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SUSTAINABILITY REPORT

WHERE SUSTAINABILITY
IS THE NEW SPECIAL





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Sustainability Assurance Report



ABOUT THIS REPORT

Introduction

This sustainability report provides an overview of Terberg Tractors Malaysia Sdn Bhd's ("TTM" or "the Company") performance and progress in environmental, social, and governance ("ESG") areas for the financial year ended 30 June 2024 (FY2024). The report is prepared with reference to the Global Reporting Initiative ("GRI") Standards, demonstrating our commitment to transparency and accountability in sustainability practices. As we progress in our sustainability journey, the report will be prepared in accordance with GRI Standards.

Scope and Boundary

The report covers our operations in Malaysia, including all business units and wholly owned subsidiaries or subsidiaries in which TTM holds a controlling stake. However, the impact from operations of HiTech Auto Pte Ltd, our subsidiary in Singapore, has been excluded in this report due to its lower scale of operations and manpower.

The data and information presented are for the period from 1 July 2023 to 30 June 2024, unless stated otherwise.

How We Use the GRI Standards

As this is TTM's inaugural Sustainability Report, we have utilised the GRI Standards to establish a foundation for transparent and structured reporting. We aim to provide stakeholders with a comprehensive view of our sustainability performance and impact.

This report has been divided into three sections, Environmental, Social, and Governance, covering TTM's material topics.

Stakeholder Engagement

We engage with our stakeholders regularly to understand their concerns and expectations. This report reflects the inputs and feedback received from our key stakeholders, including employees, customers, suppliers, community members, and regulators.

Report Assurance

The report's data has been internally sourced and verified by the respective business units or data owners. TTM is committed to reporting sustainability performance with completeness and accuracy and ensuring the disclosure of reliable information verified by external assurance. TTM Group will continue to strengthen its data collection and analysis procedures to enhance the quality and accuracy of its data going forward.

As part of our continuous efforts to enhance our sustainability reporting, we engaged ESGRight Sdn Bhd, sustainability assurance provider, to provide limited assurance on the following indicators:

1. Sustainability Governance (pages 7-10, excluding Certification and Awards) and pages 18-20
2. Energy Management (pages 26 to 27)
3. Emissions Management (page 28)
4. Environment, Health and Safety (pages 36 to 42)

Please refer to page 60-62 for the Sustainability Assurance Report.

Contact Information

For any questions or feedback regarding this report, please contact: ssd.ttm@simedarby.com

ABOUT US

Setting the Standard in Terminal Tractor Solutions

Established in 2005, Terberg Tractors Malaysia Sdn Bhd ("TTM") is a joint venture between Sime Darby Industrial Sdn Bhd and the Royal Terberg Group. Today, TTM serves over 42 markets across Asia Pacific and has become a crucial player in the terminal tractor industry. Our terminal tractors help keep some of the region's largest and busiest ports running smoothly, supporting the seamless movement of global trade.

Our reputation as a regional leader is built on our dedication to quality, performance, and safety. We recently marked a major milestone, having sold over 7,000 units—a testament to the trust our clients place in us. To ensure our equipment remains efficient and

reliable, we offer end-to-end life cycle maintenance and on-site support, helping ports maintain high productivity.

Our operations are strengthened by two key subsidiaries: Terberg Manufacturing and Assembly Sdn Bhd ("TMA") and HiTech Auto Pte Ltd. TMA operates out of a 15-acre site in Pasir Gudang, where expanded production lines now allow us to manufacture up to 1,100 units per year, meeting the rising demand in Asia Pacific. HiTech Auto, based in Singapore, drives our market expansion through sales, distribution, and after-sales support, and helps us cultivate strategic relationships across the logistics and port sectors.





276 
Total Employees

Markets
42 Asia Pacific



Sales 
>7,000
units

Production Capacity 
<1,000 units p.a.

Dealer Network 
12 Regional

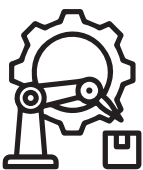
Delivering Excellence Through Industry-Leading Innovation and Reliability



Advanced
Manufacturing
Capabilities



After-Sales
Support



Life Cycle
Maintenance



Robust Dealer
Network



Optimised Solutions for Port Efficiency

We manufacture a wide range of custom-built tractors with a 5th wheel capacity of up to 36 tonnes, specifically designed for shunting trailers in port operations. Our fully electric YT200EV tractors provide our customers a cost-effective and greener alternative to our diesel-powered tractors, playing a major role in our sustainability efforts.

01**YT220 Diesel****02****YT200EV
(175/282/350 kWh)****03****YT220 LNG**

YT220 Diesel



YT200EV
(175/282/350 kWh)

**YT220
LNG**



TTM resells the RoRo Series tractors, engineered for roll-on and roll-off operations, handling gross combination weights of up to 375 tonnes. These robust tractors are equipped with a 5th wheel capacity of up to 45 tonnes, ensuring they can manage the most demanding tasks with ease.



Serving the Global Market



- Argentina
- Australia
- Bangladesh
- Brazil
- Brunei
- Cambodia
- Cameroon
- Chile
- China
- Colombia
- Congo
- Costa Rica
- Croatia
- Guyana
- Honduras
- Hong Kong
- India
- Indonesia
- Iran
- Japan
- Lebanon
- Libya
- Madagascar
- Malaysia
- Mexico
- Morocco
- Myanmar
- New Zealand
- Nigeria
- Oman
- Pakistan
- Papua New Guinea
- Peru
- Philippines
- Puerto Rico
- Saudi Arabia
- Singapore
- Solomon Island
- Somalia
- South Korea
- Sri Lanka
- Taiwan
- Tanzania
- Thailand
- Turkey
- United States
- Vietnam
- Zimbabwe



Our Clients



Corporate Structure



50:50
Joint Venture



Subsidiaries





Board of Directors

MR. GEORGE J.M. TERBERG

Director

Date of Appointment: 14 November 2005

Academic/Professional Qualification(s)/Membership(s):

Master in business and private law

Present Directorship: Member of Supervisory Board Royal Terberg Group BV

Mr. Terberg started his career with Terberg in 1978 within the Sales Department, subsequently holding various senior management positions over the years. From 2011 to 2022, he served as the Chief Executive Officer of the Royal Terberg Group.

DATO' JEFFRI SALIM DAVIDSON

Chairman & Director
of Terberg Tractors
Malaysia Sdn Bhd
(Appointed as Chairman
since 26 January 2021)

Date of Appointment: 4 January 2021

Academic/Professional Qualification(s)/Membership(s):

- Bachelor of Science in Geology, University College London
- Member, Institute of Chartered Accountants in England & Wales
- Advanced Management Programme, Harvard Business School

Present Directorship: Sime Darby Berhad & Group of Companies

Dato' Jeffri began his career with Coopers & Lybrand, London in 1986 before joining the Sime Darby Group ("Sime Group") in 1992. He has held various senior management positions within Sime Group across China, Singapore and Malaysia, before being appointed as the Group Chief Executive Officer of Sime Darby Berhad in 2017.

MR. LIEW THIAM HUAT

Director

Date of Appointment: 1 August 2022

Academic/Professional Qualification(s)/Membership(s):

- Member, Malaysian Institute of Accountants
- Fellow, Association of Chartered Certified Accountants of the United Kingdom

Present Directorship: Sime Darby Berhad Group of Companies

Mr. Liew's career commenced in 1992 with PricewaterhouseCoopers, Kuala Lumpur. In December 2010, he joined Sime Darby Berhad and has since held several senior management roles across the Sime Darby Group, both in Malaysia and China. He currently serves as the Managing Director of Industrial Southeast Asia at Sime Darby Industrial.

ROBERTUS FERDINAND MARIA VAN HOVE

Director

Date of Appointment: 13 January 2017

Academic/Professional Qualification(s)/ Membership(s):

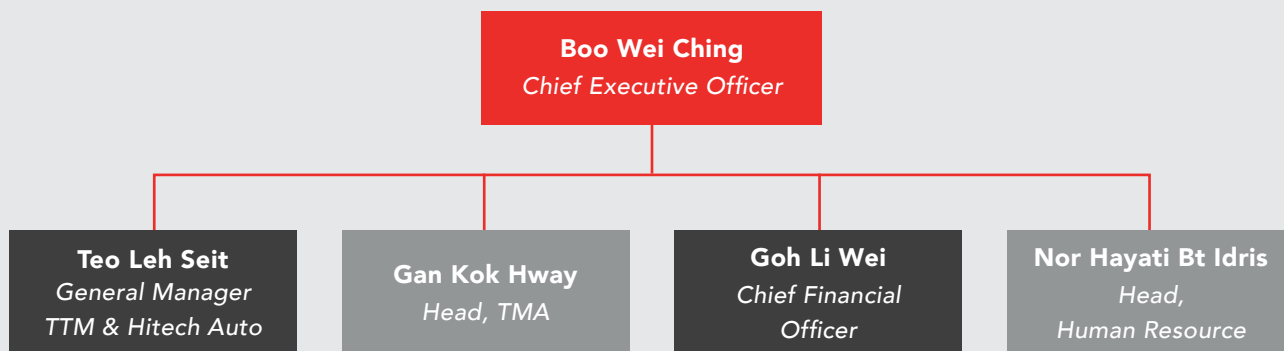
- MSC BA The Hague
- BSC The Hague

Present Directorship: VP BOD Royal Terberg Group, CEO Terberg Special Vehicle Holland

Mr. van Hove has proven leadership experience as CEO, President, and Managing Director across various companies, representing or producing globally recognised A-brands such as Caterpillar, Volvo, Kalmar, and Terberg. His core strength lies in accelerating profitable growth and delivering strong business performance in competitive markets.



Key Senior Management



MR. BOO WEI CHING

Chief Executive Officer

Date of Appointment: 1 February 2021

Academic/Professional Qualification(s)/Membership(s):

Bachelor (Hons) in Civil Engineering, Universiti Putra Malaysia (UPM)

Mr. Boo began his journey with the Sime Darby Group nearly 20 years ago as a Management Trainee at Sime Darby Industrial. Since the inception of Terberg Tractors Malaysia (TTM) in 2006, he has played a pivotal role in its growth, initially as part of a broader division under Sime Darby Industrial. Appointed as CEO of the TTM Group in February 2021, Mr. Boo has been instrumental in driving the company's global expansion, successfully establishing its presence in over 40 countries.

MS. GOH LI WEI

Chief Financial Officer

Date of Appointment: 24 May 2021

Academic/Professional Qualification(s)/ Membership(s):

BA (Hons), Accountancy, University of Portsmouth; FCA ICAEW

Ms. Goh is a Fellow Chartered Accountant (FCA) of the Institute of Chartered Accountants in England and Wales (ICAEW). She joined Sime Darby Industrial in 2005 as an Accountant, where she served for 12 years before moving to UMW (then a separate entity from Sime Darby) in 2017. In May 2021, she joined Terberg Tractors Malaysia (TTM) as Chief Financial Officer. Since then, she has played a key role in driving financial excellence and ensuring compliance across the TTM Group.

MR. JONATHAN TEO LEH SEIT

General Manager, TTM & Hitech Auto

Date of Appointment: 1 January 2018

Academic/Professional Qualification(s)/ Membership(s):

Master of Science, Engineering Business Management, University of Warwick UK

Mr. Teo began his career with ABB Malaysia in 1999 before joining Sime Darby Industrial in May 2013 as Head of Sime Darby Industrial Power, a position he held until December 2017. In January 2018, he joined Terberg Tractors Malaysia (TTM) to lead its business operations. Since then, he has been a driving force behind TTM's business growth and sales expansion, playing a pivotal role in shaping its current market position.



MR. GAN KOK HWAY

Head, Terberg
Manufacturing &
Assembly (TMA)

Date of Appointment: 1 January 2025

Academic/Professional Qualification(s)/ Membership(s):

Bachelor Degree in Manufacturing Engineering, Universiti Teknikal Malaysia Melaka (UTeM)
Mr. Gan's career started with TMA 14 years ago as an Executive in the Product division. Over the years, he has held various roles across Engineering and Operations, gaining extensive experience in both technical and managerial capacities. In 2025, he was appointed as the Head of TMA and currently leads key transformation initiatives within the factory to align operations with evolving business demands.

MS. NOR HAYATI BT. IDRIS

Head, Human Resource

Date of Appointment: 1 September 2021

Academic/Professional Qualification(s)/ Membership(s):

Bachelor (Hons) Accountancy, UiTM; CA, Malaysia Institute of Accountant (MIA)

Pn. Hayati commenced her career as an Accountant with Malaysia Airlines in 2001, where she later transitioned into Human Resources upon her promotion to Manager, Industrial Relations. In 2019, she continued her HR journey with UEM Edgenta before joining Terberg Tractors Malaysia in September 2021. Since then, she has been actively driving a range of people-focused initiatives aimed at enhancing employee experience across the TTM Group.

Certifications and Awards



**Malaysia Book of Records – YT200 EV
First Electrical Terminal Tractor in Malaysia**



Highest number of Terminal Tractors delivered to Westports for over 30 years.



Bronze Supplier Award by Pelabuhan Tanjung Pelepas Sdn Bhd in conjunction with PTP Vendor Day 2023.



CEO's MESSAGE



By harnessing innovative product technologies, we aim not only to enhance the sustainability of our operations but also to empower our customers to decrease their carbon emissions.

”



Dear Stakeholders,

I am proud to present our inaugural Sustainability Report for Terberg Tractors Malaysia Sdn Bhd (“TTM”), a testament of our commitment to environmental stewardship, social responsibility, and good governance. This document is not merely a reflection of the initiatives we have undertaken; it encapsulates our deep commitment to a sustainable future, inspired by the legacies of our parent companies – Sime Darby Industrial and the Royal Terberg Group, who have demonstrated a century-long commitment to responsible business practices. These organisations have evolved sustainably, consistently advancing their business agendas with a resolute intention to achieve zero-carbon operations, actively contribute to the well-being of the communities around them and to prioritise environmental stewardship within the operational sphere. As a joint venture born from the shared aspirations of these exemplary corporations, TTM is keen to uphold and further this legacy.

Since our establishment, TTM has been dedicated to servicing the terminal tractor market across the Asia Pacific. By harnessing innovative product

technologies, we aim not only to enhance the sustainability of our operations but also to empower our customers to decrease their carbon emissions. It is our mission to lead the transition from traditional, carbon-intensive driveline models of terminal tractors to cleaner, more efficient electric driveline alternatives. This aspiration is evidenced by our achievement of developing Malaysia’s first fully electric terminal tractor, which has earned us a spot in the Malaysian Book of Records.

Technology and Innovation at Our Core

Recognising the significance of sustainability policy in today’s operational climate, we have catalysed our approach by placing technology and innovation at the heart of our operations. We understand that our commitment to sustainable financial performance shall be entwined with our embrace of digitalisation and automation. As we explore and develop more sustainable solutions for our customers, we remain resolute in our belief that these advancements are crucial not only for TTM’s growth but also for our planet’s wellbeing.



Mobilising Resources Towards a Sustainable Environment

Over the past year, our initiatives have reflected our persistence in pursuing the ESG agenda in our business operations and engagement with our stakeholders. We have taken measures to align our practices with the Global Reporting Initiative ("GRI") and the United Nations Sustainable Development Goals ("UNSDGs"). Our focus areas cover SDG 3: Good Health & Well-being, SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, and SDG 12: Responsible Consumption and Production.

During the review period, we embarked on an extensive data collection journey to establish baseline measurements of our ESG metrics. This exercise involved the appointment of third-party consultants to guide our journey and a materiality identification process to determine sustainability topics most material to TTM and our stakeholders.

Reducing our carbon footprint is our primary focus. Not only do we aim to help our customers reduce their emissions, but we also strive to reduce TTM's group-wide carbon footprint. Our first step is to assess our current baseline and set annual reduction targets. A key focus area is reducing wastage in our manufacturing lines, including raw materials, consumables, water, and electricity. We plan to achieve this through better planning, more precise consumption, and disciplined execution. Additionally, we intend to explore the circularity of materials used in our operations.

Fostering Inclusion and Diversity

On the social dimension, we recognise the challenges posed by our industry's male-centric nature. We are dedicated to promoting diversity within our workforce and ensuring that opportunities are fairly distributed, particularly to women. Our commitment extends to fostering an equitable environment where all employees, regardless of gender, ethnicity, or religion, are treated with the respect and rights

they deserve. We envision a workplace that reflects the rich diversity of our community, and we strive to enhance female representation in leadership positions while ensuring all compensation structures are equitable.

Building Stronger Communities

At TTM, we believe in the importance of giving back to society. Our current CSR initiatives are primarily focused on aiding marginalised communities and removing obstacles to accessing quality education. We recognise the importance of education as a fundamental right and a key driver of social and economic development. As such, we are dedicated to providing support that ensures all individuals, regardless of their socio-economic background, have the opportunity to receive a quality education. Through our CSR efforts, we aspire to build a more equitable and inclusive society.

