Sustainability Statement

MNRB Holdings Berhad is honoured to present our FY2026 Sustainability Statement ("Statement"). This Statement provides a transparent account of the Group's performance and ongoing efforts in accordance with our sustainability commitments and the Group's vision of "We Protect Everyone".

ABOUT THIS STATEMENT

REPORTING SCOPE AND BOUNDARY

This Statement covers sustainability performance and progress of MNRB Holdings Berhad and all its subsidiaries - Malaysian Reinsurance Berhad ("Malaysian Re"), Takaful IKHLAS Family Berhad ("Takaful IKHLAS Family"), and Takaful IKHLAS General Berhad ("Takaful IKHLAS General"), across fourteen (14) branches and premises, as well as business and operating activities in Malaysia (collectively referred to as the "MNRB Group" or "the Group" or "we" or "our"). It covers the reporting period from 1 April 2025 to 31 March 2026, or Financial Year Ended 31 March 2026 ("FY2026"), unless specified otherwise.

Additional information for this reporting cycle can be found in the Performance Data table page 96 to 107.

ASSURANCE STATEMENT

This Statement has been reviewed through the Group's established governance and oversight processes and has not been subjected to external assurance for the current reporting period. In lieu of external assurance, the Group Internal Audit conducted a review over the accuracy of the data relating to the Group's Sustainability Material Matters ("SMMs") reported in the Statement against the underlying source records, as part of the Group's overall control and governance framework.

As part of our continuous improvement efforts, the Group intends to progressively adopt external assurance, aligned with the phased implementation of Malaysia's National Sustainability Reporting Framework ("NSRF") and International Sustainability Standards Board ("ISSB") reporting requirements.

ALIGNMENT WITH SUSTAINABILITY REPORTING STANDARDS FRAMEWORKS AND GUIDELINES

This Statement has been prepared in compliance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and also aligns to international standards, frameworks and guidelines as follows:

In alignment to:

FTSE4Good

FTSE4Good Bursa Malaysia Sustainability Index ("F4GBM")

PSI Principles for Sustainable Insurance

United Nations Environment Programme Finance Initiative Principles of Sustainable Insurance ("UNEP PSI")

VBIT

Malaysian Takaful Association's ("MTA")'s Value-Based Intermediation for Takaful ("VBIT") Framework

BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

BNM's Value-based Intermediation Financing and Investment Impact Assessment Framework ("VBIF")

In accordance with:

BURSA MALAYSIA

Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)

With reference to:

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Task Force on Climate-related Financial Disclosures ("TCFD")

IFRS Sustainability

National Sustainability Reporting Framework ("NSRF") and International Sustainability Standards Board ("ISSB")

In contribution and support of:

SUSTAINABLE DEVELOPMENT GOALS ACTION CAMPAIGN

United Nations Sustainable Development Goals ("SDGs")

Point of Contact and Accessibility

MNRB Group welcomes all questions, inquiries or feedback regarding the contents of this statement as they play a crucial role in continuously improving our disclosure.

Please reach out via the following contact:

MNRB Group Sustainability Management Department
sustainability@mnrb.com.my

The Sustainability Statements are also available on our corporate website: https://www.mnrb.com.my/sustainability.



MESSAGE FROM THE GROUP CHIEF STRATEGY OFFICER & CHAIRMAN OF SUSTAINABILITY WORKING GROUP

Ekmarrudy Othman

Dear Stakeholders,

At MNRB, sustainability is the standard by which we measure the integrity of how we protect, invest, and operate. It is embedded in the governance decisions we make, the risks we accept, the capital we deploy, and the communities we serve.

As we navigate a more demanding regulatory, disclosure and climate landscape in FY2026, this commitment does not waver - *it sharpens*.

At MNRB, sustainability is the lens through which we understand risk, create long-term value, and fulfil our responsibility to the communities and institutions that depend on a resilient financial system. As we step into FY2026, our commitment remains shaped by a strategic reading of the environment in which we operate.

Globally, geoeconomic fragmentation, evolving trade dynamics, and the continued repricing of climate-related risks are reshaping capital markets and underwriting discipline. Domestically, Malaysia's economy demonstrated resilience, expanding by 5.2% in 2025[1] and surpassing earlier forecasts of 4.0% to 4.8%, driven by strong domestic demand and accelerating investment activity. The ringgit also strengthened against the US dollar, reflecting improved market confidence in the country[2].

NAVIGATING COMPLEX LANDSCAPE WHILE STRENGTHENING RESILIENCE

Notwithstanding positive developments, structural protection gaps remain. Insurance and takaful penetration stands at 4.4% of GDP[3], below Bank Negara Malaysia's (BNM) target of approximately 5% by 2026 under the Financial Inclusion Framework 2023–2026[4]. At the individual level, only 42% of Malaysian adults hold at least one life insurance or family takaful certificate[5].



In addition, a significant proportion of small and medium enterprises ("SMEs") remains underinsured, with only 15% of SMEs that have adequate insurance or takaful coverage[6], leaving many businesses exposed to financial disruption. More than half of Malaysian households also remain without protection against fire and natural disasters[7], risks that are becoming increasingly prevalent in the country.

These protection gaps are central to MNRB's role as a reinsurer and takaful operator. They define where our capabilities can contribute most meaningfully to strengthening financial resilience and closing protection gaps in the economy.

1. https://www.bnm.gov.my/-/qb25q4_en_pr
2. https://www.bernama.com/en/news.php?id=2505143
3. https://www.insurancebusinessmag.com/asia/news/marine/malaysia-general-insurance-set-for-growth-amid-market-shifts-536349.aspx
4. https://www.bnm.gov.my/publications/fsb3
5. https://www.pwc.com/my/en/assets/publications/2023/20230416-revolutionising-financial-inclusion-through-digital-insurance-and-takaful.pdf
6. https://www.pwc.com/my/en/assets/publications/2023/20230416-revolutionising-financial-inclusion-through-digital-insurance-and-takaful.pdf
7. https://www.eco-business.com/opinion/is-malaysia-heading-towards-an-uninsurability-crisis/

SUSTAINABILITY @ MNRB

MNRB Group's sustainability journey is anchored by an enduring intent to act as a steward of resilience - for our organisation, our stakeholders, and the broader society we serve.

OUR SUSTAINABILITY ASPIRATIONS

MNRB Group strives to be a responsible and caring corporate citizen, creating long-term value while contributing to the resilience of the environment, society, and the communities we serve. We remain committed to balancing financial performance with broader environmental and social outcomes, while upholding high standards of ethical conduct and fostering trusted stakeholder relationships.

As a group operating within the (re)insurance and (re) takaful industry, we recognise our inherent role in enabling resilience. Through risk transfer, protection, and recovery solutions, the industry plays a critical function in supporting individuals, businesses, and economies in managing economic, environmental, and societal shocks. This positions MNRB to contribute meaningfully to sustainable development and financial resilience.



OUR SUSTAINABILITY VALUE INTENT (SVI)

MNRB Group's sustainability journey is anchored by an enduring intent to act as a steward of resilience - for our organisation, our stakeholders, and the broader society we serve. This intent is encapsulated in our Sustainability Value Intent ("SVI"): ***Enabling a Resilient Tomorrow through Strategic Sustainability Stewardship.***

The SVI positions sustainability not as a compliance obligation, but as a strategic enabler of enterprise-wide resilience, long-term value creation, and stakeholder trust. It reflects our recognition that our role extends beyond risk transfer; we are an active participant in the financial, environmental, and social fabric of the economy. This approach is also consistent with the enduring principles of Maqasid Shariah, which emphasise the preservation of faith, life, intellect, lineage, and wealth, and resonates with our broader sustainability objectives of resilience, protection, and inclusive value creation.

At the Group level, this stewardship role is expressed through four interconnected focus areas:

01 **Strategic governance and oversight** embedding sustainability into Board and executive decision-making, enterprise risk management, and capital allocation.

02 **Policy and operational enablement** establishing Group-wide policies, standards, and frameworks to ensure consistent and effective implementation across entities.

03 **Capability-building** equipping entities with guidance and tools aligned with regulatory expectations and long-term resilience objectives; *and*

04 **Market and societal impact** supporting initiatives that enhance protection, inclusion, and resilience for people, communities, and the environment.

Together, these focus areas translate our SVI into structured and measurable action across the Group, ensuring alignment between strategic intent and operational execution.

CLIMATE TRANSITION COMMITMENT

In response to increasing frequency and severity of climate-related events as well as the growing urgency of the transition to low-carbon economy, we continue to strengthen the resilience of our business and investments. This is reflected in our long-term decarbonisation ambition: Net Zero Carbon Enterprise by 2030, Net Zero Carbon Investment Portfolio by 2050, and Net Zero Carbon Business Portfolio by 2050.

These commitments guide our ongoing efforts to integrate climate considerations into investment decision-making, underwriting activities and enterprise risk management, forming an integral part of our broader transition strategy.

SOCIAL PURPOSE AND FINANCIAL INCLUSION

Alongside our environmental commitments, we remain firmly anchored in our social purpose. Through our Value-Based Intermediation for Takaful (“VBIT”) aligned strategy, we continue to serve underserved B40 and M40 segments and support Bank Negara Malaysia’s financial inclusion agenda.

Our community investments under the IKHLAS Barakah House initiative are directed towards measurable outcomes aligned with national priorities and the Sustainable Development Goals (“SDGs”), reinforcing our commitment to delivering tangible and inclusive social impact.

SUSTAINABILITY LEADERSHIP

The Group continues to strengthen its sustainability leadership through continuous learning, structured capability building, and active participation in industry platforms. These efforts reinforce our ability to respond effectively to evolving sustainability expectations and regulatory developments.

Leadership Development

Throughout the year, we enhanced sustainability training programmes for the Board*, Senior Management, and relevant employees to strengthen understanding of climate risk, sustainability disclosure requirements, and global developments. These programmes ensure leadership readiness to guide the Group’s sustainability agenda in a rapidly evolving landscape.

** Details of the sustainability-related training attended by the Board of Directors are available in MNRB's Corporate Governance Report for FYE2026, submitted to Bursa Malaysia Securities Berhad.*

SUSTAINABILITY @ MNRB

Sustainability-linked Performance Management

We continue to embed sustainability into Group performance management through a Sustainability Corporate Key Performance Indicator ("KPI") cascaded across subsidiaries. This KPI serves as an initial foundation for aligning business objectives with sustainability priorities. As our understanding of climate-related risks and opportunities deepens, we aim to progressively refine our performance framework to incorporate more targeted climate-linked indicators and incentives.

Industry Engagement and Advocacy

The Group remains actively represented in key sustainability platforms, including Bursa Malaysia's Public Listed Companies Transformation ("PLCT") Programme, MTA Working Groups, and multiple subcommittees under the Joint Committee on Climate Change ("JC3").

During the year, we contributed to industry discussions on the application of Bank Negara Malaysia's Climate Change and Principle-based Taxonomy ("CCPT") to takaful and insurance underwriting, as well as providing inputs for the development of the insurance and takaful operators' guidance document under the National Sustainability Reporting Framework ("NSRF"). This participation reflects our continued commitment to supporting practical and inclusive pathways for climate-aligned industry transition.

Market Services

The Group continues to advance its sustainability commitment through structured capacity-building initiatives led by the Market Training Department under the Market Services Division at Malaysian Re. Technical training programmes delivered to clients and business partners incorporate ESG and climate-related considerations, supporting the development of sustainability competencies across the insurance and takaful sector. These efforts contribute to strengthening industry readiness in managing sustainability risks and opportunities, in line with evolving regulatory and reporting expectations.

During the reporting period, Malaysian Re delivered the Programme for Insurance Executives Development ("PIED") 2025, centred on the theme of "Renewable Energy." The programme covered key concepts, risk exposures, and insurance implications associated with renewable energy projects, including focused discussions on Commercial General Liability ("CGL") and Professional Indemnity ("PI").



This supports participants' understanding of emerging risk profiles and the role of insurance in facilitating the transition to a low-carbon economy through effective risk management and risk transfer solutions.

Participants' feedback was positive, highlighting the relevance and practical applicability of the programme. The integration of sustainability considerations extended beyond awareness, equipping participants with technical knowledge to support informed decision-making and responsible underwriting practices. This demonstrates the Group's ongoing efforts to integrate sustainability into talent development and industry engagement, contributing to enhanced resilience, improved risk management practices, and the advancement of sustainable growth across the sector.

GOVERNANCE AND CONTINUOUS EVOLUTION

Strong governance remains the foundation of our sustainability approach, ensuring that our sustainability aspirations are translated into disciplined execution across the Group. Accordingly, we continue to strengthen oversight, accountability, and transparency across our sustainability framework, in line with stakeholder expectations, evolving regulatory expectations, and emerging sustainability risks and opportunities.

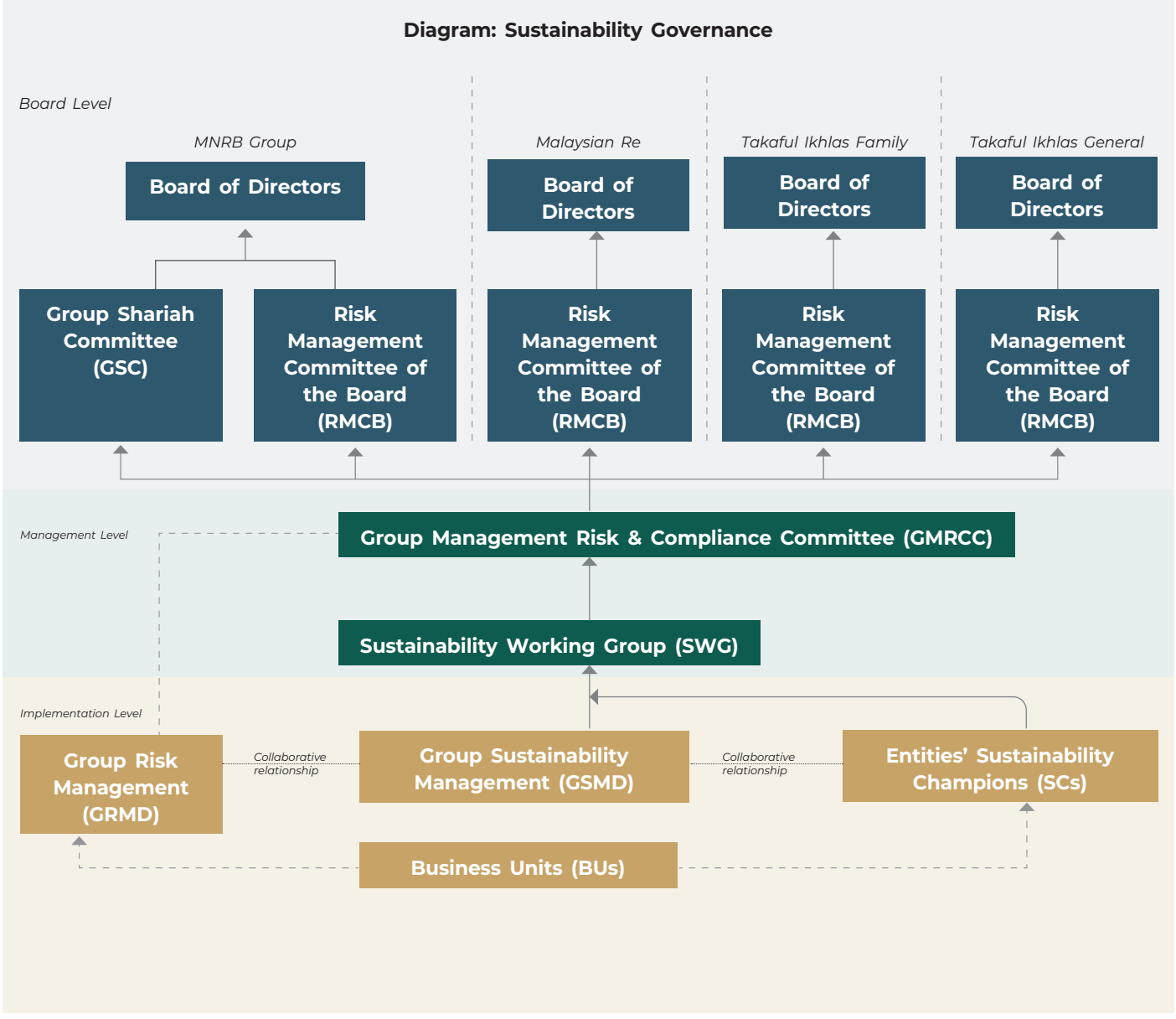
The delivery and oversight of this sustainability agenda is anchored within a structured governance framework spanning the Board, Board-level committees, management committees, and dedicated sustainability supporting functions across the Group. We continue to periodically review and enhance this governance framework to ensure continued relevance and support timely and effective oversight of sustainability-related matters.

SUSTAINABILITY GOVERNANCE

During the reporting period, MNRB Group continued to uphold robust sustainability governance standards through a comprehensive governance framework. This framework includes the Board of Directors ("the Board"), Senior Managements, Sustainability Champions, and the respective business units, which comprise multifunctional experts from various departments across all operating entities.

