



SUSTAINABILITY STATEMENT

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ECONOMIC

Better Results from Better Practices

Corporate Governance And Ethics
Customer Satisfaction
Innovation
Supply Chain Management
Privacy And Data Protection

ENVIRONMENT

Caring for our Planet

Climate Change Management
Energy Usage
GHG Emissions And Climate Change
Water Management
Waste Management
Product Stewardship

WORKPLACE

Caring for our People

Employee Gender, Diversity And Inclusion
Employee Development And Talent Retention
Human And Labour Rights
Occupational Safety And Health
Employee Welfare

LOCAL COMMUNITIES

Giving Back

Local Communities

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

Being a prominent player in the Outsourced Semiconductor Assembly and Test (“OSAT”) sector and one of the largest technology companies in Malaysia, we command an expansive built-up production area of over 2.15 million square feet spanning Malaysia, Philippines, and China. This expansive reach endows our endeavours with far-reaching influence, resonating throughout economies, individual livelihoods, and ecological vitality. Hence, our duty is apparent; we are resolutely dedicated to nurturing a sustainable future. Through steadfast commitment, we seek to enhance the communal social, economic, and environmental framework, underscoring our profound responsibility to the well-being of all.



In line with Inari’s Core Values, we have integrated sustainability as a central part of our governance and everyday business processes. With this, we proudly present Inari Amertron Berhad and its subsidiaries (herein referred to as “Inari” or “the Group”) ninth Sustainability Statement (“Statement”), highlighting the Group’s sustainability performance in the aspects of economic, environment, workplace and local communities.

This Statement should also be read alongside other sections in this Annual Report namely Management Discussion and Analysis, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control as well as our Corporate Governance Report, as sustainability efforts may be better contextualised and narrated in the respective sections.

REPORTING PERIOD AND BOUNDARY

This Statement provides information on Inari’s sustainability performance through our operations in Malaysia, Philippines and China (not including Yiwu Semiconductor International Corporation as its sustainability impact is limited in scale), and covers the financial reporting period from 1 July 2024 to 30 June 2025 (“FY2025”). Where possible, information from previous years has been included to provide comparative data.

SUSTAINABILITY STATEMENT

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REPORTING FRAMEWORK AND STANDARDS

We have prepared this Statement in compliance with the Main Market Listing Requirements issued by Bursa Malaysia Securities Berhad (“Bursa Malaysia”) and refers to Bursa Malaysia’s Sustainability Reporting Guide 3rd Edition and Toolkits. Additionally, we have adhered to the best practice sustainability guidelines, standards and framework as follows:

- Global Reporting Initiative (“GRI”) Standards;
- United Nations Sustainable Development Goals (“UNSDGs”); and
- FTSE4Good Bursa Malaysia Index’s Environmental, Social and Governance indicators (“FTSE4Good”).

In addition, we work to align with Task Force on Climate-Related Financial Disclosures “TCFD” Recommended Disclosures on the 4 main pillars on Governance, Strategy, Risk Management and Metrics & Targets.

STATEMENT OF ASSURANCE

In strengthening the credibility of the Sustainability Statement, the sustainability matters and respective indicators stipulated in table below have been reviewed by the company’s internal auditor, Crowe Governance Sdn Bhd (“Crowe”):

No.	Sustainability Matter	Sustainability Indicator
1	Energy Management	- Total energy consumption
2	Water	- Total volume of water used
3	Waste Management	- Total waste generated and a breakdown of the following: i) Total waste diverted from disposal ii) Total waste directed to disposal
4	Emissions Management	- Scope 1 emissions in tonnes of CO ₂ e - Scope 2 emissions in tonnes of CO ₂ e - Scope 3 emissions in tonnes of CO ₂ e
5	Diversity	- Percentage of employees by gender and age group, for each employee category - Percentage of directors by gender and age group
6	Labour Practices and Standards	- Total hours of training by employee category - Percentage of employees that are contractors or temporary staff - Total number of employees turnover by employee category - Number of substantiated complaints concerning human rights violations

The boundary of the review includes the Company’s main operations in Malaysia, Philippines and China. In addition, the performance data published in this Statement have been assessed, validated and reviewed by the internal operations and management team.

Regular audits/reviews are in place in relation to key risks, processes, and controls relevant to sustainability-related risks identified via the risk management process and the policies and procedures quoted in this Statement.

This Statement is reviewed and approved by the Board.

AVAILABILITY

This Statement is available on the Company’s website at www.inari-amertron.com in a downloadable PDF format.

POINT OF CONTACT

To continuously improve on our sustainability efforts, we welcome and encourage our stakeholders to provide feedback pertaining to this Statement or our sustainability practices and initiatives. Comments and questions can be directed to our designated email address at i-enquiry@inari-amertron.com.my.

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OUR SUSTAINABILITY JOURNEY THUS FAR

Our Vision & Mission

- Deliver Quality Services and Products To Our Customers
- Treat Staff, Customers and Our Business Partners Fairly
- Deliver Good Returns To Our Shareholders

Our Key Beliefs

I	Integrity <i>Need all levels to walk the talk at all times</i>
N	No Excuse <i>Focus on the success formula</i>
A	Aligned Partnership <i>Customers - Our Team - Suppliers</i>
R	Result Oriented <i>To delight stakeholders, customers and employees</i>
I	Initiative <i>Positive and Can-Do attitude</i>

2025

- Received The Edge **ESG Awards** - Gold (Technology Sector)
- Received **2025 Asia (ex-Japan/ANZ) Executive Team (Small and Midcap) awards**, under the categories of Overall Technology Semiconductors, Best CEO, Best CFO, Best ESG and Best Company Board.
- Received **2025 Asia (ex-Japan/ANZ) Executive Team (Malaysia) awards**, under the categories of Most Honored Companies, Best CEO, Best CFO, Best ESG, Best Company Board and Best Investor Relations Program.
- Received **Talent Corp - Recognition Award - Future Skills Talent Council** (Chairman for E&E sector).
- Received **HRD Awards 2024 - Excellence Award in Technical Vocational Education and Training (TVET) - Large Employer**.
- Received **Western Digital's Supplier Appreciation Award 2025** under R.E.S.E.T. Program.
- Received **Osram's Supplier Appreciation Awards 2025**.

2024

- Received The Edge **ESG Awards** - Silver (Technology Sector), and The Edge's Billion Ringgit Club Award for the **highest growth in profit after tax** over three years in technology sector.
- Received the TalentCorp MySip Appreciation Award, honoured as top 5 organisation with **highest number of internships offered**.
- Received the Supplier Appreciation Award from AMS Osram for the **partnership, loyalty and outstanding services**.
- Received Appreciation Certificate awarded by Department of Environment ("DOE") on **Environmental Awareness Program** for 2023.
- Received **Malaysia SMART Manufacturing Award 2023** - Industry 4.0 Pillars Category (Best in System Integration).

2023

- Being voted as **Best Employer of the Year**.
- Obtained **Green Energy Certificate** for our efforts in GHG Reduction by installing solar panels to move towards our goal in Net Zero by 2050.
- Achieved** our short-term target on Scope 1 GHG Emission, water consumption and waste generation reduction.
- Planted 1,765 trees** at our operation sites to **support local ecosystems** and improve air quality.

2022

- Our **Sustainability Policy** included our support to the **Paris agreement 2015's** goal to reduce global warming and the **Net Zero** carbon emission by 2050. This is evidenced by the inclusion of climate change risk and controls in annual Enterprise Risk Management assessment activities.
- Became a **listed Task Force on Climate-Related Financial Disclosures ("TCFD") supporter**. 
- Conducted a formal and objective **Board evaluation** by external consultant in accordance to MCCG Practice 6.1 to enhance the governance process.

2021

- Strengthen sustainability governance through the development and enhancement of the **Sustainability Reporting Handbook and Framework, Corporate Liability and Corruption Risk Management Framework**.
- Became a **corporate member of Climate Governance Malaysia**, the Malaysian chapter of World Economic Forum's Climate Governance Initiative. 

2020

- Included as one of the constituents of **FTSE4Good Bursa Malaysia Index** on 22 June 2020.
- Redesignated Sustainability Working Committee to **Sustainability and Integrity Working Group ("SIWG")**. 

2019

- Published third Sustainability Statement in accordance to **Global Reporting Initiative Standards**.
- Mapped sustainability matters with **United Nations Sustainable Development Goals**.

2018

- Board oversight on the implementation of sustainability strategy through the establishment of **Sustainability and Risk Management Committee**.

2017

- Published **inaugural Sustainability Statement** and established **Sustainability Working Committee**.
- Performed both internal and external **Stakeholder Engagement and Materiality Assessment**.

SUSTAINABILITY STATEMENT

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OUR SUSTAINABILITY GOVERNANCE

Setting the Tone from the Top

To embed sustainability throughout our organisation, we believe in adopting a tone from the top approach. Inari's sustainability governance is led by our Board of Directors who are responsible for considering economic, environmental, social and governance matters in the Group's business strategies.

Our Board of Directors is supported by the Sustainability and Risk Management Committee ("SRMC") in overseeing the sustainability matters of the Group, identifying principal risks and business sustainability strategies alongside the Senior Management, and ensuring their adherence to appropriate risk mitigation and sustainability efforts within the Group. The SRMC is assisted by the Group Chief Executive Officer ("Group CEO") and Group Chief Financial Officer ("Group CFO"), to provide the overall direction, lead strategic decision making and review sustainability implementation, and performance and risk management in an integrated manner.

Sustainability and Risk Management Committee	
Chairman	Datuk Phang Ah Tong <i>Independent Non-Executive Director</i>
Committee Members	Dato' Dr. Tan Seng Chuan <i>Executive Vice Chairman</i>
	Dato' Ong Eng Bin <i>Independent Non-Executive Director</i>

Our Sustainability and Integrity Working Group ("SIWG") will continue to be led by the Group CEO supported by the Group CFO and comprises the management team and representatives from various departments. The SIWG is responsible for undertaking the process of materiality assessment, as well as, executing and implementing sustainability initiatives and monitoring its progress. We have further strengthened our sustainability governance structure by the development and enhancement of the Sustainability Reporting Handbook and Framework, Corporate Liability and Corruption Risk Management Framework. These were done in alignment with, amongst others, the updated Malaysian Code on Corporate Governance ("MCCG") released in April 2021, particularly the Intended Outcome 4.0 which puts emphasis on sustainability management including climate change.

Further to becoming a corporate member of Climate Governance Malaysia, the Malaysian chapter of World Economic Forum's Climate Governance Initiative since 2021, our Board of Directors acknowledged and recognised climate change as a relevant long-term risk and/or opportunity to the business, thus, in FY2025, the SRMC had exercised its oversight of the management of climate change risks by reviewing the risk profile facilitated by external consultant on the impact of climate change to the Company's operations and the relevant controls put in place by the Management through the Company's annual enterprise risk management assessment activities. Additionally, the SRMC also reviewed various operational risks, including but not limited to those related to human rights, safety, and health.

The detailed risk management process on climate change-related risk can be found on Climate Change Risk Management section of Inari's Sustainability Statement from pages 50 to 51. Meantime, the risk management process for other operational risks can be found in the Statement on Risk Management and Internal Control of Inari's FY2025 annual report.

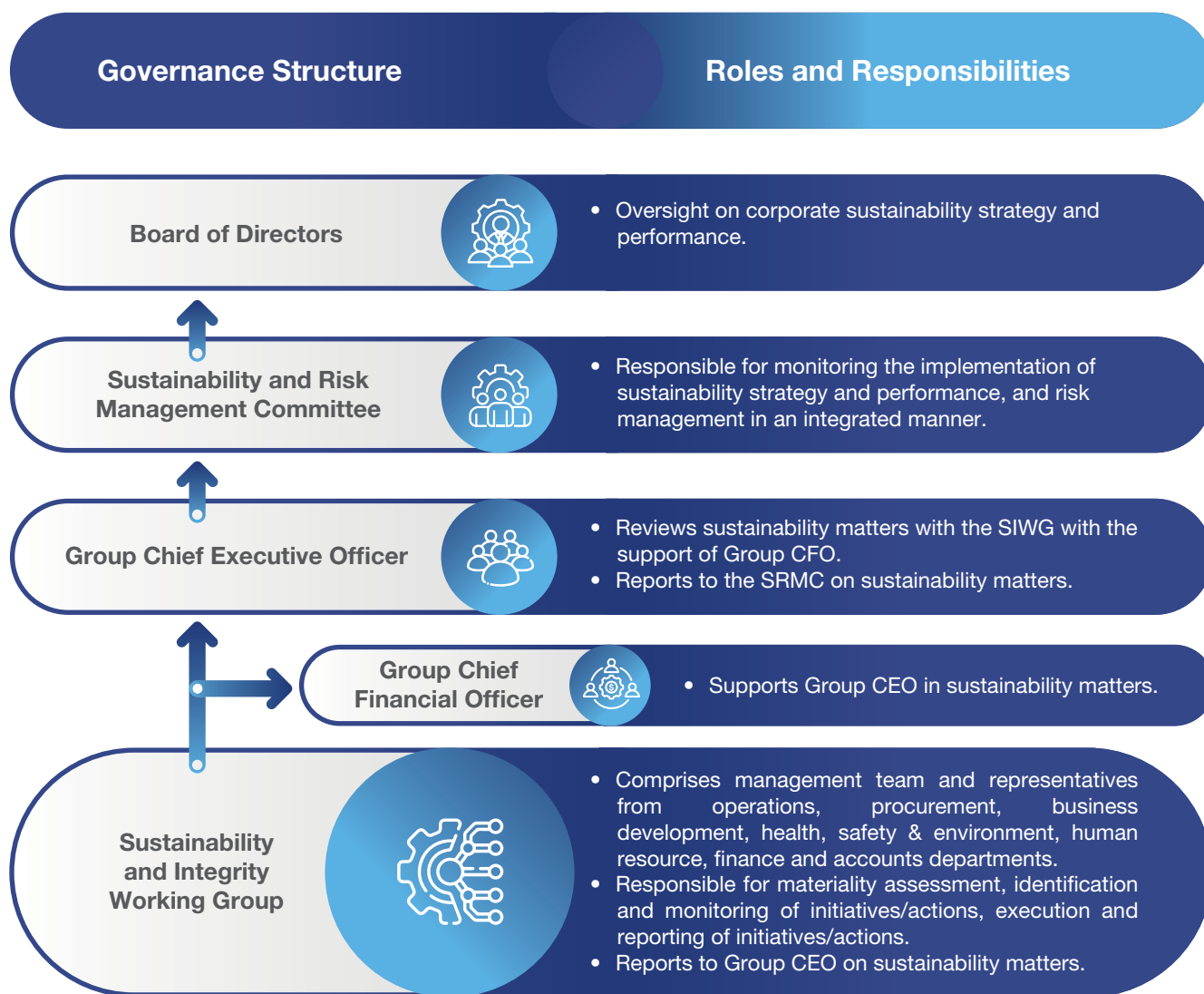
SUSTAINABILITY STATEMENT

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OUR SUSTAINABILITY GOVERNANCE (cont'd)

Setting the Tone from the Top (cont'd)

The diagram below illustrates our sustainability governance structures along with their roles and responsibilities.



As outlined in our Remuneration Policy and Procedures for Directors and Senior Management, the incentives and remuneration for our Directors and senior executives are directly linked to Environmental, Social, and Governance (“ESG”) metrics, including climate change performance. This approach ensures that management is held accountable for meeting the Company’s climate-related goals and integrating sustainability into their strategic objectives. The Group has in place a comprehensive set of Key Performance Indicators (“KPIs”) directly aligned with a range of critical ESG considerations. These KPIs encompass key aspects like climate change, product quality and safety, human rights and labour practices, occupational health and safety, talent cultivation and retention, and strict adherence to regulatory obligations.

To reflect the Company’s commitment in transitioning into a net zero carbon business by year 2050, the Group will introduce carbon emission reduction as new KPI in the near future.

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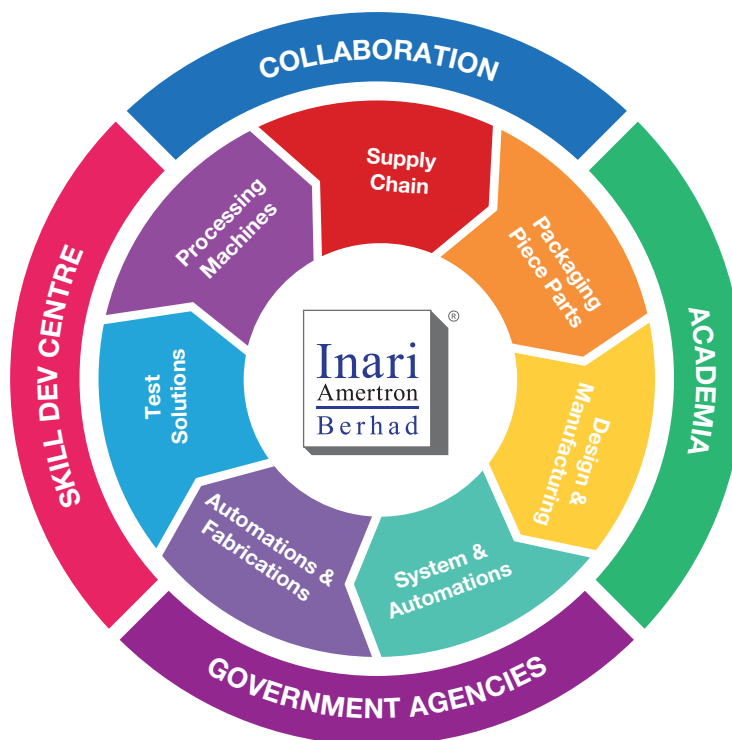
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OUR SUSTAINABILITY POLICY

Our sustainability policy has been established with the following objectives:

- Outline Inari Group's sustainability approach to identify, analyse, evaluate, manage and monitor significant issues concerning sustainability for the Inari Group in the areas of:
 - Economic sustainability;
 - Environmental sustainability;
 - Workplace sustainability;
 - Ethics and integrity;
- Integrate the philosophy of sustainable development into all Inari Group's activities; and
- Provide guidance to management and employees on their roles and responsibilities towards the sustainability goals of Inari Group.

Above all, our Sustainability Policy focuses on collaboration with various stakeholders as we believe collaboration is the foundation of success towards sustainable development. The Company can only achieve sustainable growth by optimising all three factors in the sustainable equation: Profit, People and Planet.



This policy shall be reviewed periodically to ensure that it is always consistent with the business and market environment that Inari Group is operating in. This policy also demonstrates our commitment to the Paris Agreement 2015 and our goal of achieving Net Zero Carbon Emissions by 2050. We are continuously reviewing and refining our policies to strengthen our support for climate change mitigation and ensure alignment with evolving public policies and regulations.

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OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is fortified by our four (4) Sustainability Pillars, namely (i) Economic; (ii) Environment; (iii) Workplace; and (iv) Local Communities. To demonstrate our commitment towards sustainable development, we have integrated each pillar within our business value chain.



CORPORATE MEMBERSHIP AND ASSOCIATION

Over the years, Inari contributes to the development of economic, environmental and social sustainability matters individually and collectively via business associations. We are a corporate member of the following associations and organisations:

- Clark Investors & Locators Association ("CILA")
- Climate Governance Malaysia ("CGM")
- Federation of Malaysian Manufacturers ("FMM")
- Malaysian Employers Federation ("MEF")
- Malaysia Semiconductor Industry Association ("MSIA")
- Penang Green Council ("PGC")
- Clark Human Resource Council ("CHRC") Philippines
- SEMI Global Industry Association ("SEMI")
- Semiconductor & Electronics Industries in the Philippines, Foundation Inc ("SEIPI")

SUSTAINABILITY STATEMENT

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CORPORATE MEMBERSHIP AND ASSOCIATION *(cont'd)*

MSIA, SEMI and SEIPI are industry associations which gather companies involved directly or indirectly in the supply chain of the semiconductor industry. It serves as a platform to develop technology in the semiconductor industry and to advocate and build positive relationships with the government, agencies, and other industry associations (including chambers of commerce).

Since 2021, we became a corporate member of Climate Governance Malaysia, the Malaysian chapter of World Economic Forum's Climate Governance Initiative. Subsequently, we have also enhanced our Sustainability Policy to show our support on the following:

- Paris Agreement 2015's goal to reduce global warming and limit temperature rise to no more than 1.5 degree;
- Malaysia's National Climate Change Policy 2.0, which sets the strategic direction for a low-carbon and climate-resilient nation; and
- Malaysia becoming a carbon-neutral nation by as early as 2050 in line with the 13th Malaysia Plan (2026-2030).

Since 2022, Inari has been a listed supporter of the Task Force on Climate-related Financial Disclosures ("TCFD"), although the Financial Stability Board formally concluded the TCFD in October 2023, its recommendations have been fully integrated into the International Sustainability Standards Board's IFRS S2 Climate-related Disclosures.

We continue to uphold our original commitment to align with the TCFD recommendations, which remain globally recognised as the foundation for climate-related reporting. This commitment demonstrates our proactive approach in enhancing transparency on climate-related risks and opportunities, while also aligning seamlessly with Bursa Malaysia's sustainability disclosure requirements.

We believe that our early adoption of several TCFD principles and now our continued alignment through IFRS S2, add significant value to Inari's journey in achieving its economic, environmental, social and governance ("EESG") goals and aspirations.

OUR SUSTAINABILITY METRICS AND TARGETS

At Inari, we constantly monitor our performance across our sustainability pillars. To further enforce our commitments, we have aligned our sustainability goals with the United Nations Sustainable Development Goals ("UNSDGs"). We have identified and selected UNSDGs based on prioritisation of our sustainability initiatives and action plans. Our initiatives include measures to address climate change through adaptation strategies, we are considering strategic investments to enhance our infrastructure resilience, specifically by incorporating climate-resistant building materials, developing comprehensive risk management plans to address potential climate-related disruptions, and implementing water conservation techniques to manage changing precipitation patterns. These measures are designed to minimise the impact of climate change on our operations and ensure the long-term sustainability of our assets and resources. See specific actions taken to address climate change from pages 50 to 51 of this Sustainability Statement.

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OUR SUSTAINABILITY METRICS AND TARGETS *(cont'd)*

The table below presents the overview of the sustainability goals and targets and our performance for FY2025.

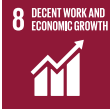
Sustainability Strategy	Sustainability Goals	Performance in FY2025
Economic - Corporate Governance and Ethics - Customer Satisfaction - Innovation - Supply Chain Management - Privacy and Data Protection    	- Practice good corporate governance and ethics - Deliver good returns to our shareholders - Meet customers' requirements - Deliver quality services and products - Zero breaches of privacy and data protection - Promote purchases from local suppliers	- Zero cases of non-compliance and ethical issue - Achieved revenue of RM1,352 million - Achieved profit after tax of RM213 million - Dividend payout ratio: 97.8% - Responded to all queries received from customers - Zero cases related to breaches of privacy and data protection - Our Group's proportion of spending for local suppliers remained consistent with FY2024
Environment - Energy Usage - Greenhouse Gas Emissions and Climate Change - Water Management - Waste Management - Product Stewardship      	- Advocate green development to align with the Climate Governance Malaysia target to reduce global warming and the Net ZERO carbon emission by year 2050 - Zero non-compliance with local regulatory requirements for wastewater discharge	- Minor decrease in energy intensity from FY2024 (0.0000272 GJ/FOU) to FY2025 (0.0000271 GJ/FOU) - Increase in GHG emissions intensity from FY2024 (0.00503 tCO₂e/ FOU) to FY2025 (0.00557 tCO₂e/FOU) due to increase in New Product Introduction ("NPI") activities for new and existing customers - Water intensity remained consistent at 0.000041 m³/FOU as compared with FY2024 100% compliance with local regulatory requirements for wastewater discharge

SUSTAINABILITY STATEMENT

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OUR SUSTAINABILITY METRICS AND TARGETS (cont'd)

The table below presents the overview of the sustainability goals and targets and our performance for FY2025. (cont'd)

Sustainability Strategy	Sustainability Goals	Performance in FY2025
Workplace - Employee Gender, Diversity and Inclusion - Employee Development and Talent Retention - Human and Labour Rights - Occupational Safety and Health - Employee Welfare     	- Conduct employee engagement survey on yearly basis - Promote employee gender and diversity - Continuous development for every employee 100% completion rate for employee performance review - Respect and achieve 100% compliance to human and labour rights - Zero workplace injury case	- Completed annual employee engagement survey for FY2025 63% of female employees in the global workforce - Achieved total of 78,694 training hours with an average of 13 hours per employee 100% of employees received performance reviews - Zero cases reported for forced/child labour, discrimination or grievances on human rights 8 minor cases of workplace injuries from operations in Malaysia (6) and Philippines (2)
Local Communities Local Communities  	Contribute to the wellbeing and living standard of surrounding communities	304 interns hired in FY2025 with a total of 6,141 interns hired to date - Contributed a total of RM223,079 in external CSR initiatives in FY2025 6,208 volunteered hours, contributed by employees on community services

SUSTAINABILITY STATEMENT

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OUR COMMITMENT TOWARDS CLIMATE CHANGE

We acknowledged and recognised climate change as a relevant long-term risk and/or opportunity to the business, thus, we have set the following short-term and long-term goals to take part in positive change:

Theme	Indicator	Short term target (up to 5 years) - FY2022 actual as base year	Long term target (more than 5 years) - FY2022 actual as base year	Status in FY2025
Climate Change	Percentage reduction target (%) - scope 1 (tCO ₂ e)	-3%	-5%	Achieved
Climate Change	Percentage reduction target (%) - scope 2 (tCO ₂ e)	-2%	-3%	In-Progress
Climate Change	Percentage reduction target (%) - GHG Intensity (tCO ₂ e / FOU)	-2%	-5%	In-Progress
Climate Change	Percentage reduction target (%) - Energy consumption (GJ)	-3%	-5%	In-Progress
Climate Change	Percentage reduction target (%) - Energy Intensity (GJ/ FOU)	-2%	-3%	In-Progress
Water Security	Percentage reduction target (%) - Water consumption (m ³)	-3%	-5%	In-Progress
Water Security	Percentage reduction target (%) - Water Intensity (m ³ / FOU)	-5%	-5%	In-Progress
Pollution & Resources	Percentage reduction target (%) - Waste generation (mt)	-3%	-5%	Achieved
Pollution & Resources	Percentage target (%) - 3R	90%	90%	Achieved
Health & Safety	Percentage reduction target (%) - Number of injury incident	Zero injury	Zero injury	In-Progress

We will reach the goal by working on current and future energy-saving projects, making processes more energy-efficient, cutting down on greenhouse gas emissions, using less water, and improving how we operate to make less waste. We track progress each month and report to senior leaders to ensure we're on track. The actual performance is being measured against the targets set monthly and reported to the Senior Management to strive for achievement. The details of the actual performance are disclosed under the Environment section from pages 84 to 111 of this Sustainability Statement.

SUSTAINABILITY STATEMENT

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CLIMATE CHANGE RISK MANAGEMENT

Climate Change related risks are integrated into the Group's overall risk management, the process of identifying, assessing and managing climate related risks is tabulated as follows:



In FY2025, the following climate related risks have been identified and the corresponding measures that had been taken/ on-going to mitigate its impacts to the operations.

Climate Related Risks	Measures Taken/On-going
Supply Chain Risk	1. Alternative sources of Suppliers (Facilities/equipment/materials to manage the supply chain issue). 2. Keep buffer stock according to Customers requirement for key raw material. 3. Early communication with Customers on foreseeable delays in delivery due to raw material shortages, Material Planner ("MP") liaises with Customers and Suppliers for recovery plan to minimise the impact. 4. Yearly supplier performance monitoring and review.
Climate Change Risk	1. Salvage reverse osmosis water for toilet flushing and plant water. 2. Available backup water retention in all plant (average retention up to 8 hours) to support basic requirements. 3. Completed cost saving projects for water at all plants and green/self-generated energy. 4. Elevate the ground level of all newly build or purchased building to prevent flood (i.e. ITSB is currently built above the minimum sea level requirement by Council). 5. Emergency Response Preparedness.

LISTENING TO OUR STAKEHOLDERS

Stakeholder Engagement

We understand the significant impact of those with a vested interest in our operations, and therefore, the success of our business is dependent on maintaining strong relationships with our stakeholders. Inari actively engages with our stakeholders through different types of platforms and channels to understand their priorities and expectations of the Group. By keeping lines of communications open, we intend to create meaningful dialogue to address stakeholders' concerns and build their confidence in us.

SUSTAINABILITY STATEMENT

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LISTENING TO OUR STAKEHOLDERS *(cont'd)*

Stakeholder Engagement *(cont'd)*

The table below summarises our key stakeholders, the engagement channels and their sustainability concerns. Through these engagements, there were no significant stakeholders concerns or issues with our operation.

Stakeholder Group	Type of Engagement	Sustainability Concerns	Frequency
Customers 	- Customer satisfaction surveys - Audit on operations - Meetings - Real-time production status updates	- Building of long-term relationships - Product quality, timely delivery, productivity and efficiency - Product innovation - Demonstration of good economic, environmental, social and governance adherence and practices	- As and when needed - On-going - Annually
Employees 	- Volunteer programmes - Hotline - Feedback boxes - Annual appraisal - Townhall meetings - Employee surveys	- Safe and healthy working environment - Ensure law-abiding operation - Fair remuneration and compensation packages - Diversity and equal opportunity for career advancement - Employee development and talent retention - Sustainable growth and development of organisation - Human rights - Work-life balance	- As and when needed - On-going - Annually
Senior Management 	- Management review - Operational review - Various communications meetings and sessions	- Economic, environmental, social and governance matters - Achievement of key performance indicators - Human resource management - Ethics, integrity and regulatory compliance - Anti-corruption and bribery	- On-going - Monthly - Quarterly - Annually
Shareholders 	- Investor briefing - Financial results reporting - Annual General Meeting - Annual reports - Corporate website - Regular plant visits for further understanding of our operations	- Strong and sustainable financial performance - Continuous business growth and expansion plans - Demonstration of good economic, environmental, social and governance adherence and practices - Ensure transparency in financial reporting - Timely and accurate announcements and information on Inari's website	- As and when needed - On-going - Quarterly - Annually

SUSTAINABILITY STATEMENT

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LISTENING TO OUR STAKEHOLDERS *(cont'd)*

Stakeholder Engagement *(cont'd)*

The table below summarises our key stakeholders, the engagement channels and their sustainability concerns. Through these engagements, there were no significant stakeholders concerns or issues with our operation. *(cont'd)*

Stakeholder Group	Type of Engagement	Sustainability Concerns	Frequency
Suppliers/Business Partners 	- Supplier selection via pre-qualification and registration - Regular supplier performance evaluation - Due Diligence	- Strategic partnerships - Fair tender practices - Ethics, integrity and regulatory compliance - Environment, health and safety governance matters - Social governance matters including human rights, child rights, non-harassment, non-discrimination, compliance with local laws on minimum wages and working hours and etc	- As and when needed - On-going - Annually
Regulators 	- Participation in programmes organised by regulatory bodies - Engaging in dialogues with regulators - Participation in industry and government interest groups - Regular plant visits	- Compliance with relevant laws and regulations - Good corporate governance practices	- As and when needed - On-going
Local Communities 	- Volunteering programmes - Engagement and participation in community and corporate social responsibility ("CSR") events	- Financial and non-financial contributions to local communities - Good corporate citizenship	- As and when needed - On-going

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MATERIALITY ASSESSMENT

Our materiality assessment process enables us to identify and assess key risks and opportunities to ensure long-term sustainable growth. The assessment involves evaluating the significance of each sustainability issue based on its level of impact and influence on the Group. There are various factors taken into consideration including current economic, environmental, social and governance trends both locally and globally. The illustration below summarises our materiality assessment process.



