



SUSTAINABILITY STATEMENT

PREPARATION OF THIS STATEMENT

This Sustainability Statement (the Statement) aims to communicate QL's sustainability commitment, initiatives, and progress to our stakeholders.

This Statement is prepared in accordance with Bursa Malaysia Securities Berhad Main Market Listing Requirements and with reference to:

- Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia
- Global Reporting Initiative Standards (GRI Standards)
- FTSE4Good Index
- International Integrated Reporting <IR> Framework by the International Integrated Reporting Council
- International Financial Reporting Standards (IFRS): S1 and S2 Standards
- Task Force on Climate-related Financial Disclosures (TCFD)
- Sustainability Accounting Standards Board (SASB)

FEEDBACK

We are committed to listening to valued feedback from our stakeholders in our efforts to continuously improve our sustainability performance and approach. Any questions, comments or feedback can be channelled to esg@ql.com.my.



SUSTAINABILITY STATEMENT

REPORTING SCOPE AND PERIOD

This Statement discloses the activities and performance for QL's identified material matters for the financial period of 1 April 2024 to 31 March 2025, unless otherwise stated. The scope of this Statement covers QL's 17 main business units located in Malaysia from all four business pillars with significant revenue contribution.



SUSTAINABILITY STATEMENT

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FY2025 AT A GLANCE

ENVIRONMENTAL RESPONSIBILITY

Increased **4.1%** solar energy consumption Year-Over-Year (YoY)

Reduced **9.4%** GHG intensity from base year FY2020

Diverted **94.6%** hazardous waste and non-hazardous waste from landfill and incineration

Planted **2,000** mangrove seedlings; 97% survival rate

Secured **Marine Stewardship Council** Certification

Embarked on our journey towards **IFRS S2** adoption

SOCIAL RESPONSIBILITY

Achieved **zero fatalities** and recorded a 23.2% improvement in the LTIFR compared to FY2024

Trained **4,250** employees in safety and health standards

Supported **16,839** beneficiaries consisting of organisations and individuals via our Corporate Philanthropy initiatives with a total investment of RM1,515,780

17.6% of QL's sustainability scope of reporting sites are **ISO 45001:2018 certified**

GOVERNANCE RESPONSIBILITY

100% of operations assessed for risk related to corruption

Zero violation reported of Anti-Bribery Policy

5,344 suppliers signed QL's Suppliers and Business Associates Code of Business Ethics

100% of employees occupying higher risk roles completed an enhanced online training module on Anti-Corruption

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OUR SUSTAINABILITY APPROACH

Sustainability at QL is about creating and delivering lasting value for our company, value chain, communities, and transcends for future generations. Guided by our name, QL (Quan Li), meaning “benefit for all,” we focus on minimising negative impacts and maximising the creation of value in ways that complement economic, environmental and social goals.

Our integrated approach to sustainability embraces the dimensions of Economic, Environmental, Social, and

pg.32

INTEGRATED ANNUAL REPORT 2025 • QL RESOURCES BERHAD

01

02

03

04

05

06

07

08

ABOUT THIS REPORT

QL AT A GLANCE

CHAIRMAN'S STATEMENT

MANAGEMENT DISCUSSION AND ANALYSIS

SUSTAINABILITY STATEMENT

LEADERSHIP & GOVERNANCE

FINANCIAL STATEMENTS

APPENDICES

SUSTAINABILITY STATEMENT

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SUSTAINABILITY GOVERNANCE

Sustainability at QL is overseen by the Board of Directors (“the Board”) and the Executive Committee (EXCO), who review the Group’s material sustainability and climate-related strategies, priorities, targets, and performance. The Board also oversees associated risks and opportunities, ensuring that key sustainability-related information is effectively communicated to both internal and external stakeholders.

The Board is supported by the Sustainability Steering Committee (SSC), chaired by QL’s Group Chief Executive Officer (CEO) and comprising Heads of Business Units and Business Functions (HOBU). The SSC is assisted by the Sustainability Reporting Working Group (SRW), which guides and monitors QL’s sustainability and climate-related performance across all business units. Business units are responsible for implementing sustainability and climate-related initiatives within their operations in alignment with the Group’s overarching policies and frameworks.

BOARD OF DIRECTORS

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EXECUTIVE COMMITTEE

↓

SUSTAINABILITY STEERING COMMITTEE

Group CEO (Chair)

Executive Chairman (by invitation)

Selected Key Senior Management Personnel

↓

SUSTAINABILITY REPORTING WORKING GROUP

Environment

Social

Governance

↓

HEADS OF BUSINESS UNITS

ILF

MPM

POCE

CVS

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pg.33

SUSTAINABILITY STATEMENT

The roles and responsibilities of each governance body are summarised below:

<div>BOARD OF DIRECTORS</div> <div>01</div>	<ul style="list-style-type: none"> Oversees all sustainability matters across the Group, including but not limited to climate change, health and safety, anti-corruption, and risk management. Sets overall direction and framework for sustainability and climate-related initiatives. Ensures that sustainability and climate-related strategies, priorities, targets, and performance are communicated to stakeholders. Reviews the Group’s performance in addressing material sustainability and climate-related risks and opportunities. Approves ESG-related KPIs and target setting after recommendation to the Remuneration Committee.
<div>EXCO</div> <div>02</div>	<ul style="list-style-type: none"> Reviews the Group’s sustainability performance at the business pillar level in addressing material sustainability and climate-related risks and opportunities. Endorses policies related to sustainability and climate-related matters. Recommends ESG KPIs and targets to the Board for approval. Oversees the execution of strategies and directions set by the Board. Ensures compliance with applicable laws, regulations, and directives across the Group.
<div>SSC</div> <div>03</div>	<ul style="list-style-type: none"> Supports EXCO in steering the Group’s sustainability and climate-related efforts and approving sustainability roadmap. Guides and monitors QL’s sustainability and climate-related performance across business units with the assistance from SRW. Integrates sustainability and climate-related principles into QL’s risk management and corporate strategies. Oversees management of material sustainability and climate-related matters as identified by the organisation. Monitors QL’s sustainability and climate-related performance to facilitate reporting. Allocates resources to support sustainability and climate-related programmes and projects.
<div>SRW</div> <div>04</div>	<ul style="list-style-type: none"> Reports sustainability and climate-related matters to SSC. Performs materiality assessments, which involves identifying and assessing sustainability matters relevant to QL’s businesses. Develops Group sustainability and climate-related policies, procedures, guidelines, data definitions and initiatives. Provides cross-functional guidance on sustainability and climate-related matters and monitors performance across business units. Tracks ESG KPIs and targets. Monitors and evaluates the effectiveness of sustainability reporting and recommends improvements where needed. Benchmarks the organisation’s sustainability performance against industry peers and leaders.
<div>HOBU</div> <div>05</div>	<ul style="list-style-type: none"> Implement sustainability and climate-related initiatives within their respective businesses. Collect and report sustainability data, ensuring data accuracy and integrity. Engage with local stakeholders to address sustainability and climate-related matters and build positive relationships within the community. Ensure their respective business units comply with all relevant regulatory and reporting requirements related to sustainability and climate.

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT

We are committed to creating value for all stakeholders—investors, employees, suppliers, customers, and communities. Engagement with our stakeholders is essential for identifying key sustainability and climate-related issues and shaping effective solutions to address our material matters. We are committed to continuous improvement through consistent, two-way communication and collaboration with our valued stakeholders.

The table below summarises our key stakeholder groups and the methods through which we engage with them.

Stakeholder Groups	Focus Areas	Our Response	Engagement Channels	Frequency of Engagement
<div>Investors and shareholders</div> <div></div>	<ul style="list-style-type: none"> Financial performance Good corporate governance Responsible value creation in business management 	<ul style="list-style-type: none"> Refer to Management Discussion and Analysis ("MD&A") (pg 12) Refer to Social Responsibility (pg 50) 	<ul style="list-style-type: none"> Annual general meeting Analyst briefings, investor presentations & meetings Financial results Press releases Corporate website 	<ul style="list-style-type: none"> Annual Regular meetings with investors & analysts Quarterly As needed Throughout the year
<div>Employees</div> <div></div>	<ul style="list-style-type: none"> Respect for human rights Learning & development Safe & healthy workplace Supportive welfare Continuous business growth 	<ul style="list-style-type: none"> Refer to Environmental Responsibility (pg 40) and Social Responsibility (pg 50) 	<ul style="list-style-type: none"> Workshop discussions Induction training Learning & development programmes Employee performance appraisal 	<ul style="list-style-type: none"> As needed As needed Throughout the year Annual
<div>Customers</div> <div></div>	<ul style="list-style-type: none"> Safe, nutritious & quality products Good governance practices Regulatory compliance Third party food certifications 	<ul style="list-style-type: none"> Refer to Environmental Responsibility (pg 40) and Social Responsibility (pg 50) 	<ul style="list-style-type: none"> Feedback survey Face-to-face interactions Online platform (Facebook, mobile apps) Customer Careline 	<ul style="list-style-type: none"> Annual As needed Throughout the year Throughout the year
<div>Business associates, vendors and suppliers</div> <div></div>	<ul style="list-style-type: none"> Business continuity Regulatory compliance 	<ul style="list-style-type: none"> Refer to MD&A (pg 12) Refer to Social Responsibility (pg 50) and Governance Responsibility (pg 69) 	<ul style="list-style-type: none"> Interviews Face-to-face interactions 	<ul style="list-style-type: none"> As needed Throughout the year

SUSTAINABILITY STATEMENT

Stakeholder Groups	Focus Areas	Our Response	Engagement Channels	Frequency of Engagement
Regulators and Non-Governmental Organisations (NGOs)	<ul style="list-style-type: none"> Regulatory compliance Responsible business practices Indirect economic contribution Industry trends & standards 	<ul style="list-style-type: none"> Refer to MD&A (pg 12) Refer to Environmental Responsibility (pg 40) and Social Responsibility (pg 50) Participate in NGOs as member, board or committee member 	<ul style="list-style-type: none"> Participation as Council Member in the Chinese Chamber of Commerce & Industry of Kuala Lumpur & Selangor, member of Federation of Malaysian Manufacturers, Sabah Livestock Association, Federation of Livestock Farmers Association of Malaysia, etc. 	<ul style="list-style-type: none"> Throughout the year
Community	<ul style="list-style-type: none"> Direct & indirect economic contribution Responsible environmental management & contributions to society 	<ul style="list-style-type: none"> Refer to Environmental Responsibility (pg 40) and Social Responsibility (pg 50) 	<ul style="list-style-type: none"> Corporate philanthropy activities Corporate website 	<ul style="list-style-type: none"> Throughout the year Throughout the year
Media	<ul style="list-style-type: none"> Business strategy & growth Food quality & safety Indirect economic contribution Regulatory compliance Environmental management Workplace management 	<ul style="list-style-type: none"> Refer to MD&A (pg 12) Refer to Environmental Responsibility (pg 40) and Social Responsibility (pg 50) 	<ul style="list-style-type: none"> Press conferences & events Press releases Media interviews 	<ul style="list-style-type: none"> As needed Throughout the year As needed

QL Resources is a member of Climate Governance Malaysia, a Malaysian chapter of the World Economic Forum (WEF)'s Climate Governance Initiative (CGI).

CGI aims to transform boards through implementation of the WEF Principles for Effective Climate Governance, with a mission to mobilise boards to accelerate the transition to net zero and build climate resilience.

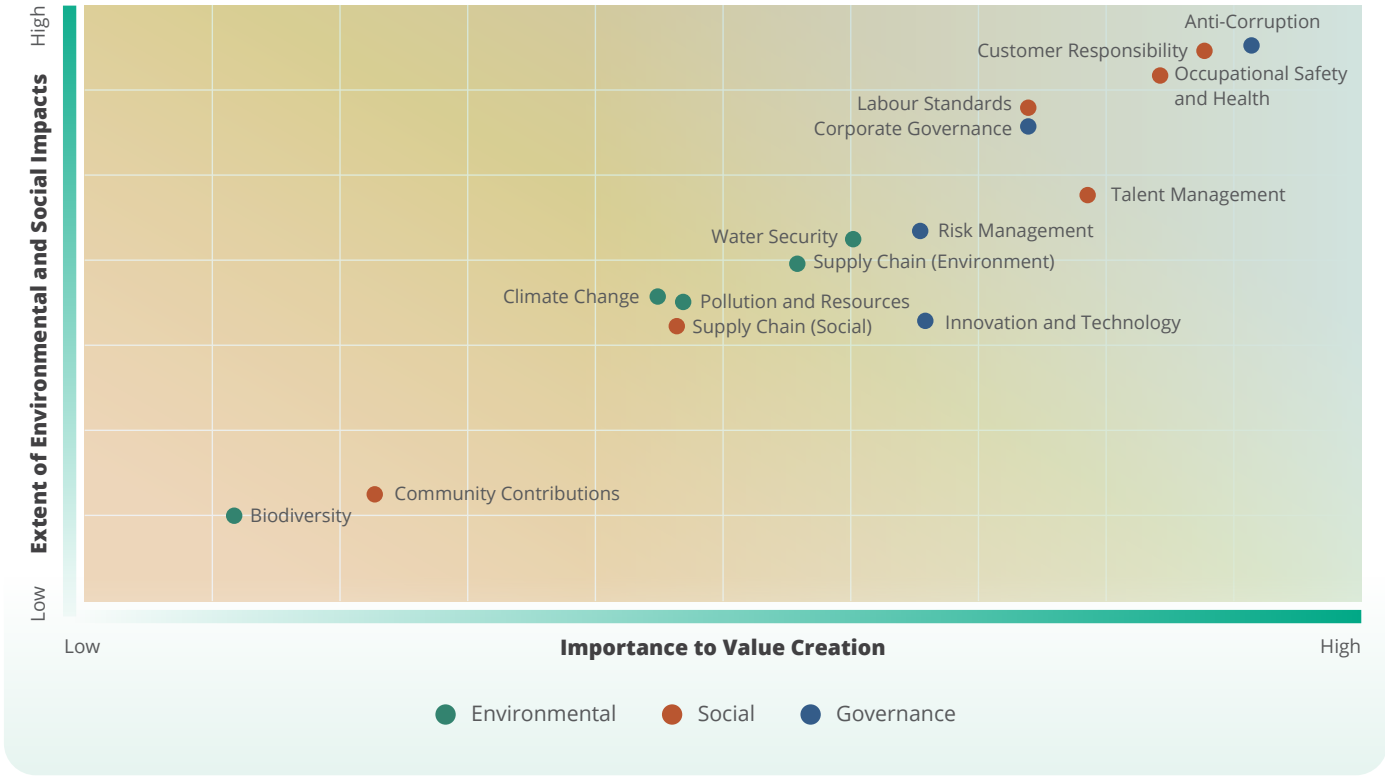
This is aligned to our Group's Climate Change Policy that drives initiatives addressing the transition and physical climate-related risks, including towards achieving net zero.

SUSTAINABILITY STATEMENT



MATERIALITY ASSESSMENT

In FY2024, QL conducted a double materiality assessment, which resulted in the identification of 15 material matters, as outlined below:



While a full materiality assessment is carried out every three years, the Group performs an annual review to ensure our material topics remain aligned with the latest internal and external developments. In FY2025, we conducted a high-level review of our material topics and materiality matrix, which included desktop research on key trends impacting these areas. This review helped us monitor changes in stakeholder concerns and refine our sustainability focus as needed. As a result, we affirmed that the identified material matters remain relevant.

