



**LEON FUAT BERHAD**

Registration No. 200601036648 (756407-D)

# FORGING AHEAD WITH PURPOSE

SUSTAINABILITY REPORT 2025



# SUSTAINABILITY REPORT

## AN OVERVIEW OF OUR REPORT

### Sustaining Growth and Responsibility

In advancing our sustainability journey, Leon Fuat Berhad ("Leon Fuat" or "the Group") enhances its operations with a focus on resource management, stakeholder engagement and contributions to community development. This Sustainability Report presents our key initiatives and performance highlights for the financial year 2025. It describes how sustainability principles were incorporated into our business functions, demonstrating our commitment to global standards and enhanced transparency. We remain focused on refining our reporting practices to meet stakeholder expectations and ensure accountable and enduring growth.

In 2025, we strengthened our sustainability performance with steady progress across governance, operations and workforce well-being. We expanded our data collection efforts to include liquefied petroleum gas ("LPG"), enabling more comprehensive disclosure of our Scope 1 greenhouse gas ("GHG") emissions.

Operational upgrades continued with the transition of our fleet to 100% green diesel to reduce emissions of air pollutants and the installation of new technologies to boost productivity. Additionally, ageing translucent roofing sheets were replaced at one of our factories, which is expected to reduce electricity consumption for lighting.

Governance practices were reinforced through the integration of an Anti-Bribery Management System ("ABMS") declaration into the Supplier Selection Procedure at Supreme Steelmakers, enhancing supplier accountability. LF Metal also updated its Health and Safety Policy and expanded employee medical benefits. To support fair and efficient recruitment, LF Metal is preparing an automated and AI-enabled Fair Screening Platform, which is anticipated to launch in FY2026.

These initiatives reflect our continued commitment to embedding sustainability into our operational practices, ultimately creating long-term value for our stakeholders.

### Scope and Boundary of This Report

This Report outlines Leon Fuat's sustainability activities and performance for the period covering 1 January 2025 to 31 December 2025 ("FY2025"). To provide a more comprehensive view of our progress, we have included selected data from the past three (3) financial years.

The reporting scope encompasses our three (3) principal subsidiaries.

1. Leon Fuat Hardware Sdn. Bhd. ("LF Hardware")
2. Leon Fuat Metal Sdn. Bhd. ("LF Metal")
3. Supreme Steelmakers Sdn. Bhd. ("Supreme Steelmakers")



### Reporting Framework and Standards

We have prepared our Sustainability Report in compliance with Bursa Malaysia's Main Market Listing Requirements ("MMLR") and with reference to Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> edition). Our disclosures are guided by the Global Reporting Initiative ("GRI") Standards and the United Nations Sustainable Development Goals ("UN SDGs").

### Assurance

The information presented in this report has been subjected to an internal review. The review includes the testing and verification of supporting documents for the current year's sustainability performance data, comparative figures and the corresponding initiatives disclosed across the following twelve (12) sustainability matters.

#### Subject Matters Covered by the Internal Review

1	Responsible Procurement
2	Corporate Governance and Anti-Corruption
3	Data Privacy and Cybersecurity
4	Climate Change and Energy
5	Water Efficiency
6	Effluent and Waste Management
7	Occupational Health and Safety
8	Noise Management
9	Labour Practices and Standards
10	Diversity and Inclusiveness
11	Product Quality and Customer Satisfaction
12	Corporate Social Responsibility

### Feedback on Our Report

We value stakeholder perspectives as part of our ongoing commitment to improving our reporting practices. Should you have any questions, feedback or suggestions, please contact us using the details provided below.

#### Tan Kien Yap

Chief Financial Officer  
Email: tanky@lfb.com.my

Address:

Wisma Leon Fuat  
No. 11, Lorong Keluli 1B,  
Kawasan Perindustrian Bukit Raja Selatan,  
Seksyen 7, 40000 Shah Alam,  
Selangor Darul Ehsan.

# SUSTAINABILITY REPORT

## OUR MEMBERSHIPS AND ASSOCIATIONS

To remain informed about the latest industry trends and key developments, Leon Fuat actively participates in the following industry associations.

 Federation of Malaysian Manufacturers	 Federal Territory and Selangor Tinsmith Association
 Malaysia Steel and Metal Distributor's Association	 Malaysia Institute of Human Resource Management
 The Selangor & Kuala Lumpur Foundry & Engineering Industries Association	 Malaysian Iron and Steel Industry Federation

## FORGING A SUSTAINABLE FUTURE

### ECONOMIC PROSPERITY

Leon Fuat prioritises responsible financial management to enhance competitiveness, adaptability and value for its stakeholders and the economy.



**+7.5%**

In economic value retained compared to FY2024: RM51.95 million

### RESPONSIBLE GOVERNANCE

From regulatory compliance to cybersecurity measures, the Group adopts robust governance practices to strengthen accountability and stakeholder confidence.



**ZERO**

Substantiated complaints concerning breaches of customer privacy and losses of customer data

### ENVIRONMENTAL STEWARDSHIP

We implement measures aimed at minimising our environmental impact, thereby enhancing operational efficiency, resource management and resilience to climate change.



**1,425 tCO<sub>2</sub>e**

Scope 2 emissions avoided from solar-generated electricity at LF Metal (FY2024: 1,404 tCO<sub>2</sub>e)



**100%**

Transition of our fleet to trucks powered by green diesel (FY2024: 97.1%)



**76.8%**

Total waste diverted from disposal through recycling and recovery initiatives (FY2024: 59.8%)

### SOCIAL RESPONSIBILITY

We are committed to fostering a workplace that promotes safety, equal opportunity and continuous learning, thus ensuring the highest product quality and fulfilling customer expectations.



**ZERO**

Work-related fatalities over 945,297 of hours worked



**3,176 hours**

Total training hours delivered across leadership, compliance, technical, softs skill and safety programmes (FY2024: 2,382 hours)



**>82%**

Customer satisfaction scores across LF Hardware, LF Metal and Supreme Steelmakers

## SUSTAINABILITY REPORT

### TOWARDS A BRIGHTER TOMORROW

Our sustainability reporting journey demonstrates meaningful progress in integrating sustainability considerations across our strategy and operations. Advances in responsible practices and enhanced reporting continue to drive us towards our goals and targets.

#### FY2017 – FY2018

- Published the inaugural sustainability statement in FY2017 in accordance with Bursa Malaysia's Sustainability Reporting Guide (1<sup>st</sup> Edition)
- Established a Sustainability Committee and a Sustainability Task Force Committee
- Conducted a materiality assessment and developed a materiality matrix based on thirteen (13) material matters
- Fourteen (14) UN SDGs adopted in total

#### FY2019 – FY2020

- Adopted Bursa Malaysia's Sustainability Reporting Guide (2<sup>nd</sup> Edition) and GRI Standards
- Established a three-tier governance structure and Terms of Reference ("TOR")
- Identified seven (7) key stakeholder groups and enhanced the stakeholder engagement table by adding each group's areas of interest and the engagement frequency for every channel
- Conducted a materiality re-assessment in 2020 to identify new priorities

#### FY2021 – FY2022

- Established a Sustainability Framework
- Introduced climate change as a new material sustainability matter
- Reviewed and updated the materiality matrix to reflect changes in priorities
- Reported on the installation of solar panels at LF Metal factories, with total capacity of approximately 2,300 kWp

#### FY2023

- Adopted Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> Edition)
- Commenced climate-related reporting guided by the Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations
- Established a Group-wide Sustainability Policy
- Conducted a materiality re-assessment on thirteen (13) material matters to re-evaluate and update priorities

#### FY2024

- Enhanced climate-related disclosures by evaluating climate-related risks and opportunities over short-, medium- and long-term time-horizons
- Reported emissions avoidance through solar power generation

#### FY2025

- Expanded Scope 1 GHG emissions reporting to include emissions from liquefied petroleum gas ("LPG")
























# SUSTAINABILITY REPORT

## OUR APPROACH TO RESPONSIBLE GROWTH

### Setting the Foundation with Our Sustainability Strategy

Grounded in our vision and shared values, our Sustainability Strategy is built on four (4) focus areas that define our approach to managing sustainability priorities, guiding stakeholder engagement and ensuring alignment with the UN SDGs.

<b>Our Vision</b>	Steel is our business. Excellence is our commitment			
<b>Leon Fuat's Shared Values</b>	 Drive a performance culture of integrity and accountability	 Commitment to products and services quality	<hr/>	
<b>Our Material Sustainability Matters</b>	 <p><b>Economic Prosperity</b></p> <ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Responsible Procurement</li> </ul>	 <p><b>Responsible Governance</b></p> <ul style="list-style-type: none"> <li>Corporate Governance and Anti-Corruption</li> <li>Data Privacy and Cybersecurity</li> </ul>	 <p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"> <li>Climate Change and Energy</li> <li>Effluent and Waste Management</li> <li>Water Efficiency</li> </ul>	 <p><b>Social Responsibility</b></p> <ul style="list-style-type: none"> <li>Occupational Safety and Health</li> <li>Noise Management</li> <li>Labour Practices and Standards</li> <li>Diversity and Inclusiveness</li> <li>Product Quality and Customer Satisfaction</li> <li>Corporate Social Responsibility</li> </ul>
<b>Our Alignment with the UN SDGs</b>	       			
<b>Our Key Stakeholder Groups</b>	 Investors/ Shareholders  Government/ Regulatory Authorities  Management  Customers  Employees  Vendors/Suppliers  Communities			

## SUSTAINABILITY REPORT

### Implementing Our Sustainability Policy

Our Sustainability Policy guides the integration of responsible business practices throughout our steel trading and processing operations. It supports decision-making, strengthens regulatory compliance and promotes transparency and accountability in managing our sustainability priorities.



#### Economic Prosperity

- Adopt a business model that emphasises quality products, value-added services and ethical practices
- Aim to provide returns to shareholders while considering the long-term impacts of our actions
- Conduct regular assessments to identify and address potential risks in the supply chain, supporting compliance with responsible sourcing practices
- Promote continuous improvements of sustainable products and services



#### Responsible Governance

- Adhere to laws, regulations and industry standards by periodically assessing our compliance mechanisms and updating policies as needed to meet evolving legal requirements
- Maintain transparent and open communication with our stakeholders
- Support ethical behaviour and integrity within business operations, encouraging a culture of honesty, fairness and accountability
- Implement risk management strategies, identifying potential environmental, social and governance risks and taking measures to address them



#### Environmental Stewardship

- Continuously improve energy efficiency while monitoring and reducing our carbon footprint
- Maintain compliance with applicable environmental regulations and legal requirements
- Reduce environmental pollution and enhance environmental management practices
- Support circular economy principles, with a focus on recycling, reusing and reducing waste
- Explore initiatives to extend the lifecycle of products, promoting responsible consumption and production
- Monitor water consumption and implement water conservation practices across our facilities



#### Social Responsibility

- Emphasise the health, safety and well-being of our employees by implementing safety guidelines and protocols
- Conduct regular health and safety training to foster a safe and healthy work environment
- Encourage employee growth and development through training programmes, career advancement opportunities and performance recognition
- Promote diversity and inclusion by adopting policies and practices aimed at providing equal opportunities and eliminate discrimination
- Engage in community development initiatives

# SUSTAINABILITY REPORT

## Supporting the Global Sustainable Goals

The UN SDGs urge all countries to foster a sustainable and inclusive global society by 2030. We continue to uphold eight (8) SDGs that align with our core initiatives and represent areas where our actions can have the most impact.

**3 GOOD HEALTH AND WELL-BEING** **UN SDGs and Targets**  
**3.8:** Achieve universal health coverage

**Our Initiatives and Performance**

- Provided healthcare and insurance coverage as part of our employee benefits package
- LF Metal enhanced employee medical benefits to cover dental, preventive care and optical needs, in addition to general outpatient treatment

**7 AFFORDABLE AND CLEAN ENERGY** **UN SDGs and Targets**  
**7.2:** Increase global percentage of renewable energy  
**7.3:** Double the improvement in energy efficiency

**Our Initiatives and Performance**

- 34% of electricity consumption at LF Metal is generated from solar panels
- Exported 915,000 kWh of surplus electricity to the grid under the Net Energy Metering Scheme
- The ongoing replacement of ageing translucent roofing sheets at one (1) factory is expected to reduce electricity consumption for lighting by approximately 53,553 kWh annually

**8 DECENT WORK AND ECONOMIC GROWTH** **UN SDGs and Targets**  
**8.8:** Protect labour rights and promote safe working environments

**Our Initiatives and Performance**

- Reviewed and updated LF Metal's Health and Safety Policy to emphasise regulatory compliance, non-discrimination, risk management, stakeholder participation and continuous improvement
- Conducted Hazard Identification, Risk Assessment and Risk Control ("HIRARC") assessments at Supreme Steelmakers to systematically identify, mitigate and eliminate operational risks in CNC laser cutting and plasma cutting processes
- Annual audiometric testing was conducted for 86 employees to monitor occupational noise exposure
- Noise risk assessments are scheduled for LF Metal in FY2026 and Supreme Steelmakers in FY2027, in line with legal requirements for assessments to be conducted at least once every five (5) years
- Delivered ongoing health and safety training to employees, conducted weekly toolbox talks and unannounced Sunday safety walkabouts at production sites

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** **UN SDGs and Targets**  
**9.4:** Upgrade infrastructures for sustainability

**Our Initiatives and Performance**

- Production efficiency was enhanced through investments in a new CNC oxy-gas cutting machine for plate cutting at LF Hardware and a new fibre laser cutting machine at LF Metal, upgrading the Group's metal-cutting capacity
- Achieved 100% conversion of delivery trucks to green diesel-powered vehicles, reducing sulphur content and lowering carbon monoxide emissions

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION** **UN SDGs and Targets**  
**12.4:** Responsible management of chemical and waste  
**12.7:** Promote sustainable procurement practices

**Our Initiatives and Performance**

- Implemented waste management procedures at Supreme Steelmakers to ensure the proper handling of scheduled and non-scheduled waste
- Reviewed and updated LF Metal's Safety and Health Policy to include procedures for scheduled waste management
- Conducted biannual effluent sampling at LF Metal and consistently monitored results to ensure that discharges remain within required environmental standards
- Established procurement procedures involving a structured registration process and periodic evaluations to uphold fair business practices and ethical supplier compliance
- Conducted supplier evaluations and regular performance assessments to ensure adherence to corporate values

**13 CLIMATE ACTION** **UN SDGs and Targets**  
**13.1:** Strengthen resilience and adaptive capacity to climate-related disasters

**Our Initiatives and Performance**

- Reduced emissions of air pollutants by adopting green diesel for delivery vehicles and increasing solar power usage to enhance energy efficiency
- Enhanced climate-related disclosures by evaluating climate-related risks and opportunities over the short-, medium- and long-term

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS** **UN SDGs and Targets**  
**16.5:** Substantially reduce corruption and bribery

**Our Initiatives and Performance**

- Updated the ABMS system in line with the latest ISO 37001:2025 standard
- Incorporated an ABMS declaration form into supplier selection and due diligence processes under Supreme Steelmakers
- Achieved zero confirmed incidents of bribery, corruption or whistleblowing cases for three (3) consecutive years

**17 PARTNERSHIPS FOR THE GOALS** **UN SDGs and Targets**  
**17.17:** Strengthen sustainable development collaboration through partnerships

