

PERFORMANCE DATA

FINANCIAL PILLAR	Unit	2025	2024	2023
FINANCIAL PERFORMANCE				
Revenue	RM million	11,146.1	13,237.5	14,271.7
Operating Profit	RM million	2,776.5	2,593.7	2,881.4
Profit/(loss) before taxation	RM million	1,861.9	1,283.5	2,093.7
Profit/(loss) after taxation	RM million	1,738.0	1,233.2	1,958.9
Tax for the Year				
Malaysia income tax	RM '000	50,523	49,400	60,042
Foreign tax	RM '000	66,126	53,670	30,950
Under/(Over) Provision in Prior Year				
Malaysia income tax	RM '000	5,468	(5,789)	368
Foreign tax	RM '000	(5,141)	(47,471)	48,685
CLIMATE-RELATED INDICATOR				
Expenditure on climate-related initiatives	RM	36,906,705.2	167,375,350	157,789,782
Expenditure on environmental protection initiatives (including climate change and environmental management system)	RM	16,559,022.8	12,227,708	10,817,446
REVENUE				
Lower-emission Vessels				
Aframax	RM	318,877,625	84,543,706	90,320,715
DPST	RM	185,911,187	218,875,090	396,678,943
VLCC	RM	355,172,200	321,195,374	98,400,554
VLEC	RM	335,537,071	365,291,386	376,761,667
LNGC	RM	539,991,849	594,303,358	567,237,996
TOTAL	RM	875,528,920	1,584,208,914	1,529,399,875

 For more details in our Financial performance, please refer to MISC's Financial Report 2025.

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ENVIRONMENTAL PILLAR	Unit	2025	2024	2023
GHG EMISSIONS				
Total GHG (Scope 1 and 2)	tonnes CO ₂ e	3,282,230	3,795,420*	4,160,578
Scope 1¹	tonnes CO ₂ e	3,236,446	3,750,396*	4,120,702
Scope 2	tonnes CO ₂ e	45,783	45,024	39,875
CO ₂ Biogenic ^A	tonnes CO ₂ e	913	2,993	1,100
Total Scope 1	tonnes CO ₂ e	3,236,446	3,750,396*	4,120,702
Breakdown by Operations				
Shipping	tonnes CO ₂ e	3,207,145	3,719,360*	4,088,748
- Gas	tonnes CO ₂ e	1,513,146	2,058,813	2,445,402
- Petroleum	tonnes CO ₂ e	1,688,364	1,654,470*	1,616,373
- Product	tonnes CO ₂ e	0	43*	21,848
- Workboat	tonnes CO ₂ e	5,636	6,034	5,125
Non Shipping	tonnes CO ₂ e	29,301	31,035	31,954
Total Scope 2	tonnes CO ₂ e	45,783	45,024	39,875
Breakdown by Operations				
Shipping	tonnes CO ₂ e	139	25	-
- Workboat	tonnes CO ₂ e	139	25	-
Non Shipping	tonnes CO ₂ e	45,644	44,999	39,875
Total Scope 3 (Material Categories)	tonnes CO ₂ e	2,721,090	2,205,336*	2,345,620*
Breakdown by Category				
Category 1-Purchased goods and services from MISC's Marine and Heavy Engineering Business	tonnes CO ₂ e	76,218	91,315	131,267
Category 3-Fuel & Energy related activities	tonnes CO ₂ e	896,851	1,080,428*	1,133,237
Category 8-Upstream Leased Assets	tonnes CO ₂ e	113,279	12,951	44,310
Category 13-Downstream Leased Assets	tonnes CO ₂ e	1,600,540	984,057	999,402
Category 15-Investments	tonnes CO ₂ e	34,201	36,585	37,404
AIR EMISSIONS				
NO _x emissions (reported data for shipping and non-shipping) ⁶	tonnes	35,076	39,181*	43,829.00
SO _x emissions (reported data for shipping and non-shipping) ⁷ ^	tonnes	3,648	3,748*	3,933.00
PM ₁₀ emissions (reported data for non-shipping only) ⁸ B	tonnes	3.07	3.40	3.76
REFRIGERANT				
Ozone Depleting Substances (ODS)	tonnes	0.08	0.13	0.17
GHG EMISSIONS INTENSITY AND ANNUAL EFFICIENCY RATIO				
ANNUAL EFFICIENCY RATIO (AER)				
MISC Shipping Fleet (GAS and Petroleum) ^C	gCO ₂ e/ton-nm	4.75	5.14*	5.71
ANNUAL EFFICIENCY RATIO (AER CO₂e)				
MISC Shipping Fleet (GAS and Petroleum)	gCO ₂ e/ton-nm	4.86	5.25*	5.95
CII RATING				
Vessel Rated A	%	18	18	19
Vessel Rated B	%	26	28	23
Vessel Rated C	%	29	31	40
Vessel Rated D	%	23	16	13
Vessel Rated E	%	5	7	5

