

# **SUSTAINABILITY STATEMENT**

## **FY2025**

## ABOUT THIS REPORT

Tashin Holdings Berhad (“Tashin” or the “Company”) and its subsidiaries (the “Group”) recognise sustainability as a critical driver of the Group’s long-term value creation and success, and accordingly embed sustainability as a core element of its business model. This includes embedding sustainability considerations into our decision-making processes, operational strategies, and stakeholder engagements.

This Sustainability Statement for FY2025 (“Statement” or “SS FY2025”) highlights the Company’s ongoing approaches and commitment to integrating sustainability into our business operations and delivering long-term value to our stakeholders. This Statement also reports the progress of the Group’s sustainability strategies, management, targets and performance in addressing key sustainability matters that are critical to the business operations and stakeholders.

This Statement has been prepared in accordance with the Ace Market Listing Requirements (“AMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and has considered the Sustainability Reporting Guide – 3<sup>rd</sup> Edition and its accompanying Toolkits. Other frameworks and guidelines referenced in the preparation of this Statement include the Global Reporting Initiative (“GRI”) and Malaysian Code on Corporate Governance (“MCCG”) 2021.

This Statement has been approved by the Board of Directors (the “Board”) of Tashin on 7 April 2026 and is available on our corporate website at [www.tashin.com.my](http://www.tashin.com.my). The Board, as Tashin’s highest decision-making authority, acknowledges its responsibility for this statement of use.

### Our Business

Tashin operates primarily as an investment holding company, with subsidiaries mainly involved in steel-related manufacturing and trading activities.

The Group’s steel processing operations produce slit coils and steel sheets, while its steel manufacturing products comprise steel pipes, flat bars, square bars, expanded metals, checkered plates and C-purlins. Tashin’s steel products serve a broad customer base and are utilised across multiple industries, including automotive, furniture, electronics and electrical, construction and engineering fabrication.

The Group holds memberships in the following industry associations, which support its implementation of sustainability best practices and foster sustainability awareness across its value chain:

- ✓ Malaysian Iron and Steel Industry Federation (“MISIF”)
- ✓ Malaysia Steel and Metal Distributors’ Association (“MSMDA”)
- ✓ Federation of Malaysian Manufacturers (“FMM”)
- ✓ Malaysian Employers Federation (“MEF”)
- ✓ Penang Hardware and Machinery Merchants Association

### Reporting Period and Cycle

The reporting period of this Statement is from 1 January 2025 to 31 December 2025 (“financial year ended 31 December 2025” or “FY2025”), unless otherwise stated. Where relevant, this Statement includes historical statistical data to highlight key trends and support readers’ understanding of Tashin Group’s comparative performance. This Statement is prepared on an annual reporting cycle.

### Reporting Scope and Boundary

Tashin Group continues to report its sustainability data and performance in this Statement, covering all business segments within the Group as detailed below, unless otherwise stated:

Entity	Principal Activities
Tashin Holdings Berhad	Investment Holdings
Tashin Steel Sdn. Bhd.	Manufacturing and selling of steel products
Tashin Hardware Sdn. Bhd.	Manufacturing and trading of steel material and general hardware products

This Statement outlines how the Group manages its sustainability matters at the Group level, including key outcomes, highlights, performance during the financial year, challenges encountered, and the Group's forward-looking plans to address these challenges.

The scope, content and quality of this report are aligned with the prioritisation of material topics deemed significant to the Group. Tashin recognises the potential Economic, Environmental, Social and Governance ("EESG") impacts arising from its business value chain and is committed to progressively extending its sustainability best practices to internal and, subsequently, external stakeholders.

For additional context, the audited Group consolidated financial statements provide the full list of entities within the Group, while the Group Sustainability Statement presents comprehensive sustainability disclosures. Readers are encouraged to read this Statement in conjunction with Tashin's Annual Report 2025 to gain a holistic understanding of the Group's business outlook and the role of sustainability in driving long-term value creation.

#### Exclusions, Limitations and Disclaimers

The Group recognises that sustainability impacts may arise across its value chain. Currently, the impacts associated with outsourced activities are not included within the scope of this Statement and will be considered for inclusion in future disclosures.

Tashin remains committed to embedding sustainability practices across all its subsidiaries and extending its sustainability commitments to business partners, suppliers and contractors. The Company is also progressively enhancing its sustainability data collection process to address any gaps in sustainability reporting across its operations.

#### Forward-Looking Statements

This Statement contains forward-looking statements relating to Tashin's future strategies, targets, operations and performance, which are based on current business directions and projections. As with any business, Tashin is subject to risks, uncertainties and unforeseen events beyond its control. Accordingly, readers are advised not to place undue reliance on these forward-looking statements, as actual results may differ.

#### Assurance

This Statement has not been subjected to internal review by the internal audit function, nor has external assurance been obtained. However, the Group has performed internal verification through its internal assurance team, involving the relevant business unit's department head and senior management to ensure accuracy of the data and information presented in this Statement.

#### Contact Us

The Group values feedback from our internal and external stakeholders. Any enquiries, comments or feedback regarding our sustainability initiatives or reporting can be directed to us via the following contact details:

##### Mr. KC Foong

Chief Financial Officer

Tel: +604-5090888 (Head Office)

Email: [enquiries@tashin.com.my](mailto:enquiries@tashin.com.my)

Address: Plot 40, Lorong Perusahaan Maju 7, Kawasan  
Perusahaan 4, 13600 Perai, Pulau Pinang

## CHAIRPERSON'S MESSAGE

Dear Valued Shareholders and Stakeholders,

The global and domestic business environment continues to evolve amid ongoing economic, regulatory and geopolitical uncertainties, which are expected to persist into FY2026. In navigating these challenges, Tashin Group remains steadfast in embedding sustainability into the Group's overall strategy, while closely monitoring external developments that may impact the competitiveness and long-term resilience of the steel industry.

Throughout FY2025, we continue to adapt to an increasingly complex sustainability and regulatory landscape. While responding strategically to economic and geopolitical uncertainties, the Group remained focused on advancing its sustainability objectives. Central to this effort is our commitment to ensuring that our operations create positive and lasting impact on the communities and environments in which we operate.

### **Strengthening Our Sustainability Commitment**

Tashin is committed to going beyond regulatory compliance in its sustainability journey. In FY2025, the Group exceeded the requirements of Bursa Securities' ACE Market Listing Requirements for the Sustainability Statement, supported by collaboration with an external consultant.

Building on this strong foundation, we are continuously enhancing our sustainability governance, data collection processes and stakeholder engagement to support the meaningful adoption of sustainable practices across the Group. Notably, Tashin has progressed ahead of Bursa Securities' stipulated timeline for ACE Market companies in meeting sustainability reporting standards. The SS FY2025 reflects the Group's structured approach to governing sustainability objectives and managing the risks and opportunities associated with our identified material sustainability topics.

Both the Board and Management remain aligned in addressing operational challenges while committing to creating a sustainable future for the business, our stakeholders and the communities we serve.

### **Environmental Stewardship and Climate Readiness**

The Group continues to prioritise environmental responsibility through practical and measurable initiatives. To reduce energy consumption and promote energy efficiency, the Group has implemented various energy-saving measures, including the installation of solar panel systems across its manufacturing facilities. In parallel, we have adopted the principles of Reduce, Reuse and Recycle ("3R") across our operations to enhance resource efficiency and minimise waste.

As climate-related risks become increasingly material and as part of its readiness to comply with upcoming International Financial Reporting Standards ("IFRS") S2 Climate-related Disclosures, beginning in FY2027, Tashin Group plans to progressively identify and assess the potential impacts of climate-related risks and opportunities, including those arising from extreme weather events such as heatwaves and heavy rainfall. This enables timely mitigation measures to be taken to safeguard business continuity.

In addition, the Group has adopted a proactive approach to estimating and reporting greenhouse gas emissions across Scope 1 and Scope 2. Through the identification and assessment of climate-related risks and opportunities, and by enhancing its emissions measurement and reporting practices, Tashin aims to better understand its environmental footprint and prepare for compliance with IFRS S2.

### **Responsible Supply Chain and Social Commitment**

Responsible sourcing remains a key pillar of Tashin's sustainability approach. The Group conducts supplier assessments from pre-qualification to annual performance reviews to ensure compliance with product quality standards and applicable laws and regulations. In FY2025, the Group increased its engagement with local suppliers, which comprised 73% of the supplier base (up from 47% in the previous year). Correspondingly, the proportion of procurement spending on local suppliers rose to 61% (from 56% in the previous year). These efforts demonstrate the Group's commitment to supporting local industries and contributing to the wider economy through the creation of business opportunities.

As employees are central to the Group's success, Tashin places high importance on employee well-being and benefits, recognising that attracting, motivating and retaining talent is critical to our business operations. The Group's wage structure is

designed to reflect role requirements and individual qualifications, skills and experience, ensuring fair and market-competitive remuneration. In addition to statutory entitlements, we provide a range of benefits to support employee well-being and work-life balance.

### Reinforcing Governance Excellence

Strong governance underpins the Group's sustainability journey. As environmental and social compliance is a material topic for the Group, Tashin continues to prioritise robust compliance standards across all aspects of its operations. This commitment reinforces the integrity, resilience and sustainability of our business.

The Board remains actively engaged in overseeing sustainability-related risks and opportunities, ensuring that EESG considerations are embedded into decision-making processes and aligned with the Group's long-term strategic objectives.

### Looking Ahead

As we move forward, Tashin remains committed to embracing sustainability across our businesses, processes and performance. In FY2025, the Group has established the following key performance indicators ("KPIs") and targets to track the performance of its material sustainability matters ("MSMs"). These targets reflect the Group's commitment to managing the sustainability performance of its MSMs. The Group will continue to establish additional KPIs and targets as appropriate in the future.

### FY2025 Targets and Performance

The Group has achieved the targets set for FY2025 and remains committed to sustaining this performance in the years ahead.

Material Sustainability Matters	Indicators	FY2025 Targets	FY2025 Actual Performance
Product and Responsibility	Customer satisfaction score	More than 85%	86.83%
Raw Material and Feedstock Supply	Proportion of spending on local suppliers	More than 60%	60.91%
Corporate Governance and Anti-Corruption	Number of confirmed incidents of corruption and action taken	Zero (0) incidents	Zero (0) incidents
Data Privacy	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero (0) complaints	Zero (0) complaints
Social Compliance – Talent Management and Development	Average training hours per employee	Average 20 training hours per employee	23.31 hours
Social Compliance – Diversity and Equal Opportunity	Percentage of total employees (for Executive level and above) by gender - Female	To achieve at least 30% female	31%
Occupational Health and Safety	Number of work-related fatalities	Zero (0) work-related fatalities	Zero (0) work-related fatalities

Labour and Human Rights	Number of substantiated complaints concerning human rights violations	Zero (0) complaints	Zero (0) complaints
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**FY2028 Targets**

Material Sustainability Matters	Indicators	FY2028 Targets
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Senior Management	100% of Senior Management received training on anti-corruption
Environmental Compliance – Climate Change and Emissions	% of reduction in Scope 1 and Scope 2 emissions	10% reduction in Scope 1 and Scope 2 carbon emissions (from FY2024 baseline)
Social Compliance – Hiring and Retention	Full-time staff voluntary turnover rate	Less than 11%
Social Compliance – Diversity and Equal Opportunity	Percentage of directors by gender group - Female	At least 30% female Directors on the Board
Occupational Health and Safety	Lost time incident rate (“LTIR”)	Less than 2.5
	% of employees trained in health and safety standards	More than 85% of employees trained in health and safety standards

Tashin will continue to identify opportunities to integrate sustainable practices into its operations, aligning sustainability initiatives with business performance. The successful adoption of sustainability practices will enhance the Group’s resilience, mitigate future sustainability-related risks, safeguard long-term value and assets, and support the delivery of sustainable financial returns.

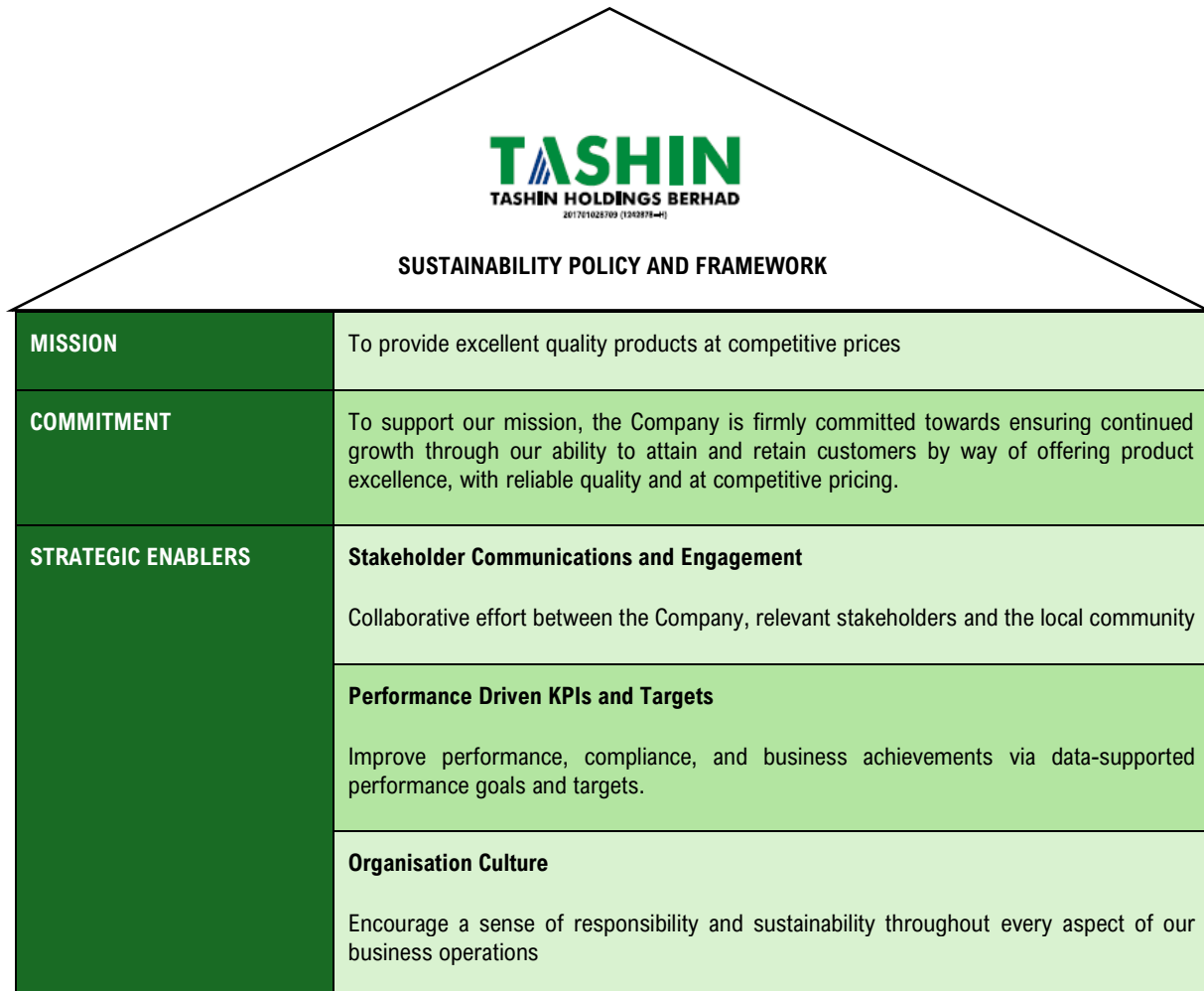
**Dato’ Kalsom binti Abd. Rahman**

*Independent Non-Executive Chairperson*

## TASHIN'S SUSTAINABILITY FRAMEWORK

As part of Tashin's commitment to implement sustainable practices, the Group has established a Sustainability Policy and Framework which highlights Tashin's recognition of its responsibility to operate ethically and responsibly while creating shared value, safeguarding the environment, contributing to society and achieving its business objectives within the steel sector. The Sustainability Policy and Framework contain a structured approach to defining the Group's mission, commitments and strategic enablers, and priorities across the EESG pillars.

The Group actively promotes sustainability by embedding policies across its operations to manage and minimise the environmental and community impacts associated with its manufacturing activities. The Group is also committed to complying with all applicable laws across its operations and mitigating risks and impacts through the implementation of robust systems, processes and resources to ensure the effective delivery of its commitments.