**Our Initiatives and Performance**

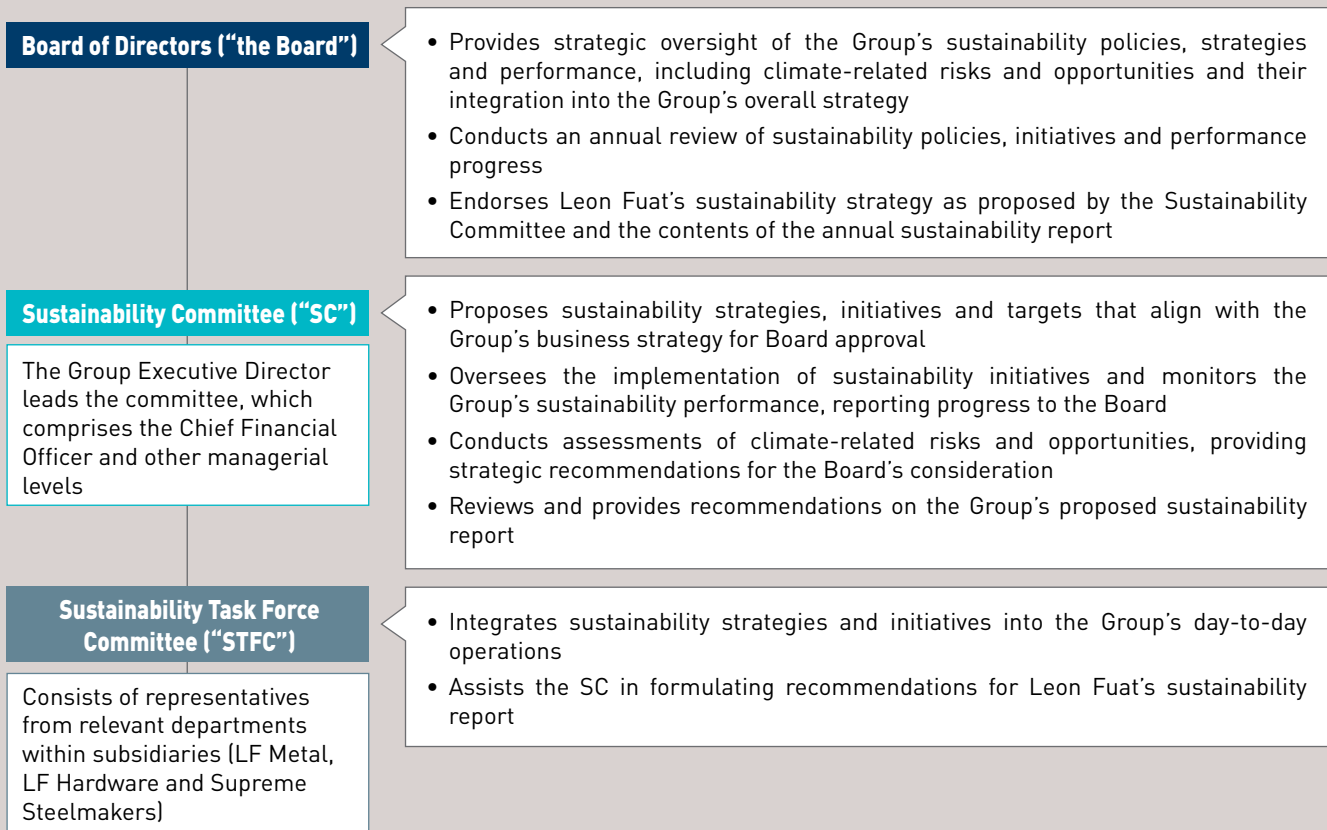
- Collaborated with various community organisations, associations and educational institutions through Corporate Social Responsibility ("CSR") initiatives, providing a total financial contribution of RM44,600.

# SUSTAINABILITY REPORT

## Fostering Oversight and Accountability

Our sustainability governance structure remains essential in meeting evolving sustainability expectations. It strengthens oversight of our sustainability priorities, performance evaluation and the responsible management of resources, risks and opportunities.

### Leon Fuat's Sustainability Governance Structure



In FY2025, our Board members attended the Mandatory Accreditation Programme (MAP II), which covers sustainability and broader environmental, social and governance topics, enhancing the Board's capacity to oversee sustainability related risks and opportunities.

## Risk Management

The Group's risk management framework is aligned with the principles of international risk management standards. It covers risk identification, assessment, mitigation, monitoring and reporting.




Risk Management	Leon Fuat's Approach
Identification of Risks	Potential climate-related risks are identified by considering events that could significantly affect the Group's operations or financial performance.
Managing Risks	Identified risks are assessed based on their likelihood and potential impact. Appropriate responses are determined to mitigate or manage these risks effectively.
Integration of Risks	Findings from the risk assessment process are integrated into strategic decision-making and operational planning to support informed business decisions and ensure climate-related considerations are reflected across the Group.

# SUSTAINABILITY REPORT





## MAKING PROGRESS WITH OUR PARTNERS

### Strengthening Stakeholder Relationships

The Group engages stakeholders in order to understand their concerns and align with their expectations. We utilise various platforms to gain valuable insights into their priorities, ensuring that their feedback informs our decision-making and contributes to our shared values and mutual progress.

Areas of Interest	Our Responses	Engagement Methods
 <h3>Investors/Shareholders</h3> <p>The ownership, voting rights, financial contributions and expectations of investors and shareholders shape the Group's direction, enabling us to deliver high-quality steel products.</p>		
<ul style="list-style-type: none"> <li>Financial and operational performance</li> <li>Company reputation</li> <li>Mitigation and adaptation to climate change</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial results and annual reports</li> <li>Uphold good governance practices</li> <li>Communicate our energy efficiency initiatives and progress</li> <li>Monitor sustainability performance</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>Investor relations published on corporate websites</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>Financial results announcements</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>Annual General Meeting</li> </ul>
 <h3>Government/Regulatory Authorities</h3> <p>The government and regulatory authorities play an important role in providing regulatory frameworks and legal authorisations necessary for operations.</p>		
<ul style="list-style-type: none"> <li>Anti-bribery and corruption</li> <li>Corporate governance practices</li> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with ISO 37001:2016 Anti-Bribery Management System ("ABMS")</li> <li>Establishment of Good Corporate Governance and Whistleblowing Policy</li> <li>Compliance with regulatory requirements</li> </ul>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Meetings</li> <li>Seminars/Webinars</li> <li>Reporting</li> </ul>
 <h3>Management</h3> <p>The management is responsible for guiding and overseeing our organisational operations to achieve strategic goals and ensure sustained success.</p>		
<ul style="list-style-type: none"> <li>Risk management</li> <li>Service requirements</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management Framework adhering to international principles</li> <li>Compliance with ISO 9001:2015 Quality Management System</li> </ul>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Coordination meetings</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>Business unit meetings</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>ISO management review</li> </ul>

## SUSTAINABILITY REPORT

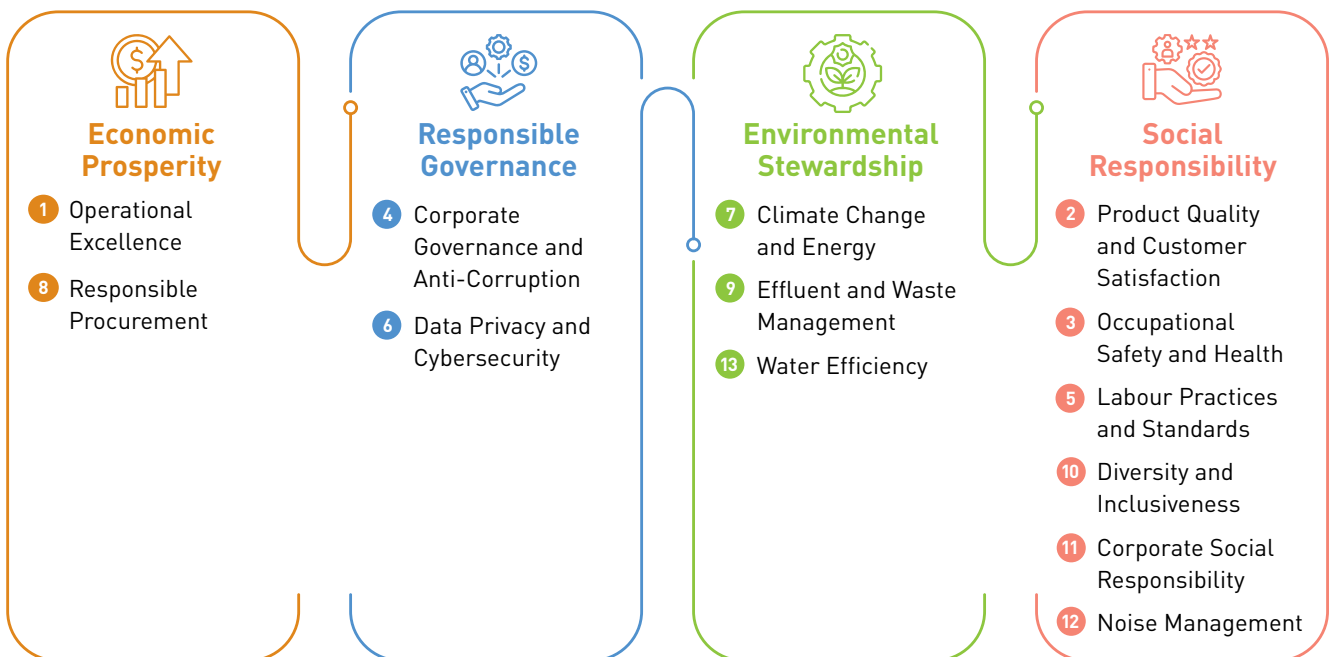
Areas of Interest	Our Responses	Engagement Methods
 <b>Customers</b>		
<p>Customers drive Leon Fuat's success by engaging in transactions and providing valuable feedback that informs product and service enhancements.</p>		
<ul style="list-style-type: none"> <li>Product quality and safety</li> <li>Customer data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with ISO 9001:2015 Quality Management System</li> <li>Compliance with Personal Data Protection Act 2010</li> </ul>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Meetings</li> <li>Feedback survey</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>Satisfaction assessment</li> </ul>
 <b>Employees</b>		
<p>Employees serve as the valuable human capital of Leon Fuat, actively contributing their skills and efforts to propel the Group towards our objectives and overall success.</p>		
<ul style="list-style-type: none"> <li>Capacity building</li> <li>Occupational health and safety</li> <li>Fair labour practices</li> <li>Whistleblowing policy/procedures</li> </ul>	<ul style="list-style-type: none"> <li>Provide relevant upskilling and development opportunities</li> <li>Compliance with Occupational Safety and Health (Amendment) Act (2022)</li> <li>Compliance with laws governing work hours and wages</li> <li>Promote transparent communication with employees</li> </ul>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>Internal communications</li> </ul> <p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Workshops and trainings</li> <li>Staff meetings</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>Employee performance appraisals</li> <li>Annual dinner</li> </ul>
 <b>Vendors/Suppliers</b>		
<p>Vendors and suppliers collaborate with Leon Fuat to provide essential goods and services, ensuring a reliable supply chain and contributing to the overall efficiency of operations.</p>		
<ul style="list-style-type: none"> <li>Fair procurement practices</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Selection Procedure</li> <li>Supplier Performance Assessment</li> </ul>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Product quality feedback</li> </ul> <p><b>Bi-annually</b></p> <ul style="list-style-type: none"> <li>Performance reviews</li> <li>Procurement processes</li> </ul>
 <b>Communities</b>		
<p>The community plays a reciprocal role, shaping and being shaped by the Group's actions, contributions and engagement, thereby fostering mutually beneficial relationships.</p>		
<ul style="list-style-type: none"> <li>Community development and support</li> </ul>	<ul style="list-style-type: none"> <li>Local community development</li> <li>Philanthropy</li> </ul>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Community impact programmes</li> </ul>

# SUSTAINABILITY REPORT

## MATERIALITY ASSESSMENT

Leon Fuat's FY2023 materiality reassessment identified thirteen (13) key sustainability matters, with the top five being Operational Excellence, Product Quality and Customer Satisfaction, Occupational Safety and Health, Corporate Governance and Anti-Corruption and Labour Practices and Standards. The matrix, which guides sustainability priorities and decision-making, will be maintained for FY2025 due to its continued relevance to the Group.















**Materiality Matrix**



# SUSTAINABILITY REPORT

## MAPPING OUR FOCUS AREAS

Aligning our material matters with the UN SDGs and relevant stakeholders enable us to support global targets and meet the expectations of our stakeholders.

ECONOMIC PROSPERITY			
<b>Operational Excellence</b>	<b>Our Approach</b> Advance operational excellence by streamlining processes and adopting the latest technology, fostering sustainable growth and long-term value creation.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Responsible Procurement</b>	<b>Our Approach</b> Suppliers are selected through a structured screening and assessment process that considers relevant operational and business requirements.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
RESPONSIBLE GOVERNANCE			
<b>Corporate Governance and Anti-Corruption</b>	<b>Our Approach</b> Maintain high standards of governance through transparent practices, anti-corruption safeguards and strict compliance with applicable regulations.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Data Privacy and Cybersecurity</b>	<b>Our Approach</b> Protect sensitive information from cyber threats and unauthorised access through data privacy protocols and advanced cybersecurity safeguards.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
ENVIRONMENTAL STEWARDSHIP			
<b>Climate Change and Energy</b>	<b>Our Approach</b> Improve energy efficiency and reduce emissions through targeted optimisation and utilisation of renewable energy across our operational areas.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Water Efficiency</b>	<b>Our Approach</b> Enhance sustainable water management by implementing conservation strategies that improve efficiency and reduce waste across operations.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Effluent and Waste Management</b>	<b>Our Approach</b> Advance sustainable waste practices by decreasing output, fostering circularity through recycling and managing effluents safely, in accordance with regulatory standards.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 

# SUSTAINABILITY REPORT

SOCIAL RESPONSIBILITY			
<b>Occupational Health and Safety</b>	<b>Our Approach</b> Uphold strong health and safety standards through continuous training, adherence to industry regulations and proactive risk management across the Group's operations.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Noise Management</b>	<b>Our Approach</b> Implement targeted noise control measures to reduce operational impact on employees and neighbouring communities, while complying with regulatory standards and minimising disruption.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b>  
<b>Labour Practices and Standards</b>	<b>Our Approach</b> Support fair and ethical labour standards by fostering equal opportunities, offering appropriate compensation and facilitating continuous professional growth within our workforce.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b>  
<b>Diversity and Inclusiveness</b>	<b>Our Approach</b> Cultivate a workplace environment that respects diverse backgrounds and promotes fairness and equity throughout the organisation.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Product Quality and Customer Satisfaction</b>	<b>Our Approach</b> Deliver consistent product quality and customer satisfaction by upholding established standards, supporting ongoing process improvement and maintaining open communication to address evolving expectations.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 
<b>Corporate Social Responsibility</b>	<b>Our Approach</b> Demonstrate social responsibility by investing in initiatives that deliver meaningful environmental and community impact.	<b>Key Stakeholder Groups</b> 	<b>UN SDGs</b> 



# SUSTAINABILITY REPORT



## ECONOMIC PROSPERITY

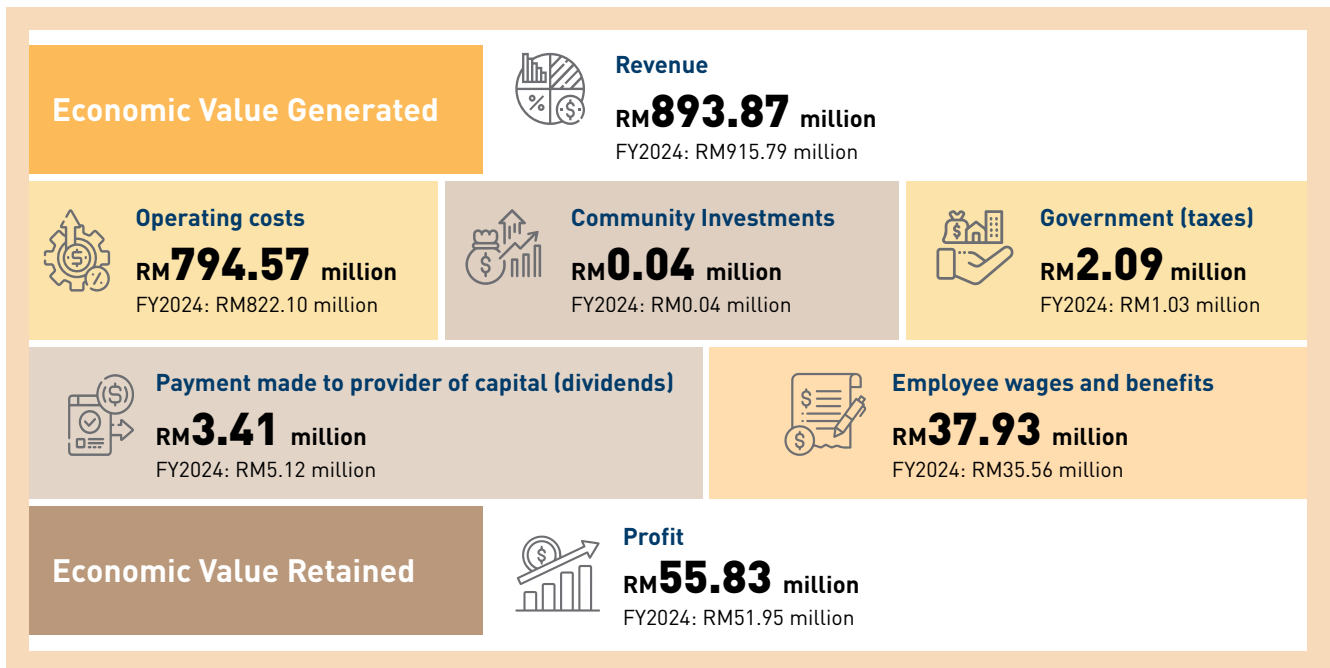


Leon Fuat’s economic performance underpins financial stability and long-term growth. Our responsible financial management enables continued investment in technology, sustainable practices and workforce development, enhancing competitiveness and adaptability while delivering value to stakeholders and the broader economy.