The materiality assessment process generates the materiality matrix, a visual representation of the Group's priorities. Each material sustainability matter reflects the concerns and interests of our stakeholder groups as well as its significance to the Group's business operations.

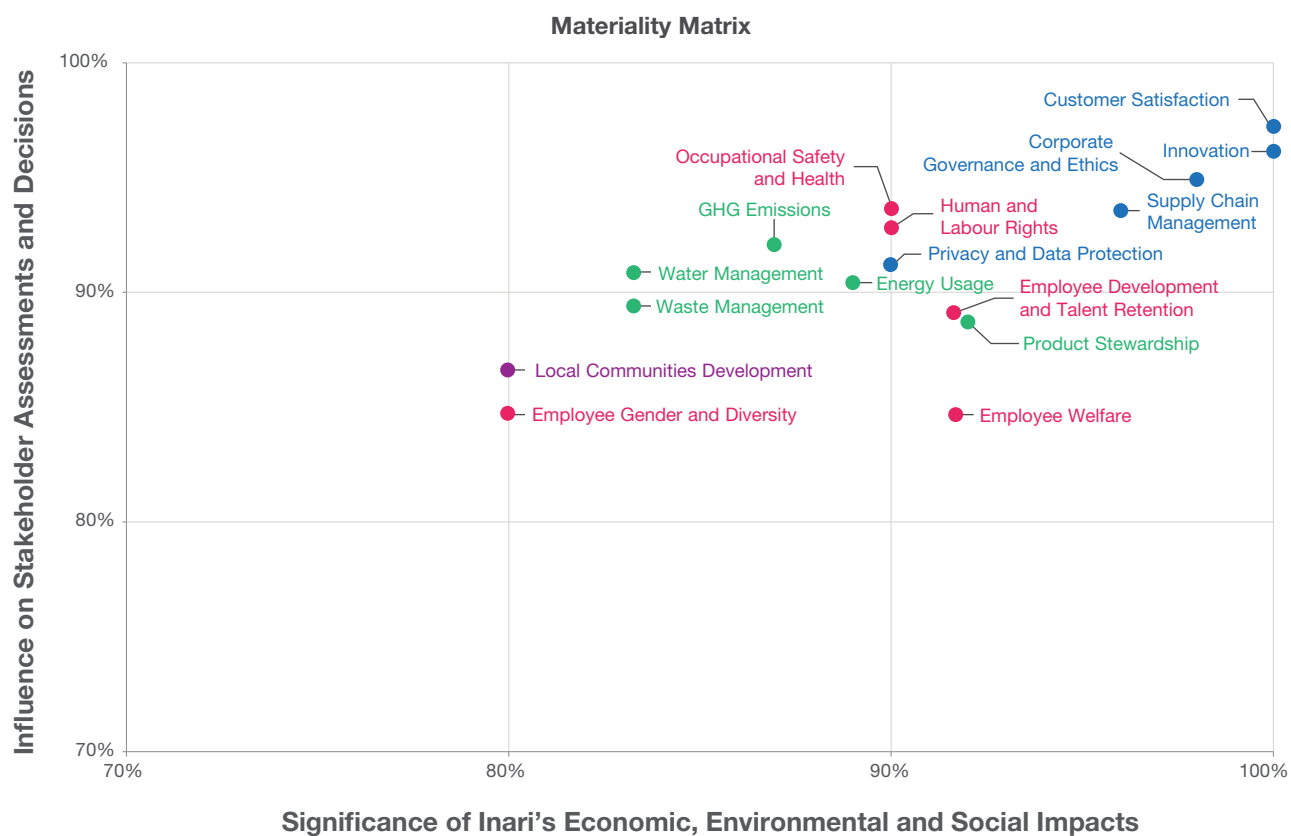
Following our materiality assessment in FY2024, we conducted a comprehensive review once again in FY2025 to evaluate the significance of key identified sustainability matters to our Group and to our stakeholders. Our approach encompassed gathering insights from both internal and external stakeholders. This involved engaging with our customers, community, government agencies, investors, suppliers and employees. This process ensured that our priorities remained aligned with evolving stakeholder expectations and the Group's long-term strategic objectives.

The inputs gathered were tabulated and plotted on a materiality matrix to illustrate the importance of each material sustainability matter based on the importance to our Group and importance to our stakeholders.

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MATERIALITY ASSESSMENT (cont'd)



SUSTAINABILITY STATEMENT

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MATERIALITY ASSESSMENT (cont'd)

Material Sustainability Matter	Description
Economic	
Corporate Governance (“CG”) and Ethics	Ensuring compliance with regulatory requirements and corporate values that are translated into internal controls, processes or guidelines to ensure that the business is conducted in an ethical and responsible manner
Customer Satisfaction	Creating positive customer experience through quality products and services to ensure satisfaction
Innovation	Developing innovative solutions through collaborative efforts to synergise technologies, skills and other strengths for common benefits
Supply Chain Management	Managing our relationships with suppliers through fair procurement practices and ensuring they comply with the supplier code of conduct that include economic, environmental, social and governance requirements and responsibilities
Privacy and Data Protection	Protecting private information for our suppliers, employees and customers through robust internal cybersecurity controls
Environment	
Energy Usage	Efforts to improve energy consumption efficiency to mitigate the impact on climate change, amongst others
Greenhouse Gas (“GHG”) Emissions and Climate Change	Implementing internal controls to better manage our carbon footprint
Water Management	Efforts to improve water consumption efficiency to mitigate the impact on climate change, amongst others
Waste Management	Efforts to decrease the generation of waste and to prevent waste from being directed to landfill
Product Stewardship	Efforts to ensure products are safe throughout its lifecycle including proper management of our hazardous waste
Workplace	
Employee Gender, Diversity and Inclusion	Embracing and promoting gender diversity and fostering an inclusive work environment
Employee Development and Talent Retention	Making efforts to retain employees and develop their capabilities through various training programmes
Human and Labour Rights	Protecting human and labour rights of our employees and addressing grievances accordingly
Occupational Safety and Health (“OSH”)	Safeguarding the health and safety of our employees with robust internal controls and standard operating procedures. Tracking and monitoring of incidents and developing corrective actions to address them
Employee Welfare	Looking after the wellbeing of our employees through various employee engagement activities and employee survey
Local Communities	
Local Communities	Improving the wellbeing and living standard of its surrounding communities through various CSR programmes for the underserved. Hiring locally where possible to support the local economy and communities

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ECONOMIC - *Better Results from Better Practices*

CORPORATE GOVERNANCE AND ETHICS

Code of Business Conduct and Ethics

Inari fully recognises that good corporate culture will help employees comprehend and apply the Group's mission/vision and beliefs clearly alongside policies established within their day-to-day work. Hence, the Board of Directors has established and adopted the Code of Business Conduct and Ethics ("Code") for directors and employees which reflects the Board's commitment to maintaining the highest standard of ethical conduct and practices expected from the directors and employees of the Group.

The Code defines our high expectation of every employee to carry out good business practice and high personal conduct, with strict adherence to local laws and regulations. The Code also states explicitly that all forms of insider information and securities trading, bribery and corruption are prohibited. The Code also forbids employees and directors from offering and accepting gifts, benefits or entertainment from third parties which may create a sense of obligation, compromise their professional judgment or create an appearance of doing so.

We continue to communicate and institutionalise the Code to all directors and employees to ensure they uphold and are aligned with our ethical standards. Each employee will receive a copy of the Code which forms an integral part of the terms and conditions of employment. Annually, all directors and employees are required to make declarations to observe strictly and apply the provisions encapsulated within the Code.

In addition, all employees (except trainees and direct labour) are required to complete the Declaration of Conflict-of-Interest Form to declare any form of relationship that may exist between themselves or their family members with any organisations, projects, contracts or business dealings involving the Group. Similarly, declarations by all directors are required to complete the Conflict-of-Interest and Related Party Transactions Form on an annual basis and/or on needs basis to avoid or mitigate the risk of conflicting interests.

In FY2025, we did not record any cases of non-compliance and breach of ethical issues.

Anti-Corruption and Bribery Policy

Inari Group's businesses and operations are governed under an anti-bribery management system developed in conjunction with the introduction of Section 17A of the Malaysian Anti-Corruption Commission Act 2009 which took effect on 1 June 2020. The system adopts a risk-based management approach and is supported by adequate procedures incorporating top-level commitment, corruption risk assessments, risk-based management measures, monitoring, review and reporting processes, and adequate communication and training with relevant stakeholders to enable the implementation of our group-wide Anti-Corruption and Bribery Policy.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

CORPORATE GOVERNANCE AND ETHICS (cont'd)

Anti-Corruption and Bribery Policy (cont'd)

The total number and percentage (%) of employees who have received training on anti-corruption by employee category are tabulated as follows:

Employees who have received training on anti-corruption by employee category	Unit	FY2023	FY2024	FY2025
Malaysia				
Manager and above	Number	82	91	88
Executive	Number	511	536	538
Non-executive	Number	3,636	3,553	3,568
Philippines				
Manager and above	Number	33	37	33
Executive	Number	34	44	41
Non-executive	Number	1,664	1,702	1,625
China				
Manager and above	Number	14	13	13
Executive	Number	19	20	19
Non-executive	Number	78	251	289

Employees who have received training on anti-corruption by employee category	Unit	FY2023	FY2024	FY2025
Malaysia				
Manager and above	%	100.0	100.0	100.0
Executive	%	100.0	100.0	100.0
Non-executive	%	100.0	100.0	100.0
Philippines				
Manager and above	%	100.0	100.0	100.0
Executive	%	100.0	100.0	100.0
Non-executive	%	100.0	100.0	100.0
China				
Manager and above	%	100.0	100.0	100.0
Executive	%	100.0	100.0	100.0
Non-executive	%	31.2	100.0	100.0

Our Anti-Corruption and Bribery Policy clearly states that Inari has zero-tolerance towards corruption and bribery. We strictly prohibit any of our directors, employees and associated third parties (which may include but not limited to suppliers, contractors, agents, consultants, outsourced personnel, distributors, advisors, government and public bodies including advisors, representatives and officials) from taking part in any form of corruption, bribery, extortion, embezzlement or any kind of money laundering activities.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

CORPORATE GOVERNANCE AND ETHICS (cont'd)

Anti-Corruption and Bribery Policy (cont'd)

Our Policy is approved and governed by our Board of Directors on the ethical framework, adequacy and integrity of the internal controls system in ensuring overall ethical health and compliance level with professional and ethical standards in managing risks of corruption, bribery and money laundering. The Policy covers salient areas pertaining to corruption and bribery such as gifts, entertainment, donations, and sponsorships. The Policy also necessitates strict adherence by all parties across the supply chain. Annually, we will review the Policy's relevance based on the latest regulations and requirements.

All parties, who are subject to our Anti-Corruption and Bribery Policy, are required to complete the Corporate Social Responsibility, Donation and Sponsorship Form which includes a due diligence questionnaire, and obtain approval from the relevant approving authority if they intend to provide or receive any sponsorships, donations and contribution to charity or social projects on behalf of our Company.

At Inari, we do not make charitable donations or contributions to political parties. Although employees and associated third parties acting in their personal capacity are not restricted to making any personal political donations, Inari will not make any reimbursement for these personal political contributions.

Inari has established a confidential and anonymous whistle-blowing mechanism to enable employees and stakeholders to raise concerns, including those related to anti-bribery and corruption, without fear of retaliation. As outlined in our Anti-Corruption Policy, any report made in good faith is protected under the Whistleblowers Protection Act 2010, to the extent reasonably practicable. Such protection applies even if subsequent investigations reveal that the report was unsubstantiated with genuine concerns.

During the financial year, Enterprise Risk Management ("ERM") assessment has been carried out by our independent internal audit professional firm, Crowe Governance Sdn Bhd ("Crowe Governance") across the Group covered the present and potential integrity risk. The assessment process considered the potential impact and likelihood of occurrence, effectiveness of controls in place and action plans taken to mitigate the corruption risk. Various enhancements to the current anti-corruption system, policies and procedures have been further adopted including the development and establishment of Group Corruption Risk Management Framework and Corporate Liability and Sustainability Reporting Handbook.

Percentage of operations assessed for corruption-related risks	Percentage (%)
FY2023	100
FY2024	100
FY2025	100

For FY2025, there were no reported incidents of corruption or breaches against our Anti-Corruption and Bribery Policy.

Total number of confirmed incidents of corruption	Unit	FY2023	FY2024	FY2025
Malaysia	Number	0	0	0
Philippines	Number	0	0	0
China	Number	0	0	0

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

CORPORATE GOVERNANCE AND ETHICS (cont'd)

Anti-Corruption and Bribery Policy (cont'd)

During the financial year, the Group, under the leadership of our Group CEO, Mr. Lau Kean Cheong, voluntarily signed the Corruption-Free Pledge as part of our continuous commitment to upholding the highest standards of integrity, transparency and ethical business conduct. The pledge signifies our zero-tolerance stance against all forms of corruption and unethical practices. By taking this step, the Group not only reaffirms its compliance with anti-corruption laws and regulations but also strengthens stakeholder confidence in our governance practices. Moving forward, we remain committed to embedding anti-corruption principles across our operations through regular training, internal controls, and monitoring mechanisms to ensure a culture of integrity is upheld at every level of the organisation.



Corruption-Free Pledge

Whistleblowing Policy and Procedures



“ We encourage employees to come forward and voice their concerns and report any misconduct occurring in the organisation. We view whistleblowing as a positive act that can make a valuable contribution to the Group's efficiency and long-term success. ”

Inari has put in place a Whistleblowing Policy and Procedures to promote high standards of ethical conduct and has established proper channels for whistleblowing.

This Policy outlines the various reporting channels to provide directors, employees, shareholders, suppliers, customers and other stakeholders who have a business relationship with Inari an avenue to report suspected wrongdoings, unethical behaviours or workplace grievances that may cause adverse impact to the Group. The types of reportable concerns and misconducts that can be reported through whistleblowing channel and mechanism include but are not limited to corruption and bribery, breach of the provisions in the Group's Code of Business Conduct and Ethics.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - *Better Results from Better Practices* (cont'd)

CORPORATE GOVERNANCE AND ETHICS (cont'd)

Whistleblowing Policy and Procedures (cont'd)

The whistleblowing reporting channels include making a report directly to the employees' immediate superior or to the designated officers, up to the Audit Committee Chairman. A report can be made verbally, written via email or via the whistleblowing disclosure form as set out in the Whistleblowing Policy and Procedures. Alternately, employees may make a report via a whistleblowing hotline that is managed by an independent third party.

The Group treats all reports in a confidential manner and at the same time, the whistleblower shall be accorded protection of confidentiality of identity to the extent reasonably practicable, and protection against any adverse and detrimental actions and retaliations of all forms. In FY2025, no non-compliance and breaches of ethical issues were reported through the whistleblowing channels.

During the financial year, our policies and procedures namely the Code of Business Conduct and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures were reviewed, enhanced and made available on our Company's website at www.inari-amertron.com.

Corporate Governance and Compliance

Inari is committed to the principles and best practices of corporate governance as laid out in the Bursa Malaysia Listing Requirements and MCCG. We ensure that the standards of corporate governance are being observed throughout the Group with the ultimate objective of enhancing long-term shareholders' value and returns to our stakeholders. Details of our corporate governance framework and practices are presented in the Corporate Governance Overview Statement on pages 160 to 177 of this Annual Report as well as Corporate Governance Report which is available on both the Company and Bursa Malaysia website.

Tax Governance

Taxation is important for Inari and for our stakeholders - therefore we actively monitor and manage our Group tax matters. We formulate our tax strategy based on the local tax regulatory requirements in the countries where we operate including Malaysia, Philippines and China. Our tax strategy is incorporated into audited financial statements which are audited by external auditors and approved by the Board of Directors with recommendation from Audit Committee.

CUSTOMER SATISFACTION

Customer satisfaction is integral to the longevity of our business. We strive to understand and meet our customer's evolving expectations in delivering quality products continuously. We adopt a customer focused approach where any requests, concerns, or dissatisfaction are handled with close attention, urgency and confidentiality. We engage with our customers at every stage - from design and manufacturing to delivery to ensure tailored care when providing them with our services. Only by achieving consistent satisfaction from our customers, will we be able to build a trustful relationship.

Aside from regular meetings with customers, we respond to customer queries through the establishment of a systematic review process which is carried out periodically based on the working level and functions involved. For all gaps identified we ensure that the appropriate action items are set out to resolve these concerns.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

CUSTOMER SATISFACTION (cont'd)

To ensure we maintain quality within our products and services, we are guided by our Quality Policy that enables us to achieve our quality objectives and re-affirm our commitment to excellence. The below summarises the tenets of our Quality Policy:

- Maintain the application of Quality Management System (“QMS”) based on ISO 9001:2015 QMS model in general
- Improve our QMS effectiveness continuously while maintaining the performance of our products
- Produce safe and useful products that comply with applicable statutory and regulatory requirements as well as customers’ requirements and specifications
- Enhance the efficiency of manufacturing processes through elimination of wastage and reduction of process variances
- Deliver timely products and services, and consistently with zero defects
- Inculcate a mindset across our processing chain that quality is the responsibility of all and require their total involvement and commitment

We actively participate in international conventions, exhibitions, conferences to network and explore business opportunities with potential customers. These engagements not only allow us to connect with industry leaders but also keep us informed about the latest technologies, regulations, trends and market demands. By staying current, we are able to continuously refine our processes and enhance our products and services, ensuring we remain at the forefront of the industry.



EPF - ISWC Conference 2025



My 4IRC Summit 2024



ISES Conference



Supplier R.E.S.E.T. Program

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)**CUSTOMER SATISFACTION** (cont'd)

Launching of Penang Silicon Design



KWAP Inspire Conference



KWAP Inspire Conference



KWAP Inspire Conference

Branding and Reputation

By building a strong brand reputation, we are able to gain trust with existing and new potential customers which in turn drives revenue and our bottom-line growth. Our brand reputation reflects our core values and strengthens confidence in our products and services. Through relentless effort, we strive to maintain an outstanding OSAT provider and to be best-of-class in our industry.

The quality of our products and services can be proven by the numerous awards we have received over the years. They are testaments to our hard work and effort in delivering quality, technological solutions and operational excellence.

Our steadfast commitment to sustainability excellence has been progressively recognised by external accolades with the Group receiving The Edge ESG Silver Award (Technology Sector) in 2023 and The Edge ESG Gold Award (Technology Sector) in 2025. This achievement continues to serve as a testament to our dedication to continuous improvement and motivates us to strive towards greater milestones in the future.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - *Better Results from Better Practices* (cont'd)

CUSTOMER SATISFACTION (cont'd)

Branding and Reputation (cont'd)

Below lists the awards presented to our business in recognising Inari's efforts and achievements.

- Received the Gold Award from The Edge ESG Awards 2025, under the technology sector.
- Received 2025 Asia (ex-Japan/ANZ) Executive Team (Small and Midcap) awards, under the categories of Overall Technology Semiconductors, Best CEO, Best CFO, Best ESG and Best Company Board
- Received 2025 Asia (ex-Japan/ANZ) Executive Team (Malaysia) awards, under the categories of Most Honored Companies, Best CEO, Best CFO, Best ESG, Best Company Board and Best Investor Relations Program
- Jabatan Pendidikan Negeri Pulau Pinang - Appreciation Award for the support of Program Industri Madani TVET Lestari
- Western Digital's Supplier Appreciation Award 2025 under R.E.S.E.T. Program
- Osram's Supplier Appreciation Awards 2025
- Talent Corp - Recognition Award - Future Skills Talent Council (Chairman for E&E sector)
- HRD Awards 2024 - Excellence Award in Technical Vocational Education and Training (TVET) - Large Employer
- The Edge Billion Ringgit Club Awards 2024 - Highest Growth in Profit After Tax over Three Years
- Osram's Supplier Appreciation Awards 2024
- TalentCorp MySip Appreciation Award 2023 – Top 5 highest number of internships offered
- Malaysia SMART Manufacturing Award 2023 – Industry 4.0 Pillars Category (Best in System Integration)
- The Edge ESG 2023 – Silver Award (Technology Sector)
- INTI International University and College Star Partner Award – Gold
- Osram's Supplier Achievement Awards 2023
- Binary University of Management & Entrepreneurship Certificate of Leadership Excellence
- Bureau of Customs Port of Clark International Airport Plaque of Recognition – Top 5 Exporter for Year 2022
- Employees' Provident Fund, Georgetown, Penang – Recognition of Best Employer 2022
- The Edge Billion Ringgit Club Awards 2022 – Highest Returns to Shareholders over Three Years
- Osram's Supplier Achievement Awards 2022
- Recognition from the Institution of Engineers Malaysia for contribution in the Engineering Industry (Materials and Production) 2022
- All Executive Team 2019 - ASEAN Most Honoured Companies and Special Achievement Award for CEO and CFO organised by Investor Relations Professionals Association Singapore ("IRPAS")
- Industry Excellence Platinum Award 2019 organised by The Institution of Engineering and Technology ("IET") Malaysia Network
- Asiamoney Awards 2019 for The Most Outstanding Company in Malaysia - Semiconductor & Semiconductor Equipment Sector
- Financial Times FT1000 High-Growth Companies Asia Pacific 2018
- Broadcom's Strong Partnership & Excellent Shipment Support for 2018
- MIRA Best CEO for Investor Relations (Mid Cap) 2018
- The Edge Billion Ringgit Club Awards 2018 - Highest Return on Equity Over Three Years and Highest Growth in Profit After Tax Over Three Years;
- The Edge Billion Ringgit Club Awards 2016 - High Returns to Shareholders Over Three Years
- Broadcom's Best Supplier Award (Best Contract Manufacturers) for 2010, 2015 and 2017
- Forbes Asia 200 Best Under A Billion Company Award for 2014, 2015 and 2016
- Best Brands Blue Chip Award 2013 (Electronics Manufacturing) by the Brand Laureate SMEs

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

CUSTOMER SATISFACTION (cont'd)

Branding and Reputation (cont'd)



INNOVATION



“ Think ahead and always stay relevant to the needs of our customers. ”

Given the rapid pace of technological change in today's connected and digitalised world, aligning research and development goals to market opportunities is key to growing our business. We place importance on continuous improvement across our organisation and its value chain as we aim to strengthen our competitive advantage and stay ahead of our competitors. As such, innovation is woven deeply into our corporate culture, our people as well as the products and solutions we offer – a testament to innovation being placed at the center of everything we do. We ensure process efficiency and meet both market and customers' demand.

Process Innovation and Industry 4.0

Presently, the world is witnessing how the new industrial revolution is advancing the manufacturing industry with the focus on interconnectivity, automation, machine learning and real-time data acquisition and processing. Companies are integrating and enabling technologies, including those of Internet of Things (“IoT”), cloud computing & analytics, and artificial intelligence & machine learning into production facilities and throughout their operations. Being one of the top industry players, Inari has embarked on this journey since 2017.

To ensure we are driving innovation continuously, our operations are guided by our six (6) Technology Advancement pillars, which comprise:

- (i) Machine Data;
- (ii) Operation Platform;
- (iii) Big Data;
- (iv) Analytics and Cognitive;
- (v) Infrastructure; and
- (vi) Visualisation.

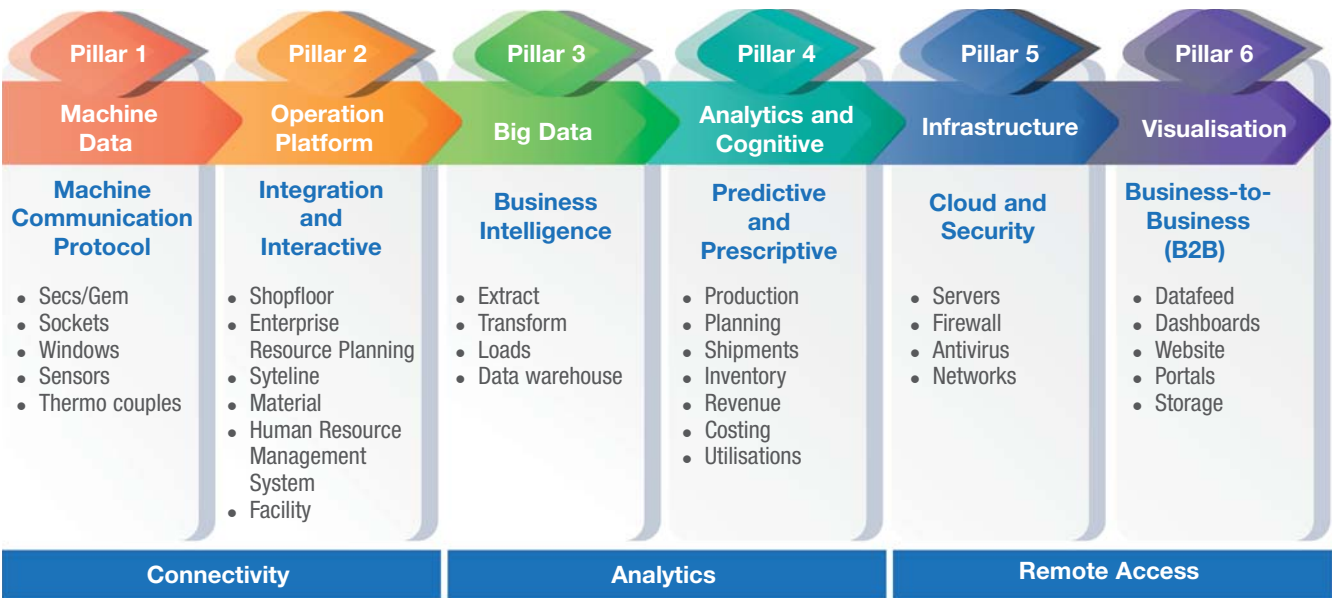
SUSTAINABILITY STATEMENT
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ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

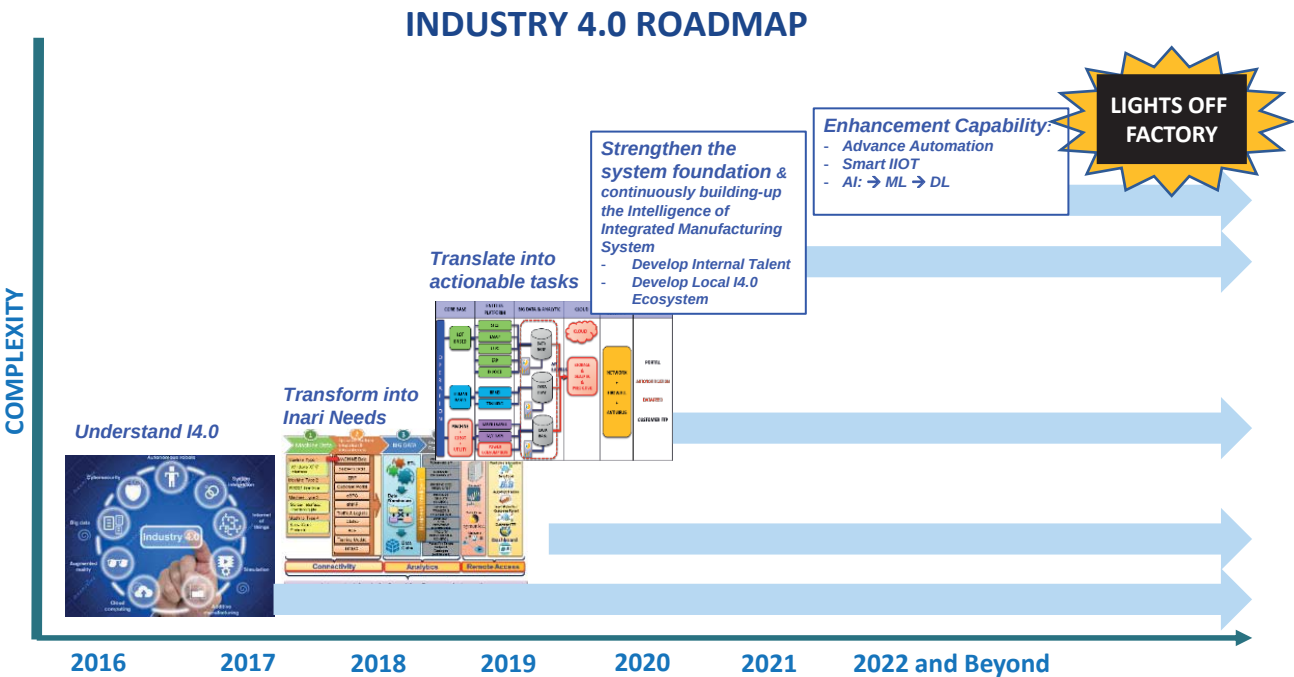
Process Innovation and Industry 4.0 (cont'd)

Inari's Technology Advancement Pillars



Operational Excellence through Innovation

Our Industry 4.0 Roadmap towards lights off factory is illustrated as below:



SUSTAINABILITY STATEMENT

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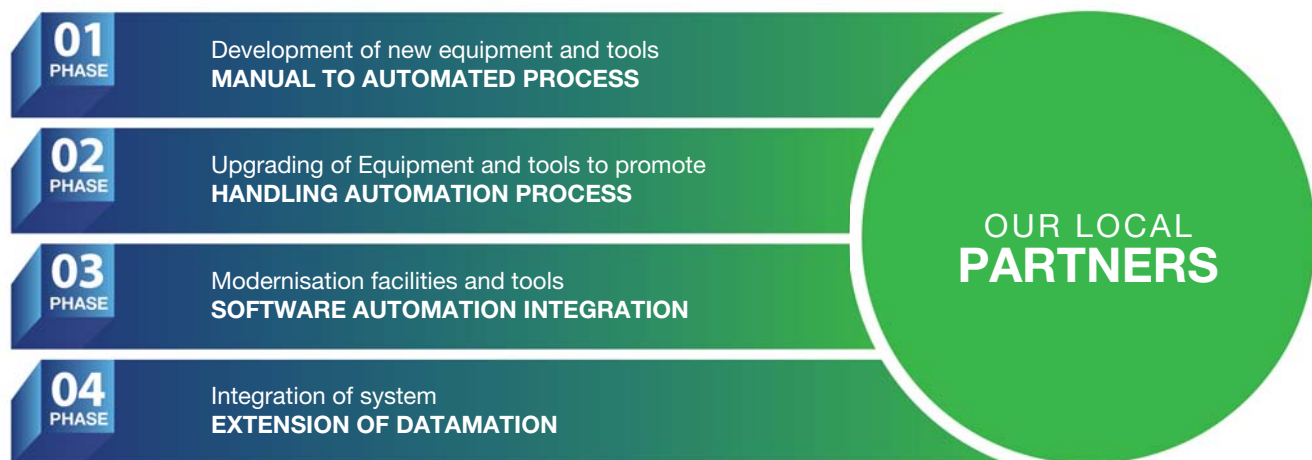
ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)

To support our Industry 4.0 Roadmap, Inari actively collaborates with local partners to synergise technologies, skills, competitive advantages and strengths by meeting common goals. We work closely with several local vision automation houses, equipment & system automation providers, original equipment manufacturers ("OEM") and sensor & related solution providers.

