Our Sustainability Commitment

AmanahRaya's Sustainability Statement

This Sustainability Statement is an integral part of AmanahRaya's 2024 Annual Report. It outlines our commitment to embedding Environmental, Social and Governance (ESG) principles throughout our operations. This statement provides insights into our ongoing sustainability journey, our key achievements in 2024 and our strategic goals for the coming years.

Inside This Statement

Message from the Group Managing Director

> Our journey towards sustainability is not a destination but an ongoing commitment to creating tangible, long-term impacts: both within our business and the communities we serve.

Ahmad Feizal Sulaiman Khan
Group Managing Director

In today's fast-evolving business world, integrating sustainable development practices has become crucial for a company's long-term success. At AmanahRaya, we continue to explore and embed sustainability principles into our operations, aligning them with our commitment to driving economic success while minimizing our environmental footprint and contributing positively to the communities we serve.

As we progress into 2025, the next phase of our sustainability journey will focus on executing the strategic initiatives outlined in the roadmap. This includes enhancing our governance practices, addressing climate change challenges, improving community outreach and building a people-centric workplace. We are committed to ensuring that every aspect of our operations aligns with global best practices and that our sustainability efforts contribute to creating value for all stakeholders.

Our Sustainability Management Framework

In tandem with the roadmap, AmanahRaya has institutionalized its Sustainability Management Framework. This framework serves as a structured approach to guide our Environmental, Social and Governance (ESG) initiatives, ensuring we have a comprehensive and cohesive strategy that is fully integrated into our business operations.

Commitment to Transparency and Continuous Improvement

As we move forward, we will enhance our sustainability reporting practices, ensuring greater transparency in our progress and challenges. We are committed to continuous improvement and will regularly evaluate our initiatives to ensure they are delivering meaningful results in line with the Sustainable Development Goals (SDGs).

Our sustainability journey is one of collaboration, learning and growth. We are excited for the opportunities that lie ahead and are confident that the actions we take in 2024 will pave the way for long-term success.

Thank you to all our employees, partners and stakeholders for their continued support in helping us create a more sustainable future.

About the AmanahRaya Sustainability Statement

This Sustainability Statement forms an integral part of AmanahRaya's 2024 Annual Report. It outlines our commitment to embedding ESG principles throughout our operations. The statement provides insights into our ongoing sustainability journey, our key achievements in 2024 and our strategic goals for the coming years.

AmanahRaya's sustainability journey is deeply rooted in our statutory obligation under the **Public Trust Corporation Act 1995 (Act 532), Section 10(a)**, which mandates us to "exhibit a sense of social responsibility by having regard to the wider interest of the community in which the Corporation operates." This legal duty is not merely a compliance requirement; it defines the essence of our corporate purpose. It compels us to go beyond commercial responsibilities and actively contribute to the social well-being of the communities we serve. As such, our sustainability strategy places **social impact at its core**, driving our initiatives in **community development, financial inclusion, employee welfare and customer trust.**

In line with Bursa Malaysia's Sustainability Reporting Guidelines and the Global Reporting Initiative (GRI) Standards, we aim to provide a transparent overview of our sustainability practices, challenges and progress. The statement is designed to inform our stakeholders (investors, customers, employees and the wider community) on how we are advancing in our sustainability goals and creating value for both business and society.

Scope and Reporting Period

The information presented in this statement covers Amanah Raya Berhad ("AmanahRaya" or "the Group") for the period from 1 January to 31 December 2024, with specific targets extending into 2025 and beyond. It reflects our ongoing efforts to align with the United Nations Sustainable Development Goals (SDGs) and is structured to provide clear information on the ESG initiatives we are actively implementing. It also highlights the impact of our sustainability efforts across various stakeholders, including our workforce, the communities we serve and the environment.

The data contained in this statement has been compiled using a range of internal and external sources, including financial reports, sustainability performance metrics and feedback from stakeholders.

Frameworks and Standards

We are progressively aligning our sustainability reporting practices with recognized frameworks such as:

- Bursa Malaysia ESG Reporting Guide
- Global Reporting Initiative (GRI) Standards
- United Nations Sustainable Development Goals (UNSDGs)
- National Sustainability Reporting Framework (NSRF)

While we are still in the early stages of adoption, these frameworks guide our efforts in enhancing transparency, consistency and accountability in our reporting.

AmanahRaya at a Glance

Established in 1921, AmanahRaya is Malaysia's premier trustee company, wholly owned by the Minister of Finance (Incorporated). With over a century of heritage in Legacy Management services, Corporate Trusteeship and Asset Management, we continue to evolve in response to the nation's needs, offering reliable, Syariah-compliant and conventional services that uphold integrity, accessibility and inclusivity.

Vision

We aim to be the most trusted provider of Estate and Legacy Management solutions to all Malaysians by providing reliable, excellent and professional services whilst being a socially responsible corporate citizen.

Mission

- We ensure operational competency and profitability are on par with other industry players.
- We provide our customers with the highest standards of professionalism with their best interests in mind.
- We strive to foster a culture of excellence and an environment that inspires high performance and a value-driven workforce.
- We offer innovative and well-informed solutions that meet our clients' needs.
- We are committed to strengthening our strategic capabilities and image to maintain our market leader position.

Strategic Pillar

Financial Stability

Streamline Sales, Marketing & CSR Strategy

Embark on Digital Transformation & Building Capabilities

Strengthen Corporate Governance

KWB Recovery, Investment and Real Estate Portfolio Management

Nationwide Presence, Community Reach

AmanahRaya operates through a **nationwide network of 20 branches**, including locations in Kuala Lumpur, Shah Alam, Bangi, Melaka, Batu Pahat, Kota Bharu, Sungai Petani, Kangar and Teluk Intan. This extensive presence ensures that all Malaysians, regardless of geography, have equitable access to our services, underscoring our commitment to financial inclusion.

Estate Administration

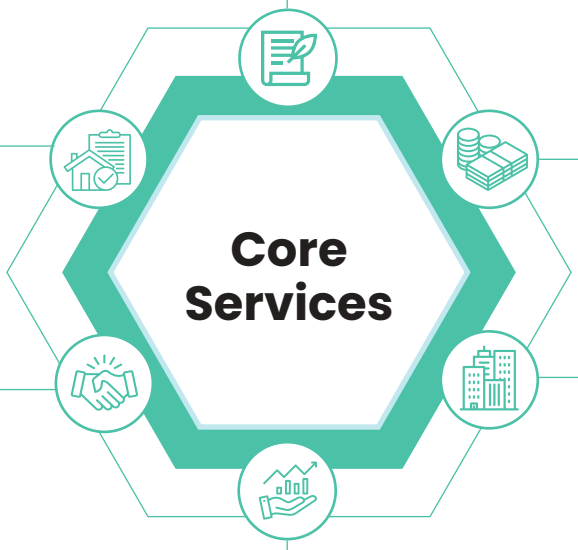
Facilitating the legal and administrative aspects of estate distribution, helping families navigate the probate process with clarity and compassion.

Will Writing Services

Empowering individuals to secure their family's future by ensuring that their wishes are legally documented and upheld.

Trust Administration

Providing professional management of trust accounts to preserve and distribute assets according to clients' intentions, with strict adherence to fiduciary principles.



Corporate Trusteeship

Acting as a trusted fiduciary for institutional clients, including the administration of REITs, Sukuk, Private Retirement Schemes (PRS) and other financial instruments.