The Group's sustainability strategy and performance are monitored by the Board and are further supported by key committees including the Risk Management Committee of the Board ("RMCB"), Group Shariah Committee ("GSC"), Group Management for Risk and Compliance Committee ("GMRCC") and the Sustainability Working Group ("SWG").

Diagram: Sustainability Governance



SUSTAINABILITY GOVERNANCE

GOVERNANCE BODIES

Board of Directors

The Board is responsible for overseeing MNRB's overall operations and ensuring alignment with stakeholder interests. This includes compliance with all relevant laws and regulations, such as the Malaysian Code on Corporate Governance ("MCCG"), the Main Market Listing Requirements ("MMLR"), and the BNM Policy Document on Corporate Governance ("PD CG") and the BNM Policy Document on Responsibility Mapping ("PD RM").

In addition to its core responsibilities, the Board provides oversight of sustainability matters and climate-related risks. It approves key sustainability directions and monitors progress, supported by ongoing capacity building through periodic programmes on emerging sustainability and climate-related developments.

The Board's effectiveness in overseeing sustainability risks and opportunities, including climate-related risks, is periodically assessed through the Board Effectiveness Evaluation ("BEE"), which supports continuous governance enhancement.

Group Shariah Committee ("GSC")

The GSC oversees Shariah-related strategies delegated by the Board. This includes ensuring that sustainability initiatives are aligned with Maqasid Shariah and Value-Based Intermediation ("VBI") principles and supervising the Shariah-related components of the Group's sustainability agenda.



Risk Management Committee of the Board ("RMCB")

The RMCB is a Board-level committee that meets at least quarterly and provides oversight of risk, compliance, and business continuity matters, including sustainability and climate-related risks. Sustainability is a standing agenda item, covering updates on the Group's Sustainability Roadmap, GHG assessment, and finalisation of the Sustainability Statement, all of which are ultimately endorsed by the Board.

The RMCB works closely with the Group Management Risk & Compliance Committee ("GMRCC") to ensure the Group's risk appetite, policy implementation, and internal controls support long-term resilience and sustainable value creation.

Group Management Risk & Compliance Committee ("GMRCC")

The GMRCC supports the RMCB in managing risk and compliance matters across the Group, including sustainability and climate-related risks. It holds at minimum four (4) meetings in a year and ensures risk-taking activities remain within defined sustainability risk appetites. The GMRCC supports both the Group Management Committee ("GMC") and main operating subsidiaries Senior Management Committees ("SMC") in implementing sustainability risk management frameworks aligned with Board-approved limits and governance expectations.

Sustainability Working Group ("SWG")

Chaired by the Group Chief Strategy Officer ("GCSO"), the SWG drives implementation of the Group's sustainability agenda and monitors performance, regulatory compliance, internal coordination, and oversight of the Group Sustainability Fund ("GSF"). The SWG reports regularly to the GMRCC and Board-level committees and is supported by representatives from Malaysian Re, Takaful IKHLAS Family, and Takaful IKHLAS General.



Group Risk Management Department ("GRMD")

Under the stewardship of the Group Chief Risk Officer and operating entities' Heads of Risk Management, GRMD plays a key role in driving climate-related initiatives and ensuring alignment with regulatory expectations.

GRMD monitors key risk areas including establishing indicators, and reports to the GMRCC, supporting the Group's resilience against sustainability-related risks that may impact financial and operational performance.

Group Sustainability Management Department ("GSMD")

GSMD serves as the central coordination function for sustainability at MNRB Group. It leads the development and implementation of the Group's Sustainability Roadmap and supports integration of sustainability across business functions.

In FY2026, GSMD conducted a sustainability strategy review through structured bottom-up engagements and workshops, enabling stronger entity-level alignment and co-development of entity-specific Sustainability Frameworks and Roadmaps grounded in operational realities, risk profiles, and business priorities.

GSMD continues to strengthen sustainability capability through capacity building, stakeholder engagement, and governance oversight, ensuring regulatory compliance and alignment with global best practices. This has enhanced internal capability, cross-functional alignment, and reinforced management accountability across the Group.

Sustainability Champions ("SCs")

Sustainability Champions from Malaysian Re, Takaful IKHLAS Family, and Takaful IKHLAS General play a key role in supporting implementation of the Group's Sustainability Roadmap and related initiatives. As permanent invitees to the SWG, they act as liaisons between Group-level strategy and entity-level execution.

They support progress reporting, data collection, awareness building, and internal knowledge sharing, ensuring consistent execution of sustainability initiatives across the Group.

Additional Note:

The Board approved an enhanced sustainability governance structure in February 2026, effective 1 April 2026. Accordingly, this Sustainability Statement for FY2026 has been prepared, reviewed, and finalised in consideration of the enhanced governance arrangements to ensure continuity and alignment with the Group's strengthened sustainability oversight framework.

SUSTAINABILITY GOVERNANCE



Sustainability-related Policies

Group Sustainability Policy

The Policy defines MNRB's overarching approach to sustainability, setting out governance structures and embedding sustainability across strategy, risk management, operations, disclosures, and the full value chain, including underwriting, investments, suppliers, intermediaries, and client engagement.

Group Sustainability Disclosure Policy

The Policy establishes principles and requirements for sustainability disclosures, ensuring compliance with regulatory requirements and supporting transparency, consistency, and data quality. It provides a structured framework for communicating across Economic, Environmental, Social and Governance ("EESG") performance and initiatives aligned with Maqasid Shariah principles.

Group Procurement Policy

The Policy governs the procurement of goods and services across the Group, ensuring a centralised, structured, and transparent process for all entities. It serves as the primary guideline for promoting efficiency, value for money, and compliance with relevant laws and industry standards, while fostering trust-based supplier relationships that safeguard the Group's interests. The Policy also supports the integration of sustainability considerations into procurement management and oversight, reinforcing responsible sourcing practices across the Group's value chain.

Group Labour Rights Policy

The Policy sets out the Group's commitment to fair, safe, and dignified working conditions, aligned with applicable laws, International Labour Organisation ("ILO") principles, and the United Nations Global Compact ("UNGC"). The Group maintains a total compensation structure above statutory minimum wage requirements, reflecting its commitment to workforce resilience and social sustainability.

Group Sustainability Risk Management Framework

The Framework complements the Group sustainability commitments by integrating risk considerations into the Group's broader sustainability objectives. It enables proactive, assessment, and mitigation of potential risks that may impact environmental, social, and governance practices, aligning with regulatory requirements. By promoting a culture of continuous improvement, supporting effective decision-making, and facilitating transparent reporting and disclosure, the Framework ensures that sustainability objectives are pursued in a risk-conscious manner, enhancing the organisation's resilience and long-term sustainability.

SUSTAINABILITY HIGHLIGHTS

RECOGNITION & AWARDS

MNRB continued to receive recognition at both industry and national levels during the year, reflecting sustained progress in governance practices, disclosure quality, and the integration of sustainability considerations across the Group.

The Group remained included in the FTSE4Good Bursa Malaysia ("F4GBM") Index, achieving a score of 3.7 and a 4-star rating, an improvement from previous financial year. This reflects continued progress in strengthening sustainability disclosures and aligning sustainability practices with recognised assessment frameworks.

At the national level, MNRB was recognised at the National Corporate Governance and Sustainability Awards ("NACGSA"), achieving 4-star and 3-star ratings in the Corporate Governance and Sustainability categories, respectively[1]. This reflects the Group's continued commitment to governance integrity, transparency, and the progressive strengthening of its sustainability reporting practices.

These outcomes reflect continued strengthening of governance, sustainability disclosure maturity, and alignment with stakeholder expectations.

Reference: [1] NACGSA Assessment Report 2025

Sustainability Performance Highlights

During the year, MNRB Group continued to advance the integration of sustainability across its operations through stronger data maturity, digital transformation, and enhanced alignment between business activities and environmental, social, and governance priorities.

Digital Transformation as a Sustainability Enabler

The continued expansion of the Group's digital ecosystem has become a key enabler of operational efficiency and sustainable service delivery, reducing reliance on physical servicing channels while improving overall service accessibility and scalability.

77% customer interactions via self-service (FY2025: 50%)

21 digital transformation projects completed

460,786 digital login sessions

75,907 AI chatbot sessions

55,478 digital payment transactions (RM11.95 million)

[Refer to SMM 2 (page 60), SMM 9 (page 76) for more info]

Environmental Performance

Environmental indicators during the year reflect improved measurement accuracy and expanded reporting coverage, including the inclusion of the branch network, stabilisation of hybrid working arrangements, ongoing office renovation works for ergonomic comfort enhancement, and water meter recalibration, all of which improved data accuracy and completeness of reporting.

Key Metric:

Electricity consumption: 4,627,214 kWh (+3.3%)

Water consumption: 36,903 m³ (+23.2%)

Waste generated: 107.59 tonnes (-11.7%)

The changes primarily reflect improvements in data maturity, expanded reporting boundaries, and temporary operational adjustments (including renovation-related works).

[Refer to SMM 4 (page 65), SMM 8 (page 74) and SMM 14 (page 91) for more info]

SUSTAINABILITY HIGHLIGHTS

Financial Protection and Social Value Creation

In parallel, the Group continued to deliver meaningful social value through its takaful operations and community-focused initiatives, reinforcing financial resilience, mutual assistance, and inclusive protection outcomes.

- Takaful IKHLAS' claims paid: RM817.3 million benefitting 130,592 individuals
- Surplus distribution (Takaful IKHLAS General): RM6.17 million to 376,470 participants
- Community investment: RM470,110 (IBH)
- Waqf contribution: RM43,500

[Refer to SMM 5 (page 67), SMM 9 (page 76) and SMM 13 (page 88) for more info]

These developments demonstrate the continued strengthening of sustainability integration across digital transformation, environmental management, and social impact delivery, reinforcing MNRB Group's commitment to long-term responsible value creation.

SUSTAINABILITY EVENTS AND INITIATIVES

During the reporting period, the Group further strengthened sustainability awareness, internal capability, and cross-functional alignment through structured engagement initiatives that embed sustainability more deeply into organisational culture and decision-making.

1 Sustainability Week FY2026

The Sustainability Week was conducted from 9 to 11 December 2025, in collaboration with the Securities Industry Development Corporation ("SIDC"). The programme featured an SDG-based simulation exercise designed to enhance employees' understanding of sustainability-related decision-making, risk trade-offs, and stakeholder impact considerations.

A total of 621 employees participated in the programme, which required participants to evaluate business decisions under simulated conditions while balancing financial performance, risk exposure, and sustainability outcomes aligned with the SDGs. The initiative also included engagement sessions with organisations such as Silent Teddies and FatHopes Energy, providing exposure to real-world sustainability-driven business models.

Beyond awareness-building, the programme strengthened understanding of how sustainability considerations influence business decision-making and reinforced the integration of ESG principles into operational thinking and risk awareness.



2 Sustainability Strategy Engagement and Workshop



Between October and December 2025, the Group Sustainability Management Department ("GSMD") conducted a series of engagement sessions and eleven (11) workshops involving 131 participants across all operating entities.

The Sustainability Strategy Refresh exercise evolved from an initial roadmap review into a comprehensive, enterprise-wide engagement process aimed at strengthening strategic alignment, governance integration, and subsidiary-level ownership of sustainability outcomes. This evolution was driven by the need to better align sustainability priorities with operational realities, risk profiles, and emerging regulatory and stakeholder expectations.

The workshops adopted a bottom-up and participatory approach to strengthen entity-level ownership of sustainability priorities and to support the co-development of subsidiary-specific Sustainability Frameworks and Roadmaps aligned with their respective business contexts.

Key discussions focused on reviewing the existing Group Sustainability Roadmap, identifying implementation gaps, and translating strategic priorities into actionable and measurable initiatives. The process enhanced internal capabilities, strengthened cross-functional alignment, and reinforced management accountability for sustainability delivery Group-wide.

The outcomes of these engagements culminated in an enhanced Group Sustainability Framework and Roadmap, integrating subsidiary-level sustainability roadmaps within a unified Group structure. These were approved by the Boards of all entities in February 2026 and will take effect from 1 April 2026, further strengthening the integration of sustainability.

3 Tides of Tomorrow



The Group's environmental engagement initiative for the year focused on water stewardship through its collaboration with Selangor Maritime Gateway ("SMG"). The programme combined a river educational experience with plastic upcycling workshops aimed at strengthening environmental awareness and behavioural change.

A total of 200 participants took part in the three-day programme, gaining first-hand exposure to the environmental and community challenges affecting Sungai Klang. The initiative highlighted the impact of improper waste disposal on river ecosystems, public health, and surrounding communities.

The experience provided participants with a clearer understanding of how individual behavioural choices, including proper waste management, collectively influence environmental outcomes and river ecosystem health. It reinforced the importance of responsible environmental stewardship at both organisational and individual levels.

Collectively, the Group's sustainability performance, recognitions, and initiatives demonstrate continued progress in embedding sustainability into governance, operations, and stakeholder engagement. The year reflects a strengthening organisational progress, where sustainability is increasingly integrated into strategic decision-making, operational execution, and long-term value creation.

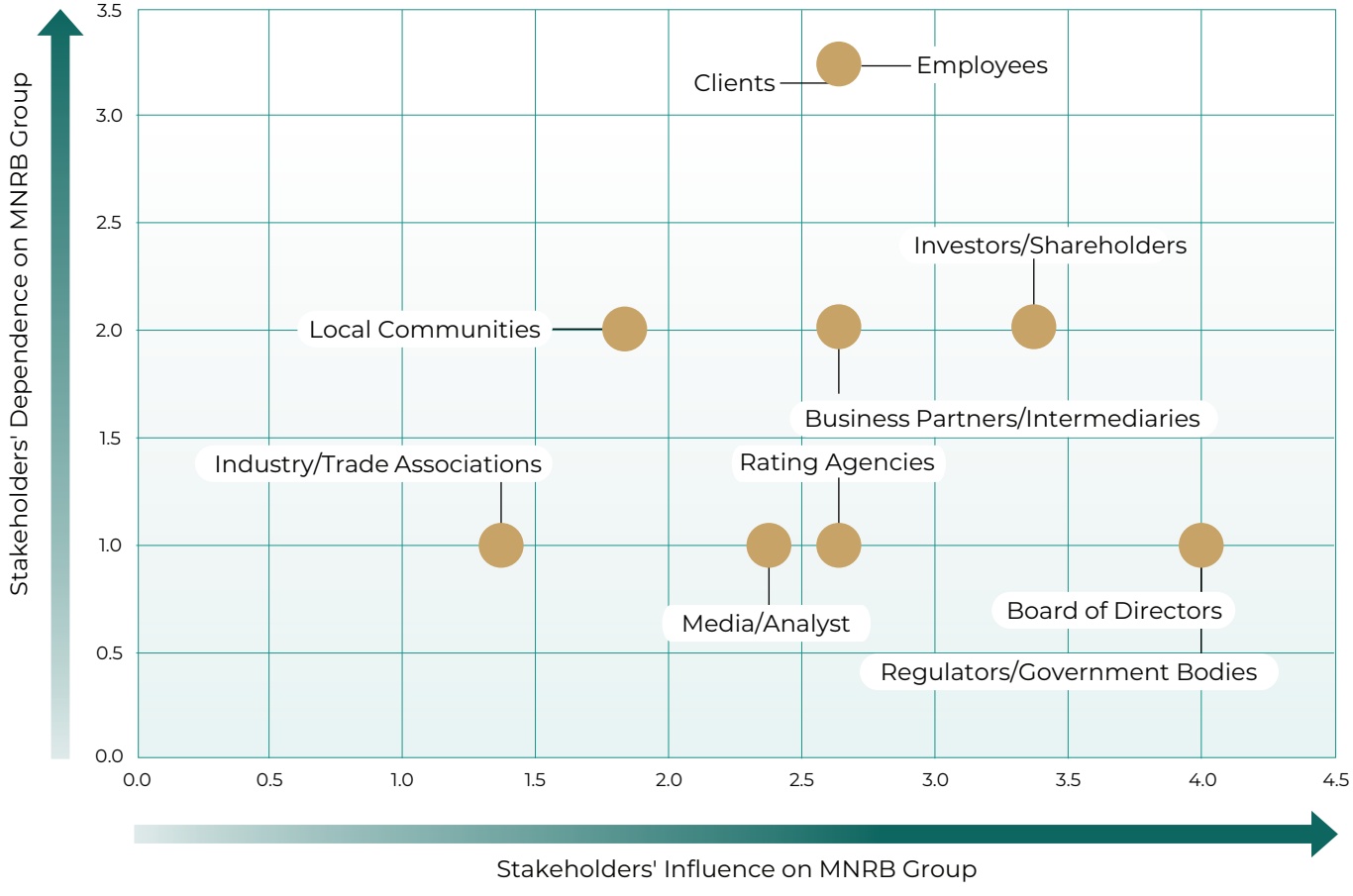
OUR SUSTAINABILITY PRIORITIES

STAKEHOLDER ENGAGEMENT

At MNRB, we engage our stakeholders to gain insights, gather feedback, and align our actions with their key concerns. These engagements support the identification of material matters and provide insights into emerging risks and opportunities, enabling more informed understanding of the operating environment.

