Our Impact Plan

FY2025 update

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KPMG. Make the Difference.

KPMG in Malaysia

About Our Impact Plan

We are excited to announce the release of the third edition of our annual ESG report, **Our Impact Plan**, which highlights KPMG in Malaysia's initiatives and achievements throughout FY2025. This report demonstrates our dedication to transparency and accountability, illustrating the positive influence we aim to have on both society and the environment.

Grounded in four fundamental pillars – **Governance, People, Planet, and Prosperity** – Our Impact Plan outlines our path towards fostering trust and effecting positive change. We continue to prioritise the well-being of our people while assisting our clients in reaching their ESG objectives.

At KPMG in Malaysia, we maintain a clear vision to integrate ESG principles into the heart of our business operations. In doing so, we are devoted to promoting sustainable growth throughout all facets of our work and making a significant impact in the communities we serve.

Reporting period

This report covers the period from 1 October 2024 to 30 September 2025, abbreviated as 'FY2025' or 'FY25'.

Reporting scope

The reporting scope includes KPMG in Malaysia's ESG performance and progress across all KPMG offices in Malaysia, unless otherwise stated.

Reporting frameworks and standards

The report is developed with reference to:

- Global Reporting Initiative (GRI) Standards (2021 update);
- World Economic Forum's International Business Council (WEF IBC) Core Metrics;
- United Nations Sustainable Development Goals (UN SDG);
- United Nations (UN) Global Compact Principles;
- International Financial Reporting Standards ("IFRS®") Sustainability Disclosure Standards
  - IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information*; and
  - IFRS S2 *Climate-related Disclosures*.

Your feedback

The report is available on our website at kpmg.com.my/ourimpactplan

We welcome any suggestions, comments and questions about our report and ESG performance. To get in touch with us, please contact impact@kpmg.com.my

Reporting Boundary

Reporting Boundary

The reporting boundary for KPMG in Malaysia's Our Impact Plan (OIP) FY2025 comprise the Malaysian member firms of the KPMG global organization, excluding KPMG Delivery Network T&L (Malaysia) Sdn. Bhd.. KPMG in Malaysia is part of the KPMG global network of independent member firms affiliated with KPMG International Limited. For the purpose of this report, the reporting entity includes all offices, business units and functions that form part of KPMG in Malaysia during the reporting period.

Reporting Boundary for GHG Emissions

KPMG in Malaysia quantifies and reports its greenhouse gas (GHG) emissions in accordance with internationally recognised standards, primarily the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (GHG Protocol). KPMG in Malaysia references the Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) to define the 15 Scope 3 categories.

KPMG in Malaysia's reporting boundary for GHG emissions includes both organisational boundary and operational boundary:

1. **Organisational Boundary:** KPMG in Malaysia applies the operational control approach to define its organisational boundary for GHG emissions reporting. Under this approach, KPMG in Malaysia accounts for GHG emissions from operations over which it has the authority to introduce and implement operating policies.
2. **Operational Boundary:** KPMG in Malaysia's operational boundary defines the GHG emissions sources included within its organisational boundary and categorises emissions as Scope 1, Scope 2 and Scope 3 in accordance with the GHG Protocol.
   - Scope 1: Direct emissions from sources owned or controlled by operations within KPMG in Malaysia's organisational boundary.
   - Scope 2: Indirect emissions from the generation of purchased electricity consumed by operations within KPMG in Malaysia's organisational boundary.
   - Scope 3: Other indirect emissions arising from KPMG Malaysia's operations across its upstream and downstream value chain. In FY2025, KPMG in Malaysia discloses the following Scope 3 GHG emissions categories, which have been assessed as material:
     - Category 1 – Purchased goods and services
     - Category 2 – Capital goods
     - Category 3 – Fuel and energy-related activities (Not included in Scope 1 and Scope 2
     - Category 5 – Waste generated in operations
     - Category 6 – Business travel
     - Category 7 – Employee commuting
     - Category 8 – Upstream leased assets

Significant Judgement and Measurement Uncertainties

In preparing this report, Management has exercised judgement in several areas, particularly in relation to the identification and assessment of Sustainability-Related Risks and Opportunities (SROs), as well as the determination of material information for disclosure. Certain information also requires the use of assumptions, estimates, and data from internal and external sources.

Significant Judgements

(a) Materiality assessment

Judgement was applied in identifying SROs that could affect the Firm's prospects and the material information to be disclosed in relation to each identified SRO.

(b) Calculation methods for GHG emissions

Judgement was applied in determining the organisational boundary for GHG emissions reporting, identifying material Scope 3 categories for disclosure, and selecting appropriate calculation methodologies where primary activity data was not available.

Measurement Uncertainties

The following amounts have a high degree of uncertainty:

(a) GHG-related metrics

KPMG in Malaysia measures its GHG emissions in accordance with the GHG Protocol. The disclosed metrics are subject to inherent uncertainty arising from reliance on activity data and emission factors obtained from third parties. Where activity data or emission factors are not available on a timely basis, or are incomplete, reasonable estimates are applied.

About KPMG in Malaysia

KPMG in Malaysia is part of the KPMG global organisation of independent member firms affiliated with KPMG International Limited. The Firm provides professional services across audit, tax and advisory, serving clients across a wide range of industries, including government and not-for-profit sectors.

KPMG in Malaysia's operations are underpinned by its people, professional expertise, client relationships and access to global methodologies, tools and quality frameworks. Through its professional services, the Firm creates, delivers and sustains value for clients and broader stakeholders, supported by internal processes, governance structures and quality management practices. This is complemented by continued focus on talent development, technology enablement and governance to support service quality and operational effectiveness.

Beyond client engagements, KPMG in Malaysia contributes to the wider business and societal landscape through community-related initiatives and the sharing of insights on key business, economic, regulatory and market developments. The Firm also seeks to understand stakeholder expectations and issues shaping the operating environment, including those relevant to clients, regulators, professional bodies and the broader public.

Upstream

Activities and resources that support the Firm's professional services and operational activities

Key stakeholders:

- **KPMG global network**: Provide global methodologies, tools, quality frameworks, brand standards and technical guidance that support local service delivery.
- **Regulators and professional bodies**: Authorities and governing institutions that set professional standards, oversee compliance, and regulate the conduct of audit, tax, and advisory services

Own Operations

Core operations focusing on delivery of consistent, high-quality professional services supported by strong governance and control mechanisms.

Key stakeholders:

- **Employees and partners**: Professionals responsible for executing engagements, managing client relationships, and upholding the Firm's quality, independence, and ethical standards
- **Internal governance and control functions:** Committees and management functions that oversee decision-making, enforce internal controls, and promote accountability across the Firm
- **Internal risk and quality functions:** Dedicated teams that establish policies, monitor compliance, and ensure adherence to professional standards and regulatory expectations

Downstream

Activities that generate value for clients and contribute to broader market confidence and societal outcomes.

Key stakeholders:

- **Clients and engagement entities:** Corporates, public sector bodies, and organisations that engage KPMG Malaysia for professional services to support business performance
- **Communities and non-governmental organisations:** Groups that benefit from the Firm's social impact initiatives, community engagement programmes, and responsible business practices

Highlights at a glance

Governance

100% of our people completed the annual integrity and anti-bribery and corruption training

100% of our business operations have been assessed for corruption risk

Our System of Quality Management (SoQM), aligned with

ISQM 1[1] and

IESBA Code of Ethics[2]

provides foundation for emerging standards like ISSA 5000[3] and IESSA[4]

[1] International Standard on Quality Management 1, *Quality Management for Firms That Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* (ISQM 1)

[2] *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA Code)

[3] International Standard on Sustainability Assurance 5000, *General Requirements for Sustainability Assurance Engagements* (ISSA 5000)

[4] International Ethics Standards for Sustainability Assurance (IESSA)

People

27 KPMG Inspiring Confidence Award (KICA) presented across 6 award categories

49% of leadership (Partners and Directors) are women

More than **170 employees benefited from**

KPMG Citizen Developer programme

contributing 875 total training hours

100% of our people completed the Workplace Health and Safety Training

Planet

6,918.1 $tCO_{2}e$

of total Greenhouse Gas (GHG) emissions, achieving a reduction of

15.6% in GHG emissions from FY19 baseline

Developed our proprietary

Climate Flood Risk Model

to assess flood risk exposure, enabling us to develop an effective climate mitigation plan

In collaboration with UMT SEATRU, we adopted a

Hawksbill Turtle – *'Ombak'*

Prosperity

RM1,470,000+

invested into KPMG Education Trust Fund (ETF) since 2022 to support KPMG's **10by30 programme**

221

total beneficiaries under ETF, including those from economically disadvantaged communities

Community investment impact
*(inclusive of conservation projects under '**Planet**' pillar)*

- More than **RM130,000** in community investments
- More than **9,600 beneficiaries** benefitted
- Nearly **5,000 volunteering hours**

Nearly **1,600** volunteering hours under '**Planet**' pillar

Nearly **3,400** volunteering hours under '**Prosperity**' pillar

Message from the Managing Partner

At KPMG in Malaysia, creating meaningful impact begins with purpose and action. Through Our Impact Plan (OIP), our global sustainability framework, we continue to embed environmental, social and governance (ESG) considerations into how we operate, creating sustainable value for our clients, people and communities. Our journey is guided by four key pillars: Governance, People, Planet and Prosperity.

FY2025 marks an important milestone for our firm. This year, we have further strengthened our disclosure of sustainability-related risks and opportunities, with increased reference to the IFRS S1 and IFRS S2 Standards. This reflects our commitment to strengthening governance through greater transparency, accountability and a more structured approach to sustainability management. By integrating these considerations into our risk assessment and strategic decision-making processes, we are building a more resilient business that is better positioned to create long-term value for our stakeholders.

Our People are the driving force behind our impact. From vibrant Chinese New Year, Hari Raya, Deepavali and Christmas celebrations to purpose-led initiatives such as International Men's, Women's and Cultural Day, we created opportunities for our people to come together, celebrate our diversity and build lasting connections across the firm. These moments of celebration and appreciation strengthen our One Firm culture, fostering a workplace where everyone feels valued, connected and inspired to **Make the Difference.**

Under our Planet pillar, we continued to advance our commitment to biodiversity conservation through initiatives that help protect Malaysia's natural ecosystems. This commitment was strengthened through our collaboration with SEATRU, where we supported marine turtle conservation efforts and proudly adopted Ombak, a Hawksbill turtle, symbolising our shared responsibility to safeguard Malaysia's natural heritage for future generations.

Through our Prosperity pillar, we continued to advance KPMG's global 10by30 ambition to economically empower 10 million disadvantaged young people by 2030. Since 2022, our KPMG Education Trust Fund has invested over RM1.47 million to support 221 beneficiaries through scholarships, educational sponsorships and talent development programmes.

Our Impact Plan is made possible through the strength of our partnerships. From long-standing collaborations that have grown with us over the years to new relationships forged in support of emerging priorities, each partnership plays an important role in helping us create meaningful and lasting change.

The impact we create is also driven by the passion and commitment of our people. Our in-house volunteers dedicated more than 5,000 volunteer hours across communities, benefiting over 9,600 individuals and supporting more than 30 non-governmental organisations and community partners nationwide. These achievements reflect the passion and commitment of our people, who continue to extend our impact beyond the workplace.

As we look ahead, KPMG In Malaysia's commitment remains steadfast — to continue creating lasting impact for our communities. Thank you for being part of this journey as we continue to **Make the Difference.**

Foong Mun Kong
Managing Partner
KPMG in Malaysia

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Planet
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Prosperity
How we're making a positive social and economic impact.

Our Material Topics

Our material topics were identified based on our actual and potential positive and negative impacts across the areas covered by Our Impact Plan. The assessment involved consultations with senior leadership and industry experts, supported by analysis of relevant internal data and documentation. In addition to assessing materiality from an impact perspective, we identified sustainability-related risks and opportunities that may reasonably be expected to affect our business model, financial position and long-term value creation.

The results of this assessment shape both our business and sustainability strategies, enabling us to priorities resources and actions where we can create the largest impact, while effectively strengthening our resilience to sustainability-related risks and capturing emerging opportunities.

Access the appendix that supports Our Impact Plan, FY2025 update.

Further insights

KPMG International:
Our Impact Plan 2026 Update

KPMG International:
Climate Risk Report

KPMG in Malaysia:
Transparency Report 2025

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Governance

Our Purpose and Values guide everything we do.

Our commitments

Acting transparently with accountability and integrity

- Act lawfully, ethically and in the public interest
- Work against corruption in all its forms, including extortion and bribery
- Respecting human rights

Our structure and governance

KPMG upholds a strong governance framework to manage its operations, establish policies and align its strategies with our Purpose. KPMG International Limited serves as the coordinating entity for the benefit of KPMG member firms, supported by governance bodies such as the Global Council, the Global Board and its committees, the Global Management Team (GMT), and the Global Steering Groups.

KPMG in Malaysia

KPMG is a global organisation of independent member firms affiliated with KPMG International, delivering professional services worldwide. In this report, the member firms and affiliates operating in Malaysia are collectively referred to as “KPMG in Malaysia”, “we”, “us” or “ours”, unless otherwise stated.

KPMG in Malaysia traces its origins back to 1928. We offer professional services in Audit, Tax and Advisory to a diverse range of organisations across the public and private sectors. As part of the KPMG global network, we operate in line with the obligations, responsibilities and rights stipulated in our network agreement.

Roles and responsibilities

The Board, which comprises four members including the Managing Partner of which three are non-EXCO partners, plays a key role in reviewing and providing input on selected matters relating to the management of KPMG in Malaysia. In this capacity, the Board is kept informed of sustainability-related risks and opportunities (SROs), including climate-related matters, and supports management’s approach to addressing these risks and opportunities in the context of the firm’s long-term strategy and resilience. The Board meets twice annually.

The SoQM Oversight Governance Body (SOGB), formed by the EXCO, comprises three members: an experienced Audit partner appointed by EXCO as Chair, alongside experienced partners from the Tax and Advisory functions.

The SOGB oversees the firm’s controls and processes relating to engagement quality and the System of Quality Management (SoQM), as part of the implementation of International Standard on Quality Management 1 (ISQM 1). Its primary responsibilities include providing policy recommendations to the EXCO on engagement quality and the SoQM framework. The SOGB meets four times a year.

The Executive Committee (EXCO) is the principal oversight body for business operations at KPMG in Malaysia. It provides strategic leadership to drive long-term growth, operational excellence and sustainability. The EXCO is responsible for setting and executing business strategies, monitoring performance, and upholding the firm’s values and brand integrity. This includes overseeing the identification, assessment, management and monitoring of SROs, including climate-related risks and opportunities (CROs). The EXCO also reviews progress against sustainability objectives, considers their implications for the firm’s strategy and operations, and ensures alignment with stakeholder expectations and the firm’s overall risk management framework.

Beyond its oversight role, the EXCO fosters a culture of accountability, innovation and ethical conduct, helping ensure the firm remains resilient and responsive to evolving market and stakeholder expectations.

Global governance alignment

Building on the firm's broader governance arrangements, KPMG's Global Board reviews the progress of KPMG's global climate strategy annually. The Global Board retains ultimate responsibility and oversight of environmental matters within KPMG International, ensuring that global sustainability priorities, including climate-related commitments, are appropriately governed and monitored.

This global oversight is operationalised locally through KPMG in Malaysia's governance and management structures. At the local level, the EXCO provides strategic oversight of Our Impact Plan (OIP) and drives progress on key KPMG International sustainability initiatives. The Impact team, led by the **Head of Impact** and supported by **four Impact Partners** who each champions one of the OIP pillars, reports directly to the Managing Partner and EXCO. The team leads the sustainability agenda and is responsible for:

- Supporting identification and monitoring of sustainability-related risks and opportunities
- Driving implementation of sustainability initiatives and commitments under the OIP
- Reporting significant developments, performance updates and emerging SROs to the Managing Partner and EXCO to support decision-making

The **Head of Impact**, supported by the Impact team, oversees the collection and reporting of sustainability data, helping ensure consistency, accuracy and alignment with global reporting standards. This includes implementing processes and controls to support the measurement, monitoring and disclosure of sustainability-related metrics and targets, including climate-related metrics where applicable. Reported information is communicated to the EXCO to enable oversight of sustainability performance and inform strategic decisions.

Skills and competencies to oversee strategies designed to respond to SROs

KPMG in Malaysia's governance framework leverages the collective expertise of senior professionals across the Audit, Tax and Advisory functions, enabling effective oversight of SROs, including climate-related matters.

Governance bodies are supported by experienced partners with strong technical and industry knowledge, helping ensure that sustainability considerations are assessed with appropriate competence and professional judgement. The firm also assesses whether relevant skills and competencies are in place and enhances these through ongoing development and alignment with KPMG International practices. Together, these capabilities support informed oversight of strategies addressing SROs and the integration of sustainability into strategic decision-making.

Consideration of SROs in strategy, major decisions, and risk management

Building on these governance capabilities, KPMG in Malaysia integrates consideration of SROs into its strategic and operational framework, with oversight by the EXCO and alignment with the OIP. The EXCO incorporates sustainability considerations into strategic priorities, major decisions and ongoing operations to support responsiveness to evolving market and stakeholder expectations.

To support consistent implementation, SROs are also aligned within the firm's enterprise risk management (ERM) framework, enabling their identification and assessment as part of business-as-usual processes. This alignment with KPMG International's sustainability commitments further supports a consistent approach to addressing environmental and social challenges.

Enterprise Risk Management (ERM)

Effective risk management is fundamental to maintaining KPMG in Malaysia's resilience, reputation, and long-term sustainability. Through our Enterprise Risk Management (ERM) framework, aligned with the KPMG global organisation, we systematically identify, assess, monitor, and manage strategic, operational, compliance, and financial risks. Oversight of enterprise risks is led by the Executive Committee (EXCO), which reviews key risk indicators (KRIs) and mitigation actions biannually. Risk insights and exposures are reported annually to KPMG International's ERM team, enabling the aggregation of risk intelligence across member firms and strengthening risk awareness, knowledge sharing, and global alignment.

Recognising the growing importance of ESG and climate-related risks, we have embedded ESG considerations into our ERM framework and client acceptance and continuance processes. This enables the proactive assessment of environmental, social, governance, regulatory, and reputational risks, strengthening decision-making, organisational resilience, and long-term value creation.

ACCEPT Framework

To support responsible client and engagement decisions, we apply KPMG's global **ACCEPT Principles**, which provide a structured framework for evaluating client, engagement, ethical, regulatory, reputational, and sustainability-related risks. The framework helps ensure that prospective and existing client relationships are assessed against KPMG's values, professional obligations, and risk appetite, while promoting consistency and transparency in decision-making across the firm.

Complementing KPMG's global **CARE (Consider, Assess, Respond, Evolve)** ethical decision-making framework, the ACCEPT Principles strengthen risk governance throughout the client and engagement lifecycle. Matters involving elevated risk are subject to enhanced review and approval requirements, providing additional oversight and accountability. This disciplined approach helps safeguard trust, uphold professional integrity, and support responsible business practices aligned with our commitment to sustainable long-term value creation.

A — **All stakeholders are important**
Could the client (or entity) and/or engagement erode stakeholder trust?

C — **Conflicts of interest and objectivity**
Are there any objectivity or independence concerns or any potential conflicts?

