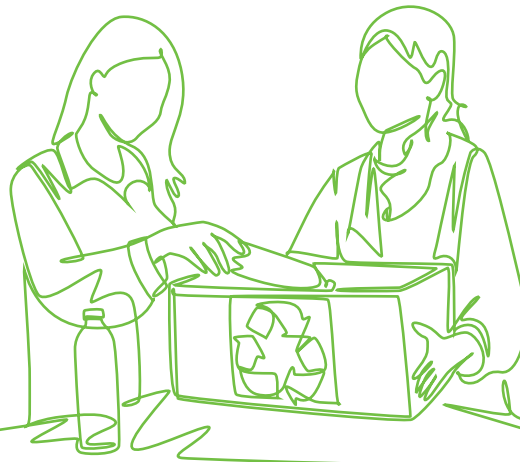
In contrast, Scheduled Waste refers to hazardous waste materials such as oily sludge, used chemicals, and contaminated containers that require careful handling and disposal to prevent environmental and health hazards. Scheduled Waste is meticulously documented using systems such as the Electronic Scheduled Waste Information System ("eSWIS"), ensuring compliance with the Environmental Quality (Amendment) Act ("EQA") 2024 and other regulatory requirements. Scheduled waste is carefully contained on-site before it is collected by DOE-appointed waste collectors and transported to certified disposal facilities.

Liquid waste, including wastewater, is managed through specialised facilities such as oil interceptors and sewage treatment plants. This includes Johor Port's Port Reception Facilities ("PRF") which underwent testing and commissioning at the end of FY2024 expected to commence operation by end 2025. These facilities will serve as a pre-treatment facility for waste from ships, further enhancing Johor Port's waste management capabilities and ensuring proper disposal of maritime waste.

Total Waste Disposed and Recycled by Ports and Logistics Division (tonnes)



* PTP's total waste disposed of data for FY2022 has been restated due to more accurate data collection



Environmental Disclosures

Some of the measures specific Operating Companies have taken to manage and minimise waste include:



3R Principles: Operating Companies such as PTP and Northport have initiatives in place that promote waste segregation at the source and the collection of recyclable materials for recycling. PTP has taken this initiative further by establishing a community recycling hub, allowing local communities to participate in recycling efforts and enhancing the circular economy.



Single-Use Plastic Ban: PTP has banned the use of plastic bags at its convenience stores and cafes to reduce plastic waste. Port employees and visitors are encouraged to bring their own reusable bags, reinforcing a culture of environmental responsibility.



Composting: Northport has implemented an on-site composting programme for organic waste such as food waste. The compost produced is currently used internally for landscaping purposes. While the programme is still in its early stages, Northport plans to invest in further research and development to enhance the project's scalability and revenue potential.



Battery Revival Programme: Northport has introduced a Battery Revival Programme to extend the lifespan of batteries used in port operations. This initiative reduces the volume of battery waste, minimises the need for new batteries, and prevents the environmental risks associated with battery disposal, such as soil and water contamination from heavy metals and hazardous chemicals. By reviving and reusing batteries, Northport not only reduces waste but also supports responsible resource management and cost efficiency.

ENERGY & UTILITIES

AIR Berhad upholds responsible waste and effluent management through the operation of its wastewater treatment plants, providing water reclamation and treatment services for municipal and industrial clients. By optimising water resource efficiency, the company actively reduces the daily pollutant load released into the environment, contributing to improved environmental quality and regulatory compliance.

AIR Berhad's waste management practices are fully aligned with the Environmental Quality (Scheduled Waste) Regulations 2005, set by the DOE. These regulations provide clear guidelines for the handling, treatment, and disposal of scheduled waste, ensuring that AIR Berhad's operations do not pose a risk to the environment or public health. The company's commitment to regulatory compliance reflects its dedication to environmental stewardship and operational excellence.

AIR Berhad primarily generates two types of waste: general waste and scheduled waste. General waste includes non-hazardous materials such as paper, plastic, and food waste, which are managed through municipal waste disposal and recycling programmes. Scheduled waste, such as wastewater dry sludge and used filters, requires specialised handling and disposal to mitigate environmental risks.

The company maintains a comprehensive waste inventory to track both general and scheduled waste, ensuring accurate reporting and optimised disposal practices. Scheduled waste, such as oily sludge, is collected by DOE-appointed waste collectors and transported to certified disposal facilities. To further minimise environmental impact, AIR Berhad returns certain hazardous or scheduled waste to clients for recycling or disposal, supporting a circular economy approach.

Environmental Disclosures

AIR Berhad is committed to minimising waste generation and improving resource efficiency through several targeted initiatives:

Water Recycling:

AIR Berhad operates water recycling plants that provide reclamation and treatment services, reducing the demand for fresh water and minimising the discharge of untreated wastewater into the environment.

Clean Water Discharge:

The company ensures that treated wastewater meets DOE discharge standards, reducing pollutant loads in natural water bodies and contributing to improved water quality.

Structured Waste Tracking System:

A detailed waste tracking system has been introduced to monitor waste generation and disposal patterns, ensuring compliance with regulatory requirements and improving operational transparency.

Process Optimisation:

The company continuously reviews and enhances its operational processes to reduce waste generation and improve overall efficiency.

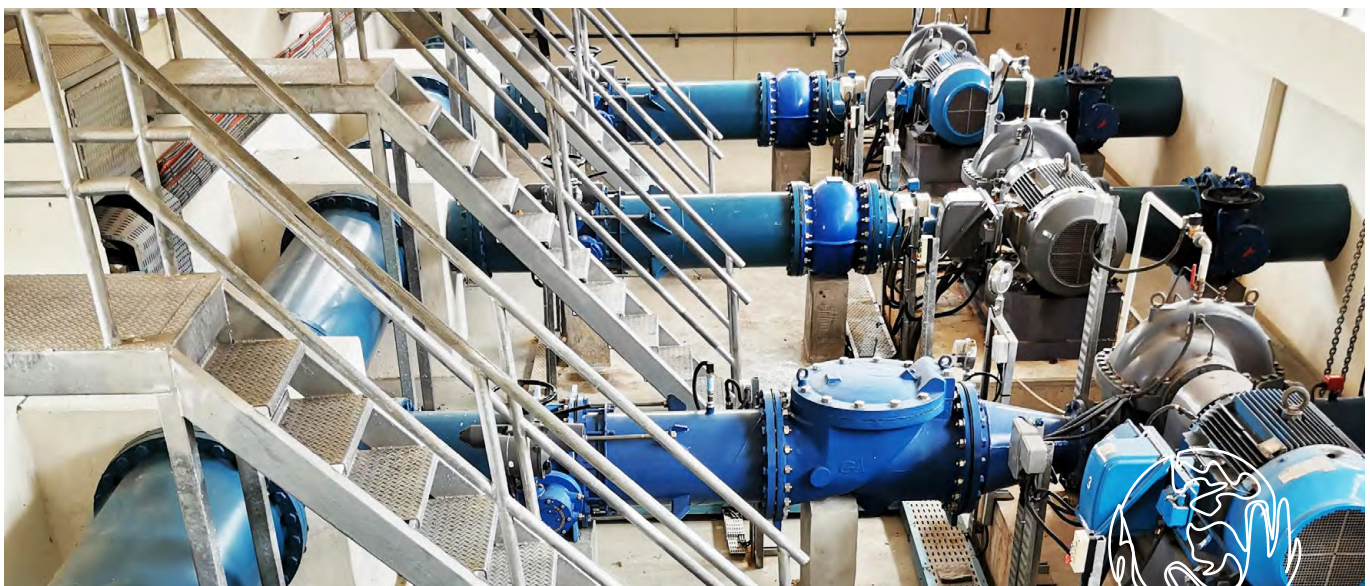
High-Efficiency Motors:

AIR Berhad has deployed high-efficiency motors to reduce energy consumption, thereby lowering both operational costs and environmental impact.

Paper Reuse:

Initiatives to encourage paper reuse have been implemented to minimise resource wastage and promote sustainable office practices.

Through these initiatives, AIR Berhad continues to strengthen its waste and effluent management strategies, reinforcing its commitment to regulatory compliance, environmental stewardship, and operational efficiency. By adopting a circular economy approach and improving resource efficiency, the company ensures long-term sustainability while supporting environmental and community well-being.



AIR Berhad's Operations and Maintenance Facility.

Environmental Disclosures

OTHER BUSINESS DIVISION

Waste management practices at Senai Airport Terminal significantly influence the business value, the environment, and the well-being of surrounding communities. Effective waste management at airports enhances cleanliness and operational efficiency, contributing to a positive passenger experience and improving the overall image of the airport. A clean and well-maintained airport attracts more travellers and businesses, driving increased tourism and commercial activity, which positively impacts the local economy.

However, inadequate waste management presents numerous risks and negative consequences. Improper disposal of waste can lead to pest infestations, creating health hazards for airport staff and passengers. The presence of pests not only threatens public health but also damages the airport's reputation, potentially reducing passenger traffic and business opportunities. Additionally, waste attractants increase the risk of wildlife hazards, posing a significant threat to aviation safety. Wildlife incursions on runways can lead to serious incidents, endangering passengers' safety and causing substantial economic losses due to flight disruptions and damage to aircraft.

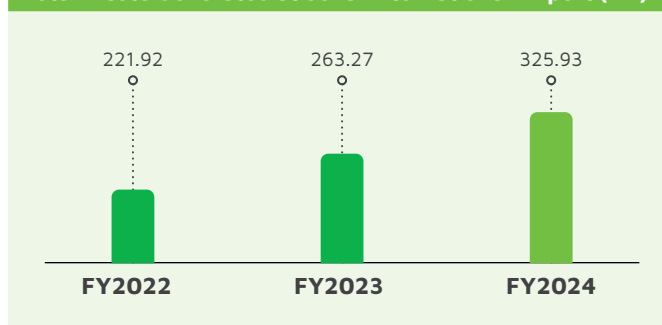
Environmental and social impacts are also significant concerns. Poor waste disposal practices can disproportionately affect nearby communities, leading to environmental injustices. Residents may face health issues and reduced quality of life due to exposure to pests, odours, and noise from improper waste handling. This underscores the need for comprehensive waste management practices that align with ESG principles.

Senai Airport Terminal has implemented robust waste management practices to address these challenges. All operational sites are covered under ISO 9001:2015 certification, ensuring adherence to international environmental management standards. Waste generated at Senai Airport Terminal falls into three categories, domestic waste, industrial waste, and scheduled waste.

Domestic waste includes general refuse such as food waste and packaging materials, while industrial waste encompasses materials from maintenance and operational activities. Scheduled waste, including hazardous materials such as used oils, chemicals, and contaminated containers, is handled with strict compliance with the Environmental Quality (Scheduled Waste) Regulations 2005. Scheduled waste is collected by DOE-certified waste collectors and disposed of at authorised facilities to prevent environmental contamination and health risks.

To further reduce waste and promote sustainable practices, Senai Airport Terminal has initiated several waste reduction measures. The company plans to collaborate with airport tenants to reduce the use of single-use plastics, encouraging the adoption of reusable alternatives. Additionally, the Operating Company has stopped producing company-labelled bottled water to reduce plastic waste. Through the Procurement Department, Senai Airport Terminal also prioritises suppliers listed under MyHijau or those offering certified green products, reinforcing the company's commitment to environmental responsibility and sustainable sourcing.

Total Waste Generated at Senai International Airport (MT)



The entrance of Senai International Airport, a gateway to Iskandar Malaysia.

Environmental Disclosures

ENVIRONMENTAL MANAGEMENT

Continuous environmental monitoring is essential for maintaining sustainability and compliance.

