











From Mandate To Measurable Impact

SUSTAINABILITY REPORT 2025

ABOUT THIS REPORT

Institutions are not merely defined by their mandate.
*They are defined by the **impact** they create.*





Since its establishment on 17 July 1991, PUNB has carried a national responsibility to strengthen Bumiputera entrepreneurship and support businesses that contribute to Malaysia's economic growth.

In 2025, PUNB entered an important phase of strengthening and renewal. This year was focused on reinforcing the foundations that will enable us to deliver deeper and more sustainable impact in the years ahead.

Our priority has been clear: to build a stronger institution so we can better serve the entrepreneurs who rely on us.

This report outlines our sustainability approach, key initiatives and performance for the year. It reflects how we deliver our mandate through responsible financing, entrepreneur development and strong governance, while progressing towards measurable impact.

From mandate to measurable impact.

Reporting Period and Scope

This SR covers PUNB's ESG performance for the 2025 financial year (FY2025) which commenced from 1 January 2025 to 31 December 2025, exclusively on business operations in Malaysia. View and download the report here: https://www.punb.com.my/information/sustainability/

Reporting Approach

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards with reference to the United Nations Sustainable Development Goals (UN SDGs).

Assurance

Data for this report has been sourced internally from relevant operations within the scope of the reporting. It has been reviewed accordingly by our Internal Audit and Risk Management Department and SDG Technical Working Committee, and approved by the Executive Committee.

Feedback

We welcome your feedback to improve our reporting and sustainability practices. Kindly direct them to PUNB Headquarters at:

PERBADANAN USAHAWAN NASIONAL BERHAD
Sustainability Officer
Level 9, Block 1B, Plaza Sentral, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur.

CONTENTS

01 ABOUT THIS REPORT

03 2025 IMPACT HIGHLIGHTS

Chapter 1
WE ARE PUNB

05 Organisational Profile
06 Mandate, Vision, Mission, Objectives, & Core Values
07 PUNB Products & Services
08 Nationwide Presence
09 Rakan Usahawan Impact Story - Enabling Recovery and Mobility Through Medical Solutions

Chapter 2
DRIVING SUSTAINABILITY IMPACT

11 Joint Leadership Message from Chairman and Chief Executive Officer
16 Corporate Structure
18 Our Sustainability Approach
19 Active Membership & Strategic Partnerships
20 Stakeholder Engagement
22 Delivering Impact Through The SDGs
24 Advancing Measurable Impact through R30
25 Rakan Usahawan Impact Story - Building The Future Through Green Practices

Chapter 3
ECONOMIC EMPOWERMENT

27 Access To Financing
32 Strengthening Performance & Accountability
33 Nurturing Resilient Entrepreneurs
38 Enabling Youth Participation
39 Supporting Property Ownership: PROSPER Hartanah
41 Rakan Usahawan Impact Story - Sustainable Solutions for Wastewater Management

Chapter 4
PEOPLE AND COMMUNITY

43 Enabling An Inclusive Workforce
44 Elevating Talent Capability
45 Safeguarding Workplace Health and Well-Being
49 Delivering Community Impact
53 Rakan Usahawan Impact Story - Expanding Access to Eye Care with Purpose and Discipline

Chapter 5
GOVERNANCE

55 Governance Structure
56 Risk Oversight
56 Financing Discipline
57 Integrity & Anti-Corruption
58 Information Security & Data Privacy
59 Procurement Practices

Chapter 6
ENVIRONMENTAL MANAGEMENT

61 Carbon Emission
62 Resource Efficiency
63 Environmental Awareness
65 Rakan Usahawan Impact Story - From Compliance to Opportunity: Leveraging ESG for Growth in Industrial Services

REFERENCE

67 GRI
69 SEDG Disclosure

2025 IMPACT HIGHLIGHTS

ECONOMIC EMPOWERMENT

Economic value distribution for Entrepreneur

RM362,726,000
Financing approved

RM6,228,874
Invested in training and development

450
Total Rakan Usahawan Approved

317
No. of newly approved Rakan Usahawan

2,262
Active Rakan Usahawan in monitoring

33,521
Job opportunities created by Rakan Usahawan

92%
Percentage of Bumiputera hired by Rakan Usahawan

RM15.1 billion revenue generated by our Rakan Usahawan contributes to Malaysia's economic growth

PEOPLE AND COMMUNITY

54.68% women in PUNB's workforce

16.35 hours average training hours per employee

Employees logged **4,003** volunteer hours. Average of **8.5** volunteer hours per employee per year

CSR & Zakat Contribution:
RM1,579,369

GOVERNANCE

ABMS ISO certified by **SIRIM**

80% of the Board received anti-corruption awareness communication

Zero data breach incidents

ENVIRONMENTAL MANAGEMENT

Reduced total GHG emissions by **13%** from 2024 to 2025

Installed **2** solar panels at Kedah and Terengganu office branches

Successfully released over **1,200** baby turtles into the sea

2025 AWARDS



JumPER Merit Award, Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)



ISO 37001 Anti-Bribery Management Systems (ABMS) certification by SIRIM



SARAnghae: PUNB 2024 Raya Short Film - Filem Pendek Terbaik FFM34



WE ARE PUNB

CHAPTER 1

ORGANISATIONAL PROFILE

PERBADANAN USAHAWAN NASIONAL BERHAD (PUNB) was incorporated on 17 July 1991 with a clear purpose to strengthen Bumiputera participation in Malaysia's economy and support the growth of sustainable businesses.

Since then, PUNB has played an important role in nurturing entrepreneurs by providing access to financing, business guidance and long-term development support.

Our mission is to empower Bumiputera entrepreneurs through Shariah-compliant financing, strategic business support and capacity building. By equipping entrepreneurs with the knowledge, discipline and resources they need, we help them build resilient businesses that can grow, compete and contribute to the nation's economy.

Wholly owned by Yayasan Pelaburan Bumiputra (YPB), PUNB provides competitive financing and integrated business support to cultivate a dynamic, resilient and progressive Bumiputera Commercial and Industrial Community (BCIC). Through this approach, we support entrepreneurs at different stages of their journey while creating broader economic opportunities for employees, communities and the wider business ecosystem.

Since 2010, PUNB has operated as a fully Shariah-compliant organisation, embedding ethical principles and responsible financing practices across all our operations.

In 2019, PUNB was placed under the Prime Minister's Office, reinforcing our national role in advancing Bumiputera entrepreneurship and supporting a more inclusive economic landscape.

Today, as PUNB continues to evolve, our focus remains clear: to strengthen the institution, support entrepreneurs more effectively, and translate our mandate into meaningful and measurable impact for Malaysia.

OUR MANDATE

To enhance the participation of Bumiputera in entrepreneurship and develop a dynamic, resilient and progressive Bumiputera Commercial and Industrial Community (BCIC).

Vision, Mission and Objectives

Our Vision

To be the catalyst of growth for Bumiputera entrepreneurs

Our Mission

To empower Bumiputera entrepreneurs through Shariah-compliant financing, strategic business support and capacity building that foster resilience, competitiveness and long-term success.

Our Objectives

01 **Fostering a Growing Community of Bumiputera Entrepreneurs**
To increase both the number and quality of Bumiputera entrepreneurs in the commercial and industrial sectors.

02 **Nurturing Resilient Entrepreneurs in Key Sectors**
To promote the development of resilient Bumiputera entrepreneurs within strategic industries.

03 **Empowering Bumiputera Entrepreneurs with Knowledge and Skills**
To cultivate an entrepreneurial culture among Bumiputera entrepreneurs and equip them with the knowledge, skills and experience required to grow sustainable businesses.

OUR CORE VALUES

I	M	P	A	C	T
Integrity	**Mutual Respect**	**Passion**	**Agility**	**Collaboration**	**Transformation**
Act ethically, transparently and responsibly; safeguards trust and public funds.	Professional, constructive engagement with internal and external stakeholders; listens and values diverse views.	Show commitment, urgency and ownership in all responsibilities; consistently going the extra mile to achieve meaningful and sustainable outcomes.	Fast, adaptive decision-making; responds quickly to opportunities and challenges.	Build strong relationships with teammates, strategic partners, and stakeholders to achieve shared goals.	Continuously improve how we work, think and serve to stay future ready; for PUNB and entrepreneurs we support.

PUNB'S PRODUCTS & SERVICES

PUNB delivers its mandate through financing and support mechanisms designed to expand Bumiputera participation across key economic sectors.

All financing facilities are administered in accordance with Shariah principles, ensuring ethical financing practices, transparency and responsible stewardship of funds.

Our operations are structured around four core areas that collectively support the development and sustainability of Bumiputera enterprises.

Business Financing

PUNB provides Shariah-compliant financing facilities to support the growth and expansion of Bumiputera enterprises.

Key financing programmes include:

- **PROSPER GROW**
- **PROSPER GREAT**
- **PROSPER IMPACT / NOVA**

Through these facilities, PUNB provides capital solutions that enable entrepreneurs to expand operations, strengthen market presence and pursue new business opportunities.

Advisory & Monitoring

PUNB conducts ongoing advisory and monitoring of financed companies to safeguard portfolio quality and support business continuity.

This includes regular reviews of financial performance, operational developments, repayment behaviour and the provision of business advisory support.

Where businesses encounter challenges, mechanisms such as rescheduling or restructuring may be implemented to stabilise performance while preserving business viability.



This reflects PUNB's responsible stewardship of public funds within a Shariah-compliant financing framework.

Entrepreneur Development

PUNB facilitates targeted training and exposure programmes aimed at strengthening regulatory preparedness, financial discipline and market awareness among Rakan Usahawan.

These development programmes complement financing support by enhancing the knowledge, skills and operational readiness required for long-term business sustainability.



PROSPER Hartanah

PROSPER Hartanah provides access to commercial and industrial premises aligned with the Government's mandate to increase Bumiputera participation in commercial property ownership.

The scheme operates within a structured acquisition–rental–disposal cycle, offering:

- **Property acquisition**
- **Rental of commercial premises**
- **Rent-To-Own pathways**

This approach enables entrepreneurs to access suitable business premises while progressively working towards asset ownership within clearly defined parameters.

NATIONWIDE PRESENCE



HQ Office

Level 9, Block 1B, Plaza Sentral, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur

1 Northen Regional Office

No. 15, Jalan Dagangan 3, Pusat Bandar Bertam Perdana, 13200 Kepala Batas, Pulau Pinang

2 Central Regional Office

F-G-35, Vista Alam, No. 3, Presint 4.5, Jalan Ikhtisas 14/1, Seksyen 14, 40000 Shah Alam, Selangor

3 Southern Regional Office

No. 18, Jalan Setia Tropika 1/27, Taman Setia Tropika, Kempas, 81200 Johor Bahru, Johor

4 East Coast Regional Office

Lot PT30860, Taman Yayasan Terengganu, Jalan Lapangan Terbang, Gong Badak, 21200 Kuala Nerus, Terengganu

5 Sarawak Regional Office

Tingkat Bawah & Tingkat 1, Lot 563, (SL 15), Wisma Wan Abu Bakar, Jalan Kulas, 93400 Kuching, Sarawak

6 Sabah Regional Office

B-1-2 & B-2-2, Aeropod Commercial Square, Phase 3A, Jalan Aeropod Off Jalan Kepayan, 88200 Kota Kinabalu, Sabah

7 Kedah Branch Office

No. 1888 A & B,Jalan Stadium,05100 Alor Setar, Kedah

8 Perak Branch Office

No. 28, Jalan Meru Bestari B5, Medan Meru Bestari, 30020 Ipoh, Perak

9 Melaka Branch Office

No. 30, Jalan MITC Prima 1, Taman MITC Prima, 75450 Ayer Keroh, Melaka

10 Kelantan Branch Office

PT 385, Seksyen 12, Jalan Pengkalan Chepa, 15400 Kota Bharu, Kelantan

11 Pahang Branch Office

No. A-47, Kuantan Avenue Commercial Center, Jalan Beserah, 25300 Kuantan, Pahang

12 Miri Branch Office

Lot D-1-3A, First Floor, Miri Times Square, Marina Park City, Jalan Bendahara, 98000 Miri, Sarawak

13 Tawau Branch Office

No. 7-G & 8-G, Pusat Perniagaan Taipan, Jalan Kuhara, 91000 Tawau, Sabah

HQ Location: **Gombak, Selangor** | Established Year: **2003** | Website: **www.vitalinkmed.com** | Industry: **Orthopedic Medical Device Supplier**

CEO: **Noorirwandy bin Abdul Karim** | Managing Director: **Zuriana binti Anowar**

PUNB Support: **Financing and Level-Up Incentive**

Arah Tenang Sdn Bhd

ENABLING RECOVERY AND MOBILITY THROUGH MEDICAL SOLUTIONS

Arah Tenang operates in the orthopaedic medical device industry, supplying implants used in surgical procedures for bone fractures and ligament injuries.

These are critical products used where prompt intervention is required for recovery. By ensuring doctors have access to reliable and appropriate solutions, the company plays a direct role in supporting patient recovery and healthcare delivery.

Each product supplied contributes to restoring mobility, reducing complications and enabling patients to return to their daily lives.

Delivering Impact Through Healthcare Solutions

Beyond supplying medical devices, Arah Tenang contributes to improving quality of life.

The products provided are used in procedures that help patients regain movement and independence. In many cases, these interventions determine how quickly and how well a patient is able to recover.

By ensuring consistent availability of these solutions, the company supports healthcare providers in delivering timely and effective treatment.

Sustainability in Practice

Operating with Discipline in a Highly Regulated Industry

The medical device sector requires strict compliance and strong governance.

Arah Tenang complies with requirements set by the Ministry of Health, including Good Distribution Practice for Medical Devices (GDPMD). All products are approved by the Medical Device Authority (MDA) prior to market use.

The company is also ISO 9001 certified, reflecting its commitment to quality management and consistent operational standards.

These practices are essential to ensure safety, reliability and trust in healthcare delivery.

Building Technical Capability Across the Healthcare Ecosystem

Arah Tenang's role extends beyond supplying medical devices. Its team works closely with doctors and healthcare staff to support the use of implants during surgical procedures, ensuring that products are applied correctly and effectively.

This includes on-site support, product briefings and technical guidance, particularly when new devices or techniques are introduced. Given that implant selection and usage can vary across patients, the ability to provide accurate and timely input is critical.

To support this, the company invests in continuous training, equipping its team with both product knowledge and practical understanding of clinical requirements. This ensures that the team can engage with healthcare professionals using a common technical language and provide relevant support when needed.

Strengthening Industry Capability Through Knowledge Sharing

Beyond its own operations, Arah Tenang contributes to the development of industry capability.

The company collaborates with local universities, including IIUM and Universiti Kebangsaan Malaysia, to organise seminars and training programmes focused on knowledge sharing and technology transfer.

These initiatives help bridge academic learning with real-world medical practice, while supporting the development of future healthcare professionals.



Shaping the Business Through Experience

One of the business' most significant operational challenges arose when a key supplier decided to stop supplying to the company, creating immediate pressure on continued operations.

This experience prompted a shift in approach. The company reduced its reliance on a single source, built alternative supplier relationships and strengthened its own position in the market, growing into the role it holds today.

Enabled by PUNB

As the business matured, Arah Tenang required greater capacity to support growth in a capital-intensive industry.

Support from PUNB came at this stage, enabling the company to strengthen its working capital, expand inventory capacity and extend its presence beyond Kuala Lumpur into Kelantan, Pahang and Melaka. This also supported workforce growth from approximately 15 to 32 employees, positioning the business to operate at a more sustainable scale.