SUSTAINABILITY STATEMENT

SUSTAINABILITY STATEMENT

MATERIALITY BOUNDARY

CAPITALS | Natural | Manufactured | Intellectual | Human | Social | Financial

Pillar	Material Matter	Why is it material to QL?	Our Response	Links to Our Capitals	Boundary	SDGs Supported by QL
ENVIRONMENTAL RESPONSIBILITY	<div>CC</div> Climate Change	Manufacturing and distribution activities emit GHG. It is critical to maximise our energy efficiency to manage carbon footprint and minimise our impact on climate change.	<ul style="list-style-type: none">Invest in renewable energy technology and solution; QL also offers this solution to businessesInstall renewable energy solutions in our facilitiesManage GHG emissions at all levels		<ul style="list-style-type: none">QLCustomers	
	<div>WS</div> Water Security	Water is a scarce resource for our business and the community. Efficient water management is critical to prevent stress on the water ecosystem.	<ul style="list-style-type: none">Secure water through rainwater harvesting facilitySet up alternative sources of water supply (e.g. river, groundwater and rain)Provide water treatment solution to benefit more customers and industries		<ul style="list-style-type: none">QLCustomers	
	<div>PR</div> Pollution and Resources	Resources are vital to produce our goods and services. Efficient resources utilisation ensures long-term economic viability. Our operations generate waste and wastewater. Processing and treating wastes before disposal and discharge prevent environmental contamination.	<ul style="list-style-type: none">Optimise 3R-principle (Reduce, Recycle and Repurpose) in business operationsEnsure proper disposal of organic wasteInstall Wastewater Treatment Plant (WWTP)Efficient use of resources		<ul style="list-style-type: none">QLCustomers	
	<div>B</div> Biodiversity	Biodiversity is critical to maintain a balanced ecosystem and mitigate climate change.	<ul style="list-style-type: none">Continue our commitment to mangrove conservation programme		<ul style="list-style-type: none">QLCommunity	
	<div>SCE</div> Supply Chain (Environment)	Responsible supply chain management enables us to reduce carbon footprint of our supply chain operations and promote a sustainable ecosystem.	<ul style="list-style-type: none">Implemented a self-assessment process for suppliers to evaluate and align their environmental practices with our supply chain policy		<ul style="list-style-type: none">QLSuppliers	
SOCIAL RESPONSIBILITY	<div>OSH</div> Occupational Safety & Health (OSH)	Good health and safety measures reduce risk of accidents. A safe and healthy workplace leads to better employee wellbeing and increased productivity.	<ul style="list-style-type: none">Reinforce and embed the "WECARE" OSH Guiding Principles in our work approaches and decisionsConduct awareness and training programmes to equip employees and service providers with skills and knowledgeConduct safety briefing for visitors to communicate safety procedures and advice on the potential risks and hazards that they may be exposed to		<ul style="list-style-type: none">QLCustomersService Providers	
	<div>LS</div> Labour Standards	Our workforce is core to our operations. Employee fair treatment and respect aligns with our core values and promotes job satisfaction.	<ul style="list-style-type: none">Keep abreast and strengthen fair employment practices by intensifying efforts on human rights and fair labour practices audits		<ul style="list-style-type: none">QLSuppliers	
	<div>TM</div> Talent Management	A skilled and equipped workforce led by progressive leadership is central to business continuity and QL's success.	<ul style="list-style-type: none">Instil QL's core values and strengthen human capital management practices in the areas of leadership development and growth, and attracting and retaining talents		<ul style="list-style-type: none">QL	
	<div>CC</div> Community Contributions	Local community is interlinked with our activities. It is important to support the community for mutual growth.	<ul style="list-style-type: none">Support local communities through Corporate Philanthropy activities, financial assistance and job opportunities		<ul style="list-style-type: none">QLSuppliersCommunity	
	<div>CR</div> Customer Responsibility	Ensuring the quality, nutrition and safety of products and their contents are essential to assist consumers in making informed decisions and retain consumer trust towards QL.	<ul style="list-style-type: none">Established Responsible Marketing and Advertising PolicyEnhance food safety, quality and nutrition through research and developmentEngage with consumers via satisfaction survey		<ul style="list-style-type: none">QLSuppliersCustomers	
	<div>SCS</div> Supply Chain (Social)	Ethical supply chain management ensures the protection of workers' rights and enhances operational safety. It also enables us to support local vendors and ensure their adherence to social principles.	<ul style="list-style-type: none">Implemented a self-assessment process for suppliers to evaluate and align their social practices with our supply chain policy		<ul style="list-style-type: none">QLSuppliers	
GOVERNANCE RESPONSIBILITY	<div>CG</div> Corporate Governance	Continuous enhancement and embedment of sound corporate governance practices helps strengthen the trust of our stakeholders, safeguarding their interests in an effective, transparent and ethical manner.	<ul style="list-style-type: none">Evaluation of Board performanceInternal assurance auditReviewed effectiveness of anti-bribery and anti-corruption framework		<ul style="list-style-type: none">QLSuppliers	
	<div>AC</div> Anti-Corruption	Integrity and transparency ensure all our operations are free from corruption that could lead to legal liabilities and reputational damage.	<ul style="list-style-type: none">Uphold Anti-Bribery PolicyCreate awareness and engage all employees and suppliers on the Suppliers and Business Associates Code of Business Ethics		<ul style="list-style-type: none">QLSuppliers	
	<div>RM</div> Risk Management	Incorporating risk management into strategic planning and day-to-day operations enables us to navigate uncertain circumstances, seize opportunities, and maintain business continuity.	<ul style="list-style-type: none">Established Entities Risk CommitteesConducted vendors (stakeholder) risk assessment exerciseConducted group-wide bribery risk assessment		<ul style="list-style-type: none">QLSuppliers	
	<div>IT</div> Innovation and Technology	Innovation and technology give us a competitive advantage by better equipping us to anticipate and adapt to changing market dynamics.	<ul style="list-style-type: none">Invest in automation and digitalisationOngoing innovation addresses evolving market demands and changes in consumer lifestylesDevelop and implement internal security maturity assessmentIT awareness training programme		<ul style="list-style-type: none">QLSuppliers	

SUSTAINABILITY STATEMENT

MANAGING SUSTAINABILITY



ENVIRONMENTAL RESPONSIBILITY

In cognisant of the global climate crisis and its impact to our supply chain and business operations, we are dedicated to growing our business in a more sustainable manner to reduce our ecological footprint, prioritising environmentally responsible practices within our organisation.

This year, our focus has been on expanding our use of renewable energy, improving energy and water efficiency, and refining waste management practices. We believe that these initiatives will reinforce our commitment to combating climate change and enhance the long-term resilience of our business.

Our Targets

Material Matter	Target	FY25 Progress
CC	Reduce 20% GHG emissions intensity by FY2026 from FY2020 baseline (37.1 tCO ₂ e/RM Mil Revenue)	Reduced 9.4% GHG intensity from base year FY2020
PR	Zero regulatory violation (fines, court case) in respect to quality of air emissions per year	Zero violation reported this year
	Zero regulatory violation (fines, court case) in respect to quality of effluent discharge per year	Zero violation reported this year
	Zero regulatory violation (fines, court case) in respect to management of hazardous waste per year	A violation reported this year

The Group tracks a range of key performance metrics, including energy consumption, GHG emissions (Scope 1, 2 and 3), water usage, and waste generation, of which these environmental data is reported monthly by all subsidiaries and consolidated at the Group level. The Group Sustainability Team would verify and analyse the performance, identify trends, and highlight areas for improvement.

QL took an important step forward by commencing preparation for the IFRS S1 and S2 Standards disclosures. We initiated climate risk assessment on physical as well as transition risks and opportunities, referencing TCFD recommendations, and IFRS S2 Standard.

SUSTAINABILITY STATEMENT

Climate Change

Performance

- Reduced **9.4%** GHG emissions intensity from base year FY2020 (37.1 tCO₂e/RM Mil Revenue)
- Increased **4.1%** solar energy consumption Year-Over-Year (YoY)

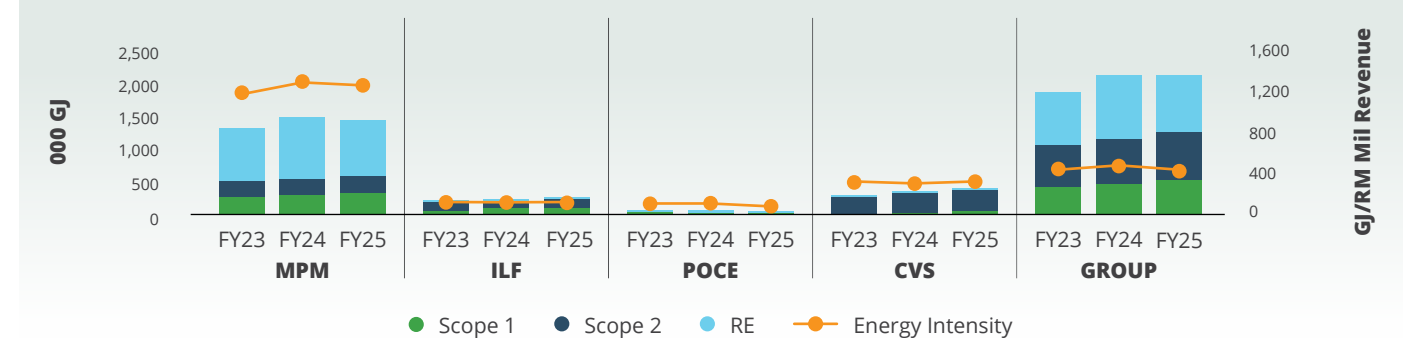
Our Approach

We recognise our contribution to greenhouse gas emissions and are proactively minimising our carbon footprint through decarbonisation initiatives. These include expanding the use of renewable energy from diverse sustainable sources, offering solar energy solutions to more clients. We also support environmental programmes that offer co-benefits to climate mitigation and climate adaptation i.e. mangrove reforestation and rehabilitation.

Effective Management of Energy Consumption and Greenhouse Gas Emissions

In FY2025, the Group's energy intensity declined by 8.8% compared to FY2024.

Energy Consumption & Intensity

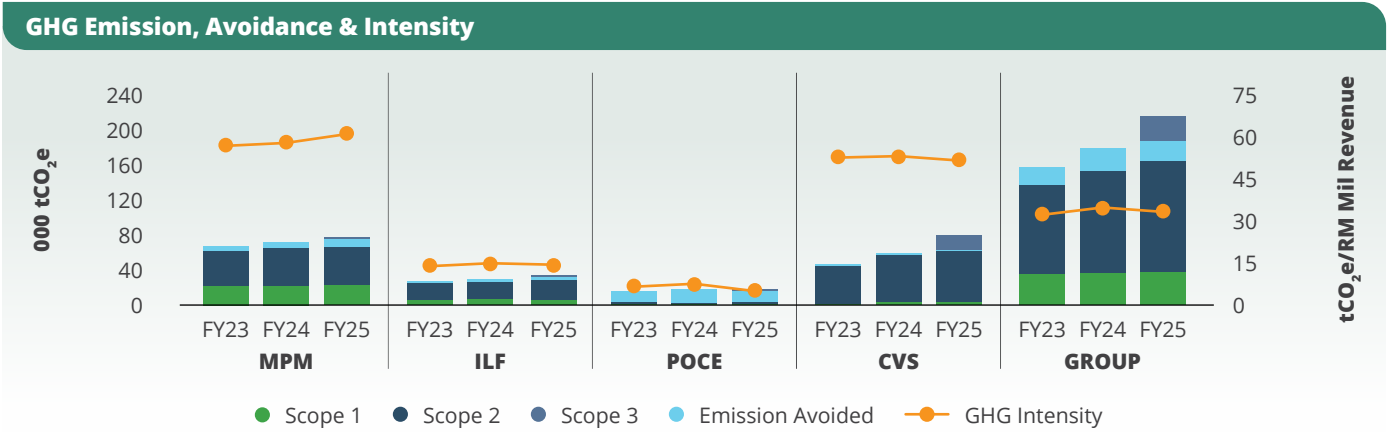


GHG intensity (Scope 1 and Scope 2) was also reduced by 9.4% compared to the baseline of FY2020 and by 2.5% compared to FY2024. These reductions were primarily driven by lower production volumes in MPM business pillar and palm oil plantation.

In FY2025, we assessed our Scope 3 indirect GHG emissions for Categories 6 (Business Travel) and 7 (Employee Commuting) using a distance-travelled calculation methodology, based on current data availability.



SUSTAINABILITY STATEMENT



Tracking and Managing Climate-Related Performance

QL tracks emissions intensity ratios to assess relative progress across diverse business operations. Since FY2021, QL has set a GHG emissions intensity reduction target of 20% by FY2026, having FY2020 as the baseline year (37.1 tCO₂e/RM million revenue), applicable across the Group.

In efforts to achieve the target, we monitor and manage GHG emissions through internal mechanisms to track performance consistently across our business segments. This enables informed decision-making, strategic planning, and accountability across the organisation.

Looking ahead, QL would review our climate-related targets as we continue to strengthen our climate governance and data capabilities. This includes plans to further define emissions reduction goals as we plan for Net Zero and relevant decarbonisation initiatives, expand renewable energy capacity, such as solar energy adoption and enhance energy efficiency.

To strengthen accountability, QL has linked GHG-related KPIs to the remuneration of senior management and sustainability reporting staff, encouraging a stronger commitment to achieving our targets.

Advancing Climate Data Management and Verification

QL is strengthening the reliability of our climate-related data through improved systems, reporting processes, and internal validation. As part of the assurance process, structured verification checks are being implemented at the subsidiary level, with enhanced consolidation and oversight at the Group level.

We refer to GHG Protocol and IPCC guidelines, along with other related internationally and market acknowledged methodologies in our GHG accounting practice. This includes maintaining the accuracy and consistency of Scope 1 and 2 reporting and exploring readiness for other category of Scope 3 emissions disclosures.

The Group Internal Audit Department performed limited assurance review for climate data as illustrated in the Limited Assurance Statement on page 82, which assesses data collection processes, internal control measures, and calculation methodologies for disclosures in the Sustainability Statement.

To further enhance credibility and transparency, QL is exploring the engagement of third-party assurance

providers for selected environmental metrics in future reporting cycles.



SUSTAINABILITY STATEMENT

Harnessing Renewable Energy

To further reduce our GHG emissions and reliance on fossil fuels, we continued to expand our renewable energy portfolio in FY2025. During the year, we installed an additional 1.6 MWp solar capacity at QL Foods Sdn. Bhd., 800 kWp solar capacity at QL Marine Products Sdn. Bhd. and 1 MWp solar capacity at QL Figo (Johor) Sdn. Bhd., increasing our total installed capacity to 16.13 MWp.

In FY2025, we consumed 891,801.53 GJ of energy from solar, biogas and biomass sources, which avoided 24,034.73 tonnes of CO₂e emissions. Both our renewable energy consumption and GHG avoidance decreased compared to FY2024. The reduction was mainly due to lower biomass generated energy stemming from lower production volumes of fishmeal and palm oil.



Solar panels at QL Foods Sdn. Bhd.

Water Security

Performance

- 3,747.67 m³ of rainwater harvested for non-potable uses

Our Approach

Despite operating in countries rich in water resources, we acknowledge that water scarcity has become more prevalent and poses threat to communities and economies.

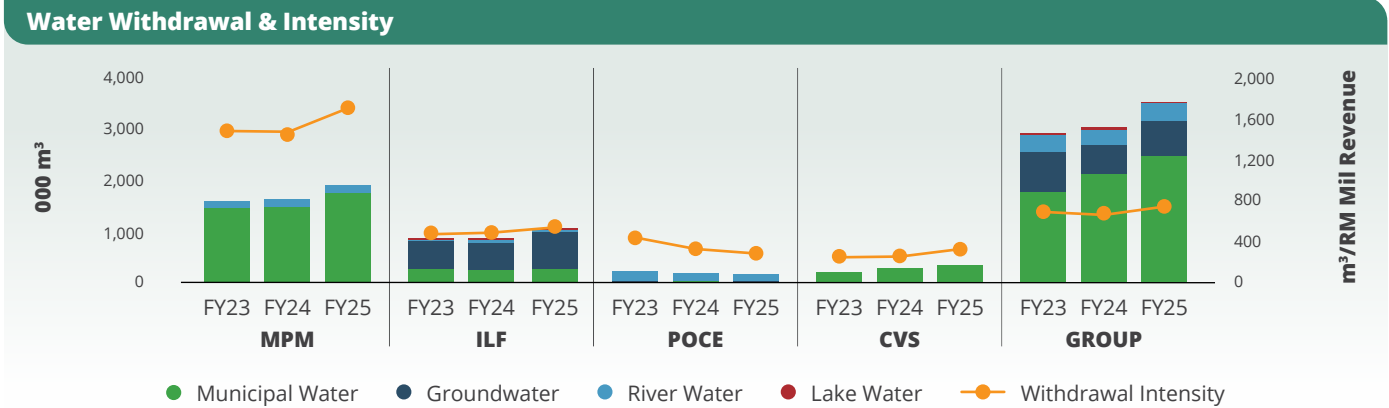
As our operations rely on a stable and sufficient water supply, we are committed to conserving resources and improving efficiency across all our operation sites. We manage water withdrawal and consumption responsibly, following industry best practices.

Responsible Water Resource Management

In efforts to plan for a more sustainable and resource efficient water management, we identify operations located in areas known or projected to have water stress risks. Across the Group, approximately one-fifth of our facilities are situated in areas expected to experience low level of water stress.

At our operational sites, we have installed water flowmeters to closely monitor consumption patterns and promptly detect potential leakages in our distribution systems. This helps reduce water waste and enhances operational efficiency.

The Group's water intensity for FY2025 increased by 6.1% compared to FY2024, which is attributed to MPM. The water intensity at the MPM pillar increased by 16.9%, primarily due to higher water usage in the cleaning processes of MPM production. This increase aligns with our continued commitment to maintaining hygiene standards and fulfilling operational requirements.