<p><b>Material Sustainability Matters</b></p> <ul style="list-style-type: none"> <li>Operational Excellence</li> <li>Responsible Procurement</li> </ul>	<p><b>Our Shared Values</b></p> <ul style="list-style-type: none"> <li>Commitment to products and services quality</li> <li>Manage cash resources for operational effectiveness</li> </ul>	<p><b>Key Stakeholder Groups</b></p>
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### Operational Excellence

The Group continues to strengthen operational performance through targeted investments in machinery and technology to improve precision, speed and overall output quality. This year, LF Hardware commissioned a new CNC oxy-gas cutting machine to enhance the plate-cutting process, while LF Metal installed a 20 kW fibre laser cutting machine to upgrade its metal-cutting capacity.



# SUSTAINABILITY REPORT

## Responsible Procurement

Fostering sustainability and attaining excellence within our steel processing value chain is contingent upon the effectiveness with which we manage our supply chain. We maintain consistent standards with our suppliers throughout the process, from material selection to final product delivery, to support product quality and cost-efficiency.

Our purchasing and sourcing activities are guided by the Group's procurement procedures, which promote fairness, transparency and accountability. All suppliers, service providers and business partners are expected to adhere to these procedures. We prioritise suppliers that align with our values and quality expectations. New suppliers undergo a structured vendor registration process and are subject to periodic performance evaluations to ensure ongoing compliance.

### Supplier Selection Procedure



Our selection process involves a rating system to determine the most suitable suppliers. Key selection criteria include:

- **Reputation**
- **Product Quality**
- **Affordability**
- **Service Standards**

### Supplier Performance Assessment



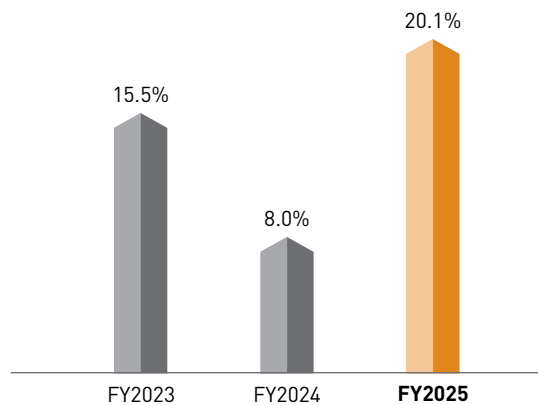
We conduct an annual assessment to update supplier ratings, using performance indicators such as:

- **Compliance level**
- **Service quality**
- **Punctuality**

Leon Fuat's due diligence process includes a supplier questionnaire covering compliance systems, quality assurance and anti-bribery and corruption measures. This reporting year, we introduced a new ABMS declaration form for suppliers under Supreme Steelmakers as part of this process.

In FY2025, local suppliers accounted for 20.1% of total procurement spent. Where specific material specifications and quality standards are required, consideration may be given to suppliers that are able to meet these requirements, including international suppliers where appropriate.

Group Proportion of Spending on Local Suppliers



# SUSTAINABILITY REPORT



## RESPONSIBLE GOVERNANCE



Responsible governance is embedded in the Group’s culture and supported by clear policies, ethical standards and regulatory alignment. We uphold strong risk management, transparency and compliance through strict protocols, reporting channels and training mechanisms, reinforcing accountability and stakeholder confidence.

### Material Sustainability Matters

- Corporate Governance and Anti-Corruption
- Data Privacy and Cybersecurity

### Our Shared Values

Drive a performance culture of integrity and accountability

### Key Stakeholder Groups



### Corporate Governance and Anti-Corruption

A robust corporate governance system ensures the stability and credibility of our operations. Our zero-tolerance approach to bribery and corruption upholds high integrity, enhances decision-making processes, fosters an ethical workplace and ensures long-term sustainability.

## Leon Fuat’s Corporate Policies



Code of Ethics & Conduct



Directors’ Fit and Proper Policy



Board Charter



Anti-Bribery Policy



Whistleblowing Policy



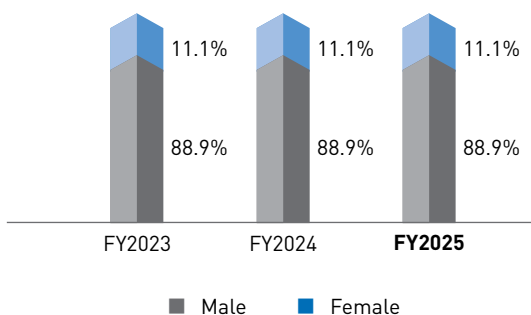
Remuneration Policy for Directors and Senior Management

For more information on our corporate policies, please visit: <https://www.leonfuat.com.my/corporate-governance.php>

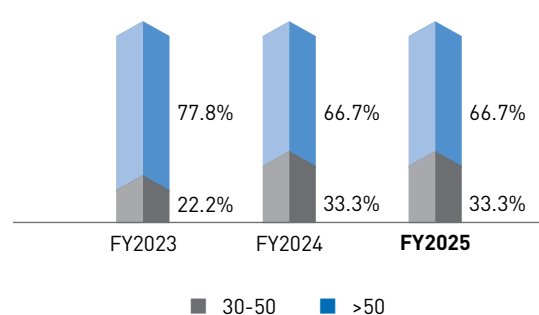
### Board Diversity

Leon Fuat Berhad maintained female representation on the Board at 11.1%. The Board comprises members with extensive leadership and industry experience, supporting effective oversight and strategic direction.

Board Diversity by Gender



Board Diversity by Age



# SUSTAINABILITY REPORT

## Regulatory Compliance

Leon Fuat complies with applicable regulatory requirements, including company and securities laws, governance standards and the MMLR. To ensure ongoing compliance, we regularly review and update our internal policies to reflect the latest legal and regulatory developments.

### Key Laws and Regulations Applicable to the Group

- Capital Markets and Services (Amendment) Regulations 2021
- Companies Act 2016
- Employment Act 1955 (Amendment) 2022
- Environmental Quality (Amendment) Act 2024
- Factories and Machinery Act 1967
- Income Tax Act 1967
- Minimum Wages Order 2018
- Occupational Safety and Health (Amendment) Act 2022
- Sales Tax Act 2018
- Service Tax Act 2018
- Stamp Act 1949
- Employee Provident Fund Act 1991



### Employee Training

Employees participate in compliance programmes, including Sales and Service Tax (“SST”) and ABMS training, to stay informed of new regulations and internal policies.



### External Audits and Risk Assessments

Independent third parties are engaged to audit our operations and assess risks, with a focus on workplace health and safety, anti-corruption, environmental matters and other compliance-related areas.

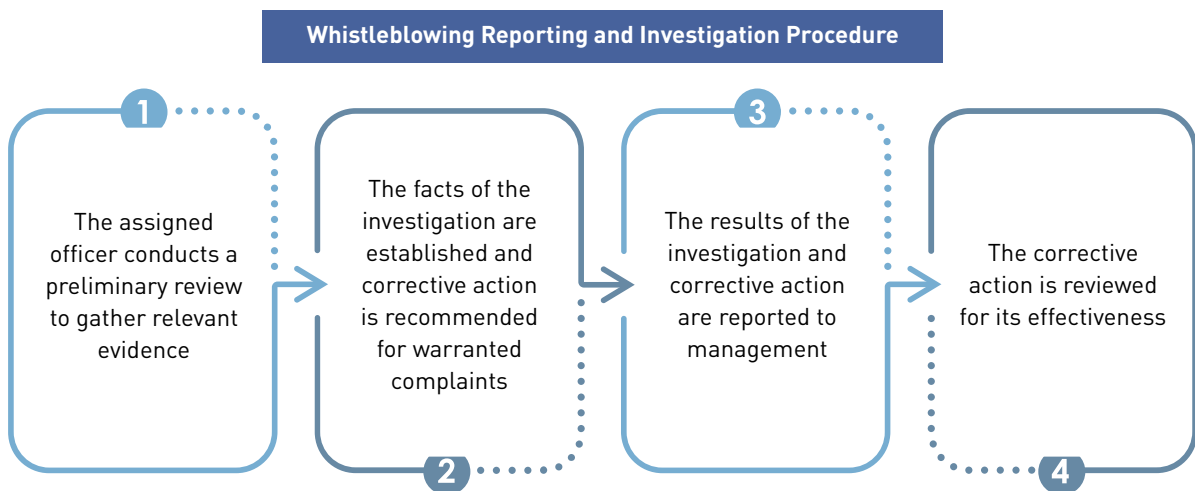


### Stakeholder Communication

Policy updates are effectively communicated to stakeholders to ensure broad understanding and adherence.

## Grievance Mechanism and Whistleblowing Procedures

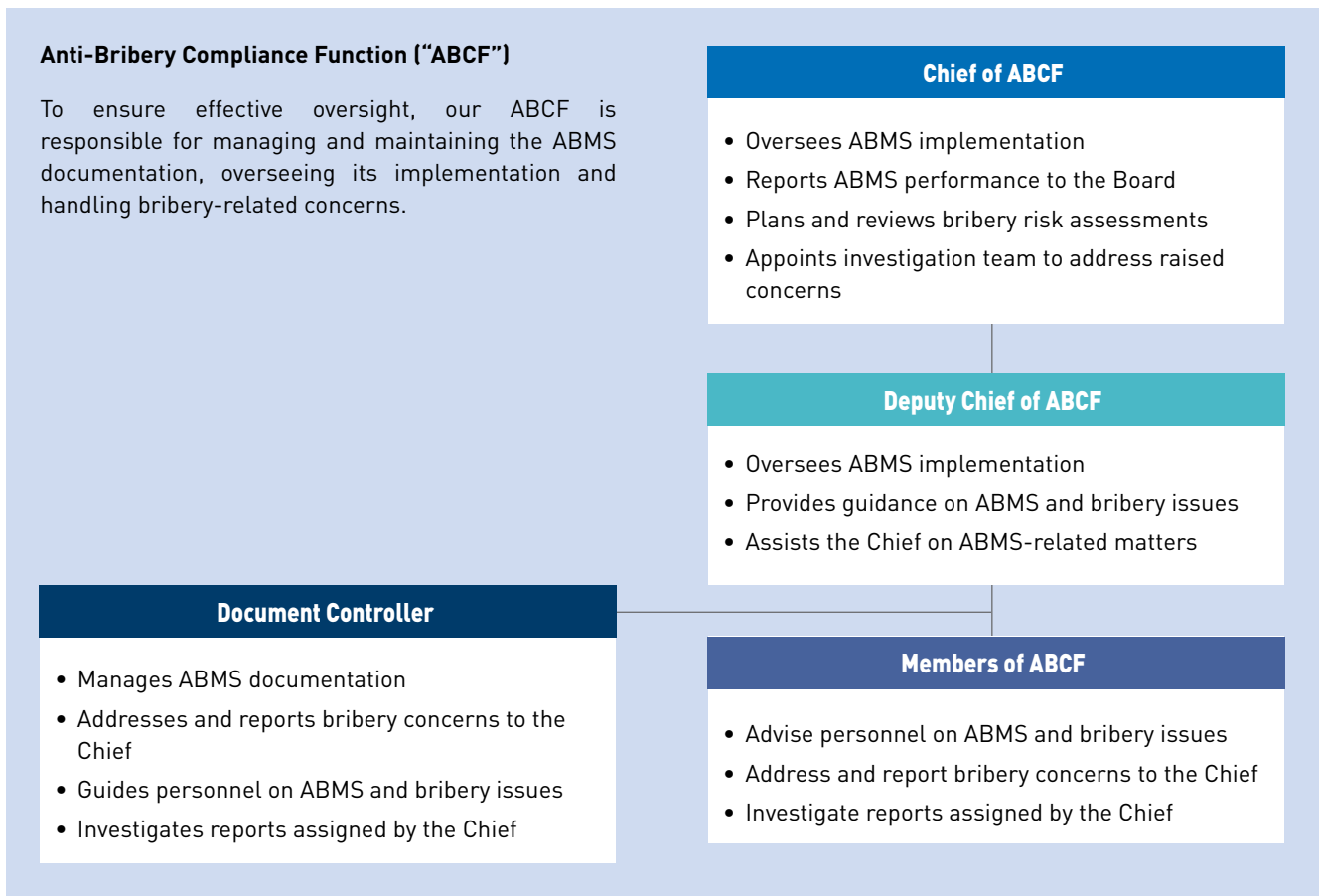
Leon Fuat’s grievance mechanism provides a secure and confidential channel for reporting suspected misconduct or non-compliance. Employees may lodge concerns through designated personnel, with all reports handled impartially and in strict confidence. Whistleblowers are protected from retaliation, and their identities are safeguarded throughout the review process.



## SUSTAINABILITY REPORT

### Anti-Bribery Management System

Introduced in FY2020, Leon Fuat's ABMS supports ethical business conduct by identifying and managing bribery risks across our operations through a preventative, risk-based approach. The system is supported by a comprehensive Anti-Bribery Manual outlining its scope, procedures and operational responsibilities. In line with the updated ISO 37001:2025 ABMS requirements released in 2025, the Group reviewed and updated the relevant policies, procedures and documentation, although formal certification has not been sought.



Supreme Steelmakers has introduced the ABMS Reward System to recognise employees who demonstrate integrity by refusing bribes and upholding the Company's zero-tolerance policy on corruption. Employees who reject a bribe, promptly report the incident and are subsequently verified through investigation will receive a management-approved reward.

### Bribery Prevention Through Communication and Training

We actively communicate our anti-bribery policies to all employees through multiple channels, including the employee handbook, orientation programmes for new hires, ABMS training sessions and internal banners. These initiatives aim to enhance employees' understanding of their responsibilities and the Group's zero-tolerance stance on bribery.

There were no substantiated incidents of bribery, corruption or whistleblowing cases for the past three (3) consecutive years.

# SUSTAINABILITY REPORT

## Data Privacy and Cybersecurity

Leon Fuat continues to maintain its cybersecurity framework to protect sensitive information, ensure business continuity, and mitigate risks from cyber threats.

**Substantiated complaints concerning breaches of customer privacy and losses of customer data**



**Zero** FY2025

FY2024 & FY2023: Zero

### Cybersecurity Measures



#### Network and System Security

Anti-virus software and firewalls provide continuous protection against malware and cyber threats. The Sangfor Firewall (NSF1100A), installed in FY2024, further strengthens network and server security and centralises security management.



#### Access Control and Connectivity

Access control systems and password-protected platforms restrict sensitive data access to authorised personnel. Aruba Instant On Access Points provide secure, scalable network access for employees and guests, with simple installation and remote management.



#### Data Protection and Continuity

Data encryption safeguards sensitive information, while cloud-based backups reduce the risk of data loss. The Personal Data Protection Notice ensures transparent handling of personal data in compliance with the PDPA 2010.



# SUSTAINABILITY REPORT



## ENVIRONMENTAL STEWARDSHIP



Trading and processing steel sustainably necessitates a commitment to continuous improvement. Our environmental initiatives focus on operational efficiency, emissions reduction, resource optimisation and climate resilience, supporting efforts to integrate sustainability considerations into our operations.

<p><b>Material Sustainability Matters</b></p> <ul style="list-style-type: none"> <li>• Climate Change and Energy</li> <li>• Water Efficiency</li> <li>• Effluent and Waste Management</li> </ul>	<p><b>Our Shared Values</b></p> <ul style="list-style-type: none"> <li>• Strengthen business processes to provide better service to customers</li> <li>• Manage cash resources for operational effectiveness</li> </ul>	<p><b>Key Stakeholder Groups</b></p>
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### Climate Change and Energy

Leon Fuat recognises the material impact of climate change on its value chain as well as the steel industry as a whole. We assess potential climate-related risks, impacts and opportunities by considering both transition and physical risks across short- (1–5 years), medium- (6–10 years) and long-term (>10 years) horizons to support strategic planning and decision-making.

