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EMBEDDING SUSTAINABILITY INTO EVERYTHING WE DO

ABOUT THIS SUSTAINABILITY STATEMENT

Cahya Mata Sarawak Berhad and its group of subsidiaries (collectively referred to as “Cahya Mata” or the “Group”) is committed to conducting business in a manner that is economically, environmentally and socially responsible. We are pleased to present our Sustainability Statement to convey our commitment and accomplishment for the reporting period from 1 January 2024 to 31 December 2024 (“FY2024”), unless specified otherwise.

This Sustainability Statement outlines our approach to creating sustainable business practices which is guided by our vision ‘To Achieve A Better Future’, covering the environmental, social and governance (“ESG”) dimensions of our operations.

At Cahya Mata, we recognise the impact that our activities can have on the ESG aspects of business. We have adopted a holistic approach towards sustainability through the development of Cahya Mata’s Sustainability Framework and Roadmap that encompasses environmental stewardship, social responsibility, economic resilience, and good governance in guiding our corporate culture.

EMBEDDING SUSTAINABILITY INTO EVERYTHING WE DO

SCOPE & BOUNDARY

The scope of this Sustainability Statement covers the businesses and operations over which Cahya Mata exercises operational control through its Board and Management, which includes our core businesses, strategic investment and support services.

Apart from our core businesses in Cement, Property Development, Oiltools, Phosphates, Road Maintenance and Environmental Technology, this Statement also covers our performance overview under Strategic Investments - Diversified (Construction Materials and Trading SBU (“CMTD”) and PPES Works (Sarawak) Sdn Bhd (“PPES”)), unless stated otherwise.

There were no significant changes in Cahya Mata’s leadership, ownership or supply chain during the reporting period.



REPORTING PERIOD

1 January 2024 to 31 December 2024 (“Financial Year” or “FY2024”), unless otherwise specified.



REPORTING CYCLE

Annual



REPORTING GUIDELINES

This Sustainability Statement has been prepared in accordance with Bursa Malaysia Securities Berhad’s (“Bursa Malaysia”) Main Market Listing Requirements (“MMLR”) relating to the enhanced sustainability framework, supplemented with frameworks, standards and guidelines based on their relevance and applicability, including:

- Bursa Malaysia Sustainability Reporting Guide (3rd edition)
- Global Reporting Initiative (“GRI”) Universal Standards 2021
- FTSE4Good Bursa Malaysia Index’s Environmental, Social and Governance indicators
- United Nations Global Compact’s (“UNGC”) Ten Principles
- United Nations Sustainable Development Goals (“UN SDGs”)

This Statement also takes into consideration stakeholders’ feedback such as rating agencies, institutional investors and minority shareholders.

EMBEDDING SUSTAINABILITY INTO EVERYTHING WE DO

ASSURANCE STATEMENT

In this year's Sustainability Statement, we acknowledge that no formal assurance process has been conducted. Moving forward, we aim to implement assurance mechanisms into our future reports to align with our commitment to transparency and accountability.

RESTATEMENT

Any restatements of data from previous years are stated in the respective sections.

FEEDBACK

We aim to continuously improve our sustainability and reporting efforts and welcome any feedback related to the contents of this Sustainability Statement FY2024. You may email your feedback, enquiries or comments to www@cahyamata.com.



UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

Cahya Mata recognises the critical importance of sustainability, not only for our Group's success but also for the well-being of our stakeholders. Driven by our vision "To Achieve A Better Future," we are unwavering in our commitment to embed sustainability into our business operations. This involves a thorough integration of Environmental, Social, and Governance ("ESG") principles, continuously striving towards better alignment of our business activities with our sustainable objectives, thereby delivering sustainable growth.

SUSTAINABILITY FRAMEWORK



VISION: To Achieve A Better Future



PHILOSOPHY

THEMES

VALUE PROPOSITIONS

ESG PILLARS

MATERIAL MATTERS

Committed to Delivering Sustainable Growth

Implementing Good Economic Practices

To build a transparent, responsible and an accountable reputation

Economic and Governance

- Economic Performance
- Business Ethics and Compliance
- Customer Relations and Satisfaction
- Supply Chain Management
- Sustainable Products and Innovation
- Data Privacy and Cybersecurity

Nurturing Growth in People

To empower and develop the well-being of employees and local communities

Social

- Occupational Health and Safety
- Talent Management and Development
- Diversity and Equal Opportunity
- Human Rights
- Community Engagement and Development

Upholding Responsible Environmental Stewardship

To be a leader in carbon reduction initiatives through innovation and circular economy

Environment

- Energy Management
- Climate Change and Emissions Management
- Effluent and Waste Management
- Water Management
- Biodiversity

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

Cahya Mata aims to present a comprehensive and distinctive perspective on our strategic approach, considering our responses to sustainability issues that are most pertinent to our stakeholders and have the greatest impact on our efforts to create long-term value.

In FY2024, Cahya Mata conducted a comprehensive materiality assessment, in which full disclosures regarding the assessment methodology and process can be found in the Our Material Matters section. Details on how we manage each of the material topics are disclosed in the respective section (refer to page 155 to 235).

Moving forward, Cahya Mata will be directing its sustainability efforts based on a Sustainability Framework and Roadmap for the medium-term which includes budgets and targets and goals. The Sustainability Framework and Roadmap will be refined to ensure alignment with Cahya Mata's corporate vision and strategy. At the same time, we will be guided by our Sustainability Policy, detailing a holistic Group-wide approach to sustainability. We will continue to implement measures that will enable us to continue creating sustainable value while meeting the requirements and obligations, as a growing responsible corporation.

SUSTAINABILITY GOVERNANCE

Cahya Mata has established a robust sustainability governance structure to oversee and guide its sustainability efforts. Our sustainability governance is spearheaded by the Board of Directors ("Board") which endorses the Group's sustainability purpose, values and strategies. The Board is responsible for the stewardship and oversight of the Group's conduct and affairs to create sustainable value for the benefit of its stakeholders.



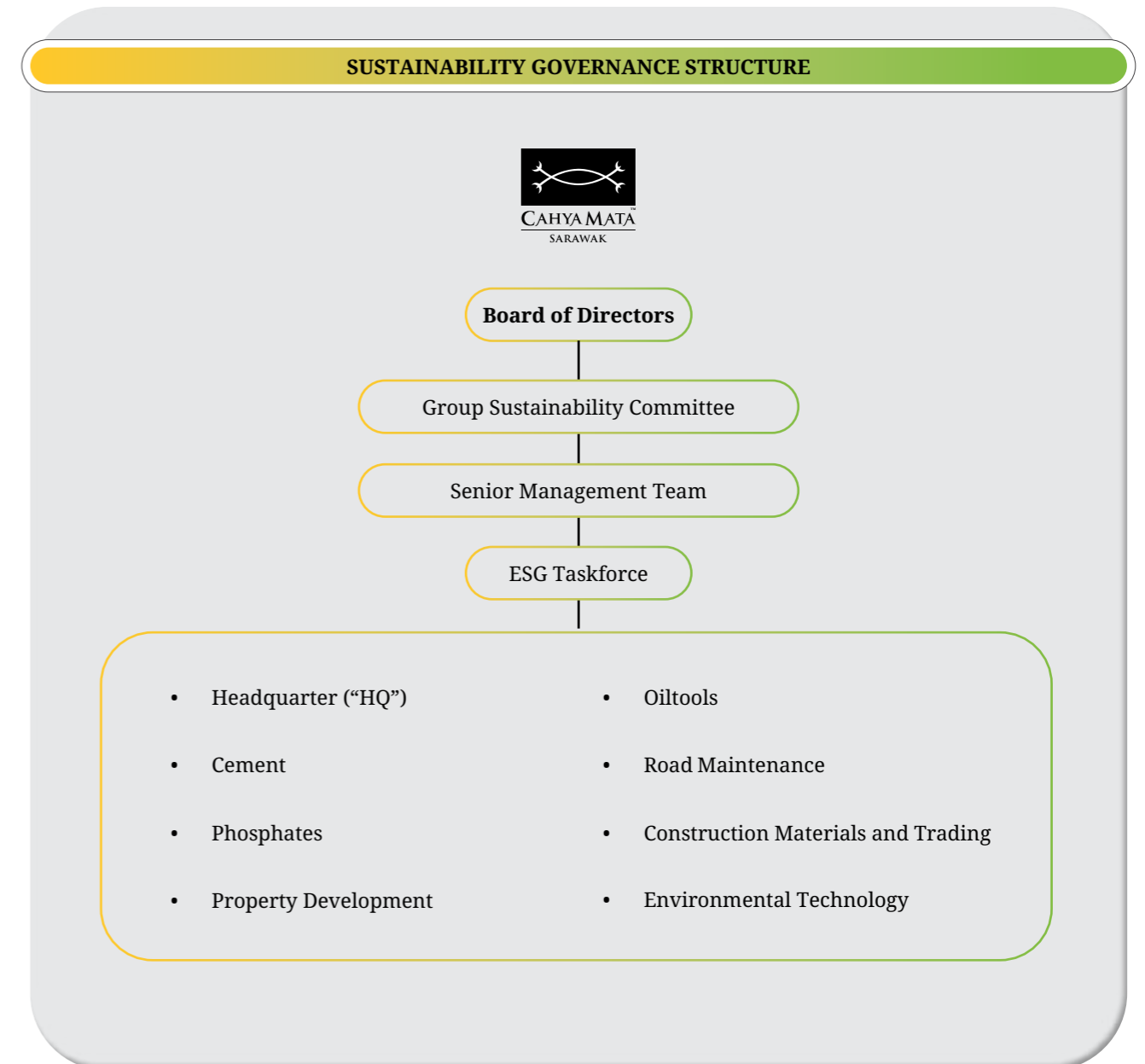
In FY2024, the establishment of the Group Sustainability Committee ("GSC"), chaired by the Independent Non-Executive Director, was a significant step towards enhancing oversight of the Group's sustainability strategy and practices. This committee ensures that ESG principles are integrated seamlessly into business operations.

The Group Managing Director is entrusted as the highest authority accountable for the implementation of sustainability matters for the Group. Supporting this role, the ESG team ensures that sustainability practices are effectively managed throughout the organisation. These sustainability-related efforts are consistently reviewed and reported to both the Board and GSC on a quarterly basis.

Additionally, an ESG Taskforce has been established with dedicated representatives appointed from each SBU within the Group. This Taskforce is essential for the practical implementation, monitoring, and reporting of sustainability performance across the various SBUs, helping to embed ESG considerations into all facets of the business operations.

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH



STAKEHOLDER ENGAGEMENT




Cahya Mata highly values the importance of stakeholders, recognising their critical role in our business operations, outcomes, and value creation. Engaging with stakeholders allows us to better identify and assess stakeholders' concerns and interests, enabling the development of effective strategies to address their needs. In line with our commitment, we have implemented various methods to address the concerns and interests raised by stakeholders, including regular and systematic engagement activities. These engagements are invaluable as they help us better understand and respond to stakeholder needs. Such engagements are vital for building stronger relationships, preserving our reputation and ensuring long-term sustainability of our business.

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

The table below present various stakeholder engagement activities initiated by us along with their relevance, methods of engagement, frequency, key areas of concern, and our response to stakeholders’ expectations.




INTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders’ Expectations
 Board of Directors	The Board of Directors provides oversight of Cahya Mata’s operations and assess the Group’s direction and strategy to ensure long-term value creation.	<ul style="list-style-type: none">Executive Committee meetingsAnnual General Meetings (“AGM”)Corporate eventsStakeholder engagement survey	Quarterly	<ul style="list-style-type: none">Value creation for internal and external stakeholdersCorporate governance and regulatory complianceCorporate strategyQuality products & services	<ul style="list-style-type: none">Provide transparent disclosure to stakeholdersReview ESG performance during meetingsReview financial and operational performance during meetings
			Annually		
			Annually		
 Senior Management Team	The Senior Management Team is responsible for overseeing operations, providing strategic direction, and ensuring the successful delivery of products and services.	<ul style="list-style-type: none">Executive Committee meetingsQuarterly Board meetings	Quarterly	<ul style="list-style-type: none">Corporate governance and regulatory complianceCorporate strategyPartnerships and collaborationsBusiness development strategiesQuality products & services	<ul style="list-style-type: none">Provide business growth and enhance sustainability agendaProvide necessary support to the Senior Management Team to effectively conduct their respective responsibilities which promote the Group’s sustainability agenda and drive business growthImplement a Remuneration Policy to assist in the compensation of Directors and Senior Management
			Quarterly		
 Employees	Employees are responsible for performing day-to-day tasks, and seamless provision of high-quality products and services to our customers.	<ul style="list-style-type: none">Marketing and product launchesEmployee performance reviewEmployee satisfaction surveysDepartmental meetingsCahya Mata intranetFestive open housesEmployee engagement initiatives	Regularly	<ul style="list-style-type: none">Business sustainability and growthEthical leadership and business practicesRecognition and competitive remunerationFair and equitable benefitsRecruitment and retentionTraining and developmentHealth and safetyWork/life integrationWorkplace environmentDiversity, inclusivity and gender equality	<ul style="list-style-type: none">Creating a positive workplace culture and a conducive environment, including office renovations, repairs, or remodelling where necessaryProvide adequate training and progressive capability developmentStrengthen employee commitment towards the Group’s Code of Ethics and Business ConductProvide fair and equitable employee benefits and welfare provision that is reflective of current practices and industry standardsIdentify risk and opportunities faced by employeesContinuous staff engagement
			Annually		
			Biennially		
			Regularly		
			Daily		
			Regularly		

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH


EXTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders’ Expectations
 Shareholders and Investors	As the key providers of financial capital, our shareholders and investors are essential for business growth.	<ul style="list-style-type: none">AGM presentationQuarterly results briefingMedia statementsInvestor presentationsInvestor roadshows and conferencesMeetings or telephone calls with shareholders or (potential) investorsComprehensive investor relations portal	Annually	<ul style="list-style-type: none">Business and operational outlook and risksContinued growth and financial stabilityCash utilisation and dividendsShareholder returnsClear and transparent reportingGood corporate governanceBusiness viability and regulatory complianceLeadership changes	<ul style="list-style-type: none">Present current performance and outlook of Cahya MataConsistent, transparent and timely disclosure of financial and non-financial performanceEffective investor relations engagement with investorsTransparent disclosure of corporate responsibility, integrity and accountability as described in the Malaysian Code on Corporate Governance (“MCCG”) 2021
			Quarterly		
 Financiers	Financiers help in managing Cahya Mata’s financial assets and health to ensure smooth business operations and strategic initiatives.	<ul style="list-style-type: none">Quarterly results briefingBursa Malaysia announcementsCredit rating review	Quarterly	<ul style="list-style-type: none">Continued growth and financial stabilityClear and transparent reportingGood corporate governanceBusiness viability and regulatory complianceLeadership changes	<ul style="list-style-type: none">Establish policies and procedures to uphold good governance practices across the organisationOptimise asset management to enhance financial outcomes
			Regularly		
			Quarterly		
 Customers	A strong customer base is key to promoting sustainable business growth. Cahya Mata endeavours to deliver quality products and timely services to meet customer expectations.	<ul style="list-style-type: none">Customers satisfaction surveysCustomer training within the respective SBUsCode of Ethics and Business ConductCommunication with customers/ dealersCorporate website and social mediaProduct brochures or pamphlets	Regularly	<ul style="list-style-type: none">Positive customer experience to build confidence and trust in the Cahya Mata brandDelivery of quality products and timely servicesCompetitive product pricingRespecting the needs and satisfaction levels of customersCustomer data protection	<ul style="list-style-type: none">Ensure efficient delivery of products and servicesMaintain quality through continued development and innovationImplement a Customer Satisfaction Survey system for each SBU which is benchmarked against the previous year’s achievementProvide customers with an efficient engagement processEnsure customers are aware of the Group’s policies and guidelines
			Quarterly		
			Quarterly		
			Regularly		
			Regularly		
			Regularly		