> *"When things get difficult, it is common to cut costs and slow down operations.*
>
> *But we learned that this does not move the business forward. What matters is building the right team and investing in people who can deliver stronger results and drive growth.*
>
> *This industry has strong potential, but it requires knowledge, discipline and continuous learning. Start small, build your capability and grow step by step."*
>
> *— Noorirwandy bin Abdul Karim, CEO*

Even as the business continues to grow and receives interest from other financial institutions, the relationship remains meaningful.

"Even today, when other banks approach us, PUNB is still our first choice"

Looking ahead, Arah Tenang aims to expand its presence while strengthening its operational and technical capabilities, with a focus on new regions including the northern market.



DRIVING SUSTAINABILITY IMPACT

CHAPTER 2



Joint Leadership Message from Chairman and Chief Executive Officer

FROM MANDATE TO MEASURABLE IMPACT:

OUR ROLE IN EMPOWERING A SUSTAINABLE FUTURE FOR MALAYSIA

Assalamualaikum Warahmatullahi Wabarakatuh,

We are pleased to jointly introduce the PERBADANAN USAHAWAN NASIONAL BERHAD (PUNB) Sustainability Report 2025 where we reflect on PUNB's journey in fulfilling our mandate to enhance the participation of Bumiputera in entrepreneurship and develop a dynamic, resilient and progressive Bumiputera Commercial and Industrial Community (BCIC).

In 2025, the global economy demonstrated underlying resilience in navigating persistent headwinds including elevated trade tensions, policy uncertainty and rising protectionism. This underscores the need for entrepreneurial development organisations like PUNB to remain steadfast in continuously empowering Bumiputera businesses to adapt, compete and thrive in an ever-evolving economic and market landscape.

PUNB has amassed vast experience through decades of unwavering commitment to Bumiputera entrepreneurial development. The year 2025 saw PUNB deepening its impact where we continued to deliver meaningful and measurable value for the entrepreneurs and communities around us.

The contents of this report will demonstrate the impact of the work that we do in PUNB, including the impact stories from our customers whom we call 'Rakan Usahawan'.

Through the stories of our Rakan Usahawan, this report bears testimony to our belief that true progress is not merely measured in terms of numbers, but in the resilience, growth and success of the people behind every business and cause we support.

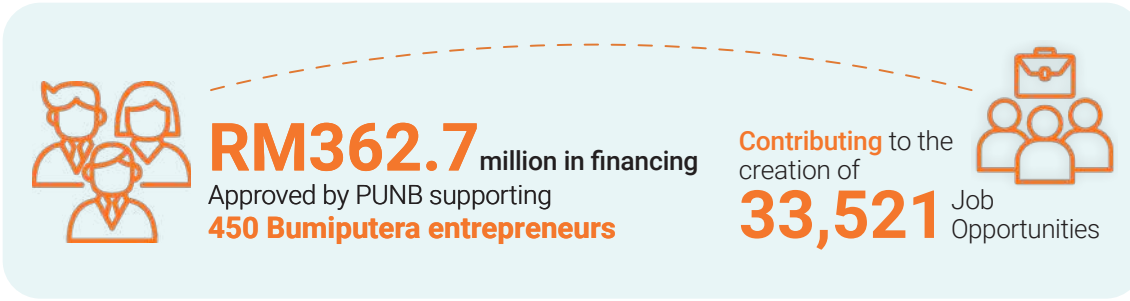
This aligns with our theme for the report, "From Mandate to Measurable Impact" which reflects the focus on outcomes, the quality and resilience of enterprises we empower and the long-term value we strive to create for the nation.

Empowering Entrepreneurs Through Financing & Business Support

In 2025, PUNB approved RM362.7 million in financing, supporting 450 Bumiputera entrepreneurs and contributing to the creation of 33,521 job opportunities. Collectively, our Rakan Usahawan generated an estimated RM15.1 billion in revenue, underscoring the role of Bumiputera enterprises as important contributors to Malaysia's economic resilience.

Our support does not end when the funds are disbursed. We have special incentives under Level Up and programmes aimed towards global market exposure, access and learning catered to our Rakan Usahawan. This includes trade or sourcing missions to countries such as China, Indonesia, Germany and Japan, which enabled selected entrepreneurs to strengthen sourcing strategies, benchmark against international practices and improve competitiveness.

A key area of progress was digital capability. Through PUNB Go Live 3.0, implemented in collaboration with TikTok Shop Malaysia, 70 Bumiputera sellers generated RM20.1 million in Gross Merchandise Value (GMV). This reflects how structured digital support and strategic collaboration can help entrepreneurs expand market access, improve sales performance and compete more effectively in the digital economy.



We conducted training and development programmes with a total of 664 training hours benefiting 1,347 entrepreneurs and their employees.

We believe that PUNB's financing does not merely provide capital but empowers our Rakan Usahawan with increased confidence, credibility and ability to take the next step in growing and expanding their businesses.

Beyond Rakan Usahawan: Helping Others

In 2025, PUNB continued to fulfil our *zakat* obligations in accordance with Shariah principles where *zakat* funds of RM720,424 were distributed to 487 eligible beneficiaries including for *asnaf* households, education assistance and community welfare initiatives.

We are pleased to report that with the strength and support of 140 employees, we have clocked in 4,003 volunteer hours which translated into helping a total of more than 3,000 beneficiaries in our continued investment in community-focused initiatives and programmes, including **Let's Give Back, Ray of Happiness, Empowering Orang Asli (ECO)**, and our **turtle conservation efforts in Pulau Redang.**



We also continued to invest in budding entrepreneurs. Programmes such as **JumPER** and **University to Community (UTC) 3.0** reflect our commitment to building a stronger pipeline of future-ready entrepreneurs with better financial discipline, governance awareness and business fundamentals.

In reducing the environmental impact during the course of our operations, PUNB recorded a 13% reduction in total greenhouse gas emissions from 2024 to 2025, supported by operational improvements and the installation of solar panels at our Kedah and Terengganu branches. These efforts reflect our commitment to responsible operations as we align ourselves with Malaysia's broader sustainability aspirations.

13%
reduction in total greenhouse gas emissions from **2024** to **2025**

Installation of solar panels at **Kedah** and **Terengganu** branches.

These initiatives reflect our continuous commitment towards delivering meaningful impact to the environment and communities around us. At the same time, these initiatives provide purpose beyond achieving corporate scorecards for our people in the organisation. Inculcating a culture anchored in service, accountability, humility and mutual respect is a priority for us in PUNB.

Our People, Our Best Assets

Internally, our people are the heartbeat to our ability to deliver impact – they are our best assets.

With this in mind, elevating talent capability was a key feature in 2025, particularly in the areas of technical and professional skills, digital capability and system adoption, leadership and management development and sustainability awareness. The training programmes are streamlined towards the current needs of the organisation, cumulating a total of 7,685 training hours averaging at 16.35 hours per employee.

The Board and Management are committed towards safeguarding workplace safety, instilling healthy and respectful workplace behaviour and maintaining overall employee well-being.



Prioritising Governance & Integrity

Impact requires a firm foundation. We continue to place a strong emphasis on governance transparency and institutional integrity as we acknowledge that sustainable and measurable impact can only be achieved with a robust governance framework.

The achievement of ISO 37001 Anti-Bribery Management System certification by the Standards and Industrial Research Institute of Malaysia (SIRIM), together with full participation by the Board in integrity training, reflects our commitment to leadership by example and a zero-tolerance stance against corruption.

As stewards of public funds operating within a Shariah-compliant framework, PUNB remains guided by integrity, accountability and ethical conduct. These principles are not merely values we uphold; they are the foundation upon which sustainable and credible impact is built.

In committing to the same principles, continuous financing discipline and governance is seen through the introduction of an enhanced Credit Risk Policy. At the same time, emphasis on the significance of information security and data privacy is seen through awareness and training in accordance with the Information Security Management System (ISMS) ISO/IEC 27001:2022.



Stepping Into Our Next Phase with R30

We acknowledge the need to plan for the future, not only for us as an organisation but for the future of the Malaysian entrepreneurial landscape.

To ensure that PUNB remains relevant and sustainable in a world shaped by shifting economic and market dynamics, rapid digital innovations and rising sustainability expectations, we have designed a strategic framework for the future.

PUNB's R30 Strategic Plan (2026–2030) will guide the next phase of this journey, strengthening the organisation's role as a catalyst for inclusive, resilient and sustainable economic growth. R30 focuses on streamlined priorities across 4 strategic thrusts, namely: financing portfolio expansion and quality, operational excellence, financial sustainability and Environmental, Social and Governance (ESG) and social impact.

What this means is that the next 5 years will see enhanced financing schemes and programmes, more efficient technology and systems to be put in place, increased operational efficiencies – with an aim to achieving greater impact to the Bumiputera business community and organisational sustainability.

While we understand that we must remain agile to shift our plans and priorities based on current industry, business and organisational needs, R30 is our north star to guide our way forward beyond 2025.

Acknowledgments

We wish to thank our stakeholders - Yayasan Pelaburan Bumiputra, the Prime Minister's Office, Prime Minister's Department, Ministry of Finance and Ministry of Economy for the unwavering support towards our plans, programmes and initiatives.

Thank you to the PUNB team who have tirelessly dedicated time and energy towards PUNB's vision and mission.

We wish to thank all strategic partners and collaborators that have contributed towards our efforts to fulfill our mandate.

Finally, we are all grateful to PUNB's Rakan Usahawan in trusting PUNB to support your businesses. Your progress remains the clearest measure of our success.

> *"We believe that true progress is not merely measured in numbers, but in the resilience, growth and success of the people behind every business and causes we support."*

TAN SRI RASTAM BIN MOHD ISA
Chairman

> *"PUNB's R30 Strategic Plan (2026–2030) will guide the next phase of this journey, strengthening the organisation's role as a catalyst for inclusive, resilient and sustainable economic growth."*

IZWAN BIN ZAINUDDIN
Chief Executive Officer

CORPORATE STRUCTURE

Board of Directors



Ezleezan bin Othman

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Datuk Abd Shukor bin Mahmood

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Tan Sri Rastam bin Mohd Isa

CHAIRMAN

Appointed with effect from 1 January 2026

Adleen binti Abdullah

INDEPENDENT NON-EXECUTIVE DIRECTOR

Badrulnizam bin Bahaman

INDEPENDENT NON-EXECUTIVE DIRECTOR

Azaddin bin Ngah Tasir

INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointed with effect from 1 April 2026

Management Team



Razlan bin Bachik
GENERAL MANAGER
BUSINESS DIVISION

Izwan bin Zainuddin
CHIEF EXECUTIVE OFFICER

Fauzi bin Zakaria
GENERAL MANAGER
OPERATIONS DIVISION

Azman bin Abdullah
GENERAL MANAGER
FINANCE & TRANSFORMATION DIVISION

OUR SUSTAINABILITY APPROACH

PUNB's sustainability efforts are guided by structured governance and cross-functional collaboration across the organisation. This ensures that sustainability considerations are embedded into decision-making, operational practices and the delivery of our mandate.

Executive Committee (EXCO)

The Executive Committee provides strategic oversight of sustainability matters, ensuring that sustainability considerations remain aligned with PUNB's corporate priorities, developmental mandate and long-term value creation.

SDG Steering Committee

The SDG Steering Committee guides the organisation's sustainability direction and reviews progress on sustainability initiatives. This ensures accountability at the strategic level and alignment with national development priorities and the United Nations Sustainable Development Goals (SDGs).

SDG Technical Working Committee (STWC)

Execution is driven by the SDG Technical Working Committee (STWC), a cross-functional body comprising 14 permanent members representing various departments and units.

The STWC coordinates implementation, monitors sustainability initiatives and strengthens internal practices across the organisation.

Sustainability Function

The Sustainability Function acts as the coordinating unit for sustainability initiatives across PUNB. The team is responsible for driving sustainability programmes, coordinating internal efforts and producing the annual Sustainability Report while supporting the organisation's broader sustainability agenda.

At PUNB, sustainability is integral to our mission. Our framework incorporates environmental, social, and governance (ESG) principles to ensure we achieve financial goals while positively impacting society and the environment.

Four Key Pillars

1 **Environment**
Minimising our environmental footprint through energy efficiency, waste reduction, and sustainable sourcing.

2 **Entrepreneur**
Assisting our entrepreneurs in their business providing financial support and advisory services.

3 **People**
Focusing on creating nourishing environments and providing necessary support for the health, safety and wellbeing of our people in addition to cultivating a positive culture.

4 **Organisation**
Conducting our business ethically, while, ensuring transparency and accountability.

Aligned with the Sustainable Development Goals (SDGs), we continuously monitor and improve our sustainability performance to create long-term value for our stakeholders and contribute to a sustainable future.



These principles underpin our dedication to promoting sustainable finance and global development, aligning with the United Nations Sustainable Development Goals (SDGs) where we can make the most significant impact. We have identified eight priority SDGs that correspond with our sustainability framework.

ACTIVE MEMBERSHIP & STRATEGIC PARTNERSHIPS

PUNB's sustainability efforts are guided by structured governance and cross-functional collaboration across the organisation. This ensures that sustainability considerations are embedded into decision-making, operational practices and the delivery of our mandate.

Active Membership Bodies

MIM
ADFIM
MIHRM Since 1976
Malaysian Automotive Association
MECA
The Institute of Internal Auditors Malaysia
MiER
MRA Malaysia Retailers Association
ADFIAP

Active Engagement

Majlis Amanah Rakyat (MARA)
JohorPort
PTP
CGC
MATRADE
PLUS
UEM EDGENTA
INSKEN
MDEC
1CloudHub AWS
HDC Halal Development Corporation
NAICO
MGTC
SIRIM
MIDA
TikTok Shop
PETRONAS AutoExpert
PROWHEELS DISTRIBUTOR
MSOSH
MARii
CM2 capital markets MALAYSIA

MOU Signed in 2025

sarawak energy
Ministry of Economy Department of Statistics Malaysia
MTDC Malaysian Technology Development Corporation
AKPK

STAKEHOLDER ENGAGEMENT

Engaging with our stakeholders enables PUNB to understand evolving needs, strengthen relationships and improve how we deliver our mandate.

Through structured engagement channels, PUNB gathers feedback, addresses concerns and continuously improves our services to entrepreneurs and stakeholders.



ENTREPRENEURS

Engagement Channel	Frequency	Stakeholder Interest / Concern	Our Response
Physical and digital channels including branches, call centres and PUNB online applications	Ongoing	High-quality customer service and responsive support	Continuous improvement of customer service delivery
Site visits	Periodic	Financing solutions aligned with business growth stages	Align financing facilities with entrepreneurs' capabilities
Training sessions, meetings and forums	As needed	Business development support	Provide training and advisory programmes
Trade missions	As needed	Market access and expansion opportunities	Facilitate exposure and networking opportunities



GOVERNMENT & REGULATORS

Engagement Channel	Frequency	Stakeholder Interest / Concern	Our Response
Briefings, updates and reporting	Periodic	Compliance with laws and regulations	Strengthening governance and internal control frameworks
Industry participation	As needed	Alignment with national development priorities	Align initiatives with Rancangan Malaysia Ke-12 (RMK12), RMK13 and Pelan Transformasi Ekonomi Bumiputera 2035 (PuTERA35)
Audits	Annual	Transparency and accountability	Upholding ISO 37001 Anti-Bribery Management System (ABMS) standards

PUNB continues to support the achievement of its mandate and policy objectives through the **R30 strategic plan**, ensuring alignment with national economic priorities and the Bumiputera development agenda.