C — **Client (or entity) considerations**
Do we want to work with them?

E — **Engagements considerations**
Can we successfully deliver the product or service?

P — **Public interest**
Is the client (or entity) and/or engagement consistent with protecting the public interest?

T — **Terms and commercial considerations**
Can we comply with contractual obligations and manage financial outcomes?

SROs related to information protection and cybersecurity

Effective management of information protection and cybersecurity is essential to maintaining client trust, safeguarding the Firm's reputation, and ensuring regulatory compliance. Data security breaches may result in operational disruption, financial losses, legal and regulatory consequences, and diminished stakeholder confidence.

Conversely, strong information protection and cybersecurity practices present opportunities to enhance organisational resilience, strengthen stakeholder trust, improve regulatory readiness, and support the secure handling of sensitive information. By maintaining robust governance, controls, and security measures, the Firm can reinforce its position as a trusted adviser in an increasingly digital environment.

Client confidentiality, information security and data privacy

Protecting client confidentiality and safeguarding information are fundamental to maintaining trust and delivering high-quality professional services. Guided by our Global Code of Conduct and supported by global policies on confidentiality, information security, data protection, and privacy, KPMG in Malaysia is committed to managing information responsibly and complying with applicable legal and regulatory requirements.

The KPMG global network of member firms maintain a robust governance and legal framework to support the secure and lawful processing of personal data across the network. This includes safeguards for the protection and international transfer of personal data, including client information shared between KPMG member firms, in accordance with applicable regulations such as the **General Data Protection Regulation (GDPR)** and Malaysia's **Personal Data Protection Act (PDPA).** Where third parties are engaged, appropriate contractual controls are implemented to protect confidential information and support compliance with relevant data protection requirements.

Recognising the rapidly evolving digital landscape, we continue to strengthen awareness and accountability across the firm through mandatory training. In FY25, we achieved a **100% completion rate for the Global Digital Risk Training 2025: Securing Information, AI and Data Privacy**, reinforcing our commitment to responsible information stewardship.

Cybersecurity and digital trust

To uphold the trust placed in us by our clients and stakeholders, KPMG in Malaysia continuously monitors the evolving cyber threat landscape and adapts its security controls to address emerging risks and opportunities, including those associated with AI. Guided by KPMG's global cybersecurity and digital risk frameworks and overseen locally by our National Information Technology Security Officer (NITSO), we maintain a comprehensive approach to information security that aligns with global standards, regulatory requirements, and business needs.

During FY25, KPMG strengthened its cybersecurity governance through the introduction of a global AI Security Standard, establishing consistent processes and technical safeguards across member firms to support the secure adoption of AI technologies and mitigate AI-related cyber risks. Supported by KPMG's Trusted AI framework, this approach helps promote the responsible, secure, and ethical use of AI while enhancing organisational resilience in a rapidly evolving digital environment.

Recognising the critical importance of safeguarding information, we continue to enhance cybersecurity controls to protect KPMG data, client information, and other critical assets. We also invest in building cybersecurity awareness across our workforce through ongoing education and training, reinforcing a culture of shared responsibility in managing digital risks.

Beyond our internal operations, KPMG's cybersecurity professionals combine deep business insight with expertise across cybersecurity, digital transformation, technology risk, compliance, forensics, cloud security, AI, and advanced analytics to help organisations strengthen resilience, build stakeholder trust, and navigate an increasingly complex digital landscape.

0 substantiated complaints concerning breaches of customer privacy and losses of customer data were recorded by KPMG in Malaysia in FY25

Acting transparently with accountability and integrity

Our commitment

- **Act lawfully, ethically and in the public interest**
- **Work against corruption in all its forms, including extortion and bribery**

We regularly review our Global Code of Conduct to make sure it clearly reflects our Values and the commitments and responsibilities that our people have to each other, our clients and the public. Aligned with this code, we strongly support a speak-up culture and set out a clear process for advice on, or the reporting of, illegal or unethical behaviour. The KPMG CARE and ACCEPT frameworks help our people practice and build confidence in making ethical decisions.

SROs related to ethics, integrity and independence

Maintaining high standards of ethics, transparency, and accountability is fundamental to preserving stakeholder trust, client confidence, and the Firm's reputation. Failures in ethical conduct, business practices, or regulatory readiness may increase compliance risks, regulatory scrutiny, and reputational damage, potentially affecting service quality, competitiveness, and the Firm's ability to create long-term value.

Conversely, a strong reputation for integrity, transparency, and regulatory compliance can create a significant "trust premium", strengthening the Firm's position in competitive tenders, particularly for regulated and public interest engagements. This enhances client confidence, supports long-term relationships, improves win rates, and reinforces the Firm's standing as a trusted advisor and preferred professional services provider.

At KPMG, we are committed to upholding the highest standards of personal and professional conduct in everything we do. Our Global Code of Conduct (the Code) sets out the commitments and responsibilities that every KPMG professional has towards one another, our clients, and the communities we serve. Anchored in our Values and Purpose, the Code guides our behaviours, decisions, and actions, reinforcing a culture of integrity, accountability, and professionalism throughout the organisation. The Code defines what it means to be part of the KPMG global organisation, outlining both individual and collective responsibilities.

To ensure continued relevance, it is periodically reviewed and updated to reflect evolving expectations, risks, and regulatory requirements. All KPMG personnel are expected to uphold the principles of the Code, take personal accountability for their actions, and formally confirm their adherence to its requirements. KPMG in Malaysia's ethical standards and expectations are aligned with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

To reinforce ethical conduct across the firm, all personnel are required to complete the mandatory "**We Do What is Right: Integrity at KPMG**" training programmeme. The training covers our Values, Global Code of Conduct, ethical decision-making framework, and practical case studies involving confidentiality, artificial intelligence, bribery and corruption, insider trading, retaliation, and other integrity-related matters. In FY25, we achieved a **100% firmwide completion rate**, reflecting our strong commitment to fostering an ethical and values-driven culture.

As a signatory to the United Nations Global Compact (UNGC) and an active participant in the World Economic Forum's Partnering Against Corruption Initiative (PACI), KPMG is committed to preventing corruption in all its forms, including bribery and extortion. Our Global Code of Conduct enforces a zero-tolerance approach to illegal, unethical, or improper conduct involving KPMG personnel, clients, suppliers, third parties, or public officials. To support this commitment, KPMG in Malaysia applies risk-based due diligence processes to assess prospective clients, suppliers, and third parties for bribery and corruption risks before entering into or continuing business relationships. Further information is available in our Transparency Report 2025.

100% of our people completed the annual integrity training in FY25

Care framework

Consider what is the issue

- Could the situation be damaging to the team, client, or our reputation?
- Would it be acceptable if everyone at KPMG did it?
- What facts do you have and what additional facts do you need to make an informed decision?
- Which rules, regulations or KPMG policies do you need to consider?

Assess options to address the situation

- Are your proposed actions in line with KPMG Values and our Code of Conduct?
- What are the risks? How will you mitigate them?
- What are the pressures, rationalizations, and biases that may impact your decision?
- What is the impact of your proposed actions on others?
- Is there a risk that your proposed actions could be perceived differently?
- Would you be comfortable if your response was known publicly?

Respond with decision

- What is your decision?
- Are you comfortable supporting your decision if challenged?
- Who do you need to communicate your decision to?
- How will you explain your decision to them?
- Do you need to document your decision?

Evolve and reflect

- What did you learn from the decision-making process?
- What are the opportunities to share lessons learned?
- What was the impact of the decision on others?
- Would you have done anything differently?

Ongoing enhancement of ethical culture

At KPMG, maintaining the highest standards of integrity, professionalism, and ethical conduct is fundamental to who we are. Any behaviour or action that falls short of our Values or Global Code of Conduct is treated with the utmost seriousness. Where lapses occur, we take appropriate corrective action, including reviewing policies, strengthening controls, and leveraging technology to reduce the risk of recurrence and enhance our governance framework. All KPMG member firms are expected to take timely and appropriate action when our standards are not met, reflecting our commitment to accountability and responsible business practices.

We recognise that trust is earned through ethical behaviour, quality service, and meaningful contributions to society, and remains central to our long-term success as a purpose-driven organisation. To further strengthen ethical decision-making, we have embedded KPMG's **CARE framework (Consider, Assess, Respond, Evolve)** across the firm. Supported by practical tools, guidance, and resources, the framework provides our people with a structured approach to navigating complex situations and ethical dilemmas with confidence and consistency.

At KPMG in Malaysia, we have further reinforced this commitment by incorporating CARE as a dedicated category within our employee recognition awards programmeme, celebrating individuals who exemplify ethical leadership, sound judgement, and values-driven decision-making. By embedding CARE into both our day-to-day operations and recognition practices, we continue to strengthen a culture of integrity, accountability, and responsible decision-making across the firm.

Combat corruption in all its forms, including bribery and extortion

To uphold the highest standards of integrity and ethical conduct, KPMG has established robust global policies supported by mandatory training, compliance mechanisms, and reporting channels. In Malaysia, these are complemented by policies and procedures aligned with the Guidelines on Adequate Procedures under Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009, which applies to all partners, employees, and relevant third parties engaged in our operations.

In FY25, KPMG in Malaysia recorded **zero corruption-related incidents**, reflecting the effectiveness of our governance framework, internal controls, and strong ethical culture underpinned by a zero-tolerance approach to bribery and corruption. To further strengthen corruption risk management, we **conducted corruption risk assessments across 100% of our business activities**, enabling the proactive identification, evaluation, and mitigation of potential corruption risks across the firm.

100% of our business operations have been assessed for corruption risk

0 corruption-related incidents recorded across our operations

Anti-corruption training

Building a strong culture of integrity requires continuous awareness and accountability. In this vein, all partners and employees are required to complete annual **Anti-Bribery and Corruption training**, which provides education on KPMG's comprehensive anti-bribery policies, expectations, and responsibilities. In FY25, we achieved a **100% completion rate** across all personnel, including leadership, management, and non-management employees, strengthening our ability to prevent, identify, and respond to bribery and corruption risks across our operations and business relationships.

100% of our people completed the annual anti-bribery and corruption training in FY25

Anti-bribery and Corruption across our supply chain

As part of establishing and maintaining client relationships, we apply Know Your Client (KYC) procedures to identify, assess, and manage potential risks relating to ethics, integrity, independence, and professional standards. This risk-based approach supports informed decision-making and helps ensure our engagements are aligned with KPMG's values and regulatory obligations.

We also expect all suppliers to adhere to KPMG's Anti-Bribery and Corruption policies, principles, and procurement requirements. These expectations are embedded within our vendor agreements, including provisions relating to confidentiality, data protection, and liability. By maintaining robust governance throughout our procurement processes, we mitigate risks, safeguard the integrity of our operations, and promote responsible business practices.

Speaking up safely

Speaking up is an essential part of KPMG's culture and our commitment to integrity. We maintain clear policies, procedures, and reporting channels that enable individuals to raise concerns about conduct that may be inconsistent with our Values, professional standards, KPMG policies, or applicable laws and regulations. We strictly prohibit retaliation against anyone who raises concerns or reports misconduct in good faith.

To reinforce accountability and ethical conduct, KPMG personnel and third parties are encouraged to seek guidance, provide feedback, raise concerns, or report potential misconduct without fear of reprisal, in accordance with applicable legal and regulatory requirements. At KPMG in Malaysia, this commitment is supported through established reporting mechanisms, including access to a confidential hotline and dedicated Ethics and Independence resources, ensuring concerns can be raised safely, confidentially, and responsibly.

Respecting human rights

Our commitment

Respect human rights

We are committed to the protection of human rights and helping to eliminate all forms of forced, compulsory and child labour in line with the United Nations Guiding Principles on Business and Human Rights. We recognise we have an important role to play in managing potential harm to people and, as part of KPMG's Global Quality & Risk Management processes, we have established a risk-based approach to human rights. A key priority is a focus on suppliers, and we continue to refine our approach to addressing modern slavery risks throughout KPMG in Malaysia's supply chain.

Respecting human rights

Respect for human rights is fundamental to our values and the way we conduct business. Guided by the United Nations Guiding Principles on Business and Human Rights and our longstanding support of the UN Global Compact, we are committed to upholding and promoting human rights across our operations and business relationships.

This commitment is embedded in our **Business and Human Rights Statement** and **Global Code of Conduct**, which reinforce our expectations for ethical behaviour, respect, inclusion and accountability. We support the elimination of all forms of forced, compulsory and child labour, promote safe and respectful workplaces free from discrimination and harassment, and maintain zero tolerance for unethical conduct.

Our approach is aligned with internationally recognised frameworks, including the **Universal Declaration of Human Rights, the International Labour Organization (ILO) Core Conventions** and the **OECD Guidelines for Multinational Enterprises,** while also supporting compliance with applicable Malaysian laws and regulations.

At KPMG in Malaysia, these commitments are operationalised through ethical recruitment practices, supplier compliance requirements, anti-bribery and anti-corruption controls, workplace health and safety measures, and regular ethics and compliance training. Through a risk-based approach, we also monitor potential human rights risks across our operations and supply chain, reinforcing our commitment to responsible business conduct and fostering a safe, inclusive and respectful workplace for all.

0 substantiated human rights complaints in FY25

People

Creating a caring, inclusive, Purpose-led and Values-driven culture for our people.

Our commitments

Inclusion and access to equal opportunity

Have an inclusive culture built on trust

A culture of learning and development

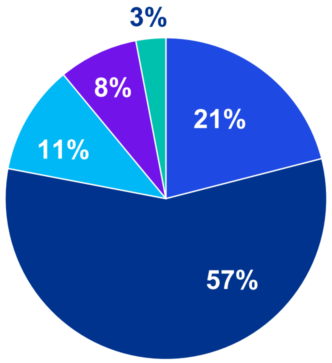
Develop a continuous learning culture

Health and wellbeing

Protect the health of our people – both physically and mentally – and enable them to be effective and productive

Our workforce: FY25 snapshot

Workforce composition



- <25 years old
- 25 - 34 years old
- 35 - 44 years old
- 45 - 54 years old
- >55 years old

Gender group

37% Male

63% Female

FY25 People overview by role

Leadership (Partners & Directors) **218**

Partners **70**

Directors **148**

Other employees **1,837**

Total: **2,055**

Headcount reported is based on partners and employees employed by KPMG in Malaysia as of 30 September 2025

Labour practices in FY25

(% of workforce)

Turnover rate **34.8%**

Leadership **7**

Management **70**

Non-management **639**

Contractors/ Temporary Staff **2%**

New hires by level

Partners	0
Directors	5
Managements (Senior Managers & Managers)	13
Senior Team Members	77
Associate	452

Total in FY25: **547**

Workforce by nationality

2,037 Local

18 Non-Local

Women in leadership roles

(Partners & Directors)

FY25 **49.1%**

FY24 **50.0%**

FY23 **48.3%**

A culture of learning and development

Our commitment

Develop a continuous learning culture

The accelerating pace of technological change continues to increase the need for reskilling and upskilling, requiring curiosity, adaptability and a commitment to continuous learning. Providing our people with opportunities to learn and develop their careers remains a fundamental part of our talent strategy.

SROs related to talent attraction, development and retention

Attracting, developing, and retaining talent is critical to sustaining service quality, organisational resilience, and long-term value creation. If not managed effectively, workforce challenges can reduce productivity, weaken execution capabilities, and impact the Firm's ability to consistently deliver quality client outcomes.

At the same time, investing in future-ready skills across digital, data, and AI capabilities strengthens workforce readiness and enhances service delivery. Greater proficiency in emerging technologies and evolving delivery models can improve productivity, reduce execution risk, support innovation, and enable scalable growth, reinforcing the Firm's long-term competitiveness and ability to create sustainable value.

A culture of learning and development

Building a workforce that is agile, curious, and committed to continuous development is essential. As part of our People agenda, we remain focused on providing learning and career growth opportunities that enable our people to reach their full potential. During the year, our people completed **168,795** training hours, supported by an average learning and development investment of **RM232** per individual, up from RM230 in FY24, reflecting our continued commitment to strengthening future-ready skills and capabilities.

As the pace of change accelerates, we believe lifelong learning is critical to helping our professionals build the skills and knowledge needed for the future. AI proficiency remains at the forefront of our development agenda. This commitment is reflected in the FY25 Global People Survey, where **85%** of our people indicated that we provide a **positive** and effective learning environment for them to improve skills and develop new ones.

We continue to take an integrated approach to learning, equipping our people through three complementary areas: deep technical expertise across our service lines, strong ethical foundations guided by our values, and future-ready capabilities in areas such as sustainability, data, digital innovation and AI.

In FY25, we enhanced our AI learning programmeme by building on the learning developed under **KPMG Trusted AI framework**, complemented by additional modules and hands-on learning experiences

Alongside our core **Trusted AI Foundations** and **AI Ethics** courses, we introduced tailored learning pathways based on employees' functions, grades and roles, making learning more relevant and practical. This reflects our shift from broad AI awareness initiatives towards targeted capability-building that equips our people to apply AI responsibly and effectively in their day-to-day work.

To build future-ready capabilities, KPMG professionals across the globe completed more than **320,000** training modules and invested over **220,000 hours** in the **Digital and Data Foundations** programmeme during FY25. Learning is further supported through **PluralSight**'s portfolio of over **10,000 expert-led technology courses**, accessible to learners from beginner to advanced levels covering AI and digital competencies, as well as business and professional skills.

Continuous learning in sustainability

Sustainability capability building remains a key focus of our learning agenda. In FY25, KPMG professionals around the world completed over **220,000 learning modules on ESG and sustainability topics**, with almost **20,000 employees** engaging in sustainability learning for the first time. These efforts continue to strengthen our ability to deliver insights that help clients address emerging sustainability challenges and opportunities.

In FY25, total training hours

168,795 hours

of formal learning firmwide

In FY25, average spend of

RM232

in internal training per individual

1. Includes continuous professional education, instructor-led, digital and virtual learning; excludes professional designation training.
2. Includes training development, licences, administration, delivery, travel and venue costs. Opportunity costs are excluded.
3. Per-individual investment is based on total expenditure divided by headcount as at 30 September 2025.

KPMG Citizen Developer programmeme

We continue to strengthen digital capabilities and foster a culture of innovation through the KPMG Citizen Developer programmeme (CDP), a strategic upskilling initiative led by our Information Technology Services (ITS) department.

Designed to equip our people with low-code/no-code capabilities, the programmeme empowers participants to automate routine processes, streamline workflows and develop practical digital solutions regardless of their technical background. Since its launch in 2022, the programmeme has continued to support employee development, benefiting more than 170 employees and delivering a total of 875 training hours in FY25 alone.

To enhance accessibility and ensure more equitable access to learning opportunities across the firm, the programmeme was expanded in FY25 to a **hybrid delivery model**, enabling our people in Petaling Jaya to participate in person while colleagues from branch offices across Malaysia joined virtually. Through two standalone 3-hour training modules covering Microsoft Power Platform tools, including Power Automate, Power Automate Desktop, Power Apps and Power BI, participants are equipped with the skills to drive efficiency, enhance data-driven decision-making and support the firm's digital transformation journey.