They also strengthen our understanding of how our activities impact stakeholders and how evolving expectations may influence our business strategy. This process continues to inform and validate our materiality assessment, while supporting effective sustainability governance and the integration of EESG considerations across the Group.

We will continue to enhance our stakeholder engagement approach through more structured and proactive mechanisms, including the use of digital platforms, strategic collaborations, and targeted outreach initiatives, with the aim of fostering trust and supporting long-term value creation.



STAKEHOLDER ENGAGEMENT

Employees

Why They Matter

Shape organisational culture, operational resilience, and the effective delivery of sustainability priorities

Key Expectations

- Fair compensation and benefits
- Positive work culture
- Flexible working arrangement
- Career development
- Occupational safety and health ("OSH")

Our Approach

- Promote work-life balance
- Provide training and development opportunities
- Maintain clear OSH governance

Shared Impact

- Engaged employees contribute to higher productivity, innovation, and organisational success.
- The company fosters a supportive work environment, offers growth opportunities, and prioritises employee well-being to retain and empower talent.

Engagement Channels

- Quarterly Townhalls
- Internal portal (ICEbox)
- Emails (Sustainability Buzz)
- Engagement activities and surveys
- Training sessions
- Meetings
- Performance reviews

Clients

Why They Matter

Influence product relevance, responsible service delivery, and main purpose of the Group's protection mandate

Key Expectations

- High-quality services
- Product innovation
- Digital solutions
- Data privacy and security

Our Approach

- Enhance customer experience
- Expand digital eco system (IKHLAS GO)
- Development of innovative products and services
- Strengthened cybersecurity practices

Shared Impact

- Satisfied clients drive business growth, brand reputation, and long-term sustainability.
- The company ensures service excellence, product innovation, and strong data protection practices to build trust and lasting client relationships.

Engagement Channels

- Corporate websites
- IKHLAS GO ecosystem
- Social media platforms
- Customer service hotline and email

OUR SUSTAINABILITY PRIORITIES

Investors/Shareholders

Why They Matter

Support long-term value creation and drive expectations for sustainable financial performance and responsible business practices

Key Expectations

- Financial performance
- Market outlook
- Responsible investment
- Sustainable returns

Our Approach

- Transparent financial and sustainability reporting
- Address responsible investment considerations

Shared Impact

- Investors enable business growth through capital and confidence.
- In return, the company delivers transparency, sustainable returns, and long-term value, reinforcing investor trust and confidence.

Engagement Channels

- Annual General Meeting
- Analyst briefings
- Media releases
- Corporate website

Business Partners/Intermediaries

Why They Matter

A key part of the Group's value chain and play a key role in upholding the Group's ethical standards, service quality, and responsible practices

Key Expectations

- Product updates
- Regulatory compliance
- Ethical business practices
- Digital capabilities
- Customer service standards
- Responsible sourcing practices

Our Approach

- Collaborate on product development
- Conduct joint marketing initiatives
- Provide training and compliance updates
- Strengthen procurement processes

Shared Impact

- Collaborative relationships strengthen the value chain and support market responsiveness.
- The company ensures ethical practices, transparent engagement, and shared innovation to drive mutual success and sustainability.

Engagement Channels

- Regular meetings and market trainings
- Email updates
- Conference calls
- Digital platforms
- Vendor management meetings

STAKEHOLDER ENGAGEMENT

Board of Directors

Why They Matter

Provide oversight on strategy, risk, and governance, including sustainability and climate-related considerations

Key Expectations

- Financial and sustainability performance
- Corporate governance standards
- Strategic directions

Our Approach

- Provide regular updates on performance and business strategy
- Engage on sustainability and climate matters
- Support informed decision-making

Shared Impact

- The Board offers strategic leadership and oversight, guiding the company toward long-term sustainability
- Through informed decision-making and governance, they shape the company's performance and sustainability goals.

Engagement Channels

- Meetings
- Training sessions

Regulators/Government bodies

Why They Matter

Establish the regulatory and policy environment that shapes sustainable and responsible business conduct

Key Expectations

- Compliance with prevailing laws and regulations
- Alignment with industry standards and best practices

Our Approach

- Ensure timely compliance reporting
- Participate in regulatory engagements
- Strengthen internal controls and governance

Shared Impact

- Regulators provide the framework for responsible and lawful operations.
- The company supports this by ensuring full compliance, contributing to policy discussions, and aligning operations with national development goals.

Engagement Channels

- Conferences
- Working groups
- Meetings
- Seminars, workshops and webinars

OUR SUSTAINABILITY PRIORITIES

Communities

Why They Matter

Represent the broader societal context in which the Group operates, influencing the Group's "social licence" to operate and long-term impact

Key Expectations

- Community development
- Education and capacity building
- Social welfare programs
- Access to funding, grants and scholarships

Our Approach

- Deliver impactful community-based programmes (IBH, IKHLAS Waqf and Endowment ("IWE"), Program Lestari Cemerlang ("PLC") and MNRB Scholarship)
- Support local volunteering and philanthropy efforts

Shared Impact

- Community engagement enhances the company's "social" license to operate.
- Through impactful programs in education, welfare, and empowerment, the company supports inclusive development and contributes to resilient, thriving communities.

Engagement Channels

- Volunteering activities
- CSR and VBIT activities
- IBH and IWE financial aids and community engagements

Rating agencies

Why They Matter

Provide independent assessments that reflect the Group's financial strength, risk profile, and sustainability performance, which can directly influence investors and cedant confidence

Key Expectations

- Financial and sustainability performance
- Sustainability disclosures

Our Approach

- Provide consistent and transparent disclosures
- Regular engagements through briefings

Shared Impact

- Rating agencies help assess and validate corporate performance and risk.
- The company upholds transparency and responsible disclosure to maintain credibility and trust in capital markets.

Engagement Channels

- Meetings and Analyst Briefing sessions

STAKEHOLDER ENGAGEMENT

Media/Analysts

Why They Matter

Shape market perception and investor sentiment around the Group's performance and business practices

Key Expectations

- Financial and sustainability performance
- Sustainability disclosures

Our Approach

- Engage through media releases and briefings
- Ensure consistent and transparent communication

Shared Impact

- Media and analysts shape public perception and stakeholder awareness.
- The company engages transparently to provide accurate, timely insights on business and sustainability performance, supporting informed discourse.

Engagement Channels

- Corporate websites
- Events
- Media releases
- Interviews

Industry/Trade associations

Why They Matter

Enable collective action in advancing industry standards, sustainability practices, and regulatory alignment

Key Expectations

- Policy advocacy
- Regulatory collaboration
- Industry sustainability initiatives

Our Approach

- Participate in industry platforms
- Contribute to policy discussions
- Support collective sustainability efforts

Shared Impact

- Industry associations amplify collective influence on policy and standards.
- The company contributes expertise to drive shared sustainability goals and strengthen industry resilience.

Engagement Channels

- Conferences
- Working group
- Meetings
- Seminars, workshops and webinars

OUR SUSTAINABILITY PRIORITIES

SUSTAINABILITY MATERIALITY MATTERS ("SMMs")

Materiality remains a core component of MNRB's sustainability approach. We strategically identify, assess, and prioritise the sustainability issues most relevant to our business operations and stakeholder expectations. In line with our vision of "We Protect Everyone," the materiality assessment conducted for FY2025 continues to guide our sustainability priorities for the current financial year, taking into account the evolving operating environment and stakeholder expectations.

Materiality Assessment Process

The FY2025 materiality assessment was conducted using a structured approach aligned with the Bursa Malaysia Sustainability Reporting Guide (3rd Edition). The process incorporated the identification of sustainability-related risks and opportunities across the Group's value chain, consistent with relevant disclosure expectations, including TCFD-aligned considerations.

The assessment comprised four key phases:

- **Identification:** Review of existing material matters and identification of relevant topics, taking into account Bursa Malaysia requirements, BNM priorities, VBIT considerations, sustainability trends, peer practices, and internal inputs.
- **Stakeholder Engagement:** Engagement with internal and external stakeholders through surveys and discussions to assess the relevance of identified topics.
- **Prioritisation:** Application of a scoring approach to evaluate the importance of each topic to stakeholders and its potential impact on the Group.
- **Review and Validation:** Validation of outcomes by the SWG, GMRCC, RMCB, and the Board to ensure alignment with business strategy and risk considerations.

Sustainability Materiality Matters ("SMMs")

The FY2025 assessment identified **sixteen (16) SMMs,** which continue to be relevant for the current financial year. These matters reflect key areas of focus in managing sustainability-related risks and opportunities, as well as meeting stakeholder expectations and regulatory requirements.

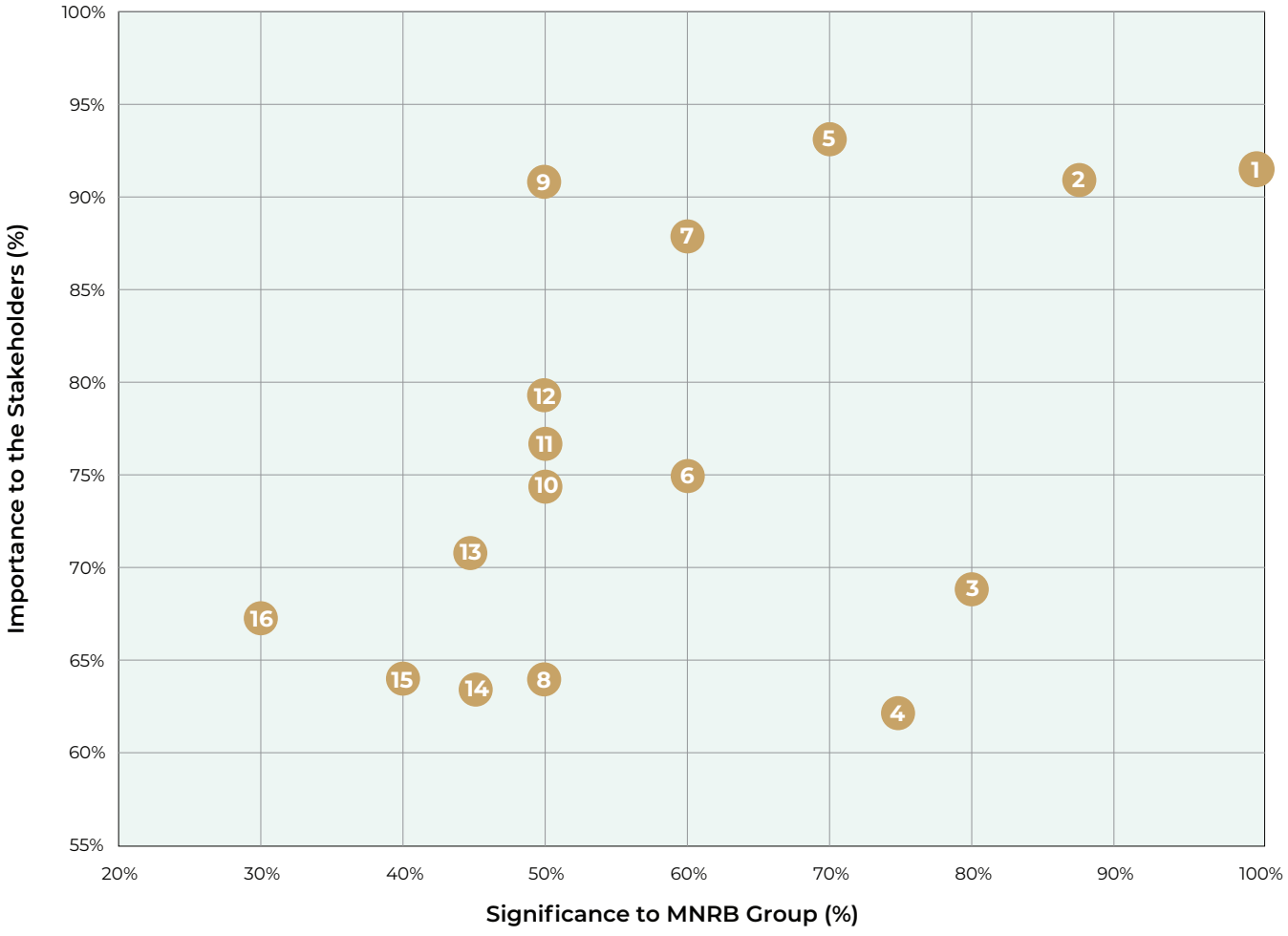
Key SMMs include **Anti-Bribery and Corruption, Climate Risk Management, Customer Experience and Satisfaction, Data Privacy & Cybersecurity, and Responsible Investment**, which remain important in supporting stakeholder confidence, regulatory compliance, and business resilience.

Anti-Bribery and Corruption was identified as a high-priority matter across stakeholder groups, consistent with the Group's commitment to ethical business conduct. Climate Risk Management remains a material consideration given its potential long-term impact and relevance to national and global climate priorities.

Other SMMs, including Customer Experience and Satisfaction, Community Engagement, and Diversity, Equity and Inclusion, reflect ongoing stakeholder expectations in relation to service delivery, social impact, and inclusive practices. Bursa Malaysia–prescribed topics such as Waste, Water, and Energy Management are also maintained to support reporting completeness and compliance.

Sustainability Materiality Matrix

The matrix below illustrates the sixteen (16) identified SMMs, mapped according to their relative importance to stakeholders and their significance to the Group.



1 Anti-bribery and Corruption
2 Data Privacy and Cybersecurity
3 Climate Risk Management
4 Emissions Management
5 Customer Experience and Satisfaction
6 Health, Safety and Well-being
7 Responsible Investment
8 Energy Management
9 Products and Services: Digitalisation and Innovation
10 Talent Attraction, Growth and Retention
11 Diversity, Equity and Inclusion ("DEI")
12 Labour Practices and Standards
13 Community Engagement
14 Waste Management
15 Water Management
16 Supply Chain Management

Note:

- *"Importance to Stakeholders (%)" corresponds to the Bursa's concept of "Influence on Stakeholder Assessments and Decisions".*
- *"Significance to MNRB Group (%)" corresponds to the Bursa's concept of "Significance of the Company's Economic, Environmental and Social Impacts".*

OUR SUSTAINABILITY PRIORITIES

Risks and Opportunities for Each Material Matters

In an evolving operating environment, MNRB Group continues to monitor sustainability-related developments that may give rise to risks and opportunities across our business and value chain. This includes consideration of external trends, regulatory developments, and stakeholder expectations relevant to the Group's SMMs.

The potential risks and opportunities outlined below reflect conditions observed within the Group's operating environment and the broader financial services sector. They provide context on how sustainability-related factors may influence business performance, financial position, and long-term value creation, and support ongoing efforts to strengthen resilience and enhance decision-making across the Group.