Investment and Asset Management

Offering comprehensive investment and asset management solutions tailored to institutional and retail clients. Services include portfolio management across multiple asset classes such as equities, fixed income, money market instruments and Syariah-compliant investments focused on delivering consistent and sustainable financial performance.

REIT Management

Managing a diverse portfolio of commercial and industrial properties under a Real Estate Investment Trust structure, focused on maximizing returns, maintaining asset performance and ensuring value creation for stakeholders through sound governance and strategic oversight.

Supporting National Goals Through ESG Alignment

As a government-linked institution, AmanahRaya plays an integral role in supporting Malaysia's socio-economic agenda and sustainability vision. Our commitment to ESG principles is reflected in the adoption of a **Sustainability Management Framework** and **Sustainability Policy**, both of which guide our efforts to embed responsible practices across our operations.

Our impact in 2024 reflects this commitment:

23,700
Estate files managed.

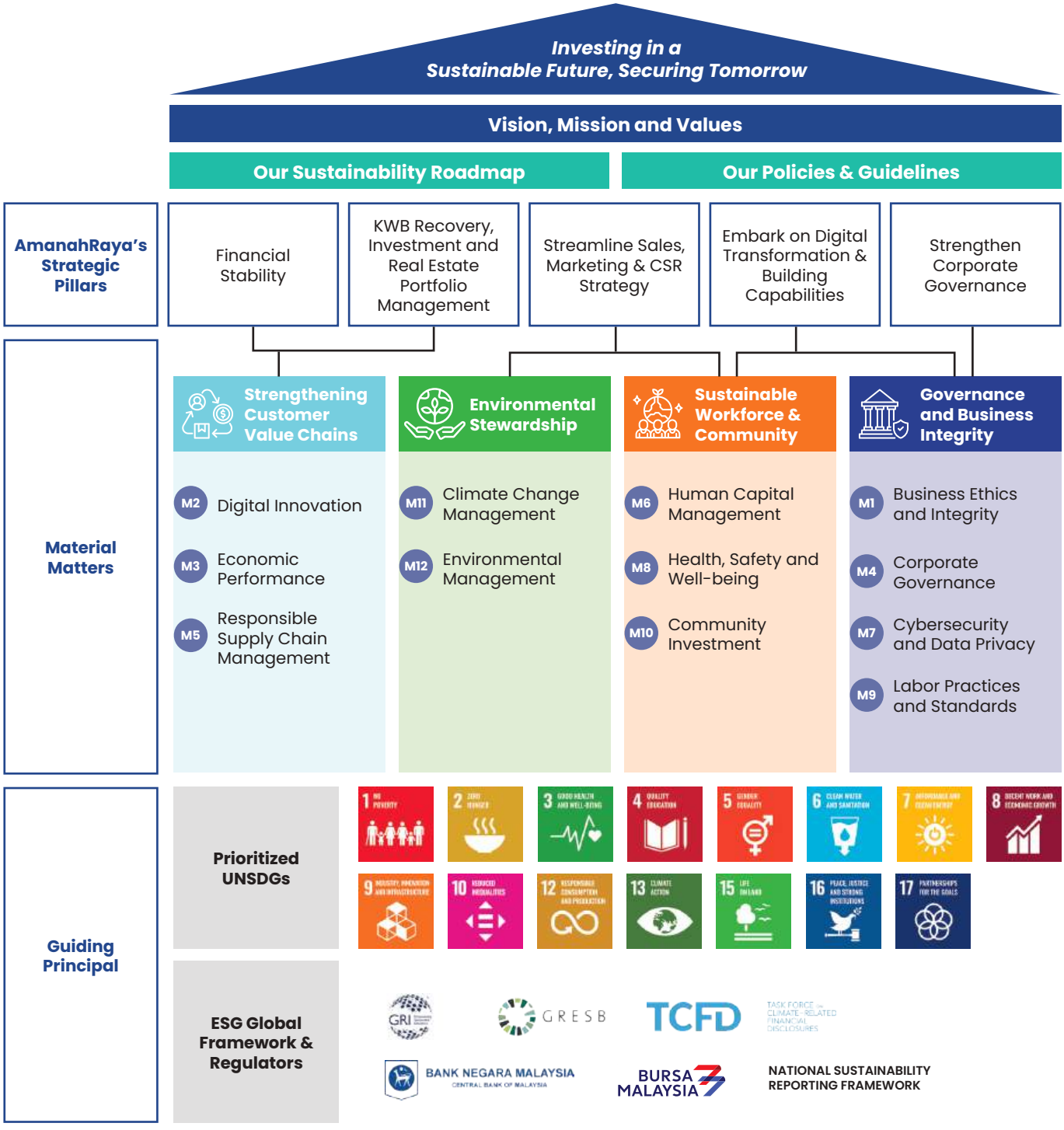
Over
29,000
Trust accounts under administration.

Strategic partnership with Syarikat Perumahan Negara Berhad (SPNB) to offer affordable Estate Management services for low-income homeowners under the Rumah Mesra Rakyat program, safeguarding family homes and promoting wealth continuity.

We also contribute socially through **AmanahRaya Care**, our flagship community support program, which aids vulnerable groups. Internally, we are transitioning towards digital-first services, reducing our environmental impact by minimizing physical paperwork and travel requirements.

Together, these initiatives represent our evolving ESG journey rooted in legacy, driven by responsibility.

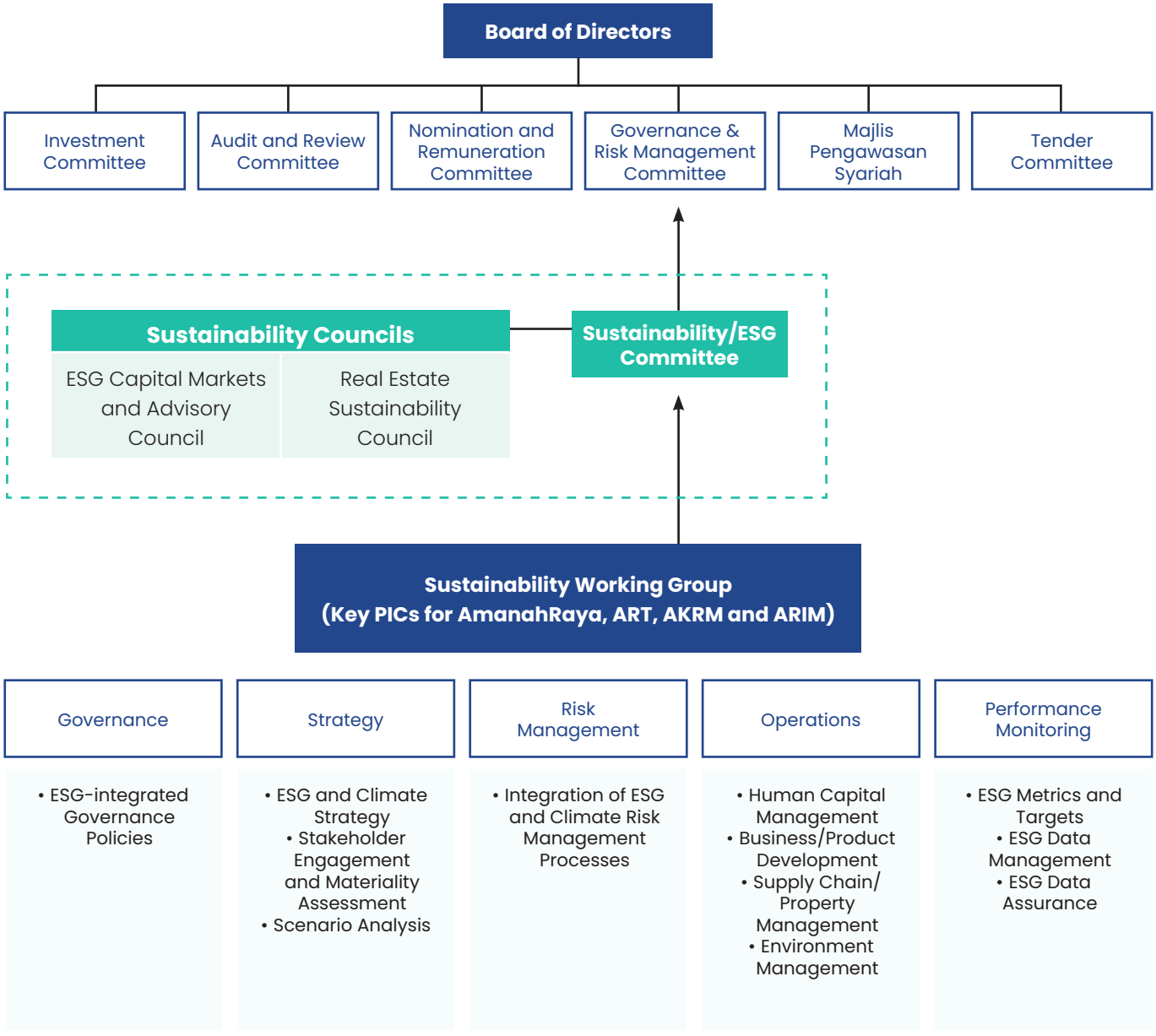
The Cornerstone of Our Sustainability Efforts