EMPLOYEES

Engagement Channel	Frequency	Stakeholder Interest / Concern	Our Response
Town halls, training programmes and team-building activities	Ongoing	Fair and competitive compensation	Competitive remuneration and benefits
Activities through Kelab Sukan & Kebajikan PUNB	Periodic	Safe and supportive workplace	Health, safety and well-being initiatives
Performance appraisals and reviews	Annual	Career development and learning opportunities	Targeted training and development programmes
Employee engagement surveys	Periodic	Inclusive and equitable workplace	Policies promoting diversity, respect, and equal opportunity

LOCAL COMMUNITIES

Engagement Channel	Frequency	Stakeholder Interest / Concern	Our Response
CSR programmes	As needed	Support for underserved Bumiputera communities	Implementation of community programmes
Community dialogues and engagement sessions	Periodic	Opportunities for local development	Collaborative community initiatives
Employee volunteering programmes	Ongoing	Inclusive community engagement	Employee-driven volunteering initiatives

PUNB's community programmes include initiatives such as:

Let's Give Back | **Ray of Happiness** | **Empowering Orang Asli (ECO)** | **JumPER Programme**

These initiatives support community development while strengthening PUNB's broader social impact.

DELIVERING IMPACT THROUGH THE SDGs

PUNB aligns its efforts with selected United Nations Sustainable Development Goals (SDGs), focusing on areas where we can deliver meaningful and measurable impact through entrepreneurship development, responsible financing and strong governance.

Sustainable Development Goals (SDG)	PUNB's SDG Target		Key Results
SDG 4 **QUALITY EDUCATION** Strengthening entrepreneurial capabilities through training and development programmes.	4.2	Access to quality early childhood development, care and pre-primary education	• 11 financing approvals amounting to RM 7,028,000 contributed to providing early childhood education to Malaysian society
	4.5	Ensure equal access to education and vocational training for vulnerable groups, including persons with disabilities, indigenous peoples, and children	• ECO Programme continued with participation from Orang Asli communities, supported by entrepreneur-led technical skills training
	4.6	Ensure that all youth achieve literacy and numeracy	• University collaborations through the University to Community 3.0 programme supported financial literacy and business management knowledge transfer
	4.7	Ensure learners acquire knowledge and skills needed to promote sustainable development	• 6 sessions of ESG Awareness training provided to 162 New Rakan Usahawan • 54 staff and 2 board members completed sustainability training • 1,347 entrepreneurs trained and developed through structured programmes
SDG 5 **GENDER EQUALITY** Expanding access to financing and opportunities for women entrepreneurs.	5.1	End all forms of discrimination against women and girls	• 33.5% of entrepreneurs supported are women • Rakan Usahawan employees are 40.4 % women • Women represent 54.68% of PUNB's workforce
	5.3	Ensure equal rights to economic resources and financial services	• Provide financial access and financial literacy to 758 women entrepreneurs
SDG 8 **DECENT WORK & ECONOMIC GROWTH** Supporting business growth, job creation and entrepreneurship through financing.	8.3	Promote policies that support entrepreneurship, innovation and SME growth through access to financial services	• 2,262 active Rakan Usahawan benefit from access to financing, training and development • RM 362.7 million in financing supporting 450 businesses nationwide
	8.5	Achieve full and productive employment and decent work for all	• 7 management trainees and 21 interns provided early industry exposure • 1,304 hours of Occupational Safety and Health (OSH) training completed

Sustainable Development Goals (SDG)	PUNB's SDG Target	Key Results
SDG 9 **INDUSTRY, INNOVATION & INFRASTRUCTURE** Expanding access to financing and supporting technology adoption.	9.3 Increase access of SMEs to financial services	• Continued financing support to industrial and service-based SMEs, including property solutions, under PROSPER Hartanah • RM1,285,149 allocated to Level Up incentives supporting SME growth and digital adoption
	9.4 Upgrade infrastructure with adoption of sustainable technologies	• Adoption of energy-efficient equipment during renovation works
SDG 10 **REDUCED INEQUALITIES** Enhancing Bumiputera participation through inclusive financing and initiatives.	10.2 Promote social and economic inclusion	• Support provided to communities through zakat contributions and social initiatives • 2,262 Bumiputera entrepreneurs supported across Malaysia
	10.3 Ensure equal opportunity and reduce inequalities of outcome	• RM1,579,369 channelled through zakat and CSR initiatives supporting community and education development
SDG 11 **SUSTAINABLE CITIES & COMMUNITIES** Supporting access to business premises and business continuity solutions.	11.2 Reduce economic losses caused by disasters	• 2 SAFE financing approvals amounting to RM 350,000 • 246 commercial properties and SAFE financing supporting business continuity. • Business Premises Takaful and Personal Takaful offered to Rakan Usahawan
SDG 12 **RESPONSIBLE CONSUMPTION & PRODUCTION** Integrating ESG values throughout the supply chain. Practicing transparent reporting and engaging local suppliers.	12.6 Encourage adoption of sustainable practices and sustainability reporting	• Publication of PUNB Sustainability Report 2025
	12.7 Promote sustainable procurement practices	• 100% of procurement expenditure allocated to local suppliers
	12.8 Promote awareness for sustainable development	• Industry engagement with Capital Markets Malaysia through adoption of SEDG practices
SDG 16 **PEACE, JUSTICE & STRONG INSTITUTIONS** Upholding strong governance, ethical practices and transparency.	16.5 Reduce corruption and bribery	• ISO 37001:2025 Anti-Bribery Management System certification acquired from SIRIM QAS International Sdn. Bhd.
	16.6 Develop effective, accountable and transparent institutions	• Strengthened integrity practices through Whistleblower, Procurement and Anti-Bribery policies
	16.7 Ensure inclusive and representative decision-making	• Women represent 54.68% of the workforce, supporting inclusive organisational representation

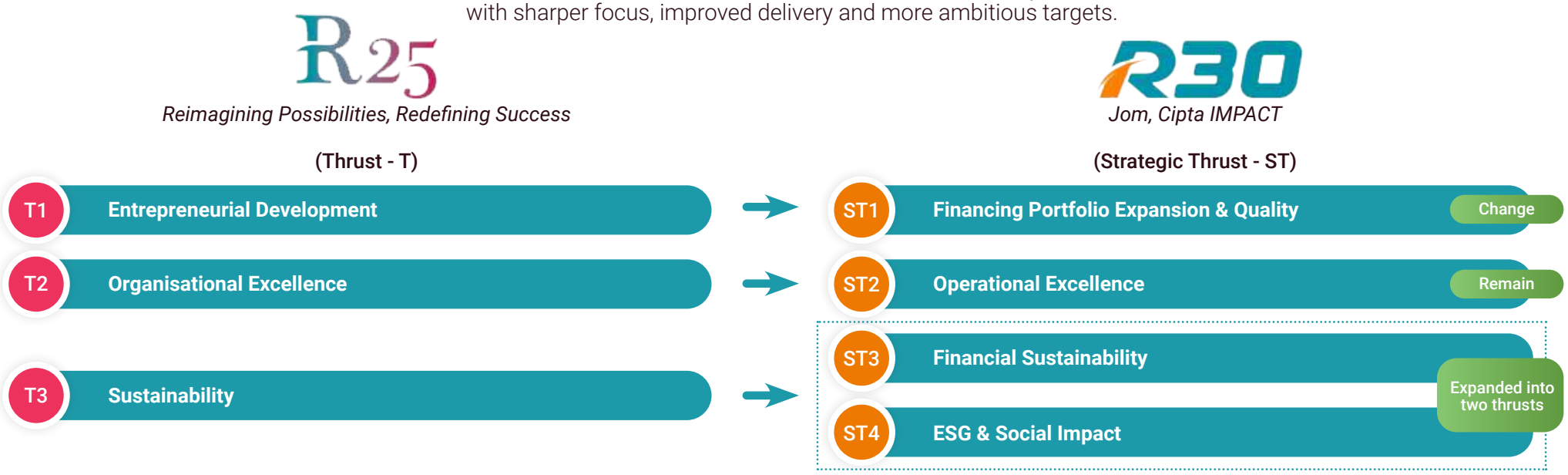
ADVANCING MEASURABLE IMPACT THROUGH R30

Building on the foundations established under R25, PUNB's R30 strategy marks a more focused and structured approach to delivering measurable impact.

With clearer priorities across financing, operational excellence, financial sustainability and ESG, R30 reflects PUNB's commitment to strengthening its role in supporting Bumiputera entrepreneurs and contributing to Malaysia's economic future.

FROM R25 TO R30
EVOLVING OUR STRATEGIES

R30 builds on R25's strengthened foundation, continuing key initiatives with sharper focus, improved delivery and more ambitious targets.



R30 marks the next phase in translating our mandate into measurable impact.

Location: **Port Dickson, Negeri Sembilan** | Established Year: **2024** | Industry: **Retail Services – Petrol Station**

CEO: **Muhammad Nur 'Imran bin Muhammad Nur 'Azman**

PUNB Support: **Financing**

Forza Mni Venture

BUILDING THE FUTURE THROUGH GREEN PRACTICES

A sustainability-driven approach can create lasting value - not only for the company or entrepreneur, but also for the communities that they serve. This belief is reflected by one of PUNB's supported Rakan Usahawan, Forza Mni Venture, a petrol station operator located in Port Dickson, Negeri Sembilan. The petrol station demonstrates how a simple approach creates an impactful environmental stewardship and strong governance, which has been integrated into its daily business practices.

Imran nurtured his interest in petrol station management through hands-on exposure while working with a family member. In recognising that petrol stations remain relevant and essential, he saw opportunities not only in operating a viable business but also one where he can offer higher standards of service and sustainability.

Green Building Leadership and Water Management

What makes Forza Mni different from other petrol stations lies in the architectural design of the station. It was developed in accordance with Petron's ESG policies and sustainability standards; thus, the station has been awarded the Gold Class certification by GreenRE, making it the first petrol station in Negeri Sembilan to receive such recognition. This achievement underscores Forza Mni's commitment to green building principles and resource efficiency.

Among the standout initiatives implemented was the installation of a rainwater harvesting system, which collects and reuses rainwater for landscape irrigation and toilet facilities. This approach has allowed the station to save 25% of regular water usage and reduce the reliance on treated water. The station is also equipped with energy-efficient LED lighting. Plans are underway to install solar photovoltaic panels in the next phase to further reduce electricity consumption and carbon emissions.

Responsible Waste Management Planning

In parallel with green infrastructure, Forza Mni also places strong emphasis on responsible waste management, where operational waste is managed across two categories: wet products (fuel products) and dry products (retail goods). Imran ensures daily monitoring through tank reconciliation and leakage checks to help minimise losses from evaporation and ensure environmental risks are controlled. Meanwhile, retail waste is managed through regular inventory checks, promotional strategies for near-expiry items. Imran is also exploring other methods to minimise the waste. "We are exploring digital platforms that allow food products approaching their expiry date to be sold at discounted prices, thereby reducing avoidable waste."

Inclusive Facilities



Aligned with the social ("S") aspect of ESG, Forza Mni is looking ahead to participate in the "Toilet of the Year" Competition organised by the Ministry of Housing and Local Government, recognising that clean, safe and accessible public facilities are an essential part of infrastructure, which are often overlooked in the aspect of community well-being. This initiative aligns with the station's broader commitment to hygiene, inclusivity and increasing customer experience while reinforcing ESG values in practice and people-centric ways.

"PUNB's support is an innovation enabler"



Building Enterprise with PUNB

Having learned about PUNB while working in the industry, Imran applied for financing under the special assistance scheme for petrol station operators. The financial support is important amid rising fuel prices, and allowed him to focus on operational excellence and long-term planning.

It not only provides financial assistance but also opens pathways to petrol station operators like him to adopt better practices, maintain standards, and more sustainable business models. With growing staff capacity, improving sales performance, and a clear ESG roadmap, the station demonstrates how Bumiputera entrepreneurs can build resilient, responsible, and future-ready enterprises.



ECONOMIC EMPOWERMENT

CHAPTER 3

Strengthening Bumiputera Enterprise Growth and Ownership

PUNB has always understood that economic participation is built over time through access, opportunity and the ability to grow.

As such, we are committed to strengthening Bumiputera participation in the formal economy by supporting entrepreneurs not only to start, but to scale, sustain and build long-term value.

We recognise that real impact goes beyond financing. It lies in enabling businesses to grow with confidence, create jobs, generate income and progress towards asset ownership.

In 2025, our focus was clear. We had to ensure that every ringgit deployed translates into meaningful and measurable economic participation.

ACCESS TO FINANCING

Over the past three years, PUNB has steadily expanded access to financing for Bumiputera SMEs. The increase in allocations and approvals reflects a deliberate effort to support both new entrepreneurs entering the market and existing businesses looking to grow.

Beyond increasing volume, financing is structured to help businesses move forward within the formal economy, strengthen their operations and build more sustainable growth over time.



In 2025 alone:

RM362.73 million
in financing approvals

450
Bumiputera entrepreneurs supported

317
new entrepreneurs were onboarded as Rakan Usahawan, enabling access to PUNB financing

133
existing entrepreneurs supported to scale

This reflects a deliberate balance which enables new participation while strengthening existing businesses.

More importantly, it reflects our commitment to ensuring that financing leads to real business progress, not just approvals.

FINANCING ACROSS MALAYSIA

Economic participation should also be inclusive and nationwide.

Selangor	90	16	Perak
Sabah	32	15	Kelantan
WP Kuala Lumpur	24	14	Johor
Terengganu	24	13	Sarawak
Kedah	20	12	Pahang
Pulau Pinang	17	11	Negeri Sembilan
Melaka	16	1	Perlis

Total Number of Companies **305**

In 2025, RM137.33 million was disbursed to 305 Bumiputera companies across Malaysia, spanning all 14 states.

While Selangor remains a key hub, our reach extends to Sabah, Sarawak, Kedah, Johor and the East Coast, ensuring that opportunities are not limited by geography.

This nationwide footprint reflects two important realities:

- Entrepreneurship exists across every part of Malaysia
- Access to financing can unlock local economic ecosystems

The businesses we support span diverse sectors; from recycling and logistics to food innovation and retail.

For many entrepreneurs, financing is not just capital. It is confidence, credibility and the ability to take the next step. And PUNB is there with them every step of the way.

STORIES FROM OUR ENTREPRENEURS

Behind every number is a business, and behind every business is a person taking a risk.

Our Rakan Usahawan reflect how access to financing translates into real progress across the country, captured in the spirit of “Kita Malaysia, Kita Usahawan”.

RD Paper Sdn Bhd

“PUNB saw the potential in the industry I was in. That trust made a difference.”

— Rosly bin Darahman



Recycling and Resource Recovery

Previously constrained by limited capital and unsuccessful financing applications, the company strengthened its working capital position following financing support.

Irdeco Group

“With PUNB’s financing support, we became more confident to take on larger projects.”

— Ahmad Irwan bin Ariffin



Interior Design

Operating in a competitive design and hospitality segment, the company required capital support to undertake larger commercial projects and expand service capacity.

Bayu Somerset

“With PUNB’s support, we improved our retail experience and expanded our product range.”

— Dania Kamalul



Retail & Modest Fashion

Transitioning from an online-only platform to physical retail expansion required stronger capital support and improved inventory management.

Navegacion Shipping Group

“When customers see PUNB backing us, it strengthens trust in our company.”

— Halim bin Yunus



Maritime Logistics

Operating within a capital-intensive and compliance-driven industry, the company required sustained financial backing to maintain operational standards and industry credibility.

Jutaan Purnama Sdn Bhd

“PUNB’s support helped us manage cash flow and expand beyond Sarawak.”

— Roslinda binti Jais



Food Innovation

The company required working capital support to scale distribution of its dry mee kolok product beyond Sarawak while maintaining production stability.

TARGETED FINANCING

THE AUTOMOTIVE SECTOR

	2023	2024	2025
No. of Approved Financing	81	71	**46**
No. Amount Approved (RM)	54.19 million	35.14 million	**38.34 million**

At PUNB, we recognise that certain sectors require more than general financing support. They require ecosystem-based interventions that strengthen capability, standards and long-term competitiveness.