1 Anti-bribery and Corruption page 58

Possible Risk Event	Possible Opportunities
• Financial penalties and legal liabilities arising from non-compliance • Loss of business and restricted market access due to governance failures • Reputational damage affecting stakeholder confidence and partnerships	• Strengthen governance and internal controls to reduce compliance risk • Enhance reputation as a trusted and ethical operator • Improve access to capital and partnerships with sustainability-focused stakeholders

2 Data Privacy and Cybersecurity page 60

Possible Risk Event	Possible Opportunities
• Financial losses and operational disruption from cyber incidents • Regulatory sanctions due to data protection breaches • Reduced customer trust impacting retention and acquisition	• Strengthen digital resilience and risk management capabilities • Enhance customer trust and retention through robust data protection • Differentiated service through secure and reliable digital platforms

3 Climate Risk Management [Aligned with IFRS S2] page 62

Possible Risk Event	Possible Opportunities
• Increased claims volatility and underwriting losses due to physical climate risks (e.g. floods, heatwave) • Asset devaluation and portfolio exposure to climate-sensitive sectors (transition risk) • Compliance and cost pressures from evolving climate-related regulations and disclosures	• Develop climate-resilient insurance/takaful solutions • Enhance underwriting and risk modelling capabilities • Align portfolio with transition pathways and capture opportunities in green and transition sectors

4 Emissions Management page 65

Possible Risk Event	Possible Opportunities
• Increased operating costs and compliance burden from carbon regulations and reporting requirements • Exposure to transition risks through insured and invested entities with high emissions • Reputational risks from failure to meet emissions targets	• Improve operational efficiency through emissions reduction initiatives • Strengthen positioning with low-carbon and sustainability-aligned clients • Enhance transparency to meet investor and regulatory expectations

5 Customer Experience and Satisfaction page 67

Possible Risk Event	Possible Opportunities
• Loss of revenue from declining customer retention due to service inefficiencies • Reputational impact from poor service delivery • Increased complaints and regulatory scrutiny	• Drive retention and lifetime value through improved service delivery • Leverage digital solutions to enhance customer experience • Strengthen brand differentiation through service excellence

6 Health, Safety and Well-being page 70

Possible Risk Event	Possible Opportunities
• Financial and legal liabilities arising from workplace incidents • Reduced productivity and increased absenteeism • Higher insurance and healthcare-related costs	• Enhance workforce productivity and engagement • Strengthen employer value proposition • Reduce long-term health-related costs through preventive programmes

7 Responsible Investment page 73

Possible Risk Event	Possible Opportunities
• Portfolio underperformance due to unmanaged sustainability risks • Exposure to stranded assets (e.g. carbon-intensive sectors) • Regulatory and reputational risks from misalignment with sustainable finance expectations	• Improve risk-adjusted returns through sustainability integration • Capture growth in sustainable and transition investments • Align with investor expectations and sustainable finance frameworks

OUR SUSTAINABILITY PRIORITIES

8 Energy Management page 74

Possible Risk Event	Possible Opportunities
• Rising operating costs due to energy price volatility • Exposure to transition risks from reliance on non-renewable • Increased scrutiny on energy consumption practices	• Achieve cost savings through energy efficiency initiatives • Reduce emissions through renewable energy adoption • Support decarbonisation commitments and stakeholder expectations

9 Products and Services: Digitalisation and Innovation page 76

Possible Risk Event	Possible Opportunities
• Technology implementation risks leading to cost overruns or inefficiencies • Cybersecurity vulnerabilities in digital platforms • Customer adoption risks affecting return on investment	• Expand market reach through digital channels • Improve operational efficiency and cost optimisation • Develop innovative, customer-centric solutions

10 Talent Attraction, Growth and Retention page 80

Possible Risk Event	Possible Opportunities
• Increased recruitment and training costs due to high turnover • Capability gaps affecting execution of strategic and sustainability priorities • Loss of institutional knowledge	• Build a future-ready workforce aligned with business and sustainability needs • Improve employee engagement and retention • Strengthen organisational capability and resilience

11 Diversity, Equity and Inclusion ("DEI") page 82

Possible Risk Event	Possible Opportunities
• Talent constraints due to limited diversity • Legal and reputational risks related to discrimination or inequity • Reduced innovation and decision-making effectiveness	• Enhance innovation and decision quality through diverse perspectives • Broaden talent pool and improve attraction • Strengthen reputation and stakeholder trust

12 Labour Practices and Standards page 86

Possible Risk Event	Possible Opportunities
• Legal and compliance risks from labour standard violations • Employee dissatisfaction affecting productivity and retention • Reputational risks from poor labour practices	• Strengthen workforce stability and morale • Enhance compliance and risk management • Support long-term productivity and organisational performance

13 Community Engagement page 88

Possible Risk Event	Possible Opportunities
• Reputational risks and reduced social licence to operate • Increased stakeholder scrutiny on social impact	• Strengthen stakeholder trust and brand reputation • Support inclusive growth and community resilience • Enhance long-term social impact aligned with business values

14 Waste Management page 91

Possible Risk Event	Possible Opportunities
• Compliance risks and penalties from improper waste handling • Inefficiencies from paper-based processes • Reputational risks from poor environmental practices	• Improve operational efficiency through paperless processes • Reduce environmental footprint • Strengthen environmental stewardship positioning

15 Water Management page 92

Possible Risk Event	Possible Opportunities
• Operational disruptions and cost increases from water scarcity or tariffs • Exposure to physical climate risks affecting water availability	• Improve resource efficiency and cost management • Support water stewardship initiatives • Enhance resilience to environmental risks

16 Supply Chain Management page 93

Possible Risk Event	Possible Opportunities
• Disruptions from geopolitical or environmental events • Reputational and compliance risks from unethical suppliers • Increased costs from supply chain instability	• Strengthen supply chain resilience and continuity • Enhance due diligence and responsible sourcing practices • Build long-term supplier partnerships aligned with sustainability standards

OUR SUSTAINABILITY PRIORITIES

SMM 1: ANTI BRIBERY AND CORRUPTION

Why It Is Important

Global governance conditions continue to reflect heightened systemic uncertainty, with corruption risks remaining persistent in environments where institutional strength and transparency are uneven. This is reinforced by global risk insights and corruption perception trends indicating continued exposure to governance-related risks. [1] [2]

For Financial institutions ("FIs") such as (re)insurance and takaful operators, the trust-based nature of intermediation makes strong Anti-Bribery and Corruption ("ABC") and Anti-Money Laundering/Countering the Financing of Terrorism ("AML/CFT") controls essential to maintaining regulatory compliance, operational legitimacy, and market confidence. Weak governance and unethical conduct may expose the FIs to regulatory sanctions, financial crime risk, and reputational damage, ultimately undermining stakeholder trust.

As such, strong integrity systems and the need for continued discipline on ethics, internal controls, and accountability practices are fundamental to sustaining long-term resilience and credibility in the financial services sector.

For reference:

1. *https://www.weforum.org/publications/global-risks-report-2025/*
2. *https://www.transparency.org/en/cpi/2024*

Our Approach

We adopt a zero-tolerance approach towards bribery, corruption, and all forms of unethical conduct, and we are committed to conducting our business with integrity, transparency, and full compliance with applicable laws, regulations, and industry standards.

Governance Oversight

Oversight of ABC matters is undertaken by the Group Integrity & Governance Unit ("IGU"). The IGU is responsible for four core functions, as prescribed in the Malaysian Anti-Corruption Commission ("MACC") Guidelines for the Management of Integrity and Governance Units, namely: Complaints Management, Detection and Verification, Integrity Enhancement, and Governance. It also leads the Group's integrity programme and maintains direct access to the Board and Senior Management on matters relating to bribery and corruption.

Policy and Control Framework

The Group's ABC governance framework is designed and guided by the following key policies and mechanisms:

- **Group Anti-Bribery and Corruption Policy**
  Outlines the Group's zero-tolerance stance on bribery, corruption, fraud, and related misconduct, in line with the Malaysian Anti-Corruption Commission Act 2009 and applicable regulatory requirements.
- **Group Code of Ethics**
  Establishes expected standards of integrity, professionalism, and ethical conduct for Directors, employees, and business partners, including compliance with applicable laws and prohibition of discrimination, harassment, and unethical practices.
- **Group AML/CFT/CPF & TFS Policy**
  Provides a risk-based framework to prevent money laundering, terrorism financing, proliferation financing, and targeted financial sanctions breaches, aligned with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 and Bank Negara Malaysia requirements.
- **Group Whistleblowing Policy**
  Provides secure and confidential reporting channels for suspected misconduct, with safeguards to protect whistleblowers against retaliation for disclosures made in good faith.
- **No Gift Policy**
  Prohibits the giving and receiving of gifts, subject to limited exceptions, to mitigate conflicts of interest and the risk of perceived impropriety.

Awareness, Communication and Embedding Integrity Culture

To reinforce expectations across the value chain, we also issued the MNRB ABC Handbook for Employees and the MNRB ABC Handbook for Business Partners, which outline compliance requirements in line with the MACC Act 2009.

These policies and commitments are publicly disclosed on the corporate website and reinforced internally through the internal platform, onboarding programmes, and ongoing employee communications.

Our Progress

During the reporting period, we continued to strengthen our anti-corruption governance, awareness, and monitoring mechanisms through the following initiatives:

- Governance and Compliance Activities:
  - IGU conducted Group-wide compliance assessments, including Conflict of Interest declarations, Integrity Pledge renewals, and ABC assessments, strengthening accountability and compliance with Section 17A of the MACC Act.
- Capability and Awareness Building:
  - Substantially all employees have completed the mandatory e-learning on AML/CFT/TFS and the Group Code of Ethics, which incorporates ABC requirements.
  - We organised Governance Week, themed "Rooted in Integrity, Growing with Collaboration, Thriving in Excellence", to reinforce ethical awareness and organisational accountability.
- Monitoring and Incident Management:
  - Several cases were reported during FY2026; however, following assessment, none were substantiated as corruption, bribery, money laundering, terrorism financing or proliferation financing.

Way Forward

We will continue to strengthen our culture of integrity and ethical conduct through ongoing enhancement of governance practices, in line with evolving regulatory expectations and industry standards. We will continue to enhance internal controls, invest in staff training and periodically review and improve our compliance management framework to ensure continued effectiveness and relevance.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Vice Presidents and above	Percentage	100	100	**100**
Vice Presidents	Percentage	100	100	**100**
Assistant Vice Presidents	Percentage	100	100	**100**
Executive	Percentage	100	100	**100**
Personal Assistant	Percentage	100	100	**100**
Clerk	Percentage	100	100	**100**
Uniform	Percentage	100	100	**100**
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100	100	**100**
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	**0**

OUR SUSTAINABILITY PRIORITIES

SMM 2: DATA PRIVACY AND CYBERSECURITY

Why It Is Important

Cybersecurity risk continues to intensify, posing increasing threats to business continuity, financial stability, and customer trust, due to increasing digitalisation, interconnected systems, and the growing sophistication of cyber threats and ransomware, including AI-enabled attacks and deepfakes.

For FIs, cyber incidents can disrupt core operations such as underwriting, claims processing, and financial management, while also exposing sensitive customer data and has cascading consequences that extend beyond immediate operational recovery to long-term reputational and regulatory exposure.

The increasing reliance on digital ecosystems and third-party providers further amplifies systemic exposure across the financial services value chain[1]. Accordingly, robust data privacy and cybersecurity governance remain essential to safeguarding operational resilience, protecting data integrity and sustaining stakeholder confidence.

For reference:

1. *https://reports.weforum.org/docs/WEF_Global_Cybersecurity_Outlook_2025.pdf*

Our Approach

We are committed to upholding high standards of data privacy and cybersecurity across the Group. Our cybersecurity and data protection framework is aligned with relevant regulatory requirements and industry practices including applicable BNM policies and guidelines.

Our approach incorporates regular risk assessments, internal audits, periodic policy reviews, and layered cybersecurity controls to strengthen operational resilience and safeguard sensitive information. Third-party and vendor risk management is also embedded within our cybersecurity governance framework, ensuring that data protection and security standards extend across our digital ecosystem, including key service providers and technology partners.

Cybersecurity awareness remains a core pillar of our strategy. We continue to foster a security-conscious culture through structured awareness programmes, employee engagement initiatives, and ongoing capability-building efforts across the organisation. These efforts are reinforced by our core values of Integrity, Collaboration, and Excellence ("ICE"), which are embedded throughout employee onboarding, awareness campaigns, and leadership engagement initiatives.

Our Progress

Cybersecurity and Data Protection

We maintained strong cybersecurity performance throughout the reporting period, with no incidents affecting data integrity or confidentiality. Security events encountered during the year were promptly contained and managed through established response and monitoring protocols as part of our ongoing cyber resilience efforts.

Employee Training & Awareness

We continued to strengthen cybersecurity awareness and data protection practices through structured employee training and engagement programmes conducted across the organisation.

In collaboration with KnowBe4, we conducted phishing simulations, awareness campaigns, and targeted training sessions to reinforce cybersecurity awareness and promote responsible digital behaviour among employees. These initiatives were complemented by regular internal communications, including the weekly "ICT Tips of the Day", as well as cybersecurity forums, webinars, onboarding programmes, and executive-level security awareness sessions.

Our Progress

Enhanced Cybersecurity Infrastructure

During the reporting period, we further strengthened our cybersecurity infrastructure and monitoring capabilities to strengthen threat detection, access security, operational resilience, and data protection across the digital environment. Key technologies and controls implemented or enhanced include:

Security Area	Key Technologies and Controls
Threat Monitoring & Detection	Hybrid Security Operations Centre ("SOC") Advanced Persistent Threat ("APT") Protection Endpoint Detection and Response ("EDR") Suite
Access & Identity Security	Multi-Factor Authentication ("MFA") Privileged Access Management Identity Access Management ("IAM") Solution
Network & Application Security	Web Application Firewall ("WAF") Secure Web Gateway Network Access Control ("NAC") DDoS Protection
Data Protection	Data Loss Prevention ("DLP") Solution Email Security Solution with AI and Machine Learning ("ML") capabilities

Way Forward

We will continue strengthening cybersecurity capabilities to address evolving threats and enhance business resilience. In parallel, we will further strengthen data privacy practices through ongoing policy reviews, enhancement of data subject rights management processes, and targeted training for personnel handling personal data to ensure the highest standards of compliance and accountability. Our continued focus remains on being proactive, vigilant, and transparent in safeguarding data privacy and cybersecurity across the Group.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Percentage	0	0	**0**

OUR SUSTAINABILITY PRIORITIES

SMM 3: CLIMATE RISK MANAGEMENT



Why It Is Important

Climate change presents a systemic and accelerating risk to the financial services sector, including (re) insurance and (re)takaful businesses where underwriting and investment activities, as well as the long-term liabilities are exposed to both physical and transition risks.

The increasing frequency and severity of climate-related events, alongside evolving regulatory requirements, stakeholder expectations on climate accountability, and the global transition to a low-carbon economy, have material implication on asset valuations, claims patterns, capital adequacy and overall business resilience.

These developments may also influence claims frequency and severity, pricing assumptions, reserving adequacy, underwriting profitability, and capital requirements across the Group, further reinforcing the growing interconnection between sustainability considerations and long-term business performance.

Climate-related risks extend far beyond environmental impacts and encompass the following dimensions:

- **Physical Risks** - Arising from acute events (example: floods, storms, and heatwaves) and chronic changes (example: shift in climate patterns), potentially leading to increased claims frequency and severity, operational disruptions, and deterioration in asset values.
- **Transition Risks –** Resulting from policy, legal, technological and market shifts towards a low-carbon economy, which may affect underwriting portfolios, investment strategies and the valuation of carbon-intensive assets.
- **Liability Risks** - Emerging from potential legal or regulatory actions due to inadequate mitigation, adaptation, or disclosure of climate-related risks, leading to increased claims and reputational exposure.

As a financial holding company with diversified operations across reinsurance, retakaful, general takaful and family takaful, MNRB Group recognises our dual role as a risk carrier and steward of capital in supporting a sustainable and orderly transition. Effective climate risk management is therefore critical to safeguarding financial stability, protecting policyholders' interests, and creating long-term enterprise value.

From a Shariah perspective, climate risk management aligns with the principles of *Maqasid al-Shariah*, particularly the preservation of wealth (*hifz al-mal*), and life (*hifz al-nafs*), including environmental stewardship. As (re)takaful operators are founded on mutual cooperation *(ta'awun)* and shared responsibility, there is an inherent obligation to promote sustainability, avoid harm *(darar),* and promote sustainable practices that contribute positively to society and the environment.

Our Approach

We are committed to strengthening our climate-related risk management practices and disclosures in line with regulatory expectations and global standards. Following the transition from the Task Force on Climate-related Financial Disclosures ("TCFD"), we are progressing to align our practices with **IFRS S1** and **IFRS S2**, as adopted under the **National Sustainability Reporting Framework ("NSRF")**.

This approach reflects our commitment to providing transparent, decision-useful disclosures on climate-related risks and opportunities, while embedding climate considerations into governance, strategy, risk management, and performance measurement.

Our Progress

Enhancement of Group Sustainability Framework

Building on the establishment of a Group-wide and entity-level sustainability roadmap in 2023, we are enhancing our Sustainability Framework to extend beyond climate considerations into broader ESG priorities. A Group Sustainability Risk Management Framework has been established, aligned with regulatory expectations from Bank Negara Malaysia (BNM) and Bursa Malaysia, integrating climate considerations across governance, strategy, risk management, and metrics & targets.

Integration into Overall Risk Management

Climate-related risk considerations are embedded across the Group's core business functions, including:

Underwriting

- **Reinsurance & Retakaful:**
  Malaysian Re manages exposure across multiple regions with different natural disasters, including Asia Pacific, Europe, and the Middle East. Climate risk is assessed through accumulation controls, enhanced catastrophe modelling, and retrocession strategies.

- **General Takaful:**
  Climate considerations are integrated into underwriting, pricing, claims, and portfolio management, particularly for flood-prone property and motor segments. Retakaful treaty arrangements are maintained to mitigate natural catastrophe-related losses.

- **Family Takaful:**
  Longer-term climate impacts on mortality, morbidity, and persistency trends are considered, particularly for vulnerable populations.

Investment

- Integration of transition risk considerations into investment analysis, particularly for carbon-intensive sectors. The climate-related impacts are transmitted in investments through changes in asset valuations and creditworthiness.
- Monitoring of ESG exposures in line with the Group Sustainable Investment Guidelines ("GSIG"), with classification of assets aligned to BNM's Climate Change and Principle-based Taxonomy ("CCPT").

Operational Resilience

- Identification of climate-related risks relating to business operations, including infrastructure vulnerability and supply chain disruption.
- Strengthening business continuity to enhance operational resilience across operating regions.

Enterprise Risk Integration

- Incorporation of sustainability-related risk, including climate risk within enterprise risk registers.
- Application of stress testing and scenario analysis aligned with Network for Greening the Financial System ("NGFS") pathways.

Metrics & Targets

We are progressively enhancing climate-related metrics, including:

- Exposure to climate sensitive lines of business and geographies;
- Catastrophe risk indicators and accumulation metrics;
- Claims trends linked to climate-related events; and
- Investment portfolio carbon and transition risk indicators.