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ENVIRONMENTAL PILLAR	Unit	2025	2024	2023
OPERATIONAL DATA				
Total distance travelled by vessels (GAS and Petroleum) ¹¹	nautical miles (nm)	4,806,927	5,361,462*	5,453,030
AVERAGE ENERGY EFFICIENCY INDEX (EEDI) FOR NEW VESSELS				
LNGC	gCO ₂ /ton-nm	4.39	-	4.69
VLEC	gCO ₂ /ton-nm	-	-	-
LNG Dual-Fuel DPST	gCO ₂ /ton-nm	-	-	-
Conventional DPST	gCO ₂ /ton-nm	-	-	-
LNG Dual-Fuel VLCC	gCO ₂ /ton-nm	-	-	1.67
Shuttle Tanker	gCO ₂ /ton-nm	-	2.75	-
ENERGY				
TOTAL GROUP ENERGY CONSUMPTION	GJ	47,077,798	56,486,224*	59,997,493
Heavy Fuel Oil ³	tonnes	53,867	56,457*	72,728
Very-Low Sulphur Heavy Fuel Oil	tonnes	328,815	324,456*	416,653
Ultra-Low Sulphur Heavy Fuel Oil	tonnes	1,730	1,446*	3,928
Very-Low Sulphur Light Fuel Oil	tonnes	52,139	81,130*	-
Ultra-Low Sulphur Light Fuel Oil	tonnes	2,647	2,076	-
Marine Gas Oil	tonnes	59	47	109
Very-Low Sulphur Marine Fuel Oil	tonnes	131,315	37,092*	3,922
Ultra-Low Sulphur Marine Fuel Oil	tonnes	29,046	124,094*	163,927
Liquified Natural Gas	tonnes	429,558	608,117*	672,031
Propane	litres	324	100	-
Diesel	litres	2,559,642	2,553,337	419,889
Biodiesel (from shipping)	tonnes	3,169	12,905	5,329
Biodiesel (from non-shipping)	litres	3,183,515	3,791,840	6,625,386
Petrol	litres	52,184	68,492	49,189
Compressed Natural Gas	m ³	582,920	470,254	405,000
Liquified Petroleum Gas	tonnes	5	7	6
Electricity	kWh	68,734,837	67,621,966	59,881,813
Ethane	tonnes	27,826	13,790	1,221
Renewable Energy ^{4D}	MWh	8,952	8,826	8,827
ENERGY INTENSITY RATIO				
Breakdown by Subsidiaries				
Shipping operations - GAS and Petroleum & Products	(GJ per million transport work)	70	79*	86
Heavy & Marine Engineering	(GJ per thousand man hours)	13	11	12
Maritime Education & Training	GJ per million sales in RM)	152	185	160
Marine Services (Maritime Services)	(GJ per hour)	4	4	4
WASTE				
NON-SHIPPING OPERATIONS				
TOTAL GENERATION OF GENERAL/NON-HAZARDOUS WASTE	tonnes	2,775	2,630	5,220
Total recycled/reused/recovered	tonnes	279	250	151
Total final disposal	tonnes	2,496	2,380	5,069
TOTAL GENERATION OF HAZARDOUS WASTE	tonnes	25,828	16,739	19,904
Total waste recycled/reused/recovered	tonnes	19,998	16,198	19,087
Total waste sent for disposal (incineration/landfill)	tonnes	50	42	17
SHIPPING OPERATIONS				
Ship oil sludge	m ³	6,402	6,799	6,537
Ship operational effluent discharge - comprises bilge water and cargo residue	m ³	60,509	58,696	63,761
Operational effluent discharge per vessel per month - bilge water	m ³	25	30	30

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ENVIRONMENTAL PILLAR	Unit	2025	2024	2023
Ship garbage	m ³	5,585	6,826	6,974
Ship garbage disposed to reception facility	m ³	4,704	5,829	5,995
Ship garbage discharge to sea- Category B	m ³	428	460	470
Ship garbage incinerated on board	m ³	453	537	509
WATER				
TOTAL FRESHWATER WITHDRAWAL	m ³	1,075,763	931,541 [^]	883,033
Total Freshwater Withdrawal from surface water	m ³	0	0	0
Total Freshwater Withdrawal from third-party service provider	m ³	1,075,763	931,541 [^]	883,033
WATER CONSUMPTION				
Water consumption (from vessels' freshwater generator)	m ³	272,967	294,461	308,930
BALLAST WATER				
Percentage of Fleet implementing Ballast Water Exchange and Treatment				
- exchange ¹²	%	NIL	NIL	1
- treatment ¹³	%	100	100	99
SPILLS				
Total spills ⁹	number	0	2	2
Average volume of spills and releases to the environment ¹⁰	litres	0	6	16
FINES/PENALTIES AND AUDITS				
Fines/penalties on environmental-related non-compliance	number	0	2	0
Fines/penalties on environmental-related non-compliance	RM	0	4,000	0
Audit conducted on environmental-related matters [#]	number	97	170	153
ISO CERTIFICATION ^E				
ISO 50001 Energy Management System	%	39	35	32
Breakdown by Business Unit				
Gas Assets & Solutions		No	No	No
Petroleum & Products		No	No	No
Offshore		No	No	No
Marine & Heavy Engineering		No	No	No
Marine Services (Ship Management)		Yes	Yes	Yes
Marine Services (Maritime Services)		No	No	No
Maritime Education & Training		No	No	No
ISO 14001 Environmental Management System	%	84	85	86
Breakdown by Business Unit				
Gas Assets & Solutions		No	No	No
Petroleum & Products		No	No	No
Offshore		Yes	Yes	Yes
Marine & Heavy Engineering		Yes	Yes	Yes
Marine Services (Ship Management)		Yes	Yes	Yes
Marine Services (Maritime Services)		No	No	No
Maritime Education & Training		No	No	No

Note:
¹⁻¹³ Referring to SASB indicator
[#] Environmental audits including compliance audit that covers the following aspect; management system, waste, pollution, water, energy use and biodiversity
^{*} Data has been restated post-IMO Data Collection System (DCS) verification
[^] Data has been restated to reflect actual data
^A Data excludes six vessels fitted with scrubbers as the system configuration for quantifying SO_x emissions from scrubber is ongoing
^B Data for non-shipping only
^C AER data calculated for total CO₂ emissions without any corrections or adjustment applied
^D Renewable energy from renewable energy certificate bought
^E ISO certification for business unit is subject to applicability and operational relevance