Transition risks arise from the shift towards a low-carbon economy, driven by changes in legislation, policy, and market expectations. Physical risks stem from the direct impacts of climate change, including extreme weather events and rising temperatures, which may result in asset damage, business interruptions and supply chain disruptions.

Transition Risks	Potential Financial Impact	Opportunities
<b>Policy and Legal (Short- to Medium-term)</b>		
<p>Stringent regulations targeting carbon emission reduction, including emissions trading scheme and carbon taxes</p>	<ul style="list-style-type: none"> <li>• Increased operational costs from regulations and carbon pricing may lead to higher prices and reduced competitiveness of exported goods</li> <li>• Compliance with climate-related regulations may increase financial and operational costs</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting energy-efficient technologies reduces carbon intensity, mitigating the impact of carbon pricing and regulatory costs</li> <li>• Staying ahead of climate regulations reduces legal risks, improves market positioning and attracts eco-conscious investors</li> </ul>
<b>Technology (Short- to Long-term)</b>		
<p>Technological advancements, including low-carbon steel production and alternative materials, supports the steel industry’s decarbonisation needs</p>	<ul style="list-style-type: none"> <li>• Increased capital investments in low-carbon technologies and research and development for sustainable steel production</li> <li>• Lack of innovation and investment in advanced technology may pose the risk of competitive disadvantage</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting renewable technologies, such as solar panels at LF Metal, reduces purchased electricity consumption and leads to long-term savings</li> <li>• Investing in advanced technologies and decarbonisation enhances Leon Fuat’s competitiveness and alignment with sustainability standards</li> </ul>

## SUSTAINABILITY REPORT

Transition Risks	Potential Financial Impact	Opportunities
<b>Market</b> (Short- to Long-term)		
Shifting market preferences and growing demand for low-carbon products increases adoption of alternative materials and solutions	<ul style="list-style-type: none"> <li>Reduced revenue from declining demand for traditional steel products, risking market share loss to sustainable competitors</li> </ul>	<ul style="list-style-type: none"> <li>Communicating our sustainability commitment attracts eco-conscious customers and strengthens brand reputation</li> </ul>
<b>Supply Chain</b> (Short- to Long-term)		
Transition to a low-carbon economy may require significant changes in our supply chain and procurement practices	<ul style="list-style-type: none"> <li>Supplier non-compliance with sustainability standards may disrupt operations, causing delays, higher costs and inferior materials</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening supplier screening and prioritising suppliers that meet sustainability standards can enhance operational resilience, reduce the risk of cost increases from supply disruptions and improve competitiveness among sustainability-focused customers</li> </ul>
Physical Risks	Potential Financial Impact	Opportunities
<b>Acute</b> (Short- to Long-term)		
Potential short-term extreme climate-related events, e.g. heat waves, flooding, etc.	<ul style="list-style-type: none"> <li>Extreme weather events may disrupt supply chains, damage infrastructure and pose safety risks, affecting operational continuity</li> </ul>	<ul style="list-style-type: none"> <li>Thorough risk assessment, resilient infrastructure, diversified sourcing and effective inventory management mitigates impacts and ensures production continuity</li> </ul>
<b>Chronic</b> (Long-term)		
Potential long-term effects, e.g. changes in precipitation patterns, increasing temperature, etc.	<ul style="list-style-type: none"> <li>Long-term climate-related impacts may increase capital costs and insurance premiums</li> </ul>	<ul style="list-style-type: none"> <li>Investing in climate-resilient infrastructure and energy-efficient technologies reduces long-term costs, mitigates risks and lowers insurance premiums</li> </ul>

### Time Horizons

- Short-term (1-5 years)
- Medium-term (6-10 years)
- Long-term (>11 years)



# SUSTAINABILITY REPORT

Our ongoing initiatives support our efforts to reduce our environmental impact and promote energy conservation across our operations.

## Utilising Green Diesel

We have introduced Euro 5 diesel across our fleet to reduce the emissions of air pollutants. Compared to Euro 2 diesel, Euro 5 diesel offers lower carbon monoxide emissions (0.5 g/km versus 1.0 g/km) and reduced maximum sulphur content (10 ppm versus 500 ppm). In FY2025, we are pleased to report that the transition of our fleet to 100% green diesel has been completed.



**100%**

**Transition of our fleet to trucks powered by green diesel**

## Adopting Renewable Energy

LF Metal has been implementing solar panel installations across its factories since FY2021. As of FY2025, the total installed solar capacity across all four (4) factories amounts to approximately 2,300 kilowatts ("kW").

Since FY2023, twenty-seven (27) conventional 400W streetlights have been replaced with solar-powered units, targeting annual energy savings of 47,304 kWh.



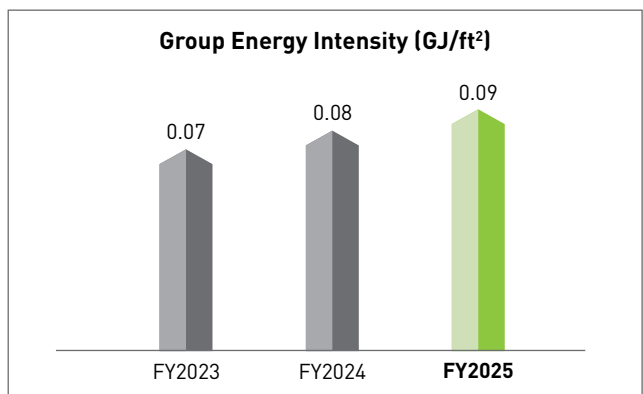
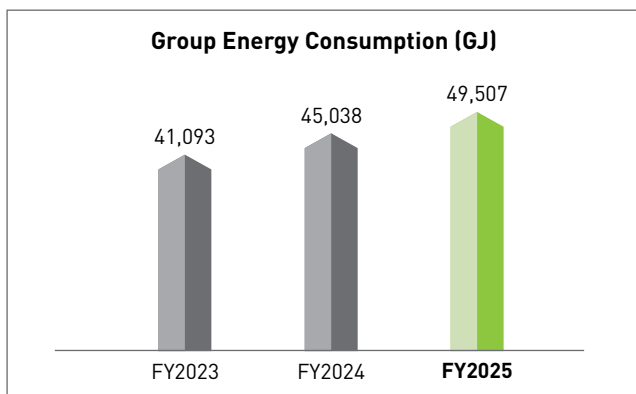
## Installing Energy-efficient Roofing

In the current reporting year, LF Metal is undertaking the replacement of aging translucent roofing sheets at one of its factories, an initiative projected to reduce annual electricity consumption for lighting by approximately 53,553 kWh.



## Total Energy Consumption

During the reporting period, the Group's total energy consumption amounted to 49,507 GJ, with an energy intensity of 0.09 GJ/ft<sup>2</sup>.



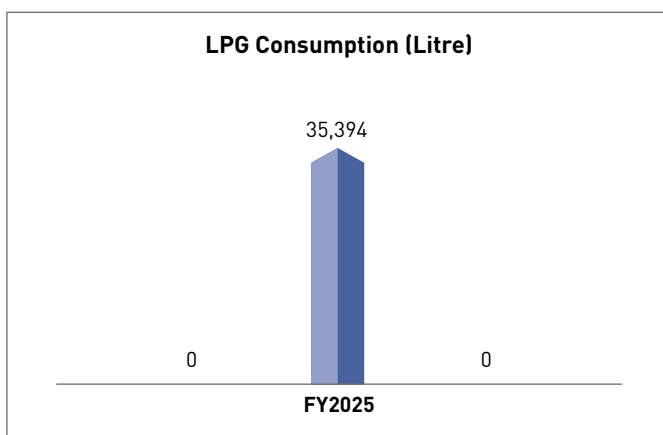
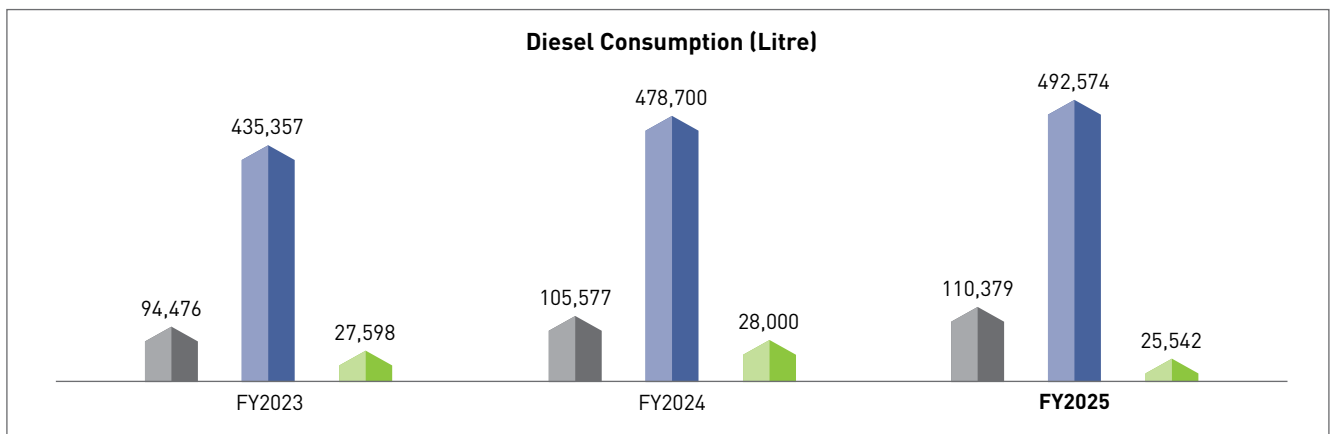
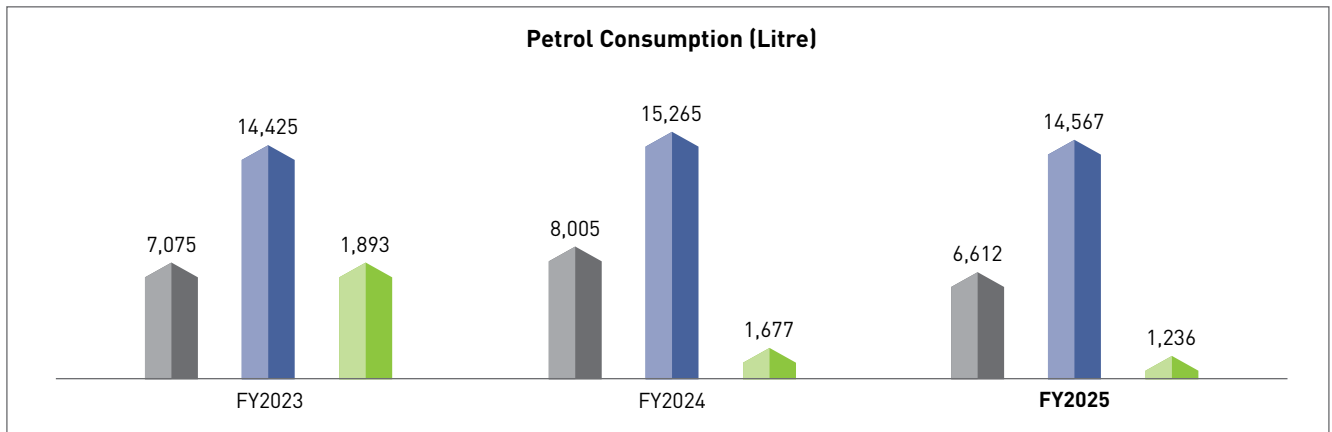
**Notes:**

1. Total energy consumption data in MWh is disclosed in the Performance Data Table.
2. Energy consumption was calculated using the conversion factors sourced from the UK Government's GHG Conversion Factor 2023, 2024 and 2025.

# SUSTAINABILITY REPORT

## Fuel Consumption

The Group's fuel consumption covers petrol and diesel used in company-owned vehicles, alongside liquefied petroleum gas ("LPG") used in LF Metal's oxy-cutting operations. In FY2025, LPG consumption was incorporated into our reporting for the first time, reflecting enhanced coverage of operational fuel use.



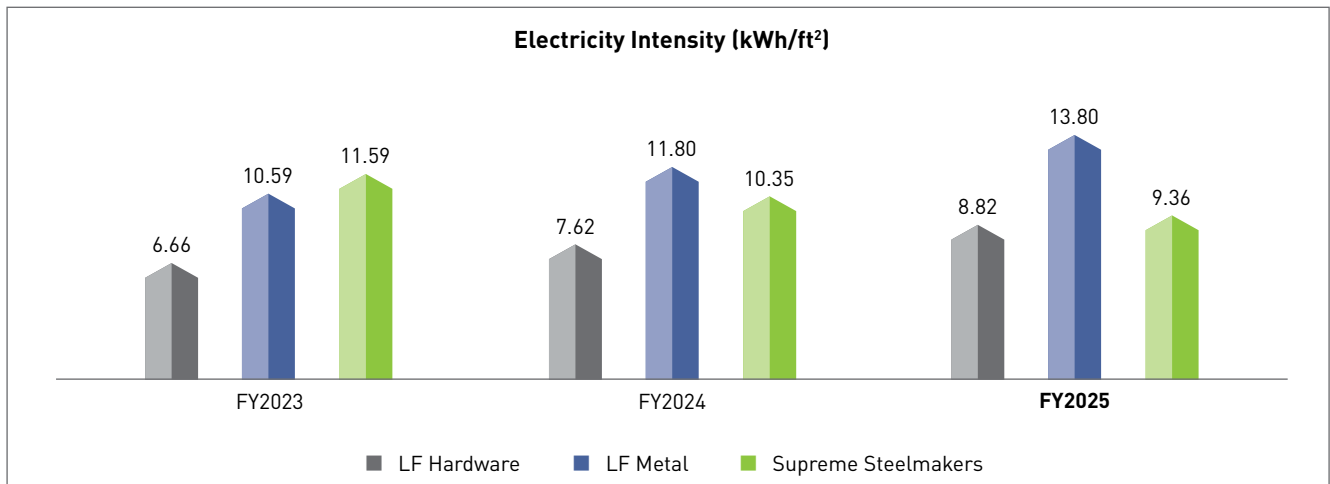
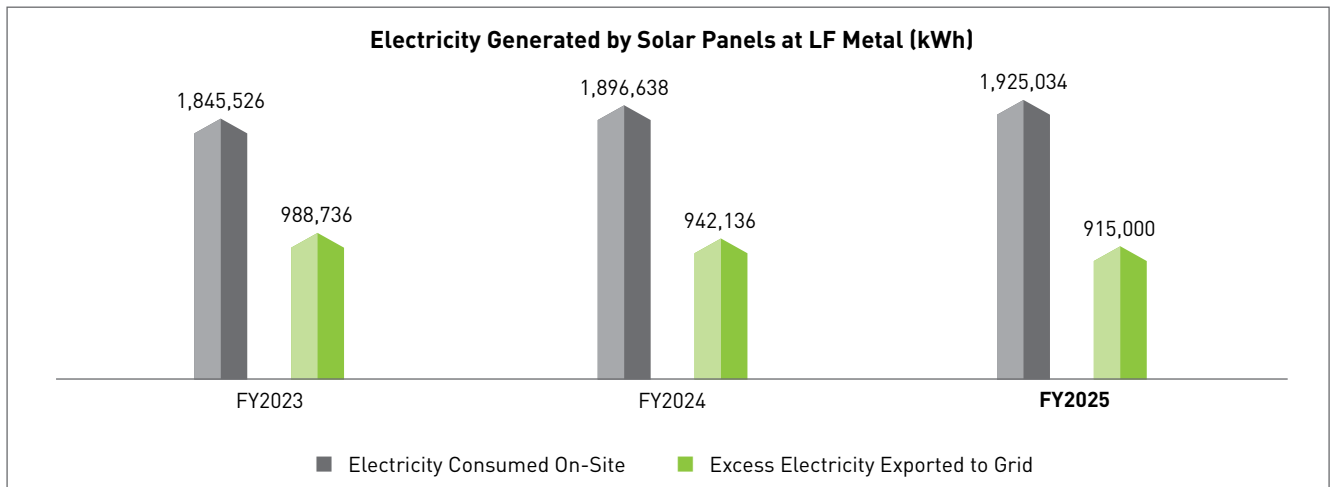
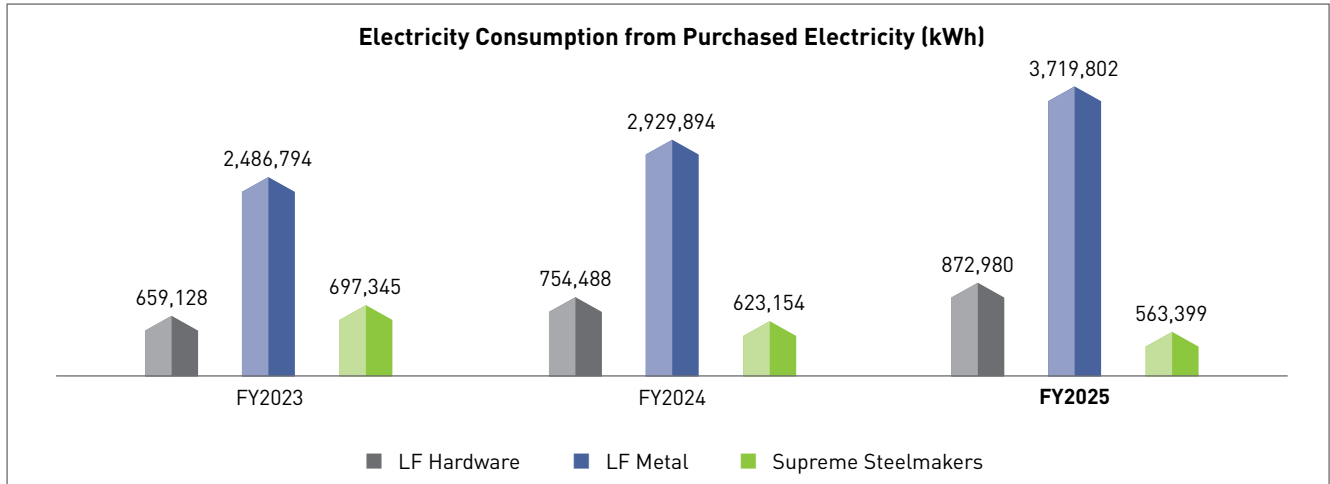
■ LF Hardware   ■ LF Metal   ■ Supreme Steelmakers



