

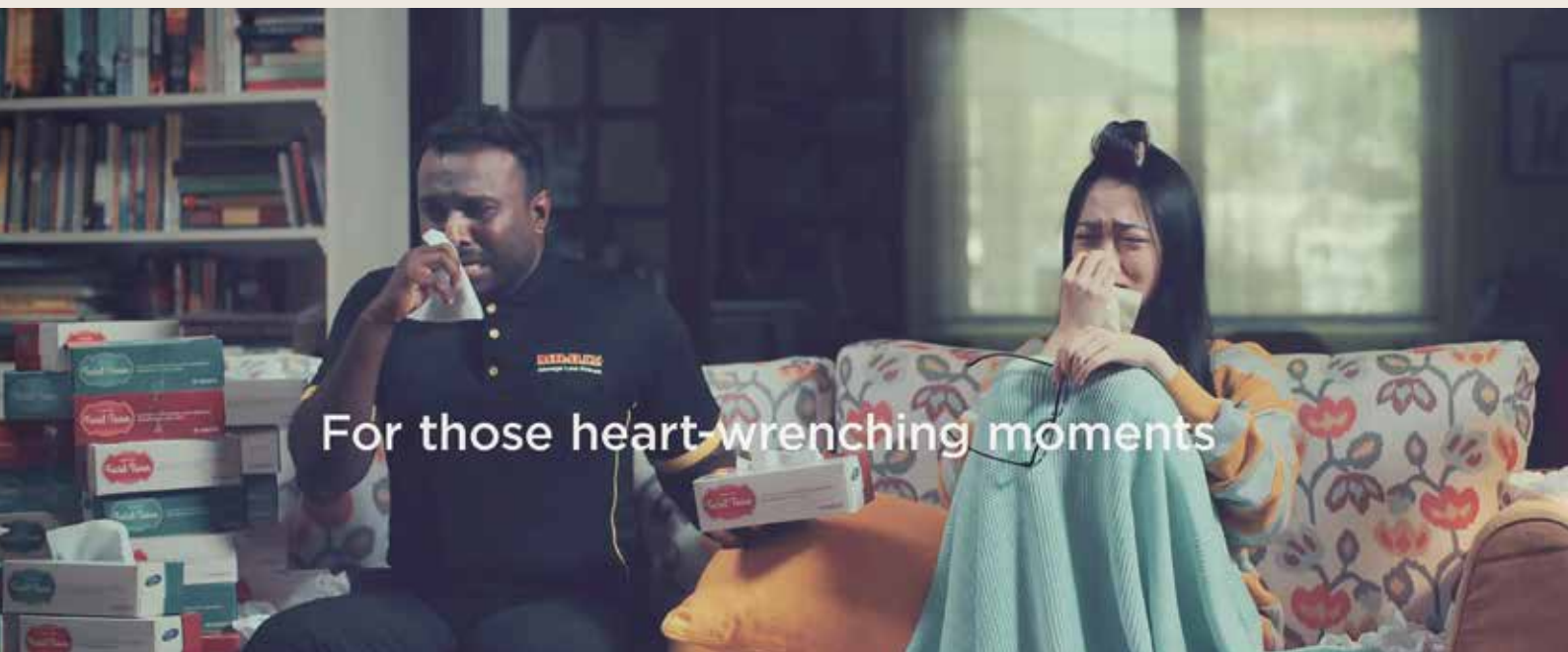


REALISING A SUSTAINABLE FUTURE FOR ALL

Inside This Report



For a helping hand



For those heart-wrenching moments



Scan here to
watch the video.

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About this Report

MR. D.I.Y. Group (M) Berhad (“MR. D.I.Y.”, “The Group” or “The Company”) is pleased to present our Sustainability Report for the financial year ending 31 December 2023 (“FY2023”). This marks our third sustainability report since our Initial Public Offering in 2020; a testament to our commitment to keeping stakeholders informed about the progress and performance of our sustainability efforts.

This report, which has been reviewed and approved by the Board of Directors, outlines our performance during FY2023 in addressing key issues and targets that are important to our business and stakeholders.

REPORTING SCOPE AND BOUNDARY

This report contains data from 1 January to 31 December 2023 for MR. D.I.Y.’s public-listed entity and that of its subsidiary companies in Malaysia and Brunei, unless otherwise stated. The relevant operations are stated in the Corporate Structure section of the annual report, which is prepared in accordance with the International Financial Reporting Standards Accounting Standards, Malaysian Financial Reporting Standards, and the provisions of the Companies Act 2016.

We excluded associate companies from our reporting scope as the Group does not exercise full management control over these entities.

REPORTING FRAMEWORKS AND STANDARDS

This report has been developed in accordance with Bursa Malaysia’s Main Market Listing Requirements, with reference to the Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition), and other international standards and frameworks, as follows:

Global Reporting Initiative (“GRI”) Standards

This report is prepared with reference to the revised Universal Standards by GRI. Please refer to our GRI index on page 49.

Task Force on Climate-related Financial Disclosures (“TCFD”) Recommendations

While we are yet to perform a comprehensive climate risk and opportunity analysis, we have initiated the alignment of our climate-related disclosures with the TCFD recommendations where possible. This is also a key element of our preparations to be in full compliance with Bursa Malaysia’s enhanced sustainability reporting requirements, where it is mandatory for Main Market listed issuers to have TCFD-aligned disclosures for the financial year ending in 2025. Please refer to our TCFD-aligned disclosures on page 43.

Sustainability Accounting Standards Board (“SASB”) Standards

In preparing this report, we referred to SASB Standards, specifically the Multiline and Specialty Retailers & Distributors industry standards, aligning our disclosures where applicable. Please refer to our SASB index on page 48.

Sustainability Performance Benchmarks

As a constituent of the FTSE4Good Bursa Malaysia Index, we benchmarked our sustainability performance against relevant indicators and aligned our disclosures accordingly.

ASSURANCE STATEMENT

This report has undergone an internal review by the company’s internal auditors to ensure the accuracy and integrity of the data disclosed. We will assess the need for external assurance for our sustainability report in the coming years.

FORWARD LOOKING STATEMENT

This report includes forward-looking statements intended to offer our stakeholders insights into our perspectives and plans for the future. While every effort has been made to ensure the accuracy of the information presented, external factors beyond the Group’s control may invalidate it. Readers are advised to exercise their discretion and due diligence before drawing conclusions or making investment decisions based on the disclosures contained in this report. The Group is not liable for any losses resulting from variations in business or operational performance.

REPORT AVAILABILITY AND FEEDBACK CHANNEL

A limited number of printed copies of this report are available upon request to shareholders. In the spirit of sustainability, we encourage stakeholders to download the digital version, which is accessible on our corporate website at <https://mrdiy.listedcompany.com/sustainabilityreports.html>.

We value the input of our stakeholders for continuous improvement in both our reporting standards and sustainability practices. Any queries, comments, and feedback may be directed to:

MR D.I.Y Group (M) Berhad
Lot 1907, Jalan KPB 11,
Kawasan Perindustrian Balakong,
43300 Seri Kembangan,
Selangor Darul Ehsan, Malaysia.
Email: my.scom@mrdiy.com



Scan here to download our
Sustainability Report 2023

Joint Leadership Statement

Dear Stakeholders,

MR. D.I.Y.'s journey began with a simple and humble mission: to offer affordable products that everyone can enjoy. Today, we are proud to be a business that continues to resonate with people from all walks of life.



ADRIAN ONG
Chief Executive Officer
("CEO")

DATO' AZLAM SHAH BIN ALIAS
Independent Non-Executive
Chairman

Joint Leadership Statement

Over the years, we have stayed true to our mission of “Always Low Prices”, while continuously striving to realise our vision of becoming the most valued retailer in the markets we operate in. Despite navigating a challenging year marked by global turbulence and uncertainties, we have continued to grow and demonstrate our business resilience by delivering value to our stakeholders through affordability, product assortment and accessibility.

2023 was not just about achieving financial goals; it was also a year of significant progress in our environment, social, and governance (“ESG”) practices. This progress is evident in the improvement of the ESG ratings and assessments that we participated in. We are proud to have maintained our position as a constituent of the FTSE4Good Bursa Malaysia Index, with our scores increasing from 3.2 to 3.3.

In February 2024, MR. D.I.Y. received an ESG Risk Rating of 18.9 and was assessed by Morningstar Sustainalytics¹ to be at low risk of experiencing material financial impacts from ESG factors. This marks a significant improvement for us as we transit from a high-risk band with a score of 31.4 to the low-risk category.

We are delighted to share that most of our sustainability targets are on track. For those targets that are delayed, we have implemented aggressive plans to ensure we fulfil our commitments. Notably, we have more than doubled our use of solar energy at our distribution facilities, increasing utilisation from 4.7% in 2022 to 10.6% this year. At the same time, we have already achieved or are very close to achieving some targets ahead of schedule, such as enhancing customer satisfaction, increasing sourcing from local suppliers, and reducing carton box usage. These positive developments continue to inspire our confidence as we progress towards a more sustainable future.

THE BUSINESS AND SUSTAINABILITY OF PROFITS

We are pleased to report that our strategy remains relevant to our stakeholders and has yielded positive results.

In addition to maintaining continuous growth in FY2023, we have achieved an unbroken record of revenue and profit growth for eight consecutive years, with a commendable increase of 9.4% and 18.5% year-on-year respectively. We acknowledge the trust and confidence of our stakeholders and remain committed to distributing the economic value we have generated to drive greater impact.

We took steps to enhance our dividend policy, raising the targeted minimum payout from 40% to 50% in 2023. This decision reflects our confidence in our growth outlook and underscores our commitment to the sustainable generation of profits.

MR. D.I.Y. received an **ESG Risk Rating of 18.9** as assessed by Morningstar Sustainalytics and is deemed to be at **low risk** of experiencing material financial impacts from ESG factors. This marks a significant improvement for us from a score of 31.4 and the high-risk band in the previous year.

THE ENVIRONMENT

On the environmental front, our approach has been centred on practicality and impact, particularly in optimising our energy and fuel consumption. We are committed to achieving our target of 30% renewable energy (“RE”) by 2030, while simultaneously reducing our overall energy and diesel consumption.

To assess the effectiveness and scalability of achieving our environmental goals, we have embarked on several pilot initiatives. We installed hydrogen fuel cells on two of our fleet vehicles to enhance fuel efficiency and piloted a waste separation system at our headquarters aimed at reducing waste to landfill. We are currently evaluating the feasibility based on trial outcomes. If proven economically viable with significant impact, we will explore broader implementation across our operations.

In FY2024, we will also undertake a comprehensive assessment of our greenhouse gas (“GHG”) emissions inventory and evaluate our climate-related risks and opportunities. These aim to deepen our understanding of our environmental impact and guide us as we advance on our sustainability journey.

OUR PEOPLE

Our people are the driving force behind our achievements, contributing their dedication, skills and efforts to propel the company forward. In return, we are committed to fostering a safe, inclusive, and nurturing work environment, offering competitive benefits and fair compensation to retain and attract talent.

Throughout 2023, we prioritised engagement and invested in the professional development and well-being of our employees. Our efforts included enhancing our office environment with new facilities designed to foster collaboration and a positive culture among employees.

Joint Leadership Statement



Noor Yasmin binti Ramlan, MR. D.I.Y. Meal Pack

We also recorded a lower lost time injury frequency rate of 0.4 versus 0.5 in FY2022, bringing us closer to our target of zero by 2025.

THE COMMUNITIES AROUND US

Our dedication to sustainability extends deep into the communities we serve.

Over the years, our corporate social responsibility activities have resulted in positive developments, inspiring us to expand and create a more impactful presence that aligns with our missions and objectives.

To strengthen our commitment, we established our charitable foundation, Yayasan MR. D.I.Y., in June 2023. The foundation helps us to focus our charitable work on local communities, addressing their needs in a more structured manner.

OUTLOOK

We anticipate some potential challenges in 2024, such as additional taxes imposed on goods and services. Despite these hurdles, our primary focus is to expand our store network and enhance operational efficiencies to minimise any impact of increased operating costs being passed on to our consumers.

The upcoming commissioning of our state-of-the-art automated warehouse in 3QFY2024, which will complement our existing robotic warehouse and, is expected to support business growth and optimise operational efficiency. MR. D.I.Y. will continue to seek opportunities to leverage sustainability as a strategy for business improvement and innovation, while contributing to broader societal good.

At MR. D.I.Y., we continue to set ambitious goals and work hard to achieve our goals. While navigating the increasingly complex business landscape, we remain grounded by our purpose - to offer a wide range of products at affordable prices at convenient locations, that enable us to continue serving people from diverse backgrounds.

As we advance in our sustainability journey, we remain committed to transparency, accountability, and honest reflection on our progress. The lessons learned from both our successes and setbacks will guide us as we refine our strategies to ensure they align with our overarching commitment towards a sustainable future.

In closing, we would like to express our sincere gratitude to our shareholders and stakeholders for their unwavering support. We look forward to sharing our progress as we work towards realising our aspirations and commitments.

DATO' AZLAM SHAH BIN ALIAS
Independent Non-Executive Chairman

ADRIAN ONG
Chief Executive Officer

About MR. D.I.Y



359,800

training hours that benefitted more than

18,000

employees

Single use plastic bags per 1,000 transactions

decreased by 24% from 3.31

in FY2021 to 2.53 in FY2023

MR. D.I.Y. is Malaysia’s largest home improvement retailer. The homegrown brand aims to make a positive impact on the lives of the communities it operates in by offering over 17,000 everyday essentials at “Always Low Prices” at 1,255 convenient locations nationwide and at its e-commerce platform, www.mrdiy.com.my.

MR. D.I.Y. stores offer a wide selection of products across five major categories, namely hardware, household and furnishings, electrical, stationery, and sports equipment, as well as others like toys, car accessories, jewellery, cosmetics, and food and beverages.

The Company strives to put its customers first by operating an innovative and flexible business model, with a wide variety of good quality products that offer excellent value for money, in exciting store formats.

For more information on MR. D.I.Y., please log on to www.mrdiy.com.

OUR VISION

To be the most valued retailer.

OUR MISSION

To offer everyone everything, everyday, at always low prices.