PERFORMANCE DATA

Training and Awareness Conducted in 2025

Training Type	Total Number of Programmes	Total Number of Participants
Environment	5	1,103
Scope of ISO certification		
Certification	Entity	Certification Scope
ISO50001:2018 Energy Management System ISO50001:2011 Energy Management System	MISC Shipmanagement (L) Pte. Ltd.	Provision of Fleet Management Services
	MISC Shipmanagement (S) Pte. Ltd.	Shore Management of operation of tanker
ISO 14001:2015 Environment Management System	MISC Shipmanagement (L) Pte. Ltd.	Provision of Fleet & Shipboard Operation Management Services
	MISC Shipmanagement (S) Pte. Ltd.	Shore Management of operation of tanker
	MISC Berhad (Offshore)	Provision of Engineering, Procurement and Construction Management of Subcontractors, Installation, Commissioning, Operation & Maintenance and Decommissioning of Offshore Floating/Mobile Facilities
	Malaysia Marine and Heavy Engineering Holdings Berhad	i. Repair & Refurbishment, and Conversion of Ship and Marine Vessel. ii. Engineering, Procurement, Construction, Hook Up, and Testing & Commissioning of Production System and its Facilities. iii. Maintenance of Onshore Production Systems and its Facilities Including Fabrication and Testing & Commissioning. iv. Project Management for Transportation and Installation of Offshore Production System and its Facilities. v. Construction, Hook Up, Testing and Commissioning Of Production System and its Facilities.

PERFORMANCE DATA

SOCIAL PILLAR - HEALTH, SAFETY AND SECURITY	Unit	2025	2024	2023
Working hours	hours	50,376,507.7	61,261,070*	65,463,715*
Fatalities	number	1	1	3
Employees	number	1	1	1
Contractor	number	0	0	2
Number of Lost Time Injury (LTI)	number	9	2*	4*
Employees	number	7	1*	1*
Contractor	number	2	1	3*
Lost Time Injury Frequency (LTIF)	per 1 million man-hours	0.20	0.05	0.11*
Employees	per 1 million man-hours	0.22	0.05	0.05
Contractor	per 1 million man-hours	0.14	0.05	0.19*
Total Recordable Case (TRC)	number	14	14	21*
Employees	number	11	8	8*
Contractor	number	3	6	13*
Total Recordable Case Frequency (TRCF)	per 1 million man-hours	0.28	0.23	0.32
Employees	per 1 million man-hours	0.30	0.19	0.20
Contractor	per 1 million man-hours	0.22	0.32	0.50
Total Recordable Occupational Illness Frequency (TROF)	per 1 million man-hours	0.00	0.03	0.00
FINES/PENALTIES AND AUDIT				
Incidents of non-compliance concerning the health and safety impacts of products and services	number	0	0	0
Health and Safety Audits (as part of the HSSEMS assurance)	number	17	25	25
ISO CERTIFICATION				
ISO 45001 Occupational Health and Safety Management System/ISO 18001 Occupational Health and Safety Management System Certification	%	87	87	86
Breakdown by Business Unit				
Gas Assets & Solutions		No	No	No
Petroleum & Products		No	No	No
Offshore		Yes	Yes	Yes
Marine & Heavy Engineering		Yes	Yes	Yes
Marine Services (Ship Management)		Yes	Yes	Yes
Marine Services (Port Management & Maritime Services)		Yes	No	No
Maritime Education and Training		No	No	No
ISO 9001 Quality Management System	%	98	98	98
Breakdown by Business Unit				
Gas Assets & Solutions		No	No	No
Petroleum & Products		Yes	Yes	Yes
Offshore		Yes	Yes	Yes
Marine & Heavy Engineering		Yes	Yes	Yes
Marine Services (Ship Management)		Yes	Yes	Yes
Marine Services (Port Management & Maritime Services)		Yes	Yes	Yes
Maritime Education & Training		Yes	Yes	Yes

Note:

* Figures have been restated to reflect the reclassification of incidents and updates to the underlying data