Upholding Governance and Integrity

Resting on the solid foundation of integrity, a core value of Sime Darby Berhad, we place great emphasis on compliance and ethical practices. Our employees engage in regular training to ensure an unwavering commitment to abide by governing laws and regulations. We actively refine our governance structures, enhancing operational excellence while establishing checks and balances within our organisation to uphold the highest standards of practice.

As we embark on this monumental journey, we remain firm in our commitment to our goals. We believe that by integrating sustainability into our core business operations, we can create long-term value for our stakeholders while contributing to a healthier planet. Together with our parent companies and partners, we anticipate a brighter, more sustainable future.

BOO WEI CHING

Chief Executive Officer

Terberg Tractors Malaysia Sdn Bhd



DRIVING A SUSTAINABLE FUTURE

TTM plays a vital role in the value chain, sourcing a variety of materials and services as a manufacturer of vehicles and provider of after-sales services. Our responsibility extends beyond production. We recognise our accountability for the sustainability of the products and services we procure, our operations, and how our customers use and dispose of our products at the end of their lifecycle.

To facilitate our commitment to sustainability at every stage of the value chain, we have outlined our Sustainability Roadmap for the years 2024 – 2030 (“the Roadmap”) to ensure a systematic approach to our initiatives and disclosures, and to integrate sustainability into our core business strategy. The Roadmap draws inspiration from Sime Darby Berhad’s Sustainability Blueprint and is guided by the GRI Standards. The Core Values of Act with Integrity, Care for All, and Win Together form the foundation of all our sustainability initiatives.

We emphasise creating long-term sustainable value for employees, clients, shareholders, and the communities we serve. TTM is well-positioned to achieve sustainable growth and contribute positively to the global sustainability agenda in line with Malaysia’s aim of achieving carbon neutrality by 2050.

As we are in the initial stages of implementing our Roadmap, our sustainability goals, governance structure, implementation, and monitoring methods may change over time as we improve on our sustainability disclosures and develop more initiatives.

We recognise our accountability for the sustainability of the products and services we procure, our operations, and how our customers use and dispose of our products at the end of their lifecycle.

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Aligning Our Strategies with Global Sustainability Goals

TTM's initiatives align with several United Nations Sustainable Development Goals ("UNSDGs"), reinforcing our commitment to global sustainability efforts:

3 GOOD HEALTH AND WELL-BEING 	We promote a culture where health and wellness are essential. We encourage our employees to prioritise their wellbeing through mandatory comprehensive health screenings, group exercise sessions, and various activities organised by our sports club. As part of our aspiration to further support employee wellbeing, we aim to introduce wellbeing programmes starting in FY2025, focusing on fostering a supportive and balanced work environment.
4 QUALITY EDUCATION 	We provide our employees with opportunities for lifelong learning and access to education. Our internship programmes aim to encourage talented youth, and our CSR programmes are designed to reach underprivileged and marginalised communities, ensuring they benefit from quality educational initiatives. To further support the pursuit of knowledge, we provide our staff with study and exam leave, emphasising our commitment to their academic growth. Additionally, TTM is in the process of developing an e-learning programme focused on enhancing soft skills, technical expertise, and leadership development, empowering our people with valuable learning resources.
8 DECENT WORK AND ECONOMIC GROWTH 	TTM promotes equality and ensures safe labour practices. We prioritise the recruitment and development of local talent, fostering a work environment that values diversity and inclusivity. Our dedication extends to offering competitive wages and comprehensive benefits, affirming our belief in fair compensation and the well-being of our workforce. Through these efforts, we aim to create sustainable economic opportunities that contribute to the growth and prosperity of our employees and the broader community.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	We implement initiatives and procedures to reduce waste and enhance resource efficiency. Through sustainable practices and continuous improvements in our operations, we strive to minimise our environmental impact and ensure responsible use of resources. Our efforts include optimising production processes and implementing waste reduction strategies.
13 CLIMATE ACTION 	TTM takes proactive measures to mitigate our carbon footprint and combat global warming. Our strategies include transitioning to electric drivelines and adopting renewable energy sources to power our operations. We also support our clients in testing and implementing the use of biodiesel in TTM-made tractors, promoting cleaner and more sustainable fuel alternatives. Additionally, we incorporate solar photovoltaic (PV) systems and leverage the Feed-in Tariff (FiT) scheme to offset carbon emissions, reinforcing our commitment to sustainable practices and climate responsibility. Through Terberg Connect, we provide the support for our clients to monitor fuel consumption and GHG emissions, with an aim to achieve resource efficiency.



Our Sustainability Roadmap

Pillars	Goals		
	Short-term (2024 – 2026)	Mid-term (2027 – 2029)	Long-term (2030)
 Environmental	Replace diesel driveline models with electric drivelines to reduce carbon footprint in container terminals.	Achieve a 10% reduction in carbon emissions based on the baseline year of 2024.	Reach a 30% reduction in overall carbon emissions and target net zero emissions from manufacturing processes.
 Social	Promote gender and ethnic equality: While this is not yet an official target, TTM aspires to increase female participation in the majority of roles by 10% by 2026. This aspiration reflects the team's commitment to fostering an inclusive workplace and is inspired by the broader efforts to promote diversity within our predominantly male workforce. Community Engagement: Establish community support programmes focusing on local education and health initiatives.	Promote gender and ethnic equality: TTM aspires to increase female participation across the majority of roles by 20% by 2029 and beyond. While this is not an official target, it reflects the team's inspiration and intent to foster greater diversity within our workforce in the long-run. Community Engagement: Empower marginalised communities through targeted programmes in education and health.	
 Governance	Transparency and Integrity: Implement comprehensive training on ethical conduct and compliance for all employees by 2025. Operational Excellence: Develop and enforce stringent internal controls and risk management protocols in 2024. Sustainability Reporting: Developing TTM's first sustainability report with a focus on identifying material topics and establishing baseline measurements.	Transparency and Integrity: Establish an annual Company's Code of Business Conduct online refresher training (through our e-learning platform) to embed transparency and integrity into our work culture. Sustainability Reporting: TTM will produce its own sustainability report starting from FY2027 and get external assurance, as part of our commitment to enhance overall credibility, performance, and stakeholder relations.	

CORE VALUES:

Act with Integrity

Care for All

Win Together



Focus Areas

ENVIRONMENTAL



Carbon footprint reduction

Electric Drivelines: Transitioning from diesel to electric drivelines in terminal tractors to reduce carbon emissions.

Baseline Assessment and

Targets: Establishing baseline measurements and setting annual reduction targets.

Collaboration: Working with key customers, mainly container terminal operators, to combat rising sea levels and global warming.



Resource efficiency

Waste Reduction: Implementing better planning and precise consumption in manufacturing to minimise wastages, including raw materials, water, and electricity.

Renewable Energy: Exploring renewable energy options such as solar panels for operational efficiency.

SOCIAL



Equality and Diversity

Gender Equality: Encouraging more involvement of women in a traditionally male-dominated industry through fair and objective assessments.

Ethnic and Religious Equality:

Ensuring equal treatment and respect for all ethnic and religious groups within the organisation and among stakeholders.



Community Engagement

Increased Involvement:

Engaging with our stakeholders to shape our organisational objectives.

Corporate Social Responsibility

(CSR): Inculcating a culture of contributing positively to society. (Programmes conducted: Visit to Rumah K.I.D.S)

GOVERNANCE



Integrity and Compliance

Act with Integrity: Regular training for employees to adhere to laws and regulations.

Operational Excellence: Continuously refining operational processes to create effective check-and-balance systems within the organisation. The implementation of the travel warrant process through the Claim App ensures that all travel requests are approved by the appropriate authority within the company. Additionally, the introduction of a staff activities procedure promotes transparency in the organisation and ensures that all recreational activities are conducted for the collective benefit of employees.



Stakeholder Engagement

Education and Advocacy: Supplier assessment includes educating on the benefits of sustainable practices to bridge ESG commitment gaps and ensure compliance with industry standards and regulations.



Strategic Initiatives

Guided by TTM's sustainability focus areas, our strategic initiatives will be implemented to meet each milestone and achieve short, mid, and long-term goals. Information on the progress of these initiatives is available in the Environmental, Social, and Governance sections of this Report.

Product Innovation

- Develop and introduce new electric and hybrid models with enhanced efficiency and lower environmental impacts.

Operational Efficiency

- Optimise manufacturing processes to reduce waste and improve resource efficiency, including the use of sustainable materials.
- Install solar panels for manufacturing and headquarters.

Metrics and Monitoring

- Focus on measurable outcomes such as emission levels, resource usage rates, and diversity statistics.
- Conduct reviews to monitor progress, adjust strategies, and ensure alignment with long-term sustainability targets.

Community and Stakeholder Engagement

- Regularly engage with local communities, customers, and suppliers to assess and respond to their sustainability concerns and expectations.
- Gather feedback from users, monitor performance, and iterate on design and functionality to address challenges.
- Publish annual sustainability reports starting in FY2024, adhering to GRI standards and including transparent metrics and progress towards goals.
- Encourage suppliers and partners to adopt sustainable practices. Collaborate with them to reduce the overall carbon footprint of the supply chain through an audit of suppliers' ESG initiatives.

Reporting and Communication

- Utilise digital platforms and in-person meetings to maintain transparency and gather feedback.

Our Progress

We identified topics which are material to our organisation and stakeholders through internal and external engagements. Based on these material topics, we determined a baseline measurement to guide our longer-term goals and ensure their alignment with those of our parent companies, Royal Terberg Group and Sime Darby Industrial Sdn Bhd.

To facilitate the implementation of our sustainability initiatives and reporting process, three (3) of our staff members obtained GRI certification. As we progress along our sustainability journey and Roadmap, more of our people will be trained and certified.

In assessing our current position, we also identified a possible challenge in implementing our Roadmap and meeting our goals. As our business and products are provided to a global market, there is a discrepancy in the level of commitment towards ESG across each of our markets. To mitigate this, we have committed to educating our stakeholders and collaborating with them to ensure we are all on the same page.

Quick Wins

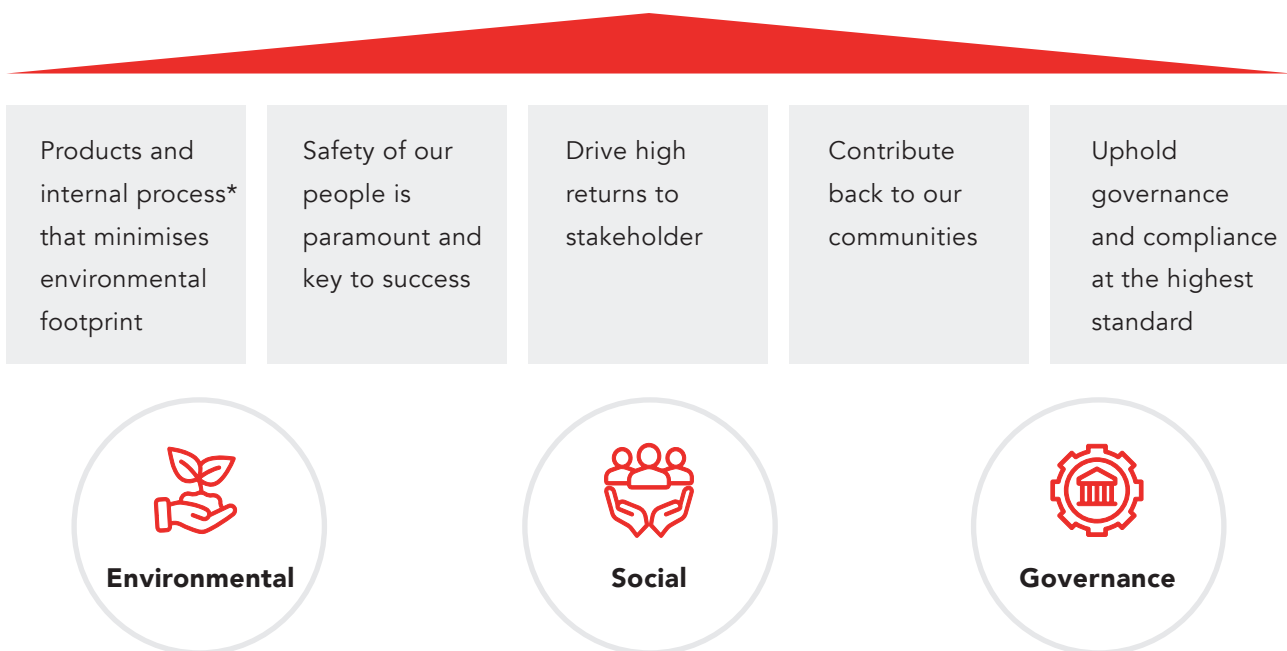
To kickstart the implementation of our Roadmap, we identified several quick wins, which we implemented and achieved during the year in review:

- ✓ Producing more electric vehicles.
- ✓ Optimising travel requirements to reduce our carbon footprint.
- ✓ Installing solar panels for our manufacturing facilities.
- ✓ Establishing a monitoring and reporting process.
- ✓ Increasing our efforts in CSR activities.
- ✓ Emphasising a culture of equality throughout our operations to bridge the gender gap in a male-dominated industry.
- ✓ Although not yet formalised into an official policy, we strive to foster an inclusive workplace by promoting fair practices and ensuring equal opportunities for all individuals, irrespective of race, religion, age, gender identity, or sexual orientation.



SUSTAINABILITY GOVERNANCE

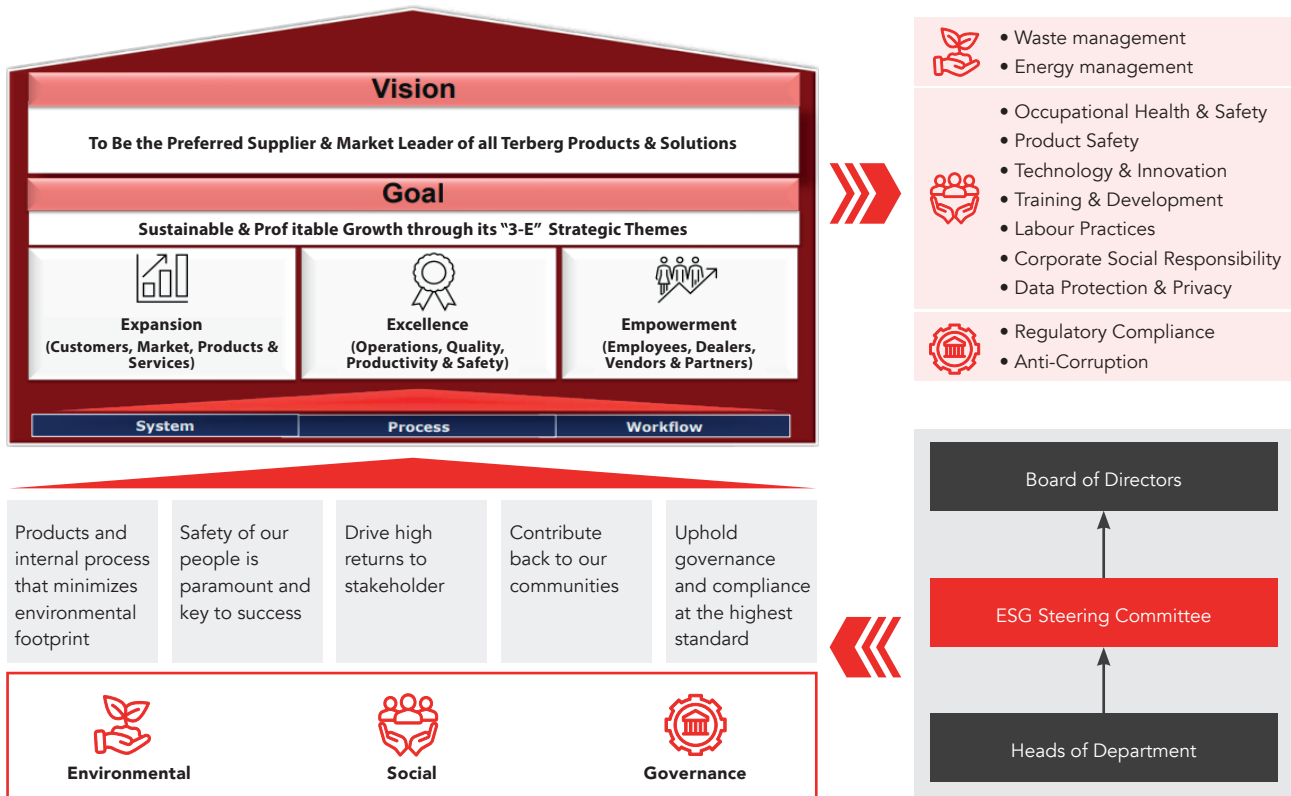
TTM Group's ESG Aspiration



*TTM is currently developing our Sustainability Roadmap to include targets and setting internal processes in place to minimise our environmental footprint.