Always Low Prices



Wide Product Range



Convenient Locations Nationwide

Highlights and Achievements



MR. D.I.Y. Plus, IPC Shopping Centre

Awards & Accolades



Putra Entering Brand of the Year 2023



World Branding Awards 2023
Regional Award, Top Home Improvement Retail Brand



Frost & Sullivan Best Practices Award 2023
Malaysia Home Improvement Retail Company Of The Year



Talent Bank Graduate Choice Award
Malaysia's Most Authoritative Graduate Employer Branding

Economic Value Distributed

increased by

9% year-on-year

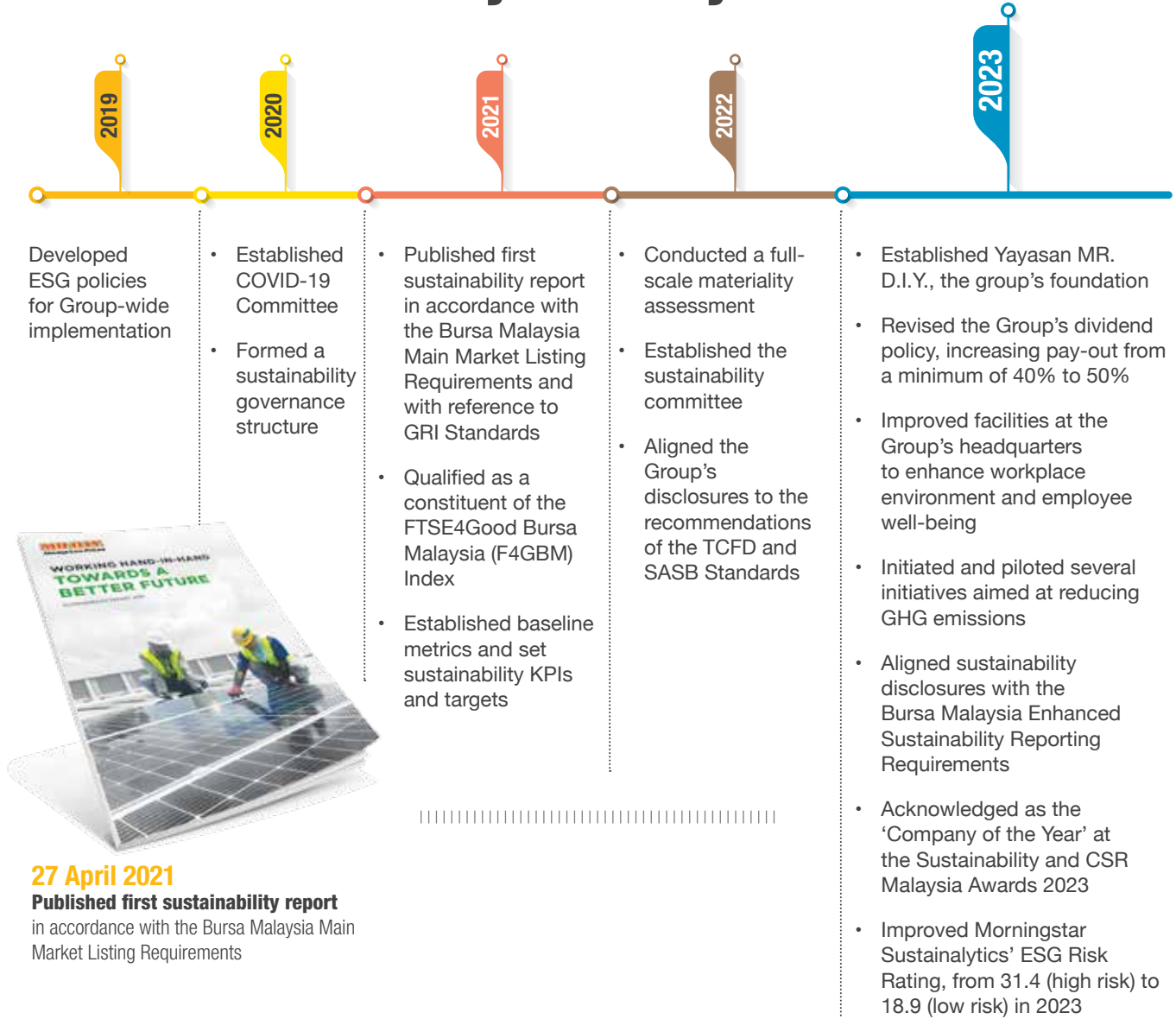
98%

positive rating in the customers satisfaction survey



MR. D.I.Y. PLUS, Mid Valley Megamall

Our Sustainability Journey



27 April 2021
Published first sustainability report
 in accordance with the Bursa Malaysia Main Market Listing Requirements



26 July 2023
Acknowledged as the 'Company of the Year' at the Sustainability and CSR Malaysia Awards 2023.

Our Approach to Sustainability

As Malaysia's largest home improvement retailer, we acknowledge our extensive nationwide presence and our stakeholders' expectations that we be a force for good. We firmly believe that the essence of business extends beyond mere profit-making – it should be oriented towards a broader purpose, ensuring not only survival but sustained success.

Our commitment is rooted in humility, connecting with individuals from all walks of life by offering a diverse range of products at consistently affordable prices, all aimed at realising our vision of becoming the most valued retailer in the markets that we operate in.

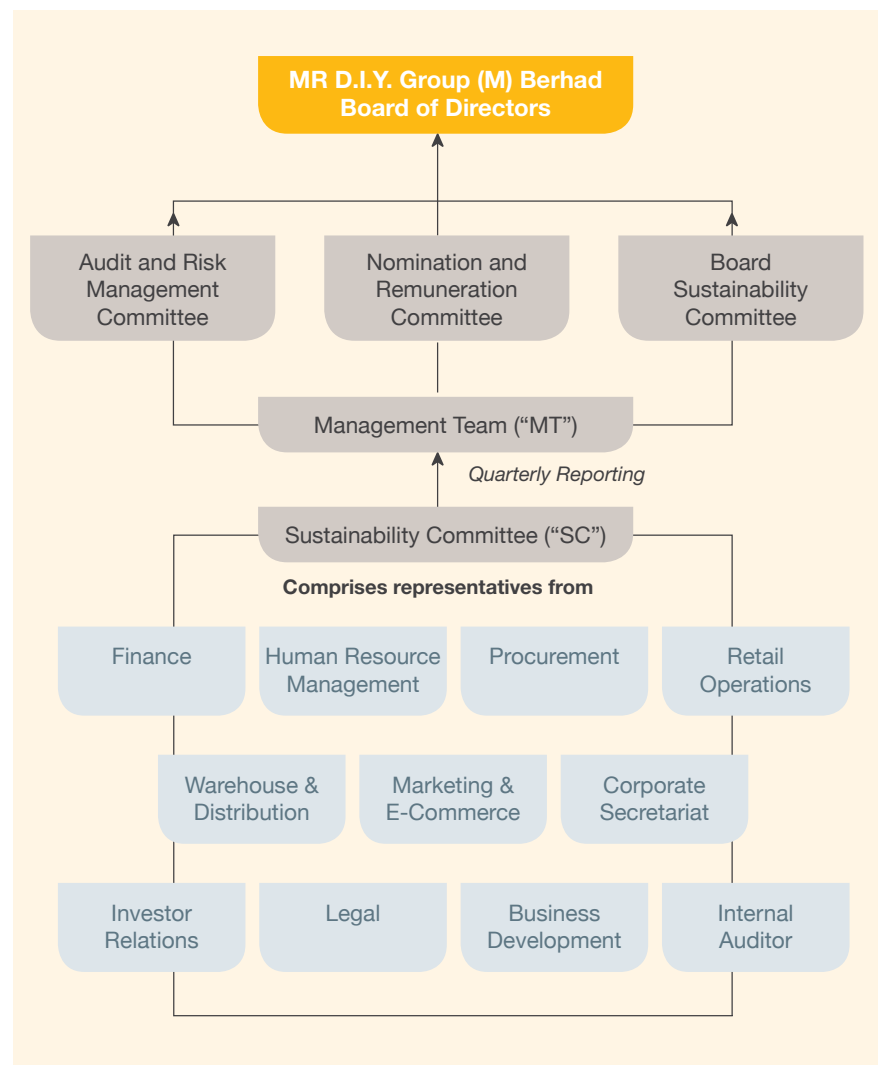
This foundational philosophy shapes our sustainability approach, emphasising the delicate balance between profit generation, and our social and environmental responsibility. Our primary goal is to create long-term value for our stakeholders. We view sustainability as a multifaceted endeavour, employing a top-down approach to governance, regularly engaging stakeholders for feedback, conducting periodic materiality assessments to stay informed, implementing a sustainability framework to guide our practices, and establishing measurable targets to gauge our performance.

SUSTAINABILITY GOVERNANCE

Strategic oversight of ESG issues at the board level is vital to ensure the seamless integration of sustainability into our business decisions and operations. Reflecting our commitment, the responsibilities of our Board of Directors ("Board") and its committees have expanded

to encompass sustainability elements, as outlined in their respective terms of reference. The Board, as the highest governance level, holds ultimate accountability for ensuring the integration of sustainability considerations in decision-making, and the strategy planning process.

We have a diverse Board in terms of gender, ethnicity, age, and experience, which supports the prudent discharge of fiduciary duties, and enhances its overall effectiveness. Our Board members bring a wealth of expertise, encompassing financial acumen, business and entrepreneurial capabilities, corporate leadership, risks and stakeholder management, as well as industry-specific experiences, particularly in retail. For a detailed breakdown of our Board composition, please refer to our Annual Report or the Corporate Website.



Supporting the Board and its committees is the MT, led by the CEO. The MT is responsible for, among other duties, ensuring the effective implementation of our strategy and monitoring the company's performance against established goals, including those related to sustainability.

The SC was established in 2020 to oversee the development and implementation of sustainability initiatives at the operational level, while maintaining accurate records of the operations and outcomes. Comprising members from various departments and functions, the SC ensures the effective integration of sustainability throughout our operations. It is chaired by the Senior Vice President of Business Development and reports regularly to the MT.





Our Approach to Sustainability

STAKEHOLDER MANAGEMENT AND ENGAGEMENT




Recognising the potential impact of our operations on various individuals or groups, we are committed to taking an inclusive and collaborative approach in stakeholder management and engagement. By actively seeking stakeholder inputs, understanding concerns, and promptly addressing issues, we foster two-way communication and nurture strong relationships.

To sustain ongoing engagements, we facilitate regular interactions through various communication channels with all key stakeholder groups. Our biennial materiality survey serves as a formal channel for engaging stakeholders, allowing us to pinpoint relevant material issues and gather insights on emerging opportunities and risks.

In 2023, our commitment to engaging key stakeholders remain steadfast through various channels, and a summary of their issues and concerns is presented in the table below.

Key Stakeholders	Methods and Frequency of Engagement	Areas of Interest or Concern	Our Response
Regulatory Bodies & Government Agencies 	Ongoing <ul style="list-style-type: none"> • Consultations • Meetings/Discussions • Attendance of seminars, forums, and dialogues organised by the respective bodies and agencies • Participation in events and close engagements with regulators 	<ul style="list-style-type: none"> • Regulatory framework governing business operations and product licensing • Sustainability practices and reporting • Legal compliance, statutory duties, and responsibilities 	<ul style="list-style-type: none"> • Collaboration and close engagement with relevant authorities and agencies to ensure full compliance with laws and regulations
Shareholders 	Ongoing <ul style="list-style-type: none"> • MR. D.I.Y. Investor Relations webpage Quarterly <ul style="list-style-type: none"> • Quarterly financial results announcements Annually <ul style="list-style-type: none"> • Annual Reports • Annual General Meetings As Required <ul style="list-style-type: none"> • Analysts and investor meetings and roadshows 	<ul style="list-style-type: none"> • Business performance • Sustainable growth and dividends • Strategy and vision 	<ul style="list-style-type: none"> • Timely updates on business, financial, and strategic performance
Customers 	Ongoing <ul style="list-style-type: none"> • MR. D.I.Y. stores • MR. D.I.Y. e-commerce website • Customer feedback & satisfaction surveys • MR. D.I.Y. helpdesk As Required <ul style="list-style-type: none"> • Advertising • Digital marketing 	<ul style="list-style-type: none"> • Product variety • Pricing • Customer experience • Promotions and product recommendations 	<ul style="list-style-type: none"> • Affordable product range at “Always Low Prices” • One-stop store for home improvement needs • Discounts and promotions through blogs, videos and key opinion leaders • Quick and easy-to-use platform to gather feedback for continuous improvement • Monthly introduction of new products
Suppliers 	Ongoing <ul style="list-style-type: none"> • Formal and informal meetings and events • Vendor registration • Vendor Code of Conduct As Required <ul style="list-style-type: none"> • Product-sharing sessions and networking • Exchange of products 	<ul style="list-style-type: none"> • Onboarding programme • Relationship management • Business development • Pricing • New products • Favourable terms of payment / contract 	<ul style="list-style-type: none"> • Conduct engagement sessions to share the Group’s strategies and plans • Discussion on market landscape and trends • Ensure transparent and ethical procurement practices

Our Approach to Sustainability

Key Stakeholders	Methods and Frequency of Engagement	Areas of Interest or Concern	Our Response
Employees 	Ongoing <ul style="list-style-type: none"> Learning and development Staff benefits Internal communications Annually <ul style="list-style-type: none"> Performance appraisal Employee survey 	<ul style="list-style-type: none"> To be kept informed of the Group's latest strategic initiatives and business development To have a safe and secure working environment 	<ul style="list-style-type: none"> Various engagement activities Volunteer opportunities On-the-job training Health and safety policies
Media 	Ongoing <ul style="list-style-type: none"> Face-to-face engagements Corporate website As Required <ul style="list-style-type: none"> Dialogues and forums Corporate events Partnerships Press releases 	<ul style="list-style-type: none"> Ethical business practices Health and safety Data protection Updates on sustainability initiatives New innovations and technology Business growth 	<ul style="list-style-type: none"> Networking and sharing sessions Media Events Press Conference Press Release
Local Communities 	Ongoing <ul style="list-style-type: none"> CSR activities Skills training Sponsorship and welfare programmes 	<ul style="list-style-type: none"> Employment and business opportunities CSR activities that benefit communities in areas we operate 	<ul style="list-style-type: none"> Hiring locals in area we operate Having a comprehensive and holistic CSR programme that covers community, environment, and workplace



Members of MR. D.I.Y. Sustainability Committee

OUR MATERIAL TOPICS

Materiality assessment is a process where we systematically identify and evaluate key economic, environmental, social, and governance issues important to both the company and its stakeholders (Material Topics). This involves assessing a broad spectrum of potential risks and opportunities arising from the sustainability impact of our operations and activities. The Material Topics play a pivotal role in shaping our business strategy and risk management process. They also form the basis of our annual sustainability reporting, providing the framework for our disclosures.

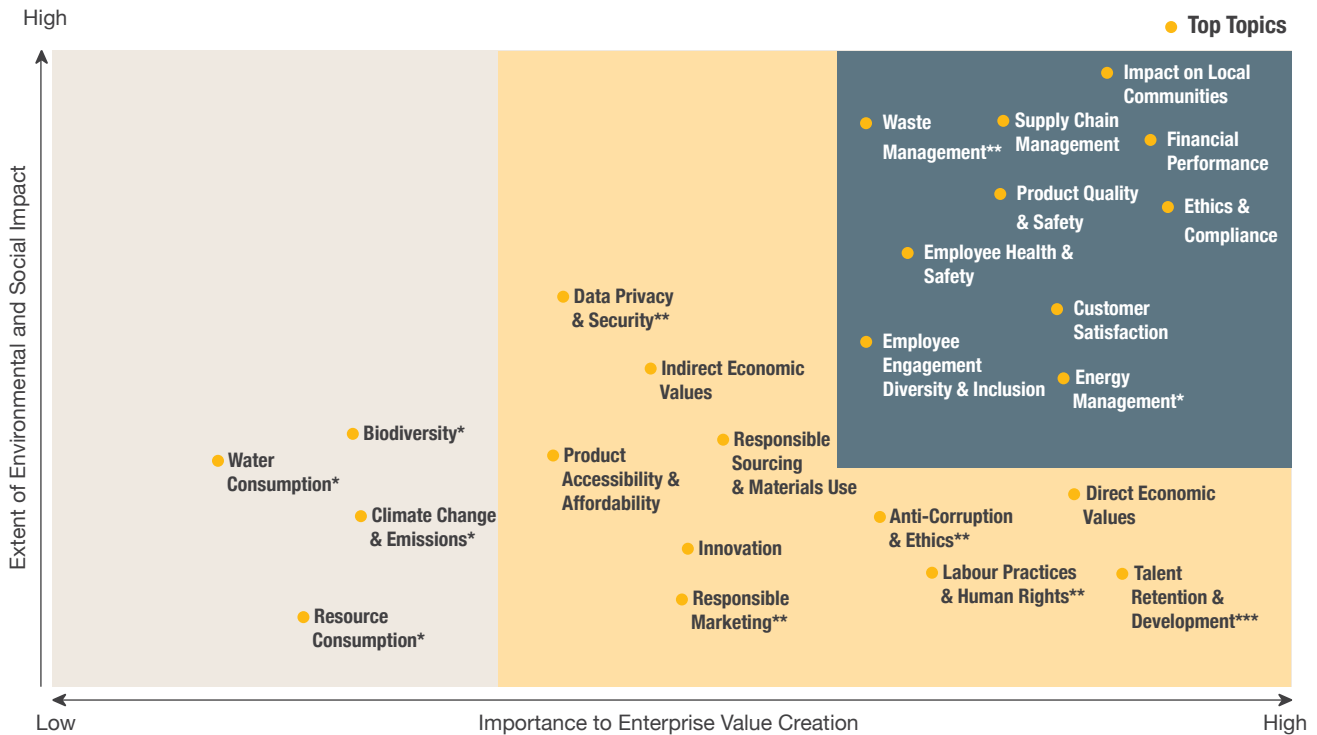
We conduct a full-scale materiality assessment every two years, with the most recent one being in 2022. Under specific circumstances, we also undertake a limited-scale materiality review to affirm the ongoing relevance of our Material Topics. Considering a largely unchanged operating context, we have adopted the outcomes of the 2022 Materiality Assessment, as officially reviewed by the MT and approved by the Board on 14 February 2023.