SUSTAINABILITY STATEMENT

In FY2025, there were no incidents of non-compliance with water quality, quality permits, standards, and regulations.

Rainwater Harvesting

As part of our ongoing commitment to water conservation, we continue to harvest rainwater for non-potable use, capturing runoff that would otherwise enter sewers and reducing our reliance on municipal water sources. In FY2025, QL Breeder Farms and QL Kitchen collected a total of 3,747.67 m³ of rainwater.

Pollution and Resources

PR

Performance

- Recycled/recovered **198,031.17 MT** of wastes
- Diverted **94.6%** of wastes from landfills and incineration

Our Approach

QL embraces circular economy principles by balancing resource conservation with responsible consumption, applying life cycle approach where feasible. We adopt waste hierarchy focusing on reducing, reusing, recycling, and recovering waste to minimise its impact across our operations. Wherever feasible, we convert waste generated from productions and along our supply chain into valuable resources. This helps reduce reliance on raw materials and lessens our environmental footprint. Any remaining waste is disposed of through licensed contractors.

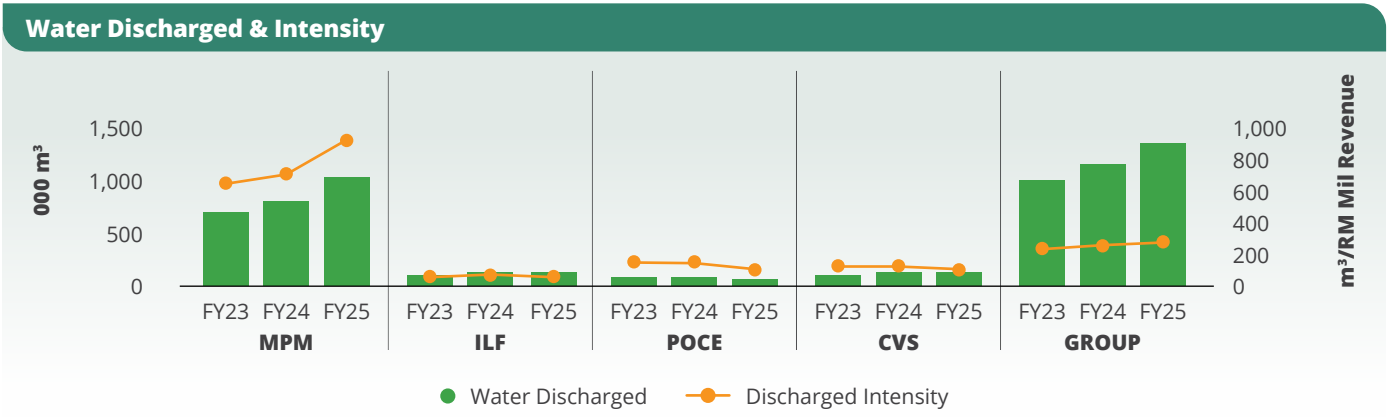
We also work to improve resource efficiency by converting waste to energy and applying technologies that optimise material usage and lower energy consumption. Our employees are trained to manage industrial effluent and hazardous waste in accordance with legal requirements.

In addition, we support circular economy efforts beyond our own operations by providing renewable energy and water treatment solutions to other industries.

Effective Management of Effluent and Wastes

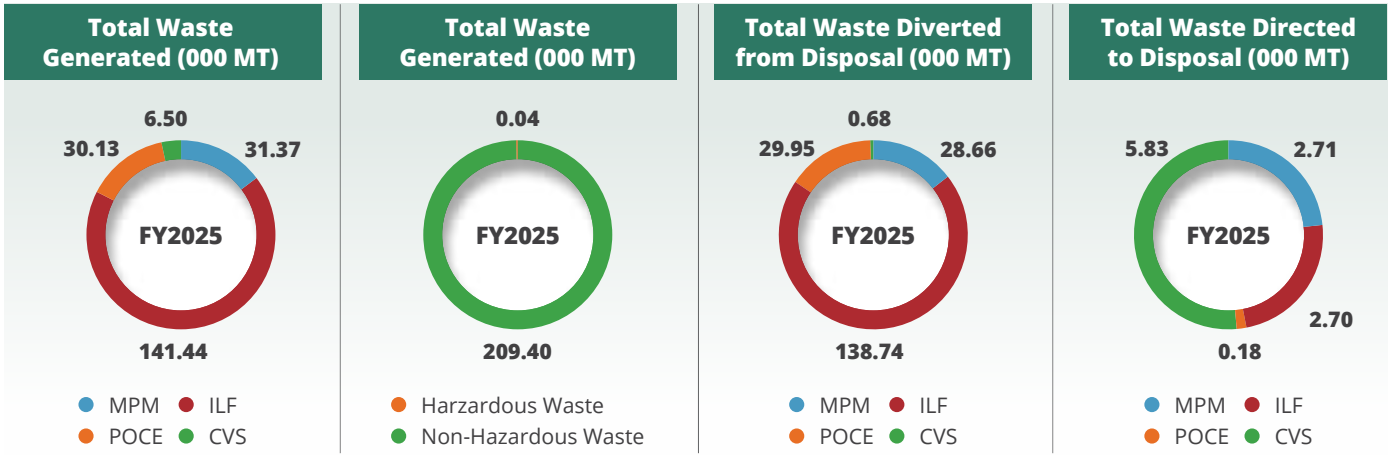
We are committed to ensuring our wastewater quality consistently meets regulatory standards by closely monitoring it and upgrading wastewater treatment facilities as needed.

During the year, we discharged a total of 1,345,241.92 m³ of treated water into surface water bodies and there were no fines and penalties related to water discharge quality.

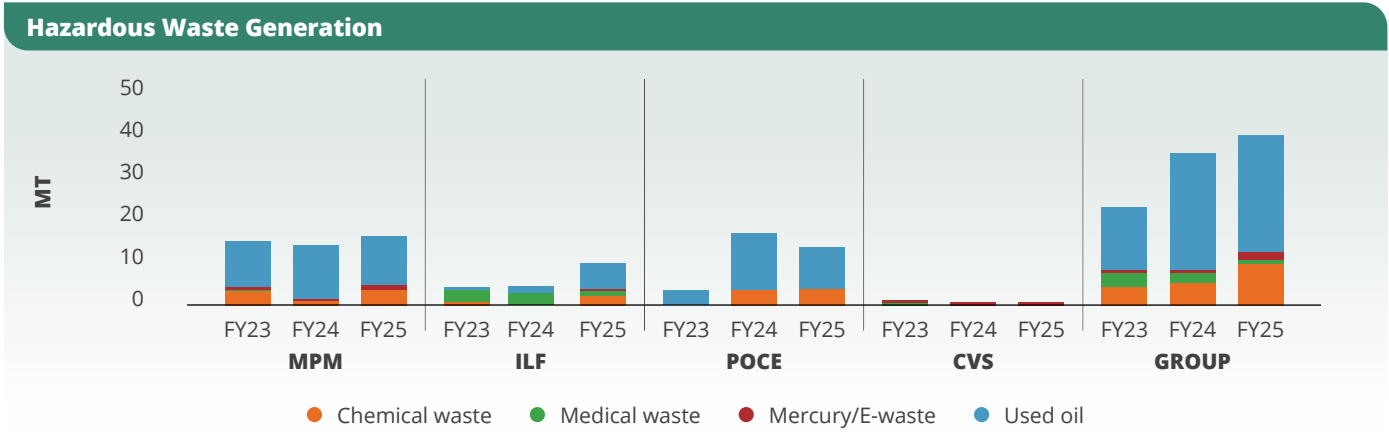


In FY2025, a total of 209,444.72 MT of waste was generated.

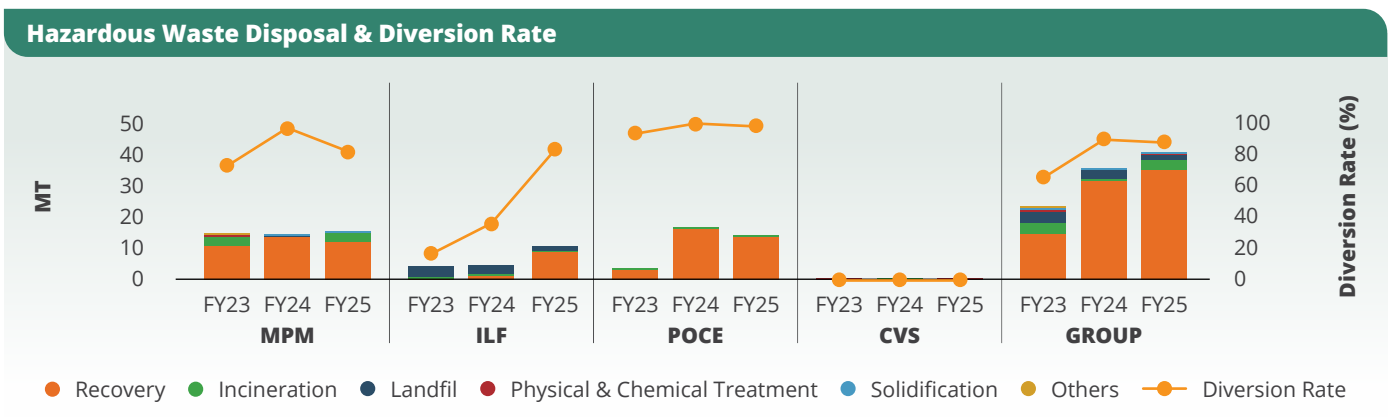
SUSTAINABILITY STATEMENT



The hazardous waste generation amount in FY2025 increased by 14.5%, primarily due to heightened maintenance activities within ILF and MPM business pillars, which resulted in a greater volume of used oil and chemical waste generated.

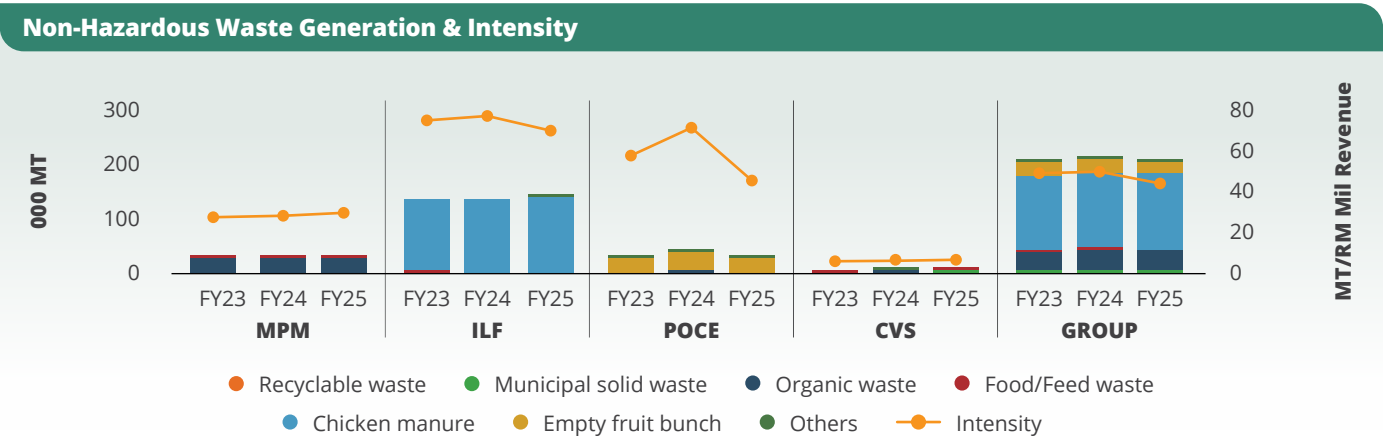


ILF business pillar's hazardous waste diversion rate improved significantly due to the increase in recoverable used oil generation. However, the overall diversion rate declined slightly, attributed to a rise in chemical waste being directed to incineration.

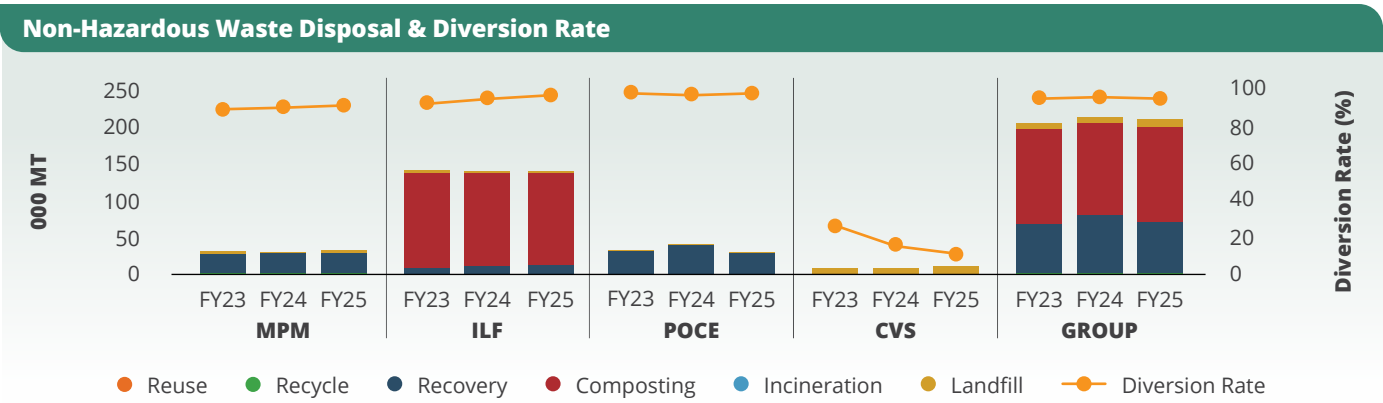


SUSTAINABILITY STATEMENT

The Group’s waste generation intensity reduced by 10.4% in FY2025, which is attributed to ongoing process enhancements aimed at minimising waste generation.



The diversion rate of non-hazardous waste remained consistent at 94.6% in FY2025.



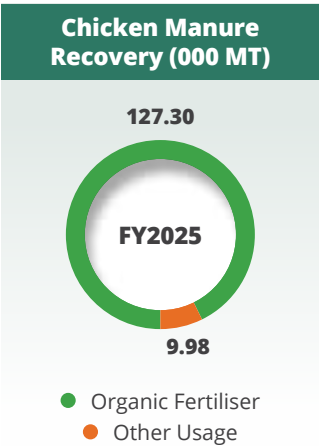
In FY2025, a fine of RM7,500 was imposed by the Department of Environment (DOE) for non-compliance with hazardous waste management. We have taken necessary corrective actions to address the issue and strengthen our internal processes.

Sustainable Utilisation of Resources

In FY2025, our ILF business pillar composted a total of 127,295.20 MT of chicken manure into organic fertiliser, while the remaining amount was utilised for tree planting activities or collected by our supplier.

In MPM business pillar, we recovered 26,844.38 MT of organic waste and converted it into fishmeal.

In FY2025, we strengthened our commitment to reducing food waste and supporting vulnerable communities. Following the food waste hierarchy, we prioritised the redistribution of surplus food to those in need, helping to reduce landfill waste and environmental impact. A total of 17,551kg of surplus food was donated this year. By diverting edible food from landfills, we helped fight hunger while contributing to greenhouse gas reduction and resource conservation.



SUSTAINABILITY STATEMENT

In addition to managing waste effectively, QL has also taken steps to reduce resource use and pollution at the source, beginning with our packaging materials. In FY2025, we set our first targets to reduce plastic usage in product packaging. The targets focused on minimising the thickness of plastic materials and replacing plastic bags with paper alternatives in CVS business pillar. Such efforts align with global actions to curb plastic pollution, particularly in the food sector, where packaging plays a critical role. By making our packaging more resource-efficient and environmentally friendly, we aim to reduce our environmental footprint while maintaining product safety and quality.



Sustainable Environmental Solutions Enabler

Aligned with QL’s business and sustainability goals, we have expanded our operations by investing in BM GreenTech, a specialist in solar and biomass renewable energy engineering, water treatment systems, and emission control technologies. This strategic move enables us to offer a broader range of clean energy solutions to both our Group and external customers.

In the reporting year, we facilitated the installation of:



SUSTAINABILITY STATEMENT

Biodiversity

B

► Performance

► Our Approach

- Planted **2,000** mangrove seedlings with **97%** survival rate after six months
- 92.9%** of palm oil produced is certified with MSPO

Biodiversity, encompassing a wide range of species, populations, and ecosystems, is vital to sustaining life. However, anthropogenic activities and climate change have cause urbanisation, land use changes, and industrialisations, leading to adverse impacts on natural habitats. As a responsible agro-based enterprise, QL recognises the importance of conserving biodiversity such as fish stock or livestock as the species and genetic conservation is key to maintaining ecological balance. A thriving environment with rich self-regenerating natural resources is a crucial determining factor in sustaining our business in the long run.