In 2025, PUNB approved **46 automotive financings totalling RM38.34 million.**

With the number of approvals moderated compared to previous years, the increase in total financing value reflects a strategic shift towards supporting businesses with larger operational requirements and stronger growth potential.

Beyond financing, programmes such as **AutoExpert (in collaboration with PETRONAS)** and **LUBREX (with Prowheels Distributor)** integrate:

Technical capability development | **Industry branding and positioning** | **Supplier and network integration**

This ecosystem-driven approach enables automotive entrepreneurs to strengthen service quality, improve operational standards and remain competitive in an evolving industry landscape.





VENDOR FINANCING

Expanding economic participation also requires enabling entrepreneurs to access structured supply chains and contract-based ecosystems.

At PUNB, we are committed to reducing the working capital barriers that often prevent Bumiputera SMEs from executing secured contracts or entering larger infrastructure and utility networks.

PROSPER IMPACT (ePerolehan)

Launched in 2025 in collaboration with the Ministry of Finance, PROSPER IMPACT (ePerolehan) supports SMEs that have secured government contracts but face cash flow constraints during project execution.

By linking financing directly to awarded contracts, the programme enables businesses to mobilise resources more efficiently, reduce project delays and strengthen delivery reliability within the government procurement ecosystem.

RM15.5 million
approved

More importantly, it supports entrepreneurs in participating more effectively in public sector opportunities thereby translating access into execution.

STRATEGIC VENDOR PARTNERSHIPS

PUNB also continues to expand vendor financing through strategic collaborations, including partnerships with organisations such as **Sarawak Energy.**

These collaborations extend financing access to Bumiputera entrepreneurs participating in infrastructure, utilities and supply chain projects.



Sarawak Energy Group Chief Executive Officer, Datuk Haji Sharbini bin Suhaili (center left) with PUNB Chief Executive Officer, Izwan bin Zainuddin (center right) shake hands on formalising their partnership via a Memorandum of Understanding. The collaboration aims to provide additional financing options to strengthen vendor capacity and support continuity of project delivery.

Through this approach, PUNB supports:

- Formal integration into structured vendor ecosystems
- Stronger operational discipline
- Sustainable participation in national development projects

This ensures that entrepreneurs are not only included, but are able to compete and perform within these ecosystems.

SUSTAINABLE ASSISTANCE FOR FLOOD AND ENVIRONMENT DISASTER (PROSPER SAFE)

At PUNB, we recognise that resilience is a critical part of sustainable economic participation.

PROSPER SAFE provides targeted relief to Rakan Usahawan entrepreneurs affected by climate-related events such as floods. 2025 saw RM350,000 in approved pay-outs, which included support through repayment moratoriums and concessional rates.

	2024	2025
No. of Approved Financing	2	**2**
Amount Approved (RM)	500,000	**350,000**

While modest in scale, PROSPER SAFE plays an important role in:

- Preserving business continuity
- Protecting employment
- Reducing default risk

Through this initiative, PUNB ensures that entrepreneurs are not only supported during growth but also protected during times of uncertainty.

By maintaining repayment sustainability and operational continuity, PROSPER SAFE strengthens financial resilience across the SME portfolio and supports long-term economic stability.

At PUNB, access to financing is only the beginning.

What matters is how that financing is structured, how it is supported and how it translates into real outcomes.

Through targeted financing, ecosystem partnerships and resilience-focused interventions, we ensure that entrepreneurs are not only able to participate but are equipped to sustain, grow and adapt.

As we move forward, our commitment remains clear:
to ensure that public capital is deployed responsibly, strengthened through support systems, and translated into measurable economic participation and sustainable business growth.

STRENGTHENING PERFORMANCE & ACCOUNTABILITY

At PUNB, our responsibility does not end with disbursement.

We are committed to ensuring that financing leads to sustained business performance.

Through structured monitoring and continuous engagement, we work closely with entrepreneurs to support their growth journey.

2,262 active companies under monitoring

4,465 site visits conducted

80 officers deployed nationwide

This level of engagement allows us to:
- Identify challenges early
- Reinforce financial discipline
- Provide timely support

Because we understand that impact is not created at approval, but is built over time.

ECONOMIC IMPACT

Our role is to translate financing into real economic outcomes. 2025 saw:
- **2,262** active Rakan Usahawan
- **33,521** jobs supported
- **30,725** Bumiputera employees
- **RM15.1 billion** in estimated revenue generated

Women entrepreneurs represent **33.5%** of our portfolio, reflecting continued progress in inclusive participation.

These numbers represent livelihoods, families and communities. But more importantly, they represent sustainable progress towards a more inclusive and resilient economy.

	2023	2024	2025
Company Type and Size			
Micro (<RM 300,000)	517	432	**348**
Small (RM 300,000 <RM 3 Million)	1,277	1,227	**1,177**
Medium (RM 15 Million ≤ RM 20 Million)	506	516	**558**
Large (>RM 20 Million)	174	190	**179**
Total	2,474	2,365	**2,262**

Revenue Generated	
2023	13,590,976,746
2024	14,546,107,660
2025	**15,106,901,535**

Note: *Estimation based on self-reported revenue from active Rakan Usahawan under monitoring.*

	2023	2024	2025
Women Inclusivity			
Female entrepreneurs	860	816	**758**
Percentage	34.7%	34.5%	**33.5%**
Jobs Created			
Total	32,369	29,754	**33,521**
Bumiputera employees	N/A	26,137	**30,725**
Non-Bumiputera employees	N/A	3,617	**2,796**
Female employees	14,658	13,107	**13,547**
Male employees	17,711	16,647	**19,974**

ADVISORY ENGAGEMENT

We are committed to maintaining a continuous and meaningful dialogue with our Rakan Usahawan — understanding their challenges, responding to their needs and supporting them as they navigate an increasingly complex business environment.

Through targeted advisory engagement sessions, we create space for open conversations, practical problem-solving and shared learning.

In 2025, PUNB facilitated:

- 10 Teh Tarik Business Engagement Sessions
- 272 participants
- 196 companies engaged

These sessions provided a focused platform for entrepreneurs to share operational insights, discuss market conditions and seek practical guidance on real business challenges.

They allowed PUNB to listen, to understand emerging issues on the ground and respond with more relevant and targeted support.

The insights gathered and solutions discussed during these engagements contribute directly to strengthening business capability, improving decision-making and supporting long-term competitiveness among our Rakan Usahawan.





A Teh Tarik Engagement Session in progress.

NURTURING RESILIENT ENTREPRENEURS

Financing helps businesses get started and grow. But without the right capabilities and discipline, businesses remain vulnerable despite access to funding.

To address this, PUNB complements financing with training and development programmes aimed at strengthening operational capability and support the long-term sustainability of Bumiputera businesses.

1,347 entrepreneurs and their employees were trained

664 training hours were delivered

	2023	2024	2025
No. of Modules	22	28	**16**
No. of Sessions	77	79	**37**
No. of Participants	3,329	3,963	**1,347**
Total Training Hours Delivered	1,232	1,484	**664**
No. of External Trainers	32	24	**17**
Amount Invested (RM)	2,565,452	3,698,066	**679,569**

Note: *To ensure year-to-year comparability, the indicators reflect programmes delivered through PUNB's core Entrepreneur Training and Development Unit.*

In 2025, PUNB also began exploring collaboration with the Human Resource Development Corporation (HRD Corp) to expand access for Rakan Usahawan to national training grants. By connecting entrepreneurs to existing training infrastructure, we aim to broaden capability development opportunities while focusing our internal resources on targeted programmes that address specific business needs.

DIGITAL CAPABILITY & MARKET ACCESS

As businesses increasingly operate within digital ecosystems, the ability to adapt is no longer optional but essential.

In 2025, PUNB prioritised digital capability development across two key areas:
- Regulatory readiness for digital compliance
- Digital market access to support revenue growth

E-INVOICING READINESS

To support the national transition towards e-Invoicing, PUNB conducted targeted training to prepare entrepreneurs for new compliance requirements.

13 training sessions conducted

404 participants trained



Teh Tarik Session with E-Invoice Talk

These sessions strengthened understanding in:
- Digital invoicing requirements
- Tax reporting obligations
- System integration adjustments

Through this, we are supporting entrepreneurs to transition confidently into a more transparent and digitally enabled business environment.

PUNB GO LIVE 3.0

PUNB Go Live reflects our commitment to translating digital presence into measurable commercial outcomes.

While many SMEs operate online, converting visibility into consistent revenue remains a challenge. The programme provides structured guidance to strengthen digital performance and market reach.

Implemented from September to December 2025 in collaboration with TikTok Shop Malaysia, Go Live 3.0 supported 70 Bumiputera sellers.

Participants underwent:
- E-commerce onboarding
- Livestream selling engagement
- Targeted digital marketing interventions

The programme set a Gross Merchandise Value (GMV) target of RM18 million, and exceeded expectations:

RM20.1 million GMV generated

400,102 orders completed

13,383 livestream sessions conducted

5,839 promotional videos produced

THREE-YEAR GROWTH TRAJECTORY

2023	2024	2025
50 SMEs	76 SMEs	70 SMEs
RM5.1 million GMV	RM12.7 million GMV	RM20.1 million GMV

This sustained growth demonstrates how structured digital support can translate into real, measurable business performance.

DEVELOPING INDUSTRY CAPABILITY: AUTOMOTIVE SECTOR

As industries evolve, capability development must keep pace.

In 2025, PUNB continued to strengthen Bumiputera participation in the automotive sector through specialised training programmes focused on:

- Electric vehicle technologies
- Transmission systems
- Air-conditioning systems
- Engine maintenance

Training Area	Electric Vehicle Training	Transmission Training	Air-Conditioning Training	Engine Training
Training Academy	ESnet Academy	Akademi Pakar Gearbox	Techtra Automotive Academy	BAuto Training School
Session Conducted	1 Session	2 Basic Sessions 1 Advanced Session	2 Sessions	1 Session
Rakan Usahawan	10 Companies	11 Companies	17 Companies	7 Companies
Non-Rakan Usahawan	3 Companies	18 Companies	7 Companies	10 Companies

As the automotive industry transitions towards more advanced and sustainable technologies, PUNB remains committed to ensuring entrepreneurs are equipped with the technical capabilities required to remain competitive and relevant.

STRATEGIC COLLABORATION FOR ENTREPRENEUR DEVELOPMENT

PUNB X HRD CORP BIZ CHALLENGE 2025

At PUNB, collaboration is a key enabler of impact.

In 2025, PUNB partnered with HRD Corp during National Training Week (NTW), organised by the Ministry of Human Resources (MOHR), to deliver the PUNB x HRD Corp Biz Challenge 2025.

The programme was designed to strengthen entrepreneurial capability through:

- Business planning workshops
- Mentorship engagement
- Pitching opportunities

A total of 51 applicants participated, with 12 finalists selected to present their business models.

Through this collaboration, PUNB leverages national training expertise while expanding opportunities for entrepreneurs to develop viable, competitive and scalable business models.

Muhammad Salehan Alhafiz Mat Wajar (Suit Millenia Collection, center right, holding the mock cheque) emerged the winner of the PUNB X HRD Corp Biz Challenge 2025.



POST-FINANCING ENHANCEMENT: LEVEL UP INCENTIVE

Our support does not end at financing.

Through the Level Up Incentive, PUNB continues to support Rakan Usahawan in strengthening their businesses beyond initial funding.

Introduced as an enhancement of the earlier Special Incentives framework, the 2025 iteration places greater emphasis on:

- Productivity improvement
- Competitiveness
- Operational resilience

RM1.28
million allocated

92
Rakan Usahawan benefited from Level Up 2025

The incentive enables entrepreneurs to:



Entrepreneur Feedback

> *"The Level Up fund enabled us to innovate and enhance our services, strengthening operational efficiency and customer engagement."*
>
> **Arah Tenang Sdn Bhd**

> *"The incentive assisted us in upgrading our digital marketing and expanding our market reach."*
>
> **Talk Empire Sdn Bhd**

> *"The support facilitated smoother acquisition of new machinery to improve business operations."*
>
> **Suhairazz Empire**

Since 2022, **RM4.2 million** has been allocated cumulatively, reinforcing our commitment to continuous business improvement.

GLOBAL MARKET EXPOSURE & LEARNING

In an increasingly interconnected economy, exposure to global markets is essential.

In 2025, PUNB facilitated international learning and sourcing initiatives to strengthen:

- Market understanding
- Supplier relationships
- Competitive benchmarking

2025 Global Market Resourcing

AUTOMOTIVE GLOBAL SOURCING GATEWAY, CHINA



31 Participants

Focus area:
Exposure to global manufacturing ecosystems, pricing benchmarks and supplier networks.

SOURCING MISSION TO CHINA (SERIES 1 & 2)



73 Participants

In Collaboration with:
MyWau (Mind Trade Sdn. Bhd.)

Focus area:
Supplier negotiation exposure, procurement discipline and cross-border sourcing awareness.

DISCOVERY MISSION TO JAKARTA



21 Participants

Focus area:
Export readiness, regulatory awareness including BPOM requirements, importers, logistics and distributors engagement.

2025 Global Learning Exposure: Industry Best Practice

PUNB AUTOMOTIVE ENTREPRENEURS VISIT GERMANY 2025: A LEARNING JOURNEY TO GLOBAL EXCELLENCE



69 Participants

Focus area:
Exposure to sustainable automotive manufacturing practices, advanced technologies and resource-efficient production systems, while highlighting innovation approaches that support long-term business resilience.

Participants also gained insights from leading automotive industry players in Germany, including BMW, Mercedes-Benz, Porsche, Liqui Moly and institutions associated with Nürburgring.

STUDY VISIT TO JAPAN



28 Participants

Focus area:
Exposure to Japan's business ecosystem, including Japan Exchange Group (JPX) and the Japan Mint, with a strong focus on Japanese work culture, strengthening entrepreneurs' strategic thinking and competitiveness.

All the above initiatives enable entrepreneurs to benchmark performance, strengthen sourcing strategies and better position themselves within global value chains. This is how PUNB builds universal standards on global competitiveness for our Bumiputera entrepreneurs.

ENABLING YOUTH PARTICIPATION

At PUNB, youth development is about building future-ready entrepreneurs and not just new businesses.

Our initiatives focus on early exposure, mentorship and structured transition into the formal economy.

JumPER: BUILDING THE EARLY PIPELINE

Launched in 2009, JumPER served as an early-stage entrepreneurship platform for young Bumiputera graduates.

Over 15 years, more than 4,000 participants were reached.

The programme provided exposure to:
- Business fundamentals
- Financial management
- Governance practices

2025 marked the final cycle of JumPER, reflecting a strategic shift towards youth development programmes more closely aligned with financing readiness and measurable commercial outcomes.





UNIVERSITY TO COMMUNITY (UTC 3.0)

In 2025, PUNB continued youth engagement through collaboration with the Ministry of Higher Education (KPT), UPSI and INSKEN under the University to Community (UTC) 3.0 initiative.

Engages Participants from **21** higher learning institutions nationwide

including:
- public universities
- private institution
- polytechnics

Running from November 2025 to October 2026, UTC 3.0 focuses on:
- Commercially viable social enterprises
- Financial discipline
- Governance awareness

PUNB contributed RM150,000 and actively participated in programme delivery.

By introducing structured entrepreneurship early, we help reduce informal business entry and strengthen long-term sustainability.

This youth engagement initiative aligns with the objectives of PuTERA35 in strengthening and sustaining Bumiputera participation in skilled and entrepreneurial activities through improved understanding of business registration and compliance requirements, greater financial management awareness and financial discipline among aspiring entrepreneurs and early exposure to operating enterprises and proper governance within the formal economy.

SUPPORTING PROPERTY OWNERSHIP: PROSPER HARTANAH

At PUNB, we recognise that sustainable business growth is closely linked to access to stable business premises and long-term asset ownership.