Our Approach to Sustainability

The Bursa Malaysia Enhanced Sustainability Reporting Requirements have mandated the disclosure of 11 common sustainability matters, effective in phases starting from the financial year ending in 2023¹. In alignment with this mandate, we conducted a comprehensive mapping of our Material Topics against the 11 common sustainability matters. Our evaluation revealed that Emissions Management, Water, Data Privacy & Security, Anti-Corruption & Ethics, and Labour Practices & Human Rights were not included in our existing list of Material Topics. Although these issues were included in our current materiality assessment, they ranked lower in priority and did not ascend to the top of our Material Topics list. Nonetheless, we have consistently reported our performance in these areas and remain committed to doing so.

To enhance transparency in our reporting, we have introduced a new label, Environmental Stewardship, which encompasses elements of Waste Management, Energy Management, Water Consumption, Biodiversity, Resource Consumption, and Climate Change & Emissions. This addition underscores the growing importance of environmental responsibility and signals our intent to adopt a more holistic approach to managing and preserving various aspects of the environment. We intend to incorporate this change into our next materiality assessment and formally seek feedback from our stakeholders.

¹ In September 2022, Bursa Malaysia unveiled a phased strategy for the implementation of enhanced sustainability reporting requirements for public-listed companies (“PLCs”), starting from the financial year ending (FYE) 2023. PLCs are mandated to incorporate into their annual reports common sustainability matters and indicators, disclose climate change-related information in accordance with the TCFD recommendations, provide enhanced quantitative data, and publish a statement of assurance.



*These topics have been comprehensively assessed and reclassified under a new framework and label, Environmental Stewardship.

**These topics are included in the discussion under “Ethics & Compliance”.

***This topic is subsumed under the discussion of “Employee Engagement, Diversity & Inclusion”

Material Topics				
Financial Performance	Employee Health & Safety	Product Quality & Safety	Ethics & Compliance	Environmental Stewardship
Employee Engagement, Diversity & Inclusion	Supply Chain Management	Impact on Local Communities	Customer Satisfaction	

Our Approach to Sustainability



RISK MANAGEMENT









Every company encounters a range of ESG issues, each with the potential to significantly impact financial outcomes and reputation. Neglecting these issues heightens the risk of ESG-related incidents or controversies. Therefore, an effective sustainability approach should incorporate risk management that integrates ESG risks, establishing appropriate controls to be better prepared for potential threats.

The table below outlines our preliminary considerations for addressing risks and opportunities associated with our top Material Topics. They are mapped to the relevant United Nations Sustainable Development Goals (“UN SDGs”) and the impacted stakeholders. Many of these ESG risks and opportunities are also captured in our Enterprise Risk Management framework, which can be found in the Statement of Risk Management and Internal Control in the Annual Report 2023.

Material Topics	Stakeholders Impacted	Risks and Opportunities
Financial Performance Supporting SDGs: 	<ul style="list-style-type: none"> Regulatory Bodies & Government Agencies Shareholders Suppliers Employees Local Communities 	<p>The financial performance of MR. D.I.Y. directly influences the vested interests of our stakeholders. Poor financial results jeopardise business continuity and diminish investment opportunities, while positive financial outcomes have the opposite effect.</p> <p>This impact stakeholders who depend on us for tax contributions, employment opportunities, and business relationships. It even extends to the direct donations we contribute to the communities.</p>
Ethics & Compliance Supporting SDGs: 	<ul style="list-style-type: none"> Regulatory Bodies & Government Agencies Shareholders Suppliers Employees Local Communities Customers 	<p>Maintaining a high standard of conduct is essential to preserving the trust and confidence of our stakeholders, which is a critical factor for ensuring long-term success in our industry.</p> <p>Neglecting this standard can disrupt day-to-day operations, decrease employee morale, erode stakeholder trust, tarnish the reputation of the company, and lead to serious legal consequences.</p>
Product Quality & Safety	<ul style="list-style-type: none"> Customers Shareholders Suppliers 	<p>The quality and safety of our products are interlinked with customer satisfaction, forming the foundation for trust and brand loyalty. This in turn drives repeat purchases, attracts new customers, and boosts sales revenue.</p>
Customer Satisfaction	<ul style="list-style-type: none"> Customers Shareholders 	<p>Failure to proactively manage these components can lead to product recalls, legal issues, and ultimately, pose a threat to the financial stability of the Company.</p>

(No SDGs are directly supported by Product Quality & Safety and Customer Satisfaction)

Our Approach to Sustainability

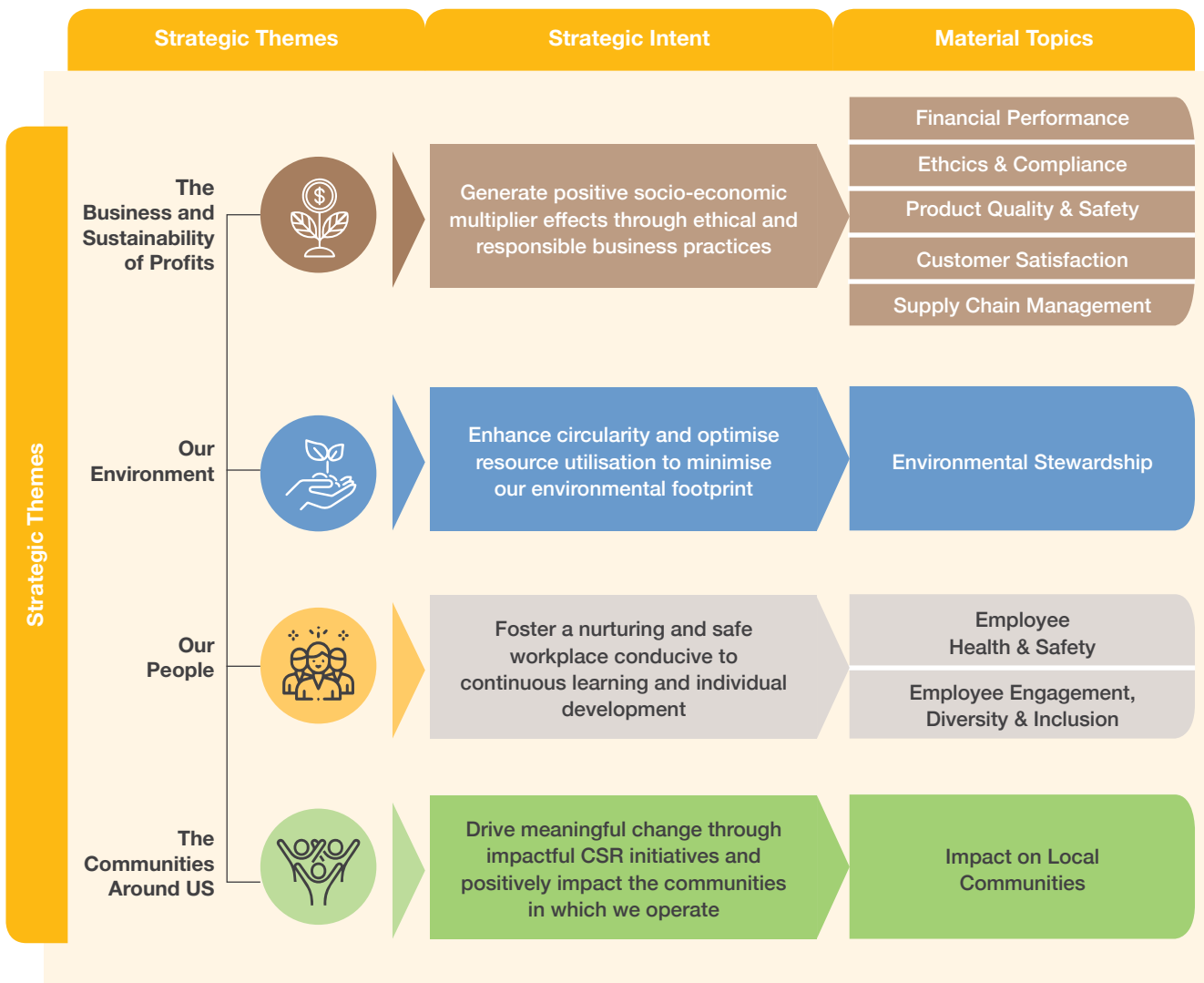
Material Topics	Stakeholders Impacted	Risks and Opportunities
<p>Supply Chain Management</p> <p>Supporting SDGs:</p> 	<ul style="list-style-type: none"> Suppliers 	<p>Effective supply chain management enables cost optimisation, fosters collaboration with suppliers, and facilitates quicker responses to market changes. Integrating sustainability into supply chain management meets growing stakeholder demand, enhances brand image, and mitigates risks linked to environmental and social concerns.</p> <p>Failure to manage this material topic could result in supply chain disruptions, product quality issues, and potential legal consequences.</p>
<p>Environmental Stewardship</p> <p>Supporting SDGs:</p>  	<ul style="list-style-type: none"> Regulatory Bodies & Government Agencies Shareholders Suppliers Employees Local Communities Customers 	<p>Embracing a proactive environmental stewardship approach fosters innovation, strengthens stakeholder relations, enhances operational efficiency, serves as a market differentiator, and opens doors to new markets.</p> <p>Neglecting our environmental responsibility can result in negative public perception and potential legal consequences. In response to climate adaptation and mitigation, it poses risks such as making the company vulnerable to extreme weather events, supply chain disruptions, and increased operational costs.</p>
<p>Employee Health & Safety</p> <p>Supporting SDGs:</p>  	<ul style="list-style-type: none"> Employees 	<p>Investing in health and safety measures not only reduces the number of workplace accidents and associated expenses but also fosters a conducive workplace that promotes a higher level of productivity and employee engagement.</p> <p>However, failure to comply with health and safety regulations can lead to legal consequences, negatively impacting both the company's reputation and financial standing.</p>
<p>Employee Engagement, Diversity & Inclusion</p> <p>Supporting SDGs:</p>  	<ul style="list-style-type: none"> Employees 	<p>Employee engagement cultivates a positive work environment, leading to increased productivity and innovative thinking. Prioritising diversity and inclusion not only boosts creativity but also attracts a broader talent pool and lowers turnover rates, thereby contributing to a positive employer brand.</p> <p>Conversely, neglecting efforts in these areas may lead to employee dissatisfaction, lower morale, and may also expose the Company to legal risks.</p>
<p>Impact on Local Communities</p> <p>Supporting SDGs:</p> 	<ul style="list-style-type: none"> Local Communities 	<p>Engaging with local communities demonstrates our commitment to social responsibility, contributing to a positive corporate image, building trust and loyalty, and fostering innovation and collaboration.</p> <p>However, a lack of community investment may result in reputational damage and inability to meet community expectations, jeopardising our social license and potentially affecting our relationships with key stakeholders.</p>

Our Approach to Sustainability

SUSTAINABILITY FRAMEWORK

Guided by the Company’s vision and mission, we embarked on our sustainability journey in 2020 with the objective of fostering long-term value creation for our stakeholders through four strategic themes.

This framework provides a clear direction for the Company, ensuring that all activities and efforts are aligned with the overarching goals of the Company and prioritises the resources to address concerns related to each of our Material Topics.







Embedded within this framework is the application of a precautionary approach, particularly in areas such as environmental, occupational safety and health (OSH), labour and human rights, and supply chain management. This proactive stance involves preventing and mitigating the potential negative impact of our business on the environment and society. Our main goal is to take early action to prevent and reduce potential harm, rather than having to remedy a worsened situation due to our delayed response.

PERFORMANCE SCORECARD

To enhance accountability and continuous monitoring of our sustainability progress, we have established specific targets for each of our Strategic Themes. These targets are integrated into a performance scorecard; a robust tool which enables us to assess our performance and drive continuous improvement.

Our Approach to Sustainability

Outlined below are our key targets and the progress made to date:

Strategic Theme	Material Topic	Target	FY2021 (Base Year)	FY2023	Status
The Business & Sustainability of Profits 	Supply Chain Management	Vendor Code of Conduct onboarding – to report ongoing process	4 signatories	382 signatories	On Track
	Customer Satisfaction	80% Customer Satisfaction and Experience Score by 2030	75% score	98% score	On Track
The Environment 	Environmental Stewardship	Plastic Plastic bags per 1,000 transactions – to report ongoing progress ²	3.31kg	2.53kg	On Track
		10% of total revenue from eco-products by 2030	3.0%	3.5%	On Track
		30% of renewable energy mix at all distribution facilities by 2030	4.0%	10.6%	On Track
		Carton boxes per 1,000 transactions – 40% reduction or 0.20kg by 2030	0.51kg	0.20kg	On Track
		Diesel per 1,000 transactions – 20% reduction or 5.5 litres by 2030	27.5 litres	27.5 litres	On Track
		30% reduction or 44.7 MWh per standalone store by 2030 ³	149 MWh	152 MWh	Delayed
		Suppliers' commitment to measure and report their GHG emissions – to report ongoing progress ⁴	0 suppliers committed	38 suppliers committed	On Track
Our People 	Employee Health & Safety	Zero Lost time Injury Frequency Rate by 2025	0.48	0.40	On Track
The Communities Around Us 	Impact on Local Communities	30% sourcing from local suppliers by 2025 ⁵	29.4%	31.5%	On Track

² The FY2021 and FY2022 figures have been restated due to a refinement in the measurement methodology

³ We have refined the energy consumption reduction target set in 2022 to better focus on designing and implementing more effective energy-saving initiatives for our stores. The initial target had included our distribution facilities' energy consumption, for which we already have a separate goal to increase the renewable energy mix by 30% by 2030.

⁴ The description of this target has been refined to provide better clarity.

⁵ This target is also utilised to assess the performance of our initiatives within the Material Topic: Supply Chain Management



The Business and Sustainability of Profits



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8
Decent Work and Economic Growth



16
Peace, Justice and Strong Institutions

The Business and Sustainability of Profits

We strongly believe that sustainability and profitability go hand in hand. Sustainable value creation relies on achieving growth and profits, while the absence of the same poses a risk to potential growth. Therefore, it is imperative that we continue to strengthen our business and conduct while expanding the definition of success beyond mere profitability.

FINANCIAL PERFORMANCE

Why this is important:

The financial performance of MR. D.I.Y. directly impacts the interests of our stakeholders and influences various aspects of sustainability. Poor financial results jeopardise business continuity and diminish investment opportunities, whereas positive financial outcomes have the opposite effect, supporting the creation of long-term value. Our goal is to bolster the long-term resilience of our business by improving our ability to generate economic value, ensuring that we continue to create value for our stakeholders

Our Approach:

Our strategic value propositions is aimed at driving sustainable growth.

Firstly, we focus on offering our customers products at an attractive price to quality ratio. This means for a given price, the best quality you can get or for a given quality, the best price you can find. The idea for us is to keep prices low and to benefit our customers who regularly come to our stores. We also cultivate and nurture direct relationship with manufacturers worldwide in order to secure a wide range of products at the best possible prices.


We offer on average 17,000 stock keeping units (“SKUs”) per store and using strict data discipline, we curate the offering for each store to suit the demands of the local population, whether it’s a rural or suburban store.

We strive to be the store at every street corner, offering customers both convenience and accessibility. Today, we have a total store network of 1,255 stores, and we are present in every state in Malaysia as well as Brunei. We keep the shopping experience interesting and exciting for customers by introducing novel concepts. We launched our first store in 2005, and since then have gone on to introduce MR TOY in 2019, MR DOLLAR in 2020, MR D.I.Y Express in 2021 and MR D.I.Y. PLUS in 2022.