► Mangrove Conservation Programme

Mangroves play a crucial role in supporting biodiversity, acting as natural habitats for numerous marine and terrestrial species while protecting coastlines and maintaining ecological balance. In line with our commitment to conservation of important ecosystem, we set a Group-wide target in FY2022 to plant 10,000 mangrove saplings.

Continuing our efforts, on 19 October 2024, we planted an additional 2,000 saplings in collaboration with the Selangor State Forestry Department and Wetlands International. This brought the cumulative total under our mangrove planting initiative to 7,000 saplings. The planting involved 133 participants, including 113 QL employees and their family members, along with 20 representatives from the Selangor State Forestry Department. After six months, the survival rate stood at 97%.

To further support the healthy development of these mangroves, we have increased our monitoring frequency from biannual to monthly. This proactive approach allows us to promptly address any emerging issues, ensuring the saplings thrive and deliver long-term environmental benefits.

At East Malaysia, our long-standing mangrove conservation work in Sabah has also made a significant impact. Since 2015, we have been working with the Sabah State Forestry Department on mangrove restoration initiative in Kudat. Over the years, it successfully resulted in the planting of more than 10,300 saplings, significantly contributing to shoreline protection and the rehabilitation of critical coastal ecosystems.




Mangrove Planting at Sabak Bernam

SUSTAINABILITY STATEMENT

► Commitment Towards Sustainable Palm Oil

In FY2025, 92.9% of the palm oil produced by QL was certified under the Malaysian Sustainable Palm Oil (MSPO) certification scheme. This reflects our commitment to responsible palm oil production practices, ensuring that our operations meet national sustainability standards related to environmental protection, social responsibility, and economic viability.

► Commitment to Sustainable Seafood: MSC Certification

In FY2025, QL Foods has obtained the Marine Stewardship Council (MSC) certification, reflecting our commitment to sustainable seafood sourcing. This certification assures that our seafood products come from well-managed fisheries that meet rigorous environmental standards.

As the MSC endorses responsible fishing practices that protect the future of our oceans and fish stocks, this aligns with our sustainability aspiration of conserving fishery resources while offering our customers with trusted products.

Supply Chain (Environment)

SCE

► Performance

► Our Approach

- 50** biosecurity audits in 20 farms
- 0.02% increase** in biosecurity audit average score from previous year

Effectively managing ESG factors is critical to maintaining a sustainable and resilient supply chain. By integrating this principle, we do not only support long-term business growth and value creation but also contribute positively to the environment and society. As such, QL is committed to implementing responsible supply chain practices that reduce environmental impact while promoting ethical and socially responsible supplier and procurement management.

► Strengthening Environmental Accountability Across Our Supply Chain

In alignment with our Supply Chain Policy, we have reinforced our commitment to managing ESG risks throughout our supply chain by revising the Code of Business Ethics for Suppliers and Business Associates. The updated code outlines clearer expectations for environmental accountability, including pollution prevention, resource efficiency, and environmental impact mitigation. Suppliers are encouraged to identify, monitor, and minimise their environmental and carbon footprint.

To ensure the code is effectively implemented, we introduced a self-assessment form designed to evaluate suppliers' environmental practices. This initiative was first rolled out to a group of identified high-risk suppliers, of which 80.8% met the environmental requirements outlined in the code.

► Bolstering Biosecurity Measures

Biosecurity continues to be a cornerstone of our farm operations, ensuring the health and welfare of our poultry while minimising disease risks. Building on the progress made in previous financial year, our biosecurity initiatives in FY2025 focused on advancing infrastructure and driving innovation.

To enhance on-farm biosecurity controls, QL began preparatory work to upgrade vehicle spray and shower facilities to improve the effectiveness and efficiency of disinfection procedures for all incoming and outgoing traffic. This work is an essential measure to reduce the risk of external contamination. Additionally, we initiated planning and site preparation for a crate washing facility to support the depopulation of chickens, ensuring that transport equipment used during disease outbreaks can be thoroughly cleaned and sanitised. Furthermore, ozone disinfection trials were launched to support higher hygiene standards and enhance operational resilience.

SUSTAINABILITY STATEMENT



SOCIAL RESPONSIBILITY

At the heart of QL's business lies our people, and our people-centric approach begins with our employees.

At QL, we regard our employees as our most valuable asset. We invest in cultivating and enhancing our human capital by providing them with the necessary skills and knowledge to not only contribute to QL's business growth but also to the socio-economic development of the nation. Committed to fair labour practices, QL endeavours to foster a positive work culture and create a safe, healthy, and conducive work environment for our workforce.

Our focus on people extends beyond our employees to encompass other stakeholders and the communities in which we operate.

We enhance our business resilience to ensure the long-term creation of shared value for stakeholders such as suppliers



and customers. Our prosperity is intertwined as we uphold shared values. QL actively engages in societal contribution by making a positive impact on the lives of our beneficiaries and striving for a more equitable future for all.

Our Targets

Material Matter	Target	FY25 Progress
TM	16 training hours for executives and 10 training hours for non-executives per year	An average of 24.97 training hours per executive and 21.90 training hours per non-executive were recorded
OSH	Zero fatalities	Zero fatalities
LS	Zero substantiated complaints concerning human rights violations	Zero substantiated complaints concerning human rights and fair labour received through whistleblower channel

SUSTAINABILITY STATEMENT

Labour Standards

LS

► Performance

- **4,785** employees attended the Human Rights and Labour Standards briefing
- **5** business sites underwent internal audits on human rights and fair labour practices
- **70** managers completed external training on workplace bullying and harassment
- **Zero** reports of human rights or fair labour violations were received

► Our Approach

At QL, we strongly believe and are committed to upholding human rights and fair labour standards, ensuring compliance with all applicable legal requirements and fostering respect for human rights across all operations. These standards extend to employees and third-party workers. Our human rights and fair labour practices are aligned to internationally recognised frameworks, including the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Rights at Work and the United Nations Guiding Principles on Business and Human Rights. Through these measures, we strive to maintain a fair, safe and ethical workplace.

► Governance, Oversight, and Resources for Upholding Human Rights

The Executive Chairman, Group Chief Executive Officer, Prescribed Independent Director and Audit Committee Chairman are entrusted with the oversight responsibility and allocated resources to ensure the Group's commitment to respecting human rights. Under the Whistleblowing Policy, they serve as designated contact points for reporting any breaches of human rights. This includes incidents related to business-related human rights abuses, infringements of labour standards, or violations of the Group's Human Rights Policy.

Operationally, the Group Human Resources department is responsible for overseeing the implementation of human rights and labour standards across the organisation. It works in close collaboration with HR teams within business units to ensure that day-to-day practices are consistently aligned with the Group's policy commitments.

► Reaffirming QL's Policy Stance and Communication on Human Rights and Labour Standards

QL has reaffirmed our unwavering commitment to respecting and supporting human rights and labour standards through the clear articulation of our stance in the Human Rights and Labour Standards Policy. This includes protecting the rights of children, does not condone child labour and forced labour, apart from provisions for non-discrimination, workplace security, safety and health. A copy of the policy is available for review on the Company's corporate website.

► Identifying Salient Human Rights Issues Through Due Diligence Audits

As part of QL's ongoing efforts in ensuring all business units enhance our human rights and labour standards, our Group HR team continues to conduct targeted on-site human rights due diligence audits at five business units, covering the MPM and ILF business pillars. The MPM business pillar entities that have been audited are QL Marine Products Sdn. Bhd. and QL Foods Sdn. Bhd. The ILF business pillar entities that have been audited are QL Ansan Poultry Farm Sdn. Bhd. (Kulim and Rasa) and QL Poultry Farms Sdn. Bhd. By proactively assessing these risks, the Company endeavours to strengthens our ability to maintain a fair, safe, and ethical workplace.

SUSTAINABILITY STATEMENT

The salient human rights issues identified under the auditing scope, mainly covers employment and compensation practices as detailed below:

Employment Practices

01

Prohibition against forced labour

02

Prohibition against child labour

03

Protection against discrimination in employment and occupational opportunities

04

Safe and healthy working conditions

05

Right to freedom of association and collective bargaining

06

Promotion of gender equality, including the principle of equal pay for equal work

07

Safeguarding the rights of migrant and contract workers

Compensation Practices

01

Fair and equitable wages

02

Regulated working hours

03

Access to employee benefits including appropriate leave entitlements

The audits have enabled business units to better identify and address potential human rights risks. Findings, observations, and recommendations from the audits were communicated to the management of the respective business units. To promote greater ownership and accountability in addressing the identified risks, each business unit's management has been tasked to submit a formal management response. These responses outline the corrective actions taken by respective business units management to support the implementation of preventive and mitigating measures, ensuring ongoing compliance with legal requirements and international standards.

SUSTAINABILITY STATEMENT

► Ensuring Responsible Labour Practices for Our Workforce's Welfare

Ensuring fair employment practices and equitable treatment of employees remains a core principle across all aspects of our business operations.

As part of upholding this principle, we enforce strict compliance with all applicable labour laws, particularly those governing limits on working hours and mandatory rest periods. All overtime work is conducted strictly on a voluntary basis and is compensated in accordance with relevant statutory requirements.

To strengthen oversight, business units have implemented several targeted initiatives to manage and control overtime, including:

- Management Oversight and Accountability

Establishing oversight mechanisms, which includes senior management reviews of overtime trends and actions taken.
- Robust Compliance Reporting

Mandating regular reporting from all departments on work hour compliance, including declarations of any non-compliance and corrective actions taken.
- Shift and Schedule Optimisation

Collaborating with operations and HR teams to optimise shift planning, aiming to balance workloads evenly and minimise the need for excessive overtime.
- Proactive Workforce Planning

Regularly reviewing manpower needs to avoid over-reliance on overtime, including hiring temporary, part-time, or contract workers during peak periods.
- Overtime Approval Controls

Strengthening the overtime approval process by instituting stricter oversight and ensuring strict adherence to internal controls and regulatory requirements.
- Incentive and Recognition Programmes

Implementing incentive schemes to reward operational efficiency and proper manpower planning, reducing dependency on overtime.
- Training and Awareness

Conducting regular training sessions for managers and supervisors on labour law requirements related to work hours and overtime.

Regarding the local minimum wage regulations, QL maintains strict adherence to the regulations and ensure that all employees are remunerated in compliance with the regulations. Our business units have also implemented productivity-linked incentive schemes enabling our employees to enhance their income, above the statutory thresholds. These incentive schemes are designed to align employee income with operational performance, supporting both regulatory compliance and workforce well-being.

In ensuring equitable compensation for our employees, our compensation practices are benchmarked against industry and market standards to maintain fairness and competitiveness.

► Grievance Mechanism for Addressing Business-Related Human Rights and Labour Standards Violations

The Company has implemented a comprehensive Whistleblower Policy to ensure a transparent and secure mechanism for reporting any actual or potential wrongdoing concerning business-related human rights abuse, labour standards infringement, and any violation of the Human Rights and Labour Standards Policy. This policy is accessible to both internal and external stakeholders and is designed to uphold confidentiality and protect the identity of individuals who report in good faith.

Details of the reporting process, including contact information and confidentiality safeguards, are outlined in the Whistleblower Policy available on the Company's corporate website.

During the financial year 2025, no reports of human rights violations were received through the Company's Whistleblower channel.

► Workplace Grievance Management

Across all our business units, we foster a culture of open, transparent, and consultative communication. Employees are encouraged to voice concerns and report any grievances related to their rights or potential violations of labour standards to their immediate supervisors or managers.

For cases requiring further escalation, an internal Workplace Grievance Management Policy is in place. All reported grievances are thoroughly investigated, and appropriate actions are taken at the business unit level. Escalated cases

are also reported to the Group level to ensure accountability and effective resolution.

In FY2025, a total of 306 grievance cases related to labour standards non-compliance were reported through our internal grievance reporting channel. Of these cases, 7 cases pertained to sexual harassment and workplace bullying. The remaining cases involved other labour standards issues, including work-related dissatisfaction, working conditions, and various employee concerns.

The respective human resources team members were assigned to investigate the grievance cases in their respective business units and subsequently conducted management review to determine the necessary corrective actions. Some of the cases resulted in internal inquiries, which led to disciplinary actions, including the dismissal of employees found to have committed major misconduct, particularly in cases involving sexual harassment and workplace bullying. For grievance cases related to work-related dissatisfaction, corrective actions taken included improving working conditions, facilitating better communications between supervisors and employees, setting clearer expectations for workload management, and enhancing resourcing efforts.

Compared to previous years, there has been a significant increase in the number of grievances reported. This upward trend indicates a growing awareness among employees about their rights and the availability of formal channels to voice their concerns. It also reflects increased confidence in the company's commitment to addressing workplace issues transparently and effectively.

Moving forward, continued efforts will be made to enhance awareness and understanding of the grievance management policy across the organisation, ensuring all employees feel supported and empowered to speak up.

As part of our ongoing commitment to fostering a safe and respectful workplace, we have continued to prioritise training on Sexual Harassment Prevention and Workplace Bullying and Harassment for our managers. While these training sessions are typically conducted internally, we have further strengthened our efforts by sending a total of 70 managers to attend external training programmes. These external sessions provide deeper insights and practical applications on the subject matter, enhancing our leaders' ability to effectively identify, address, and prevent inappropriate behaviour in the workplace.

SUSTAINABILITY STATEMENT

Talent Management

TM

► Performance

- Expanded our talent pool by successfully onboarding **6,163** new hires across all business pillars
- Delivered an **8.5%** increase in training hours, surpassing targeted average training hours for both executives and non-executives in every business pillar
- Achieved high engagement scores across both business units within the CVS business pillar, with FamilyMart recording an impressive 92.6% and QL Kitchen Sdn. Bhd. achieving **89.0%**
- Offered **212** internship opportunities, with 8.0% of interns converted to permanent roles

► Our Approach

At QL, we recognise that our people are key to driving business growth and delivering results. Our human capital strategy focuses on attracting, developing, and retaining a diverse and empowered workforce aligned with our core values. We are committed to cultivating a positive employee experience by prioritising well-being, engagement, and professional growth. Through continuous investment in talent and leadership development, we enable our people to perform with passion, purpose, and excellence—creating lasting value for our organisation and stakeholders.

► Diverse Experiences Shape Our Workforce

At QL, we are committed to cultivating a diverse, inclusive, and equitable workplace where every employee is valued and respected. We believe that a diverse workforce encompassing differences in age, gender, race, nationality, employment type or level has been a key enabler of our business, helping to expand our talent pool, foster innovation and creativity, strengthen collaboration, and drive business success.

We uphold the principles of equal opportunity across all employment practices, ensuring that recruitment, career advancement and development decisions are based on merit and free from discrimination. By embracing and leveraging our employees' varied perspectives and experiences, we continue to build a culture where every contribution matters, and our people grow together.

As of 31 March 2025, QL concluded the financial year with a total workforce of 10,233 employees.

The company reflects Malaysia's multicultural society with a diverse workforce comprising 44.0% Malay (4,507), 8.5% Chinese (871), 5.5% Indian (565), and 42.0% from indigenous and other minority groups (4,290).

Regarding nationality, Malaysians constituted the majority (68.2%), followed by nationals from Nepal (14.8%) and Indonesia (5.6%). The remaining proportion (11.4%) comprised individuals from other countries, including Bangladesh, Cambodia, Myanmar, Laos, the Philippines, Thailand, and Vietnam.

Female employees accounted for 38.4% (3,927) of the workforce.

In terms of age distribution, 50.1% (5,126) were under the age of 30, while 44.8% (4,586) were aged 30 to 50, and 5.1% (521) were aged 50 and above.

Permanent employees made up 64.0% (6,552) of the total workforce, and 69.3% (7,090) were local hire.

Employees with disabilities represented 0.02% of the total workforce.

Management and executive roles were held by 9.6% of employees, primarily between the ages of 30 to 50 years. In contrast, 45.9% of non-executive positions were filled by employees under 30 years old.