MMC is committed to responsible management by actively monitoring pollution-related factors across the daily operations of its Operating Companies. This vigilant oversight enables each company to promptly identify potential environmental risks and implement appropriate measures in compliance with regulatory standards.

PORTS & LOGISTICS

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
Penang Port	Provide training and communication to employees and contractors	Training for employees and contractors has been completed. This will be an ongoing process
	Conduct noise boundary test and air monitoring in FY2024	Not yet conducted
	Enhance Environmental Aspect Impact analysis to other operational processes	All departments have an Environmental Aspect Impact Analysis

The Ports and Logistics division maintains a rigorous approach to environmental performance, leveraging risk-based monitoring systems to identify and manage potential environmental impacts effectively. From air and water quality to noise levels, Operating Companies in this division employ modern evaluation systems and regular assessments to ensure compliance with key regulations, including the EQA 2024 and the Occupational Safety and Health Act ("OSHA"), as well as with internationally recognised standards, such as ISO 14001:2015 EMS. This comprehensive framework reflects the division's commitment to environmental stewardship and operational excellence.

To mitigate environmental risks, ports implement targeted measures to address key issues such as air and water pollution. Dust suppression techniques, oil interceptors, and spillage control systems are integrated into daily operations to minimise environmental harm. Innovative methods, such as deploying silt curtains and pre-treatment facilities, further enhance pollution control efforts.

For example, PTP maintains its silt curtain regularly, ensuring it remains fully functional to preserve water quality. Water quality is closely monitored during construction phases, particularly for Total Suspended Solids ("TSS") levels, to minimise potential impacts on marine ecosystems. Johor

Port operates four units of the Air Environmental Monitoring System ("AEMS") to monitor Total Volatile Organic Compounds ("TVOC"), Lower Explosive Limit ("LEL"), Hydrogen Sulphide ("H2S"), and dust levels. Readings have consistently remained below regulatory thresholds, demonstrating effective air quality control. Meanwhile, Northport conducts noise risk assessments every five years to identify and mitigate noise-related risks. The port also conducts marine water quality analysis to monitor and address potential pollutants arising from its operations.

Environmental risks, including oil spills and major spillages, are managed through stringent incident classification systems and specialised response protocols. In this regard, Andaman Port is dedicated to minimising sea pollution and protecting marine biodiversity around the Yan Port Limit. This commitment is supported by the Operating Company's HSE Policy, which prioritises compliance with regulations and outlines procedures for managing oil spills through our Oil Spill Response Plan ("OSRP"). Its Emergency Response Plan ("ERP") also plays a role in ensuring swift action during environmental emergencies, emphasising effective communication and training for all personnel on environmental protocols. Dedicated spill prevention teams and advanced containment systems ensure swift response and protection of marine ecosystems and operational integrity.

Environmental Disclosures

While most operating companies in the Ports and Logistics division reported zero environmental non-compliance cases in FY2024, Penang Port recorded 12 oil spillage incidents. These spillages were confined to the land-based areas of the port's buildings and did not result in marine oil pollution. Consequently, no fines were imposed on Penang Port.

ENERGY & UTILITIES

The main environmental risk associated with AIR Berhad's operations is water pollution caused by improperly treated effluents. To mitigate this risk, it ensures that all its water treatment plants are operated according to the regulations prescribed in DOE's EQA 2024. All effluents discharged from AIR Berhad's facilities are within the limits set in the Environmental Quality (Industrial Effluent) Regulation and comply with the Industrial Effluent Standard.

ENGINEERING

Within the Engineering division, MMC Engineering's environmental management approach is guided by the Environmental Impact Assessments ("EIA") prepared for each specific site of operation. These assessments, conducted by the project owner rather than MMC Engineering, outline the environmental management plans that the operating company should implement as part of its daily operations to mitigate potential environmental harm. The EIAs provide a structured framework for addressing site-specific environmental risks and ensuring regulatory compliance.

In contrast, MMC O&G does not operate physical sites directly, as it primarily provides consultancy and advisory services. Therefore, it does not have direct environmental management practices relevant to its operations. However, the company remains committed to promoting environmental best practices through its advisory services, ensuring that clients adopt sustainable approaches in their operations.

In FY2024, neither Operating Companies had any cases of environmental non-compliance.



Langat 2 Water Treatment Plant constructed by MMC Engineering.

Industrial Development

The Industrial Development division remains committed to upholding high environmental standards and ensuring compliance with regulatory requirements to minimise pollution and environmental impact. Senai Airport City actively monitors its environmental performance through regular assessments. Water quality is monitored monthly, while air quality and noise levels are evaluated quarterly. These consistent checks help ensure that operational activities remain within permissible limits, preventing environmental degradation and maintaining regulatory compliance.

Similarly, Retro Highland manages its environmental performance through internal monitoring aligned with the DOE and EIA approval conditions. This structured approach allows Retro Highland to identify and address potential environmental risks effectively, reinforcing its commitment to responsible environmental management.

In FY2024, no environmental non-compliance cases were reported for both Senai Airport City and Retro Highland, reflecting the division's strong adherence to environmental standards and effective management practices.

OTHER BUSINESS DIVISION

Noise pollution remains a primary environmental risk associated with airport services, particularly from aircraft take-offs, landings, and ground operations. These activities can significantly affect nearby communities and disrupt local wildlife habitats. At Senai Airport Terminal, ground handlers face considerable noise exposure from aircraft engines, Auxiliary Power Units ("APUs"), and ground support equipment during their daily operations. Noise levels often exceed safe decibel limits, posing risks of hearing loss and other health complications.

To address these risks, Senai Airport Terminal has implemented targeted mitigation measures. The airport conducts annual audiometric testing for employees exposed to noise levels exceeding the Noise Exposure Limit ("NEL") as recommended by the Department of Occupational Safety and Health ("DOSH"). The testing is carried out by a DOSH-approved audiometric testing centre, ensuring compliance with safety standards and helping to safeguard the health and well-being of airport staff.



Environmental Disclosures

BIODIVERSITY

Promoting biodiversity reflects MMC’s dedication to protecting the planet’s rich natural heritage. Through sustainable practices and collaborative initiatives, the Group contributes to the global effort to conserve biodiversity.

MMC recognises the pivotal role of the natural environment and the fundamental ecosystem services it contributes. Accordingly, the Group seeks to cultivate environmental responsibility across all of its Operating Companies. Each entity prioritises the implementation of appropriate measures to manage and preserve biodiversity within their respective operations, even though not all operations function in or near an area deemed to be of a High Conservation Value.

PORTS & LOGISTICS

OPERATING COMPANY	FY2023 TARGET	FY2024 PERFORMANCE
PTP	Identify potential rehabilitation areas by FY2025	Conducted stakeholders’ engagement to identify potential sites
	Conduct biodiversity assessments covering all PTP’s operating sites by FY2030	Identified requirements for Taskforce on Nature-related Financial Disclosure and scope
Northport	Identify areas for MOT’s “Sejuta Pokok” campaign	Suitable areas have been selected, and 1,138 trees have been planted

While most of MMC’s ports are situated in industrial areas away from ecologically sensitive habitats, certain ports, such as PTP, are located near critical ecosystems like mangroves and seagrass beds. These areas serve as important conservation sites, making proactive biodiversity management essential to minimise environmental impact and maintain ecological balance.

Biodiversity management is embedded within broader environmental frameworks, including the Health, Safety, Security, Sustainability, and Quality (“HSSSQ”) and Sustainability Policies. This ensures that conservation efforts are aligned with long-term sustainability objectives and regulatory requirements.

The Ports and Logistics division integrates biodiversity management into its operations by conducting EIAs or Environmental Management Plans (“EMPs”) before initiating major projects. These assessments evaluate potential impacts on local ecosystems and help identify and mitigate biodiversity-related risks. By embedding biodiversity considerations into EMPs or conducting independent biodiversity risk assessments, ports can implement targeted management measures to protect sensitive habitats.

Operating Companies allocate annual operational expenditures to biodiversity conservation, underscoring their commitment to ecological sustainability. In FY2024, Northport significantly increased its biodiversity efforts, investing RM80,900 and planting 1,138 trees, compared to RM5,000 and 120 trees in FY2023.

Similarly, Tanjung Bruas Port followed suit, committing RM76,720 to habitat restoration and successfully planting 164 trees, reinforcing the port’s dedication to preserving local ecosystems. Meanwhile, PTP demonstrated its commitment to environmental stewardship by allocating RM79,500 to biodiversity initiatives, which included the replanting of 10,265 mangrove trees at Tanjung Piai and the protection of seagrass habitats. These collective efforts underscore a growing focus on sustaining and restoring critical ecosystems for long-term environmental resilience.

ENERGY & UTILITIES

AIR Berhad is committed to operating in an environmentally responsible manner, ensuring that its activities have minimal impact on the ecosystems in which it operates. The company’s operational processes are designed to reduce environmental harm, particularly by treating effluents that could otherwise contribute to pollution. This proactive approach reflects AIR Berhad’s dedication to maintaining ecological balance while carrying out its core business functions.

Environmental Disclosures

However, AIR Berhad operates in one key area of high biodiversity value, the Sungai Sedili Dam, which forms part of the company's operations under the Projek Air Mentah ("PAMER") project. Recognising the potential ecological impact of its activities, AIR Berhad conducted a biodiversity audit to assess the effects of its operations on the local aquatic ecosystem. The company also plays an active role in fish population monitoring, which helps manage biodiversity risks by controlling invasive species and preserving aquatic habitats.

While AIR Berhad takes significant steps to monitor biodiversity, the actual habitat restoration efforts at Sungai Sedili Dam are led by Petronas. Additionally, AIR Berhad contributes to biodiversity conservation through initiatives such as compensating MAB Agriculture-Horticulture Sdn Bhd ("MAAH") for palm trees removed during the development of its new Water Treatment Plant ("WTP") at KLIA Sepang.

Beyond these efforts, AIR Berhad operates within other ecologically significant areas, including Seluyut Dam, where 56 km² of habitat is protected. Furthermore, the Operating Company has identified nine species listed on the IUCN Red List and national conservation lists that are found in areas affected by its operations.

ENGINEERING

In FY2024, none of the Operating Companies within the Group's Engineering division operated in areas classified as rich in biodiversity. However, the Operating Companies remain committed to responsible biodiversity management, regardless of location.

Recognising the importance of environmental stewardship, MMC Engineering integrates biodiversity assessments into its EIA process before initiating any project. This proactive approach enables the company to identify potential biodiversity risks early and implement appropriate mitigation measures, ensuring minimal ecological disruption while maintaining sustainable development practices.

Industrial Development

Within this division, both Retro Highland and Senai Airport City recognise the importance of preserving biodiversity and remain committed to environmental sustainability in their operations.

However, since only Senai Airport City operates close to areas with biodiversity, in FY2024, the Operating Company invested approximately RM1.6 million in biodiversity conservation and restoration initiatives. This included the protection and restoration of 25 acres of habitat, reflecting Senai Airport City's dedication to minimising its environmental footprint. While no biodiversity assessments or audits were conducted on new or existing sites, the company continues to explore strategies to integrate biodiversity considerations into its future projects. These efforts align with Senai Airport City's broader commitment to responsible environmental management and sustainable development.

OTHER BUSINESS DIVISION

Senai Airport Terminal understands the importance of maintaining a safe and controlled airport environment while ensuring minimal impact on biodiversity. The airport manages approximately 96 km² of land, including terminals, aerodromes, cargo and warehouse facilities, and leased retail and office spaces. While Senai Airport Terminal does not operate within or adjacent to protected areas or high-biodiversity zones, it remains committed to responsible environmental management.