PROSPER Hartanah addresses structural barriers such as:

Rental volatility | Limited access to ownership | Capital constraints

Through an Acquisition–Rental–Disposal model, the programme provides a structured pathway towards ownership. The scheme is aligned with the Government's mandate to increase Bumiputera participation in commercial property ownership, serving as a strategic platform to strengthen capital participation within the entrepreneurial ecosystem.

Properties are held for a minimum of five years before disposal, ensuring continuous access through capital recycling.

Ownership pathways include:
- Direct purchase
- Rent-To-Own (RTO)

By balancing access to affordable business premises, ownership opportunities and prudent asset recycling, the PROSPER Hartanah scheme supports the development of resilient Bumiputera entrepreneurs.

PROPERTY OWNERSHIP PROGRESSION

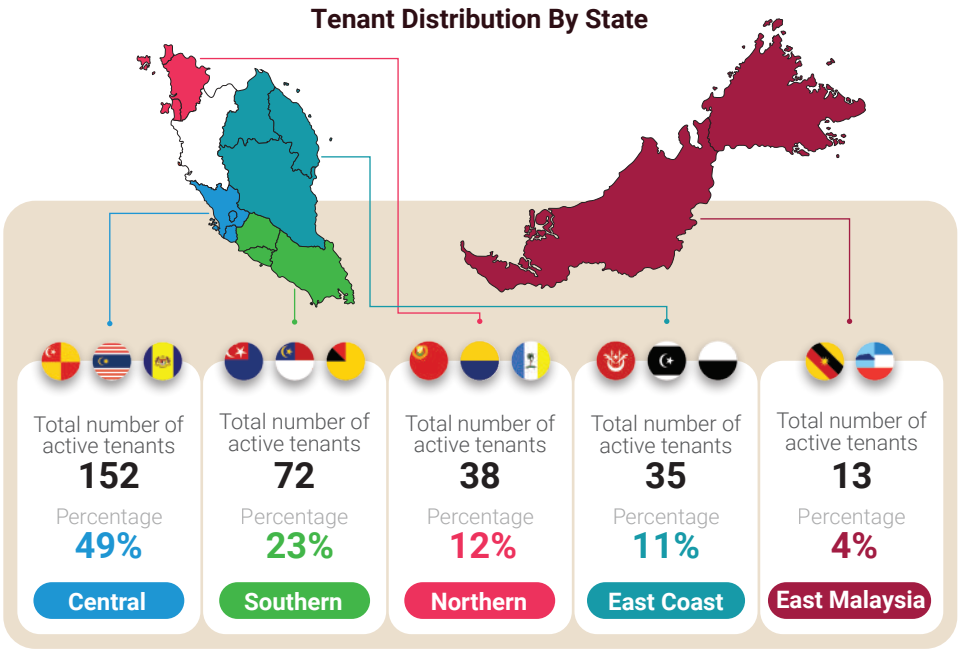
Total number of properties sold (cumulative)

2023	2024	2025
10 units	12 units	14 units

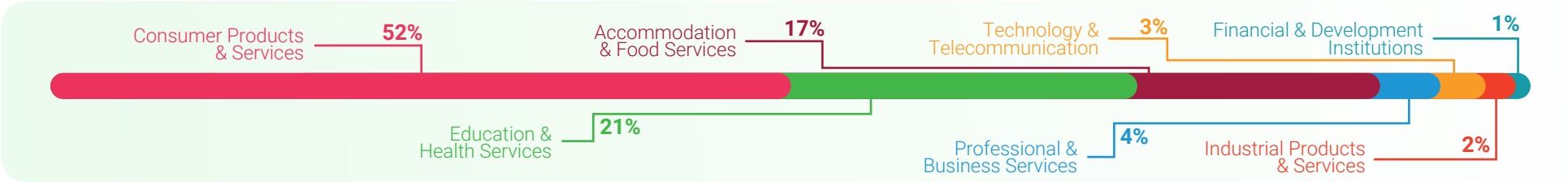
RENTAL PERFORMANCE (IJARAH)

	2023	2024	2025
No. of active tenants	258	270	**310**
New tenants approved	48	78	**77**
Rental Yield	4.65	4.84	**5.03**
Occupancy Rate (%)	82.4	86.5	**89**

TENANT DISTRIBUTION & COMPOSITION



Tenant Industry Composition



Rent-To-Own (RTO)

	2023	2024	2025
Total number of RTO units (cumulative)	9	9	**13**
Total value (cumulative)	RM14.9 million	RM14.9 million	**RM19 million**

Following a strategic pause in 2024, the RTO programme was enhanced for greater flexibility and relaunched in 2025.

- 6 units onboarded
- 4 new agreements
- 2 conversions

This reflects a strengthened pathway towards long-term asset ownership.

"Opening a new outlet requires significant renovation costs, and rental terms can change or agreements may not be extended.

With Rent-To-Own, we can focus on expanding the business and managing our cash flow, while having the time to plan before committing to ownership."

– Ar Rayyan Optometrist Sdn. Bhd., beneficiary of the RTO programme



At PUNB, economic empowerment is not only measured by how much we disburse, but also by what that financing enables.

It is reflected in businesses that grow, jobs that are created and entrepreneurs who move forward with greater confidence.

The progress in 2025 shows that when access is combined with discipline, support and accountability, it leads to meaningful and measurable outcomes.

As we move forward, our focus remains clear.

We intend to ensure that every intervention, every programme and every financing decision contributes to stronger participation, more resilient enterprises and long-term economic value.

Because ultimately, PUNB's mandate goes beyond merely supporting businesses. It is to build a more inclusive and sustainable economy for the bumiputera community.

Location: **Shah Alam, Selangor** | Established Year: **1994** | Website: **www.ikhlasresmi.com.my** | Industry: **Wastewater Management** | CEO: **Roslaini bin Abdul Ghani** | PUNB Support: **Financing and training**

Ikhlas Resmi (M) Sdn Bhd

SUSTAINABLE SOLUTIONS FOR WASTEWATER MANAGEMENT

For more than two decades, Ikhlas Resmi (M) Sdn Bhd has strengthened their foundation in advancing sustainable water management in Malaysia. Established in 1994, the company began its journey as an engineering solution in supplying high quality water systems for industrial applications, including projects supporting gas turbine operations for energy supply. Over time, its operations evolved from delivering pure water solutions to addressing one of the most pressing environmental challenges, namely, wastewater management.

Nowadays, wastewater treatment accounts for the majority of Ikhlas Resmi's project portfolio, reflecting how the company has diversified its business to become more strategically pivot towards higher environmental impact and better sustainability outcomes.

Lean Expertise with Long Term Impact

Operating for more than 26 years with a team of 15 highly skilled staff, the company demonstrates that scale is not measured by size, but their consistent performance, innovation and commitment. The company differentiates itself through cost-effective engineering solutions which enables clients to adopt more sustainable water practices without incurring high capital expenditure. This approach is relevant in the emerging sustainability markets, where financial constraints often hinder adoption of environmentally responsible technologies.

Driving Innovation in Industrial Wastewater Treatment

One of Ikhlas Resmi's major achievements in their sustainability was their involvement in a pilot wastewater treatment project with the Malaysian Palm Oil Board (MPOB). The project focused on treating palm oil mill effluents (POME), a significant environmental concern due to its high organic load and colour intensity. Following the success of the pilot, the solution was later implemented at IOI Plantation's facilities in Johor and subsequently, other IOI plantations across the nation.

Roslaini believed that ongoing research and development is vital in addressing unresolved treatment challenges. The company plans to design a system capable of reducing the colour in palm oil mill wastewater, to ensure that the water released from the system is safe for the environment and the community. The plans do not stop there, as the company also intends to improve rice straw combustion system pollutants and promote the circular economy principles where the waste can be converted to compost.

Community Engagement

Beyond industrial applications, Ikhlas Resmi has embedded social responsibility into its operations through impactful initiatives. The company has supplied clean water systems to rural and underserved communities as well as to flood-affected populations. By focusing on essential infrastructure, this effort contributes directly to public health, community resilience and disaster recovery, reinforcing that access to clean water is a fundamental necessity.

Navigating ESG Challenges for MSMEs

Acknowledging that sustainability awareness needs to grow, Ikhlas Resmi recognised the challenges of penetrating the ESG market among MSMEs. Cost sensitivity remains a significant barrier as many MSMEs prioritise short-term affordability over long-term ESG compliance. Circumstances differ for larger corporations and MNCs, which are driven by regulatory requirements, investor expectations and sustainability commitments, thus them being more progressive in adopting and adapting ESG aligned solutions.



"Innovation remains central to Ikhlas Resmi's forward strategy"



Purpose Driven Growth

Ikhlas Resmi's next project is the development of a mineral water bottling plant in Kuala Kangsar, Perak, in collaboration with Angkasa. The project aims to supply mineral water to hotels, Angkasa cooperatives and the retail market in order to support local economic development and responsible consumption and production.

Ikhlas Resmi aspires to remain a leader in wastewater management solutions, guided by the belief in continuous learning and technological advancement. Through resilience, innovation and commitment to impact, Ikhlas Resmi continues to tackle water challenges and turn them into meaningful environmental and social outcomes. Roslaini also encourages young entrepreneurs who want to be involved in the wastewater management industry to start from the ground up, pursue innovation and build businesses with purpose.



PEOPLE & COMMUNITY

CHAPTER 4

Behind every financing decision, every programme and every outcome, are people.

At PUNB, our employees, entrepreneurs and communities are central to how we deliver our mandate. Strengthening Bumiputera economic participation is not only about capital: it is about building capability, supporting livelihoods and creating opportunities that are inclusive and sustainable.

We recognise that meaningful impact extends beyond business performance. It includes how we support our employees, engage with communities and contribute to broader social development.

In 2025, our focus remained clear: to build a supportive workplace, strengthen talent capability and extend targeted support to communities facing structural barriers. Through employee well-being initiatives, capability development programmes and community engagement efforts, we continue to strengthen the human foundations that enable long-term impact.

ENABLING AN INCLUSIVE WORKFORCE

WORKFORCE COMPOSITION

As of FY2025, PUNB maintained a balanced and stable workforce structure, with employees distributed across executive, management and senior management levels, ensuring both operational depth and leadership oversight.

PUNB continues to maintain a gender-balanced workforce. In 2025, female employees represented approximately 55% of total employees, while male employees represented approximately 45%.

Women are represented across all employment categories, including management and executive levels, reflecting inclusive workforce participation.

An inclusive workforce strengthens diversity in perspectives and decision-making, supporting balanced governance and overall organisational effectiveness.

OVERVIEW OF THE WORKFORCE DIVERSITY

TOTAL EMPLOYEE
(Data as of end year 31 December)

2025
470
2024: 455
2023: 439

Men
2025: **45.32%**
2024: 45.27%
2023: 45.56%

Women
2025: **54.68%**
2024: 54.73%
2023: 54.44%

Position level category

Full time/ permanent	Contract or Temporary
2025: **468**	2025: **2**
2024: 451	2024: 4
2023: 406	2023: 33

Employees by location/state

WP Kuala Lumpur	**2025: 351** 2024: 338 2023: 318	Terengganu	**2025: 11** 2024: 12 2023: 12
Selangor	**2025: 18** 2024: 17 2023: 19	Melaka	**2025: 10** 2024: 10 2023: 10
Sabah	**2025: 16** 2024: 15 2023: 17	Kedah	**2025: 8** 2024: 7 2023: 7
Sarawak	**2025: 13** 2024: 13 2023: 13	Perak	**2025: 7** 2024: 6 2023: 6
Penang	**2025: 12** 2024: 13 2023: 13	Kelantan	**2025: 6** 2024: 6 2023: 6
Johor	**2025: 12** 2024: 12 2023: 12	Pahang	**2025: 6** 2024: 6 2023: 6

Age (2025)

< 30 years	49	2024: 55 2023: 55
30 - 39 years	221	2024: 229 2023: 221
40 - 49 years	150	2024: 131 2023: 126
> 50 years	50	2024: 40 2023: 37

Position level category

	2023	2024	2025
Senior Management	150	9	27
Middle Management		19	25
Manager		104	21
Executive	219	251	329
Non-executive	70	72	68

Employee Absenteeism

Absenteeism rate:
2025: **1.62%**
2024: 0.40%
2023: 0.37%

Total employee turnover

Voluntary
2025: 16
2024: 19
2023: 20

Involuntary
2025: 8
2024: 3
2023: 2

Total number of new hires

2025
34
2024: 33
2023: 30

ELEVATING TALENT CAPABILITY

We recognise that delivering PUNB's mandate depends on employees who are equipped with the knowledge and capability to make sound decisions, manage risks and support entrepreneurs effectively.

Continuous learning therefore remains an important part of ensuring our people are well prepared to carry out their roles and responsibilities.

In 2025, PUNB invested approximately **RM0.6 million** in employee learning and development initiatives. Training programmes focused on areas that directly support operational effectiveness, including technical and professional skills, digital capability and leadership development.

Where applicable, training initiatives were supported through the HRD Corp levy scheme, enabling the organisation to optimise available training resources while continuing to expand capability development across the workforce.

Training Overview

	2023	2024	2025
Number of Training Programmes	196	145	**73**
Total Training Hours	15,338	1,059	**7,685**
Average Training Hours per Employee	36	2.00	**16.35**

With the number of programmes moderated in 2025, learning initiatives were more targeted and role-relevant, resulting in an increase in average training hours per employee.

Through continuous capability development, PUNB ensures its workforce remains equipped to carry out their responsibilities and support the organisation's role in advancing Bumiputera entrepreneurship.

Key Capability Areas Developed in 2025

- Technical and professional skills
- Digital capability and system adoption
- Leadership and management development
- Sustainability awareness

Sustainability awareness sessions were also conducted for Monitoring Officers to strengthen understanding of sustainability practices within operational roles.



SAFEGUARDING WORKPLACE HEALTH AND WELL-BEING

PUNB is committed to maintaining a safe, healthy and supportive working environment for all employees.

WORKPLACE SAFETY

In 2025, PUNB continued to uphold occupational safety standards across office operations and field activities, ensuring that employees conducting site visits nationwide are supported by clear safety protocols.

	2023	2024	2025
Work-Related Injury Cases	0	0	**1**
Mental Health Cases Reported	0	0	**0**

In 2025, one work-related injury case was recorded and managed in accordance with established safety procedures. Transparent reporting supports continuous improvement in preventive controls.

STRENGTHENING EMERGENCY PREPAREDNESS

In 2025, PUNB conducted Emergency Response Team (ERT) certification programmes across Sarawak, Sabah and Headquarters in collaboration with *Angkatan Pertahanan Awam Malaysia (APM).*

A total of **52 employees** were certified through the *Kursus Pemantapan CDA-ERT* programmes delivered regionally.

The programmes covered core emergency response skills, including:

- First aid application and emergency kit handling
- CPR techniques for adults and children
- Automated External Defibrillator (AED) usage
- Airway and vital sign management
- Choking and drowning response procedures
- Fracture, spinal and cervical injury management
- Emergency response to accidents, electric shock and hazardous exposure
- Practical emergency simulations and rescue techniques



Certified ERT members serve as the first line of response during workplace emergencies, providing immediate first aid, coordinating evacuation and stabilising incidents before external assistance arrives.

These efforts support PUNB's compliance with the **Occupational Safety and Health Act 1994**, which requires employers to ensure adequate first-aid provision and emergency preparedness in the workplace.

WORKPLACE SAFETY TRAINING & PROGRAMME

Training Overview

	2023	2024	2025
Total Participants	5	373	**469**
Total Training Hours	104	1,437	**1,304**

Over the past three years, PUNB has significantly expanded employee participation in occupational safety initiatives, reflecting a more structured and systematic approach to workplace risk management.