At AmanahRaya, the integration of sustainability is guided by a structured and holistic Sustainability Management Framework (SMF) that ensures ESG considerations are embedded into our business strategies, operations and stakeholder engagement.

Approved by the ESG Committee in May 2024, the SMF serves as the blueprint for how we manage ESG risks and opportunities across the Group. It outlines the thematic areas, strategic pillars, governance structure and performance indicators that collectively guide our sustainability journey.

Sustainability Governance Structure



Our governance structure provides clarity, accountability and oversight at all levels of the organization:

Component	Roles and Responsibilities
Board of Directors	Oversees ESG performance and ensures integration of ESG risks and opportunities into corporate strategy and disclosures, including monitoring and tracking of ESG and climate initiatives relevant to specific Board Committees.
Board Committees	Comprises the Risk and Integrity Management Committee, Audit and Review Committee, Nomination and Remuneration Committee and other relevant committees. These Board Committees play key roles in risk oversight, including climate-related risk, ESG-linked remuneration and internal controls.
Group Managing Director (GMD)	Chairs the ESG Committee and drives the integration of sustainability across business functions and strategies.
ESG Committee (ESGC)	Comprises the Group's senior management to steer strategic direction, monitor performance and drive action planning. Includes departmental representatives to support operational implementation, cross-departmental coordination and execution of initiatives based on AmanahRaya's sustainability thematic pillars.
Sustainability Working Group (SWG)	Comprises representatives from all subsidiaries and key departments and serves as a platform to coordinate and implement Group-wide sustainability initiatives aligned with the sustainability thematic pillars.
Sustainability Councils	Comprises subject matter experts to guide sustainability strategies related to investments and ensure alignment with external reporting standards.

Our Engagement with Stakeholders

At AmanahRaya, we recognize our responsibility in preserving and creating long-term value for our key stakeholders. We are committed to proactive, transparent and inclusive engagement through various channels and touchpoints. These interactions enable us to identify stakeholder interests, expectations and concerns, while also providing a platform for feedback, collaboration and continuous improvement. Insights gathered throughout the year directly inform our materiality assessment, ensuring that the Material Sustainability Matters (MSMs) reflect stakeholder priorities and guide our sustainability efforts meaningfully.

The table below summarizes AmanahRaya's key stakeholder groups, engagement methods, frequency of engagement and the key focus areas commonly discussed with each group. These engagements may be conducted physically or through online platforms, such as video/voice calls and virtual meetings.

Engagement Frequency:

D Daily | M Monthly | A Annually | AN As Needed | O Ongoing
W Weekly | Q Quarterly | P Periodically | AA As Available

How We Engage		Focus Area
Senior Management Team		
Management meetings	P	• ESG implementation • Policy execution • Business performance • Business operation
ESG Committee discussions	AN	
Board of Directors		
Board meetings	P	• Corporate strategy • Sustainability direction • Risk oversight • Audit review • Nomination and remuneration • Tender review • Investment review • Syariah oversight
Strategy discussions	AN	
Governance reviews	AN	
Customers		
Customer surveys	O	• Service quality • Digital innovation • Brand trust
Feedback forms	O	
Digital platforms	O	
Government/ Regulators		
Regulatory submissions	AN	• Legal compliance • Policy alignment • Regulatory reporting
Industry dialogues	AN	
Compliance reports	AN	

How We Engage		Focus Area
Employees		
Townhalls	AN	• Employee well-being • Career growth • Organizational culture • ESG awareness
Employee satisfaction survey	A	
Internal memos	O	
Training and development sessions	O	
Business Partners		
Strategic partnership meetings	AN	• Mutual growth opportunities • Project collaboration • Value creation
Joint planning sessions	AN	
Investors/ Shareholders		
AGMs	A	• Financial performance • Long-term value creation • Strategic planning
Quarterly reports	Q	
Investor briefings	P	
Media/Analysts		
Press releases	AN	• Brand reputation • Corporate developments
Media briefings	AN	
Investor relations events	AN	
Local Communities/NGOs		
CSR initiatives	P	• Social impact • Community investment • Volunteerism
Outreach programs	P	
Suppliers/ Contractors/ Vendors		
Vendor performance evaluations	O	• Supply chain sustainability • Ethical procurement • Compliance
Vendor ESG screening	AN	
Industry Associations/Professional Bodies		
Forums	AA	• Best practices • ESG trends • Industry collaboration
Seminars	AA	
Industry roundtables	AA	

Materiality Assessment Process and Matrix

The materiality assessment process was carried out from 25 October 2024 to 26 December 2024 to identify and prioritize sustainability matters most relevant to the organization and its stakeholders. This process aligns with the latest sustainability reporting guidelines and reinforces the organization's commitment to transparency and responsible business practices.

The materiality assessment was conducted through a two-pronged approach: gathering stakeholder perspectives and evaluating business impact.

1 Stakeholder Engagement

Identification of Stakeholder Groups
Key stakeholder groups were identified and reviewed to ensure comprehensive representation.

Stakeholder Prioritization
Stakeholders were prioritized based on their influence and dependence on the organization. This helped assign appropriate weight to their feedback.

Engagement Exercise
Surveys were conducted with selected stakeholder groups through online and interview sessions to understand the significance of various sustainability matters.

Input Generation
Feedback from stakeholders was compiled and analyzed to reflect their level of concern or interest in each sustainability matter.

2 Sustainability Impact Assessment

Review of Sustainability Matters
A list of relevant sustainability matters was developed and reviewed to ensure alignment with the organization's context and priorities.