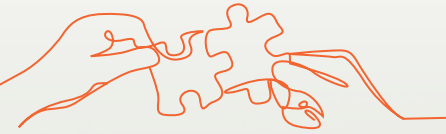
In FY2024, Senai Airport Terminal recorded eight bird strike incidents, primarily due to land clearing at the runway approach path. To mitigate this, the airport implemented additional measures, including regular waste removal, restoring vegetation in cleared areas, increasing wildlife monitoring from two to three times daily, and conducting bird surveys and risk assessments. Routine wildlife monitoring and airside fencing checks are also carried out to prevent incursions, while proactive clearing of bushes and trees along runway approach paths helps reduce bird and wildlife nesting. While external factors such as surrounding land developments are beyond our control, these internal mitigation measures have proven effective in reducing the risk of bird strikes.

At present, there is no recorded data on habitats protected or restored within Senai Airport Terminal's operations, nor any identified IUCN Red List species affected by its activities. However, the airport continues to assess and refine its biodiversity-related practices to align with evolving sustainability standards and industry best practices.





SOCIAL DISCLOSURES



MMC is dedicated to generating positive social impacts both within and beyond its companies. Ensuring the well-being of employees remains the Group's topmost priority. MMC enriches its workforce through development initiatives that not only benefit the community but also align with the Group's business values.

Enhancing human capital performance and prioritising employee health and safety has always been important to the Group. Simultaneously, MMC maintains a strong focus on upholding human rights while actively working to enhance workforce diversity, engagement, and inclusion.

MMC's initiatives to promote responsible workplace practices and inclusive community development are in line with the following UNSDGs:



RELEVANT UNSDGs:

5

GENDER
EQUALITY

10

REDUCED
INEQUALITIES

Social Disclosures

HUMAN & LABOUR RIGHTS

MMC actively promotes a safe, inclusive, and equitable work environment, aligning with international standards and best practices.

MMC is aware of internationally recognised standards such as the United Nations (“UN”) Guiding Principles on Business and Human Rights, the UN Declaration of Human Rights, and the International Labour Organisation (“ILO”) Declaration on Fundamental Principles and Rights at Work. In addition, the Group strictly adheres to the essential provisions outlined in local regulations, namely the Children and Young Persons (Employment) (Amendment) Act 2010 and the latest version of the Employment Act (Amendment) 2023.

These standards and regulations guide MMC’s strong stance on opposing child labour, forced, and involuntary labour, and trafficking of people under any circumstances in all the areas it operates. Within the Group, all employees are treated equally with fair compensation based on their merits and productivity.

All operating companies demonstrate a strong commitment to local employment and sourcing, with several companies accentuating their adherence to local labour laws, based on the guidance of the Employment Act (Amendment) 2023. A constant focus is placed on prioritising the development of the local workforce, reinforcing their dedication to supporting and uplifting local communities.

The same standards are also applied to the Group’s supply chain.

In FY2024, there were zero complaints or incidents of human rights violations throughout the Group’s operations and supply chain.

EMPLOYEE MANAGEMENT

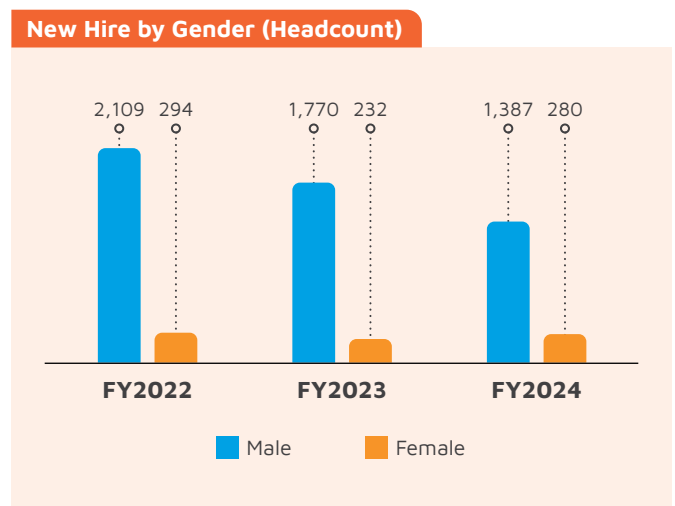
Effective employee management is central to MMC’s operational excellence. The Group focuses on nurturing talent, promoting well-being, and fostering a culture of continuous growth and innovation.

Employees are the cornerstone of operational excellence in any organisation, including MMC. The Group values and appreciates all contributions made by its employees and strives to provide them with an inclusive, fair, and dynamic working environment. MMC ensures that every employee, regardless of their role, has the same opportunities to learn, grow, and thrive. With this in mind, the Group is committed to maintaining high levels of satisfaction, motivation, and engagement among its workforce by fostering a supportive and enriching workplace culture.

HIRING, RETENTION, AND ATTRITION

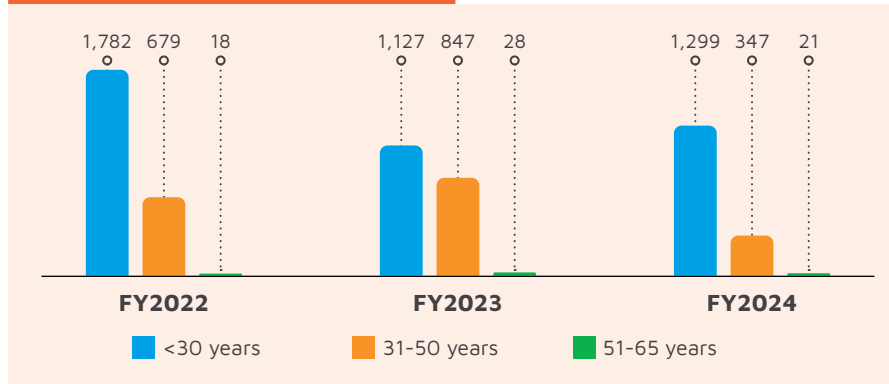
MMC’s hiring process is conducted with fairness and transparency, focusing on the candidate’s merit and suitability for the job. The Group is committed to selecting the best-fit candidate without any bias or discrimination towards age, religion, gender, or disability. For senior management roles and above, however, preference is given to local applicants to boost local employment.

In FY2024, the Group had a total of 1,667 new hires. The breakdown of the new hires by gender and age group is as follows:



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New Hire by Age Group (Headcount)



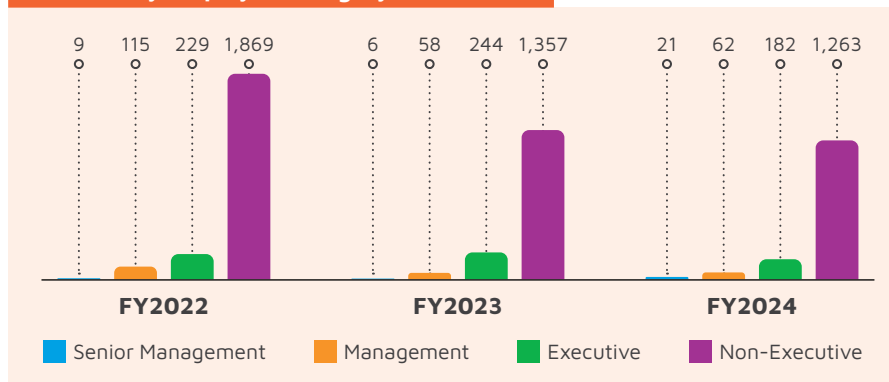
Once hired, new employees participate in the Group Onboarding Programme, held every quarter to help them integrate smoothly into the organisation. This programme introduces new joiners to the Group’s values, operations, and culture, ensuring they are well-equipped to navigate their roles. It also serves as a valuable platform for building professional networks with colleagues from other operating companies within the Group, fostering a sense of connection and collaboration from the outset.

When an employee decides to leave MMC, the Group ensures their contributions are acknowledged and valued. Departing employees are required to attend an Exit Interview conducted by the Human Resources (“HR”) department. These interviews provide valuable insights into the reasons behind resignations and help identify potential areas for improving workplace practices. While the feedback shared during the interview remains confidential, the insights gained are carefully analysed to enhance employee satisfaction and strengthen the overall work culture.

In FY2024, the Group’s attrition rates were as follows:

	FY2022	FY2023	FY2024
Attrition Rate (%)	6.17	5.86	3.57

Turnover by Employee Category (Headcount)



As for how MMC evaluates performance, annual performance appraisals are held across Operating Companies, and performance is measured against Key Performance Indicators (“KPIs”) set by each division, on these three capacities which are Corporate, Division and Individual. MMC measures performance by conducting internal reviews for optimal transparency, with self-assessments and regular feedback mechanisms in place. These evaluations are held annually or bi-annually (during the mid-year and year-end cycles). These evaluations would be followed by reward systems such as promotions, salary increments, bonuses, and salary adjustments.

As for overall employee management, to ensure employees have sufficient access to information on the implementation of MMC’s policies and procedures, support is provided through internal memos, HR advisors, compliance personnel, and intranet resources. Regular workshops and awareness sessions are conducted as well to ensure staff remain informed about policy updates and best practices, fostering a culture of compliance and continuous improvement.

To further support their employees, MMC frequently seeks to implement additional quality-of-life processes, in efforts to facilitate communication and well-being. These include counselling, training, and targeted improvement plans to address grievances and resolve issues. Should more complex remediation processes be necessary, partnerships with third-party mediators or local organisations are employed. Part of these transparent grievance mechanisms include a timeline of one to three months for the resolution of raised issues.

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MMC approaches identifying and addressing grievances via multiple channels such as online grievance forms, whistleblowing systems, and direct reporting to supervisors or HR. To ensure effective resolution, structured steps are implemented, which includes goal setting, tracking outcomes, and conducting independent assessments.

MMC monitors the effectiveness of said grievance mechanisms and any relevant remediation processes through KPIs that track grievance resolution times, the management of aging cases, and by conducting regular employee surveys. These measures ensure continuous innovation of MMC's processes and promote accountability for employees of all levels in addressing workplace concerns.

MMC acknowledges the significance of collective bargaining agreements in ensuring employees have optimal working conditions. The percentage of employees covered under such agreements varies between 35% and 95% across different operating companies, encompassing provisions for wages, working conditions, and employment terms. For employees not under collective bargaining agreements, working conditions and terms of employment are determined through formal letters of employment and company policies, ensuring consistency and fair treatment is available to all, across the organisation.

DIVERSITY & NON-DISCRIMINATION

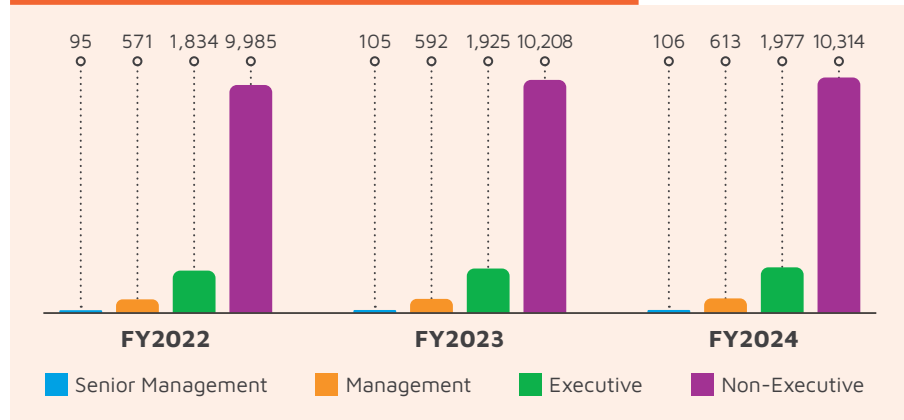
MMC upholds the belief that all individuals, regardless of their gender, age, or other physical characteristics, should have equal opportunities in the workplace. As an organisation operating across multiple sectors, MMC recognises its influential role in promoting diversity within its workforce. By embracing a

diverse and inclusive environment, the Group aims to create a workplace culture that values different perspectives, ideas, and experiences, ultimately driving innovation and productivity.