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH




EXTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
 Governments and Regulators	With Cahya Mata's presence in various industrial sectors, it is key to ensure we conform to all government laws and regulations. The support garnered from the government will strengthen our reputation as a responsible company, and in return, Cahya Mata's businesses will continue to stimulate the economy, as well as enrich communities.	<ul style="list-style-type: none">• Meetings• Progress updates• Compliance reports• Strategic and informal dialogue sessions• Participation in government programmes• License applications• Operational inspections	Regularly Regularly Quarterly Regularly Regularly Regularly	<ul style="list-style-type: none">• Compliance with laws and regulations• Ethical business practices• Operational impact• Regulatory reforms• Human capital and social development	<ul style="list-style-type: none">• Adhere to regulatory requirements and providing strategic responses to operational queries• Provide transparent, regular and concise business and sustainability updates• Support the Malaysian Government's agenda for nation-building• Support Sarawak's economic transformation projects by empowering communities with self-sustaining skills• Play our role as a nation-building partner in providing advice (as a thought partner) to shape and facilitate the implementation of policies• Provide clear, regular and concise business and sustainability updates• Aim to adhere to global agendas such as the United Nations Sustainable Development Goals ("UN SDGs")
	Our suppliers play an integral role in providing essential raw materials and value-added products, enabling Cahya Mata to operate efficiently and deliver exceptional results.	<ul style="list-style-type: none">• Meetings and site visits• Tenders, bids, quotations and contract negotiations• Product demonstrations and evaluations• Procurement processes• Code of Ethics and Business Conduct	Regularly Regularly Regularly Regularly	<ul style="list-style-type: none">• Positive supplier experience to build confidence and trust in the Cahya Mata brand• Compliance with applicable regulatory requirements and quality standards• Availability of products and services and ability to provide continuous support• Fair, ethical and transparent business dealings• Active communication to address critical supply shortages• Health and safety at workplace	<ul style="list-style-type: none">• Establish policies and procedures to ensure good governance and practices• Manage supply chain risks responsibly• Implement an effective quality management system and obtain ISO 9001:2015 certification

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH



EXTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
 Media	The media helps to strengthen our reputation and credibility by providing a fair and balanced view of our organisation, which helps to amplify our efforts in attaining stakeholder advocacy.	<ul style="list-style-type: none">• Press releases• Media get-togethers	Regularly Biennially	<ul style="list-style-type: none">• Business performance• Sustainability impacts• Company reputation• Regulatory development	<ul style="list-style-type: none">• Host networking and sharing sessions with the media• Provide press releases or media statements in a timely manner
 Local Communities	Communities have the power to influence the viability and sustainability of Cahya Mata's business operations. As a responsible organisation, we provide opportunities to improve the well-being and livelihood of communities through Corporate Social Responsibility ("CSR") collaboration for the benefit of all.	<ul style="list-style-type: none">• Partnerships in CSR activities• Environmental programmes• Donations and sponsorships• Continuous investments in community engagement programmes• Employee volunteerism• Dialogue sessions	Annually Annually Annually Annually Quarterly Annually	<ul style="list-style-type: none">• Development of communities with solidarity, social welfare, health and safety• Governance and integrity• Community well-being and environmental preservation• Compliance with relevant legislation• Education• Community culture	<ul style="list-style-type: none">• Continuous investments in identified community engagement programmes• Contribution of human capital to engagement efforts in communities where needed
	Industry associations provide a collective voice for the industry and sharing or best industry practices to ensure continual improvement to our business.	<ul style="list-style-type: none">• Meetings• Key Associations	Quarterly Quarterly	<ul style="list-style-type: none">• Strategic collaborations• Quality products & services	<ul style="list-style-type: none">• Conduct knowledge sharing sessions with industry associations
 Analysts	Analysts provide continual support to Cahya Mata's business operations through the sharing of up-to-date insights on business trends and development.	<ul style="list-style-type: none">• Meetings• Analyst briefings	Quarterly Quarterly	<ul style="list-style-type: none">• Company reputation• Business performance• Regulatory development• Sustainability ("ESG") impacts	<ul style="list-style-type: none">• Introduce policies and procedures to ensure good governance practices• Present current performance and outlook of Cahya Mata

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

EXTERNAL STAKEHOLDERS

Stakeholder Groups	Stakeholder Relevance	Methods of Engagement	Frequency of Engagement	Key Areas of Concern	Response to Stakeholders' Expectations
 Business Partners	Business partners enable valuable collaboration with Cahya Mata, leveraging mutual strengths and resources to achieve shared objectives and drive growth.	<ul style="list-style-type: none">• Site visits• Meetings	Annually Quarterly	<ul style="list-style-type: none">• Quality products & services• Strategic collaboration• Open communication	<ul style="list-style-type: none">• Consistently provide good products and services to business partners• Foster a good relationship with business partners• Engage in open communication
 Non-Governmental Organisations (“NGOs”)	Cahya Mata is committed to providing support to NGOs in advocating for causes that create sustainable value for the environment and society.	<ul style="list-style-type: none">• Corporate advertisements• Site visits• Roundtable discussions	Quarterly Annually Quarterly	<ul style="list-style-type: none">• Environmental practices• Societal contributions	<ul style="list-style-type: none">• Support good environmental practices that aim to reduce negative environmental impacts caused by activities

OUR MATERIAL MATTERS

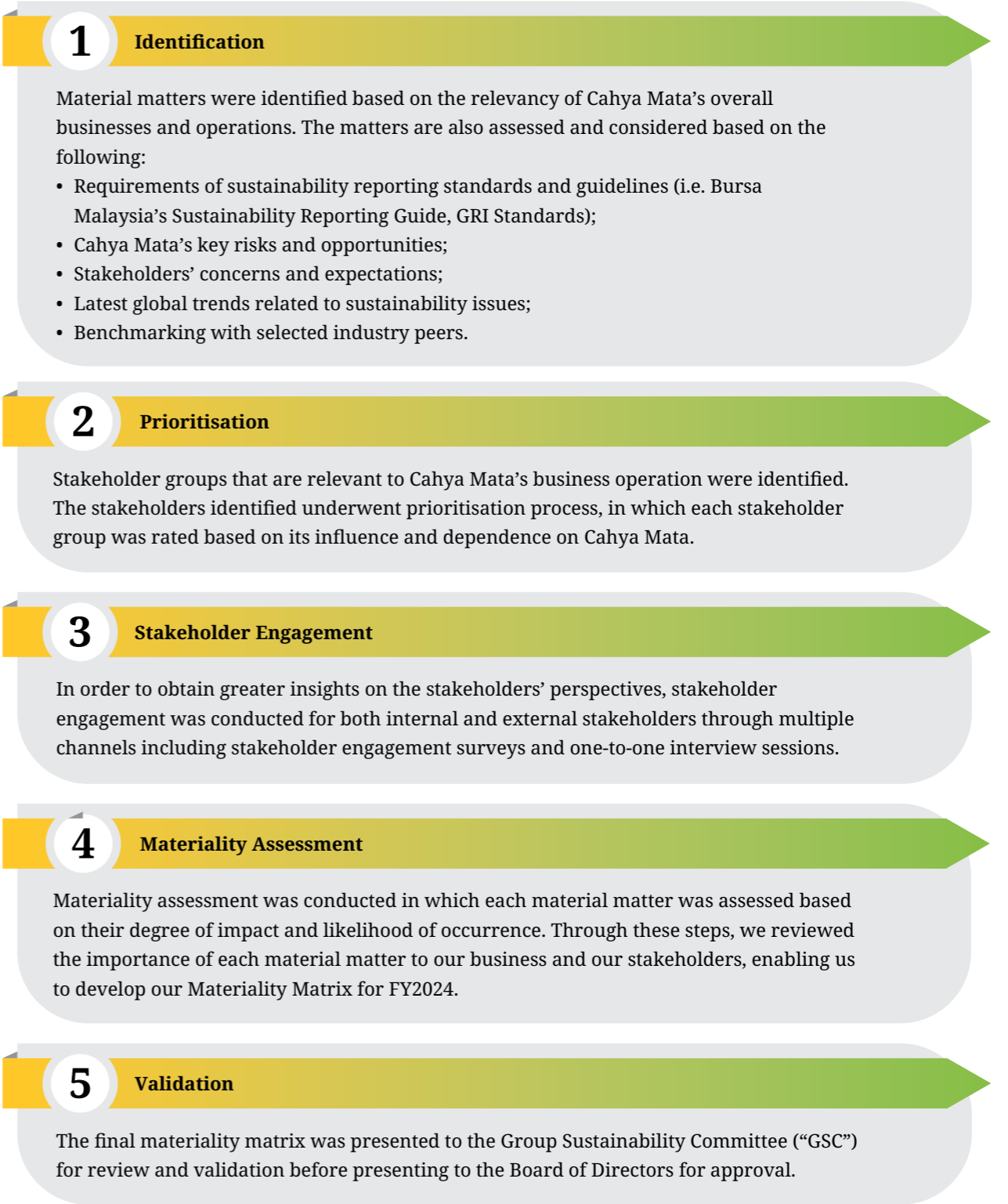
MATERIALITY ASSESSMENT PROCESS

Cahya Mata Group are committed to transparently addressing the key material matters that form the foundation of our sustainability strategy, aligning with the core pillars of ESG considerations. Through materiality assessment, we identify and prioritise material matters that are important to both Cahya Mata and our stakeholders. This assessment provides valuable insights, forming the basis for the development of our overall strategy and ensuring that we effectively and meaningfully address these matters in a responsible and objective manner, ultimately driving long-term value for stakeholders.

In FY2024, we conducted a comprehensive materiality assessment through which 16 material matters are identified. The materiality assessment was performed in line with the methods outlined in Bursa Malaysia’s Sustainability Toolkit: Materiality Assessment (3rd Edition).

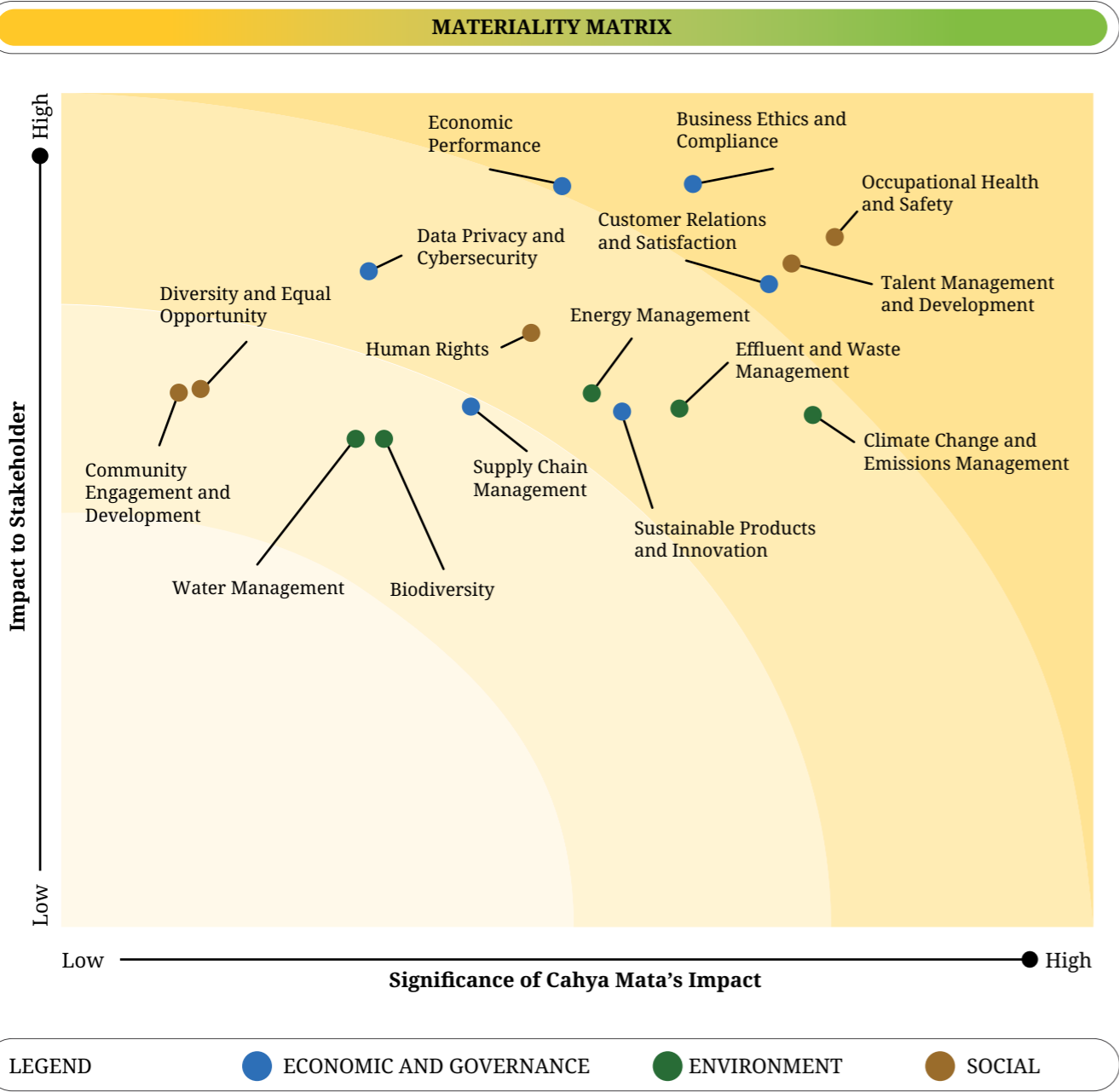
UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH



UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH



UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

Through the comprehensive materiality assessment, a total of 16 material matters were identified. Definitions of the respective matters as outlined below:

DEFINITION OF MATERIAL MATTERS

Pillars	Material Matters	Description	Mapping to UN SDGs
<div>Economic and Governance</div>	Economic Performance	Long-term sustainable financial performance and growth are key drivers underpinning Cahya Mata’s commitment to create lasting and enduring value for our stakeholders.	
	Business Ethics and Compliance	Dedicated to upholding a high standard of business ethics and integrity throughout the operations, and steadfast in enforcing a zero-tolerance policy against bribery and corruption.	
	Supply Chain Management	Integrating ESG considerations into sourcing and procurement practices to promote a resilient supply chain, responsible sourcing and supplier capacity building.	
	Data Privacy and Cybersecurity	Establishment of a robust and secure digital environment designed to safeguard valuable intellectual property and sensitive personal data from a wide range of potential cybersecurity threats and data breaches, and rigorous protocols to ensure the highest level of protection.	
	Sustainable Products and Innovation	Committed to fostering a culture of continuous innovation in product development, promoting the integration of sustainability and resource efficiency to meet the needs of our valued customers, aiming to minimise the environmental impact and maintain our market position.	
	Customer Relations and Satisfaction	Establish strong, trust-based relationships with customers by delivering high-quality products and services, addressing their needs and expectations, and ensuring a positive overall experience.	







UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

Pillars	Material Matters	Description	Mapping to UN SDGs
 Environmental	Energy Management	Proactively managing energy consumption in response to the growing impact of climate change on our business operations, as well as on society and the environment, as part of our overarching commitment to sustainability and environmental stewardship.	  
	Climate Change and Emissions Management	Managing the impact of climate change through a systematic approach of monitoring, controlling and reducing greenhouse gas (“GHG”) emissions and other pollutants released into the atmosphere by quantifying emissions, setting reduction targets and implementing climate adaptation and mitigation strategies.	 
	Effluent and Waste Management	Committed to environmental protection and natural resources conservation, we actively participate in initiatives to minimise and manage waste effectively, reflecting our dedication to sustainable and responsible business practices.	 
	Water Management	Dedicated to environmental protection and the responsible use of natural resources, actively engaging in initiatives to reduce water consumption as part of our commitment to sustainable and responsible business practices.	  
	Biodiversity	As Cahya Mata operates in sectors such as resource extraction and manufacturing, prioritising biodiversity is vital to ensure the responsible use of land and resources, while mitigating potential risks to local flora and fauna.	

UNDERSTANDING WHAT MATTERS MOST

OUR SUSTAINABILITY APPROACH

Pillars	Material Matters	Description	Mapping to UN SDGs
 Social	Occupational Health and Safety	Committed to fostering and upholding a safe, healthy, and conducive working environment and culture for our employees, prioritising their well-being, health and safety.	  
	Talent Management and Development	Committed to attracting, nurturing and retaining employees to enhance their skills, capabilities, and career growth to align with workforce organisational goals. This includes formal training programmes, on-the-job learning, leadership development, and opportunities for continuous education.	   
	Human Rights	Committed to recognising, respecting and protecting the fundamental rights and freedom of all individuals within Cahya Mata across the operations by ensuring fair labour practices, eliminating child labour and preventing discrimination.	 
	Community Engagement and Development	Committed to supporting economic development and actively contributing to the creation of positive value within society and the local community through our concerted efforts and meaningful initiatives.	  
	Diversity and Equal Opportunity	Fostering an inclusive workplace where individuals of varying backgrounds, genders, ethnicities, abilities, and perspectives are valued and provided with equitable access to opportunities for growth, development, and advancement.	    

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

Implementing Good Economic Practices



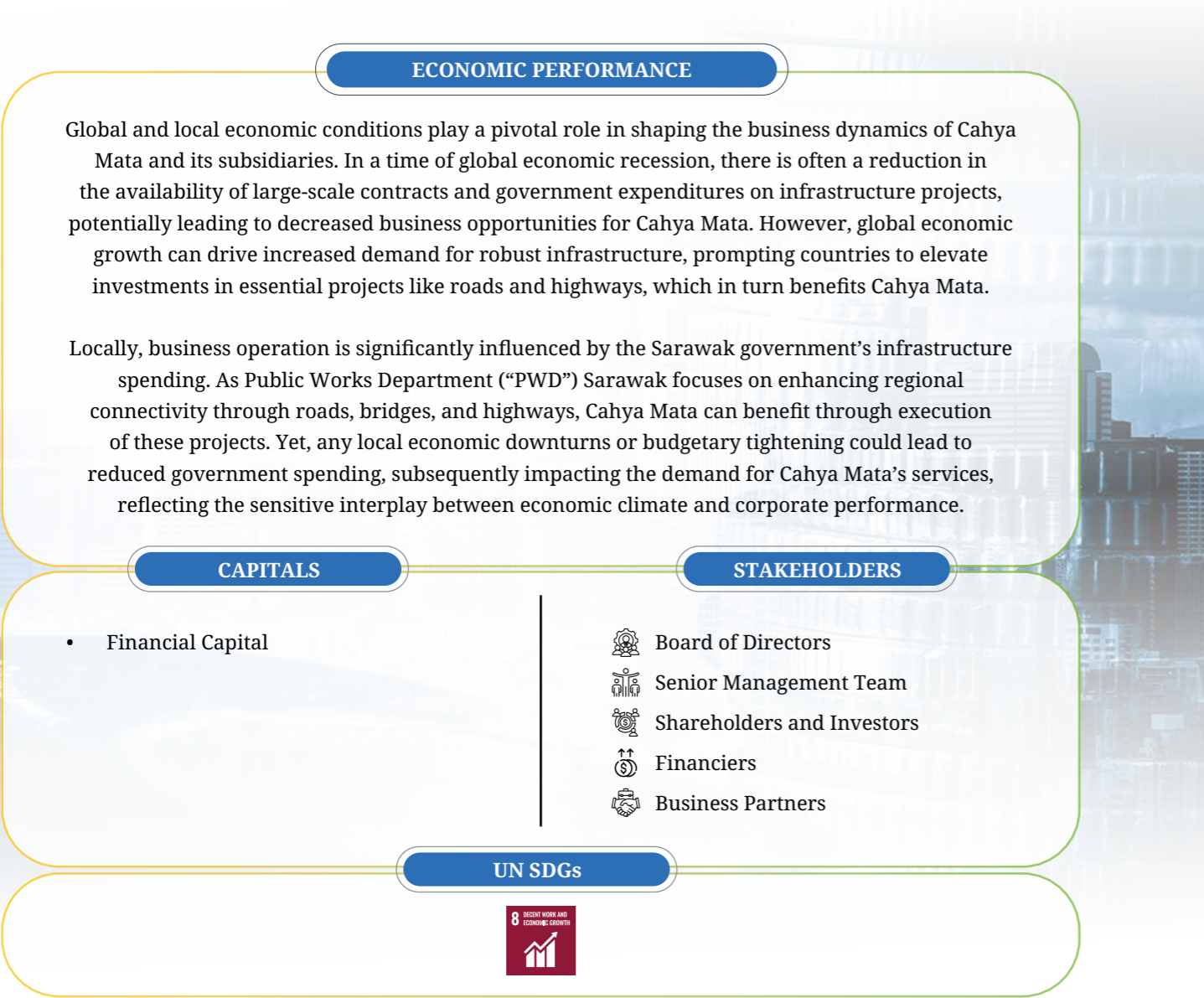
- 156 Economic Performance
- 159 Business Ethics and Compliance
- 163 Customer Relations and Satisfaction
- 168 Supply Chain Management
- 171 Sustainable Products and Innovation
- 175 Data Privacy and Cybersecurity

Align to:



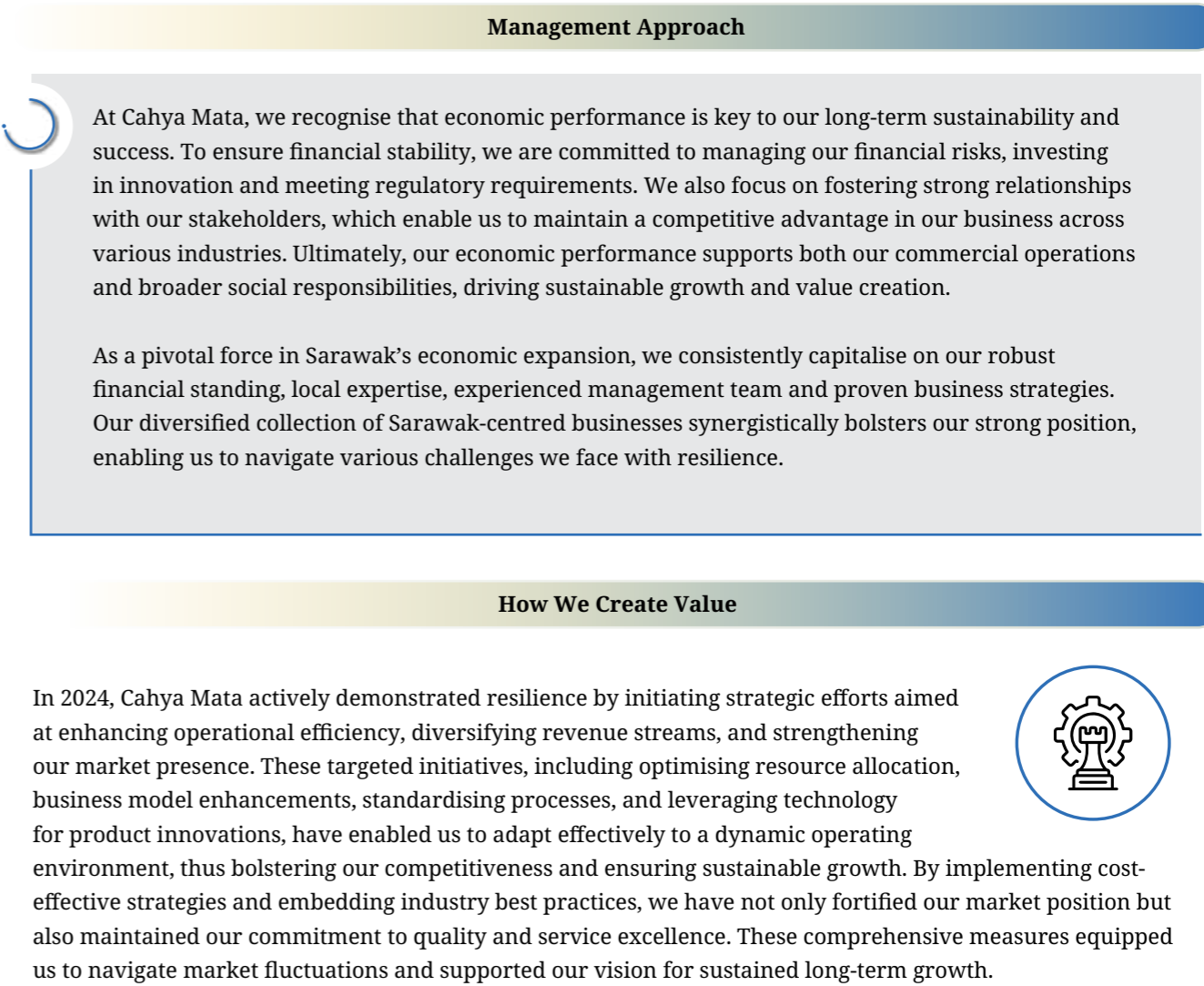
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance

In FY2024, we recorded a total revenue of RM1.196 billion. Reflecting our commitment to our stakeholders and the wider economic growth of the nation, our financial performance enables us to deliver value across various sectors. This includes supporting job creation, contributing to government taxes, and fulfilling our financial commitments. The economic value distributed among our stakeholders is outlined below.



FY2024 REVENUE: RM1.196 BILLION

Key Performance Indicator	FY2024 (RM '000)
Economic Value Generated	
Revenue and Other Income	1,196,254
Economic Value Distributed	
Operating Cost	691,200
Employee Wages and Benefits	241,206
Payments to Providers of Capital	126,800
Payment to Government (tax paid)	78,167
Community Investments	4,047
Economic Value Retained	54,834

Outlook

Our strategy to enhance economic performance is guided by clearly defined short-, medium-, and long-term objectives. In the short-term, we are focused on diversifying our revenue streams by expanding into new markets while optimising performance across existing business segments. Over the medium-term, our efforts are directed towards strengthening customer relationships through tailored solutions that drive satisfaction and foster long-term loyalty. Our long-term ambition is to forge strategic partnerships that unlock new opportunities, stimulate innovation, and reinforce our competitive advantage within the industry.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

BUSINESS ETHICS AND COMPLIANCE

Cahya Mata is steadfast in its commitment to upholding high standards of governance integrity and ensuring regulatory compliance across all aspects of our business operations. This dedication is deeply embedded in our corporate values and principles, serving as the foundation of our decisions and actions at every level of the organisation. By promoting a culture of integrity and accountability, we aim to build stakeholder confidence, safeguard our reputation, and drive long-term sustainable growth.

CAPITALS

- Human Capital
- Intellectual Capital
- Manufactured Capital

STAKEHOLDERS

- Customers
- Business Partners
- Employees
- Government and Regulators
- Board of Directors
- Senior Management Team

UN SDGs



Management Approach

The Board of Directors and Group Managing Director (“GMD”) establish the foundation for ethical conduct, providing governance and oversight to ensure effective implementation of anti-bribery and corruption policies across the Group and its operating SBUs, reinforcing a strong stance against all forms of corruption and bribery. The Group Compliance Function, which reports directly to the GMD, supports this effort by facilitating the execution of these policies across the Group and its subsidiaries, monitoring compliance, and providing regular training and awareness programmes.

In addition, corruption risk assessment is integrated into the Group’s risk management framework. Regular risk assessments are conducted by relevant departments across each operating SBU to identify emerging risks and ensure ongoing monitoring of risk mitigation strategies. The management and status of corruption risks are reported to the Group Risk Committee on a regular basis, ensuring transparency and effective oversight.

At Cahya Mata, we have built a reputation for acting fairly with ethics and integrity as an essential focus on all our business practices throughout the Group. We uphold a zero-tolerance policy against all forms of unethical business conduct and any form of bribery and corruption. To support this commitment, a robust framework of policies and procedures has been established, serving as overarching standards to ensure ethical corporate governance and strict compliance with applicable laws and regulations. These policies are regularly reviewed and updated to remain aligned with the latest local and international regulatory requirements and industry best practices.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Management Approach

Code of Ethics and Conduct

The policy outlines a clear set of ethical and professional standards, establishing expectations for employee behaviour across the organisation. It emphasises core values of accountability, integrity, fairness, and compliance in day-to-day activities, ensuring respect for confidentiality and intellectual property, as well as adherence to legal and regulatory requirements. On the other hand, Code of Ethics for Directors has also been established, highlighting the responsibility of Directors to uphold the highest standards of ethical corporate governance and professionalism, fostering a culture of integrity and trust.

The policy is readily accessible to all employees via the company's intranet. New hires receive a briefing during onboarding sessions to ensure a clear understanding of the organisation's ethical commitments. An annual declaration is mandated for all employees to confirm their adherence to the Code of Ethics and Business Conduct and to maintain ongoing awareness of the ethical standards.

Anti-Bribery and Anti-Corruption ("ABAC") Policy

Our Group's ABAC Policy outlines our commitment to combating all forms of bribery and corruption, including the principles and measures to prevent involvement in such activities. The Policy is communicated through various channels, including regular awareness training, induction programmes, and the corporate website. Regular ABAC awareness briefings and training sessions are provided to Directors, Senior Management, and employees to ensure continuous understanding and compliance.

Our commitment to upholding ABAC standards extends to third parties, including vendors and contractors. ABAC clauses are embedded in procurement and tender contracts to ensure compliance throughout the supply chain. Additionally, due diligence is conducted on all vendors and contractors prior to their appointment to assess their practices and policies. Regular assessments on the existing vendors and contractors are also carried out to ensure ongoing adherence to the Group's ABAC standards. These measures reflect our dedication to ensuring compliance with Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, which stipulates that companies are accountable for preventing bribery and corruption within their supply chains.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Whistleblowing Policy

Our Whistleblowing Policy serves as a guide for employees and stakeholders to report any instances of inappropriate, unethical and unlawful conduct. Various reporting channels are available for both internal and external stakeholders to report misconduct or suspected misconduct. These channels direct reports to the Designated Authority ("DA"), which includes the Group Chairman, Deputy Chairman, and Group Managing Director. An Investigating Officer ("IO") will be appointed to initiate a formal investigation.

All complaints and reports will be handled with strict privacy and confidentiality to protect whistleblowers from potential reprisals, ensuring compliance with the Whistleblower Protection Act 2010. Training is provided to all employees to ensure they understand the Policy, the reporting channels, their rights to report concerns without fear of retaliation, and the importance of speaking up against inappropriate behaviour.



All our policies are available to the public at:
<https://www.cahyamata.com/about-us/corporate-governance-2-2-2/>

How We Create Value

We have proactively implemented measures to cultivate a culture of responsible business conduct. An annual training programme ensures employees are equipped with the knowledge to act ethically and understand their roles in maintaining regulatory compliance. We aim to expand training to more employees through an e-learning platform, ensuring that all employees are equipped with the necessary knowledge to uphold integrity and compliance within the organisation.