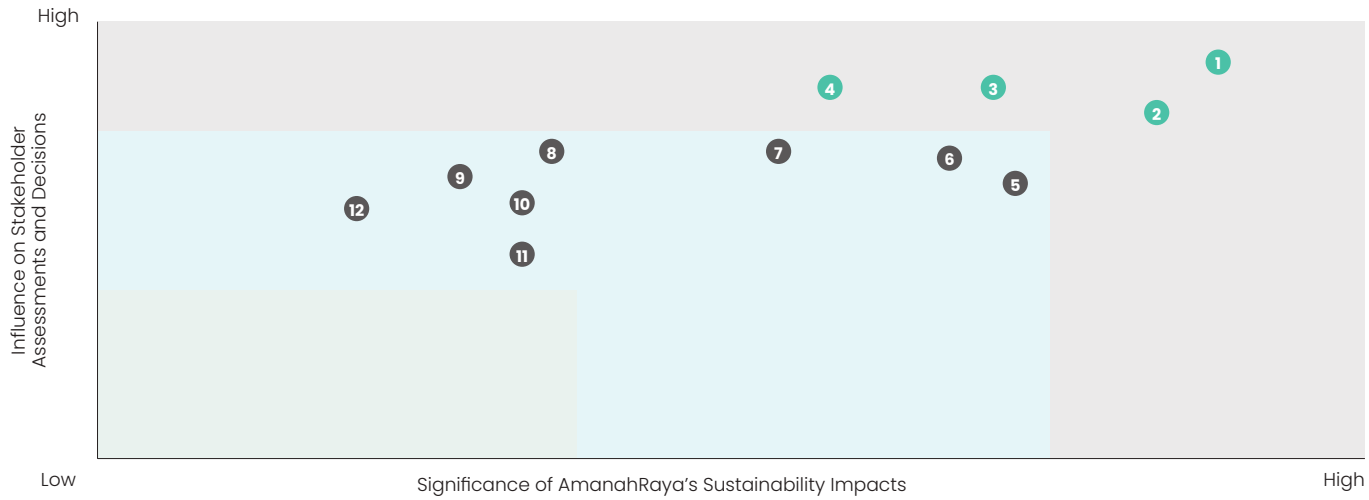
Impact Assessment
Each sustainability matter was evaluated internally via an Impact Assessment Workshop to assess its potential impact on the organization, including likelihood and severity.

Input Generation
Internal assessments were compiled into average scores to reflect the business's view of the importance of each matter.

3 Consolidation

Drafting the Materiality Matrix
A draft materiality matrix was prepared based on the results from both stakeholder feedback and internal assessments to identify the most material sustainability issues for the organization.

Following the assessment, 12 sustainability matters were identified and prioritized.



List of Material Sustainability Matters

1. Business Ethics and Integrity
2. Digital Innovation
3. Economic Performance
4. Corporate Governance
5. Responsible Supply Chain Management
6. Human Capital Management
7. Cybersecurity and Data Privacy
8. Health, Safety and Well-being
9. Labor Practices and Standards
10. Community Investment
11. Climate Change Management
12. Environmental Management

● High Importance ● Medium Importance

These matters reflect key Economic, Environmental, Social and Governance considerations and are presented below based on their ranking:

The identified Material Matters are summarized as follows:

1. Business Ethics and Integrity
2. Digital Innovation
3. Economic Performance
4. Corporate Governance
5. Responsible Supply Chain Management
6. Human Capital Management
7. Cybersecurity and Data Privacy
8. Health, Safety and Well-being
9. Labor Practices and Standards
10. Community Investment
11. Climate Change Management
12. Environmental Management

Our Sustainability Journey

2023: 4th Quarter

- Established Gap Analysis Report
- Developed our 4-year Sustainability Roadmap
- Formalized our Sustainability Governance Structure
- Integrate ESG roles and responsibilities into Board Charter and Terms of Reference
- Introduced regular training on ESG and climate-related topics for the Board, Senior Management and employees

2024: 1st Quarter

- Developed ESG KPI across the Group
- Enhanced ERM policy
- Established/Enhanced:
  - Anti-Bribery and Anti-Corruption Policy
  - Corporate Governance Policy
  - Cyber Security Policy
  - Procurement Management Policy
  - Safety and Health Policy
- Exercised Anti-Bribery Management Systems (ABMS)

2024: 2nd Quarter

- Developed a Group Sustainability Framework
- Developed Sustainability Policy
- ABMS audit

2024: 3rd Quarter

- Established Group Sustainability Framework
- Established Sustainability Policy
- Established ESG KPI across the Group
- Obtained ABMS certification

2024: 4th Quarter

- Incorporated supplier self-assessment on all suppliers and screened new suppliers with ESG criteria
- Conducted trainings on ESG-related topics for employees
- Established the Stakeholder Engagement and Materiality Assessment (SEMA) Report for AmanahRaya, AmanahRaya Trustees Berhad and AmanahRaya-Kenedix REIT Manager
- Continuous awareness trainings and campaigns across the Group
- Developed content for the Sustainability microsite
- Develop ESG targets to monitor ESG performance

2024 Sustainability Performance Highlights

Economic

100%
Local suppliers

RM11.9 mil
Total procurement spent FY2024

149
Total number of active suppliers as at FY2024

Environmental

101
Numbers of trees planted to date

We are committed to measure and track our GHG emissions to better understand our environmental impact data by

2025

Social

Women in Workplace

37% Board

49% Employees

Total number of CSR events conducted by category as at FY2024

5 Education

3 Environmental

7 Community Development & Philanthropy

1,548
Total training hours in FY2024

Number of customers served in underserved market

282
Differently-abled individuals FY2024

2,756
Underprivileged communities FY2024

Reached over **1,030** Malaysians, including underserved communities, through Estate and Legacy Management education

Governance

0 cases of cyber security breaches

Tagged initiatives to

15 SUSTAINABLE DEVELOPMENT GOALS

Established
Sustainability Policy
in 2024

Strengthening Social Value Across Community Relationships

Bringing Services Closer Through Digital Means

> **We're proud to support the nation's digital goals while creating real economic opportunities for the public.**
>
> – Ahmad Feizal Sulaiman Khan, Group Managing Director

At AmanahRaya, we believe that legacy planning is deeply personal, a promise to safeguard what matters most for the future. In honoring that responsibility, we are embracing digital innovation to bring our services closer to the people we serve. By transforming the way we connect, guide and support our customers, our digital journey is not just about technology, it's about trust, accessibility and ensuring that every Malaysian has the tools to protect their legacy, anytime and anywhere.

What We Did	Impact
Launched My AmanahRaya App in August 2024 to simplify Will Writing and Legacy Planning.	• Greater public access and convenience. • Facilitated the registration of 190 agents, creating job opportunities and supplementary income for the public.

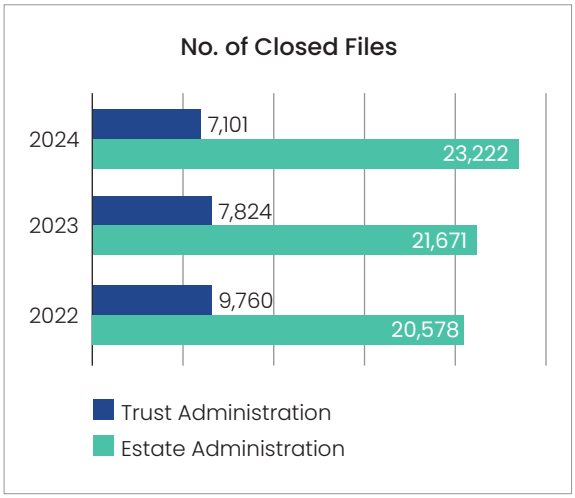
Delivering Social Impact Through Legacy and Trust Services