Key Safety Training Programmes in 2025

27 Mar — OSH (Amendment) 2022 Training — 2 Employees Participated
Focus Area: As of 2025, PUNB maintains 2 certified OSH officers to ensure enhanced understanding of updated statutory obligations and workplace safety responsibilities

24 July — HIRARC Training — 8 Employees Participated
Focus Area: Strengthened hazard identification and risk assessment capabilities using risk matrices

14 Aug — IS-Safety Talk (Ergonomic Awareness) — 394 Employees Participated
Focus Area: Increased awareness of safe posture, early detection of musculoskeletal strain and safer work practices in office environments

25 Aug — Safety & Health Committee (SHC) Training — 15 Employees Participated
Focus Area: Reinforced legal responsibilities and governance oversight of workplace safety

FOSTERING RESPECTFUL WORKPLACE BEHAVIOUR

PUNB is committed to maintaining a workplace where all employees are treated with dignity, fairness and respect. The organisation adopts a zero-tolerance stance towards workplace harassment, bullying and any form of inappropriate conduct.

Clear policies and reporting channels are in place to ensure employees can raise concerns safely and confidentially. All reported matters are managed in accordance with established procedures to ensure fair and appropriate resolution.

In 2025, PUNB continued to strengthen its internal governance framework to reinforce professional conduct and accountability across the organisation.

Key policies include:



ANTI-SEXUAL HARASSMENT AND WORKPLACE BULLYING POLICY

Establishes a zero-tolerance approach towards harassment and bullying, with clear reporting channels, investigation procedures and resolution mechanisms.



GRIEVANCE POLICY

Provides a structured process for employees to raise concerns and ensures that matters are handled promptly, fairly and with confidentiality.

Through clear policies, awareness and consistent enforcement, PUNB reinforces a professional and respectful workplace culture across all levels of the organisation.

EMPLOYEES' WELL-BEING

PUNB places strong emphasis on maintaining a workplace that promotes employee well-being, productivity, financial security, positive engagement and long-term organisational resilience. Through a combination of employee benefits, well-being initiatives and engagement programmes, we aim to support a healthy, inclusive and balanced work environment for our workforce.

COMPETITIVE BENEFITS

We provide a range of benefits designed to support employees' health, financial security and work-life balance. These benefits form an important part of our overall employee value proposition and help us attract, engage and retain talent.

In 2025, we further strengthened our well-being support by introducing three days of Healing Leave per year, allowing employees to take time off to rest and recharge without the need to provide a specific reason. This initiative reflects our commitment to supporting employees' mental and emotional well-being.

Our employee benefits include:

Medical coverage for employees and their families (outpatient and inpatient)	Dental and optical coverage
Access to specialist or panel clinics	Takaful coverage for employees (life, disability and personal accident)
Performance bonuses and incentives	Employee financial assistance facilities
Annual and sick leave entitlements	Maternity and paternity leave
Compassionate leave	Marriage leave
Hajj leave	Meal and transportation allowances

RETIREMENT PLANNING

We support employees' long-term financial well-being through enhanced contributions to the Employees Provident Fund (EPF).

PUNB contributes between 16% to 20% of employees' monthly salary, depending on length of service. This exceeds statutory requirements and supports employees in building stronger retirement savings and long-term financial security.

EMPLOYEE ENGAGEMENT

Understanding employee experience is essential to maintaining a supportive and productive workplace environment. PUNB conducts regular employee engagement surveys to gather feedback on communication, collaboration and overall employee satisfaction.

This feedback helps identify areas for improvement and strengthen initiatives that support a positive and inclusive workplace culture.

2025 Engagement Survey

	H1 2025	H2 2025
Engagement Rate	94%	**89%**
Engagement Score	3.72	**3.75**

Participation remained high across both survey cycles, reflecting consistent employee involvement. The engagement score increased slightly in the second half of the year, indicating broadly stable employee sentiment across the organisation.

Insights from the survey are used to guide improvements and inform initiatives aimed at strengthening employee engagement and overall workplace experience.

WELL-BEING PROGRAMMES

In addition to structural benefits, PUNB promotes employee well-being and engagement through initiatives that encourage healthy lifestyles, social connection and community involvement.

Legend:

Objective

Physical Well-being

Walk-A-Hunt PUNB 2025

Physical activity programme encouraging an active lifestyle and team participation

Promote healthy lifestyle habits

Kejohanan Karnival Sukan ADFIM 2025

Participation of staff in inter-agency sports competitions

Foster teamwork and collaboration

PUNB Sports Activities (Football, Badminton, Bowling)

Ongoing employee-led sports activities

Encourage regular physical activity

PUNB Merdeka Virtual Run

Organisation-wide participation event

Encourage active lifestyles across all levels

Social and Community Engagement

PUNB Staff Day

Annual employee appreciation and engagement event

Strengthen organisational cohesion

Majlis Silaturrahim Raya

Festive engagement programme

Foster inclusive workplace relationships

Volunteering Programmes

Participation in CSR initiatives

Encourage a spirit of volunteerism among employees

Spiritual Enrichment

Daurah Ilmiah

Knowledge-sharing sessions on Islamic values and ethics

Encourage reflection and ethical awareness

DELIVERING COMMUNITY IMPACT

PUNB believes that financial performance must be accompanied by meaningful contributions to society. Therefore, we recognise our responsibility to support communities, particularly those facing structural barriers to opportunity.

Our community initiatives are delivered through two primary channels:

- Wakalah zakat distribution, supporting eligible beneficiaries in accordance with Shariah principles
- Corporate Social Responsibility (CSR) initiatives, focused on inclusive community development, education support and early-stage entrepreneurship

Through these initiatives, PUNB aims to provide meaningful assistance to underserved communities while strengthening social resilience and inclusive economic participation.

ZAKAT CONTRIBUTION

In 2025, PUNB continued to fulfil its zakat obligations in accordance with Shariah principles, guided by the ***Guidelines for Distribution of PUNB Zakat Fund*** established by the PUNB Zakat Committee.

Zakat funds were distributed to eligible beneficiaries across several areas, including:

- Asnaf households
- Education assistance
- Community welfare initiatives

RM1,183,336
Total zakat & community distribution

487
Total beneficiaries supported

Zakat & Community Contribution Overview

	2023 (RM)	2024 (RM)	2025 (RM)
Total Distribution	603,415	1,305,490	**1,183,336**
No. of programmes funded	32	51	**37**
No. of partners	Nil	4	**2**

Distribution by Zakat Pillar

	2023 (RM)	2024 (RM)	2025 (RM)
Education	238,937	395,189	**608,148**
Humanitarian Aid	17,029	35,000	**89,379**
Ihsan	30,884	193,210	**22,897**
No. of beneficiaries	142	499	**487**

Zakat distribution remains focused on education and community support, reflecting PUNB's commitment to strengthening long-term social resilience and inclusive development.



CSR INITIATIVES

Beyond zakat contributions, PUNB implements targeted CSR initiatives focusing on three key areas:

- Indigenous and rural inclusion
- Education support
- Early-stage entrepreneurship development

These initiatives prioritise communities facing structural access challenges, particularly in rural and underserved regions.

CSR programmes are delivered through collaboration between headquarters and PUNB's regional and branch offices, enabling direct engagement with local communities and ensuring that assistance is aligned with community needs.

2025 CSR Impact Snapshot

Total contributed:
RM396,033

Total beneficiaries reached:
>3000

Employee volunteers participated:
140

Total volunteer hours contributed:
4,003 hours

Indigenous / Orang Asli Inclusion

Let's Give Back

Unlike one-off charity initiatives, the programme emphasises continuous engagement with rural communities. Activities include education support, essential household assistance and direct community interaction.

Between 2023 and 2025, the programme achieved the following:

- 15 Orang Asli and Malay villages reached
- 11 rural schools supported
- 940 households assisted with food and essential items
- Approximately 50% of Orang Asli villages in Kuala Tahan covered

Financial assistance provided to schools supported improvements in facilities and academic programmes.

Through this programme, PUNB maintains a consistent presence in communities facing structural access challenges.



Program Satu Pemimpin, Satu Kampung (Santuni MADANI)

Building on engagement through Let's Give Back, PUNB adopted Kampung Orang Asli Sungai Mai in Jerantut under the national Santuni MADANI Initiative in 2024, with continued engagement throughout 2025.

During 2025:

- 4 community engagements were conducted
- 725 beneficiaries supported

Assistance focused on welfare support and community needs identified through discussions with village representatives. The programme emphasises sustained engagement rather than one-off contributions.

Through this programme, PUNB aligns its community initiatives with national priorities to reduce inequality, strengthen rural resilience and ensure that indigenous communities are not left behind in Malaysia's development journey.



Empowering Orang Asli Communities (ECO), Through Skills and Training

The Empowering Rural & Orang Asli Community (ECO) programme focuses on providing technical skills exposure for Orang Asli youth through collaboration with entrepreneurs within the PUNB ecosystem.

In 2025, ECO 4.0 continued the programme's hands-on learning model on a more focused scale:

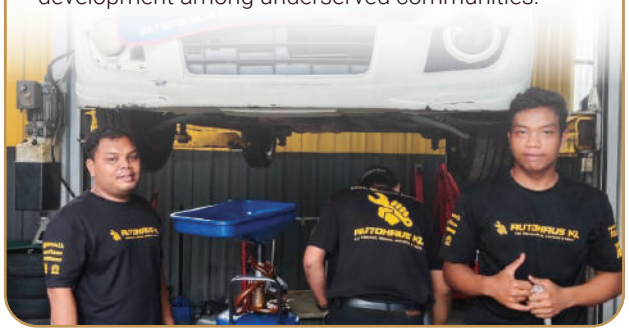
- 6 participants trained
- 3 Rakan Usahawan involved

Participants received practical skills exposure through direct engagement with entrepreneurs, creating meaningful learning opportunities while strengthening community-business collaboration.

Over the three-year implementation cycle of the ECO programme:

- 36 Orang Asli youth benefited from technical training
- 8 participants secured employment

These outcomes highlight the importance of sustained partnerships in supporting inclusive skills development among underserved communities.



Education

Ray of Happiness

Access to basic health support remains a challenge for students in rural communities. Through the ***Ray of Happiness*** programme, PUNB conducted vision screening and corrective intervention initiatives in rural areas in Sabah and Sarawak.

In 2025:

- RM114,354 was invested
- 1,099 students received stationery sets and free eye screening
- 411 students in Sabah and Sarawak received prescription spectacles

Ranau, Sabah

Participating schools:

1. Sekolah Kebangsaan Kundasang
2. Sekolah Menengah Kebangsaan Agama Mohd Ali
3. Sekolah Menengah Kebangsaan Kundasang

650 students screened

174 students received prescription spectacles

Lawas, Sarawak

Participating schools:

1. Sekolah Kebangsaan Pusat Lawas
2. Sekolah Menengah Kebangsaan Lawas
3. Sekolah Kebangsaan Agama (MIS) Lawas

449 students screened

237 students received prescription spectacles

By addressing vision-related barriers, the programme helps improve classroom participation and learning conditions for students in underserved communities.



Supporting Children with Special Learning Needs

In 2025, PUNB supported the renovation of an autism childcare centre operated by Genius World Solution, located within one of PUNB's tenant premises.

The initiative improved accessibility and created a safer, more conducive learning environment for children with autism.

The upgraded facility now supports:
- 90 children
- 20 educators and staff

Through this initiative, PUNB contributes to strengthening inclusive community services while supporting entrepreneurs who provide essential social services.



Early-stage Entrepreneurship

SAY LEAD 6th Edition



In 2025, PUNB contributed RM20,000 to support the SAY LEAD 6th Edition, an entrepreneurship development initiative organised by Selangor Youth Community (SAY).

The programme provides mentoring, business development exposure and pitching opportunities for youth and differently-abled entrepreneurs.

Key programme outcomes:
- 20 entrepreneurs participated
- 10 participants shortlisted for final pitching

The programme enabled participants to refine their business models and receive feedback from industry mentors.

The Grand Prize winner, Nur Sabrina Mohd Salleh, founder of Sabrina's Dessert, focuses on producing healthier dessert options using stevia as a natural substitute for sugar. Following her participation in the programme and receipt of the grand prize support, her monthly revenue increased from approximately RM800–RM1,200 to RM4,000, reflecting improved business capability and stronger commercial performance.

Through initiatives such as SAY LEAD, PUNB continues to support inclusive entrepreneurship pathways for aspiring entrepreneurs.

VOLUNTEERING FOR SOCIAL GOOD

In 2025, PUNB employees contributed over **4,003 volunteer hours** across **5 programmes**, supporting communities, vulnerable groups and environmental initiatives.

	No. of staff participated	Total Volunteer Hours
Turtle Conservation Programme	**35**	**2,800**
Ray of Happiness, Sabah	**13**	**155**
Ray of Happiness, Sarawak	**11**	**144**
Let's Give Back	**32**	**512**
Majlis Qurban & Silaturrahim	**49**	**392**

Volunteer Contribution Overview

Total volunteer hours (2025)
4,003 hours

An average of **8.5** **volunteer hours** per employee per year

Comparative and cumulative contribution

2025: 4,003 hours
2024: 3,299.5 hours
2023: 712 hours

Cumulative (2023–2025):
8,014.5 hours

At PUNB, people are at the centre of everything we do.

From strengthening employee capability and well-being, to supporting communities and enabling inclusive entrepreneurship, our focus remains on building a stronger, more resilient and more equitable ecosystem.

Sustainable impact is measured in the lives we support, the opportunities we create and the futures we help shape. And this is where PUNB is firmly entrenched; building an ecosystem that works, around the financing that we do.

HQ Location: **Dungun, Terengganu** | Established Year: **2012** | Website: **www.arrayyanoptometry.com** | Industry: **Optometry Services** | Founder: **Nurul Ain binti Abd Aziz**

PUNB Support: **Financing, Training & Development and PROSPER Hartanah**

Ar Rayyan Optometrist

EXPANDING ACCESS TO EYE CARE WITH PURPOSE AND DISCIPLINE





Before starting her own business, Nurul Ain spent several years working in the optometry field after graduation, learning not only the technical side of eye care, but also understanding how people experience it in their daily lives.

In 2012, she opened her first outlet in Dungun. The beginning was simple. Resources were limited, awareness of proper eye care was still growing, and every step forward required patience and consistency.

The business was built gradually. Customer by customer, brick by brick.

With early support of RM150,000 from PUNB, she was able to better establish her operations and invest in essential equipment. From that humble beginning, the business has grown into a network of 20 outlets across Terengganu, Pahang and Johor, operating under multiple brands, supported by approximately 80 staff.

Keeping Professional Eye Care at the Core

As the business grew, one principle remained unchanged. Eye care is not just about selling glasses, but about helping people see better and live better.

Over time, Nurul Ain observed a shift in customer behaviour. Awareness of eye health improved, with more customers seeking proper examinations and professional advice rather than relying solely on convenient solutions.

To support this, the company has invested in improved diagnostic capability, enabling earlier detection of eye health issues and clearer communication with customers. This strengthens its role not only as a retailer, but also as a provider of primary eye care guidance.

Sustainability in Practice

As the business continues to grow, Ar Rayyan places increasing focus on building a more structured organisation. With 20 outlets in operation, consistency in service delivery becomes essential. This is supported through strengthened standard operating procedures, better coordination and continuous staff training.

Building Internal Capability

Operating in a specialised field, the company faces ongoing challenges in sourcing qualified optometrists, particularly outside major urban areas, as the number of graduates in the field continues to decline and talent remains concentrated in larger cities.

To address this, Ar Rayyan focuses on developing its own people through structured training and continuous upskilling, equipping them with the capabilities needed to support service delivery while building a more resilient organisation.

Improving Access to Vision Care

Nurul Ain sees giving back to her hometown as a personal responsibility.

