

SUSTAINABILITY STATEMENT (Cont'd)

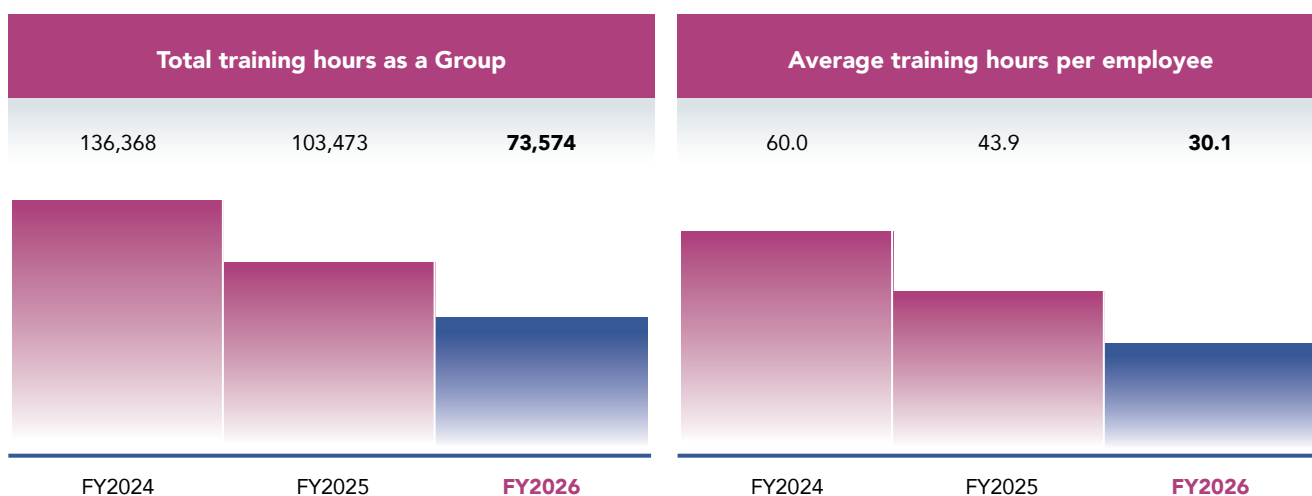
FY2026 training programmes covered technical skills, safety, quality and compliance, productivity and continuous improvement, role-specific competencies, and leadership development.

Training delivery incorporates both instructor-led and self-directed learning approaches, supported by monitoring mechanisms including:

- Tracking total and average training hours per employee
- Monitoring compliance with mandatory training requirements
- Evaluating participation rates across employee categories
- Reviewing training outcomes against competency development targets

In FY2026, employees received an average of 30 training hours per person (approximately 3.8 training days), above the Group's internal minimum target of 25 hours per employee annually. Training across Malaysia, Singapore and Thailand is tracked through the Group's learning management system, providing visibility over participation, compliance and outcomes. Programmes are reviewed and adjusted where necessary to reflect evolving operational, regulatory, and workforce needs.

Training Hours	FY2024	FY2025	FY2026
Total training hours as a Group	136,368	103,473	73,574
Average training hours per employee	60.0	43.9	30.1



Cultural Development and Leadership Mindset

SAMEE continues to strengthen organisational culture through structured leadership and personal effectiveness programmes. As part of this effort, the Group implemented the "7 Habits of Highly Effective People™" Cultural Transformation programme, aimed at reinforcing leadership behaviours and strengthening collaboration across the organisation.

The programme is supported by a Train-the-Trainer ("TTT") approach, with selected senior management trained as internal facilitators to cascade learning across the organisation. In FY2026, 703 employees were trained under this programme by 10 certified facilitators.