Workforce by Gender and Employment Type (%)

Contract

26.1 9.9

Permanent

35.5 28.5

Male Female

SUSTAINABILITY STATEMENT

Workforce by Gender and Local and Foreign Employees (%)

Foreign

24.6 6.2

Local

37.0 32.2

Male Female

Workforce by Gender and Age (%)

Under 30 years old

30.3 19.8

30 to 50 years old

27.8 17.0

Over 50 years old

3.5 1.6

Male Female

Workforce by Gender and Job Category (%)

Non-Executive

54.0 31.1

Executive

5.3 5.2

Management

2.3 2.1

Male Female

Workforce by Age Group and Job Category (%)

Non-Executive

4.0 35.2 45.9

Executive

0.4 6.1 4.0

Management

0.7 3.5 0.2

Over 50 years old 30 to 50 years old Under 30 years old

Directors Gender (%)

30.0 70.0

FY2025

Male Female

Directors Age (%)

10.0 20.0 20.0 50.0

FY2025

70 and above 60 to 69 50 to 59 under 50

Our Board of Directors comprises Directors with diverse backgrounds in terms of gender and age. This diversity fosters a rich blend of perspectives, experiences, and ideas that enhance our decision-making process. It not only supports more robust governance but also drives innovation and promotes sustainable business practices that benefit all stakeholders.

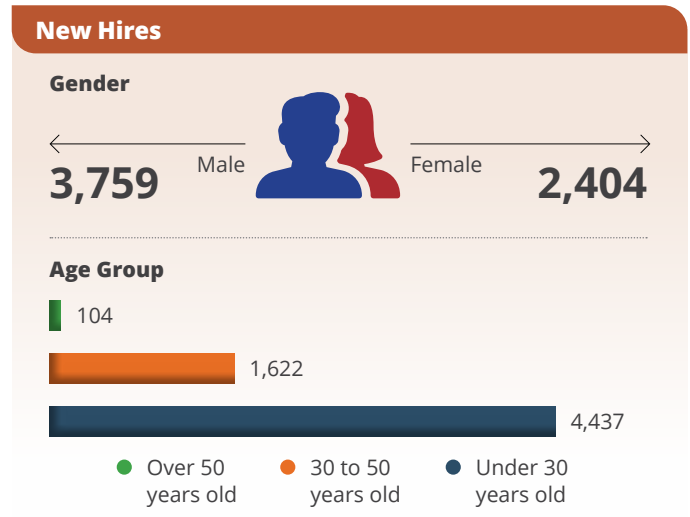
Our People Our Strength

SUSTAINABILITY STATEMENT

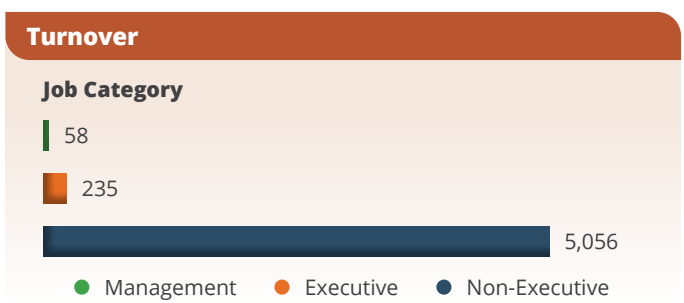
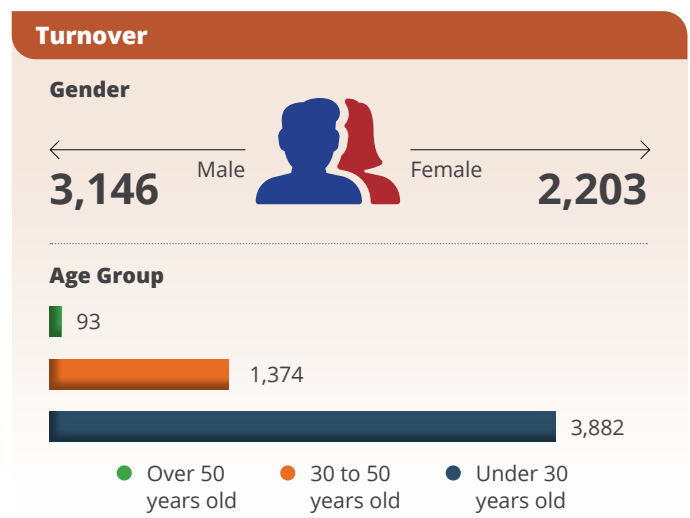
► Building and Sustaining Our Workforce

During FY2025, our hiring rate stood at 60.6% slightly outpacing the overall turnover rate of 52.6%, indicating net workforce growth.

A total of 6,163 new hires were onboarded across our four business pillars, reflecting our continued growth and commitment to building a resilient and diverse workforce. Of these new hires, 39.0% (2,404) were women, and 72.0% (4,437) were under the age of 30.



However, employee turnover was most pronounced among the same demographic, with 72.6% (3,882) of those who exited also under 30 years old. Notably, 58.8% resignations were from male employees.



The CVS business pillar while leading in recruitment due to the opening of 55 new retail outlets, also experienced the highest turnover, accounting for 73.5% of total departures. This reflects the naturally high mobility in the retail industry and underscores the need for targeted retention strategies within the retail segment.

To support our talent pipeline and strengthen workforce sustainability, our HR teams remain actively engaged in external outreach initiatives. These include participating in career fairs, roadshows, and career talks at various universities and colleges. We also continued our partnerships with academic institutions, facilitating internship placements for 212 students across our diverse business pillars. Internship roles are closely aligned with students' academic disciplines, and high-performing interns are considered for permanent roles as opportunities arise. In FY2025, 8.0% of interns were hired as full-time employees.

These efforts reflect our commitment to attracting, developing, and retaining top talent, while creating a dynamic and inclusive workplace that supports long-term business growth.

► Strengthening Employee Experience Through Feedback

Both the CVS and ILF business pillars took the initiatives to conduct employee engagement surveys in the reporting year. These surveys provided valuable insights into employee experience and priorities, serving as a key tool for measuring engagement, gauging satisfaction, and identifying opportunities for improvement across the workplace.

The FamilyMart business unit, part of the CVS business pillar continued its annual survey tradition, achieving a strong 90.0% participation rate through the effective use of an online platform, despite being geographically dispersed. The

survey revealed an encouraging 92.6% engagement score, with teamwork and collaboration and career development growth identified as key strengths. However, compensation and benefits, as well as employee well-being, were identified as key areas for improvement. To address these concerns, further in-depth analysis was conducted to inform actionable changes. Notably, one of the lowest-scoring items related to employee well-being was the ability to maintain a reasonable work schedule that supports personal and family commitments. In response to this feedback, concerted efforts are being made to improve work-life balance. These include the deployment of self-service kiosks in areas facing hiring challenges and the automation of the recruitment process to shorten hiring turnaround times. These initiatives aim to ease workload pressures and create a more sustainable working environment for employees.

Meanwhile, QL Kitchen Sdn.Bhd., also under the CVS business pillar launched its first Employee Pulse Survey this year, marking a significant step in fostering open dialogue with employees. The participation rate of 72.0% in the first survey, which resulted in an engagement score of 89.0%, was quite encouraging. However, it also indicates that there is still room to further engage employees to share their perspectives. The survey highlighted recognition and wellbeing as areas for further improvement. Action plans are being developed to better engage employees at the workplace.

In FY2025, the ILF business pillar placed a strong emphasis on listening to its non-executive workforce through the employee engagement survey. Compared to the previous survey conducted in FY2023, participation increased significantly by 34.0%, while the overall engagement score improved by 72.0%. Despite these positive trends, the participation rate of 57.0% and engagement score of 52.8% highlight the need for continued efforts to further engage farm workers and address areas requiring improvement. Notably, staff recognition and employee wellbeing remained the two lowest-scoring areas,



Enhancing capabilities in compensation strategies during a two-day HR Summit event

SUSTAINABILITY STATEMENT

although both saw commendable improvements of 28.6% and 26.5%, respectively. Meanwhile, “tools and resources,” previously among the bottom three areas, was replaced by “career growth,” indicating that employees are now more satisfied with the resources provided to support their work. The feedback gathered through the survey offers valuable insights for management and focus groups. These inputs will be instrumental in shaping targeted action plans, particularly aimed at enhancing performance in the three lowest-rated areas.

► Empowering Employees Through All-Encompassing Total Rewards

At QL, we believe that empowering our employees starts with recognising their value through a comprehensive total rewards approach.

Our compensation philosophy is rooted in fairness, equity, and non-discrimination. We practice equal pay for equal work, with remuneration guided by individual merit and aligned with market benchmarks. Regular reviews of our pay structures help ensure transparency and reinforce our dedication to gender equity across all levels of the organisation.

Through this all-encompassing total rewards framework, we strive to foster a workplace where every employee feels valued, respected, and motivated to thrive. As part of our ongoing commitment to equitable pay practices, the following data highlights average basic salary and the ratio of basic salaries of women to men.

Relative Pay by Gender		
Male	Female	Average Salary
0.99	1.01	1.00

SUSTAINABILITY STATEMENT

As part of our Total Rewards strategy, we provide a well-rounded suite of benefits that prioritises health, well-being, work-life balance, and financial security.

Health and Wellness Benefits

The health of our employees is a top priority. We offer a range of medical benefits to ensure comprehensive healthcare support. These include:

- 01 Outpatient and inpatient medical coverage
- 02 Dental and optical benefits
- 03 Employee health screening programme
- 04 Insurance protection through hospitalisation, personal accident and term life coverage

Leave and Work-Life Balance

Recognising the importance of balancing professional responsibilities with personal commitments, we offer a variety of leave entitlements to support employees through different life stages. These include:

- 01 Annual leave
- 02 Parental leave
- 03 Marriage leave
- 04 Study and examination leave
- 05 Compassionate leave

Financial Support and Allowances

To ease daily living expenses and enhance convenience, we provide several allowances tailored to employees' needs. These include:

- 01 Meal allowance
- 02 Transport allowance
- 03 Accommodation allowance
- 04 For employees working non-standard hours, we offer shift allowances to acknowledge and offset the added demands of irregular schedules

Performance and Recognition Incentives

To drive high performance and employee engagement, we offer performance-based incentives that reward outstanding contributions.

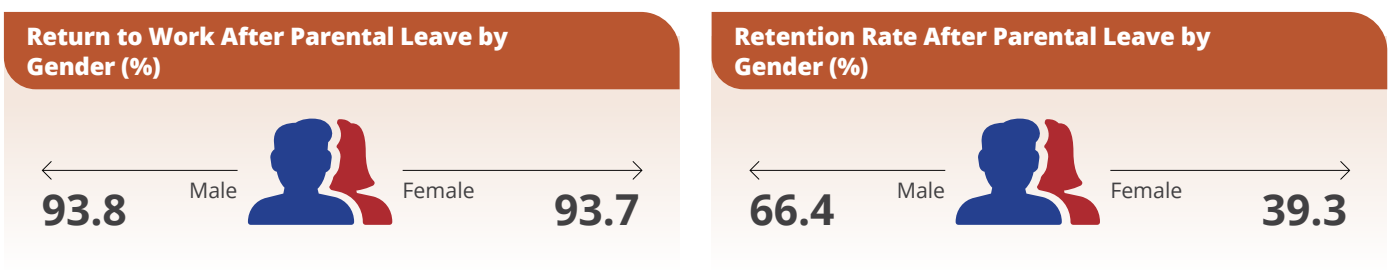
To recognise long-term commitment and loyalty, we offer special loyalty incentives and tenure recognition programmes, celebrating the dedication and continued service of our employees.

► Parental Leave Participation, Return-to-Work and Retention Trends

In FY2025, a total of 319 employees took parental leave, of whom 59.9% were female.

Return-to-work rates following parental leave are nearly identical between genders, with 93.8% of males and 93.7% of females resuming work. This reflects a strong commitment from both men and women to rejoin the workforce. The high return rates indicate that parental leave policies do not significantly deter either gender from returning to their roles.

SUSTAINABILITY STATEMENT



► Building Capability and Fostering a Learning and Growth Culture

We believe it is our responsibility to empower our employees by supporting their continuous professional and personal development. By aligning employee growth with our business goals, we aim to nurture talent that contributes meaningfully to our long-term success.

To achieve this objective throughout the year, we offer a comprehensive range of training programmes tailored to meet the diverse needs of various employee groups including individual contributors, emerging leaders, current leaders, and future leaders. These programmes include both in-person initiatives such as briefings, training sessions and conferences, and remote learning opportunities such as e-learning modules, webinars, and virtual conferences. The programmes, broadly outlined below, are designed to address a wide spectrum of organisation needs and support strategic development goals.

Company-wide Fundamental and Mandatory Programmes

01

QL Values training

Align employees with the Company's core values.

02

Sustainability and workplace policies briefings

Promote ethical conduct and support a sustainable workplace in line with Environmental, Social, and Governance (ESG) principles. Topics include Anti-Bribery and Anti-Corruption, Human Rights, Workplace Safety, Food Safety.

03

Functional Skills and Work Essential Programmes

Functional and technical job-related trainings

Build and upskill subject matter expertise in a variety of areas across the business.

- On-job and standard operating procedures training programmes
- Work essential programmes

04

Soft-skills and Behavioural Training

Enhance employees' interpersonal effectiveness, adaptability, and professionalism, leading to improved collaboration and workplace success.

05

Leaders Development Programme

Accelerated learning programme - Develop and upskill emerging leaders, current leaders, and future leaders.

External coaching and mentoring programme - Foster leadership growth and enhance knowledge transfer within the organisation.

06

End-user training

Equip our employees with the necessary skills to effectively use the new ERP system, supporting our ongoing digitalisation transformation journey.

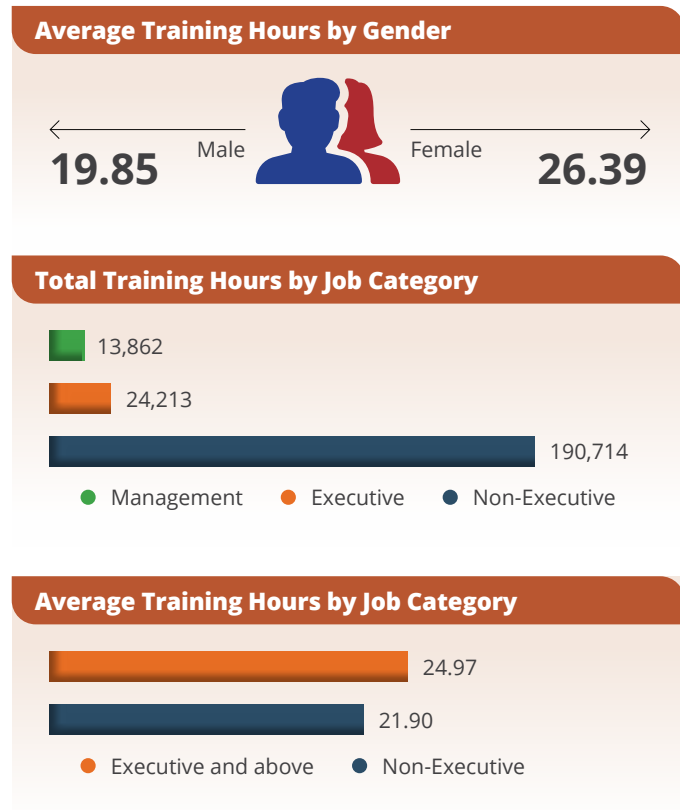
In FY2025, QL made significant progress in employee development, collectively achieving 228,789 training hours, an 8.5% increase compared to the previous year. This growth reflects our steadfast focus on equipping our team with the skills and knowledge needed to build a resilient and capable workforce prepared to meet current and future challenges. The total training expenditure for the reporting period amounts to RM1,579,204.

On average, each employee contributed 22.36 hours towards training initiatives, demonstrating strong engagement with our learning initiatives. Both executive and non-executive groups exceeded their respective training targets for the year. Executive employees recorded an average of 24.97 training hours, significantly exceeding the annual target of 16 hours. Similarly, non-executive employees outperformed expectations by averaging 21.90 hours, well above the annual target of 10 hours. This accomplishment highlights the effectiveness of our training strategy and the high level of commitment among our employees to personal and professional growth.

INTEGRATED ANNUAL REPORT 2025 • QL RESOURCES BERHAD

pg.59

SUSTAINABILITY STATEMENT



SUSTAINABILITY STATEMENT

► Our Occupational Safety and Health Management, Governance and Accountability Structure

Our Occupational Safety and Health (OSH) management, governance and accountability structure is designed to ensure the agreed standards of safety and health are implemented and practiced across all levels of our organisation. The structure outlines clear roles and responsibilities, facilitating effective communication and coordination among management, employees, and OSH committees. It supports proactive identification and mitigation of risks, ensuring compliance with regulatory requirements, and fosters a culture of continuous improvement. By integrating OSH into our core business processes, we demonstrate our unwavering commitment to protecting our workforce and promoting a safe and healthy work environment across all our businesses.



► Upholding Our Occupational Safety and Health Policy Commitment

Following the revision and enhancement of our Occupational Safety and Health Policy last financial year, a marked cultural shift has occurred, evidenced by increased engagement from both management and employees in OSH activities. This development underscores our commitment to continuous improvement in workplace safety.