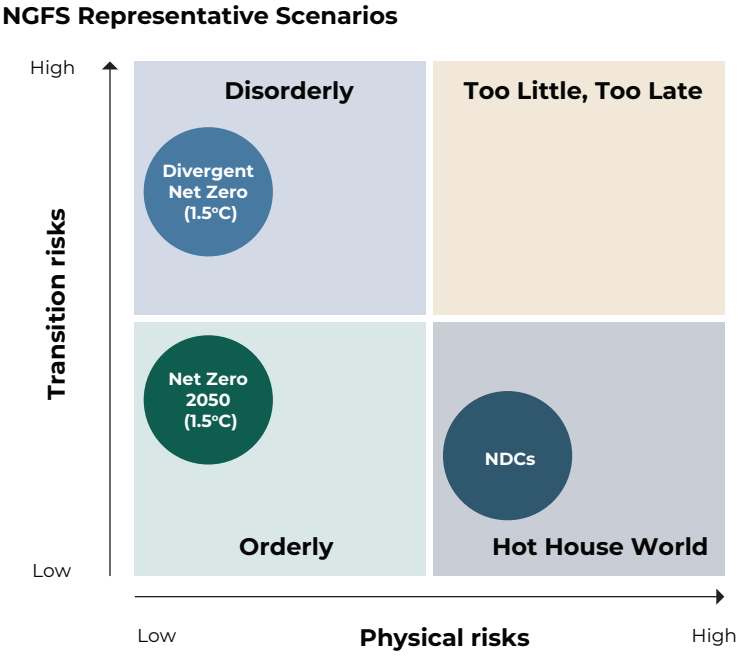
We are also developing internal targets to:

- Strengthen operational resilience under different climate scenarios; and
- Support alignment with regulatory expectations, including BNM requirements and IFRS S1 & S2.

OUR SUSTAINABILITY PRIORITIES

Our Progress

Climate Scenario Analysis



We commenced the application of long-term climate scenario analysis to assess the business resilience under different climate pathways, leveraging NGFS Phase III scenarios, including:

- **Net Zero 2050 (Orderly Transition)**
  Assumes strong climate policies and significant green technology breakthroughs to rapidly reduce GHG emissions.

- **Divergent Net Zero 2050 (Disorderly Transition)**
  Reflects uneven policy implementation across selected economic sectors.

- **Nationally Determined Contributions (Hot House World)**
  Assumes current commitments are insufficient to meet climate targets.

Source:
Adapted from NGFS Phase III issued on September 2022

These scenarios assess impacts over a 27-year period from December 2023 until 2050:

- Claims experience and underwriting profitability;
- Investment portfolio valuations; and
- Operational continuity and resilience against impact from climate-related risks.

In addition, Malaysian Re and Takaful IKHLAS General have conducted additional short-term stress testing for acute physical risk scenario, including a 1-in-200-year flood event based on catastrophe modelling outputs.

Way Forward

We will continue to strengthen the integration of climate risk considerations into capital management and financial planning processes. This will be supported by ongoing enhancements to data quality, analytical tools, and modelling capabilities for climate risk assessment as we progress towards full alignment with IFRS S1 and IFRS S2 requirements, as well as BNM's CRMSA expectation.

SMM 4 EMISSIONS MANAGEMENT

Why It Is Important

Emissions management has evolved from a reporting obligation into a measurable, target-driven discipline, particularly as frameworks such as TCFD and IFRS S2 emphasise the reporting of climate-related risks and opportunities, including quantitative metrics and targets.

For MNRB Group, emissions performance is increasingly used by investors, rating agencies, and other stakeholders as an indicator of transition readiness, management credibility, and alignment with long-term climate commitments. As such, there is growing expectation for clear, consistent, and transparent disclosure of emissions metrics, methodologies, targets, and progress, including relevant value chain considerations where applicable. Effective emissions management also supports operational efficiency through energy optimisation, while enabling year-on-year comparability of performance. This provides decision-useful insights into how climate-related considerations are translated into measurable organisational actions. As Malaysia's NSRF continues to be implemented, emissions-related disclosures are expected to become increasingly material from both a regulatory and reputational perspective.

Our Approach

We are committed to measuring, reporting, and reducing our greenhouse gas emissions in accordance with internationally recognised standards, including the GHG Protocol and the Partnership for Carbon Accounting Financials ("PCAF").

Our enterprise emissions inventory is calculated using the emissions calculator provided by the Malaysian Green Technology and Climate Change Corporation ("MGTC"), an agency under the Ministry of Natural Resources and Environmental Sustainability ("NRES"). This framework applies the GHG Protocol's operational control approach, covering emissions from operations where we have direct control over activities and policies.

Our Progress

During the reporting period:

- Adopted and updated the Malaysian Green Technology and Climate Change Corporation ("MGTC")-developed emissions calculator for FY2025 and FY2026 reporting.
- Further developed the enterprise emissions abatement plan as part of the Sustainability Strategy Engagement, which was embedded in the enhanced Sustainability Roadmap effective 1 April 2026.
- Recorded total Group emissions of 6,569.55 tCO_2e in FY2026, representing a marginal increase of approximately 0.6%. This increase was primarily driven by expanded operational boundary coverage, particularly the inclusion of Takaful IKHLAS General branch-level electricity consumption (Scope 2), and higher air-conditioning maintenance activities at Takaful IKHLAS Family (Scope 1). This was partially offset by lower air-conditioning maintenance volumes at Malaysian Re in FY2026 compared to FY2025.
- On a like-for-like basis, excluding the newly included Takaful IKHLAS General branch consumption, total emissions would have decreased by approximately 3.6%, reflecting improved operational efficiency and emissions management performance. We are currently working to complete the FY2025 branch electricity consumption dataset to further strengthen year-on-year comparability.

OUR SUSTAINABILITY PRIORITIES

Category	Source	GHG Emissions (tCO_2e)					
		MNRB	Malaysian Re	Takaful IKHLAS Family	Takaful IKHLAS General	MSSB	TOTAL
Scope 1		7.98	273.01	82.59	6.48	–	**370.06**
Scope 2		82.34	2,330.37	856.35	283.68	6.52	**3,559.26**
Scope 3	C3: Fuel-and-Energy Related Activities	15.51	371.44	138.25	50.58	1.04	**575.78**
	C5: Waste Generated in Operations	0.02	0.01	0.01	0.00	–	**0.03**
	C6: Business Travel	9.55	71.74	94.00	157.97	–	**333.26**
	C7: Employee Commuting	412.26	222.95	477.83	591.87	25.22	**1,730.13**
Total (tCO_2e)		527.66	3,269.52	1,649.03	1,090.58	32.78	**6,569.55***

* Individual figures are rounded to two decimal places for presentation purposes. Minor (±0.01) differences between the sum of individual line items and reported totals may occur due to rounding at the source data level.

Way Forward

As part of our emissions management journey, improved understanding of emissions trends and early-stage abatement initiatives will support the progressive development of clearer interim emissions reduction targets over time. These efforts will strengthen the Group's approach to enterprise emissions management and support continued progress in environmental stewardship and climate-related governance.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C11(a) Scope 1 Emissions in tonnes of CO_2e	Metric Tonnes	140.43	526.52	**370.06**
Bursa C11(b) Scope 2 Emissions in tonnes of CO_2e	Metric Tonnes	3,342.63	3,466.66	**3,559.26**
Bursa C11(c) Scope 3 Emissions in tonnes of CO_2e (at least for the categories of business travel and employee commuting)	Metric Tonnes	1,983.09	1,974.97	**2,063.39**

SMM 5: CUSTOMER EXPERIENCE AND SATISFACTION

Why It Is Important

Customer expectations in the insurance and takaful industry are increasingly shaped by the quality of digital interactions, particularly during claims, where service quality is most visible and trust between insurer/takaful operators and policy/certificate holders is most directly tested.

In today's competitive market, claims handling remains a key differentiator influencing customer retention, reputation, and long-term performance[1]. For the Group, delivering consistent and thoughtful customer outcomes supports sustainable growth across direct and intermediary channels while strengthening relationships with clients and business partners. Customer alignment with brand values further reinforces loyalty, trust, and advocacy as additional dimensions of differentiation.

A structured focus on customer experience also helps mitigate conduct and complaints risk, reinforcing the reliability, transparency and fairness expected of financial institutions, particularly during periods of stress and uncertainty. Companies that lead in service excellence and sustainability create a unique value proposition that sets them apart, as customers who feel genuinely valued often become vocal advocates for the brand. These considerations remain closely aligned with the Group's vision of protecting everyone.

For reference (footnotes):

[1] https://www.mckinsey.com/~/media/mckinsey/industries/financial services/our insights/global insurance report 2025/global-insurance-report-2025-the-pursuit-of-growth.pdf

Our Approach

We continuously monitor customer experience indicators across key service touchpoints to assess the service qualty, customer satisfaction and digital engagement across the subsidiaries.

Transactional Net Promoter Score ("TNPS")

TNPS measures customers' likelihood to recommend Takaful IKHLAS following service interactions and serves as a key indicator of customer loyalty and advocacy. The score is reviewed monthly and reported quarterly for both Takaful IKHLAS Family and Takaful IKHLAS General.

Customer Experience Measure ("CX Measure")

The CX Measure assesses customer interaction and perception across service channels, providing insights into service effectiveness, customer engagement, and retention trends. Improvements in this measure typically reflect positive outcomes from service enhancements and digital transformation initiatives.

Customer Satisfaction Index ("CSI")

The CSI benchmarks Takaful IKHLAS against industry peers across Customer Service Charter ("CSC") pillars including responsiveness, transparency, fairness, and overall service quality. The index provides insight into customer perception and service performance relative to the broader industry.

Digital Self-Service Transformation

Aligned with our digital transformation strategy, the IKHLAS GO Ecosystem enhances accessibility, efficiency, and and service responsiveness across customer journeys.

The platform supports greater customer autonomy through self-service capabilities, reduced manual processes, and enabling faster, and improved digital engagement across web-based and mobile channels.

OUR SUSTAINABILITY PRIORITIES

Our Progress

TNPS FOR TAKAFUL IKHLAS

Takaful IKHLAS Family

Transactional Net Promote Score (tNPS)			
Survey Touchpoints	**FY24**	**FY25**	**FY26**
Family Claims	59	61	54
Branches	97	97	95
Go Serve (new)	–	–	58
Total Average	**78**	**79**	**69**

CX MEASURE FOR TAKAFUL IKHLAS

Takaful IKHLAS Family

Customer Experience (CX) Measure			
Survey Touchpoints	**FY24**	**FY25**	**FY26**
Family Claims	91%	93%	87%
Branches	100%	99%	99%
Go Serve (new)	–	–	90%
Total Average	**96%**	**96%**	**92%**

Takaful IKHLAS General

Transactional Net Promote Score (tNPS)			
Survey Touchpoints	**FY24**	**FY25**	**FY26**
OD Claims	20	30	32
Branches	97	97	95
Salam IKHLAS	81	88	92
Go Direct	75	76	78
Go Serve (new)	–	–	58
Bantuan IKHLAS (new)	–	–	76
Total Average	**68**	**73**	**72**

Takaful IKHLAS General

Customer Experience (CX) Measure			
Survey Touchpoints	**FY24**	**FY25**	**FY26**
OD Claims	81%	84%	80%
Branches	100%	99%	99%
Salam IKHLAS	99%	97%	100%
Go Direct	93%	93%	97%
Go Serve (new)	–	–	90%
Bantuan IKHLAS (new)	–	–	98%
Total Average	**93%**	**93%**	**94%**

CSI for Takaful IKHLAS

- Takaful IKHLAS Family: CSI improved to 91 (2024), ahead of sector average (90). NPS strengthened significantly to 50, above sector benchmark (37). However, CSC awareness declined to 31%, below sector average (38%), indicating need for targeted education and communication in FYE 2027.
- Takaful IKHLAS General: CSI improved to 87 (2024), though slightly below sector average (89). NPS improved to 27 but remains below benchmark (38), highlighting opportunity to enhance advocacy through claims and service experience. CSC awareness improved to 31%, exceeding sector average (26%), reflecting stronger customer familiarity with service standards.

Digital Self-Service Platform - GO Serve and AI Chatbot

- During the reporting period, adoption of digital self-service channels continued to strengthen among Takaful IKHLAS customers, reflecting the sustained shift toward digital self-service as the preferred mode of engagement:

Metric	As at FY2026
Total Registered Users	**76,509** Takaful IKHLAS Family: 48,370 (63%) Takaful IKHLAS General: 28,139 (37%)
Total Login Sessions	**460,786** Takaful IKHLAS Family: 340,066 (74%) Takaful IKHLAS General: 120,720 (26%)
Service Requests Submitted	**19,235** Takaful IKHLAS Family: 5,601 (29%) Takaful IKHLAS General: 13,634 (71%)
Payment Transactions	55,478 transactions / RM11,954,497
Live Chat sessions	**Total: 21,512** Takaful IKHLAS Family: 5,372 (25%) Takaful IKHLAS General: 16,140 (75%)
AI Chat sessions	**Total: 75,907** Takaful IKHLAS Family: 10,088 (13%) Takaful IKHLAS General: 65,819 (87%)

The GO Serve platform continued to support customers through 24/7 self-service capabilities, including certificate management, payment services, and service request submissions. The IVA Chatbot complemented these capabilities by providing automated customer support across digital channels.

Overall, customer interactions conducted via self-service platforms increased from 50% in FY2025 to 77% in FY2026, demonstrating continued customer adoption of digital engagement channels and the effectiveness of ongoing investments in the IKHLAS GO Ecosystem.

Digital Platform Enhancements

In FYE 2026, two key enhancements were initiated under the IKHLAS GO Ecosystem:

- **GO Serve Customer Portal - Phase 2 (November 2025):** Expanding digital self-service capabilities, including a mobile application for convenient management of payment and account details. It improves the overall customer experience through real-time updates, automated processes, and timely notification, while broadening accessibility across customer segments.

- **GO Serve Claim Portal - Phase 2(A) (January 2026):** Enhanced claim tracking visibility, improved multi-claim record management, and expanded online claim submission for Non-Motor claim types, enabling a more transparent, paperless processes, and efficient self-service digital claims journey.

Way Forward

Looking ahead, our priorities are fourfold.

First, we will enhance the end-to-end claims experience, with focus on turnaround time and proactive communication throughout the claims journey.

Second, we will strengthen digital service delivery through GO Serve. Phase 2A web enhancements are currently underway and are targeted for full delivery in FY2027. This phase will introduce additional service request capabilities, extend access to Group customers, and simplify onboarding, thereby broadening self-service adoption across Takaful IKHLAS customers.

Third, we will sustain frontline and branch service excellence, recognising the continued importance of human touchpoints in building trust.

Fourth, we aim to stabilise and progressively improve TNPS, with the objective of strengthening customer advocacy into FY2027 as service and digital investments mature.

OUR SUSTAINABILITY PRIORITIES

SMM 6: HEALTH, SAFETY AND WELL-BEING



Why It Is Important

Although MNRB operates primarily in an office-based environment, health, safety, and well-being remain essential to supporting workforce resilience, operational continuity, and productivity, particularly in settings involving frequent interactions, meetings, events, and third-party engagements.

Effective occupational safety and health ("OSH") practices help minimise operational disruptions, strengthen employee confidence, and reflect the Group's duty of care. They also align with evolving stakeholder expectations for organisations to proactively manage human capital and well-being-related risks through appropriate controls and preventive measures.

Providing a safe, healthy, and supportive work environment enables employees to perform effectively, fosters a sense of belonging, and contributes to sustainable organisational performance.

Our Approach

At MNRB, the health, safety, and well-being of our people are integral to our sustainability agenda. Our approach is aligned with national legislation and guided by leading practices, with a strong focus on prevention, proactive risk management, and continuous improvement. Oversight is led by the Group Occupational Safety & Health Committee ("GOSHC"), comprising senior leadership, which provides strategic direction, drives implementation, and monitors performance across the organisation.

Occupational Safety & Health ("OSH")

We maintain a safe working environment through the following key measures:

- **Workplace Safety & Comfort**
  Implementation of hygiene protocols, ergonomic assessments, and regular inspections to maintain safe and productive workspaces.
- **Hazard Identification & Risk Control ("HIRARC")**
  Regular risk assessments, hazard detection, and mitigation activities in accordance with the Malaysian OSH Act 1994 (Amendment 2022).
- **Accident Response & Prevention**
  Emergency preparedness and incident response training, including fire drills and first aid, to minimise workplace risks and ensure swift response during incidents.
- **Competency Appointments:**
  Designation of trained First Aiders and OSH-C certified Safety Coordinators across departments to strengthen internal safety networks.
- **Safety Policy & Governance:**
  Adoption of a Group-wide Safety Policy Statement to reinforce our commitment to safe operations and stakeholder well-being.

Employee Well-being

We are committed to fostering a supportive, inclusive, and people-centric workplace that prioritises the mental, physical, and social well-being of our employees. Through a range of structured initiatives and engagement programmes, we aim to create a resilient workforce, enhance employee experience, and cultivate a healthy work environment where our people can thrive both personally and professionally. Key initiatives include:

- **Mental Wellness Campaigns**
  Webinars, mental health talks, and workshops aimed at reducing stigma, encouraging open conversations and strengthening emotional intelligence, resilience, and psychological well-being across the organisation.