We have developed an Automation Strategy to guide the Group on the customised processes to achieve higher throughput, productivity and quality. The diagram below presents a summary of our automation strategy with our local partners.



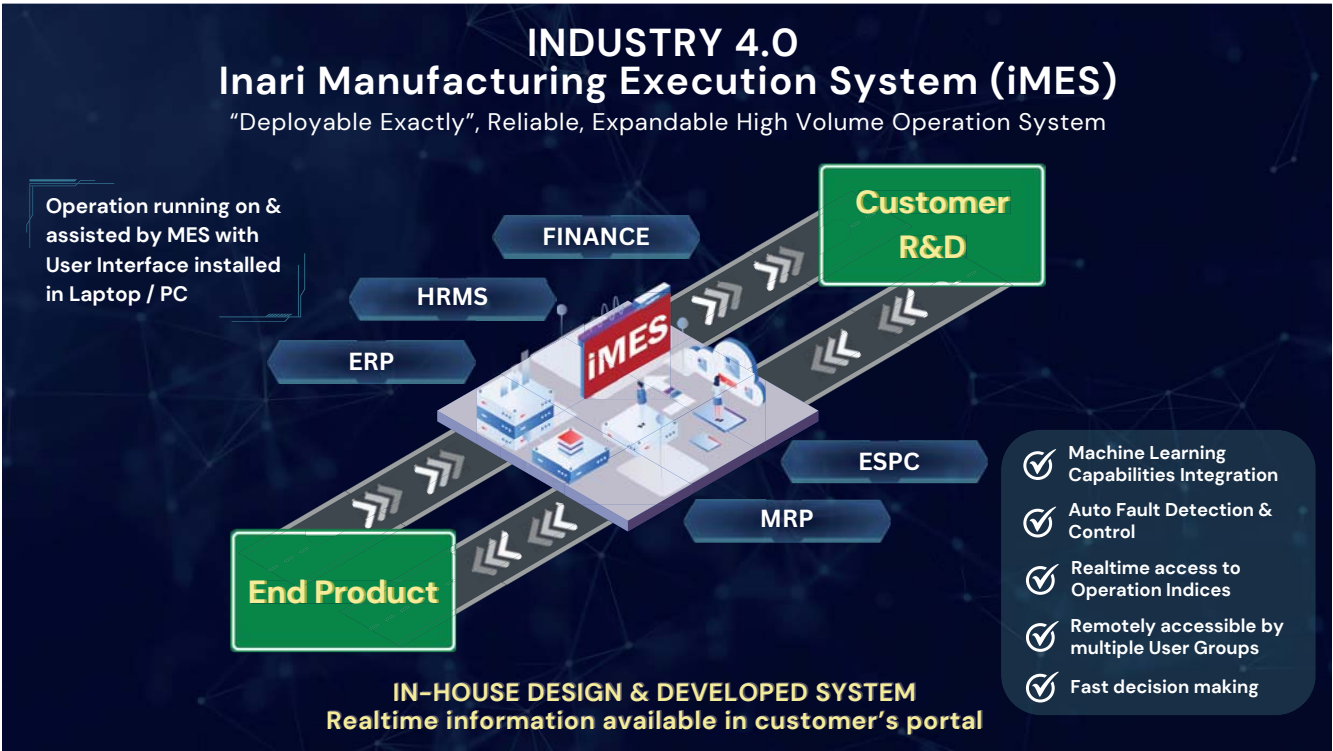
In addition, we have developed the Inari Manufacturing Execution System ("iMES") to strengthen our real-time operations tracking and triggering. The iMES connectivity allows fully integrated operations at all levels of the operational teams to prepare, run and control the high-volume manufacturing operations in a lean and efficient manner for all circumstances of order fulfilment. The diagram below summarises Inari's in-house developed iMES process for implementation of Industry 4.0.

SUSTAINABILITY STATEMENT
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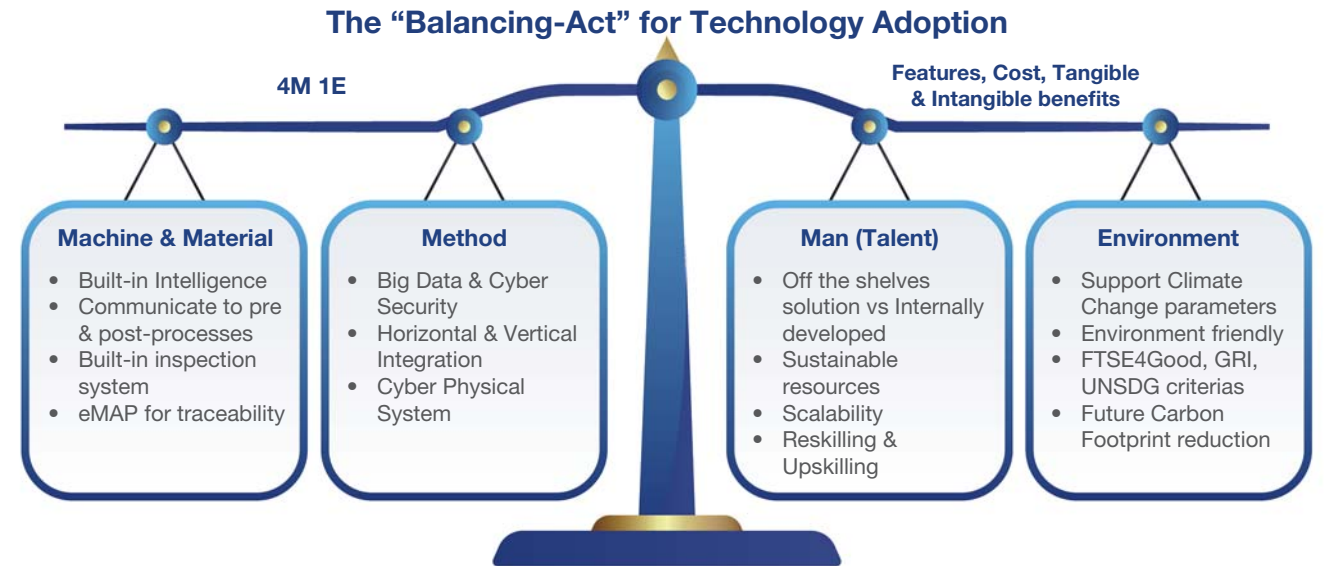
ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)



We aim to strike a harmonious balance between integrating new technologies, fostering internal talent growth, and upholding environmental sustainability to ensure holistic organisational advancement, resilience, and responsible progress.



SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)

We've crafted a range of Internal Industry 4.0 Initiatives, to drive transformative progress within our operations as below:

IR4.0 Initiatives and Adaptation



Automation system to maximize machine utilization, provide visibility into downtime patterns and utilization loss, eliminates manual scheduling effort, enabling faster recovery, smoother operations and continuous improvement

eWorkStation as a real-time downtime management module that requires users to log reasons for unscheduled stops and categorizes issues by type, supports immediate notification, investigation, and action tracking for quicker response time, root cause analysis and improve equipment stability and availability.

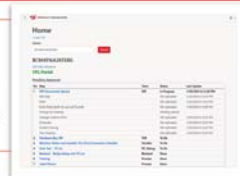


Dispatch Manager automates dispatching engine that dynamically assigns lots to testers based on setup compatibility, machine load, and lot priority rules. This ensures that high-priority or urgent lots are processed first, prevent machine bottlenecks and misaligned throughput across stations.



Intelligent solutions that streamlines process flow synchronization, enforces readiness checkpoints, and empowers rapid root cause identification for sustained yield optimization

Product Knowledge centralized for new product introduction activities, allowing users to define product-specific NPI workflows, link documentation, recipes, and process steps, and synchronize readiness across modules to improve cross-functional team alignment.



SearchUI acts as search interface that aggregates lot summaries and yield results, accelerates root cause analysis and yield improvement.



In addition to internal initiatives and commitments, Inari collaborates with external parties such as system integrators, equipment suppliers, academia and government agencies through knowledge sharing. The list below presents some of the initiatives conducted by Inari showcasing our efforts to improve the manufacturing industry landscape as at FY2025.

Date	Initiatives/Events
July 2024	TalentCorp's MyMahir, Future Skill Talent Council ("FSTC") - Validation exercise; review E&E talent gap analysis
	Adtec Taiping and MSIA discussion on re-branding of Adtec programs toward Semiconductor syllabus
	On-line forum panelist for University Malaysia Pahang's Bachelor of Science in Industrial Mathematics
	Collaborated with MIMOS, CREST, ASM and other member companies on Semiconductor Research Consortium for Technology Focused initiatives on Advanced Packaging program
	Organised EEPN Pillar 3; SME Development program - Understanding the pain point, challenges and resolutions. Attended by MPC, SMEs & Enablers

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)

The list below presents some of the initiatives conducted by Inari showcasing our efforts to improve the manufacturing industry landscape as at FY2025. (cont'd)

Date	Initiatives/Events
August 2024	■ Participated in KWAP's Inspire Conference: Advancing Circular Transformation for a Climate-Smart Malaysia
	■ Visit by Senior Officers of Federal & State Government (Grade 54) organised by MMU Cynergy – Presentation on Digital Transformation: The Road to Efficiency in the Public Sector
	■ Visit by Government Linked Investment Companies ("GLIC") organised by Khazanah for Semiconductor Study Tour
	■ Visit by Electro University group represented by Imperial College London, UTAR, University of Nottingham and Royal Holloway University of London for STEM Initiative, focused on the Semiconductor Industry in Malaysia
	■ INTI International College - Students Visit - Presentation on Semiconductor Processes and Encouragement Towards STEM Careers
	■ Visit by 4 secondary schools in Penang under JPNPP for Industrial and Computer Science related awareness programs
	■ Visit by USM's School of Physics Lecturers to understand Inari's operation and potential of doing research program
	■ Judging for the business pitching session by SME on Technology & Innovation organised by NCER
	■ Visit by MIDF Board Members to understand Inari's talent development, technological advancement and operation
	■ Han Chiang High School - Students Visit - Presentation on Semiconductor Processes and Encouragement Towards STEM Careers
	■ Visit by Science & Mathematics Centre of University Malaysia Pahang - Collaboration on internship and work-based learning (WBL) programs
	■ Visit by senior executive from Public Services Department organised by DRB Hicom University to understand Innovation in Action
September 2024	■ Participated in Focus Group Discussion on Internship Foundation, organised by Ministry of Higher Education
	■ Presented at Junior Chamber International United Penang on Unlocking Success: The Entrepreneurial Journey
	■ Visit by University Utara Malaysia on potential collaboration for Internship program and Sustainability consultations
	■ Participated in Industry Workshop 2024 for National Semiconductor Strategy organised by CREST focusing on Talent and Technology landscape
	■ Presented at USM Engineering campus on Career in E&E sector to School Counselors organised by Ministry of Human Resources with guidance provided to students on the knowledge and skills needed for career path in E&E Industry
	■ Visit by SMK St Xavier and SMJK Chung Hwa for industry and STEM awareness and promotions
	■ Industrial judge for Final Year Project Exhibition by TAR University of Management Technology ("TARUMT")
	■ Visit by selected high school Form 5 Computer Science students under Penang Math Platform

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)

The list below presents some of the initiatives conducted by Inari showcasing our efforts to improve the manufacturing industry landscape as at FY2025. (cont'd)

Date	Initiatives/Events
October 2024	■ Career talk podcast at Politeknik Tuanku Syed Sirrajuddin Perlis
	■ Speaker and exhibitor at Malaysian 4th Industrial Revolution session at MTDC Serdang
	■ Participated in Khazanah Semicon workshop lab to explore the effective academia-industrial collaboration for the preparation of future talent skills required by Semiconductor industry
	■ Visit by SMJK Heng Ee and SMJK Keat Hwa II for industry and STEM awareness and promotions
	■ Forum panelist for Selangor Information & Digital Economy Corporation (Sidec) on Establishing a Resilient Semiconductor Test & Assembly Supply Chain in Southeast Asia
	■ Forum panelist on Future Engineers under IEMT Conference 2024
	■ Visit by Malaysian Technical Standard Forum Berhad ("MTSFB") to understand E&E digital transformation programs by Semiconductor industry
November 2024	■ Forum panelist moderator for International Semiconductor Executive Summit ("ISES") on Building a Robust Manufacturing Ecosystem: Integrating Supply Chain & Manufacturing, Collaboration Across the Ecosystem
	■ Participate in Roundtable Discussion themed "Building a Highly Skilled Workforce for Malaysia's National Semiconductor Strategies" organised by University Malaysia Pahang
	■ Visit by UNITAR College - Inari factory tour and presentation for sharing of E&E knowledge
December 2024	■ Visit by UniMap for Industrial Visit program
	■ Forum panelist on "How to encourage Industry to use AI in manufacturing" organised by PSDC to SMEs in Penang
	■ Forum panelist on "How Companies Navigate Through the Value Chain" with the current Policies under NIMP2030 and National Semiconductor Strategy, organised by AmCham
	■ Participated at Penang Silicon Design MoU signing and exhibition organised by Invest Penang
	■ Presentation to University Malaya's Institute of Mechanical Engineers (Student Chapter) on Industry Challenges and Opportunities
	■ Presentation to industry audience on Unlocking the Smart Manufacturing Potential, organised by MTSFB
	■ Participate in workshop on Enhancing Semiconductor Industry and Supply Chain Network in Asean organised by Malaysia National University
	■ Industrial Visit by Macau University of Science and Technology

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)

The list below presents some of the initiatives conducted by Inari showcasing our efforts to improve the manufacturing industry landscape as at FY2025. (cont'd)

Date	Initiatives/Events
January 2025	■ Forum panelist at Asean Economic Opinion Leaders discussing on Driving ASEAN's Semiconductor Industry as Global Leaders
	■ SMK Bukit Gambir - Students Visit - Presentation on Semiconductor Processes and Encouragement Towards STEM Careers
	■ Presentation to USM students on Navigating Corporate Culture and Challenges organised by Prime Minister Department & USM
	■ Visit by STEM School Students organised by Penang State Education Department
	■ Visit by MIDA for Advanced Packaging Initiatives and Programs
	■ Union High School and Penang Free School – Students Visit - Presentation on Semiconductor Processes and Encouragement Towards STEM Careers
	■ Presentation to University Technology Mara (“UiTM”) students on Smart Manufacturing and Innovations
	■ Visit by USM Engineering Campus - Presentation on Smart Manufacturing and Innovations
February 2025	■ Forum panelist on Driving the Future of Innovation: How Semiconductor Leaders are Shaping Smart Technologies and Sustainable Growth, organised by Plug and Play
March 2025	■ Visit by University of Nottingham Malaysia organised by Institute of Engineers Malaysia - Presentation on Smart Manufacturing and Innovations
	■ Participated in the workshop for Semiconductor Talent Strategic organised by TalentCorp
April 2025	■ Forum panelist for SME Empowerment Catalyst program organised by SME Corp
	■ Judging for TechIdol pitching session organised by SEMICON SEA
	■ Participated in the introductory session of K-Youth TVET BOLTS with teachers in Penang
	■ Participated in the roundtable discussion on Semiconductor Course program by UniMAP
May 2025	■ Visit by Institute of Engineering & Technology (Student Chapter) of UiTM - Presentation on Smart Manufacturing and Innovations
June 2025	■ Provided lecture session to USM Physics' postgraduate students on Advanced Packaging
	■ Organised AI training to SMEs under E&E Productivity Nexus on SMEs development program

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)



Industrial Visit by Ministry of Human Resources and MITI together with Invest Penang, Talent Corp, and Penang State Exco



Business Visit by Clark Development Corporation Team



Visit by Penang Future Foundation



Visit by MIDF Leadership Team



REFSA Visit with Khazanah Nasional Berhad and GLICs

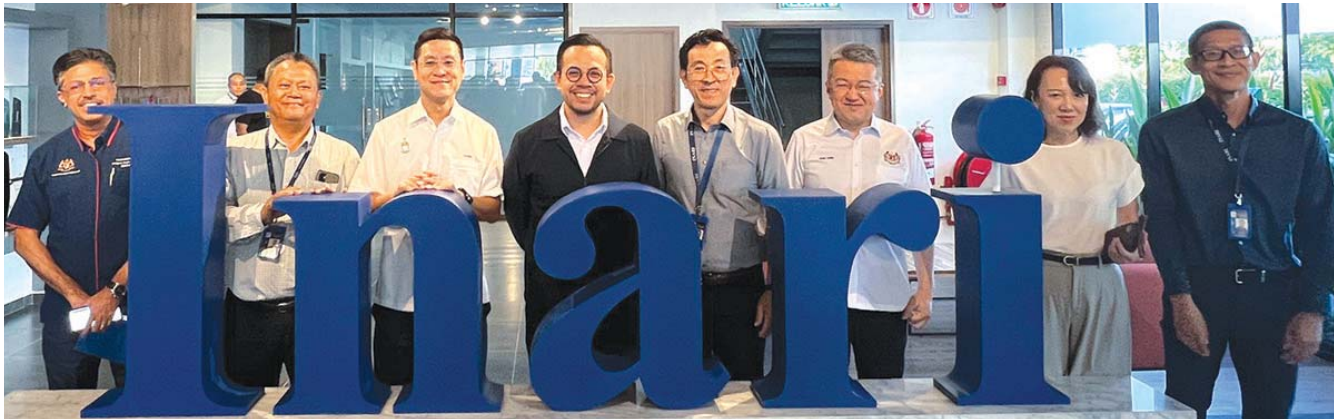
SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)



Industrial visit by Ministry of Human Resources and MITI together with Invest Penang, TalentCorp, and Penang State Exco



Visit by MIDF Team



Visit by SMK Bukit Gambir Students



Visit by Macao University Students

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

INNOVATION (cont'd)

Operational Excellence through Innovation (cont'd)



Visit by UITM Students



Visit by INTI College Students

SUPPLY CHAIN MANAGEMENT

Supply chain management is a critical driver of our business success. As a responsible corporation, Inari is committed to managing its operations in a sustainable and ethical manner. We actively engage with our suppliers to minimise risks of non-compliance related to human rights, labour standards, and environmental management across our value chain. We recognise that the performance of our supply chain directly influences customer confidence in our business, and therefore remain committed to delivering ethical products and services while supporting the wellbeing of our suppliers and their employees.

Our procurement processes are designed to be fair, transparent, and non-discriminatory, with supplier selection and retention guided by a structured bidding and tendering process. With an international footprint, we ensure our procurement activities comply with relevant laws and regulations in every jurisdiction where we operate, reflecting our dedication to sustainable procurement practices.

To manage the environmental impact of our supply chain, Inari embeds sustainability requirements into supplier engagement practices. All suppliers are required to sign the Supplier Code of Conduct, which includes commitments to responsible sourcing and environmental compliance. We mandate adherence to environmental regulations and standards such as RoHS, REACH (SVHC), and Halogen-Free requirements to minimise hazardous substances and promote safer material use. Restrictions on packaging materials are also enforced to reduce waste and encourage sustainable packaging solutions.

In addition, we uphold ethical and responsible sourcing through our Conflict-Free Minerals Policy, requiring suppliers to source exclusively from RMAP-conformant smelters and to provide CMRT and EMRT declarations. These practices allow us to monitor supplier performance, enhance transparency and reporting, and drive continuous improvements in reducing environmental and social impacts across our supply chain.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

SUPPLY CHAIN MANAGEMENT (cont'd)

Inari Waterfall Effect

We aim to establish a mutually beneficial relationships with our suppliers. The below summaries the waterfall effect to our local partners/suppliers with our Industrial 4.0 Roadmap:



Under the leadership of our Group CEO, Mr. Lau Kean Cheong, who serves as a Chairman of EEPN Pillar 3: SME Development Program, the initiative was designed to systematically identify challenges, address structural barriers, and propose actionable solutions for local SMEs. The program convened key stakeholders, including the Malaysia Productivity Corporation ("MPC"), SMEs, technology providers and financial institutions - providing a structured platform for dialogue and collaboration. Through this platform, participants were able to align with Industry 4.0 transformation objectives, reinforce their manufacturing resilience and enhance long term competitiveness in line with national industrial priorities.

This initiative not only deepens our engagement with suppliers but also creates a waterfall effect – where knowledge, technology, and best practices cascade through the supply chain, uplifting local partners and reinforcing the overall competitiveness of the ecosystem. By supporting SMEs in their journey, we contribute to building a resilient supply network that aligns with both national industrial strategies and global market demands.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

SUPPLY CHAIN MANAGEMENT (cont'd)

Inari Waterfall Effect (cont'd)



Technology Based SME Development Roundtable Meeting by MPC EEPN (Malaysia)

Supplier Code of Conduct

We developed our Supplier Code of Conduct (“SCOC”) as part of our standard terms and conditions to ensure our requirements are communicated and made clear to our suppliers. Our SCOC is also translated into relevant languages and is communicated globally to all our suppliers. Our environmental, social, and corporate governance standards contained within the SCOC are outlined below, which makes reference to the Responsible Business Alliance Code of Conduct, GRI Standards, United Nations Global Compact Initiative, United Declaration of Human Rights, and International Labour Organisation Conventions.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

SUPPLY CHAIN MANAGEMENT (cont'd)

Supplier Code of Conduct (cont'd)

Environment	Social	Governance
■ Comply with all local and international regulations on environmental, health and safety matters. ■ Use resources efficiently, apply energy and water-efficient environmentally friendly technologies and reduce waste as well as gas emissions. ■ Adopt appropriate management systems to ensure product quality and safety meet the applicable requirements. ■ Minimise the negative impact on biodiversity, climate change, pollution and water scarcity. ■ Identify the potential safety and health issues and minimise their impact by implementing occupational safety and health procedure (including emergency reporting, employee notification and evacuation procedures, employees training and drills, appropriate fire detection and suppression equipment, adequate exit facilities and recovery plans).	■ Respect personal dignity, privacy and rights of each individual. ■ Support the protection of human rights and prohibit any forced labour and child labour. ■ Uphold the freedom of association and the right to collective bargaining. ■ Provide a workplace free of harassment, harsh and inhumane treatment and discrimination of any kind. ■ Ensure the employees are fairly compensated, comply with local laws on minimum wages and working hours. ■ Enable all of the stakeholders to report concerns or potentially unlawful practices at the workplace via our whistleblowing channel.	■ Abide by all applicable local and international trade laws and regulations. ■ Consider business integrity as the basis of business relationships. ■ Prohibit all types of bribery, corruption and money laundering. ■ Endeavour to deal fairly and should not take unfair advantage of anyone through the manipulation, concealment, abuse of privileged information, misrepresentation of a material fact or any other unfair business practices. ■ Declare any potential or actual conflicts of interest. ■ Respect the privacy and confidentiality of information of all the employees and business partners as well as protect data and intellectual property from misuse.

In addition to the SCOC, we expect continuous improvement from our suppliers in terms of economic, environmental, social, and corporate governance performance. To ensure commitment from our suppliers, we have prepared a Supplier Declaration Form ("SDF") reflecting our principles of which all suppliers are requested to sign. The intention of this SDF is to increase awareness and improve transparency, economic, environmental and social corporate governance adherence and integrity of Inari's supply chain.

Responsible Resource Management

In line with our commitment to sustainability and responsible resource management, we provide a disclosure of the raw materials used in our operations over the past three years. This information is crucial for assessing our impact on natural resources and guiding our efforts to reduce pollution and optimise resource efficiency. Our disclosures below are organised into two types, namely direct materials and indirect materials.

Site	Unit	FY2023		FY2024		FY2025	
		Direct Materials	Indirect Materials	Direct Materials	Indirect Materials	Direct Materials	Indirect Materials
Malaysia	Tonne	5.36*	263.00*	7.66*	296.69*	20.03	295.18
Philippines	Tonne	197.50	204.00	171.00	170.00	173.89	162.38
China	Tonne	66.77	5.28	80.10	4.01	76.46	3.52

* Restated FY2023 and FY2024 data due to scope adjustments.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - *Better Results from Better Practices* (cont'd)

SUPPLY CHAIN MANAGEMENT (cont'd)

Conflict-Free Minerals Policy

We have established a Conflict-Free Minerals Policy to ensure that material defined as conflict minerals do not directly or indirectly benefit the armed groups in the Democratic Republic of the Congo, adjoining countries, or other Conflict-Affected and High-Risk Areas, while continuing to support responsible mineral sourcing in the region.

Inari has defined its Conflict Minerals Due Diligence Programme as aligned with the framework of “Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Area” promulgated by the Organisation for Economic Cooperation and Development. Inari has also evaluated its internal controls for conflict minerals and encourage our suppliers to conduct similar evaluation with their suppliers.

We also encourage our suppliers to purchase minerals from smelters who are listed on the Conflict-Free Smelter Program Compliant Smelter List to ensure the materials used in our supply chain are conflict-free. Our Conflict-Free Minerals Policy is made available on our Company's website.

Fair Procurement Practices and Supplier Screening

We believe that our sourcing process is key to conducting successful tender projects together with our suppliers that add value to Inari as well as to the communities in which we operate. Presently, our sourcing process and procedure are governed by our Procurement Policy. We will ensure all suppliers are treated fairly and equally. Additionally, we work to establish a common objective with our suppliers to achieve a favourable balance between quality and price whilst fulfilling the economic, environmental, social, and corporate governance requirements.

To ensure ethical business operations, we maintain a comprehensive checklist for new vendor selection request. We assess our suppliers in term of quality, pricing, delivery lead time, product certification (which includes the assessment of environmental and social performance) as well as organisation background. We carry out due diligence assessments on all the suppliers vide Supplier Due Diligence Questionnaire in our Procurement Policy.

Supplier Monitoring and Audit

On annual basis, supplier's risk assessment and audit were conducted for top suppliers. In FY2025, we have audited top 7 suppliers (FY2024: top 10 suppliers) for Malaysia, top 2 suppliers (FY2024: top 3 suppliers) for Philippines and top 2 suppliers (FY2024: top 3 suppliers) for China focusing on the following areas:

- Environment Protection and Waste Management
- Safety and Health
- Social compliance
- Legal compliance
- Human Rights (Anti-discrimination, Fair Treatment, Providing Minimum Wage and Prevention of Forced Labour and Human Trafficking)

Based on the supplier audit, there was no high-risk suppliers and zero case of non-compliance by suppliers have been noted, thus, no further measures were taken. Nonetheless, we ensure all suppliers comply with requirements in preventing negative environmental impact. We will officially communicate and reporting back to the suppliers should there be any abnormality found.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - *Better Results from Better Practices* (cont'd)

SUPPLY CHAIN MANAGEMENT (cont'd)

Training on Social and Environment Supply Chain Policy

Each year, we organise a minimum of 2 internal training sessions for our buyers and material planners to continuously enhance their expertise. In FY2025, our Malaysia operation conducted a comprehensive training session for our suppliers, focusing on human rights including no excessive working hours, diversity, corporate liability, safety and health, as well as environmental responsibility. This session was well-attended, with 69 participants representing 40 companies.

In our Philippines operations, it is standard practice to conduct an annual supplier training session. This training is designed to increase awareness and ensure that our suppliers align with our commitment to conserve energy, avoid the use of hazardous chemicals, and fully complying with environmental regulations. In addition, supplier survey will be conducted to key suppliers regarding ESG Compliance.

Supporting Local Ecosystem and Local Procurement

We strongly believe the health of the local electronics and electrical ecosystem is an important requirement in our long-term economic sustainability. Over the years, we initiated with various local equipment manufacturers and academia to co-develop or improve existing equipment performance and create new automation, machine connectivity and data extraction systems. These collaborations also formed part of our Industry 4.0 framework.

Our concerted efforts have created new capabilities and platforms which benefit local equipment manufacturers by enhancing their company portfolios and profiles. This has also further enabled Inari in supporting industries such as metal fabrication and component suppliers to increase their revenues thereby creating more employment opportunities. The academia sector also benefits in this programme as university-owned research and development are used and tested in an industry environment, concurrently providing platforms for students and lecturers to gain up-to-date knowledge and practical experiences.