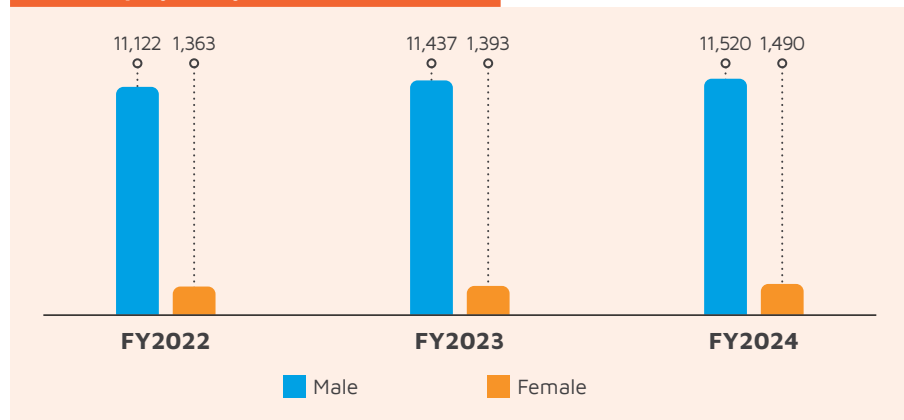
One key area of diversity that MMC has been actively pursuing is increasing the representation of women within its workforce, particularly in management roles. Recognising the traditionally male-dominated nature of many sectors in which its Operating Companies operate, MMC is committed to fostering greater participation of women in leadership positions. The Group believes that promoting gender diversity in management not only empowers women but also enhances decision-making processes and organisational effectiveness.

Over the past few years, MMC's efforts to promote gender diversity have shown positive results, with an increasing number of women joining its workforce. This progress reflects the Group's commitment to challenging traditional norms and cultivating a more balanced and equitable workplace. By continuing to champion diversity and inclusion, MMC aims to inspire other organisations within its industry to follow suit, ultimately contributing to a more inclusive and progressive society.

Total Employees by Employee Category (Headcount)



Total Employees by Gender (Headcount)

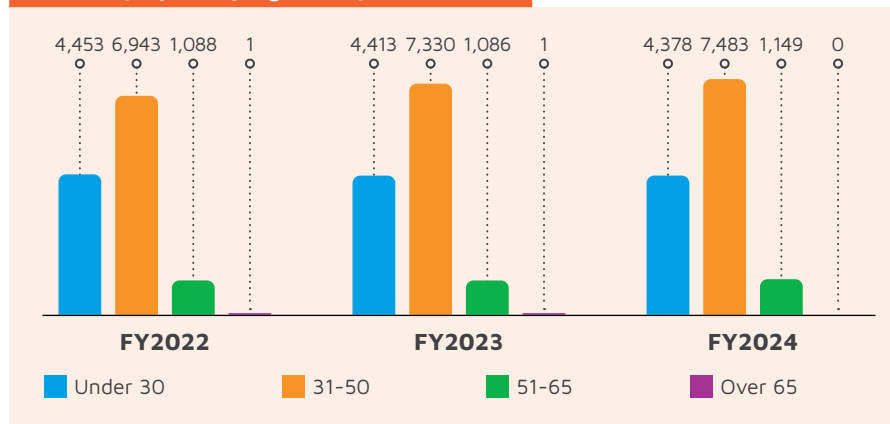


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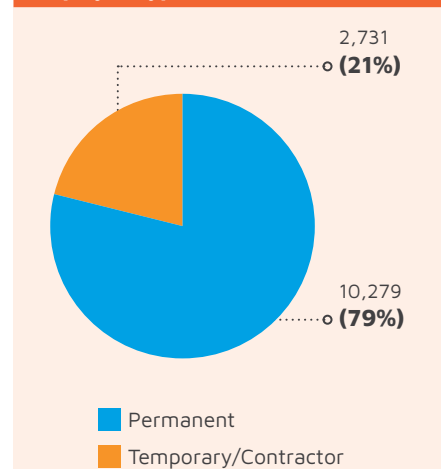
Gender Breakdown by Employee Category in FY2024

Employee Category	Number (Headcount)	Percentage of Employee Category	Percentage of Overall Workforce
Senior Management:			
Male	87	82%	0.67%
Female	19	18%	0.15%
Management:			
Male	464	76%	3.57%
Female	149	24%	1.16%
Executive			
Male	1,264	64%	9.64%
Female	713	36%	5.52%
Non-Executive			
Male	9,705	94%	74.63%
Female	609	6%	4.66%

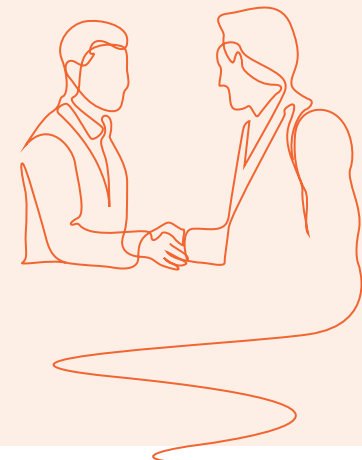
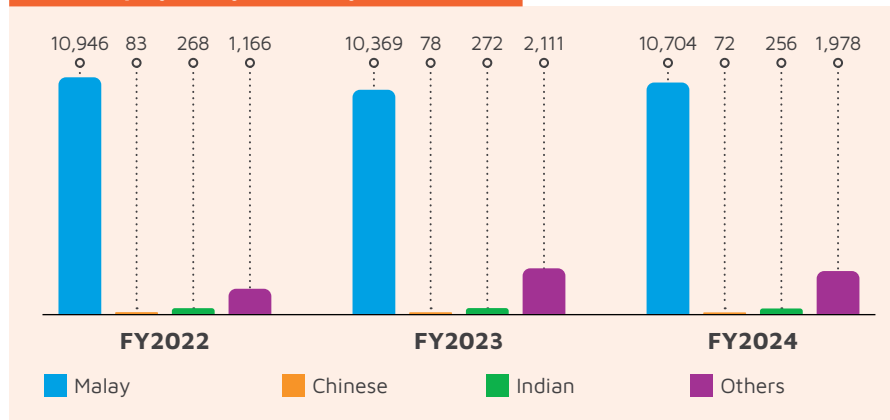
Total Employees by Age Group (Headcount)



Employee Type in FY2024 (Headcount)



Total Employees by Ethnicity (Headcount)



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REMUNERATION & BENEFITS

MMC continues to evaluate its remuneration to all employees to attract and retain crucial talents. The Group's remuneration comprises both financial and non-financial compensation, including salaries and benefits benchmarked against present market standards. MMC upholds an equal pay for equal work principle when it comes to remuneration. Apart from their basic salary, employees who perform well are also rewarded with performance bonuses and salary increments. This is meant to incentivise the workforce to achieve their full potential.

As part of the Group's statutory requirements, in FY2024, MMC contributed over RM100 million and RM10 million to the Employee Provident Fund ("EPF") and medical insurance ("SOCSO"), respectively. The Group also provided over RM998 million for monetary remuneration in the form of salaries, bonuses, and other financial benefits.

PARENTAL LEAVE	FY2022	FY2023	FY2024
Employees Who Took Paternity Leave (people)	295	501	507
Employees Who Took Maternity Leave (people)	69	72	65
Return to Work Rates (returned to work after parental leave):			
Male	90.9%	100%	96%
Female	90.9%	82.7%	91%
Retention Rates (stayed with MMC for 12 months or more post parental leave):			
Male	86.4%	99.5%	95%
Female	90.9%	72.2%	99%

TALENT DEVELOPMENT & TRAINING

In the constantly changing business landscape, consistent training and development programmes are necessary to ensure the Group's workforce remains up to date with the latest skills and knowledge required to operate in their sectors. MMC also uses specialised training programmes, particularly those focusing on environmental sustainability and social responsibility, to embed prudent ESG practices within the organisation and drive the Group's sustainability agenda.

In FY2024, MMC spent **RM8,294,874.29** to conduct a total of 292,997.84 hours of training across all operating companies.

MMC TRAINING BREAKDOWN	FY2022	FY2023	FY2024
Total training hours per division (hours):			
Ports and Logistics	209,876	459,852	269,027
Energy and Utilities	1,964	2,667	1,084
Industrial Development	48	32	236
Engineering	4,948	8,899	10,434
Other Business	19,059	13,506	12,217
Total training hours per employee category (hours):			
Senior Management	1,982	2,306	3,422
Management	14,677	17,421	20,737
Executive	53,573	52,389	62,523
Non-Executive	165,645	412,840	206,316

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EMPLOYEE ENGAGEMENT

MMC recognises that happy and satisfied employees are the key drivers of growth and performance within any organisation. As one of its most valuable assets, the Group regularly engages its employees through various means and feedback channels to gather valuable insights into aspects like work culture, business strategies, as well as the general needs and expectations of the workforce.

One approach has been the annual Employee Engagement Survey (“EES”). In FY2024, MMC conducted the survey across the MMC Group of Companies, achieving a 93% response rate from employees across all levels.

EES INDEX	FY2022	FY2023	FY2024
National	67%	67%	68%
MMC Group	72.12%	72.83%	72.38%

Overall, MMC conducted about 77 employee engagement activities in FY2024. A snapshot of these is included below:

 Team Building/ Social Activities	 Health & Wellness Activities	 Recognition/Learning & Development Activities
<ul style="list-style-type: none"> Festive Celebrations MMC Family Day SATS Clean-Up Day Innovation Challenge <i>Hari Kaunter Northport</i> AKPK Event MMCE Staff Gathering Buka Puasa with CEO Buka Puasa with Union Merdeka March Pass <i>Sepetang Bersama CEO</i> Hi-Tea with CEO 	<ul style="list-style-type: none"> MMC Group Health Wellbinar MMC Group Wellness Programme 2024 Kamicare MMC X Pmcare <i>Kempen Derma Darah</i> Health Webinars Northport Fitness League 2024 Healthy Cooking to Start Your Day Right Kamicare – Employee Health Assessment Dietitian Programme APA Sports Meet 2024 	<ul style="list-style-type: none"> Annual Dinner Employee Appreciation Induction Programme Q1 & Q2 2024 Town Hall Sessions ESG: Financial Talk by Faiz Azmi Hr2u Day Retirement Celebration Day 2024 Long Service Award, Gold Service Award and Flying Colour Award 2024 Employee Of the Year 2024

SUCCESSION PLANNING

Succession planning is an important aspect of organisational growth. It ensures smooth transitions in leadership within the Group, addressing vacancies due to retirements, promotions, or unexpected events. This strategic planning allows MMC to retain talent and preserve the Group’s knowledge pool.

As such, MMC takes a committed approach towards succession planning. It has continuously implemented a Succession Planning Framework that guides this process, identifying and nurturing employees with suitable qualities. These individuals, known as High Potential Talent (“HIPO”) are provided with mentorship and training that cultivates them to take on more advanced roles within the Group.

Two main paths of succession are covered under this framework – Mission Critical Positions (“MCPs”) for top-tier roles, such as C-suite positions, and Succession Planning Positions (“SPP”) for n-1 positions. When a HIPO demonstrates the necessary skills and capabilities, succession occurs smoothly, ensuring MMC’s legacy endures.