Governance Framework



The Role of Board of Directors

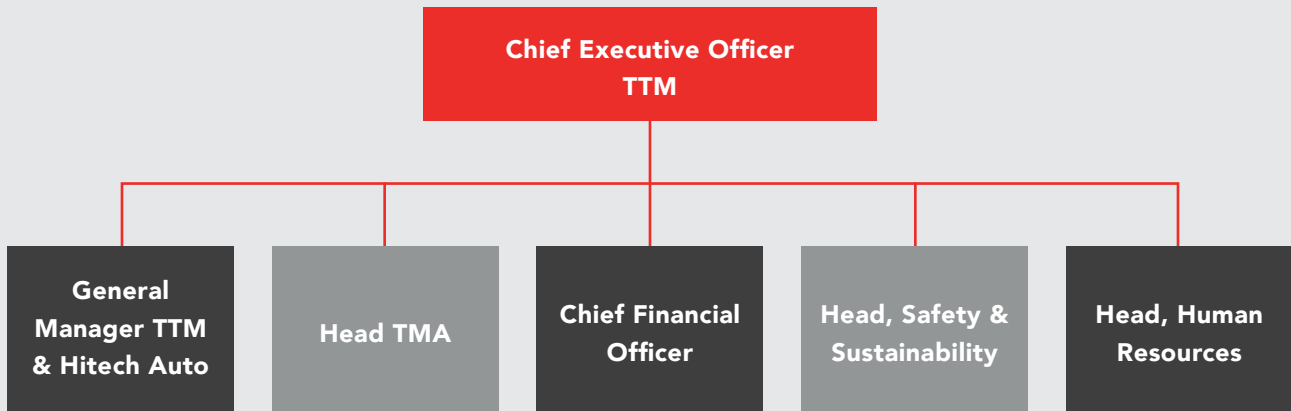
The role of the Board of Directors ("BOD") in the sustainability effort has given a positive impact to the company in shaping the company's sustainable strategic direction. TTM will be adopting a policy that reinforces the BODs' responsibility to safeguard the long-term sustainability and growth of the company, while upholding the values and integrity inherent to its identity as a family-owned business. The Board will maintain oversight to ensure the effective implementation of this policy across the organisation.

The Role of Chief Executive Officer

At TTM, the Chief Executive Officer ("CEO") plays a pivotal role in shaping the company's strategic direction, especially in integrating Environmental, Social, and Governance ("ESG") principles into the core of our business. The scope of the CEO's responsibilities in driving long-term sustainability objectives, including reducing carbon emissions, promoting diversity and inclusion, and strengthening governance frameworks, will be put forth for the BODs' endorsement and formally incorporated as part of the CEO's oversight responsibilities.



ESG Steering Committee



The Role of the ESG Steering Committee

The ESG Steering Committee plays a vital role in driving TTM's commitment to sustainability and responsible governance. Their primary responsibilities are to monitor the progress of ESG initiatives and ensure that the company stays on track to meet its ESG targets, improving operational efficiencies, and adopting new technologies that enhance ESG performance.

ESG Strategy Development

The decision-making processes related to ESG strategy development at TTM involve collaborative efforts from each department and Steering Committee members who are also the member of Management Committee. Management Committee plays a key role in ensuring that initiatives align seamlessly with business objectives and meets stakeholder expectations.





STAKEHOLDER ENGAGEMENT

Stakeholders play a crucial role in the success and sustainability of our business. Their perspectives provide valuable insights that help us navigate challenges and seize opportunities. Engaging with stakeholders helps us identify potential risks and opportunities early, allowing us to proactively address them and adapt to changing conditions. Regular engagement holds us accountable to our stakeholders, ensuring that we meet their expectations and adhere to our commitments. Collaborating with stakeholders can spark innovative ideas and solutions, driving continuous improvement in our products, services, and operations.

We maintain transparency through open lines of communication with our stakeholders, ensuring that their insights and feedback are heard and included in our decision-making process. Open communication fosters trust, strengthening our relationships with them and enhancing our reputation.

Our key stakeholders are identified based on material matters that significantly impact our operations. We employ a range of strategies to engage with our stakeholders, aiming to help them understand our business operations and solicit their feedback on matters important to them.

Stakeholders	Engagement Methods	Key Issues	Outcome & Impact	Frequency of Engagement
Investors/ Shareholders	• Face-to-face meetings & conference calls • Office/ plant visits • Corporate Events at Principle's office in Netherlands • Virtual meetings	• Transparent & accurate disclosure • Return on investment • Financial & operational performance • Other strategic initiatives	• Empowered the business to manage its resources effectively to maximise profits and shareholders' value • Maintaining a strong balance sheet	• As and when required
Government & Regulators	• Active engagement with government agencies, local councils and regulatory bodies • Meetings with government agencies and statutory bodies	• Good governance and compliance with laws & regulations • Fair labour practices • Safety at workplace • Effectiveness of new or revised policies	• Compliance to the relevant laws and regulations • New laws / policies / regulations for implementation at workplace	• As and when required



Stakeholders	Engagement Methods	Key Issues	Outcome & Impact	Frequency of Engagement
Suppliers & Vendors	• Vendor registration • Performance evaluation • Contract renewal discussion • Quality assurance audit	• Contract renewal • Clarification sessions between Business Unit and Vendor	• Adherence to internal procedure and external regulations e.g LHDN e-invoicing	• As and when required
Customers	• Periodic Customer engagement • Dealers Engagement Programme	• Service-level Agreement (SLA) • Key Performance Indicator (KPI) • Warranty issue	• Insights on customer's requirement such as safety, work output etc. • Service improvement • Improved revenue	• Dealer's engagement – 1x 3 years • Monthly SLA meeting
Employees	• Employee Handbook • Townhalls • Engagement activities e.g badminton, fishing, recreational activities, family days, annual dinner etc • Teh Tarik Session with new hire and staff • Departmental meetings – virtual or face-to-face	• Employees' well-being and safety • Understanding policies and procedures • Business updates	• Encourage camaraderie • Employee satisfaction • Understanding the company's direction	• Onboarding • Twice a year • Periodic • As and when required
Local Communities	• Support through third party channels	• Improve quality of life	• Empower communities • Provide assistance – monetary or in-kind	• As and when required

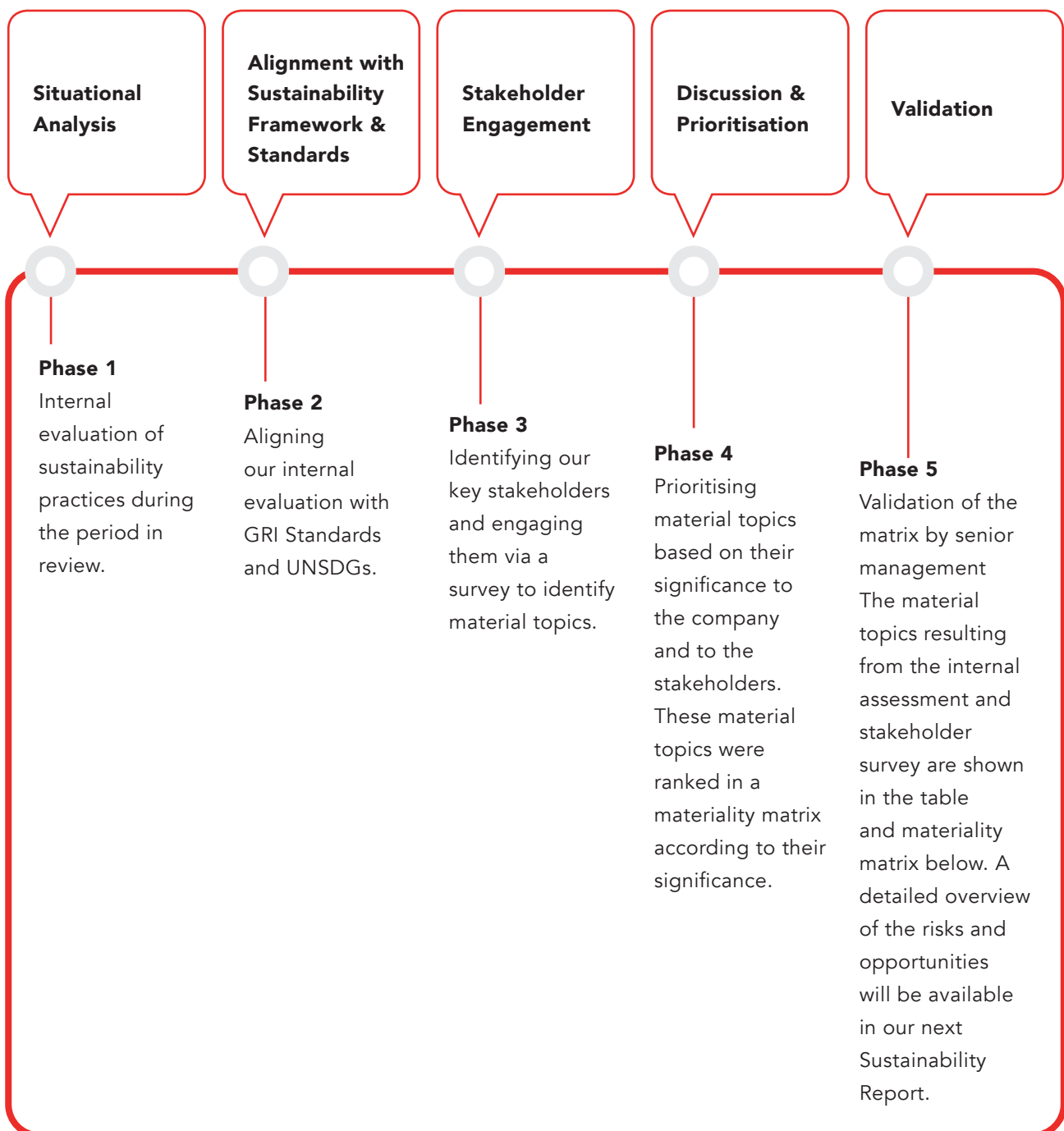


MATERIAL TOPICS

Materiality Assessment Process

In FY2024, we conducted a materiality assessment exercise to identify and prioritise our key sustainability topics. Incorporating input from our stakeholders, our people and various industry sources, our materiality determination process aimed to identify and prioritise key matters across the ESG spectrum. These identified matters then formed the foundation of our sustainability efforts, steering our strategic focus towards maximising our positive impacts and mitigating areas of negative impact.

The materiality assessment followed a comprehensive 5-phase methodology and process.

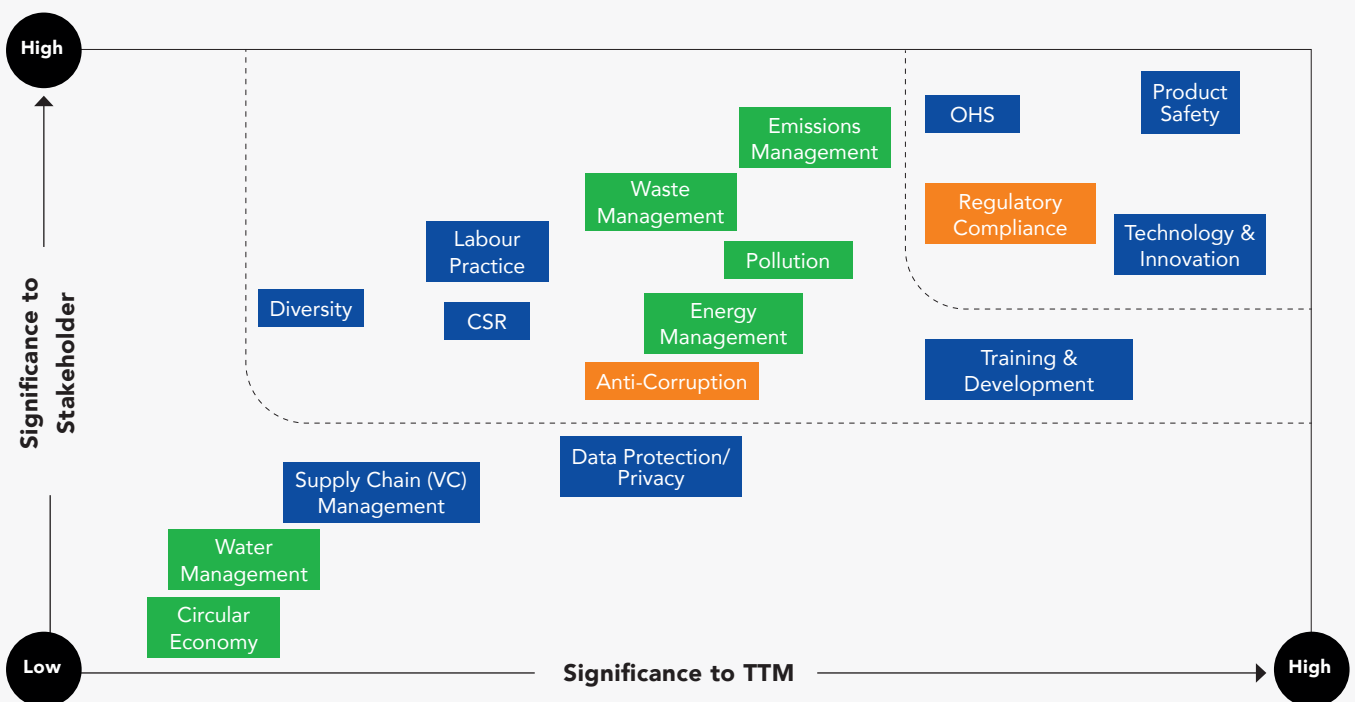




Material Topics

Environment	Social	Governance
• Emissions Management • Pollution • Waste Management • Energy Management • Water Management • Circular Economy	• Occupational Health & Safety • Product Safety • Technology & Innovation • Training & Development • Labour Practices • Corporate Social Responsibility • Diversity • Data Protection & Privacy • Supply Chain Management	• Regulatory Compliance • Anti-Corruption

Materiality Matrix



*Supply Chain (VC) Management: Increasing ESG awareness among SME suppliers is necessary to enhance their alignment with our sustainability goals.



ENVIRONMENTAL

Our Approach

TTM is dedicated to fostering a sustainable environment through proactive measures that reduce our ecological footprint, promote resource efficiency, and support national and global sustainability goals. We monitor our environmental performance through regular audits and assessments to ensure we remain in compliance with all environmental standards, regulations, and laws in the countries in which we operate.

Our Environmental Objectives

Reducing our carbon footprint	TTM's core product is terminal tractors, which also happen to generate the highest carbon footprint in container terminals, given the number of units required and the long operating hours in a port environment – particularly for the diesel driveline model. Reducing our carbon footprint is an internal priority as well. We continuously assess our processes to determine where we can reduce carbon emissions and reduce our impact on the environment. Objectives: • Replace diesel driveline models with cleaner and more efficient electric drivelines to effectively reduce carbon emissions. • Reduce emissions by utilising green technologies and improving efficiency. • Set and pursue targets for reducing greenhouse gas (GHG) emissions.
Establishing shared environmental goals	Most of our customers are major container terminal operators. Rising sea levels caused by climate change pose a significant threat to their business and operations. As such we are committed to support the race to zero and aspire to strive towards ensuring the sustainability of the ecosystem. Objectives: • Ensure our customers understand the urgency of addressing climate change • Align their objectives in this area with our own through engagement and by sharing knowledge and resources.
Reducing wastage	In our manufacturing processes, we can reduce waste and optimise use of materials, consumables, water, and electricity, which are valuable resources. Objectives: • Enhance efficiency and optimise the use of resources through continuous assessment of our manufacturing processes. • Identify and replace materials with more sustainable alternatives. • Initiate recycling/upcycling programmes for batteries and other materials.



Energy and Emissions

We are dedicated to minimising our environmental impact by optimising our energy use and reducing emissions. Our commitment to energy efficiency and emissions reduction is integral to our sustainability strategy and aligns with global environmental standards and best practices. Through our focused efforts on energy efficiency and emissions reduction, we are making significant progress towards our long-term sustainability goals.

Emissions data for TTM and its subsidiary is monitored independently to ensure accurate identification and assessment of primary GHG emission sources, facilitating targeted reduction measures.

TTM's emissions data is calculated by our parent company, Royal Terberg Group, based on the data provided annually for the calendar year, from January to December. However, as TTM's financial year runs from 1 July to 30 June, this emissions data does not align precisely with our reporting period. To address this, the Company has initiated efforts to compile emissions data in alignment with our financial year. As such this report will present emissions data for Scopes 1 and 2 only which will be the established baseline data, serving as a starting point for comparison against subsequent data collected to assess impacts moving forward. Scope 3 data will be addressed in our Sustainability Report for FY2025.

Key Achievements in FY2024



Baseline Assessment

We conducted comprehensive assessments to establish baseline measurements for our carbon footprint, fuel and energy usage. This will enable us to set realistic and achievable targets to reduce both areas.



Collaboration with Key Customers

Our major customers, primarily container terminal operators, have been engaged in our sustainability initiatives.



Continuous Improvement

We are continuously refining our strategies and investing in advanced technologies to enhance our energy efficiency and further reduce emissions. This includes ongoing training and development for our employees to foster a culture of environmental responsibility.