Global secondment opportunities

We provide opportunities for our people to gain international exposure and broaden their professional capabilities through structured Global Secondment programmemes. In FY25, high-performing professionals were deployed to **Australia, Thailand, Taiwan, the United Kingdom, Hong Kong and Singapore** through programmemes such as **Audit Career Enhancement (ACE), Direct Placement, Tax Trek and Global Opportunities (GO).** These assignments are designed to deepen technical expertise, strengthen cross-border collaboration and enhance cultural agility in an increasingly global business environment.

231 KPMG in Malaysia professionals have participated in outbound secondments since 2006, with many returning to take on leadership and management roles within the firm. These returning secondees bring valuable international perspectives and experiences that support innovation, talent development and long-term business growth, while their active involvement in onboarding, scholar engagement and career-sharing sessions helps inspire and prepare future participants for global mobility opportunities.

Sponsorship for Professional Examinations Agreement (SPEA)

Developing future-ready professionals is a key component of our talent strategy. We support our people in pursuing globally recognised professional qualifications through the Sponsorship for Professional Examinations Agreement (SPEA). The programmeme provides financial support for tuition, examination fees and study materials for certifications such as ACCA, MICPA, ICAEW and CIMA, helping to reduce financial barriers to professional advancement.

In addition, employees are provided with paid study as well as performance-based incentives for successful completion. By investing in both financial and non-financial support, SPEA promotes equitable access to professional development opportunities, strengthens the technical capabilities of our workforce and reinforces our culture of lifelong learning and professional excellence.

Inclusion and access to equal opportunity

Our commitment

Have an inclusive culture built on trust

KPMG is committed to fostering an inclusive culture that welcomes everyone. Rooted in our Values and business strategy, we aim to build a workplace where everyone feels a sense of belonging and where diverse perspectives strengthen how we serve our people, clients, and society. Having surpassed KPMG's global target of 33% women in leadership by 2025, we continue to strengthen and scale our efforts to promote gender equity across all levels of the firm.

SROs related to inclusion and access to equal opportunity

A cohesive and inclusive culture is essential to delivering consistent client outcomes, fostering collaboration, and strengthening organisational resilience. Failure to uphold shared values and provide equal opportunities can lead to fragmented service delivery, reduced collaboration, operational inefficiencies, and missed opportunities to leverage collective expertise, ultimately affecting workforce morale, innovation, service quality, and long-term value creation.

Conversely, a strong employer brand and clear organisational purpose enhance the Firm's ability to attract, develop, and retain high-quality talent. Through proactive engagement with universities and a strong graduate talent pipeline, the Firm can strengthen workforce capability, improve succession planning, reduce recruitment and turnover costs, and reinforce its position as an employer of choice while supporting sustainable growth and service excellence.

KPMG in Malaysia's Women in Leadership Roles FY19 - FY25

As at 30 September 2025, women represented **49.1%** of our leadership team (Partners and Directors) at KPMG in Malaysia, maintaining near gender parity and continuing to exceed KPMG's global target. This reflects our ongoing commitment to fostering an inclusive workplace through equitable talent practices, leadership development opportunities and merit-based career progression. We remain focused on sustaining balanced representation at senior levels through inclusive leadership and talent management practices.

More broadly, gender equality continues to be embedded within our culture and people strategy, with women accounting for above **60%** of our workforce over the past years.

This consistent representation underscores our commitment to providing equal opportunities and supporting equitable career development across all levels of the firm.

Fair Compensation

At KPMG in Malaysia, we are committed to ensuring that our remuneration practices are fair, transparent and market-aligned. Our structured compensation framework considers job grade, role scope, individual performance and market benchmarks, helping to ensure consistency in reward decisions across the firm. Supported by regular pay reviews, calibration processes and governance oversight from our People and Reward teams, we continuously monitor remuneration outcomes to identify and address potential inconsistencies.

Together with our inclusive talent and promotion practices, these measures reinforce our commitment to providing equitable opportunities for growth, recognition and advancement for all our people, in line with Malaysia's evolving expectations on workplace fairness and inclusion.

Talent Retention

Retaining talent is essential to maintaining an inclusive workplace and ensuring equal access to career opportunities across all levels of the firm. In FY25, our employee turnover rate was **34.8%**, comprising 7 leadership, 70 management-level and 639 non-management departures. Despite the higher turnover rate, the organisation maintained its ability to attract and onboard talent, ensuring operational needs continued to be met. Insights from workforce trends help inform initiatives that support engagement, inclusion and long-term career development.

Percentage of women in leadership roles (i.e., as partners and directors)

FY25	FY24	FY23	FY22	FY21	FY20	FY19
49.1%	50.0%	48.3%	48.5%	45.1%	46.2%	45.7%

Promoting allyship and acceptance

At KPMG in Malaysia, we recognise that fostering allyship, cultural understanding and mutual respect is fundamental to building an inclusive workplace where everyone feels valued and empowered to succeed. Throughout FY25, our people participated in a range of initiatives designed to celebrate diversity, encourage meaningful dialogue and strengthen a sense of belonging across the firm.

KPMG Cultural Day

Our annual **KPMG Cultural Day**, now in its **sixth year**, brought together our people from diverse backgrounds through 9 cultural booths representing the home countries of our expatriate community. Each booth was championed by a member of our senior leadership team, including **Partners and Directors**, and supported by our staff across different functions, business units and grades, reflecting our collective commitment to inclusion and cultural appreciation.

More than 300 of our people participated in cultural exchanges, sampled over 25 traditional dishes, and engaged in interactive activities that promoted cross-cultural understanding and appreciation. We also incorporated **KPMG's Got Talent**, providing a platform for people to showcase their creative talents, from singing to musical performances, further strengthening connection and a sense of belonging across the firm.

Belonging Through Shared Experiences

We continued to advance inclusive leadership and workplace wellbeing through our observance of International Women's Day (IWD) and International Men's Day (IMD), engaging more than 550 employees collectively in programmemes focused on inclusion, empowerment, mental health and wellbeing. Complementing these efforts, we celebrated Malaysia's diverse cultural and religious traditions through firmwide festivities throughout the year that foster understanding, strengthen connections and promote a culture of belonging, allyship and equal opportunity across the firm.

Up Close and Personal

To strengthen trust, transparency and leadership accessibility, we continued to host Up Close and Personal, a series of small-group engagement sessions designed to foster meaningful dialogue between our people and senior leadership. Covering topics such as leadership authenticity, navigating generational differences, future-ready leadership, personal growth, career development and high-performance mindsets, the initiative provided a platform for open conversations, knowledge sharing and employee feedback.

In FY25, **110 employees** from different functions, grades and business units participated across six sessions. By creating opportunities for meaningful interaction with leaders and inspiring individuals from diverse backgrounds, the programmeme helped strengthen connections, engagement, inclusivity and a shared understanding of the firm's priorities, while empowering employees to take greater ownership of their personal and professional development.

In-Conversation Series

To further enhance two-way communication, we introduced the In Conversation Series in August and September 2025, bringing together employees and leadership teams across our functions to discuss business priorities, strategic direction and future growth plans.

Conducted through **five dedicated sessions**, the series provided employees with direct access to leadership perspectives while creating a platform for open dialogue, feedback and meaningful discussions on matters that shape the employee experience and future of the firm. Key themes included:

Wellbeing, recognition, communication, and quality & risk

Employee engagement, growth, and innovation

Trust, leadership, and workplace culture

Collaboration, talent development, and business performance

The series attracted strong participation of over **75% of our workforce** across the firm, with Audit recording over 700 attendees, followed by Advisory (over 400 attendees), Tax (over 300 attendees) and Business Support (over 100 attendees). The high turnout reflected employees' strong interest in understanding the firm's direction, contributing ideas, and engaging directly with leadership.

By fostering transparency, strengthening trust, and encouraging two-way communication, the initiative helped reinforce a culture where employees feel informed, heard, recognised, and connected to the firm's shared goals and long-term success.

Health and wellbeing

Our commitment

Protect the health of our people — both physically and mentally — and enable them to be effective and productive

At KPMG in Malaysia, we believe wellbeing is essential to unlocking the full potential of our people. We are committed to building a culture where individuals feel confident prioritising their physical and mental health and are supported every step of the way. By encouraging open dialogue and providing meaningful resources, we empower our people to thrive personally and professionally, driving lasting impact for our clients and the firm.

SROs related to health and wellbeing

Safeguarding employee health and wellbeing is essential to maintaining a resilient, engaged, and high-performing workforce. Failure to effectively support employee wellbeing may result in reduced engagement and productivity, increased absenteeism and attrition, and greater regulatory or legal exposure, ultimately affecting service quality, organisational resilience, and the Firm's ability to create long-term value.

Health and Safety at Work

At KPMG in Malaysia, safeguarding the health, safety and wellbeing of our people remains a key priority. In FY25, we recorded **zero work-related fatalities** and maintained a **zero lost time incident rate**, extending our strong safety performance with no reported work-related incidents during the year.

Building on the **Workplace Health and Safety eLearning** programmeme introduced in FY24, we continued to strengthen our safety culture through **ongoing reviews** of our health and safety policies, protocols and emergency preparedness measures to ensure their continued effectiveness and relevance. We also continued to train and equip our appointed fire marshals and emergency response personnel to support workplace readiness and reinforce a safe working environment across our offices.

Reflecting our firmwide commitment to workplace safety, the eLearning programmeme achieved a **100% completion rate** in FY25, up from 97% in FY24. By embedding health and safety into our governance, learning and operational practices, we continue to support employee wellbeing, strengthen organisational resilience and foster a safe and sustainable workplace for all.

KPMG Inspiring Confidence Award (KICA)

In FY25, the **KPMG Inspiring Confidence Award (KICA)** continued to strengthen our culture of recognition, reinforcing behaviours that reflect our values, collaborative mindset and commitment to excellence. Since its introduction in September 2024, KICA has served as a structured quarterly recognition programmeme that celebrates individuals and teams whose contributions drive positive outcomes across the firm. During the year, **27 awards** were presented across four recognition cycles, comprising 7 individuals and 20 team recognitions, primarily under the **Exemplary Team Collaboration** and **CARE Excellence** categories out of 6 other categories. Integrated into our internal performance and feedback platform, KICA enables timely and meaningful recognition.

Building a Culture of Care and Support

Supporting employees through different life stages and personal circumstances is an important part of our people strategy. Through a range of family-friendly policies, leave provisions and employee support initiatives, we seek to create a caring and inclusive workplace that enables our people to balance their professional responsibilities with personal and family commitments.

To support our people through these moments, we provide a range of inclusive benefits, including **maternity leave** of up to 98 days, seven days of **paternity leave**, **compassionate leave**, **marriage leave** and dedicated care tokens for significant life events. These benefits complement Malaysia's statutory leave requirements and reflect our commitment to supporting employees and their families at different stages of life. Additional support is also available for employees experiencing **bereavement** those impacted by natural disasters, reinforcing our people-first approach to wellbeing and inclusion.

100% of our people completed the Workplace Health and Safety training

0 work-related fatalities and lost time incident rate in FY25

Enabling a Healthy, Connected and Resilient Workforce

Employee wellbeing is integral to our people strategy and long-term resilience. Through a comprehensive range of policies, benefits and programmemes, we support the physical, mental, emotional and social wellbeing of our people.

Physical Health and Preventive Care

We promote healthy lifestyles and preventive care through a range of health-focused initiatives and benefits designed to support the physical wellbeing of our people.

- **Wellness booths** offering biometric, vision, musculoskeletal and fitness screenings, as well as on-site vaccination ~~programmes~~ programmemes.
- **Comprehensive healthcare coverage**, including annual health screenings, specialist care and wellness-related discounts.
- **Health talks** delivered in collaboration with our insurance provider and wellness partners to promote health awareness and available wellbeing resources.

Active Living and Team Wellbeing

We encourage active lifestyles and healthy habits through initiatives that promote physical activity, teamwork and employee engagement.

- **Aktif@KPMG,** our bi-weekly fitness series, which engaged about 200 participants through activities such as futsal, badminton, yoga and strength training.
- **Inter-Department Games (IDG),** which brought together over **500 athletes** from across functions to compete in 16 different sports.
- The firm also sponsored employee participation in **3 community-focused running events**, with over **100 KPMG runners** taking part during the year, promoting active lifestyles while supporting meaningful causes.

Mental and Emotional Wellbeing

We provide accessible resources and support services that help our people build resilience, navigate personal challenges and maintain positive mental health.

- **Employee Assistance programmeme (EAP),** offering confidential counselling, financial guidance and support services.
- Firmwide activities held in conjunction with **World Mental Health Day** and other awareness campaigns.
- **Financial Fitness Talks** that highlight the link between financial wellbeing and mental health.

Social Connection and Belonging

We foster an inclusive and connected workplace through programmemes that strengthen relationships, celebrate achievements and create opportunities for meaningful engagement.

- **KPMG Annual Dinner,** bringing together colleagues to celebrate achievements and strengthen team connections.
- **Employee-led interest groups,** promoting networking and connection through shared interests and experiences.
- **Rest, Refresh and Rejuvenate (3R) Fund,** enabling teams to organise activities that support wellbeing and team cohesion.
- **Tuesday Treats,** a monthly employee appreciation initiative offering complimentary breakfast and lunch on the last Tuesday of each month.

Our People in Action

Inter-Accounting Firm Games (IAFG) 2025

In 2025, KPMG in Malaysia had the privilege of hosting the Inter Accounting Firm Games (IAFG), one of the largest sporting events within the professional services sector. Held from August to November 2025, the event brought together more **than 1,700 participants from 21 firms** across Malaysia, promoting physical wellbeing, teamwork and cross-industry camaraderie. KPMG fielded over **170 employee-athletes**, who competed across **18 sporting disciplines**, demonstrating strong engagement in health and wellness initiatives beyond the workplace.

Building on our second-place finish in 2024, KPMG in Malaysia emerged as the **overall IAFG 2025 Champion**, reclaiming the title previously won in 2023. Our athletes secured a **total of 16 medals**, comprising 6 gold, 5 silver and 5 bronze medals, with championship victories in Athletics, Basketball, Men's Football and Women's Futsal. Beyond sporting success, the achievement reflects the strength of our collaborative culture and our commitment to fostering employee wellbeing, resilience and team spirit through meaningful engagement opportunities.

Event merchandise and memorabilia were sourced with sustainability in mind. Participant t-shirts were supplied by **Pressio by Paragon Vest**, a sustainability-focused performance apparel brand that incorporates recycled materials into its products, as certified in conformity with the Global Recycled Standard (Version 4.0). Reflecting our commitment to responsible procurement and circular economy principles, these choices helped reduce reliance on virgin resources, giving waste materials a second life while embedding sustainability into the participant experience.

Planet

Reducing our impact on the environment to build a more sustainable and resilient future.

Our commitments

Decarbonisation

- Becoming a net-zero business by 2050
- 50% decarbonisation by 2030 against our 2019 baseline

Climate risk

Give financial markets, clients and our leaders clear, comprehensive, high-quality information on the impacts of climate change

Nature and biodiversity

Understanding and improving our impact on nature and biodiversity

Decarbonisation

Our commitment

Becoming a net-zero business

Decarbonisation is pivotal in mitigating the impacts of climate change, creating both risks and opportunities for business and society. We remain committed in playing our part, working towards reducing carbon emissions by 50% by 2030 (against our 2019 baseline) on our path to net zero. While positive strides have been made, we recognise the intricacies of this journey. As part of our responsibility in shaping a sustainable future, we are committed to implementing environmentally sustainable practices, minimising our ecological footprint, and actively contributing to global environmental efforts.

Our decarbonization journey is guided by a number of key principles:

1

We focus on where we can have the greatest impact.

Our plan targets four key areas: operations and supply chain, KPMG firms' products and services, people and technology, and stakeholder engagement.

2

Decarbonizing the areas we control in our own operations.

From energy efficiency in our buildings to reducing business travel emissions, we are taking action across our global organization in the areas in which we have the greatest control

3

Engaging with our supply chain.

We are working with suppliers to reduce emissions from purchased goods and services, embedding sustainability into procurement decisions and supplier engagement.

4

Embedding sustainability into our services

From audit and assurance to tax, legal, and advisory, KPMG firms are integrating climate and broader sustainability considerations into the services they provide to clients around the world.

5

Help to shape broader change.

We engage with clients, suppliers, governments and civil society to help shape the wider transition. This includes convening stakeholders and aligning our engagement with our transition objectives.

FY25 climate performance

Annually, we report our climate performance to KPMG International in accordance with the Greenhouse Gas (GHG) Protocol, ensuring consistent, transparent, and globally recognised emissions measurement and disclosure. As a professional services firm where our people are central to our operations, we monitor both absolute emissions and emissions intensity on a per-individual basis to evaluate our climate performance relative to organisational growth, support informed decision-making, and drive operational efficiency.

In FY25, KPMG in Malaysia achieved a **6% reduction** in total GHG emissions compared to FY24 and a **15.6% reduction** against the FY19 baseline, while emissions intensity per employee **decreased by 8%** from the FY19 baseline. These results demonstrate continued progress in decoupling business growth from carbon emissions and reinforce our focus on climate action, transparent sustainability reporting, and long-term value creation in line with global sustainability disclosure frameworks and stakeholder expectations.