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The succession planning position for FY2024 is presented below:

POSITION	FY2022	FY2023	FY2024
Mission Critical Position	38	42	41
Succession Planning Position	62	70	63

The succession planning coverage of Ready Now ("R0") or in one-two year ("R1") is computed as follows:

CATEGORY	FY2022	FY2023	FY2024
MCP	50%	44%	44%
SPP	40%	41%	41%

MCP VS SPP SUCCESSORS (NO. OF EMPLOYEES)	FY2022	FY2023	FY2024
MCP	83	80	80
SPP	109	154	97

MCP – all C-Suite positions within the Group

SPP – all n-1 positions within the Group

OCCUPATIONAL SAFETY & HEALTH

MMC places the welfare of its workforce as a top priority, reflecting its commitment to providing a safe and healthy working environment. This commitment extends to ensuring the safety and well-being of all employees and stakeholders involved in its operations. As a responsible employer, MMC acknowledges its duty to create a conducive work environment supported by comprehensive safety regulations and protocols to protect its employees from health and safety hazards.

To achieve this, MMC has implemented robust processes, checks, and systems to guarantee strict compliance with all relevant Occupational Safety and Health ("OSH") requirements. These safety measures apply to all Operating Companies under MMC and are in line with Malaysia's Occupational Safety and Health ("OSHA") Act 1994. By adhering to these legal standards, MMC aims to minimise workplace risks and create a safe environment for all its workers.

The Group maintains direct oversight of OSH as a key material topic, ensuring that safety standards are consistently met across all operations. To strengthen this approach, each Operating Company under MMC adopts tailored Safety, Health, and Environment ("SHE") policies designed to address specific risks associated with their unique business contexts. These customised policies complement the Group's

overall strategy for cultivating a safe and productive work environment.

Through its comprehensive OSH framework and continuous commitment to employee welfare, MMC strives to uphold the highest standards of occupational safety and health.

DIVISIONAL HSE APPROACHES

MMC's approach to OSH is managed at the individual Operating Company level, guided by broad oversight from the Group. The Board and Senior Management of each Operating Company maintain full accountability for OSH matters, with performance regularly reviewed during the Group's Management and Board meetings. This structured reporting ensures consistent monitoring of OSH performance and KPIs at the Group level.

At the operational level, dedicated Health, Safety, and Environment ("HSE") departments have been established within each Operating Company. These departments are staffed with qualified personnel and equipped with adequate resources to drive MMC's OSH strategy. Their responsibilities include identifying and eliminating hazards, minimising risks in operational areas, implementing safety controls, and providing regular training and education to employees.

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Each operating site also has an HSE Committee comprising representatives from the HSE department, the workforce, and third-party contractors. Union representatives are invited to participate when necessary. These committees meet quarterly to discuss OSH performance and address any safety-related concerns, providing a platform for ongoing feedback and updates on OSH practices.

Employee participation is a key element in strengthening OSH practices. Workers are encouraged to provide feedback on the development and implementation of OSH protocols to ensure they are practical and aligned with daily operations. This open channel of communication enables employees to raise potential OSH risks and concerns directly with the HSE department, fostering a culture of safety and accountability.

Most Operating Companies have established robust Standard Operating Procedures ("SOPs") for incident management, aligned with ISO and Department of Occupational Safety and Health ("DOSH") requirements. Certifications such as ISO 9001, ISO 14001, and ISO 45001 reflect the Group's commitment to maintaining high OSH standards. In the event of an incident, the HSE department conducts a thorough investigation to identify the root cause and determine corrective and preventive actions. These measures may include revising existing safety procedures, enhancing training programmes, or introducing new safety measures. Progress and outcomes of such incidents are reported to the Group's Board and Management every quarter.

To maintain high OSH standards, routine audits and workplace inspections are conducted by the HSE departments to ensure full compliance with the Group's OSH policies and relevant regulatory requirements. Non-compliance is met with swift action, which may include penalties, verbal or written warnings, or, in cases of repeated offences, termination of employment. This disciplined approach reinforces the Group's commitment to safeguarding the health and safety of its workforce.

Some Operating Companies, especially within the Group's Ports & Logistics division, take OSH management another step further by establishing in-house clinics and rehabilitation centres within their premises. With these facilities, the Operating Companies can implement more robust initiatives to enhance the welfare of their workforce. These include conducting regular health and wellness programmes, such as health checks and health awareness programmes.

Alongside the Ports and Logistics division of MMC, several other Operating Companies, such as Senai Airport Terminal, MMC Engineering, AIR Berhad and MMC O&G, have adopted specific HSE Manuals that guide their respective safety implementation while emphasising HSE measures as a mutual objective for both management and employees. Through these manuals, each Operating Company strives to ensure the health, safety, and prevention of injuries among all employees whilst at work and minimise the environmental impact at an operational level at all times.

OSH TRAINING & COMMUNICATION

Discussions on OSH are conducted regularly at the Operating Company level through various platforms. These depend on the nature of the respective Operating Company but are mostly through HSE Committee meetings, safety engagements and briefings, daily Toolbox Talks, and safety alerts. These engagements serve as a platform for continuous improvement. These include,

- Health and Safety Representative ("HSR") awareness sessions
- Safety Inductions for new staff and contractors (regular)
- Safety and Toolbox Talks (regular)
- "Unsafe Condition, Unsafe Act" ("UCUA") awareness
- HSE engagement sessions with government agencies
- Company-wide HSE campaigns (theme-based, as and when necessary)
- Group HSE Heads Meeting to discuss performance, gaps, and action moving forward (quarterly)
- Safety programmes, forums and engagements with Contractors
- Sharing of incident notification and alerts (case by case)
- Sharing sessions of lessons learned from OSH incidents



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Overall, in FY2024, more than 1,000 employees from manager and non-manager levels received HSE training whether in-house or by external trainers, focusing on the HSE management and performance improvement of the various Operating Companies. A list of some of the in-house training provided to employees is as follows:



OSH PERFORMANCE

MMC's OSH performance undergoes rigorous evaluations at both the Operating Company and Group levels. Apart from the Group's Senior Management and Board, these results are also evaluated by external certification bodies such as ISO, as well as any other relevant authoritative body.

OSH PERFORMANCE	FY2022	FY2023	FY2024
Total Working Hours (manhours)	72,145,638	78,486,124	80,983,468
Absenteeism Rate (days)	2,442	2,468	1,483
Fatalities (number of cases)	2	2	3
Injuries (number of cases)	64	40	44
Total Lost Time Incidents ("LTI") (days)	12,989	12,849	18,919
Lost Time Incident Rate ("LTIR")	180.04	163.71	233.62
Average LTI Frequency ("ALTIF")	0.89	0.54	0.58


* LTIR is calculated per 1,000,000 hours

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CONTRIBUTION TO COMMUNITY DEVELOPMENT

MMC approaches Corporate Social Responsibility (“CSR”) as a critical component of its business strategy, reflecting the Group’s commitment to sustainable development and the welfare of its stakeholders. CSR initiatives not only contribute to societal and environmental well-being but also enhance MMC’s reputation, strengthen stakeholder relationships, and drive long-term business success. By integrating CSR into its core operations, the Group demonstrates its dedication to fostering trust among its stakeholders and ultimately contributing to a more sustainable future.

The Group’s CSR initiatives are based on the pillars of Education & Community Development, Human Capital Development, and Environmental Stewardship. Overall, in FY2024, these programmes and initiatives collectively benefitted around 7,800 beneficiaries.



Education and Community Development

Nurturing the personal development of local communities through education with a particular focus on underprivileged youth and children.



Human Capital Development

Driving the professional and personal development of MMC’s workforce and their immediate community while ensuring their well-being.



Environmental Preservation

Active action towards the conservation and preservation of the natural environment for the mutual well-being of all.

EDUCATION & COMMUNITY DEVELOPMENT

MMC firmly believes that education is the cornerstone of social progress and community development. As such, the Group undertakes programmes and initiatives that empower communities by fostering educational opportunities while supporting the well-being of these communities in various ways. By investing in education and community development, MMC not only contributes to the immediate welfare of the surrounding communities but also lays the foundation for long-term prosperity and growth.

The list of CSR events conducted under the pillar of Education and Community Development in FY2024 are:

No.	Programme/Initiative	No.	Programme/Initiative
1	Kontena Nasional hosted an educational visit for 21 students from the Inner Mongolia University of Technology Mongolia and Universiti Teknologi MARA (“UiTM”) Puncak Alam Campus at its Headquarters Office in Petaling Jaya. The objective of this visit was to familiarise students with Kontena Nasional’s business operations, offering them firsthand exposure and insights into the logistics industry.	3	Northport organised a career talk for <i>Sijil Pelajaran Malaysia</i> (“SPM”) students at Sekolah Menengah Kebangsaan (“SMK”) Bandar Baru Sultan Suleiman to nurture local community development. Employees from different scopes of services, including the Shift Operations Manager, Marine Pilot and Prime Mover Driver, shared insights into their daily responsibilities, career journeys and benefits of working at Northport to inspire the students.
2	As part of its CSR initiative, Johor Port Prihatin 2024 extended support to underprivileged communities, including a single mother of seven who also cares for her two younger brothers in Pasir Gudang.		

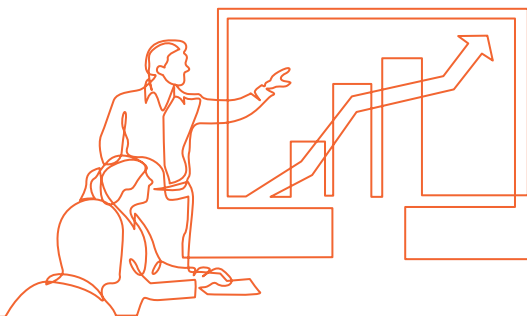
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No. Programme/Initiative

- 4 Kontena Nasional hosted an educational visit for 11 students from Politeknik Sultan Haji Ahmad Shah ("POLISAS") Kuantan at its Kuantan Branch Office. The initiative aimed to introduce students to Kontena Nasional's business operations, providing them with firsthand exposure and insights into the logistics industry.
- 5 Senai Airport City supported University Technology Malaysia ("UTM") charity event in conjunction with UTM's Festival of Art & Architecture 2024 as part of Senai Airport's CSR and marketing initiatives.
- 6 Senai Airport City and Seaport Worldwide Sdn Bhd ("SWW") held a CSR programme for Back-to-School to assist 100 underprivileged Sekolah Kebangsaan ("SK") Bandar Putra, Kulai; SK Putra Utama, Kulai; SK Sungai Boh, Pontian; and SK Teluk Kerang, Pontian. Among the donated items include sets of school uniforms, school bags and shoes.
- 7 PTP, in collaboration with the Johor Port Authority ("JPA"), successfully distributed essential school supplies to 170 underprivileged students from 13 primary and four secondary schools within Gelang Patah, Johor. The students received eco-friendly school items, including school bags, pencil boxes, water tumblers, lunch boxes, jute bags and more.
- 8 Johor Port organised the *Dapur Ramadan Asnaf* programme in collaboration with Masjid Lapangan Terbang Antarabangsa Senai. This initiative aimed to provide essential food aid and support to the underprivileged community during the holy month of Ramadan.
- 9 Northport demonstrated its commitment to supporting community well-being by donating ten units of wheelchairs to Hospital Tengku Ampuan Rahimah in Klang. The donation will provide essential mobility support to citizens and patients in need at the hospital.