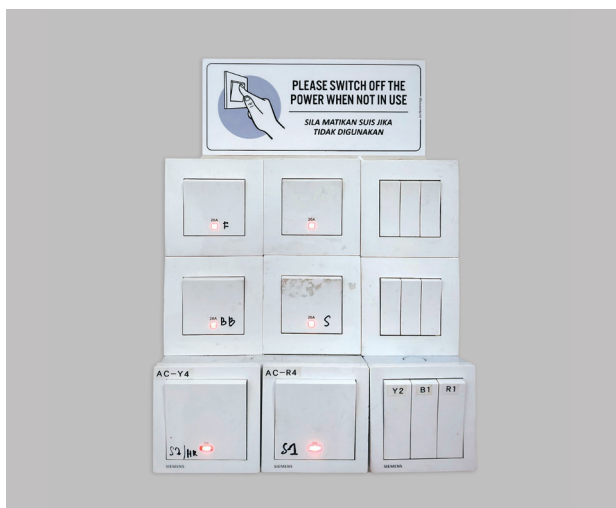


Energy Consumption Monitoring

TTM closely monitors annual electricity usage at its TMA subsidiary's manufacturing facility in Johor. As TTM's operations are site-specific, it is currently unable to provide specific data on energy consumption at its site operations. These activities are carried out at client-owned port facilities where electricity usage is monitored and managed by the respective clients. The breakdown of energy incurred specifically by TTM is not made available to the organisation. TTM acknowledges the importance of this information and will pursue the necessary avenues to obtain such data from clients in the future. Historically, electricity usage at our headquarters was reported under the Sime Darby Group. The explicit amount of electricity incurred by TTM's operations during the period of July to September 2023 is not available as it is inclusive of TTM's rental payment to Sime Darby for the use of the premises. However, beginning October 2023, electricity consumption at the new HQ is being reported independently, and included for FY2024.

In FY2023, we observed a rise in electricity usage due to increased operational activity necessary to fulfil heightened product demand as markets recovered post-COVID 19. This trend has continued into FY2024, albeit slight moderation, reflecting the high level of operations required to meet sustained customer orders. Recognising our reliance on the national grid, we are aware of the emissions associated with our electricity consumption. Accordingly, we have implemented a series of strategic energy-saving initiatives, including employee awareness programmes and the transition to low-energy LED lighting, to minimise consumption where possible. We have also installed Solar PV to generate renewable energy at TMA commencing May 2024, and at TTM commencing July 2024; energy offsets will be reported in FY2025.

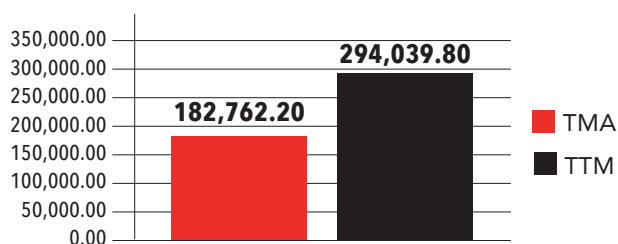
For FY2024, electricity consumption data is detailed below, representing the energy generated from our operations at TMA premises and HQ commencing October 2023 only.



Electricity and Fuel Consumption for FY2024

	TTM	TMA
Electricity (kWh)	58,122.0	1,662,510.0
Total Fuel Consumption (litre)	28,521.7	17,788.7

Fuel Consumption (kWh)



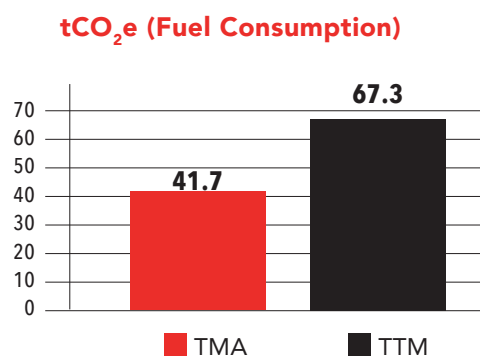
Emissions Monitoring

Emissions data for TTM and each subsidiary is monitored independently to ensure accurate identification and assessment of primary GHG emission sources, facilitating targeted reduction measures. In FY2024, TTM will report the Scope 1 and Scope 2 emissions data, while Scope 3 data will be collected for analysis commencing FY2025.

SCOPE 1

Scope 1 emissions refer to direct greenhouse gas (“GHG”) emissions from sources owned or controlled by the TTM Group, specifically emissions resulting from fuel combustion associated with vehicle usage. These emissions primarily stem from diesel and petrol consumption across TTM and TMA premises. In FY2024, Scope 1 emissions do not include the emissions from refrigerants, process emissions and fugitive emissions, which will be taken into consideration for FY2025. The use of petrol is largely attributed to running the company vehicles for operations. Diesel consumption includes fuel used by the company’s 4WD vehicles for transporting spare parts and components from warehouses to project sites, forklifts operating on-site, and lorries utilised to procure materials from suppliers.

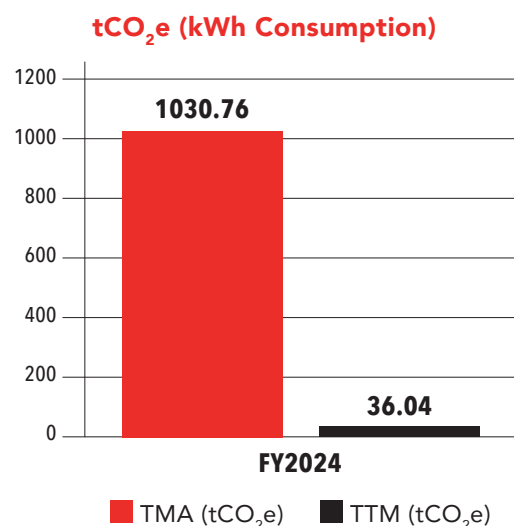
For FY2024, the Company’s Scope 1 emissions totalled 109.0 tCO₂e. The accompanying graph provides a detailed breakdown of emissions from TTM and TMA operations.



SCOPE 2

Scope 2 emissions represent indirect GHG emissions generated through the TTM Group’s consumption of purchased electricity from utility providers. For the reporting period of 1 July 2023 to 30 June 2024, total Scope 2 emissions amounted to 1,066.8 tCO₂e.

Emissions attributed to TTM were recorded starting October 2023, coinciding with the move to the Group’s dedicated premises. Prior to this transition, TTM’s emissions reporting was consolidated under the Sime Darby Group. The graph below provides a breakdown of Scope 2 emissions across TMA and TTM premises. On-site electricity emissions are reported by the respective ports where operational activities take place.





Waste Management

Responsible waste management positively impacts the communities where TTM operates. It reduces pollution, conserves resources, and contributes to a healthier environment for local residents. Our waste management strategy focuses on reducing, reusing, and recycling materials to achieve sustainable practices and lessen our environmental impact. Efficient waste management practices lead to better resource utilisation, reducing costs associated with raw materials and waste disposal. This enhances the overall operational efficiency and profitability of the Company.

Waste generated from TTM's operations is managed by a third-party contractor who regularly collects it for disposal or recycling. The TTM Group's operations generate various types of waste, including:

Metal Scrap - all types of metal items, damaged motor (recon items), wire ropes, aircond, dryer

General Waste - non-contaminated plastic/paper, all types of hose, air filter, window glass, wooden pallet, wind screen tyres

Scheduled Waste – include chemical, oil and hazardous material – waste oil, oil/air cond filter, sludge, grease, coolant, battery, electrical waste – contaminated rags/gloves, plastic/paper – contaminated can/container pails

Waste generated by our operations located at ports to service clients falls under the purview of the respective port authorities. At our TMA operations, waste is managed through a third-party contractor, however since the waste collected from our premises is consolidated with the waste collected from multiple other sites, the contractor does not provide detailed reports of waste disposed, diverted, or recycled.

To improve reporting accuracy and monitor waste toward achieving our sustainability goals, TTM Group has recently started the initiative to compile waste data internally, which will be reported in FY2025.

The following schedule offers an overview of Metal Scrap waste generated in TMA operations in FY2024:

Scrap Metal Waste Generated by TMA (kg)

Financial Year	Metal Scrap Waste (kg)
FY2023	232,240
FY2024	98,840

Metal scrap waste generated by TTM was notably higher in FY2023, driven by increased activities stemming from pent-up demand following the COVID-19 years. However, in FY2024, efforts were taken to utilise resources more efficiently, and as demand is beginning to normalise, manufacturing activities began to taper, leading to a significant moderation in metal scrap waste. The TTM Group remains committed to improving resource efficiency to further minimise waste generation and promote sustainability.



SOCIAL

Empowering Our People

Our success extends beyond manufacturing terminal tractors; it lies in the people and communities we serve. Our commitment to the social pillar of Environmental, Social, and Governance ("ESG") reflects the values instilled by our esteemed parent companies, Sime Darby Industrial Sdn Bhd and Royal Terberg Group. Together, we strive to cultivate a workplace that enhances well-being, fosters personal growth, and encourages career advancement.

Central to TTM's philosophy is the recognition that our employees are our greatest asset. We are dedicated to creating an employment environment that supports well-being, personal growth, and career advancement. Our commitment to occupational safety and health ensures that our workspaces are safe and inclusive, upholding human rights and fostering a culture of respect and fairness.

We are passionate about supporting long-term and rewarding careers for all employees through continuous learning opportunities. Recognising our people as our strongest asset, we prioritise finding and nurturing new talent, which is central to our commitment to providing local careers and ensuring our future success. By developing our people, we ensure that we continue to find innovative product

We prioritise finding and nurturing new talent, which is central to our commitment to providing local careers and ensuring our future success. ”

solutions to support our customers and communities while focusing on the environment and promoting sustainable, ethical business practices.

Our strategic focus includes attracting individuals who reflect our local communities and possess the right talent to support the business now and in the future. We are dedicated to retaining talent,

increasing employee engagement, and developing high-performing individuals. Our emphasis on succession planning and supporting the health and well-being of our people ensures that we remain a dynamic and forward-thinking organisation, ready to meet the challenges of tomorrow.

Developing Talent

TTM, as a joint venture under Sime Darby Group, follows rigorous hiring practices, appraisals, and communication strategies to attract and develop top talent. Aligned with Sime Darby's Group HR Policy as stated in the Sime Darby Group Policies and Authorities, our hiring approach targets candidates with the competencies and qualifications needed for immediate and future organisational growth. We uphold strict standards of equality and inclusivity, without discrimination on the grounds of colour, race, religion, ethnicity, national origin or gender in the hiring process, conditions of employment, promotion and advancement opportunities. There shall be equal opportunity in employment consistent with country specific policies, laws and practices.

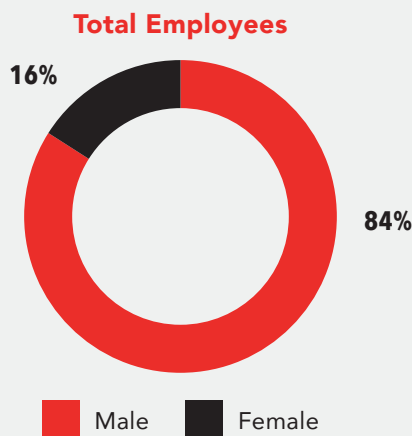
This commitment to diversity not only enriches our workplace culture but also strengthens our talent base, driving innovation within the company. Our appraisal process is designed to foster personal growth and align employee performance with TTM's objectives.

Communication is streamlined through the SDSquare portal, where employees can access essential policies, updates, and opportunities, promoting transparency and engagement. This holistic approach to hiring, appraisals, and communication ensures that TTM maintains a skilled, informed, and cohesive workforce.

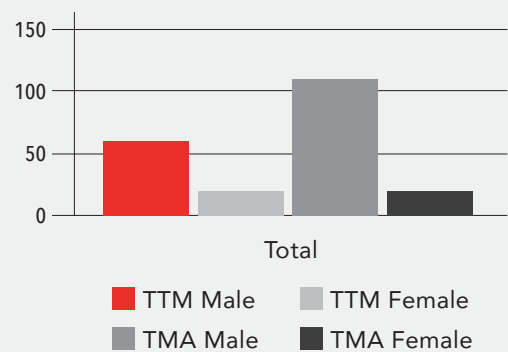


As of FY2024, TTM employed a total of 258 individuals. The majority of these employees held permanent positions, with only two individuals employed under contract at TMA. There were no temporary or part-time employees during the year under review. More than 80% of the employees were males, due to the nature of the TTM's operations, however, the Company is open to hiring females and encourages their participation in all aspects of employment, including factory and site operations.

Total number of employees by gender:



Employee by gender at subsidiary Level

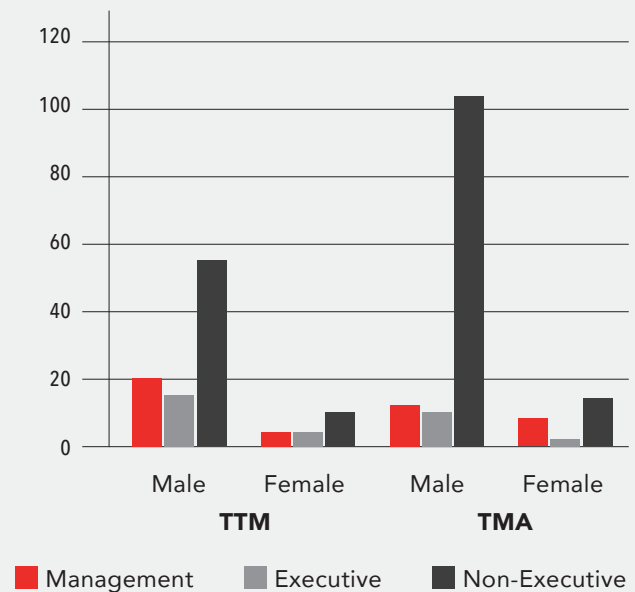


Number of employees by gender and employee category:

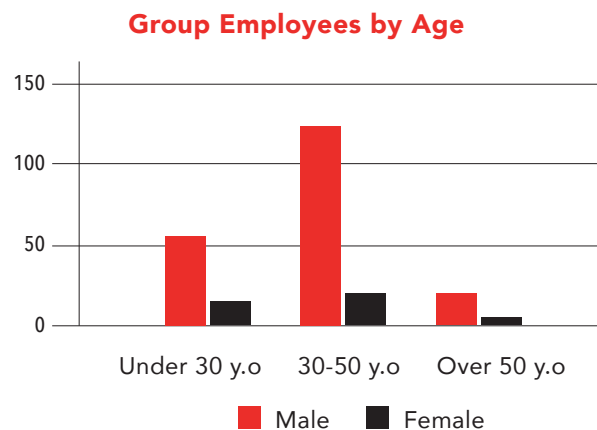
Number of employees by gender and employment category



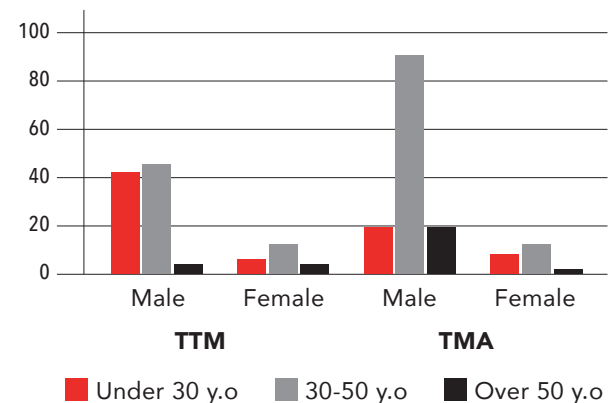
Number of employees at subsidiary level by employment category



Number of employees by age at group and subsidiary level:

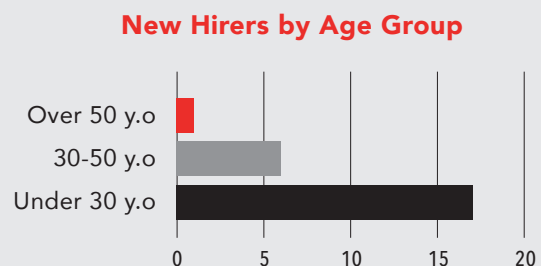


Group Employee by Age & Subsidiary Level

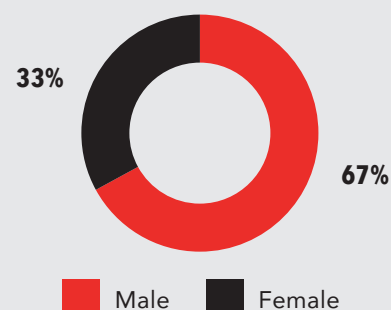


New employees hired during the year and employee turnover:

In FY2024, TTM welcomed 27 new employees, 67% of whom were male, with the majority falling in the under-30 age category. One rehire also occurred during this period. Employee turnover was primarily observed within the 30–50 age group, which represents the Group’s largest segment of employees. Additionally, as males were of a larger number, turnover rates were also higher than female employees during the review period.