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance

We are proud to report that in FY2024, we recorded zero (0) confirmed incidents of corruption, demonstrating our unwavering commitment to zero tolerance for unethical conduct and upholding governance integrity.

Key Performance Indicator	FY2022	FY2023	FY2024
Percentage of operations assessed for corruption-related risks	100%	100%	100%
Confirmed incidents of corruption and actions taken	0	0	0

Note:
The table above represented the data from seven (7) operating SBUs.

Outlook

In our ongoing commitment to fostering a culture of responsible business conduct within the Group, we have instituted a training programme designed to equip employees with the knowledge required to make ethical decisions and adhere strictly to regulatory standards. To enhance the effectiveness and reach of this company-wide ABAC training, a Train-the-Trainer approach has been adopted. Under this approach, selected representatives from SBUs and departments are designated as internal trainers, who will then deliver the training within their respective units. In FY2024, 101 executive representatives were selected to attend the ABAC training and will be responsible for cascading the knowledge across the Group. This approach ensures effective dissemination of ABAC awareness while strengthening the organisation's commitment to integrity and regulatory compliance.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

CUSTOMER RELATIONS AND SATISFACTION

The success and long-term viability of Cahya Mata's business depend on our customers, making strong relationships and high customer satisfaction top priorities. By actively engaging with customers, addressing their concerns, and integrating their feedback into our strategies, we can continuously improve our products and services to meet evolving market demands. Strong customer relationships provide valuable insights into their needs and expectations, fostering trust, loyalty, and advocacy. Satisfied customers are more likely to return, enhancing our reputation, attracting new business, and driving sustainable growth and long-term success.

CAPITALS

- Financial Capital
- Manufactured Capital
- Intellectual Capital

STAKEHOLDERS

- Customers
- Shareholders and Investors
- Suppliers, Vendors, Service Providers (including contractors)

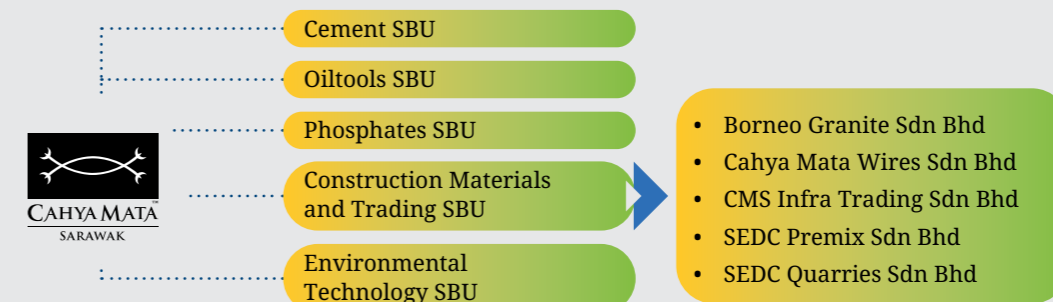
UN SDGs



Management Approach

Upholding Product Quality Standards

Our SBUs have implemented a Quality Policy that underscores our commitment to meet the requirements and expectations of our customers in terms of the quality of our products and services. The policy also reinforces our dedication to continuously monitoring and reviewing our performance, ensuring that necessary improvements are implemented proactively. To date, the following SBUs within Cahya Mata have implemented this policy:



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

We consistently monitor our operations to ensure alignment with rigorous Quality Management Systems (“QMS”). Reflecting on the rigorous standards upheld by each of our SBUs, the following SBUs have achieved ISO 9001:2015 certification as part of their QMS.



CEMENT, ROAD MAINTENANCE, OILTOOLS

Meanwhile, our Phosphates SBU is currently undergoing the process to obtain the ISO 9001:2015 certification, with a targeted completion by 2026.

Guided by the ISO 9001:2015 standard, our SBUs adopt a structured approach to quality management. Aligned with the seven (7) quality management principles under the standard, we embed a culture of customer focus and continuous improvement into our operations. All subsidiary companies and the management within each SBU is committed to the continuous improvement of its respective QMS.

Additionally, our Cement SBU invests in research and development to create innovative solutions, such as eco-friendly cement and high-performance products. In line with this, our cement products are specifically designed to exceed the quality requirements that are specified in the Malaysian Standard MS EN 1971:2014 and also complies to other standards including British Standard BS 12:1996, ASTM C-150 Standard Type 1, Indonesia Standard SNI 15-2049-2004, and Singapore Green Label. The pursuit of innovation in our products and services underscores our continuous commitment to providing value to our customers.

Fostering Strong Customer Relationships

Beyond upholding the quality of our products and services, we recognise that clear communication is essential in fostering strong customer relationships and satisfaction. To this end, we ensure that all customer complaints are dealt with in a timely manner by the relevant personnel. Additionally, our Oiltools SBU conducts the necessary investigations and root cause analysis on their customer concerns to prevent recurrence.

Meanwhile, Standard Operating Procedures (“SOPs”) have been implemented by our Road Maintenance SBU to improve our response time to client complaints. The Road Maintenance SBU has also established monitoring and tracking systems to enable a swifter response to be made to public issues such as potholes and road obstructions.

We also recognise the role that timely delivery of our products and services plays in the satisfaction of our customers. As such, our Cement SBU ensures reliable delivery schedules and provides robust customer support through effective logistics and inventory management.

As part of our commitment to continuous improvement, we actively engage with our customers to refine our offerings. In this regard, our Cement SBU conducts annual Customer Satisfaction Surveys (“CSS”). Meanwhile, our Oiltools SBU conducts a Service Quality Assessment (“SQA”) with our clients to assess the quality of our services at the end of each completed project. These regular evaluations help identify areas of improvement, ensuring our products and services evolve in line with customer demands and needs.

How We Create Value

Central to the quality of the products and services that we offer are our people. As such, a series of training programmes were provided to our employees to ensure that our workforce remains equipped to meet evolving business and customer needs. The training programmes that were conducted in FY2024 are as below:



SBU	Training Programme	Description
Oiltools	Technical Training	To equip our employees – particularly our offshore engineers and technicians with industry-specific skills, covering areas such as drilling, production, and equipment maintenance such as: <ul style="list-style-type: none"> Tropical Further Offshore Emergency Training with Compressed Air Emergency Breathing System Further Travel Safely by Boat Mercury Awareness Basic Hydrogen Sulphide and Basic Offshore Safety Induction and Emergency Training This ensures that they can perform effectively on site.
	Competency Training	Focused on developing specific skills and knowledge directly related to job performance which may include technical skills, soft skills, or leadership abilities.
	Clients’ Customised Training	Specialised training conducted by our clients before the start of a project to enhance the skills and knowledge of our workforce. This training includes: <ul style="list-style-type: none"> Drill Well on Paper Completing the Well on Paper

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

SBU	Training Programme	Description
Road Maintenance	Road Maintenance Management System (“RMMS”) Refresher Course	The course highlights the importance of planning, organising, directing, and controlling in road maintenance. It ensures participants understand the proper work steps outlined in the Performance Standard while equipping them with the skills to identify defects, assess their severity, prioritise maintenance work, and complete essential documentation such as defect reports, work schedules, and daily reports.
	Public Road Intelligence Management System (“PRIMS”) Training Programme	Equips our workforce with data entry skills for the PRIMS dashboard, while also familiarising participants with the features of the PRIMS app and website.
	Engineering Review	Equips our workforce with the appropriate knowledge to ensure work is carried out to the appropriate standards. The review included the following: <ul style="list-style-type: none">• Introduction to the importance of the RMMS and its impact to the Physical Accomplishment Index and Road Maintenance Index.• Briefing on the Annual Work Programme and Budget.• Briefing on the types of defects and distresses of road features and the corresponding type of maintenance work that is needed to be done to improve the road condition.• Hands-on training to ensure better understanding of the types of defects and its severity as well as rating conditions.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance

In FY2024, our Cement SBU’s approach in upholding strong standards in quality has translated into a strong CSS score of 81%.

CUSTOMER SATISFACTION SURVEY SCORE

Year	Score
FY2022	77%
FY2023	81%
FY2024	81%

Note:
The data above pertains to the Cement operating SBU.

Outlook

Looking ahead, we remain committed to strengthening our customer relationships, upholding the highest quality standards, and driving continuous improvement across all aspects of our business. By embracing innovation, enhancing operational efficiencies, and fostering a culture of excellence, we aim to adapt to evolving market needs and sustain long-term growth.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES


SUPPLY CHAIN MANAGEMENT

At Cahya Mata, we recognise the significant role we play in promoting responsible procurement practices and strengthening a sustainable value chain. This involves making responsible and ethical decisions in sourcing goods and services as well as focusing on supporting local suppliers, which enables us to enrich the local economy, enhance community relations and mitigate supply chain disruptions. Adopting responsible and sustainable supply chain management not only creates new opportunities but also drives innovation through collaboration with our suppliers, ensuring long-term success in an ever-evolving and conscientious market.

CAPITALS

- Human Capital
- Social and Relationship Capital
- Financial Capital

STAKEHOLDERS

 Suppliers, Vendors and Service Providers

UN SDGs



Management Approach

We are dedicated to ensuring our procurement processes are conducted with ethical and transparent practices, whilst maintaining compliance with procurement regulations, as guided by our Group Procurement Policies and Procedures Manual and Group Limits of Authority. Our Procurement Policy includes a standardised prequalification process for tenderers from the Group's Approved Suppliers and Contractors List, conducted based on the tender requirements. Prospective suppliers are screened against key criteria such as registration details, past projects, location, and other factors determined by Cahya Mata or Group Procurement function to ensure compliance and sustainability alignment. As an added layer of due diligence, decisions on the registration applications rest with the Contractors Management Committee ("CMC"), which determines inclusion onto the Approved Suppliers and Contractors List.

Our suppliers are expected to comply with all relevant local and international regulations where we operate. They are also required to uphold business practices consistent with our policies and procedures, including but not limited to: Labour Ordinance (Chapter 76), Industrial Relations Act 1967, Code of Ethics and Business Conduct for Contractors, Suppliers and Consultants, Standard General Terms and Conditions for Goods and Services, and the Code of Ethics.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

In the effort of strengthening our internal controls, we have also integrated anti-corruption and anti-bribery clauses in all our procurement and tender contracts, as well as establishing a Central Tender Committee to review, endorse, and oversee all high value purchases within the Group. Suppliers found to be involved in corruption or in violation of anti-bribery laws will be considered in material breach of their appointment, resulting in immediate termination. In addition, the General Terms and Conditions of purchase documents also prevails in the event of suppliers or contractors failing to meet Cahya Mata's contract requirements.

How We Create Value

Conducting Comprehensive Vendor Due Diligence

All suppliers, including those newly contracted, undergo a Vendor Due Diligence ("VDD") process as well as a background check as part of our commitment to ensuring that we engage with responsible, ethical, and compliant vendors. This process involves a thorough background check designed to assess each vendor's adherence to our corporate standards and policies. Specifically, the VDD process aims to identify vendors who may have deviated from their initial declarations or the company's ABAC policy, as well as vendors who have had environmental or occupational health and safety violations. These vendors who are flagged with potential issues during the VDD process are then reviewed and referred to the Central Tender Committee for further assessment and periodic monitoring. As part of the monitoring effort, Cahya Mata conducts periodic monitoring every two (2) years to ensure all vendors continue to meet our standards and adhere to relevant laws and regulations.



Partnering with Local Suppliers

As part of our commitment to strengthening public infrastructure, our Road Maintenance SBU prioritise the usage of locally-sourced materials – including soil, aggregates, and premix in our road maintenance works. Partnering with local suppliers has not only allowed us to drive growth within the local community, but it has also enhanced our supply chain efficiency as the risk of disruptions are minimised due to better connectivity. We are also leveraging synergies across multiple operations – Wires, SEDC Premix, Concrete and Cement, to achieve economies of scale in the supply of conventional materials and new product offerings.

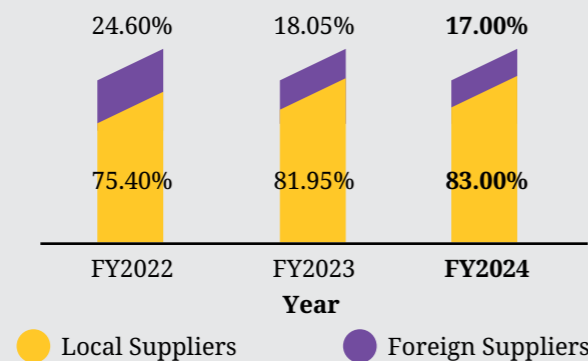
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance

Dedicated to being a trusted public listed entity and a homegrown company that enables sustainable value creation for Sarawakians, Cahya Mata recognises the importance of investing in local suppliers. Hence, we engage with local suppliers for most of our procurement needs to enrich the local economy and to ultimately ensure a stable supply of goods with minimal supply chain disruptions. This approach of prioritising local suppliers significantly reduces carbon emissions typically emitted from transportation, whilst enhancing the Group's operational efficiency and overall risk management, resulting in time and cost savings as well as enabling us to leverage on specialised knowledge and subcontractor expertise. In FY2024, approximately 83% of our suppliers are local.

PROPORTION OF SPENDING ON LOCAL AND FOREIGN SUPPLIERS



Note:

The proportion of spending on local and foreign suppliers cover all our operating SBUs located in Sarawak

Proportion of suppliers assessed environmentally:

Key Performance Indicator	FY2024
Number of suppliers assessed for environmental impacts	1
Number of suppliers identified as having significant actual and potential negative environmental impacts	1

Outlook

As a vital focus area of the business, we are committed to maintaining a resilient, efficient, and sustainable value chain by focusing on enhancing operational efficiency, strengthening supplier relationships and integrating technology across our entire supply chain. Moving forward, Cahya Mata will be incorporating environmental and social assessments into the Procurement Policies and Procedures Manual to be implemented throughout the Group.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

SUSTAINABLE PRODUCTS AND INNOVATION

Cahya Mata is committed to supporting sustainable products and driving innovation to meet customer expectations while minimising environmental impact. We strive to integrate sustainability into our products, enhancing quality and promoting long-term growth through innovation. By consistently improving our products, internal processes and management systems, we aim to strengthen our ability to deliver value to customers and maintain a competitive edge in a dynamic marketplace.