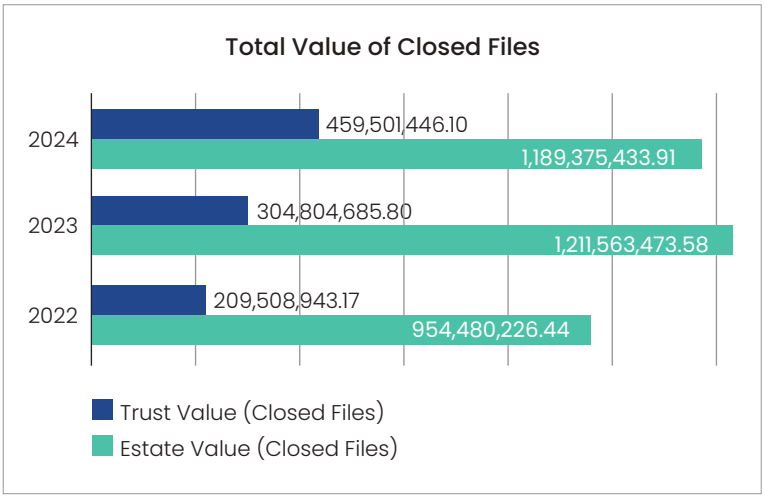
In 2024, AmanahRaya strengthened its commitment to social equity and intergenerational well-being through Estate, Will and Trust services that directly impact the lives of thousands of Malaysian families. Our role as a public trustee places us at the heart of family transitions, ensuring the secure and dignified transfer of wealth, particularly for vulnerable and underserved populations.

As at 31 December 2024, we successfully closed over 30,300 Estate and Trust files, representing over RM1.65 billion in managed value, a reflection of our dedication to safeguarding legacies and easing emotional and financial burdens during times of loss.

Our Will services, which saw over 7,000 new Wills registered, empower individuals to make informed choices about their legacy, while reinforcing public trust in structured estate planning and responsible wealth distribution.

These services go beyond administration; they serve as socially protective mechanisms that promote security, legal clarity and harmony within Malaysian families.





Category	2022	2023	2024
Estate Administration (Closed Files)	20,578	21,671	23,222
Estate Value (Closed Files)	954,480,226.44	1,211,563,473.58	1,189,375,433.91
Trust Administration (Closed Files)	9,760	7,824	7,101
Trust Value (Closed Files)	209,508,943.17	304,804,685.80	459,501,446.10
Total Closed Files (Estate + Trust)	30,338	29,495	30,323
Total Value of Closed Files	1,163,989,169.61	1,516,368,159.38	1,648,876,880.01

Championing Financial Inclusivity

AmanahRaya remains committed to serving all segments of society, including the underserved. A significant number of estate administration cases handled in 2024 involved lower-value estates (below RM5,000), reinforcing our role in ensuring that estate management services remain accessible to all Malaysians, regardless of wealth.

2024:
3,855 Number of Closed Estate Files (Below RM5k)

2024:
RM10.41 million
Total Estate Value Managed (Below RM5k)

Fostering Inclusive Growth Through Community Impact and Human Capital

Community Investment

A Our CSR Initiatives

AmanahRaya remain committed to uplifting communities through impactful social investment programs. Our community initiatives focus on providing support to underprivileged groups, strengthening education access, promoting health and well-being and responding to urgent social needs such as disaster relief.

In 2024 alone, we channeled over **RM1.6 million** towards community causes, reaching **8,285 beneficiaries**, reaffirming our commitment to inclusive social impact and aligned with key **UNSDGs.**

Item	2022	2023	2024
Amount invested in the community where the target beneficiaries are external to the listed issuer	RM140,824.00	RM1,169,788.36	RM1,038,723.00
Total number of beneficiaries of the investment in communities	1,000	6,792	8,285

As part of our Corporate Social Responsibility (CSR) commitment, AmanahRaya continues to support various initiatives designed to uplift communities and create positive societal impact. Below are key CSR initiatives from 2024 that reflect our core values:

Initiative	Description	Linked UNSDG(s)
March 2024		
Bubur Lambuk Distribution Program	Distributed 800 packs of *bubur lambuk* to customers and the surrounding community	
April 2024		
Zakat Wakalah to Asnaf	Distribution of Zakat to eligible Asnaf – AmanahRaya's security guards	
Zakat Wakalah to Asnaf Fisabilillah	Distribution of Zakat to eligible Asnaf Fisabilillah – Maahad Tahfiz Al-Quran An Nur Diniah	
Zakat Wakalah to Asnaf	Contribution to Surau Intan Baiduri Sepang for repair and upgrading work	
Zakat Wakalah to Asnaf	Contributed towards enabling SMK Puteri Ampang students from low-income families to participate in tuition classes	
Zakat Wakalah to Asnaf	Distribution of Zakat to four Universiti Teknologi Malaysia (UTM) students from low-income families	
Food Coupon Contribution	Distribution of food coupons to 100 students at Universiti Malaysia Pahang (UMP) to support student welfare	
May 2024		
RIMAU Painting Program (Harimau Malaya Conservation)	Awareness campaign for the conservation of the Malayan tiger	
Malaysia Drone Racing Global Qualifier (Asia Level)	Sponsored national-level drone racing competition that supports youth innovation and engagement	
June 2024		
Qurban Program 2024	Participation in Qurban Program in collaboration with Lembaga Zakat Selangor at Masjid Al-Redha, Selangor	
Pulau Redang Love & Care Project	Community clean-up and engagement initiatives, turtle conservation efforts and coral planting involving 400 seedlings at Pulau Redang	

Initiative	Description	Linked UNSDG(s)
July 2024		
Jom Pakat Pi Bendang	Contribution of farming tools and paddy field clean-up involving the community	
CSR program at Kampung Sungai Kubang Badak, Langkawi	Support the local fishing community and contribute wakaf funding to a solar lighting project in Pulau Tuba	
September 2024		
Empowering the Fishing Community	Donation of 240 safety jackets to local fishermen in partnership with PDRM	
October 2024		
Tabung Amanah Lumadan Sejahtera	Distribution of food aid baskets and zakat contributions to 50 asnaf individuals from the Lumadan community	
November 2024		
Contribution to Anjung Kasih Yayasan Kebajikan Negara (YKN) Facility	Contribution of RM250,000 for the Anjung Kasih YKN facility at Sarawak General Hospital	
December 2024		
Flood Relief Missions	Flood Relief Missions extending much-needed aid to nearly 1,000 flood-affected individuals in Sik, Kedah and Kota Bharu, Kelantan	

B Karnival AmanahRaya

AmanahRaya continues to prioritize community engagement and social development through outreach programs and initiatives that directly benefit the public. In 2024, we engaged in more than 100 outreach events, with a total of approximately 20,000 attendees.

A major highlight in 2024 was Karnival AmanahRaya, our debut event aimed at providing the community with easy access to services related to Pusaka, Amanah, Wasiat and Hibah, held in Seremban, Perak and Pulau Pinang, offering an accessible and interactive experience for individuals to engage directly with our experts and take action on estate planning and wealth management.

This event was a significant milestone in our ongoing commitment to social investment, providing on-the-spot consultations and a platform for individuals to begin their estate planning journey with ease.

C Empowering Communities through Education

> Through education, we empower every Malaysian to take control of their legacy, one step at a time.

At AmanahRaya, we believe that legacy management goes beyond legal documentation. It is about empowering communities to shape their future, protect their loved ones and make informed decisions that endure across generations.