No. Programme/Initiative

- 10 Kontena Nasional successfully organised a significant CSR endeavour at Masjid Al-Islamiah, Kampung Lindungan, Petaling Jaya. The event, known as *Gotong-Royong Memasak Bubur Lambuk*, was assisted by 20 dedicated employees from Kontena Nasional Headquarters Office in Petaling Jaya. A total of 250 boxes of food aid were distributed to the deserving beneficiaries at Masjid Al-Islamiah aimed at providing essential sustenance to those in need during Ramadan.
- 11 PTP continued the tradition of spreading goodwill by nourishing the underprivileged communities in and around Gelang Patah and Johor Bahru during Ramadan. More than 2,000 servings of steaming hot *bubur lambuk* were generously handed out to orphanages, senior citizen care centres, mosques as well as other community members.
- 12 Penang Port celebrated the spirit of Ramadan with Pusat Jagaan Inapan Kasih Sayang and handed over contributions to the kids, embodying the essence of Penang Port's commitment to CSR initiatives.
- 13 Johor Port organised the Johor Port *Bubur Lambuk* programme. A total of 2,000 packs of *bubur lambuk* were successfully prepared by Johor Port's employees. The *bubur lambuk* were then distributed to the local mosques in Pasir Gudang, Johor Port's surau, the hauliers (lorry drivers), Port's users and Johor Port employees.
- 14 The MMC Prihatin Ramadan Box Giveaway, jointly organised by Senai Airport City and Senai Airport Terminal, saw the successful distribution of 500 Ramadan boxes to beneficiaries in the Senai area. Senai Airport Terminal contributed 150 boxes from its Senai team and 100 boxes from its Kertih team, while the remaining 250 boxes were provided by Senai Airport City. This annual initiative reflects both Operating Companies' continued commitment to giving back to the community during the holy month of Ramadan.
- 15 Johor Port organised a Raya shopping and Iftar outing for 50 underprivileged school children from Pasir Gudang. As part of the initiative, the children were given the opportunity to select new clothes in preparation for the Hari Raya celebrations. The outing concluded with a communal Iftar meal, and each child also received *duit raya*, adding joy to the festive season.



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No. Programme/Initiative	No. Programme/Initiative
16 PTP collaborated with JPA in bringing the spirit of Hari Raya Aidilfitri to the underprivileged communities surrounding the port through their annual Mahabbah Ramadan programme. A total of 250 individuals from orphanages, single-parent households, people with disabilities, and low-income families benefitted from the programme.	24 Johor Port hosted an educational visit for students from UTM. The initiative introduced students to Johor Port's business operations, providing them with firsthand exposure and insights into the logistics industry. The visit showcased Johor Port's dedication as a responsible corporate organisation in supporting local educational development initiatives within the community.
17 Through its Johor Port Prihatin CSR programme, Johor Port provided aid to 250 low-income families in Muar and Pasir Gudang areas. This included the distribution of 150 food boxes to 150 underprivileged families in Muar, and an additional 100 food boxes to underprivileged students.	25 Kontena Nasional welcomed 50 students from Politeknik Metro Kuala Lumpur to its Headquarters Branch Office in Petaling Jaya. The objective of this visit was to familiarise the Diploma in Retail Management students with its business operations, providing them with firsthand exposure to the logistics industry's supply chain management.
18 MMC Engineering extended financial support to 200 Asnaf beneficiaries in the community surrounding its headquarters in Cheras, Kuala Lumpur, to ease their burden in preparation for Hari Raya Aidilfitri festivities.	26 Kontena Nasional recognised the pivotal role of education in shaping the future of logistics, equipping young minds with the essential skills and knowledge needed to thrive in this ever-evolving industry. Kontena Nasional was part of the Advanced Operation Optimisation Programme hosted by POLISAS Kuantan and was invited as one of the speakers.
19 MMC Engineering has extended its support to ease the Aidilfitri festive preparations for those in need by distributing 250 MMC Prihatin boxes to individuals from <i>Program Rezeki Tani MADA</i> and the orphans of Baitul Amal & Yayasan Bunga Raya in Kedah.	27 Senai Airport Terminal collaborated with Johor Port's Skill Centre and welcomed 37 enthusiastic students and lecturers from the Faculty of Technology Management & Business of Universiti Tun Hussein Onn Malaysia ("UTHM"). Similarly, it also hosted 31 students and lecturers from UTHM's Faculty of Mechanical Engineering Technology to learn more on the technical aspect of Senai Airport Terminal's operations. This is part of the Operating Company's CSR initiative to facilitate hands-on-learning among students.
20 Senai Airport City held a CSR programme in conjunction with Ramadan month with Group Property Division stakeholder YB Tuan Lee Ting Han of ADUN Paloh, in aid aid-giving session to the local community at DUN Paloh with distributing 200 boxes of food packages.	28 Senai Airport Terminal also welcomed 32 students and two accompanying lecturers from Universiti Kuala Lumpur ("UniKL"). Senai International Airport was chosen for this educational trip for its ability to manage operations as a private airport.
21 Senai Airport City contributed donations in conjunction with Ramadan month to 12 Islamic institutions in DUN Paloh. The 12 Islamic institutions were Masjid Bandar Paloh, Masjid Kg. Melayu Bt 4, Masjid Jamek Chamek, Masjid Saidina Abu Bakar, Masjid Kg. Melayu Nyior, Masjid Ldg Bukit Paloh, Masjid Ldg Landak, Masjid Ldg Tereh, Masjid Tereh Selatan, Masjid An Nur Ladang Kekayaan, Masjid Ladang Pamol and Masjid Penjara Kluang.	29 Senai Airport City contributed 300 boxes of food packages during the CSR programme in conjunction with the Aidiladha festivities with Group Property Division stakeholder YB Dato' Ir. Hasni bin Mohammad, ADUN Benut, in aid aid-giving session to the local community at DUN Benut.
22 Johor Port aided 100 underprivileged students from selected schools in Pasir Gudang as part of the company's CSR initiative, <i>Jom ke Sekolah</i> Programme.	30 Penang Port proudly inaugurated SK Mak Mandin's 49 th Sports Day. The event, held at the school's sports field, was attended by students, teachers, parents, and community members.
23 Northport hosted its annual Hari Raya Open House, which served as a gathering for Northport's large community, which included customers, business partners, Government agencies, community leaders, Northport employees and other stakeholders.	

Social Disclosures

No. Programme/Initiative

- 31 PTP through its Legal Department, hosted PTP's *Wira Anti Rasuah* CSR programme in collaboration with the Johor MACC and SMK Taman Selesa Jaya 2. This programme aims to instil the values of trustworthiness, honesty, and integrity within the school community, fostering a generation of responsible citizens committed to building a brighter, more ethical future. It also aims to achieve several key objectives, broadly categorised into knowledge building, values development, and behavioural change. It also seeks to improve the PTP's ESG score at large and seeks to show the importance PTP places on integrity and good governance.
- 32 Johor Port welcomed a group of lecturers from UNIKL for an educational visit, offering them valuable firsthand insights into the port's operations, infrastructure, and logistics management.
- 33 Senai Airport City supported *Program Karnival Hijrah Sesi 1446H/2024M*, organised by Masjid Lapangan Terbang Antarabangsa Senai, Johor.
- 34 Kontena Nasional welcomed students from the University College of MAIWP International for an insightful session on supply chain management and logistics operations. This visit aimed to inspire future professionals while highlighting the importance of industry trends, technological advancements, and adaptability in meeting evolving demands.
- 35 Senai Airport City supported the JKR Johor Sports Club in conjunction with JKR Sport Carnival 2024, *Surya Se Malaysia 2024*.
- 36 AIR Berhad hosted a visit by a group of 60 students from SMK Gunung Semanggol, Perak at the Loji Pembersihan Air Gunung Semanggol. The Water Treatment Plant, managed by Aliran Utara Sdn Bhd, a subsidiary of AIR Berhad, is crucial in ensuring access to clean and safe water.
- 37 Johor Port welcomed a group of students and teachers from SMK Taman Kluang Barat for an educational visit, aimed at providing insights into the port's operations, logistics and career opportunities in the Maritime industry. The visit reflects Johor Port's commitment to engaging with the community and nurturing the next generation of talent.

No. Programme/Initiative

- 38 In August 2024, Johor Port proudly celebrated Malaysia's 67th Independence Day by installing *Jalur Gemilang* flags across the port and distributing Malaysian flags to all haulier drivers entering the port. The two events, which were held separately, symbolised the port's dedication to the nation and embodied the spirit of unity, pride, and *Jiwa Merdeka* while merrily celebrating the festival together as a community.
- 39 Kontena Nasional donated two 20-foot used containers to Selayang Hospital, Selangor, in order to improve the hospital's storage capacity. These containers will be used to store essential items such as disaster relief supplies and medical equipment. The initiative by Kontena Nasional aligns with the hospital's efforts to enhance emergency preparedness.
- 40 Johor Port demonstrated its commitment to supporting the community by donating a *Wakalah* Fund to Sekolah Agama Pontian Besar. The contribution will be channelled to improve the school's facilities and learning environment, directly benefitting the students and further reinforcing Johor Port's commitment to education and students' well-being.
- 41 Johor Port hosted an academic visit from Politeknik Nilai, welcoming two lecturers and 22 students from the Politeknik's Diploma in Logistics and Supply Chain Management Programme. The visit aimed to provide the students with firsthand exposure and practical insights into the operations of Johor Port Berhad and the logistics industry in general.
- 42 Penang Port donated one unit of Ultra-Low-Temperature freezer to the Blood Bank of General Hospital Penang. This donation will support the blood bank's vital activities and ensure the safe storage of blood products for needy patients. The freezer is also able to help increase the blood-storing capacity of the hospital.
- 43 Senai Airport Terminal sponsored custom-made jerseys for athletes from SK Taman Rinting 3 who are competing in inter-school and national competitions.
- 44 PTP brought about an eye-opening experience for maritime law students from World Maritime University ("WMU"), blending theoretical knowledge with real-world maritime legal practice in Malaysia, as part of their educational excursions to prepare them for future roles as maritime legal professionals.

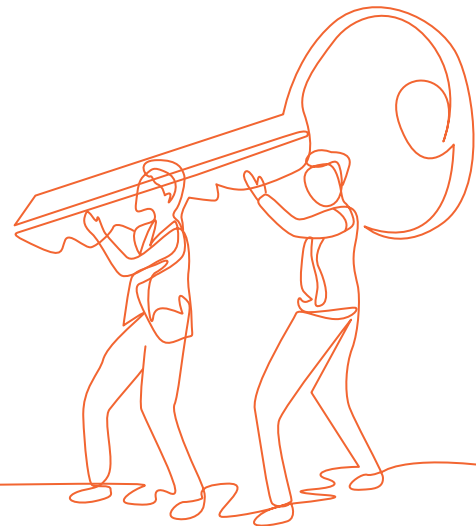
Social Disclosures

No. Programme/Initiative

- 45 Penang Port successfully collaborated with St Nicholas' Home Penang to organise White Cane Day 2024. As one of the key partners and sponsors, the Penang Port's mission is to raise awareness about the challenges faced by the blind and visually impaired community and to promote accessibility in public spaces.
- 46 Johor Port has reaffirmed its commitment to supporting those in need by extending aid to a courageous mother battling cervical cancer while caring for her 5-year-old son with cerebral palsy.
- 47 Kontena Nasional hosted the Royal Malaysian Air Force MATRA 1 team at the Kuantan Branch as part of Kontena Nasional's monthly academic programme. The session provided insights into logistics system management and warehouse operations, supporting the development of future industry leaders and fostering knowledge-sharing to advance the industry.
- 48 Kontena Nasional collaborated with Majlis Kanser Nasional to conclude Breast Cancer Awareness Month with Strength in Pink: Breast Cancer Awareness for All, a hybrid talking session for employees nationwide. The talk emphasised early detection, prevention, and proactive self-care, equipping employees with valuable insights to support those affected. This initiative reflects a commitment to fostering a supportive workplace culture and advocating for health and awareness.
- 49 Northport organised a CSR programme in conjunction with the Deepavali celebration. Students and teachers from SK St Anne's Convent, Port Klang, were invited to the port to learn and experience Northport's sustainability initiatives. The programme included a tour of Northport's facilities, providing students with valuable insights into port operations and management.
- 50 Senai Airport Terminal hosted an insightful industrial visit for Bachelor of Science (Maritime Business) students from Meritus University, Kuala Lumpur. The visit aimed to provide practical exposure to the operational and security aspects of airport operations. The programme was tailored to align with the student's academic module, Transport Cargo Security, specifically focusing on the Protection of Facilities and Cargo Security.