Our Performance:

MR. D.I.Y. recorded total revenue of RM4.4 billion for the fiscal year ending 31 December 2023. We continue to distribute economic value to our stakeholders, as detailed in the table below.

	FY2021 (RM million)	FY2022 (RM million)	FY2023 (RM million)
Economic Value Generated	3,373.4	3,985.8	4,359.3
Economic Value Distributed	(2,772.3)	(3,313.7)	(3,611.1)
Total Monetary Value/ Spend on Procurement	(1,981.5)	(2,338.6)	(2,382.1)
Total Payout to Employees in Salaries and Benefits	(382.4)	(484.8)	(620.5)
Taxes Paid to Government	(138.8)	(171.3)	(189.3)
Repayments to Financiers	(97.0)	(114.8)	(154.9)
Dividend Returns to Shareholders	(172.6)	(204.2)	(264.3)
Economic Value Retained	601.1	672.1	748.2

 Note: the financial results presented in the table are derived from the audited financial statement. For more information, please refer to our Annual Report 2023, page 66.

With improved financial performance, the Company has revised its dividend policy to recognise and reward shareholder support by increasing the targeted minimum payout, from 40% previously, to 50%. We aim to sustain a quarterly dividend payout ranging from 50% to 65% as part of our ongoing commitment to value creation.

The Business and Sustainability of Profits

ETHICS AND COMPLIANCE

Why this important:

Ethical business conduct serves as the cornerstone of our organisation, shaping our values, behaviours and decision-making processes. It ensures our business complies with laws and safeguards against ethical dilemmas that could jeopardise the overall wellbeing of our business. As one of the largest retailers in Malaysia, maintaining the trust and confidence of our stakeholders is particularly crucial to long-term success. Failure to demonstrate this fundamental element of business can result in serious repercussions, ranging from reputational damage to adverse financial consequences. We are committed to conducting business in an ethical and responsible manner, upholding integrity in every aspect of our operations.

Our Approach:

The Group's Code of Business Ethics ("COBE") is the overarching framework that guides our approach and commitment on ethics and compliance. It articulates our business principles and practices, particularly on matters with ethical implications, providing guidance to our directors and employees in their day-to-day interactions with stakeholders. Additionally, it serves to align the practices of our business partners, fostering a shared commitment. To ensure accessibility, the COBE is available in three languages: English, Malay and Chinese, and is published on both the intranet and our corporate website.

In tandem with the COBE, we have implemented various policies and guidelines to reinforce our commitment to upholding strong corporate governance practices, as well as high standards of behaviour and accountability. To enhance transparency, these policies and guidelines are publicly available on our corporate website.

Board Policies	Corporate Policies	
<ul style="list-style-type: none"> • Board Charter • Remuneration Policy • Fit and Proper Policy 	<ul style="list-style-type: none"> • Anti-Bribery and Corruption Policy • Conflict of Interest Policy • Whistleblowing Policy 	<ul style="list-style-type: none"> • Gift and Entertainment Policy • Vendor Code of Conduct* • Social Media House Rules • Privacy Policy

* Available in other languages

We place specific emphasis on the following areas related to conduct, taking into account the business landscape and the impact of our operations:

Anti-Bribery and Corruption

MR. D.I.Y. holds a zero-tolerance stance against all forms of bribery and corruption. In 2020, we introduced the Anti-Bribery and Corruption ("ABC") Policy, encapsulating this position and outlining detailed Standard Operating Procedures ("SOPs") for combating bribery and corruption. The policy sets standards of behaviour, defines corruption and unlawful conduct, and outlines corrective or punitive actions to be taken in the event of direct or indirect involvement by any party.

We regularly assess our organisational corruption risk, and ensure it is reinforced by ongoing training and awareness programmes, to educate all employees on the nature of bribery and corruption, the implications and effective countermeasures. Additionally, we have established a dedicated Conflict of Interest Policy and a Gifts & Entertainment Policy to strengthen our ABC Policy. These documents detail specific situations related to these subjects and provide guidance on how to address them.

The Group remains apolitical, maintaining a neutral stance without endorsing or being affiliated with any political organisation. However, in alignment with our commitment to societal causes, MR. D.I.Y. may from time to time engage in government-organised programmes and activities. Our participation is driven by the principles of good corporate citizenship and the aim of benefitting to societal stakeholders.

Upholding Human Rights

In our business, we navigate intricate global supply chains to meet consumer demand while maintaining cost-effectiveness, which could potentially expose us to reputational and labour-related risks. As a proactive measure, we are committed to upholding fundamental human rights principles within our workplace and across our entire value chain.

We align with local and international requirements and guidelines, incorporating them into our policies and practices. These include the International Labour Organisation guidelines, the Malaysia Employment Act 1955 and its subsequent amendments, and the Brunei Employment Order 2009. We actively integrate human rights principles into our workplace-related practices and policies, ensuring that our employees are treated with dignity, fairness and respect.

In 2021, we extended these principles to our supply chain by establishing a Vendor Code of Conduct, outlining the standards expected from our vendors. These standards include workplace criteria such as prohibiting forced and child labour, ensuring fair treatment, preventing discrimination, upholding freedom of association, and respecting the right to collective bargaining.

The Business and Sustainability of Profits

Data Privacy and Security

As a retailer, MR. D.I.Y. manages a large amount of financial and personal data. Building a credible and trustworthy relationship with our customers requires safeguarding their information, especially with rapid digital transformation and ongoing cyber threats.

Our commitment to protecting personal data and privacy is reflected in our COBE, where employees must maintain the confidentiality of information provided by the company or its customers. We strictly adhere to the Personal Data Protection Act 2010, which requires us as a data user to protect personal data from misuse and manipulation. We have put in place a SOP to guide the handling of customer information for limited and authorised purposes. We refrain from sharing customer information with third parties, and have put in place a robust IT system to safeguard such information from unauthorised access as well as restricting data access to a select number of internal users.

Tax Transparency

Taxes serve as an important source of government revenue, supporting economic growth and social development. Aligned with our commitment to sustainable growth, MR. D.I.Y. adopts a responsible and transparent approach to tax matters. We do not utilise tax-friendly jurisdictions or offshore tax havens to avoid taxes on activities conducted elsewhere. We are dedicated to complying with all relevant laws, rules and regulations, and to fulfilling our tax obligations in the countries where we operate, as detailed in the Malaysia Income Tax Act 1967 and the Brunei Income Tax Act (Chapter 35).

The Board, through the Audit and Risk Management Committee, oversees financial reporting matters, including income tax and other taxation matters. The taxes paid are provided in the quarterly and annual audited financial accounts of the Group, which are available via the quarterly results announcements and the Annual Reports. All financial accounts undergo thorough review and approval by the Board.

Anti-Trust and Competition

We operate in an industry characterised by intense competition and are mindful of our position as the largest home improvement retailer in the country. We believe that competition is healthy as it provides the market with options and choices, which is important for the industry. Therefore, we refrain from using our influence to manipulate market access for our benefit as we understand the detrimental impact of anti-competitive behaviour on the economy.

We are committed to adhering to the anti-trust and competition laws relevant to our operations, as part of our overall approach to upholding ethical practices and compliance. Our focus remains on expanding our market share in an ethical and responsible manner, aiming to drive revenue and earnings growth for long-term value creation.



Product Labelling and Responsible Marketing

We engage with our customers daily through a diverse range of touchpoints and channels, and as such, acknowledge the significant influence our marketing practices can exert on consumer decisions. To uphold the trust of our customers, we are committed to communicating in an accurate, responsible and ethical manner in the areas of marketing, advertising and product labelling. Our efforts align with relevant standards, empowering customers to make informed choices and prevent misinformation.

We work closely with manufacturers and relevant authorities to ensure accurate and responsible product labelling. This is especially crucial for the processed foods and beverages (F&B) available at our stores, as they may contain higher levels of salt, sugar and oils. We strive to enable informed purchase decision-making by providing detailed labelling information on all products, including nutritional content such as preservatives, flavouring, and colouring.

Whistleblowing Policy and Mechanism

We take allegations of misconduct seriously, recognising their potential to undermine our efforts to uphold ethics and compliance. We have instituted a dedicated whistleblowing channel for our employees, business partners and members of the public to confidentially seek advice and report concerns related to possible misconduct involving MR. D.I.Y. and its people.

In 2020, we introduced a Whistleblowing Policy to provide comprehensive guidance to whistleblowers when disclosing any misconduct. This policy defines the scope of misconduct, which includes, among others, fraud, bribery and corruption, sexual harassment, criminal breach of trust, and any non-compliance with laws, regulations and other requirements

All reports are investigated by a dedicated team comprising representatives from the Group Human Resources, Internal Audit and Legal departments. For cases involving middle and senior management, reports are investigated and, if necessary, escalated to the Senior Management and the Board of Directors. If findings suggest a serious violation of local legislation, they may be reported to local enforcement authorities.



Scan here for details on our Whistleblowing Policy and channels.



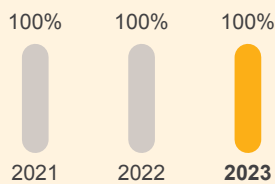
The Business and Sustainability of Profits

Our Performance:

Anti-Bribery and Corruption

In 2023, we conducted a comprehensive organisational corruption risk assessment, covering 100% of our operations. The findings indicated that all departments have a low to moderate corruption risk. Furthermore, the existing safeguards and measures were deemed sufficient, serving as effective deterrents to prevent corruption and identify any incidents should they occur within the organisation.

Percentage of operations that underwent corruption risk assessments:



We continue to carry out training and awareness sessions to enhance understanding of anti-bribery and corruption matters among employees and the Board of Directors. In 2023, we revamped our anti-corruption training materials, incorporating improvements specifically in areas related to conflict of interest. 81% of our employees completed anti-corruption training, as detailed in the table below.

Employee Category	Completion Rate (%)		
	FY2021	FY2022	FY2023
Management	N/A	77%	72%
Executive	N/A	87%	91%
Non-Executive	N/A	87%	80%

We are proud to report that there were no incidents of corruption within the Group in the year under review.



Number of confirmed corruption incidents

Zero

in year 2021, 2022 and 2023.

Upholding Human Rights

In FY2023, there were no reported incidents of labour infringement in relation to child, forced or illegal labour within the Group's operations or its supply chains, nor were there any other human rights violations.

	FY2021	FY2022	FY2023
Number of substantiated complaints concerning human rights violations	0	0	0

Data Privacy and Security

In 2023, we undertook a comprehensive group-wide audit focusing on areas vulnerable to data security. Additionally, we implemented non-disclosure agreements for vendors handling sensitive data, to safeguard confidential information and protect against unauthorised access or disclosure.

In FY2023, there were no reports on breaches of customer privacy and loss of customer data.

	FY2021	FY2022	FY2023
Number of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0

Tax Transparency

In FY2023, we contributed RM192.5 in taxes to the Governments of Malaysia and Brunei.

Operating Countries	Income Tax (RM million)		
	FY2021	FY2022	FY2023
Malaysia	153.7	167.8	1.6
Brunei	0.9	0.6	1.6
Total	154.6	168.4	192.5

Anti-Trust and Competition

In FY2023, the Group did not receive any complaints with regards to anti-competitive behaviour and/or monopolistic practices.

Product Labelling and Responsible Marketing

In FY2023, we received one customer complaint regarding product labeling. There were no complaints from customers, regulatory bodies or other stakeholders with regard to our marketing messages.

Whistleblowing

The Group received four whistleblowing reports in FY2023. Each allegation been thoroughly investigated. Following this process, one of the reports was deemed substantiated, resulting in the issuance of a warning letter to the subject of the complaint.

The Business and Sustainability of Profits

PRODUCT QUALITY AND SAFETY

Why this is important:

Product quality and safety are crucial elements to ensure customer satisfaction. This forms the basis of trust that we build with our stakeholders, which in turn nurtures customer loyalty and enhances brand reputation. This is crucial for our success in a competitive retail environment because the majority of our products, whether third-party branded or privately labelled, are household and other goods designed to meet the daily needs of individuals and families.

Our Approach:

Considering the above, we recognise a moral obligation to ensure that our products are not only safe and of high quality for their intended use, but also come with clear and comprehensive information on application. This commitment is particularly important to ensure the safety of every household member, including children. Ultimately, our aim is to instil trust in our customers, ensuring that every product purchased from our stores can be used with confidence and peace of mind.

Led by our Quality Management Department and Procurement Department, we adopt a multi-faceted approach to ensuring the safety and quality of both third-party branded products and privately labelled products carrying the MR. D.I.Y. brand. To do this, we:

- Implement quality control at the sourcing stage to ensure suppliers are complying with local regulations and quality standards such as those set by SIRIM or other industry bodies that regulate the relevant product manufacturing standards
- Conduct desktop audits and examination of documents provided by suppliers
- Conduct physical inspections on selected suppliers, including the evaluation of ESG matters
- Collaborate with regulatory authorities to ensure compliance with health, safety and environmental standards
- Uphold intellectual property and trademark laws
- Collaborate with manufacturers and distributors to conduct health and safety impact assessments for products retailed at our stores

Our Performance:

In FY2023, we issued recalls for five products due to quality and labelling concerns raised by product manufacturers.



CUSTOMER SATISFACTION

Why this is important:

Customer satisfaction is the cornerstone of our business. It not only directly impacts revenue by fostering repeat purchases and attracting new customers, but also ripples through the overall reputation and sustainability of our business. This enables us to consistently meet and exceed customer expectations, positioning us competitively in a challenging retail market.

Our Approach:

MR. D.I.Y. is committed to continually enhancing customers' experience through proactive engagement and practices. We regularly connect with our customers through various communication channels, including our Customer Feedback QR Channel and Help Desk. The Customer Feedback QR Channel, which was introduced in 2022, allows us to capture ongoing customer satisfaction and provides valuable insights into our customers' needs and expectations, enabling us to make improvements to our products and services.

Based on ongoing research and insights gathered from customer feedback, we carefully curate the selection of items tailored to specific locations. This led to the creation of a new brand, MR. D.I.Y. PLUS, with the objective of combining an engaging shopping experience with our fundamental commitment to providing exceptional value and convenience. As of 31 December 2023, we operate three MR. D.I.Y. PLUS stores, dedicated to meeting the evolving needs of today's customers.

To address customer concerns, we have clear policies and SOPs in place. In line with the Group's Return Policy, customers can exchange any purchased product within seven days, subject to compliance with terms and conditions. Alternatively, a full refund can be obtained upon mutual agreement and adherence to applicable terms and conditions. This Return Policy extends to products purchased via the Group's E-commerce platform.

Some of our products come with quality assurance and fixed-time warranties. This provides a mechanism for issues to be resolved in a prompt and efficient manner, as part of our enhanced customer experience.

The Business and Sustainability of Profits

We remain accessible and practice open communications; customers are encouraged to report product issues or express concerns through the QR Channel and Customer Feedback System.

Our Performance:

Customer Satisfaction and Experience Score

We aim to achieve a 80% customer satisfaction and experience score by 2030. As of 31 December 2023, the E-Rating and Customer Feedback System has been successfully implemented in 99% of our stores, and our average customer satisfaction and experience score currently stands at 98%.

We received 1,198 complaints in FY2023, all of which were successfully resolved to the satisfaction of customers.

	FY2021	FY2022	FY2023
Customer Satisfaction Score (%)	75%	94%	98%
No. of complaints received	965	987	1,198
Complaints Resolved	100%	100%	100%

SUPPLY CHAIN MANAGEMENT

Why this is important:

To maintain a competitive edge in an industry characterised by intense competition and low profit margins, we manage our local and global supply chains in an efficient manner. This involves adeptly anticipating consumer demand, minimising costs, and ensuring our wide range of products are sufficiently stocked. We are also cognisant that our actions have the potential to create a multiplier effect that benefits the socio-economy, contributing to responsible business practices and fostering the overall economic prosperity of the countries in which we operate. Embracing a broader responsibility can create a positive and lasting impact on both our business and society.