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Scope of ISO certification

Certification	Entity	Certification Scope
ISO 45001:2018 Occupational Health and Safety Management System	MISC Berhad (Offshore)	Provision of Engineering, Procurement and Construction Management of Subcontractors, Installation, Commissioning, Operation & Maintenance and Decommissioning of Offshore Floating/Mobile Facilities
	MISC Shipmanagement (L) Pte. Ltd.	Provision of Fleet & Shipboard Operation Management Services
	MISC Shipmanagement (S) Pte. Ltd.	Management of tanker operations
ISO 9001:2015 Quality Management System	Malaysia Marine and Heavy Engineering Holdings Berhad	i. Repair & Refurbishment, and Conversion of Ship and Marine Vessel ii. Engineering, Procurement, Construction, Hook Up, and Testing & Commissioning of Production System and its Facilities iii. Maintenance of Onshore Production Systems and its Facilities Including Fabrication and Testing & Commissioning iv. Project Management for Transportation and Installation of Offshore Production System and its Facilities v. Construction, Hook Up, Testing and Commissioning Of Production System and its Facilities
	MISC Berhad (Offshore)	Provision of Engineering, Procurement and Construction Management of Subcontractors, Installation, Commissioning, Operation & Maintenance and Decommissioning of Offshore Floating/Mobile Facilities
	AET Tankers Pte. Ltd.	Asset acquisition, commercial management and management of operations of owned and in chartered vessels including provision of ship lightering and support services.
	MISC Shipmanagement (L) Pte. Ltd.	Provision of Fleet & Shipboard Operation Management Services
	MISC Shipmanagement (S) Pte. Ltd.	Management of tanker operations
ISO 55001:2014 Assets Management System	Malaysia Maritime Services Sdn. Bhd.	- Provision of Maritime Services - Provision of Corporate Support Services - Provision of Port & Terminal Management Services
	Maritime Education & Training (Akademi Laut Malaysia-ALAM)	Provision of Standard for Training, Certification, and Watchkeeping for Seafarers(STCW) Training Courses for Maritime Personnel
	Malaysia Marine and Heavy Engineering Holdings Berhad	i. Repair, Construction, Refurbishment and Conversion of Ships & Marine Vessels ii. Engineering, Procurement, Construction, Hook Up, Testing & Commissioning and Maintenance of Production System and Its Facilities iii. Fabrication, Testing, Commissioning and Maintenance of Onshore Production Systems and Its Facilities iv. Project Management for Transportation and Installation of Offshore Production System and Its Facilities v. Construction, Hook Up, Testing and Commissioning and Maintenance of Production System and Its Facilities * Scope cover MMHE East and MMHE Melaka
ISO 55001:2014 Assets Management System	MISC Berhad (Offshore)	Provision of Asset management services for Floating/Mobile Facilities
ISO 29001:2020 Quality Management System for Petroleum, Petrochemical and Natural Gas Industries	MISC Berhad (Offshore)	Provision of Engineering, Procurement and Construction Management of Subcontractors, Installation, Commissioning, Operation & Maintenance and Decommissioning of Offshore Floating/Mobile Facilities

Training and Awareness Conducted in 2025

Training Type	Total Number of Programmes	Total Number of Participants
Safety & Loss Prevention	8	298
Occupational Health & Industrial Hygiene	13	1,480
Policies & Strategies	54	1,983
Audit & Assurance	4	97
Security	2	391
Sustainability	12	1,005

PERFORMANCE DATA

SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
EMPLOYEES				
Total Employees	number	8,630	9,536	10,435
Employees by location and gender				
Sea	number,%	3,663 42.44%	3,936 41.28%	3,982.0 38.16%
Shore	number,%	4,967 57.56%	5,600 58.72%	6,453.0 61.84%
Female Employees	number,%	1,360 15.75%	1,476 15%	1,588.0 15%
Sea	number,%	94 6.92%	86 5.83%	72.0 4.53%
Shore	number,%	1,266 93.08%	1,390 94.17%	1,516.0 95.47%
Male Employees	number,%	7,270 84.24%	8,060 84.52%	8,847.0 84.78%
Sea	number,%	3,569 49.09%	3,850 47.77%	3,910.0 44.42%
Shore	number,%	3,701 51.91%	4,210 52.23%	4,937.0 55.58%
Employees by age group				
30 and below	number,%	1,991 23.07%	2,329 24.42%	3,016 28.99%
31-50 years old	number,%	5,524 64.01%	6,005 62.97%	6,252 59.91%
Over 50 years old	number,%	1,115 12.92%	1,202 12.60%	1,167 11.18%
Employees by employment category				
Senior/Top Management	number,%	120 1.39%	127 1.33%	121 1.16%
Female	number,%	28 23.33%	24 18.90%	22 18.18%
Male	number,%	92 76.67%	103 81.10%	99 81.82%
Middle Management	number,%	241 2.79%	230 2.41%	210 2.01%
Female	number,%	65 26.97%	66 28.70%	58 27.62%
Male	number,%	176 73.03%	164 71.30%	152 72.38%
Junior Management	number,%	778 9.02%	754 7.91%	749 7.18%
Female	number,%	201 25.84%	178 23.61%	187 24.97%
Male	number,%	577 74.16%	576 76.39%	562 75.03%
Executives/Officers	number,%	3,927 45.50%	4,340 45.51%	4,480 42.93%
Female	number,%	794 20.22%	807 18.59%	798 17.81%
Male	number,%	3,133 79.78%	3,533 81.41%	3,682 82.19%
Non-Executives/Ratings	number,%	3,564 41.30%	4,085 42.84%	4,875 46.72%
Female	number,%	272 7.63%	402 9.84%	523 10.73%
Male	number,%	3,292 92.37%	3,683 90.16%	4,352 89.27%
Management position in revenue generating function	number,%	652 7.56%	653 6.85%	630 6.04%
Female	number,%	104 15.95%	93 14.24%	100 15.87%
Male	number,%	548 84.05%	560 85.76%	530 84.13%
STEM-related function	number	4,499	4,387	5,179
Female	number,%	612 13.60%	793 18.08%	881 16.95%
Male	number,%	3,887 86.40%	3,594 81.92%	4,316 83.05%
Employee basic salary by gender (Male:Female)	ratio	1.08:1	1.01:1	1.1:1
Employee with disability	number	4	5	5
Female	number,%	1 25.00%	1 20.00%	1 20.00%
Male	number,%	3 75.00%	4 80.00%	4 80.00%