In 2024, we strengthened our community engagement efforts by providing accessible, practical and culturally relevant learning programs on Estate and Trust planning. Our key initiatives included:

Siri Webinar LegasiKu 2024
Monthly session

A monthly online series designed to increase public awareness on topics such as:

- Estate and Trust planning
- Wasiat (Islamic Will) writing
- Common pitfalls in legacy planning

AmanahRaya Online Conference 2024
13-14 November 2024

A two-day virtual conference (our first of its kind) that gathered industry experts, practitioners and the general public to explore:

- The importance of Estate and Legacy Management
- Planning for the unexpected
- Real-world case studies and Estate Management solutions

These educational programs reached **more than 1,030 Malaysians**, including individuals from underserved and rural communities. By equipping participants with essential Estate and Legacy Management knowledge, AmanahRaya contributed to more inclusive financial literacy and long-term family well-being.

Investing in Our People

A Human Capital Management

	2022	2023	2024
Number (%) of Board			
By Age			
Below 30	0 (0%)	0 (0%)	0 (0%)
31-40	0 (0%)	0 (0%)	0 (0%)
41-50	3 (14%)	2 (9%)	2 (8%)
Above 50	19 (86%)	21 (91%)	22 (92%)
By Gender			
Male	14 (64%)	14 (61%)	15 (63%)
Female	8 (36%)	9 (39%)	9 (37%)
Number (%) of employees by age, for each employee category			
Senior Management			
Below 30	0 (0%)	0 (0%)	0 (0%)
31-40	1 (7%)	5 (22%)	6 (23%)
41-50	7 (47%)	10 (43%)	8 (31%)
Above 50	7 (47%)	8 (35%)	12 (46%)
Management			
Below 30	1 (1%)	0 (0%)	4 (4%)
31-40	18 (20%)	23 (24%)	26 (22%)
41-50	49 (55%)	47 (50%)	55 (47%)
Above 50	21 (24%)	24 (26%)	32 (27%)
Executives			
Below 30	89 (21%)	102 (22%)	108 (23%)
31-40	184 (44%)	176 (38%)	178 (37%)
41-50	123 (29%)	149 (33%)	156 (33%)
Above 50	25 (6%)	31 (7%)	38 (7%)
Non-Executives			
Below 30	36 (25%)	51 (32%)	55 (36%)
31-40	54 (37%)	48 (31%)	42 (28%)
41-50	41 (28%)	44 (28%)	43 (28%)
Above 50	15 (10%)	14 (9%)	11 (8%)
Total	671	732	774

Number (%) of employees by gender, for each employee category

Senior Management

Male			Female		
9 (60%)	16 (70%)	19 (73%)	6 (40%)	7 (30%)	7 (27%)

Management

Male			Female		
37 (42%)	40 (43%)	52 (44%)	52 (58%)	54 (57%)	65 (56%)

Executives

Male			Female		
138 (33%)	152 (33%)	161 (34%)	283 (67%)	306 (67%)	319 (66%)

Non-Executives

Male			Female		
77 (53%)	81 (52%)	82 (54%)	69 (47%)	76 (48%)	69 (46%)

Total

671	732	774

Employee turnover

Senior Management

4 (8%)	0 (0%)	1 (3%)

Management

4 (8%)	11 (23%)	5 (14%)

Executives

40 (75%)	29 (60%)	20 (55%)

Non-Executives

5 (9%)	8 (17%)	10 (28%)

New hires

Senior Management

3 (5%)	9 (8%)	3 (3%)

Management

3 (5%)	12 (10%)	18 (21%)

Executives

33 (60%)	63 (54%)	45 (52%)

Non-Executives

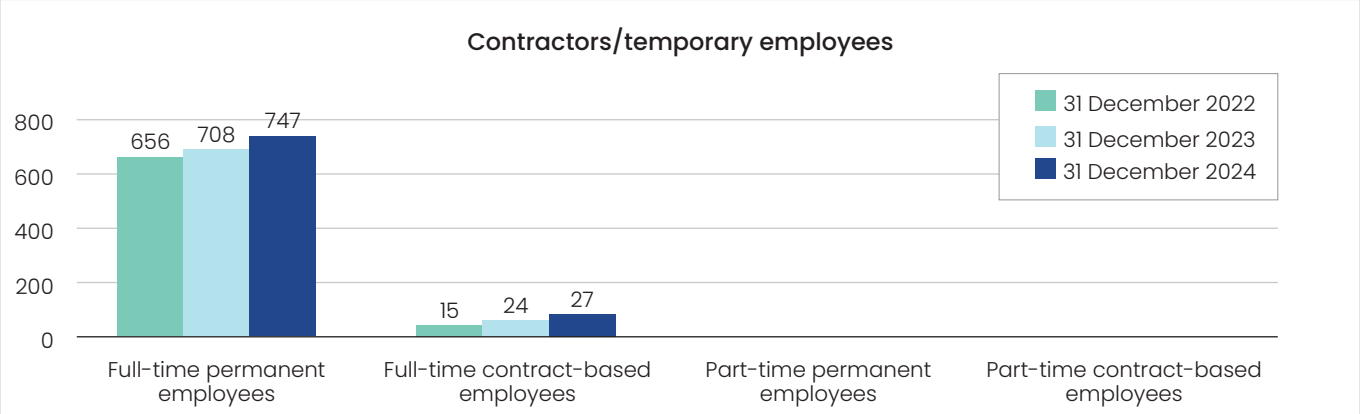
16 (30%)	33 (28%)	21 (24%)

Total

55	117	87

In relation to the employee data above, the percentage of employees who are contract or temporary employees during the financial year is as follows:

Percentage of employees who are contractors or temporary employees		
2022	**2023**	**2024**
15 (2%)	24 (3%)	27 (3%)



	2022	2023	2024
Full-time permanent employees	656	708	747
Full-time contract-based employees	15	24	27
Part-time permanent employees	NIL	NIL	NIL
Part-time contract-based employees	NIL	NIL	NIL
Total	**671**	**732**	**774**

B Structured and Strategic Learning Initiatives

As part of AmanahRaya's commitment to continuous professional development and talent empowerment, we introduced a more structured training approach beginning in 2023. All employees are now required to attend **two identified training sessions annually**, aligned with core competencies and strategic business goals. This shift ensures each employee member receives a **minimum of 16 hours** of focused, high-impact training per year.

While the average number of training sessions appears lower compared to previous years, this new approach prioritizes **quality and relevance** over quantity, equipping employees with targeted skills that directly support both individual growth and organizational excellence.

For the financial year under review, all employees completed at least two training modules and actively participated in training programs, with many exceeding the set targets.

Total training overview:

2 Identified Trainings Per Employee

774 Employees Covered

Estimated Total Training Hours
1,548 hours

Average number of training per employee

Two (2) identified training

Leadership development/ succession planning

Leadership Program: Embrace Change

Focus Areas in FY2024

Key training programs launched in 2024

1. Program Kenegaraan Madani
2. Mental Health Program: Unlock Your Best Self: A Journey to Inner Strength
3. Customer Service:
   - Professional Communication
   - Kemahiran Pengendalian Pelanggan
   - Professional Image and Business Etiquette
4. AMLA: Pencegahan Wang Haram, Pembiayaan Keganasan dan Hasil Daripada Wang Haram/Pematuhan/ Integriti

Upskilling or reskilling initiatives

1. CGEIT: Certified in the Governance of Enterprise IT (Accredited by ISACA)
2. 5521A SharePoint Online Power User
3. TECHGUARD: Empowering Capital Market with Resilient Technology Risk FrameworK

C Health, Safety and Well-being

At AmanahRaya, we remain firmly committed to fostering a safe, healthy and supportive working environment for all employees. While most of our workforce is office-based, certain roles require participation in public outreach initiatives, such as emergency drill exercises, which involve coordination with the building management team and engagement with nearby residents.