- **Flexi Working Policy**
  Implementation of hybrid and flexible working arrangements to support work-life integration, improve employee productivity and engagement, and help reduce workplace stress and burnout while accommodating diverse employee needs.

- **Wellness Activities**
  Regular wellness activities and company-wide programmes, including Zumba, tennis, brisk walks, health screenings, and fitness initiatives that encourage physical well-being, social interaction, and a culture of preventive health.

  Through these measures, MNRB integrates safety and well-being into daily operations while fostering a resilient and supportive work environment.

Our Progress

SAFETY AND HEALTH

- **Office Safety Awareness Programmes**
  Workshops and campaigns to cultivate a culture of safety among employees.

- **Ergonomic Workplace Enhancement**
  Ergonomic workstation and seating upgrades were implemented as part of the office renovation initiatives to enhance employee comfort, support well-being, and reduce physical strain.

- **Emergency Response Training**
  Ongoing drills and simulations to build preparedness and awareness.

- **Introduction of Safety Champions**
  Department-level Safety Champions to advocate and lead safety efforts.

These efforts have contributed to reduced workplace incidents, improved employee confidence, and enhanced operational stability.

WELL-BEING

- **Health & Wellness Week**
  Purpose: To promote a holistic and preventive approach to employee well-being by raising awareness on physical, mental, and workplace health.

  Impact: Employees were provided with access to complimentary health screenings, wellness and health awareness talks, ergonomic assessments, and fitness challenges, encouraging healthier lifestyle choices, early detection of health risks, and greater overall well-being.

  Participants: 450 – 500 employees

- **International Women's Day Program: "Radiant Minds, Resilient Hearts: A celebration of Mind, Heart & Soul"**
  Purpose: To celebrate women's emotional intelligence, resilience, and contributions while reinforcing our commitment to diversity, equity, and an inclusive workplace culture.

  Impact: The programme featured offered mindfulness sessions, mental wellness workshops, and motivational talks designed to foster self-awareness, emotional well-being, while encouraging greater inclusivity and support for women in the workplace.

  Participant: 200 staff inclusive of both males and females

OUR SUSTAINABILITY PRIORITIES

- **Weekly/Monthly Sports Activities**
  Purpose: Boost physical and mental endurance through Zumba, futsal, tennis, badminton, and brisk walks.

  Impact: Enhanced employee morale, reduced stress, and improved workplace energy.

  Participants: 100-150 monthly

- **Hybrid Working Arrangement & Flexi Working Policy**
  Purpose: To promote better work-life balance and support mental well-being.

  Impact: These initiatives contributed to higher employee engagement and morale, reduced stress levels, strengthened team camaraderie, and fostered a healthier, more energetic workplace culture.

  Participants: All eligible employees

These well-being initiatives have enhanced employee engagement, supported emotional resilience, and promoted healthier lifestyles. By fostering a culture of openness and care, we continue to build a motivated, inclusive, and connected workforce.

Way Forward

We remain committed to embedding health, safety, and well-being as integral elements of our organisational culture. Moving forward, we will continue to strengthen our holistic well-being agenda through initiatives guided by the eight pillars of wellness, encompassing physical, emotional, mental, social, financial, occupational, environmental, and spiritual well-being. Through continuous awareness, engagement, and employee support programmes, we aim to foster a healthier, more inclusive, and resilient workforce where employees can thrive both personally and professionally.

We will strengthen our safety culture through regular engagement activities, leadership involvement, and the integration of safety-related performance indicators. In line with evolving work arrangements, additional safety measures will be introduced to address remote working, business travel, and contractor management.

Bursa Performance Table Data

a) Number of work-related fatalities (employee) – NIL
b) Lost time Incident Rate: 0.22
c) Number of employees trained on health & safety standards: 51

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C5(a) Number of work-related fatalities	Number	**0**	**0**	**0**
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	**0**	**0.56**	**0.22**
Bursa C5(c) Number of employees trained on health and safety standards	Number	**1**	**23**	**51**

SMM 7: RESPONSIBLE INVESTMENT



Why It Is Important

For MNRB, responsible investment enhances risk-adjusted returns, strengthens portfolio resilience against physical and transition risks, and supports alignment with evolving regulatory expectations, including climate-related disclosures and sustainable finance frameworks. It also reinforces our role as a responsible steward of capital, contributing to broader economic and societal outcomes while safeguarding long-term value for stakeholders.

Our Approach

Strong governance and integration

Sustainability is embedded within the Investment Policy Statement ("IPS") and Group Sustainable Investing Guideline ("GSIG"), with oversight by the Group Investment Committee ("GIC") to ensure ESG factors are systematically integrated into investment decisions and portfolio construction.

Climate-focused strategy and portfolio sustainability

Building on progress achieved in recent years and guided by long-term sustainability considerations, we continue to prioritise climate transition and opportunities, supported by financed emissions monitoring and portfolio decarbonisation pathways to strengthen long-term resilience.

Our Progress

Emissions Footprint

During the year, the global economy was challenged by shifting macroeconomic dynamics and heightened geopolitical tensions, resulting in periods of elevated volatility and market dislocations. Against this backdrop, we proactively adapted our portfolio to take advantage of prevailing market conditions, enhancing risk-adjusted returns through disciplined positioning and active portfolio optimisation, while continuing to support long-term portfolio sustainability.

As at 31 March 2026, the portfolio demonstrated measurable progress in emissions efficiency, with a 13% improvement in carbon intensity, declining from 173 tCO_2e per RM million in FY2025 to 151 tCO_2e per RM million in FY2026. This progress was driven by a deliberate rebalancing towards lower-emission sectors, which generate fewer emissions per unit of investment exposure, alongside ongoing efforts to strengthen climate alignment across the portfolio.

Notwithstanding this improvement, total financed emissions increased to 691,740 tCO_2e (FY2025: 504,161 tCO_2e), largely influenced by growth in portfolio market value and continued portfolio optimisation through deployment into equities and fixed income, particularly within the corporate bond portfolio. Comparative figures for FY2025 have been adjusted to reflect data enhancements and methodological refinements.

Financed emissions are measured in absolute terms based on total attributed emissions across holdings and typically increase in line with portfolio growth and higher exposure to emissions-intensive assets. In contrast, carbon intensity (tCO_2e per RM million invested) is a ratio-based metric that adjusts for portfolio size. During the period, growth in lower-emission sectors outpaced emissions growth, resulting in an overall improvement in portfolio carbon intensity.

Way Forward

In line with the enhanced Group Sustainability Roadmap effective 1 April 2026, we have introduced new initiatives under the C.A.R.E Pillar to further embed climate-focused responsible investment practices across our portfolio. These initiatives reinforce our commitment to systematically integrate ESG considerations into investment decision-making, while supporting the transition to a low-carbon and more resilient economy.

In addition, we will continue to strengthen portfolio monitoring through forward-looking metrics, including emissions intensity, to ensure alignment with our sustainability objectives. Engagement with investee companies will also be intensified to promote greater transparency, improved ESG practices, and meaningful progress on decarbonisation.

OUR SUSTAINABILITY PRIORITIES

SMM 8: ENERGY MANAGEMENT

Why It Is Important

Global energy demand and electricity consumption continue to rise alongside increasing electrification, digitalisation, and cooling requirements across economies and business operations[1]. These trends reinforce the growing importance of energy efficiency and responsible consumption management as organisations respond to evolving climate-related expectations and operational cost pressures.

For the Group, effective energy management supports operational efficiency, resource optimisation, and cost management, while contributing to overall emissions performance. It also provides measurable insights into how climate-related considerations are integrated into day-to-day operations and broader environmental commitments.

Reference:
[1] https://www.iea.org/reports/global-energy-review-2025/electricity

Our Approach

During the reporting period, we initiated the development of a formal energy consumption baseline, focusing primarily on electricity usage. The assessment covers key occupied buildings, namely Bangunan Malaysian Re ("BMR") and IKHLAS Point ("IP"), as well as the Group's branch network, which was included for the first time in FY2026 to provide a more comprehensive view of our operational energy footprint. Our approach focuses on strengthening energy consumption monitoring, improving energy efficiency, and promoting responsible consumption practices across operations.

Our Progress

Total electricity consumption increased from 4,478,897 kWh in FY2025 to 4,627,214 kWh in FY2026, representing a year-on-year increase of 3.3%. The increase was primarily influenced by the following operational factors:

1. **Expanded reporting boundary**
   FY2026 includes branch-level electricity consumption for the first time. This expansion provides a more complete and accurate view of the Group's energy footprint. As such, the increase partly reflects improved coverage rather than purely higher consumption. Going forward, the expanded reporting boundary will be applied consistently, with any material scope changes clearly disclosed to support year-on-year comparability.

2. **Facility renovation and upgrading works**
   Facility renovation and upgrading works undertaken across Group premises, including ergonomic workstation enhancements aimed at improving employee comfort and well-being, contributed to temporary increases in electricity consumption above normal operational levels during the reporting period.

3. **Higher office utilisation post-hybrid stabilisation**
   FY2026 marked the full stabilisation of hybrid working arrangements, with office occupancy reaching its highest post-pandemic level. This resulted in higher demand for cooling, lighting, and shared building systems.

Way Forward

The inclusion of branch operations in FY2026 represents an important step towards establishing a more comprehensive and transparent view of the Group's energy footprint. Building on this, we will continue to identify and implement practical energy efficiency opportunities across both principal buildings and branch networks, with particular focus on cooling systems optimisation, lighting optimisation, and management of non-operational energy consumption.

As reporting maturity strengthens, we will further enhance our monitoring and analysis of energy consumption trends to support more informed operational decision-making and improve year-on-year performance visibility. We remain committed to responsible energy management in support of the Net Zero Carbon Enterprise by 2030 commitment and broader environmental objectives.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C4(a) Total energy consumption	KWh	4,318,037	4,478,897	**4,627,214**

OUR SUSTAINABILITY PRIORITIES

SMM 9: PRODUCTS AND SERVICES: DIGITALISATION AND INNOVATION

Why It Is Important

Insurance and takaful products and services are evolving rapidly as customer behaviours shift, digital distribution expands, and analytics and artificial intelligence ("AI") increasingly reshaping underwriting, claims and and customer servicing processes. Across the financial services sector, AI and digital technologies are becoming more widely embedded in areas such as pricing, underwriting, claims management, and operational decision-making, reflecting the ongoing transformation of how insurance value is delivered[1].

For the Group, maintaining product relevance and service capability supports sustainable growth, strengthens customer retention, and enhances operational efficiency. At the same time, governance frameworks and internal controls must continue to evolve alongside technological adoption to effectively manage emerging operational, cybersecurity, conduct, and data-related risks.

For reference:

[1] https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/12/artificial-intelligence-in-asia-s-financial-sector_b8532d0b/3385bbd8-en.pdf

Our Approach

We remain committed to driving innovation through the integration of digital technologies across all aspects of our business. This includes creating accessible, customer-centric platforms and developing products and services that leverage digitalisation to streamline processes, improve engagement, and increase productivity. Our digitalisation approach integrates with our Shariah values and ethical practices, fostering responsible growth while shaping the environmental and social impacts of our operations.

The IKHLAS GO serves as our unified digital architecture, spanning six interconnected ecosystems that collectively cover the customer and intermediary journey, from product discovery and onboarding through to post-sales servicing, claims, and partner integration. We aim to make our services more accessible, convenient, and transparent, enabling customers and intermediaries to manage their takaful needs with ease across both web-based and mobile channels.

Our Progress

- **Digitalisation of our Products and Services:**
  In FY2026, we completed 21 projects across the IKHLAS GO Ecosystem, advancing digital capabilities across all six platforms and further embedding the Group's digital-first service proposition.

IKHLAS GO Ecosystem	Purpose	Impact	# of Projects Completed in FY2026 and Key Highlights
GO Serve	Web-based platform for post-sales services catering to both customers and agents.	Enhances customer capabilities by offering post sales self-services through an online portal.	**3 projects completed including:** • Takaful IKHLAS Family E-Invoicing for Go Serve • Claim Portal for Death, TPD and Critical Illness (ASNB Release 3) • Claim Portal 2.0 Phase 1A

IKHLAS GO Ecosystem	Purpose	Impact	# of Projects Completed in FY2026 and Key Highlights
GO Direct	Web-based services for customers to directly purchase our products and services.	Facilitates swift customer onboarding and improves accessibility to new products for our customers.	**4 projects completed including:** • IKHLAS Home Protect • Renewal Reminder Phase 2C (Non Motor) • New Underwriting Online Motor Guideline • GTSR Phase 2 for Go Ecosystem
GO Partner	Web-based and mobile app platform designed for General Agents to streamline sales processes.	Offers a new platform for General Takaful agents to onboard customers seamlessly through both an online portal and mobile apps.	**4 projects completed including:** • Takaful IKHLAS General E-Invoicing for Go Platform • Agency Portal Phase 3a (Comission Statement, CP58 & Password Enhancement) • Agency Portal Phase 2 (IKHLAS Secure Travel) • Agency Portal Phase 3b (SOA Statement)
GO Financial	Facilitates sales for the Bancatakaful and Corporate distributions.	Business uplift by enhancing customer capabilities and experience.	**6 projects completed including:** • IKHLAS Idaman Corporate Solution • IKHLAS Idaman Public Bank • BSN Phase 3 – Motorcycle • BKRM Motor Phase 1 & 2 • Takaful IKHLAS Family E-Invoicing for Go Platform (Direct & Financial)
GO Connect	Platform for potential partners to access our API suites.	Promotes integration of an open API platform with new digital partners.	**4 projects completed:** • IKHLAS Idaman ASNB • Shopee Partnership - IKHLAS Motorcycle • Go Ecosystem Moodys Integration • Document Versioning Phase 1
GO Prime	Mobile-based services for family agents to facilitates sales.	Introduces a new platform for Family Takaful agents to onboard customer via mobile apps.	For GO prime, we continued to focus on enhancing mobile apps and web-based functionality. Specifically, we improved the e-quotation and e-submission processes and further integrated our systems with those of our Family Takaful intermediaries.

OUR SUSTAINABILITY PRIORITIES

Sustainability-Linked Offerings

Our vision of "We Protect Everyone" underpins our sustainability-linked offerings, through which we continue to provide (re)insurance and takaful solutions addressing emerging economic, environmental and social risks. A sustainability and maqasid shariah-related checklist is integrated into our product development and review processes to ensure ongoing alignment with the principles of VBIT and our broader sustainability commitments.

Our key sustainability-linked offerings in FY2026 include:

Takaful IKHLAS Family

- **IKHLAS Lestari**
  Enables Family Takaful participants to contribute to sustainability and community well-being goals through a value-driven, Shariah-compliant protection solution.

- **IKHLAS Ilhamku**
  Targeted at parents, this supports the building of a secure financial foundation for their children's future, contributing to long-term financial resilience and intergenerational well-being through structured protection and savings.

- **IKHLAS Impianku**
  Designed to help participants realise their financial goals through structured savings, protection, and periodic benefits, promoting responsible financial behaviour and long-term financial resilience.

- **IKHLAS Idaman**
  Provides an accessible Group Family Takaful solution, with comprehensive protection and savings benefits with contributions starting from RM10, ensuring essential financial security remains accessible while promoting long-term resilience for participants and their families.

Takaful IKHLAS General

- **IKHLAS Merawat Personal Accident Takaful**
  Designed for daily paid workers including delivery riders and e-hailing drivers, this product provides coverage for death, permanent disablement, and medical expenses, extending financial protection to essential workers in the gig economy.

- **IKHLAS Membantu Personal Accident Takaful**
  Targeted at B40 breadwinners, this product provides financial protection for families facing the sudden loss of a primary income earner, including coverage for funeral expenses and associated financial hardship.

- **IKHLAS Clinic Niaga Takaful**
  Tailored for medical professionals and clinics, this product provides financial protection against unforeseen risks, enabling healthcare providers to focus on delivering essential services to their communities.

- **IKHLAS Retail Niaga Takaful**
  Designed for small businesses including provision shops, minimarts, tailors, and small workshops, this product protects against financial losses and supports the continuity and resilience of local economies.

- **Bantuan IKHLAS Road Assist**
  Providing 24/7 roadside assistance across Malaysia, Singapore, Southern Thailand, and Brunei, this service covers jumpstart, flat tyre, petrol delivery, towing, and locksmith services. The Digital Road Assist solution, introduced in FY2025, continues to streamline assistance requests and improve response times, delivering faster and more efficient support to customers in need.

Transparent Claims Payout

MNRB continues to uphold transparency and efficiency in claims settlement as a core expression of our protection mandate. Through the IKHLAS GO Serve platform, customers can seamlessly submit and track their claims digitally, enhancing the overall claims experience while reducing paperwork and operational costs in support of our sustainability objectives.