Tashin’s priorities and key commitments across EESG pillars are detailed below:

	ECONOMIC	ENVIRONMENTAL	SOCIAL	GOVERNANCE
<b>Priorities</b>	Ensure responsible management of assets and capitals	Reduce carbon footprint	Inculcate inclusivity, safe workplace and improve society well-being	Adherence to the highest standard of integrity and ethical business conduct
<b>Key Commitments</b>	<ul style="list-style-type: none"> <li>i. Incorporate sustainability considerations in Tashin’s investment decisions.</li> <li>ii. Develop framework that links quality, competitive advantage, and organisational performance.</li> </ul>	<ul style="list-style-type: none"> <li>i. Adoption of sustainable technology solutions and renewable energy</li> <li>ii. Reduction of unit energy consumption and effective management of waste and effluents</li> </ul>	<ul style="list-style-type: none"> <li>i. Create positive social impacts to the community where we operate and provide a safe and healthy workplace for our workforce</li> </ul>	<ul style="list-style-type: none"> <li>i. Undertake comprehensive risk assessment to eliminate corrupt practices.</li> <li>ii. Full adherence on Human and Labour Rights policies</li> </ul>
<b>Drivers</b>	<ul style="list-style-type: none"> <li>➤ Process enhancement and transformation</li> <li>➤ Customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>➤ Best practices, data tracking and industry benchmarking on energy usage and effluent management</li> <li>➤ Appropriate measurement of resource usage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Enhance standards of Occupational Health and Safety (“OHS”) rules and guidelines</li> <li>➤ Impactful and meaningful Corporate Social Responsibility (“CSR”) initiatives within communities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Good track record of operations with governing authorities</li> <li>➤ Compliance with existing environmental regulations</li> </ul>

At the core of these priorities are Tashin’s commitments to uphold good governance through ethical business practices, sound policies, and effective stewardship. The sustainable transformation journey is considered a critical driver of Tashin’s future growth, with EESG principles playing an increasingly important role in shaping its strategies and initiatives. By continuing to integrate these principles across its operations and value chain, Tashin aims to build on the progress it has made, advance its sustainability agenda, and create long-term value for both the Company and its stakeholders.

## GOVERNANCE FOR SUSTAINABILITY

The Group's sustainability governance structure is set out in the diagram below, with the Board of Directors ("Board") serving as the highest governance body responsible for providing overall direction for the Group's sustainability approaches and initiatives.



The Board continues to embed sustainability within its governance framework to support the effective management of the Group's material sustainability matters. The Board holds ultimate responsibility in overseeing and determining the overall scope of sustainability priorities, which are incorporated into the Company's strategic direction, operational processes, and key performance targets. These decisions are communicated to Tashin's Senior Management for implementation throughout the Company's daily operations.

The Group has established the Board Sustainability Committee ("SC") to support the Board in fulfilling its oversight responsibilities in relation to the Company's sustainability strategy and initiatives covering EESG aspects as well as embedding sustainability practices into the business operations. The establishment of a dedicated SC is consistent with Bursa Securities recommended best practices and enhances Board-level oversight of sustainability matters. This governance framework enables more comprehensive evaluation of sustainability risks and impacts, including climate-related and labour matters. Enhanced Board involvement further drives sustainability adoption across the Company and strengthens sustainability data collection, reporting, and engagement with regulators and sustainability rating agencies.

The SC meet at least twice a year and is chaired by an Independent Non-Executive Director. The SC is entrusted with multiple responsibilities, which include the following, amongst others:

- i. Oversee the formulation and recommendation of the sustainability strategies, priorities, targets and policies for the Board's approval;
- ii. Provide oversight on the implementation of the sustainability strategy and related matters;
- iii. Advise the Board on sustainability trends, developments and updates, as well as on sustainability risks along with recommended mitigation measures. This includes progressively integrating sustainability risk into the existing risk management framework and risk register;
- iv. Ensure that adequate resources and systems are in place for sustainability management and ensure that the identified risks are managed in an effective and efficient manner; and
- v. Review the Company's progress on sustainability on a bi-annual basis and ensure that efforts are aligned with the Company's long-term business strategies.

The SC has set up a dedicated sub-committee, i.e. Sustainability Working Group (“SWG”), to assist the SC in fulfilling its responsibilities effectively. The SWG comprises representatives from various departments, including Human Resources, Production, Finance and Procurement. The SWG plays a critical role in coordinating, implementing, monitoring and reporting the progress of the sustainability strategies and initiatives within the EESG pillars to the SC.

The sustainability governance is reviewed and refined, when necessary, to ensure its effectiveness in meeting the Group’s objectives. The performance of the Board and Senior Management is evaluated across multiple dimensions, including their oversight and management of sustainability matters. Board members also participate in relevant sustainability-related training to remain informed of key issues, developments, and emerging trends that may impact the business.

## STAKEHOLDER ENGAGEMENT

Tashin recognises that ongoing and effective engagement with stakeholders is essential to supporting long-term value creation and the successful execution of its sustainability strategy. These ongoing stakeholder engagements not only help us align our business practices with stakeholder expectations but also enhance our capacity to adapt to evolving market and regulatory demands.

The engagement outcomes are systematically addressed through assigning material issues to relevant departments, identifying gaps within operations, developing appropriate strategies and action plans, establishing stakeholder engagement plans, defining performance indicators, and reporting progress to the relevant reporting committees.

The Group engages with a wide range of stakeholders, including parties that affect business operations and those that influence the Group's activities and decisions, as shown below:



To better understand the views and expectations of its diverse stakeholders in relation to material sustainability matters and business operations, the Group has established multiple stakeholder engagement channels, including meetings, site visits and surveys. Insights gained from these engagements inform the identification of key sustainability issues and support continuous improvement to its sustainability strategies, initiatives and reporting.

Our engagement approaches for each of our key stakeholder groups, including the frequency of engagements and their primary areas of interest, are summarised in the table below:

FOCUS AREAS	KEY ENGAGEMENT APPROACHES AND/OR CHANNELS	FREQUENCY OF ENGAGEMENT	ENGAGEMENT OUTCOMES AND SOLUTIONS
<b>Customers/ Distributors</b>			
<ul style="list-style-type: none"> <li>Quality of products and meeting customer expectations</li> <li>Protection of data and information</li> <li>Management of unethical behaviour such as bribery and fraud</li> <li>Health and safety at the workplace</li> <li>Prevention of anti-competitive practices</li> </ul>	Customer satisfaction survey	Annually	<ul style="list-style-type: none"> <li>Quality of products meeting customer expectations</li> <li>Managed customer data security and privacy</li> <li>All actions and transactions carried out in accordance with laws</li> <li>Management of unethical behaviour such as bribery and fraud</li> </ul>
	Customer audits across the year	Regularly	
	Meetings	Regularly	
<b>Suppliers and Contractors</b>			
<ul style="list-style-type: none"> <li>Compliance with contractual terms, laws and regulations</li> <li>Protection of data and information</li> <li>Occupational Health and Safety (“OHS”) procedures in place</li> </ul>	Meetings	Regularly	<ul style="list-style-type: none"> <li>Managed OHS</li> <li>Managed data security and privacy</li> <li>All actions and transactions carried out in accordance with laws</li> </ul>
	Site visits	Regularly	
<b>Employees</b>			
<ul style="list-style-type: none"> <li>Health and safety at the workplace</li> <li>Human rights</li> <li>Quality of products and meeting customer expectations</li> <li>Management of unethical behaviour such as bribery and fraud</li> <li>Efficient steel manufacturing processes</li> </ul>	Performance evaluation	Annually	<ul style="list-style-type: none"> <li>Established policies and procedures to uphold good governance practices across the Group</li> <li>Incorporated process improvement initiatives</li> </ul>
	Employee engagement	Regularly	
	Company intranet, mobile platform, email and memos	Available at all times	
	Learning and development programmes	Regularly	
<b>Government and Regulators</b>			
<ul style="list-style-type: none"> <li>Health and safety at the workplace</li> <li>Human rights</li> <li>Management of unethical behaviour such as bribery and fraud</li> <li>Compliance with environmental laws</li> </ul>	Dialogues and meetings	Regularly	<ul style="list-style-type: none"> <li>Established policies and procedures on OHS, anti-corruption, human rights and whistleblowing</li> <li>Manufacturing activities are certified with the ISO management system</li> </ul>
	Government/ regulatory events/ visitation	Regularly	

<b>Shareholders and Investors</b>			
<ul style="list-style-type: none"> <li>• Future growth prospects</li> <li>• Return on investments</li> <li>• Corporate sustainability</li> <li>• Corporate exercises</li> <li>• Dividends</li> </ul>	Annual General Meeting	Annually	<ul style="list-style-type: none"> <li>• Concerns and detailed explanations provided by Management and the Board</li> </ul>
	Bursa Securities Announcement	At least once every quarter	
	Analyst briefings	As and when needed	
<b>Community</b>			
<ul style="list-style-type: none"> <li>• Management of environmental and social impacts derived from operations</li> <li>• Local hiring practices</li> <li>• Health and safety at the workplace</li> <li>• Management of community relations</li> </ul>	CSR events	Regularly	<ul style="list-style-type: none"> <li>• Encouraged and employed local employees across operations</li> <li>• Managed environmental impacts</li> <li>• Managed OHS risks</li> <li>• Organised community development programmes</li> </ul>

## MATERIAL SUSTAINABILITY MATTERS

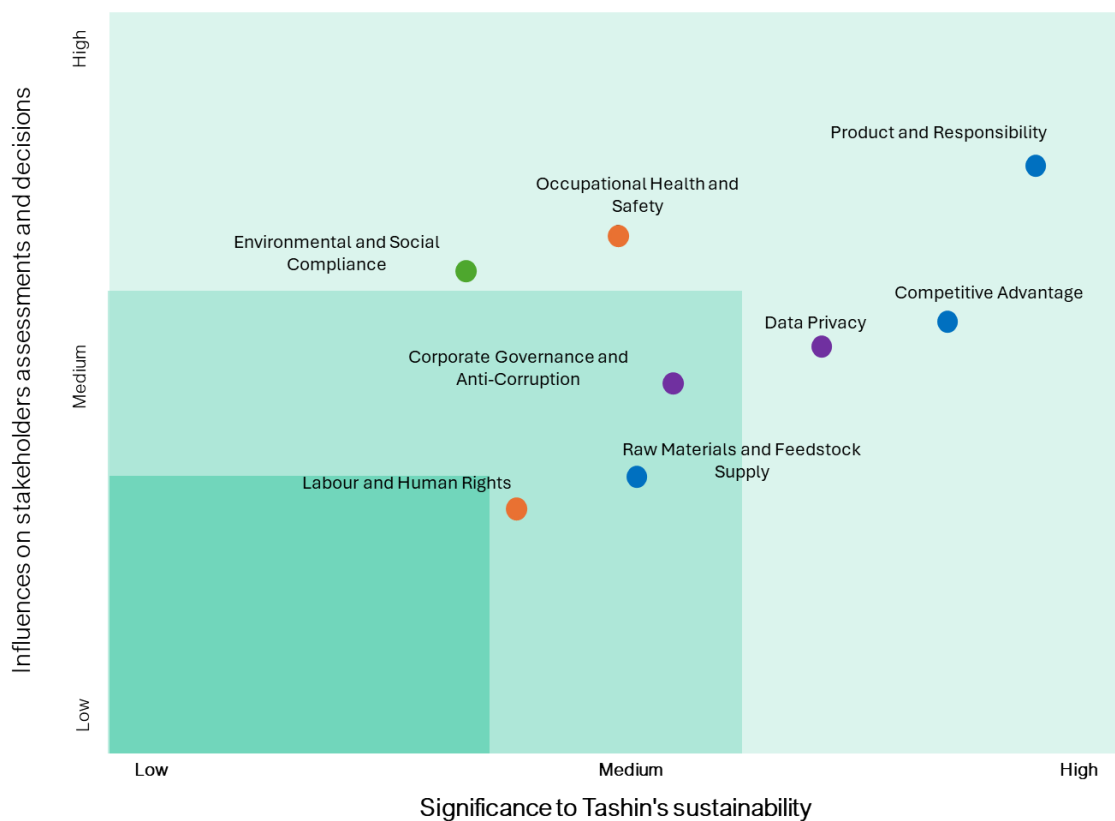
During the year, the Group conducted a general review of its materiality assessment to ensure that its MSMs remain current and aligned with the Group’s sustainability strategy and stakeholder priorities. The assessment process involved active participation from Senior Management and relevant personnel with in-depth knowledge of the Group’s business and an understanding of stakeholder concerns and expectations. The outcomes of the assessment were subsequently presented to the Board for review and approval.

The Group’s materiality assessment process has been carried out considering the Ace Market Listing Requirements’ definition of MSMs. The Group’s MSMs are considered material if they:

- reflect the Group’s significant sustainability impacts; and
- influence the assessments and decisions of stakeholders.

Following consideration of feedback from Senior Management and relevant personnel, the materiality assessment review concluded that the Group’s materiality matrix for FY2025 remains unchanged from the previous year, as it continues to accurately reflect the Group’s most significant sustainability matters and remains aligned with business priorities and stakeholder expectations.

The outcome of the Company’s materiality assessment review guides the disclosures and content of Tashin’s Sustainability Statement. The Group’s materiality matrix for FY2025 is presented as follows:



The description and categorisation of the MSMs across EESG pillars are as follows:

Sustainability Pillars	Material Sustainability Matters	Description
Economic	Product and Responsibility	Tashin aims to maintain and enhance product quality to meet the evolving customer needs and expectations.
	Competitive Advantage	Competitive advantage further reinforces the requirement to maintain existing efforts on improving costs and operational efficiencies.
	Raw Materials and Feedback Supply	Tashin aims to re-align its resources to further ensure efficient, fast and cost-effective supply.
Environmental	Environmental and Social Compliance	Tashin continuously ensure a high level of compliance across all operational areas with potential negative environmental impacts.
Social	Occupational Health and Safety	The Group continues to place strong emphasis on workplace safety and is committed to ongoing improvements in this area.
	Labour and Human Rights	Stakeholders increasingly expect organisations to strengthen labour practices across their operations and supply chains. Tashin will continue to work closely with its subsidiaries and suppliers to address identified gaps and enhance labour-related data collection. These efforts are aimed at promoting responsible labour practices, preventing labour-related issues, and minimising the Company's exposure to supply chain risks.
Governance	Data Privacy	Data privacy is a critical priority at the Group, ensuring the protection of sensitive information and maintaining trust in the Group's reputation through data integrity practices. Tashin continues to safeguard operational, personal, and stakeholder data by maintaining up-to-date cybersecurity measures.
	Corporate Governance and Anti-Corruption	Stakeholders increasingly expect companies to operate responsibly. Tashin is determined to pursue a zero-tolerance and non-compromise approach to corruption, also extending it to the supply chain by developing the Supplier's Code of Conduct and Anti-Corruption policies.

## Product and Responsibility

### Product Quality

Tashin Group is committed to manufacturing high-quality products that meet customer requirements. This commitment is supported by a robust internal quality management system guided by the Quality Manual and Standard Operating Procedures (“SOP”). Our manufacturing facilities are also ISO 9001:2015 Quality Management System (“QMS”) certified, which demonstrates the Group’s commitment to consistently adhering to and fulfilling all QMS requirements and procedures.

The performance of the QMS is overseen by top management and monitored through management reviews. The Group also carries out regular internal audits to evaluate the effectiveness and integrity of its quality processes. No major non-conformances were reported during the financial year, and the Group continued to maintain its QMS certifications.

The Group has implemented various approaches and initiatives to protect and maintain the quality of our products, including:

- established processes to safeguard the quality of supplies procured;
- implemented quality assurance (“QA”) process for all products;
- conducted regular quality inspections;
- conducted regular maintenance of machinery and equipment; and
- provided training to employees on Quality Manual and SOP.

### Customer Satisfaction

We are committed to achieving continuous quality excellence across our value chain, recognising that quality remains fundamental to the Company’s reputation and its value proposition as a trusted partner to customers. In line with ISO 9001:2015 requirements, the Group conducts annual customer satisfaction surveys to gather feedback, helping the Company better understand customer needs and improve its processes, products and services.