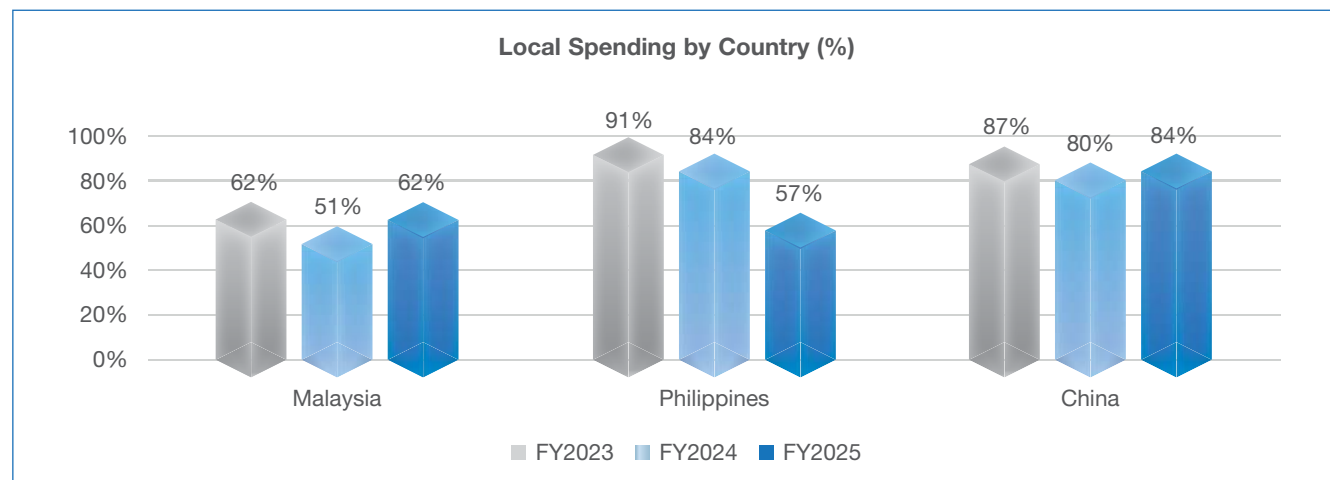
At Inari, we continue to prioritise procurement of goods and services from local suppliers who meet the standards we require. By promoting local suppliers, Inari is able to reduce dependency on foreign equipment and the impact of foreign exchange fluctuations through local purchases. In terms of business operations, working with local equipment improves production and development turnaround time with services and support from local suppliers and academia. Ultimately, we will be contributing a direct positive economic impact on the communities where we operate.

Inari works to retain the cost-effectiveness of our supplier base by continuously engaging with local suppliers for our indirect material. The proportion of our spending allocated to local suppliers is as shown below:

Proportion of spending	Unit	FY2023		FY2024		FY2025	
		Local Suppliers	Foreign Suppliers	Local Suppliers	Foreign Suppliers	Local Suppliers	Foreign Suppliers
Malaysia	%	62	38	51	49	62	38
Philippines	%	91	9	84	16	57	43
China	%	87	13	80	20	84	16
Overall	%	78	22	59	41	59	41

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)**SUPPLY CHAIN MANAGEMENT** (cont'd)**Supporting Local Ecosystem and Local Procurement** (cont'd)

The overall local spending % for FY2025 remained consistent with FY2024.

Involvement in Initiatives on Environmental Impacts in Supply Chain

In Malaysia, Inari is recognised as a “Strategic Partner” by the Department of Environment (DOE), a role further reinforced by being awarded an appreciation certificate and officially designated as Rakan Strategik in DOE communications. The DOE frequently invites Inari to collaborate in state-level National Environment Day events, where our Malaysia operations have actively participated in seminars and dialogues. These engagements are vital in keeping us updated on the latest requirements for effective environmental management and control.

In FY2025, our Malaysia operations also attended the screening of WASTED, an award-winning impact documentary on the global waste challenge, organised by Eco-Business in collaboration with the Penang Green Council, Standard Chartered Bank Malaysia and PPB Group. The updated documentary, reflecting outcomes of the United Nations negotiations on a legally binding treaty on plastic pollution, highlighted the pressing realities of waste generation, its links to human health, and its intersection with the climate crisis. The screening was followed by a panel discussion with industry experts, policymakers and community leaders focusing on Malaysia’s waste management systems, with a key focus on Penang. Our participation underscores Inari’s commitment to engaging with multi-stakeholder initiatives that raise awareness and drive solutions for sustainable waste management and a cleaner future.

We are members of the Semiconductor & Electronics Industries in the Philippines Foundation, Inc. and the Suzhou Electronic Information Industry Association. Our involvement in these organisations underscore our commitment to participating in initiatives that address environmental impacts across the supply chain.

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - *Better Results from Better Practices* (cont'd)

PRIVACY AND DATA PROTECTION

As technology becomes increasingly integral to the workplace to enable more effective and efficient forms of collaboration, it is imperative that Inari is able to manage the threats and increasing risk of cyber-attacks to the Company. Inari is committed to protecting the private information and personal data of our customers, suppliers, and employees.

Our cybersecurity measures and practices ensure that information is appropriately and lawfully shared and that data is handled with the utmost care, done confidentially and with integrity. We comply with the regulations of the Personal Data Protection Act which apply to dealing with and processing personal data in commercial transactions. All information and personal data are secured using our integrated data protection and information security strategy.

Below lists the key internal controls to protect data privacy:

- ✓ Protect our technology resources and assets with encryption, firewalls, antivirus or anti-malware software, automated patching and security vulnerability assessments
- ✓ Use appropriate physical and organisational security measures to protect personal data
- ✓ Require all employees to comply with Inari's Code of Business Conduct and Ethics
- ✓ Provide training and awareness programmes on data security and proper handling of information
- ✓ Sign Non-Disclosure Agreements between Inari and customers, suppliers and contractors
- ✓ Annual simulation on disaster recovery
- ✓ Disable USB for our employees to fortify our defence against potential data breaches and malware threats, prevent unauthorised data transfers and safeguard sensitive information
- ✓ Enhance Wi-Fi configuration to allow only authorised Inari assets to connect to reduce the risk of unauthorised access and potential intrusions
- ✓ Provide secure and controlled access for Inari customers, issue individual vouchers for Wi-Fi connectivity, to ensure only authorised users can access to the network and minimise potential security vulnerabilities
- ✓ Implement advanced virus detection mechanisms to analyse cybersecurity trends to proactively address emerging risks and strengthen our defence mechanisms
- ✓ Filtered Secured File Transfer Protocol ("SFTP") connections through authorised IP addresses to protect sensitive data during file transfer, where only connections from authorised IP addresses are allowed for SFTP, adding an extra layer of security against unauthorised access attempts
- ✓ Network isolation for legacy machines at production floor to minimise potential vulnerabilities and safeguard critical infrastructure
- ✓ All office desktops join a domain to ensure uniform Group Policy setting across the organisation, to enhance security, consistency and centralise management and reduce risk of misconfigurations
- ✓ Default High User Account Control ("UAC") setting to protect operating systems from unauthorised changes and empower users to make informed decisions when accessing potentially sensitive system functions
- ✓ Deploy multi-factor authentication on all servers and remote access points to further enhance security and strengthen our defence against unauthorised access

SUSTAINABILITY STATEMENT

cont'd

ECONOMIC - Better Results from Better Practices (cont'd)

PRIVACY AND DATA PROTECTION (cont'd)

During the financial year, we further strengthen our cybersecurity controls through the implementation of the following measures:

- ✓ Conducted both external and internal network vulnerability assessment and penetration testing by independent firm
- ✓ Conducted regular audits – both internal and third-party – to evaluate the effectiveness of existing privacy controls and identify actionable areas for improvement
- ✓ Rolled out periodic phishing simulations to raise staff awareness and enhance our resilience to social engineering threats
- ✓ Carried out scheduled reviews and updates to our data handling procedures and privacy-related policies to remain compliant with evolving regulations and best practices
- ✓ Implemented encryption on all backup systems to safeguard the integrity and availability of sensitive data, especially in the event of ransomware attacks or system failures
- ✓ Enabled automatic session timeouts and screen-lock settings on all end-user and shared devices to reduce the risk of unauthorised access from unattended terminals
- ✓ Enabled enhanced logging of critical system operations to improve user accountability and facilitate forensic investigation in case of a security incident

Due to our data privacy and protection efforts, we have received zero cases related to breaches of data and complaints received from external stakeholders.



ZERO

Cases for Breaches
of Data



ZERO

Complaints Received from
External Stakeholders

Total number of identified data leaked	Unit	FY2023	FY2024	FY2025
Malaysia	Number	0	0	0
Philippines	Number	0	0	0
China	Number	0	0	0
Total number of complaints received from external stakeholders	Unit	FY2023	FY2024	FY2025
Malaysia	Number	0	0	0
Philippines	Number	0	0	0
China	Number	0	0	0

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet



“ We aim to deliver green and safe products and services while maintaining the good of the environment. ”

Responsible stewardship of the environment is no longer a voluntary decision, but it has emerged to be a critical action to future proof our business. The ongoing discussions and calls for companies to act on climate change has accelerated the transition to low carbon products and services to ensure environmental impacts are reduced and managed in a responsible manner. Against this backdrop, we are committed to providing environmentally friendly products to our customers and improving practices along our value chain for the efficient and responsible use of all resources. Likewise, our Supplier Code of Conduct includes environmental guidelines which delineates our expectation towards the suppliers.

Presently, our environmental management and practices are governed by the Environmental Policy as shown below:



ENVIRONMENTAL POLICY

“We aim to deliver green and safe services and products for the good of environment”

Inari is committed to providing environmentally friendly products to our customer. This is achieved through a continuous effort to improve operations, processes and the work environment to be cleaner and safer for the customer, employee and our society.

- ❖ We use only environmentally safe materials that comply with RoHS, REACH and Halogen-free requirements in our products and processes.
- ❖ We establish objectives, targets and standards for continuous environmental improvement and protection.
- ❖ We prevent water, air and noise pollution, reduce waste and minimise the consumption of natural resources.
- ❖ We always comply with relevant environmental regulations and customer’s specific requirements.
- ❖ We educate, train and motivate employees to be environmentally friendly in a responsible manner.
- ❖ We encourage and influence environmental protection among the suppliers and subcontractors.

The key areas of focus in our environmental and climate change management are to enhance energy consumption efficiency, reduce GHG emission, ensure efficient use of water resources, and maximise recovery, re-use and recycling activities. Our Environmental Policy is outlined below, which is also made available on our Company’s website.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

Environmental Policy

- We use only environmentally safe materials that comply with Restriction of Certain Hazardous Substances ("RoHS"), Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") and Halogen-free requirements in our products and processes.
- We establish objectives, targets and standards for continuous environmental improvement and protection.
- We prevent water, air and noise pollution, reduce waste and minimise the consumption of natural resources.
- We always comply with relevant environmental regulations and customers' specific requirements.
- We educate, train and motivate employees to be environmentally friendly in a responsible manner.
- We encourage and influence environmental protection among the suppliers and subcontractors.

Certifications

Our efforts in managing our environmental and climate change management have led our operations to receive several certifications in relation to Environment, Health and Safety ("EHS") compliance from local and international governing bodies which recognise our efforts in preserving the environment. All our operating sites in Malaysia, Philippines and China are fully certified with ISO14001:2015.



ISO14001 – Malaysia
MY08/00011



ISO14001 – Malaysia
MY08/01599



ISO14001- Philippines



ISO14001 - China

In addition to ISO14001:2015, our capabilities have undergone assessments and received certification through the following accreditation:

Certification	Operating Sites	Validity Period
ISO 14001:2015 - Environmental Management System	Malaysia	25 January 2026
	Philippines	14 September 2027
	China	5 April 2027
ISO 45001:2018 - Occupational Health and Safety Management System	China	12 June 2027
	Malaysia	16 January 2026
IATF 16949:2016 - Automotive Quality Management System	Philippines	3 September 2027
	China	16 September 2026
ISO 9001:2015 - Quality Management System	Philippines	10 October 2027
RoHS Compliant	Malaysia	Valid indefinitely
REACH Compliance	Malaysia	Valid indefinitely
Green Energy Certificate	Malaysia	Valid indefinitely
Aqua Save Certificate	Malaysia	August 2026
Penang Green Office	Malaysia	October 2026
Radiation Safety Permit	Malaysia	15 May 2026
	China	11 October 2026

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

Certifications (cont'd)



Biodiversity

Inari is supportive of the preservation of biodiversity in the regions where we operate. We have chosen our operation sites diligently to ensure that our operation sites are not located within proximity to any reserved forest or protected habitat. Our operation sites are located at the industrial zones in Malaysia, Philippines and China as detailed below:

- Bayan Lepas Free Industrial Zone, Penang, Malaysia;
- Bayan Lepas Non-Free Industrial Zone, Penang, Malaysia;
- Batu Kawan Industrial Park, Penang, Malaysia;
- Clark Freeport Zone, Clark, Philippines; and
- Kunshan Comprehensive Bonded Zones, Jiangsu, China.

Environmental compliance

We are committed to complying with all applicable environment laws and regulations. In FY2025, we complied with all relevant environmental regulations and no sanctions resulting from non-compliance for our operations in Malaysia, Philippines and China.

CLIMATE CHANGE MANAGEMENT

The World Economic Forum's Global Risks Report 2025 identifies environmental risks as the most severe global risks over the next decade. Extreme weather events are considered the top risk, while biodiversity loss and ecosystem collapse also rank high. Chronic risks such as critical changes to Earth systems and natural resource shortages continue to dominate the long-term outlook. These risks are closely linked to the impacts of climate change, which pose both physical risks—affecting assets, supply chains, and communities—and transition risks, as economies move towards decarbonisation. Southeast Asia, among other regions, remains particularly vulnerable to these climate-related challenges, creating both significant risks and opportunities for businesses.

As outlined in our Environmental Policy, we are committed to mitigating climate change through proactive measures to conserve both energy and water whenever feasible. We strive to implement sustainable practices and seek innovative solutions to minimise our environmental impact and promote a healthier planet.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below:

- ✓ Our Sustainability Policy affirms our commitment to achieving Net Zero Policy by 2050. To track progress, the Sustainability and Integrity Working Group conducts monthly monitoring of carbon emission and quarterly monitoring of GHG emission;
- ✓ We have obtained Green Office certifications from the Penang Green Council and Perbadanan Bekalan Air Pulau Pinang ("PBA"), namely the Penang Green Office Certification and Aqua Save Certification;



Penang Green Office Certification (P1,3,5)



Penang Green Office Certification (P13)



Penang Green Office Certification (P21)



Penang Green Office Certification (P34)



Aqua Save Certification (P1,3,5)



Aqua Save Certification (P13)



Aqua Save Certification (P21)



Aqua Save Certification (P34)

SUSTAINABILITY STATEMENT
cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)

- ✓ We have implemented various energy and water saving action plans and initiatives, as detailed in the Energy Usage and Water Management sections;
- ✓ We actively engage in reforestation efforts by planting trees at our operation sites to support local ecosystems, improve air quality, and foster employee participation in impactful environmental efforts. As of 30 June 2025, we have planted approximately 1,844 trees that is more than 6ft height as below:

Plant in Malaysia Operations	Number of Trees Planted
P1,3,5	199
P13	572
P21	1,010
P34	63
Total	1,844



SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)



- ✓ We are committed to driving our own environmental projects, while also supporting broader global initiatives;
- In Malaysia, we carried out mangrove planting activities to enhance coastal resilience and biodiversity. Mangroves are not only natural guardians of coastlines, protecting communities from erosion and storm surges, but they are also among the most effective natural carbon sinks. Despite their relatively small size, mangrove ecosystems have an exceptional carbon storage capacity – studies show they can capture and sequester carbon at rates 3 to 5 times greater than terrestrial forests. By planting mangroves, Inari contributes meaningfully to climate change mitigation by harnessing this powerful natural solution.



Mangrove Planting Activity

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)

- ✓ We are committed to driving our own environmental projects, while also supporting broader global initiatives; (cont'd)
- In Philippines, our operations organised two tree planting activities during FY2025 to enrich local ecosystems, restore green spaces, and promote biodiversity. These initiatives also encouraged employee involvement, strengthening awareness and ownership of sustainability practices.



Tree Planting Activities

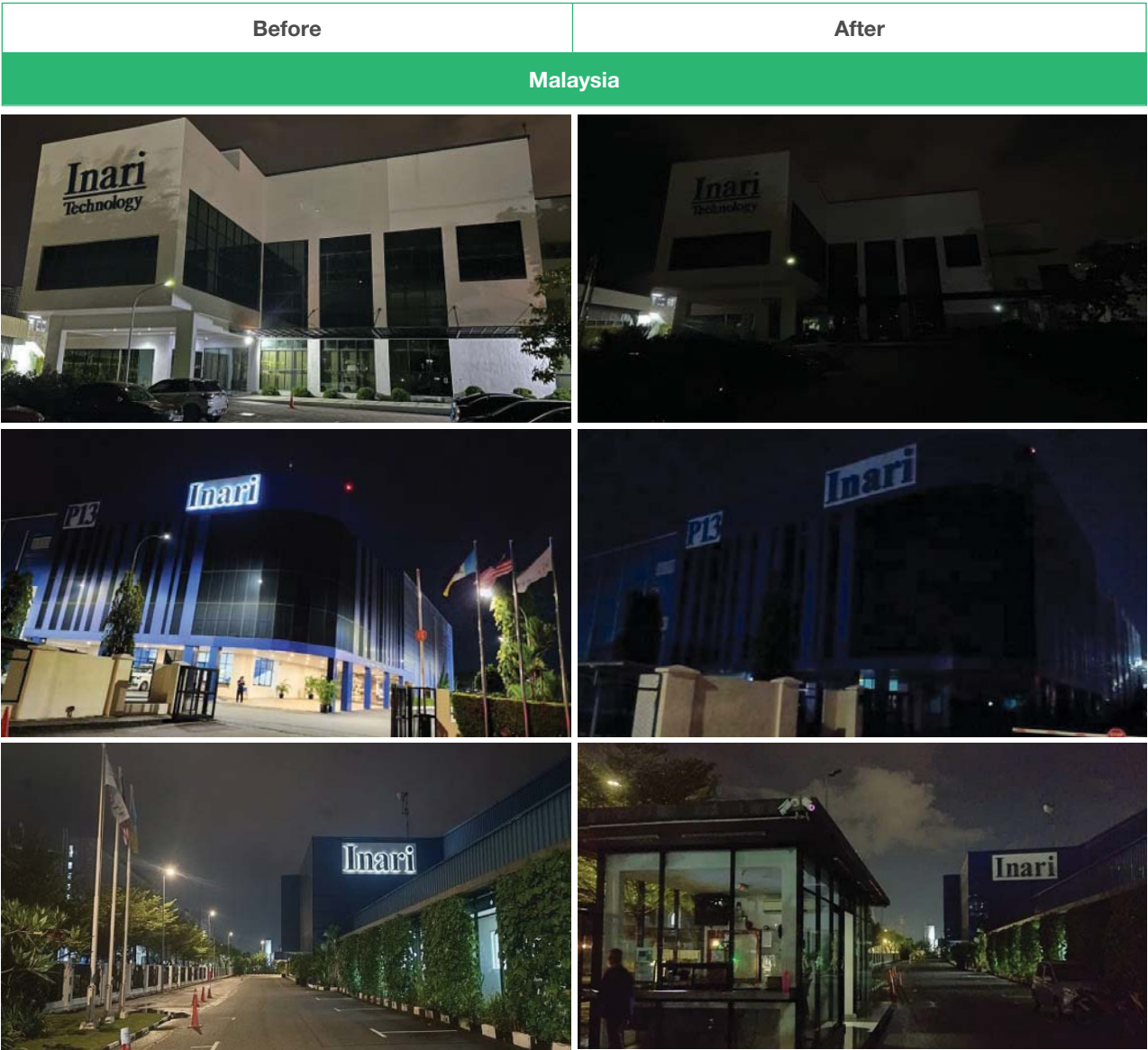
SUSTAINABILITY STATEMENT
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ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)

- ✓ We are committed to driving our own environmental projects, while also supporting broader global initiatives; (cont'd)
- In addition, we participated in Earth Hour, the annual global movement organised by the World Wildlife Fund (“WWF”) to encourage individuals, communities and businesses to switch off non-essential lights for one hour. On 22 March 2025, our operation sites in Malaysia, the Philippines, and China joined this initiative, demonstrating our shared commitment to environmental sustainability.



SUSTAINABILITY STATEMENT

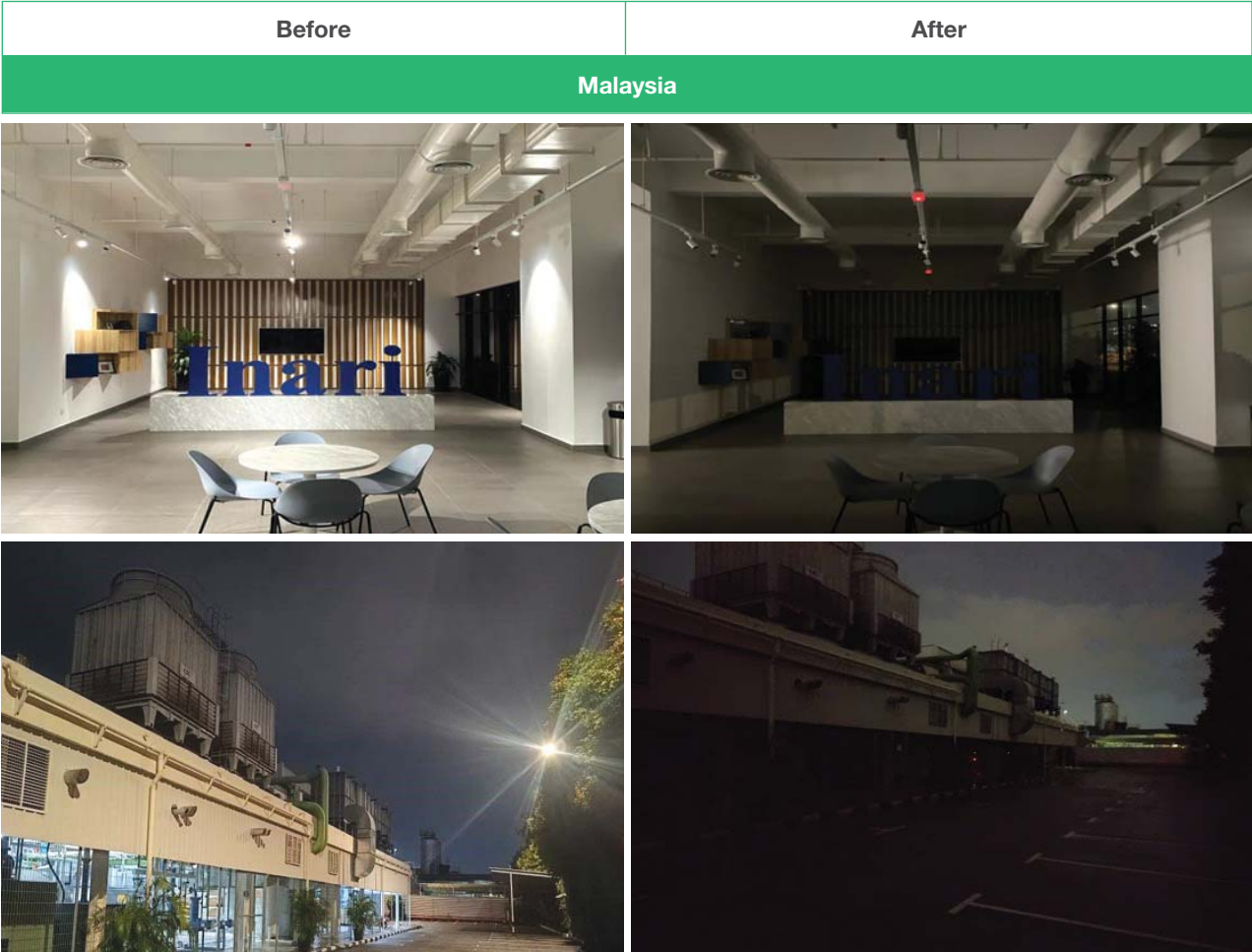
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ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)

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SUSTAINABILITY STATEMENT

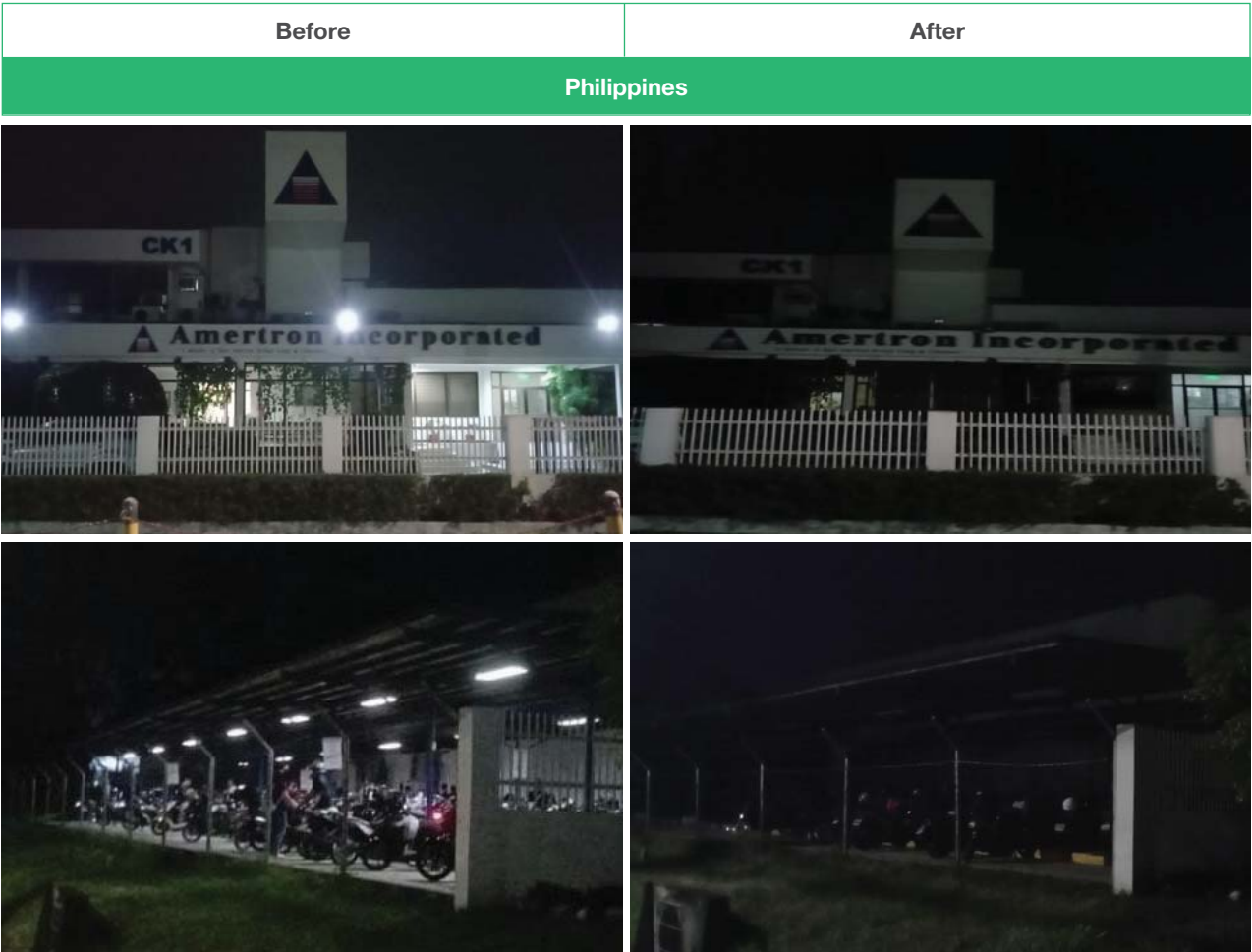
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ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

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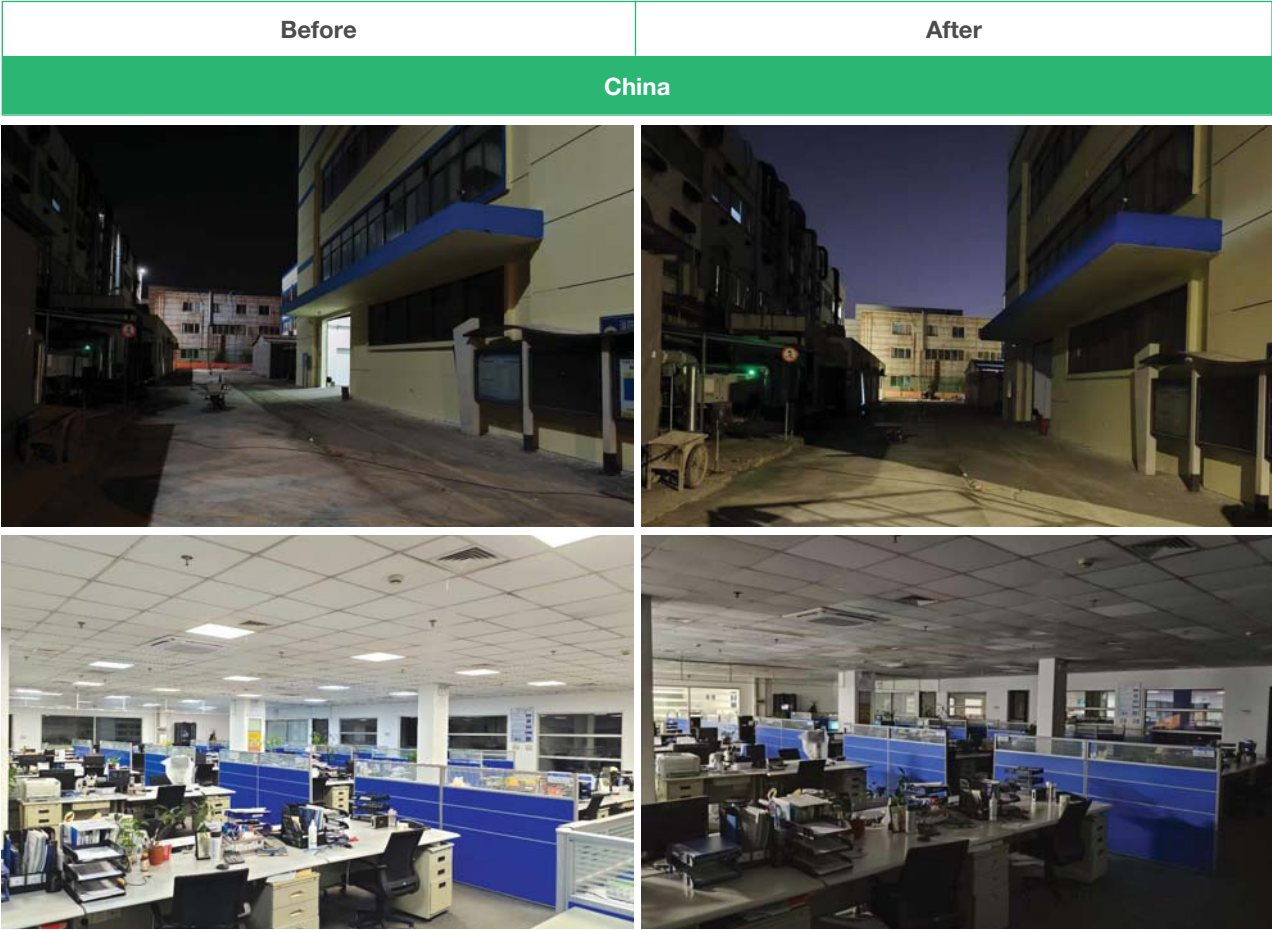
SUSTAINABILITY STATEMENT
cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