CAPITALS

- Financial Capital
- Manufactured Capital
- Intellectual Capital

STAKEHOLDERS

- Customers
- Business Partners

UN SDGs



Management Approach

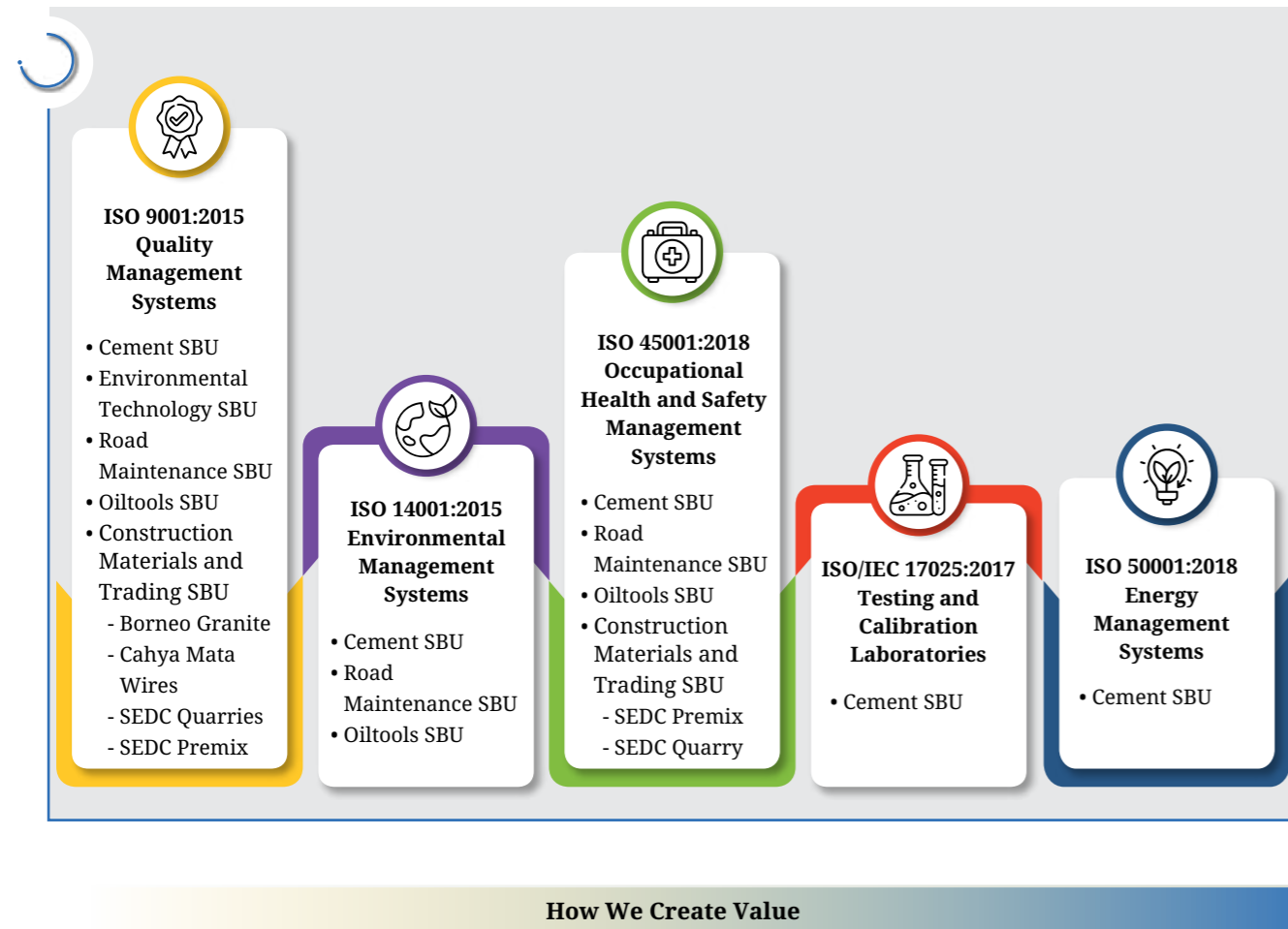
The Innovation and Commercialisation Department plays a vital role in driving product innovation while ensuring quality and promoting sustainability. It collaborates closely with various departments across operational SBUs to explore new technologies, ideas, and opportunities for product development and enhancement, aligning with market trends. Through strategic cross-functional partnerships, the department strives to expand the company's product portfolio, improve operational efficiency, and ensure all products and services consistently meet and exceed industry standards and certification requirements.

Sustainable Management System

In line with our commitment to product quality and stewardship, we have implemented a robust quality management system to drive continuous improvement in product reliability, safety, and performance across our operations. To support this commitment, we have obtained the following accreditations across the Group, demonstrating our dedication to meeting industry standards in quality, health and safety, and environmental management.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES



Promoting Sustainability Integration into Our Products

We continue our efforts to invest in research and development (“R&D”) and integrate sustainability into our products, striving to produce low-carbon solutions that minimise our environmental footprint. By embracing innovation, we aim to deliver exceptional value to our customers while advancing our progress towards a more sustainable future.



Cahya Mata Alam, part of the Environmental Technology SBU, has consistently invested in research and development to design, innovate, and commercialise new products using recovered post-consumer and recycled materials. One of the products introduced is Thermasite™, a sustainable timber alternative made from a blend of waste materials such as rice husk, used plastics, tyres, and other biodegradable materials. The product’s non-degradable and fire-retardant properties make it an ideal material for construction, outdoor structures, and agricultural applications. It has also earned the SIRIM Eco-Label, along with other recognitions such as TUV Mark and MyHijau, underscoring Cahya Mata Alam’s commitment to sustainable product development.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

In the Cement SBU, Cahya Mata Cement Sdn Bhd has introduced Portland Limestone Cement (“PLC”), a blended cement containing up to 30% limestone, designed to support a lower carbon footprint. This product has proudly earned the Singapore Green Label certification for Portland Limestone Cement 32.5N and 42.5N. PLC products use less clinker in production compared to Ordinary Portland Cement, allowing for a more energy-efficient and less carbon-intensive manufacturing process. The Cement SBU also promotes sustainability by co-processing scheduled waste in cement kilns. It utilises alternative raw materials (“ARM”), such as calcium hydroxide sludge, spent garnet, and spent pot liner, to partially replace natural resources like sandstone, shale, and limestone, while ensuring compliance with Department of Environment (“DOE”) regulations. These efforts reflect its commitment to providing sustainable cement solutions for the construction industry.

While in Road Maintenance SBU, recycled asphalt is strategically repurposed and reused in its operations to promote resource efficiency. Asphalt is reclaimed from deteriorating roads, processed, and transformed into rejuvenated material for new pavement projects. It is particularly used for pothole patching, road shoulder construction, and paving small roads, providing essential infrastructure that benefits the community. This approach not only reduces the demand for raw materials and promotes cost savings but also minimises the environmental impact of road construction, supporting sustainable development through improved resource efficiency.

Fostering Innovation through Strategic Partnership



The Innovation and Commercialisation department has made progress in advancing sustainable product development, particularly through its ongoing efforts in phosphate slag valorisation. This initiative focuses on repurposing phosphate slag — a by-product of the Phosphate SBU’s manufacturing processes, which is classified as scheduled waste — into valuable materials. R&D is in progress to explore innovative uses of slag as an additive and clinker replacement. Innovative green products, such as Portland Phosphate Slag Cement and Portland Composite Cement, are currently under development. The SBU is collaborating with the Department of Standards Malaysia (“DSM”) to establish a dedicated Malaysian standard for Portland Phosphate Slag Cement, ensuring quality and encouraging industry adoption. In parallel, strategic partnerships with universities have been established to study the performance of concrete made with blended cement incorporating phosphate slag. These efforts not only support circular economy principles but also drive Cahya Mata’s commitment to environmental responsibility and sustainable industrial practices.

The Group also fosters connections with the local startup ecosystem, collaborating with key organisations such as Cradle Fund, Malaysian Research Accelerator for Technology and Innovation (“MRANTI”), and Malaysian Technology Development Corporation (“MTDC”) to drive sustainable product development and accelerate innovation. To further strengthen this initiative, the Group has established a “Network of Excellence” with local research institutions, providing easy access to a wide range of expertise and the latest research capabilities across Malaysia. This strategic network enables efficient testing, validation, and consultancy, ensuring the Group remains competitive in an evolving market.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Maintaining Product Quality and Conformity

Cement SBU is dedicated to continuously enhancing product quality and ensuring conformity through regular internal laboratory testing. Samples are periodically sent for SIRIM verification to ensure compliance with industry standards. The company also collaborates with relevant government agencies, such as the DOE, to ensure compliance with regulations on managing scheduled wastes, including phosphate slag from phosphate industries.



To further improve product quality, the SBU maintains ongoing monitoring of the manufacturing process, invests in workforce development, and promotes partnerships with external bodies for testing and regulatory compliance. By consistently reviewing laboratory results, maintaining SIRIM certification, and upholding environmental standards, we remain committed to delivering high-quality and sustainable products.

Outlook

The Group remains committed to advancing sustainable products and innovation. By promoting strategic collaborations with experts, research institutions, and service providers, it is aimed to accelerate advancement in sustainable development. Looking ahead, the Group aims to nurture a culture of innovation among its employees, encouraging experimentation and empowering them to pursue bold ideas and solutions. Additionally, by integrating advanced technologies into its operations, the Group seeks to enhance efficiency and promote sustainability across all SBUs. These efforts position the Group at the forefront of sustainable innovation, ensuring it remains agile and resilient in an ever-evolving market.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

DATA PRIVACY AND CYBERSECURITY

At Cahya Mata, we acknowledge the importance of ensuring data privacy and securing customer data. As cybersecurity risks become more prevalent in an era defined by digitalisation and transformative technologies such as Artificial Intelligence, addressing these risks is crucial to ensure business continuity, while safeguarding sensitive customer data. Inadequate data protection can not only disrupt operations but also damage our reputation among stakeholders, ultimately undermining trust in the Group and potentially impacting future business opportunities.

CAPITALS

- Human Capital
- Intellectual Capital
- Manufactured Capital

STAKEHOLDERS

- Customers
- Business Partners
- Employees
- Government and Regulators

UN SDGs



Management Approach



The Group’s Intelligent Technologies Department plays a critical role in managing and safeguarding our Information Technology (“IT”) infrastructure. As part of our ongoing commitment to good governance and digital resilience, we are currently reviewing our Cybersecurity Policy to ensure alignment with the evolving operational landscape and recognised industry best practices.

We uphold the high standards in data protection, with strict adherence to both local and international data privacy regulations, including Malaysia’s Personal Data Protection Act 2010 (“PDPA”). In recognition of its growing materiality, cybersecurity has been identified as one of the Group’s key risks. This risk is subject to regular assessment and active monitoring to enhance our ability to prevent, detect, and respond to cyber threats. Our proactive approach reflects our broader ESG commitment to responsible digital governance and stakeholder trust.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

How We Create Value

In our effort to upholding data privacy and cybersecurity, we have adopted a proactive approach to mitigate risks and protect sensitive information from unauthorised access, breaches, and cyberattacks.



Next-Generation Firewall (“NGFW”)

Defend against external cyber-attacks and intrusions with advanced threat detection capabilities.

Google Multi-Factor Notification (“MNF”)

Strengthen email account security and prevent unauthorised access.

Endpoint Detection and Response (“EDR”)

Provide real-time threat detection, preventing malware infections and other cyber threats.

Extended Detection and Response (“XDR”)

In FY2024, the Group began upgrading from EDR to XDR, expanding security coverage beyond endpoints to include servers for broader threat protection.



WE REMAIN COMMITTED TO SAFEGUARDING SENSITIVE PERSONAL DATA IN ACCORDANCE WITH BOTH LOCAL AND INTERNATIONAL REGULATIONS, INCLUDING MALAYSIA’S PERSONAL DATA PROTECTION ACT 2010 (“PDPA”).

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

IMPLEMENTING GOOD ECONOMIC PRACTICES

Our Performance



IN FY2024, WE RECORDED **ZERO** (0) CASES OF DATA OR CYBERSECURITY BREACHES, REFLECTING OUR COMMITMENT TO DATA PROTECTION AND THE IMPLEMENTATION OF CYBERSECURITY MEASURES.

Key Performance Indicator	FY2022	FY2023	FY2024
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0

Note:
The data covers the operating SBUs: Cement, Phosphates, Road Maintenance, Property Development and Construction Materials and Trading.

Outlook

We remain focused on strengthening our resilience against cyber threats and ensuring robust protection of personal data, while maintaining strict compliance with regulatory requirements. Looking ahead, Cahya Mata is committed to implementing training programmes to raise awareness and equip our employees with the knowledge needed to mitigate cybersecurity risks. In addition, we will strengthen our cyber resilience by improving data recovery capabilities to ensure swift recovery in the event of a disaster. By continuously enhancing our cybersecurity system, we aim to uphold our cybersecurity resilience and foster trust among our stakeholders.

Upholding Responsible Environmental Stewardship



179	Energy Management
183	Climate Change and Emissions Management
188	Effluent and Waste Management
195	Water Management
198	Biodiversity

Align to:



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

ENERGY MANAGEMENT

Energy plays a crucial role in powering our operations. Managing energy consumption responsibly is crucial to balancing operational efficiency with environmental sustainability. As energy generation is a major contributor to carbon emissions, we recognise the importance of efficient energy management to reduce our environmental impact. As such, we are investing in energy-efficient technologies, clean energy solutions, and alternative fuel sources. Beyond contributing to energy efficiency, these efforts also enhance cost efficiency and strengthen long-term business resilience, aligning with global sustainability goals.

CAPITALS

- Financial Capital
- Manufactured Capital
- Natural Capital

STAKEHOLDERS

- Employees
- Government and Regulators
- Suppliers, Vendors, Service Providers (including contractors)

UN SDGs



Management Approach

The Cement SBU's Energy Policy underscores their commitment to reducing energy consumption costs and promoting long-term energy efficiency and sustainability. As part of this commitment, all subsidiary companies and their management within the Cement SBU strive to integrate energy efficiency as a factor into their operations, ensure compliance with legal and regulatory requirements, and continuously improve the Energy Management System. Additionally, the SBU is dedicated to fostering a culture of energy conservation among employees and driving continuous innovation to improve energy efficiency. Apart from our Cement SBU, our Oiltools SBU's Health, Safety, and Environmental Policy also reinforces an ongoing commitment to reducing energy consumption.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Management Approach

Implementing a Robust Energy Management System

Our Cement SBU has implemented a robust Energy Management System that provides a structured framework to continuously improve the energy efficiency of their operations. As a testament to this commitment, the SBU has obtained the ISO 50001:2018 certification for its Mambong facility.

To ensure effective implementation and maintenance of the Energy Management System, the Cement SBU has put in place a governance framework that provides a structured approach to energy management. The ISO 50001 Working Committee, comprising the Acting Managing Director, Head of Manufacturing, Heads of Departments, and management representatives for each ISO system, oversees the implementation. Supporting this, the ISO 50001 Working Team is responsible for key areas such as operations, documentation, internal audits, and legal compliance. This structure enables continuous monitoring, identification of efficiency opportunities, and ongoing improvements in energy management.

Improving Energy Efficiency Across the Group

Cahaya Mata is committed to enhancing energy efficiency across our operations. To achieve this, our SBUs have integrated energy-efficient technologies and implemented equipment upgrades. As part of the Cement SBU's five-year decarbonisation roadmap, we aim to reduce our clinker factor to 80% by 2028, down from 87.37% in our 2022 baseline. Given that clinker production is highly energy-intensive, the clinker factor target supports the Cement SBU's broader goal of reducing electrical energy consumption to 65 kWh per tonne of clinker by 2028. Beyond this, we actively explore the installation of renewable energy sources across our operations, in line with the global energy transition.



TARGET: REDUCE CLINKER FACTOR TO 80% BY 2028, A REDUCTION FROM 87.37% IN 2022.

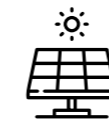
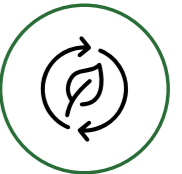
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

Strengthening our Position in Green Cement Production

Our Cement SBU has implemented a series of initiatives to achieve the targets that have been set out to be achieved by 2028. We are currently in collaboration with various organisations to explore alternative fuel sources for clinker production, with a trial run using shredded tyres being conducted at our Mambong plant. Beyond this, the Cement SBU has upgraded the induction motor at the Water Pump House in the Mambong facility to an Ecomoto, a MyHijau-certified green motor. Currently, one unit has been installed and is currently being monitored on its efficiency. The SBU has also installed solar panels at the Mambong facility with a total capacity of 43.2 kWp. Such initiatives help us to reduce our reliance on fossil fuels and contribute to the global energy transition.



