

## SUSTAINABILITY STATEMENT (Cont'd)

In FY2025, SAMEE Group implemented mandatory training in areas such as EHS compliance, Anti-Bribery and Corruption, emergency preparedness, and digital transformation, including ERP system training. Soft skills modules covering critical thinking, innovation awareness, and stakeholder management were also rolled out through SAM University.

To ensure training effectiveness and alignment with organisational goals, we conducted an annual Training Needs Analysis ("TNA") to identify skills gaps and refine development plans. These insights informed the rollout of targeted programmes such as new hire induction, cross-functional learning, and leadership development tracks that support integration, progression, and mobility. All training activities are tracked through our internal learning management system, providing full visibility into learning outcomes, participation, and compliance.

Through these initiatives, SAMEE Group is committed to cultivating a high-performing, future-ready workforce capable of driving sustainable growth and operational excellence.

### Our Progress

In FY2025, SAMEE Group reinforced its commitment to employee learning and development through structured training programmes implemented across all job categories and operational sites in Malaysia, Singapore, and Thailand. These efforts are integral to enhancing workforce competencies, supporting operational excellence, and preparing the Group for long-term organisational resilience.

Employee upskilling initiatives were categorised into two core areas: OJT, and technical capability building. Soft skills training focused on strengthening leadership capability, critical thinking, and innovation awareness. Courses such as *Developing a Critical Thinking Mindset*, *Managing Project Stakeholders*, and *Business Innovation Foundations* were delivered via our digital learning portal, enabling employees to engage with high-quality content at their own pace.

OJT programmes were delivered to direct labour ("DL") roles and new hires, targeting role-specific skills, cross-functional exposure, and mentoring. These sessions were led by HOD to ensure relevance and alignment with operational needs and career development goals.

All training programmes were tracked using our internal learning management system, which ensures visibility, monitors progress, and supports continuous improvement in learning outcomes. Through these initiatives, SAMEE Group continues to invest in building a capable, agile, and future-ready workforce.

Key highlights include:

GRI 404-1 Average hours of training per year per employee		Average training hours per employee is 43.9 hours.		
Gender Group	Average Training Hours	Employee Category	Average Training Hours	
Male	45	Management	77	
Female	40	Exempt	44	
		Non-Exempt	41	

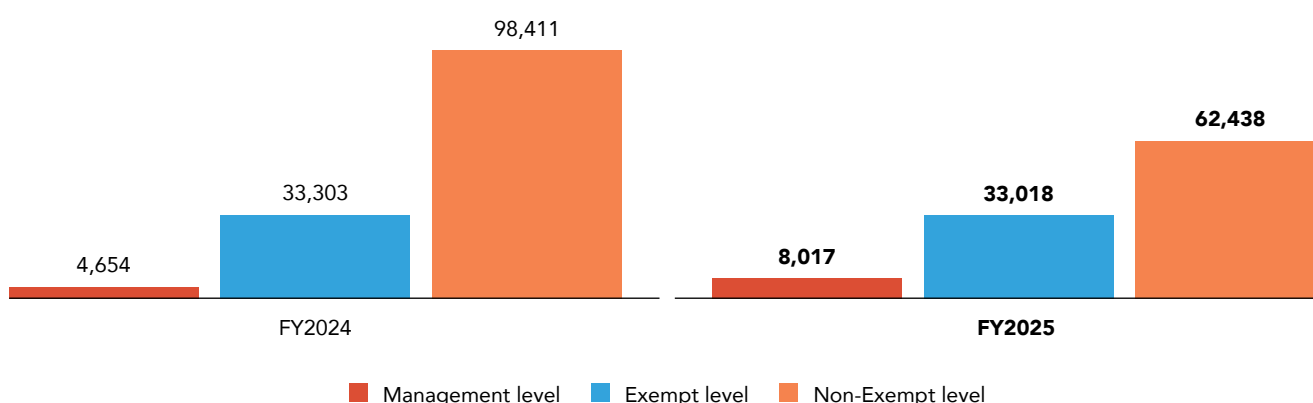
  

		FY2023	FY2024	FY2025
<b>Bursa C6(a)</b>				
Total hours of training by employee category				
Management level	Hours	N/A	4,654	8,017
Exempt level	Hours	N/A	33,303	33,018
Non-Exempt level	Hours	N/A	98,411	62,438

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### Bursa C6(a)

Total hours of training by employee category  
(Hours)



These figures reflect SAMEE Group's emphasis on role-specific upskilling and operational training, particularly in areas such as health and safety, quality assurance, and system proficiency.

### Cultural Transformation Through the 7 Habits of Highly Effective People™

At SAMEE Group, we believe that our success is built on the character, capability, and mindset of our people. As part of our ongoing commitment to personal growth and organisational excellence, SAMEE Group launched the "7 Habits of Highly Effective People™" Cultural Transformation.

This reaffirms the leadership's unwavering commitment to shaping a purpose-led, and principle-centred organisation. The programme aims to embed timeless leadership habits at every level of the organisation, transforming not only how we work, but how we lead ourselves and others.

A few of our senior management volunteered to be Train-the-Trainer ("TTT") facilitators, whose dedication and leadership have been instrumental in cascading the 7 Habits across the Group. Their contribution ensures that the programme is not just a one-time initiative, but a sustained cultural shift that touches every employee, every day.

### Attracting, Developing, Rewarding and Retaining Employees

#### Our Approaches, Strategies, Targets & Initiatives

SAMEE Group's approach to human capital management is grounded in the principles of fairness, transparency, and long-term career development. We recognise that our people are our most valuable asset, and we are committed to creating a workplace where every employee feels valued, empowered, and equipped to succeed. Our human capital strategy is designed to support workforce resilience, enhance operational effectiveness, and contribute to long-term business sustainability.

Our Group-level HR framework provides standardisation across Malaysia, Singapore, and Thailand, while maintaining flexibility to adapt to local labour market dynamics and cultural contexts. This balanced approach allows us to align global best practices with local relevance, ensuring consistency in policies while supporting workforce diversity and inclusion.

To strengthen our talent pipeline and contribute to national development goals, SAMEE Group actively partners with local polytechnics, vocational institutions, government agencies, and industrial training providers. These collaborations not only support youth development but also ensure that our workforce remains equipped with future-ready skills.