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SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
EMPLOYEES				
Employees by countries of operation (shore employees only)				
Malaysia	number,%	3,957 79.91%	5,261 94.10%	6,108 94.70%
Bangladesh	number,%	384 7.75%	0 0.00%	0 0%
Brazil	number,%	23 0.46%	20 0.36%	19 0.29%
India	number,%	26 0.53%	23 0.41%	28 0.43%
Indonesia	number,%	79 1.60%	0 0.00%	0 0%
Japan	number,%	7 0.14%	0 0.00%	1 0.02%
Nepal	number,%	43 0.87%	0 0.00%	0 0%
Netherlands	number,%	5 0.10%	5 0.09%	5 0.08%
Norway	number,%	2 0.04%	2 0.04%	2 0.03%
Pakistan	number,%	112 2.26%	0 0.00%	0 0%
Philippines	number,%	39 0.79%	0 0.00%	0 0%
Saudi Arabia	number,%	1 0.02%	1 0.02%	1 0.02%
Singapore	number,%	177 3.57%	189 3.38%	190 2.94%
South Korea	number,%	0 0.00%	0 0.00%	4 0.06%
Thailand	number,%	1 0.02%	0 0.00%	0 0%
United Kingdom	number,%	17 0.34%	16 0.29%	19 0.29%
United States	number,%	78 1.58%	73 1.31%	75 1.16%
Vietnam	number,%	1 0.02%	0 0.00%	0 0%

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SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
NATIONALITY				
Malaysian	number,%	5,848 67.71%	6,498 68.14%	7,192 68.92%
Australia	number,%	2 0.02%	3 0.03%	5 0.05%
Algeria	number,%	0 0.00%	7 0.07%	11 0.11%
Bangladesh	number,%	453 5.26%	476 4.99%	534 5.12%
Belgium	number,%	0 0.00%	1 0.01%	1 0.01%
Brazil	number,%	188 2.18%	207 2.17%	204 1.95%
Bulgaria	number,%	1 0.01%	1 0.01%	1 0.01%
Canada	number,%	4 0.05%	3 0.03%	3 0.03%
China	number,%	79 0.92%	85 0.89%	90 0.86%
Croatia	number,%	0 0.00%	1 0.01%	2 0.02%
Egypt	number,%	1 0.01%	1 0.01%	1 0.01%
France	number,%	1 0.01%	3 0.03%	3 0.03%
Germany	number,%	0 0.00%	0 0.00%	1 0.01%
Ghana	number,%	32 0.37%	33 0.35%	35 0.34%
Greece	number,%	2 0.02%	2 0.02%	2 0.02%
Hong Kong	number,%	1 0.01%	0 0.00%	0 0.00%
India	number,%	817 9.48%	849 8.90%	889 8.52%
Indonesia	number,%	95 1.10%	124 1.30%	137 1.31%
Italy	number,%	2 0.02%	3 0.03%	2 0.02%
Iran	number,%	0 0.00%	1 0.01%	1 0.01%
Japan	number,%	4 0.05%	5 0.05%	5 0.05%
Latvia	number,%	1 0.01%	2 0.02%	3 0.03%
Libya	number,%	0 0.00%	1 0.01%	0 0.00%
Mexico	number,%	1 0.01%	1 0.01%	2 0.02%
Myanmar	number,%	22 0.26%	22 0.23%	22 0.21%
Nepal	number,%	43 0.50%	69 0.72%	85 0.81%
Netherlands	number,%	5 0.06%	5 0.05%	5 0.05%
Nigeria	number,%	5 0.06%	7 0.07%	9 0.09%
Norway	number,%	3 0.03%	2 0.02%	3 0.03%
Pakistan	number,%	122 1.42%	162 1.70%	189 1.81%
Philippines	number,%	580 6.73%	630 6.61%	653 6.26%
Poland	number,%	31 0.36%	34 0.36%	39 0.37%
Portugal	number,%	1 0.01%	2 0.02%	3 0.03%
Romania	number,%	1 0.01%	2 0.02%	3 0.03%
Russia	number,%	18 0.21%	20 0.21%	17 0.16%
Saint Kitts and Nevis	number,%	2 0.02%	2 0.02%	0 0.00%
Saudi Arabia	number,%	1 0.01%	1 0.01%	1 0.01%
Singapore	number,%	115 1.33%	114 1.20%	112 1.07%
South Africa	number,%	1 0.01%	1 0.01%	1 0.01%
South Korea	number,%	2 0.02%	3 0.03%	3 0.03%
Sweden	number,%	3 0.03%	2 0.02%	2 0.02%
Thailand	number,%	1 0.01%	1 0.01%	1 0.01%
Turkey	number,%	1 0.01%	1 0.01%	1 0.01%
Ukraine	number,%	41 0.48%	49 0.51%	57 0.55%
United Kingdom	number,%	16 0.19%	17 0.18%	20 0.19%
United States	number,%	60 0.70%	56 0.59%	56 0.54%
Vietnam	number,%	1 0.01%	2 0.02%	2 0.02%
Yemen	number,%	23 0.27%	25 0.26%	27 0.26%