43.2 kWp CAPACITY SOLAR PANELS AT OUR MAMBONG FACILITY

Adopting Energy Efficient Technologies

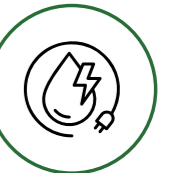
At our corporate headquarter and subsidiaries under the Property Development SBU, motion sensors have been installed to reduce energy consumption by automatically controlling lighting in unoccupied areas. Additionally, our Property Development SBU and Construction Materials & Trading SBU have upgraded to energy-efficient LED lighting at its operations, further enhancing energy savings.



In addition to implementing energy-efficient technologies, we developed the Sarawak Borneo Cultures Museum—the first museum in Malaysia to be certified as a Green Building under the Green Building Index (“GBI”).

Empowering Employees for Energy and Water Conservation

As part of our Oiltools SBU's commitment to energy reduction, we have launched the “Save Energy & Save Water” campaign, aiming to reduce energy consumption, prevent waste, and promote efficient practices that contribute to a more sustainable business operation. Through informative stickers placed around the workplace, we are dedicated to raise awareness and remind all employees of the small, yet impactful steps that can be taken daily to conserve energy and water.



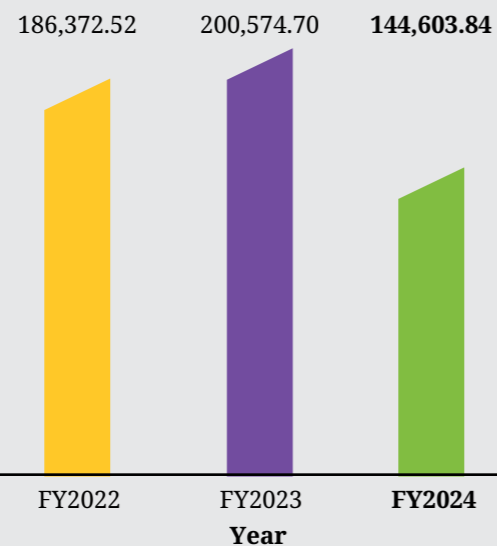
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Performance

In FY2024, the Group's total energy consumption reached 144,603.84 MWh, consisting entirely of electricity consumption. The breakdown of our energy consumption based on the last three (3) years is presented below.

TOTAL ENERGY CONSUMPTION (MWh)



Notes:

The energy data disclosed above covers the Head Office and operating SBUs, including Cement, Phosphates, Road Maintenance, Oiltools, Property Development, Environmental Technology and Construction Materials & Trading.

Outlook

Moving forward, we will continue to enhance energy efficiency through technological upgrades and the adoption of alternative fuel sources. Our focus remains on optimising energy use, reducing emissions, and minimising reliance on fossil fuels. These initiatives will not only drive the sustainability of our operations but also improve cost efficiency and strengthen our long-term resilience.

As part of this commitment, we have invested in a Waste Heat Recovery system for the upcoming Clinker Line 2 at our Mambong facility, which is expected to generate up to 6MW of power. Additionally, we will continue to actively explore alternative fuel sources for clinker production, supported by the installation of a dedicated alternative fuel facility in Clinker Line 2. Additionally, our Property Development SBU will continue to explore sustainable building design and development, striving to achieve the GreenRE or GBI certification for its developments.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

CLIMATE CHANGE AND EMISSIONS MANAGEMENT

At Cahya Mata, we acknowledge the evolving challenges posed by climate change and its potential impact on our business. As part of our sustainability commitment, we are aligning our business operations with Malaysia's climate targets and global best practices to achieve net-zero emissions by 2050. This includes adhering to the net-zero carbon emissions goal set by Sarawak's Natural Resources and Environment Board ("NREB"), Environmental (Reduction of Greenhouse Gases Emission) Ordinance 2023 as well as the Greenhouse Gas ("GHG") Protocol, further reinforcing our dedication to reducing our environmental impact.

Effective climate change and emissions management are crucial not only to mitigate environmental risks but also to ensure long-term business resilience in an increasingly eco-conscious world. By proactively addressing these issues, we aim to reduce our carbon footprint, comply with international regulations, and contribute to global efforts in combating climate change.

CAPITALS

- Financial Capital
- Manufactured Capital
- Natural Capital

STAKEHOLDERS

- Employees
- Suppliers, Vendors and Service Providers (including contractors)
- Local Community
- Government and Regulators
- Board of Directors
- Senior Management Team

UN SDGs



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Management Approach

Our Board and the newly established Group Sustainability Committee (“GSC”), formed in April 2024, play a pivotal role in guiding and overseeing our climate action efforts. The GSC is responsible for steering the development of our ESG strategy and providing advice on the risks and opportunities associated with its implementation, ensuring alignment with the company’s climate goals. Additionally, the GSC provides critical oversight in the execution of our Sustainability Policy, ensuring that our sustainability initiatives are effectively integrated into our operations and drive meaningful progress toward our climate objectives.

Cahya Mata is dedicated to reducing emissions and minimising our carbon footprint. To support this commitment, our Cement SBU has implemented a comprehensive environmental policy aimed at decreasing our environmental impact through enhanced energy efficiency and sustainable practices. This policy not only guides our operations but also aligns with Malaysia’s climate goals, laying the foundation for our approach to effectively address climate change and contribute to a more sustainable future.

We recognise that our day-to-day operations predominantly contribute to climate change through our GHG emissions, due to our heavily industrialised nature of business. Our usage of heavy machinery for logistics and transportation purposes across the board involves significant reliance on diesel and gasoline, which ultimately emits carbon dioxide and other particulate matter. Hence, our Cement SBU has designed 5-year decarbonisation roadmap, with an objective of reducing our CO₂ emissions by 15% by 2028 from our baseline year of 2022. Additionally, we are focused on integrating sustainable fuel alternatives by reducing our reliance on fossil fuels – ultimately reducing our GHG emissions, as well as exploring electric-powered machinery and equipment in the near future to improve energy efficiency and ultimately reduce our carbon footprint.

Note: 2022 was selected as the baseline year for the Cement SBU’s 5-year decarbonisation roadmap, marking the commencement of decarbonisation strategy implementation. This allows for efficient monitoring and reporting of the SBU’s progress in its decarbonisation efforts.

Monitoring our Air Emissions

Effectively managing air emissions is a key component of our environmental management strategy. We are committed to ensuring that our air emissions consistently remain within internal limits and ensure internal control is in place to minimise the release of air pollutants. In addition, we closely monitor air emissions from our operations to ensure full compliance with Malaysia’s Environmental Quality (Clean Air) Regulations and Ambient Air Quality Standards. As part of our environmental reporting, we also monitor and report gases such as dust particles, Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), Volatile Organic Compounds (“VOCs”) and total particulate matter (“TPM”), fostering transparency and driving continuous improvements in our emissions performance.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

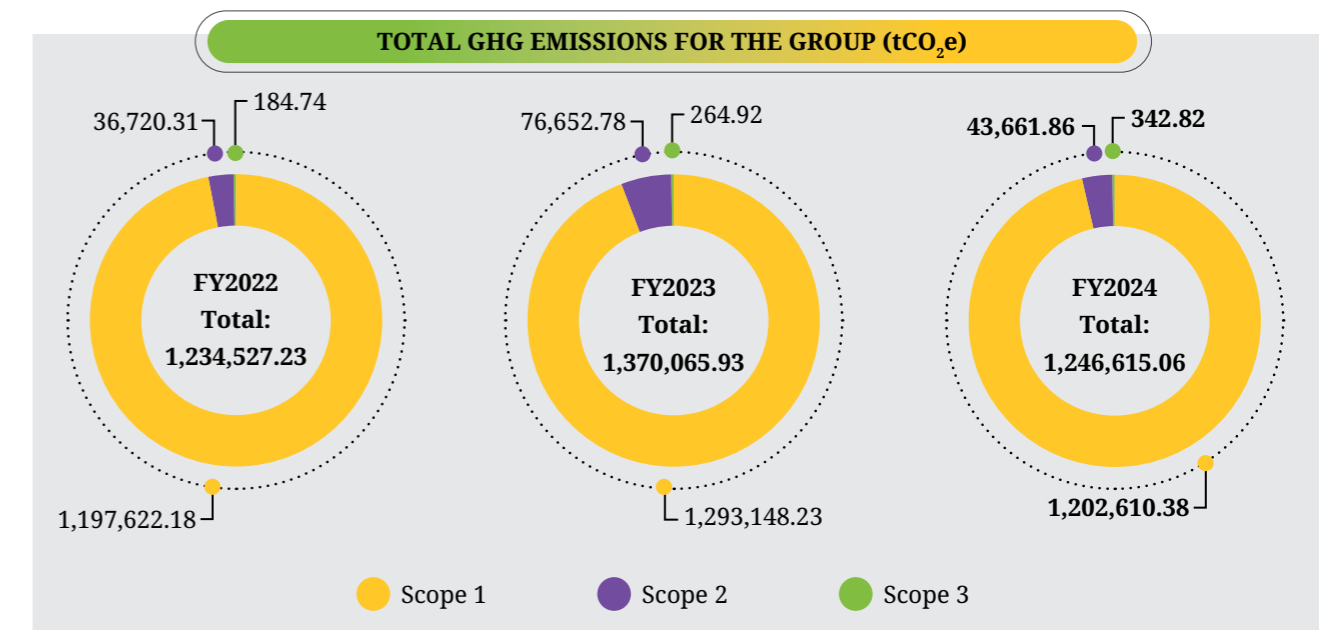
Through effective climate change and emissions management, Cahya Mata aims to create value for both people and the environment. By aligning business operations with Sarawak’s climate targets and global best practices, the company works to reduce its carbon footprint and mitigate environmental risks. This proactive approach ensures long-term business resilience in an eco-conscious world, while also contributing to global efforts in combating climate change. Reducing greenhouse gas emissions and minimising air pollutants enhances air quality, benefiting local communities and public health. Additionally, by exploring sustainable fuel alternatives and energy-efficient technologies, Cahya Mata seeks to drive sustainable practices that protect natural resources and foster a healthier environment for future generations.



Our Performance

GHG Emissions

Our GHG emissions performance is presented below. In FY2024, our GHG emissions showed a reduction compared to FY2023. Specifically, within our Cement SBU, emissions intensity decreased from 0.782 to 0.748 tCO₂ per tonne of cement, primarily driven by a lower clinker-to-cement ratio, which declined from 86.84% to 83.19%.



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

GHG EMISSIONS WITH BREAKDOWN FOR SBU

SBU	Unit	Scope	FY2022	FY2023	FY2024
Head Office	tCO ₂ e	1	124.89	107.46	90.37
		2	163.72	95.33	127.15
		3	72.69	98.60	147.74
Cement	tCO ₂ e	1	1,176,786.72	1,276,987.14	1,189,320.33
		2	33,650.14	36,515.37	34,008.54
		3	22.98	39.07	58.07
Phosphates	tCO ₂ e	1	2,734.63	638.92	621.03
		2	1,277.40	51.37	-
		3	4.19	10.13	7.03
Road Maintenance	tCO ₂ e	1	1,632.09	2,140.30	2,089.59
		2	8.66	38.42	33.92
		3	13.31	27.02	16.45
Oiltools	tCO ₂ e	1	-	-	-
		2	120.68	121.72	7,991.60
		3	25.09	52.15	47.93
Property Development	tCO ₂ e	1	111.10	30.33	44.28
		2	5.01	1,294.86	1,183.04
		3	31.36	18.22	47.50
Environmental Technology	tCO ₂ e	1	-	-	-
		2	-	10,340.59	35.17
		3	-	-	-
Construction Materials and Trading	tCO ₂ e	1	16,232.75	13,244.08	10,444.78
		2	1,494.70	28,195.12	282.44
		3	15.12	19.73	18.10
Group GHG Emissions Intensity (Scope 1 and 2)		tCO ₂ e / RM million	1.2214	1.1406	1.0418

Notes:

- The data disclosed above covers the Head Office and operating SBUs, including Cement, Phosphates, Road Maintenance, Oiltools, Property Development, Environmental Technology and Construction Materials & Trading.
- For Cement SBU:
 - Data for Scope 1 and 2 have been restated to reflect the GHG calculation based on the Global Cement and Concrete Association (“GCCA”) protocol.
 - Scope 1 and Scope 2 GHG emissions were measured using the GCCA protocol while Scope 3 GHG emissions were measured using the GHG Protocol for all three (3) years presented.
 - In alignment with the GCCA protocol, non-CO₂ emissions are not quantified.
 - Scope 1 emissions cover fossil fuel burning and the calcination process.
 - Scope 2 emissions cover purchased electricity from the grid.
- For all other SBUs:
 - The data for Scope 1, 2 and 3 have been restated due to enhanced calculation methodology and alignment with GHG calculation of GHG Protocol based on IPCC Sixth Assessment Report (“AR6”).
 - The GHG emissions of all other SBUs were measured based on the GHG Protocol.
- Scope 3 emissions data only covers Category 6 – Business travel.
- Emission Factors: Based on the Emission Factor published by Sarawak Energy Berhad.
- The data marked with “-” indicate that the information is not available.
- The Scope 2 emissions data reported for the Phosphates SBU in FY2023 covered the period from January to May FY2023.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Air Emissions

Cahaya Mata is dedicated to minimising air emissions throughout our operations. In FY2024, our operating SBUs—Diversified (CMTD & PPES)—maintained air emissions well within regulatory limits set forth by the Department of Environment (“DOE”), achieving zero incidents of non-compliance with air emission regulations.

Our Cement SBU also kept track of their air pollutant emissions, encompassing dust, SO_x, NO_x, and VOCs – all of which were maintained within regulatory limits.

Air Pollutant Emissions	Unit	FY2022	FY2023	FY2024	Standard Permissible Limit (“DOE”)
(i) Dust ¹	mg/m ³	< 10.00	< 25.00	40.00	50
(ii) SO _x ¹	mg/m ³	< 0.00001	< 0.00001	< 0.00001	400
(iii) NO _x ¹	mg/m ³	< 0.00001	< 0.00001	< 0.00001	800
(iv) VOCs ¹	mg/m ³	0.73	0.72	3.70	20
(v) TPM ²	mg/m ³	43.00	44.00	36.00	50

Notes:

- The data disclosed above covers our Cement SBU.
- The data disclosed above covers operating entities for Construction Materials & Trading.

Outlook

Cahaya Mata is focused on gradually incorporating energy-efficient technologies and digitalisation efforts across our SBUs. We will continuously explore opportunities to enhance our process efficiencies, and to also consider alternative materials with lesser carbon footprint and a lower environmental impact. With that being said, our Clinker Line 2 Project represents a notable leap forward as it is designed to optimise resource use, maximise efficiency, and minimise reliance on traditional inputs – all of which are integral to tackle climate change. We have also ensured that the Clinker Line 2 will minimise the emission of air pollutants and CO₂, maintaining dust emissions at 10mg/m³ whilst yielding a 10% reduction in the CO₂ emissions of the existing Clinker plant. We are confident that along with our current efforts, it will be a significant stepping stone to gradually expedite our decarbonisation journey, as well as contributing to Malaysia’s transition to a low-carbon economy.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

EFFLUENT AND WASTE MANAGEMENT

We recognise the importance of implementing robust waste and effluent management to minimise the environmental impact of our operations. Effective waste management not only reduces environmental impact but also promotes resource efficiency through recycling and reuse, contributing to a circular economy where waste is repurposed into valuable resources. Neglecting proper waste and effluent management may result in legal consequences, reputational damage, financial penalties, and potential operational disruptions. By adopting responsible waste and effluent management, we ensure regulatory compliance while demonstrating our commitment to environmental stewardship and sustainable business practices.