In addition, Tashin establishes dedicated channels for customers to submit complaints and feedback as part of its continual quality improvement efforts. Customers may lodge formal complaints via email or through messaging applications to their respective sales representatives.

In accordance with Tashin’s policy, all complaints are addressed and responded to within established timeframes. When complaints or inquiries are received, they are promptly referred to the designated person in charge (“PIC”), who is responsible for initiating investigations and implementing appropriate action plans. Throughout the resolution process, our sales personnel maintain ongoing communication with customers to keep them informed of the progress of remedial actions and improvements.

During the financial year under review, Tashin achieved an overall customer satisfaction score of approximately 87%, reflecting strong customer satisfaction with its products and services. The survey findings are used to support continuous improvements in its manufacturing operations and service quality.

	FY2023	FY2024	FY2025
Customer satisfaction score (%)	84.88%	83.72%	86.83%
Customer complaints received	135	189	154
Customer complaints resolved	135	189	154

## Competitive Advantage

A resilient and sustainable business model forms the foundation of Tashin's long-term value creation and competitive advantage. To maintain its market competitiveness, the Group continues to focus on optimising cost structures and enhancing operational efficiency. By continuously improving operational practices and utilising data insights, Tashin improves production efficiency, minimises operational downtime, and optimises resource utilisation. These initiatives not only reduce production costs but also enhance product quality and delivery reliability, reinforcing the Group's reputation as a trusted and cost-effective supplier.

Effective cost management remains central to sustaining profitability and long-term competitiveness. The Group actively identifies cost-saving opportunities across the value chain from raw material sourcing to energy management, while investing in sustainable technologies that reduce waste and energy consumption. This integrated approach of operational efficiency and environmental stewardship enables Tashin to lower operating costs, improve margins, and create lasting value for stakeholders, while supporting sustainable growth and community development.

Tashin also fosters a culture of continuous improvement across all manufacturing processes to drive operational excellence. Through regular process reviews, performance monitoring, and employee training, production workflows are streamlined to eliminate bottlenecks and enhance productivity. This proactive approach ensures resources are used efficiently, strengthens the Group's ability to meet market demand, and further reinforces its competitive position.

## Raw Materials and Feedstock Supply

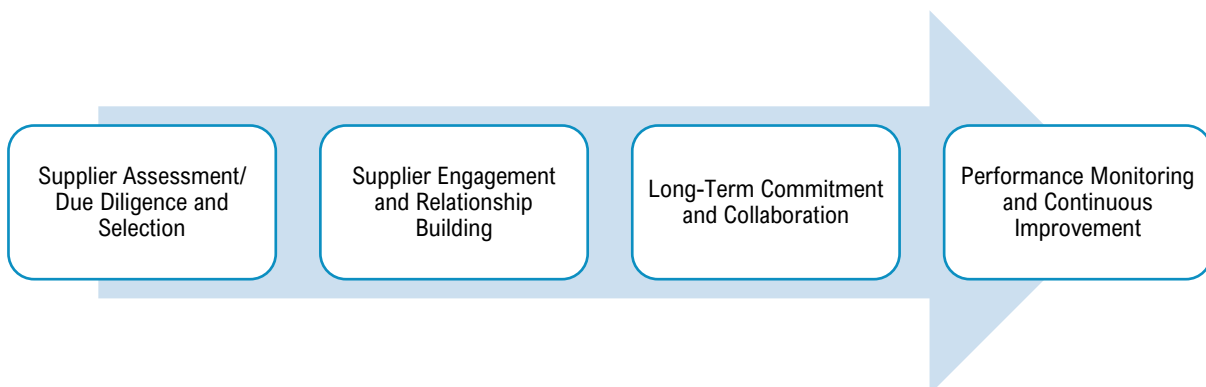
### Supply Chain Management

The Group maintains a reliable and resilient supply chain to support its business operations, recognising the importance of both material and service providers in delivering consistent quality outcomes. Through a structured supply chain management process, the Group identifies key suppliers and service providers and monitors their performance against defined criteria, including pricing, quality, delivery timelines, and reliability. To reduce operational risk, the Group sources from multiple suppliers to avoid dependence on a single provider.

Tashin continually strengthens its purchasing and procurement policies for sourcing from external providers. Transparency is required throughout the entire process, from pre-qualification to award and post-project review. The Procurement Department evaluates prospective suppliers based on financial standing, track record, compliance history, tax obligations, and legal requirements. The Group also engages a broad and diverse vendor base to ensure a competitive, transparent, and cost-effective procurement process.

In line with the Group's commitment to responsible sourcing, local contractors with established performance records and demonstrated contributions to the national economy are given due consideration, subject to compliance with the Occupational Safety and Health Act 1994 ("OSHA"), the Environmental Quality Act 1974, and other applicable occupational health, safety, and environmental laws and regulations.

To ensure the continued quality of products supplied to the Group, annual assessments and performance evaluations are conducted on key suppliers. Where a supplier fails to meet required performance standards, corrective actions and operational improvements are required, with follow-up reviews conducted as necessary. The following diagram outlines Tashin's supply chain management process:



### Local Procurement

By engaging a broad network of suppliers, the Group not only ensures the quality and continuity of its supply chain but also contributes to the wider economy through the creation of business opportunities and support for local industries, where feasible. In its procurement practices, the Group considers the benefits of local sourcing, including support for the local economy, shorter turnaround times, lower indirect emissions due to reduced transportation distances, and enhanced risk management. At the same time, the Group adopts a balanced approach by considering product availability, cost efficiency, quality standards, and supply chain risk diversification.

The Group's current supplier base comprises of 73% local vendors. Certain specialised raw materials are sourced from overseas due to limited domestic availability that meets the quality requirements. In FY2025, the proportion of local procurement spending has increased to 61% as compared to 56% in the previous year, indicating improved engagement with local suppliers and higher allocation of procurement value to local sourcing.

The table below outlines the Group's procurement data for the last three financial years.

	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Total procurement spending (RM'000)	315,051	350,528	286,499
Total local procurement spending (RM'000)	188,677	194,743	174,514
Total foreign procurement spending (RM'000)	126,375	155,784	111,985
Proportion of spending on local suppliers (%)	59.89%	55.56%	60.91%
Percentage of local suppliers (%)	65.38%	47.22%	73.17%

## Corporate Governance and Anti-Corruption

The Group is committed to maintaining high standards of corporate governance across its operations, with a strong emphasis on integrity, transparency, and professionalism in the discharge of its responsibilities. This approach is intended to safeguard the Group's assets and uphold the integrity of Tashin's business.

The Board remains committed to continuously reviewing and enhancing the Group's corporate governance framework to ensure that adopted practices are appropriate and aligned with the Group's needs. The Group's corporate governance practices align with the relevant requirements of the AMLR and are guided by the MCCG 2021.

The Group has put in place the following corporate governance frameworks, policies, and guidelines to guide its operations, uphold accountability, and reinforce adherence to best practices.



### Board Composition and Diversity

As of FY2025, Tashin's Board comprises 11 Directors, 5 of whom are Independent Non-Executive Directors ("INEDs"), with the Chairperson serving as an Independent Non-Executive as listed below:

No.	Name	Designation
1.	Dato' Kalsom binti Abd. Rahman (Madam)	Independent Non-Executive Chairperson
2.	Dato' Toh Yew Peng	Non-Independent Non-Executive Director
3.	Sim Puei Chun	Senior Independent Non-Executive Director
4.	Rusdy bin Ishak	Independent Non-Executive Director
5.	Ir. Tan Tiong Ben	Independent Non-Executive Director
6.	Khaw Chooi Kee (Madam)	Independent Non-Executive Director
7.	Toh Yew Seng	Non-Independent Non-Executive Director
8.	Koay Kah Ee	Non-Independent Non-Executive Director
9.	Lim Choon Teik	Managing Director
10.	Foong Kok Chuin	Executive Director/Chief Financial Officer
11.	Teh Jian Yang	Executive Director

The Board is supported by various Board Committees and Management in strengthening the sustainability and corporate governance practices across the Group. The composition of the Board Committees is detailed below:

<b>Board Committee</b>	<b>Composition</b>
<b>Audit Committee</b>	Three (3) members of Board, all of whom are INEDs
<b>Risk Management Committee</b>	Three (3) members of Board, all of whom are INEDs
<b>Sustainability Committee</b>	Three (3) members of Board, all of whom are INEDs
<b>Nomination Committee</b>	Three (3) members of Board, all of whom are INEDs
<b>Remuneration Committee</b>	Three (3) members of Board, all of whom are INEDs

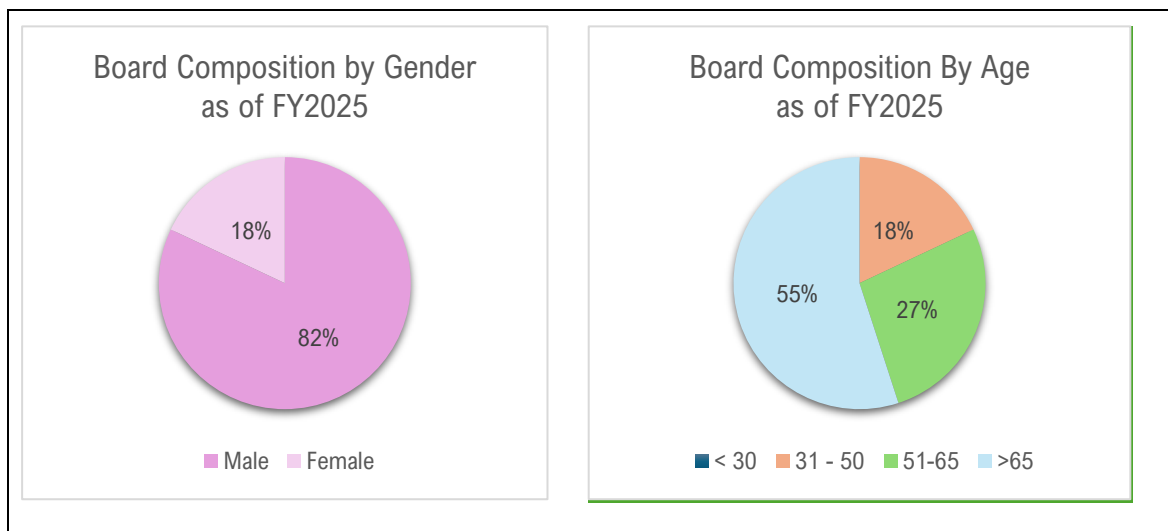
The Company recognises that a strong and diverse Board is essential to effective leadership and informed decision-making. Accordingly, the Board is composed of members with diverse expertise, professional experience, and perspectives that collectively enhance strategic oversight and governance.

In line with the Company's commitment to promoting diversity and inclusion, gender representation has been identified as a key priority. As of FY2025, women account for 18% of the Board. The Board affirms its commitment to increasing female representation at both Board and Senior Management levels. Opportunities to appoint women will be actively considered when vacancies arise, and suitable candidates are identified, reflecting the Company's broader commitment to inclusive leadership and alignment with corporate governance and sustainability principles.

The Group's Board diversity composition as at 31 December 2025 is presented below:

<b>Board Composition</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
<b>By Gender – Number (%)</b>			
Male	8 (80%)	8 (80%)	9 (82%)
Female	2 (20%)	2 (20%)	2 (18%)
<b>By Age – Number (%)</b>			
Aged 30 and below	0 (0%)	0 (0%)	0 (0%)
Aged 31-50	1 (10%)	1 (10%)	2 (18%)
Aged 51-65	4 (40%)	4 (40%)	3 (27%)
Above aged 65	5 (50%)	5 (50%)	6 (55%)

Board Composition	FY2023	FY2024	FY2025
<b>By Nationality – Number (%)</b>			
Malaysian	10 (100%)	10 (100%)	11 (100%)
Foreigner	0 (0%)	0 (0%)	0 (0%)
<b>By Ethnicity – Number (%)</b>			
Malay	2 (20%)	2 (20%)	2 (18%)
Chinese	8 (80%)	8 (80%)	9 (82%)
Indian	0 (0%)	0 (0%)	0 (0%)
Others	0 (0%)	0 (0%)	0 (0%)
<b>By Disability – Number (%)</b>			
Disabled	0 (0%)	0 (0%)	0 (0%)
Non-Disabled	10 (100%)	10 (100%)	11 (100%)



### **Corporate Governance Practices**

As of FY2025, the Audit Committee (“AC”) is chaired by an INED and comprises three INEDs, excluding the Board Chairman. The Remuneration and Nomination Committees also consist entirely of INEDs.

Board remuneration is linked to performance and KPIs set for the Board, with proposals prepared by Management and submitted to the Board for review and approval. Currently, long-term incentives are not part of senior executives’ remuneration.

The Group ensures proper management of conflicts of interest (“COI”) and recurrent related party transactions (“RRPT”), with all transactions conducted at arm’s length and fully disclosed. The AC oversees COI mitigation, and all Directors and Committee members declare any COI at each meeting.

In line with the MCGG 2021, the Company has implemented the following principles to promote good governance and protect stakeholders’ interests:

**Principle A:** Board Leadership and Effectiveness

**Principle B:** Effective Audit and Risk Management

**Principle C:** Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

The effectiveness of the Board and its Committees is assessed regularly through the Nomination Committee. A formal evaluation process is in place to review the performance and effectiveness of the Board as a whole. Annual assessments conducted by the Nomination Committee include:

- Performance evaluation of the Board and its Committees;
- Self-performance assessments of individual Directors;
- Audit Committee performance assessment questionnaires; and
- Assessment of INEDs’ independence.

The results of these evaluations are presented to both the Nomination Committee and the Board.

For further details on the Group’s corporate governance practices, please refer to the **Corporate Governance Overview Statement** section of the Annual Report FY2025. The terms of reference of the various Board Committees and corporate governance-related policies are available on the Company’s corporate website at [www.tashin.com.my](http://www.tashin.com.my).

### **Anti-Bribery and Anti-Corruption**

Tashin remains committed to a zero-corruption policy, prohibiting any form of bribery or corrupt activity within the Group and across its entire business value chain. The implementation of the Anti-Bribery & Anti-Corruption (“ABAC”) Policy reinforces the Group’s commitment to conduct business ethically and sets clear expectations for all employees, directors, and third parties acting on behalf of the Company to comply with all applicable laws and regulatory requirements, including the relevant provisions of the Malaysian Anti-Corruption Commission Act 2009.

Board oversight has further strengthened the Group’s commitment to anti-bribery and anti-corruption, ensuring the effective and sustainable implementation of an anti-bribery and anti-corruption programme across the Group. To ensure that employees fully understand the requirements and expectations of the Group’s ABAC Policy, all employees are required to read and acknowledge their commitment to comply with the policy by signing an acknowledgement form.

The Group has also communicated its ABAC Policy to all suppliers and third parties appointed to act on behalf of the Company, reinforcing the Group’s zero-tolerance stance on corruption. The Group’s ABAC Policy, which forms part of its Adequate Procedures to combat corruption, is publicly available on Tashin’s corporate website.

In addition, the Company conducts regular internal anti-corruption training for both new and existing employees to equip them with the knowledge and skills required to identify, prevent, and address potential bribery and corruption risks associated with their roles and responsibilities. Anti-corruption messages are also communicated regularly through various internal communication channels to ensure sustained awareness.

As at 31 December 2025, approximately 26% of employees have received anti-bribery and anti-corruption training. The breakdown of training conducted during FY2025 by employee category is presented in the table below.

Percentage of employees who have received training on anti-corruption	FY2023	FY2024	FY2025
Senior Management	5.56%	11.11%	25.00%
Management	31.58%	15.79%	47.06%
Executive	57.14%	50%	48.28%
Non-Executive	1.79%	15.11%	20.98%
<b>Total % of Employees</b>	<b>8.19%</b>	<b>17.83%</b>	<b>25.54%</b>

During the financial year under review, no incidents relating to violations of the Group's anti-corruption policies were reported. The Group continues to enhance its training initiatives and will implement additional measures to increase the frequency and coverage of anti-bribery and anti-corruption programmes, with the aim of ensuring comprehensive awareness and compliance among all employees and Directors.

#### **Code of Conducts and Ethics**

The Group has established a Code of Conduct and Ethics ("the Code") that applies to all individuals and organisations working for or on behalf of the Company, regardless of location, role, or level of seniority. This includes permanent, temporary, and contract employees, Directors, consultants, agents, and any other third parties acting on behalf of the Tashin Group.