PERFORMANCE DATA

SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
Race and Ethnicity (shore employees only)				
Malay	number,%	3,634 73.38%	4,137 73.88%	4,826 74.79%
Chinese	number,%	124 2.50%	156 2.79%	150 2.32%
Indian	number,%	121 2.44%	195 3.48%	217 3.36%
Others	number,%	1,073 21.67%	1,112 19.86%	1,260 19.53%
EMPLOYMENT TYPE				
Permanent	number,%	2,676 31.00%	2,831 29.69%	2,756 26.41%
Contract & Third Party	number,%	5,954 69.00%	6,705 70.31%	7,679 73.59%
NEW HIRES				
Total new hires (shore employees)	number	441	544	2,235
Hires rate	%	9%	10%	35%
By age group				
30 and below	number,%	130 29.41%	236 43.38%	1,257 56.24%
31-50 years old	number,%	291 65.84%	285 52.39%	912 40.81%
Over 50 years old	number,%	21 4.75%	23 4.23%	66 2.95%
By gender				
Female	number,%	136 30.77%	182 33.46%	470 21.03%
Male	number,%	306 69.23%	362 66.54%	1,765 78.97%
By employment category				
Senior/Top Management	number,%	10 2.26%	9 1.65%	16 0.72%
Middle Management	number,%	24 5.43%	22 4.04%	17 0.76%
Junior Management	number,%	83 18.78%	68 12.50%	97 4.34%
Executives/Officers	number,%	239 54.07%	289 53%	763 34%
Non-Executives/Ratings	number,%	86 19.46%	156 29%	1,342 60%
By countries of operation				
Malaysia	number,%	399 90.27%	496 91.18%	2,179 97.49%
Brazil	number,%	7 1.58%	5 0.92%	7 0.31%
India	number,%	2 0.45%	1 0.18%	9 0.40%
Singapore	number,%	18 4.07%	28 5.15%	20 0.89%
UK	number,%	4 0.90%	4 0.74%	4 0.18%
USA	number,%	12 2.71%	10 1.84%	16 0.72%
Average hiring cost	USD	2,787.48	2,601	885
Internal mobility				
Female	number,%	390 41.14%	195 16.29%	233 28.00%
Male	number,%	558 58.86%	1,002 83.71%	599 72.00%
Total new hires (seafarers)	number	77	122	165
TURNOVER				
Total turnover (shore employees)	number	1,046	1,400	898
Attrition rate	%	21.12%	23.20%	15.60%
Voluntary rate	%	8.44%	9.90%	8.50%
By age group				
30 and below	number,%	319 30.50%	578 41.29%	357 39.76%
31-50 years old	number,%	584 55.83%	666 47.57%	456 50.78%
Over 50 years old	number,%	143 13.67%	156 11.14%	85 9.47%
By gender				
Female	number,%	256 24.47%	330 23.57%	202 22.49%
Male	number,%	790 75.53%	1,070 76.43%	696 77.51%

PERFORMANCE DATA

SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
By countries of operations				
Malaysia	number,%	1,015 97.04%	1,355 96.79%	858 95.55%
Brazil	number,%	3 0.29%	5 0.36%	2 0.22%
India	number,%	4 0.38%	5 0.36%	2 0.22%
Singapore	number,%	16 1.53%	19 1.36%	20 2.23%
UK	number,%	3 0.27%	7 0.50%	3 0.33%
USA	number,%	5 0.48%	9 0.64%	13 1.45%
By employment category				
Senior/Top Management	number,%	21 2.00%	16 1.14%	23 2.56%
Middle Management	number,%	38 3.63%	17 1.21%	33 3.67%
Junior Management	number,%	105 10.04%	92 6.57%	97 10.80%
Executives/Officers	number,%	405 38.72%	442 31.57%	284 31.62%
Non-Executives/Ratings	number,%	477 45.60%	833 59.50%	461 51.34%
Total turnover (seafarers)	number	560	392	584
Total Voluntary turnover (seafarers)	number	552	931	916
Seafarer's that joined Corporate Position		7	9	8
Female	number	0	2	0
Male	number	7	7	8
KEY TALENT DEVELOPMENT				
Total training hours	hours	176,505	225,261	287,262
Total training hours by employment category	hours	176,505	225,261	287,262
Senior/Top Management	hours	4,817	3,894	4,643
Middle Management	hours	7,810	9,410	9,400
Junior Management	hours	42,052	31,514	74,462
Executives/Officers	hours	87,298	98,785	135,636
Non-Executives/Ratings	hours	34,529	81,658	67,498
Average training hours per employee	hours	20.5	24	28
Average training hours by gender				
Female	hours	20	41	31
Male	hours	25	21	26
Average training hours by employment category				
Senior/Top Management	hours	40	31	38
Middle Management	hours	33	41	45
Junior Management	hours	54	42	99
Executives/Officers	hours	22	37	43
Non-Executives/Ratings	hours	10	36	15
Number of training days	days	22,063	28,158	35,953
Male	days	4,174	7,480	6,306
Female	days	17,889	20,677	29,646
Total amount of training invested	USD	9,513,661	11	12
Average amount invested per employee	USD	1,102	1,720	1,143
PERFORMANCE MANAGEMENT				
Performance Appraisal	%	100%	100%	100%
Female	%	16%	28%	17%
Male	%	84%	72%	83%

PERFORMANCE DATA

SOCIAL PILLAR - TALENT EXCELLENCE	Unit	2025	2024	2023
PARENTAL LEAVE				
Employees Taking Parental Leave	number	214	236	160
Female	number,%	48 22%	67 28%	67 42%
Male	number,%	166 78%	169 72%	93 58%
Employees Returned after Parental Leave ended	number	206	234	154
Female	number,%	43 21%	65 28%	61 40%
Male	number,%	163 79%	169 72%	93 60%
Employees Returned after Parental Leave ended, still employed 12 months after return to work	number	195	230	151
Female	number,%	42 22%	61 27%	61 40%
Male	number,%	153 78%	169 73%	90 60%
EMPLOYEE ENGAGEMENT				
Employee Engaged	%	N/A	97	95
Female	%	N/A	N/A	N/A
Male	%	N/A	N/A	N/A
Unionised Employees	number,%	1,021 12%	1,160 12%	1,248 12%
Breakdown by countries of operation				
Malaysia	number,%	211 21%	291 25%	289 23%
Singapore	number,%	0 0	0 0%	0 0%
United Kingdom	number,%	0 0	0 0	0 0
United States of America	number,%	0 0	0 0	0 0
Japan	number,%	0 0	0 0	0 0
Brazil	number,%	12 1%	11 1%	10 1%
Others	number,%	798 78%	858 74%	949 76%