No. Programme/Initiative

- 51 Kontena Nasional had the privilege of hosting lecturers from Kolej Profesional MARA Bandar Melaka, who explored logistics and business operations to enhance academic alignment with industry practices. Strengthening the bridge between education and the industry, this knowledge exchange session supports the growth and development of the logistics sector.
- 52 Northport organised an Examination Preparation Programme for Form Five students who are preparing for the SPM examination. The programme was participated by the children of Northport's employees and students from nearby schools, namely SMK Bandar Baru Sultan Suleiman and SMK Rantau Panjang.
- 53 Tanjung Bruas Port welcomed a visit from Universiti Malaysia Terengganu as part of the *Jelajah Pelabuhan 2024: Eksplorasi Tanjung Bruas* programme. The programme involved 20 final-semester students from the Faculty of Marine Engineering Technology and a lecturer, who aimed to gain a deeper understanding of port management and operations.
- 54 Kontena Nasional was honoured to be invited by the Ministry of Transport to participate as an exhibitor at *Karnival FLYSiswa 2024 & Karnival Pengangkutan Siswa MADANI* at UiTM Shah Alam. This event featured a Career Clinic offering over 100 job opportunities across the transportation sector, providing students with valuable industry exposure and career prospects.
- 55 Senai Airport Terminal welcomed 30 students and a lecturer from the Faculty of Business Management at UiTM Segamat. This visit was particularly tailored for students specialising in business and management.



Social Disclosures

HUMAN CAPITAL DEVELOPMENT

MMC's CSR approaches under this pillar focus on capacity development, aiming to equip employees with the skills and knowledge they need to excel in their roles and contribute positively to their communities. Additionally, the Group believes that a healthy work-life balance is important to the overall well-being of its workforce and aims to create a supportive and inclusive environment through these CSR initiatives. This not only enhances its own productivity and competitiveness but also contributes to the sustainable development of the communities in which it operates.

The list of CSR events conducted under the pillar of Human Capital Development in FY2024 are:

No.	Programme/Initiative	No.	Programme/Initiative
1	Penang Port celebrated International Women's Day, recognising the invaluable contributions of women across the organisation. The event was aligned with the theme, Inspire Inclusion, which resonated deeply with Penang Port's commitment to creating an environment that empowers women to thrive and reach their full potential.	6	Northport hosted its annual Hari Raya Open House. With the theme <i>Raya Anugerah</i> , the Hari Raya Open House event symbolised the essence of gratitude, reflecting Northport's journey towards excellence as part of the Reinventing Northport initiative since 2016. The event also acknowledged the dedication and efforts of every employee of Northport by recognising their individual achievements.
2	PTP partnered with Hard Rock Café Puteri Harbour, Jauhar Psychology and Kensington Green Specialist Centre to celebrate International Women's Day. The event, titled "Women Rock the World!" focused on promoting female empowerment through mental and physical well-being.	7	Kontena Nasional hosted its annual Hari Raya Open House with the theme <i>Retro Raya</i> . The celebration symbolised unity and festive joy, bringing employees and guests together to cherish traditions and strengthen connections. The event's success was made possible by the dedication and hard work of our team, whose creativity in decorating and commitment to ensuring a memorable experience added to the vibrant atmosphere.
3	Penang Port made significant strides in enhancing its operational safety protocols with a grand Parade and Fire Suit Handover Ceremony. Amidst a ceremonious atmosphere, a total of 81 fire suits were formally handed over, marking a pivotal moment in Penang Port's commitment to fortifying the capabilities of its fire and rescue personnel. Led by Dato' Sasedharan Vasudevan, the Chief Executive Officer of Penang Port, the event underscored the organisation's unwavering dedication to bolstering operational prowess and ensuring the safety of its frontline heroes during critical interventions.	8	Senai Airport City hosted a site visit for Jabatan Kastam Diraja Malaysia ("JKDM") Putrajaya, JKDM Johor and JKDM Senai to understand more clearly the course of operations and demonstrate the development and compliance of operating procedures at Senai Airport City Free Zone.
4	Senai Airport Terminal organised a one-day "Compliance, Integrity, & Legal ("CIL") Day 2024" programme to uphold integrity and disseminate best practices. The event was graced by MMC Group's Integrity Advisor and Former Chief Commissioner of MACC, YBhg Tan Sri Kassim bin Mohamed, who imparted his knowledge and experience in a sharing session.	9	In line with its commitment to promoting a healthy lifestyle, Northport organised the Northport Fitness League programme. The six-month programme aimed to foster a culture of health and wellness among its workforces. The programme provided a diverse range of health-related activities, with each activity offering points that contributed to individual rankings in the league. These activities included step count challenges, gymnasium workouts, weight management, participation in sports competitions and involvement in Northport Recreational Club activities.
5	Johor Port marked the first Syawal 1445H by distributing 228 food packages to its operation employees working the first shift, recognising their dedication and sacrifice while others celebrated with their families. This initiative reflects the organisation's commitment to supporting its employees, fostering a positive work environment, and demonstrating care for their well-being during Syawal.	10	Northport held a health talk programme titled "Heart Disease and Sudden Fatality". The programme, organised by Northport's ESG Committee (Social & Well-being), featured Dr. Malar Santhi, a renowned healthcare professional and social media influencer, as the speaker.

Social Disclosures

No. Programme/Initiative

- 11 Kontena Nasional, alongside members of MMC Group, including Penang Port, Northport, and Gas Malaysia Berhad, organised a Mental Health Awareness talk at SM Sains Selangor. The programme was part of the MMC Leadership Programme, designed to build and strengthen the leadership capabilities of participants across the MMC Group. It was held in collaboration with Dr. Malar Santhi and Columbia Asia Hospital, aiming to equip students with valuable coping strategies to support their mental well-being.
- 12 Kontena Nasional celebrated its 53rd Anniversary nationwide, marking over five decades of excellence in logistics. Branches across the country joined the celebrations, reflecting on past achievements and future aspirations. As a token of appreciation, employees received a special anniversary cap, symbolising the unity and spirit that drive continuous success.
- 13 The *Sesi Townhall Bersama CEO* has provided an open platform for Senai International Airport employees to engage directly with CEO Kennedy Ayu, fostering a transparent dialogue on the company's current performance, future plans, and key challenges.
- 14 Senai Airport Terminal organised a one-day event dedicated to promoting health, safety, and environmental awareness among its employees and partners. The event was attended by Senai Airport Terminal employees, the management team, airline representatives, and invited government agencies, highlighting the airport's commitment to cultivating a strong safety culture. The theme of Cultivating Safety Culture on five core HSE values (taking care of oneself, caring for others, protecting the environment, reporting hazards and incidents, and complying with all safety requirements) resonated throughout the day.
- 15 PTP has successfully hosted its inaugural Health, Safety, Security, Environment & Sustainability ("HSSES") Week 2024. With the theme, "From Adherence to Commitment", PTP underscored its unwavering dedication to creating a sustainable and responsible operating environment.

No. Programme/Initiative

- 16 Johor Port continued its heartfelt tradition of gratitude and recognition by honouring 25 Johor Port retirees and their spouses in a grand Retiree Appreciation Ceremony. The event not only marked the end of their professional journeys but also celebrated their significant contributions over the decades.
- 17 Kontena Nasional organised an inspiring talk, *Mengemudi Cabaran dan Bangkit Lebih Teguh*, featuring renowned host, writer, and motivator Amin Idris. The session empowered employees to overcome challenges, embrace growth, and strive for excellence, fostering resilience and a stronger sense of teamwork.
- 18 Tanjung Bruas Port in collaboration with Johor Port Skills Centre hosted an Anti-Bribery and Anti-Corruption ("ABAC") Policy Awareness Talk at Tanjung Minyak, Melaka. The event was attended by 30 port contractors and suppliers together with Tanjung Bruas Port's management and staffs.
- 19 Kontena Nasional's Kelab Sukan dan Rekreasi organised a Treasure Hunt for its team members, taking 92 participants on an exciting journey from Petaling Jaya to Ipoh. Filled with challenges and unforgettable moments, the adventure concluded with a lively Jeans & Purple-themed dinner at Cititel Express Ipoh, celebrating camaraderie and team spirit.
- 20 Johor Port hosted its annual Long Service Award. The event, themed Red Carpet, was a celebration of the unwavering dedication and commitment of Johor Port's long-serving employees while also honouring the academic achievements of its employees' children who have excelled in their SPM examinations.
- 21 Johor Port successfully hosted its HSE Day 2024, underscoring its commitment to HSE excellence. The event saw enthusiastic participation from employees, contractors, port users, and stakeholder, and further emphasised on the importance of working together in promoting safety and environmental awareness.

Social Disclosures

No. Programme/Initiative

22 Penang Port organised an Employee Appreciation Programme to celebrate the employees who have served the company for 20 and 30 years. Also celebrated in the ceremony are retirees, employees' children with excellent results in major examinations, graduation of young executives' talent, and Penang Port athletes who have contributed medals in major sports tournaments such as MMC Games, MAPA Sports Tournament, and APA Sports Meet.

No. Programme/Initiative

23 Senai International Airport held an Appreciation Dinner to celebrate 165 staff members. The event was graced by CEO Mr. Kennedy Ayu and other members of Senior Management, who also presented awards to 20 Long Service Award recipients (10-year and 20-year milestones) and six recipients of the Outstanding Performance Award.



ENVIRONMENTAL STEWARDSHIP

CSR approaches under the Environmental Stewardship pillar are designed to not only reduce the Group's environmental footprint but also raise a sense of environmental awareness and shared responsibility among the workforce and the wider community.

The list of CSR events conducted under this pillar in FY2024 are:

No. Programme/Initiative

1 Northport organised a CSR programme in conjunction with the Chinese New Year celebration with students at Sekolah Jenis Kebangsaan (Cina) Pandamaran Jaya, Port Klang. The initiative focused on introducing hydroponic farming methods to students at the school, which is located near Northport's operations. During the programme, Northport installed two sets of hydroponic equipment and provided a comprehensive demonstration of hydroponic cultivation techniques.

2 Kontena Nasional launched the Energy Conservation Campaign 2024, a month-long initiative encouraging employees nationwide to reduce their carbon footprint and foster a sustainable mindset. Throughout the campaign, knowledge-sharing activities were conducted through quizzes, and reminder stickers were placed in the workplace to reinforce energy-saving habits among staff.

No. Programme/Initiative

3 Northport organised a CSR programme in conjunction with Hari Raya Aidilfitri 2024. The main objective of the programme was to raise awareness of environmental sustainability among primary school children through vertical farming at SK Rantau Panjang, Klang. The programme was participated by the school's teachers, administrators and Standard 6 students. Meanwhile, Northport's ESG committee members presented to support and provide useful guidance on sustainable farming practices and educational resources to the students.

4 Penang Port participated in *Program Penanaman Satu Juta Pokok Dalam Sehari di Pulau Pinang* organised by Yayasan Amal Tuan Yang Terutama Yang di-Pertua Negeri Pulau Pinang in collaboration with the Penang State Housing and Environment EXCO Office at SK Mak Mandin, Butterworth. This programme reflects its commitment to CSR as it aligns with the company's focus on environmental conservation, including climate change mitigation, biodiversity preservation, and improved air and water quality. Furthermore, it serves as a valuable platform for environmental education, inspiring employees and the public to contribute to a sustainable future actively.