CAPITALS

- Manufactured Capital
- Natural Capital

STAKEHOLDERS

- Employees
- Government and Regulators

UN SDGs



Management Approach

At Cahya Mata, waste management practices are overseen and monitored by designated personnel within each of the SBUs. Each SBU is guided by its own Environmental Policy tailored to its specific functions, reflecting the Group's commitment to responsible environmental management, pollution prevention, and legal compliance. Several SBUs have achieved ISO 14001:2015 certification, demonstrating their commitment to continuous improvement, resource efficiency, and sustainable environmental performance.

We classify our generated waste into hazardous and non-hazardous categories. The disposal of hazardous waste is managed responsibly and in full compliance with local laws and regulations. This is achieved by engaging licensed transporters and contractors, as well as ensuring the scheduled waste is properly stored, labelled, and disposed of in accordance with the Environmental Quality (Scheduled Waste) Regulations 2005.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

In line with our commitment to promoting responsible waste management, we adopt a waste hierarchy approach, prioritising waste prevention, reuse, recycling, and recovery before considering disposal. Our strategy emphasises waste minimisation while maximising resource efficiency. To achieve this, we explore innovative solutions, foster collaboration, and strive to integrate circular economy principles into our waste and resource management practices, aiming to reduce our environmental footprint and build a more sustainable future.



Reduce

Promote waste prevention and minimisation at the source through awareness initiatives, improved operational efficiency, and process enhancements.



Reuse

Reuse materials for their original intended purpose to extend the life cycle of materials.



Recycle

Partner with third parties to ensure recyclable materials are properly recycled. Reuse materials for their original intended purpose to extend the life cycle of materials.



Recover

Recover energy or valuable resources from waste, converting them into useful products or energy sources.



Repurpose

Transform the waste materials for alternative uses, giving them new functions or value with minimal industrial processing.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

Embracing a circular economy approach, we have integrated reduce, reuse, recycle, recover, and repurpose principles into our waste management strategies across the Group’s operations.



Reduce

Cahaya Mata

- The Group promotes the reduction of paper usage.
- Raise awareness and encourage the adoption of “reduce, reuse, recycle” principle across the Group.



Reuse

Road Maintenance SBU

- Recycled Asphalt Pavement (“RAP”) is reused for temporary pothole patching, forming hard shoulders, and paving small roads to benefit the community.
- Return of the used bitumen drums to partnered suppliers for reuse, thereby minimising waste generation.

Cement SBU

- Return the used bitumen drums to partnered suppliers for reuse, thereby minimising waste generation.



Recycle

Road Maintenance SBU

- Recycle existing road pavement materials using the Cold in Place Recycling (“CIPR”) method for pavement rehabilitation.

Property Development SBU

- Organise Corporate Social Responsibility (“CSR”) recycling initiatives to raise environmental awareness and encourage community participation in waste recycling.

Cement SBU

- Conduct recycling activities for recyclable waste generated by the plant.



Recover

Cement SBU

- Utilise the recovered fuel oil as an alternative to diesel for heating processes in clinker production.
- Recover major oxides from sludges, spent pot lining, and spent garnet, which are generated by other industries, for clinker production.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP



Repurpose

Road Maintenance SBU

- Repurpose the old pipe culverts, which no longer serve their original purpose, by strategically rearranging them along riverbanks or embankments to enhance soil stability and control soil erosion.
- Repurpose the damaged guardrail components as temporary embankment supports.

Cement SBU

- Repurpose the waste oil as demoulding agent in concrete production.
- Repurpose phosphate slag, a byproduct from another subsidiary that would otherwise be discarded, as a substitute for metatlonolite in cement production.

Promoting A Circular Economy

The Group also advocates for a circular economy through responsible and innovative practices, transforming waste materials into raw inputs for our products. This approach promotes greater resource efficiency and supports environmentally sustainable operations.



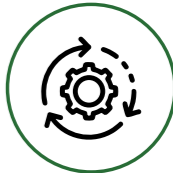
The Cement SBU is at the forefront of implementing innovative solutions to promote resource efficiency and supporting circular economy. Phosphate slag, a by-product of phosphorus production in the phosphate manufacturing process that is classified as scheduled waste, has been utilised by Cement SBU as raw materials to replace Metatonolite in the cement production. In addition, the utilisation of other scheduled waste, including sludge from industrial treatment processes, spent garnet from maintenance activities, and spent pot lining from aluminium smelting, is integrated into the existing raw materials for clinker production. In concrete production, waste oil is used at the concrete plant as demoulding agent.

On the other hand, the Road Maintenance SBU has demonstrated its commitment to a circular economy by integrating this principle into its operations. By reclaiming asphalt from deteriorating roads, they process it into new materials for pothole repairs, road shoulder construction, and small-scale paving projects. This approach not only extends the lifespan of road materials but also reduces the demand for new raw resources, thereby minimising environmental impact while contributing to the enhancement of community infrastructure.

Cahaya Mata will continue our effort to drive innovation in resource efficiency across our product offerings in support of the circular economy, aiming to enhance environmental performance while fostering sustainable economic growth.

Effluent Management

Most SBUs do not generate effluent requiring treatment, and some reuse effluent back into their systems for resource efficiency.



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS
 UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

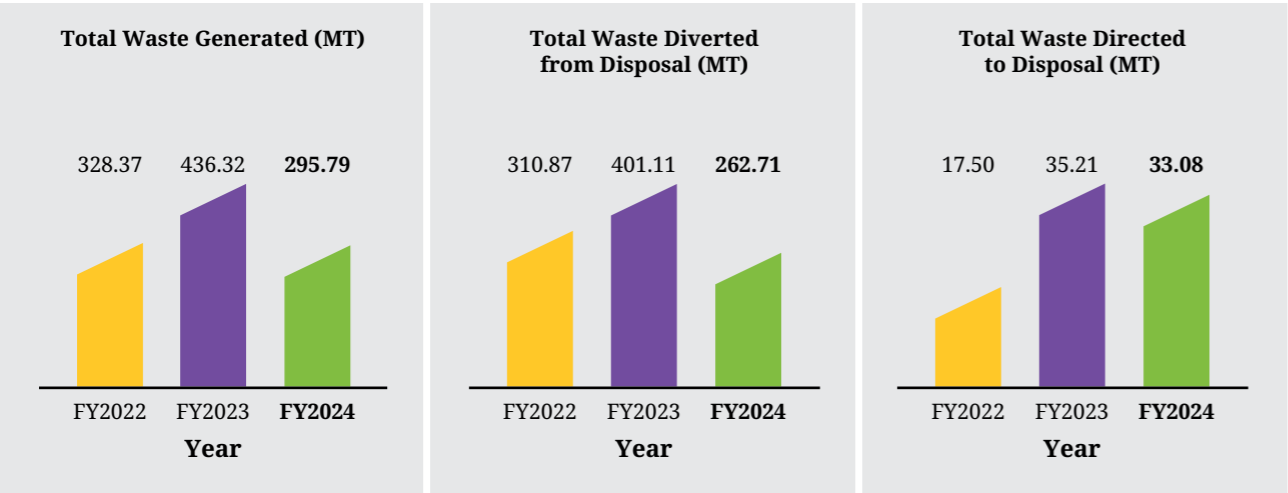
Training and Awareness

As part of our efforts to promote responsible waste management and enhance resource efficiency across operations, we have taken initiatives aimed at raising awareness among their staff about responsible waste management practices.



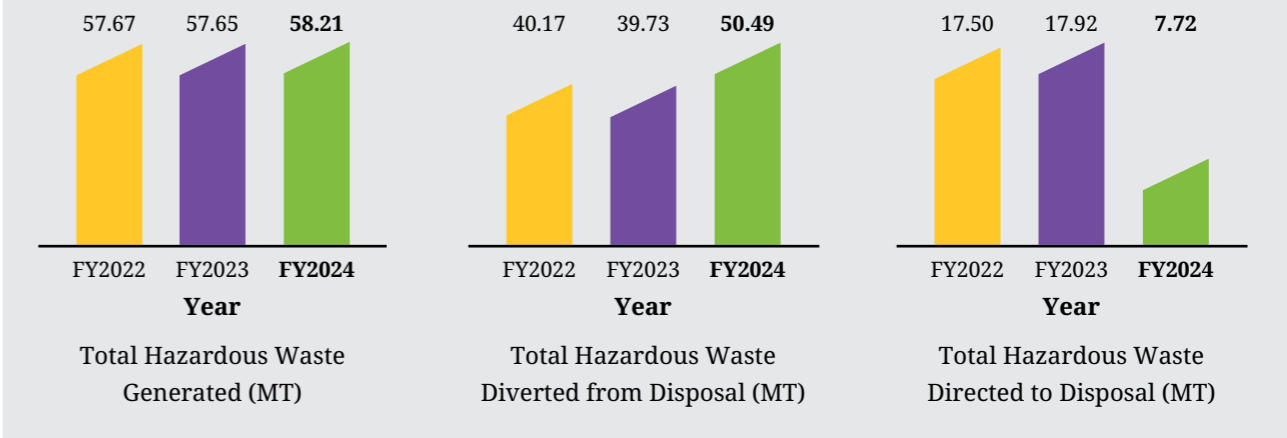
The Road Maintenance SBU has provided training for its employees on the proper handling and management of hazardous waste. The programme covers the potential risks associated with hazardous waste, promotes responsible waste management practices, and highlights the legal compliance requirements set by the DOE. By implementing training initiatives, operational SBUs foster a culture of responsible hazardous waste management while ensuring compliance with relevant regulations.

Our Performance

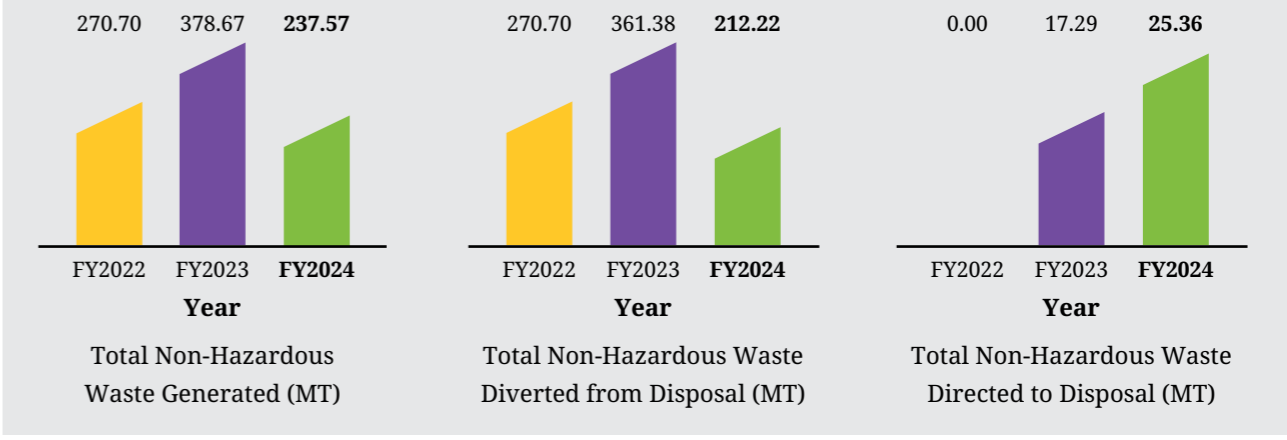


SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS
 UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

HAZARDOUS WASTE PERFORMANCE



NON-HAZARDOUS WASTE PERFORMANCE



Note:
 The table above represented the data from Cahya Mata and its SBUs including Cement, Phosphates, Property Development and Construction Materials & Trading.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Outlook

As the waste management of the Property Development SBU at the construction site is currently managed by its subcontractor, Cahya Mata plans to extend tracking efforts to monitor waste generation from projects in order to better understand the environmental impact of our operations. We are dedicated to responsible waste and effluent management, maintaining full compliance with local legal requirements. We strive to continue implementing the waste hierarchy, focusing on waste prevention across our operations. To achieve this, we emphasise resource optimisation, promoting more efficient use of materials and processes to reduce waste at its source. By cultivating a culture of continuous improvement, fostering strategic partnerships, and enhancing employee awareness, we aim to minimise the environmental impact of our operations.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

WATER MANAGEMENT

Cahya Mata recognises the importance of maintaining and sustaining our water resource stewardship. We integrate proactive water management practices across all our business operations, actively monitoring and implementing various initiatives to reduce our water consumption across all SBUs. Without robust water management practices in place, we are at risk of facing potential non-compliance fines from regulators, or project delays due to inadequate water supply which could adversely impact our reputation and operations. Hence, we strive to safeguard our water resources as it plays an integral role in our day-to-day activities.

Currently, our Phosphates SBU is in preservation mode as a result of ongoing disruptions to our power supply – which has resulted in minimal water usage and hence, a significant reduction in our overall water consumption. As of right now, the SBU only uses water for the purpose of maintenance and preservation activities, to prevent existing equipment from corroding and scaling during the inactive timeframe, as well as to maximise the plant's readiness to restart.

CAPITALS

- Manufactured Capital
- Natural Capital

STAKEHOLDERS

- Employees
- Government and Regulators

UN SDGs



Management Approach

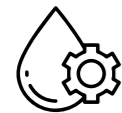
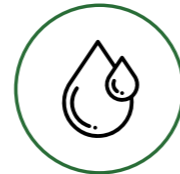
Motivated by our dedication to responsible water use, we are committed to maintaining the integrity of the water bodies surrounding our operational sites. To accomplish this, we strictly comply with national, regional, and local water quality regulations to preserve ecosystem health and uphold environmental standards. We are committed to the mindful consumption of this vital resource. Our approach to sustainable water management includes but are not limited to initiatives such as implementing rainwater harvesting systems and using river water as a closed-loop cooling system to reduce reliance on freshwater sources. We also prioritise conducting regular monitoring and maintenance to detect and prevent water leakages, ensuring efficient water usage across all our business operations. As a Group, we view water preservation as an integral pillar of our broader environmental stewardship efforts, integrating mindful water usage at every stage.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

How We Create Value

As part of the Group's effort of conserving water and improving responsible usage, our SBUs have incorporated water efficiency initiatives aligned with the operational needs. Within the Cement and Construction Materials & Trading SBUs, rainwater harvesting systems have been installed across our operating sites such as Pending Plant, where up to 20,000 litres of rainwater is collected at a time and used towards general use and cleaning purposes. In 2024, the amount of collected rainwater through this system totalled 547,577 litres.



BEYOND COMPLIANCE, WE ACTIVELY PURSUE INNOVATIVE SOLUTIONS TO OPTIMISE WATER USAGE AND REDUCE RELIANCE ON FRESHWATER SOURCES.

Meanwhile, across the Group's housing developments, the Property Development SBU optimises water-saving measures by installing and maintaining appliances that reduce water usage without compromising performance. These initiatives include dual-flush toilet systems, which feature two different buttons or a handle mechanism to control the volume of water per flush – as well as fixing faucets and taps with components designed to reduce water flow. To ensure proactive and efficient water management, personnel also conduct regular inspections of the piping and plumbing infrastructure to detect and prevent potential leakages, while the SBU's water consumption is closely monitored on a monthly basis. Additionally, during dry spells, water sprinkler operations are activated to minimise air pollution caused by fugitive dust. To further strengthen our sustainable water management efforts, we have implemented a closed-loop water cooling system. The water undergoes a continuous cooling and recycling process through the cooling tower, effectively regulating machine temperatures across the entire plant.