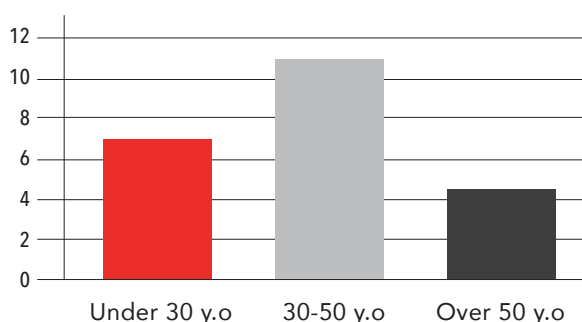


New Employees Hires by Gender

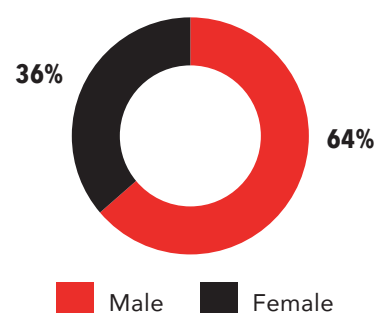


Employee turnover by age and gender:

Employee Turnover in FY2024 by Age Group No of Employee Turnover



Employee Turnover in FY2024 By Gender No of Employee Turnover





Labour Practices and Employee Wellbeing

TTM is committed to upholding high labour standards that promote a safe, fair, and ethical work environment for all employees. Through stringent labour practices, we prevent modern slavery, foster workforce empowerment, and nurture a culture of diversity and equity that creates a safe, inclusive workplace. This commitment to excellence helps build trusted, long-term relationships with our employees, which are essential to our sustainable growth.



SUPPORTING POLICIES AND EMPLOYEE WELLBEING INITIATIVES

TTM is guided by the Code of Business Conduct ("COBC"), which provides clear guidelines on respectful treatment for employees, peers, and customers. In compliance with the recent Employment Act updates on sexual harassment, TTM has reinforced professional behaviour standards through Memos, Town Halls, and the Collective Agreement (CA) to ensure compliance with laws and best practices. We proactively mitigate human rights risks by implementing processes to identify and address any potential issues, including mandatory training and regular communication on our policies.



COMPLIANCE WITH LABOUR LAWS

TTM fully complies with all relevant labour laws, including providing salaries above the minimum wage at RM1,600 and adhering to stipulated overtime guidelines. We prioritise creating a safe, comfortable, and conducive workplace environment, ensuring fair treatment and well-being for all employees.



UNION REPRESENTATION AND COLLECTIVE BARGAINING

Our production and assembly workforce in the Pasir Gudang factory is represented by the National Union of Transport Equipment and Allied Industries Workers ("NUTEAIW"), ensuring that employees have a voice in their working conditions. New employees are introduced to the benefits of union membership, with an option to join. As of the reporting period, 100% of our production and assembly employees are union members.

Our approach in ensuring fair labour practice and uphold their wellbeing, among others:

1

Support employee wellbeing through mental and physical health initiatives, including morning exercises and mandatory health screenings for employees aged 40 and above.

2

Address grievances through established mechanisms, with disciplinary actions taken when standards are breached.

3

Strengthen career development pathways with performance management frameworks, talent identification, and leadership programmes.

4

Provide examination/study leave for eligible employees (subject to approval) to support continuous learning endeavours.

5

Foster a culture of inclusion by organising events for diverse celebrations, including Lunar New Year, Hari Raya, Deepavali and Christmas, promoting a strong sense of belonging.

6

Through a culture of excellence, accountability, and career fulfilment, TTM attracts, retains, and develops top talent, creating a highly engaged, future-ready workforce that is crucial to achieving our strategic goals.

Diversity and Equal Opportunity

At TTM, we believe that a truly diverse workplace is one where every individual, irrespective of background feels valued, respected, and empowered to reach their full potential. By embracing the diversity within our workforce, including a range of gender and generational perspectives, we foster an environment of innovation, engagement, and shared success.

Our labour practices are built to uphold high standards, fostering a safe, fair, and ethical work environment for all employees. In alignment with Sime Darby Group's values, our culture of diversity and equity is designed to create an inclusive workplace that promotes long-term, trusted relationships with our employees.

KEY INITIATIVES AND POLICIES

Inclusive Work Culture
We promote an open and inclusive environment through proactive policies and practices.
Merit-Based Advancement
Promotions and pay raises are grounded in objective performance appraisals.
Career Development
Our commitment to growth includes mentorship, coaching, and structured advancement programmes.
Commitment to Fairness
We address any form of discrimination or misconduct through rigorous investigations and corrective actions, supported by robust reporting mechanisms and full regulatory compliance.
Gender Equity
We actively encourage female representation, including on-site roles, ensuring all job advertisements are gender-neutral and promote gender pay parity at every employment level.

Through these initiatives, TTM is committed to creating an equitable workplace where all employees feel empowered to contribute to our collective success.



Employee Wellbeing

TTM is dedicated to supporting the wellbeing of our employees and fostering a work environment where open communication, growth, and motivation thrive. Our commitment to employee wellbeing is reflected in a wide range of benefits tailored to meet diverse needs, helping ensure that each team member feels valued and supported. Through internal opportunities and structured development initiatives, we aim to empower employees with the tools and encouragement needed to excel in their careers, creating a workplace that promotes both individual fulfilment and collective success.

A. BENEFITS

TTM Group provides the following benefits to all our employees. In FY2024, all our employees are full-time.



Public Holiday, Annual Leave, Medical Leave, Hospitalisation Leave, Paternity Leave, Maternity Leave, Compassionate Leave, Haj Leave, Prolonged Illness



Medical – Outpatient, Dental, Optical, Maternity, Hospitalisation, Health Screening



Group Term Life, Group Personal Accident, Group Critical Illness



Provision for Uniforms, PPE and Equipment, Training & Development



Recreation and sports activities

Apart from the benefits listed above, we also provide our employees meal allowance when working overtime shifts. Additionally, free snacks are prepared regularly for all factory workers during break time.

B. PARENTAL LEAVE

	Parental Leave Entitlement	Parental Leave Taken	Returned to Work After Parental Leave	Returned to Work and Still Employed After 12 Months
Male	7 days	33 days	100%	100%
Female	98 days	98 days	100%	100%

TTM offers 98 days of maternity leave and 7 days of paternity leave in compliance with the Employment Act 1955. Most of our female employees return to work after their parental leave and continue their employment with us for at least 12 months thereafter.

Environmental, Safety, and Health

TTM is committed to upholding a high standard of adherence to Environmental, Safety, and Health (“ESH”) regulation, ensuring a proactive, transparent, and systematic approach to occupational health and safety. Our ESH framework prioritises the prevention of workplace incidents, the promotion of safe working conditions, and the continuous enhancement of employee wellbeing.

TTM’s ESH Management System aligns with the international standards ISO 45001:2018 for OHS and ISO 14001:2015 for Environmental Management, while TMA is also certified to ISO 9001 for Quality Management. The ESH management system, overseen by TTM’s Safety & Sustainability Department (“SSD”), uses detailed guidelines outlined in the ESH Management System Manual

(documents TTM/TTMSB/MA/ESH/100 Rev18 for TTM and TTM/TMASB/MA/ESH/100 Rev12 as a bridging document for TMA).

Through the leadership of the SSD, TTM’s ESH Management System emphasises hazard identification, risk assessment, and compliance with relevant legislation. Our policies are designed to protect employees and contractors alike, integrating employee feedback, regular training, and clear communication channels to foster an inclusive and secure workplace. With a commitment to high standards of safety performance and a sustainable, resilient work environment, TTM strives to create value not only for our organisation but also for the communities we serve.

IMPLEMENTATION

The OHS system aims to promote a safe and compliant working environment across all facilities by focusing on hazard identification, risk assessment, and preventive measures. The system involves regular internal audits, training, and continuous improvements, ensuring compliance with both company policies and regulatory requirements. The SSD coordinates these audits, assessing conformity to both internal standards and legal regulations, and tracking the implementation of corrective actions as required.

POLICIES AND COMMITMENTS

TTM’s ESH policies demonstrate a strong commitment to creating a safe and inclusive workplace. The company upholds high labour standards and fosters a fair, ethical environment for all employees. Core OHS commitments include:

Regulatory Compliance

Adhering to all applicable safety, health, and environmental laws and standards.

Continuous Improvement

Utilising audit feedback, training, and management reviews to enhance safety measures.

Employee Safety

Implementing proactive measures to prevent workplace accidents and manage risks effectively.

Inclusive Culture

Ensuring that all safety initiatives are accessible to the workforce, providing education and open communication channels for all employees.

This comprehensive OHS approach, aligned with globally recognised standards, allows TTM to maintain a culture of safety, reduce operational risks, and support employee wellbeing across its operations.



ESH AUDIT & CONTINUAL IMPROVEMENT

TTM is dedicated to the continual improvement of our ESH initiatives to maintain high standards of workplace safety and environmental responsibility. Enhancements to our system are achieved through regular internal audits aligned with ISO standards, 5S audits to uphold organisation and efficiency, and workplace inspections that proactively identify potential hazards.

The ESH internal audit procedure and responsibilities of each department is as follows:

SSD	Line Management
• Overseeing audit planning and Coordination • Develop & coordinate audit schedule • Notify Line Management of audit date • Track outstanding issues • Report findings to management	• Preparing site and Implementing corrective actions • Ensure site and documentation are prepared for audit • Implement audit recommendations • Work with auditors to analyse root cause of issues identified
Audit Team	Lead Auditor
• Conducting audits and reporting findings • Perform audit and assist in report preparation • Review previous findings and prepare audit programme • Conduct site visits, staff interview & document review • Evaluate findings & provide recommendations	• Leading the audit process and finalising reports • Lead the audit team • Prepare the audit report • Sign off final report

Our comprehensive approach includes multiple proactive assessments and safety protocols:

01

Hazard Reporting:

Employees are encouraged to report hazards immediately, allowing for timely interventions.

02

Take 5 Assessments:

Both TTM employees and contractors complete this form to assess risks before starting any task, ensuring a systematic approach to risk management.

03

Right to Start (RTS)

Briefings: Safety briefings for workers are held daily on the operational floor and weekly for office staff and executives, reinforcing safety and environmental awareness at all levels.

These ongoing initiatives foster a culture of vigilance and responsibility, supporting a safer, more sustainable workplace for everyone at TTM.

ESH GOALS, TARGETS & ACHIEVEMENT

	Goals	Target	Actual
ESH Initiative 1	Digitise software/apps for hazard reporting for the entire TTM Group	Targeted launch in December 2024	Launched in November 2024
Effectiveness of initiatives implemented	Enhances ESH implementation through greater efficiency and accuracy, supporting a safer workplace and TTM's commitment to excellence. This hazard reporting system commenced in November 2024. Before that, hazards were reported by employees via Whatsapp, and manually input into Excel for further action.		
ESH Initiative 2	Development of Group ESH Safety Targets	Timeframe: Jul 2023 - Jun 2024 Hazard Reporting: 408 Safety Interaction: 408 Near Miss Reporting: 21	As of 30 June 2024: Hazard Reporting: 511 Safety Interaction: 1,318 Near Miss Reporting: 18
Effectiveness of initiatives implemented	Fosters a proactive safety culture and mitigates workplace risks. It encourages vigilance, enhances communication, and provide valuable insights into potential hazards. By meeting these targets, TTM strengthens its safety practices, reduces incidents, and ensures a safer, more sustainable work environment while reinforcing its commitment to continuous improvement in ESH performance.		
ESH Initiative 3	Group Corrective & Prevention Action (CAPA)	90% corrective action closure within 90 days	Result - 88% for Group, 90% for TMA, 86% for TTM
Effectiveness of initiatives implemented	This target aims to help minimise recurring risks by ensuring prompt action and accountability. Meeting this target enhances operational reliability, builds a culture of responsibility, and strengthens compliance with ESH standards.		
ESH Initiative 4	6 Group LTI Cases Recorded	Reduction of 50% By FY23/24	As of 30 June 2024: Reduction of 50%
Effectiveness of initiatives implemented	Reinforces TTM's commitment to workplace safety and operational excellence. A significant reduction in LTI cases directly contributes to safer working environments, improved employee morale, and enhanced productivity. Achieving this target not only minimises disruptions caused by workplace incidents but also underscores TTM's dedication to fostering a culture of safety and well-being across its operations.		
ESH Initiative 5	Group STAR Rating	To achieve 3 STAR by FY23/24	Current Rating: 3 STAR
Effectiveness of initiatives implemented	Entails key areas such as Personal Protective Equipment (PPE), chemical handling, scheduled waste management, Corrective & Preventive Actions (CAPA), and 5S housekeeping. Establishes high standards across essential safety and operational practices and promotes consistent adherence to safety protocols, proper handling of chemicals, effective waste management, and maintaining a clean and organised work environment through 5S housekeeping principles. Reduces the likelihood of accidents, reinforces a safety-first culture, elevates employee awareness and engagement, and ultimately contributes to a stronger reputation in the industry for being a responsible and sustainable organisation.		



WORKERS COVERED BY TTM'S ESH MANAGEMENT SYSTEM

All workers are covered under TTM's ESH Management System, regardless of union membership. While union representatives may invite employees to join, those who choose not to participate remain fully protected and operate under the same terms and conditions outlined in the Collective Agreement ("CA"), ensuring no exclusions in employee rights or safety provisions.

ESH MANAGEMENT AT TTM GROUP: ENSURING WORKPLACE SAFETY AND HEALTH

TTM Group is committed to fostering a safe and healthy workplace through a structured ESH management system. Key practices are implemented to manage workplace hazards, investigate incidents, and involve employees in the continuous improvement of ESH standards.



Hazard Reporting and Resolution

Work-related hazards are reported using a QR code system, streamlining the reporting process. Upon submission, hazards are promptly assessed, and corrective actions are implemented to mitigate risks effectively. The effectiveness of the previous hazard reporting system has not been evaluated. Moving forward, a formal evaluation form will be introduced to assess the performance of the new system using measurable data.



Incident Investigation and Root Cause Analysis

In the event of an incident, TTM conducts thorough investigations using the Root Cause Analysis ("RCA") method. This approach involves examining factors such as people, environment, equipment, procedures, and organisational practices ("PEEPO") to identify root causes. Interviews are conducted with those involved, witnesses, and team leaders to accurately determine contributing factors, ensuring preventive measures are based on comprehensive insights.



Protection of Workers Reporting ESH Issues

Employees are encouraged to voice any ESH concerns without fear of negative repercussions on employment. This assurance is reinforced during daily toolbox briefings, which take place each morning before work begins, emphasising a culture of safety and open communication.



Health Services and Emergency Support

TTM provides health services such as first aid, access to fire extinguishers, and automated external defibrillators (AEDs) across facilities. In port areas, coordination with port Emergency Response Teams (ERTs) ensures rapid assistance. All communications regarding health services are provided in Bahasa Malaysia and English to ensure clarity for all employees.



Worker Participation and Consultation

TTM actively involves workers in the development, implementation, and evaluation of ESH practices. Employees participate in quarterly ESH Committee Meetings, and three union representatives serve as ESH committee members to voice workforce perspectives in the factory. Additionally, an annual Management Review Meeting provides a high-level assessment of ESH strategies and performance.



Joint Committee Structure and Responsibilities

The ESH Committee meets quarterly to address ongoing safety and health concerns, while the annual Management Review Meeting evaluates the overall effectiveness of the ESH system. Both committees hold decision-making authority, enabling them to guide and implement meaningful improvements in TTM's OHS management practices.

Through these initiatives, TTM Group upholds its commitment to a safe, transparent, and collaborative work environment, ensuring both compliance and the well-being of its employees.

ESH TRAINING

TTM Group is dedicated to providing comprehensive ESH training that equips employees with the knowledge and skills necessary to maintain a safe workplace. ESH training is offered in both generic and work-specific formats through classroom sessions on-site and e-learning, including video-based modules for accessibility and convenience. Training needs are identified through a Training Needs Analysis ("TNA") and a structured training plan, ensuring alignment with both regulatory requirements and specific job functions.