CLIMATE CHANGE MANAGEMENT (cont'd)

Our actions to validate the commitment in improving energy and water consumption efficiency so as to mitigate the climate change impacts are as below: (cont'd)

- ✓ We are committed to driving our own environmental projects, while also supporting broader global initiatives; (cont'd)
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ENERGY USAGE

We acknowledge the worldwide apprehension regarding climate change arising from heightened energy consumption and GHG emissions. Our dedication lies in the execution and reinforcement of energy-efficient initiatives. In FY2025, our investments persistently target eco-friendly technologies and enhancements to plant operations. These efforts culminate in the production of goods through energy-efficient procedures, underscoring our commitment to curbing GHG emissions, mitigating climate change repercussions, and minimising our ecological imprint.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

ENERGY USAGE (cont'd)

Our initiatives on energy-efficiency and saving projects as at FY2025 are listed below:

Energy-efficiency projects	Purpose	Target saving	Status
Installation of solar panels at P1, P3 and P5	Green energy	44,302 kWh/month	Completed
Replacement of screw chillers to centrifugal chillers at P34	Energy efficiency	8,365 kWh/month	Completed
Increase of chiller temperature by 0.5 degree Celsius at P1,3,5,13,21	Energy saving	41,950kWh/month	Completed
Reduction of compressor pressure setting at P1,3,5,13,21,34	Energy saving	102,400 kWh/month	Completed
Reduction of vacuum suction pressure at P13	Energy saving	64,830 kWh/month	Completed
Change of fixed speed vacuum pump to VSD vacuum pump at P21	Energy saving	24,870 kWh/ month	Completed
Divert AHU from IT office to Managers' cubicle and switch off ACSU air conditioner at P21	Energy saving	5,790 kWh/month	Completed
Divert process cooling tower supply to WCPU and shut down of rooftop cooling tower system at P1,3 and 5	Energy saving	8,350 kWh/month	Completed
Shut down DI/CO2 System 3 as no longer required for current process at P1,3 and 5	Energy saving	2,375kWh/month	Completed
Shut down 60USGPM System 1 as discharge usage able to support at P1,3 and 5	Energy saving	2,375kWh/month	Completed
Reduction of 16K CFM fan to 7K CFM fan at P1,3 and 5	Energy efficiency	4,750kWh/month	Completed
Installation of solar panel at P21	Green energy	161,594 kWh/month	Completed
Replace infill for Cooling Tower 3 to reduce energy consumption for 2 other chillers	Energy saving	7,850 kWh/month	Completed
Conversion of refrigerant ACSU split unit to chilled water	Energy efficiency	1,205 kWh/month	Completed
Conversion of refrigerant ACSU split unit to AHU unit	Energy efficiency	2,680 kWh/month	Completed
Installation of CDA receiver tanks at P3L2 & P5L2 and reduction of discharge pressure	Energy efficiency	13,890 kWh/month	Completed
Conversion of ACSU to chilled water by tapping from AHU 17 to male/female surau L2 at P13	Energy efficiency	36 kWh/month	Completed
Installation of solar panels at P13	Green energy	93,343 kWh/month	Completed
Installation of smart switch at canteen air conditioning system for automated operation at P21	Energy saving	522 kWh/month	Completed
Running 2 units 132 VSD air compressor instead of one FS fixed speed air compressor (261KW) at P34	Energy efficiency	39,375 kWh/month	Completed
Increase of chiller temperature by 0.2 degree Celsius at P34	Energy saving	36,120 kWh/month	Completed
Installation of 8 units of VFD at CK2, Philippines	Energy saving	10,090 kWh/month	Completed
Installation of Online Room Temperature Monitoring & Setting at CK1, and Cleanroom Temperature Optimisation (23–24°C) at CK2, Philippines	Energy saving	8,700 kWh/month	Completed

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

ENERGY USAGE (cont'd)

Our initiatives on energy-efficiency and saving projects as at FY2025 are listed below: (cont'd)

Energy-efficiency projects	Purpose	Target saving	Status
Air compressor energy saving project through CDA pressure sustain at 5.5 bar at CK1 & CK2, Philippines	Energy efficiency	53,618 kWh/month	Completed
Conversion of fluorescent tube to LED at Kunshan, China	Energy efficiency	1,124 kWh/month	Completed
Adjustment of temperature of centralised air conditioning system at Kunshan, China	Energy saving	1,040 kWh/month	Completed
Replacement of central air conditioning motor from level 5 energy efficiency to level 2 energy efficiency	Energy saving	54 kWh/month	Completed
Replacement of conventional air conditioning box with ice water tray cooling	Energy saving	5,632 kWh/month	Completed
Install Chilled water FCU at Facility Office to replace existing 2 cassette units at P21	Energy efficiency	84 kWh/month	In-progress
Installation of Solar Night Lamp, Philippines	Green energy	1,920 kWh/month	In-progress
Conversion of variable frequency air compressors at Kunshan, China	Energy efficiency	15,879 kWh/month	In-progress

In addition to the above energy-efficiency projects, we also expect discipline among our employees at Inari to switch off unused lighting and electronic equipment within Inari's premises.

In FY2025, our total energy consumption reached approximately 487,384 GJ, comprising petrol, diesel, and electricity. This increase in energy usage was primarily driven by elevated New Product Introduction (NPI) activities from both from new and existing customers, as well as the operational demands of running more complex and sophisticated products. The rise in energy consumption reflects our continued growth and commitment to meeting evolving customer needs, while balancing the challenges of higher energy demands with our broader sustainability objectives. In FY2025, we managed to obtain a lower overall energy intensity at 0.0000271 GJ/FOU, as compared to FY2020 at 0.0000289 GJ/FOU, which signifies a higher efficiency level within our operations.

Petrol Consumption	Unit	FY2023	FY2024	FY2025
Malaysia	GJ	120	183	191
Philippines	GJ	110	116	54
China	GJ	205	232	242
Total	GJ	435	531	487

Diesel Consumption	Unit	FY2023	FY2024	FY2025
Malaysia	GJ	768	835	762
Philippines	GJ	3,563	3,763	3,010
China	GJ	- (a)	- (a)	- (a)
Total	GJ	4,331	4,598	3,772

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

ENERGY USAGE (cont'd)

Electricity Consumption	Unit	FY2023	FY2024	FY2025
Malaysia	GJ	334,805	360,139	380,286
Philippines	GJ	79,368	87,174	82,428
China	GJ	20,436	20,295	20,411
Total	GJ	434,609	467,608	483,125

Note:

(a) No consumption of diesel for operation in China.

Total Energy Consumption (Petrol, Diesel, Electricity)	Unit	FY2023	FY2024	FY2025
Malaysia	GJ	335,693	361,157	381,239
Philippines	GJ	83,041	91,053	85,492
China	GJ	20,641	20,527	20,653
Total	GJ	439,375	472,737	487,384

Energy Intensity	Unit	FY2023	FY2024	FY2025
Malaysia	GJ/FOU ^(b)	0.000021	0.000021	0.000022
Philippines	GJ/FOU ^(b)	0.000289	0.000339	0.000535
China	GJ/FOU ^(b)	0.000137	0.000163	0.000196

Overall Energy Intensity	GJ/FOU
FY2023	0.0000273
FY2024	0.0000272
FY2025	0.0000271

Note:

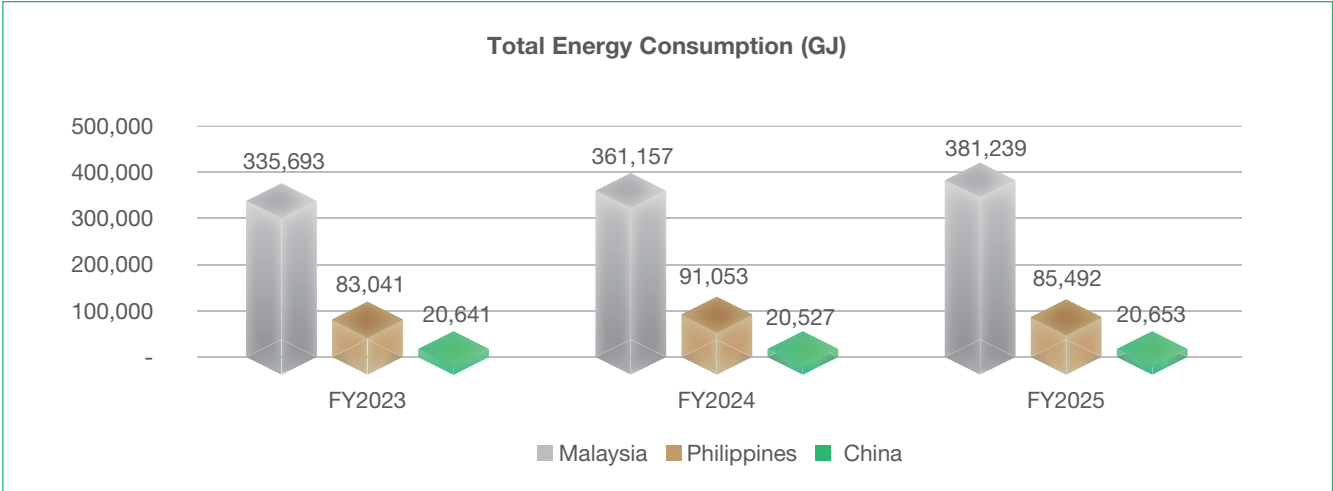
(b) FOU stands for Factory Output Unit.

SUSTAINABILITY STATEMENT

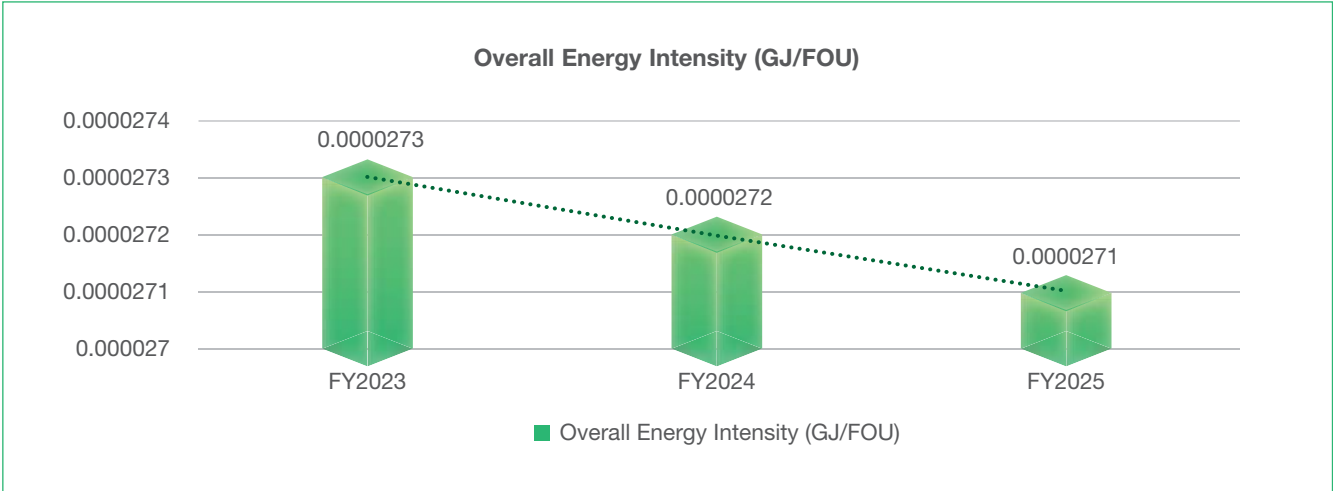
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ENVIRONMENT - Caring for our Planet (cont'd)

ENERGY USAGE (cont'd)



Energy consumption increased due to higher NPI activities from new and existing customers, and the operational demands of running more complex and sophisticated products.



Lower overall energy intensity over 6 years (FY2020: 0.0000289 GJ/FOU).

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

GHG EMISSIONS AND CLIMATE CHANGE

Our operational GHG emissions are measured and disclosed below:

- GHG emissions Scope 1 refers to direct GHG emissions from the activities in our organisation including mobile combustion, such as petrol and diesel consumed by Company owned vehicles;
- GHG emissions Scope 2 refers to indirect GHG emissions from consumption of electricity. The purchased electricity is primarily used to operate production machinery, facility equipment, office equipment and etc; and
- GHG emissions Scope 3 refers to other indirect GHG emissions that occur in the value chain of our organisation. For this reporting period, we are disclosing Scope 3 emissions from business travel and employee commuting.

During the year under review, our GHG emissions generated a total of 100,079 tCO₂e. In comparison to FY2024, Inari recorded an increase in GHG emissions, which was mainly due to higher NPI activities from new and existing customers.

GHG Emissions Scope 1	Unit	FY2023	FY2024	FY2025
Malaysia	tCO ₂ e	58	67	62
Philippines	tCO ₂ e	244	258	204
China	tCO ₂ e	12	14	15
Total	tCO₂e	314	339	281

Note:

- (a) GHG emissions Scope 1 covers consumption of petrol and diesel.
- (b) Malaysia, Philippines and China: The emission for Scope 1 is calculated using emission factor obtained from IPCC Fifth Assessment Report, while the default emissions factors were based on IPCC Guidelines for National Greenhouse Gas Inventories (2006).

GHG Emissions Scope 2	Unit	FY2023	FY2024	FY2025
Malaysia	tCO ₂ e	60,087	65,319	79,428
Philippines	tCO ₂ e	15,702	17,246	15,879
China	tCO ₂ e	4,497	4,465	4,491
Total	tCO₂e	80,286	87,030	99,798

Note:

- (a) GHG emissions Scope 2 covers consumption of electricity.
- (b) Malaysia: For FY2023 and FY2024, the emission for Scope 2 is calculated using the emission factor obtained from 2017 Clean Development Mechanism ("CDM") Electricity Baseline for Malaysia, Malaysia Green Tech Corporation, for FY2025 the emission for Scope 2 is calculated using the 2022 Grid Emission Factor, calculated by the Energy Commission Malaysia.
- (c) Philippines: For FY2023 and FY2024, the emission for Scope 2 is calculated using emission factor obtained from 2015-2017 National Grid Emission Factor, Department of Energy, Republic of the Philippines, for 2025, the emission for Scope 2 is calculated using the 2019-2021 National Grid Emission Factor by Department of Energy, Philippines.
- (d) China: The emission for Scope 2 is calculated using emission factor obtained from China's regional power grids for emission reduction projects in 2019.

Total GHG Emissions (Scope 1 and Scope 2)	Unit	FY2023	FY2024	FY2025
Malaysia	tCO ₂ e	60,145	65,386	79,490
Philippines	tCO ₂ e	15,946	17,504	16,083
China	tCO ₂ e	4,509	4,479	4,506
Total	tCO₂e	80,600	87,369	100,079

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

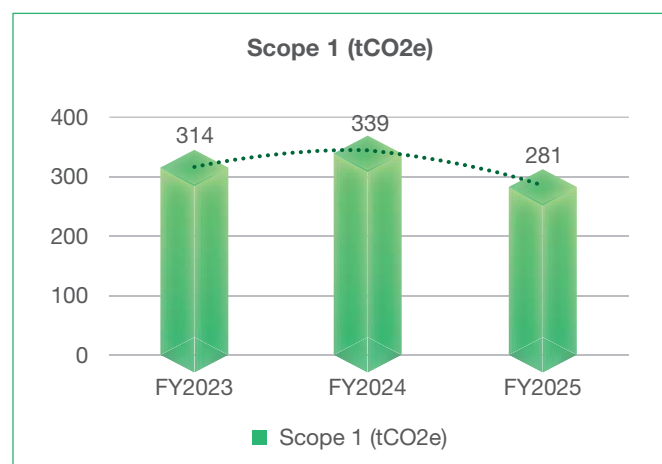
GHG EMISSIONS AND CLIMATE CHANGE (cont'd)

GHG Emissions (Scope 1 and Scope 2) Intensity	Unit	FY2023	FY2024	FY2025
Malaysia	tCO ₂ e/FOU ('000)	0.00384	0.00385	0.00449
Philippines	tCO ₂ e/FOU ('000)	0.05557	0.06523	0.10061
China	tCO ₂ e/FOU ('000)	0.02983	0.03587	0.04267

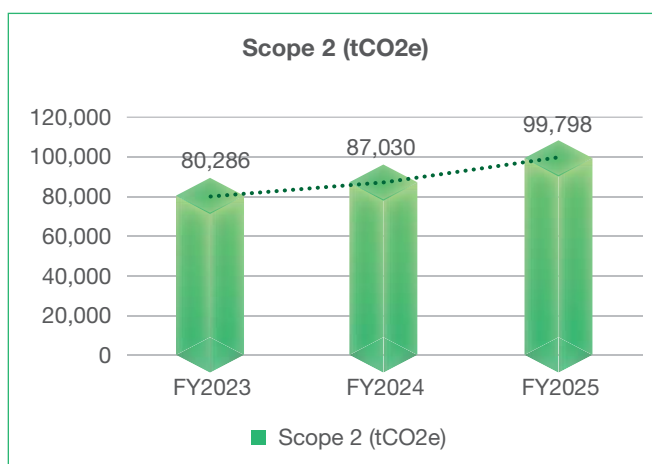
Overall GHG Emissions (Scope 1 and Scope 2) Intensity	(tCO ₂ e/FOU ('000))
FY2023	0.00501
FY2024	0.00503
FY2025	0.00557

Note:

(a) FOU stands for Factory Output Unit.



GHG Emissions Scope 1 reduced significantly over the past 3 years due to lower diesel consumption in Philippines, having more efficient bus routes from improved road accessibility.



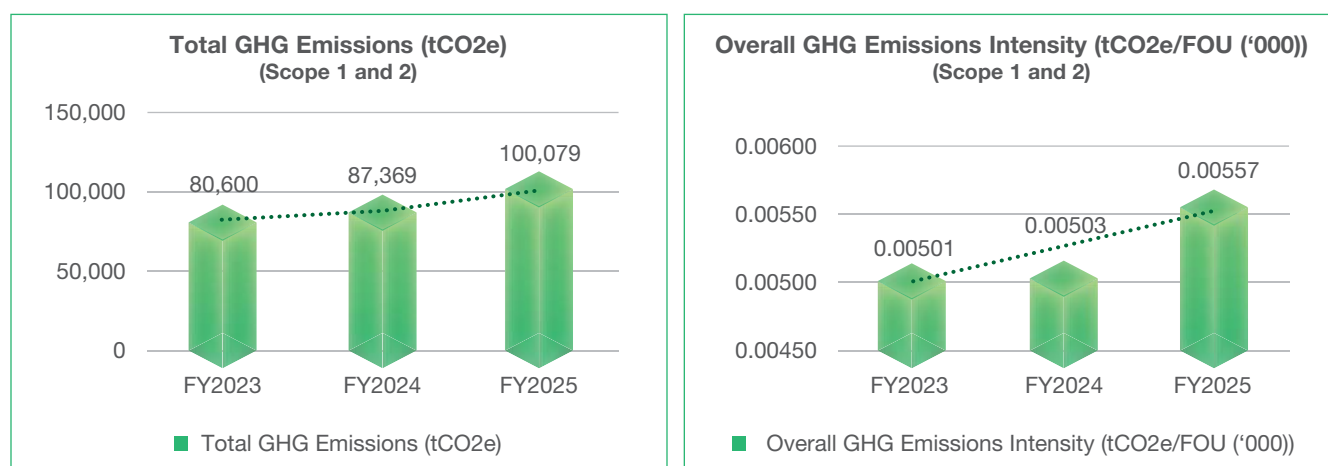
GHG Emissions Scope 2 increased due to higher NPI activities from both existing and new customers, and the operational demands of running more complex and sophisticated products.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

GHG EMISSIONS AND CLIMATE CHANGE (cont'd)



Increase in overall GHG emissions intensity from FY2024 (0.00503 tCO₂e/FOU) to FY2025 (0.00557 tCO₂e/FOU) due to higher NPI activities from new and existing customers, and the operational demands of running more complex and sophisticated products.

Inari does not produce any Nitrogen Oxides (“NO_x”) and Sulphur Oxides (“SO_x”) emissions as none of our business activities involve biomass combustion.

In FY2025, we began measuring and disclosing Scope 3 GHG emissions for the first time, with coverage focused on business travel and employee commuting. By including these categories, we enhance the transparency of our carbon footprint reporting and strengthen alignment with international best practices. This step reflects our commitment to progressively expand the scope of our emissions monitoring, providing a more comprehensive view of our environmental impact.

Total GHG Emissions (Scope 3)	Unit	FY2025
Business Travel		
Malaysia	tCO ₂ e	28
Philippines	tCO ₂ e	3
China	tCO ₂ e	4
Total	tCO₂e	35
Employee Commuting		
Malaysia	tCO ₂ e	2,101
Philippines	tCO ₂ e	1,185
China	tCO ₂ e	48
Total	tCO₂e	3,334

Note:

- Scope 3 emission for business travel include all modes of transportation, such as air, train, car, and bus. Scope 3 emissions for employee commuting cover a range of transportation modes, including bus, train, motorcycle, and car.
- Emissions from business travel by air are calculated using multiple sources, including the carbon emissions data provided by airlines and recognised online tools such as the Travel Impact Model, MyClimate Flight Calculator and the ICAO Carbon Emissions Calculator.
- Emissions from train, bus, car and motorcycle are calculated using the emission factors published in the United States Environmental Protection Agency GHG Emission Factors Hub.
- Emissions from employee commuting are calculated on a sampling basis, with 20% of the workforce surveyed. The results are then extrapolated to represent 100% of employees across the company.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

GHG EMISSIONS AND CLIMATE CHANGE (cont'd)

GHG Reduction Plan



Solar Panel Installation at Penang P21 (Malaysia)

Since the installation of solar panels in March 2022 and utilisation of green energy at our Malaysia operations, we have observed tangible outcomes. These efforts have yielded noticeable reductions in greenhouse gas emissions by 2,333 tCO₂e GHG emission in FY2025.



Reduction of **2,333** tCO₂e GHG emission

Our Malaysia operations have been presented with a Green Energy Certificate for our efforts in GHG Reduction to move towards our goal in Net Zero as well as Penang Green Office Certification.

WATER MANAGEMENT

As outlined in our Environmental Policy, we are committed to prevent water pollution and minimise the consumption of natural resources which include water. At Inari, our wafer fabrication and packaging facilities consumed a large portion of our daily water usage to clean silicon wafers in the course of wafer processing. Due to the high volume of water consumption within our production processes, we continue to focus on water conservation and efficiency across our operations.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WATER MANAGEMENT (cont'd)

Our initiatives on water-efficiency and saving projects as at FY2025 are listed below:

Water-saving projects	Purpose	Target saving	Status
Cooling tower - Change of preventive maintenance method at P21	Water saving	120m ³ /month	Completed
Rainwater harvesting - Divert the existing Level 2 drainpipe to reclaim rainwater for use in Cooling Towers 3 and 4 at P21	Water efficiency	Not quantifiable	Completed
Reuse AHU L2 and L3 condensate water to top up at L1 Process Cooling Tower at P3	Water saving	600m ³ /month	In Progress
Recycle condensate water from AHU for reuse at cooling tower at P13	Water efficiency	216m ³ /month	In Progress
Transfer condensation water for AHU & Pre-cooled Level 3 to level 6 at P34	Water saving	492m ³ /month	In Progress
Rainwater harvesting - reclaim rainwater for use at BL5 Cooling tower at P13	Water efficiency	Not quantifiable	In Progress

In FY2024, the total investment in water conservation initiatives was close to RM40,000. In FY2025, a further RM55,000 was allocated for the installation of a condensate water reclaim system at P13.

In addition to the above projects, we have also introduced supporting measures to further strengthen water conservation efforts across our plants:

✓ Process optimisation through equipment upgrades

We improved efficiency by converting single spindle machines to dual spindle machines. This upgrade increases wafer production capacity while maintaining the same water intake, resulting in reduced water consumption per unit produced.

✓ Recycling water for daily operations

Our plants are equipped with rinse water collection systems that channel lightly contaminated wastewater for reuse in toilet flushing. Reverse osmosis reject water is recycled for gardening and as raw water supply. In the Philippines, cooling water are reused for flushing systems in CK2 building. These practices extend the lifecycle of water and reduce reliance on fresh sources.

✓ Upgrade of water piping and regular monitoring

We have also upgraded our water piping system to compensate the low domestic water pressure which may have resulted from the ageing of underground water piping. Our facility team will continue to monitor and look for cost-effective methods to improve our water usage. With that, our Malaysia operations had been presented by the local water authorities with a certificate of Accreditation for our initiative and continuous efforts in water conservation.

✓ Signage and reminders

We have installed signage across all our plants to remind and encourage everyone including employees and visitors to practice water conservation. These reminders are strategically placed in high-usage areas such as restrooms and the canteen to promote responsible water use at all times.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WATER MANAGEMENT (cont'd)

Water Withdrawal

At Inari, we hold a deep understanding of the significance of resource management. Consequently, recognising the pivotal role of water withdrawal data becomes evident, as it serves a dual purpose: effective resource management and the crucial task of mitigating environmental impact.

Large-scale water withdrawals can have serious environmental consequences, such as reducing water availability for ecosystems, aquatic life, and local communities. The following water withdrawal information helps us understand how using water affects nature. It guides us in making better choices for the environment and being careful with resources. We are dedicated to managing resources responsibly.

Water Withdrawal	Unit	FY2023	FY2024	FY2025
Municipal potable water				
Malaysia	m ³	633,501	595,376	624,494
Philippines	m ³	98,740*	105,795*	98,207
China	m ³	23,814	15,521	20,111
Total	m³	756,055	716,692	742,812

* Restated FY2023 and FY2024 data due to scope adjustments.

Water Consumption

Our water consumption in FY2025 amounted to a total of 742,812m³. Despite an increase in water consumption compared to FY2024, we managed to maintain overall water intensity at 0.000041 m³/FOU. This signifies the effectiveness of our water saving and consumption efficiency initiatives.

Water Consumption	Unit	FY2023	FY2024	FY2025
Malaysia	m ³	633,501	595,376	624,494
Philippines	m ³	98,740*	105,795*	98,207
China	m ³	23,814	15,521	20,111
Total	m³	756,055	716,692	742,812

* Restated FY2023 and FY2024 data due to scope adjustments.

Water Intensity	Unit	FY2023	FY2024	FY2025
Malaysia	m ³ /FOU	0.000040	0.000035	0.000035
Philippines	m ³ /FOU	0.000344*	0.000394*	0.000614
China	m ³ /FOU	0.000158	0.000124	0.000190

* Restated FY2023 and FY2024 data due to scope adjustments.

SUSTAINABILITY STATEMENT

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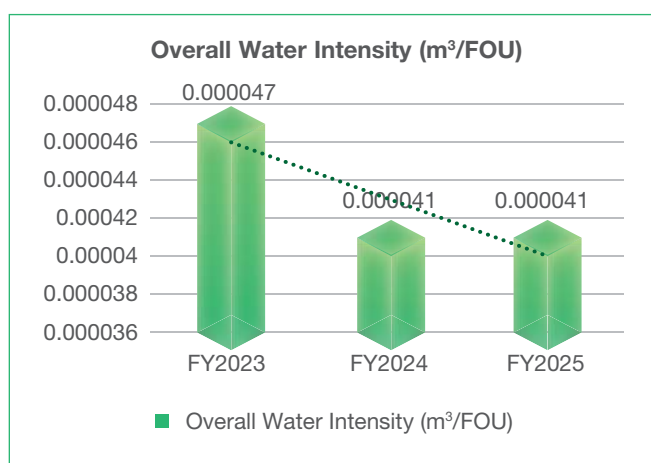
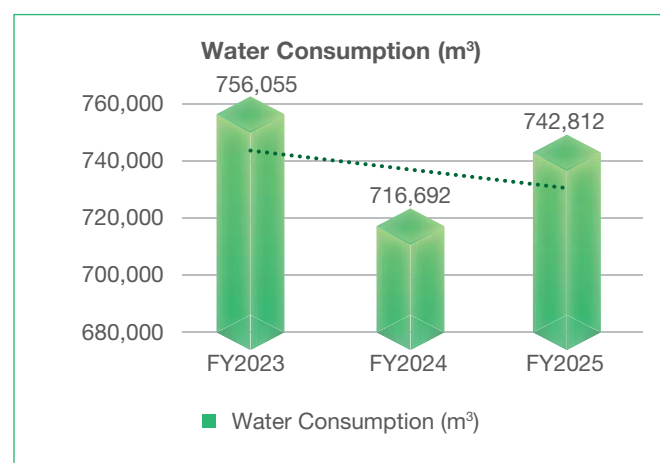
ENVIRONMENT - *Caring for our Planet* (cont'd)**WATER MANAGEMENT** (cont'd)**Water Consumption** (cont'd)

Overall Water Intensity	Unit (m ³ /FOU)
FY2023	0.000047*
FY2024	0.000041*
FY2025	0.000041

* Restated FY2023 and FY2024 data due to scope adjustments.

Note:

(a) FOU stands for Factory Output Unit.



Despite higher water consumption in FY2025, the overall water intensity remain consistent as compared to FY2024.

Water Discharge

We adhere to strict protocols for the responsible discharge of water to ensure environmental protection and compliance with regulatory standards. For Malaysia and China, our treated water discharge is routed through municipal common drainage systems, which ultimately channel the water to the ocean, for Philippines, to the Abacan River. We ensure that all discharged water meets regulatory requirements and is treated to remove contaminants before it enters these drainage systems. Our commitment includes regular monitoring and testing of water quality to prevent any adverse environmental impact and to uphold our responsibility towards sustainable water management.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WATER MANAGEMENT (cont'd)

Water Discharge (cont'd)

Water Discharged	Discharge Destination	Unit	FY2023	FY2024	FY2025
Malaysia	Ocean	m ³	633,501	595,376	624,494
Philippines	Abacan River	m ³	98,740*	105,795*	98,207
China	Ocean	m ³	23,814	15,521	20,111
Total		m³	756,055	716,692	742,812

* Restated FY2023 and FY2024 data due to scope adjustments.