# SUSTAINABILITY REPORT

## Electricity Consumption

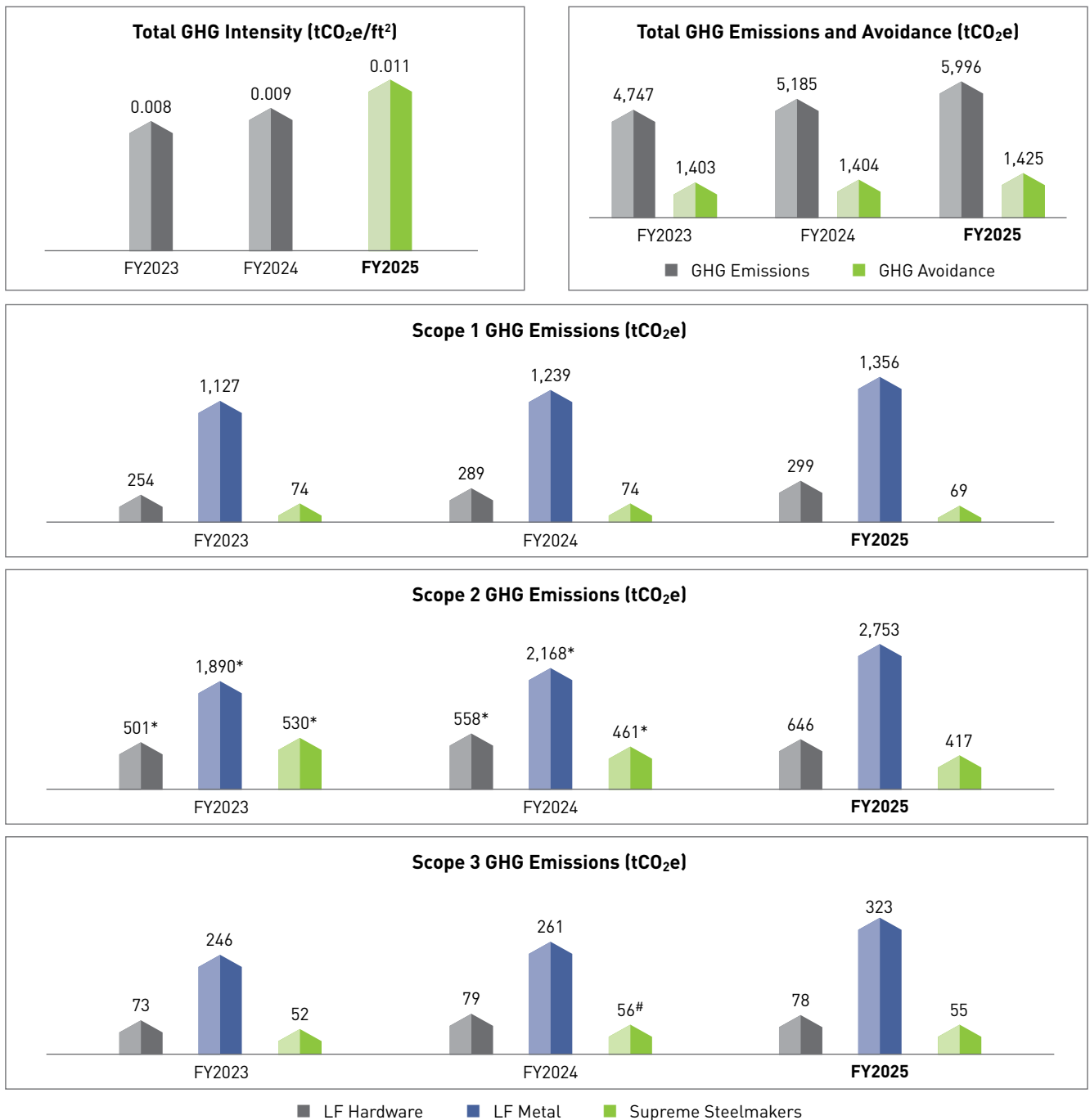
The Group's electricity needs continue to be supplied mainly by the national grid, complemented by renewable energy generated from the solar installation at LF Metal. In FY2025, 32% of this solar energy was exported to the national grid under the Net Energy Metering Scheme. Electricity consumption has increased, primarily due to higher production output from the Group's pipe factory.



# SUSTAINABILITY REPORT

## GHG Emissions

In FY2025, the Group recorded total GHG emissions of 5,996 tCO<sub>2</sub>e, with the majority arising from Scope 2 emissions. Scope 1, Scope 2 and Scope 3 emissions were calculated in line with recognised methodologies, with Scope 3 limited to business travel and employee commuting. The integration of solar energy at LF Metal contributed to a Scope 2 emissions avoidance of 1,425 tCO<sub>2</sub>e, reflecting the impact of our renewable energy initiatives. GHG emissions intensity for the year was 0.011 tCO<sub>2</sub>e per square foot of floor space.



**Notes:**

1. Business Travel data for FY2023 is limited to LF Metal.
2. Calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standards.
3. Scope 1 and Scope 3 emissions were calculated using the emission factors sourced from the UK Government's GHG Conversion Factor 2023, 2024 and 2025.
4. Scope 2 emissions for FY2025 were calculated using the latest 2024 emission factor issued by the Energy Commission of Malaysia.
- \* Accordingly, Scope 2 emissions for FY2023 and FY2024 have been restated to reflect this update.
5. # Scope 3 GHG emissions for FY2024 have been restated to reflect updated emission factors used for business travel.

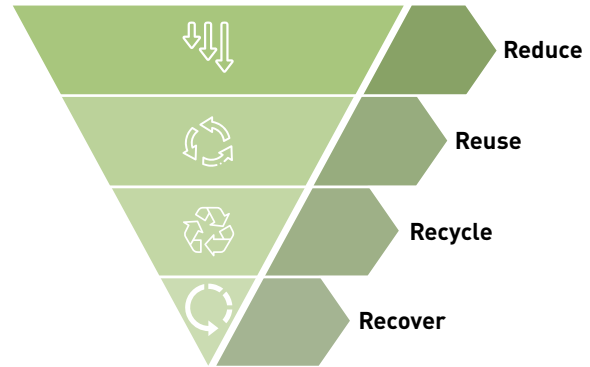
## Effluent and Waste Management

As our steel processing operations generate operational waste and effluent that require careful and responsible management, we remain committed to upholding regulatory compliance across our business activities.

LF Metal and Supreme Steelmakers adopt the 4R strategy: Reduce, Reuse, Recycle and Recover as a guiding principle in our waste management practices. LF Metal incorporates scheduled waste disposal and 4R management elements into its Safety and Health Induction Training, ensuring employees are informed about proper handling procedures and their environmental responsibilities.

Leon Fuat follows the provisions of the Environmental Quality Act 1974 ("EQA 1974") and its amendments, as well as the Local Government Act 1976. This compliance specifically pertains to the handling and disposal of both scheduled and non-scheduled waste, in addition to the discharge of effluents.

In adherence to these regulations, we have implemented a waste management system that effectively governs the treatment and disposal processes for all waste categories.



At LF Metal, waste management is overseen by a designated Safety and Health Officer, who is responsible for managing scheduled waste, alongside an Assistant General Manager, who is in charge of non-scheduled and recyclable waste management. Both personnel collaborate closely with the Production and Procurement departments to ensure the effective implementation and continuous improvement of waste management protocols.

## Scheduled Waste

LF Metal and Supreme Steelmakers collectively generated a total of 1.52 tonnes of scheduled waste in FY2025. LF Metal recorded an increase in SW409 waste generation compared to FY2024, primarily due to two major 3S (Sort, Sweep and Set in Order) activities conducted across all areas in September 2025. Moving forward, LF Metal has planned to conduct major 3S activities for general waste and unused scheduled waste twice a year across all areas, based on inspection findings to maintain workplace cleanliness and compliance. In addition, 3S activities for general waste are conducted every Saturday.

### Amount of Scheduled Waste Generated (tonnes)

Code	Description	LF Metal			Supreme Steelmakers		
		FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
<b>SW104</b>	Dust, slag, dross or ash containing aluminium, arsenic, mercury, lead, cadmium, chromium, nickel, copper, vanadium, beryllium, antimony, tellurium, thallium or selenium, excluding slag from iron and steel factory	1.84	2.30	1.10	0.00	0.00	0.00
<b>SW306</b>	Spent lubricating oil	0.00	0.00	0.00	2.30	0.00	0.00
<b>SW409</b>	Disposed items contaminated with chemicals, pesticides, mineral oil or scheduled wastes	0.18	0.24	0.42	0.00	0.00	0.00

**Non-Scheduled Waste**

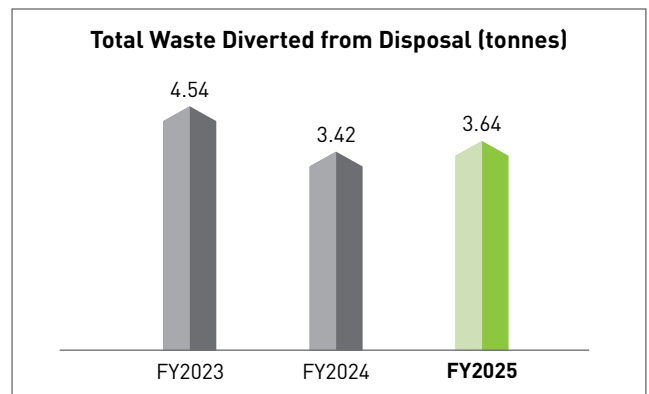
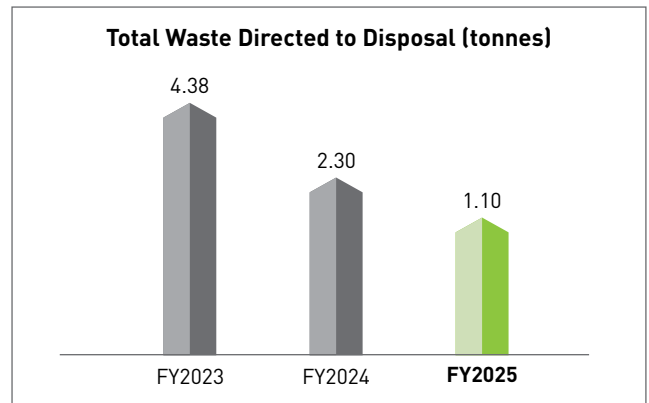
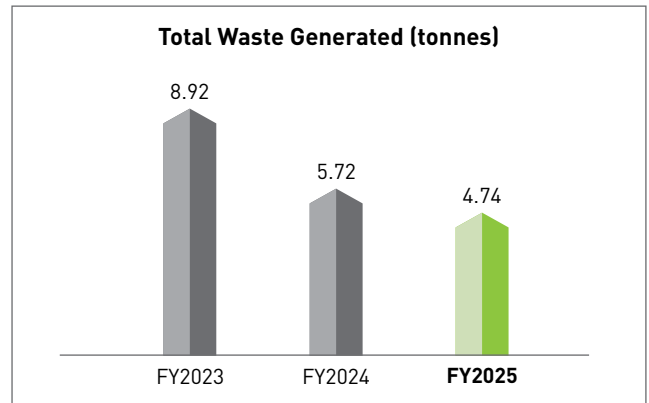
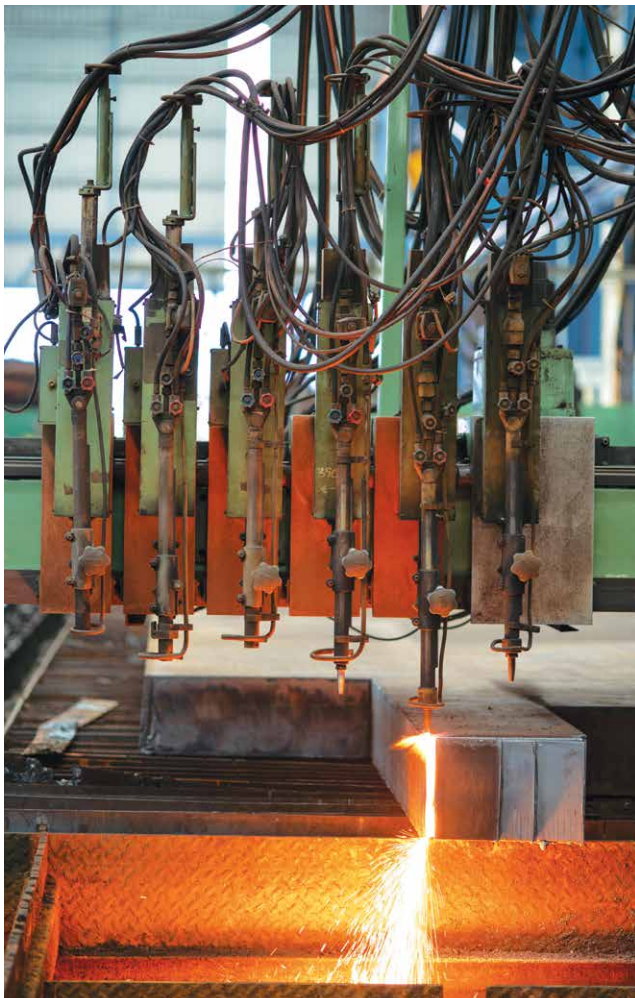
We have continued to reduce non-scheduled waste over the past three (3) reporting years by installing recycling bins in office spaces and transitioning from paper-based communication to digital formats to minimise paper use. In FY2025, our non-scheduled waste totalled 3.22 tonnes, marking an increase compared with FY2024.

**Amount of Non-scheduled Waste Generated (tonnes)**

Types of Waste	LF Hardware			LF Metal			Supreme Steelmakers		
	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
General	0.21	0.09	0.00	4.28	0.00	0.00	0.06	0.00	0.00
Papers	0.05	0.07	0.00	0.00	2.77	2.93	0.00	0.00	0.00
Plastics	0.00	0.00	0.00	0.00	0.24	0.29	0.00	0.00	0.00

**Total Waste Generation**

The Group generated 4.74 tonnes of scheduled and non-scheduled waste across all subsidiaries in FY2025, of which 76.8% was diverted from disposal through recycling and waste recovery initiatives.