The Code sets out a comprehensive framework of principles, guidelines, and standards for ethical business conduct. It addresses, among others, conflicts of interest, corrupt or unethical practices, and clearly defines behaviours and practices that are unacceptable and must not be engaged in by any individual associated with the Company.

The guiding principles of the Code cover key areas, including:

1. Professional Conduct, Conflict of Interest and Corporate Opportunities
2. Company Information, Records and Assets
3. Workplace Culture, Occupational Safety and Environment

Each of the abovementioned individuals (each "Party") is responsible for understanding and complying with the Code in full. Where required, a Party may be required to undergo relevant training and provide a written affirmation confirming that he or she has read, understood, and will comply with the Code.

The Code forms an integral part of the terms and conditions of employment or engagement. Any breach of the Code or related Company policies will be treated seriously and may constitute misconduct. Such breaches may result in disciplinary action, up to and including termination of employment (for employees) or termination of the contractual relationship (for contractors, consultants, or other third parties).

Reports of non-compliance with the Code may be made to the Line Manager, Head of Department or the Managing Director. In FY2025, the Group recorded zero reported cases of non-compliance or unethical conduct. To promote transparency and accessibility, the Code is made available through the Company's corporate webpage at [www.tashin.com.my](http://www.tashin.com.my).

### **Ethical and Responsible Supply Chain**

Tashin is committed to eradicating corruption not only within its own organisation but across its entire supply chain. We aim to foster responsible sourcing practices that align with our sustainability objectives and uphold high standards of ethics and compliance.

We maintain strong and close collaborative relationships with our vendors, suppliers, contractors, and transporters to ensure that all procured materials and services comply with the relevant standards, laws, and regulations in relation to environmental, occupational health, safety and labour practices as well as the Group's Code of Conduct and Ethics.

Recognising the importance of due diligence, Tashin evaluates customers, business partners, vendors, and employees to assess their adherence to legal requirements, quality benchmarks, bribery and corruption risks. These assessments provide a basis for informed decision-making on whether to enter into contractual arrangements or business relationships.

Tashin's procurement process also considers sustainability factors, including transportation emissions, prohibition of child and forced labour, prevention of excessive working hours, occupational health and safety, conducive workplace conditions, and the empowerment of local communities.

The Company maintains a firm stance on its ABAC Policy, and non-compliance is not tolerated. All parties are made aware of the Group's policies, and Tashin has clearly communicated its anti-corruption stance to suppliers, including by incorporating these requirements into contracts with relevant third-party business partners.

### **Whistle-Blowing Mechanism**

The Group is committed to upholding and maintaining high standards of behaviour across its operations. Tashin's Whistleblowing Policy and Guidelines, approved by the Board, provide a transparent and confidential mechanism for employees and stakeholders to report suspected or known misconduct, wrongdoing, corruption, fraud, or abuse of Company resources.

Whistleblowing reports can be submitted to the Audit Committee Chairman via mail or email at [whistleblowing@tashin.com.my](mailto:whistleblowing@tashin.com.my). Tashin recognises the importance of maintaining confidentiality and protecting whistleblowers. As such, the identity of the whistleblower will remain confidential to the extent possible, provided that the disclosure is made in good faith.

Upon receipt of a report, an investigating panel appointed by the Audit Committee will assess the complaint and prepare a written report with findings and recommendations. The Managing Director will determine the appropriate course of action, including disciplinary measures where necessary. Whistleblowers are kept informed of the investigation's progress and outcome, and may escalate concerns to the Audit Committee if they believe their report is not being adequately addressed.

The Whistleblowing Policy and Guidelines is available on the Company's corporate website at [www.tashin.com.my](http://www.tashin.com.my).

## Data Privacy

The Group recognises its responsibility to protect both business and personal data of its stakeholders, including employees, customers, and vendors. In line with this commitment, a Data Protection Policy has been established and is formally incorporated into the Employee Handbook, ensuring that all employees are guided by clear standards in relation to data governance and protection. Tashin manages and processes data in accordance with established policies and controls that govern data access, secure transfer of sensitive information, and cyber hygiene practices to safeguard the integrity of internal IT systems and other data assets.

The Group has implemented organisational measures to safeguard the personal data. These include restricting access to authorised personnel on a need-to-know basis, revoking access upon changes in employment status, maintaining physical security at data storage locations, and deploying cybersecurity tools such as antivirus software and system backups. The use and transfer of personal data via removable media or cloud services are strictly controlled, require management approval, and comply with applicable personal data protection laws. Third-party service providers engaged in data processing activities are contractually obligated to maintain confidentiality and adhere to relevant data protection standards.

During the financial year under review, there were no substantiated complaints concerning breaches of customer privacy or losses of customer data, whether from external parties or regulatory bodies.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

## Environmental Compliance

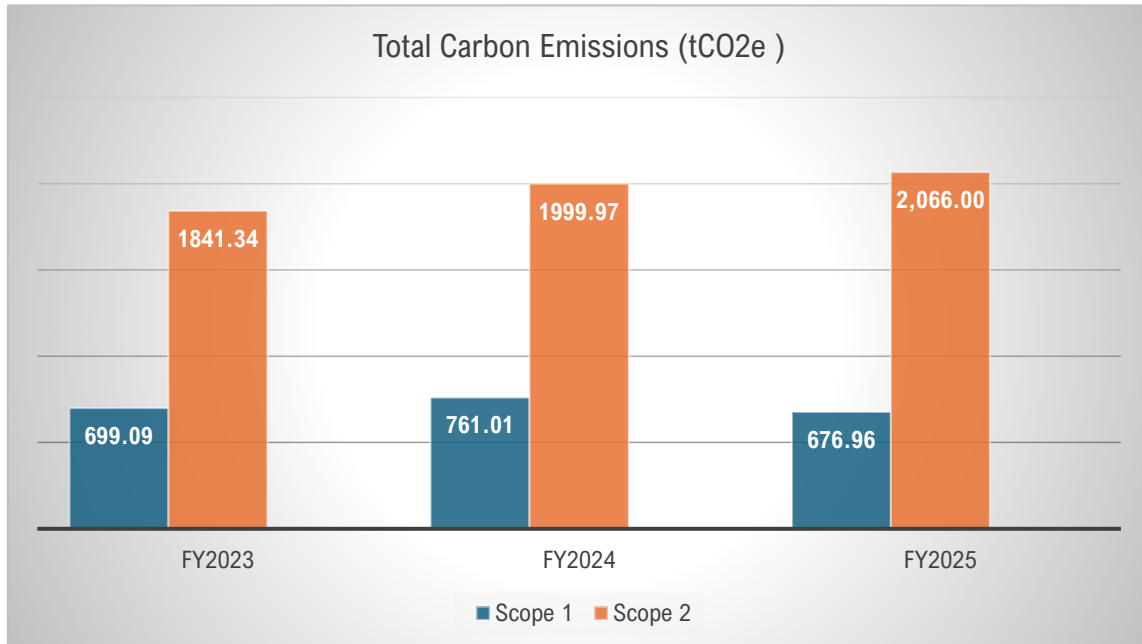
### Climate Change and Emissions

Tashin acknowledges that the steel industry has a significant impact on climate change and is committed to supporting Malaysia’s vision of achieving carbon neutrality by 2050. Climate change presents both risks and opportunities, including extreme weather events such as flash floods and heat waves, as well as evolving regulatory requirements such as carbon taxation.

To proactively navigate this evolving landscape, Tashin plans to progressively implement the International Financial Reporting Standards (“IFRS”) S1 and S2 beginning in FY2026, in alignment with the National Sustainability Reporting Framework (“NSRF”). This approach will support the Group in identifying, managing, and disclosing climate-related risks and opportunities, including improving energy efficiency, advancing low-carbon steel production, and capturing market advantages from sustainable practices. By embedding climate considerations into its strategy and risk management processes, Tashin seeks to enhance business resilience, address climate-related risks, and ensure readiness for emerging regulatory requirements, including the planned carbon tax.

As part of the Group’s commitment to reducing its carbon footprint, Tashin has set a target to achieve a 10% reduction in Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions by FY2028, using FY2024 as the baseline. During the financial year, the Group expanded its data collection to include Scope 1 emissions from petrol consumed in company car and liquefied petroleum gas (“LPG”) used in sweepers and furnaces. The Group continues to maintain a transparent and comprehensive emissions inventory, covering Scope 1 and Scope 2 emissions. Moving forward, the Group will continue to enhance its emissions data collection to encompass additional areas, enabling the identification of areas for improvement and the implementation of more energy-efficient practices and strategies across its operations.

During the financial year under review, the Group recorded a total of 2,742.96 tCO<sub>2</sub>e in scope 1 and 2 emissions, which are mainly derived from diesel, petrol, LPG consumption, as well as electricity purchased. An overview of the Group’s total carbon emissions is presented in the graph below:



The following table summarises the total emissions generated directly or indirectly from our business operations.

<b>Tashin Group (tCO<sub>2</sub>e)</b>	<b>FY2023<sup>1</sup></b>	<b>FY2024<sup>1</sup></b>	<b>FY2025</b>
Scope 1 – diesel consumed <sup>2</sup>	521.21	615.48	585.83
Scope 1 – petrol consumed <sup>2</sup>	163.60	126.30	76.84
Scope 1 – LPG consumed <sup>2</sup>	14.28	19.22	14.29
Scope 2 – electricity purchased <sup>3</sup>	1,841.34	1,999.97	2,066.0
<b>Total Scope 1 and 2 emissions generated</b>	<b>2,540.43</b>	<b>2,760.97</b>	<b>2,742.96</b>

<sup>1</sup> FY2023 and FY2024 emission data have been restated following an enhancement in our calculation methodology.

<sup>2</sup> Scope 1 GHG emissions were estimated based on the GHG Protocol's Calculation Tools, namely the Stationary Combustion Tool (version 4.2) and Transport Tool (version 2.7). Source: <https://ghgprotocol.org/calculation-tools-and-guidance>.

<sup>3</sup> Scope 2 GHG emissions for electricity were estimated based on the Peninsular's Grid Emission Factor for FY2024 (provisional): 0.74 Gg CO<sub>2</sub>e/ GWh. Source: <https://myenergystats.st.gov.my/news-resources>.

The Group continues to measure its carbon emission intensity by production volume and revenue to track emissions performance relative to operational output and financial activity. In FY2025, the Group recorded a carbon emission intensity of 0.020tCO<sub>2</sub>e per tonne of production and 7.96tCO<sub>2</sub>e per RM million of revenue.

<b>Tashin Group</b>	<b>FY2023<sup>4</sup></b>	<b>FY2024<sup>4</sup></b>	<b>FY2025</b>
Emission intensity by total production (tCO <sub>2</sub> e/tonne)	0.022	0.021	0.020
Emission intensity by total revenue (tCO <sub>2</sub> e/RM'million)	7.01	7.41	7.96

<sup>4</sup> FY2023 and FY2024 emission intensity data have been restated following an enhancement in our calculation methodology.

As part of its long-term strategic plan, Tashin aims to achieve decarbonisation through collaborative efforts with its supply chain partners, supported by consistent monitoring of carbon intensity trends. The Group remains aligned with Malaysia's national climate ambitions and continues to strengthen emissions tracking across all operational areas to support informed decision-making.

### **Energy Management**

Tashin recognises the energy-intensive nature of its operations and remains committed to managing energy consumption efficiently, as high energy consumption not only increases operating costs but also contributes to higher emissions.

The Group acknowledges that robust energy management practices serve a dual purpose: attracting environmentally conscious customers whilst garnering favour with investors. This strategic approach strengthens Tashin's competitive position in the market, effectively aligning commercial objectives with sustainability principles.

The Group's primary energy consumption is from both electricity and diesel. Electricity is primarily used to support manufacturing activities, while diesel is mainly utilised to power the Group's truck fleet and forklifts for logistics operations. These energy sources are essential to the continuity of the Group's business activities.

During the financial year under review, the Group recorded a total energy consumption of approximately 6,434MWh, of which 35% was derived from diesel consumption and 43% from purchased electricity. Total energy consumption in FY2025 decreased by 6.3% compared to the previous year, primarily due to reduced consumption of diesel, petrol, and LPG across the Group's operations.

<b>Tashin Group (MWh)</b>	<b>FY2023<sup>5</sup></b>	<b>FY2024<sup>5</sup></b>	<b>FY2025</b>
Diesel consumed	2,111.04	2,492.89	2,225.32
Petrol consumed	653.21	504.30	302.27
LPG consumed	67.77	91.20	67.80
Electricity purchased	2,488.30	2,702.66	2,791.90
Renewable energy consumed from the Solar PV system	396.13	1,077.27	1,046.46
<b>Total energy consumption</b>	<b>5,716.45</b>	<b>6,868.32</b>	<b>6,433.75</b>

<sup>5</sup> FY2023 and FY2024 energy consumption data have been restated following an enhancement in our calculation methodology.

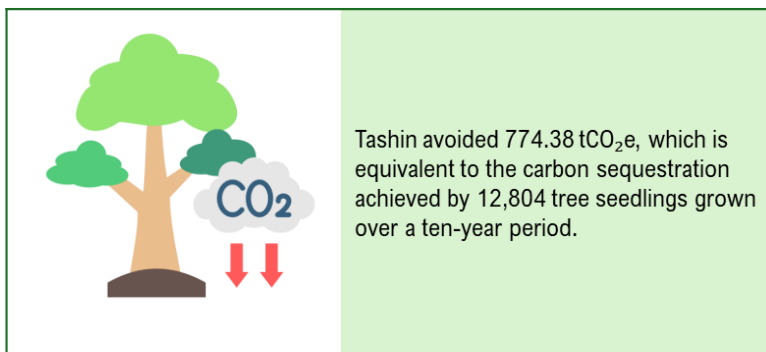
As part of Tashin's efforts to reduce energy consumption and promote efficient energy practices, the Group has implemented a range of energy-saving initiatives, including:

- installation of the solar panel systems across its manufacturing facilities;
- maximises natural lighting through the use of transparent roofing and enhances natural air circulation with ventilation fans within the factory premises, creating a more energy-efficient and environmentally friendly working environment;
- investment in energy-efficient compressor inverters to reduce overall energy consumption; and
- machinery upgrades to improve productivity while reducing energy usage per metric tonne of products.

### **Adopting Renewable Energy**

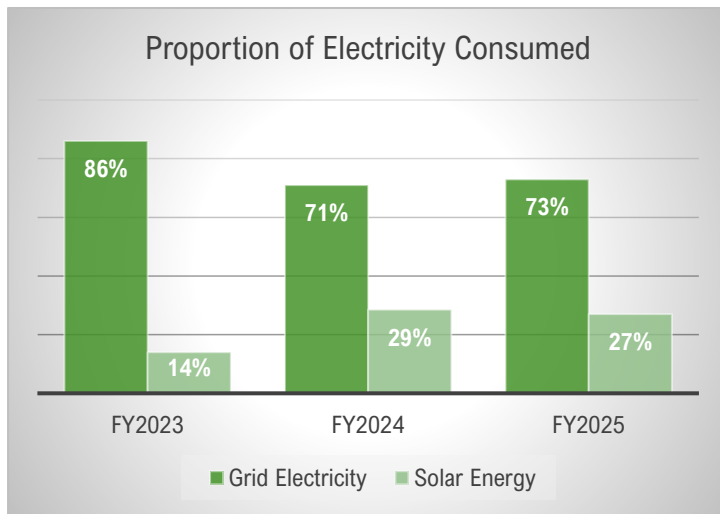
Scope 2 emissions represent the largest source of emissions for the Group. In response, Tashin has implemented solar panel systems across its manufacturing facilities in FY2023 to generate renewable energy, enabling the Group to utilise cleaner energy and reduce operational emissions.

In FY2025, the solar panel systems have generated a total of 1,046.46MWh of renewable energy, resulting in the avoidance of approximately 774.38 tonnes of CO<sub>2</sub>e emissions.



*Note: Carbon sequestration calculations were conducted in accordance with Environmental Protection Agency (EPA) methodologies.*

The chart below illustrates the proportion of electricity consumed from grid sources and renewable energy.