Note:

- (a) The water discharged data closely mirrors our water consumption figures, as the volume used for human consumption is negligible and therefore considered immaterial to our overall water usage profile.

Wastewater Discharge Quality

Generally, our water is discharged to the municipal common drainage system, which ultimately channels it to the ocean.

Effluent discharge contains chemicals, metals, organic and inorganic compounds which may be detrimental to the environment. Hence, Inari as a Group strives to maintain the water quality discharged to ensure compliance with the applicable local regulatory requirements. The effluent discharged will be treated prior to discharge from operation sites into sewerage connecting to municipal's sewerage treatment plant. During the financial year under review, **we fully complied with all local regulatory requirements** for our wastewater discharge quality in all sites in Malaysia, Philippines and China.

Compliance Status: Full compliance

Wastewater discharge quality	Unit	Malaysia				Philippines		China			
		FY2023	FY2024	FY2025	(a)	FY2023, FY2024 & FY2025	(b)	FY2023	FY2024	FY2025	(c)
Temperature	°C	NA	NA	NA	40.0°C ^(e)	Waste water discharged is treated by a licensed third party service provider ^(d)	22.0-32.0°C	NA	NA	NA	NA
pH	-	7.6	7.1	7.3	5.5 - 9.0		6.0 - 9.5	7.5	7.5	7.5	6.0 - 9.0
BOD ⁵	mg/L	7.0	3.0	7.0	NA		<50.0	45.7	65.8	NA ^(f)	<300.0
COD	mg/L	28.0	12.0	28.0	<200.0		<100.0	126.0	291.0	194.0	<500.0
Suspended solids	mg/L	3.0	2.0	2.0	<100.0		<100.0	14.0	160.0	9.0	<400.0
Oil and grease	mg/L	NA	NA	NA	NA		<5.0	6.3	1.2	NA ^(f)	<20.0
Ammoniacal Nitrogen	mg/L	NA	NA	NA	NA		<0.5	19.4	43.3	19.8	<45.0

Note:

- (a) Malaysia's Standard B under Environmental Quality (Industrial Effluents) Regulations 2009.
 (b) Philippines' Water Quality Guidelines and General Effluent Standards (DENR Administrative Order no 2016-08).
 (c) China's Integrated Wastewater Discharge Standard (GB8978-1996).
 (d) Since FY2021, the wastewater discharged for our operation in Philippines is treated by a licensed third-party service provider, Clark Water Corporation. No non-compliance case was observed.
 (e) The Department of Environment assesses that temperature is not critical parameter as Inari does not have any process that will discharge hot water.
 (f) Not required for testing by the authorities. However, our operations in China had voluntarily conducted tests over the past years to ensure the results were within safe parameters. As the parameters consistently complied with the standards, the Company has decided to discontinue the voluntary testing in the current year.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WATER MANAGEMENT (cont'd)

Water Security and Water Stress Management

Presently, our operations are not located in water stress areas. The water consumed within our operations in Malaysia, Philippines and China, is primarily fresh water supplied by respective local licensed water service providers, namely Perbadanan Bekalan Air Pulau Pinang, Clark Water Corporation, Philippines and Kunshan Water Supply Group Co., Ltd., China. The respective local water service providers will provide water tanker supply in the event of any disruption of supply. As of to date, we do not have major water disruptions issue within our operations. However, we remain vigilant to monitor the impact of water security on our operations as an integral part of our risk management strategy. Recognising water's crucial role in our processes and communities, we track its availability, quality, and potential disruptions. By doing so, we ensure business continuity, uphold environmental responsibility, and contribute to the resilience of local water resources.

To strengthen our water risk management and safeguard operational continuity, we have made significant investments in on-site water storage facilities across our Malaysia plants. These facilities serve as contingency measures to mitigate the impact of potential supply disruptions and to ensure uninterrupted production.

- P1, P3 and P5 – RM265,500 invested in 2 storage tanks with a total capacity of 120 m³ each.
- P13 – RM973,030 invested in 6 storage tanks with a capacity of 120 m³ each.
- P21 – RM228,650 invested in 4 storage tanks with a capacity of 25 m³ each.
- P34 – RM240,000 invested in 1 storage tank with a capacity of 130 m³.

These investments (total RM1.7 million) reflect our proactive approach to water security, ensuring sufficient reserves are available during supply interruptions while reinforcing resilience within our production facilities.



Water storage tanks at Penang P13 (Malaysia)

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WASTE MANAGEMENT

Our commitment to effective waste management is a cornerstone of our Environmental Policy. We are committed to reducing waste generation and minimising the consumption of natural resources. We follow the **3R Program** – “Recovery, Re-use, Recycle” to handle waste from our operations. We train employees, including new hires, on this approach. Our waste is sorted, recovered, and recycled, with skilled local contractors converting it into reusable materials. We carefully choose these contractors through a stringent selection and auditing process, focusing on electronics and scheduled waste recycling. In addition, we engaged reputable and licensed local waste recovery contractors with expertise in recycling electronics and scheduled waste, to recycle the waste into usable and re-usable forms. The waste recovery contractors are selected through a rigorous selection and audit process.

Inari's 3R Programme

3R Programme	Methodology
Recovery	- Invest in Industrial Effluent Treatment System - Increase efficiency in extracting pollutants - Ensure cleaner waste discharged to the environment - Provide recycle bins in strategic locations
Re-use	- Collaborate with licensed hi-tech waste recycling contractor - Increase waste re-use proportion - Re-use of carton box - Re-use of plastic tray and reel
Recycle	Collaborate with licensed hi-tech waste recycling contractor
Disposal	Minimise the mass ended up in landfill

3R Waste Management Approach



Our waste management approach also includes organic and non-organic waste chemicals. The organic waste chemicals are converted into raw materials for pesticides and water treatment solutions, while the non-organic waste chemicals are broken down to produce alcohol, thinner and solutions used by other industries. The following table presents the sample list of production waste which recovers, re-uses and recycles.

SUSTAINABILITY STATEMENT

cont'd

ENVIRONMENT - Caring for our Planet (cont'd)

WASTE MANAGEMENT (cont'd)

Production Waste	3R Program	Recycled Products
Electronic waste	Recovery	Precious metal recovery (gold, nickel & copper)
Metal sludge	Recovery	Heavy metal extraction
Spent lubricating oil	Recovery	Industrial lubricating oil
Waste of non-halogenated organic solvent	Recovery	Recycled solvent (propanol, pesticide & coagulant)
Contaminated container	Re-use	Cleaned container
Contaminated rags and gloves	Re-use	Reuse as low-grade rags & gloves
Plastic scrap	Recycle	Plastic pallet for consumer product
Metal waste	Recycle	Precious metal (iron & aluminium bar)
Solder waste	Recycle	New solder wire

At Inari, we also aim to reduce the consumption of new material. These initiatives have contributed to cost savings and allow effective use of materials. We recorded an increase in the recycling and re-use tonnage over the years, derived mainly from:

- Re-use of packaging carton when shifting material and semi-finished goods for inter-warehouse and inter-production floor transfer; and
- Increase the use of recycled plastic trays in our plants rather than reels for material and semi-finished products for inter-production line transfer.

The table below discloses our total waste generated, comprising both hazardous and non-hazardous waste across our operations in Malaysia, Philippines and China.

Waste Generation	Unit	Malaysia			Philippines			China		
		FY2023	FY2024	FY2025	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
Hazardous Waste ^(a)	MT	118.7	162.7	189.8	67.6	63.5	38.1	10.6	19.0	13.3
Non-Hazardous Waste ^(b)	MT	605.8	596.4	572.6	121.8 ^(c)	147.0 ^(c)	121.6 ^(c)	40.8 ^(c)	54.9 ^(c)	36.8 ^(c)
Total Waste Generated	MT	724.5	759.1	762.4	189.4	210.5	159.7	51.4	73.9	50.1

Note:

(a) Hazardous waste covers chemicals, organic and inorganic compounds.

(b) Non-hazardous waste covers paper, plastic, metal and general waste.

(c) Operations in Philippines and China cover paper and carton box consumption only.

SUSTAINABILITY STATEMENT

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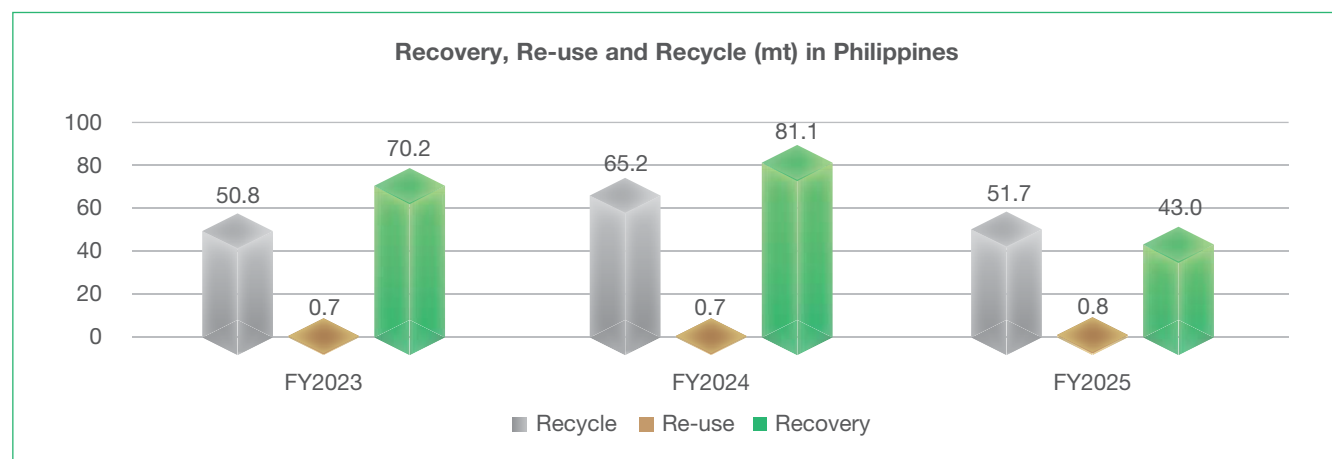
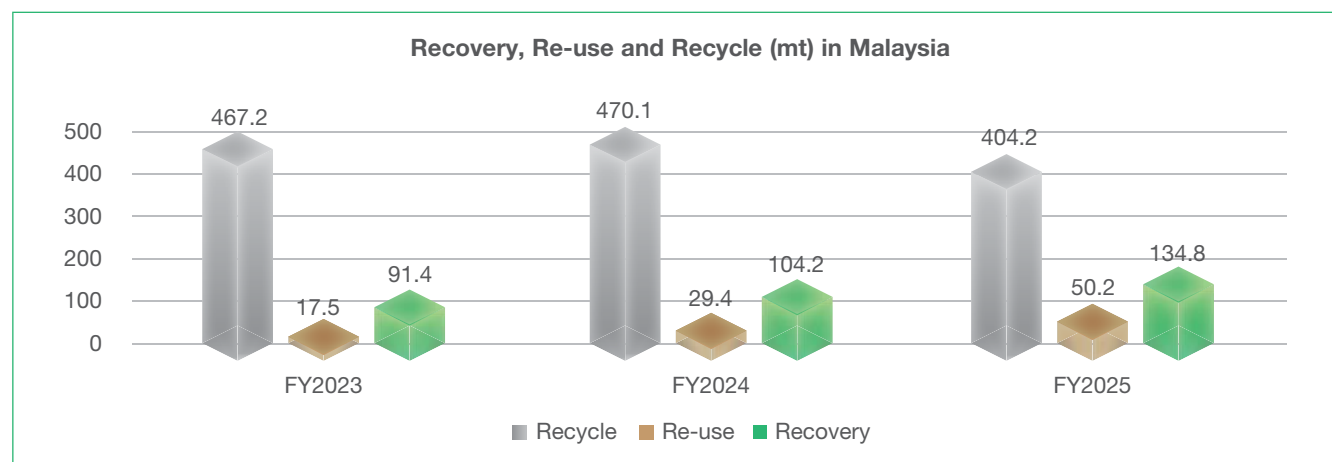
ENVIRONMENT - Caring for our Planet (cont'd)

WASTE MANAGEMENT (cont'd)

The following table discloses the waste diverted from and to disposal, across our operations in Malaysia, Philippines and China.

Waste Generation	Unit	Malaysia			Philippines			China		
		FY2023	FY2024	FY2025	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
Diverted from Disposal	MT	576.1	603.7	589.2	121.7	147.0	95.5	23.6	26.6	13.9
Directed to Disposal	MT	148.4	155.4	173.2	67.7	63.5	64.2	27.8	47.3	36.2
Total Waste Generated	MT	724.5	759.1	762.4	189.4	210.5	159.7	51.4	73.9	50.1

The following chart discloses our 3R rates (total waste diverted from disposal), across our operations in Malaysia, Philippines and China.

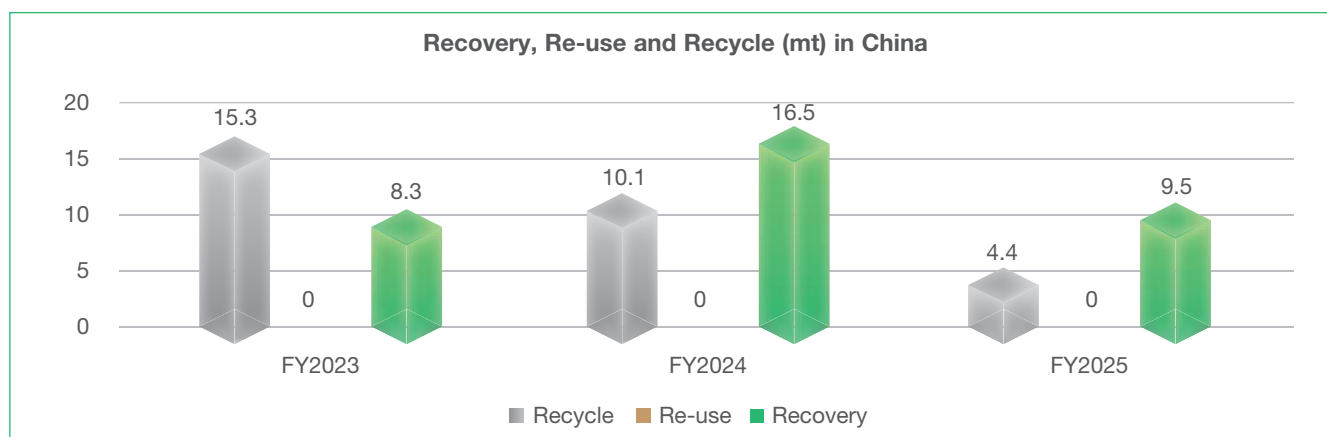


SUSTAINABILITY STATEMENT

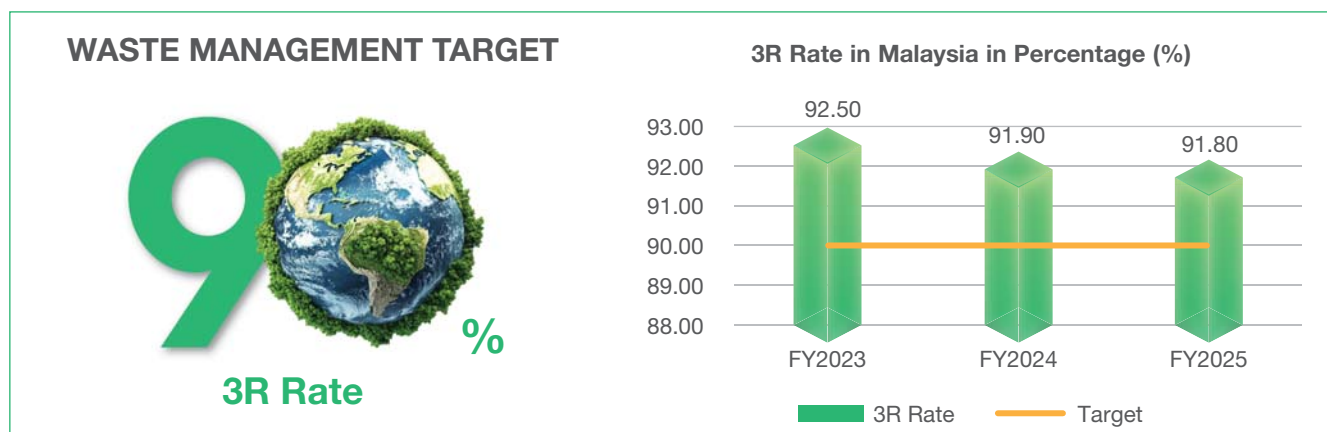
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ENVIRONMENT - Caring for our Planet (cont'd)

WASTE MANAGEMENT (cont'd)



In Malaysia, we have set our production waste management target with the aim of achieving 90% of 3R rate. The following charts present our 3R Programme performance at our Malaysia operating sites.



The implementation of “No Plastic Day” occurs every Monday, Wednesday, and Friday at our Penang plants. This initiative is part of our commitment to reducing plastic waste and promoting sustainable practices within our operations. By designating specific days for this initiative, we aim to foster a culture of environmental responsibility among our employees and contribute to a cleaner, more sustainable future.

PRODUCT STEWARDSHIP

Our stringent product stewardship initiatives ensure our manufacturing meets top-tier quality and safety standards throughout their life cycle. Our goal is to equip customers and stakeholders with valuable skills and high product quality.

Our production and product development adhere to European Union standards on hazardous substances.

To comprehensively address environmental, safety, and health risks associated with our products and services, we conduct thorough evaluations. We collaborate closely with customers and suppliers, supporting research and development to monitor impacts and ensure product safety and sustainability. These assessments culminate in structured Safety Data Sheets, outlining product hazards, risks, and alignment with local regulations.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People

EMPLOYEE GENDER, DIVERSITY AND INCLUSION



We recognise the strength in having a diverse workforce and inclusive environment. As a part of our strategic priorities and corporate DNA, we build a fair culture of inclusiveness where employees are treated and valued equally regardless of age, race, gender, disability, nationality, religion and sexual orientation. We ensure that all our employees are treated with respect and dignity and are provided with a safe working environment.

Below are the examples of actions that we have implemented across our operations to improve workforce diversity, equal opportunities and reduce or prevent discrimination:

✓ **Anti-Discrimination Policy and Code of Business Conduct and Ethics**

We are committed to advancing workforce diversity and fostering equal opportunities while combating discrimination. Our dedication to combating discrimination is embedded in both our Anti-Discrimination Policy and our Code of Business Conduct and Ethics. Our Anti-Discrimination Policy ensures that all practices and interactions within our organisation adhere to principles of fairness, inclusion, diversity, equal opportunities, free of discrimination or harassment. This is complemented by our Code of Business Conduct and Ethics, which explicitly prohibit our directors and employees to engage in any form of sedition, discrimination, and harassment, including those which are made based on age, race, gender, disability, nationality, religion or sexual orientation. Together, these policies guide our commitment to maintaining a workplace that is respectful, inclusive, and free from discrimination and harassment.

✓ **Non-Discriminatory Recruitment Practices**

It is our policy that recruitment decisions are made based on our commitment to provide equal opportunity, we are not allowed to practise any discrimination or discriminatory business in recruitment whereby all job applications, job advertisements, job descriptions do not require, publish or state any information on race, colour, age, gender, sexual orientation, gender identity, ethnicity, disability and/or special needs, religion, political affiliation, union membership, national origin or marital status.

Our policy includes support for under-privileged groups, including those from deprived backgrounds, those with poor social status and those lack of formal education or qualifications. We are dedicated to offering employment opportunities to these groups, thereby supporting community inclusion and diversity.

✓ **Equal Remuneration**

We are committed to ensuring that all employees receive equal remuneration for performing the same work or work of a similar nature, regardless of gender. Moreover, our payroll policy mandates that no employee shall be paid with less favourable rates compared to employees of the opposite sex for equivalent roles. In line with our commitment to equality, we have never made deductions to the remuneration rates of any employees, ensuring fair and non-discriminatory compensation practices.

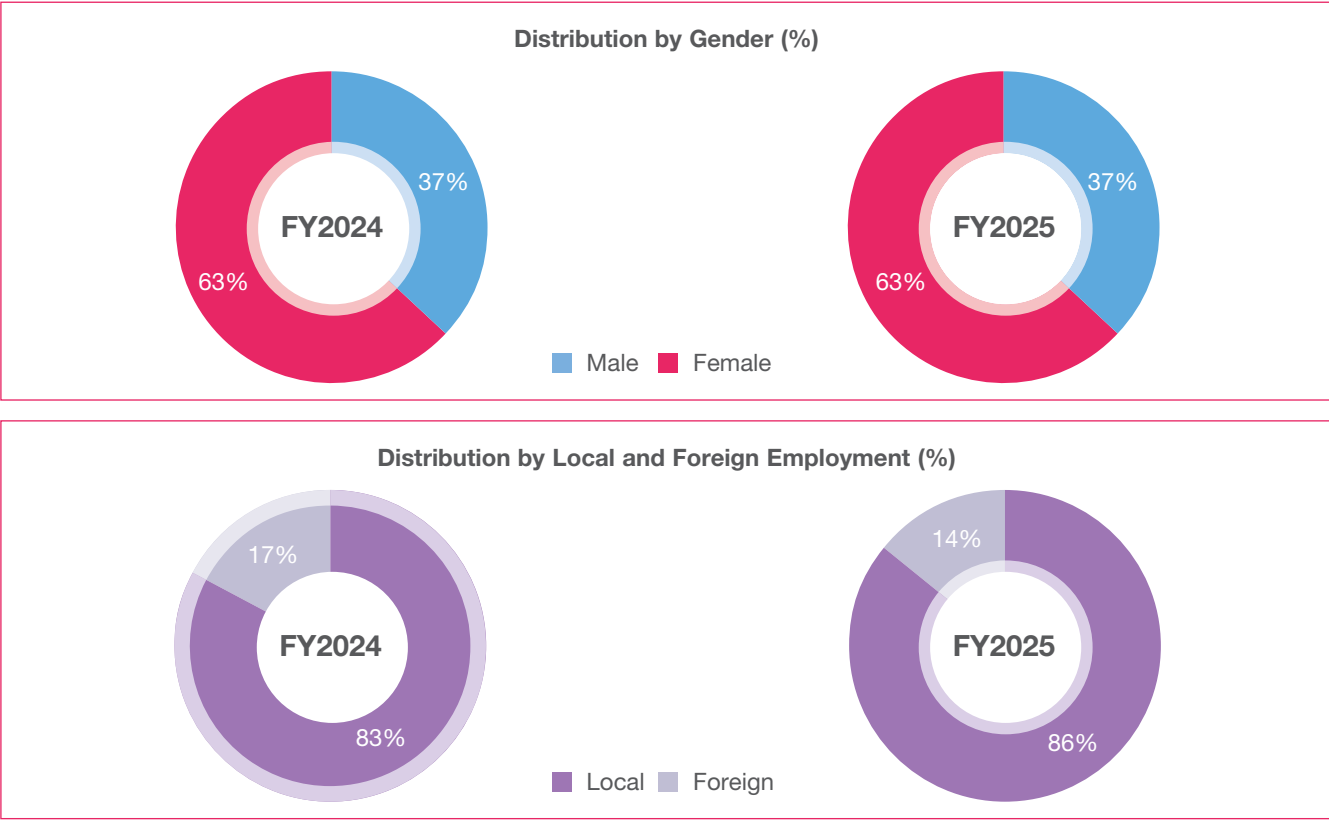
SUSTAINABILITY STATEMENT
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WORKPLACE – Caring for our People (cont'd)

EMPLOYEE GENDER, DIVERSITY AND INCLUSION (cont'd)

✓ Accommodation for Employees with Disabilities

We are dedicated to ensuring employees with disabilities and/or special needs are accommodated with special programs and accessibility mechanisms ensuring their safety and health remains prioritise during their employment terms. To promote inclusion, for example, we have created office space on the ground floor to assist those with health issues and difficulties climbing the stairs, demonstrating our commitment to inclusivity and avoidance, prevention or mitigation of human rights issues.



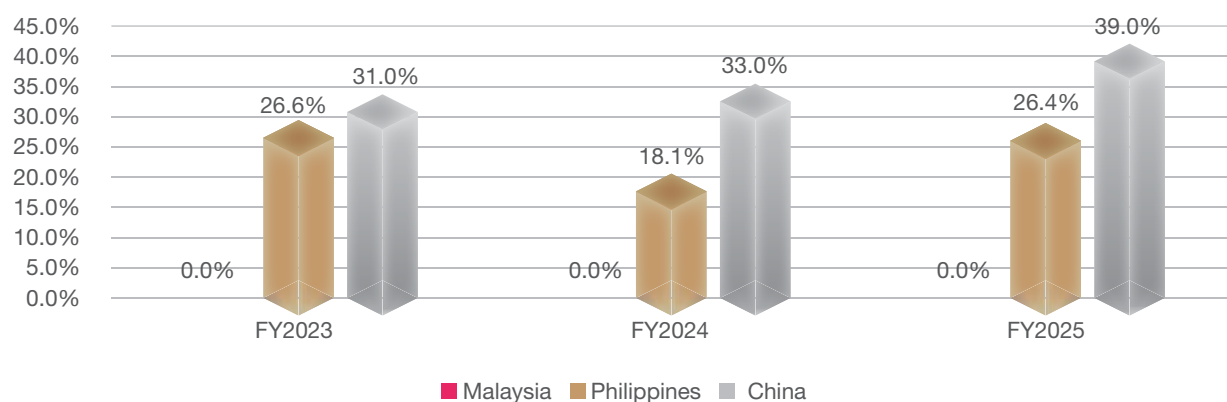
SUSTAINABILITY STATEMENT

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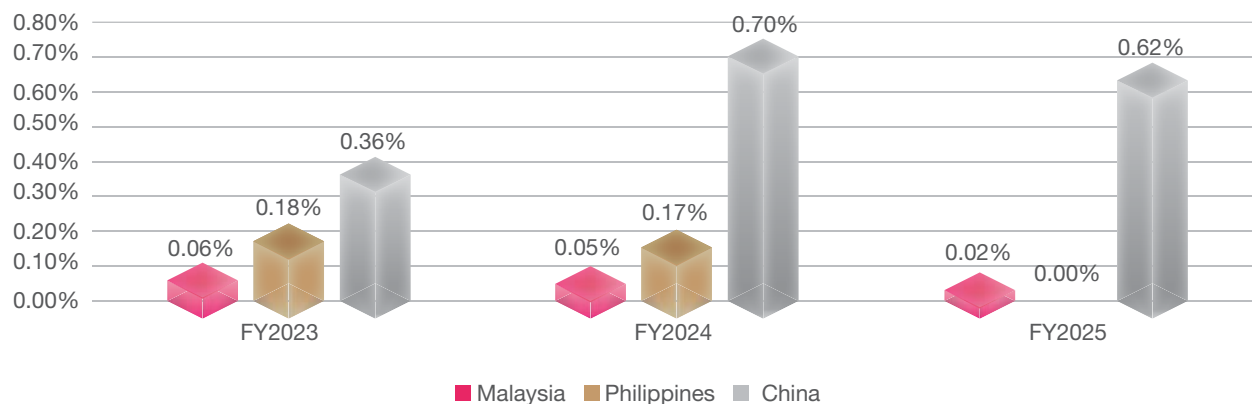
WORKPLACE – Caring for our People (cont'd)

EMPLOYEE GENDER, DIVERSITY AND INCLUSION (cont'd)

Percentage of Contractor or Temporary Staffs



Percentage of Disabled Staffs



Employee Distribution	Percentage (%)		
	FY2023	FY2024	FY2025
By Gender			
Male	35.0	37.0	37.0
Female	65.0	63.0	63.0
By Nationality			
Local	77.0	83.0	86.0
Foreign	23.0	17.0	14.0

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE GENDER, DIVERSITY AND INCLUSION (cont'd)

Employee Distribution	Percentage (%)		
	FY2023	FY2024	FY2025
Contractors or Temporary Staff			
Malaysia	0.0	0.0	0.0
Philippines	26.6	18.1	26.4
China	31.0	33.0	39.0
Group	8.8	6.7	9.2
Disabilities			
Malaysia	0.06	0.05	0.02
Philippines	0.18	0.17	0.00
China	0.36	0.70	0.62
Group	0.10	0.11	0.05
By Age			
Below 30 [#]	66.3	64.1	59.2
30 to 50 [#]	30.0	31.6	35.8
Above 50 [#]	3.7	4.3	5.0
By Employee Category			
Manager and above	2.1	2.3	2.2
Executive	9.0	9.5	9.6
Non-executive (IDL)	26.3	28.5	28.4
Non-executive (DL)	53.8	53.0	50.6
Agency (DL)	8.8	6.7	9.2

[#] Updated description of category by age

Director Distribution	Percentage (%)		
	FY2023	FY2024	FY2025
By Gender			
Male	91.7	91.7	84.6
Female	8.3	8.3	15.4 [*]
By Age			
Below 30 [#]	0	0	0
30 to 50 [#]	0	0	0
Above 50 [#]	100	100	100

^{*} Dr. Tunku Alina Binti Raja Muhd Alias is appointed to the Board with effect from 27 August 2024

[#] Updated description of category by age

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE GENDER, DIVERSITY AND INCLUSION (cont'd)

Employee Turnover	Headcount (pax)		
	FY2023	FY2024	FY2025
By Employee Category*			
Manager and above	24	19	31
Executive	99	80	122
Non-executive IDL	408	290	326
Non-executive DL	525	681	379

* Excluding interns and workers who left at the end of contract.

Employee Turnover Rate	Percentage (%)		
	FY2023	FY2024	FY2025
Group*	26.3	24.9	20.4

* Excluding interns and workers who left at the end of contract.



International Woman's Day Celebration

Among our workforce of dedicated employees, 63% comprises women, underscoring our commitment to gender diversity. Our reliance on foreign workers has been prudently maintained at a minimum level of 14% this year, reflecting our commitment to local employment. As we commit to embrace inclusivity within a diverse workforce, we translated our policy on labour standards into several languages to facilitate greater understanding and communication. For our operations in China and Philippines, 99% of our employees comprise of local hires.