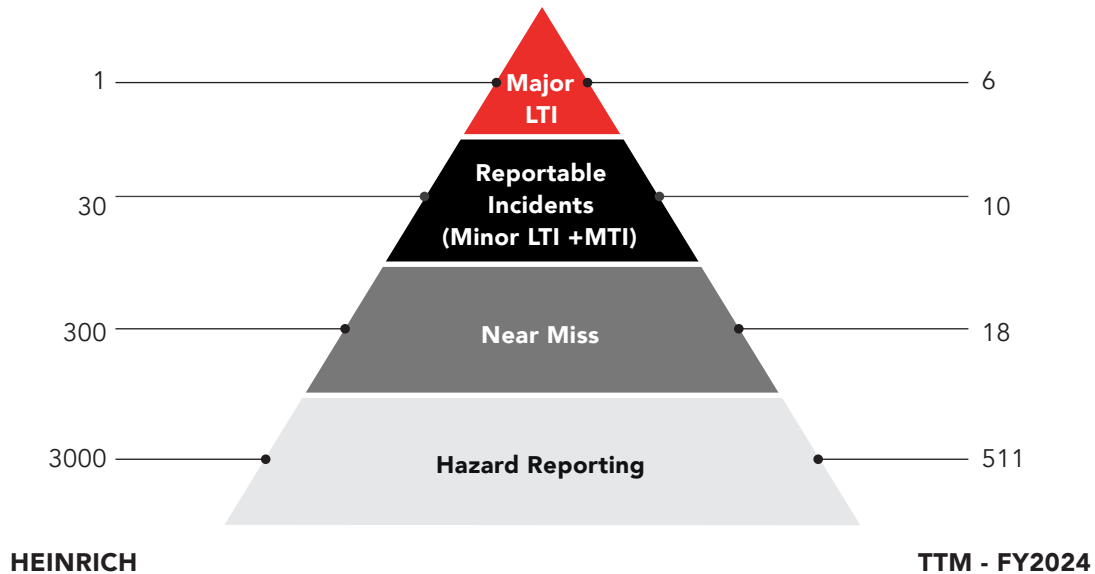
To ensure high-quality instruction, training is delivered by qualified external trainers with verified competencies, and sessions are scheduled regularly to reinforce safety practices. The effectiveness of each training programme is assessed using training evaluation forms, enabling TTM to continually improve its training approach and adapt to emerging ESH needs.

ESH training conducted during the review period is as follows:

ESH TRAINING PLAN			FY2024
Training	Target Participants	Location	Duration
Awareness Training			
PPE Management	All mechanics & contractors	Site	1 hr
Ergonomics & Manual Handling		Site	1 hr
ESH Compliance & Legal Requirements		Site	1 hr
Near Miss & Incident Reporting		Site	1 hr
Legal & Compliance Training			
Noise & Hearing Conservation	All mechanics & contractors	Site	1 hr
Chemical Handling		Virtual	1 hr
Scheduled Waste (SW) Handling		Virtual	1 hr
ESH Committee	Committee member	Virtual	1 hr
Operator / Driving Safety Training			
Forklift Safe Operating	All mechanics & contractors	Site	1 day
Crane, Rigging, Slinging Training		Site	1 day
Working Safely at Height		Site	2 days
Emergency Response Training			
Fire Fighting Equipment	Fire Fighter	Site	1/2 day
Evacuation Drill	All	Site	1/2 day
Basic First Aid	First Aider	Site	2 days
Oil/ Chemical Spillage	Spill Team	Site	1/2 day
ESH Management System (MS) Training			
ISO 14001:2015 Awareness	Internal Auditors	Site/ Virtual	1 day
ISO 45001:2018 Awareness			
ISO 14001:2015 Internal Auditor			
ISO 45001:2018 Internal Auditor			
Other ESH Training			
Induction (New Employee)	All	Site	2 hrs
Induction (Contractor)	Contactor/ Supplier	Site	2 hrs
Incident & Investigation Notification	All	Site	1 hr



WORK-RELATED INJURIES



Major LTI (Lost time injury):
MC 4 days and above

Minor LTI:
MC 1-3 days

MTI (Medical treatment injury):
Receive medical attention but no MC

At TTM, our primary health and safety focus is on preventing work-related injuries. Beyond reporting accidents and injuries, we actively encourage employees to promptly report any potential safety hazards, safety recommendations, or health and safety concerns to their supervisors. To enhance workplace safety, the Company has implemented Heinrich's Accident Triangle, which emphasises the importance of reporting minor incidents. By proactively addressing and analysing these minor accidents, TTM aims to reduce the likelihood of serious injuries, fostering a safer work environment for all.

Implementing Heinrich's Accident Triangle strengthens the management of work-related injuries by proactively addressing risks and emphasising preventive actions. Heinrich's Law, which

suggests that for every major injury, there are likely numerous minor injuries and hundreds of near-misses, encourages a culture of reporting and assessing these incidents to reduce potential hazards. By analysing near-misses and minor incidents, TTM can identify patterns or risky behaviours before they escalate, allowing for early interventions such as revising safety protocols, enhancing employee training, or improving equipment.

This approach fosters a safer work environment as employees become more aware of risk factors and are encouraged to report any minor or near-miss incidents. Ultimately, the systematic tracking and addressing of these incidents contribute to a significant reduction in serious injuries, leading to better overall health and safety outcomes for TTM employees.



In FY2024, both TTM and TMA reported 3 major LTIs each, a total of 8 minor LTIs, and 3 MTIs as a result of stricter implementation of incident reporting following the application of the Heinrich Law, which encourages reporting of minor incidents.

	FY2022		FY2023		FY2024	
	TTM	TMA	TTM	TMA	TTM	TMA
Major LTI (Lost Time Injury)	0	0	2	1	3	3
Minor LTI	1	2	6	2	4	4
Medical Treatment Injury (MTI)	4	1	2	0	2	0
First Aid (FA)	2	1	5	0	5	0
Near Miss (NM)	11	2	9	5	13	5

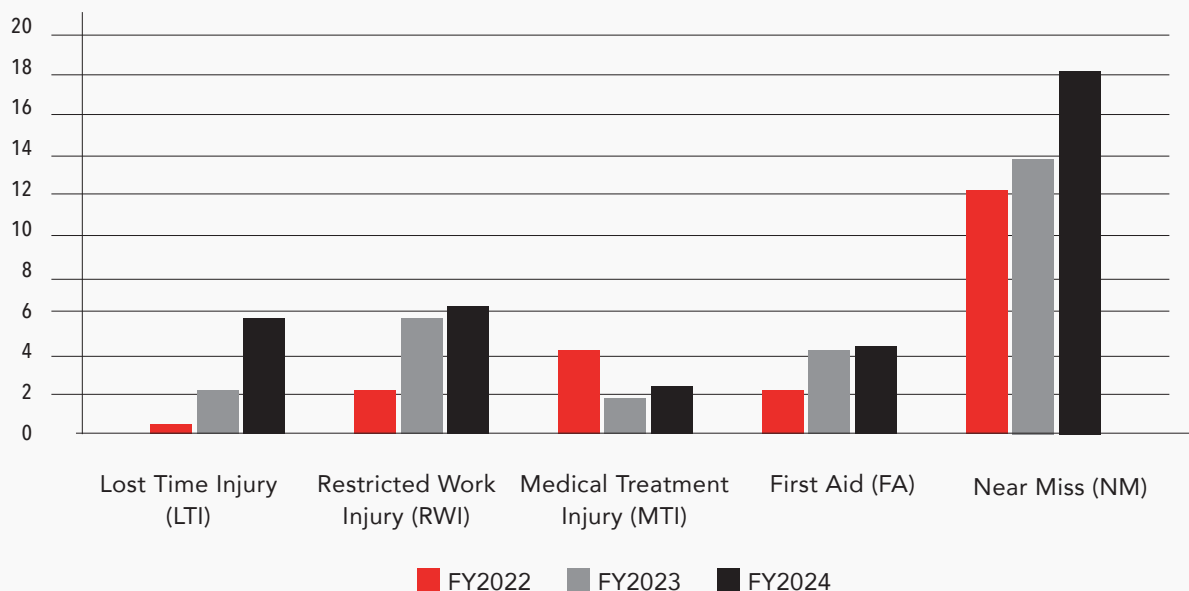
Note: Work-related injuries are defined by the extend of injurious outcome towards the employee requiring leave of absence from work, as follows:

Major LTI = Requiring 4 days (or more) Medical Certificate (MC)

Minor LTI = 1 – 3 days MC

MTI = Receive medical treatment, but no MC

TTM Group Work-Related Injuries FY2022 - FY2024



In FY2024, TTM stepped up mandatory reporting of all potential hazards, significantly raising the reports of Near Misses in the factory. The Group believes this is a step in the right direction towards reducing work-related injuries moving forward.



Training and Development

Our Training and Development initiatives are designed to cultivate a high-performing, engaged workforce through strategic investment in talent development. By aligning learning experiences with business goals, we aim to enhance employee skills, increase retention, and ensure sustainable organisational success.

In FY2024, TTM invested RM76,299.80 in training and development programmes, benefiting 126 employees. This resulted in an average training cost of RM605.55 per employee. Throughout the review period, we utilised 51% of our HRDC levy allocation of RM150,946.23.

126 
Employees Trained


T&D Costs
RM76,299.80 p.a.
Average RM605.55 per pax

Year/ Month	Training Name	Job Level	No. of Pax	Costs (RM)
2023				
Aug	Project Ranger (Cohort 1) - The Leader Manager Working Workshop (Part 1)	Executives	9	
Sep	Project Paratroopers (Cohort 2) - Managing Self	Managers	6	
Oct	2024 Budget and Tax Conference	Managers	2	2,544.00
Oct	Hybrid and Electric Vehicle Training Course - Institute of the Motor Industry (UK) Certification	Executives/ Non Executives	7	26,720.00
Oct	Safe Forklift Driver Training	Non-Executives	12	3,000.00
Oct	Safe Operations Of Overhead Travelling Cranes (OTC)	Non-Executives	12	3,500.00
Nov	Project Ranger (Cohort 1) - The Leader Manager Working Workshop (Part 2)	Executives	9	
Dec	Project Paratroopers (Cohort 2) - Managing Team	Managers	6	

Year/ Month	Training Name	Job Level	No. of Pax	Costs (RM)
2024				
Feb	MEF Conference 2024: Malaysia Madani: Empowering Tomorrow's Workforce Through Revolutionary Progressive Wages	Managers	1	1,170.00
Feb	Project Ranger (Cohort 1) - Self- Managed Learning	Executives	8	
Feb	Social Media for Business	Executives	1	1,250.00
Mar	CFO Asia 2024	Managers	1	
Mar	Project Paratroopers (Cohort 2) - Managing Business	Managers	6	
Apr	Forklift Operator Training	Non-Executives	8	3,500.00
Apr	Overhead Crane Safety Training	Non-Executives	9	3,500.00
Apr	GRI Certified Sustainability Professional	Managers/ Executives	3	17,884.80
May	Building Facilities Management, Operation & Maintenance	Non-Executives	1	1,895.00
May	Sustainability Materiality Assessment Workshop	Managers/ Executives	14	
Jun	HRDCorp Train the Trainer Certification Programme	Executives/ Non-Executives	4	11,336.00
Jun	Project Ranger (Cohort 1) - Connect the Unconnected	Executives	8	
Total Trained/Spent			126	76,299.80



Our Training and Development approach includes:

1

BUILDING A STRONG TALENT PIPELINE

Through upskilling and targeted development programmes, we ensure a ready pool of talent for future needs.

2

PRIORITISING EMPLOYEE WELL-BEING

Through coaching and career planning support, we foster personal and professional growth.

3

FOSTERING LEADERSHIP AND UPSKILLING

Regular programmes are conducted to enhance skills and support leadership development, leveraging accredited training organisations.

4

OFFERING SPECIALISED TRAINING

We provide tailored programmes for different employee levels, including external certifications. In FY2024, TTM invested in GRI certification for three employees, underscoring our commitment to ESG and embedding sustainability in our operations.

5

ALIGNING DEVELOPMENT WITH BUSINESS OBJECTIVES

Our talent initiatives are closely tied to our core business goals and values.

6

IMPLEMENTING COMPREHENSIVE TALENT MANAGEMENT

We emphasise succession planning as a core KPI to ensure leadership continuity within the organisation.

Looking forward, TTM will introduce a learning platform accessible via mobile app, providing employees with flexible access to continued learning resources.

Performance and Career Development Initiatives

TTM is steadfast in fostering a high-performance culture that drives growth and success by prioritising employee development and career advancement. Our initiatives aim to empower employees with the skills and support they need to excel, enabling us to build a robust talent pipeline aligned with our business objectives. Central to these efforts are regular coaching, performance development and skills training, and feedback mechanisms integrated into daily work to cultivate high-performing individuals

who contribute to our shared achievements. In FY2024, TTM conducted a comprehensive Performance and Career Development Review for all employees, through an annual appraisal system that directly impacts annual increments and bonuses. This structured approach ensures that all employees receive consistent, meaningful feedback on their performance and have clear pathways for growth within the company.



TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT

Department Heads play an essential role in TTM's talent management process, assessing skill gaps and identifying suitable candidates for development initiatives. TTM's leadership development programmes are designed to empower employees at different levels with key competencies:

Project Paratroopers

Targeted at assistant managers and above, this programme focuses on modules like managing self, team, and business to cultivate strategic leadership skills. In FY2024, 24 individuals were identified as candidates for this programme.

Project Ranger

Tailored for executive and senior executive levels, as well as selected supervisors, this programme engages participants in learning to manage self, team, and problem-solving skills critical for operational leadership. In FY2024, 40 candidates were identified for this programme.

Both programmes emphasise leadership development through journey-type learning over six months, complemented by mentoring from external trainers. Participants undergo a talent assessment to identify skill gaps and determine personalised development opportunities, such as specialised projects, training, assignments, and "stretch KPIs" that challenge them to expand their capabilities.

Community Engagement

TTM reinforced our commitment to community engagement with a meaningful outreach initiative at Rumah K.I.D.S., a non-profit organisation providing shelter and support to orphaned, abused, abandoned, and neglected children in Selangor. This initiative, timed to coincide with the Chinese New Year celebrations, saw the TTM contributing RM5,000 in donations. Additionally, the employees came together to raise funds to provide each child with a pair of new shoes and a traditional red packet. We also sponsored a festive lunch, creating a warm and joyous atmosphere for the children.

This engagement strengthened TTM's bond with the community and provided employees with an opportunity to actively contribute to the well-being of those in need. The experience fostered a deeper sense of purpose among employees, enhancing morale and aligning them with TTM's values of social responsibility and community empowerment. By supporting organisations like Rumah K.I.D.S., TTM is dedicated to fostering sustainable development and building stronger community connections that extend beyond corporate goals.





Customer Responsibility

As a market leader for terminal tractors in the Asia Pacific region, TTM is committed to delivering products of exceptional safety and durability. Rigorous quality control measures are implemented throughout the manufacturing process to ensure that

our vehicles can withstand demanding operating conditions. Furthermore, TTM offers comprehensive lifecycle maintenance plans designed to provide customers with peace of mind and optimise equipment uptime.

YT200EV Fully Electric Terminal Tractor

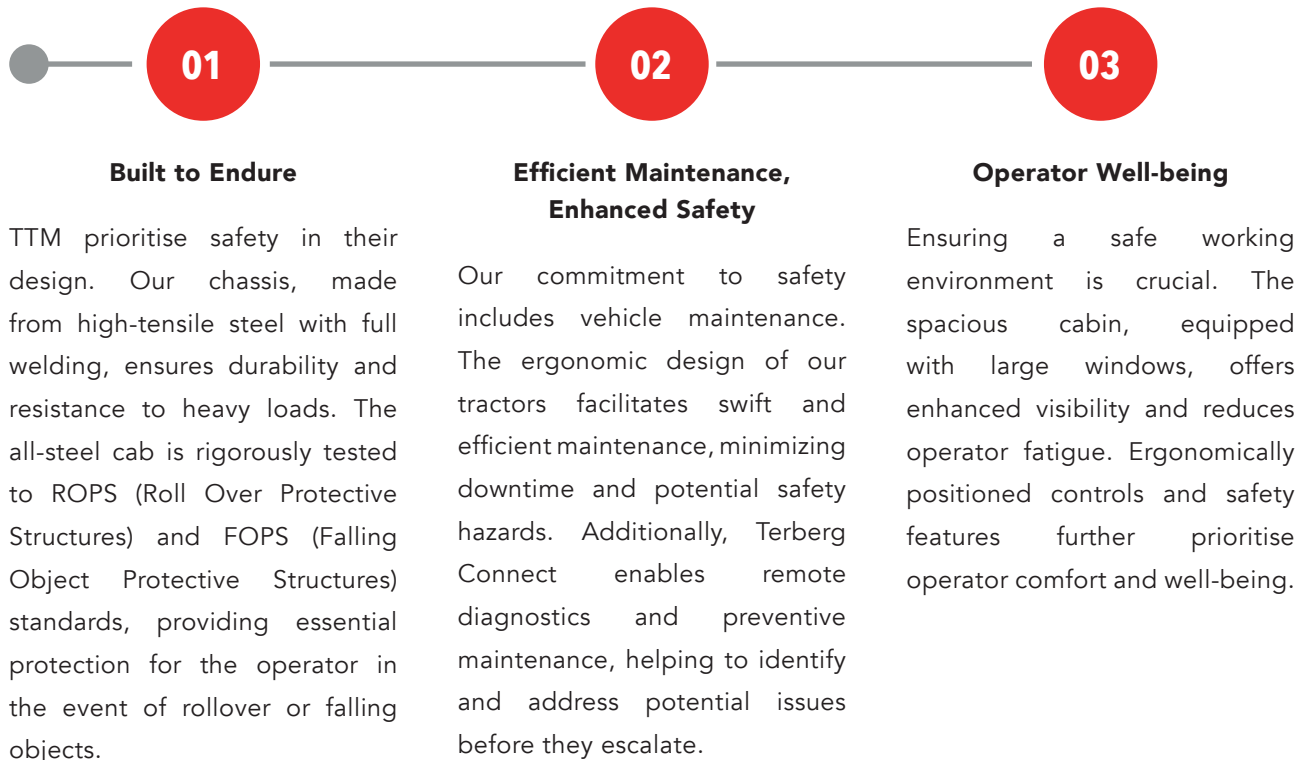
Listed in the Malaysia Book of Records as the first fully electric terminal tractor, TTM's terminal tractor incorporates the following safety measures:



- 1 High-Strength Chassis**
Fully welded with high tensile strength rolled steel, our chassis withstands heavy load volumes and extends the vehicle's lifespan.
- 2 Durable Cab Structure**
The all-steel cab is rigorously tested for Roll Over Protective Structures (ROPS) and Falling Object Protective Structures (FOPS) to ensure maximum durability.
- 3 Ergonomic Dashboard**
Electronic controls and safety features are ergonomically positioned on the dashboard for easy monitoring and utilisation of all tractor functionalities.
- 4 Optimised Cabin Safety**
The spacious cabin with large windows enhances safety and can accommodate additional seating for a secondary operator. The cabin design allows for safe and easy entry and exit, reducing physical strain on the driver. It is accessible from both the left and right sides, with an optional anti-slip floor mechanism.
- 5 Leading 5th Wheel Lifting Height**
Incorporates advanced safety systems with an industry-leading lifting height up to 1940mm from the ground. Features double-acting hydraulic cylinders and an optional height limiter to control maximum height. The load capacity is 3600 kg vertical load, with an air lock release mechanism, automatic coupling and uncoupling, and brackets for electronic sensors to indicate secure locks. A fixed fifth-wheel option is also available.