PERFORMANCE DATA

Training and Awareness Conducted in 2025

No	Training Type	Programme Title	Content Description	Number of Participant
1	Core Training	<ul style="list-style-type: none"> Generative HSSE Culture Human Rights Management MISC Anti-Bribery and Corruption Policy and Guidelines MISC Code of Conduct and Business Ethics (CoBE) MISC Competition Law Personal Data Protection and Privacy 	<ul style="list-style-type: none"> Compulsory corporate training that is rolled out to all employees aimed at strengthening employees' awareness and adherence to the Group's HSSE standards, ethical business conduct, human rights commitments, regulatory compliance, and data protection practices. 	2,183
2	Functional And Technical Skills Development	<ul style="list-style-type: none"> Techno-Commercial Excellence in Maritime (TEXiM) MISC Professional Engineer Development Programme Port and Terminal Multiskilling Programme Collaboration with Universities and TVET Institutions for Heavy Engineering Awareness on Energy-Saving Technologies for Petroleum and Products Steam to Motor Upskilling Programme and Ammonia Vessels readiness Tropical Basic Offshore Safety Induction & Emergency Training with Compressed Air Emergency Breathing System (CA-EBS) and Travel Safely By Boat Initial Training (OPITO Approved) Data Storytelling & Visualization Masterclass Malaysia Maritime Week 2025 Conference MISC ISSB Capability Development Workshop 	<ul style="list-style-type: none"> Structured in-house programme designed to strengthen techno-commercial skills to bridge technical expertise and commercial acumen that is fit for purpose for MISC in the space of maritime industry, while fostering cross-entity collaboration. MISC launched a Professional Engineer Development Programme in collaboration with Board of Engineers Malaysia (BEM) reflecting MISC's commitment to elevate the capabilities of its engineering workforce while supporting the technical talents in attaining professional engineering accreditation. Certifies Marine Executives to perform multiple roles; Marine Controller, Offshore Pilotage, Loading Master, and Marine Pilot. This develops multi-skilled executives to enhance operational efficiency and versatility by equipping participants with the knowledge and competencies across these disciplines, enabling them to safely and effectively manage complex, next-generation fleet operations. Strengthen organisational understanding of alternative fuels in support of the MISC Group's decarbonisation agenda. Strengthened critical technical and functional capabilities to support MISC's expanding global operations, focusing on compliance excellence, operational safety, data-driven decision-making and industry-relevant competencies. 	1,605
3	MISC Leadership Development Intervention – Foundational Programmes	<p>Leadership Pathway (Leader+)</p> <ul style="list-style-type: none"> Emerging Leaders Programme (ELP) for Managers Strategic Leaders Programme (SLP) for Senior Managers and General Managers <p>Leadership Pathway (Signature Series)</p> <ul style="list-style-type: none"> Senior Leaders Series (SLS) for Senior Managers and above Leaders Development Series (LDS) for Managers Executive Development Series (EDS) for Executives and Support Group <p>Leader As Coach (LAC)</p>	<ul style="list-style-type: none"> The Leadership Pathway is a series of accelerated development programmes designed for Successors and High-Potentials (Leader+) and masses (Signature Series), aimed at developing their leadership capabilities in building a progressive pipeline of leaders for MISC Group. It helps participants in establishing strong personal leadership foundations, strengthening self-awareness, emotional intelligence and ability to influence others, and ultimately cultivate strategic thinking and enterprise-wide leadership. The programmes are delivered through experiential learning ranging from six months to two years. It comprises engaging lectures, case studies and business simulations, coaching sessions and group assignments to provide a fully immersive learning experience. Participants are also given access to faculty who guide them through leadership concepts, stimulate critical thinking, and connect learning to real organisational challenges. At the end of the programmes, the proficiencies gained will enhance participants' leadership perspective at work and promote the right behaviors in increasing their readiness to assume greater roles. Leader as Coach (LAC), is a 12-16 week development programme designed to strengthen coaching capability and embed a sustainable coaching culture within the organisation. It supports leaders in building the mindset through a blended learning journey comprising preparatory learning, interactive workshops, and applied workplace practice. Through this programme, participants will develop the confidence and capability to lead impactful coaching conversations and leverage coaching as a tool to enhance business performance and people's well-being. 	146

PERFORMANCE DATA

No	Training Type	Programme Title	Content Description	Number of Participant
4	Other Leadership Programmes	<ul style="list-style-type: none"> Transformational Leadership Self-learning and e-learning content Programmes such as Critical Thinking & Problem Solving, Coaching, Crisis Management, Diversity, Learning Agility for the Future of Work, Becoming Agile 	<ul style="list-style-type: none"> Collaborated with external learning partners to convert the content of our leadership programmes into virtual platforms. Addressed mindset change, creative problem-solving and communication gaps. Developed the next generation of leaders for the organisation through a structured employee succession planning programme that supports workers by identifying gaps in their skillsets and conducting planned interventions to enhance their capabilities. 	1,128
5	Culture	<ul style="list-style-type: none"> MISC Leadership Dialogue (MLD) Living the MISC Culture Executive Leadership Team (ELT) Step Back Moment Enterprise Culture: Accountability, Collaboration, Generations Diversity 	<ul style="list-style-type: none"> Experiential development was systematically deployed alongside formal learning through cross-functional projects, enterprise task forces, international exposure, stretch roles and transformation initiatives. These assignments were intentionally aligned to individual capability gaps and succession needs to drive direct business impact. The aim is to strengthen and reinforce Diversity and Inclusion (D&I) culture, ensuring that these values are deeply embedded in the employees to enhance employee engagement, promote equal opportunities, and create a workplace where diverse perspectives are valued and embraced. 	428