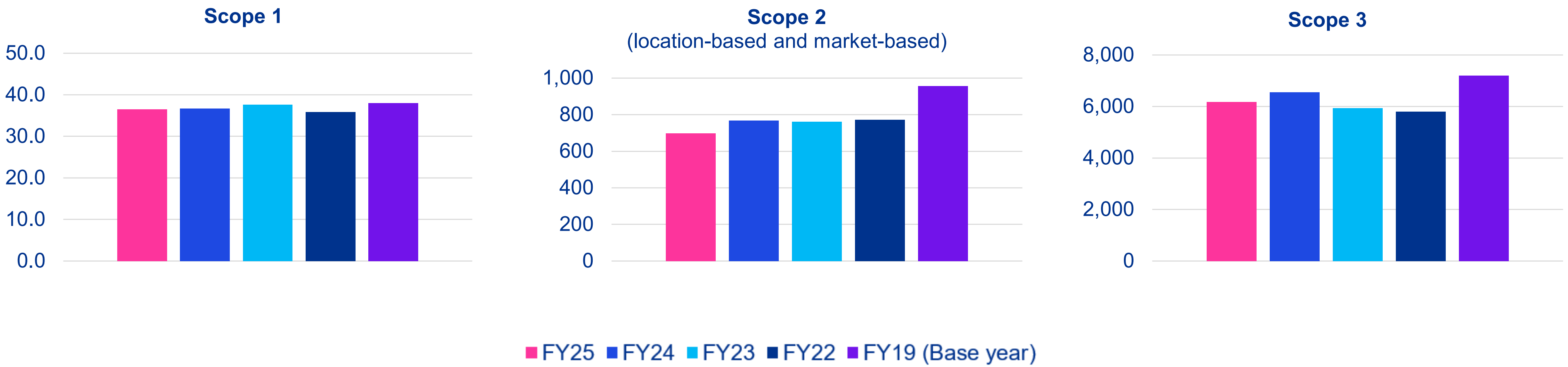
3.37 tCO_2e

per individual in FY25
(FY19: 3.66 tCO_2e per individual)

15.6% reduction in total GHG emissions (tCO_2e) as compared to FY19

8% reduction in GHG emissions per individual (tCO_2e) in FY25 as compared to FY19

KPMG in Malaysia's operational GHG footprint (unit of measure in tonnes of CO_2 equivalent (tCO_2e))



KPMG in Malaysia's operational GHG footprint (unit of measure tCO_2e)

Category and Source	FY25	FY24	FY23	FY22	FY19 (base year)
Scope 1 – Stationary combustion, mobile combustion and fugitive emissions	**36.5**	**36.7**	**37.6**	**35.9**	**38.0**
Scope 2 (location-based and market-based) – Purchased electricity	**697.6**	**768.9**	**762.4**	**771.7**	**956.6**
Total Scope 3	**6,184.0**	**6,556.4**	**5,932.7**	**5,807.1**	**7,198.0**
Category 1 – Purchased goods and services	1,331.3	1,182.6	1,283.3	1,120.8	1,258.6
Category 2 – Capital goods	398.2	837.1	485.0	511.7	392.9
Category 6 – Business travel	1,166.7	1,196.8	1,097.5	861.1	1,797.8
Category 7 – Employee commuting	1,745.9	1,780.7	1,578.2	1,438.9	1,820.5
Category 8 – Upstream leased assets	1,375.8	1,392.3	1,323.5	1,708.6	1,718.3
Scope 3 – Others	166.1	166.9	165.2	166.0	209.9
Total emissions	**6,918.1**	**7,362.0**	**6,732.7**	**6,614.7**	**8,192.6**
GHG emissions intensity					
tCO_2e per individual	**3.37**	**3.30**	**2.94**	**2.93**	**3.66**

Notes:
1. The tCO_2e per individual is calculated using the total partner and employee headcount as of the relevant financial years ended 30 September.
2. The methodologies, inputs and assumptions used in measuring the GHG emissions are as below:

- **Scope 1** – **Stationary and mobile combustion:** Diesel consumed in standby generators are calculated using fuel top-up method, while diesel consumed in company-owned vehicle is converted from fuel expenditure records into litres consumed . Emissions are calculated using the DESNZ[1].
- **Scope 1** – **Fugitive emissions:** Emissions from refrigerant leakage from air-conditioning units, refrigerators and fire suppression systems are estimated using a screening methodology based on equipment specifications, refrigerant types and refrigerant charge capacities, in line with U.S. EPA Greenhous Gas Inventory Guidance: Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases. Global Warming Potential (GWP) values applied were based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6).
- **Scope 2** – Purchased electricity consumption is derived from third-party bills. As there are no contractual instruments for electricity attributes, location-based and market-based resulted to the same reported emissions. For FY25, emissions are updated to be based on the latest provisional grid emission factor published by the Energy Commission of Malaysia on 23 February 2026. Prior reporting years was based on the version published on 25 November 2024 and have not been restated, as the impact was immaterial.
- Scope 3 emissions include:

i. Category 1 and 2: Applied spend-based method, whereby expenditure data is multiplied by the relevant sector-specific emission factors from EXIOBASE database.

ii. Category 6 and 7: Air or land travel emissions applies a distance-based method, while hotel stay emissions are calculated based on the number of nights stayed. Activity data for Category 6 is derived from travel agency reports and employee reimbursement claims, while Category 7 is from employee survey.The emissions factors represent only direct combustion (tank-to-wheel) and do not represent upstream emissions[1].

iii. Category 8: Cooling consumed for cooling systems in leased offices with no operational control is estimated based on the designed cooling rate provided by the landlord, occupied floor area and annual operating hours. Emission factor for acquired cooling is derived using the applicable Scope 2 electricity emission factor divided by the chiller's coefficient of performance (COP).

iv. Scope 3 – Others include:
  - Category 3A (Upstream emissions from purchased fuels): Activity data is derived from Scope 1 fuel consumption (generator sets and company-owned vehicles) [1].
  - Category 3B (Upstream emissions from purchased non-renewable electricity) & 3C (Transmission and distribution (T&D) losses associated with purchased non-renewable electricity): Activity data is derived from Scope 2 electricity consumption data and applies the relevant IEA emission factors.
  - Category 5 (Waste generated in operations): Activity data is derived from the quantity of waste generated[1].

[1] Emissions are estimated using the Department for Energy Security and Net Zero (DESNZ) Greenhouse gas emissions conversion factors ("DESNZ Conversion Factors"), previously published by the Department for Environment, Food & Rural Affairs (Defra)

Addressing climate change requires a clear understanding of the sources of our greenhouse gas (GHG) emissions. By categorising emissions into Scope 1, Scope 2 and Scope 3, we gain deeper insights into our climate impact, from direct operations to indirect activities across our value chain.

Scope 1 emissions

Scope 1 emissions totalled 36.5 tCO_2e, representing 0.5% of KPMG in Malaysia's total GHG emissions in FY25. These direct emissions arise from sources owned or controlled by the firm, including stationary combustion arising from generator sets, mobile combustion and fugitive emissions.

Compared to the FY19 baseline, Scope 1 emissions decreased by 4.0%. The reduction was primarily driven by lower fuel consumption from company-owned vehicles, reflecting ongoing efforts to optimise vehicle utilization.

The firm's strategic location adjacent to the MRT Kajang Line and the Bandar Utama integrated transport hub supports sustainable mobility by reducing reliance on company-owned vehicles where feasible. Looking ahead, the planned opening of the LRT3 Shah Alam Line is expected to further strengthen public transport connectivity to the office, supporting Malaysia's broader low-carbon mobility transition under the National Transport Policy 2019-2030.

Scope 2 emissions

Scope 2 emissions, which comprise indirect emissions from purchased electricity, totalled **697.6 tCO_2e**, representing 10.1% of KPMG in Malaysia's total emissions footprint in FY25. Continued progress in energy efficiency and responsible resource management contributed to a reported **9.3% reduction** compared to FY24 and a **27.1% reduction** against the FY19 baseline. Prior to the application of the latest available grid emission factor for FY25, normalised Scope 2 emissions **decreased by 5.4%** compared to FY24 and **23.9%** against the FY19 baseline, demonstrating the effectiveness of the firm's ongoing operational decarbonisation efforts.

Key initiatives supporting this reduction included:

- **Energy efficiency and infrastructure optimisation**: Upgraded headquarters lighting to energy-efficient **LEDs**, implemented **SmartSwitch** automation to power down office lighting after hours, optimised office space utilisation through smaller modular rooms and streamlined onboarding, and **reduced the server room footprint** by approximately 100 sq ft, lowering cooling and air-conditioning requirements.
- **Resource efficiency and employee engagement**: Promoted energy-conscious behaviours through **ongoing awareness** and onboarding programmemes and implemented a **Managed Print Service** to minimise unnecessary printing, reduce printer-related electricity consumption.

Scope 3 emissions

Scope 3 emissions comprise all other indirect emissions occurring across KPMG in Malaysia's value chain that are not included within Scope 1 or Scope 2. These emissions arise from activities that are not owned or directly controlled by the firm and include purchased goods and services, capital goods, waste management, business travel, employee commuting, upstream leased assets, and fuel- and energy-related activities.

In FY25, Scope 3 emissions totalled **6,184 tCO_2e**, representing **89.4%** of the firm's total emissions footprint. This reflects a **5.7% reduction** compared to FY24 and a **14.1% reduction** against the FY19 baseline. The decrease was primarily driven by Category 2 emissions, reflecting reduced investment-related embodied carbon associated with the procurement of capital assets and equipment. Despite increases in emissions from purchased goods and services, the overall reduction reflects continued progress in managing value chain emissions and ongoing decarbonisation efforts.

Firm's first Environmental Policy

In July 2025, KPMG in Malaysia achieved a significant milestone with the development and publication of its first **Environmental Policy**, formalising the Firm's commitment to environmental stewardship and establishing a clear framework for managing environmental impacts across its operations and value chain. The Policy aligns with KPMG's global ESG strategy, the United Nations Sustainable Development Goals (SDGs), and the principles of the UN Global Compact, reinforcing our ambition to reducing our carbon emissions by 50% by 2030 on our path to net zero.

The Policy outlines commitments and actions across three key focus areas: decarbonisation, climate risk, and nature and biodiversity. Key priorities include reducing emissions from energy consumption, business travel, employee commuting and procurement activities; promoting resource efficiency and circularity; embedding environmental considerations into procurement processes; supporting biodiversity conservation initiatives; and strengthening climate-related advisory capabilities to help clients navigate the transition to a low-carbon economy.

The Environmental Policy applies to all KPMG offices and employees in Malaysia, underscoring our collective responsibility to integrate sustainability into our day-to-day operations and decision-making. The publication of this Policy marks an important step in strengthening KPMG in Malaysia's environmental governance and advancing our commitment to create long-term value for our people, clients, communities and the planet.

Advancing circular economy practices

KPMG in Malaysia advances circular economy principles through initiatives focused on asset lifecycle extension, resource efficiency, waste management and sustainable consumption, delivering measurable environmental and social outcomes.

Asset lifecycle extension and e-waste management

- Refurbished and donated over 400 end-of-lease laptops and laptop bags to underserved schools to date through the KPMG Education Trust Fund, extending product lifecycles while supporting digital inclusion.
- Offered employees the option to purchase used laptops, promoting reuse and reducing electronic waste generation.
- Responsibly recycled approximately 3.3 tonnes of e-waste between FY23 and FY25 through authorised recycling partners, diverting waste from landfill and supporting resource recovery.

Digitalisation and resource efficiency

- Continued the adoption of digital workflows through DocuSign, resulting in **45,188 pages of printing avoided in FY25**, a significant increase from 39,700 pages in FY24, helping to reduce paper consumption and improve operational efficiency.

Waste reduction and material circularity

- Strengthened waste segregation and recycling through waste tracking and monitoring mechanisms, improving visibility of waste streams and recycling performance.
- Repurposed and donated more than 100 plastic containers to a soup kitchen partner for food distribution, supporting waste reduction and community impact.
- Incorporated 5R principles (Refuse, Reduce, Reuse, Repurpose, Recycle) and waste segregation practices into employee onboarding to foster responsible waste management behaviours.

Sustainable procurement and consumption

- Partnered with vendors providing reusable utensils and containers for firmwide events, reducing reliance on single-use plastics and encouraging more sustainable consumption patterns.

Internal Carbon Price

To accelerate our transition towards a low-carbon future, KPMG in Malaysia has implemented a locally derived Internal Carbon Price (ICP) framework, known as the **Climate Fund**, since FY23. Aligned with KPMG Global's commitment to embedding climate considerations into business decision-making, the Fund applies a carbon price of RM80 per tCO_2e across Scope 1, Scope 2 and Scope 3 (business travel) emissions.

By assigning a financial value to carbon emissions, the Climate Fund serves as both a climate accountability mechanism and a catalyst for decarbonisation initiatives. It enables investments in areas such as environmental conservation and restoration, employee-led climate action programmemes, renewable energy adoption, and workplace sustainability improvements that support our net-zero ambitions.

Beyond financing climate action, the Climate Fund strengthens awareness of our carbon footprint across the Firm, encouraging more sustainable behaviours and informed decision-making. This approach helps embed climate responsibility into our operations while directing resources towards initiatives that deliver measurable environmental impact and long-term resilience.

Green initiatives and campaigns

As a people-driven organisation, we recognise that lasting environmental impact begins with informed and engaged individuals. Beyond reducing our operational footprint, we play an important role in fostering sustainable behaviours and promoting environmental stewardship among our people. Throughout FY25, we delivered a series of awareness, engagement and circularity-focused initiatives to equip employees with the knowledge and opportunities to contribute to a more resource-efficient and low-carbon future.

Key initiatives included:

- Delivered the **Know Your Impact (KYI)** campaign every four months, raising awareness of key environmental topics such as waste and energy through educational newsletters, awareness materials and engagement activities that encouraged sustainable workplace behaviours.
- Engaged employees through **Green Quest**, an interactive campaign promoting low-carbon habits such as reducing single-use waste, adopting reusable containers and improving recycling practices, while reinforcing awareness of the Firm's net-zero ambitions.
- Partnered with Upcycled by Fuze Ecoteer to deliver a hands-on **plastic recycling workshop**, helping employees understand plastic pollution challenges and the importance of material recovery through upcycling.
- Hosted **KPMG Eco Bazaar** featuring 16 local sustainable vendors, supporting green enterprises and promoting more sustainable consumption choices:
    - Avoided more than 120 single-use plastic items through the use of reusable food and beverage containers during sustainability-focused events.
    - Collaborated with sustainability and social impact organisations, including Zero Waste Malaysia, ERTH and YL Gelataria, to advance awareness of responsible consumption, recycling and inclusive community development.
    - Collected and recycled 1,400 units of e-waste, diverting electronic waste from landfill and supporting responsible resource recovery.

Through these initiatives, we strengthened environmental literacy, encouraged sustainable behaviours, supported local green businesses, and translated awareness into measurable environmental outcomes.

Climate risk

Our commitment

Give financial markets, clients and our leaders clear, comprehensive, high-quality information on the impacts of climate change

KPMG in Malaysia recognises climate change as a key business risk, and we are already experiencing its effects. This year, we introduce our qualitative climate scenario analysis, underscoring our commitment to building a resilient and sustainable business. Through this analysis, we enhance our understanding of climate-related risks and opportunities and continue to integrate climate considerations into our operations, service offerings, and how we create value.

Climate risk and resilience

Climate change continues to present material risks and opportunities for businesses, with implications for financial performance, operations, supply chains and long-term enterprise value. As regulatory expectations, investor scrutiny and stakeholder demands continue to evolve, organisations are increasingly expected to integrate climate-related considerations into governance, strategy, risk management and disclosure processes.

FY25 marked a significant shift in Malaysia's sustainability landscape from policy development to implementation. Following the introduction of the National Sustainability Reporting Framework (NSRF), Bursa Malaysia Securities Berhad enhanced its Listing Requirements in December 2024 to align sustainability reporting requirements with IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*.

The revised requirements introduce more comprehensive disclosures on sustainability-related risks and opportunities (including climate), governance, strategy, metrics and targets, while requiring greater transparency on sustainability performance data and assurance practices. Large Main Market-listed issuers are required to commence reporting under the ISSB Standards for financial periods that began on or after 1 January 2025.

Further strengthening Malaysia's climate risk management framework, Bank Negara Malaysia updated its Climate Risk Management and Scenario Analysis (CRMSA) policy in March 2025. The revised policy provides enhanced guidance to financial institutions on the identification, assessment and management of climate-related risks, while supporting greater alignment between climate risk management practices and sustainability reporting requirements.

Against this rapidly evolving landscape, KPMG in Malaysia takes a comprehensive approach to helping organisations navigate climate and sustainability priorities, including climate risk and scenario analysis, climate governance and strategy development, sustainability reporting readiness, decarbonisation planning, regulatory compliance, and assurance services.

By combining technical knowledge with deep regulatory insights, we help clients navigate evolving requirements, strengthen climate resilience, enhance decision-useful disclosures and unlock opportunities arising from the transition to a low-carbon economy.

Climate assurance and audit quality

High-quality audits and assurance play a critical role in supporting the transition to a low-carbon economy by enhancing the reliability, transparency and credibility of climate-related and sustainability information disclosed to stakeholders.

As sustainability reporting requirements in Malaysia continue to grow, particularly following the adoption of IFRS S1 and IFRS S2 under the NSRF, KPMG in Malaysia continues to strengthen its audit and assurance capabilities through enhanced methodologies, technical guidance, tools and targeted training to support the integration of climate-related matters into financial reporting and assurance engagements.

In FY25, the publication of the International Standard on Sustainability Assurance (ISSA) 5000 marked a significant milestone in advancing consistency and confidence in sustainability assurance globally. As organisations prepare for increasing sustainability reporting and assurance expectations, KPMG in Malaysia remains committed to helping clients enhance the quality, credibility and decision-usefulness of sustainability disclosures while supporting compliance with evolving regulatory and stakeholder requirements.

Through our audit and assurance services, we contribute to building trust in sustainability information, enabling informed decision-making and supporting the transition towards a more resilient and sustainable economy.

Climate strategy and scenario analysis

As a firm committed to sustainable and resilient growth, KPMG in Malaysia recognises climate change as a strategic risk and opportunity that may impact our operations, people, clients and broader value chain. Climate-related risks and opportunities are assessed through KPMG International's Enterprise Risk Management (ERM) framework across short-term (0-1 year), medium-term (2-3 years) and long-term (4-10 years) horizons, enabling a structured approach to risk identification, mitigation and resilience planning.

Our assessment considers both **physical risks**, including floods, extreme weather events, rising temperatures and haze, and **transition risks** arising from the shift to a low-carbon economy, such as evolving regulations, sustainability reporting requirements, technological advancements, carbon pricing mechanisms and changing stakeholder expectations.

In September 2025, KPMG International enhanced its climate governance approach through the publication of its **Summary Climate Transition Plan**, which outlines our network's pathway towards decarbonisation and enhanced climate resilience.

Key climate-related risks and opportunities

- **Physical risks** that may disrupt business operations and impact our people, clients, suppliers and communities. These are managed through business continuity planning, operational response measures and flexible working arrangements.
- **Market and financial risks** arising from changing client demand, evolving market dynamics and increasing competition for sustainability talent, , and the growing transition risks faced by clients as they adapt to evolving climate-related regulations and market expectations. We address these through continuous investment in ESG capabilities, client-focused climate services and progress towards our emissions reduction commitments.
- **Regulatory risks** linked to evolving climate-related regulations and sustainability disclosure requirements. These are managed through robust governance, regulatory monitoring and adherence to professional and compliance standards.
- **Reputational risks** associated with increasing stakeholder expectations for credible climate action and transparent performance disclosures. We mitigate these through active stakeholder engagement and transparent reporting of our sustainability commitments and progress.
- **Climate-related opportunities**: Proprietary climate risk tools and analytics strengthen our climate advisory offerings and enhance our value proposition in supporting our clients. We leverage these capabilities to deepen client relationships, develop new revenue opportunities, reinforce our market position and embed climate risk knowledge more consistently across our services, while reducing reliance on third-party methodologies.

Alongside these risks, the transition to a low-carbon economy presents significant opportunities to create long-term value. Growing demand for climate services, sustainability reporting, decarbonisation and ESG assurance enables us to assist clients in navigating regulatory changes and sustainability challenges, while reinforcing our position as a trusted ESG advisor and contributing to a more resilient and sustainable future.

Climate Flood Risk Model

To strengthen climate resilience, KPMG in Malaysia has developed a proprietary Climate Flood Risk Model to assess flood-related risks to physical assets through climate risk assessments and scenario analysis. In developing the model, we considered climate projections and scenarios published by the Intergovernmental Panel on Climate Change (IPCC) to evaluate potential future flood exposures under different climate pathways. The model has been applied across our eight offices nationwide to assess flood vulnerability and inform targeted mitigation and business continuity measures, enhancing our preparedness for the physical impacts of climate change.

Nature and biodiversity

Our commitment

Understanding and improving our impact on nature and biodiversity

KPMG in Malaysia is committed to deepening our understanding of our impacts on nature while strengthening our focus on biodiversity. We aim to raise awareness among our people and engage our workforce in initiatives that promote environmental stewardship, empowering them to contribute towards nature-positive outcomes.

Stewardship for a nature-positive future

KPMG in Malaysia is committed to advancing a nature-positive future by integrating biodiversity conservation, ecosystem resilience, and environmental stewardship into our sustainability agenda, recognising that healthy ecosystems are fundamental to long-term environmental, social and economic value creation. As part of our ongoing efforts to better understand our relationship with nature, we completed a **location-based assessment** of our nature-related impacts and dependencies in FY25. The assessment confirmed that our operations are not located within areas of high biodiversity sensitivity and do not pose significant direct risks to protected ecosystems.