By leveraging solar power, the company strategically reduced its reliance on conventional electricity sources. In FY2025, energy intensity per unit of total production decreased by 9.8%, largely attributable to reduced diesel, petrol and LPG consumption in the Group's operations.

Tashin Group	FY2023 <sup>6</sup>	FY2024 <sup>6</sup>	FY2025
Energy intensity by total production (MWh/tonne)	0.048	0.051	0.046
Energy intensity by total revenue (MWh/RM'million)	15.77	18.42	18.67

<sup>6</sup> FY2023 and FY2024 energy intensity data have been restated following an enhancement in our calculation methodology.

### Water Management

Tashin recognises water as a finite resource facing increasing pressure from environmental and climate-related challenges. Malaysia has already experienced drought conditions in some regions, exacerbated by prolonged heatwaves and climate variability, which have strained the water supply in rural and urban areas alike.

The Group's operations are primarily located in Penang and rely on municipal water supplied by Perbadanan Bekalan Air Pulau Pinang ("PBA"), a region facing growing water supply constraints. Penang has historically recorded the highest per capita water consumption in Malaysia, partly due to comparatively low water tariffs that have reduced incentives for conservation, recycling, and the adoption of water-efficient technologies. Combined with rising demand and dependence on external raw water sources, these factors present a material risk of future water shortages.

In response, Tashin places strong emphasis on proactive water stewardship to enhance operational resilience and support regional water sustainability. The Group is committed to responsible water management and efficiency across its operations, particularly within steel manufacturing processes that require significant water volumes for cooling, cleaning, and production activities.

Water is primarily utilised for heat exchange within the production process, with reuse enabled through an established cooling tower system. This approach reduces freshwater intake and improves overall resource efficiency. In addition, Tashin prioritises efficient water use and responsible discharge management to minimise environmental impacts, protect surrounding ecosystems, and safeguard business continuity.

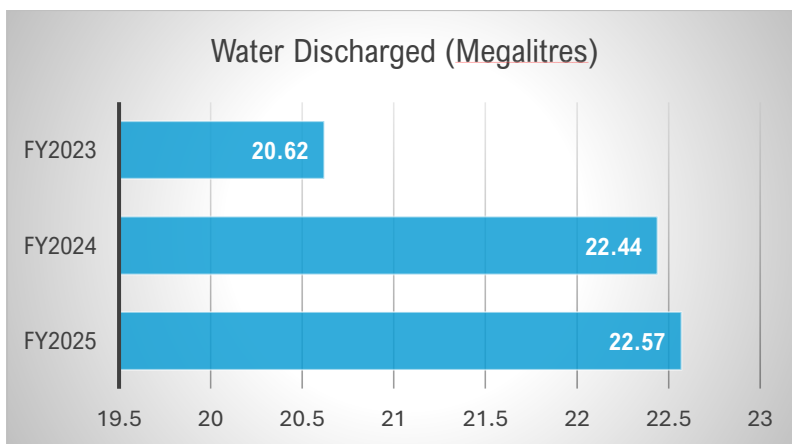
During the financial year under review, the Group recorded a total of 22.57 megalitres (“MI”) of water consumption within our business operations.

<b>Tashin Group</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Total water usage (MI)	20.62	22.44	22.57

The Group continues to monitor water intensity in relation to both production output and revenue, enabling a comprehensive assessment of water efficiency and the identification of opportunities for operational improvement. In FY2025, water intensity increased primarily due to higher production volumes, which required a corresponding increase in water consumption.

<b>Tashin Group</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Water intensity by total production (MI/tonne)	0.0002	0.0002	0.0002
Water intensity by total revenue (MI/RM'million)	0.05	0.06	0.07

As part of its water stewardship efforts, Tashin manages effluent responsibly by monitoring the volume of discharge, as illustrated in the chart below. The Group has installed oil traps at discharge outlets to prevent contaminants from entering local waterways, thereby protecting surrounding water resources and minimising environmental impacts arising from its operational activities.

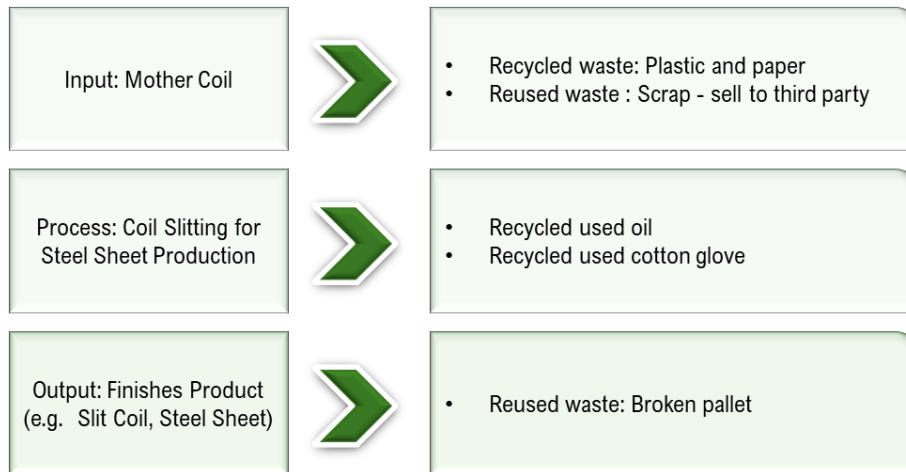


*Note: The volume of water discharged is assumed to be equivalent to the total water consumption.*

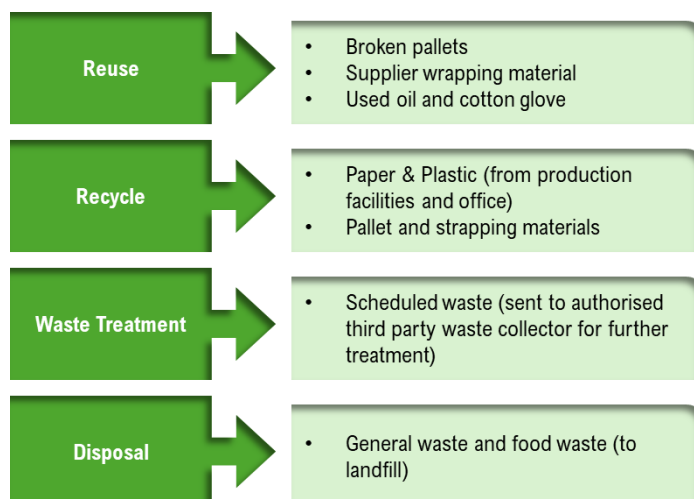
### **Waste Management**

Tashin recognises that the steel industry generates substantial volumes of waste and is committed to the responsible management of all waste arising from its operations, including both hazardous and non-hazardous materials. Such waste requires careful handling to prevent pollution and minimise health risks to employees and surrounding communities. The Group acknowledges that improper disposal practices can increase reliance on landfill and incineration, contributing to environmental degradation.

Effective waste management not only mitigates environmental and health impacts but also helps reduce processing costs and potential regulatory penalties. Accordingly, Tashin systematically monitors waste generation in its production activities, including input and output flows, as outlined below.



To enhance resource efficiency, the Group adopts the principles of Reduce, Reuse, and Recycle (“3R”) across its operations. The following is the segregation of different waste streams of the Group:



As part of its initiatives to optimise material use and minimise waste generation, the Group has implemented the following waste management measures:

- Adoption of double-sided printing practices to reduce paper consumption in the workplace;
- Enhancement of digital transformation initiatives to reduce waste generation, particularly paper and printing-related waste. By shifting to digital documentation and processes, the Company aims to improve operational efficiency while minimising material use and environmental impact;
- Repurposing of two (2) scheduled wastes—mixed oil (SW305) and used hydraulic oil (SW306)—for reuse as lubricants for couplings in the Flat Bar Production process and as a medium to capture iron dust in the Expanded Machine, supporting smooth punching operations. This initiative reduces waste volumes while delivering cost savings in waste treatment;
- Sale of metal scrap to licensed recycling companies, generating additional revenue and reducing environmental impact; and
- Reuse of used cotton gloves (classified as SW410) as cleaning rags, extending their useful life and reducing reliance on disposable materials.

The Group remains committed to the safe handling, transportation, and disposal of waste in strict compliance with all applicable legal and regulatory requirements. The Group engages only reputable and licensed waste management contractors to ensure waste is managed responsibly and in accordance with environmental regulations.

Tashin continues to collect and monitor waste-related data through two key processes. The Group maintains a comprehensive self-inventory logbook to systematically record and categorise all waste generated from its operations, allowing for the analysis of waste types, quantities, and trends to support targeted reduction strategies. Complementing this, an electronic waste management system improves data accuracy and provides real-time accessibility, strengthening informed decision-making and the systematic minimisation of environmental impacts.

The table below outlines the Group's waste generated from its production facilities and office operations, which is managed through disposal, reuse, or recycling by third parties. In FY2025, the total waste generated has increased mainly due to higher production volumes compared to the previous year.

<b>Tashin Group (tonnes)</b>	<b>FY2023<sup>7</sup></b>	<b>FY2024<sup>7</sup></b>	<b>FY2025</b>
Total non-hazardous waste	120.78	118.19	145.44
Total hazardous waste	1.38	2.00	2.97
<b>Total waste generated</b>	<b>122.16</b>	<b>120.19</b>	<b>148.41</b>
<b>Total waste diverted from disposal</b>			
Recycled waste	28.96	24.75	22.49
Reused waste	37.02	44.55	45.23
<b>Total</b>	<b>65.98</b>	<b>69.30</b>	<b>67.72</b>
<b>Total waste directed to disposal</b>			
Disposed to landfill	56.18	50.89	80.69
<b>Total</b>	<b>56.18</b>	<b>50.89</b>	<b>80.69</b>

<sup>7</sup> FY2023 and FY2024 waste data have been restated following an enhancement in our calculation methodology.

During the year under review, the Company recorded a recycling rate of 14.86%. To strengthen future waste management efforts, Tashin is developing key performance indicators ("KPIs") to drive measurable improvements. The Company will continue to identify opportunities to enhance waste performance through data-driven target setting and collaboration with suppliers and partners, supporting the advancement of sustainable practices.

<b>Tashin Group</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Waste recycling rate (%)	23.44	16.22	14.86

### **Resources Management**

Tashin recognises the growing challenge of resource scarcity and prioritises material efficiency across its manufacturing operations, in line with its Sustainability Policy. The Company is committed to minimising waste, optimising resource productivity, and ensuring compliance with environmental regulations.

As part of the Group's efforts to optimise resources, the following initiatives have been implemented:

- **Employee engagement:** Staff are actively encouraged to adopt sustainable materials management practices, fostering a collective commitment to environmental responsibility.

- **Use of recycled materials:** Recycled inputs, including metals, pallets, and packaging, are incorporated into production processes. By utilising recycled metals and reclaimed pallets, the Company contributes to a circular economy and reduces demand for new raw materials.
- **Sustainable packaging:** Packaging solutions are carefully selected to prioritise recycled, recyclable, and biodegradable materials.
- **Reprocessing of waste:** Waste generated from prime-grade materials is reprocessed into by-products wherever feasible before being classified as scrap.
- **Optimisation of raw material use:** The Company prioritises maximising material utilisation, achieving usage rates of up to 100%.

These initiatives not only reduce material consumption and costs but also advance Tashin's broader environmental goals by lowering its ecological footprint, reflecting its commitment to responsible resource management. In FY2025, the Group has reduced its usage of non-renewable materials and increased the usage of renewable materials as presented in the table below:

Tashin Group	FY2023	FY2024	FY2025
Total weight or volume of materials used to produce and package products and services (tonnes)	88,274	101,134	103,952
<b>Total non-renewable materials used (tonnes)</b>			
Polyethylene (PE)	18.60	3.00	12.00
Polyester Strapping Band	6.20	3.00	15.85
Stretch Film	6.12	5.76	6.47
Woven	34.00	20.00	26.00
<b>Total</b>	<b>64.92</b>	<b>31.76</b>	<b>60.32</b>
<b>Total renewable materials used*(tonnes)</b>			
Overlap Seal (Hi-Ten)	23.00	11.12	20.25
Steel Strapping	102.93	140.66	87.78
Wood	634.69	885.44	996.96
Raw material	87,448.26	100,064.55	102,786.86
<b>Total</b>	<b>88,208.88</b>	<b>101,101.77</b>	<b>103,891.85</b>
Percentage of non-renewable materials	0.07%	0.03%	0.06%
Percentage of renewable materials	99.93%	99.97%	99.94%

*\*Note: The total renewable materials used were quantified based on certain assumptions. It was assumed that each overlap seal weighed approximately 25 grams, while each roll of stretch film weighed around 2 kilograms. Additionally, the amount of materials used equals the amount of materials purchased during the reporting year (except for Raw Material).*

**Biodiversity Conservation**

Tashin recognises the critical importance of biodiversity conservation and is committed to minimising or avoiding adverse impacts on natural habitats, flora, fauna, and species classified as threatened or red-listed by the International Union for Conservation of Nature (IUCN) and the Malaysian government.

While the Group’s operations are not located in high-biodiversity areas, limiting direct exposure to biodiversity risks, Tashin actively embraces its responsibility to protect ecological systems. This includes monitoring operational impacts, promoting habitat stewardship where possible, and engaging employees and stakeholders in awareness initiatives to support the conservation of local ecosystems.

Details of Tashin’s operations are presented below:

Tashin Group	FY2025
Subsurface and underground land	Owned by Tashin
Type of operations	Integrating manufacturing facilities and office
Size of operational site	615,576 square feet

**Environmental Monitoring and Compliance**

The Group adopts a proactive approach to environmental monitoring and compliance to manage pollution arising from its operations. The Company implements preventive and control measures across key environmental aspects, including noise, water, air, and waste, to minimise adverse impacts and ensure a safe and compliant operating environment.

Noise pollution is managed through regular assessments conducted by qualified noise assessors. Recommendations arising from these assessments are incorporated into operational controls to minimise noise levels and maintain a safe and healthy workplace within permissible limits.

Water and effluent discharges are managed through the installation and maintenance of grease traps at designated discharge outlets, preventing contaminants from entering the drainage system. The Company also maintains appropriate housekeeping practices to reduce the risk of soil and water contamination. Any environmental incidents, such as soil spillages, are addressed promptly to prevent further impact.

Air emissions are monitored systematically through periodic Air Stack Monitoring Reports, ensuring emissions remain within regulatory thresholds. Monitoring results are reviewed to support compliance and continuous improvement in air quality management.

To ensure robust environmental governance, the Group strictly complies with applicable environmental legislation and regulatory requirements, including:

- Environmental Quality Act 1974;
- Environmental Quality (Clean Air) Regulations 2014; and
- Environmental Quality (Scheduled Wastes) Regulations 2005.

Through continuous monitoring, timely corrective actions, and strict regulatory compliance, Tashin reinforces its commitment to responsible environmental management and sustainable operations.

## SOCIAL COMPLIANCE

### Talent Management and Development

Tashin places strong emphasis on continuous employee development through structured training initiatives, which form a core component of its talent management approach. The Group is committed to addressing competency gaps through targeted training programmes, supporting the development of a skilled, motivated, and future-ready workforce. Training areas include occupational safety and health, workplace engagement, teamwork, conflict resolution, ethics and integrity, time management, and data privacy and security.

Employee capabilities are assessed through a structured performance appraisal system, under which employees are evaluated regularly on their skills and competencies. In FY2025, 99% of employees completed performance appraisals, providing a strong foundation for identifying development needs.

To ensure training relevance and effectiveness, Tashin conducts formal training needs analyses for each department, which are reviewed biennially. These analyses align employee competencies with job responsibilities and organisational requirements. The Human Resources (“HR”) Department plays a central role in this process by consolidating assessments conducted by Heads of Department and developing an annual training calendar based on identified needs.

Training needs are identified through an integrated and systematic approach that incorporates performance appraisals, departmental evaluations, competency mapping, employee feedback, and alignment with the Company’s strategic objectives. Annual assessments and employee surveys are used to validate that training programmes address individual development needs while supporting business priorities, including technological advancements and regulatory compliance.

The Group also leverages support from the Human Resources Development Fund (“HRDF”) to fund employee training and development initiatives, reinforcing a culture of continuous learning and skill enhancement. The Group has set a target for at least 50% of employees to complete a minimum of four (4) hours of training annually. In FY2025, this target was exceeded, with 98% of employees completing at least four (4) hours of training.