Through its initiative, *Mata dan Impian*, the company brings eye care services directly to schools, reaching students who may not otherwise receive proper screening. Many children are unaware that they have vision problems, which can quietly affect their ability to learn.

By identifying these issues early and providing the necessary support, the programme helps ensure that something as simple as poor eyesight does not become a barrier to a child's education.

To sustain this effort, the company allocates funding to provide approximately 1,000 pairs of free prescription spectacles annually to students in need.

Enabled by PUNB

PUNB supported the company at different stages of its journey, not only through financing, but also through capability-building opportunities.

In the early stages, financing enabled the business to establish its operations and invest in essential equipment. As the business expanded, the PROSPER Hartanah programme (namely, Rent-to-Own) provided a more flexible approach to securing premises while managing cash flow and reducing tenancy risks.

Beyond financing, Nurul Ain actively leveraged development opportunities provided by PUNB.

In 2025, she participated in an international sourcing mission to China, where she engaged directly with suppliers for the first time. This exposure enabled the company to move beyond intermediary sourcing and begin building direct supplier relationships.

These relationships have since continued independently, strengthening the company's sourcing capability, improving cost efficiency and supporting more competitive product offerings.

"A business can only sustain when people believe in what you do, and that comes from doing things with integrity"

"Building a business is not about quick results. It takes discipline, consistency and strong systems to create something that lasts.

That is what allowed the business to grow from one outlet to where it is today.

Opportunities are always there, including support from development agencies such as PUNB, training programmes and industry exposure. What matters is how we use them and turn them into something practical for the business.

At the end of the day, trust is everything."

— Nurul Ain binti Abd Aziz, Founder

Looking Ahead

Looking ahead, Ar Rayyan Optometrist Group is focusing on strengthening its internal systems and maintaining consistent performance as it continues to grow.

Over the longer term, Nurul Ain aspires to position the company for potential listing, with a focus on building strong governance, financial discipline and organisational readiness.



GOVERNANCE

CHAPTER 5

Strong institutions are built on trust.

At PUNB, governance is how we earn and protect that trust. It guides how we make decisions, manage risks and ensure that every ringgit entrusted to us delivers value to the nation.

As a development institution, our responsibility goes beyond compliance. We are accountable for ensuring that public funds are managed with discipline, integrity and transparency. That our actions translate into real outcomes for Bumiputera entrepreneurs.

Our approach supports Malaysia's aspiration for transparent, resilient and credible public institutions under the MADANI governance agenda, and aligns with **SDG 16: Peace, Justice and Strong Institutions.**

GOVERNANCE STRUCTURE

The Board of Directors holds ultimate responsibility for governance, risk oversight and institutional accountability. The Board provides strategic direction and ensures that financing, investment and operational decisions align with PUNB's mandate and risk appetite.

The Board is supported by specialised committees, including:



These committees provide focused oversight across financial reporting, risk exposure, investment governance and leadership accountability.

At the management level, the Executive Committee (EXCO) deliberates key strategic, financial and operational matters prior to escalation to the Board.

PUNB is also supported by a Shariah Counsel, who provides advisory support on Shariah-related matters to ensure financing activities and business practices remain aligned with applicable Shariah principles.

Structured reporting lines ensure that material risks, integrity matters and policy changes are reviewed at appropriate levels, with clear accountability. This layered governance structure reinforces segregation of duties, disciplined decision-making and transparency across the organisation.

Members of the Board and senior management participated in ESG awareness training to strengthen ESG understanding and governance oversight.



RISK OVERSIGHT

PUNB adopts a risk oversight approach aligned with the **Three Lines of Defence** model, ensuring a clear separation between operational risk ownership, oversight functions and independent assurance.

First Line of Defence

Business units act as risk owners, responsible for identifying and managing risks within their respective functions

Second Line of Defence

The Risk Management Unit and Credit Risk Unit provides oversight, guidance and monitoring to ensure risks are properly assessed and controlled

Third Line of Defence

The Internal Audit Unit delivers independent assurance on the effectiveness of governance, risk management and internal controls

Regular risk reporting to Management and the Board enables timely review of portfolio performance, emerging risks and mitigation actions. This structured approach ensures that risk management remains proactive, disciplined and aligned with PUNB's mandate.

FINANCING DISCIPLINE

As a development financier entrusted with public capital, PUNB recognises that responsible deployment of funds requires structured assessment, clear approval authority and disciplined oversight.

In 2025, PUNB strengthened its financing governance through the introduction of a new **Credit Risk Policy**, formally endorsed by the Board of Directors. The revised policy reinforces credit discipline, enhances accountability and ensures alignment with PUNB's risk appetite and institutional objectives.

Key enhancements include:

- Refined risk rating methodologies and assessment standards
- Clear documentation and due diligence requirements
- Consistent financial analysis and business viability evaluation
- Defined early warning indicators to detect potential risk exposure

Each financing proposal undergoes a structured and independent review to ensure objectivity, transparency and alignment with PUNB's developmental mandate.

Approval authority thresholds were also refined to strengthen independence and reduce concentration risk. High-value or higher-risk proposals are subject to structured escalation, ensuring appropriate review at senior management and Board levels.

INTEGRITY & ANTI-CORRUPTION

Building on the Organisational Anti-Corruption Plan (OACP) 2024–2028, PUNB progressed from policy development to formal system implementation in 2025 through the establishment of the **Anti-Bribery Management System (ABMS).**

In November 2025, PUNB was awarded with the **ISO 37001:2025 certification** following an independent assessment by SIRIM QAS International Sdn. Bhd., providing external validation that anti-bribery controls are systematically embedded across operations.

Key measures strengthened under ABMS include:

- Corruption risk assessments and updated risk registers across all departments
- Strengthened third-party due diligence and vendor screening controls
- Clear reporting, escalation and disciplinary protocols
- Defined investigation procedures with documented oversight

This certification marks a transition from policy commitment to independently verified integrity controls, reinforcing transparency and accountability across the organisation.

INTEGRITY AWARENESS & ABMS IMPLEMENTATION

To support ABMS implementation, structured Integrity & Governance Unit (IGU) programmes were conducted across the organisation in 2025:

Date	Programme	Objective
3–4 July 2025	ISO 37001:2025 ABMS Introduction Workshop	Introduce ABMS requirements and implementation expectations
11 July 2025	Commitment & PIC Appointment Session	Communicate commitment and formalise appointment of ISO 37001:2025 PIC
25 July 2025	Corruption Risk Management (CRM) Workshop	Identify, assess and monitor corruption risks
June–December 2025	Integrity Roadshows (Head Office & Branches)	Strengthen awareness of integrity principles and ABMS controls

These initiatives strengthened corruption risk awareness, clarified accountability roles and supported organisational readiness for certification.

80% of Board members received anti-corruption communication awareness.

WHISTLEBLOWING

PUNB maintains a confidential whistleblowing mechanism accessible to employees and external stakeholders. The framework includes:

- Clear reporting channels
- Protection safeguards for whistleblowers
- Structured investigation procedures
- Escalation to senior management and Board oversight where required

In 2025, no confirmed incidents of corruption were recorded. All reported concerns were managed in accordance with established governance and disciplinary procedures.

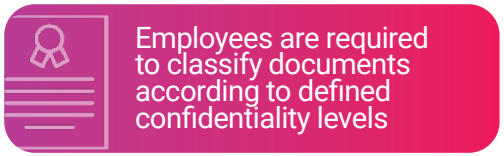
INFORMATION SECURITY & DATA PRIVACY

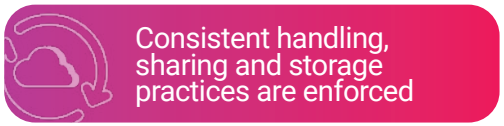
PUNB recognises that safeguarding information and personal data is critical to maintaining the trust of entrepreneurs, employees and stakeholders.

We maintain an **Information Security Management System (ISMS)** aligned with ISO/IEC 27001:2022 standards, providing a structured framework to manage cybersecurity risks and protect information assets.

To strengthen information governance, we have ensured the following:







These measures support compliance with ISMS requirements while strengthening data governance across all functions.

INFORMATION SECURITY AWARENESS & TRAINING

Throughout 2025, PUNB conducted programmes to strengthen employee awareness of cybersecurity risks and responsible data handling:

Programme	Date	Focus Area	Employees Participated
IS Safety Talk 2025	14 Aug 2025	Cybersecurity awareness & scam prevention	394 (84%)
Data Security Talk 2025	15 Oct 2025	PDPA & data protection	349 (74%)
Cloud Governance Workshop	23–25 Sep 2025	Secure cloud adoption	16
Cloud Awareness for Decision Makers	10 Nov 2025	Digital risk awareness	25
Introduction to ISMS	21 Nov 2025	Information security framework	28

The IS Safety Talk remains PUNB's flagship annual awareness programme, and participation levels continue to be monitored with the long-term objective of achieving full staff participation in cybersecurity awareness initiatives.

INFORMATION SECURITY PERFORMANCE

PUNB continues to monitor cybersecurity risks through established security controls and incident management procedures.

No data breaches or incidents involving loss of customer information were recorded during the year.

Maintaining strong information security practices remains an ongoing priority as digital systems and data usage continue to expand across the organisation.

PROCUREMENT PRACTICES

PUNB upholds high ethical standards to ensure procurement activities are conducted in a transparent, fair and accountable manner, in line with our **Procurement Policy**. We ensure that the procurement of goods and services is financially prudent and delivers optimal value, while maintaining integrity throughout the procurement process.

Our Procurement Unit oversees policy development and manages end-to-end procurement processes, including the administration of PUNB's procurement system. These measures strengthen governance, enhance accountability, and reinforce PUNB's commitment to sustainable procurement practices.

In 2025, PUNB continued to strengthen procurement governance through:



Enhanced supplier management



Digitalisation of procurement processes through the ADAM online procurement system



Continuous review and improvement of procurement guidelines

LOCAL SUPPLIER COMMITMENT

PUNB prioritises procurement from local suppliers to support Malaysian businesses and strengthen national economic development.

	2024	2025
Proportion of Spending on Local Suppliers	100%	**100%**

In 2025, all vendors engaged were local suppliers, reflecting PUNB's commitment to inclusive economic growth and local value creation.

Governance at PUNB continues to evolve as we strengthen our systems, improve oversight and respond to a more complex operating environment.

The progress made in 2025 reflects a clear direction towards stronger controls, greater transparency and higher accountability across all levels of the organisation.

From risk management and financing discipline to integrity and data protection, each element of our governance framework works together to safeguard public trust and ensure responsible decision-making.

As we move forward, PUNB remains committed to upholding the highest standards of governance, ensuring that our mandate is delivered with integrity, and that every action contributes to outcomes that are clear, accountable and measurable.



ENVIRONMENTAL MANAGEMENT

CHAPTER 6

As a development financial institution, our environmental footprint is primarily linked to our operational activities, including energy use, resource consumption and business travel.

Thus, we recognise the growing importance of climate change and the global transition towards a low-carbon economy. We are also mindful that our environmental impact extends beyond our direct operations, and includes the businesses we support.

CARBON EMISSIONS

We monitor Scope 1 and Scope 2 greenhouse gas (GHG) emissions to better understand the environmental impact of our operations and build a reliable baseline for climate-related management and decision-making.

GHG Emissions Summary

TOTAL SCOPE 1 + 2
(metric tonnes of CO_2e)

2023	2024	2025
645.22	694.56	**606.96**

TOTAL SCOPE 1
(metric tonnes of CO_2e)

2025 **104.06** 17.15%

2024 162.32 23% | 2023 119.76 18.56%

TOTAL SCOPE 2
(metric tonnes of CO_2e)

2025 **502.90** 82.85%

2024 532.24 77% | 2023 525.46 81.44%

Scope 1
MOBILE COMBUSTION

Gasoline (Petrol)

2025 **54,301 litres**

2024 65,555 litres | 2023 46,416 litres

Diesel

2025 **3,903 litres**

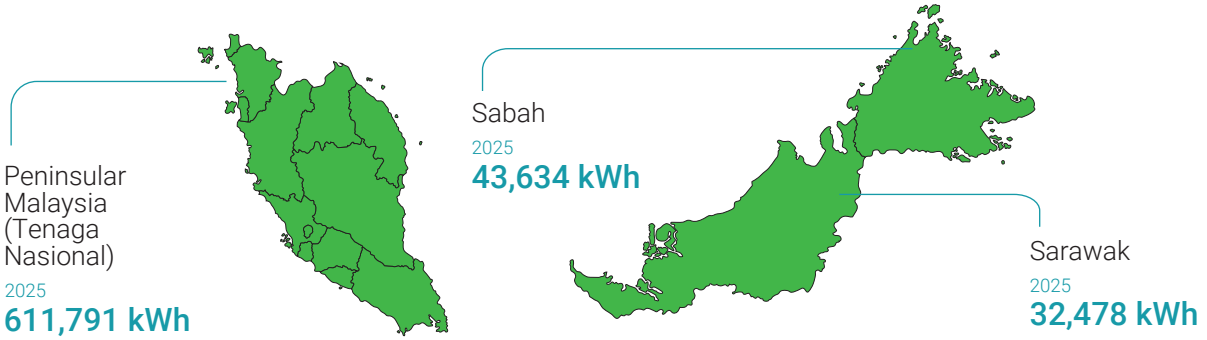
2024 3,421 litres | 2023 4,371 litres

Scope 2
ELECTRICITY CONSUMPTION

COST
(Peninsular + Sabah + Sarawak)

2025
RM 343,994 687,903 kWh

2024	2023
RM 353,747	**RM 349,021**
702,161.00 kWh	673,670.00 kWh



In 2025, we enhanced the accuracy of the Scope 2 emissions calculations by applying grid emission factors specific to Peninsular Malaysia, Sabah and Sarawak, reflecting the geographic distribution of electricity consumption. In prior years, a single emission factor based on Peninsular Malaysia was applied across all locations. As such, year-on-year comparisons should be interpreted with consideration of this methodological refinement.

Our total Scope 1 and Scope 2 emissions in 2025 were **606.96 metric tonnes of CO_2e**, compared to **694.56 metric tonnes in 2024** and **645.22 metric tonnes in 2023**. Variations reflect changes in fuel consumption, electricity usage and improvements in calculation methodology.

Both Scope 1 and Scope 2 emissions decreased in 2025. Scope 2 emissions from purchased electricity remain the largest contributor, accounting for 82.85% of total emissions, while Scope 1 emissions primarily relate to fuel consumption from company vehicles.

We will continue to strengthen data accuracy, improve transparency in reporting and assess longer-term climate-related considerations in line with our strategic priorities and mandate.

RESOURCE EFFICIENCY



In 2025, PUNB implemented initiatives to improve energy efficiency and reduce reliance on grid electricity.

Solar photovoltaic systems were installed at two of our branch offices in Kedah and Terengganu, supporting a gradual shift towards renewable energy usage. In addition, inverter-type air-conditioning units were introduced at selected premises, including installations at Kedah branches, to improve energy efficiency and reduce electricity consumption.

While formal emissions reduction targets have not yet been established, these measures represent an important step in building the foundation for improved emissions management.

ENVIRONMENTAL AWARENESS

TURTLE CONSERVATION PROGRAMME

As part of efforts to instil a culture of environmental responsibility among employees, PUNB implemented a volunteer-based programme in strategic partnership with Conservation Management Solutions (CMS), a company under Universiti Malaysia Terengganu (UMT).

Through this initiative, employees participated in the Turtle Conservation Programme at Chagar Hutang, which focuses on protecting endangered turtle populations while supporting the local eco-tourism ecosystem.

The programme provides participants with direct exposure to conservation activities and offers opportunities to contribute meaningfully through volunteer engagement.

This initiative reflects our commitment to fostering responsible citizenship and integrating sustainability values into practical actions. By combining employee volunteerism with environmental conservation and eco-tourism support, we are continuously contributing to positive outcomes for both communities and the environment.