Beyond managing our operational impacts, we continue to contribute to nature-positive outcomes through employee-led conservation and environmental initiatives. In FY25, our people contributed more than **1,600 volunteer hours** towards biodiversity conservation, ecosystem restoration and environmental stewardship activities, reflecting a substantial increase from the previous year.

Through collaborations with conservation organisations and sustained employee engagement, we seek to generate positive environmental outcomes, enhance ecosystem resilience and foster a culture of responsible environmental action across the Firm.

Safeguarding the sea's ancient navigators

Malaysia is home to four of the world's seven marine turtle species, with Redang Island serving as one of the region's most important nesting grounds for green turtles. Since 2014, KPMG in Malaysia has partnered with the **Sea Turtle Research Unit (SEATRU)** to support marine biodiversity conservation and the protection of threatened turtle populations.

In May and July 2025, two groups of KPMG volunteers participated in a four-day conservation programmeme at Chagar Hutang, Redang Island, contributing over 380 volunteer hours to critical conservation activities, including nightly patrols, nest excavations, hatchling releases and turtle monitoring. These efforts supported the successful **release of 2,157 endangered hatchlings** and the **protection of 101 nests**, representing a significant increase from 61 nests recorded in FY24.

Further demonstrating our commitment to species conservation, KPMG in Malaysia **adopted a Hawksbill Turtle (Penyu Sisik),** a threatened marine species that plays an important role in maintaining healthy coral reef ecosystems. Through this adoption, we contribute to the protection of nesting habitats and the long-term survival and recovery of Malaysia's marine turtle populations.

Protecting Malaysia's underwater rainforests

Established in 2007, KPMG in Malaysia's Eco Dive programmeme is a flagship biodiversity conservation initiative that supports the protection and restoration of Malaysia's marine ecosystems through our long-standing partnership with Reef Check Malaysia. The programmeme combines employee engagement, citizen science and conservation action to enhance the resilience of coral reef ecosystems in Tioman Island, one of Malaysia's key marine biodiversity hotspots.

In FY25, **13 KPMG Eco Divers**, including three newly certified Eco Divers, conducted reef health assessments, scientific monitoring and coral rehabilitation activities across our adopted reefs at Soyak and Renggis Islands. The surveys recorded 26.9% live coral cover at Soyak Island and 48.8% live coral cover at Renggis Island, with both reefs classified as being in **fair condition**.

However, survey findings also highlighted pressures from the fourth global coral bleaching event, monsoon-related storm damage and crown-of-thorns starfish predation, reinforcing the importance of continued monitoring and conservation interventions.

To support reef recovery, KPMG volunteers undertook targeted conservation activities, including the removal of **78 crown-of-thorns starfish**, a major coral predator, and the maintenance of coral rehabilitation sites. Survey teams also recorded the presence of ecologically significant marine species, including sea turtles at Soyak and sharks at Renggis, indicating the continued ecological value of these reef habitats.

Beyond marine conservation, KPMG volunteers collected **more than 1,800 kg of waste** through coastal and beach clean-up initiatives, helping to reduce pollution risks to marine ecosystems and promote healthier coastal environments

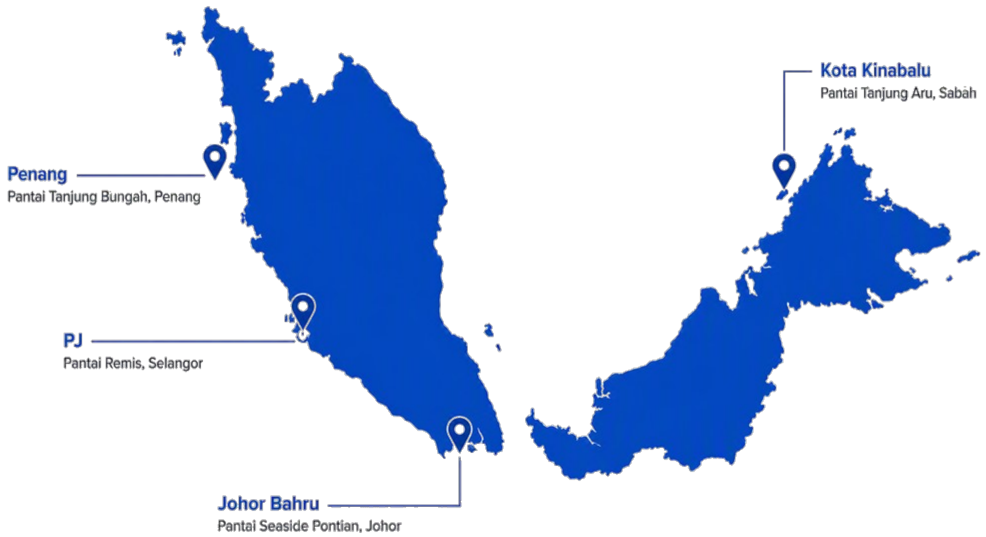
Through these efforts, we continue to contribute to biodiversity conservation, ecosystem restoration and environmental stewardship, while generating data-driven insights that support the long-term resilience and recovery of Malaysia's coral reef ecosystems. As the programmeme approaches its 20th anniversary in 2026, we are exploring opportunities to further expand its conservation impact and community reach.

Mobilising collective action for cleaner oceans

In support of International Coastal Cleanup (ICC) Day, a global movement dedicated to combating marine pollution, KPMG in Malaysia mobilised more than **170 volunteers** across the country in September 2025, contributing over **700 volunteer hours** towards protecting coastal ecosystems and advancing environmental stewardship.

In collaboration with long-standing conservation partner Reef Check Malaysia, our firm-wide coastal cleanup initiative expanded its reach across both East and West Malaysia, reflecting our continued commitment to reducing marine pollution and preserving vulnerable coastal habitats. The initiative also marked the third consecutive beach cleanup organised by our Petaling Jaya office since 2022.

Collectively, our volunteers **removed close to 12,000 pieces of waste**, weighing approximately **505 kg**, across 5 to 10 kilometres of shoreline. By preventing waste from entering marine ecosystems, these efforts help promote healthier coastlines, reduce threats to marine biodiversity, and raise awareness of responsible waste management within the communities we serve.



170+
KPMG volunteers

700+
CSR hours contributed

12,000
Pieces of waste removed

Prosperity

Making a positive social and economic impact.

Our commitments

Economic contribution

- Making a positive social and economic impact

Purposeful business

- Always act with a clear purpose
- Lead the profession in audit quality
- Drive a responsible tax practice

Support the communities in which we operate in

- Supporting education and lifelong learning by economically empowering 10 million disadvantaged youth by 2030
- Driving good corporate citizenship

Economic contribution

Our commitment

Making a positive social and economic impact

At KPMG in Malaysia, we take pride in our role as job creators and contributors to the growth of the local economy. We recognise that investing in the development of our people empowers them to contribute to economic prosperity and sustainable growth in the communities in which we operate. Through this commitment, we aim to foster a thriving workplace while creating meaningful value for the broader economy.

Economic contribution

Responsible and sustainable growth is central to how we create long-term value for our stakeholders and the communities we serve. We are committed to maintaining high standards of tax governance, transparency and compliance, ensuring that all applicable taxes are paid in accordance with local laws and regulations.

Beyond our tax contributions, we support Malaysia's economic development through job creation, investment in talent and leadership development, and the delivery of professional services that help businesses build resilience and grow sustainably. By operating responsibly and contributing to the public revenues that support essential services and infrastructure, we continue to play our part in fostering long-term economic prosperity and shared value for the communities we serve.

Revenues and tax paid

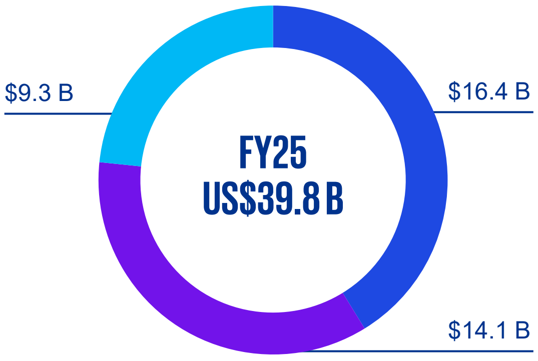
In FY25, KPMG achieved aggregated global revenues of **US$39.8 billion**, representing a **5.1% increase** in US dollar terms compared to FY24. This growth was driven by strong performance across all regions and functions, with the Americas, Asia Pacific and EMA regions contributing to the firm's continued momentum. As a responsible corporate citizen, KPMG contributes to economic development not only through business growth and employment creation, but also through its tax contributions in the jurisdictions where it operates.

In FY25, reporting KPMG firms paid **US$2.1 billion in operational taxes**, consistent with FY24, comprising employer payroll and social security contributions, property taxes, entertainment taxes and other statutory levies. These contributions help fund essential public services and infrastructure, including healthcare, education and transportation networks, creating lasting value for the communities in which we operate.

KPMG International has established robust policies and practices to ensure tax transparency and compliance, aligned with **KPMG firms' Global Tax Principles**. By adhering to these principles, KPMG in Malaysia upholds the highest standards of integrity and professionalism in managing its tax affairs and meeting its tax obligations. We also provide comprehensive tax advisory services to help clients navigate evolving tax requirements and comply with applicable laws and regulations.

Revenue by function

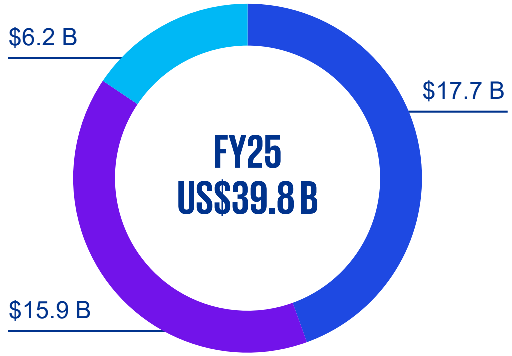
Gross revenues US$ in billions



FY25:1 October 2024 – 30 September 2025

Revenue by region

Gross revenues US$ in billions



FY25:1 October 2024 – 30 September 2025
EMA – Europe, Middle East and Africa, including India

Notes:

1. Gross revenue data presented for the relevant financial years ended 30 September for all KPMG firms.
2. Reflects KPMG's financial performance expressed in US dollars. Based on gross revenues, including travel and other client reimbursable expenses.
3. The financial information set out represents combined information of the independent KPMG firms, affiliated with KPMG International Limited, that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG International Limited performs no services for clients nor, concomitantly, generates any client revenue.

Employment

In FY25, we welcomed **547 new hires** across Malaysia, strengthening our talent pipeline and supporting employment opportunities in the professional services sector. This included **395 graduate hires**, a slight increase from 391 in FY24, reflecting our continued investment in nurturing the next generation of professionals through structured learning, career development and progression opportunities. Alongside early-career talent, we also recruited experienced professionals from diverse industries and backgrounds, further strengthening our capabilities to respond to evolving client needs and market demands.

To support leadership continuity and long-term organisational resilience, one employee was promoted to Partner during the year, demonstrating our commitment to developing talent from within. As of 30 September 2025, our workforce comprised **2,055 employees**, underscoring our role as an employer of choice and our contribution to building a skilled, future-ready workforce that supports Malaysia's economic growth and competitiveness.

Responsibly engaging with our stakeholder ecosystem

As a leading professional services firm with over 2,000 professionals across Malaysia, we recognise our role in supporting trust, transparency, and the effective functioning of capital markets. We fulfil this responsibility by actively engaging with a diverse range of stakeholders to better understand their perspectives and create sustainable value. Throughout FY25, we engaged clients, boards, regulators and industry stakeholders through a series of webinars, workshops and forums designed to address emerging risks and opportunities. Key highlights included:

- **Geopolitical risks and strategic board responses**: We convened 72 board members, Audit Committee members and C-suite executives through a KPMG ASPAC webinar to discuss emerging geopolitical risks, regulatory developments and economic sanctions, enhancing leadership capabilities in governance, risk oversight and business resilience amid global uncertainty.
- **Navigating tax and sustainability developments in the property and construction sector:** Through our KPMG Breakfast Talk, we engaged 70 senior business and finance leaders on key tax and sustainability reporting developments, including the **expanded scope of SST** and **NSRF**, helping organisations strengthen compliance and reporting readiness.
- **KPMG Tax and Business Summit 2024**: We hosted more than 550 business leaders, finance and tax professionals, and investors to discuss the implications of **Malaysia's Budget 2025** and its impact on the nation's economic outlook. Insights shared from policymakers and industry leaders provided participants with a deeper understanding of policy developments, enabling more informed business planning and decision-making.
- **KPMG ESG Symposium - Adopting IFRS S1 & S2**: We engaged 175 board members, C-suite executives, senior leaders and ESG practitioners to explore key sustainability reporting developments, including the ISSB Standards (IFRS S1 and S2), Malaysia's NSRF and Bursa Malaysia's updated requirements. The symposium provided practical guidance on strengthening ESG governance, enhancing sustainability integration and preparing organisations for emerging disclosure expectations.
- **3rd Cyber Defense and Security Exhibition and Conference (CYDES) 2025**: In collaboration with the National Cyber Security Agency, we supported the Operational Technology (OT) Cyber Security Forum, bringing together government agencies, industry leaders and security practitioners to strengthen cyber resilience, share best practices and address emerging cyber threats affecting Malaysia's critical sectors.
- **ASEAN Auditor Conference 2025**: We supported the inaugural ASEAN Auditor Conference, which attracted more than 2,000 attendees from across the region to discuss key developments shaping the profession, including sustainability reporting, evolving regulations, governance considerations and broader economic trends impacting businesses and auditors.

Recognising that sustainable growth depends on a strong future workforce, we continued to invest in initiatives that broaden access to education, strengthen employability and prepare young people for the evolving world of work. In collaboration with educational institutions and professional bodies, our efforts focus on two key pillars: **school-to-work transition** and **future-ready skills development**, ensuring that no potential is left untapped due to circumstances.

School-to-work transition

As part of our commitment to developing local talent and fostering stronger collaboration across the education ecosystem, we work closely with universities to support students in their transition from academia to the workforce. Through career fairs, on-campus interviews, networking sessions and corporate visits, we provide students with valuable industry exposure, career insights, and pathways to professional opportunities.

In FY25, we engaged students across **12 universities and institutions** in Malaysia, including Universiti Malaya (UM), Sunway University, Tunku Abdul Rahman University of Management and Technology (TAR UMT), Universiti Teknologi MARA (UiTM), Universiti Tunku Abdul Rahman (UTAR), Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM), Taylor's University, Asia Pacific University of Technology & Innovation (APU), Multimedia University (MMU), Universiti Utara Malaysia (UUM), and Universiti Sains Malaysia (USM), while also engaging Malaysian students abroad through outreach activities at University of Warwick, the KPMG London Office, and London Malaysian Hall.

Future-ready skills development

Building a future-ready workforce requires continuous investment in skills development and industry exposure. Through collaborations with universities, we equip students with practical insights, technical knowledge, and professional competencies that enhance their readiness for the evolving world of work.

In FY25, we delivered **23 KPMG-led engagement sessions** across 10 universities, reaching an estimated **1,150 to 3,450 students**. Topics ranged from career readiness and professional skills development to specialised areas such as **audit data analytics**, **transfer pricing**, and **audit simulations**, providing students with valuable exposure to real-world industry practices. In addition, we participated in eight external sessions organised by university partners and student societies, extending our reach and strengthening collaboration with educational institutions.

KPMG Ambassadorship programmeme

As part of our commitment to engaging stakeholders across our talent ecosystem, the **KPMG Ambassadorship programmeme** serves as a strategic platform to strengthen relationships with universities while cultivating a sustainable pipeline of future talent. Since its launch in 2020, the programmeme has engaged **over 550 Ambassadors** and facilitated **nearly 1,000 engagements** across Malaysia, the United Kingdom, and Australia, fostering meaningful connections between students, academia, and industry.

FY2025 Highlights

60 Ambassadors

60 Ambassadors onboarded from universities across Malaysia and the United Kingdom, including UM, Sunway, TAR UMT, UiTM, UPM, UKM, Taylor's, MMU, UUM, International Islamic University Malaysia (IIUM), INTEC Education College (INTEC), University College London (UCL), Imperial College London, London School of Economics and Political Science (LSE), and the University of Warwick.

7 virtual masterclasses

7 virtual masterclasses delivered to build professional competencies, leadership capabilities, and industry awareness.

9 engagement sessions

9 engagement sessions conducted through campus recruitment activities, career talks, and ambassador-led outreach initiatives across Malaysia and London.

35% of FY25 Ambassadors converted into KPMG interns, subject to academic eligibility and university requirements.

Beyond serving as a strategic talent pipeline, the programmeme reflects our commitment to developing local talent, fostering stronger collaboration between academia and industry, and contributing to a future-ready workforce.

SROs related to technology, innovation and AI

Effective adoption of technology innovation and artificial intelligence (AI) is essential to enhancing operational efficiency, maintaining competitiveness, and meeting evolving stakeholder expectations. Failure to innovate or adopt emerging technologies may result in reduced productivity, operational inefficiencies, and a weakened competitive position.

Conversely, technology innovation and AI present opportunities to accelerate internal innovation, improve service delivery, and enhance decision-making. By demonstrating leadership in responsible AI adoption and expanding AI governance services, the Firm can strengthen stakeholder trust, unlock new growth opportunities, and reinforce its position as a trusted adviser in an increasingly digital environment.

Driving digital transformation through human-centred and Trusted AI

With a clear focus on innovation, KPMG in Malaysia is driving digital transformation by embedding advanced technologies that enhance productivity, streamline operations and create long-term value for our people, clients and communities. Through the global KPMG network, we continue to benefit from significant investments in AI and technology-enabled approach, developed both in-house and through strategic alliances with leading technology providers including Microsoft, Google Cloud, Oracle, Salesforce, SAP, ServiceNow and Workday.

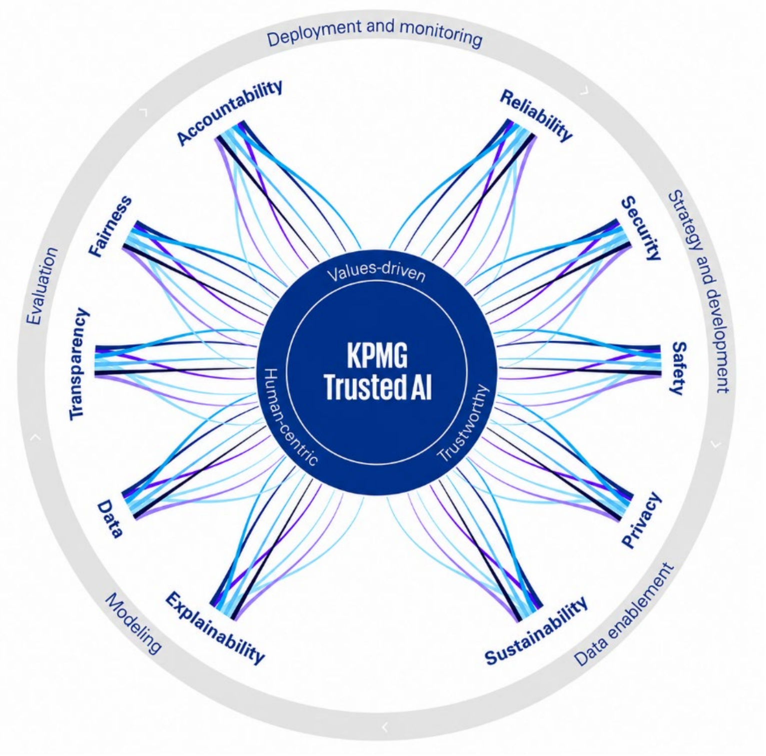
Our digital platforms, including KPMG Clara and KPMG Digital Gateway, are hosted on Microsoft Azure and leverage advanced AI capabilities to deliver deeper insights, improve efficiency and elevate service delivery. By empowering our professionals with digital tools and data-driven capabilities, we are fostering a future-ready workforce while helping clients navigate an increasingly digital economy.