Our Approach:

We adopt a two-pronged approach, emphasising both operational efficiencies in supply chain management and the positive impact of responsible business practices. Operationally, we manage our supply chains by considering factors like quality, pricing, customer service, delivery speed, and suppliers' sustainability commitments. The process is supervised by a dedicated product procurement team, who engage in regular communications with end suppliers to assess new products to achieve a fine balance across these factors.

Once suitable products and suppliers have been identified, negotiations take place to ensure competitive and favourable supply terms. As much as possible, we opt for competitive tenders to exemplify fair and transparent procurement practices, while securing the best value proposition. Before

any purchase, we conduct necessary due diligence to check for licenses, approvals, certifications, and adherence to intellectual property and trademark laws.

On the responsible business practice front, we mandate all suppliers to adhere to our Vendor Code of Conduct ("VCC") before engaging in business with us. The VCC describes our expectations of suppliers in areas such as the environment, human rights, governance, and anti-corruption. Emphasising our proud identity as a homegrown Malaysian company, we also prioritise local sourcing where possible. This approach not only ensures a stable supply but also contributes to supporting the local economy and maintaining positive community relations.

Our Performance:

Operational Efficiency

In FY2023, 100% of all procurement was performed through competitive tenders.

Responsible Business Practices

We aim to reach 30% local sourcing by 2025 and are committed to regularly reporting the progress of VCC onboarding.

In FY2023, local suppliers accounted for 31.5% of our total procurement expenditure, equivalent to RM756.3 million.

Currently, 382 suppliers have officially attested their commitment to comply with our VCC.

	FY2021	FY2022	FY2023
Proportion of spending on local suppliers	29.4%	28.7%	31.5%
Vendor Code of Conduct (VCC) onboarding	4 signatories	250 signatories	382 signatories

MOVING FORWARD

Enhancing the resilience and sustainability of our business demands a comprehensive strategy that goes beyond financial success. It entails a commitment to ethical business practices, product excellence, customer satisfaction, and responsible supply chain management. We continue to invest in these fundamental areas that form the bedrock of our business.

We are currently in the process of constructing a state-of-the-art, fully automated warehouse, scheduled for completion by 3QFY2024. Expected to be the largest of its kind in the retail business in Malaysia, this warehouse is designed to enhance operational efficiencies and provide real-time data for tracking and inventory control.

We firmly believe that our commitment to ensuring the sustainability of our profits will strengthen our capabilities, enabling us to excel in the other three strategic themes: the environment, people, and the communities around us.



The Environment

Mangrove planting @ Changkat Keruing



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12
Responsible
Consumption and
Production



13
Climate
Action

The Environment

Striking a harmonious balance between environmental sustainability and human development is crucial to fostering a resilient coexistence that safeguards the planet's ecosystems, promotes well-being, and ensures the progress of present and future generations.

Our commitment is to responsibly manage resources, both within our direct control and by leveraging our influence, to collaborate and scale efforts with others. We aim to minimise our environmental impact while simultaneously driving innovation to enhance the sustainability of our operations.

ENVIRONMENTAL STEWARDSHIP

Why This is Important:

We are aware of the potential consequences of environmental mismanagement. It can lead to adverse public perception, affecting both brand trust and customer loyalty. However, adopting a reactive stance to mitigate our environmental impact is not enough, especially considering the existential threat to our business if we fail to limit the temperature rise to below 1.5°C. This makes it imperative for all of us to collectively minimise our ecological footprint, conserve valuable resources, and contribute to the overall health of the ecosystems in which we operate. We believe that responsible business practices not only benefit the planet but also people, and should resonate well with our stakeholders.

Our Approach:

As a major retailer in Malaysia and the region, we have a significant environmental footprint directly resulting from the operations of our physical stores and distribution facilities. Additionally, our diverse product inventory adds further complexity, with each product contributing to varying degrees of environmental impact throughout their lifecycles. Therefore, we have a responsibility to reduce our environmental footprint and are committed to taking proactive measures to contribute to the overall health of our planet.

We are also committed to enhancing transparency, and proactively disclose comprehensive information on the impact of climate-related issues on our business. By adopting the recommendations of the TCFD, we aim to also gain a deeper understanding of the financial implications of climate change on our business. This involves identifying and assessing our climate-related risks and opportunities to develop effective strategies for mitigating and adapting to climate change, which we will embark on in 2024. For further information, please refer to our TCFD-aligned disclosures section on page 43 of this report.

We have conducted a thorough assessment of our environmental impact. Given that we don't own all our store locations and thus lack direct control over certain facilities, we adopt a pragmatic approach to overseeing our environmental impact. We prioritise areas where our impact is most significant, setting measurable targets to ensure accountability and assessing our performance whenever feasible. Additionally, we align our strategy with the national agenda, such as the National Energy Transition Roadmap and the Malaysia Plastic Sustainability Roadmap 2021-2030.

	GHG Emissions, Energy Management and Water Consumption	Waste Management and Resource Consumption	Biodiversity
Strategy	<ul style="list-style-type: none"> Assess and track the impact and performance. Innovate and invest in new approaches where we have direct control, such as increasing the usage of renewable energy in distribution facilities. Enhance operational efficiency and environmental awareness in areas with lesser control, like mall-located stores. 	<ul style="list-style-type: none"> Assess and track the impact and performance. Embrace the 3R concept of reduce, reuse, and recycle 	All our stores are situated in areas where development has already taken place. While the Group's direct business operations, activities, products and services do not have a significant impact on biodiversity, we remain proactive in addressing potential biodiversity-related risks and opportunities.

The Environment

	GHG Emissions, Energy Management and Water Consumption	Waste Management and Resource Consumption	Biodiversity
Targets	<ul style="list-style-type: none"> By 2030, achieve a 20% reduction or 5.5 litres of diesel per 1,000 transactions, compared to the 2021 baseline of 27.5 litres. By 2030, achieve a 30% renewable energy mix for all our distribution facilities, compared to the 2021 baseline of 4%. By 2030, achieve a 30% reduction or 32.3 MWh per mall-located store, compared to the 2021 baseline of 68 MWh. 	<ul style="list-style-type: none"> By 2030, achieve a reduction of 40% or 0.20kg of carbon boxes per 1,000 transactions, compared to the 2021 baseline of 0.51kg. 	Not applicable

In addition to the outlined targets, we are committed to reducing plastic bag usage in our stores. We implemented a charge of RM0.20 per bag in 2017, with the aim of encouraging customers to adopt more environmentally friendly practices in alignment with government mandates. Although we have yet to establish a specific reduction target, we plan to report ongoing progress based on plastic bag consumption per 1,000 transactions. This reporting will assist in determining a suitable baseline as we await detailed enforcement of the recently-announced total ban on plastic bags in 2025 by the Malaysian government.

Recognising our influence in shaping customer and supplier behaviour, we have introduced two initiatives to promote sustainability practices in our value chain. Firstly, we encourage our suppliers to commit to measuring and reporting their GHG emissions. Secondly, we seek to expand the offerings of eco-products in our stores. We are committed to reporting ongoing progress on suppliers who have embraced this commitment, and aim to achieve 10% of total revenue from eco-products by 2030.

For further information on our environmental-related targets, please refer to page 16 of this report.

Our Performance:

Energy Management

Our energy consumption mainly comes from electricity usage in our distribution facilities and retail stores, alongside fuel consumption related to the transportation of goods. In 2023, we recorded total energy consumption of 764,888. As we expand our store network, we understand that our energy consumption will inevitably rise. Consequently, we are actively seeking ways to reduce our dependence on non-renewable energy sources and to increase our utilisation of renewable energy for the future.

Types of Energy Consumption	FY2021	FY2022	FY2023
(megajoules '000) Total Energy Consumption ¹	478,286	612,581	764,888
Non-renewable fuel consumed • Diesel	113,627	130,679	161,842
Electricity, heating, cooling and steam purchased for consumption • Electricity	364,659	480,979	600,737
Total renewable electricity consumption • On-site renewable energy (solar)	N/A	923	2,309

¹ Only reported categories and values are applicable to MR. D.I.Y.'s energy consumption. Renewable fuels, as well as electricity, heating, cooling and steam sold categories are currently not applicable. Reported values for purchased electricity expressed in mWh: FY2021 equals 101,294 mWh, FY2022 equals 133,605 mWh, and FY2023 equals 166,871 MWh.

The Environment



Renewable energy

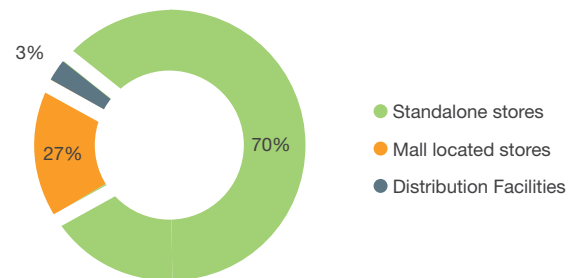
In our distribution facilities, our focus is on increasing our renewable energy mix to achieve our target of 30% by 2030. To date, we have installed solar panels in 4 out of 19 distribution facilities, generating 2309 megajoules of energy per year. In FY2023, this translated to 10.6% of our total energy source.

	FY2021	FY2022	FY2023
% renewable energy Mix for All Distribution Facilities ¹	4%	4.7% ²	10.6%

Purchased Electricity

We recorded a total purchased electricity consumption of 166,871 MWh in 2023. Most of our purchased electricity was derived from our standalone stores, as depicted in the chart below.

FY2023 Electricity Purchased



As our business expands, a more precise measure for tracking performance is average electricity consumption per premise. As of 31 December 2023, we operate 1,252 stores in Malaysia, with 765 situated on standalone premises. In Brunei, we have 4 standalone stores out of a total of 9 stores.

Average electricity consumption	FY2021		FY2022		FY2023	
	MWh/premise	MJ/premise ('000)	MWh/premise	MJ/premise ('000)	MWh/premise	MJ/premise ('000)
Mall-located Stores	68	244	84	303	91	326
Standalone Stores	149	536	146	525	152	547

¹ Our distribution facility in Balakong also serves as our headquarters.

² FY2022 figure has been restated to 4.7% (from 15.7%), following the outcome of an internal audit exercise aimed at improving our data collection and management processes. Corrective measures have been implemented to ensure the accuracy and consistency of the collected data.

The Environment

Our electricity consumption over the past three years exhibits a noticeable upward trend. This is due to the normalisation effect following the post-pandemic period, wherein business operations have resumed to full capacity. We remain committed to reduce per-store energy consumption by 30% by 2030. For mall-located stores, we will maintain close collaboration with premise owners to scale up energy reduction efforts. Concurrently, for standalone stores, we will implement more aggressive energy-saving initiatives in the coming years.

Diesel Consumption

Our day-to-day operations involve transporting goods from our distribution facilities to retail stores, utilising only our own vehicles. Our goal is to reduce our diesel consumption per 1,000 transactions by 20% by 2030 when compared to 2021 levels, equivalent to 5.5 litres of diesel. To support this initiative, we have implemented a GPS tracking system for our fleet, allowing real-time monitoring of data such as distance and fuel usage. The data helps in better route planning and fleet management, contributing to fuel efficiency and cost reductions.

We have also initiated trials on the installation of hydrogen fuel cells in two of our vehicles for three months, starting from October 2023. The technology, utilising a hydrogen-diesel hybrid engine, has the potential to enhance engine efficiency, reduce GHG emissions, and yield long-term fuel savings. A comprehensive assessment will be carried out at the end of the trial and we intend to expand the implementation of this technology to more vehicles if trial results prove favourable.

	FY2021	FY2022	FY2023
Diesel per 1,000 transactions (litres)	27.5	25.7	27.5

Water Consumption

Similar to energy consumption, our control over water usage in mall-located stores is limited due to the shared facilities. Nevertheless, we uphold our commitment to optimising water consumption through conscientious management and monitoring. We actively engage with our employees and relevant stakeholders to raise awareness of proper water management at all our locations.

The Company reports water consumption only for standalone stores and distribution facilities, where we maintain direct control.

	FY2021	FY2022	FY2023
Standalone Stores	Megalitres	Megalitres	Megalitres
Total volume of water used	99	157	172
Average volume of water used	0.2	0.3	0.2

Distribution Facilities ¹	FY2021		FY2022		FY2023	
	'000 M ³	Megalitres	'000 M ³	Megalitres	'000 M ³	Megalitres
Total volume of water used	97,281	97	113,445	113	141,345	141
Average volume of water used	7,483	7	6,673	7	7,853	8

The Group's operations result in zero wastewater discharge, with the exception of wastewater generated for sanitary purposes.

¹ Our distribution facility in Balakong also serves as our headquarters

The Environment

Waste Management

Our emphasis here is on waste reduction. We actively promote the practice of reusing and recycling where possible. A significant portion of MR. D.I.Y.'s waste is attributed to packaging, particularly carton boxes. We closely monitor the usage of carton boxes, reusing them extensively before sending them to recycling facilities. Internally, we have set a target to reuse carton boxes received from suppliers up to 18 times, to maximise their lifespan. This practice not only helps in waste reduction but also contributes to long-term cost savings by minimising the need for new carton boxes. As a result, we achieved a significant reduction in the usage of carton boxes per 1,000 transactions in 2023, inching closer to our target of 0.12kg per 1,000 transactions by 2030.

	FY2021	FY2022	FY2023
Total carton boxes received from overseas suppliers (metric tonnes) ¹	7,726	10,568	10,305
Carton boxes per 1,000 transactions (kg) ^{1,2}	0.51	0.72	0.19



MR. D.I.Y. Waste Management Initiative: recycling bins

In addition, we take a conscientious approach to our value chain, actively supporting overall waste and resource management in the ecosystem. To align with this commitment, all our stores utilise biodegradable plastic bags made from recyclable materials starting from 1 January 2018. This choice not only limits waste buildup in landfills but also minimises potential environmental impacts. We actively encourage the use of reusable bags for customers who choose biodegradable plastic bags, offering affordable in-store options to promote sustainable choices.

	FY2021	FY2022	FY2023
Single use plastic bags per 1,000 transactions (kg) ²	3.31	2.82	2.53
Total reusable bags sold ('000)	1,433	3,191	2,412

In September 2023, we piloted a waste segregation system at our headquarters and distribution facility in Balakong. Although it has not yet demonstrated significant results, it symbolises our effort to instill good habits among employees and provides insights into our waste streams.



2.1kg
Total Waste
Generated



1.7kg
Waste Diverted
from Disposal



0.4kg
Waste Directed
to Disposal

¹ Data covers operations in Malaysia. All our single-use plastic bags are made from High Density Polyethylene/biodegradable materials.

² The FY2021 and FY2022 figures have been restated due to a refinement in the measurement methodology.

³ Data covers operations in Malaysia and Brunei.

The Environment

GHG Emissions

We are actively enhancing the measurement, monitoring, and reporting of GHG emissions. Our calculations encompass Scope 1 and 2 emissions from all our operations in Malaysia and Brunei, which include our headquarters, retail stores and distribution facilities.

Total Emissions (tCO ₂ e)	FY2021	FY2022	FY2023
Scope 1	0.30	0.27	0.48
Scope 2	70,046	93,749	116,616

Emissions Intensity	FY2021	FY2022	FY2023
Scope 1 (Kg CO ₂ e/1,000 transactions)	298.79	269.79	482.42
Scope 2 (Kg CO ₂ e/m ²)	7.8	8.8	9.8

While we have yet to actively measure and track our Scope 3 emissions, we have implemented various initiatives aimed at reducing our overall emissions footprint. These efforts involve optimising the shipment of goods through increased utilisation of 40ft shipping containers, consequently minimising the number of trips required and emissions generated. Additionally, we have set a goal to assess suppliers' commitment to measure and report their GHG emissions. Our procurement team sends an annual email to suppliers to inquire about their progress and encourages them to initiate measurements for their Scope 1 and 2 emissions. As at 31 December 2023, 38 suppliers have pledged to measure and report their GHG emissions.

Moving forward, we intend to start tracking and monitoring our Scope 3 emissions, focusing specifically on business travel and employee commuting.