During the period, we were able to support our customers in their time of need through the following claims settlement:

Company	FY2024		FY2025		FY2026	
	Claims Amount (RM mil)	Number of Recipients	Claims Amount (RM mil)	Number of Recipients	Claims Amount (RM mil)	Number of Recipients
Takaful IKHLAS Family	266.1	36,096	247.5	34,956	**279.6**	**34,165**
Takaful IKHLAS General	409.2	73,903	422.4	74,740	**537.7**	**96,427**
Total	675.3	109,999	669.9	109,696	**817.3**	**130,592**

- **Surplus Distribution:**
  As part of our commitment to responsible and ethical business conduct, Takaful IKHLAS General distributed a portion of surplus from the Participants' Risk Funds to eligible takaful participants in FYE 2026, paying RM6.17 million to more than 376,470 certificates recipients.

  This distribution upholds the core takaful principles of mutual assistance and shared responsibility, returning tangible value to participants and reinforcing our commitment to fair and transparent business conduct.

Way Forward

We will continue expanding our digital offerings and product innovation pipeline through the IKHLAS GO Ecosystem, with a focus on delivering more seamless, accessible, and personalised experiences across all customer and intermediary touchpoints. In parallel, we will also advance our digital transformation efforts, ensuring that technology investments contribute meaningfully towards our Net Zero Carbon by 2050 commitment, alongside our broader sustainability objectives.

OUR SUSTAINABILITY PRIORITIES

SMM 10: TALENT ATTRACTION, GROWTH AND RETENTION



Why It Is Important

At MNRB, we recognise that sustainable growth is driven by our people. Building a high-performing organisation depends on creating an environment where employees are empowered to grow, take ownership of their development, and contribute meaningfully to the Group's success.

Investing in talent development is critical to maintaining workforce capability, strengthening organisational resilience, and ensuring the Group remains competitive in a rapidly evolving business landscape. By fostering a culture of shared accountability for growth, MNRB aims to support long-term value creation for stakeholders.

Our Approach

We adopt a holistic and employee-centric approach towards building a high-performing organisation, anchored on strengthening our learning ecosystem, fostering a culture of continuous development, and enabling employees to take ownership of their growth. We implement enhanced development pathways across all career stages, supported by learning programmes, capability-building initiatives, and targeted development interventions aligned with evolving business and industry requirements.

Our approach promotes shared accountability, where employees are empowered and supported to actively drive their own development, while the organisation provides the necessary frameworks, tools, and opportunities to enable continuous learning and performance excellence. Through this integrated approach, we ensure continuous capability development and build a resilient, agile, and high-performing workforce that is aligned with the Group's long-term strategic priorities.

Our Progress

A total of 55% employees participated in formal, classroom-based learning programmes during the year, while the remaining 45% engaged in alternative learning methods, including on-the-job training and e-learning programmes offered by ICTD (cybersecurity), Compliance, Sustainability and other functions.

This blended learning approach supports continuous capability building and ensures employees are equipped with the skills required to meet business needs and adapt to evolving industry demands. It also reflects our commitment to providing equitable access to learning and development opportunities through diverse learning methodologies.

Training and Development Key Metrices

- Total Expenditure on Training & Development: RM1.1 million
- Total Programmes: 170 (inhouse & public programmes)
- Average Learning Hours per Employee: 30.67
- Number of Employees Certified with Professional Industry Certificates: 119

Way Forward

We will continue to strengthen our focus on building a future-ready and high-performing workforce by anchoring our capability development efforts to Bank Negara Malaysia's Future Skills Framework. This will ensure that our workforce is equipped with the critical skills required to navigate evolving industry demands and support the Group's long-term strategic priorities.

We will deepen partnerships with industry bodies and professional institutions to deliver curated learning programmes that enhance technical expertise and core competencies, particularly in insurance, reinsurance, and other key business areas. These collaborations will enable our employees to remain relevant, highly skilled, and aligned with industry best practices.

Through these efforts, MNRB remains committed to developing a resilient, future-ready workforce while reinforcing a strong culture of continuous learning and high performance.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C6(a) Total hours of training by employee category				
Senior Vice Presidents and above	Hours	878	647	**505**
Vice Presidents	Hours	1,853	3,608	**3,104**
Assistant Vice Presidents	Hours	3,329	11,652	**6,756**
Executive	Hours	4,330	17,070	**9,044**
Personal Assistant	Hours	96	120	**152**
Clerk	Hours	166	347	**42**
Uniform	Hours	122	50	**0**
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4	3	**3**
Bursa C6(c) Total number of employee turnover by employee category				
Senior Vice Presidents and above	Number	2	6	**4**
Vice Presidents	Number	20	4	**14**
Assistant Vice Presidents	Number	33	41	**30**
Executive	Number	55	69	**53**
Personal Assistant	Number	0	1	**0**
Clerk	Number	1	2	**0**
Uniform	Number	1	2	**1**

OUR SUSTAINABILITY PRIORITIES

SMM 11: DIVERSITY, EQUITY AND INCLUSION ("DEI")

Why It Is Important

DEI is increasingly recognised as both a governance consideration and a contributor to organisational effectiveness, supporting leadership development, a more balanced risk culture, and more inclusive decision-making. Across industries, continued gaps in workforce participation and leadership representation highlight the importance of sustained efforts to promote equitable opportunities and inclusive workplaces [1].

For the Group, strengthening DEI enhances talent attraction and retention, enhances employee engagement, and contributes to long-term organisational capability and resilience. An inclusive environment enables employees to contribute authentically, fostering collaboration, innovation, and stronger performance outcomes, while aligning with evolving stakeholder expectations on fairness, equal opportunity, and responsible human capital management.

Guided by our ICE Values and the principle of "We Protect Everyone," MNRB remains committed to fostering a respectful, inclusive, and empowering workplace for all employees.

For reference:

[1] https://www.weforum.org/publications/global-gender-gap-report-2025

Our Approach

We adopt a structured approach to embed DEI across the organisation and to fostering an inclusive culture that celebrates diversity, led by the Group People Division ("GPD") and supported by policies and practices that promote non-discrimination, equitable treatment, and inclusive hiring.

We integrate DEI principles across the employee lifecycle by ensuring fair and consistent talent practices, including recruitment, development, and career progression. Employees are provided with equitable access to opportunities, resources and development pathways to support their growth and participation within the organisation.

Employee engagement and inclusivity are monitored through structured feedback mechanisms, including employee surveys and open communication channels, to better understand employee sentiment, workplace experience, and sense of belonging across the Group. Beyond measuring engagement scores, MNRB places strong emphasis on building a sustainable Employee Engagement Index that reflects long-term organisational health, employee trust, workplace culture, and overall employee experience.

To encourage greater transparency and authentic participation, we have branded our employee engagement survey as Suara Kita ("Our Voice"), providing employees with a trusted platform to freely share their perspectives, feedback, and aspirations. Insights gathered are systematically analysed and translated into targeted action plans and continuous improvements in workplace practices, leadership effectiveness, performance culture, and employee experience.

We also continue to promote inclusivity and employee well-being through cultural engagement activities and employee support initiatives that foster belonging, respect, and workplace connectivity. Through these actions, we operationalises our commitment to DEI while strengthening an inclusive, supportive, and high-performing workplace.

Our Progress

In FY2026, we made meaningful progress across workforce representation, inclusive engagement, and employee well-being.

- **Workforce Representation**
  Women represented 55% of the Group's total workforce, with 33% of Senior Management positions held by female employees. The Group's workforce composition by age and ethnicity remained broadly stable.

- **Merit-Based Opportunities**
  All hiring and advancement decisions are based on capability, performance, leadership potential and alignment with organisational values. Through this approach, we continue to reinforce a high-performance, purpose-driven culture that supports long-term organisational growth, sustainability, and transformation.

- **Employee Engagement**

Company	Employee Engagement Index ("EEI") FY2024	EEI FY2025	EEI FY2026
MNRB	81%	88%	**72%**
Malaysian Re	96%	94%	**79%**
Takaful IKHLAS Family	88%	92%	**84%**
Takaful IKHLAS General	91%	92%	**87%**

Employee feedback remained positive in areas such as training accessibility and flexible working arrangements. At the same time, opportunities for improvement were identified in communication effectiveness, career development visibility, and inter-departmental collaboration. These valuable insights have informed targeted action plans across business units, enabling the Group to strengthen employee experience, enhance organisational connectivity, and drive continuous workplace improvement.

- **Celebrated Key Festive & DEI Occasions**
  We successfully hosted inclusive celebrations for Chinese New Year, Deepavali, International Women's Day, and International Men's Day, fostering cultural appreciation, unity, and a stronger sense of belonging across a diverse workforce.

- **Enhanced Employee Well-Being through Inclusive Support**
  In support of employees' holistic well-being, we implemented early salary disbursement ahead of key festive periods, enabling better financial planning and reducing seasonal financial stress. This initiative reflects MNRB's continued commitment to caring for its people and supporting their overall well-being in a meaningful and practical manner.







Way Forward

We will continue to strengthen our DEI efforts by fostering a workplace where all employees feel respected, valued, and supported. This includes enhancing inclusivity across people practices and embedding DEI principles throughout the organisation to support long-term sustainability and value creation.

In parallel, we will adopt a more structured and holistic approach to employee well-being, anchored on the eight dimensions of wellness. By promoting a supportive and inclusive work environment, we aim to enhance employee experience, resilience, and sustained performance.

OUR SUSTAINABILITY PRIORITIES

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Vice Presidents and above Under 30	Percentage	0	0	**0**
Senior Vice Presidents and above 30 - 39	Percentage	8	9	**0**
Senior Vice Presidents and above 40 - 49	Percentage	28	43	**46**
Senior Vice Presidents and above Above 50	Percentage	64	48	**54**
Vice Presidents Under 30	Percentage	0	0	**0**
Vice Presidents 30 - 39	Percentage	11	13	**11**
Vice Presidents 40 - 49	Percentage	45	44	**47**
Vice Presidents Above 50	Percentage	44	44	**42**
Assistant Vice Presidents Under 30	Percentage	3	3	**3**
Assistant Vice Presidents 30 - 39	Percentage	39	43	**43**
Assistant Vice Presidents 40 - 49	Percentage	43	40	**42**
Assistant Vice Presidents Above 50	Percentage	15	13	**12**
Executive Under 30	Percentage	36	38	**36**
Executive 30 - 39	Percentage	42	41	**41**
Executive 40 - 49	Percentage	15	15	**16**
Executive Above 50	Percentage	6	6	**7**
Personal Assistant Under 30	Percentage	0	0	**0**
Personal Assistant 30 - 39	Percentage	23	25	**15**
Personal Assistant 40 - 49	Percentage	32	0	**25**
Personal Assistant Above 50	Percentage	45	75	**60**
Clerk Under 30	Percentage	0	0	**0**
Clerk 30 - 39	Percentage	52	47	**42**
Clerk 40 - 49	Percentage	9	18	**17**
Clerk Above 50	Percentage	39	35	**42**
Uniform Under 30	Percentage	0	0	**0**
Uniform 30 - 39	Percentage	0	0	**0**
Uniform 40 - 49	Percentage	67	55	**50**
Uniform Above 50	Percentage	33	45	**50**

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Gender Group by Employee Category				
Senior Vice Presidents and above Male	Percentage	64	70	**67**
Senior Vice Presidents and above Female	Percentage	36	30	**33**
Vice Presidents Male	Percentage	68	65	**63**
Vice Presidents Female	Percentage	32	35	**37**
Assistant Vice Presidents Male	Percentage	49	48	**50**
Assistant Vice Presidents Female	Percentage	51	52	**50**
Executive Male	Percentage	35	36	**38**
Executive Female	Percentage	65	64	**62**
Personal Assistant Male	Percentage	0	0	**0**
Personal Assistant Female	Percentage	100	100	**100**
Clerk Male	Percentage	48	53	**58**
Clerk Female	Percentage	52	47	**42**
Uniform Male	Percentage	75	73	**70**
Uniform Female	Percentage	25	27	**30**
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	57	77	**58**
Female	Percentage	43	23	**42**
Under 30	Percentage	0	0	**0**
30 - 39	Percentage	0	0	**0**
40 - 49	Percentage	0	3	**4**
Above 50	Percentage	100	97	**96**

OUR SUSTAINABILITY PRIORITIES

SMM 12: LABOUR PRACTICES AND STANDARDS

Why It Is Important

Labour practices remain an important stakeholder consideration globally, particularly risks such as modern slavery and forced labour risks persist across economies and extended value chains[1]. These issues continue to affect millions of people worldwide, underscoring the importance of ethical employment practices, accessible grievance mechanisms, and awareness of third-party labour risks[2].

For the Group, responsible labour practices remain fundamental to sustaining long-term business resilience and value creation. Strong labour governance supports workforce stability, mitigates legal and reputational risks, and reinforces the standard of integrity expected of financial institutions, particularly where outsourced services and vendor ecosystems form part of core operations. By embedding fairness, transparency, and respect across employment practices, the Group strengthens its ability to attract, retain, and develop talent while protecting long-term shareholder value, in line with broader principles of responsible business conduct.

For reference (footnotes)

1. *https://www.ilo.org/topics-and-sectors/forced-labour-modern-slavery-and-trafficking-persons?utm_*
2. *https://www.ilo.org/publications/major-publications/global-estimates-modern-slavery-forced-labour-and-forced-marriage*

Our Approach

We continue to anchor our labour practices on six priority areas: fair wages and benefits; diversity, non-discrimination and inclusion; freedom of association; occupational safety and health; talent development; and upskilling and education. These are implemented through clear policies, structured governance, and defined accountability across business units.

We also maintain flexible work arrangements, targeted benefits, and structured learning pathways to support employees across different life stages and career progression, alongside robust governance and accessible grievance mechanisms that uphold employee rights and sustain a safe, respectful, and purpose-driven work environment.

Our Progress

- Zero Labour-Related Grievances: We recorded zero substantiated labour-related grievances during the reporting period, underscoring the effectiveness of the grievance mechanisms and the strength of out governance framework. This achievement reflects MNRB's continued commitment to fostering a respectful, inclusive, and psychologically safe workplace culture where employees are encouraged to raise concerns through established and trusted channels.
- Upskilling Initiatives: Ongoing upskilling initiatives and talent development pathways continue to support employee mobility and retention, reflecting sustained investment in employee development and capability building.
- Holistic Benefits: Holistic benefits and flexible arrangements continue to support employee well-being, alongside our ongoing emphasis on workplace safety and well-being and strengthened policy implementation.

Way Forward

We remain committed to strengthening robust labour practices as a cornerstone of our people-centric culture. This includes equipping our workforce with future-ready capabilities through targeted skills development, strengthening leadership and succession pipelines, and enhancing transparency in employment practices. Our ongoing commitment is to uphold fairness, safety, and respect, across all levels of the organisation, while creating an environment where employees are empowered to grow, contribute meaningfully, and succeed in a dynamic and supportive workplace.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	**0**

OUR SUSTAINABILITY PRIORITIES

SMM 13: COMMUNITY ENGAGEMENT

Why It Is Important

Consistent and meaningful community engagement builds long-term trust and social licence to operate, particularly for financial institutions where reputation and public confidence influence brand value, stakeholder relationships, and market positioning. It also contributes to broader economic resilience and financial inclusion outcomes.

While access to financial services continue to expand through digital channels, responsible engagement remains important to ensure inclusion benefits are safe, equitable, and sustainable. Recent global financial inclusion insights highlight ongoing developments in how individuals access and use financial services, including the growing importance of digital financial inclusion and related safeguards[1].

For the Group, structured and outcome-driven community engagement programmes strengthen stakeholder relationships, support inclusive development and reinforce its long-term role in enabling resilience and shared progress. These efforts also ensure that social investments are aligned with material societal needs and deliver measurable impact.

For reference:
[1] https://www.worldbank.org/en/publication/globalfindex/report

Our Approach

Our community engagement strategy focuses on long-term, outcome-driven initiatives anchored in inclusivity, empowerment, and sustainable development. Through strategic partnerships and stakeholder collaboration, we support programmes across health, education, economic empowerment, and environmental conservation.

These initiatives are primarily led by Takaful IKHLAS through IKHLAS Barakah House (IBH), supported by funding from IKHLAS Waqf and Endowment (IWE) and IKHLAS Lestari initiatives, and further strengthened through MNRB Program Lestari Cemerlang (PLC). Our aim is to co-create meaningful impact aligned with the SDGs and national development priorities, and ensuring that our efforts are continuously guided by the principles of Maqasid Shariah, ensuring that programmes promote well-being, education and social equity.

Our Progress

- **IKHLAS Barakah House ("IBH")**
  IBH remained the Group's primary community empowerment platform during the year, reaching over 3,390 individuals through 10 initiatives delivered under four key pillars: **Health, Education, Community, and Environment.** In total, RM470,110 was invested to support marginalised communities, fostering resilience and self-sufficiency in line with the Group's commitment to inclusive growth.