As part of KPMG's commitment to responsible innovation, the **KPMG Trusted AI framework** was introduced in 2024 and further enhanced in FY25, establishing clear principles and standards for the ethical design, deployment and use of AI technologies across the global organisation. Governance is supported by a dedicated Trusted AI Leader, appointed in FY25, and the Trusted AI Council, comprising members of the Global Management Team and AI leadership, which oversees the implementation of KPMG's global AI strategy.

Further reinforcing this approach, KPMG International achieved ISO 42001 certification for both KPMG Workbench, a global AI platform designed to accelerate AI adoption with embedded governance controls, and an internal generative AI tool that enables professionals to harness AI capabilities within a secure and controlled environment.

In November 2024, KPMG also launched a dedicated Trusted AI learning pathway to equip professionals with the knowledge and skills required to use AI responsibly, transparently and effectively. Together, these initiatives reflect our commitment to advancing trustworthy technology, strengthening digital resilience and creating sustainable value while maintaining the confidence and trust of our stakeholders.

The KPMG Trusted AI principles



AI-powered productivity and workforce enablement

Building on our digital transformation journey, KPMG in Malaysia continued to expand the adoption of AI-enabled tools across the firm during FY25, empowering our professionals to work more efficiently while enhancing the quality, consistency and value of their work.

In June 2025, we deployed **Clara AI**, a generative AI (GenAI) assistant tailored for audit professionals, providing support for audit-related research, document assessments and engagement planning. The tool was rolled out to approximately 1,200 Audit professionals, delivering an estimated 10 hours of productivity savings per user each month, equivalent to approximately 12,000 hours saved monthly or 144,000 hours annually.

To further embed AI into everyday ways of working, **Copilot Chat** was launched firmwide in March 2025, providing all employees with secure access to GenAI capabilities to assist with daily tasks, research, content development and operational activities. Adopted across approximately 2,500 employees, the tool delivered an estimated 25,000 productivity hours saved each month, equivalent to 300,000 hours annually.

KPMG in Malaysia also expanded the use of **Microsoft 365 Copilot**, which integrates AI capabilities directly into workplace applications to facilitate content creation, analysis and idea generation. During FY25, the tool was deployed to 95 users, creating an estimated 1,425 hours of productivity savings per month, or 17,100 hours annually.

Complementing these initiatives, KPMG International launched **KPMG Workbench** in November 2025, a trusted AI platform designed to accelerate the development of AI-enabled applications within a secure and governed environment. Applications currently under development include ECSv2, the Audit Casting Tool, and the Audit DCR Tool, demonstrating our commitment to harnessing AI responsibly to enhance service delivery, strengthen operational effectiveness and drive innovation across the firm.

Collectively, these initiatives contributed to an estimated 461,100 hours of productivity savings annually, enabling our people to focus on higher-value activities, deepen client engagement and create greater impact through technology-enabled ways of working.

Support the communities in which we operate in

Our commitment

- **Supporting education and lifelong learning by economically empowering 10 million disadvantaged youth by 2030**
- **Driving good corporate citizenship**

Guided by our Values of Together and For Better, we work alongside NGOs, community organisations, and changemakers to drive meaningful and sustainable social impact. Through our 10 by 30 ambition to economically empower 10 million disadvantaged young people by 2030, we leverage the skills, experience, and commitment of our people to advance quality education, reduce inequalities, promote health and wellbeing, and support climate action in the communities we serve.

Empowering communities

At KPMG in Malaysia, we recognise that our responsibility extends beyond delivering professional services. Guided by the United Nations Sustainable Development Goals (SDGs), we invest in initiatives that create lasting social impact, focusing on equitable access to education, community resilience and sustainable development. Our community strategy is anchored on two key pillars: **quality education** and **community resilience**, reflecting our commitment to empowering underserved communities and fostering long-term societal progress through meaningful collaborations.

In FY25, KPMG in Malaysia invested over RM130,000 in community programmemes, including educational sponsorships, food relief efforts, NGO capacity-building and conservation initiatives. Through both financial contributions and employee volunteerism, we positively impacted more than **9,600 beneficiaries** and **supported 31 NGOs and community partners nationwide**, contributing towards a more inclusive and resilient future.

9,600+

total beneficiaries benefited

RM130,000+

invested in community programmemes
(inclusive of conservation programmemes under the '**Planet**' pillar)

5,000+

volunteering hours by our people
(inclusive of conservation programmemes under the '**Planet**' pillar)

Advancing food security

Building on four consecutive years of supporting food security, KPMG in Malaysia refreshed its approach to addressing urban poverty and food insecurity by collaborating with **The Assembly Soup Kitchen (TASK)** in 2025. This transition enabled us to accommodate a larger number of employee volunteers through monthly community engagements, responding to the growing interest among our people to contribute through hands-on meal preparation activities.

Over a nine-month period, we mobilised **more than 180 volunteers**, including members of the Firm's senior leadership team, contributing over **760 volunteer hours**. Collectively, these efforts supported an estimated **5,000 individuals**, while KPMG in Malaysia sponsored **RM5,000 worth of meals** to further extend the programmeme's reach and impact. Through this collaboration, we continue to address food insecurity among vulnerable urban communities while cultivating a culture of volunteerism, compassion and community engagement across the Firm.

Creating impact beyond the course and the track

Throughout FY25, KPMG in Malaysia continued to create positive social impact through participation in purpose-driven charity and community sporting events. Collectively, we contributed more than **RM27,000**, mobilised over **160 volunteers**, and generated more than **600 CSR volunteer hours** across initiatives focused on health, education, environmental sustainability, social inclusion and community wellbeing.

These efforts reflect our commitment to strengthening community resilience and contributing towards the United Nations SDGs. Key engagements during the year included:

- **Bursa Bull Charge 2024** - Supported environmental conservation, climate action, zero-waste initiatives and community empowerment programmemes through Bursa Malaysia's flagship corporate charity run.
- **Kuala Lumpur Standard Chartered Marathon 2024 (Run For A Reason)** - Contributed to fundraising efforts benefiting Hospis Malaysia, Teach For Malaysia, Kechara Soup Kitchen and Futuremakers by Standard Chartered, supporting healthcare, education, food security and youth empowerment initiatives.
- **PETRONITA Orchid Run & Ride 2025** - Supported healthcare-related causes benefiting the National Cancer Society Malaysia, Sarawak Kidney Association, Sarawak Thalassaemia Association and the Bintulu Special Care Nursery Ward.
- **Swing for Pink** - Supported breast cancer awareness, early detection and community outreach initiatives aimed at improving women's health outcomes.
- **Good Earth Run 2024** - Supported HOPE worldwide Malaysia's Sustainable Green programmeme, promoting food security, sustainable agriculture and empowerment of low-income communities.

Embedding social impact into everyday engagement

We continued to strengthen our community-focused approach by integrating social impact considerations into our internal engagement, wellbeing and workplace initiatives. By leveraging our procurement and event spend to support social enterprises and community-based organisations, we created opportunities for underrepresented and vulnerable groups to participate in the value generated through our business activities.

Throughout FY25, we intentionally sourced products and services for internal programmemes and events from organisations that deliver positive social outcomes. During Cultural Day 2025, country booths procured food and refreshments from social enterprises and community-based organisations, including **Dapur Digital Kerinchi** and **Stand Pie Me**, supporting income generation and livelihood opportunities for underserved communities.

As part of our employee health and wellbeing programmeme, we engaged massage therapists from the **Malaysian Association for the Blind (MAB),** creating meaningful employment opportunities for visually impaired individuals while promoting workplace wellbeing.

We also prioritised purpose-driven procurement for festive celebrations and employee engagement activities by sourcing cookies, treats and gifts from community enterprises such as **Ibupreneur**, which supports income generation for B40 and single mothers, and **Silent Teddies Bakery**, a social enterprise that provides employment opportunities for individuals from underserved communities.

Through these initiatives, we seek to amplify our social impact beyond direct philanthropy by embedding inclusive sourcing practices into our day-to-day operations, supporting economic empowerment, livelihood creation and greater social inclusion within the communities we serve.

KPMG Volunteer Month

In October 2024, KPMG in Malaysia continued its firmwide Volunteer Month initiative, first introduced in 2023 to cultivate a stronger culture of volunteerism, social responsibility, and community impact across the organisation. Through a dedicated firm-sponsored programmeme, employees were empowered to conceptualise and lead department-driven volunteer initiatives that addressed local social and environmental challenges.

The initiative mobilised more than **360 KPMG volunteers** across 13 departments and **5 offices nationwide** including East Malaysia. Collectively, our volunteers contributed more than **1,300 hours of service**, supporting **16 community initiatives** delivered in collaboration with civil society and community partners across Malaysia.

Key impact areas included:

- Supporting underserved, low-income and homeless communities through food assistance outreach initiatives.
- Empowering children, persons with disabilities and individuals with autism.
- Advancing sustainable consumption through reuse and upcycling initiatives that reduce waste.
- Supporting wildlife protection, animal care and conservation efforts that contribute to the preservation of biodiversity and ecosystem health.

The initiative demonstrates how purposeful employee engagement can strengthen social capital, foster inclusive community development and support positive environmental outcomes in the communities where we live and work.

Standing with Sabah communities in times of crisis

In September 2025, Sabah was severely impacted by widespread floods and landslides following prolonged heavy rainfall, affecting communities across multiple districts and displacing more than 3,100 people from over 900 families. The disaster affected 127 villages, disrupted the lives of thousands of residents and resulted in significant damage to homes, infrastructure and livelihoods. Tragically, the floods and associated landslides claimed 13 lives, underscoring the severity of the humanitarian crisis.

In response, KPMG in Malaysia, together with our Sabah office, launched a firmwide flood relief fundraising campaign to support affected communities. Through the generosity of our people and a matching contribution from the Firm, we raised and contributed **RM10,000** to the Malaysian Red Crescent Society (MRCS) Sabah, supporting ongoing relief and recovery efforts for impacted families. This collective effort reflects our commitment to standing alongside communities in times of need and contributing to disaster resilience through timely, purpose-driven action.

Strengthening national blood reserves

For the fifth consecutive year, KPMG in Malaysia joined forces with the National Blood Centre (NBC) to support the nation's healthcare needs through firmwide blood donation drives held in January at KPMG Tower, Petaling Jaya.

The initiative saw **70 KPMGians** donate blood, with the potential to benefit up to **210 recipients**, as each donation can support multiple recipients requiring life-saving transfusions.

As a contributor to the National Blood Centre’s (NBC) blood donation efforts, we continue to contribute to the resilience of the nation's blood supply. Recognising the recurring decline in blood donations during the Ramadan period, the January blood donation drive was strategically held ahead of the fasting month to help replenish critical blood inventories and support the uninterrupted delivery of essential healthcare services to patients across the country.

Supporting Global's 10by30 strategy

KPMG's global 10by30 initiative aims to economically empower 10 million disadvantaged young people by 2030. Since its launch in 2022, the programmeme has reached 4.2 million young people and educators globally, including 1.4 million beneficiaries in FY25, keeping KPMG on track to achieve its 2030 target. Aligned with SDG 4 (Quality Education), the initiative focuses on building foundational, future-ready and employability skills, while improving access to learning through educational resources, laptops and digital tools.

In Malaysia, we contribute to this global ambition through our flagship KPMG Education Trust Fund (ETF) and a portfolio of locally developed education programmemes, helping underserved students gain access to quality education, future-focused skills and pathways to economic opportunity. Through these collective efforts, KPMG in Malaysia continues to support a more inclusive and resilient workforce for the future.

KPMG Education Trust Fund

Established in 2022, the KPMG Education Trust Fund (ETF) is KPMG in Malaysia's flagship education initiative, created to expand access to educational opportunities and nurture future-ready talent. Supported by a **RM5 million commitment** from the Partners of KPMG in Malaysia, the Trust is designed to disburse approximately **RM500,000 annually over 10 years** through three flagship programmemes: the **KPMG Young Spark Sponsorship, KPMG Young Star Scholarship and KPMG Young Excellence Sponsorship**.

Since its inception, the ETF has continued to expand its reach and impact, reflecting our long-term commitment to empowering underserved youth through education, skills development and pathways to socioeconomic mobility. In FY25, cumulative investment under the Trust increased to **RM1.47 million**, up from RM1.08 million in FY24, while the number of beneficiaries reached **221 students**, the highest recorded since the Trust's establishment. This growth underscores our increased investment and ability to extend meaningful support to more young Malaysians.

Our focus remains on those who need it most. In FY25, approximately **88% of ETF recipients were from B40 households**, a notable increase from 75% in FY24. By directing support towards students from lower-income backgrounds, the Trust helps reduce barriers to quality education and unlock opportunities for talented young individuals to achieve their full potential. Through sustained investment and targeted interventions, we continue to create pathways for social mobility, educational attainment and long-term socioeconomic resilience.

KPMG Young Spark Sponsorship programmeme

Through the KPMG Young Spark Sponsorship programmeme, the KPMG Education Trust Fund (ETF) provides financial assistance to students aged 7 to 17 from underserved communities across Malaysia, helping to reduce barriers to educational access and participation.

Each student receives a one-off sponsorship of up to **RM1,000**, complemented by **learning and development opportunities** such as KPMG Global Cyber Day and other educational initiatives designed to build future-ready skills. Since its launch in 2022, the programmeme has supported **576** students across 10 schools, with **RM477,000** disbursed in sponsorships. To strengthen local impact, each KPMG office teams up with a school in its community, fostering sustained engagement beyond financial assistance.

This commitment is further reinforced through in-kind contributions, including the donation of **more than 400 refurbished laptops** to schools to date. These efforts help bridge the digital divide, extend the useful life of technology assets and reduce electronic waste.

The impact extends beyond digital access, with students leveraging these devices to achieve **state-level championship titles in robotics**, **computing and STEM competitions**, while also **developing technology-enabled tools** to address community challenges. These outcomes demonstrate how access to technology can unlock innovation, nurture future-ready skills and create meaningful educational opportunities for underserved youth.

KPMG Young Star Scholarship programmeme

The programme expands access to higher education for talented students from underserved backgrounds, with a strong focus on those from Malaysia's B40 households. In addition to a scholarship award of up to RM10,000, recipients gain access to a structured development journey designed to enhance their professional, leadership and personal growth.

Since 2022, the programmeme has supported **86 scholars** from local universities, with investments exceeding **RM600,000** with annual recipients increasing to **27** in FY25, of which **52%** were from B40 families. Total investment has grown from RM64,000 in FY22 to **RM230,000** in FY25, reflecting our continued commitment to educational equity and social mobility.

Beyond financial support, scholars benefit from mentorship, skills development workshops, job simulations, networking opportunities and community engagement activities, including the specially curated **STAR-Link** and **Masterclass** programmemes. Each scholar is also guaranteed an **internship placement** and **permanent employment** opportunity upon graduation, providing a clear pathway from higher education to meaningful careers.

KPMG Young Excellence Sponsorship programmeme

The programmeme recognises the outstanding academic and sporting achievements of our employees' children, celebrating excellence, dedication and perseverance both inside and outside the classroom. Through the programmeme, recipients are recognised under the **Academic Achievements** and **Sports Excellence** categories, reflecting our commitment to nurturing holistic development and lifelong learning.

In FY25, **14 recipients** were recognised, with more than **RM11,000** awarded in monetary prizes and certificates of achievement. As part of our people-first approach, the programmeme reflects our commitment to supporting the aspirations of our employees' families and celebrating excellence across the wider KPMG community.

Seeds of Wisdom (Orang Asli)

In December 2024, we brought our commitment to Access to Quality Education to life through the **Seeds of Wisdom** programmeme at Orang Asli school SK Bukit Lanjan, engaging **58 students** in a half-day learning experience designed to strengthen foundational literacy, numeracy and life skills.

Supported by KPMG volunteers and ETF Young Star Scholars, the programmeme combined interactive learning activities such as **Peribahasa Charades** and **Preposition Power-Up**, making Bahasa Malaysia and English language learning engaging, practical and accessible.

A key highlight of the programmeme was the **Adventure Quest**, an immersive financial literacy simulation that introduced students to basic budgeting, spending and decision-making skills. Using play money, students navigated themed learning stations covering education, health and hygiene, nutrition and sustainability, redeeming practical items such as books, stationery, personal care products and reusable lunch containers to take home.

To further strengthen the initiative, our people donated more than **840 books, 20 stationery sets** and almost **40 toys**, helping expand access to learning resources while fostering a positive and enriching educational experience for students from underserved communities. Through programmemes such as Seeds of Wisdom, we continue to invest in educational equity and create meaningful opportunities for young learners to build confidence and develop future-ready skills.

KPMG Global Cyber Day

Enhancing cyber literacy remains essential in an increasingly digital world. As part of International Cybersecurity Awareness Month, KPMG in Malaysia participated in KPMG Global Cyber Day, a global initiative that helps children and young people build awareness of online safety, cyber risks and digital wellbeing, including topics such as cyberbullying and inappropriate online content.

In FY25, KPMG in Malaysia delivered the programmeme across eight schools nationwide, including schools participating in the KPMG Education Trust Fund's (ETF) Young Spark programmeme, benefitting more than **1,200 students**. The initiative was supported by close to **50 KPMG professionals**, who volunteered their time to share practical knowledge and promote safer digital behaviours.

Globally, KPMG firms across more than 60 countries and territories participated in the initiative, reaching approximately 150,000 young people during the year. Since its launch nine years ago, the programmeme has engaged nearly one million young people worldwide, helping to strengthen cyber awareness and foster safer digital communities.

IT's Her Future

2025 marked the 10th anniversary of **IT's Her Future**, KPMG's global initiative dedicated to advancing gender inclusion in technology and inspiring the next generation of female technology talent. In Malaysia, the initiative was locally adapted into **InnovateHER**, a technology outreach programmeme designed to inspire young women to explore opportunities in the Malaysian digital economy.

In November 2024, the programmeme engaged **30 students** from an all-girls primary school in Kuala Lumpur through interactive learning experiences focused on technology, digital skills and emerging innovations. The session featured hands-on technology challenges, coding and AI-themed activities, and gamified technology quizzes that introduced students to key digital concepts while fostering curiosity and confidence in STEM-related fields.