# SUSTAINABILITY REPORT

## Effluent Management

Recognising the environmental impact of effluent discharge, LF Metal has continued to engage with a licensed contractor for the maintenance of its sewage treatment system and for the biannual collection of effluent samples, ensuring that the results remain compliant with the minimum legal limits specified under Standards A and B of the Environmental Quality (Industrial Effluent) Regulations 2009.

**Effluent Sampling Results (mg/L)**

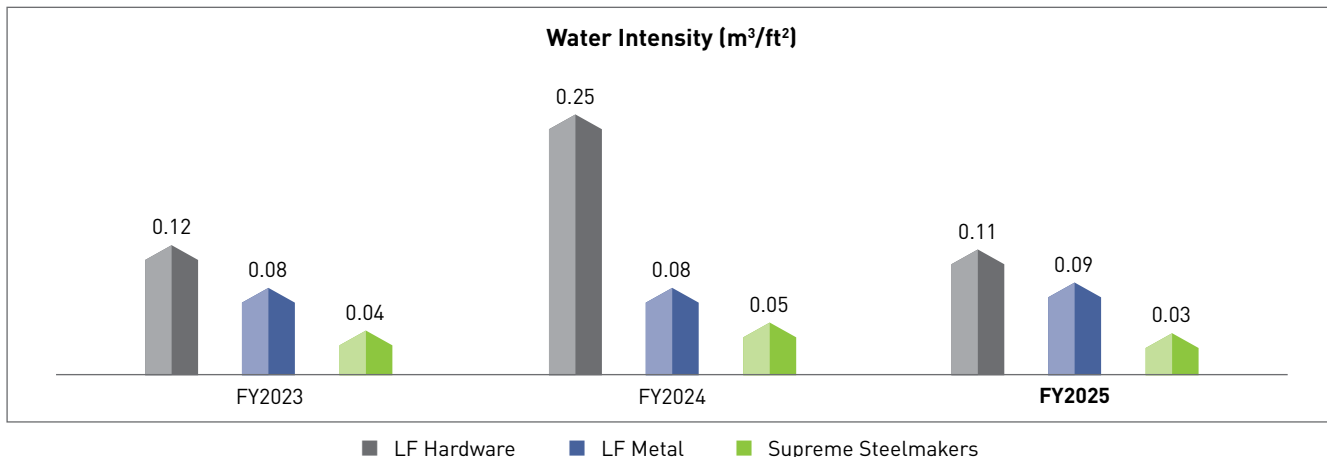
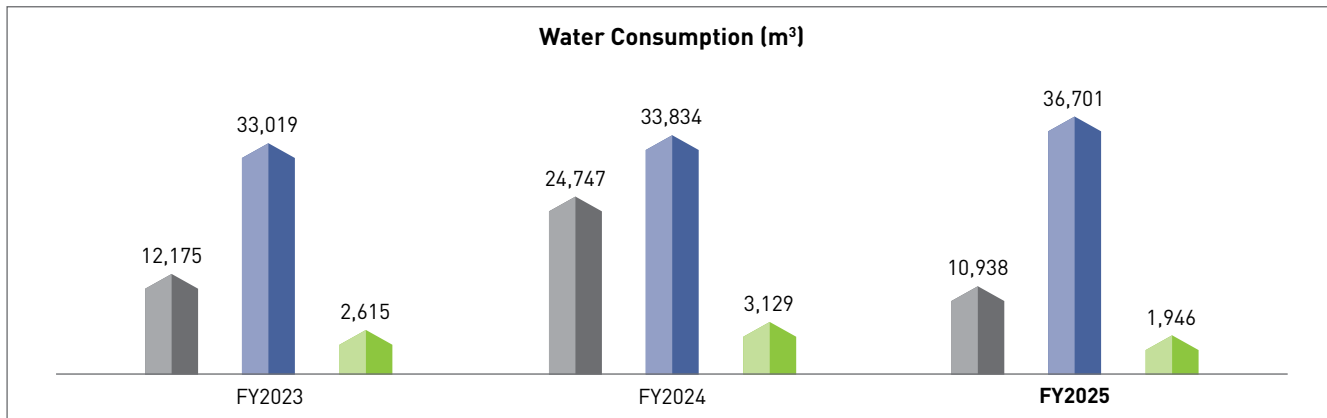
Parameters	Standard A	Standard B	FY2023	FY2024	FY2025
<b>Chemical Oxygen Demand (COD)</b>	120	200	58	38	38
<b>Biological Oxygen Demand (BOD)</b>	20	50	17	12	13
<b>Total Suspended Solids (TSS)</b>	50	100	23	1	1
<b>Ammoniacal Nitrogen (NH3 -N)</b>	50	50	16	8	14

*Note:*  
The effluent data reported represent the average results from two sampling events conducted during the reporting period.

## Water Efficiency

Leon Fuat has implemented water management measures throughout its operations to minimise our impact on water resources, recognising that steel processing typically involves substantial water use, particularly during the cooling and descaling stages.

In FY2025, the Group’s total water consumption amounted to 49,585 m<sup>3</sup>, with LF Metal accounting for 74% of the total consumption due to its extensive machinery operations.



■ LF Hardware   ■ LF Metal   ■ Supreme Steelmakers

# SUSTAINABILITY REPORT



## SOCIAL RESPONSIBILITY





The Group’s social practices centre on safeguarding employee welfare, upholding fair labour standards and delivering quality products. These internal commitments are complemented by corporate social responsibility initiatives that support local communities and reinforce our dedication to responsible and inclusive growth.

### Material Sustainability Matters

- Occupational Safety and Health
- Noise Management
- Labour Practices and Standards
- Diversity and Inclusiveness
- Product Quality and Customer Satisfaction
- Corporate Social Responsibility

### Our Shared Values

-  Strengthen business processes to provide better service to customers
-  Commitment to products and services quality

### Key Stakeholder Groups



## Occupational Safety and Health

The nature of our operations presents inherent occupational risks, making the safety and well-being of our employees a top priority. Our people remain our most valuable assets and we are committed to safeguarding their health and security at all times.

### Workplace Safety Standards and Regulations

The Group’s Health, Safety and Environment (“HSE”) system references the relevant requirements of ISO 45001:2018 Occupational Health and Safety Management Systems in supporting the effective management of occupational safety and health (“OSH”) risks.

Leon Fuat’s Safety and Health Policy guides our efforts in fostering a culture of safety consciousness among employees and contractors, promoting a safe and responsible working environment. During the reporting period, LF Metal revised its Safety and Health Policy to highlight six (6) key principles.

<div data-bbox="146 1547 790 1747"> <p><b>01 Regulatory Compliance</b> Adhering to workplace safety standards and international human rights standards to ensure that safety and health measures meet or exceed legal and ethical requirements.</p> </div>	<div data-bbox="837 1547 1484 1747"> <p><b>04 Risk Management</b> Proactively identifying and mitigating safety risks related to accidents and injuries in accordance with workplace standards and human rights best practices.</p> </div>
<div data-bbox="146 1758 790 1892"> <p><b>02 Respect for Human Rights</b> Recognising the dignity of all individuals and their right to a safe and healthy environment.</p> </div>	<div data-bbox="837 1758 1484 1892"> <p><b>05 Transparency and Participation</b> Ensuring that stakeholders are informed and involved in safety, health and human rights initiatives.</p> </div>
<div data-bbox="146 1904 790 2063"> <p><b>03 Non-Discrimination</b> Providing equal safety and health protection regardless of race, gender, age, religion, disability or any other status.</p> </div>	<div data-bbox="837 1904 1484 2063"> <p><b>06 Continuous Improvement</b> Continuously reviewing and updating practices to reflect workplace and human rights standards, as well as industry feedback and developments.</p> </div>

# SUSTAINABILITY REPORT

## Safety and Health Committee

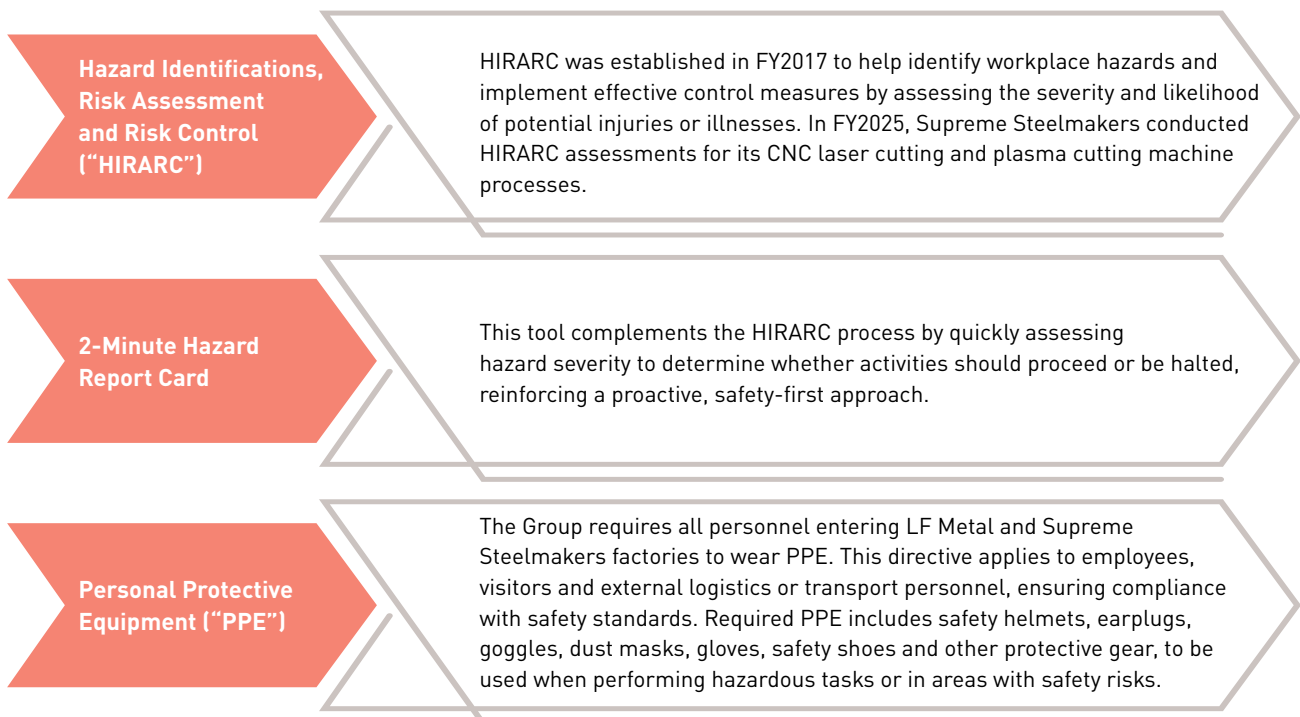
The Group’s three-tier Safety and Health Committee strengthens the management of OSH performance. Chaired by the Safety and Health Chairman and supported by the Safety and Health Officer/Secretary/Coordinator, the Committee includes representatives from both management and employees.

A Safety and Health Manual is in place to maintain operational safety, with a detailed control system overseen by the Safety and Health Committee. The manual outlines the Committee’s functions and duties, fire safety procedures and critical safety measures specific to our facilities. Routine inspections are also conducted to uphold and improve safety and health standards.



## Safety Risk Management

Workplace safety standards are enforced through memoranda, violation notices and follow-up actions. In FY2025, LF Metal issued memoranda addressing non-compliances such as failure to report workplace accidents and the improper disposal of cigarette butts. In addition, safety violation notices were issued to employees and external transporter drivers for failing to meet PPE requirements.



## SUSTAINABILITY REPORT

### Health and Safety Training

In FY2025, 99 employees received a total of 391 training hours covering safe machinery handling, fire safety, first aid and proper use of PPE, as part of our ongoing training and awareness activities to support safe work practices and raise awareness of OSH risks.

LF Metal also conducts weekly toolbox talks at its production sites and Sunday safety walkabouts performed on a discretionary basis to reinforce safe practices.

**Employees trained  
on health and safety  
standards**

**99** FY2025  
FY2024: 39 • FY2023: 71



### Health and Safety Programmes at LF Metal



Internal Training: Refresher Training on Safety Operation - Coil Shearing Machine



Basic Occupational First Aid, CPR and AED

### Health and Safety Programmes at Supreme Steelmakers



Overhead Crane Safety Operation Training



Safety Awareness Training (Do's and Don'ts)

The table below summarises key OSH metrics across our three (3) main subsidiaries.

### OSH Performance

	FY2023	FY2024	FY2025
<b>Total number of hours worked</b>	928,225	951,445	945,297
<b>Number of work-related fatalities</b>	1	0	0
<b>Number of lost-time incidents</b>	17	29	39
<b>Lost-time Incident Rate</b>	3.66	6.10	8.25

Note:

LTIR is calculated per 200,000 hours worked annually.

## SUSTAINABILITY REPORT







### Noise Management

Due to the nature of our steel processing operations, employees may be exposed to elevated noise levels. To manage this, the Group conducts regular noise assessments and implements control measures in compliance with the Occupational Safety and Health (Noise Exposure) Regulations 2019. The upcoming assessment is scheduled for FY2027.

Additionally, LF Metal conducts audiometric testing every year to monitor its workers' hearing health. In FY2025, a total of 86 employees participated in the tests. We also organise safety briefings and Noise Awareness Training to enhance employee awareness of potential hearing issues. To manage noise exposure in our facilities, we provide hearing protection devices such as anti-noise ear shields to all relevant personnel.

### Employee Benefits and Welfare

Leon Fuat offers a range of statutory and non-statutory benefits, prioritising employee well-being and development.

 <b>Leave entitlements (annual leave, marriage leave, parental leave, compassionate leave, and examination leave)</b>	 <b>General healthcare and medical benefits</b>	 <b>Retirement Provision Employees' Provident Fund ("EPF")</b>
 <b>Festival half or full day "Eve-leave" for employees at LF Metal</b>	 <b>Disability and Invalidity Coverage Social Security Organisation ("SOCSO")</b>	 <b>Employment Insurance System ("EIS")</b>

In FY2025, LF Metal enhanced its medical benefits by expanding the annual medical allowance to include dental treatments, preventive care, optical examinations, and prescription glasses or contact lenses, in addition to existing general outpatient coverage.

### Parental Leave

Parental leave is offered as part of our employee benefits to support working parents in balancing family and professional responsibilities.

#### Parental Leave Entitlement

	FY2023		FY2024		FY2025	
	Men	Women	Men	Women	Men	Women
<b>No. of employees who took parental leave</b>	12	8	6	3	3	2
<b>No. of employees who returned after parental leave</b>	12	5	6	3	3	2
<b>No. of employees who returned to work after parental leave and were still employed 12 months later</b>	10	4	7	3	3	2

### Labour Practices and Standards

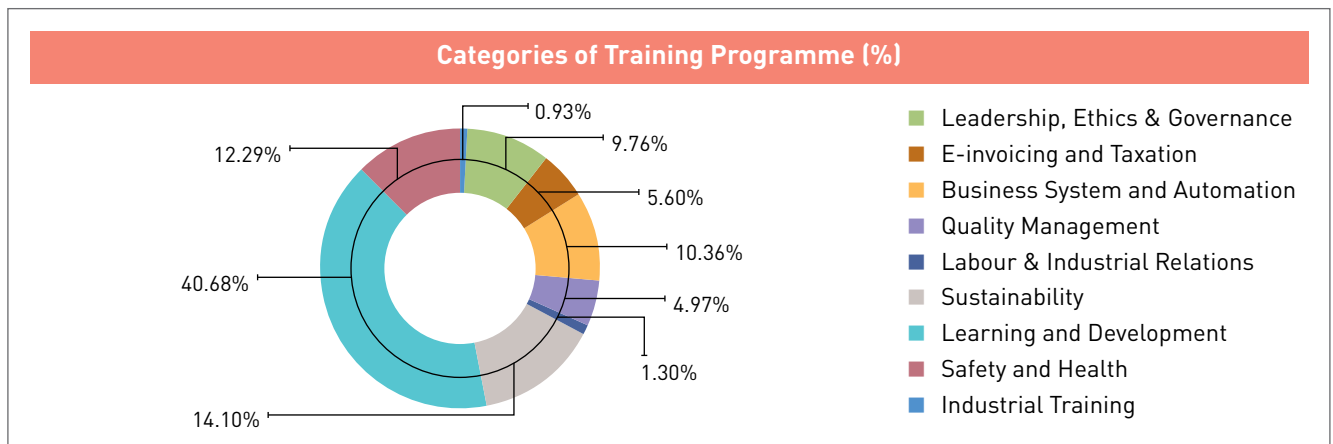
The Group upholds ethical labour practices as the foundation of a workplace that respects and supports every employee. We emphasise equal opportunities and maintains a culture rooted in dignity and responsible business conduct. This commitment strengthens employee well-being and contributes to higher engagement and productivity.