The Group provides structured development programmes across all stages of employment. New hires participate in an Orientation Programme to familiarise them with the Group’s policies, values, and culture, followed by supervised on-the-job training (OJT). Ongoing development is delivered through a combination of customised in-house programmes, external training courses, workshops, e-learning modules, and specialised training provided by vendors or business partners, including international learning opportunities where relevant.

The effectiveness of training programmes is evaluated through participant feedback and performance improvements observed by managers. Insights gained are used to refine future training plans, ensuring continuous improvement and alignment with both employee development goals and organisational performance.

In FY2025, the Group has invested RM112,252 in employee training, averaging approximately RM404 training spend per employee.

Training Spending (RM)	FY2023	FY2024	FY2025
Total training spends as a Group (RM)	127,445.94	111,893.00	112,252.00
Total training spends per Division / Business Unit (RM)	63,722.97	55,946.50	56,126.00
Average training spends per employee (RM)	453.54	391.23	403.78

The Group recorded a total of 6,480.5 training hours provided to our employees throughout the year, averaging approximately 23.3 training hours per employee for the year.

Training Hours/ Days	FY2023	FY2024	FY2025
Total training hours as a Group	5,397.65 hours	5,671.5 hours	6,480.5 hours
Total training hours per Division / Business Unit	2,698.83 hours	2,835.75 hours	3,240.25 hours
Average training hours per employee	19.21	19.83 hours	23.31 hours
Average training days per employee	2.74	2.83 days	3.33 days

The breakdown of training hours provided by gender and employee category is presented in the table below:

Training hours	FY2023		FY2024		FY2025	
	Total	Average	Total	Average	Total	Average
<b>By gender</b>						
<b>Male</b>	3,947.92	16.18	4,681.5	18.73	5,379.75	22.51
<b>Female</b>	1,449.73	37.29	990	27.50	1,100.75	28.22
<b>By employee category</b>						
<b>Senior Management</b>	243	27.00	464.50	77.42	464.50	58.06
<b>Management</b>	770.65	70.06	1,154	76.93	1,096.5	64.50
<b>Executives</b>	738	32.09	809	31.12	939.25	32.39
<b>Non-Executives</b>	3,646	15.07	3,244	13.69	3,980.25	17.77

The training topics provided to our employees in FY2025 are summarised as follows:

1. Understanding & Implementing ISO 9001:2015
2. Review for Implementation of Continuous Improvement Team Project – CITA
3. Mandatory Accreditation Programme (Part 1)
4. Self-Discovery
5. Strategy Planning and New Business Model
6. Excel Dashboards and Reports
7. Cranes and Hoists Operator Training
8. Leading Change, Success through Integrity
9. OSH Tech Symposium 2025
10. MIDA Tax Exemptions under Section 14(2) Customs Act 1967
11. Plastic-free Recycling Green Business
12. Awakening in Transformational Leadership

13. SST Expansion and Impact on Business
14. Green Business Model Seminar
15. Human Capital Planning, Management and Development
16. Introduction to IATF 16949-Automotive Quality Management System (QMS)
17. Strategic Supervisory Skills Program
18. All To Do with Employment Seminar 2025
19. Basic First Aid & CPR/AED
20. The Latest Incentives for Trade Facilities
21. Schedules Waste: Emergency Management
22. Post E-Invoice and Budget 2026
23. Anti-Bribery and Corruption – Awareness & Compliance
24. Safe Handling of Material Handling Equipment (MHE) Training

### **Hiring and Retention**

The Group is committed to attracting, retaining, and motivating a capable and diverse workforce through competitive remuneration and fair employment practices. The Group offers market-aligned compensation packages designed to reward performance, enhance employee engagement, and support long-term retention. A merit-based reward system links remuneration, bonuses, salary adjustments, and promotions to individual performance, which is assessed annually through a structured appraisal process. This approach promotes transparency, open communication, and alignment between employee contributions and organisational objectives.

The Group’s recruitment and employment practices comply with Malaysian labour laws, including the Employment Act 1955, and are aligned with international human rights standards. Tashin upholds a non-discriminatory framework that ensures equal opportunities regardless of race, religion, gender, nationality, sexual orientation, disability, or other protected characteristics. The Group strictly prohibits child labour, forced or compulsory labour, recruitment fees, coercion, and the withholding of personal documents. Candidate and employee data are managed in accordance with the Personal Data Protection Act 2010 (“PDPA”).

As part of its hiring strategy, Tashin prioritises local recruitment to support community development and provide equal employment opportunities. The workforce comprises employees across operational, administrative, technical, and managerial roles, including machine operators, technicians, lorry drivers, engineers, and department heads, ensuring a balanced mix of operational capability and leadership expertise. Performance-based referral incentives are also offered for selected roles to support workforce stability.

To strengthen talent pipelines and retention, Tashin collaborates with educational institutions through apprenticeship and graduate programmes, providing opportunities for early-career talent to transition into permanent roles. For foreign employees, employment contracts are provided in native languages while the working and living conditions comply with Malaysian regulations and international labour standards.

Employee retention is further supported through bi-annual engagement sessions with employees to gather feedback on the Company. Insights from these engagements are reviewed, and where appropriate, follow-up action plans are implemented to address key issues, enhance employee experience, and continuously improve the Group’s people management practices.

During the financial year under review, the Group hired a total of 45 new employees, bringing its workforce to 289 personnel as at 31 December 2025. The workforce comprises a mix of local talent, with foreign employees accounting for 37% of total headcount. Tashin does not engage contractors or temporary staff in its operations.

<b>New hire</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Total New Hires	32	39	45

New hire	FY2023	FY2024	FY2025
<b>By gender</b>			
Male	30	35	35
Female	2	4	10
<b>By age group</b>			
Aged 30 and below	19	29	24
Aged 31-50	9	8	19
Aged 51-65	4	1	2
Above aged 65	0	1	0

In FY2025, the Group maintained a stable attrition rate relative to industry peers, with 42 employees (14.5%) leaving the organisation. The attrition rate for FY2025 is outlined below:

Full-time staff voluntary turnover	FY2023	FY2024	FY2025
Total Turnover (number)	34	34	42
Turnover Rate (%)	9.51%	11.89%	14.53%
<b>By gender (number)</b>			
Male	33	30	35
Female	1	4	7
<b>By age group (number)</b>			
Aged 30 and below	14	13	14
Aged 31-50	14	18	22
Aged 51-65	6	2	5
Above aged 65	0	1	1

Full-time staff voluntary turnover	FY2023	FY2024	FY2025
<b>By employee category (number)</b>			
Senior Management	0	0	2
Management	0	1	1
Executives	1	3	4
Non-Executives	33	30	35

Turnover by category for FY2025	Resigned	Average Headcount	Attrition Rate (%)
Managerial and above	3	36	8.3%
Executive and below	39	253	15.4%

### **Diversity and Equal Opportunity**

Employees are fundamental to the Group’s long-term success and sustainability, contributing directly to operational performance, innovation, and growth.

Tashin is committed to fostering an inclusive and diverse workplace, recognising diversity as a key driver of business resilience, effective decision-making, and sustainable value creation. The Group benefits from the integration of employees with diverse cultural backgrounds, age profiles, skills, experiences, and perspectives, which supports innovation, collaboration, and continuous improvement across the organisation.

The Group adopts a non-discriminatory employment framework, whereby all employees are assessed based solely on merit, including qualifications, skills, experience, and professional contribution. Equal employment opportunities are provided at all levels, regardless of gender, age, race, ethnicity, disability, nationality, etc. Recruitment and employment practices comply with the Malaysian Employment Act 1955 and other applicable labour laws. Discrimination in any form is not tolerated.

Tashin upholds employee rights through its commitment to freedom of association, collective bargaining, and fair employment practices in accordance with local legislation. Employees can join trade unions, subject to compliance with legal requirements and union regulations.

The Group also seeks to promote balanced gender representation within its workforce. However, due to the physically demanding nature of operations in the steel industry, the workforce remains predominantly male. To address this imbalance, the Group actively encourages greater female participation in office-based, professional, and management roles.

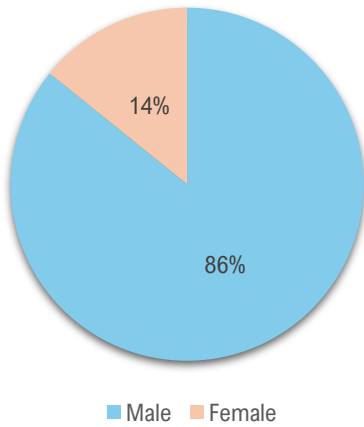
For workforce management and reporting purposes, employees are categorised into the following groups for FY2025:

- a) Senior Management
- b) Management
- c) Executives
- d) Non-Executives

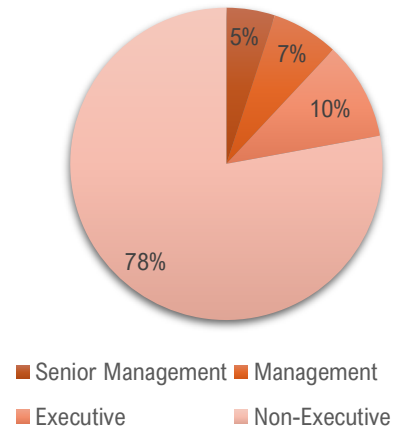
The Group's workforce diversity composition as at 31 December 2025 is presented below:

Employment Type	FY2023		FY2024		FY2025	
	Number	%	Number	%	Number	%
Total permanent employees	281	100%	286	100%	289	100%
Total contract or temporary employees	0	0%	0	0%	0	0%
<b>Total</b>	<b>281</b>	<b>100%</b>	<b>286</b>	<b>100%</b>	<b>289</b>	<b>100%</b>

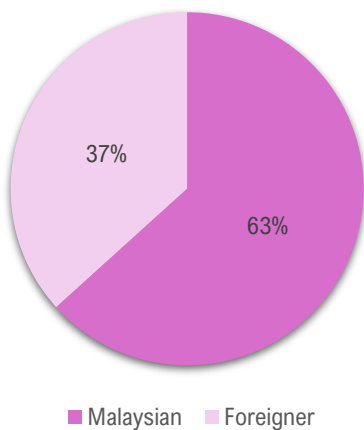
Workforce Composition by Gender as of FY2025



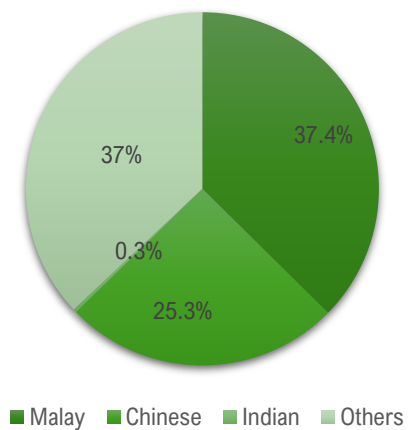
Workforce Composition by Employee Category as of FY2025



Workforce Composition by Nationality as of FY2025



Workforce Composition by Employee Category as of FY2025



Workforce Composition	FY2023	FY2024	FY2025
<b>By Employee Category – Number (%)</b>			
Senior Management	18 (6.4%)	18 (6.3%)	16 (5.5%)
Management	19 (6.8%)	19 (6.6%)	20 (6.9%)
Executive	21 (7.5%)	24 (8.4%)	29 (10.1%)
Non-Executive	223 (79.3%)	225 (78.7%)	224 (77.5%)
<b>By Gender (for Total Workforce) - Number (%)</b>			
Male	243 (86.5%)	248 (86.7%)	248 (85.8%)
Female	38 (13.5%)	38 (13.3%)	41 (14.2%)
<b>By Gender (for Executive level and above) - Number (%)</b>			
Male	40 (69%)	41 (67%)	45 (69%)
Female	18 (31%)	20 (33%)	20 (31%)
<b>By Nationality - Number (%)</b>			
Malaysian	169 (60.1%)	169 (59.1%)	183 (63.3%)
Foreigner	112 (39.9%)	117 (40.9%)	106 (36.7%)
<b>By Ethnicity - Number (%)</b>			
Malay	101 (35.9%)	98 (34.3%)	108 (37.4%)
Chinese	65 (23.1%)	69 (24.1%)	73 (25.3%)
Indian	2 (0.7%)	1 (0.3%)	1 (0.3%)
Others	113 (40.3%)	118 (41.3%)	107 (37.0%)
<b>By Disability – Number (%)</b>			
Non-Disabled	281 (100%)	286 (100%)	289 (100%)
Disabled	0 (0%)	0 (0%)	0 (0%)

Percentage of Employees by Gender	FY2023	FY2024	FY2025
<b>Senior Management</b>			
Female	0%	0%	0%
Male	100%	100%	100%
<b>Management</b>			
Female	36.84%	42.11%	40%
Male	63.16%	57.89%	60%
<b>Executive</b>			
Female	52.38%	50.00%	41.38%
Male	47.62%	50.00%	58.62%
<b>Non-Executive</b>			
Female	8.89%	8.00%	9.38%
Male	91.11%	92.00%	90.62%

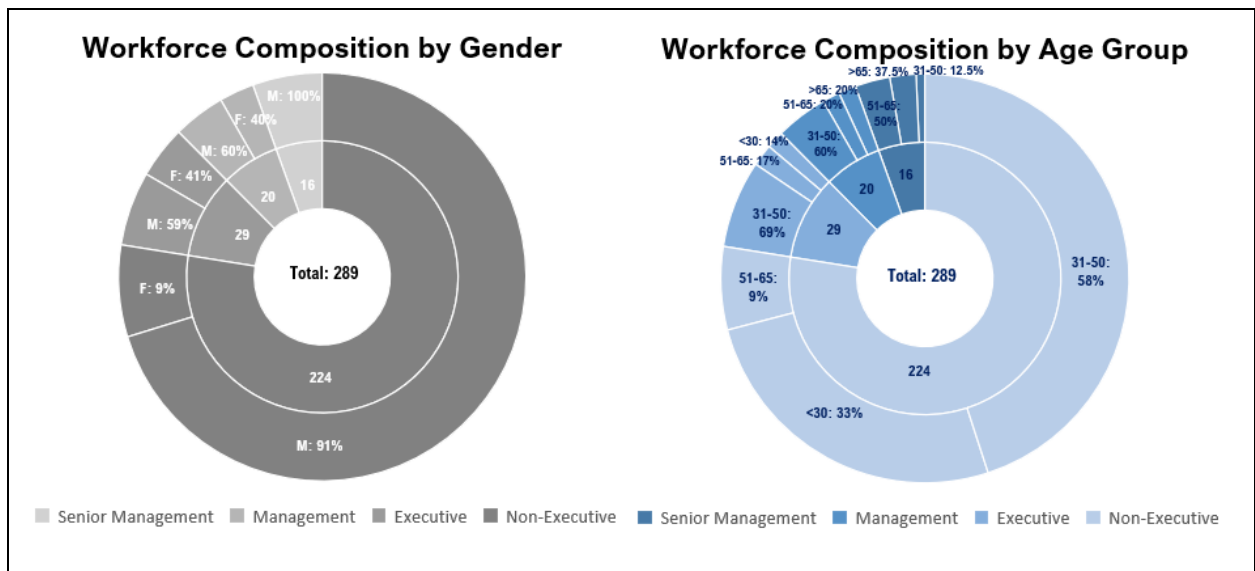
Percentage of Employees by Age	FY2023	FY2024	FY2025
<b>Senior Management</b>			
Aged 30 and below	0%	0%	0%
Aged 31-50	22.22%	11.11%	12.50%
Aged 51-65	55.56%	66.67%	50.00%
Above aged 65	22.22%	22.22%	37.50%
<b>Management</b>			
Aged 30 and below	5.26%	5.26%	0%
Aged 31-50	73.69%	63.16%	60%