Eco-friendly Product Offerings

MR. D.I.Y. offers customers a range of sustainable and eco-friendly products, aimed at promoting environmental responsibility. Our definition of eco-products includes those that minimise energy and water consumption, incorporate recycled and biodegradable materials, and are designed to be re-used. We are making significant strides towards achieving our goal of generating 10% of our revenue from the sale of eco-products by 2030.

	FY2021	FY2022	FY2023
% revenue derived from eco-products	3%	3.4%	3.5%

Biodiversity

As of 31 December 2023, none of our distribution facilities or retail stores are situated in high biodiversity areas or pose threats to habitats, flora and fauna listed on the IUCN Red List. The Group's direct business operations, activities, products and services do not have a material impact on biodiversity. Nevertheless, we proactively engage in conservation and restoration efforts through our biodiversity-linked CSR programmes. For more information, please refer to page 38 of this report.

MOVING FORWARD

We remain dedicated to environmental stewardship, with a continued emphasis on measuring our impact and performance. We will continue to develop more holistic and robust measures to effectively achieve our targets. Additionally, we plan to refine the computation of our GHG emissions, gradually expanding to cover all our activities, as well as finalise our emissions inventory, ensuring a more accurate representation of our impact on the environment.



Save the Turtle 2.0



Our People



Employee Health And Safety	32
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Moving Forward	36



3
Good Health
and Well-Being



8
Decent Work
and Economic
Growth

Our People

Organisations find their strength in the collective effort of the individuals who work for them. Our people personify our mission, values and ethos, shaping how we engage in our day-to-day business. Their dedication to exceeding customer expectations makes them the best representatives and voices of the brand, which is crucial to shaping our identity.

This drives our commitment to invest in both our people and workplace, fostering a safe and nurturing environment that promotes productivity and empowerment, ultimately leading to organisational excellence.

EMPLOYEE HEALTH AND SAFETY

Why This is Important:

A significant portion of our business activities revolves around the movement, reception and storage of goods. While technology and data systems have streamlined many aspects of the job, there remains a need for physical labour, including lifting and handling of goods and equipment in distribution facilities as well as during shelf stocking in retail stores. Prioritising the health and safety of our people across all sites is important to ensure uninterrupted operations and to maintain optimal productivity. Safety hazards may arise from non-compliances of rules and regulations which could potentially result in accidents and injuries.

Our Approach:

We address employee health and safety comprehensively, focusing on two primary aspects:

 <p>Physical Safety</p> <p>▼</p> <p>This involves safeguarding individuals from workplace hazards and accidents, and ensuring a secure environment.</p>	 <p>Holistic Wellbeing</p> <p>▼</p> <p>We prioritise the overall wellness of our employees, encompassing their physical and mental well-being.</p>
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Physical Safety

Guided by our Occupational Safety and Health Policy, we are committed to upholding workplace health and safety standards. To ensure the effective implementation of improvements aligned with this policy, we have formed a dedicated committee led by members of our senior management, and tasked with overseeing and driving the enhancement process.

We align our safety practices to the following regulations and conduct mandatory weekly briefings for employees in both distribution facilities and retail stores to reinforce safety measures in the workplace

- Occupational Safety and Health Act 1994
- Factories and Machinery Act 1967
- OHSAS 18001: Occupational Safety and Health Management System
- MS1722: Occupational Safety and Health Management System
- Occupational Safety Health and Environment Management System

In our distribution facilities, we prioritise safety and efficiency by incorporating automation into our operations. We employ advanced technologies and machinery, including an enhanced warehouse management system, automated storage and retrieval system, conveyors and sorters, as well as an autonomous mobile robot mini load with a Pick-to-Light system. We also conduct annual fire drills to ensure that all employees are familiar with evacuation procedures, first aid protocols, and other emergency measures.

To create a safe and conducive working environment in our retail stores, we have implemented operating procedures to guide employees in managing retail activities, promoting a safe atmosphere and minimising the risk of accidents. Our retail stores feature surveillance systems and slip-resistant flooring. We prioritise training programmes to raise awareness among our employees about potential hazards and proper protocols. All retail employees are required to undergo training in the following areas:

Safety Hazards	Training Programmes Objective
Manual handling injuries	Educating employees on proper lifting and carrying practices for heavy loads
Electrical hazards	Conducting inspections, maintenance checks, and ensuring proper usage of electrical appliances and equipment in retail stores
Fire hazards	Providing knowledge on flammable materials and educating them on the proper usage of fire extinguishers.
Violence from disgruntled customers	Training employees to identify and de-escalate potential threats and conflicts before they escalate into unpleasant situations.

Our People

Additionally, a systematic process is in place to regularly assess risks and control measures at distribution facilities and retail stores. Our internal audit team is assigned to conduct audits, evaluating the adequacy and compliance of existing measures.

Holistic Wellbeing

Administered by our Human Resources Department, we strive to foster a positive and supportive work environment aimed at enhancing the overall wellbeing of our employees, which includes prioritising mental health.

Recognising that extended working hours heighten the risk of occupational injuries, we respect and strictly observe the working hours and overtime conditions outlined in the Employment Act 1955. We also value the importance of allowing employees to take time off to recuperate and offer a range of paid leave options, including sick and hospitalisation leave. To support the overall wellbeing of our employees, we provide additional benefits such as sports and other recreational facilities at our headquarters.

Leave Entitlement*	Other Benefits
<ul style="list-style-type: none"> Statutory sick pay leave without hospitalisation: <ul style="list-style-type: none"> » 14 days for service tenure of less than two years » 18 days for tenure between two to five years » 22 days for tenure exceeding five years Up to 60 days off for hospitalisation Paid and unpaid leave, which includes: <ul style="list-style-type: none"> » Compassionate leave » Maternity 98 days and Paternity 7 days 	<ul style="list-style-type: none"> Overtime payments (where applicable) Sports and recreational activities Employee's birthday meal allowance Meal subsidies Employee's bereavement contribution Group personal accident (GPA) insurance coverage

* only for full-time employees

Our Performance:

Physical Safety

Enhanced Safety Training Programme

In 2023, we launched an enhanced safety training programme for all employees. This comprehensive programme focused on improving awareness of potential hazards and proper safety protocols, and also equipped employees with the expertise to recognise and resolve safety concerns. A total of 248 sessions were conducted over the year, with 22,625 participants attending.

	FY2022	FY2023
Number of employees trained on OSH	6,504	8,127

HSE Training and Briefing 2023	Total
Total Session	248
Total Attendance	22,625
Total Manhours	20,533

Increased Safety Inspections

To strengthen our safety measures and improve onsite monitoring, we increased the frequency of safety inspections across all warehouses, from 14 in 2022 to 23 in 2023. These inspections enabled us to swiftly identify potential risks, promptly address safety violations, and implement corrective measures, thereby enhancing overall workplace safety.

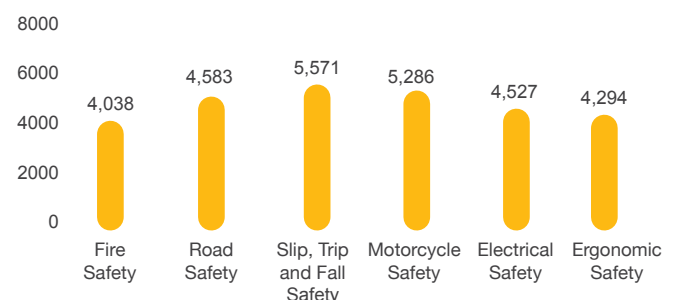
Safety Campaign

In 2023, we initiated a comprehensive safety campaign aimed at raising awareness of various safety topics. This encompassed essential aspects such as fire safety protocols, road accident prevention, and methods to prevent slips, trips, and falls. The campaign also promoted a safety-conscious culture and ongoing improvements by encouraging feedback, suggestions, and active participation from employees.



MR. D.I.Y. Fire Safety Training

Participation by Programmes in 2023:



Our People

Work-Related Injuries

We are dedicated to fostering safe, healthy, and productive work environments for our employees. We have also taken additional steps to ensure that our suppliers are aligned with these standards to minimise workplace incidents. Our goal is to achieve zero Lost Time Injury Frequency Rate (“LTIFR”). In 2023, our efforts resulted in no fatalities. Additional details about our safety performance are summarised in the adjacent table.

	FY2021	FY2022	FY2023
Total Hours Worked	31,327,296	41,625,792	45,319,872
Number of Fatalities	2	1	0
Number of Lost Time Injuries	12	20	18
Lost Time Incident Rate (“LTIR”)	0.10	0.10	0.08
LTIFR	0.48	0.50	0.40

Supporting Overall Wellbeing of our Employees

New Office Facilities

In 2023, we revitalised our office environment at headquarters by introducing new facilities aimed at promoting engagement and collaboration, while enhancing the well-being, motivation, and productivity of our employees. The upgraded office now includes a dedicated space for employees to take breaks and relax. This space also serves as an alternative venue for hosting informal meetings and provides employees with an additional workspace where they can work independently.

Health Screening Programme (“HSP”)

Under the tagline #AlwaysWithYou, we launched a HSP for our employees. The programme took place at our headquarters over four days, from 5 to 8 September 2023. We also collaborated with our panel clinic branches in Kuala Lumpur, Selangor, and Pahang to do the same for our retail employees from 16 October to 16 November 2023. A total of 479 employees participated in the programme, receiving free consultations and comprehensive health screening.

Other Programmes

To enhance the overall wellbeing of our employees, we organised a series of programmes focused on various aspects of their physical and mental health in 2023.

Programme	Date
Blood Donation Campaign	31-May-23
Physiotherapy	Start : 17 Aug 2023 (for 24 sessions)
Basic Health Screening	5 - 7 Sep 2023
HSP SOCSO	7-Sep-23
Free ECG Test	18-Oct-23
HSP for Retail Store	16 Oct - 16 Nov 2023
On-site Influenza Vaccination	9-Nov-23
Musculoskeletal Disorder Talk & Awareness Program	23-Nov-23
Mental Toughness Program	March – October (for 14 sessions)

EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

Why This is Important:

A highly engaged workforce is marked by increased involvement, morale, and job satisfaction, while a diverse and inclusive workforce provides a wide range of knowledge, perspectives, and ideas to support innovation and growth. Our commitment is to foster an engaging, diverse, and inclusive environment for our employees. This positive atmosphere has a beneficial impact on productivity, performance, and the creation of a work culture that attracts and retains talent.

Our People

Our Approach:

The ability to attract and retain talent depends on a nuanced set of factors, including job satisfaction, opportunities for professional development and growth, and the degree to which fundamental values like respect and individual recognition are maintained. Therefore, our approach is multifaceted, addressing the following aspects:

Engagement And Professional Development

We maintain regular engagement with our employees through diverse channels, such as our intranet, townhalls, and festive celebrations. Guided by a comprehensive succession planning and career progression strategy, we offer a holistic and structured professional development programme aimed at enhancing employees' skills, addressing competency gaps, and preparing them for future roles within the organisation. Training is seamlessly integrated into the annual performance appraisal process, with a personalised training plan crafted to target specific areas of growth and improvement identified during the appraisal. The scope of training extends beyond professional development, as employees are also encouraged to express their interests, such as acquiring new skills or languages, which can be incorporated into their training plans.

Diversity, Equality And Inclusion

With our expansive presence across the country, we extend employment opportunities not only in major cities but also in smaller towns, addressing unemployment challenges, particularly amongst the youth, and mitigating income disparity between urban and rural areas. Motivated by these objectives, we are steadfast in our commitment to fostering a diverse workforce, promoting an environment that champions equality, inclusivity, and is free from discrimination. We proactively evaluate roles within the organisation and embrace inclusive hiring practices, including actively supporting the recruitment of differently-abled individuals.

Compensation, Benefits And Entitlements

Ensuring that our employees receive competitive remuneration, aligned with market benchmarks and reflective of their job positions, experience, and contributions to the company is a priority. We adhere to the principle of equal pay for equal work, eliminating gender-based distinctions. Employees are entitled to benefits stipulated under the Employment Act 1955, supplemented by additional perks.

In strict compliance with Malaysia's Minimum Wage Order, we not only adhere to these standards but also endeavour to surpass them by offering a higher form of compensation. Moreover, we uphold the right of our employees to freedom of association. Employees have the full right to join any political or social party, and engage in related activities.

Our Performance:

Engagement And Professional Development

In 2023, we allocated RM2.13 mil towards internal and external training initiatives, with our workforce dedicating 359,801 hours to enhance their professional development.

Employee Category	Total Training Hours	
	FY2022	FY2023
Management	15,145	21,222
Executive	21,163	59,388
Non-executive	156,815	279,191
Total	193,123	359,801

Employee Category	Average Training Hours per Employee	
	FY2022	FY2023
Management	40.2	46.4
Executive	15.6	33.2
Non-executive	10.5	17.1
Overall	11.6	19.4

Training Hours by Gender	FY2022	FY2023
Male	55%	56%
Female	45%	44%

We conducted 203 training programmes with a total of 1,221 sessions across various areas, including:

Training Areas	Training Sessions	Training Hours
Functional	168	74,525
Leadership	68	12,728
Softskills	158	19,252
Retail Management	398	47,365
Safety, Security, Health and Environment	248	20,533
On Job Training	130	179,430
Others	51	5,968

Diversity, Equality And Inclusion

As of 31 December 2023, our workforce consists of 18,157 employees, categorised as follows:

Employee Composition	FY2021	FY2022	FY2023
Permanent	100%	93%	99%
Temporary	Negligible	7%	1%

Our People

Gender Diversity	FY2021	FY2022	FY2023
Male	7,064	9,849	11,204
Female	5,487	6,828	6,953
Total	12,551	16,677	18,157

Gender Diversity by Employee Category	FY2021	FY2022	FY2023
Management – Male	54%	53%	51%
Management – Female	46%	47%	49%
Executives – Male	45%	46%	45%
Executives – Female	55%	54%	55%
Non-executives – Male	57%	60%	64%
Non-executives – Female	43%	40%	36%

Age Diversity by Employee Category	FY2021	FY2022	FY2023
Management – under 30	26%	23%	20%
Management – 30-50	67%	69%	72%
Management – above 50	7%	7%	8%
Total Management	294	377	459
Executives – under 30	67%	67%	63%
Executives – 30-50	33%	32%	37%
Executives – above 50	0%	0%	0%
Total - Executives	1032	1388	1692
Non-executives – under 30	82%	82%	80%
Non-executives – 30-50	18%	18%	20%
Non-executives – above 50	0%	0%	0%
Total Non-executives	11,225	14,912	16,006

Ethnic Diversity	FY2021	FY2022	FY2023
Bumiputera	83%	77%	78%
Chinese	4%	4%	3%
Indian	3%	4%	3%
Others	10%	15%	16%

Compensation, Benefits And Entitlements

As of 31 December 2023, 45% of the company's workforce remains at the minimum wage set by the government, a reduction from the 2022 level of 65%. Our ongoing commitment is to elevate all employees so that 100% exceed the minimum wage.

Employee Attraction And Retention

In the competitive retail industry, high turnover rates, particularly among front-line staff, are common. Therefore, our strategic focus on cultivating a diverse and inclusive workplace, alongside offering competitive remuneration packages, aims to mitigate turnover and enhance the appeal of our organisation to prospective employees. In 2023, we observed a turnover rate of 46% and a new hire rate of 73.5% across all employee categories.

Employee Category	Total Number of Employee Turnover		
	FY2021	FY2022	FY2023
Management	23	29	26
Executive	138	104	202
Non-executive	7,447	9,275	8,130
Total	7,608	9,408	8,358

Employee Category	Total Number of New Hires		
	FY2021	FY2022	FY2023
Management	40	47	48
Executive	145	192	185
Non-executive	8,066	15,641	13,119
Total	8,251	15,880	13,352

MOVING FORWARD

We are committed to sustaining a fair, safe, and inclusive environment that fosters growth and unleashes the full potential of our people. Guided by this steadfast commitment, our objective is to exceed the expectations of our workforce. In doing so, we aspire to establish ourselves as an employer of choice, spearheading the cultivation of a vibrant and inclusive workplace culture.