Feedback from Volunteers

> *PUNB also contributes to society and environmental causes, in addition to being the Bumiputera entrepreneurial development institution. This is the year for PUNB to contribute to ESG and SDG initiatives.*

Izwan Zainuddin
CEO

> *We hope a similar programme like this will be done in the future, where all staff get to be closer to one another and understand our efforts towards conserving the environment.*

Ahmad Nazlee
Head of MARCOM

> *An interesting programme where we were able to strengthen our togetherness as a team.*

Fauzi Zakaria
General Manager, Operations Division

> *It was an unforgettable experience where we learned to shift our mindsets, becoming more aware of environmental issues and to be thankful for our blessings.*

Sarah Nadirah
Senior Executive

SOCIAL

4.89/5
staff highly satisfied with the programme

Top 3 Staff Motivators

- Values
- Understanding
- Personal Growth

ENVIRONMENTAL



Successfully released over **1,200** **hatchlings** safely into the sea.



Protected **106** **nesting sites** & **107** **turtles** through this conservation efforts.

- Safeguarded marine biodiversity by restoring critical habitats for endangered sea turtles.
- Explored new green business models that link conservation, community income and entrepreneurship.

PUNB's environmental approach remains focused on building a strong and credible foundation.

The progress made in 2025 reflects a shift towards more accurate measurement, greater transparency and practical improvements in how we manage resources across our operations.

While we are still at an early stage in our environmental journey, each step taken, from improving emissions data to implementing energy efficiency measures, strengthens our ability to manage impact more effectively over time.

As we move forward, we at PUNB will continue to refine our approach, with a clear focus on strengthening data, identifying opportunities for improvement and progressing towards outcomes that are measurable, responsible and aligned with our broader mandate.

HQ Location: **Kemaman, Terengganu** | Established Year: **2015** | Website: **www.zabsi.com** | Industry: **Industrial Engineering & Ventilation**

Managing Director: **Ir. Ts. Mohd Zainudin Abu Bakar**

PUNB Support: **Financing**

ZABSI Industrial Ventilation Sdn Bhd

FROM COMPLIANCE TO OPPORTUNITY: LEVERAGING ESG FOR GROWTH IN INDUSTRIAL SERVICES

Seeing ESG Beyond Compliance

ZABSI Industrial Ventilation Sdn Bhd, headquartered in Kemaman, Terengganu, operates in a specialised segment of industrial engineering where workplace safety and environmental control are critical to daily operations. In such environments, non-compliance can result in regulatory penalties, operational disruptions and health risks.

Rather than approaching Environmental, Social and Governance (ESG) as a compliance requirement, the company adopts it as a practical approach to managing operational risks while positioning the business for long-term sustainability and growth.

ZABSI embeds ESG directly into how it operates, where environmental control and workplace safety are central to its business. Through the design and installation of air pollution control systems and Local Exhaust Ventilation (LEV), the company supports industrial clients in managing emissions and reducing worker exposure to hazardous substances.

Internally, ZABSI strengthens operational efficiency through energy-saving practices, gradual adoption of solar solutions and the use of digital monitoring tools to ensure consistent performance and regulatory compliance.

This is underpinned by a structured governance framework, supported by internationally recognised certifications:

- MS ISO 9001:2015 Quality Management System
- MS ISO 14001:2015 Environmental Management System
- MS ISO 45001:2018 Occupational Health & Safety Management System

At the same time, ZABSI recognises that sustainable operations extend beyond systems and processes. Through initiatives such as ZABSI Care and ZASREX, the company promotes employee well-being, teamwork and community engagement, contributing to a more resilient and aligned workforce of its over 80 staff.

Together, these efforts reflect a practical and integrated approach to ESG, where operational discipline, compliance and people development are embedded into the company's day-to-day activities.

Turning ESG into a Business Opportunity

With the growing demand for sustainability reporting and compliance requirements in Malaysia, ZABSI recognised a growing gap among SMEs especially Bumiputera in understanding and preparing for ESG requirements.

Rather than viewing this as a constraint, the company identified an opportunity to expand its role beyond engineering solutions. This led to the establishment of ESGPRO, a specialised consultancy platform supporting SMEs in ESG awareness, advisory and practical implementation.

Through ESGPRO, the company helps businesses understand ESG as a tool for managing risks, strengthening operational discipline and preparing for future sustainability reporting requirements. This reflects ZABSI's transition into a more integrated player, combining engineering expertise with ESG advisory to meet evolving regulatory and market expectations.

Strengthening Capability Through Collaboration

ZABSI's growth is further supported through strategic collaborations that enhance its technical capabilities and industry relevance. The company works with international partners such as Carrier and Temax, enabling knowledge transfer and exposure to specialised engineering solutions.





Collaboration with TATI University and University of Technology Sarawak, together with its role as a training provider, contributes to talent development and capability building within the industry. These partnerships enable ZABSI to continuously strengthen its expertise while extending its impact within the broader industrial ecosystem.

Delivering Solutions at Scale

ZABSI's operations are supported by an extensive client network, with over 66,000 contacts recorded in its CRM system and more than 3,000 business clients served, primarily across industrial sectors.

This scale reflects the company's growing role in supporting business-to-business (B2B) clients in managing environmental and workplace safety requirements, contributing to broader adoption of responsible practices across industries.

"PUNB's support has strengthened our operational and technical capacity, supporting the company's continued growth and capability development"

"In this industry, relying on technical skills alone is not enough. Growth requires learning from challenges, strengthening leadership and building the right support system.

Entrepreneurs must also be proactive in reaching the market. At ZABSI, we emphasise consistent engagement and knowledge sharing as part of our branding approach, as business growth today depends not only on capability, but also on visibility and trust.

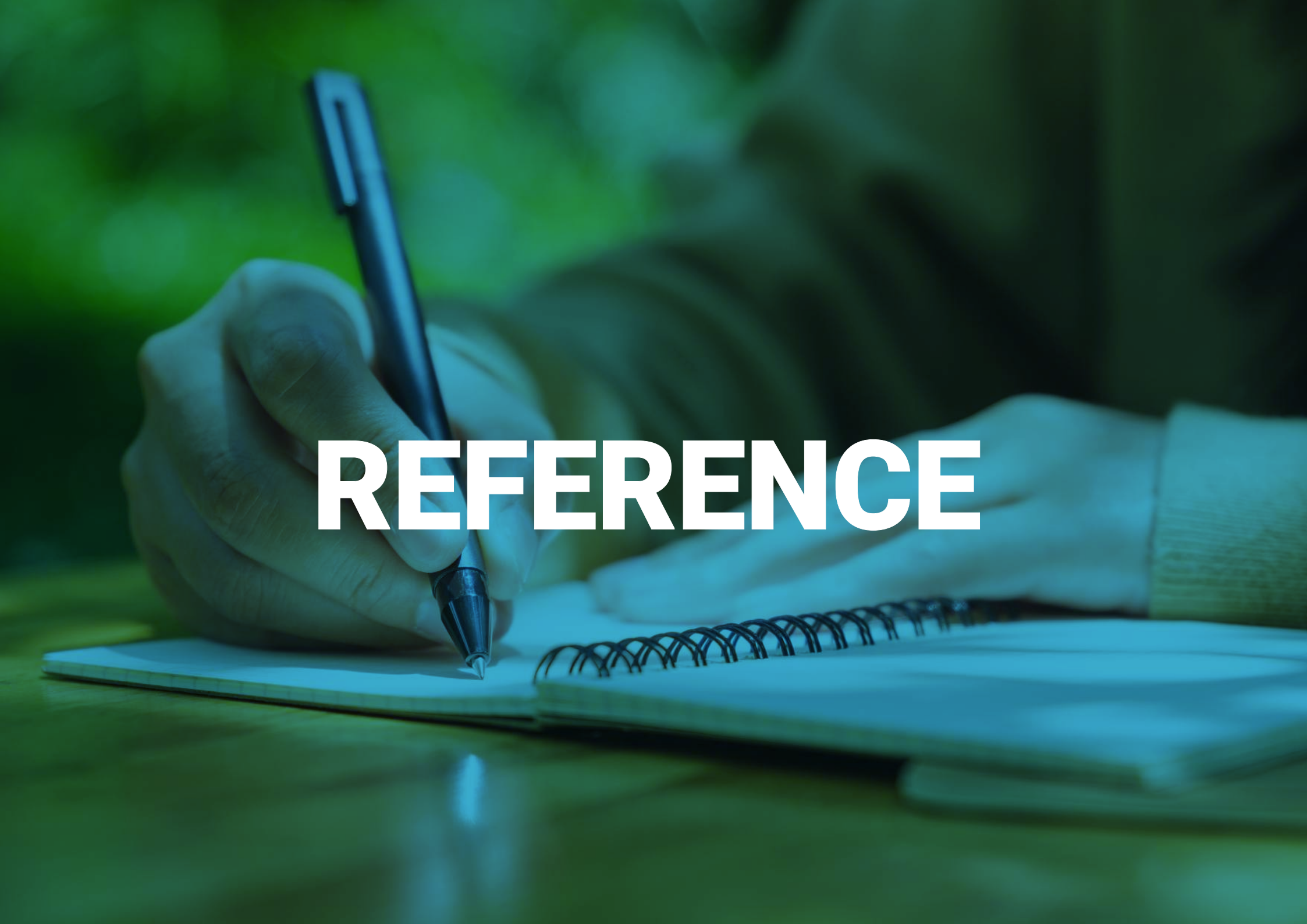
Business is not always an upward journey. There will be stages where progress slows, and this is where mentorship and the right network become important in navigating different phases of growth."

— Ir. Ts. Mohd Zainudin Abu Bakar, Managing Director

Enabled by PUNB

PUNB's support complements the company's broader efforts to expand its service offerings, including ESG-related advisory, as it responds to evolving regulatory and market expectations

ZABSI demonstrates how SMEs can evolve from compliance-driven operations to more structured and forward-looking business models by aligning ESG with both operational needs and emerging opportunities.


REFERENCE

GLOBAL REPORTING INITIATIVES

Statement of use : PERBADANAN USAHAWAN NASIONAL BERHAD (PUNB) has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.

GRI 1 used : GRI 1: Foundation 2021

GRI Standard	Disclosure	Page
GRI 2: General Disclosures 2021	2-1 Organisational details	5, 6, 7, 8
	2-3 Reporting period, frequency and contact point	3
	2-7 Employees	43
	2-8 Workers who are not employees	43
	2-9 Governance structure and composition	16, 17
	2-14 Role of the highest governance body in sustainability reporting	18
	2-19 Remuneration policies	-
	2-22 Statement on sustainable development strategy	18
	2-23 Policy commitments	46
	2-24 Embedding policy commitments	-
	2-25 Processes to remediate negative impacts	-
	2-26 Mechanisms for seeking advice and raising concerns	46
	2-27 Compliance with laws and regulations	-
	2-28 Membership associations	19
	2-29 Approach to stakeholder engagement	20,21
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	27, 30, 31, 32, 33, 34, 36, 40
	201-3 Defined benefit plan obligations and other retirement plans	-
	201-4 Financial assistance received from government	27, 30, 31, 32, 33, 34, 36, 40
	202-2 Proportion of senior management hired from the local community	-

GRI 203: Indirect Economic Impacts 2016	GRI 203-1 Indirect Economic Impacts 2016	32, 34, 37, 38
	203-2 Significant indirect economic impacts	27, 31, 39
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	59
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	-
	205-2 Communication and training about anti-corruption policies and procedures	57
	205-3 Confirmed incidents of corruption and actions taken	57
GRI 302: Energy 2016	302-1 Energy consumption within the organization	62
	302-4 Reduction of energy consumption	62
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	61
	305-2 Energy indirect (Scope 2) GHG emissions	61
	305-4 GHG emissions intensity	61
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	43
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	47
	401-3 Parental leave	-
GRI 403: OSH 2016	403-4 Worker participation, consultation, and communication on occupational health and safety	45, 46
	403-5 Worker training on occupational health and safety	45, 46
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45
	403-9 Work-related injuries	45
	403-10 Work-related ill health	45
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44
	404-2 Programs for upgrading employee skills and transition assistance programs	44
	404-3 Percentage of employees receiving regular performance and career development reviews	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	49, 50, 51, 52
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	58

SIMPLIFIED ESG DISCLOSURE GUIDE (SEDG)

ENVIRONMENTAL DISCLOSURES

Code	Level	Topic	Topic Description	Indicators	Page
SEDG-E1.1	Basic	Emissions	GHG emissions	Total Scope 1 GHG emissions	61
SEDG-E1.2	Basic	Emissions	GHG emissions	Total Scope 2 GHG emissions	61
SEDG-E1.3	Intermediate	Emissions	GHG emissions	Scope 1 GHG emissions reduction	61
SEDG-E1.4	Intermediate	Emissions	GHG emissions	Scope 2 GHG emissions reduction	61
SEDG-E2.1	Basic	Energy	Energy consumption	Electricity	62
SEDG-E2.2	Intermediate	Emissions	Energy consumption reduction	Electricity	62

SOCIAL DISCLOSURES

Code	Level	Topic	Topic Description	Indicators	Page
SEDG-S2.1	Basic	Employee management	Employee training	Average hours of training per employee	44
SEDG-S2.2	Intermediate	Employee management	Employees	Number of employees	43
SEDG-S2.2	Intermediate	Employee management	Employees	Turnover rate	43
SEDG-S3.1	Basic	Diversity, equity and inclusion	Company's employees	Percentage of employees by gender	43
SEDG-S3.1	Basic	Diversity, equity and inclusion	Company's employees	Percentage of employees by age	43
SEDG-S4.1	Basic	Occupational health and safety	Company's OHS incidents	Number of fatalities	45
SEDG-S4.1	Basic	Occupational health and safety	Company's OHS incidents	Number of injuries	45
SEDG-S4.2	Intermediate	Occupational health and safety	Company's OHS incidents	Number of employees trained in health and safety standards	46
SEDG-S4.2	Intermediate	Occupational health and safety	Company's OHS incidents	Percentage of employees trained in health and safety standards	46
SEDG-S5.1	Basic	Community engagement	Community investments and impacts	Total number of community investment and donations	49, 50

GOVERNANCE DISCLOSURES

Code	Level	Topic	Topic Description	Indicators	Page
SEDG-G1.1	Basic	Governance structure	Company governance structure	Number of directors	16
SEDG-G1.2	Intermediate	Governance structure	Company governance structure	Governance structure	16, 17
SEDG-G2.1	Basic	Policy commitments	Company policy commitments	List of company policies	56, 57, 58
SEDG-G4.1	Basic	Anti-corruption	Incidents of anti-corruption	Number of confirmed incidents of corruption, if any	57
SEDG-G4.1	Basic	Anti-corruption	Incidents of anti-corruption	Nature of confirmed incidents of corruption, if any	57
SEDG-G4.2	Intermediate	Anti-corruption	Trainings on anti-corruption	Number of employees trained on anti-bribery and anti-corruption	57
SEDG-G4.2	Intermediate	Anti-corruption	Trainings on anti-corruption	Percentage of employees trained on anti-bribery and anti-corruption	-
SEDG-G5.1	Intermediate	Customer privacy	Incidents of customer privacy	Number of customer data privacy complaints, if any	58
SEDG-G5.1	Intermediate	Customer privacy	Incidents of customer privacy	Nature of customer data privacy complaints, if any	-



PERBADANAN USAHAWAN NASIONAL BERHAD

Level 9, Block 1B, Plaza Sentral, Jalan Stesen Sentral 5,
Kuala Lumpur Sentral, 50470 Kuala Lumpur

Tel No. : 03-2785 1515 Fax No. : 03-2780 2100

www.punb.com.my



@punbofficial