IBH Initiatives by Pillar for FY2026	Objectives	Amount Invested	# of Initiatives	Beneficiaries
1) Community - i-Tekad Protection Programme - Various CSR Programmes for underserved communities such as B40s, Asnaf, students and etc	To alleviate cost-of-living pressures through targeted food aid, financial assistance and essential household support, including Ramadhan outreach programmes.	RM299,110	6	~ 2728 underserved individuals
2) Education - Sekolah Islah, Kota Bharu, Kelantan - Universiti Pertahanan Nasional Malaysia (UPNM)	To improved access to education and support for living/financial expenses.	RM81,000	2	62 students in Sekolah Islah and 100 *fakir* students in UPNM
3) Health - Majlis Kanser Nasional (MAKNA)	To support paediatric cancer patients and their caregivers, including assistance for transportation, nutrition and essential care needs.	RM50,000	1	Paediatric cancer patients and their caregivers
4) Environment - Mosque Clean Up and Tree Planting	To promote environmental stewardship and volunteerism.	RM40,000	1	500 congregants and residents
Overall Total		**RM470,110**	**10**	**~3390**

IKHLAS Waqf and Endowment ("IWE")

The IWE initiative continues to channel meaningful social impact through complimentary waqf contributions made on behalf of Takaful IKHLAS General participants, embedding the principle of shared responsibility within our takaful offerings.

In FY2026, RM43,500 was channelled to Management Science University (MSU) Medical Centre in Kuala Lumpur to support newborn care facilities. This initiative is expected to benefit at least 360 babies annually, strengthening community health outcomes and reinforcing our commitment to inclusive social protection.



MNRB Program Lestari Cemerlang ("PLC")

The PLC continue to reflect our commitment to quality education through the adopt-a-school model. In FY2026, SMK Kubor Panjang, Kedah was added as the fifth adopted school, benefiting 1,046 students with an investment of RM47,000.

Key initiatives included:

- Establishment of an e-Learning Room equipped with digital learning tools to support visual learning and bridge the rural-urban digital divide;
- Program E-Drill 2026 to support Sijil Peperiksaan Malaysian (SPM) preparations; and
- Provision of sports equipment to promote holistic student development.



OUR SUSTAINABILITY PRIORITIES

The programme also supports talent development, with ten (10) high-performing students having received MNRB scholarships to date, of which eight (8) are now part of the Group's workforce.

Metrics	FY2025	FY2026
# of Adopted Schools during the Year	1	**1**
Amount Invested (RM)	RM69,000	**RM47,000**
# of Students from Adopted Schools with Good SPM Results receiving MNRB Scholarship (to date)	10	**10**
# of Scholarship Recipients from the PLC Integrated into MNRB's Workforce (to date)	8	**8**

MNRB Scholarship Programme

The MNRB Scholarship Programme remains a key component of our talent development and community investment strategy, to develop high-calibre professionals for the insurance and takaful industry.

In FY2026, RM636,450 was awarded to 18 scholars sourced through the PLC pipeline and broader academic partnerships. Since inception, the programme has supported 736 scholars, with many progressing into the Group's workforce, reinforcing its dual role as both a social investment and a long-term talent pipeline.

Metrics	FY2023	FY2024	FY2025	FY2026
Scholarships Awarded	10	10	14	**18**
Integrated into MNRB's Workforce	10	15	8	**8**
Amount Invested (RM)	RM533,587	RM581,373	RM408,888	**RM636,450**

Way Forward

MNRB will continue to strengthen our community investment efforts through purposeful, outcome-oriented initiatives across education, health and community well-being, aligned with national development priorities and the SDGs.

As impact tracking capabilities mature, greater emphasis will be placed on measuring long-term outcomes, particularly for programmes such as PLC and the Scholarship Programme, where community impact and talent development are closely linked. Through sustained partnerships and a long-term perspective we remain committed to delivering measurable and meaningful impact to the communities we serve.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer (IBH, IWE, PLC, Scholarship)	MYR	2,034,285	1,233,479	**1,197,060**
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	12,549	5,966	**3,410**

SMM14: WASTE MANAGEMENT

Why It Is Important

Waste management is increasingly framed through circular economy principles and cost-of-inaction considerations, as global waste generation continues to rise alongside urbanisation, consumption growth, and economic development. Projections indicate that municipal solid waste volumes are expected to increase significantly toward 2050, with mismanaged waste contributing to environmental degradation, public health risks, and climate-related impact[1].

For the Group, while direct operational waste impact may be limited, responsible waste management remains an important aspect of environmental stewardship. It supports operational efficiency, reduces the Group's environmental footprint, and strengthens overall environmental performance credibility. It also aligns with evolving sustainability reporting expectations, which place greater emphasis on measurable outcomes, transparency, and evidence-based progress.

For reference:
https://www.unep.org/news-and-stories/press-release/world-must-move-beyond-waste-era-and-turn-rubbish-resource-un-report

Our Approach

Our waste management approach has progressed towards more consistent monitoring and strengthened employee awareness across principal office buildings. Waste is managed through two main streams: general waste disposed to landfill, and recyclable materials segregated through on-site recycling bins and channelled to external recycling facilities.

Our Progress

In FY2026, total waste generated decreased by 17.6% from 121.83 metric tonnes in FY2025 to 100.43 metric tonnes.

- **Recyclable waste**
  Recyclable waste diverted from disposal declined to 4.89 metric tonnes (FY2025: 28.80 metric tonnes). This reduction reflects the one-off large-scale document decluttering exercise during workplace renovation in FY2025, rather than a decline in recycling effort. Recycling bins remain in place across all floors of BMR and IP to support ongoing recycling activity.
- **General Waste**
  General waste directed to disposal stood at 95.55 metric tonnes in FY2026, compared to 92.95 metric tonnes in FY2025, a moderate increase of 2.8%. This was mainly driven by higher office occupancy following the transition to full operational capacity, as well as renovation-related activities during the year.

Way Forward

Moving forward, we will focus on strengthening waste segregation practices across all floors of BMR and IKHLAS Point and embedding waste reduction awareness into internal sustainability communications.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C10(a) Total waste generated	Metric tonnes	100.42	121.83	**100.43**
Bursa C10(a) (i) Total waste diverted from disposal	Metric tonnes	6.17	28.8	**4.89**
Bursa C10(a) (ii) Total waste directed to disposal	Metric tonnes	94.25	92.95	**95.55**

OUR SUSTAINABILITY PRIORITIES

SMM15: WATER MANAGEMENT

Why It Is Important

Water security is an increasingly material global risk, with floods and droughts becoming more frequent and severe. Global assessments indicate that a significant proportion of the population experiences periods of water stress each year, reinforcing the importance of water-related resilience across sectors, including those not traditionally considered water-intensive[1].

For the Group, responsible water management supports resource stewardship across its facilities and contributes to broader operational resilience. This is particularly relevant in the context of climate-related disruptions, which may affect utility availability, workplace continuity, and employee well-being.

For reference:
https://www.worldbank.org/en/topic/waterresourcesmanagement

Our Approach

Water management continues to develop as a focus area within our broader resource efficiency agenda, reflecting its increasing relevance to our sustainability commitments and our responsibility as a multi-site building occupant operating across branches.

Current efforts are focused on establishing structured data collection, monitoring, and analysis of water consumption across key operational sites. This enables the identification of usage patterns and key drivers of consumption, supporting more informed decision-making and the progressive development of targeted water efficiency and conservation measures.

Our Progress

Total water consumption increased from 29,946 m^3 in FY2025 to 36,903 m^3 in FY2026, representing an increase of approximately 23.2% year-on-year. The increase was primarily influenced by improved measurement accuracy following recalibration of the water metering system at BMR premises, alongside broader reporting coverage and temporary operational factors during the reporting period, including office renovation activities.

During the reporting period, it was identified that the water meter at BMR premises required recalibration. Following the necessary rectification works by Syarikat Bekalan Air Selangor ("SYABAS") completed in early FY2026, readings from the recalibrated meter now reflect a more accurate measurement of actual water usage. As such, the FY2026 figure reflects improved data accuracy and completeness, and the year-on-year variance should not be interpreted solely as an indication of deterioration in underlying resource efficiency.

Way Forward

With metering now recalibrated and a more reliable consumption baseline established from FY2026 onwards, we are better positioned to monitor water usage accurately and develop meaningful reduction targets. Key priorities for the coming year may include establishing a water consumption intensity baseline normalised against headcount or occupied floor area, to enable more meaningful year-on-year comparisons that account for occupancy fluctuations.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C9(a) Total volume of water used	Megalitres	27.079	29.946	**36.903**

SMM16: SUPPLY CHAIN MANAGEMENT

Why It Is Important

Supply chain risk has expanded beyond delivery and cost to include integrity, human rights and labour risks, as well as cybersecurity exposure through third-party relationships. International guidance increasingly emphasises risk-based due diligence across business relationships to identify, prevent and mitigate adverse impacts within the value chain[1].

For the Group, strengthened supplier governance supports operational resilience, protects information security, and reduces reputational and compliance exposure, particularly where vendors support critical processes or handle sensitive data. It also aligns with ISSB expectations on value chain transparency and credible risk management practices.

For reference:
https://www.oecd.org/content/dam/oecd/en/publications/reports/2018/02/oecd-due-diligence-guidance-for-responsible-business-conduct_c669bd57/15f5f4b3-en.pdf

Our Approach

Our procurement practices incorporate sustainability considerations, with preference for local sourcing where feasible. This supports local economic development, job creation, and the growth of domestic capabilities and innovation. Where local alternatives are not available, particularly due to regulatory or specialised technical requirements, we engage overseas suppliers, which may increase in the near term. Nevertheless, our commitment to supporting a resilient local supply chain remains unchanged.

To strengthen responsible procurement practices, we have introduced the Sustainability Due Diligence Questionnaire ("SDDQ") as part of the Group-wide vendor assessment process to evaluate suppliers' sustainability-related practices.

Our Progress

Local Spending	FY2024		FY2025		FY2026	
MNRB	**RM63.2 million**	**99%**	**RM74.2 million**	**98%**	**RM81.29 million**	**98%**
Malaysian Re	**RM73.7 million**	**96%**	**RM81.5 million**	**93%**	**RM84.95 million**	**97%**
Takaful IKHLAS Family	**RM112.2 million**	**99%**	**RM109.2 million**	**99%**	**RM104.8 million**	**97%**
Takaful IKHLAS General	**RM144.7 million**	**100%**	**RM179.4 million**	**99%**	**RM193.3 million**	**99%**

OUR SUSTAINABILITY PRIORITIES

Way Forward

We will continue strengthening supply chain governance by formalising sustainability evaluation mechanisms and enhancing supplier engagement on ESG matters within procurement processes. These efforts aim to further embed sustainability considerations into supplier selection and management, support responsible sourcing, and build a more resilient and sustainable supply chain.

We will also establish periodic monitoring and reporting mechanisms, with key developments escalated to relevant Management and Board Committees to enhance oversight, transparency, and accountability.

Bursa Performance Data Table

Indicator	Measurement Unit	FY2024	FY2025	FY2026
Bursa C7(a) Proportion of spending on local suppliers - MNRB	Percentage	98.5	98.0	**97.9%**
Bursa C7(a) Proportion of spending on local suppliers - Malaysian Re	Percentage	95.8	93.3	**97.1%**
Bursa C7(a) Proportion of spending on local suppliers – Takaful IKHLAS Family	Percentage	98.8	98.6	**96.6%**
Bursa C7(a) Proportion of spending on local suppliers - Takaful IKHLAS General	Percentage	99.7	99.3	**99.4%**

FUTURE OUTLOOK

Looking ahead, we will continue to advance our sustainability journey with greater clarity of intent and focus. Anchored in our commitment to responsible growth, we will further embed sustainability considerations into business strategic planning, risk management and operational decision-making across the Group to support long-term value creation.

In the coming financial year, as we enhance our Sustainability Framework, Roadmap and governance structure, we aim to improve execution effectiveness and internal capabilities, with greater involvement from subsidiaries. This will ensure that the Group's sustainability initiatives are aligned with each entity's business model, strategic priorities, risk profile, and operational realities. This includes strengthening the integration of sustainability-related considerations into core business functions, capital allocation, operational resilience, and enterprise risk management processes across the Group.

In response to evolving regulatory frameworks such as the NSRF and enhanced Bursa Malaysia disclosure requirements, we are progressively strengthening our sustainability governance practices, data management capabilities, and organisational readiness. We will also continue progressing towards meeting the IFRS S1 and IFRS S2 disclosure requirements, while enhancing the quality, consistency, and traceability of sustainability-related data to support more robust reporting and informed decision-making. These efforts will support greater transparency, improved comparability, and continued alignment with both national and global sustainability standards.

We will also continue to cultivate a sustainability mindset across all levels of the organisation by empowering our people, promoting responsible innovation, and strengthening stakeholder collaboration. At the same time, the Group will continue identifying practical opportunities to improve operational efficiency, strengthen climate and operational resilience, support responsible digital transformation, and enhance long-term business sustainability across our operations and value chain. Collectively, these efforts will position the Group to navigate increasingly complex environmental and social challenges, while contributing meaningfully to Malaysia's low-carbon transition and the development of a more resilient and inclusive economy.



MNRB HOLDINGS BHD

BMLR Transition Period

Date & Time: 2026-07-09 14:40:29

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Senior Vice Presidents and above	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Vice Presidents	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Assistant Vice Presidents	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Executive	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Personal Assistant	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Clerk	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category; Uniform	Percentage	100	100	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100	100	—	Internal
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	—	Internal
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1233479	1197060	—	Internal
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	5966	3410	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Senior Vice Presidents and above Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Senior Vice Presidents and above 30 - 39	Percentage	9	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Senior Vice Presidents and above 40 - 49	Percentage	43	46	—	Internal

MNRB HOLDINGS BHD

BMLR Transition Period

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Senior Vice Presidents and above Above 50	Percentage	48	54	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Vice Presidents Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Vice Presidents 30 - 39	Percentage	13	11	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Vice Presidents 40 - 49	Percentage	44	47	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Vice Presidents Above 50	Percentage	44	42	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Assistant Vice Presidents Under 30	Percentage	3	3	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Assistant Vice Presidents 30 - 39	Percentage	43	43	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Assistant Vice Presidents 40 - 49	Percentage	40	42	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Assistant Vice Presidents Above 50	Percentage	13	12	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Executive Under 30	Percentage	38	36	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Executive 30 - 39	Percentage	41	41	—	Internal

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Executive 40 - 49	Percentage	15	16	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Executive Above 50	Percentage	6	7	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Personal Assistant Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Personal Assistant 30 - 39	Percentage	25	15	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Personal Assistant 40 - 49	Percentage	0	25	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Personal Assistant Above 50	Percentage	75	60	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Clerk Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Clerk 30 - 39	Percentage	47	42	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Clerk 40 - 49	Percentage	18	17	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Clerk Above 50	Percentage	35	42	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Uniform Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Uniform 30 - 39	Percentage	0	0	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Uniform 40 - 49	Percentage	55	50	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Age Group by Employee Category; Uniform Above 50	Percentage	45	50	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Senior Vice Presidents and above Male	Percentage	70	67	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Senior Vice Presidents and above Female	Percentage	30	33	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Vice Presidents Male	Percentage	65	63	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Vice Presidents Female	Percentage	35	37	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Assistant Vice Presidents Male	Percentage	48	50	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Assistant Vice Presidents Female	Percentage	52	50	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Executive Male	Percentage	36	38	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Executive Female	Percentage	64	62	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Personal Assistant Male	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Personal Assistant Female	Percentage	100	100	—	Internal

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Clerk Male	Percentage	53	58	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Clerk Female	Percentage	47	42	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Uniform Male	Percentage	73	70	—	Internal
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category; Gender Group by Employee Category; Uniform Female	Percentage	27	30	—	Internal
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; Male	Percentage	77	58	—	Internal
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; Female	Percentage	23	42	—	Internal
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; Under 30	Percentage	0	0	—	Internal
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; 30 - 39	Percentage	0	0	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; 40 - 49	Percentage	3	4	—	Internal
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group; Above 50	Percentage	97	96	—	Internal
Bursa (Energy management)	Bursa C4(a) Total energy consumption	Kilowatt-hour	4,478,897	4,627,214	—	Internal
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number	0	0	—	Internal
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.56	0.22	—	Internal
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	23	51	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Senior Vice Presidents and above	Hours	647	505	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Vice Presidents	Hours	3608	3104	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Assistant Vice Presidents	Hours	11652	6756	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Executive	Hours	17070	9044	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Personal Assistant	Hours	120	152	—	Internal

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Clerk	Hours	347	42	—	Internal
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category; Uniform	Hours	50	0	—	Internal
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	3	3	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Senior Vice Presidents and above	Number	6	4	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Vice Presidents	Number	4	14	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Assistant Vice Presidents	Number	41	30	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Executive	Number	69	53	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Personal Assistant	Number	1	0	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Clerk	Number	2	0	—	Internal
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category; Uniform	Number	2	1	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	—	Internal
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	98.0	97.9	—	Internal
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
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	29.946	36.903	—	Internal
Bursa (Waste management)	Bursa C10(a) Total waste generated	Metric tonnes	121.83	100.43	—	Internal
Bursa (Waste management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	28.8	4.89	—	Internal
Bursa (Waste management)	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	92.95	95.55	—	Internal
Bursa (Emissions management)	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	526.52	370.06	—	Internal
Bursa (Emissions management)	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	3,466.66	3,559.26	—	Internal
Bursa (Emissions management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	1,974.97	2,063.39	—	Internal