The Communities Around Us



Impact on Local Communities 38

Moving Forward 42



SDG 1
No Poverty



SDG 2
Zero Hunger



SDG 3
Good Health and Well-Being



SDG 4
Quality Education



SDG 7
Affordable and Clean Energy



SDG 8
Decent Work and Economic Growth



SDG 10
Reduced Inequalities



SDG 11
Sustainable Cities and Communities



SDG 12
Responsible Consumption and Production



SDG 13
Climate Action



SDG 14
Life Below Water



SDG 15
Life on Land



SDG 17
Partnerships for the Goals

The Communities Around Us

Our commitment to sustainability is deeply rooted in the communities we serve. We firmly believe that fostering the collective betterment of society sets in motion a ripple effect that propels sustainable development as a whole. Through our corporate social responsibility (“CSR”) efforts, we aim to leverage our influence and network to create a meaningful and lasting impact on the lives of the communities in which we operate.



Scan here to watch the video.

IMPACT ON LOCAL COMMUNITIES

Why This is Important:

Our business positively impacts local communities by providing good quality, affordable products that cater to societal needs, and by creating employment opportunities which contribute to local economic growth. In turn, we receive support from these communities, building a foundation of trust that is crucial to our long-term success. Being a well-established household name, our business activities attract even closer scrutiny from the public eye. Recognising this, we conscientiously strive to create a positive impact, not only to uphold our social license but also to enhance our brand image. Committed to giving back to society, we invest in CSR activities to cultivate and sustain this symbiotic, mutually-beneficial relationship with the communities we serve.

Our Approach:

Since we were founded in 2005, we have consistently placed a strong emphasis on serving and engaging with communities through various initiatives to foster positive impact. This impact can be broadly categorised into three main categories:



CSR

Our CSR activities, conducted under the banner of MR. D.I.Y. CARES, are centered around four main categories: Community, Education, Environment, and Arts & Culture.

In 2023, we established Yayasan MR. D.I.Y. (MR. D.I.Y. Foundation), to manage our CSR activities more systematically and effectively. Governed by a board of trustees and financially supported by MR. D.I.Y. Group and MR. D.I.Y. Holdings, the Foundation has a dedicated 4-man team. This structured framework enables us to address community needs through sponsorship and establish partnerships with various entities, including non-governmental organisations nationwide.

We prioritise initiatives with measurable outcomes, ensuring transparent communication of their impact to stakeholders. This involves quantifying the benefits to individuals and communities, along with the corresponding investment. We assess the long-term impact of each initiative and concentrate our efforts on those that can generate a social return on investment. By utilising these parameters, we are able to allocate resources more efficiently, and focus on those initiatives that offer optimal balance between benefits and investments.

Local Sourcing

We source locally as part of our overall approach to supply chain management, prioritising local procurement for goods and services whenever feasible. Additionally, we have set a goal to increase sourcing from local suppliers to 30% by 2025. For more information, please refer to page 23 of this report.

Employment

We prioritise the employment of local communities whenever possible. Currently, we employ over 18,000 employees in Malaysia and Brunei, offering comprehensive benefits to make the workplace attractive, particularly in rural areas where local talent is scarce. For further details on our human capital-related information, please refer to pages 35-36 of this report.

Our Performance:

CSR

The Establishment of Yayasan MR. D.I.Y.

In June 2023, we solidified our commitment to CSR by establishing our foundation, Yayasan MR. D.I.Y. to oversee and manage our CSR activities, providing more strategic focus and creating a more effective structure to our charitable giving.

The Communities Around Us

In just six months, Yayasan MR. D.I.Y. has significantly expanded its outreach, successfully implementing 175 programmes and positively impacting the lives of over 58,000 individuals in FY2023. These achievements underscore our dedication to establishing a broader and more impactful presence.

Outcomes and Impact

In FY2023, we contributed over RM500,000 to support 175 CSR activities, all aimed at fostering positive community impact. Collectively, these initiatives positively impacted nearly 58,000 individuals.

	FY2023
Total amount invested where the target beneficiaries are external to MR. D.I.Y.	RM 595,717
Total number of beneficiaries in communities (external to MR. D.I.Y.)	58,280





Here are highlights of key CSR activities conducted during the year under review:




Community-Focused

Key CSR Initiatives	Outcomes and Impact
<p>Walk with Style</p> <p>Walk with Style was launched on 27 November 2022 in collaboration with Soroptimist International Damansara (“SID”), to address a surplus of white school shoes following the government directive changing the national school uniform regulations from white shoes to black.</p> <p>The programme aims to repurpose white school shoes into stylish pieces, while fostering creativity and introducing the concept of sustainability in a fun and engaging manner to students.</p> <p>We provided the participants with art supplies such as markers, paints, drawing brushes, accessories, and glitter, allowing them to create their unique collections.</p> <p>We have extended the programme beyond schools, hosting a total of 18 sessions and drawing 3,998 participants in total in 2023.</p>	<p>As of 31 December 2023, the programme has successfully upcycled more than 3,000 pairs of white canvas shoes.</p> <p>Notably, 300 painted white canvas shoes were featured in the SID’s 30th Anniversary Walkathon, with participating children proudly wearing them. The collaboration also earned SID the 2023 Soroptimist International Best Practice Award in Environment and Sustainability.</p> <p>We have since expanded the programme to include items such as mirrors, slippers and tote bags.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p> Total amount invested: RM24,000</p> <p> Total no. of beneficiaries: 3,558</p> </div>
<p>Home Improvement</p> <p>Closely aligned with our core business, this programme extends a caring hand to underprivileged families, improving their living conditions through goods, tools and equipment from our stores. The goal is to provide more comfortable and hygienic living conditions.</p>	<p>As of 31 December 2023, five families have benefited from this initiative. Our efforts to clean, refurbish, repaint and organise their kitchen areas made their homes more comfortable and hygienic. The five families were from:</p> <ul style="list-style-type: none"> • PPR Bukit Jalil • PPR HICOM • Bukit Belimbing • Janda Baik • Flat Taman Desaria PJ <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p> Total amount invested: RM11,000</p> <p> Total no. of beneficiaries: 23</p> </div>

The Communities Around Us





Key CSR Initiatives	Outcomes and Impact
<p>Orang Asli Community</p> <p>The Orang Asli communities encounter numerous challenges in today's modern world as they seek to maintain their unique identity. Recognising the orang asli as part of the communities we serve, our focus is on providing them everyday essentials and access to primary healthcare services.</p>	<p>What are the benefit:</p> <p>In 2023, we began to actively include the Orang Asli communities in our CSR initiatives. To maximise the impact, we collaborated with organisations that are closely connected to these communities. The list of initiatives and our partners are as follows:</p> <ul style="list-style-type: none"> • ASTAR Orang Asli Outreach: UM • Lights for Orang Asli: Kampung Yong (in collaboration with ECOMY) • Orang Asli Outreach: POS Balar • Health Screening for Orang Asli: POS Simpai, Bukit Kristal, Kg. Sebir, and Labur • Health Screening for Orang Asli: Eagle Medical Camp at Negeri Sembilan) <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM32,000</p> <p>Total no. of beneficiaries: 2,481</p> </div> </div>
<p>Blue Cap Relay Run Prostate Cancer 2023</p> <p>This run follows the success of the 2020 Beat Prostate Cancer campaign initiated by the Urological Cancer Trust Fund of Universiti Malaya, to raise awareness about prostate cancer and emphasise the importance of early detection.</p>	<p>We demonstrated our support for the event on 24 September 2023 by sending 19 teams, comprising a 57 staff members, to participate in the relay run.</p> <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM20,000</p> </div> </div>

Education-Focused

Key CSR Initiatives	Outcomes and Impact
<p>Back to School</p> <p>This initiative aims to provide educational assistance to underprivileged children, to alleviate the financial burden faced by B40 families, while also serving to motivate and inspire these children to excel in their studies.</p> <p>In 2023, we organised six Back to School initiatives, reaching out to SK Balar, SJK (C) Man Ming, Rumah Siraman Kasih, Persatuan Kebajikan dan Sosial Selangor dan Kuala Lumpur (PKDSSDKL), as well as students who are cancer survivors living across Malaysia.</p>	<p>As part of an initiative to ease the financial burden of B40 families, MR. D.I.Y. contributed stationery, school shoes and other school essentials to 1700 children from six schools in Kuala Lumpur.</p> <p>The children received shoes, clothing, Covid-19 self-test kits, face masks, hand sanitisers, test kits, school supplies and other items.</p> <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM20,000</p> <p>Total no. of beneficiaries: 1,720</p> </div> </div>
<p>University Foodbank</p> <p>In FY2023, we built on the success of our #DIY4Universiti initiative, by including the provision of essential food items. The new programme is specifically crafted to alleviate food insecurity among students, enabling them to concentrate more effectively on their academic pursuits.</p> <p>Four universities were part of the food distribution initiative:</p> <ul style="list-style-type: none"> • Tunku Abdul Rahman University of Management and Technology • Universiti Teknologi MARA Shah Alam • Universiti Tenaga Nasional • Kolej Tan Sri Aishah Ghani – Universiti Putra Malaysia 	 <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM36,444.20</p> <p>Total no. of beneficiaries: 2,000</p> </div> </div>



The Communities Around Us

Environmental-Focused

Key CSR Initiatives	Outcomes and Impact
<p>#DIY4Zoo initiative</p> <p>Launched in 2022, the #DIY4Zoo initiative is one of several aimed at assisting organisations and communities during the COVID-19 pandemic and post-pandemic period.</p> <p>We undertook animal adoption and provided improvement and upkeep support to two zoos, namely Zoo Negara and Zoo Melaka.</p> <p>In 2023, we expanded the #DIY4Zoo initiative to Zoo Taiping and Night Safari (“ZTNS”) by sponsoring their Adopt an Animal Programme.</p>	<p>Adopted two giraffes and a Malayan tiger at Zoo Taiping, covering their expenses for food and medication, as well as maintenance of their enclosures.</p> <p>Additionally, contributed to the building of enclosures and facilities for ZTNS visitors.</p>  <p> Total amount invested: RM31,168.41</p>
<p>Save the Turtle</p> <p>In 2022, we supported turtle conservation efforts at Chagar Hutang Turtle Sanctuary, Redang Island, Terengganu. Volunteers actively participated in beach clean-ups and night patrols to monitor crucial nesting areas and release the newborn hatchlings.</p> <p>We conducted the Save the Turtle 2.0 effort in collaboration with Sea Turtle Research Unit at Universiti Malaysia Terengganu to support their turtle conservation efforts at Chagar Hutang Turtle Sanctuary.</p>	<p>Twenty MR. D.I.Y. volunteers participated in various activities, including night patrols. We also sponsored a mobile souvenir stall, provided stall signage, and sector signage for interactive education on sea turtles and ecosystems. We donated camping tents for the use of researchers’ at the research site.</p> <p> Total amount invested: RM15,653.60</p>
<p>Mangrove Planting</p> <p>The mangrove ecosystem holds significant importance for several reasons. It serves as a natural carbon sink, offers habitat for diverse species, supports clean water systems, and acts as a protective barrier for coastal areas. Despite its crucial importance, Malaysia has witnessed a rapid loss of its mangrove forests. With climate change intensifying, the need to preserve and restore mangrove ecosystems becomes even more critical.</p> <p>In 2023, we collaborated with environmental groups and local communities to support mangrove planting initiatives to safeguard this valuable asset.</p>	<p>In 2023, we embarked on two mangrove planting initiatives, successfully planting 2,000 trees across two different areas:</p> <p><u>Changkat Keruing, Manjung, Perak</u> Our inaugural mangrove planting project, conducted in collaboration with Persatuan Aktivis Sahabat Alam and the local community, saw 31 volunteers work to revitalise the Changkat Keruing Riverbank Park Mangrove Forest. A total of 1,000 mangrove saplings were planted during the volunteering initiative.</p> <p><u>Denai Tebuk Mendeling, Sabak Bernam, Selangor</u> In collaboration with Rakan Alam Sekitar Universiti Teknologi Mara Student Chapter, our second successful mangrove planting initiative saw the planting of 1,000 saplings in Sabak Bernam.</p> <p>We further supported the initiatives by contributing essential items such as rubber boots, utility knives, raffia string, and gloves to ensure the smooth execution of the programme.</p> <p> Total amount invested: RM31,243.45</p>

The Communities Around Us

Arts and Culture-Focused

Key CSR Initiatives	Outcomes and Impact
<p>The Preservation of the Arts and Supporting Local Art Communities</p> <p>MR. D.I.Y. art competition was launched in 2022, aimed at cultivating an appreciation for Malaysian art and providing a sustainable platform for aspiring Malaysian artists to showcase their diverse talents to a wider audience.</p>	<p>Attracted more than 500 entries from all across Malaysia, including submissions from students in tertiary and secondary learning institutions. Total of 31 prizes and RM69,400 in prize money were given out to aspiring young artists from art communities and education institutions.</p> <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM69,400</p> <p>Total no. of beneficiaries: 502</p> </div> </div>
<p>Cultural Traditional Gate Building</p> <p>In 2023, we initiated a project to construct an arch at the entrance of the Ukit/Bhuket ethnic tribe's village in Kampung Sungai Asap, Koyan Sarawak. The Ukit tribe's rattan long house is also amongst the longest in Malaysia.</p>	<p>This project is dedicated to the preservation and exhibition of the tribe's rich heritage and cultural traditions. The Ukit/Bhuket tribe is one of the oldest in Malaysia.</p> <div style="border: 1px solid black; padding: 5px; display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Total amount invested: RM23,433.20</p> <p>Total no. of beneficiaries: 580</p> </div> </div>

Our efforts were acknowledged at the Sustainability and CSR Malaysia Awards 2023, designed to commend exemplary Malaysian corporations driving socio-economic and environmental transformation in the country. We were honoured to win the “Company of the Year” award for our extensive outreach in community, environmental, and workplace initiatives.

Local Sourcing

In FY2023, local suppliers accounted for 31.5% of our total procurement expenditure, equivalent to RM756.3 million. For more information, please refer to page 23 of this report.

Employment

Of the total 198 new stores launched in Malaysia in 2023, 153 were situated outside the Klang Valley, generating employment for 1,001 individuals. This accounts for approximately 7.5% of our total new hires for the year.

MOVING FORWARD

Having established the MR. D.I.Y. Foundation, we aim to reinforce and refine our CSR approach. We will continue investing in flagship CSR initiatives like Walk with Styles, Back to School, and etc., to gain momentum and drive lasting impact on society. Additionally, we are looking to enhance the narrative of our reporting on this material topic, making it more intuitive and seamless for readers



Muhammad Nursalman bin Azaha, Save the Turtle 2.0

Task Force On Climate-Related Financial Disclosures (“TCFD”)-Aligned Disclosures

As businesses face increasing climate challenges, it becomes imperative to understand how companies tackle climate-related risks and opportunities, particularly in terms of their financial impact. Fuelled by our commitment to fostering trust with our stakeholders, we strive to uphold transparency by furnishing detailed information regarding the impact of climate-related issues, enabling our stakeholders to make well-informed decisions.



MR. DIY Setia Eco Hill Taipan

In 2022, we proactively began reporting in accordance with the recommendations of the TCFD. This initiative preceded the enforcement of the Bursa Malaysia enhanced sustainability reporting requirements, which mandated TCFD-aligned disclosures for PLCs starting from the financial year ending 2025.

In this section, we outline our strategies for managing climate-related risks and opportunities, following the four key pillars recommended by TCFD.