In FY2025, employees with disabilities constituted 0.05% of our total workforce while contractors and temporary employees represented 9.22% of our total employee base. We have adopted a categorisation approach which aligned with our internal human resource strategy and manpower management practices. We will continue to review this approach to ensure alignment with regulatory expectations where applicable.

With the employee turnover in FY2025 showing a decrease, we remain committed to fostering employees' growth and attracting new talents to drive the Group's success. Our strategic approach ensures that we continue to have the right people in place to seize opportunities, overcome challenges and position the organisation for sustained growth and innovation.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE DEVELOPMENT AND TALENT RETENTION

We value continuous learning for our employees' personal and professional advancement. Through diverse professional development, training, and programs, we elevate Group-wide performance and quality standards. It is imperative we invest in the capabilities of our employees to remain at the forefront of innovation.

Our approach involves a human capital management development framework that encompasses the following:

- Management Talent Development Programmes
- Supervisory Level Development Programmes
- Technical Engineering and I4.0 Upskilling Programmes
- Machine Operation Training, Supplier Responsibility Compliance, Electrostatic Discharge Rules and Environment, Health & Safety Practices

Below we summarise the types of training and development programmes conducted at Inari.

Orientation

We ensure that all new employees understand the corporate activities, values and business unit performance-based culture by undergoing the orientation programme, held within the first week of their commencement. Topics including corporate culture, organisational structure, safety and health, overview of career paths, benefit plans, administrative procedures, key corporate policies and procedures will be shared. They are also instructed about the importance of the Code of Business Conduct and Ethics, Anti-Corruption and Bribery Policy, as well as the Whistleblowing Policy and Procedures.

Onboarding Training

The onboarding training is prepared by respective department leaders to focus on departmental goals and in engaging employees with the overall company objectives. The purpose of the training is to address employee needs and provide them with easy access to information and skills needed to deliver their job efficiently.

Mandatory Training

As Inari operates in specific industrial areas, we ensure that employees are prepared and trained on all applicable regulations. Mandatory training that employees are required to undergo are corporate governance, anti-bribery and corruption training, OSH training as well as environmental training.

Technical Skills Development Training

We conduct various training to develop employees' technical skills for the performance delivery including big data analysis, coding & programming, technical writing and database software. The necessary training is conducted regularly based on the latest industry developments to ensure employees knowledge and skill set are up-to-date.

Soft Skills Development Training

Soft skill training is conducted periodically to enable our employees to interact effectively with other people in the workplace. Topics covered in our soft skills training include presentation skill, communication skill, leadership skill, emotional intelligence, teamwork, and others.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE DEVELOPMENT AND TALENT RETENTION (cont'd)

In FY2025, across all our operations, we have conducted a total of 78,694 hours of training, with an average of 13 training hours and 1.58 days per employee. Tables below show our training hours (excluding on-the-job training) for FY2025.

Total number of training hours	FY2023	FY2024	FY2025
By Gender			
Female	37,175	49,576	38,290
Male	33,957	38,360	40,404
By Employee Category			
Manager and above	3,145	5,544	3,325
Executive	17,752	27,481	21,566
Non-executive	50,235	54,911	53,803
By Training Types			
Orientation	25,391	22,024	19,730
Mandatory, technical skills & soft skills	45,741	65,912	58,964

Average number of training hours per employee	FY2023	FY2024	FY2025
By Gender			
Female	8	10	10
Male	17	21	18
By Employee Category			
Manager and above	24	39	25
Executive	31	46	36
Non-executive	9	10	10

Average training hours per employee	No. of hours
FY2023	11
FY2024	14
FY2025	13

Average training days per employee	No. of days
FY2023	1.42
FY2024	1.76
FY2025	1.58

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE DEVELOPMENT AND TALENT RETENTION (cont'd)

Compensation and Benefits

We recognise that Inari's success is driven by a committed workforce, and therefore we strive to empower employees through a supportive corporate culture that ensures their well-being is taken care of. We comply with the standard minimum wage laws within each country we operate in, with a minimum entry level wage to minimum wage ratio of 1:1. To support living wage, we often go beyond the minimum wage threshold and take pride in valuing our employees by offering wages that exceed the mandated threshold for minimum wage. In addition to providing our employees with fair remuneration packages, we also provide eligible employees to receive remuneration in the form of share options as stipulated in our Employees' Share Option Scheme and performance bonus. Benefits, promotions, recognition, rewards and increments are solely based on the employee's performance and merit, where 100% of our employees received a performance review. We ensure the salary scale is benchmarked on a periodic basis against industry peers to compensate and reward our employees fairly.

We have introduced an Employee Privilege Program, which partners with local hotels, personal care services and restaurants to provide our employees with exclusive discounts and benefits. This initiative not only enhances our employees' experience but also strengthen our local business community.

The following are some of the benefits and privileges provided to our employees.

Insurance/Medical Coverage 	In-house Facilities 	Employees with Special Needs 
■ Executive health screening ■ Free medical attention and treatment by medical practitioner duly appointed by Inari ■ Hospitalisation scheme extended to the employees' family or dependents ■ Outpatient medical benefits extended to employees' family or dependents ■ Personal accident, hospitalisation and term life insurance coverage to permanent employees ■ Social insurance	■ Car parking space ■ Hostel for operators ■ Personal lockers ■ Prayer rooms ■ Transport services ■ 24-hour canteen	■ Dedicated mother's nursing room ■ Dedicated parking spaces for disabled employees ■ An office space at ground floor to cater for health issues and disabled employees ■ Sickbay for sick employees

HUMAN AND LABOUR RIGHTS

Inari is committed to respect and support the protection of internationally proclaimed human rights by adopting our key customer's Code of Conduct and Human Rights Policy that is based on internationally recognised human rights as set out in the United Nations' International Bill of Human Rights, the International Labour Organisation's Declaration on the Fundamental Principles and Rights at work as well as the UN Guiding Principles for Business and Human Rights ("UNGPs"). In line with this, Inari's employment practices uphold its belief for fair employment, and therefore is committed to protecting the human and labour rights of all our employees.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

Our actions implemented to avoid, prevent, and mitigate human rights issues include, but are not limited to, the following:

✓ **Dedicated resources to oversee human rights matters**

The Board of the Group has the oversight responsibility to ensure respect for human rights. In addition, the day-to-day responsibilities and resources to ensure respect for human rights have been assigned to Human Resource (“HR”) department. Our HR department oversee all issues regarding human rights, forced and child labour and ensures protection of our employees’ rights. They are responsible for implementing and making sure that our operations comply with regulations mandated by the Department of Labour.

✓ **Established policy**

Our Company policy on labour standards is translated into relevant languages such as Bahasa Malaysia, Bahasa Indonesia and Chinese to promote better understanding. We highlight the following clauses in our Human Resource Policy:

- Humane Treatment and Non-discrimination
- Zero Tolerance to Harassment
- Respect Human Rights
- Freedom of Association and Collective Bargaining
- Availability of Grievance Channel
- Child Labour and Forced Labour Prohibition aligned with International Labor Organization (ILO) - Minimum Convention Age
- Working hours do not exceed the maximum set by local law
- Wages and benefits comply with all applicable wage laws
- Occupational Safety and Health
- Anti-Corruption and Bribery

In alignment with our dedication to ethical practices, we have integrated the Children’s Rights and Business Principles into our Supplier Code of Conduct. This Code mandates that our suppliers uphold the protection of human rights, explicitly prohibiting forced labour and child labour. By embedding these principles into our supply chain management, we reinforce our commitment to responsible and ethical practices, ensuring that all partners adhere to the highest standards of human rights protection.

✓ **Training and communication**

Annually, we conduct a minimum of two training sessions focused on social responsibilities, including human rights, in February and August with support from our in-house Training department. For direct labour, these sessions are conducted in person, while indirect labour and above participate in online training. At the conclusion of each session, employees complete an assessment to ensure effective understanding of our human rights policies. Additionally, we include social responsibility requirements in our onboarding training for new hires and conduct refresher training on an annual basis. To further raise awareness, we broadcast information via television in canteens and display posters throughout our facilities. We also provide a toll-free hotline for employees to address grievances and have a Whistle Blowing Policy in place to support transparency and accountability.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ Training and communication (cont'd)

Our managers are trained to handle reports and instances of bullying and harassment.



Training and communication to employees (Malaysia)



Training and communication to employees (Philippines)



Training and communication to employees (China)



SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ **Training and communication** (cont'd)

Our training and communication extend beyond our employees, we also conduct periodic supplier responsibility training to our suppliers, ensuring they are equally well-versed and aligned with our values and expectations.



Training and communication to suppliers

✓ **Ongoing assessment**

Risk assessment related to potential labour issues is an integral part of our due diligence checklist for evaluating new operations or projects. Additionally, we proactively monitor and assess human rights risks continuously as part of our core business processes, with quarterly reviews conducted by our CSR committee. We also perform an annual Labour Risk Assessment to ensure ongoing compliance and address any emerging issues.

✓ **Grievance management**

In our ongoing pursuit of open communication and continuous improvement, we facilitate various avenues for both internal (e.g. employees) and external stakeholders to express their opinions and ideas.

We have established whistleblowing mechanism, feedback channel and grievances systems to allow both internal (e.g. employees) and external stakeholders to report genuine cases of human and labour rights related issues, child labour, forced labour, discrimination, bullying and harassment. Our whistleblowing mechanism is designed to ensure that individuals can raise concerns without fear of retaliation. We guarantee the confidentiality of the whistleblower's identity, unless otherwise required by law or for the purpose of any proceedings by or against the Group. A violation of the confidentiality of information reported by any party privy to the information would constitute a misconduct by itself.

To further ensure a confidential and impartial channel, an independent third party oversees a dedicated toll-free hotline where employees can confidently raise any concerns or reports. Other avenues also include regular roundtable, small group meeting and town hall sessions held throughout the year which serve as mechanisms that allow our employees to engage with the Management directly on a wide range of topics, including labour issues or concerns they may have. In addition, we have implemented a feedback box to allow for suggestions and concerns, ensuring that every voice can be heard. Our open door policy further support this by encouraging employees to approach management at any time with their ideas, questions or issues.

In cases where any employee is identified for affected by human rights or labour issues, we are committed to provide appropriate remedies which including but not limited to compensating them for any losses and damages in accordance with the legal requirements.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ **Stakeholder engagement on human rights issues**

We conduct small group meetings dedicated to addressing human rights issues and implement corrective actions as necessary. These meetings enable direct engagement with stakeholders, ensuring that human rights issues are managed effectively and corrective measures are applied promptly. Key topics addressed include compliance with regulatory and customer requirements, such as implementing system controls to prevent employees from working beyond the hours permissible by the applicable rules and regulations. Additionally, we provide comprehensive training on sustainability requirements to all supervisors, ensuring they are fully informed and equipped to uphold these standards.

✓ **Dormitories management**

We ensure our workers, both local and foreign, are provided with adequate and safe accommodation with more space per individual as stipulated in the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990 (Act 446). The building facilities provided include a multi-purpose hall, canteen/ cafeteria, management office, reading and television room, security, mini-mart, common surau, among others. The Penang State Labour Office conducted an audit at the dormitory building and has certified our compliance to Section 24D(2) Akta Standard Minimum Perumahan, Penginapan dan Kemudahan Pekerja 1990.



Dormitory building dedicated to employees



Spacious dormitory rooms



Laundry facilities within the dormitory

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ **Dormitories management** (cont'd)



Common area within the dormitory building with various amenities



Computer room



Spacious and modern design dormitory rooms



Food stalls



Fresh mart



Training room

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ **Child Labour and Forced Labour Prevention and Prohibition**

At Inari, we do not tolerate or condone any use of child labour or forced labour. We actively enforce policies that promote fair labour standards and continuously strive to create a safe and supportive work environment. We comply fully with the regulations and local laws of the countries we operate in. We practice free employment market and ensure all hirings are on voluntary basis.

We are deeply committed to ongoing stakeholder engagement and consultation with regulators on critical human rights issues. In line with this commitment, in August 2023, our representative from HR department attended the Malaysian Employment Laws Conference 2023 (“MELC 2023”). MELC 2023 is the foremost platform for HR practitioners across Malaysia to come together and discuss the latest trends and challenges impacting the industry. Bringing together influential leaders and experts from diverse sectors, the conference provided valuable insights that are vital for advancing business practices, particularly in areas of industrial relations and future trends. Key topics addressed at the conference included workplace harassment and discrimination, mental health in the workplace, updates on employment and trade union law, the growing impact of ESG considerations, and practical courtroom insights. By participating, we are better equipped to enhance our internal policies and practices to foster a respectful and inclusive workplace while staying ahead of emerging regulatory trends.

Our Code of Business Conduct and Ethics prohibits the use of forced labour, human trafficking and exploitative child labour and we expect suppliers and/ or vendors to respect this principle. As stipulated in the Supplier Code of Conduct, Inari reserves the right to terminate its trading agreement if the supplier is unable to demonstrate his commitment to this policy. Additionally, it is our policy that we will verify the valid and appropriate age verification documentation to avoid hiring of underage labours. All members of HR department were also being briefed on the minimum age for hiring, appropriate age documentation and verification systems. In addition, we also established an anonymous reporting flow for all employees to report the existence of underage workers, if any, at the facility. We have established several mechanisms for employees to report grievances and facilitate open communication between management and employees, regarding their grievances which include child and forced labour issues. There were zero cases reported for child labour or forced labour, discrimination, or grievances on human rights since our incorporation.

✓ **Fair Treatment in Managing Foreign Labour**

We only employ foreign workers with complete legal work permits. At Inari, we strictly prohibit the unlawful withholding of wages, passports, or other personal documents. We do not require them to lodge any form of monetary deposits as a condition of employment and no recruitment fees are charged back to the workers. We abide strictly to the law of minimum wages and that wage deduction will not imposed as disciplinary measure. Our foreign workers are given a contract of employment and are entitled to similar benefits as local employees as stated in our Wages, Benefits and Contracts Policy. Furthermore, we ensure that foreign workers are aware of their entitlements by communicating with them in their local language for better understanding.

✓ **Freedom of Association and Collective Bargaining**

It is our policy that we shall respect workers’ lawful rights and freely allow workers to form or participate in organisations of their choosing, including but not limited to unions, worker committees, or other worker associations, and bargain collectively without interference, discrimination, retaliation, or harassment.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

HUMAN AND LABOUR RIGHTS (cont'd)

✓ Working Hours and Rest Period

Our dedication to upholding employee well-being is reflected in our commitment to provide reasonable work hours and ample rest periods, ensuring full adherence to local regulatory mandates. Our employees are entitled to annual leave, sick leave, marriage leave, bereavement leave and maternity leave. Our working hours strictly adhere to the local rules and regulations, ensuring full compliance with labour laws. Furthermore, we are dedicated to upholding the rights of our employees, ensuring that all our employees are entitled to all public holidays gazetted by the local government.

We have established mechanisms to ensure that our employees receive sufficient rest period and do not work excessively. These measures include implementation of system hard blocks that prevent employees from working beyond the allowable hours. For employees with standard working hours, we offer flexible working hours to support work-life balance. These initiatives are designed to promote employee well-being and ensure that work hours remain within healthy and manageable limits.



OCCUPATIONAL SAFETY AND HEALTH (“OSH”)

In safeguarding the well-being of our employees, we are committed to stringent health and safety practices and a good work environment. The well-being of our employees is enhanced by the commitment of our management team at all levels and requires their close monitoring of the business units' safety performance. As we strive to achieve zero injuries and casualties at our production plants, safety awareness is essential to avoid accidents and prevent occupational illness.

OSH Policy

Inari provides a safe and healthy workplace for its employees, and therefore, has established an OSH Policy that is committed to:

- Making OSH a core value of everything we do;
- Having a risk-based process in place for the identification, classification and control of hazards and risks;
- Providing all employees, contractors and visitors with relevant information, operational controls and regular training on OSH requirements to enable them to conduct their activities safely;
- Providing a positive culture in which employees, contractors and visitors feel free to share their concerns about non-conformance, undesirable, unsafe situations or any OSH related issues;
- Implementing effective approaches to protect people from safety and health risks;
- Being fully transparent in the periodic reporting on OSH performance;
- Consulting and collaborating with employees and other stakeholders on OSH matters; and
- Complying with all applicable laws and regulations which apply to our business.

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

OCCUPATIONAL SAFETY AND HEALTH (“OSH”) (cont'd)

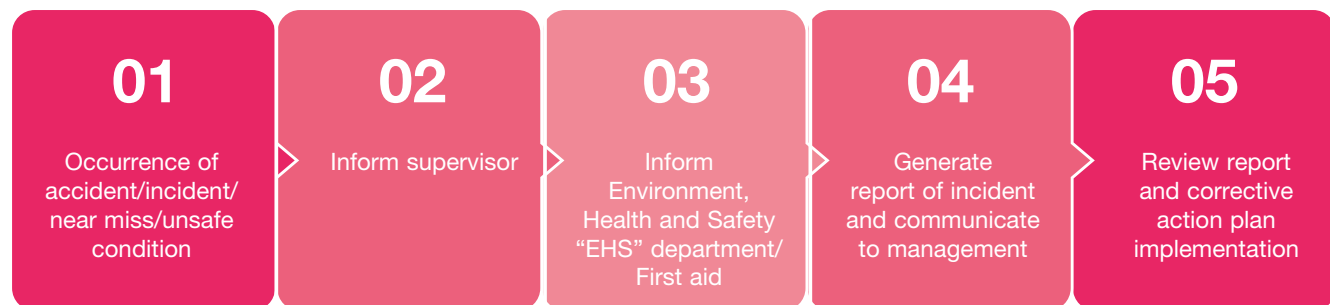
OSH Policy (cont'd)

In ensuring we provide a healthy and safe working environment, 100% of our operations are in compliance with the relevant OSH regulations or are ISO 45001:2018 certified.



Incident Reporting and Investigation

To ensure proper management of safety and health issues at our plants, we implement a standard operating procedure for identification of any workplace hazards or risks and to develop control measures to minimise these risks from occurring. All employees, visitors and contractors are informed of our incident reporting platforms and are encouraged to report any risky or unsafe conditions to the supervisor.



In the event of an incident or unsafe work condition occurring, an initial investigation will be carried out by the supervisor which they will report to the EHS department within 24 hours. Once the report has been reviewed by the EHS department, if necessary further investigation will be conducted and requests for corrective actions will be sent to the respective Area Manager to develop and implement the next steps for preventing recurrence. Where applicable, the Head of Department and HR department may take the appropriate disciplinary action for those involved in unsafe acts or conditions. Management periodically reviews opportunities for continual improvement when necessary.

SUSTAINABILITY STATEMENT
cont'd

WORKPLACE – Caring for our People (cont'd)

OCCUPATIONAL SAFETY AND HEALTH (“OSH”) (cont'd)

OSH Awareness Training

Safety is paramount at Inari. We prioritise comprehensive employee training in safety protocols and regularly conduct drills to bolster awareness and skills. Our OSH training aligns with regulations, ensuring employees possess the necessary competencies to work securely. The types of training conducted include incident management, hazard management, as well as emergency preparedness and response. During this reporting period, all employees attended trainings or refresher courses on safety and health.

These trainings include:

 Hazard Prevention and Control Awareness	 Basic Occupational First Aid
 Safety of Equipment Handling	 Fire Safety Training and Drills
 Chemical Safety Training	 Lift Truck/Forklift Safety Training
 Electrical Safety Awareness	 Incident Management



First Aid Training



Fire Training with Bomba



Fire Prevention Month Activity

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

OCCUPATIONAL SAFETY AND HEALTH (“OSH”) (cont'd)

OSH Awareness Training (cont'd)

Number of staffs trained on health and safety standards for the past 3 years as shown below:

Number of Staffs trained on Health and Safety Standards	Unit	Malaysia	China	Philippines	Group
FY2023	Number	1,906	356	727	2,989
FY2024	Number	2,791	325	1,214	4,330
FY2025	Number	4,182	278	1,281	5,741

Managing OSH Performance

Our OSH committee is responsible for monitoring, recording and reporting the Group’s occupational safety, health and environment performance. They also report on measures carried out towards the prevention of accidents. Through our stringent efforts, we have successfully managed to record zero case of occupational fatality or work-related illnesses within the Group. OSH committee is responsible for risk assessment regarding health and safety for existing operations and plants as well as potential new operations or projects as part of the due diligence process.

Our continuous efforts aim to:

- Limit the number of incidents at the workplaces;
- Perform evacuation exercises in facilities with difficult escape paths;
- Improve hazard control, notably in hazardous chemical work areas; and
- Improve the safety of equipment or activities, with a special emphasis on lifelines.

Our target is zero workplace injury incidents and below is our performance over the past 3 years:

Injury Type/Rate	Unit	FY2023	FY2024	FY2025
Malaysia				
Number of injury incidents	number	1	6	6
Number of fatalities	number	– (b)	– (b)	– (b)
Number of work-related illnesses	number	– (b)	– (b)	– (b)
Number of worked days lost	days	21	29	47
Incident rate ^(a)	rate	0.23	1.36	1.42
Frequency rate ^(a)	rate	0.09	0.49	0.51
Severity rate ^(a)	rate	1.86	2.39	4.03
Fatality rate ^(a)	rate	– (b)	– (b)	– (b)
Lost Time Injury Frequency (“LTIF”) ^(a)	rate	0.09	0.49	0.51

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

OCCUPATIONAL SAFETY AND HEALTH (“OSH”) (cont'd)

Managing OSH Performance (cont'd)

Our target is zero workplace injury incidents and below is our performance over the past 3 years: (cont'd)

Injury Type/Rate	Unit	FY2023	FY2024	FY2025
Philippines				
Number of injury incidents	number	4	1	2
Number of fatalities	number	– (b)	– (b)	– (b)
Number of work-related illnesses	number	– (b)	– (b)	– (b)
Number of worked days lost	days	4	5	7
Incident rate ^(a)	rate	1.70	0.56	1.16
Frequency rate ^(a)	rate	0.62	0.22	0.46
Severity rate ^(a)	rate	0.82	1.12	1.62
Fatality rate ^(a)	rate	– (b)	– (b)	– (b)
Lost Time Injury Frequency (“LTIF”) ^(a)	rate	0.82	0.22	0.46
China				
Number of injury incidents	number	– (b)	– (b)	– (b)
Number of fatalities	number	– (b)	– (b)	– (b)
Number of work-related illnesses	number	– (b)	– (b)	– (b)
Number of worked days lost	days	– (b)	– (b)	– (b)
Incident rate ^(a)	rate	– (b)	– (b)	– (b)
Frequency rate ^(a)	rate	– (b)	– (b)	– (b)
Severity rate ^(a)	rate	– (b)	– (b)	– (b)
Fatality rate ^(a)	rate	– (b)	– (b)	– (b)
Lost Time Injury Frequency (“LTIF”) ^(a)	rate	– (b)	– (b)	– (b)
Overall				
Number of injury incidents	number	5	7	8
Number of fatalities	number	– (b)	– (b)	– (b)
Number of work-related illnesses	number	– (b)	– (b)	– (b)
Number of worked days lost	days	25	34	54
Incident rate ^(a)	rate	0.77	1.07	1.28
Frequency rate ^(a)	rate	0.29	0.40	0.48
Severity rate ^(a)	rate	1.46	1.94	3.23
Fatality rate ^(a)	rate	– (b)	– (b)	– (b)
Lost Time Injury Frequency (“LTIF”) ^(a)	rate	0.29	0.40	0.48

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)**OCCUPATIONAL SAFETY AND HEALTH (“OSH”)** (cont'd)**Managing OSH Performance** (cont'd)

Notes:

(a) Rates are calculated based on the formulas as follows:

Incident Rate	No. of accidents/average no. of employees x 1,000
Frequency Rate	No. of accidents/total man-hours worked x 1,000,000
Severity Rate	No. of worked days lost/total man-hours worked x 1,000,000
Fatality Rate	No. of fatalities/ average no. of employees x 1000
Lost Time Injury Frequency (refers to the loss of productivity associated with accidents or injury arising out of or in the course of work.)	No. lost time injuries/total man-hours x 1,000,000

(b) No cases reported.

Under Malaysia OSH Master Plan (“OSHMP25”), Department of Safety and Health (DOSH) Malaysia has established a key target of incident rate at 2.13 accidents per 1,000 workers by 2025. In FY2025, our operations in Malaysia and Philippines recorded a slight increase of incident rates to 1.42 and 1.16, respectively, but remained well below the DOSH target of 2.13. Besides, our operations in China continued to maintain at zero incident rate in FY2025. We remain committed to implementing preventive and corrective actions to improve our safety performance across our operations.

Below is the summary of 8 minor injuries and corrective measures at our operations:

Type of Injury	Corrective Action	Preventative Action
Finger pinch (cut) at machine moving parts (Malaysia) (2 cases)	- Brief employees on roles and responsibilities - Generate work instruction for the machine and include list of safety points - Install a cover over the mechanical wiring of the interlock door mechanism to prevent tampering or bypass	- Only trained personnel are authorised and permitted to handle the job - Add hazard communication signage - Provide refresher training - Conduct refresher training on machine safety procedures, with emphasis on the critical step of pressing the stop button before performing any interaction or troubleshooting
Thumb cut after hit by pen knife (Malaysia) (2 cases)	Replace the use of pen knives with safety cutters and provide cut-resistant gloves for tasks that require cutting operations	Create visual aid on safe cutting method using hand tools
Head pinch (cut) at machine moving parts (Malaysia) (1 case)	Ensure machines are returned to production mode after maintenance and implement access control using keys – restricting Maintenance Mode access strictly to authorised personnel	Add hazard communication signage
Toes injured by a falling object (Malaysia) (1 case)	Reinforce compliance with personal protective equipment (“PPE”) requirements through safety briefings, and improve housekeeping practices to ensure clear and unobstructed workspaces	Install clear visual reminders at entry points to areas that require PPE

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

OCCUPATIONAL SAFETY AND HEALTH (“OSH”) (cont'd)

Managing OSH Performance (cont'd)

Below is the summary of 8 minor injuries and corrective measures at our operations: (cont'd)

Type of Injury	Corrective Action	Preventative Action
Laceration (Philippines) (1 case)	Attach safety signage to the machine tool to clearly warn against touching or removing safety cover	- Install machine guard or interlock mechanism to prevent access during cutting - Implement a Lockout-Tagout (LOTO) procedure specific to lead cutter maintenance and blade inspection
Blister (Philippines) (1 case)	- Stopped vacuum sealer machine immediately and place “Do not Operate” tag until inspection is completed - Post warning labels/ signage: “Caution: Hot Surface - keep hand clear”	- Replace the foot pedal with two-hand control system to prevent sealing unless both hands are clear - Conduct refresher training for all operators on proper use of vacuum sealer and burn hazard awareness

For each incident occurred, we have conducted a root cause analysis investigation. Based on the findings, we then developed the necessary corrective actions and revised our preventative measures to avoid occurrence in the future.

We will continue to be vigilant and commit to safeguard the health and safety of our employees by enforcing tighter controls to mitigate possible safety risk identified.

EMPLOYEE WELFARE

Inari's strength is its workforce and we take great efforts to take care of the wellbeing of our employees. As such, we invest in the health and welfare of employees and are committed to producing a caring and supporting community.

Employee Wellness Activities

To further enrich our commitment to fostering a thriving work-life balance, at Inari, we place a paramount emphasis on maintaining the well-being of our employees. To this end, we have curated an array of diverse programs and engaging activities for employees to participate. The aim is not only to alleviate stress but also to cultivate an environment where positive relationships among co-workers' flourish, nurturing a sense of unity and support. In pursuit of this mission, our employee sports clubs organise events such as weekly indoor fitness classes like yoga, or sports events such as badminton, Zumba, pickleball and fun walk sessions.



Inari Badminton Tournament (Malaysia)



FIZ Badminton Tournament (Malaysia)

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – Caring for our People (cont'd)

EMPLOYEE WELFARE (cont'd)

Employee Wellness Activities (cont'd)



Pickleball Session (Malaysia)



Fun Walk - Environment Day 2024 (Malaysia)



Zumba Sessions (Philippines)



Award for the Best Employees (China)



Dragon Boat Festival Celebration (China)



Mid-Autumn Festival Lucky Draw (China)

SUSTAINABILITY STATEMENT

cont'd

WORKPLACE – *Caring for our People* (cont'd)

EMPLOYEE WELFARE (cont'd)

Employee Engagement

At Inari, we conduct employee engagement surveys annually to gather feedback and understand employees' perspectives. The surveys are reviewed by our Human Resource team which then help to identify areas of improvements, key concerns from our employees and recommend strategies to address them accordingly.

This year, the survey covers four key areas that are essential to fostering a positive and supportive workplace as below:

Human Rights and Labour Practices: Employees are invited to share their views on feeling heard, valued, and supported by their managers, as well as on teamwork within departments, work-life balance, and the effectiveness of communication channels.

Learning and Development: It also explores the opportunities for career growth, the availability of training, and whether feedback received contributed to employees' professional development.

Safety and Health: Employees are asked to provide feedback on the company's effort to maintain a healthy, safe, and secure work environment, as well as their awareness and understanding of safety regulations.

The insights gathered from this survey enable us to continuously enhance the employee experience by addressing key areas of concern and opportunities for improvement.

Apart from this, we provide various platforms such as Festive Celebration Session and Employee Appreciation Dinner to encourage interaction/engagement between employees and the Senior Management. At Inari, we actively foster employee engagement by organising a variety of events aimed at promoting participation, collaboration and interaction across the organisation.



Commuting Safety Support Program (Malaysia)



Occupational Health Examination for Amertronians (China)

SUSTAINABILITY STATEMENT

cont'd

LOCAL COMMUNITIES – Giving Back

Inari strives to be a responsible corporate citizen by giving back to the surrounding communities in which we operate and to create a positive impact in the long-term. Through our Corporate Social Responsibilities (“CSR”) initiatives including our internship programmes, we utilise our knowledge and experience to give back to communities.

STEM Talent Development

Inari is committed to upholding and promoting children’s rights by investing in initiatives that nurture their growth, learning, and future opportunities. Beyond ensuring a workplace free from child labour, we actively contribute to programmes that empower young people through education and skills development.

In particular, we support various initiatives focused on Science, Technology, Engineering, and Mathematics (“STEM”) education. These programmes are designed to cultivate interest and talent among primary and secondary school students, equipping them with essential skills for the future. Through workshops, school outreach activities, and partnerships with educational institutions, we aim to inspire creativity, critical thinking, and innovation among children.