Purposeful business

Our commitment

- **Always act with a clear purpose**
- **Lead the profession in audit quality**
- **Drive a responsible tax practice**

At KPMG in Malaysia, we recognise that trust is foundational to our business. Our strong governance framework and organisational structure underpin a shared responsibility to uphold quality in the services we deliver to clients and society, while fostering a culture of accountability and integrity among our people. Guided by the KPMG Values and Purpose, we proactively identify and address emerging risks, strengthening our ability to maintain stakeholder trust through responsible business practices and policies.

SROs related to high-quality client services

Maintaining consistently high service quality is fundamental to sustaining client trust, regulatory compliance, and the Firm's reputation. Failure to meet these standards can result in reduced client satisfaction, increased regulatory and quality review findings, and diminished confidence in the Firm's professional judgement, ultimately affecting long-term value creation and business growth.

Building on this foundation, the Firm can further differentiate itself through connected solutions and sector-specialised services that deliver tailored, industry-relevant insights and greater value to clients. These capabilities enhance client outcomes, strengthen client relationships, and reinforce the Firm's position as a trusted adviser in an increasingly complex business environment.

Lead the profession in audit quality

At KPMG, we fulfil our public interest responsibility by delivering high-quality audit and assurance services that strengthen investor and stakeholder confidence. This commitment extends beyond financial reporting to sustainability disclosures, which are increasingly critical to trust, transparency, and long-term value creation. We believe sustainability disclosures should be held to the same standards of quality, rigour, and assurance as financial reporting, enabling stakeholders to make informed decisions with confidence.

The audit and assurance landscape continues to evolve, driven by increasing demand for ESG-integrated reporting and the growing influence of AI. Climate risk has become a core audit consideration, requiring organisations to assess its financial implications and respond effectively to emerging risks and opportunities.

As a technology-enabled organisation, we continually enhance audit quality through innovative approaches that deliver deeper insights and more meaningful assurance outcomes. By integrating our Audit, Tax, and Advisory capabilities and delivering sector-specialised insights, we strengthen client relevance, deepen relationships, improve engagement economics, increase competitiveness in tenders, and support sustainable revenue growth while reinforcing our market leadership.

Audit Platform: KPMG Clara, our cloud-based smart audit platform built on secure Microsoft technology, reflects our commitment to innovation and audit quality. In FY25, we enhanced the platform with AI agents to automate tasks, improve decision-making, and increase audit effectiveness, alongside a financial report analyser engine that generates AI-assisted outputs to support disclosure reviews.

Embedded within the audit workflow, these technologies strengthen risk assessment, testing, and documentation, enabling approximately 94,226 KPMG auditors globally to focus their professional judgement and scepticism on higher-risk areas.

In Malaysia, we are also leveraging AI through KPMG Clara to strengthen ESG reporting and assurance by enabling more effective data analysis, enhanced risk identification, and streamlined reporting. Together, these capabilities help organisations navigate complex disclosure requirements while reinforcing governance through intelligent, scalable technology tools. Our approach reflects KPMG's commitment to the responsible and ethical use of AI, aligned with leading practices.

Quality Management: KPMG firms operate under a consistent, risk-based System of Quality Management (SoQM), aligned with ISQM 1 and the International Ethics Standards Board for Accountants (IESBA) Code of Ethics. This framework promotes accountability and transparency across all member firms while positioning us for emerging standards, including the International Standard on Sustainability Assurance 5000 (ISSA 5000) and the International Ethics Standards for Sustainability Assurance (IESSA).

KPMG in Malaysia's **Transparency Report 2025** and **Statement on SoQM effectiveness** provide further details on how the Firm maintains professional excellence and quality.

ESG Assurance: KPMG is committed to fulfilling its public interest role by providing ESG assurance that strengthens investor confidence and stakeholder trust. In FY25, KPMG continued to enhance its ESG assurance in response to changing market requirements, including completing its first wave of Corporate Sustainability Reporting Directive (CSRD) assurance engagements. Insights and lessons from these engagements were shared across the global network to promote consistency in assurance quality, while findings from the **ESG Assurance Maturity Index 2025**, based on a survey of 1,320 companies worldwide, highlighted the importance of readiness, transparency, and continuous improvement in sustainability reporting.

In Malaysia, ESG assurance remains a key priority as demand for credible sustainability disclosures continues to grow. We actively engage with regulators and professional bodies to support the advancement of sustainability assurance standards and believe ESG reporting should be held to the same standards of rigour, quality, and trust as financial reporting.

Through our dedicated assurance methodology, KPMG Clara Assurance workflow, specialised ESG training programmemes, advanced technologies, and multidisciplinary capabilities, we help organisations improve ESG data integrity, governance and reporting readiness, navigate evolving regulatory requirements, and deliver reliable, decision-useful disclosures that build stakeholder confidence.

Clear on Climate: Our Clear on Climate reporting hub brings together practical guidance and resources within a single platform to help organisations assess and reflect climate-related risks and opportunities in their financial reporting. By promoting robust accounting treatments and transparent disclosures, the hub enables businesses to meet evolving investor and regulatory expectations while improving transparency, accountability, and connectivity between climate impacts and financial performance.

Aligned with Malaysia's national priorities, we support businesses in developing climate strategies that align with Bank Negara Malaysia's Climate Change and Principle-based Taxonomy (CCPT), IFRS S2 and international best practices. Our services include climate risk and opportunity assessments, climate scenario analysis, climate-related financial impact assessments, GHG emissions baselining, net-zero roadmap development, and climate-related disclosures. We also help organisations integrate climate considerations into enterprise risk management frameworks or credit assessments for regulatory reporting.

Through our multidisciplinary ESG advisory and assurance services, we assist organisations in responding to changing sustainability requirements, strengthen governance, and progressing towards their net-zero ambitions, while upholding the highest standards of independence, objectivity, and transparency to uphold trust in the integrity and value of our work.

Drive a responsible tax practice

We support clients in navigating an increasingly complex tax landscape by promoting responsible tax practices grounded in transparency, integrity, accountability and compliance. As tax governance becomes a growing priority for businesses, investors and regulators, organisations are expected to manage tax responsibly, strengthen stakeholders trust and create sustainable long-term value. Through our multidisciplinary expertise, technology-enabled solutions and active engagement with policymakers and regulators, we help businesses prepare for an evolving tax environment while contributing to a more transparent and resilient tax ecosystem.

Embedding our Global Tax Principles: Our **Global Tax Principles** provide the foundation for delivering tax services responsibly and consistently across the KPMG network. Our Values underpin these principles, shaping the advice we provide to clients and our engagements with governments, regulators and the wider community. They guide our approach to responsible tax, embedding these considerations into every engagement to reinforce trust, uphold professional integrity and contribute to sustainable economic outcomes.

Investing in technology: KPMG in Malaysia continues to invest in technology-enabled tax solutions that help clients improve tax governance, efficiency and compliance. Our locally developed tools, including the **Tax Risk Evaluator**, **Personal Budget Widget** and **Price Control and Anti-Profiteering (PCAP) online calculator**, enable organisations and individuals to navigate increasingly complex tax requirements with greater confidence.

We also leverage **GMS Automation**, a digital workflow platform that streamlines tax filing processes by automating tax organiser management, tax computation preparation, document tracking and progress monitoring, improving efficiency and transparency throughout the engagement lifecycle.

These capabilities are complemented by **KPMG Digital Gateway**, our cloud-based global tax platform powered by Microsoft Azure, which enables clients to manage, monitor, analyse and report tax data more effectively. In FY25, enhanced AI-enabled capabilities were integrated into the platform, providing deeper analytics, faster insights and improved visibility into tax obligations. As tax administrations globally accelerate their digital transformation, technology is becoming to effective governance, transparency and compliance. By combining advanced technology with deep tax expertise, we help organisations future-proof their tax functions, enhance resilience and navitage in a rapidly changing environment.

Responsible Tax: Through KPMG's **Responsible Tax programmeme**, we facilitate meaningful dialogue on emerging tax issues by bringing together businesses, tax authorities, regulators and other stakeholders. In Malaysia, we maintain regular engagement with regulators and tax authorities, sharing insights on tax policy developments and promoting greater awareness of emerging issues.

Through thought leadership, industry events and knowledge-sharing sessions, we help clients stay informed on developments such as AI in tax, e-Invoicing, trade tariffs and changing tax regulations, enabling more informed decision-making and sound tax outcomes. Beyond supporting individual organisations, we actively contribute to the broader tax ecosystem through policy discussions, technical consultations and industry engagement initiatives

Carbon pricing and carbon tax: As the global energy transition accelerates, carbon pricing and taxation mechanisms are becoming increasingly important policy tools. With the European Union's Carbon Border Adjustment Mechanism (CBAM) progressing towards full implementation in 2026, and Malaysia advancing carbon pricing initiatives through the Twelfth Malaysia Plan (12MP), the National Energy Transition Roadmap (NETR) and proposed carbon tax measures for selected sectors, businesses face growing expectations to understand and prepare for carbon-related regulatory requirements.

With sustainability-related tax measures continue to evolve, we help businesses assess potential financial, operational and reporting implications arising from carbon pricing mechanisms, enabling them to align tax considerations with broader sustainability and transition strategies

Tax strategy with national investment priorities: KPMG in Malaysia continued to support Malaysia's investment and economic development agenda by helping clients navigate changing tax, regulatory and business requirements amid shifting global supply chains and economic conditions. In line with reforms introduced by Ministry of Finance (MOF), Ministry of Investment, Trade and Industry (MITI), and the emerging New Incentive Framework (NIF), which places greater emphasis on economic value creation, inclusivity, and sustainability outcomes, we advised clients on tax structuring, investment optimisation and market entry strategies.

Our works help businesses make informed investment decisions, access relevant incentives and pursue responsible growth, contributing to Malaysia’s aspirations of attracting high-quality investments, enhancing competitiveness and generating sustainable economic value.

Beyond compliance, we engaged actively with authorities including the Royal Malaysian Customs Department (RMCD), sharing insights and practical guidance that contribute to a competitive, transparent and investment-friendly business environment. Our deep understanding of evolving sustainability-related tax measures positions us to advise businesses on the potential financial, operational and reporting implications of carbon pricing mechanisms, helping them integrate sound tax considerations into their broader sustainability and transition strategies.

Global Minimum Tax: As Malaysia prepares for the implementation of the Organisation for Economic Co-operation and Development's (OECD) BEPS 2.0 Pillar Two Global Minimum Tax framework effective 1 January 2025, KPMG in Malaysia continues to support in-scope Malaysian-headquartered multinational enterprises through the resulting complexities. This includes undertaking impact assessments, group structure reviews, safe harbour evaluations, and readiness assessments for new data, reporting and compliance requirements.

Leveraging global technology tools such as KPMG BEPS 2.0 Automation Technology (KBAT) and KPMG Digital Gateway, we help clients manage the transition efficiently while aligning with evolving international expectations on tax transparency, consistency and fairness. These efforts enable organisations enhance certainty, improve governance and adapt responsibly to a more coordinated global tax environment.

Tax Corporate Governance Framework (TCGF) support: As expectations around tax transparency and governance continue to increase, the Firm supports organisations in aligning with the Inland Revenue Board of Malaysia's (IRBM) Tax Corporate Governance Framework (TCGF). Through governance assessments, policy reviews and control enhancements, we help clients improve tax risk management, strengthen oversight, improve accountability and demonstrate a clear commitment to responsible and transparent tax practices.

Making the difference through Advisory

KPMG firms globally are embedding sustainability at the core of their Advisory services, supporting clients in navigating both regulatory-driven transformation, such as enhanced ESG data capture and reporting requirements, and value-driven transformation that strengthens resilience, operational performance, and long-term business growth. As organisations increasingly recognise sustainability as a strategic value driver, we work alongside clients to optimise operations and unlock long-term value through sustainable action.

Technology remains a key enabler of this journey, with KPMG sustainability specialists collaborating closely with digital and AI professionals to deliver innovative, technology-based approaches. KPMG also leverages **strategic alliances** with leading technology providers, including Google, Microsoft, Oracle, Salesforce, SAP, ServiceNow, and Workday, to help clients achieve their ESG and sustainability objectives.

Environmental, Social and Governance (ESG) Reporting: KPMG firms assist clients in navigating the growing complexity of ESG reporting frameworks. Leveraging advanced technology tools, organisations are better equipped to capture, manage, and report ESG data with clarity and confidence.

The **KPMG Global Corporate Reporting Institute** provides insights, guidance and practical resources to advance connected financial and sustainability reporting.

Within the local regulatory landscape, we support organisations in responding to the NSRF and Bursa Malaysia's enhanced sustainability disclosure requirements, which incorporate the International Sustainability Standards Board (ISSB) IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) as the baseline for sustainability-related and climate-related disclosures.

We help organisations strengthen sustainability governance, assess material sustainability and climate-related risks and opportunities, evaluate financial impacts, develop decarbonisation and transition strategies, enhance GHG reporting, and prepare for sustainability assurance. Supported by digital technologies, our services improve data quality, reporting efficiency, regulatory compliance, and stakeholder confidence.

Social sustainability analytics: KPMG works with alliance partners to develop tools that help clients assess social sustainability performance. These include Inclusion IQ, which measures progress against workforce development goals; Talent 4.0, which evaluates talent processes through a dignity and respect lens; human rights due diligence tools; and a forced labour dashboard. During FY25, we further enhanced these tools by integrating AI capabilities to provide deeper insights and support more effective decision-making.

In Malaysia, we apply these tools to help clients address social sustainability priorities such as inclusive growth, equitable development, workforce wellbeing, diversity and inclusion, and human rights risks. We conduct social impact assessments and human rights assessments, including forced labour risk mapping aligned with Malaysia's National Action Plan on Forced Labour (NAPFL).

Recognising the growing importance of employee wellbeing, we launched a Workplace Wellbeing Framework during FY25 to help organisations assess wellbeing maturity and foster a culture of care. Our analytics are aligned with national development goals and the Sustainable Development Goals (SDGs).

Sustainable supply chains: As supply chain risks and stakeholder expectations continue to evolve, organisations are placing greater emphasis on supply chain resilience, transparency, and agility to protect long-term value. In response, KPMG has expanded its supply chain advisory capabilities across ethical sourcing, human rights due diligence, sustainable procurement, responsible sourcing analytics, regulatory and disclosure readiness, and change management and stakeholder engagement.

Against the backdrop of Malaysia's changing sustainability landscape, growing expectations around supply chain transparency, human rights, and sustainability-related disclosures have increased demand for responsible sourcing and supplier risk management practices. We assist organisations in improving supply chain transparency, enhancing supplier risk management, and advancing responsible sourcing practices.

Our services help clients identify and manage human rights and forced labour risks, including alignment with NAPFL, strengthen procurement processes, and prepare for evolving sustainability reporting and disclosure requirements under the NSRF, supporting more resilient and sustainable supply chains.

Empowering climate action through National Carbon Market Advisory

A key milestone was our engagement as lead consultant to the Ministry of Natural Resources and Environmental Sustainability (NRES) in developing and supporting the launch of the National Carbon Market Policy (NCMP), also known as the Dasar Pasaran Karbon Kebangsaan (DPKK). Launched in 2026, the policy provides a foundation for Malaysia's carbon market ecosystem and supports the country's participation under Article 6.2 and 6.4 of the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement, helping the nation in meeting its Nationally Determined Contribution (NDC).

This engagement builds on our ongoing collaboration with the World Bank and Ministry of Finance in delivering the macroeconomic impact analysis on carbon pricing instruments and supporting the design of Malaysia's national carbon registry framework.

Under the World Bank's Partnership for Market Implementation (PMI), KPMG completed several workstreams, including developing emissions monitoring, reporting and verification (MRV) requirements, preparing verification and accreditation frameworks, developing Malaysia's Carbon Registry framework, assessing infrastructure readiness and advising on registry approaches aligned with global standards.

Further reinforcing our commitment to sustainable development, KPMG supported an energy transition study for the State Utilities of Sabah and Labuan. This initiative focuses on developing a strategic, just, and financially viable roadmap for advancing clean energy, while evaluating socio-economic impacts, renewable energy potential, and institutional preparedness.

KPMG is also supporting the ASEAN Capital Market Forum under the Carbon PRISM project, funded by the ASEAN-UK Green Transition Fund, to strengthen voluntary carbon market capabilities and facilitate private sector participation in high-integrity carbon markets across ASEAN. These engagements reflect KPMG's commitment to driving systems-level change and enabling Malaysia's transition towards a low-carbon and climate-resilient future.

Notes on basis of preparation

1. Throughout this content, "KPMG" refers to the global organisation, to KPMG International Limited ("KPMG International"), and/or to one or more of the member firms of KPMG International Limited, each of which is a separate legal entity. The member firms and affiliates operating in Malaysia are collectively referred to as "KPMG in Malaysia", "we", "us" or "our", unless otherwise stated.

2. Nothing stated in this document should be considered to be a statement by or on behalf of a particular KPMG firm unless it is specifically attributed to that KPMG firm.

3. Unless otherwise stated "Reporting KPMG Firms" means KPMG firms in 20 large countries and territories, including KPMG firms whose senior partner is also a Global Board member. These countries and territories are Australia, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Japan, Mexico, the Netherlands, Poland, Singapore, South Africa, South Korea, Spain, Switzerland, the United Kingdom and the United States.

4. No KPMG firm has any authority to obligate or bind KPMG International or any other KPMG firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any KPMG firm.

5. All metrics are for KPMG in Malaysia unless otherwise stated.

6. Statements or representations about KPMG's emissions have not yet been independently verified. Nonetheless, data supporting our firm's current methodologies and measurements for relevant emissions is set forth in the Planet section hereto.

Contacts

For more information on our ESG journey and details within Our Impact Plan, please contact:

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Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

kpmg.com.my/ourimpactplan

Appendix: Index explanations and data

Our Impact Plan

FY2025 update

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KPMG. Make the Difference.

KPMG in Malaysia

Appendix

As part of our ongoing journey under Our Impact Plan, this appendix provides the foundational disclosures that support the narratives and commitments outlined in our main report. It reflects our dedication to transparency, accountability and the rigorous standards we uphold in measuring and communicating our ESG performance.

This section includes detailed tables and indices summarising our reporting against key global standards. These references are designed to guide you to the relevant disclosures and data points across Our Impact Plan, supporting our broader ambition to build trust through clear, consistent and accessible reporting.

Reporting approach

We continue to be committed to addressing the gaps in our disclosures. Where data for a certain statistic is not provided, we have included an explanation for the omission using the following categories:

Materiality (M): We have identified a list of material topics considering both internal and external factors, such as our strategies, operating risks and stakeholder expectations. Whilst we have not conducted direct engagement with external stakeholders, we have leveraged various physical and virtual engagement platforms to capture stakeholders' expectations on our sustainability practices.

Data definitions, collection, and methodological development (D): In some topics, there are limitations on the availability of data or a globally accepted methodology have yet to be established. As we continue to develop the scope and relevance of our reporting, we are committed to enhance our methodological approach to collection and analysis to improve these areas in future reporting cycles.

Additional considerations (A): Topics subject to privacy and internal policy constraints that limit current data collection or publication have been omitted from reporting.

Materiality approach

At KPMG in Malaysia, we are committed to building a better firm by focusing our efforts where they matter most. Our materiality assessment is a key part of this commitment: it helps us evaluate the actual and potential impacts of our operations and sharpen our focus on the ESG topics that underpin Our Impact Plan. This process informs both our sustainability strategy and our reporting, ensuring that our actions are aligned with the evolving needs of our stakeholders and the communities we serve.