YT220 Terminal Tractor

Our terminal tractors are designed for logistics operations, offering durability, ease of service, and upgradeability. Here are the key safety measures we incorporate to ensure customer satisfaction:



Our terminal tractors are durable, easy to service, and update, making them a suitable choice for logistics operators who prioritise safety and efficiency.

TTM'S APPROACH TO CUSTOMER CARE

TTM Group prioritises customer health and safety by implementing stringent product assessments and improvements, ensuring that all products meet high safety standards.

Customer engagement is maintained through structured feedback mechanisms, including customer feedback forms and a Dealer Engagement Meeting, held every three years for five days. This forum allows TTM to address customer needs directly, gather valuable insights,

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Any potential health and safety concerns are proactively evaluated for improvement, with a strong commitment to full compliance, reflected in our track record with zero incidents of non-compliance.

and reinforce our commitment to providing safe, high-quality products and services.

TTM's Commitment to Digital Transformation and Environmental Stewardship

TTM Group is committed to leveraging technology and innovation to enhance operational efficiency, promote sustainability, and drive continuous improvement across the organisation. Our initiatives

underscore the integration of advanced solutions in Human Resources and fleet management, aligning with our sustainability goals and commitment to employee development.



Human Resources Initiatives



Electronic Data Management System (EDMS)

We have implemented a third-party storage and EDMS to digitise all employee files, allowing HR to access personal records securely from mobile devices and laptops. This transition to digital storage reduces paper and plastic waste, supporting TTM's environmental goals. Additionally, by freeing up physical space previously used for file storage, we can redirect resources to revenue-generating activities.



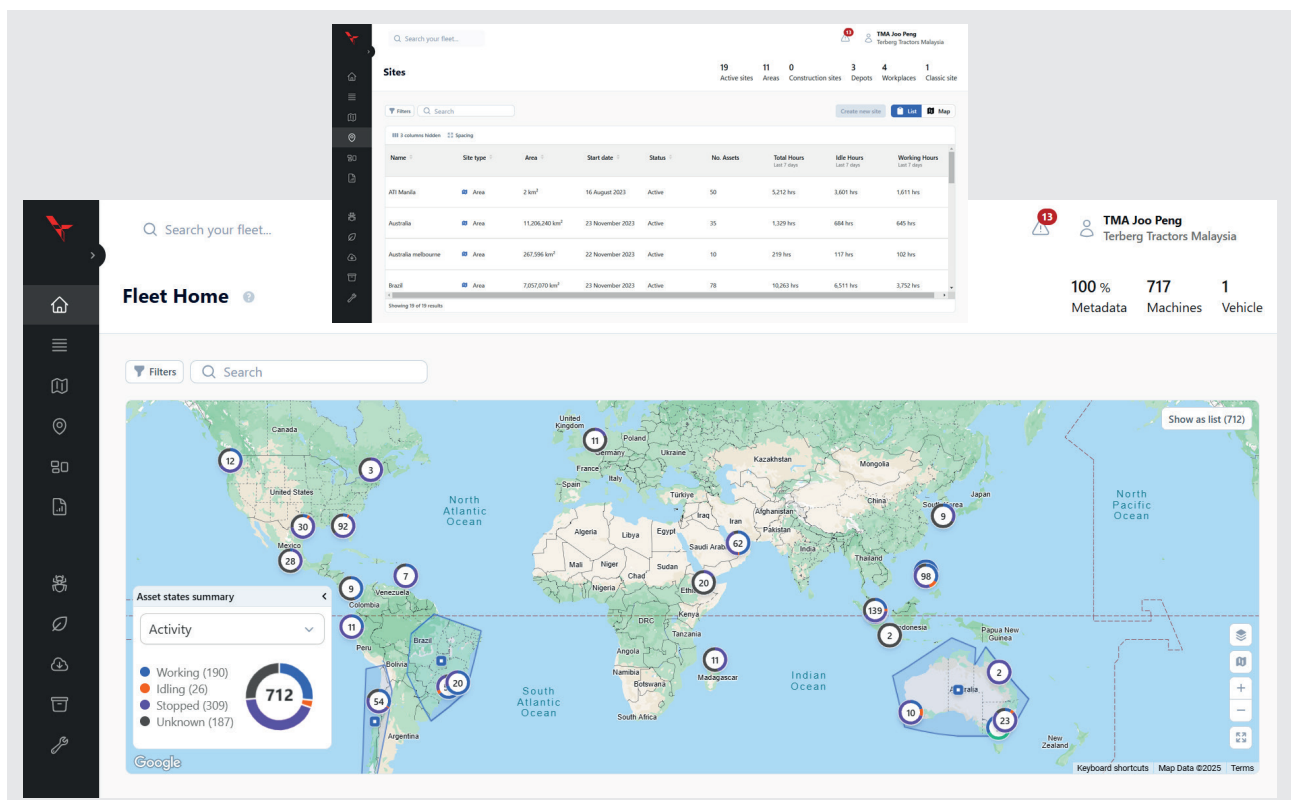
E-Learning Platform

TTM is developing an e-learning platform where employees can access a wide range of modules on leadership and functional skills. This digital platform enables employees to meet their learning requirements at their own pace, without the need to travel to a training venue, which in turn reduces Scope 3 emissions. By fostering a culture of continuous learning, we aim to empower employees to upskill sustainably and efficiently.

Fleet Management Terberg Connect

Through **Terberg Connect**, TTM optimises fleet management by using a Remote Monitoring System (RMS) for real-time monitoring of tractor fleets in port operations. Utilising GPS technology, Terberg Connect tracks tractor locations and provides detailed insights into fleet performance, enabling cost-effective and preventative maintenance. The system can identify wear and tear on parts, track maintenance schedules, and automate the replacement of consumables, ensuring optimal fleet reliability. Additionally, Terberg Connect monitors fuel and CO₂ emissions, allowing for better greenhouse gas management and contributing to TTM's sustainability objectives.

By prioritising technology-driven solutions, TTM is not only improving efficiency and cost-effectiveness, but also reinforcing our commitment to sustainable practices that benefit both the organisation and the environment.





GOVERNANCE

As a subsidiary of Sime Darby Group, TTM Group adheres to the governance policies of its parent company, placing strong emphasis on ethical conduct, integrity, accountability, and sound corporate governance as the foundation of its business practices. These principles are essential in fostering an organisational culture that values professional excellence, maintains high-performance standards, and ensures equal opportunities.

In alignment with this commitment, TTM has adopted and continually integrates a suite of corporate governance policies alongside the Code of Business Conduct. These policies are structured to enhance corporate governance practices and reinforce the governance objectives of Sime Darby Group as follows:

Promote integrity, transparency, accountability, and responsiveness	
Ensure appropriate checks and balances between Divisions and the Group.	
Cultivate ethical business behaviour through the Code of Business Conduct.	

Embedding Policies Across Business Activities

TTM Group integrates its core policies throughout all business activities, beginning with a comprehensive introduction during the onboarding process. Policies, including the Code of Business Conduct ("COBC"), are readily accessible online, ensuring all employees have easy access to essential guidelines. In the next fiscal year, COBC will also be incorporated into our e-learning platform for annual reviews to reinforce policy awareness and compliance.

Our commitment to ethical conduct is woven into TTM's strategic framework, operational policies, and procedures. Through ongoing training programmes, particularly targeting executive-level employees and above, we regularly educate and refresh knowledge on COBC principles and anti-bribery measures, encouraging a proactive approach to ethical conduct across the organisation.

TTM plans to implement supplier audits beginning in the next fiscal year to further embed ethical standards across our supply chain, ensuring that our commitment to integrity extends to our business relationships.

Employees can seek guidance and raise concerns through formal mechanisms. Unionised employees can follow the grievance procedures outlined in the Collective Agreement, while non-unionised employees can utilise the Whistleblowing Policy, allowing them to approach their direct superior, escalate to HR, or seek resolution from the CEO.

TTM ensures adherence to relevant laws, regulations, and standards through ISO audits conducted by SIRIM. While no single department oversees compliance, various initiatives are undertaken to align with regulatory requirements, and any compliance gaps are identified and addressed through regular audits.



Code of Business Conduct

The Code of Business Conduct, establishes a framework that governs ethical standards and expected behaviour for all directors, employees, and associated parties within the organisation. This Code aligns business practices with the Group's core values, regulatory compliance, and ethical standards, ensuring a positive, responsible workplace and respected brand.

The COBC is built around four core values: Integrity, Respect & Responsibility, Enterprise, and Excellence.

These values support key business principles including prioritising Environmental, Safety, and Health ("ESH") standards, engaging with communities, ensuring compliance with legal requirements, and fostering fair business practices.

- ✓ **Integrity:** Emphasises upholding high standards in all business dealings and decisions.
- ✓ **Respect & Responsibility:** Focuses on treating individuals and the environment with respect and committing to responsible actions.
- ✓ **Enterprise:** Encourages employees to seek opportunities with agility and innovation.
- ✓ **Excellence:** Calls for outstanding personal and business results.

The Guidelines for Ethical Conduct

The Guidelines for Ethical Conduct within the COBC outlines expectations for behaviour across all areas of business to ensure integrity, fairness, and compliance. These guidelines emphasise the importance of ethical decision-making and adherence to both company policies and local laws.

- **Scope and Applicability:** The COBC applies to all employees within the Group, directors, and relevant business associates globally. The guidelines encourage employees to familiarise themselves with and follow both internal policies and the legal regulations of the countries where they operate.
- **Reporting and Accountability:** TTM promotes an open culture where employees are encouraged to report any ethical concerns or violations. Reporting channels are available for this purpose, including a whistleblowing platform, with assurances against retaliation for reporting in good faith. Managers and leaders are expected to set an example by promoting ethical values and providing guidance to others.
- **Decision-Making and Compliance:** Employees are urged to make decisions that align with TTM's core values, particularly in situations where ethical dilemmas may arise. The COBC advises employees to prioritise ethical standards over local customs or practices if they conflict with company policies. Where there is uncertainty, employees are encouraged to seek advice from superiors or compliance officers.

To prevent conflicts of interest, employees are required to avoid situations where personal interests could interfere with business decisions. They must report any potential conflicts, including relationships that could affect objectivity.

Regarding gifts, entertainment, and travel, the COBC allows for modest, legally permissible exchanges to promote business relationships but discourages actions that could be perceived as influencing decisions.



All donations and sponsorships must be transparent, approved, and free from conflicts of interest. Employees are reminded to protect company assets, using them responsibly, while ensuring financial integrity through accurate and lawful reporting. The COBC enforces strict confidentiality measures and restricts the use of insider information for personal gain. In dealings with counterparties, TTM Group promotes fair and ethical conduct. Employees are expected to work with suppliers, customers, and vendors in a transparent, ethical manner, guided by the standards of the Vendor COBC. Compliance with competition laws is required to avoid any anti-competitive behaviour.

The Company also requires transparent interactions with government agencies and prohibits the use of company resources for political donations. Employees involved in political activities must distinguish personal political opinions from the organisation's

position. The Group also prohibits any involvement in money laundering and requires employees to report suspicious transactions that may point to illicit financial activities.

The COBC includes mechanisms for administration and reporting violations. Multiple channels are available for employees to report violations, including a whistleblowing platform, and employees are assured protection against retaliation when reporting in good faith.

Suspected violations are thoroughly investigated, with appropriate disciplinary actions taken as needed. The COBC underscores TTM Group's commitment to creating a responsible, ethical, and lawful workplace, defining expectations for employees and business associates to ensure that the Group remains a respected leader in the global business community.

Anti-Bribery & Corruption

The Anti-Bribery and Corruption policy in the COBC emphasises a zero-tolerance approach toward bribery and corrupt practices. TTM Group is committed to conducting all business dealings with integrity, fairness, and professionalism and complies strictly with anti-bribery laws in all countries where it operates. No incidents of corruption were reported during the review period.

Key elements of the policy include:

01 Prohibition of Bribery

Employees are prohibited from offering, giving, soliciting, or receiving bribes or kickbacks in any form. This includes money, gifts, services, or anything else of value intended to influence business decisions or gain improper advantages.

02 No Facilitation Payments

The COBC explicitly bans facilitation, or "grease," payments made to expedite routine actions by government officials. Employees must report any request for such payments and log any instance where they were inadvertently made.

This policy aims to safeguard TTM Group's reputation and ensure that all business activities are conducted ethically and in full legal compliance.

03 Responsibility and Compliance

Employees are required to comply with all anti-bribery regulations and avoid any activity that could give the appearance of corruption or unethical influence. TTM Group supports employees who refuse to engage in bribery, even if it results in lost business opportunities.

04 Counterparties

Business partners, agents, and third-party representatives working on behalf of TTM Group must also comply with anti-bribery policies. The company expects its counterparties to align with the COBC's ethical standards.



Upholding Human Rights

TTM aligns our business conduct with the Sime Darby Human Rights Charter, outlining the company's commitment to respecting, supporting, and upholding human rights across our operations and supply chains, consistent with international standards such as the United Nations Universal Declaration of Human Rights and the International Labour Organisation's core standards.

We recognise human rights as universal and fundamental, committing to assess, prevent, and address human rights impacts, including modern slavery. The Charter is embedded in our core values, Code of Business Conduct, and policies, aiming to create a safe, fair, and respectful workplace. This commitment covers all our employees, contractors, suppliers, and local communities influenced by our operations. We encourage business partners to align with these principles.

The Core Commitments of the Charter reflect a dedication to promoting ethical and fair practices across all operations. We champion Equal Opportunity, actively promoting diversity and preventing discrimination in all our practices. We uphold Freedom of Association, respecting employees' rights to organise and engage in collective bargaining to address workplace concerns. Recognising the severe impacts of exploitation, TTM is dedicated to Combatting Modern Slavery by addressing risks related to forced labour, human trafficking, and exploitation within its supply chains.

We are also committed to favourable working conditions, ensuring that employees experience safe working hours, fair wages, and non-hazardous conditions. In alignment with this, Health and

TTM is committed to identifying and addressing modern slavery in its operations and supply chains, recognising practices such as forced labour, debt bondage, and human trafficking as gross human rights violations.

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Safety is a priority, with the company providing safe environment that support the physical, mental, and emotional well-being of all employees. Additionally, the Group works to eliminate violence and harassment by enforcing policies that prevent any form of bullying or harassment in the workplace.

The company is also devoted to Protecting Children's Rights, strictly prohibiting child labour and adhering to all minimum employment age laws. Upskilling and Education are central to our values, as the company supports employee growth through continuous training and development programmes. To uphold these standards, the Charter includes a Grievance Mechanism, offering a secure whistleblowing platform for employees and other stakeholders to report abuses and address concerns transparently.

Finally, the Group ensures Responsible Procurement by assessing human rights impacts within its supply chains, requiring all vendors and suppliers to commit to respecting human rights. These core commitments underscore our dedication to ethical practices, safeguarding the dignity and rights of all individuals involved in our operations.



The Charter outlines a systematic approach to human rights due diligence (“HRDD”), including regular assessments and grievance mechanisms. Sime Darby actively engages with internal and external stakeholders to address human rights-related concerns and collaborates with global networks to share best practices.

Responsibility for upholding the Charter lies with all employees, with oversight by the Board of Directors’

Risk Management and Sustainability Committee. TTM is committed to identifying and addressing modern slavery in its operations and supply chains, recognising practices such as forced labour, debt bondage, and human trafficking as gross human rights violations.

The Human Rights Charter represents our commitment to ethical practices, focusing on dignity, fairness, and accountability across all aspects of business.