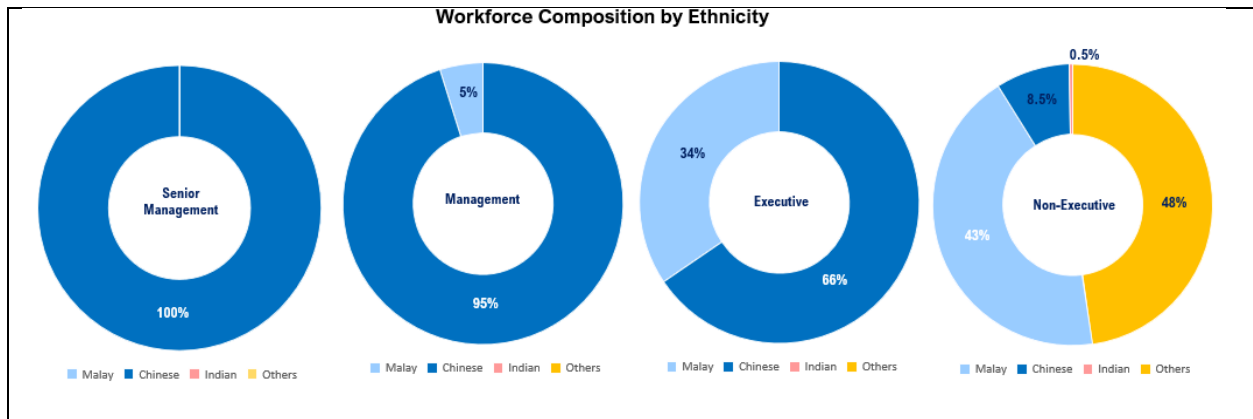
Aged 51-65	0.00%	5.26%	20%
Above aged 65	21.05%	26.32%	20%
<b>Executive</b>			
Aged 30 and below	4.76%	12.50%	13.79%
Aged 31-50	71.43%	70.83%	68.97%
Aged 51-65	19.05%	16.67%	17.24%
Above aged 65	4.76%	0%	0%
<b>Non-Executive</b>			
Aged 30 and below	31.84%	34.22%	33.48%
Aged 31-50	60.54%	56.89%	58.04%
Aged 51-65	7.62%	8.89%	8.48%
Above aged 65	0%	0%	0%

Percentage of Employees by Ethnicity	FY2023	FY2024	FY2025
<b>Senior Management</b>			
Malay	0%	0%	0%
Chinese	100%	100%	100%
Indian	0%	0%	0%
Others	0%	0%	0%
<b>Management</b>			
Malay	10.53%	5.26%	5%
Chinese	89.47%	94.74%	95%
Indian	0%	0%	0%

Others	0%	0%	0%
<b>Executive</b>			
Malay	23.81%	25.00%	34.48%
Chinese	71.43%	70.83%	65.52%
Indian	4.76%	4.17%	0%
Others	0%	0%	0%
<b>Non-Executive</b>			
Malay	42.15%	40.44%	43.30%
Chinese	6.73%	7.11%	8.48%
Indian	0.45%	0%	0.45%
Others	50.67%	52.45%	47.77%

The following chart illustrated the Group's workforce diversity composition for each employee category as of FY2025:





### Employee Benefits and Well-being

Tashin continues to offer competitive remuneration packages and benefits as part of its strategy to attract, motivate, and retain talent. The Group's wage structure is designed to reflect the requirements of each role, taking into consideration employees' qualifications, skills, experience, and capabilities to ensure fair and market-competitive compensation.

The Group is fully committed to complying with all applicable employment laws and regulations. This includes statutory contributions for employee accident insurance (SOCSO), retirement savings (EPF), and employment insurance (EIS). In addition, Tashin complies with the government-mandated minimum wage requirements, affirming its commitment to fair pay and the protection of employees' fundamental rights.

Beyond statutory obligations, the Group provides a range of benefits and entitlements to support employees' well-being and work-life balance, including maternity and paternity leave.

In addition to wages, full-time employees are entitled to the following benefits, in accordance with labour laws and internal policies:

- Paid sick leave, based on length of service:
  - 14 days for less than 2 years
  - 18 days for 2 to 5 years
  - 22 days for 5 to 8 years
  - 22 days for more than 8 years
- Hospitalisation leave of up to 60 days
- Maternity leave of 98 consecutive days per confinement
- Paternity leave of 7 consecutive days
- Marriage leave of 2 working days
- Compassionate leave of 2 working days
- Health and medical coverage
- Paid and unpaid leave, where applicable
- Bereavement benefits
- Retirement benefits
- Prolonged illness support
- Overtime compensation, either in the form of payment or time off

The Group maintains a fair and equitable remuneration structure with no significant gender bias or discrimination. Remuneration decisions are based on role requirements and individual performance, resulting in a healthy and justifiable median salary gap between male and female employees, which the Group remains committed to upholding.

The employee benefits provided by the Group are summarised as follows:

Employee Benefits	FY2023	FY2024	FY2025
Percentage of employees entitled to employee benefits (%)	100%	100%	100%
Salary difference between men and women (RM)	617,195	669,568	645,911
Ratio of basic salary and remuneration of women to men for key employee categories	0.21	0.23	0.23
Total payments made to employees in terms of salaries, bonuses and benefits (RM)	13,593,224	13,863,045	14,043,218
Total statutory payments made for employees' retirement benefits (Employees Provident Fund) (RM)	1,445,596	1,468,968	1,510,368
Total payments in medical insurance (SOCSCO) for employees (RM)	194,237	226,141	279,789

Parental Leave	FY2023	FY2024	FY2025
Employees entitled for maternity and paternity leave [Number (%)]	216 (76.06%)	218 (76.22%)	208 (71.97%)
Employees who took paternity leave [Number (%)]	7 (3.68%)	6 (3.33%)	9 (5.33%)
Employees who took maternity leave [Number (%)]	2 (7.69%)	1 (2.63%)	2 (5.13%)
<b>Employees who return to work (Post-Parental Leave) (%)</b>			
Male	100%	100%	100%
Female	100%	100%	100%
<b>Retention Rates (Post-Parental Leave) (%)</b>			
Male	100%	100%	100%
Female	100%	100%	100%

**Community Engagement and Development**

Tashin remains committed to supporting community investment initiatives that create meaningful and positive impact for vulnerable and disadvantaged communities. As part of its responsibility as a corporate citizen, the Company integrates social and environmental considerations into its CSR efforts to promote inclusive and sustainable development.

With the continued support of Management and employees, the Company delivers a broad range of financial and non-financial support to local communities. Tashin maintains open and transparent communication channels with its stakeholders to obtain feedback and foster collaboration, ensuring that its initiatives are responsive to community needs and create lasting social value.

In FY2025, Tashin invested approximately RM51,211 in CSR programmes, positively impacting 6 beneficiaries. Employee participation was a key driver of success, with 289 employees contributing 752 volunteer hours, representing 100% participation across the workforce.

	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
<b>Community Investment</b>			
Total amount invested in the community where the target beneficiaries are external to the Group (RM)	102,898	206,371	51,211
Total number of beneficiaries of the investment in community	10	8	6
<b>Employee Volunteerism</b>			
Number of volunteering hours	708	423	752
Number of employees who volunteered	122	257	289
Percentage of employees who volunteered (%)	42.96%	89.9%	100%

Tashin focuses its community investment efforts on supporting education, healthcare, and social welfare initiatives. In the area of education, the Company provides financial contributions to educational institutions to enhance learning facilities and strengthen academic programmes. The Group also supports healthcare development by funding projects that improve access to essential medical services.

In addition, the Company contributes to social welfare by providing financial assistance to disaster relief organisations and underprivileged communities through various charitable initiatives. Collectively, these programmes are designed to support vulnerable groups and improve the quality of life of beneficiaries.

Tashin's CSR Programmes in FY2025

Charity Donation – Association Yee Ran Jing Sheh Handicapped Children's Home

A visit to the Association Yee Ran Jing Sheh Handicapped Children's Home was conducted on 29 December 2025 to provide support through the donation of daily necessities for the children. This contribution helps sustain the home's operations while improving the children's living conditions and overall well-being. The initiative also promotes social awareness and reinforces a sense of responsibility toward supporting vulnerable members of the community.



### Tashin's CSR Programmes in FY2025

#### Blood Donation Campaign

A blood donation campaign was organised on 19 November 2025, aimed to raise awareness of the importance of regular blood donation. The initiative successfully contributed to the hospital's blood supply while fostering a strong sense of social responsibility among the donors.



#### Other Engagement Activities and Events with Staff in FY2025

- Tashin Vision Launching Dinner
- Chinese New Year Celebration
- Hari Raya Celebration
- Christmas Gift Exchange

## Occupational Health and Safety

Tashin recognises Occupational Health and Safety (“OHS”) as a fundamental element of its business operations, reflecting its commitment to safeguarding the safety, health, and well-being of employees, third-party workers, local communities, and other stakeholders.

The primary objective of the Group’s OHS approach is to create a safe, healthy, and supportive working environment. Workplace injuries, accidents, or fatalities are unacceptable and must be prevented wherever possible. By providing a safe and secure workplace, Tashin enables its employees to perform their duties effectively with confidence; while ensuring they return home safely to their families and loved ones.

From an operational perspective, OHS incidents can disrupt business continuity, lead to operational delays, and result in financial losses, reputational damage, and regulatory consequences. As such, Tashin places strong emphasis on maintaining a robust OHS management system to mitigate risks, ensure regulatory compliance, and minimise the cost and impact of workplace incidents.

### **OHS Policy**

The Group has implemented an Occupational Health and Safety Policy, demonstrating its commitment to providing a safe and healthy workplace for all employees, contractors, volunteers, and visitors across its Group and subsidiaries. The Group’s OHS Policy is regularly reviewed and updated to align with applicable regulations, industry standards, and best practices.

Tashin adopts a proactive approach to hazard prevention by identifying, minimising, and eliminating risks wherever reasonably practicable. The Group emphasises shared responsibility, where all personnel are accountable for maintaining a safe working environment. This is supported through the provision of appropriate healthcare access, mandatory use of personal protective equipment (“PPE”), and the implementation of effective hazard management measures.

### **OHS Governance and Risk Management**

The Safety and Health Committee (“S&H Committee”) has been established in accordance with relevant occupational safety and health legislation to oversee and monitor the Group’s OHS performance. The Committee plays a key role in identifying, assessing, and mitigating workplace risks across operations through the implementation of Hazard Identification, Risk Assessment and Risk Control (“HIRARC”).

The S&H Committee is chaired by a member of the Management team and supported by the Safety and Health Officer (“SHO”), together with representatives from relevant departments and operational units. This structure ensures that safety concerns, feedback, and improvement suggestions from operational personnel are effectively communicated and addressed.

HIRARC assessments are conducted to systematically identify work-related hazards and evaluate associated risks. The findings are used to enhance operational processes, strengthen the OHS management system, improve control measures, update standard operating procedures (“SOPs”), and identify training requirements.

All operational processes are subject to HIRARC, with identified risks managed in accordance with the six-tier hierarchy of controls: elimination, substitution, isolation, engineering controls, administrative controls, and personal protective equipment (“PPE”). In addition to controls embedded within SOPs, employees exposed to hazardous conditions are provided with appropriate PPE. The adequacy and effectiveness of PPE are periodically reviewed, and additional protective equipment is supplied to employees working in higher-risk areas.

The S&H Committee meets quarterly to review HIRARC findings, discuss OHS issues, identify improvement opportunities, and share best practices. In addition, quarterly OHS assessments are conducted to monitor performance, evaluate progress, and ensure alignment with the principles outlined in the OHS Policy, which are to:

1. Ensure the safety and health of employees and third parties, with the goal of achieving “Zero Accidents”.
2. Comply with all applicable occupational safety and health laws and regulations.
3. Continuously improve occupational safety and health performance.
4. Maintain employee competence through awareness programs and training in occupational safety and health.
5. Achieve the set objectives and targets for occupational safety and health.

Members of the S&H Committee have undergone HIRARC training, and HIRARC procedures are displayed at workstations to reinforce safe work practices. These measures ensure that all activities are conducted responsibly, protecting both employees and the surrounding environment.

### Safety Performance

As part of the Group's commitment to continuously enhancing workplace safety and health, the Group has established KPI targets to be achieved by 2028. These targets include zero work-related fatalities, a lost time incident rate ("LTIR") of less than 2.5, and more than 85% of employees trained in health and safety standards.

During the financial year under review, the Group recorded zero work-related fatalities and an LTIR of 9.70. All incidents were thoroughly investigated to identify root causes and implement corrective actions. The Group remains steadfast in its commitment to workplace safety and will continue to review and enhance its safety-related SOP to strengthen risk management and incident prevention.

	FY2023	FY2024	FY2025
Total man-hours worked (hours)	691,392 hours	712,608 hours	720,928 hours
Lost Time Incident Rate (%)	1.45	9.82	9.70
Fatalities (cases)	0	0	0

### Safety Training

Training and communication are integral to maintaining an effective OHS programme. In FY2025, Tashin continued to prioritise safety training, particularly for employees exposed to higher-risk activities. During the financial year, 225 employees, representing 81% of the workforce, participated in health and safety training programmes designed to enhance hazard awareness and safe work practices.

	FY2023	FY2024	FY2025
Employees trained on health and safety standards (Number/ Percentage)	223 (79%)	233 (81%)	225 (81%)

The health and safety training programmes conducted include:

- Compliance training covering topics on First Aider, Emergency Response Team (ERT), Chemical Handling, PPE, Noise Management at Workplace, Forklift Crane Handling and Ergonomic, Safe Work Instruction (SWI) & Crane Operators Training.
- Awareness training covering topics on OSHA (Legal Register), Fire Extinguisher, HIRARC, Accident and Investigation.

## Labour and Human Rights

### Advocating Human and Labour Rights

The Group remains committed to monitoring and upholding key social factors, particularly human and labour rights across its operations. This commitment is guided by internationally recognised principles, including the United Nations Global Compact on Business and Human Rights, as well as applicable local legislation such as Malaysia’s Children and Young Persons (Employment) Act 1966.

The Group complies with all relevant employment and labour laws and regulations governing its operations. Tashin strictly prohibits child labour, forced labour, human trafficking, and any form of sexual harassment within its operations and supply chain. Recruitment practices, including those involving foreign workers, are conducted lawfully, ethically, and transparently in accordance with regulatory requirements. Tashin also ensures compliance with regulations relating to worker accommodation, minimum wage, and other employment standards.

The Group has incorporated a dedicated human rights clause into its Recruitment Policy, which reinforces the Group’s commitment to ethical employment practices and responsible working conditions throughout the employee lifecycle. The Group also conducts ongoing due diligence on suppliers to promote compliance with applicable anti-trafficking and labour laws. While Tashin does not currently maintain a standalone children’s rights policy, it does not employ underage workers and remains committed to protecting the rights of young persons in accordance with the law.

The Group has established an anonymous reporting and grievance mechanism that allows employees, job candidates, suppliers, and other external parties to report suspected human rights violations, workplace discrimination, bullying, harassment, or labour-related concerns without fear of retaliation. Recruitment-related grievances may also be raised through internal reporting channels.

The Whistleblowing Policy and Guidelines outline clear procedures for the transparent, fair, and timely handling of complaints, including the provision of appropriate remedies where the Company identifies its involvement in human rights impacts.

Tashin is committed to engaging employees openly and responsibly, including providing reasonable notice of any operational changes that may affect their employment. Such changes may relate to working conditions, job scope, workplace location, compensation, benefits, or contractual terms. Employees are encouraged to raise concerns or grievances relating to these changes through established channels.