PERFORMANCE DATA

GOVERNANCE PILLAR	Unit	2025	2024	2023
ANTI-BRIBERY & ANTI-CORRUPTION				
Anti-bribery Management System (ABMS) number of assurances	number	12	12	18
Percentage of operations assessed for corruption related risks	%	100	100	100
Confirmed incidents of corruption and action taken	number	0	0	0
Monetary losses as a result of legal proceedings associated with bribery or corruption	number	0	0	0
WHISTLEBLOWING				
Number of cases received	number	73	65	35
Number of cases on-going	number	42	36	11
Number of cases investigated	number	30	29	35
Number of cases closed	number	31	29	24
COMPETITION PROTOCOLS AND OTHER CRITICAL LAW				
Legal actions for anti-competitive behaviour, anti-trust, monopoly practises and other law	number	0	0	0
PERSONAL DATA AND INFORMATION				
Complaints concerning breaches of Customer Privacy and losses of customer data	number	0	0	0
Substantiate complaints from regulatory	number	0	0	0
Substantiate complaints from external	number	0	0	0
Public policy positions/Political Contributions				
Contribution to Political related agenda	number	0	0	0
Expenditure on lobbying activities	number	0	0	0
Third party compliance due diligence				
Compliance due diligence and risk assessment completed		374	528	473
CODE OF CONDUCT AND BUSINESS ETHICS				
Coverage	%			
Employees	%	100	100	100
Contractors/suppliers/service providers	%	100	100	100
Subsidiaries	%	100	100	100
Joint venture (incl.stakes above 10%)	%	50	71	58
Written/Digital Acknowledgement				
Employees	%	100	100	100
Contractors/suppliers/service providers	%	100	100	83
Subsidiaries	%	100	97	93
Joint venture (incl.stakes above 10%)	%	7	20	33
Training Provided				
Employees	%	96	100	100
Contractors/suppliers/service providers	%	8	5	7
Subsidiaries	%	79	89	58
Joint venture (incl.stakes above 10%)	%	84	84	78
Audits				
Audits on five critical legal areas	number	5	6	0
HUMAN RIGHTS				
Number of human rights cases received	number	22	N/A	N/A
Number of substantiated human rights cases	number	0	9	11
Number of harassment and discrimination	number	18	9	0
Number of training sessions conducted	number	12	9	2

PERFORMANCE DATA

SUPPLY CHAIN	Unit	2025	2024	2023
SUPPLIER SCREENING				
Total Supplier	number	2,188	2,660	2,466
TIER 1 SUPPLIER				
Total Tier 1 Supplier	number	2,188	2,660	2,466
Critical Supplier in Tier-1				
Total critical supplier in Tier-1	number	116	103	108
% of total spend on critical suppliers in Tier-1	%	17	13	28
Total number of critical suppliers in non Tier-1	number	N/A	N/A	N/A
Total number of critical suppliers (Tier-1 and non Tier-1)	number	116	103	108
Supplier Assessment				
Total number of suppliers assessed via desk assessments/ on-site assessments	number	270	355	137
% of critical suppliers assessed	%	10	37	61
Number of suppliers assessed with substantial actual/potential negative impacts	number	19	41	6
% of suppliers assessed with substantial actual/potential negative impacts with agreed corrective action/improvement plan	%	58	12	67
Number of suppliers assessed with substantial actual/potential negative impacts that were terminated	number	5	N/A	N/A
Supplier with corrective Action Plans Implemented				
Total number of suppliers supported in corrective action plan implementation	number	11	41	6
% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action/improvement plan	%	58	12	67
Supplier Capacity Building Programmes				
Total number of suppliers in capacity building programmes	number	N/A	N/A	N/A
% of critical suppliers in capacity building programmes	%	N/A	N/A	N/A
Proportion of spending on local suppliers	%	60	45	60

Training and Awareness Conducted in 2025

Training Type	Total Number of Programmes	Total Number of Participants
Compliance & Business Ethics	18	3,616
Cybersecurity	9	549

Scope of ISO certification

Certification	Entity	Certification Scope
ISO 37001:2016 Anti-Bribery Management System	MISC Berhad	Anti-Bribery Management System covering integrity and compliance processes, procurement, vendor management and business development for GAS Business Unit and Offshore Business segments.
	Malaysia Marine and Heavy Engineering Holdings Sdn. Bhd.	Anti-Bribery Management System for yard operation and its corporate services of Marine Operations and Heavy Engineering Operations.
	AET Tankers Pte. Ltd. (AET)	Asset acquisition, commercial management and management of operations of owned and in chartered vessels including provision of ship lightering and support services.
	MISC Maritime Services Sdn. Bhd.	Provision of support services, Port & Terminal Management services & Maritime services, at all regional sites where MMS operates namely in East & West Coast, Peninsular Malaysia and East Malaysia.
ISO 27001:2022 Information Security Management Systems	MISC Marine Holdings (L) Pte. Ltd. and MISC Shipmanagement (L) Pte. Ltd.	Provision of fleet management services.
	Malaysia Marine and Heavy Engineering Holdings Berhad	Information Security Management Systems for ICT services in securing business information related to major system applications