As part of ongoing efforts to fulfil our policy commitment, we maintain our focus in conducting our business operations safely and healthily by continuously implementing and reviewing existing risks and controls, enhancing our processes, work practices, and systems to create a safer work environment.

In ensuring that everyone associated with our organisation upholds our OSH policy, we prioritise consistent communication, along with ongoing education and training. These efforts foster awareness and contribute to maintaining a safe and healthy workplace for all.

To strengthen our OSH Policy commitment, QL has appointed Safety and Health Officers at each business unit, and trained 133 OSH Coordinators to help promote, implement, and monitor safety and health practices across the workplace.

► Driving Continuous Improvement in Occupational Safety and Health Management

QL Group's safety and health management system and practices are fully aligned with the requirements of the Occupational Safety and Health Act 1994, the Occupational Safety and Health (Amendment) Act 2022, and the ISO 45001:2018 Occupational Safety and Health Management System standard.

QL reaffirms our commitment to advancing our safety journey by progressively certifying all operating sites to the ISO 45001:2018 Safety Management System standard. Many business units are actively developing robust OSH management systems aligned with ISO 45001:2018 with the goal of obtaining formal certification in the near future. This year, we are proud to announce that our subsidiary, Boilermech Sdn. Bhd., has successfully achieved ISO 45001:2018 certification accreditation through LRQA. As of now, 17.6% of QL's business units have been certified to the ISO 45001:2018 Safety Management System standard.

SUSTAINABILITY STATEMENT

► Robust Management of Safety Risks and Opportunities for a Safer Workplace

A key aspect of creating a safe and healthy workplace is the effective management of safety risks and opportunities. To mitigate risks, QL utilises the Department of Occupational Safety and Health (DOSH) Guidelines for Hazard Identification, Risk Assessment, and Risk Control (HIRARC). The new HIRARC template recommended DOSH has been adopted, and all business units have started reviewing and updating their risk registers accordingly.

As part of our commitment to proactive management of risks and opportunities, the HIRARC process is conducted regularly to ensure that all existing operations and projects are thoroughly assessed for potential hazards. This systematic approach allows for the identification and control of risks that may arise from ongoing activities.

Additionally, the HIRARC process is mandated prior to the commencement of any new operations or projects, including the procurement of new equipment, introduction of new materials or processes, and implementation of major organisational changes. This ensures that all potential risks are effectively evaluated and mitigated before any changes are introduced into the workplace.

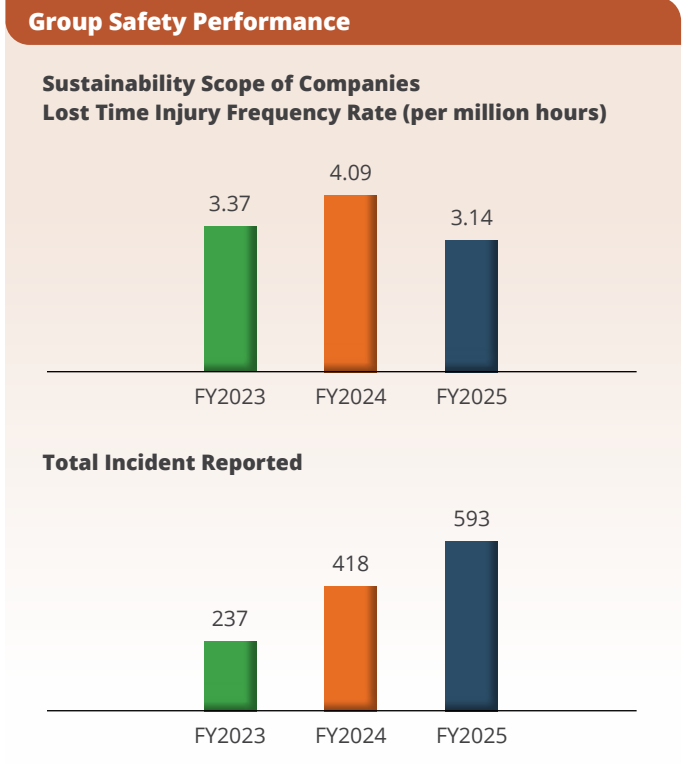
► Workplace Safety Performance Overview

QL Group concluded the year with an improved safety performance for both employees and contractors. In FY2025, we recorded zero fatalities, compared to the Nationality Fatality Rate at 2.05 per 100,000 workers (based on the most recent data as of 2023). In terms of Lost Time Injury Frequency Rate (LTIFR), we achieved a rate of 3.14 per million hours worked. This represents a notable 23.2% improvement compared to the previous financial year. Relative to the previous financial year, the incidence of lost time injuries encompassing both fatal injuries and LTIs has decreased from 121 incident to 98 incident in FY2025.

Whereas the total number of reported incidents have increased by approximately 41.9%. This rise is primarily attributed to targeted initiatives designed to enhance employee involvement and raise awareness of the importance of reporting all incidents, including near-misses and significant safety occurrences. These reports provide valuable insights to management, highlighting gaps that require attention and enabling a more effective

and meaningful approach to accident prevention and the identification of potential injury risks.

Although QL has recorded zero fatalities this year, we continue to disclose investigations and findings of all reported incidents, including Lost Time Injuries (LTI), non-LTI incidents, near misses, significant safety occurrence, occupational illness, poisoning, diseases and cases of non-compliance during the respective OSH meetings. These investigations serve as a valuable tool for identifying root causes and implementing corrective actions to prevent recurrence.

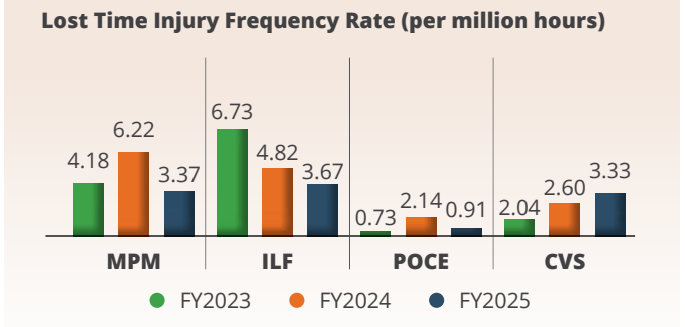


Upon closer examination of the performance by business pillars, all pillars except CVS demonstrated a positive improvement trend. Compared to 2024, the MPM, ILF and POCE business pillars recorded notable enhancements in performance, with improvements of approximately 45.8%, 23.9%, and 57.5%, respectively.

In contrast, CVS experienced an increase in the frequency rate of approximately 28.0%. This rise is primarily attributed to improved awareness and the implementation of targeted initiatives that have encouraged more proactive and transparent reporting.

SUSTAINABILITY STATEMENT

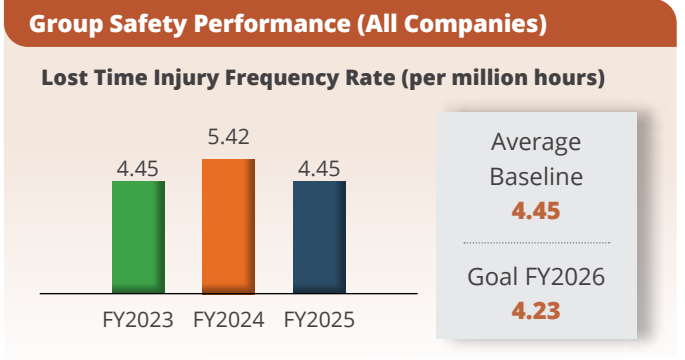
Pillar Safety Performance



► Elevating Workplace Safety Performance Through Target Setting and Monitoring

Last year, the EXCO Committee set an annual goal of achieving an 8% improvement in LTIFR, targeting a reduction from the average baseline of 4.39 to 4.04 for FY2025. The actual LTIFR performance for FY2025 stands at 3.14, significantly surpassing the target and reflecting a strong commitment to workplace safety and continuous improvement.

Looking ahead to FY2026, we remain firmly committed to continuously improving safety performance across the entire organisation. Building on past progress, our focus will expand beyond the sustainability scope of companies to encompass all business units. For FY2026, the annual goal is to achieve a 5% improvement in LTIFR based on FY2025 performance of 4.45 per million worked hours. Accordingly, the LTIFR target for FY2026 has been set at 4.23 per million hours worked.



All business units have established safety targets, and performance is reported and monitored monthly to ensure consistent progress and alignment with overall safety objectives. Additionally, LTIFR targets are linked to the remuneration framework for Directors, Management and key employees whose roles are critical in influencing and ensuring workplace safety targets are met.

Over the longer term, QL aims to transition towards setting longer time-specific targets over a three-year period rather than annual goals, once performance trends demonstrate greater stability.

► Safety and Health Training and Initiative

In line with our WECARE safety guiding principles, specifically with strong emphasis on “continuous training employees to work safely is essential”, all business units remained committed to providing ongoing health and safety training throughout FY2025. A total of 4,250 employees received training on health and safety standards, reflecting an increase of 21.2% compared to the previous year.

Majority of the business units carried out safety and health trainings which include but not limited to General Safety Induction, Forklift Safety, Risk Management (HIRARC), Chemical Safety, Emergency Preparedness (First Aid and Fire Drills), Working at Height, Hearing Conservation Program, Occupational Safety and Health Coordinator (OSH-C) training, and Lockout/Tagout procedures.

Additionally, in the reporting year, QL Foods Sdn. Bhd. and BM GreenTech Bhd., took the initiative to organise their own site safety campaigns.



SUSTAINABILITY STATEMENT

Community Contributions

► Performance

- **RM1,515,780** allocated to community programme, positively impacting **16,839** beneficiaries which include both organisations and individuals
- Enabled **5,015** local hires placements to boost employment within local communities
- A total of **777** fishermen benefited from the Fisherman Financial Assistance Scheme, which disbursed **RM16.37** million in interest-free financial aid, uplifting the livelihood of fishermen
- C Our Future Programme scaling up to support approximately **700** children across **25** kindergartens
- Recovered and redistributed **51,620** meals to underserved communities, reducing food waste while addressing hunger

► Our Approach

At QL, our community commitment is anchored in our “Value for All” philosophy. Guided by our corporate citizenship and philanthropy framework, we implement flagship programmes, including both one-off and long-term initiatives, that align with our Group’s overall business strategies and fit into our diverse business pillars to drive sustainable, impactful outcomes. Through our community engagement programmes, we promote employee volunteerism, encouraging employees’ active participation in initiatives that bolster local community resilience and reinforce our commitment to sustainable growth and corporate accountability.

► Creating Positive Change and Building Stronger Communities and Environment

In FY2025, QL allocated RM1,515,780 to community initiatives, positively impacting around 16,839 beneficiaries.

During the year, the company dedicated resources to community engagement and charitable contributions, with a focus on addressing social and environmental challenges.

Recognising employees as key contributors to community initiatives, the Company encourages employees’ active engagement, emphasising their essential role in driving positive impact for both communities and the environment.

► Supporting Local Communities Through Meaningful Employment

As part of our broader commitment to social responsibility, QL continued to invest in the communities where it operates by promoting local employment. In FY2025, 82.0% of all new hires, totalling 5,015 individuals were locals, with the CVS business pillar driving most of these hires.

► Empowering Local Fishermen: A Win-Win Partnership

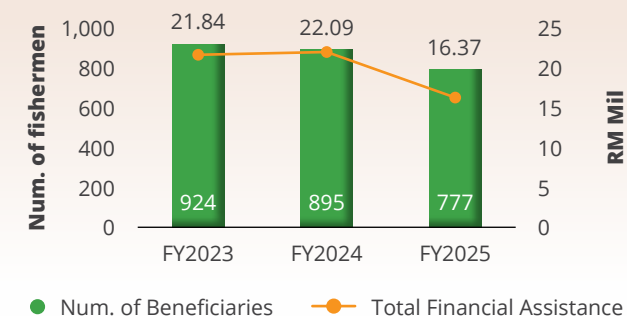
For over two decades, the Fishermen Financial Assistance Scheme (FFAS) has stood as a cornerstone flagship programme under our MPM business pillar. This initiative embodies QL’s core value of “Win-Win,” forging a mutually beneficial arrangement between the company and local fishermen.

Under FFAS, fishermen receive essential financial support, enabling them to upgrade or acquire new fishing equipment. This support enhances fishermen’s catch efficiency, increases earnings, and fosters skill development. In return, QL benefits from a steady and dependable supply of raw materials, ensuring ongoing support for our MPM operations.

Through this enduring collaboration, both parties engage in a robust exchange of knowledge and expertise, ultimately contributing to the advancement of the fishing industry. This strong, symbiotic relationship not only improves the welfare and livelihood of the fishermen but also reinforces our dedication to sustainable practices and community development.

In FY2025, QL allocated RM16.37 million in financial aid through the FFAS initiative, directly benefiting 777 fishermen. The company incurred an estimated net financing cost of RM443,191 in support of this programme.

Total Financial Assistance and Number of Beneficiaries (RM Mil/Number of Fisherman)



SUSTAINABILITY STATEMENT

► Combating Child Stunting Among Preschool-Aged Children

Established in 2023, the C Our Future programme has become a vital flagship initiative within our ILF business pillar. QL’s ongoing collaboration with Ceva Animal Health reaffirms our commitment to addressing stunting among preschool-aged children, while also promoting nutritional education and awareness among their caregivers.

In FY2025, the initiative achieved a significant milestone by distributing 98,000 eggs to 505 pre-schoolers from low-income families and indigenous communities, a substantial increase from the previous financial year’s distribution of 25,200 eggs to 207 preschoolers. It also successfully contributed to reducing the number of underweight and severe underweight by 46% among the measured children.

Additionally in July 2024, a high-impact health talk was organised as part of the ongoing C Our Future programme. The event, attended by over 150 parents and children, focused on raising awareness of child stunting and underscored the critical role of egg consumption in daily nutrition, complemented by engaging activities such as egg crafting. Eggs are a cost-effective, easily accessible, and versatile source of high-quality nutrition, making them an ideal food to integrate into diets, especially for children in low-income communities at risk of malnutrition and stunting. By incorporating eggs into daily diets, children receive the essential nutrients needed for healthy growth and development, reducing the risk of stunting and ensuring a strong foundation for their future well-being.

Building on the programme’s success since its inception, it is now being scaled up to support approximately 700 children across 25 kindergartens (TABIKA) over the course of a year. As part of the initiative, children under the age of 5 years will receive 1 egg a day for 5 days a week for consumption during their schooling time in the TABIKA.



Health talk by certified dietitian organised by QL and Ceva Animal Health

► Expanding Impact Through Our Food Redistribution Programme

Building on our ongoing efforts to reduce food waste and support vulnerable communities, our CVS business pillar has entered the second year of partnership with Kechara Soup Kitchen. This collaboration is part of our broader food salvage initiative aimed at redirecting surplus edible food to those in need, in alignment with the food waste hierarchy.

On 9 November 2025, in conjunction with World Food Day, we organised a food donation drive where QL Kitchen and QL Maxincome volunteers distributed food to several charity homes. This hands-on effort helped raise awareness while delivering immediate support to underserved communities.

Throughout FY2025, a total of 51,620 meals were distributed to underserved communities. This programme addressed food insecurity, prevented edible food from ending up in landfills, and contributed to both community well-being and resource conservation.



Commemorating World Food Day with a food donation drive to support those in need

SUSTAINABILITY STATEMENT

Promoting Quality Education for Lifelong Learning

Over the years, QL has consistently upheld our dedication to advancing educational excellence within the communities we serve. By fostering enriched learning environments and supporting impactful initiatives in educational institutions, we aim to elevate the quality of education and empower future generations.

In FY2025, we expanded our support for UPM's Faculty of Agriculture by sponsoring 1,500 layer hens for the newly established layer house. This contribution is aligned with the university's objectives to advance teaching and learning in the production of laying hens, strengthen research and innovation capabilities, and enhance the overall quality of student education and hands-on training.

Ongoing efforts to promote quality education include building, upgrading educational facilities and supporting initiatives that enhance students' well-being and learning experiences. Many business units are actively involved in a range of activities, such as participating in fundraising efforts, providing scholarships for deserving students, sponsoring awards for top achievers, and facilitating educational visits to our business units.

Customer Responsibility

CR

Performance

- More than **1,000** products are Halal certified
- ILF, MPM and CVS facilities and products are certified to **local and international standards**

Our Approach

Upholding QL's mission to create nourishing goods, we play a vital role to foster a marketplace where food products meet stringent criteria for quality and safety whilst providing easily accessible nutrition to consumers globally.

Our production facilities undergo rigorous examinations by both local and international certification bodies. We remain committed to maintaining strict controls across all aspects of food quality and safety in our production processes. Through continuous innovation, we strive to enhance the quality and nutritional values of our offerings to meet the ever-changing market demand.