Our target of zero serious work-related injuries continues to guide our approach to workplace safety. Employees involved in field activities are consistently briefed on safety procedures to ensure they are prepared to manage risks and respond effectively to unforeseen situations.

For the financial year under review, AmanahRaya is pleased to report **zero work-related fatalities**, a testament to our continued focus on employee safety, both on-site and during public engagement efforts. Nonetheless, the increase in serious injury cases has highlighted the need for further emphasis on preventive strategies and safety reinforcement.

Work-related Fatality	Serious Injuries	Lost Time Incident Rate
0 case FY2022	0 case FY2022	0 FY2022
0 case FY2023	1 case FY2023	0.70 FY2023
0 case FY2024	2 cases FY2024	2.73 FY2024

Trainings and Activities related to Health, Safety and Well-being

In 2024, AmanahRaya introduced more than 13 training initiatives to promote health and safety awareness across the organization. These programs not only fulfill regulatory requirements but also reinforce a safety-first culture among employees.

The training initiatives that were implemented in 2024 are as follows:

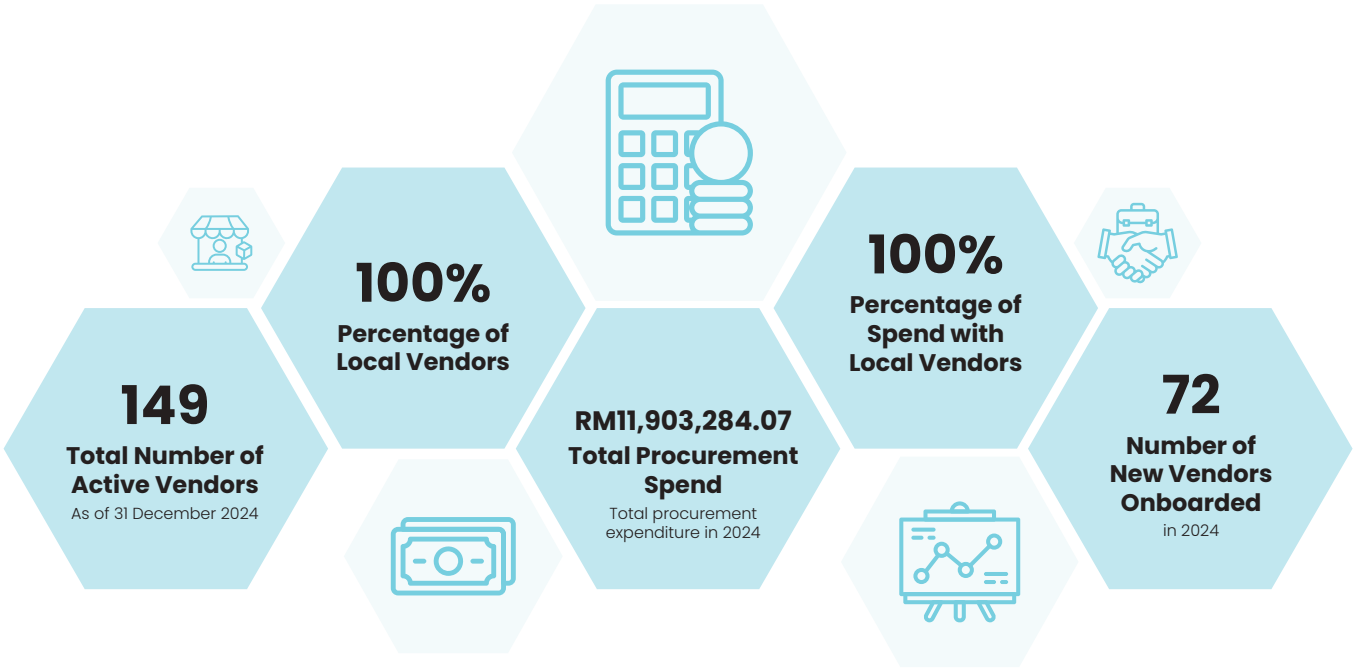
Training/Activity	Objective	Target Audience
27 January 2024 Basic Occupational First Aid and Cardiopulmonary Resuscitation (CPR) Training	To provide a competency course for the appointed AmanahRaya emergency response team and Occupational Safety and Health (OSH) committee for the year 2023-2024.	All employees
20 February 2024 Fire Safety Program: Fire Drill and Fire and Rescue Department of Malaysia (FRDM) Briefing	To provide valuable insights to Muar branch employees on fire prevention, emergency response procedures and the proper use of firefighting equipment.	All Southern Region employees
27 February 2024 Online Awareness on AmanahRaya OSH Manual. A virtual awareness session to introduce and reinforce understanding of the AmanahRaya Occupational Safety and Health (OSH) Manual	To ensure all employees are familiar with the policies, procedures and responsibilities outlined in the manual.	All employees
Q1, Q2, Q3 and Q4 AmanahRaya Safety and Health Induction	Performed quarterly OSH induction sessions across Quarter 1, 2, 3 and 4 to ensure consistent awareness of safety and health practices, mainly for new employees.	Newly joined employees
1 April 2024 Virtual Training on Ergonomic and Manual Handling. In conjunction with the mobilization process and transfer of office equipment from Wisma AmanahRaya to Vista Tower	To organize a virtual training session focused on ergonomics and proper manual handling techniques in the workplace and ensuring employees were well-prepared to manage physical tasks safely during the moving process.	All employees
2 July 2024 Procurement & Demo Session for Fire Fighting Apparel & SCBA	Live demonstrations were conducted, allowing Emergency Response Team (ERT) members to physically test the gear in simulated emergency scenarios.	All ERT members

Training/Activity	Objective	Target Audience
5 May 2024 Emergency Response Team Briefing Session	To strengthen ERT members' understanding of their individual roles and responsibilities during various emergency scenarios, including fire incidents, medical emergencies and building evacuations.	All ERT members
6 June 2024 Online Awareness on Emergency Evacuation Procedure	To provide theoretical knowledge on emergency evacuation protocols, including roles and responsibilities during fire or disaster scenarios.	All ERT members
7 June 2024 Integrated Fire Drill Exercise at The Intermark	To test the effectiveness of the building's fire alarm system, evacuation procedures and coordination between tenants and emergency responders in collaboration with FRDM.	All staff
16 August 2024 NIOSH Occupational First Aid Courses	To educate employees on recognizing early signs of psychological distress and how to provide immediate, non-intrusive support.	All OSH coordinators
28 October 2024 Online Talk: AmanahRaya Health & Wellness Carnival 2024 - Ergonomics & Back Pain	To promote proper posture and reduce the risk of strain.	All employees
13 December 2024 Environmental, Social and Governance Awareness	To introduce key ESG concepts to employees, emphasizing the importance of sustainable and ethical practices in the workplace.	All employees

Ethical and Inclusive Procurement Practices

Strengthening Local Economies Through Sustainable Sourcing

Our sustainability journey is measured not only by the value we deliver to clients, but also by the lasting benefits we create for communities and businesses nationwide. In 2024, we procure goods and services from 149 active vendors, all of whom were local Malaysian suppliers. This reflects our pledge to nurture the local economy and promote community-based development, as we view procurement not merely as a cost function but as a strategic driver to empower local businesses, foster inclusive growth and uphold ethical standards across our value chain.



Raising ESG Standards in Our Supply Chain

To enhance ESG alignment, we introduced an ESG-based questionnaire for new vendors as part of the onboarding process. This initiative enables us to assess suppliers' ESG practices and ensure consistency with our sustainability standards.