We provide a minimum notice period for significant operational changes to maintain transparency and give employees adequate time to prepare. There were no substantiated complaints concerning human rights violations over the past three (3) reporting years.

# SUSTAINABILITY REPORT

## Training and Development

Leon Fuat's training and development programmes focus on enhancing daily job skills, developing employees' potential for career growth and promoting lifelong learning. In FY2025, we delivered 3,176 training hours through a mix of virtual and in-person sessions to maximise accessibility and engagement.



### Total Training Hours by Employee Category

Total Training Hours by employee category	FY2023	FY2024	FY2025
Senior management	127.00	202.00	103.00
Management	332.50	594.82	1,104.00
Executive	355.50	781.78	1,159.00
Non-executive	1,022.00	803.32	810.30

### Average Training Hours by Employee Category

Average Training Hours by employee category	FY2023	FY2024	FY2025
Senior management	12.70	20.20	10.30
Management	10.08	16.99	31.54
Executive	6.24	12.22	15.66
Non-executive	3.27	2.49	2.49

# SUSTAINABILITY REPORT

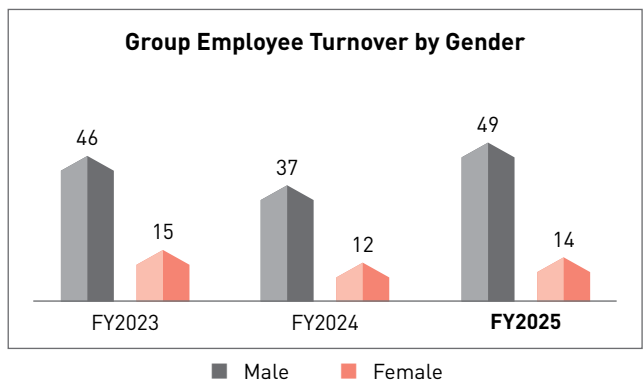
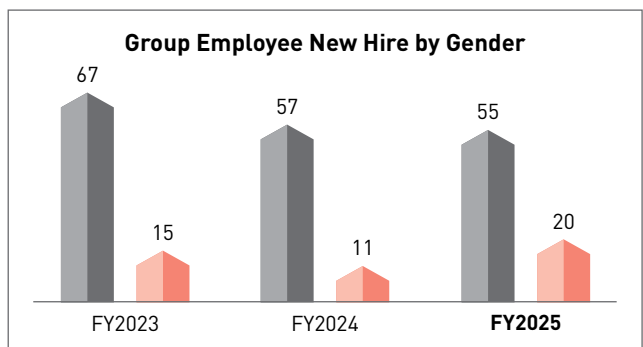
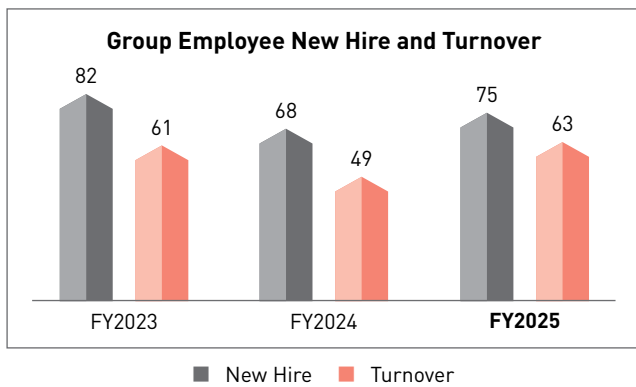
## Employee Engagement

In FY2025, we organised the following initiatives to connect with and support our employees at LF Metal, fostering a positive and supportive workplace culture.

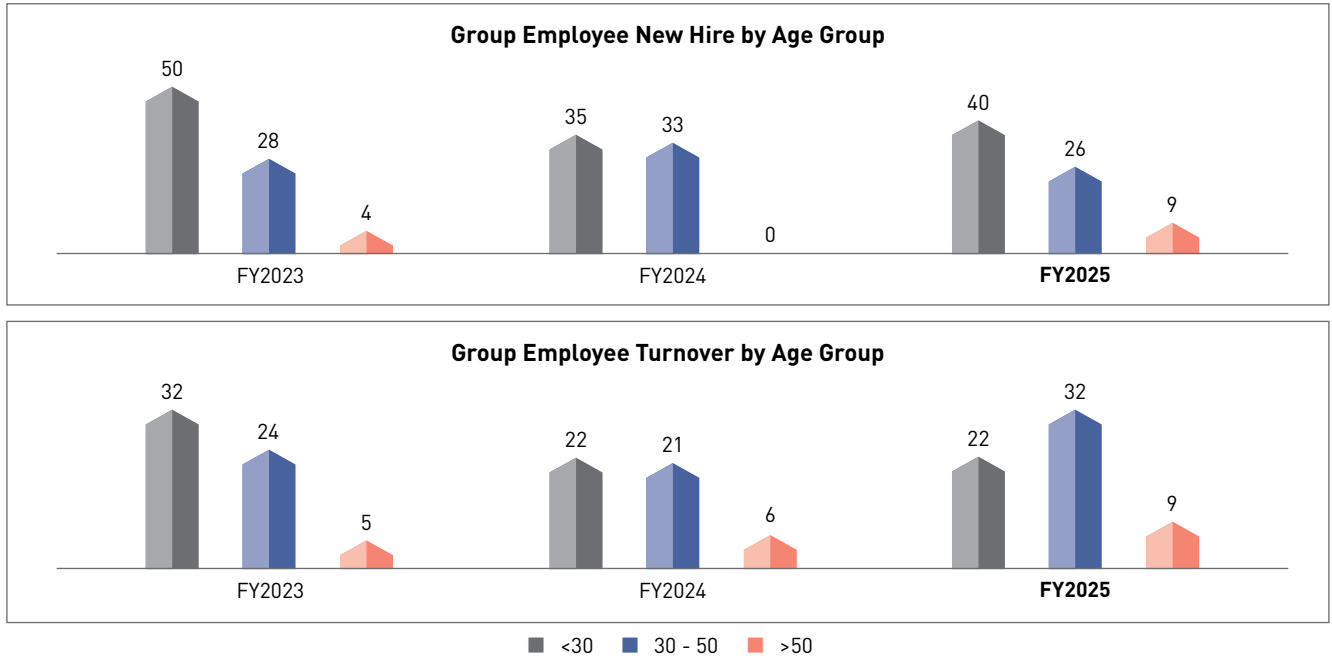


## Talent Acquisition and Retention

The following provides an overview of new hires and employee turnover in FY2025.



# SUSTAINABILITY REPORT

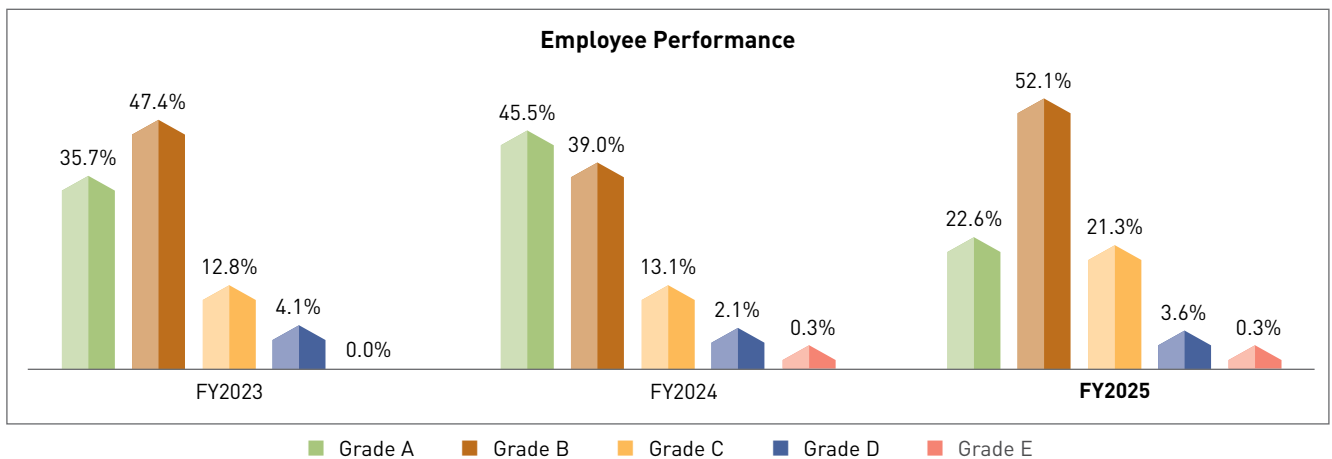


### Employee Turnover by Employee Category

	FY2023	FY2024	FY2025
Senior management	0	0	0
Management	1	3	0
Executive	9	7	7
Non-executive	51	39	56

### Performance Appraisal and Evaluation

Leon Fuat conducts annual performance assessments to evaluate employee performance and identify areas for improvement. In FY2025, 305 LF Metal employees underwent evaluations, with 22.6% achieving Grade A and 52.1% achieving Grade B.



# SUSTAINABILITY REPORT

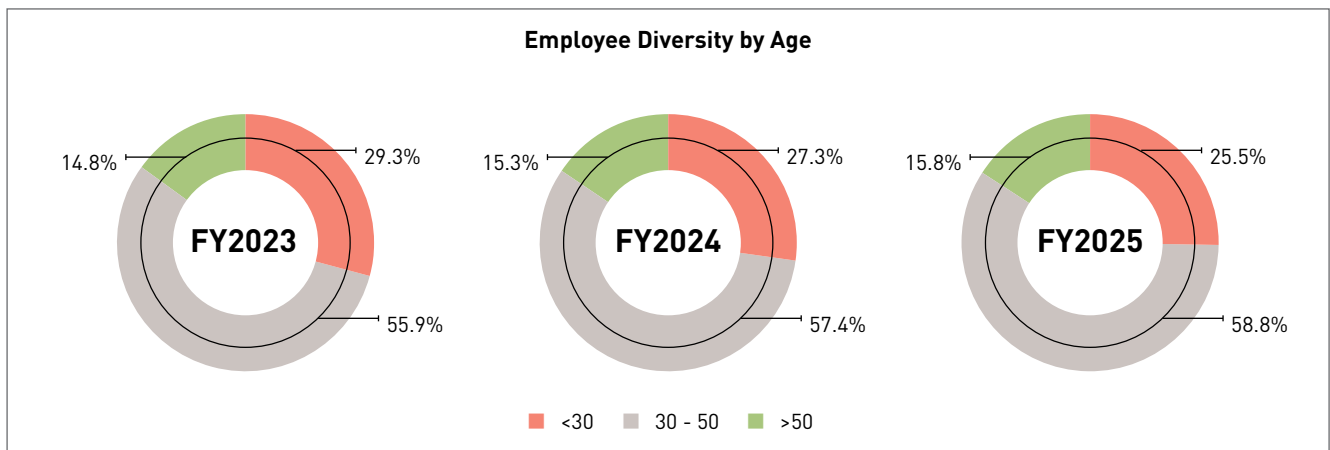
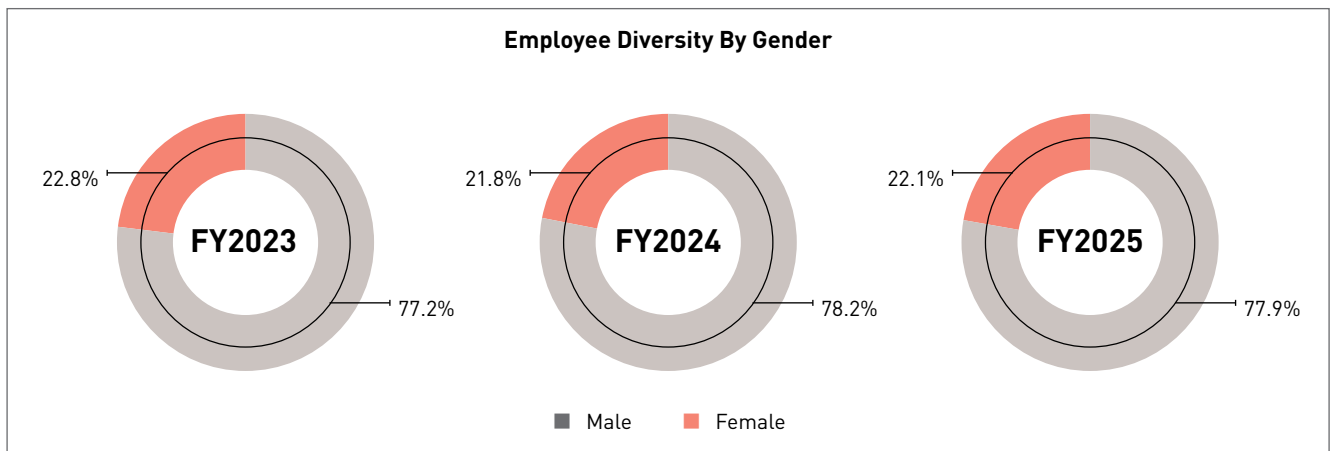
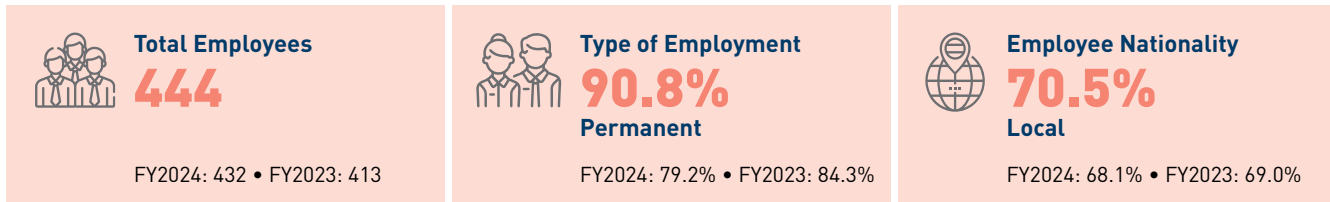
## Diversity and Inclusiveness

We foster an inclusive workplace where all employees feel valued and treated fairly, regardless of age, gender or nationality. Our zero-tolerance Discrimination and Harassment Policy is reinforced through periodic employee training. Employees are encouraged to provide feedback or raise concerns about harassment, bias or discrimination without fear of reprisal. There were no substantiated instances of discrimination over the past three (3) reporting years.

Looking ahead, LF Metal is preparing an AI-enabled Fair Screening Platform, scheduled for implementation in FY2026. The platform is expected to streamline recruitment, reduce time-to-hire and support equitable hiring practices from the earliest stage.

### Workforce Diversity

This year, our workforce grew by 2.78%. While most employees are male and aged between 30 and 50 due to the nature of our business, we welcome qualified individuals of all genders, ages and nationalities to be part of the Group.



## SUSTAINABILITY REPORT

### Gender Diversity by Employee Category (%)

Employee Category	Gender	FY2023	FY2024	FY2025
Senior Management	Men	100.0	100.0	100.0
	Women	0.0	0.0	0.0
Management	Men	48.5	51.4	51.4
	Women	51.5	48.6	48.6
Executive	Men	19.3	26.6	25.7
	Women	80.7	73.4	74.3
Non-Executive	Men	90.1	90.7	92.0
	Women	9.9	9.3	8.0

### Age Diversity by Employee Category (%)

Employee Category	Age	FY2023	FY2024	FY2025
Senior Management	<30	0.0	0.0	0.0
	30-50	20.0	20.0	20.0
	>50	80.0	80.0	80.0
Management	<30	3.0	2.9	2.9
	30-50	87.9	80.0	74.3
	>50	9.1	17.1	22.9
Executive	<30	19.3	21.9	24.3
	30-50	64.9	62.5	62.2
	>50	15.8	15.6	13.5
Non-Executive	<30	34.8	31.9	28.9
	30-50	52.1	55.1	57.5
	>50	13.1	13.0	13.5

### Product Quality and Customer Satisfaction

Leon Fuat acknowledges the association between delivering high quality goods and offering excellent customer service. Our commitment to meeting customer expectations and ensuring timely delivery has strengthened the Group's reputation and fostered long-term relationships with our valued customers.