Producing Quality and Safe Food

QL ensures that our products meet the highest food quality and safety requirements by ensuring rigorous food safety management and quality control processes across our ILF, MPM, and CVS business units. We are fully dedicated to complying with all applicable local and international food quality and safety standards. Our production facilities are certified against various standards including, Halal Standards, Hazard Analytics and Critical Control Point (HACCP), Food Safety System Certification 22000 (FSSC 22000), Good Manufacturing Practice (GMP), Makanan Selamat Tanggungjawab Industri (MeSTI).

As a leading food player in Malaysia, QL remains steadfast in our commitment to offering consumers a broad range of Halal products that fully comply with the Halal requirements

set by Jabatan Kemajuan Islam Malaysia. As at end of March 2025, we now boast over 1,000 certified Halal products.

Empowering Consumers to Make Informed Choices Through Responsible Marketing and Advertising

To aid customers in making well-informed purchasing decisions, we remain steadfast to provide customers with accurate and transparent information about our product quality, nutrition and safety through responsible product labelling. Our labelling practices strictly adhere to the Malaysia Food Act 1983, Food Regulations 1985, and guidelines by United States Food and Drug Administration's (FDA). To ensure accuracy and transparency, comprehensive processes and controls are also in place to regularly review contents and nutritional information disclosed on our product labels. In addition, we also conduct training sessions

SUSTAINABILITY STATEMENT

on food labelling for the relevant staff to remain updated on latest labelling requirements and practices.

Our Responsible Marketing and Advertising policy has outlined various principles covering advertising, marketing as well as labelling. Guided by these key principles, QL strives to ensure that all marketing and advertising communication are responsible, ethical, accurate and aligned with our brand values as one of Malaysia's leading integrated agro-based enterprises. Our marketing and advertising practices are guided by the Malaysian Code of Advertising Practice and Malaysian Communications and Multimedia Content Code.

Delivering Nutrition from Farm to Home

As a food producer, QL is committed to developing high-quality, safe and nutritious products that are affordable, tasty, and satisfy the needs of consumers. In this spirit and guided by our Health and Nutrition Statement to improve access to nutrition, QL launched QL Day 1 Eggs to meet the rising demand from quality-conscious consumers who prioritise freshness and convenience.

To ensure optimum nutrient retention and quality, QL delivers eggs directly from our farms to households. The eggs are shipped out from farms within 24 hours. This streamlined farm-to-home distribution is the result of a successful trial. It significantly reduces transit time, thereby helping preserve the eggs' high Haugh unit value, which is a key indicator of freshness.

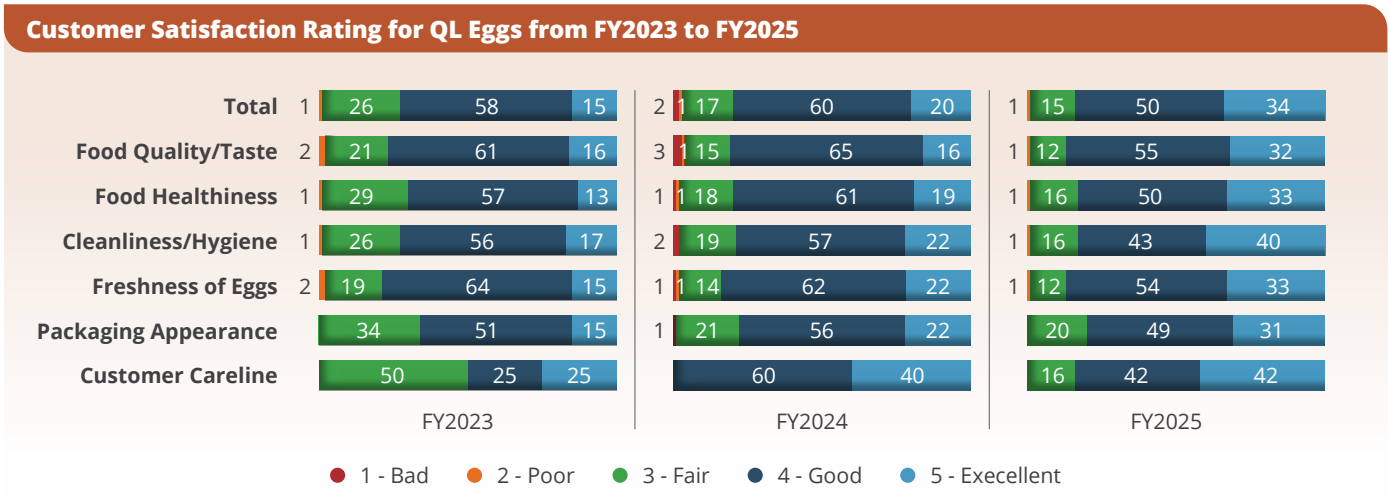
Combining efficient logistics and nutritional integrity is a win-win approach that reflects our commitment to innovation, product excellence, and consumer satisfaction. This initiative supports our broader goals of responsible food production and enhancing access to nutritious food.

Customer Satisfaction

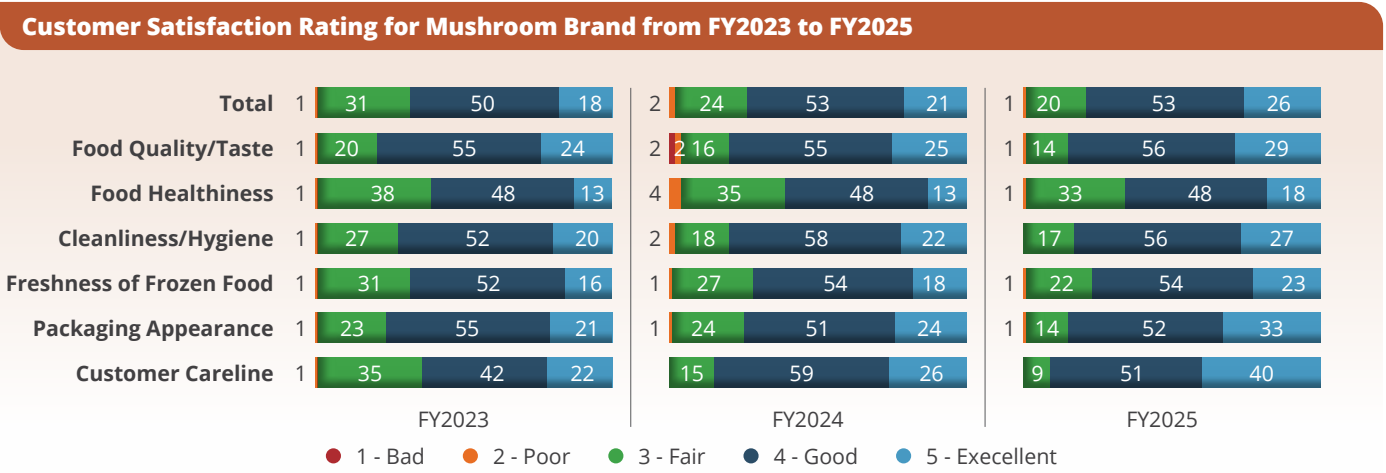
To foster long lasting brand loyalty and retain customer trust, QL is focused on ensuring a high level of customer satisfaction for our products and services. To uphold and gauge customer satisfaction effectively, QL implements an annual survey initiative through an independent external subject matter expert to obtain valuable feedback from customers on two core brands – QL Eggs and QL Mushroom. The survey is designed to capture insights on various facets of customer experience including taste, freshness, cleanliness and packaging which will provide valuable insights for us to improve our products and services.

In FY2025, we retained an overall high level of customer satisfaction rating for QL Eggs and QL Mushroom products, with both brands maintaining 99% Fair to Excellent ratings.

We are committed to promptly addressing and resolving any customer feedback received on our products and services across various channels. In addition, we aim to continuously enhance our customer care through a more strategic and responsive approach, while also improving the accessibility of our feedback channels.



SUSTAINABILITY STATEMENT



Supply Chain (Social)

► Performance

52.1% proportion of spending on local suppliers

► Our Approach

Effectively managing ESG factors is critical to maintaining a sustainable and resilient supply chain. By integrating this principle, we not only support long-term business growth and value creation but also contribute positively to the environment and society. As such, QL is committed to implementing responsible supply chain practices that reduce environmental impact while promoting ethical and socially responsible supplier and procurement management.

► Strengthening Social Accountability Across Our Supply Chain

In alignment with our Supply Chain Policy, we have reinforced our commitment to managing ESG risks across our supply chain by revising the Code of Business Ethics for Suppliers and Business Associates. The updated code provides clearer expectations for social accountability, including human rights standards, fair labour practices, and workplace safety and health. Suppliers are encouraged to identify, monitor, and improve their social impact, prioritising the well-being and safety of their employees.

To ensure the code is effectively implemented, we introduced a self-assessment form designed to evaluate suppliers' social practices. This initiative was first rolled out to a group of identified high-risk suppliers, of which 80.8% met the social requirements outlined in the code.

► Prioritising Local procurement to Support National Economy

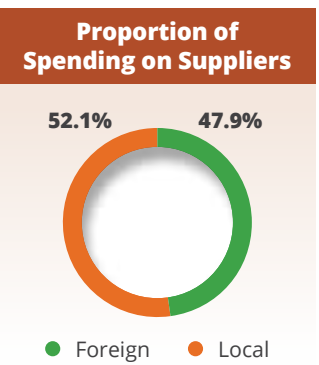
In addition to sustainable procurement practices, local sourcing remains a key component of QL's supply chain approach, supporting both operational efficiency and

positive economic impact. By prioritising local suppliers and materials where feasible and appropriate, we aim to strengthen the national economy while reducing our operational footprint.

As part of our ongoing commitment to local economic development, the company monitors the proportion of procurement

spend directed toward local suppliers. For reporting purposes, local procurement is defined as the purchase of goods, services, or works from suppliers transacting in Ringgit Malaysia.

In FY2025, over 50% of the company's total procurement spend was allocated to local suppliers. However, due to the unavailability of certain raw materials, particularly those used in animal feed, our ILF operations often need to source internationally to meet production demands and maintain a consistent supply chain.



SUSTAINABILITY STATEMENT



GOVERNANCE RESPONSIBILITY

Maintaining elevated levels of integrity, accountability, transparency, and fairness forms the foundation of exemplary corporate governance. Anchored in our core values, company policies, and Code of Business Ethics and Conduct, we consistently enhance and embed a culture of robust corporate governance practices. This fosters confidence and reinforces trust among our stakeholders, thereby facilitating shared value creation through the effective discharge of the Board's responsibilities in safeguarding interests of QL's stakeholders.



Our Targets

Material Matter	Target	FY25 Progress
AC	Zero proven bribery case	Zero case reported this year
IT	Zero substantiated incidents of data breach	Zero incident reported this year

Information on Corporate Governance and Risk Management material matters can be found in Corporate Governance Overview Statement and Statement on Risk Management and Internal Control of this Integrated Annual Report.

Anti-Corruption

► Performance

- 100% of operations assessed for risk related to corruption
- 5,344 suppliers signed QL's Suppliers and Business Associates Code of Business Ethics
- 100% of employees occupying higher risk roles completed an enhanced online training module on Anti-Corruption
- A total of 86.2% of employees in the Executive category and 78.0% of those in the Non-Executive category have received anti-corruption training
- Zero Violation of Anti-Bribery Policy

► Performance

We remain focused on aligning our business operations and relationships with our internal policies, as well as relevant laws and regulations. With a strong emphasis on integrity, we ensure that our core values and culture are communicated to both internal and external stakeholders, effectively managing third-party risks and strengthening business resilience.

SUSTAINABILITY STATEMENT

Promoting a Culture of Integrity and Anti-Corruption Awareness

Training sessions on the Anti-Bribery Policy were delivered across the Group to equip employees with a clear understanding of corruption and bribery in its various forms, and to ensure adherence to applicable laws and regulations. These initiatives support the cultivation of a workplace culture grounded in ethical behaviour and integrity.

Since the implementation of the Anti-Bribery Policy, all employees have successfully completed the initial training. The following data highlights the percentage of employees who participated in ongoing refresher training sessions, as well as the proportion of new employees who received a policy briefing during the reporting year.

During the reporting year, employees occupying higher risk roles such as senior management, procurement staff, and those engaging with public officials or third parties were identified. These employees were mandated to complete an enhanced online training module aimed at increasing their awareness of the specific risks inherent in their responsibilities. Notably, 100% of these employees successfully completed the designated training. Plans are currently underway for this group to undergo an additional round of training, which will cover further aspects of bribery and corruption.

As part of our ongoing efforts to strengthen employees’ ethical behaviour and integrity, QL has reinforced the importance of every employee understanding the role they play in combating corruption. This message was emphasised through the tagline “Together Against Corruption – Our Commitment to Integrity.” Additionally, a group-wide communication was issued in conjunction with International Anti-Corruption Day on 9 December 2024, serving as a reminder for all employees to remain vigilant against corruption.

Employees Trained on Anti-Corruption by Job Category (%)

Employees Occupying Higher Risk Roles
100

Executives and Above
86.2

Non-Executives
78.0

Innovation and Technology

IT

Performance

- Zero substantiated incidents of data breach

Our Approach

Innovation and technology play a vital role in securing QL’s long-term success, enabling us to stay relevant and adaptable in an ever-evolving market landscape. We remain committed to advancing our digital capabilities and fostering innovation, while maintaining strong safeguards for cybersecurity and data privacy to ensure responsible and secure progress.

Automation for Scalable and Sustainable Operations

To support sustainable growth, QL continues to invest in automation across our operations. We have deployed an Enterprise Resource Planning system to replace our legacy system, marking a key step toward improving cross-functional integration, enhancing data visibility, and streamlining business processes.

SUSTAINABILITY STATEMENT

In our ILF business pillar, the adoption of Easy Farm System (EFS) and Laboratory Information Management System (LIMS) has been implemented in stages. EFS has enhanced our farm management by enabling real-time tracking of livestock, feed, and environmental factors, which has resulted in more efficient planning and resources utilisation. Similarly, LIMS has improved the accuracy, traceability, and speed of laboratory processes, thereby reinforcing product quality assurance and regulatory compliance.

Advancing Operational Efficiency with Data and Technology

As data and technology increasingly shape the future of operations, QL is accelerating our focus on operational efficiency through initiatives like IoT integration, Big Data and AI, and advanced analytics with Power BI.

Our ILF business pillar is enhancing data-driven decision-making through IoT in our monitoring systems, which enable continuous and automated data collection. Using sensors, these systems track key conditions such as temperature, humidity, and air quality. The tracking assists in improving animal welfare, enabling early disease detection, and increasing operational efficiency through real-time insights.

Big Data and AI have transformed our retail operations by uncovering deeper insights into customer preferences and behaviours. These insights drive cross-functional improvements, particularly in product development and supply chain management. In product development, AI-powered analytics guide product development by identifying what core customers value, helping us innovate and refine SKUs to meet evolving consumer needs. In the supply chain, AI enables localised, demand-driven inventory decisions based on real-time sales data, thereby improving on-shelf availability, reducing waste, and enhancing customer experience.

Complementing this, QL utilises Power BI as a data analytics and visualisation platform to convert operational data into actionable insights. This empowers more strategic planning and responsive decision-making, while laying a robust digital foundation for future integration of advanced analytics across operations; and use AI to drive digital transformation journey.

Strengthening Cybersecurity to Safeguard Personal and Sensitive Data

Protecting personal and sensitive information is both a regulatory obligation and a core responsibility. In pursuit of this, QL has strengthened our cybersecurity posture through key measures that safeguard data, reduce risk, and promote a culture of security awareness.

To strengthen identity governance for high-risk accounts, QL has implemented privileged access management that enforces strict access controls and session monitoring for privileged accounts. This solution supports compliance with data protection regulations such as the Personal Data Protection Act.

QL has upgraded our email security for advanced protection against threats like phishing, malware, and data leaks. The upgrade ensures that emails are properly verified and come from trusted sources, while also helping prevent unauthorised changes. Additionally, our data loss prevention features help minimise the risk of accidental disclosures.

With the increasing use and reliance of digital technology, QL has taken proactive steps to mitigate risks from the start by continuously educating our employees on IT security awareness and incorporating cybersecurity training as part of our new employee onboarding programme. The objective of the training is for our employees to stay informed about new threats, foster a culture on how to secure and protect the company data from potential cyber threats.