By championing STEM learning, we not only contribute to improving the quality of education but also helps prepare the next generation to thrive in a knowledge-based economy. This commitment reflects our broader responsibility to support children’s rights and well-being through meaningful and sustainable programmes.



Future Skills Talent Council Meeting with Group CEO KC Lau as Chairman for E&E sector



STEM Talent Pipeline Development Programs



STEM Future Proofing Engineering Program Graduation Ceremony



SUSTAINABILITY STATEMENT
cont'd

LOCAL COMMUNITIES – Giving Back (cont'd)

STEM Talent Development (cont'd)



Northern Industrial Career Engagement (NICE) 2025



Penang Math Platform -
Grand STEM Challenge



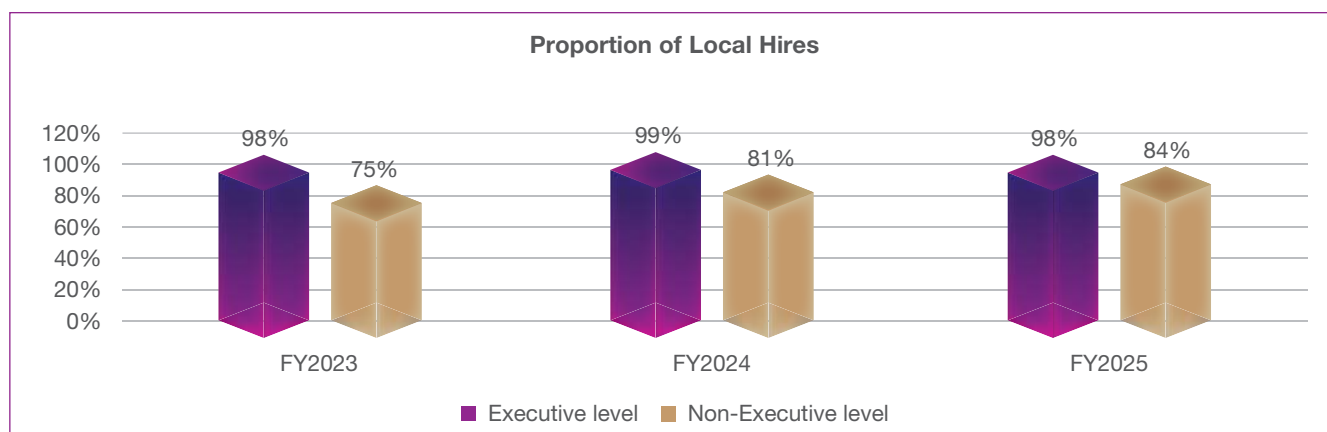
Showcase Your Technology at the
Penang 2030 Festival (STEM)

SUSTAINABILITY STATEMENT

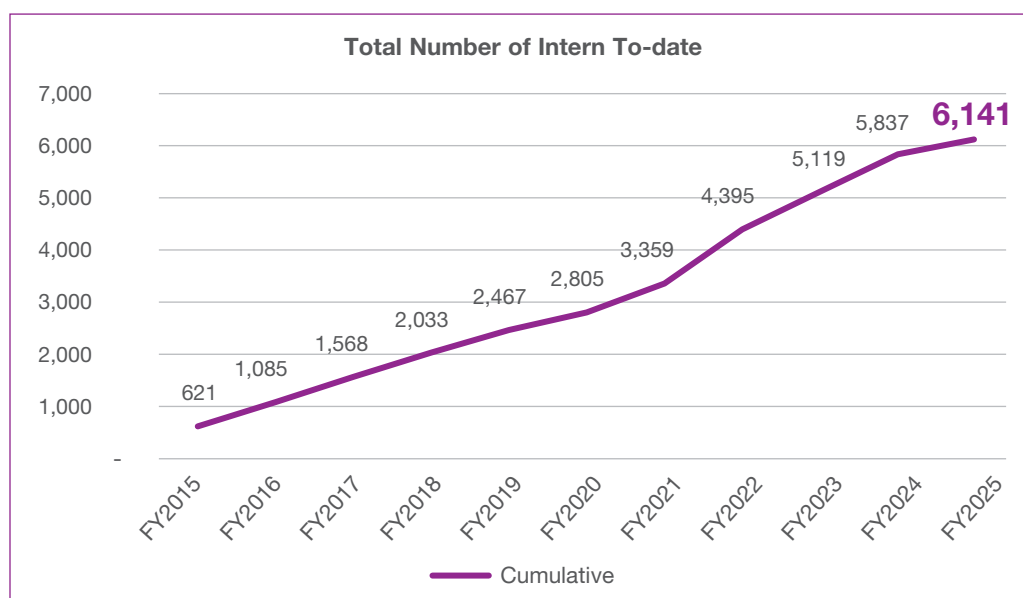
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LOCAL COMMUNITIES – Giving Back (cont'd)**Local Employment**

In supporting the communities, hiring locals is a priority whenever possible to boost local economies and improve social well-being. Providing job opportunities is a valuable resource that we as a business can offer to enable people to reach their potential. Across our operations in Malaysia, Philippines, and China, we work to employ locally, especially at our production facilities. We have increasingly hired locally over the years as we recognise its importance.

**Internship Programme**

Our internship programme enables us to cultivate future talents by providing interns with the opportunity to gain skills and hands-on experience that will prepare them for future successes in their careers. Our internship programme commenced in FY2015 through the collaboration with various higher institutions and colleges in Malaysia to take in industrial interns to expose them to a working environment where they are able to apply the knowledge from the classroom to real-world experience. Since FY2015, we have offered this opportunity to a total of 6,141 interns.



6,141
Interns hired
to date

SUSTAINABILITY STATEMENT

cont'd

LOCAL COMMUNITIES – Giving Back (cont'd)

Local Communities Development

We recognise the importance of contributing to the communities and align our efforts with our business strategy to create a meaningful impact. Our community investment initiatives include various contributions, donations, and CSR programs, all designed to support and uplift underserved local communities. Through our dedicated working committee, we organise CSR programs that focus on aiding indigenous communities and charitable institutions. Our focus is to address immediate needs, through food distribution and donation drives, thereby supporting everyday necessities and fostering stronger, more resilient communities. This approach not only enhances our social responsibility but also strengthens our community relations and aligns with our overall business objectives.

We have contributed over RM4.26 million both cash and in-kind since FY2018. In FY2025, we have contributed a total of RM223,079 cash and in-kind to 80 beneficiaries which consist of charities, non-profit organisations, educational and other institutions across the region.

Total Volunteered Hours	No. of Hours
FY2023	28,765
FY2024	27,805
FY2025	6,208

Total Amount Invested in External Community	Amount (RM)
FY2023	276,480
FY2024	167,005
FY2025	223,079

To measure the output/ outcome, results, achievements and benefits of our community investments, we quantify the total number of beneficiaries impacted by our initiatives as below:

Total Number of Beneficiaries of the Investment in Community	No. of Beneficiaries (in Entities)
FY2023	27
FY2024	52
FY2025	80

Below is a summary of our contributions this year for our CSR activities.



Trash Free Hill 2024

On 29 September 2024, a total of 30 dedicated volunteers from Inari participated in the initiative to demonstrate their support for environmental conservation. This campaign aimed to preserve the natural beauty of the hill while raising public awareness about the importance of environmental protection. This impactful effort marked a meaningful step towards fostering a cleaner and more sustainable future for the community.

SUSTAINABILITY STATEMENT

cont'd

LOCAL COMMUNITIES – Giving Back (cont'd)

Local Communities Development (cont'd)

Below is a summary of our contributions this year for our CSR activities. (cont'd)

Blood Donation 2024

On 19 November 2024, Inari supported the Blood Donation Campaign organised by Hospital Pulau Pinang Blood Bank. A total of 40 Inari employees participated and contributed to life-saving efforts while strengthening and promoting culture of empathy, care, corporate social responsibility, and personal health awareness among staff. Through this campaign, our employees collectively donated 14,000ml of blood.



Chinese New Year Gathering with Elderly at Persatuan Syukur Penyayang

On 21 January 2025, in conjunction with the Chinese New Year celebration, 15 Inari volunteers visited Persatuan Syukur Penyayang, a care home for senior citizens. During the visit, we donated essential items, including 100 packs of adult diapers, 30 packs of Milo, and 18 packs of Fernleaf milk powder, contributed through the generosity of our employees. Volunteers also shared lunch with the residents and assisted in cleaning the home. This initiative reflects our commitment to social responsibility, supporting the well-being of vulnerable groups and foster stronger bonds within the community.

Program Iftar Ramadhan & Aidilfitri Donation at Kediaman Cahaya Ain

On 21 March 2025, in conjunction with Hari Raya Aidilfitri celebration, 15 Inari volunteers organised a donation drive to support Kediaman Cahaya Ain, a local orphanage. Inari sponsored essential supplies such as rice, cooking oil, sugar, Milo and festive Raya cookies for all residents. The initiative also featured an Iftar gathering with the 17 orphans, offering them a sense of belonging, warmth, and reassurance that they are not forgotten. This was made possible through the kind contribution from Inari employees.



SUSTAINABILITY STATEMENT

cont'd

LOCAL COMMUNITIES – Giving Back (cont'd)

Local Communities Development (cont'd)

Below is a summary of our contributions this year for our CSR activities. (cont'd)



Charis Hospice Charity Run 2025 (Happy Feet Striding for Palliative Care 2.0)

On 19 April 2025, 30 Inari-ians participated in the “Happy Feet Striding for Palliative Care” charity run, organised by Charis Hospice. The event aimed to support Charis Hospice’s mission of providing free palliative home-care services to patients with advanced cancer and other life-threatening illnesses in Penang, regardless of race and religion.

Adopt a Barangay

On 25 September 2024, Amertron Inc. donated grocery items to 30 families living in the coastal area in Barangay Malusak Sasmuan Pampanga. Each family received 5 kilograms of rice, along with sugar, coffee, noodles and 3 varieties of canned goods.



Gift Giving to Autism Children in Pampanga Autism Family Support Group

On 28 November 2024, Amertron Inc. donated learning materials and toys to the children of the Pampanga Autism Family. This initiative aimed to encourage creativity and support the children’s development through activities such as puzzles and painting.



SUSTAINABILITY STATEMENT

cont'd

LOCAL COMMUNITIES – Giving Back (cont'd)

Local Communities Development (cont'd)

Below is a summary of our contributions this year for our CSR activities. (cont'd)

Gift Giving and Feeding Program to Home for the Aged in Bahay Pag-ibig

On 10 December 2024, Amertron Inc. organised a Gift Giving and Food Feeding Program by donating food and daily essentials to support the needs of neglected and abandoned elderly residents.



Adopt a Barangay, a Feeding Program to the indigent family

Through this program, 54 children from indigent families in Baliti, City of San Fernando, Pampanga were provided with meals and drinks for the day. In addition, the children received simple tokens, including school supplies and snacks, to support their education.

Beyond these activities, we further expanded our CSR efforts by fostering closer ties with the community, exemplified by the PDRM Engagement Talk.

PDRM Engagement Talk (Malaysia)

On 20 November 2024, we organised a PDRM Engagement Talk in collaboration with the Bandar Cassia Police Station, with the participation of 40 Inari employees. The programme was designed to strengthen community relations by providing a direct platform for PDRM to raise awareness on crime prevention, share insights on security issues, and highlight current crime trends. The full-day session also included an interactive Q&A segment and a quiz to reinforce learning and encourage active participation.



SUSTAINABILITY STATEMENT

cont'd

PERFORMANCE DATA

Indicator	Measurement Unit	2022	2023	2024	2025
Bursa (Anti-corruption)					
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category					
Manager and above	Percentage	100.00	100.00	100.00	100.00
Executive	Percentage	100.00	100.00	100.00	100.00
Non-Executive	Percentage	92.00	97.00	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0	0
Bursa (Community/Society)					
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	237,340.00	276,480.00	167,005.00	223,079.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	20	27	52	80
Bursa (Diversity)					
Bursa C3(a) Percentage of employees by gender and age group, for each employee category					
Age Group by Employee Category					
Manager and above Below 30	Percentage	0.02 *	0.03 *	0.03 *	0.00
Manager and above 30 to 50	Percentage	1.62 *	1.36 *	1.44 *	1.32
Manager and above Above 50	Percentage	0.65 *	0.67 *	0.78 *	0.84
Executive Below 30	Percentage	3.47 *	3.60 *	3.79 *	3.35
Executive 30 to 50	Percentage	4.87 *	4.70 *	4.96 *	5.15
Executive Above 50	Percentage	0.67 *	0.75 *	0.85 *	1.13
Non-Executive Below 30	Percentage	60.70 *	62.61 *	60.27 *	55.81
Non-Executive 30 to 50	Percentage	25.55 *	23.96 *	25.18 *	29.33
Non-Executive Above 50	Percentage	2.45 *	2.32 *	2.70 *	3.07

Internal assurance

External assurance

No assurance

(*) Restated

* Updated description of category by age.

SUSTAINABILITY STATEMENT

cont'd

PERFORMANCE DATA (cont'd)

Indicator	Measurement Unit	2022	2023	2024	2025
Bursa (Diversity)					
Gender Group by Employee Category					
Manager and above Male	Percentage	1.62	1.36	1.60	1.43
Manager and above Female	Percentage	0.67	0.70	0.66	0.72
Executive Male	Percentage	5.61	5.69	6.05	5.76
Executive Female	Percentage	3.40	3.35	3.55	3.86
Non-Executive Male	Percentage	32.30	28.10	29.44	29.43
Non-Executive Female	Percentage	56.40	60.80	58.70	58.80
Bursa C3(b) Percentage of directors by gender and age group					
Male	Percentage	90.00	91.70	91.70	84.60
Female	Percentage	10.00	8.30	8.30	15.40
Below 30	Percentage	0.00	0.00	0.00	0.00
30 to 50	Percentage	0.00	0.00	0.00	0.00
Above 50	Percentage	100.00 *	100.00 *	100.00 *	100.00
Bursa (Energy management)					
Bursa C4(a) Total energy consumption	Megawatt	117,146.60	122,049.32	131,316.99	135,385.60
Bursa (Health and safety)					
Bursa C5(a) Number of work-related fatalities	Number	0	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.07	0.06	0.08	0.10
Bursa C5(c) Number of employees trained on health and safety standards	Number	2,818	2,989	4,330	5,741
Bursa (Labour practices and standards)					
Bursa C6(a) Total hours of training by employee category					
Manager and above	Hours	2,123	3,145	5,544	3,325
Executive	Hours	12,592	17,752	27,481	21,566
Non-Executive	Hours	42,110	50,235	54,911	53,803
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	11.10	8.80	6.70	9.22

Internal assurance

External assurance

No assurance

(*) Restated

* Updated description of category by age.

SUSTAINABILITY STATEMENT

cont'd

PERFORMANCE DATA (cont'd)

Indicator	Measurement Unit	2022	2023	2024	2025
Bursa (Labour practices and standards)					
Bursa C6(c) Total number of employee turnover by employee category					
Manager and above	Number	13	24	19	31
Executive	Number	106	99	80	122
Non-Executive	Number	1,241	933	971	705
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0	0
Bursa (Supply chain management)					
Bursa C7(a) Proportion of spending on local suppliers	Percentage	51.00	78.00	59.00	59.00
Bursa (Data privacy and security)					
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	0
Bursa (Water)					
Bursa C9(a) Total volume of water used	Megalitres	754.491000	756.055000 [#]	716.692000 [#]	742.812000
Bursa (Waste management)					
Bursa C10(a) Total waste generated	Metric tonnes	-	965.30 ^{*^}	1,043.50 ^{*^}	972.20
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	721.40 ^{*^}	777.30 ^{*^}	698.60
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	243.90 ^{*^}	266.20 ^{*^}	273.60
Bursa (Emissions management)					
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	-	314.00 ^{*^}	339.00 ^{*^}	281.00
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	-	80,286.00 ^{*^}	87,030.00 ^{*^}	99,798.00
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	-	3,369.00

Internal assurance

External assurance

No assurance

(*) Restated

[#] Restated FY2023 and FY2024 data due to scope adjustments.

[^] New disclosure under Performance Data with historical data (FY2023 and FY2024) provided too.

SUSTAINABILITY STATEMENT

cont'd

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102-13	Membership of associations	Sustainability Statement – Corporate Membership	46-47
102-14	Statement from senior decision-maker	Chairperson's Letter to the Shareholders	24-25
102-16	Values, principles, standards and norms of behaviour	Sustainability Statement – Our Sustainability Journey Thus Far Sustainability Statement – Our Sustainability Governance Corporate Governance Overview Statement	42 43-44 160-177
102-18	Governance structure	Profile of Directors, Profile of Key Senior Management Corporate Governance Overview Statement Sustainability Statement – Our Sustainability Governance	16-23 160-177 43-44
102-40	List of stakeholder groups	Sustainability Statement - Stakeholder Engagement	51-53
102-41	Collective bargaining agreements	Inari does not have collective bargaining agreements. However, it is stated in our Human Resource Policy that all employees have the rights to form and join organisation of their choice. Sustainability Statement - Human and Labor Rights	120 119-126
102-42	Identifying and selecting stakeholders	Sustainability Statement - Stakeholder Engagement	51-53
102-43	Approach to stakeholder engagement	Sustainability Statement - Stakeholder Engagement	51-53
102-44	Key topics and concerns raised	Sustainability Statement - Stakeholder Engagement, Materiality Assessment, Our Sustainability Strategy	46 51-56
102-45	Entities included in the consolidated financial statements	Audited Financial Statements	193-271

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
102-46	Defining report content and topic boundaries	Sustainability Statement – Reporting Period and Boundary	40
102-47	List of material topics	Sustainability Statement – Materiality Assessment, Our Sustainability Strategy, Our Sustainability Metrics and Targets	46 47-49 54-56
102-48	Restatements of information	In relation to responsible resource management, water management, and employee gender, diversity and inclusion.	78/104-106 /115
102-49	Changes in reporting	Sustainability Statement – Reporting Period and Boundary	40
102-50	Reporting period	Sustainability Statement – Reporting Period and Boundary	40
102-51	Date of most recent report	The Company's Annual Report 2024, was published in October 2024. The online version of the Annual Report 2024 can be found online at https://www.inari-amertron.com/annual-reports	-
102-52	Reporting cycle	Sustainability Statement – Reporting Period and Boundary	40
102-53	Contact point for questions regarding the report	Sustainability Statement – Point of Contact	41
102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Statement – Reporting Framework and Standards	41
102-55	GRI content index	GRI Content Index	145-155
102-56	External assurance	To be applied in the future	-
GRI 201: Economic Performance			
103-1	Explanation of the material topic and its boundary	Not applicable as it does not reach our materiality consideration.	-
103-2	The management approach and its components	Not applicable as it does not reach our materiality consideration.	-
103-3	Evaluation of the management approach	Not applicable as it does not reach our materiality consideration.	-
201-1	Direct economic value generated and distributed	Audited Financial Statements	193-271
201-2	Financial implications and other risks and opportunities due to climate change	To be applied in the future	-
201-3	Defined benefit plan obligations and other retirement plans	Audited Financial Statements	193-271
201-4	Financial assistance received from government	Audited Financial Statements	193-271

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
GRI 202: Market Presence			
103-1	Explanation of the material topic and its boundary	Not applicable as it does not reach our materiality consideration.	-
103-2	The management approach and its components	Not applicable as it does not reach our materiality consideration.	-
103-3	Evaluation of the management approach	Not applicable as it does not reach our materiality consideration.	-
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Inari complies with all applicable minimum wage standards regardless of gender. The entry level for both female and male employees is equivalent to the national minimum wage.	119
202-2	Proportion of senior management hired from the local community	Sustainability Statement - Workplace Sustainability Statement - Local Communities	112-134 135-141
GRI 203: Indirect Economic Impacts			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Innovation, Process Innovation and Industry 4.0, Operational Excellence through Innovation	65-75
103-2	The management approach and its components	Sustainability Statement - Innovation, Process Innovation and Industry 4.0, Operational Excellence through Innovation	65-75
103-3	Evaluation of the management approach	Sustainability Statement - Innovation, Process Innovation and Industry 4.0, Operational Excellence through Innovation	65-75
203-1	Infrastructure investments and services supported	Sustainability Statement - Innovation, Process Innovation and Industry 4.0, Operational Excellence through Innovation	65-75
203-2	Significant indirect economic impacts	Sustainability Statement - Innovation, Process Innovation and Industry 4.0, Operational Excellence through Innovation	65-75
204: Procurement Practices			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management	75-81
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management	75-81
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management	75-81
204-1	Proportion of spending on local supplies	Sustainability Statement - Supply Chain Management	75-81

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
GRI 205: Anti-corruption			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function Corporate Governance Overview Statement	57-61 181-186 160-177
103-2	The management approach and its components	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function Corporate Governance Overview Statement	57-61 181-186 160-177
103-3	Evaluation of the management approach	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function Corporate Governance Overview Statement	57-61 181-186 160-177
205-1	Operations assessed for risks related to corruption	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function Corporate Governance Overview Statement	57-61 181-186 160-177
205-1	Communication and training about anticorruption policies and procedures	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function	57-61 181-186
205-3	Confirmed incidents of corruption and actions taken	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures Statement on Risk Management and Internal Control - Internal Audit Function	57-61 181-186
302: Energy			
103-1	Explanation of the material topic and its boundary	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-2	The management approach and its components	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-3	Evaluation of the management approach	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
302-1	Energy consumption within the organisation	Sustainability Statement - Energy Usage	94-98
302-2	Energy consumption outside the organisation	To be applied in the future	-
302-3	Energy intensity	Sustainability Statement - Energy Usage	94-98
302-4	Reduction of energy consumption	Sustainability Statement - Energy Usage	94-98
302-5	Reductions in energy requirements of products and services	To be applied in the future	-
303: Water and Effluents			
103-1	Explanation of the material topic and its boundary	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-2	The management approach and its components	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-3	Evaluation of the management approach	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
303-1	Interactions with water as a shared resource	To be applied in the future	-
303-2	Management of water discharge-related impacts	To be applied in the future	-
303-3	Water withdrawal	Sustainability Statement – Water Management	102-107
303-4	Water discharge	Sustainability Statement – Water Management	102-107
303-5	Water consumption	Sustainability Statement – Water Management	102-107
305: Emissions			
103-1	Explanation of the material topic and its boundary	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-2	The management approach and its components	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
103-3	Evaluation of the management approach	Our Commitment Towards Climate Change and Climate Change Risk Management Sustainability Statement – Environment and Climate Change Management	50-51 84-94
305-1	Direct (Scope 1) GHG emissions	Sustainability Statement - GHG Emissions and Climate Change	99-102
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Statement - GHG Emissions and Climate Change	99-102

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Statement - GHG Emissions and Climate Change	99-102
305-4	GHG emissions intensity	Sustainability Statement - GHG Emissions and Climate Change	99-102
305-5	Reduction of GHG emissions	Sustainability Statement - GHG Emissions and Climate Change	99-102
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	Sustainability Statement - GHG Emissions and Climate Change	99-102
306: Effluents and Waste			
103-1	Explanation of the material topic and its boundary	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
103-2	The management approach and its components	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
103-3	Evaluation of the management approach	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
306-1	Water discharge by quality and destination	Sustainability Statement – Water Management	102-107
306-2	Waste by type and disposal method	Sustainability Statement – Waste Management	108-111
306-3	Significant spills	No significant spills as of FY2025	-
306-4	Transport of hazardous waste	To be applied in the future	-
306-5	Water bodies affected by water discharges and/or runoff	To be applied in the future	-
307: Environmental Compliance			
103-1	Explanation of the material topic and its boundary	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
103-2	The management approach and its components	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
103-3	Evaluation of the management approach	Our Commitment Towards Climate Change and Climate Change Risk Management	50-51
		Sustainability Statement – Environment and Climate Change Management	84-94
307-1	Non-compliance with environmental laws and regulations	We have not identified any non-compliance with environmental laws and regulations as of FY2025	86

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
308: Supplier Environmental Assessment			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management	75-81
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management	75-81
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management	75-81
308-1	New suppliers that were screened using environmental criteria	Sustainability Statement - Supply Chain Management	75-81
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Statement - Supply Chain Management	75-81
401: Employment			
103-1	Explanation of the material topic and its boundary	Sustainability Statement – Employee Gender, Diversity and Inclusion, Employee Statistics, Employee Development and Talent Retention, Human and Labour Rights	112-134
103-2	The management approach and its components	Sustainability Statement - Employee Gender, Diversity and Inclusion, Employee Statistics, Employee Development and Talent Retention, Human and Labour Rights	112-134
103-3	Evaluation of the management approach	Sustainability Statement - Employee Gender, Diversity and Inclusion, Employee Statistics, Employee Development and Talent Retention, Human and Labour Rights	112-134
401-1	New employee hires and employee turnover	Sustainability Statement - Employee Gender, Diversity and Inclusion, Employee Statistics, Employee Development and Talent Retention, Human and Labour Rights	112-134
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Statement - Employee Gender, Diversity and Inclusion, Employee Statistics, Employee Development and Talent Retention, Human and Labour Rights	112-134
GRI 402: Labour/Management Relations			
103-1	Explanation of the material topic and its boundary	Not applicable as it does not reach our materiality consideration.	-
103-2	The management approach and its components	Not applicable as it does not reach our materiality consideration.	-
103-3	Evaluation of the management approach	Not applicable as it does not reach our materiality consideration.	-
402-1	Minimum notice periods regarding operational changes	We will ensure the employees are informed with appropriate notice periods regarding operational changes in Inari.	-

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
403: Occupational Health and Safety			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Occupational Safety and Health	126-132
103-2	The management approach and its components	Sustainability Statement - Occupational Safety and Health	126-132
103-3	Evaluation of the management approach	Sustainability Statement - Occupational Safety and Health	126-132
403-1	Occupational health and safety management system	Sustainability Statement - Occupational Safety and Health	126-132
403-2	Hazard identification, risk assessment and incident investigation	Sustainability Statement - Occupational Safety and Health	126-132
403-3	Occupational health services	Sustainability Statement - Occupational Safety and Health	126-132
403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Statement - Occupational Safety and Health	126-132
403-5	Worker training on occupational health and safety	Sustainability Statement - Occupational Safety and Health	126-132
403-6	Promotion of worker health	Sustainability Statement - Occupational Safety and Health	126-132
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Statement - Occupational Safety and Health	126-132
403-8	Workers covered by an occupational health and safety management system	Sustainability Statement - Occupational Safety and Health	126-132
403-9	Work-related injuries	Sustainability Statement - Occupational Safety and Health	126-132
403-10	Work-related injuries	Sustainability Statement - Occupational Safety and Health	126-132
404: Training and Education			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Employee Development and Talent Retention	117-119
103-2	The management approach and its components	Sustainability Statement - Employee Development and Talent Retention	117-119
103-3	Evaluation of the management approach	Sustainability Statement - Employee Development and Talent Retention	117-119
404-1	Average hours of training per year per employee	Sustainability Statement - Employee Development and Talent Retention	117-119

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability Statement - Employee Development and Talent Retention	117-119
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Statement - Employee Development and Talent Retention	117-119
405: Diversity and Equal Opportunity			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Employee Gender, Diversity and Inclusion	112-116
103-2	The management approach and its components	Sustainability Statement - Employee Gender, Diversity and Inclusion	112-116
103-3	Evaluation of the management approach	Sustainability Statement - Employee Gender, Diversity and Inclusion	112-116
405-1	Diversity of governance bodies and employees	Profile of Board of Directors, Profile of Key Senior Management, Sustainability Statement - Employee Gender, Diversity and Inclusion, Employees Statistics	16-23 112-116
405-2	Ratio of basic salary and remuneration of women to men	To be applied in the future	-
406: Non-discrimination			
103-1	Explanation of the material topic and its boundary	Sustainability Statement – Human and Labour Rights	119-126
103-2	The management approach and its components	Sustainability Statement – Human and Labour Rights	119-126
103-3	Evaluation of the management approach	Sustainability Statement – Human and Labour Rights	119-126
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination in FY2025 Sustainability Statement - Human and Labour Rights	119-126
408: Child Labour			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
408-1	Operations and suppliers at significant risk for incidents of child labour	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
409: Forced or Compulsory Labour			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
412: Human Rights Assessment			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
412-1	Operations that have been subject to human rights reviews or impact assessments	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Sustainability Statement - Supply Chain Management, Human and Labour Rights	75-81 119-126
413: Local Communities			
103-1	Explanation of the material topic and its boundary	Sustainability Statement – Local Communities	135-141
103-2	The management approach and its components	Sustainability Statement – Local Communities	135-141
103-3	Evaluation of the management approach	Sustainability Statement – Local Communities	135-141
414: Supplier Social Assessment			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Supply Chain Management	75-81
103-2	The management approach and its components	Sustainability Statement - Supply Chain Management	75-81
103-3	Evaluation of the management approach	Sustainability Statement - Supply Chain Management	75-81
414-1	New suppliers that were screened using social criteria	Sustainability Statement - Supply Chain Management	75-81
414-2	Negative social impacts in the supply chain and actions taken	Sustainability Statement - Supply Chain Management	75-81

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GRI CONTENT index			
GRI Indicator	Disclosure	Response	Page Number
415: Public Policy			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures and Supply Chain Management	57-61 75-81
103-2	The management approach and its components	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures and Supply Chain Management	57-61 75-81
103-3	Evaluation of the management approach	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy, Whistleblowing Policy and Procedures and Supply Chain Management	57-61 75-81
415-1	Political contributions	Sustainability Statement - Corporate Governance and Ethics, Anti-Corruption and Bribery Policy	57-61
418: Customer Privacy			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Privacy and Data Protection	82-83
103-2	The management approach and its components	Sustainability Statement - Privacy and Data Protection	82-83
103-3	Evaluation of the management approach	Sustainability Statement - Privacy and Data Protection	82-83
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Statement - Privacy and Data Protection	82-83
419: Socioeconomic Compliance			
103-1	Explanation of the material topic and its boundary	Sustainability Statement - Corporate Governance and Ethics	57-61
103-2	The management approach and its components	Sustainability Statement - Corporate Governance and Ethics	57-61
103-3	Evaluation of the management approach	Sustainability Statement - Corporate Governance and Ethics	57-61
419-1	Non-compliance with laws and regulations in the social and economic area	We have not identified any non-compliance with laws and regulations in the social and economic area as of FY2025	57-61