All vendors are bound by our Code of Business Ethics and Integrity, reinforcing values of fairness, transparency and mutual respect – key elements of a socially responsible procurement system.

Governance and Business Integrity

At AmanahRaya, strong governance is the foundation of our sustainable growth. In understanding this, we are therefore committed to upholding the highest standards of ethics, transparency and accountability in all aspects of our business. Our governance framework supports sound decision-making, risk management and long-term value creation for our stakeholders.

AmanahRaya also ensures adherence to internal policies and external regulatory frameworks, including laws pertaining to fiduciary duty, Anti-Money Laundering (AML), Counter-Financing of Terrorism (CFT), financial services and corporate governance. Specific attention is given to areas identified as high-risk, where lapses could result in reputational, legal or financial consequences.

Fines Relating to Non-Compliance with Laws and Regulations

For the financial year under review, AmanahRaya did not incur any fines or penalties related to non-compliance with applicable laws or regulations.

Number of Fines

FY2022	FY2023	FY2024
0%	0%	0%

Code of Business Ethics and Vendor Code of Ethics

AmanahRaya is committed to upholding the highest standards of integrity, transparency and ethical conduct across all levels of the organization. This is guided by our **Code of Business Ethics**, which outlines the expected values and behaviors of our employees in conducting business responsibly.

To ensure alignment with these values, all employees are required to:

- **Acknowledge and understand the Code of Business Ethics** through a signed declaration;
- **Complete a Conflict of Interest Declaration Form** to disclose any actual or potential conflicts;
- **Submit the Anti-Bribery and Anti-Corruption (ABAC) Declaration Form**, in support of our zero-tolerance policy on corruption;
- **Declare any external employment** through a dedicated form, ensuring that it does not interfere with their duties at AmanahRaya; and
- **Declare all assets** in accordance with the AmanahRaya Asset Declaration System.

These actions are compulsory for all employees and serve as a preventive measure to ensure transparency, especially in areas related to procurement, investments and vendor engagement.

In addition, employees are required to acknowledge their commitment to the **Code of Business Ethics** annually. These practices reinforce our culture of accountability and ethical leadership at all levels.

Percentage of Employees Acknowledging the Code

FY2022	FY2023	FY2024
100%	100%	100%

AmanahRaya has established a **Vendor Code of Ethics**, setting clear expectations for all external vendors, contractors and suppliers. This code prohibits collusion, bribery and any form of undue influence during procurement processes. Vendors are required to act independently and with integrity in all interactions with AmanahRaya.

Anti-Bribery and Anti-Corruption (ABAC)

AmanahRaya maintains a **zero-tolerance policy** towards all forms of bribery and corruption. This commitment is governed by the **Anti-Bribery and Anti-Corruption (ABAC) Policy**, which is part of AmanahRaya's broader governance and sustainability agenda to ensure responsible and ethical business conduct across all levels of the Group.

In line with the **Malaysian Anti-Corruption Commission Act (MACC Act) 2009** and the **Guidelines on Adequate Procedures (Ministerial Guidelines issued pursuant to Section 17A of the Act)**, AmanahRaya took a structured and phased approach to strengthen its anti-corruption infrastructure as part of its ESG journey.

AmanahRaya's efforts to institutionalize anti-corruption controls culminated in the **successful certification of its Anti-Bribery Management System (ABMS)** in Q3 2024, reflecting our compliance with **ISO 37001:2016** standards.

Percentage of Operations Assessed for Corruption Risks

FY2022	FY2023	FY2024
100%	100%	100%

As part of continuous education, all new employees undergo onboarding training that includes ABAC principles. Additionally, online refresher training and targeted briefings are conducted for departments with higher exposure to corruption risks.

In FY2024, 100% of employees received training on anti-bribery and anti-corruption practices, with a signed declaration confirming understanding of and compliance with the ABC Policy.

Whistleblowing Mechanism

AmanahRaya has established a formal Whistleblowing Policy that provides all stakeholders (internal and external) a secure and confidential channel to report misconduct, unethical behavior or violations of laws and regulations.

All whistleblowing reports are managed by the Head of Group Compliance, Integrity & Governance Department, who ensures that each report is assessed objectively and investigated thoroughly. AmanahRaya guarantees protection to whistleblowers against any form of retaliation

Whistleblowing and Corruption Cases

Year	Confirmed Incidents of Corruption	Whistleblowing cases*
2022	0	1
2023	0	2
2024	0	6

*Complaints received via the Whistleblowing channel are not corruption or criminal-related in nature.

Environmental Stewardship

Environmental and Climate Change Management

AmanahRaya recognizes the critical importance of addressing both environmental sustainability and climate change in our operations. In 2024, we focused on laying the foundation for robust environmental and climate change management practices. This year marks the beginning of our journey to systematically track key environmental metrics, including electricity consumption, water usage, waste management (particularly A4 paper consumption and single-use water bottles) and carbon emissions.

Although data collection is in its initial phase, we are committed to reducing our environmental impact. We have established clear reduction targets, aiming for:

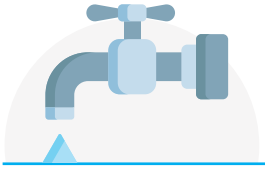
- A 4% reduction in electricity consumption and water usage by 2025
- A 5% reduction in paper printing, consumption and single-use water bottles by 2025

Additionally, we are integrating climate change risks into our long-term planning, ensuring that our operations are adaptable to climate-related challenges. These steps reflect our commitment to minimizing our environmental footprint and contributing to global climate change mitigation efforts.

Moving forward, we will continue refining our data collection methods and we are dedicated to achieving these targets through efficient resource management and strategic actions.

Reduction Targets

4%
Electricity consumption reduction



4%
Water consumption reduction

5%
Paper printing reduction

5%
Paper consumption reduction

5%
Single-use water bottle reduction

Looking Ahead: 2025 and Beyond

As AmanahRaya transitions from strategy development to full-scale execution, the year 2025 will mark a pivotal shift from planning to **performance-driven sustainability**. Our focus will move beyond compliance towards embedding ESG and integrity at the heart of our operations, decision-making and value creation.

We aim to build on the foundation laid through our roadmap, governance structures, ESG KPIs and Anti-Bribery Management System (ABMS) certification by driving the following priorities:

ESG Performance Monitoring & Reporting

- Operationalize ESG targets and dashboards across the Group.
- Implement consistent data tracking mechanisms for ESG indicators.
- Enhance internal ESG reporting cadence and transparency to the Board and stakeholders.

Strengthen ABAC Implementation and Oversight

- Conduct ABMS surveillance audits to maintain ISO 37001:2016 certification.
- Expand corruption risk assessments to include subsidiaries and high-risk functions.
- Integrate ABAC metrics into performance evaluations and procurement processes.

Stakeholder Engagement & Sustainable Procurement

- Deepen engagement with suppliers, customers and communities through education and collaboration.
- Explore partnerships that contribute to community impact and financial inclusion.

Sustainability Disclosure Enhancement

- Align future disclosures with Bursa Malaysia's enhanced sustainability reporting requirements, including Scope 3 emissions and climate-related financial disclosures.
- Begin referencing globally accepted frameworks such as TCFD and ISSB where relevant.

Long-Term Climate and Environmental Goals (2030 horizon)

- Begin baseline assessments and feasibility studies for carbon reduction targets.
- Explore integration of renewable energy solutions at AmanahRaya offices.
- Promote digitalization to reduce paper consumption and improve resource efficiency.