All three (3) of our subsidiaries are certified under ISO 9001:2015 (Quality Management Systems), which requires a structured approach for continual improvement, enabling us to systematically identify and address areas for enhancement.

#### LF Hardware ISO 9001:2015

**Scope:** Distribution of Steel Materials and Provision of Steel Cutting Services.

**Date of issue:** 12/12/2019  
**Date of expiry:** 11/12/2028

#### LF Metal ISO 9001:2015

**Scope:** Distribution of Steel Materials and Provision of Steel Processing Services.

**Date of issue:** 12/01/2004  
**Date of expiry:** 30/07/2027

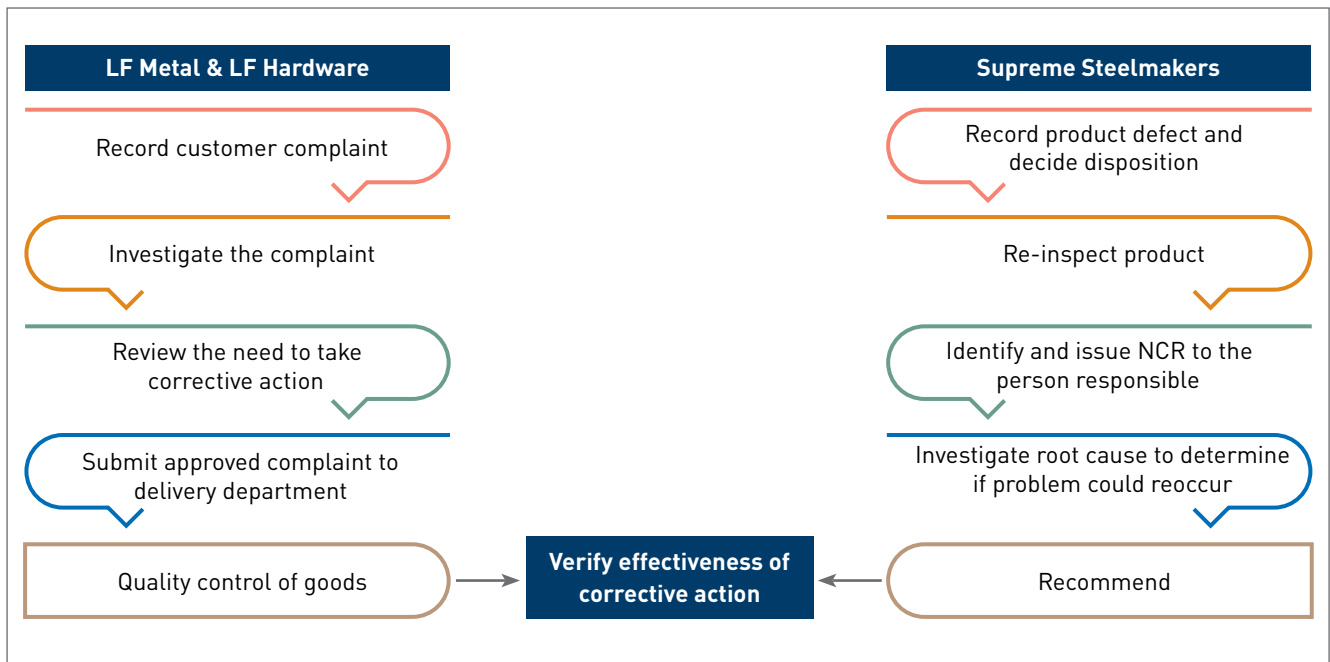
#### Supreme Steelmakers ISO 9001:2015

**Scope:** Provision in the Steel Cutting, Steel Bending and Distribution of Steel Materials for Commercial Use.

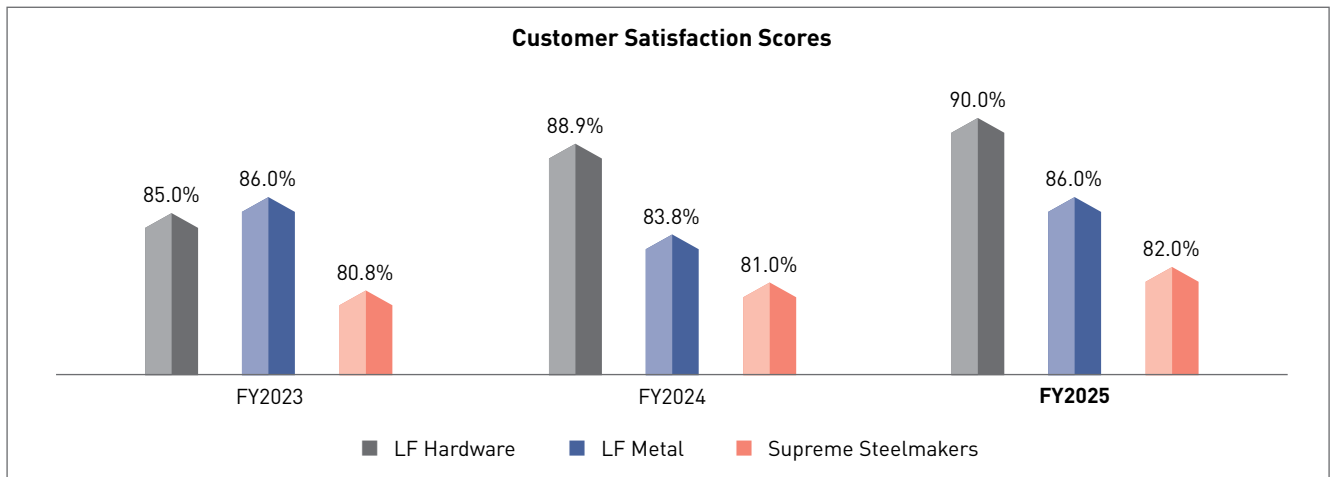
**Date of issue:** 18/01/2010  
**Date of expiry:** 17/01/2028

# SUSTAINABILITY REPORT

The Group adopts a holistic approach to produce quality products and address customer requirements. We engage with our customers frequently and conduct an annual satisfaction survey to gather valuable insights regarding their satisfaction level. The usage of the Customer Return Note system ensures thorough tracking and prompt resolution of any customer-related concerns.



The Group also strives to ensure that the quality of our steel products aligns with recognised high standards. This is reflected in our customer satisfaction scores of 90.0% for LF Hardware, 86.0% for LF Metal and 82.0% for Supreme Steelmakers.



# SUSTAINABILITY REPORT

## Corporate Social Responsibility

As a responsible corporate citizen, Leon Fuat remains committed to supporting the communities we serve and the broader social environment through community investments and corporate social responsibility ("CSR") initiatives. Special requests from organisations are carefully evaluated based on available funding resources and the collective decision of the Charity Committee, ensuring alignment with our goal of contributing positively to the communities and environment in which we operate.

In FY2025, Leon Fuat has invested RM44,600 in CSR programmes, benefitting ten (10) organisations.

### CSR Contributions and Beneficiaries

	FY2023	FY2024	FY2025
<b>Total amount invested in CSR programmes (RM)</b>	9,650	38,200	44,600
<b>Number of beneficiaries (organisations)</b>	10	7	10

RM300 worth charitable donation to Persatuan Penganut Dewa Goh Foo Keng Klang Selangor on 28 August 2025	RM300 worth charitable donation to Templer on 21 August 2025
RM3,000 sponsorship to Malaysia Steel & Metal Distributors' Association ("MSMDA") for their Karaoke Singing Competition & Dinner 2025 on 21 August 2025	RM500 sponsorship to Yayasan Wasco Charity Golf Tournament 2025 on 17 July 2025
RM23,000 contribution to the Choy Lee Futt Chang Choy Lion Dance Association Kuala Lumpur for their 11th anniversary on 15 December 2025	RM10,000 donation to Sekolah Menengah Chong Hwa Kuantan for their charity run on 12 June 2025
RM3,000 contribution to the Perak Chinese Hardware Dealers' Association for their 86th Anniversary Dinner on 21 October 2025	RM300 donation to the Penang Hardware & Machinery Merchants' Association for their 78th Anniversary Celebration Dinner on 3 November 2025
RM3,000 contribution to the Puchong Chinese Chamber of Commerce & Industry (PCCCI) for their 7th Anniversary Dinner table on 3 October 2025	RM1,200 charitable donation to Persatuan Kebajikan Chin Chun Hu on 16 October 2025

## Advancing Our Sustainability Efforts

Sustainability is an integral part of Leon Fuat's business operations and long-term viability in the steel industry. Our ongoing efforts to enhance our processes fuel our endeavour to improve operational efficiency and resource management. Concurrently, our focus on supporting our workforce and communities in areas where we operate reflects our dedication to fostering positive social change.

Moving ahead, the Group continues to prioritise the integration of sustainability practices and values into its operations, business strategies and organisational goals. This commitment strengthens our resilience in confronting industry challenges, enabling us to pave a more hopeful future for our stakeholders, society at large and the planet.



## SUSTAINABILITY REPORT

Date & Time: 2026-04-23\_10:04:23  
FYE 31/12/2025

LEON FUAT BERHAD  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category •Management	%	8.57	-	Internal
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category •Executive	%	5.41	-	Internal
Corporate Governance and Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category •Non-Executive	%	0	-	Internal
Corporate Governance and Anti-Corruption	Percentage of operations assessed for corruption related risks	%	0	-	Internal
Corporate Governance and Anti-Corruption	Confirmed incidents of corruption and actions taken	Number	0	-	Internal
Data Privacy and Cybersecurity	Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0	-	Internal
Responsible Procurement	Proportion of spending on local suppliers	%	201	-	Internal
Climate Change and Energy	Total energy consumption	MWh	13,752	-	Internal
Climate Change and Energy	Scope 1 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	1,724	-	Internal
Climate Change and Energy	Scope 2 emissions in tonnes of CO <sub>2</sub> e	tCO <sub>2</sub> e	3,816	-	Internal
Climate Change and Energy	Scope 3 emissions in tonnes of CO <sub>2</sub> e (business travel and employee commuting)	tCO <sub>2</sub> e	456	-	Internal
Effluent and Waste Management	Total waste generated	Metric tonnes	4.74	-	Internal
Effluent and Waste Management	Total waste diverted from disposal	Metric tonnes	3.64	-	Internal

## SUSTAINABILITY REPORT

Date & Time: 2026-04-23\_10:04:23  
FYE 31/12/2025

LEON FUAT BERHAD  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Effluent and Waste Management	Total waste directed to disposal	Metric tonnes	110	-	Internal
Water Efficiency	Total volume of water used	m3	49,585	-	Internal
Occupational Safety and Health	Number of work-related fatalities	Number	0	-	Internal
Occupational Safety and Health	Lost time incident rate ("LTIR")	Rate	8.25	-	Internal
Occupational Safety and Health	Number of employees trained on health and safety standards	Number	99	-	Internal
Labour Practices and Standards	Number of substantiated complaints concerning human rights violation	Number	0	-	Internal
Labour Practices and Standards	Total hours of training by employee category •Senior Management	Hours	103	-	Internal
Labour Practices and Standards	Total hours of training by employee category •Management	Hours	1104	-	Internal
Labour Practices and Standards	Total hours of training by employee category •Executive	Hours	1159	-	Internal
Labour Practices and Standards	Total hours of training by employee category •Non-Executive	Hours	810	-	Internal
Labour Practices and Standards	Total number of employee turnover by employee category •Senior Management	Number	0	-	Internal
Labour Practices and Standards	Total number of employee turnover by employee category •Management	Number	0	-	Internal
Labour Practices and Standards	Total number of employee turnover by employee category •Executive	Number	7	-	Internal

## SUSTAINABILITY REPORT

Date & Time: 2026-04-23\_10:04:23  
FYE 31/12/2025

LEON FUAT BERHAD  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	Total number of employee turnover by employee category •Non-Executive	Number	56	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Senior Management (Male)	%	100.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Senior Management (Female)	%	0.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Management (Male)	%	51.4	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Management (Female)	%	48.6	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Executive (Male)	%	25.7	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Executive (Female)	%	74.3	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Non-Executive (Male)	%	92.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by gender group for each employee category •Non-Executive (Female)	%	8.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Senior Management (<30)	%	0.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Senior Management (30-50)	%	20.0	-	Internal

## SUSTAINABILITY REPORT

Date & Time: 2026-04-23\_10:04:23  
FYE 31/12/2025

LEON FUAT BERHAD  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Senior Management (>50)	%	80.0	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Management (<30)	%	2.9	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Management (30-50)	%	74.3	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Management (>50)	%	22.9	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Executive (<30)	%	24.3	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Executive (30-50)	%	62.2	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Executive (>50)	%	13.5	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Non-Executive (<30)	%	28.9	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Non-Executive (30-50)	%	57.5	-	Internal
Diversity and Inclusiveness	Percentage of employees by age group for each employee category •Non-Executive (>50)	%	13.5	-	Internal
Diversity and Inclusiveness	Percentage of directors by gender •Male	%	88.9	-	Internal

## SUSTAINABILITY REPORT

Date & Time: 2026-04-23\_10:04:23  
FYE 31/12/2025

LEON FUAT BERHAD  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity and Inclusiveness	Percentage of directors by gender •Female	%	111	-	Internal
Diversity and Inclusiveness	Percentage of directors by age •<30	%	0.0	-	Internal
Diversity and Inclusiveness	Percentage of directors by age •30 - 50	%	33.3	-	Internal
Diversity and Inclusiveness	Percentage of directors by age •>50	%	66.7	-	Internal
Diversity and Inclusiveness	Percentage of employees that are contractors or temporary staff •Permanent	%	90.8	-	Internal
Diversity and Inclusiveness	Percentage of employees that are contractors or temporary staff •Contract	%	9.2	-	Internal
Corporate Social Responsibility	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	44,600	-	Internal
Corporate Social Responsibility	Total number of beneficiaries of the investment in communities	Number	10	-	Internal

# SUSTAINABILITY REPORT

## GRI CONTENT INDEX

<b>Statement of use</b>	Leon Fuat 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

<b>GRI Standard</b>	<b>Disclosure</b>	<b>Location (Page)</b>
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	32
	2-2 Entities included in the organisation's sustainability reporting	32
	2-3 Reporting period, frequency and contact point	32
	2-4 Restatements of information	55
	2-6 Activities, value chain and other business relationships	32, 45
	2-7 Employees	66
	2-9 Governance structure and composition	38
	2-12 Role of the highest governance body in overseeing the management of impacts	38
	2-13 Delegation of responsibility for managing impacts	38
	2-14 Role of the highest governance body in sustainability reporting	38
	2-16 Communication of critical concerns	38
	2-17 Collective knowledge of the highest governance body	38
	2-19 Remuneration policies	46
	2-22 Statement on sustainable development strategy	35
	2-23 Policy commitments	36
	2-24 Embedding policy commitments	36
	2-26 Mechanisms for seeking advice and raising concerns	47
	2-27 Compliance with laws and regulations	47
	2-28 Membership associations	33
2-29 Approach to stakeholder engagement	39,40	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	41
	3-2 List of material topics	41
	3-3 Management of material topics	44 - 69
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	50 - 51
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	45
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	47 - 48
	205-2 Communication and training about anti-corruption policies and procedures	48
	205-3 Confirmed incidents of corruption and actions taken	48
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	52 - 54
	302-3 Energy intensity	52

## SUSTAINABILITY REPORT

GRI Standard	Disclosure	Location (Page)
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	58
	303-2 Management of water discharge-related impacts	58
	303-3 Water withdrawal	58
	303-4 Water discharge	58
	303-5 Water consumption	58
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	55
	305-2 Energy indirect (Scope 2) GHG emissions	55
	305-3 Other indirect (Scope 3) GHG emissions	55
	305-4 GHG emissions intensity	55
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	56 - 58
	306-2 Management of significant waste-related impacts	56
	306-3 Waste generated	56 - 57
	306-4 Waste diverted from disposal	57
	306-5 Waste directed to disposal	57
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	64 - 65
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	62
	401-3 Parental leave	62
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	60
	403-2 Hazard identification, risk assessment, and incident investigation	60
	403-3 Occupational health services	59 - 60
	403-4 Worker participation, consultation, and communication on occupational health and safety	60
	403-5 Worker training on occupational health and safety	61
	403-6 Promotion of worker health	62
	403-9 Work-related injuries	61
	403-10 Work-related ill health	61
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	63
	404-2 Programmes for upgrading employee skills and transition assistance programmes	63
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	46, 65 - 67
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	66
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	69
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	49