GOVERNANCE

Recommended Disclosure	MR. D.I.Y.'s Approach
Describe the board's oversight of climate-related risks and opportunities	<p>The Board holds the ultimate accountability for ensuring the strategic integration of sustainability into our operations. They exercise oversight over all sustainability-related matters including climate-related risks and opportunities.</p> <p>The Board receives regular updates on climate-related matters from the Sustainability Committee, covering areas such as energy management, renewable energy alternatives, carbon emissions and the Group's sustainability targets, commitments and progress.</p> <p>The Board also reviews risks attributed to climate change or related impacts through the Audit and Risk Management Committee.</p> <p>For more information, refer to page 9 for this report.</p>
Describe management's role in assessing and managing climate-related risks and opportunities	<p>The MT is responsible for establishing key performance indicators and targets, formulating strategies and devising action plans to propel the Group's sustainability initiatives including addressing climate-related matters.</p> <p>Beyond overseeing performance, MT plays a pivotal role in reporting on the Group's sustainability progress, and delivering timely updates on energy, emissions, waste, and relevant performance data. Additionally, they recommend improvement plans to the Board.</p> <p>Furthermore, it is within the purview of the MT to identify and address emerging risks linked to climate change, assessing the potential impacts of these risks on the Group.</p>

TCFD - Aligned Disclosures

STRATEGY	
Recommended Disclosure	MR. D.I.Y.'s Approach
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<p>We are currently in the initial phases of identifying and assessing our climate-related risks and opportunities. Leveraging our existing risks management framework, we have compiled a preliminary list of climate-related risks and opportunities. While our identification process has not yet adopted a best-in-class methodology, it marks the beginning of our efforts to gain insight into our impact.</p> <p>Transitional Risks:</p> <p>As we transition into a low-carbon economy, there are challenges in adapting to these changes. Navigating new regulations aimed at mitigating climate change, such as the introduction of a carbon tax or an emissions trading system, may impact the way we operate and result in compliance costs. The evolving landscape may require further financial investments and other resources, potentially leading to a rise in operating costs over time.</p> <p>Market risk is inherent in shifting stakeholder expectations and changing consumer behaviour, potentially reducing demand for goods and services. Prolonged climate-related events can also impact macroeconomic conditions, leading to knock-on effects on consumer spending and confidence. All of these factors will negatively impact our revenue and financial standing.</p> <p>Furthermore, reputational risk is linked to how customers perceive our actions on climate issues, including how we run our stores, what products we offer, and how we respond to climate-related crises on both community and national levels. This perception can influence customer trust and loyalty and affect the willingness of our business partners to engage with us, potentially damaging our reputation and brand image.</p>
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>Physical Risks:</p> <p>The east coast of Peninsular Malaysia is especially susceptible towards flooding, especially during the monsoon season. When affected, this poses risks such as potential inventory write-offs, and damage to stores and distribution facilities, resulting in losses or increased insurance premiums, adding to the overall cost of risk management. Floods may also impact the supply chain both locally and abroad, affecting the availability of products and raw materials, disrupting our supply chain. Additionally, the flooding may also affect customer footfall and disrupt our employees' ability to commute to work, causing business interruption that might jeopardise sales and profit margins.</p>
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Opportunities:</p> <p>Businesses that fail to adapt to changing environmental norms may lose competitiveness. We recognise that the efforts to mitigate and adapt to climate change present opportunities across various domains, including:</p> <ul style="list-style-type: none"> • Resource Efficiency Implementing more efficient fleet management, reducing single-use plastic and embracing recycling initiatives contribute to a reduction in operational costs. • Energy Source The installation of solar panels in our distribution facilities and standalone stores not only lowers operational costs but also minimises our exposure to GHG emissions. • Products and Services Enhancing our capacity to innovate and develop lower-emission products and services by leveraging on customers' increasing ESG awareness and their preference for eco-friendly products. • Markets Diversifying our activities not only grants us entry into new markets but also qualifies us public-sector incentives. This, in turn, enables us to access lower-cost financing opportunities and strengthens our potential for collaboration with government bodies and regulators. • Resilience Expanding our product range to include more eco-friendly products strengthens our resilience and adaptability to changing market dynamics. <p>Given that our knowledge of climate-related matters is still evolving, we intend to engage with a climate consultant to gain insights into how climate change might impact our business and value chain under different climate-related scenarios. We will also allocate budget to prepare ourselves in responding to climate risks and opportunities, continuing our efforts to decarbonise our operations.</p>

TCFD - Aligned Disclosures

RISK MANAGEMENT	
Recommended Disclosure	MR. D.I.Y.'s Approach
Describe the organisation's processes for identifying and assessing climate-related risks.	The Group's methodology for identifying and evaluating climate-related risks relies on its existing risk management framework, which employs a three-line of defence approach. The assessment of both physical and transitional risks, along with climate-related opportunities, is conducted through Management's internal assessments, consultations with external experts, and consideration of the Group's business model and operations. Due consideration is given to the nature and extent of the impact - whether direct or indirect on the Group and its stakeholders, and the severity across short, medium and long-term horizons.
Describe the organisation's processes for managing climate-related risks.	As we initiate our TCFD reporting journey, our preliminary actions, as outlined above, will focus on acquiring a more nuanced understanding of our climate-related risks with the guidance of a climate consultant. Subsequently, we will leverage the insights gained to formulate a comprehensive process for managing and integrating these identified risks into our existing risk management system.
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
Metrics and Targets	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	At MR. D.I.Y., we track our environmental performance using the following metrics: <ul style="list-style-type: none"> • Purchased electricity (MWh) • Water consumption ('000 M³) • Waste generated (MT) • Plastic bags per 1,000 transactions (kg) • Carbon boxes per 1,000 transactions (kg) • Diesel consumption per 1,000 transactions (litre) • Scope 1 and Scope 2 emissions • Emissions intensity • % revenue derived from eco-products
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG, and the related risks.	All our carbon emissions data follow the methodologies per GHG's Protocol Corporate Accounting and Reporting Standards. Our total emissions for the year 2023 amounted to 0.48 tCO ₂ e for Scope 1 and 116,616 tCO ₂ e for Scope 2. For more information, please refer to page 30 of this report.
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	MR. D.I.Y. has set climate-related targets related to GHG emissions, energy management, waste management, resource consumption, and expansion of eco-products. For more information, please refer to page 26 of this report.

Performance Data Table

Indicator	Measurement Unit	2023
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Management	Percentage	72.00
Executive	Percentage	91.00
Non-executive/Technical Staff	Percentage	80.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	595,717.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	58,280
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Management Under 30	Percentage	20.00
Management Between 30-50	Percentage	72.00
Management Above 50	Percentage	8.00
Executive Under 30	Percentage	63.00
Executive Between 30-50	Percentage	37.00
Executive Above 50	Percentage	0.00
Non-executive/Technical Staff Under 30	Percentage	80.00
Non-executive/Technical Staff Between 30-50	Percentage	20.00
Non-executive/Technical Staff Above 50	Percentage	0.00
Gender Group by Employee Category		
Management Male	Percentage	51.00
Management Female	Percentage	49.00
Executive Male	Percentage	45.00
Executive Female	Percentage	55.00
Non-executive/Technical Staff Male	Percentage	64.00
Non-executive/Technical Staff Female	Percentage	36.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	50.00
Female	Percentage	50.00
Under 30	Percentage	0.00
Between 30-50	Percentage	0.00
Above 50	Percentage	100.00

Internal assurance

External assurance

No assurance

(*)Restated

Performance Data Table

Indicator	Measurement Unit	2023
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	764,888.00
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.08
Bursa C5(c) Number of employees trained on health and safety standards	Number	8,127
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	21,222
Executive	Hours	59,388
Non-executive/Technical Staff	Hours	279,191
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	1.00
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	26
Executive	Number	202
Non-executive/Technical Staff	Number	8,130
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	31.50
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	313.000000

Internal assurance

External assurance

No assurance

(*)Restated

SASB Content Index

Multiline and Specialty Retailers & Distributors

Table 1: Sustainability Disclosure Topics and Metrics

Topic	Metric	Category	Unit of Measure	Code	Disclosure Location
Energy Management in Retail & Distribution	(1) Total energy consumed, (2) Percentage grid electricity and (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	CG-MR-130a.1	Energy Management (pages 26-28)
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	CG-MR-230a.1	Data Privacy and Security (page 20)
	(1) Number of data breaches, (2) Percentage that are personal data breaches, (3) Number of customers affected ¹	Quantitative	Number, Percentage (%)	CG-MR-230a.2	Data Privacy and Security (page 21)
	(1) Average hourly wage and (2) Percentage of in-store and distribution centre employees earning minimum wage, by region	Quantitative	Presentation currency, Percentage (%)	CG-MR-310a.1	Compensation, Benefits and Entitlements (page 36)
Labour Practices	(1) Voluntary and (2) Involuntary turnover rate for in-store and distribution centre employees	Quantitative	Percentage (%)	CG-MR-310a.2	Employee Attraction and Retention (page 36)
	Total amount of monetary losses as a result of legal proceedings associated with labour law violations ²	Quantitative	Presentation currency	CG-MR-310a.3	Upholding Human Rights (page 21)
	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees ³	Quantitative	Percentage (%)	CG-MR-330a.1	Diversity, Equality and Inclusion (pages 35-36)
Workforce Diversity & Inclusion	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination ⁴	Quantitative	Presentation currency	CG-MR-330a.2	Upholding Human Rights (page 21)
	Revenue from products third-party certified to environmental or social sustainability standards	Quantitative	Presentation currency	CG-MR-410a.1	Eco-friendly Product Offerings (page 30)
Product Sourcing, Packaging & Marketing	Discussion of processes to assess and manage risks of hazards associated with chemicals in products	Discussion and Analysis	n/a	CG-MR-410a.2	N/A
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	n/a	CG-MR-410a.3	Waste Management (page 29)

Table 2: Activity Metrics

Metric	Category	Unit of Measure	Code	Disclosure Location
Number of: (1) retail locations and (2) distribution centres	Quantitative	Number	CG-MR-000.A	About MR. D.I.Y. (page 6) Energy Management (pages 27-28)
Total area of: (1) retail locations and (2) distribution centres	Quantitative	Square metres (m ²)	CG-MR-000.B	N/A

¹ The disclosure shall include a description of corrective actions implemented in response to data breaches.

² The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

³ The entity shall describe its policies and programmes for fostering equitable employee representation across its global operations.

⁴ The entity shall describe the nature, context and any corrective actions taken because of monetary losses.

GRI Standards Content Index

Statement of use	MR. D.I.Y. has reported the information cited in this GRI content index for the period of 1 January 2023 to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GENERAL DISCLOSURES

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisation details	<ul style="list-style-type: none"> MR. D.I.Y. Group (M) Berhad Headquarters: Seri Kembangan, Malaysia Country of Operations: Malaysia, Thailand, Brunei, Indonesia, Singapore, Philippines, India, Cambodia, Turkey, Spain, Vietnam, Bangladesh Corporate Structure: https://corporate.mrdiy.com/corporate_structure.html
	2-2 Entities include in the organisation's sustainability reporting	SR2023: About this Report, page 2
	2-3 Reporting period, frequency and contact point	SR2023: About this Report, page 2
	2-4 Restatements of information	SR2023: Our Approach to Sustainability - Plastic bag per 1,000 transactions, page 16 SR2023: Environmental Stewardship - Plastic bag per 1,000 transactions, page 29 SR2023: Environmental Stewardship - % renewable energy mix for all distribution facilities, page 27 SR2023: Our Approach to Sustainability - Carton Box per 1,000 transactions, page 16 SR2023: Environmental Stewardship - Carton Box per 1,000 transactions, page 29 SR2023: Our Approach to Sustainability - 30% reduction or 44.7 MWh per standalone store by 2030, page 16
	2-5 External assurance	This report has undergone an internal review by the company's internal auditors to ensure the accuracy and integrity of the data disclosed. We will assess the need for external assurance in the coming years to enhance the credibility of our sustainability reports.
	2-6 Activities, value chain and other business relationships	SR2023: About MR. D.I.Y., page 6
	2-7 Employees	SR2023: Employee Engagement, Diversity and Inclusion, pages 35-36
	2-9 Governance structure and composition	AR2023: Corporate Governance Overview Statement, page 30
	2-10 Nomination and selection of the highest governance body	AR2023: Corporate Governance Overview Statement, page 30
	2-11 Chair of the highest governance body	AR2023: Corporate Governance Overview Statement, page 30
	2-12 Role of highest governance body in overseeing the management of impacts	SR2023: Our Approach to Sustainability, page 9
	2-13 Delegation of responsibility for managing impacts	SR2023: Our Approach to Sustainability, page 9
	2-14 Role of the highest governance body in sustainability reporting	SR2023: About this Report, page 2
	2-15 Conflicts of Interest	AR2023: Corporate Governance Overview Statement, page 30
	2-17 Collective knowledge of the highest governance body	AR2023: Corporate Governance Overview Statement, page 35
	2-18 Evaluation of the performance of the highest governance body	AR2023: Statement on Risk Management and Internal Control, page 46
	2-22 Statement on sustainable development strategy	SR2023: Our Approach to Sustainability, page 15
2-29 Approach to stakeholder engagement	SR2023: Our Approach to Sustainability, pages 10-11	

GRI Standards Content Index

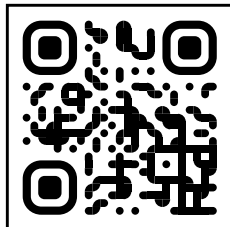
GENERAL DISCLOSURES

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR2023: Our Approach to Sustainability, pages 11-14
	3-2 List of material topics	SR2023: Our Approach to Sustainability, pages 11-14
	3-3 Management of material topics	SR2023: Financial Performance, page 18 SR2023: Ethics and Compliance, pages 19-20 SR2023: Product Quality and Safety, page 22 SR2023: Customer Satisfaction, page 22 SR2023: Supply Chain Management, page 23 SR2023: Environmental Stewardship, pages 25-26 SR2023: Employee Health and Safety, pages 32-33 SR2023: Employee Engagement, Diversity and Inclusion, pages 34-35 SR2023: Impact on Local Communities, pages 38
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR2023: Financial Performance, page 18
	201-2 Financial implications and other risks and opportunities due to climate change	SR2023: TCFD-Aligned Disclosures, pages 43-45
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR2023: Supply Chain Management, page 23 SR2023: Impact on Local Communities, page 42
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SR2023: Ethics and Compliance, page 21
	205-2 Communication and training about anti-corruption policies and procedures	SR2023: Ethics and Compliance, page 21
	205-3 Confirmed incidents of corruption and actions taken	SR2023: Ethics and Compliance, page 21
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	SR2023: Ethics and Compliance, page 21
GRI 207: Tax 2019	207-1 Approach to tax	SR2023: Ethics and Compliance, page 20
	207-2 Tax governance, control, and risk management	SR2023: Ethics and Compliance, page 20
	207-4 County-by-country reporting	SR2023: Ethics and Compliance, page 21
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	SR2023: Environmental Stewardship, page 26
	302-3 Energy intensity	SR2023: Environmental Stewardship, page 27
GRI 303: Water and Effluents 2018	303-5 Water consumption	SR2023: Environmental Stewardship, page 28
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SR2023: Environmental Stewardship, page 30
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR2023: Environmental Stewardship, page 30
	305-2 Energy indirect (Scope 2) GHG emissions	SR2023: Environmental Stewardship, page 30
	305-4 GHG emissions intensity	SR2023: Environmental Stewardship, page 30
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR2023: Environmental Stewardship, page 29
	306-2 Management of significant waste-related impacts	SR2023: Environmental Stewardship, page 29
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR2023: Employee Engagement, Diversity and Inclusion, page 36
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	SR2023: Employee Health & Safety, page 33
	403-9 Work-related injuries	SR2023: Employee Health & Safety, page 34

GRI Standards Content Index

GENERAL DISCLOSURES		
GRI Standard	Disclosure	Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR2023: Employee Engagement, Diversity and Inclusion, page 35
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	AR2023: Corporate Governance Overview Statement, page 38 SR2023: Employee Engagement, Diversity and Inclusion, page 36
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	SR2023: Ethics and Compliance, page 21 SR2023: Product Quality and Safety, page 22
	417-3 Incidents of non-compliance concerning marketing communications	SR2023: Ethics and Compliance, page 21
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR2023: Ethics and Compliance, page 21

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