To supplement the overview shared in the main report, this section outlines the internal engagements and external benchmarking activities that supported our assessment. These insights help us remain responsive to shifting priorities and ensure that our impact continues to be meaningful and measurable.

Draw insights from the Global People Survey (GPS) and engagement initiatives to understand employee concerns and support continuous improvement.

Engage with the Executive Committee and Impact@KPMG partners to gather feedback on internal ESG priorities.

Conduct regular engagements with different department heads and representatives to gather feedback and align on key matters.

Review material topics identified by peer professional services and KPMG network firms for benchmarking and alignment.

Gain a deeper understanding of evolving business and societal priorities of our clients and communities amid global and local developments.

Material topics

The review of materiality assessment provides a well-rounded view of internal priorities and external expectations, aligning our business strategy with areas where we can make the greatest impact. The data and disclosures in this report have been prepared with reference to the reporting frameworks and standards listed on page 2 of the main section of Our Impact Plan, ensuring our reporting is globally relevant and robust.

Pillars	Material topics	Associated sustainability-related risks and opportunities (SROs)	Our commitments
Governance	• Ethics, integrity and independence • Transparency and accountability • High-quality client services • Information protection • Purpose, culture and values	*Risks* • Failure to uphold strong ethical business practices • Failure to uphold transparent and accountable business practices • Regulatory change pressure • Failure to provide high quality client services • Risk of data security breaches *Opportunities* • “Trust premium” differentiation • Connected solutions • Sector-specialised services	• Acting transparently with accountability and integrity • Respecting human rights
People	• Talent attraction, development and retention • Inclusion and access to equal opportunity • Health and well-being	*Risks* • Culture fragmentation • Talent risk • Failure to effectively safeguard employee health and wellbeing *Opportunities* • Stronger employer brand and graduate pipeline • Future-ready upskilling	• Inclusion and access to equal opportunity • Health and well-being • A culture of learning and development

Material topics

Pillars	Material topics	Associated sustainability-related risks and opportunities (SROs)	Our commitments
Planet	• Climate change and sustainable operations	*Risks* • Physical risks • Market and financial • Regulatory risks • Reputational risks *Opportunities* • Development of proprietary tools	• Decarbonisation • Climate risk • Nature and biodiversity
Prosperity	• Financial, operational and brand resilience • Technology and innovation, including AI • Impactful community initiatives	*Risks* • Failure to innovate and adopt new technology and AI *Opportunities* • Internal innovation acceleration • Responsible AI leadership • New AI governance services	• Economic contribution • Support the communities in which we operate in • Purposeful business

The table above summarises the firm's material topics and commitments undertaken to manage the material topics.

KPMG in Malaysia

The member firms and affiliates operating in Malaysia, collectively referred to as “KPMG in Malaysia”, as at 30 September 2025 are as follows:

No	Name of entity	Principal business activity	Country of incorporation
1	KPMG PLT	Provision of auditing and assurance services	Malaysia
2	KPMG Desa Megat PLT	Dormant	Malaysia
3	KPMG Ventures PLT	Investment holding	Malaysia
4	KPMG Consulting (Malaysia) Sdn. Bhd.	Provision of training, advisory and consultancy services	Malaysia
5	KPMG Corporate Advisory Sdn. Bhd.	Provision of consultancy services	Malaysia
6	KPMG Deal Advisory Sdn. Bhd.	Dormant	Malaysia
7	KPMG Holdings Sdn. Bhd.	Dormant	Malaysia
8	KPMG Management & Risk Consulting Sdn. Bhd.	Provision of advisory services	Malaysia
9	KPMG Tax Services Sdn. Bhd.	Provision of tax compliance and tax advisory services	Malaysia
10	KPMG Corporate Restructuring PLT	Providing of liquidator and restructuring services	Malaysia

UN Global Compact

Disclosure recommendation	Disclosure
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Governance: Respecting human rights
Principle 2: make sure that they are not complicit in human rights abuses.	
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Governance: Respecting human rights People: Inclusion and access to equal opportunity KPMG firms support freedom of association and, where applicable, recognise the right to collective bargaining.
Principle 4: the elimination of all forms of forced and compulsory labour;	
Principle 5: the effective abolition and child labour; and	
Principle 6: the elimination discrimination in respect of employment and occupation.	
Environment	
Principle 7: Businesses should support a precautionary approach to environment challenges;	Planet
Principle 8: undertake initiatives to promote greater environmental responsibility; and	
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Governance: Acting transparently with accountability and integrity

WEF IBC Core Metrics Index

Theme	Core metrics and disclosures	Location and notes
Governance		
Governing purpose	Setting purpose	A message from the Managing Partner Prosperity: Purposeful business
Quality of governing body	Governance body composition	Governance: Our structure and governance KPMG in Malaysia: Transparency Report 2025
Stakeholder engagement	Material issues impacting stakeholders	Appendix: Material topics
Ethical behaviour	Anti-corruption	Governance: Acting transparently with accountability and integrity KPMG in Malaysia: Transparency Report 2025
	Protected ethics advice and reporting mechanisms	Governance: Acting transparently with accountability and integrity KPMG in Malaysia: Transparency Report 2025
Risk and opportunity oversight	Integrating risk and opportunity into business process	Governance: Our structure and governance Appendix: Material topics
People		
Dignity and equality	Diversity and inclusion	People: Our workforce: FY25 snapshot
	Pay equality	People: Inclusion and access to equal opportunity Some aspects not reported due to (A)
	Wage level	
	Risk for incidents of child, forced or compulsory labour	Governance: Respecting human rights

Theme	Core metrics and disclosures	Location and notes
People (continued)		
Health & well-being	Health and safety	People: Health and well-being Some aspects not reported due to (D)
Skills for the future	Training provided	People: A culture of learning and development Some aspects not reported due to (D)
Planet		
Climate change	Greenhouse gas (GHG) emissions	Planet: Decarbonisation
	TCFD implementation	Planet: Climate Risk KPMG International: Climate Risk Report
Nature loss	Land use and ecological sensitivity	Planet: Nature and biodiversity Some aspects not reported due to (M)(D)
Freshwater availability	Water consumption and withdrawal in water-stressed areas	
Prosperity		
Employment and wealth generation	Absolute number and rate of employment	People: Our workforce: FY25 snapshot
	Economic contribution	Prosperity: Economic contribution Prosperity: Support the communities in which we operate in Some aspects not reported due to (A)
Wealth creation and employment	Financial investment contribution disclosure	Not reported due to (A)
Innovation in better products and services	Total R&D expenses	Not reported due to (A)
Community and social vitality	Total tax paid	Prosperity: Economic contribution Some aspects not reported due to (A)

GRI content index

Statement of use	KPMG in Malaysia has reported the information cited in this GRI content index for the period from 1 October 2024 to 30 September 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	**2-1 Organisational details**	About Our Impact Plan Appendix: KPMG in Malaysia
	2-2 Entities included in the organisation's sustainability reporting	
	2-3 Reporting period, frequency and contact point	About Our Impact Plan Contacts
	2-4 Restatements of information	KPMG is committed to the ongoing development of its ESG data to support Our Impact Plan commitments. As we work on this data development, we occasionally have methodology or data scope improvement where comparative restatements are required. An explanatory note is provided when this is the case.
	2-5 External assurance	The report has not been subjected to an external assurance process.
	2-6 Activities, value chain and other business relationships	Prosperity: Purposeful business
	2-7 Employees	People: Inclusion and access to equal opportunity Appendix: People
	2-8 Workers who are not employees	People: Our workforce: FY25 snapshot
	2-9 Governance structure and composition	Governance: Our structure and governance KPMG in Malaysia: Transparency Report 2025
	2-10 Nomination and selection of the highest governance body	

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021 (continued)	**2-12 Role of the highest governance body in overseeing the management of impacts**	Governance: Our structure and governance
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of highest governance body in sustainability reporting	
	2-15 Conflict of interest	Governance: Acting transparently with accountability and integrity Consistent with KPMG International's policies, all personnel are required to comply with detailed policies on conflicts of interest and auditor independence, as well as our Global Code of Conduct, which includes specific additional responsibilities for leaders. Our people are prohibited from acting as the director or officer (including company secretary) of any non-KPMG entity except for a non-profit that is not an audit or assurance client; an entity established for personal family reasons that is not a client; or an appointment made in the normal course of conducting restructuring engagements.
	2-16 Communication of critical concerns	Governance: Acting transparently with accountability and integrity
	2-17 Collective knowledge of the highest governance body	
	2-22 Statement of sustainable development strategy	A message from our Managing Partner Prosperity: Purposeful business
	2-23 Policy commitments	Global Code of Conduct KPMG's policy commitments are described throughout this document and in the KPMG in Malaysia: Transparency Report 2025
	2-24 Embedding policy commitments	Prosperity: Purposeful business Global Code of Conduct KPMG in Malaysia: Transparency Report 2025

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021 (continued)	**2-25 Processes to remediate negative impacts**	Governance: Acting transparently with accountability and integrity Global Code of Conduct
	2-26 Mechanisms for seeking advice and raising concerns	
	2-27 Compliance with laws and regulations	
	2-28 Membership associations	Prosperity: Purposeful business
	2-29 Approach to stakeholder engagement	Appendix: Materiality approach
	2-30 Collective bargaining agreements	KPMG support freedom of association and, where applicable, recognise the right to collective bargaining.
GRI 3: Material Topics 2021	**3-1 Process to determine material topics**	Appendix: Materiality approach
	3-2 List of material topics	Appendix: Material topics
	3-3 Management of material topics	
GRI 201: Economic Performance 2016	**201-1 Direct economic value generated and distributed**	Prosperity: Economic contribution
	201-2 Financial implications and other risks and opportunities due to climate change	Planet: Climate risk
GRI 205: Anti-corruption 2016	**205-1 Operations assessed for risks related to corruption**	Governance: Acting transparently with accountability and integrity KPMG in Malaysia: Transparency Report 2025
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 206: Anti-competitive Behaviour 2016	**206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices**	Governance: Acting transparently with accountability and integrity KPMG in Malaysia: Transparency Report 2025

GRI standard	Disclosure	Location
GRI 207: Tax 2019	**207-1 Approach to tax**	Prosperity: Purposeful business Prosperity: Economic contribution
	207-2 Tax governance, control, and risk management	Prosperity: Purposeful business
	207-3 Stakeholder engagement and management of concerns related to tax	Appendix: Materiality approach
GRI 302: Energy 2016	**302-1 Energy consumption within the organisation**	Appendix: Performance data table
GRI 305: Emissions 2016	**305-1 Direct (Scope 1) GHG emissions**	Planet: Decarbonisation
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
GRI 401: Employment 2016	**401-1 New employee hires and employee turnover**	People: Our workforce: FY25 snapshot People: Inclusion and access to equal opportunity Prosperity: Economic contribution
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	In FY25, 2% of workforce in KPMG in Malaysia is employed on a contingent labour basis. Benefits available to employees are in line or are above the requirements of local employment laws and regulations.
	401-3 Parental leave	People: Health and well-being Benefits available to employees are in line or are above the requirements of local employment laws and regulations.
GRI 402: Labour/Management Relations 2016	**402-1 Minimum notice periods regarding operational changes**	KPMG in Malaysia complies with local laws and statutory requirements. KPMG in Malaysia adheres to the applicable notice periods based on national laws.

GRI standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	**403-3 Occupational health services**	People: Health and well-being KPMG in Malaysia offers a range of health and well-being support for our people across firmwide.
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-9 Work-related injuries	
GRI 404: Training and Education 2016	**404-1 Average hours of training per year per employee**	People: A culture of learning and development
	404-2 programmes for upgrading employee skills and transition assistance programmes	
	404-3 Percentage of employees receiving regular performance and career development reviews	People: Health and well-being
GRI 405: Diversity and Equal Opportunity 2016	**405-1 Diversity of governance bodies and employees**	People: Inclusion and access to equal opportunity
	405-2 Ratio of basic salary and remuneration of women to men	
GRI 413: Local Communities 2016	**413-1 Operations with local community engagement, impact assessments, and development programmes**	Prosperity: Support the communities in which we operate in
GRI 414: Supplier Social Assessment 2016	**414-1 New suppliers that were screened using social criteria**	Governance: Respecting human rights
GRI 418: Customer Privacy 2016	**418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data**	Prosperity: Purposeful Business Global Code of Conduct

SASB sustainability disclosure topics & metrics

Topic	Metric	Unit of measure	Code	Location
Data security	Description of approach to identifying and addressing data security risks	N/A	SV-PS-230a.1	Governance: Client confidentiality, information security and data privacy Governance: Cybersecurity and digital trust KPMG in Malaysia: Transparency Report 2025
	Description of policies and practices relating to collection, usage, and retention of customer information	N/A	SV-PS-230a.2	Governance: Client confidentiality, information security and data privacy KPMG in Malaysia: Transparency Report 2025
	Number of data breaches	Number, Percentage (%)	SV-PS-230a.3	Governance: Client confidentiality, information security and data privacy
Workforce diversity & engagement	Percentage of gender for leadership, management and non-management	Percentage (%)	SV-PS-330a.1	People: Our workforce: FY25 snapshot Appendix: People
	Voluntary turnover rate of workforce	Percentage (%)	SV-PS-330a.2	People: Our workforce: FY25 snapshot
	Workforce engagement as a percentage	Percentage (%)	SV-PS-330a.3	People: In-Conversation Series People: A culture of learning and development
Professional integrity	Description of approach to ensuring professional integrity	N/A	SV-PS-510a.1	Governance: Acting transparently with accountability and integrity KPMG in Malaysia: Transparency Report 2025 Global Code of Conduct
Activity metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Number	SV-PS-510a.1	People: Our workforce: FY25 snapshot

People

Gender representation in Malaysia (FY20 to FY25)

	FY25		FY24		FY23		FY22		FY21		FY20	
Gender by level	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**	**Men**
Leadership	**49.1%**	**50.9%**	**50.0%**	**50.0%**	**48.3%**	**51.7%**	**48.5%**	**51.5%**	**45.1%**	**54.9%**	**46.2%**	**53.8%**
Partners	*34.3%*	*65.7%*	*34.2%*	*65.8%*	*34.2%*	*65.8%*	*33.8%*	*66.2%*	*27.9%*	*72.1%*	*29.0%*	*71.0%*
Directors	*56.1%*	*43.9%*	*58.3%*	*41.7%*	*55.8%*	*44.2%*	*55.8%*	*44.2%*	*55.3%*	*44.7%*	*56.4%*	*43.6%*
Management *Senior managers and managers*	**61.5%**	**38.5%**	**60.5%**	**39.5%**	**62.2%**	**37.8%**	**58.1%**	**41.9%**	**60.2%**	**39.8%**	**61.0%**	**39.0%**
Team members	**64.8%**	**35.2%**	**65.5%**	**34.5%**	**65.8%**	**34.2%**	**65.6%**	**34.4%**	**66.3%**	**33.7%**	**65.5%**	**34.5%**
Senior team members	*68.9%*	*31.1%*	*67.7%*	*32.3%*	*68.9%*	*31.1%*	*67.6%*	*32.4%*	*67.0%*	*33.0%*	*68.4%*	*31.6%*
Associates	*59.7%*	*40.3%*	*63.1%*	*36.9%*	*63.2%*	*36.8%*	*64.2%*	*35.8%*	*65.7%*	*34.3%*	*62.6%*	*37.4%*
Total partners and employees	**62.7%**	**37.3%**	**63.3%**	**36.7%**	**63.8%**	**36.2%**	**63.2%**	**36.8%**	**63.7%**	**36.3%**	**63.2%**	**36.8%**

People

Workforce composition by age group

By age group	FY25	FY24	FY23
< 25 years old	21%	26.7%	31.9%
25 – 34 years old	57%	53.4%	49.3%
35 – 44 years old	11%	10.0%	8.9%
45 – 55 years old	8%	7.3%	7.4%
> 55 years old	3%	2.6%	2.5%

New hires by level

By level	FY25	FY24	FY23
Partner	0	3	1
Director	5	4	9
Management	13	18	28
Senior team member	77	91	117
Associate	452	472	611
Total new hires	**547**	**588**	**766**

Performance data table

No	Sustainability matters	Indicators	FY26 performance target	FY25	FY24	FY23
1	Anti-corruption	Percentage of workforce who have received training on anti-corruption	100%	100%	100%	100%
		Percentage of operations assessed for corruption-related risks	100%	100%	100%	100%
		Confirmed incidents of corruption and action taken	0	0	0	0
2	Community / Society	Total amount invested in the community, where the target beneficiaries are: a) external to the firm; b) dependents of our people.	Above RM600,000	a) RM514,840 b) RM11,175	a) RM619,348 b) RM20,275	a) RM545,450 b) RM18,300
		Total number of beneficiaries of the investment in communities	N/A	9,848 beneficiaries	6,239 beneficiaries#	191 beneficiaries
3	Energy management	Total energy consumption (Gigajoules)	N/A	3,677	3,891	3,859
4	Health and safety	Number of work-related fatalities	0	0	0	0
		Lost time incident rate	0	0	0	0
		Percentage of workforce trained on health and safety standards	100%	100%	97%	N/A

In FY24, we have refined our methodology to identify individual beneficiaries, providing a better reflection of our impact. FY23 have not been represented for this change of basis. Total number of beneficiaries included the beneficiaries from KPMG's 10by30.

Performance data table

No	Sustainability matters	Indicators	FY26 performance target	FY25	FY24	FY23
5	Labour practices and standards	Total hours of training by workforce category	N/A	**Leadership:** 10,495 hours **Management:** 16,900 hours **Non-management:** 141,400 hours	**Leadership:** 13,385 hours **Management:** 16,734 hours **Non-management:** 145,443 hours	**Leadership:** 10,018 hours **Management:** 13,297 hours **Non-management:** 167,391 hours
		Percentage of workforce who are contractors or temporary staff	N/A	2%	2%	3%
		Total number of turnover by workforce category	N/A	**Leadership:** 7 **Management:** 70 **Non-management:** 639	**Leadership:** 14 **Management:** 52 **Non-management:** 599	**Leadership:** 23 **Management:** 62 **Non-management:** 651
		Number of substantiated complaints concerning human rights violations	0	0	0	0
6	Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0	0
7	Emissions management	Scope 1 emissions (tonnes of CO_2e)	5% reduction in total emissions compared to FY24	36.5	36.7	37.6
		Scope 2 emissions (tonnes of CO_2e)		697.6	768.9	762.4
		Scope 3 emissions (tonnes of CO_2e)		6,184.0	6,556.4	5,932.7
		Total emissions (tonnes of CO_2e)		6,918.1	7,362.0	6,732.7

* Comparatives have been restated, as a result of our commitment to continuous improvement in our emissions data quality, ensuring a more accurate and reliable emissions reporting.

Notes on basis of preparation

1. Throughout this content, "KPMG" refers to the global organisation, to KPMG International Limited ("KPMG International"), and/or to one or more of the member firms of KPMG International Limited, each of which is a separate legal entity. The member firms and affiliates operating in Malaysia are collectively referred to as "KPMG in Malaysia", "we", "us" or "our", unless otherwise stated.

2. No KPMG firm has any authority to obligate or bind KPMG International or any other KPMG firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any KPMG firm.

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Contacts

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