During FY2025, Tashin recorded zero reported incidents of human rights violations. This outcome reflects the effectiveness of the Group’s policies, controls, and grievance mechanisms in safeguarding human and labour rights across its operations.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning human rights violations	0	0	0

## Prescribed Table

**Tashin Holdings Berhad**  
 BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Product and Responsibility	Customer satisfaction scores	Percentage	86.83	More than 85.00% by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Raw Material and Feedstock Supply	Proportion of spending on local suppliers	Percentage	60.91	More than 60.00% by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category- Senior Management	Percentage	25.00	100% by FY2028	Internal	Verification performed by internal assurance team comprising function representatives
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	47.06	—	Internal	Verification performed by internal assurance team comprising function representatives
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	48.28	—	Internal	Verification performed by internal assurance team comprising function representatives
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	20.98	—	Internal	Verification performed by internal assurance team comprising function representatives
Corporate Governance and Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0 by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Data Privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0 by FY2025	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Environmental Compliance – Climate Change and Emissions	Scope 1 emissions	tCO2e	676.96	10% reduction in Scope 1 carbon emissions (tCO2e) by FY2028 (from FY2024 baseline)	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Climate Change and Emissions	Scope 2 emissions	tCO2e	2,066.00	10% reduction in Scope 2 carbon emissions (tCO2e) by FY2028 (from FY2024 baseline)	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Energy Management	Total energy consumption	MWh	6,433.75	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Water Management	Total volume of water used	Megaliters	22.57	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Waste Management	Total waste generated	Tonnes	148.41	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Waste Management	Total waste diverted from disposal	Tonnes	6772	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Waste Management	Total waste directed to disposal	Tonnes	80.69	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Resources Management	Total material used to produce and package products and services	Tonnes	103,952	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Environmental Compliance – Resources Management	Total non-renewable materials used	Tonnes	60.32	—	Internal	Verification performed by internal assurance team comprising function representatives
Environmental Compliance – Resources Management	Total renewable materials used	Tonnes	103,891.85	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training spend per employee	MYR	403.78	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training hours per employee	Hours	23.31	20.00 hours by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training hours by employee category - Senior Management	Hours	58.06	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training hours by employee category - Management	Hours	64.50	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training hours by employee category - Executives	Hours	32.39	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Talent Management & Development	Average training hours by employee category - Non-Executives	Hours	1777	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Hiring and Retention	Total number of new hires	Number	45	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Total number of employee turnover by employee category - Senior Management	Number	2	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Total number of employee turnover by employee category - Management	Number	1	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Total number of employee turnover by employee category - Executives	Number	4	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Total number of employee turnover by employee category - Non-Executives	Number	35	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Full-time staff voluntary turnover	Number	42	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Full-time staff voluntary turnover	Rate (%)	14.53	Less than 11% by FY2028	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Hiring and Retention	Total employee turnover rate by category - Managerial and above	Rate (%)	8.30	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

### BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Hiring and Retention	Total employee turnover rate by category - Executive and below	Rate (%)	15.40	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Total permanent employees	Number	289	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Total contract or temporary-employees	Number	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by gender group - Male	Percentage	82	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by gender group - Female	Percentage	18	At least 30% female Director on the Board by FY2028	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by age group - 30 and below	Percentage	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by age group - between 31 - 50	Percentage	18	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by age group - between 51 - 65	Percentage	27	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Diversity and Equal Opportunity	Percentage of directors by age group - above 65	Percentage	55	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of total employees by gender - Male	Percentage	85.80	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of total employees by gender - Female	Percentage	14.20	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of total employees (for Executive level and above) by gender - Male	Percentage	69	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of total employees (for Executive level and above) by gender - Female	Percentage	31	at least 30% by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Senior Management Male	Percentage	100	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Senior Management Female	Percentage	0.00	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Management Male	Percentage	60	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Management Female	Percentage	40	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Executive Male	Percentage	58.62	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Executive Female	Percentage	41.38	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Non-Executive Male	Percentage	90.62	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by gender for each employee category - Non-Executive Female	Percentage	9.38	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Senior Management age 30 and below	Percentage	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Senior Management age between 31 - 50	Percentage	12.50	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Senior Management age between 51 - 65	Percentage	50.00	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Senior Management age above 65	Percentage	3750	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Management age 30 and below	Percentage	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Management age between 31 - 50	Percentage	60	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Management age between 51 - 65	Percentage	20	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Management age above 65	Percentage	20	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Executive age 30 and below	Percentage	13.79	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Executive age between 31 - 50	Percentage	68.97	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Executive age between 51 - 65	Percentage	1724	—	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Executive age above 65	Percentage	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Non-executive age 30 and below	Percentage	33.48	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Non-executive age between 31 - 50	Percentage	58.04	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Non-executive between age 51 - 65	Percentage	8.48	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Diversity and Equal Opportunity	Percentage of employees by age group for each employee category - Non-executive age above 65	Percentage	0	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Community Engagement and Development	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	51,211	—	Internal	Verification performed by internal assurance team comprising function representatives
Social Compliance - Community Engagement and Development	Total number of beneficiaries of the investment in community	Number	6	—	Internal	Verification performed by internal assurance team comprising function representatives
Occupational Health and Safety	Employees trained on health and safety standards	Percentage	81	More than 85% by FY2028	Internal	Verification performed by internal assurance team comprising function representatives

## Tashin Holdings Berhad

BMLR Transition Period

Date &amp; Time: 2026-04-08\_10:10:37

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Occupational Health and Safety	Work-related fatalities	Number	0	0 by FY2025	Internal	Verification performed by internal assurance team comprising function representatives
Occupational Health and Safety	Lost time incident rate ( LTIR)	Rate	9.70	Less than 2.5 by FY2028	Internal	Verification performed by internal assurance team comprising function representatives
Labour and Human Rights	Substantiated complaints concerning human rights violations	Number	0	0 by FY2025	Internal	Verification performed by internal assurance team comprising function representatives

## GRI Content Index

<b>Statement of use</b>	Tashin Holdings Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

### Abbreviations:

AR: Annual Report 2025

SS: Sustainability Statement 2025

GRI Standard	Disclosure	Information/ Location	Page Number
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	<b>The organization and its reporting practices</b>		
	2-1 Organizational details	Legal name: Tashin Holdings Berhad	
		Nature of ownership: Public Limited Liability Company	
		Location of its headquarters: Prai, Penang, Malaysia	
		Countries of operation: Malaysia	
		AR: Notes to the Financial Statements	131 - 179
		SS: About This Report	02 – 03
	2-2 Entitles included in the organization's sustainability reporting	AR: Financial Statements	113 - 179
		SS: About This Report – Reporting Scope and Boundary	02 - 03
	2-3 Reporting period, frequency and contact point	Reporting period: 1 January 2025 to 31 December 2025	
		Frequency: Annually	
		Publication date: 30 April 2026	
		SS: About This Report – Contact Us	03
	2-4 Restatements of information	Emissions generated, emission intensity, energy consumption and energy intensity data for FY2023 and FY2024 due to enhancement in the calculation methodology	
2-5 External assurance	SS: About This Report – Assurance	03	

GRI Standard	Disclosure	Information/ Location	Page Number
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	<b>Activities and workers</b>		
	2-6 Activities, value chain and other business relationships	Sector: Steel manufacturing and trading	
		AR: Management Discussion and Analysis	09 - 11
		SS: About This Report – Reporting Scope and Boundary	02 - 03
		SS: Stakeholder Engagement	11 -13
	2-7 Employees	The number of employees is reported based on headcount at the end of the reporting period	
		All our employees are on a full-time permanent basis, and majority of them are locally employed (i.e. Malaysians) in the country we operate. Our employees are required to work in an office-based setting, and their working hours are mainly during standard business hours.	
		No significant fluctuations in the number of employees during the reporting period and between reporting periods	
		SS: Social Compliance – Diversity and Equal Opportunity	40 - 46
	<b>Governance</b>		
	2-9 Governance structure and composition	AR: Board of Directors' Profile	12 - 15
		SS: Governance for Sustainability	09 - 10
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report	
		AR: Corporate Governance Overview Statement	90 - 103
	2-11 Chair of the highest governance body	The Chair of the Board of Directors, Madam Dato' Kalsom binti Abd. Rahman, is an Independent Non-Executive Director	
		Corporate Governance Report	
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Report	
		SS: Governance for Sustainability	09 - 10
		SS: Stakeholder Engagement	11 - 13
SS: Material Sustainability Matters		14 - 15	

GRI Standard	Disclosure	Information/ Location	Page Number
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	<b>Governance</b>		
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Report	
		SS: Governance for Sustainability	09 - 10
	2-14 Role of the highest governance body in sustainability reporting	SS: Governance for Sustainability	09 - 10
	2-15 Conflicts of interest	AR: Audit Committee Report	110 - 111
		AR: Corporate Governance Overview Statement	90 - 103
		SS: Corporate Governance and Anti-Corruption - Corporate Governance Practices	23
	2-16 Communication of critical concerns	SS: Corporate Governance and Anti-Corruption – Whistle-Blowing Mechanism	25
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report	
		SS: Corporate Governance and Anti-Corruption – Board Composition and Diversity	20 - 22
		SS: Corporate Governance and Anti-Corruption – Corporate Governance Practices	23
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	
		SS: Corporate Governance and Anti-Corruption – Corporate Governance Practices	23
	2-19 Remuneration policies	Corporate Governance Report	
		SS: Corporate Governance and Anti-Corruption – Corporate Governance Practices	23
2-20 Process to determine remuneration	Corporate Governance Report		
	SS: Corporate Governance and Anti-Corruption – Corporate Governance Practices	23	
2-21 Annual total compensation ratio <sup>1</sup>			

<sup>1</sup> Disclosure for GRI 2-21-a, b & c on Annual total compensation ratio – Disclosure omitted as salary and compensation of employees are confidential information for Tashin.

GRI Standard	Disclosure	Information/ Location	Page Number	
<b>General Disclosures</b>				
<b>GRI 2: General Disclosures 2021</b>	<b>Strategy, policies and practices</b>			
	2-22 Statement on sustainable development strategy	SS: Chairperson's Message	04 - 06	
	2-23 Policy commitments	Code of Conduct and Ethics is made available at <a href="https://tashin.com.my/code-of-conduct-and-ethics/">https://tashin.com.my/code-of-conduct-and-ethics/</a>		
		Sustainability Policy and Framework is made available at <a href="https://tashin.com.my/sustainability/">https://tashin.com.my/sustainability/</a>		
		Anti-Bribery and Anti-Corruption Policy is made available at <a href="https://tashin.com.my/anti-bribery-anti-corruption-policy/">https://tashin.com.my/anti-bribery-anti-corruption-policy/</a>		
		SS: Tashin's Sustainability Framework		07 - 08
		SS: Corporate Governance and Anti-Corruption		20 - 25
	2-24 Embedding policy commitments	SS: Tashin's Sustainability Framework		07 - 08
		SS: Corporate Governance and Anti-Corruption		20 - 25
	2-25 Processes to remediate negative impacts	Whistle-Blowing Policy is made available at <a href="https://tashin.com.my/whistleblowing-policy/">https://tashin.com.my/whistleblowing-policy/</a>		
		SS: Corporate Governance and Anti-Corruption – Whistle-Blowing Mechanism		25
	2-26 Mechanisms for seeking advice and raising concerns	SS: Corporate Governance and Anti-Corruption – Whistle-Blowing Mechanism		25
	2-27 Compliance with laws and regulations	SS: Corporate Governance and Anti-Corruption – Anti-Bribery and Anti-Corruption		23 - 24
		SS: Labour and Human Rights		53
	2-28 Membership associations	SS: About This Report – Our Business		02
	<b>Stakeholder engagement</b>			
2-29 Approach to stakeholder engagement	SS: Stakeholder Engagement		11 - 13	

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Material Topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	SS: Stakeholder Engagement	11 - 13
		SS: Material Sustainability Matters	14 - 15
	3-2 List of material topics	SS: Material Sustainability Matters	14 - 15
<b>Our Economic</b>			
<b>Product and Responsibility</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Product and Responsibility	16
<b>Competitive Advantage</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Competitive Advantage	17
<b>Raw Materials and Feedstock Supply</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Raw Materials and Feedback Supply	18 - 19
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	SS: Raw Materials and Feedback Supply – Local Procurement	18 - 19
<b>Our Governance</b>			
<b>Corporate Governance and Anti-Corruption</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Corporate Governance and Anti-Corruption	20 - 25
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	SS: Corporate Governance and Anti-Corruption – Anti-Bribery and Anti-Corruption	23 - 24
	205-3 Confirmed incidents of corruption and actions taken	SS: Corporate Governance and Anti-Corruption – Anti-Bribery and Anti-Corruption	23 - 24

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Governance</b>			
<b>Data Privacy</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Data Privacy	26
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SS: Data Privacy	26
<b>Our Environment</b>			
<b>Environmental Compliance</b>			
<b>Energy Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Environmental Compliance – Energy Management	28 – 30
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	SS: Environmental Compliance – Energy Management	28 – 30
	302-3 Energy intensity	SS: Environmental Compliance – Energy Management	28 – 30
	302-4 Reduction of energy consumption	SS: Environmental Compliance – Energy Management	28 – 30
<b>Water Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Environmental Compliance – Water Management	30 - 31
<b>GRI 303: Water and Effluents 2018</b>	303- Interactions with water as a shared resource	SS: Environmental Compliance – Water Management	30 – 31
	303-2 Management of water discharge-related impacts	SS: Environmental Compliance – Water Management	30 – 31
	303-4 Water discharge	SS: Environmental Compliance – Water Management	30 – 31

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Environment</b>			
<b>Environmental Compliance</b>			
<b>Water Management</b>			
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	SS: Environmental Compliance – Water Management	30 – 31
<b>Biodiversity Conservation</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Environmental Compliance – Biodiversity Conservation	35
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SS: Environmental Compliance – Biodiversity Conservation	35
	304-2 Significant impacts of activities, products and services on biodiversity	SS: Environmental Compliance – Biodiversity Conservation	35
<b>Climate Change and Emissions</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Environmental Compliance – Climate Change and Emissions	27 – 28
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	SS: Environmental Compliance – Climate Change and Emissions	27 – 28
	305-2 Energy indirect (Scope 2) GHG emissions	SS: Environmental Compliance – Climate Change and Emissions	27 – 28
<b>Waste Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Environmental Compliance – Waste Management	31 – 33

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Environment</b>			
<b>Environmental Compliance</b>			
<b>Waste Management</b>			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	SS: Environmental Compliance – Waste Management	31 – 33
	306-2 Management of significant waste-related impacts	SS: Environmental Compliance – Waste Management	31 – 33
	306-3 Waste generated	SS: Environmental Compliance – Waste Management	31 – 33
	306-4 Waste diverted from disposal	SS: Environmental Compliance – Waste Management	31 – 33
	306-5 Waste directed to disposal	SS: Environmental Compliance – Waste Management	31 – 33
<b>Our Social</b>			
<b>Social Compliance</b>			
<b>Hiring and Retention</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Social Compliance – Hiring and Retention	38 – 40
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	SS: Social Compliance – Hiring and Retention	38 – 40
<b>Employee Benefit and Well-being</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Social Compliance – Employee Benefit and Well-being	46 - 47
<b>GRI 401: Employment 2016</b>	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	SS: Social Compliance – Employee Benefit and Well-being	46 - 47
	401-3 Parental leave	SS: Social Compliance – Employee Benefit and Well-being	46 - 47

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Social</b>			
<b>Social Compliance</b>			
<b>Talent Management and Development</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Social Compliance – Talent Management and Development	36 - 38
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	SS: Social Compliance – Talent Management and Development	36 - 38
	404-2 Programs for upgrading employee skills and transition assistance programs	SS: Social Compliance – Talent Management and Development	36 - 38
<b>Diversity and Equal Opportunity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Corporate Governance and Anti-Corruption – Board Composition and Diversity	20 - 22
		SS: Social Compliance – Diversity and Equal Opportunity	40 - 46
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	SS: Corporate Governance and Anti-Corruption – Board Composition and Diversity	20 - 22
		SS: Social Compliance – Diversity and Equal Opportunity	40 - 46
<b>Community Engagement and Development</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Social Compliance – Community Engagement and Development	48 - 50
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	SS: Social Compliance – Community Engagement and Development	48 - 50
<b>Occupational Health and Safety</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Occupational Health and Safety	51 - 52

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Social</b>			
<b>Occupational Health and Safety</b>			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	SS: Occupational Health and Safety – OHS Policy	51
		SS: Occupational Health and Safety – OHS Governance and Risk Management	51 - 52
	403-2 Hazard identification, risk assessment, and incident investigation	SS: Occupational Health and Safety – OHS Governance and Risk Management	51 - 52
	403-5 Worker training on occupational health and safety	SS: Occupational Health and Safety – Safety Training	52
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SS: Occupational Health and Safety	51 - 52
	403-9 Work-related injuries	SS: Occupational Health and Safety – Safety Performance	52
<b>Labour and Human Rights</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	SS: Labour and Human Rights – Advocating Human and Labour Rights	53
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	SS: Labour and Human Rights – Advocating Human and Labour Rights	53
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SS: Labour and Human Rights – Advocating Human and Labour Rights	53

GRI Standard	Disclosure	Information/ Location	Page Number
<b>Our Social</b>			
<b>Labour and Human Rights</b>			
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	SS: Labour and Human Rights – Advocating Human and Labour Rights	53
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	SS: Labour and Human Rights – Advocating Human and Labour Rights	53