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes	
Universal Standards				
GRI 2: General Disclosures 2021	2-1	Organisational details		
	2-1-a	Name of the organisation	QL Resources Berhad	
	2-1-b	Ownership and legal form	Corporate Structure, QL Corporate Website (www.ql.com.my)	
	2-1-c	Location of headquarters	Corporate Information	
	2-1-d	Location of operations	Principal Activities	
	2-2	Entities included in the organisation's sustainability reporting		
	2-2-a	Entities in sustainability reporting	Reporting Scope and Period	
	2-2-b	Entities included in the consolidated financial statements	Corporate Structure, QL Corporate Website (www.ql.com.my)	
	2-3	Reporting period, frequency and contact point		
	2-3-a	Reporting period and frequency of sustainability reporting	1 April 2024 – 31 March 2025 (Annual)	
	2-3-b	Publication date of the report	29 August 2025	
	2-3-c	Contact point of the report	Feedback	
	2-4	Restatements of information	Key Performance Indicators Table	
	2-5	External assurance	QL has not sought external assurance on the data presented in this statement. QL intends to seek external assurance in the future.	
	2-6	Activities, value chain and other business relationships	Principal Activities Chairman's Statement Business Review	
	2-7	Employees	Talent Management	
	2-8	Workers who are not employees	Talent Management	
	Governance			
	2-9	Governance structure and composition	Key Senior Management Sustainability Governance	
	2-10	Nomination and selection of the highest governance body	Corporate Governance Overview Statement	
2-11	Chair of the highest governance body	Chairman of the Board of Directors		
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement Statement on Risk Management and Internal Control		
2-13	Delegation of responsibility for managing impacts	Corporate Governance Overview Statement		
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance		
2-15	Conflicts of interest	Leadership & Governance		

SUSTAINABILITY STATEMENT

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes
Universal Standards			
GRI 2: General Disclosures 2021	Governance		
	2-16	Communication of critical concerns	Statement on Risk Management and Internal Control
	2-17	Collective knowledge of the highest governance body	Corporate Governance Overview Statement
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement
	2-19	Remuneration policies	Corporate Governance, Corporate Website (www.ql.com.my)
	2-20	Process to determine remuneration	Corporate Governance Overview Statement
	2-21	Annual total compensation ratio	Talent Management
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	Chairman's Statement Management Discussion and Analysis
	2-23	Policy commitments	Governance Responsibility
	2-24	Embedding policy commitments	Corporate Governance Overview Statement
	2-25	Processes to remediate negative impacts	Social Responsibility: Grievance Mechanism for Addressing Business Related Human Rights and Labour Standards Violations
	2-26	Mechanisms for seeking advice and raising concerns	Labour Standards Corporate Governance Overview Statement
	2-27	Compliance with laws and regulations	Corporate Governance Overview Statement
	2-28	Membership associations	Stakeholder Engagement
	Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	Stakeholder Engagement
	2-30	Collective bargaining agreements	QL does not have collective bargaining in place.
GRI 3: Material Topics 2021	Material Topics		
	3-1	Process to determine material topics	Materiality Assessment
	3-2	List of material topics	Materiality Assessment Materiality Boundary

SUSTAINABILITY STATEMENT

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes	
Topic Specific Standards				
Anti-Corruption				
GRI 205: Anti-corruption 2016	3-3	Management of material topics	Anti-Corruption	
	205-1	Operations assessed for risks related to corruption		
	205-2	Communication and training about anti-corruption policies and procedures		
	205-3	Confirmed incidents of corruption and actions taken		
Innovation and Technology				
GRI 3: Material Topics 2021	3-3	Management of material topics	Innovation and Technology	
GRI 418: Customer Privacy (2016)	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		
Climate Change				
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Change	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation		
	302-3	Energy intensity		
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions		
	305-2	Energy indirect (Scope 2) GHG emissions		
	305-3	Other indirect (Scope 3) GHG emissions		
	305-4	GHG emissions intensity		
	305-5	Reduction of GHG emissions		
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change		QL intends to report in the future.
Water Security				
GRI 3: Material Topics 2021	3-3	Management of material topics	Water Security	
GRI 303: Water and Effluents 2018	301-1	Interactions with water as a shared resource		
	301-2	Management of water discharge-related impacts		
	303-3	Water withdrawal		

SUSTAINABILITY STATEMENT

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes
Topic Specific Standards			
Pollution and Resources			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pollution & Resources
GRI 303: Water and Effluents 2018	303-4	Water discharge	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	
	306-4	Waste diverted from disposal	
	306-5	Waste directed to disposal	
Biodiversity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Biodiversity
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	
Supply Chain (Environment)			
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain (Environment)
NA	NA	Performance measure based on QL specific performance indicator	
Occupational Safety & Health			
GRI 3: Material Topics 2021	3-3	Management of material topics	Occupational Safety & Health
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	
	403-5	Worker training on occupational health and safety	
	403-9	Work-related injuries	

SUSTAINABILITY STATEMENT

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes
Topic Specific Standards			
Talent Management			
GRI 3: Material Topics 2021	3-3	Management of material topics	Talent Management
GRI 401: Employment	401-1	New employee hires and employee turnover	
	401-3	Parental leave	
GRI 404: Training and Education	404-1	Average hours of training per year per employee	
	404-3	Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	
	405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	
Labour Standards			
GRI 3: Material Topics 2021	3-3	Management of material topics	Labour Standards
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Measures taken by the organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining	
Community Contributions			
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Contributions
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	

SUSTAINABILITY STATEMENT

GRI Standards 2021	Disclosure Number	Disclosure Title	Section and Page Reference/Notes
Topic Specific Standards			
Customer Responsibility			
GRI 3: Material Topics 2021	3-3	Management of material topics	Customer Responsibility
NA	NA	Performance measure based on QL specific performance indicator	
Supply Chain (Social)			
GRI 3: Material Topics 2021	3-3	Management of material topics	Supply Chain (Social)
GRI 204: Procurement Practices (2016)	204-1	Proportion of spending on local suppliers	

SUSTAINABILITY STATEMENT

BURSA MALAYSIA'S COMMON INDICATORS

Indicator	Measurement Unit	2024	2025
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	600,474.11	602,630.78
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	36,106.14	38,628.72
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	117,538.53	126,222.11
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	22,297.94
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	3,085.930000	3,602.980000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	212,400.83	209,444.72
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	202,482.89	198,031.17
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	9,918.13	11,413.55
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.20	0.20
Management Between 30-50	Percentage	3.20	3.50
Management Above 50	Percentage	0.70	0.80
Executive Under 30	Percentage	3.70	4.00
Executive Between 30-50	Percentage	5.70	6.10
Executive Above 50	Percentage	0.40	0.30
Non-executive Under 30	Percentage	49.40	45.90
Non-executive Between 30-50	Percentage	32.70	35.20
Non-executive Above 50	Percentage	4.00	4.00
Gender Group by Employee Category			
Management Male	Percentage	2.20	2.30
Management Female	Percentage	2.00	2.10
Executive Male	Percentage	4.80	5.30
Executive Female	Percentage	5.00	5.20
Non-executive Male	Percentage	53.00	54.00
Non-executive Female	Percentage	33.00	31.10
Bursa C3(b) Percentage of directors by gender and age group			
Male			
Male	Percentage	63.60	70.00
Female			
Female	Percentage	36.40	30.00
Under 50			
Under 50	Percentage	18.20	10.00
Between 50-59			
Between 50-59	Percentage	9.10	20.00
Between 60-69			
Between 60-69	Percentage	54.50	50.00
Above 70			
Above 70	Percentage	18.20	20.00

Internal assuranceExternal assuranceNo assurance(*)Restated

SUSTAINABILITY STATEMENT

Indicator	Measurement Unit	2024	2025
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	11,276	13,862
Executive	Hours	24,981	24,213
Non-executive	Hours	174,646	190,714
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	37.20	36.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	304	58
Executive	Number	270	235
Non-executive	Number	4,588	5,056
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	1	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	4.09	3.14
Bursa C5(c) Number of employees trained on health and safety standards	Number	3,480	4,250
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	939,546.00	1,958,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	11,832	16,839
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	51.50	52.10
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Executive and Above	Percentage	82.90	86.20
Non-executive	Percentage	80.20	78.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.0	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0

Internal assuranceExternal assuranceNo assurance(*)Restated

KEY PERFORMANCE INDICATORS

For a detailed overview of our sustainability performance data across different business pillars, we have made available a comprehensive data table online. This table includes key performance indicators covering Environmental, Social and Governance Responsibilities. The table can be viewed directly by visiting https://ql.com.my/wp-content/uploads/2025/07/QL-IAR2025_Performance-Data-Table.pdf or by scanning the QR code provided.



SUSTAINABILITY STATEMENT

TCFD DISCLOSURES

Board's Oversight



The Board of Directors oversees climate-related matters and provides strategic guidance through the endorsement of the Group's Climate Change Policy and key climate-related initiatives.

In FY2025, the management team, through the SRW and SSC, initiated Project IFRS S2 i.e. a structured climate risk assessment process aligned to TCFD Framework and IFRS S2 Standard. This included a series of business pillar-specific workshops designed to identify and deliberate on climate-related risks and opportunities across QL's operations.

Strategy

With deeper understanding of the potential impacts of climate change on our operations and value chain, QL continues to develop strategies that support the Group's transition toward a low-carbon, climate-resilient future.

As the Group carries out the climate risk assessment, business pillars are learning about the potential physical as well as transition risks and opportunities. The sources of climate related information include World Bank's Climate Change Knowledge Portal, WRI's climate and water risk tools, and NAHRIM's climate projections.

During the first phase of Project IFRS S2, Management conducted qualitative assessment to derive the following:

Climate related Risks and Opportunities			Time Horizon
Physical Risk	Chronic	Extreme Precipitation is identified as a risk that could affect some locations of operations.	Short to Long Term
		Some locations may be affected by Water Stress.	
		Some of the costal areas are expecting Sea Level Rise.	
	Acute	Some locations of operations are anticipating exposure to Urban Flood, Coastal Flood, River Flood, Wildfire and Extreme Heat.	Short to Long Term

SUSTAINABILITY STATEMENT

Strategy (continued)

Climate related Risks and Opportunities

			Time Horizon
Transition Risk	Policy & Legal	Climate related regulatory requirements are expected to evolve e.g. on emissions-related tax, circular economy, waste management/pollution control, plastic usage and requirements for certification and standards. This may bring about higher regulatory scrutiny and could result in higher compliance cost.	Short to Long Term
	Market	Customer preferences may change in accordance with their increased awareness on climate change. These potential changes are monitored closely to ensure that the products and services delivered by the Group continue to meet market demands.	Short Term
	Technology	Availability of low carbon technology related to our business nature could be limited. In addition, the cost of adopting some of these low carbon technologies could be high.	Short to Long Term
Opportunities	Resource Efficiency	QL sees adopting circular economy principles as an opportunity. This is demonstrated through implementation of chicken manure composting for use as fertiliser.	Short Term
	Energy Source	Where possible, energy saving systems are explored for usage and renewable sources of energy are used where feasible. QL continues to maximise solar power installation within the regulatory provision.	Short Term
	Products & Services	There is a limited market for sustainable product which could be an opportunity for exploration. For instance, sustainable certification could be obtained to meet the need of certain oversea market.	Short Term
	Markets		

The second phase of Project IFRS S2 will be conducted in a more comprehensive manner to assess climate-related financial impacts through scenario analysis and financial modelling. The assessment will be data-driven and the response to the identified risks will take into consideration of long-term business resilience.

Risk Management

QL practices the Enterprise Risk Management ("ERM") framework as a broader risk governance for long term business resilience. The aforementioned risks and opportunities were identified through process that is aligned with the ERM Framework.

QL monitors the relevance of our transition and physical climate risks by keeping abreast with emerging climate science, evolving regulatory landscapes and shifts in business strategy. This ongoing review process ensures that QL proactively addresses the evolving climate related risk to mitigate potential impacts and diligently capitalises on the opportunities in a timely manner.

The respective Entities are addressing risks on the day to day basis and as illustrated in the Statement on Risk Management and Internal Controls (at page 116), status of the risk is reported upward for monitoring and review by Business Pillar Risk Units, Risk Management Unit and the Risk Management Committee.

Metrics and Targets

Climate-related performance targets are formulated at the Group level and systematically cascaded across QL's diverse portfolio of business segments. Each subsidiary is responsible for tracking and reporting environmental data, which is compiled in the environmental section of disclosures in this report.

- Energy consumption (refer to pg 41)
- Greenhouse gas (GHG) emissions (Scope 1, Scope 2, and Scope 3) (refer to pg 42)
- Water consumption (refer to pg 43)
- Waste generation (refer to pg 43-44)

SUSTAINABILITY STATEMENT

INTERNAL AUDIT LIMITED ASSURANCE STATEMENT

Based on our review, nothing has come to our attention that would lead us to believe that the 20 common indicators included in the Sustainability Statement 2025, is not represented, in all material respects, in a fairly accurate manner.

Listed below are the selected information in the Sustainability Statement 2025 that had been subjected to internal review by the Group Internal Audit Department.

Matters	Common Indicators	Ref	UOM	Final Outcome
Anti-corruption	Corruption-related risks assessment	C1(b)	% of operations	100%
	Corruption incidents	C1(c)	No. of incidents	Nil
Community/ Society	Investment in the community	C2(a)^	RM	RM1,958,000
	Beneficiaries of the investment	C2(b)^	No. of beneficiaries	16,839
Diversity	Employees' diversity by gender and age group	C3(a)	% of employees	Gender group
				<u>Management</u>
				Male 2.3%
				Female 2.1%
				<u>Executive</u>
				Male 5.3%
				Female 5.2%
				<u>Non-Executive</u>
				Male 54.0%
				Female 31.1%
				Age group
				<u>Management</u>
				Under 30 0.2%
				30 to 50 3.5%
				Over 50 0.8%
				<u>Executive</u>
				Under 30 4.0%
				30 to 50 6.1%
				Over 50 0.3%
				<u>Non-Executive</u>
				Under 30 45.9%
				30 to 50 35.2%
				Over 50 4.0%
Diversity	Directors' diversity by gender and age group	C3(b)	% of directors	Gender group
				Male 70%
				Female 30%
				Age group
				Below 50 10%
				50 to 59 20%
				60 to 69 50%
				70 & Above 20%

SUSTAINABILITY STATEMENT

Matters	Common Indicators	Ref	UOM	Final Outcome
Energy Management	Energy consumption	C4(a)	Megawatt	602,630.78 MWH
Health & Safety	Number of work-related fatalities	C5(a)	No. of fatalities	Nil
	Lost time incidents	C5(b)	Frequency rate	3.14 per million hours
	Health & safety training	C5(c)	No. of employees	4,250 Employees
Labour Practices & Standards	Employee training hours	C6(a)	No. of hours	Management 13,862
				Executive 24,213
				Non-Executive 190,714
	Contract/temporary employees	C6(b)	% of employees	36%
	Employee turnover	C6(c)	No. of employee	Management 58
				Executive 235
				Non-Executive 5,056
	Human rights violations	C6(d)	No. of complaints	Nil
Supply Chain Management	Spending on local suppliers	C7(a)	% of spending	52.1%
Data Privacy & Security	Breaches of customer privacy and losses of customer data	C8(a)	No. of complaints	Nil
Waste Management	Waste management	C10(a)	MT	Total waste 209,444.72 MT From disposal 198,031.17 MT To disposal 11,413.55 MT
Emissions Management	Scope 1 emissions	C11(a)	tCO ₂ e	38,628.72 tCO ₂ e
	Scope 2 emissions	C11(b)	tCO ₂ e	126,222.11 tCO ₂ e
	Scope 3 emissions*	C11(c)	tCO ₂ e	22,297.94 tCO ₂ e

^ These 2 common indicators represent the data collected for QL Group (which correspond to previous year data)
* Comprise only employee commuting and business travel

Procedures Adopted

The review procedures applied primarily comprises process evaluation, documentary reviews & sampling test on data. Internal auditors selected samples of the 20 common indicators to:

- Assess the adequacy of procedures pertaining to the data collection, submission and consolidation as well as the internal controls therein.
- Review appropriateness of formulas & also accuracy of the mathematical calculation that derived the concluded common indicators to be reported in the Sustainability Statement 2025.

The outcome of the above review had been tabled as a report to the Audit Committee for their review and approval.

Scope of Work and Limitation

- The review on the 20 common indicators covers only data collected for one (1) financial year i.e. financial year ended 31 March 2025. The review does not carry out any procedure with respect to earlier periods.
- The review does not carry out any procedure with respect to any other elements included in the Sustainability Statement 2025 and, therefore, does not express any opinion thereon.
- The review does not examine any of the underlying financial information, analysis, commentary, opinion, commitment and future plans expressed in the Sustainability Statement.
- The review involved performance of limited substantive testing on a sampling basis by inspecting documents, reports, data capture forms and invoices.

Group Internal Audit Department
1 July 2025