Social Disclosures

No. Programme/Initiative

- 5 PTP together with JPA and Kelab Alami Mukim Tanjung Kupang, successfully organised an exciting Eco Lestari 3R (reducing, reusing and recycling) programme for 30 Eco Warriors from primary and secondary schools in Gelang Patah area namely, SK Pendas Laut, SK Tg Kupang and SMK Tg Adang.
- 6 Kontena Nasional organised a Cleaning Day at Port Klang, bringing together Headquarters and Port Klang employees to ensure a clean and safe working environment. The initiative reinforces the commitment to sustainability and sets a positive example for the community.
- 7 PTP took a significant step towards fostering environmental awareness and sustainable practices in Gelang Patah through the Green x Water Award Programme. In collaboration with EcoKnights and National Water Services Commission, the programme was part of PTP's Eco Lestari initiative, aimed to educate and inspire students from SK Pendas Laut and SK Tanjung Kupang on the importance of water conservation.
- 8 PTP organised a transformative two-day trip to the Kuala Lumpur Eco Film Festival ("KLEFF") 2024 for 30 students and six teachers from local Gelang Patah schools. The programme aimed to educate and inspire students while fostering a culture of environmental consciousness and sustainable practices within the community.
- 9 Johor Port participated as an exhibitor at UiTM Pasir Gudang's Green Future Open Day, held at Tun Dr. Ismail Library. The event served as an excellent platform for meaningful engagement with students and lecturers, where Johor Port showcased its strong commitment to ESG principles while advocating for sustainable and ethical practices to inspire future generations.
- 10 PTP joined hands with Farm Fresh Milk Sdn Bhd in sponsoring the Eco Trail Fun Walk, an activity that is part of the Johor State Level National Environment Day Celebration 2024. This vibrant event, organised by the Department of Environment Johor, took place at Sireh Park, Iskandar Puteri.

No. Programme/Initiative

- 11 Johor Port successfully hosted HSE Day 2024, reaffirming HSE excellence. Held at the Port Security & Safety foyer, the event saw active participation from employees, contractors, port users, and stakeholders, including the Chairman and Vice Chairman of the Association of Malaysian Hauliers ("AMH"). The presence of Johor Port's Divisional and Departmental Heads further highlighted the collective effort to foster a culture of safety and environmental awareness. As part of the event, Johor Port through its Port Security and Safety Department, organised the annual Ecocraft Competition – a unique initiative aimed at encouraging recycling habits and promoting environmental stewardship within the port community.
- 12 Northport continued its commitment to promote environmental sustainability through the ninth series of its 3R (Reduce, Reuse and Recycle) programme, known as *Ayuh Kitar Semula*. The annual 3R campaign saw participation from members of Northport across all divisions and departments, who engaged in a friendly competition to collect various recyclable items, including paper products, plastics, metal waste, aluminium, electronic waste, used cooking oil and other recyclable items.
- 13 A Mangrove Seedling Activity was conducted as part of the PTP's commitment to environmental sustainability. Employees, community members and environmental volunteers came together at Tanjung Piai Johor National Park to plant mangrove seedlings. The effort was directed toward restoring coastal ecosystems, protecting shorelines from erosion, improving water quality, and providing habitats for marine life.



Social Disclosures



PTP supported access to education by distributing essential school supplies to 170 underprivileged students from 13 primary and four secondary schools in the Gelang Patah area.



Northport contributed to community well-being by donating ten wheelchairs to Hospital Tengku Ampuan Rahimah in Klang.



Johor Port organised a Raya shopping and iftar outing for 50 underprivileged school children from the Pasir Gudang area, fostering festive cheer in the community.



Kontena Nasional hosted an educational visit for students from Politeknik Sultan Haji Ahmad Shah at its Kuantan Branch, providing industry exposure and practical learning opportunities.



Penang Port marked a meaningful step in strengthening operational safety with a Parade and Fire Suit Handover Ceremony, reflecting its continued commitment to protecting its workforce.



Senai Airport Terminal held a one-day event to promote health, safety, and environmental awareness among its employees and partners, reinforcing its commitment to workplace well-being and shared responsibility.



Northport welcomed students and teachers from SK St Anne's Convent Port Klang to learn about its sustainability initiatives and experience the 'Circle of Life' project, fostering awareness among the younger generation.



As part of its commitment to environmental sustainability, PTP organised a mangrove seedling activity at Tanjung Piai Johor National Park, bringing together employees, community members, and environmental volunteers to plant mangrove seedlings.

Appendices

STATEMENT OF ASSURANCE

As part of MMC's ongoing commitment to transparency and accountability, an internal review was conducted on selected topics disclosed in the SR2024. This review was undertaken by the Group Internal Audit ("GIA") to assess the accuracy and reliability of the data and disclosures presented in the report.

The internal review was intended to provide a level of limited assurance and was conducted in accordance with the boundaries established for the SR2024. It covered MMC as the holding company, along with selected active Operating Companies representing the Group's key business divisions. Further details on the included Operating Companies can be found in the "Introduction to MMC" section of this report.

Scope

The following items were covered under this internal review, with the focus on assessing the accuracy and reliability of selected disclosures in the **Social** and **Governance** pillars of the SR2024:

Item	Scope of Assurance
Social	
Human Rights	Number of complaints related to human rights
Employee Management	<ul style="list-style-type: none"> Percentage of employees by gender and management level Training hours by employee category Training, development, and upskilling programmes Number of new hires by gender and age group Breakdown of permanent and contract staff
Occupational Safety and Health	<ul style="list-style-type: none"> Health and safety performance Lost Time Incident Rate ("LTIR") Number of staff who attended safety and health training Initiatives/Programmes under safety and health
Governance	
Anti-Corruption	<ul style="list-style-type: none"> Policies and frameworks to manage anti-bribery and anti-corruption Initiatives to manage anti-bribery and anti-corruption Number of corruption-related risks identified Number of confirmed incidents of corruption Percentage of employees trained in anti-bribery and anti-corruption policies and procedures

Methodology

The internal review was conducted through a structured process designed to assess the accuracy and reliability of selected disclosures in SR2024. The approach included the following key activities:

- i. Compilation of relevant data/information from the respective key personnel responsible for each reporting area.
- ii. Identification of data owners.
- iii. Verification and validation of underlying records, information and data.
- iv. Inquiries and interviews with relevant key personnel in charge of data collection, collation and reporting.
- v. Communication of corrective actions identified during the review by the GIA to the relevant personnel for prompt rectification and follow-up.

It is important to note that while this internal review enhances the reliability of the reported data, it does not eliminate all risks associated with information accuracy. The potential for human error, judgment limitations, management override of controls, or unforeseen circumstances may still exist despite the implementation of relevant internal controls.

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	305-5 Reduction of GHG emissions	49-61
	305-6 Emissions of ozone-depleting substances (ODS)	72-73
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	72-73

Appendices

GRI STANDARD	DISCLOSURE	PAGE REFERENCE/ REASONS FOR OMISSIONS
ENVIRONMENTAL (CONTINUED)		
GRI 3: Material Topics 2021	3-3 Management of material topics	66-71
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	66-71
	306-2 Management of significant waste-related impacts	66-71
	306-3 Waste generated	66-71
	306-4 Waste diverted from disposal	66-71
	306-5 Waste directed to disposal	66-71
SOCIAL		
GRI 3: Material Topics 2021	3-3 Management of material topics	77-81
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	77-79
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	81
	401-3 Parental leave	81
GRI 3: Material Topics 2021	3-3 Management of material topics	83-85
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	83-85
	403-2 Hazard identification, risk assessment, and incident investigation	83-85
	403-3 Occupational health services	83-85
	403-4 Worker participation, consultation, and communication on occupational health and safety	83-85
	403-5 Worker training on occupational health and safety	83-85
	403-6 Promotion of worker health	83-85
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	83-85
	403-8 Workers covered by an occupational health and safety management system	83-85
	403-9 Work-related injuries	83-85
	403-10 Work-related ill health	83-85
GRI 3: Material Topics 2021	3-3 Management of material topics	81-83
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	81
	404-2 Programs for upgrading employee skills and transition assistance programs	82-83
	404-3 Percentage of employees receiving regular performance and career development reviews	82-83

Appendices

GRI STANDARD	DISCLOSURE	PAGE REFERENCE/ REASONS FOR OMISSIONS
SOCIAL (CONTINUED)		
GRI 3: Material Topics 2021	3-3 Management of material topics	79-81
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	79-81
	405-2 Ratio of basic salary and remuneration of women to men	79-81
GRI 3: Material Topics 2021	3-3 Management of material topics	34, 77, 79
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	34, 77, 79
GRI 3: Material Topics 2021	3-3 Management of material topics	86-95
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	86-95
	413-2 Operations with significant actual and potential negative impacts on local communities	86-95

Appendices

SUSTAINABILITY ACCOUNTING STANDARD BOARD ("SASB") CONTENT INDEX

PORTS AND LOGISTICS

MARINE TRANSPORTATION

Greenhouse Gas Emissions

Code	Performance
TR-MT-110a.1	Port of Tanjung Pelepas: 56,948
Description/Page Reference	Johor Port: 10,485
Gross global Scope 1 emission (tCO ₂ e)	Northport: 53,360
	Penang Port: 22,139
	Tanjung Bruas Port: 276
	Kontena Nasional: 9,679

Code	Performance
TR-MT-110a.2	Port of Tanjung Pelepas: Refer to pages 53-55
Description/Page Reference	Johor Port: Refer to pages 53-55
Discussion of long-term and short-term strategies or plans to manage Scope 1 emissions reduction targets, and an analysis of performance against those targets	Northport: Refer to pages 53-55
	Penang Port: Refer to pages 53-55
	Tanjung Bruas Port: Refer to pages 53-55
	Kontena Nasional: Refer to pages 53-55

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Code	Performance
TR-MT-110a.3-1	3,097.82
Description/Page Reference	
Total energy consumed (GJ)	

ENERGY AND UTILITIES

AIR BERHAD

WATER & UTILITIES SERVICES

Energy Management

Code	Description	Performance
IF-WU-130a.1	1) Total energy consumed	530,814.07 GJ
	2) Percentage of grid electricity	100%
	3) Percentage of renewable energy	0%

Effluent Quality Management

Code	Description	Performance
IF-WU-140b.1	Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations	0

Network Resiliency and Impacts of Climate Change

Code	Description	Performance
IF-WU-450a.4	Description of efforts to identify and manage risks and opportunities related to the impact of climate change on distribution and wastewater infrastructure	63

Appendices

ENGINEERING

MMC ENGINEERING

ENGINEERING AND CONSTRUCTION SERVICES

Environmental Impacts of Project Development

Code	Description	Performance
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	0
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	73

Structural Integrity & Safety

Code	Description	Performance
IF-EN-250a.1	Amount of defect- and safety-related rework costs	0
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	0

Business Ethics

Code	Description	Performance
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption, and (2) anti-competitive practices	0
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	31-33

Appendices

INTERNATIONAL FINANCIAL REPORTING STANDARDS ("IFRS") S2 INDEX

Recommended Disclosures	Location/Explanation
Governance	
<i>Disclose the company's governance around climate-related risks and opportunities</i>	
a) Board Oversight	Refer to pages 29 and 36
b) Management's Role	
Strategy	
<i>Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning where such information is material</i>	
a) Risks and Opportunities	Refer to pages 49 to 52
b) Impact on Organisation	
c) Strategy and Decision-Making	
Strategy	
<i>Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning where such information is material</i>	
a) Risk Identification and Assessment Process	Refer to pages 50 to 52
b) Risk Management Process	
c) Integration into Overall Risk Management	
Metrics and Targets	
<i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</i>	
a) Metrics Used	Refer to pages 52 to 61
b) Performance Data	
c) Targets Set	



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