Commitment to Whistleblowing and Ethical Conduct

TTM Group, in alignment with Sime Darby Berhad, upholds the highest standards of integrity across all employees and vendors. Any wrongdoing by Employees, Management, Directors, or Vendors, especially when conflicting with the company’s interests, is regarded with utmost seriousness. The Whistleblowing channels have been established to provide a secure avenue for stakeholders to report concerns without fear of retaliation.

Stakeholders may submit a Whistleblowing complaint if they are aware of any misconduct, including but not limited to:

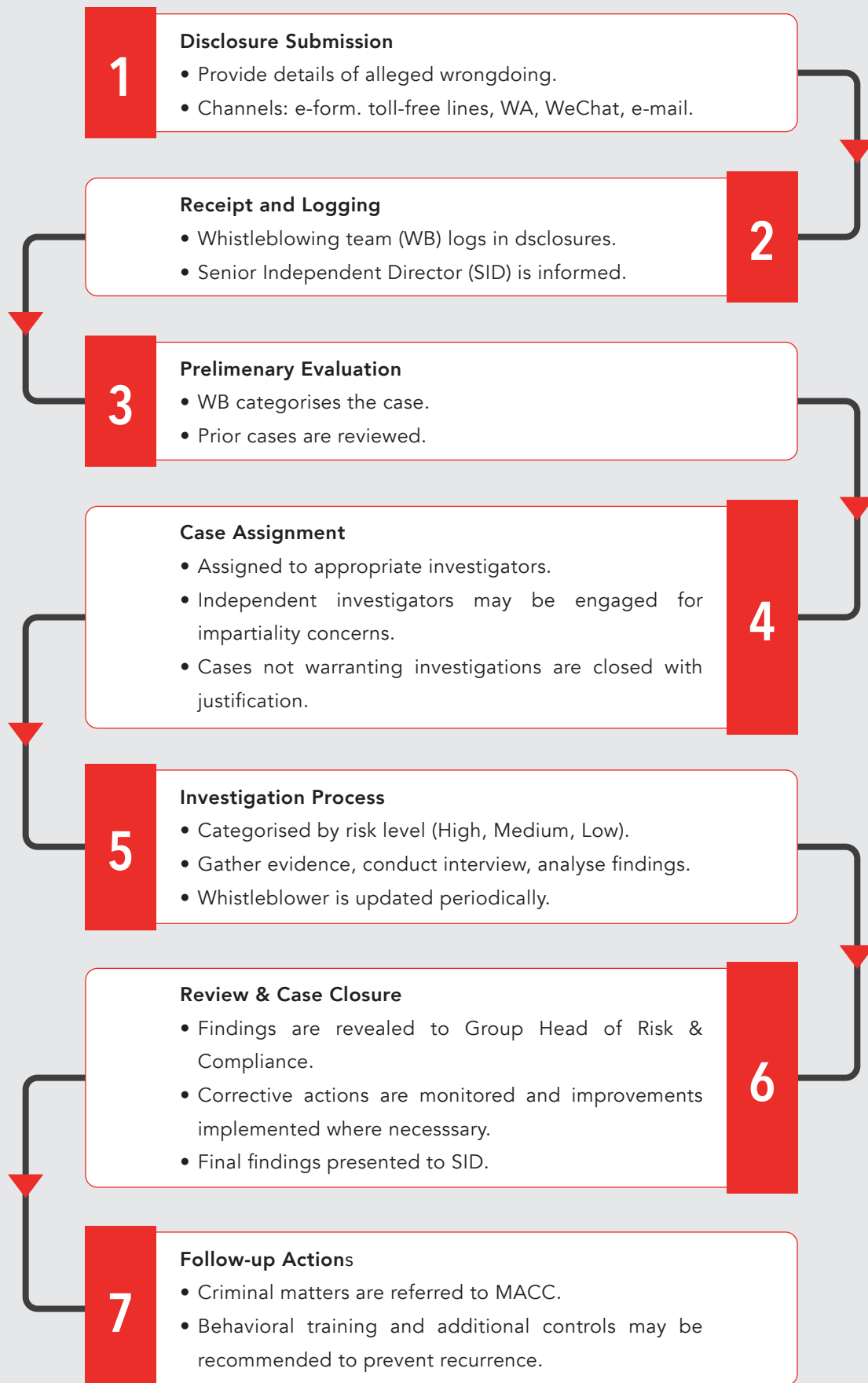
- | | |
|--|---|
| <p>01 Fraud or asset misappropriation</p> <hr/> | <p>07 Acts against the interests of the Company, laws, regulations, or public policy</p> <hr/> |
| <p>02 Sexual harassment</p> <hr/> | <p>08 Providing false or misleading information, including suppression of material facts</p> <hr/> |
| <p>03 Criminal breach of trust</p> <hr/> | <p>09 Breaches of Group Policies and the Code of Business Conduct (COBC)</p> <hr/> |
| <p>04 Illicit or corrupt practices</p> <hr/> | <p>10 Deliberate concealment of any of the above or similar wrongdoings</p> <hr/> |
| <p>05 Improper or questionable accounting practices</p> <hr/> | |
| <p>06 Misuse of confidential information</p> <hr/> | |

All parties are expected to act in good faith and hold reasonable grounds when reporting a Whistleblowing complaint. Should any report be found to be malicious or without basis, the reporting party may be subject to appropriate actions, up to and including legal recourse, where applicable.

Retaliation against any individual who reports a wrongdoing in good faith is strictly prohibited. Any party found to retaliate against a Whistleblower may face appropriate actions, including legal measures, as necessary.



Whistleblowing Reporting Process





GLOBAL REPORTING INITIATIVE CONTENT INDEX

Statement of use	Terberg Tractors Malaysia has reported the information cited in this GRI content index for the period 1 July 2023 to 30 June 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	THE ORGANISATION AND ITS REPORTING PRACTICES	
	2-1 Organisational details	About This Report, page 1; About Us, page 2
	2-2 Entities included in the organization's sustainability reporting	About This Report, page 1
	2-3 Reporting period, frequency and contact point	About This Report, page 1
	2-4 Restatements of information	No restatement of information in this report
	2-5 External assurance	About This Report, page 1
	ACTIVITIES & WORKERS	
	2-6 Activities, value chain and other business relationships	About Us, page 2 - 7
	2-7 Employees	Empowering Our People, page 30 - 32
	2-8 Workers who are not employees	Empowering Our People, page 30 - 32
	GOVERNANCE	
	2-9 Governance structure and composition	Sustainability Governance, page 18 - 20
	2-10 Nomination and selection of the highest governance body	Sustainability Governance, page 18 - 20
	2-11 Chair of the highest governance body	Sustainability Governance, page 18 - 20
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, page 18 - 20
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, page 18 - 20
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, page 18 - 20
	2-15 Conflicts of interest	Not mentioned in this report
	2-16 Communication of critical concerns	Sustainability Governance, page 18 - 20
	2-17 Collective knowledge of the highest governance body	Sustainability Governance, page 18 - 20
	2-18 Evaluation of the performance of the highest governance body	Sustainability Governance, page 18 - 20
	2-19 Remuneration policies	Not mentioned in this report
	2-20 Process to determine remuneration	Not mentioned in this report
	2-21 Annual total compensation ratio	Not mentioned in this report



GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	STRATEGY, POLICIES & PRACTICES	
	2-22 Statement on sustainable development strategy	CEO's Message, page 11; Driving A Sustainable Future, page 13, Our Sustainability Roadmap, page 15
	2-23 Policy commitments	Governance, page 50 - 55, Labour Practices & Employee Well-being, page 33 - 35; Environmental, Safety & Health, page 36 - 39
	2-24 Embedding policy commitments	Embedding Policies across Business Activities, page 50
	2-25 Processes to remediate negative impacts	Guidelines for Ethical Conduct, page 51; Commitment to Whistleblowing and Ethical Conduct page 54
	2-26 Mechanisms for seeking advice and raising concerns	Guidelines for Ethical Conduct, page 51; Commitment to Whistleblowing and Ethical Conduct page 54; Environmental, Safety & Health, page 36 - 39
	2-27 Compliance with laws and regulations	Governance page 48, Environmental, Safety & Health, page 34 - 37
	2-28 Membership associations	No membership associations
	STAKEHOLDER ENGAGEMENT	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, page 21 - 22
	2-30 Collective bargaining agreements	Labour Practices & Employee Well-being, page 33
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics, page 23 - 24
	3-2 List of material topics	Material Topics, page 23 - 24
TOPIC SPECIFIC DISCLOSURES: SUSTAINABILITY TOPICS		
Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance, page 50
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance, page 50 - 55
	205-2 Communication and training about anti-corruption policies and procedures	Upholding Governance & Integrity, page 12; Our Sustainability roadmap, page 15; Focus Area, page 16;
	205-3 Confirmed incidents of corruption and actions taken	Governance, page 50 - 55
Environmental		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Environmental Objectives, page 25; Energy & emissions, page 26
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy Consumption Monitoring, page 27
	302-2 Energy consumption outside of the organisation	Energy Consumption Monitoring, page 27
	302-4 Reduction of energy consumption	Energy Consumption Monitoring, page 27



GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions Monitoring, page 28
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions Monitoring, page 28
	305-3 Other indirect (Scope 3) GHG emissions	Data not available. To be reported in FY2025
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, page 29
	306-2 Management of significant waste-related impacts	Waste Management, page 29
	306-3 Waste generated	Waste Management, page 29 (Complete data disclosure in FY2025)
	306-4 Waste diverted from disposal	Data not available. To be reported in FY2025
	306-5 Waste directed to disposal	Data not available. To be reported in FY2025
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Embedding Policies Across Business Activities, page 50
	308-2 Negative environmental impacts in the supply chain and actions taken	No incidents reported.
Social		
GRI 3: Material Topics 2021	3-3 Management of material topics	Empowering Our People, page 30
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Empowering Our People, page 30 - 32
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being, page 35
	401-3 Parental leave	Employee Well-being, page 35
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Environmental, Safety and Health, page 36 - 42
	403-2 Hazard identification, risk assessment, and incident investigation	Environmental, Safety and Health, page 36 - 42
	403-3 Occupational health services	Environmental, Safety and Health, page 36 - 42
	403-4 Worker participation, consultation, and communication on occupational health and safety	Environmental, Safety and Health, page 36 - 42
	403-5 Worker training on occupational health and safety	Environmental, Safety and Health, page 36 - 42
	403-6 Promotion of worker health	Environmental, Safety and Health, page 36 - 42
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environmental, Safety and Health, page 36 - 42
	403-8 Workers covered by an occupational health and safety management system	Environmental, Safety and Health, page 36 - 42
	403-9 Work-related injuries	Environmental, Safety and Health, page 36 - 42
	403-10 Work-related ill health	Environmental, Safety and Health, page 36 - 42
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development, page 43 - 46
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development, page 43 - 46
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development, page 43 - 46



GRI STANDARD	DISCLOSURE	LOCATION
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Equal Opportunity, page 35
	405-2 Ratio of basic salary and remuneration of women to men	Data not available. To be reported in FY2025
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	None reported.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labour Practices & Employee Well-being, page 33
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Upholding Human Rights, page 53
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Upholding Human Rights, page 53
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	No data available. To be reported in FY2025
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Focus Area, page 16; Community Engagement, page 46
	413-2 Operations with significant actual and potential negative impacts on local communities	None reported.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Data not available. To be reported in FY2025
	414-2 Negative social impacts in the supply chain and actions taken	None reported.
GRI 415: Public Policy 2016	415-1 Political contributions	Not applicable.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Responsibility, page 47
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None reported.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Not applicable.
	417-2 Incidents of non-compliance concerning product and service information and labeling	Not applicable.
	417-3 Incidents of non-compliance concerning marketing communications	Not applicable
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None reported.



Independent Limited Assurance Report on Subject Matter Information in Terberg Tractors Malaysia Sdn Bhd's Sustainability Report 2024

Introduction

We, ESGright Sdn Bhd were engaged by Terberg Tractors Malaysia Sdn Bhd ("TTM") to provide limited assurance on selected common sustainability matters ("Subject Matter Information") as reported by TTM in its Sustainability Report for the year ended 30 June 2024 ("Sustainability Report").

Limited Assurance Conclusion

Based on the procedures we performed and the evidence we obtained as described below, nothing has come to our attention that causes us to believe that the Subject Matters ("SMs") identified below and included in the Sustainability Report 2024 have not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion should be read in the context of the remainder of this report.

Scope of Our Work

Our work was limited to providing assurance over selected common sustainability matters reported in TTM's Sustainability Report. The Subject Matter Information should be read and understood together with the Reporting Criteria, which TTM is solely responsible for selecting and applying.

Subject Matters (SMs)	Measurement unit	Subject Matter information
Energy consumption	Kg CO2e	Pages 26-27 of Sustainability Report
GHG emissions (scope 1 and scope 2)	kWh	Page 28 of Sustainability report
Environmental, Health and Safety	Not applicable	Pages 36 - 42 of Sustainability report
Sustainability Governance		Pages 7-10 and 18-20 of Sustainability Report

Our assurance is specific to the Subject Matter Information for the year ended 30 June 2024. We have not performed procedures on earlier periods or any other information in the Sustainability Report and do not express any conclusions thereon.

Reporting Criteria

The Subject Matter Information should be read and understood in conjunction with the Reporting Criteria, which TTM is solely responsible for selecting and applying. The reporting criteria adopted are based on TTM's internal sustainability reporting guidelines, including their definitions and calculation methodologies as disclosed within the Sustainability Report.



The Subject Matters were assessed according to Sustainability Reporting Standards of the Global Reporting Initiative "GRI Standards Update 2021.

Responsibilities of the Board of Directors and Senior Management

The Board of Directors and Senior Management of TTM are responsible for:

- Determining appropriate sustainability matters and selecting suitable Reporting Criteria for measuring the underlying Subject Matters.
- Designing, implementing, and maintaining internal controls relevant to the preparation and presentation of Subject Matter Information free from material misstatement, whether due to fraud or error.
- Selecting and/or establishing suitable Reporting Criteria.
- Measuring, evaluating, and presenting the Subject Matter Information in accordance with the Reporting Criteria.
- Preparing the Sustainability Report and the Reporting Criteria.

Our Responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance on whether the Subject Matter Information has been prepared in accordance with the Reporting Criteria.
- Forming an independent limited assurance conclusion based on the work performed and evidence obtained.
- Reporting our limited assurance conclusion to TTM.

Our Quality Management and Independence

Our firm operates under a quality management system designed to ensure compliance with ethical, professional, legal, and regulatory standards. We confirm that we have maintained our independence throughout the engagement and possess the necessary competencies and experience to conduct this assurance engagement in accordance with professional principles of integrity, objectivity, confidentiality, and due care.

Assurance Standards and Level of Assurance

We conducted a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements other than Audits or Reviews of Historical Financial Information." This standard requires that we plan and perform the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement involves procedures that are less extensive than those for a reasonable assurance engagement, and consequently, the level of assurance obtained is lower. Accordingly, we do not express a reasonable assurance opinion.

Work Performed

Considering the engagement's nature, our work included, but was not restricted to:

- Assessing the suitability of the Reporting Criteria as the basis of preparation for the Subject Matter Information.
- Conducting interviews with TTM's management and relevant staff responsible for collating and preparing the sustainability report.
- Assessing the risk of material misstatement of the Subject Matter Information due to fraud or error and responding to the risk as appropriate.



- Examining selected documents and conducting interviews to understand the processes, systems, and controls for preparing and reporting the Subject Matter Information.
- Performing analytical procedures to check data consistency and trends.
- Conducting limited substantive testing by agreeing a selection of the Subject Matter Information to corresponding supporting documentation.
- Evaluating carbon conversion factors, unit conversions, and other calculations used by TTM.
- Assessing TTM's organisational boundary for reporting.
- Evaluating the overall presentation of the Subject Matter Information.

During the verification process, we raised issues and sought clarifications from TTM's management regarding the accuracy of certain information. As a result, TTM reviewed and revised the Sustainability Report. We confirm that the final version satisfactorily addressed all issues raised.

Inherent Limitations

Non-financial information, such as the Subject Matter Information, is subject to inherent limitations due to varying acceptable evaluation and measurement techniques, which may affect comparability over time. Additionally, internal controls may not fully eliminate the risk of error or irregularities. Our procedures were conducted on a test basis and were not designed to detect all control weaknesses.

The scope of work did not extend to other information in the Sustainability Report or physical inspections of TTM's assets or third-party data verification.

Intended Use of This Report

This limited assurance report, including our conclusion, has been prepared solely for the Board of Directors and Senior Management of TTM in accordance with the terms of the engagement letter. It is not intended for any other use or party. We do not assume responsibility or liability to any party other than TTM for our work, this report, or the conclusions reached.

This report is intended solely for the information and use of Terberg Tractors Malaysia Sdn Bhd and is not intended for use by other parties.

ESGright Sdn Bhd (145089-T)

Kuala Lumpur

Date: 11 June 2025



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