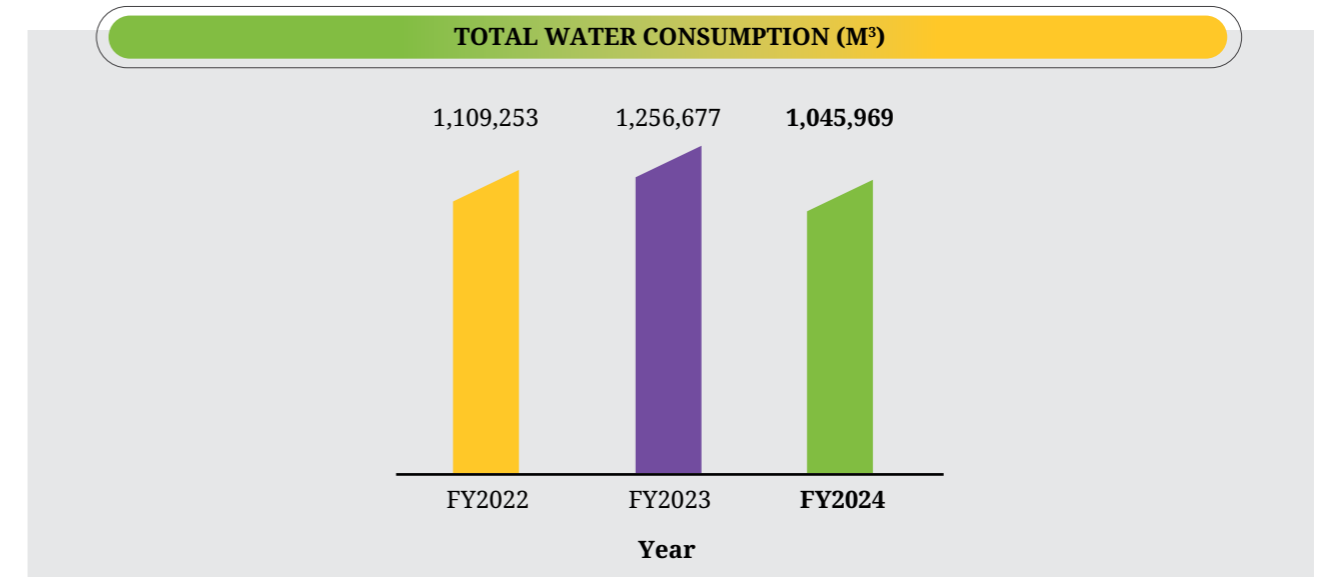
In addition, our Road Maintenance SBU incorporated the initiative of using river water for road cleaning purposes. Approximately 24,000 litres of river water is collected per day in two 12,000 litre tanks, which is then sprayed onto the laid road base twice a day to reduce dust prior to premix work.

As we recognise the vital importance of effectively conserving our water resources, we are committed to achieving more strategic goals, with proactive approaches to strengthen our sustained water efficiency.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

Our Performance



We track and record our water consumption to enhance our ability to monitor, manage, and plan water usage more effectively across project sites and facilities. This strategic approach not only enables the identification and implementation of water saving measures, but also reduces our operational costs. Analysing water usage data at the early stages allow us to identify sites that are more susceptible to water loss, enabling preventive measures and the optimisation of water efficiency before a project commences.

Additionally, in the past three years, there have been no recorded instances of non-compliance with environmental standards and regulations across all our operations – a testament to our commitment to environmental responsibility and our robust governance practices. We will continue to uphold strict monitoring to ensure ongoing compliance with regulatory requirements and best practices.

Outlook

Moving forward, we are committed to strengthening our water stewardship efforts as part of our broader environmental sustainability vision. We intend to enhance our water management initiatives by implementing efficiency-driven measures, expanding our water reuse measures, and strengthening our conservation strategies. By doing so, we aim to safeguard vital water resources, reduce water consumption, and reinforce our commitment to sustainable operational practices.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

BIODIVERSITY

At Cahya Mata, we recognise that our business activities, predominantly Cement, Road Maintenance, Phosphates, Property Development and Construction Materials & Trading SBUs have both direct and indirect impacts on the surrounding biodiversity. Infrastructure development such as road maintenance and construction may contribute to pollution from dust and chemical runoffs as well as deforestation, while the operational phase typically involves vehicle emissions, oil spills, and litter. Meanwhile, our industrial processes and raw material extraction may lead to land degradation, soil and water contamination – all of which contribute to shrinking natural habitats and ultimately impact local ecosystems.

CAPITALS

- Natural Capital

STAKEHOLDERS

- Employees
- Government and Regulators

UN SDGs



Management Approach

Evaluating our Impact through Environmental Impact Assessment

In the effort of mitigating biodiversity risks from our activities, we are committed to progressively implementing sustainable practices across our operating and supply chain. We ensure that our projects in areas susceptible to biodiversity risks undergo comprehensive assessments prior to implementation to ensure their environmental feasibility. Our quarry project in Gunung Sibanyis, Kuching, and Bukit Mambai, Sebuyau, was subject to a thorough Environmental Impact Assessment (“EIA”), which involved but was not limited to evaluating the surrounding physiochemical, biological, and human environment. These assessments are of utmost importance to us as it enables the identification of potential environmental impacts of our business operations at different stages of the project. By integrating these initiatives of minimising our ecological impact, we aim to balance long-term biodiversity preservation with our long-term value creation goals.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

UPHOLDING RESPONSIBLE ENVIRONMENTAL STEWARDSHIP

The Construction Materials & Trading SBU conducted thorough EIAs for their site at Gunung Sibanyis and Bukit Mambai to evaluate and identify any potential adverse environmental impacts prior to the planning and construction phases, as well as during the operational phase of their facilities, in accordance with local authority requirements. All EIAs have shown minimal impact on biodiversity, with no endangered or endemic species detected, resulting in negligible loss of flora and fauna genetic resources.



TO ENSURE ENVIRONMENTAL FEASIBILITY, WE CONDUCT COMPREHENSIVE ASSESSMENTS FOR PROJECTS LOCATED IN BIODIVERSITY-SENSITIVE AREAS BEFORE INITIATING ANY WORK.

Restoring our Ecosystem through Tree Planting

Guided by our commitment to preserving and restoring our local ecosystems, we partnered with Forest Department Sarawak to organise a tree planting programme as one of the key initiatives of our broader environmental sustainability strategy. This initiative aims to rehabilitate the forest and natural habitats, ultimately enhancing biodiversity while also reducing carbon and greenhouse gas levels in the atmosphere. Collaborations as such drive the growing awareness of the importance of biodiversity while simultaneously contributing to the renewal of our green spaces. This tree-planting programme represents a significant step in our journey towards long-term ecological balance and environmental stewardship.

Outlook

Looking ahead, we remain committed to minimising the ecological footprint of our operations by integrating proactive conservation and restoration efforts. This includes strengthening our biodiversity management approach by exploring more opportunities in conservation initiatives, increased collaborations, and enhanced risk mitigation strategies. By doing these continuous restoration efforts, we strive to preserve our natural ecosystems, care for the local biodiversity, and contribute impactfully towards a lasting, resilient environment.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

Nurturing Growth in People



- 201 Occupational Health and Safety
- 214 Talent Management and Development
- 221 Human Rights
- 224 Community Engagement and Development
- 231 Diversity and Equal Opportunity

Align to:



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

At Cahya Mata, providing a safe, secure, and healthy workplace is a core priority that supports both our people and our long-term business success. By fostering a work environment where employees feel protected and valued, we enhance morale, boost productivity, and reduce absenteeism and turnover.

This commitment also strengthens our reputation as a responsible and caring employer—helping us attract and retain top talent while building trust with stakeholders. Preventing workplace incidents not only protects our workforce but also minimises operational disruptions and associated costs, contributing to greater efficiency and resilience across the Group.

CAPITALS

- Human Capital

STAKEHOLDERS

- Employees
- Suppliers, Vendors and Service Providers (including contractors)

UN SDGs



Management Approach

The Group Quality, Health, Safety, Security and Environment (“QHSSE”) Department is responsible for the oversight and management of the Occupational Safety and Health (“OSH”) performance of all SBUs across Cahya Mata. Its key responsibilities include:



Collecting, compiling, and analysing OSH-related data and records from each SBU.



Organising group-wide OSH-related programmes.



Advising senior management on OSH performance across the Group.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

At the SBU level, health and safety committees are established to serve as a platform for collaboration between management and workers to create a safer work environment. Key responsibilities of the committees at SBU level include:



Proactively identifying potential hazards, assessing associated risks, and recommending effective preventive measures.



Managing and monitoring of OSH performance within their respective SBUs.



Ensuring compliance with relevant regulations and statutory requirements.

To ensure that each SBU's operations align with the overall objectives and goals of the Group, quarterly Health, Safety, and Environment ("HSE") meetings are held with representatives from each SBU. During these meetings, all relevant policies and mandates are communicated effectively. Additionally, Group QHSSE representatives are invited to attend SBU-level HSE committee meetings whenever necessary to provide updates and receive input.

Underscoring our commitment to providing a secure environment for our employees, the Group is committed towards the achievement of the following Key Performance Indicators ("KPI") on an annual basis:



Zero (0)
Fatalities



Zero (0) Total
Permanent Disabilities

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Maintaining Our Health and Safety Standards

Our OSH Policy Statement governs our approach in fostering a safe and healthy workplace. The Policy applies to all our employees and other relevant stakeholders that are associated with our businesses, such as our contractors and vendors. It ensures that the well-being of our employees is constantly monitored while the Occupational Safety and Health Act 1994 and all other relevant applicable standards and statutory provisions are complied with across all SBUs. To ensure its continuous relevance to our business model and operations, our OSH Policy is regularly monitored, and updates will be made whenever necessary.



The OSH Policy is accessible at

<https://www.cahyamata.com/about-us/corporate-governance-2-2-2/occupational-safety-and-health/>

While the OSH Policy Statement serves as the overarching framework for the Group, given the nature of our diverse businesses, each SBU has implemented its own individual policies that are aligned with the Group-wide policy.

Occupational Safety and Health Management System

The ISO 45001:2018 is an internationally recognised standard that outlines the requirements for an Occupational Safety and Health ("OSH") management system. It provides a structured framework to proactively identify and manage OSH risks, ensuring a safer and healthier workplace for all stakeholders. To date, around 47% of our SBUs are ISO45001:2018 certified, including:



Cement



Road Maintenance



Oiltools



Construction Materials
& Trading (SEDC
Premix, SEDC Quarries)

The coverage of the OSH management systems extends to all employees and contractors for work that is performed at the work sites and premises of Cahya Mata. Meanwhile, our Phosphates SBU is currently undergoing the process to obtain the certification, tentatively to obtain the certification by the end of 2026.

Recognising that employee concerns are central to workplace safety, our Cement and Oiltools SBUs actively involve employees in the development of the OSH management systems through their participation in health and safety committees. This approach fosters a culture of shared responsibility and continuous improvement in health and safety standards.




SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Strengthening Safety Standards and Hazard Mitigation

To ensure all of our operations comply with the relevant safety standards, the Group QHSSE Department conducts OSH audits annually through physical site visits and walkabouts. These audits help to identify on-site hazards and provide solutions for improvement. The implementation of the solutions provided from the audits are regularly monitored to ensure that the necessary measures are implemented in a timely manner. In FY2024, we conducted OSH audits across a total of 40 sites, underscoring our commitment to minimising the presence of work-related hazards.

Our SBUs have also established policies and procedures to address unsafe work conditions and prevent the occurrence of incidents. These are as below:

Policies/Procedures	SBUs	Description
<div>Hazard Hunt Cards</div> <div></div>	<ul style="list-style-type: none">Oiltools	Through the issue of hazard hunt cards, all workers operating on site are encouraged to report hazards, incidents, or circumstances that may pose a health and safety risk.
<div>Stop Work Policy</div> <div></div>	<ul style="list-style-type: none">OiltoolsRoad Maintenance	In accordance with the Occupational Safety and Health (Amendment) Act 2022, our Stop Work Policy encourages all employees to call for a Stop Work Order (“SWO”) whenever a situation that may lead to the occurrence of an incident is encountered. All SWOs must be initiated without delay, and every employee, regardless of position or seniority, has the right and duty to call for an SWO. All employees that issue an SWO are protected from any form of reprisals.
<div>Driving Policy</div> <div></div>	<ul style="list-style-type: none">Oiltools	Recognising the risks associated with driving, our Oiltools SBU have enforced a strict Driving Policy to ensure the safety of all employees, contractors, and visitors on the road. The company enforces strict driving policies to minimise risks, promote responsible driving behaviour, and uphold compliance with safety regulations, both during work-related travel and personal commutes.

Additionally, we recognise that providing comprehensive education and training are essential components in fostering a work culture that is centred upon strong health and safety values. As such, our SBUs invest in comprehensive training initiatives that equip our employees with the knowledge, skills, and competencies needed to identify hazards, follow safety protocols, and respond effectively to emergencies.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Risk Assessment and Hazard Identification

Risk assessments are conducted for key projects across the Group at all phases of the project lifecycle, from inception to handover. These risk assessments are conducted on a regular basis, with frequency depending on the criticality of the risks involved in the project. Upon project handover, risks are assessed as part of the respective SBU’s operational risks on a quarterly basis.

To ensure effective risk management, we employ various tools, such as our OSH audits, to conduct Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”). Guided by Department of Occupational Safety and Health (“DOSH”) regulations, we apply the hierarchy of controls to systematically eliminate hazards and minimise workplace risks.

Hierarchy of Control	Description
Elimination	<ul style="list-style-type: none">Physical removal of hazards, such as elimination of processes involving hazardous equipment, tools, or materials.
Substitution	<ul style="list-style-type: none">Replacement of hazardous materials with less or non-hazardous materials.Substituting the use of nitrile gloves to chemical resistant Viton gloves when handling acid.
Engineering Controls	<p>Creation of protection barrier between workers and potential hazards; including:</p> <ul style="list-style-type: none">Enclosed the ball mill door during operation to prevent exposure to noise.Provision of local exhaust ventilation (fume hoods) to remove airborne chemicals.
Administrative Controls	<ul style="list-style-type: none">Implementation, reviews and updates to standard operating procedures (“SOP”) to enhance OSH management and ensure safe work is conducted.Working in rotation basis to reduce worker exposure.Medical surveillance and chemical exposure monitoring.Provision of training to improve staff competency.
Personal Protection Equipment (“PPE”)	<ul style="list-style-type: none">Provision of adequate DOSH SIRIM approved PPE for all workers.Provide training to workers and contractors on proper usage of PPE.

Additionally, our Oiltools SBU also conducted the assessment and risk identification via Hazard Identification, Risk Assessment & Determining Control (“HIRADC”) to identify and assess workplace hazards, evaluate associated risks, and implement effective control measures to ensure a safe and healthy work environment.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Enhancing Employee Welfare

We remain firmly committed to safeguarding our employees' health, safety, and well-being by providing comprehensive medical care and robust emergency response support. First aid facilities have been established across all operational sites to ensure timely access to medical assistance, enabling employees to receive immediate care when needed.

To uphold the quality and effectiveness of these facilities, we conduct regular maintenance, and gather employee feedback to drive continuous improvements. Additionally, our designated first aiders undergo competency training to strengthen their emergency response capabilities and ensure swift, effective action in critical situations.

In addition to on-site medical support, employees are provided access to panel clinics and healthcare centres, underscoring our commitment to their physical well-being. Recognising the sensitivity of medical information, we strictly adhere to Malaysia's Personal Data Protection Act 2010, ensuring that all employee medical data remains confidential and is not disclosed without consent. Through our focus on healthcare accessibility, emergency preparedness, and data privacy, we cultivate a workplace where employees feel safe, supported, and valued.

How We Create Value

In FY2024, we embarked on a series of initiatives, at both Group and SBU level, in line with the aim of improving the well-being of our employees across our operations.

Strengthening Health and Safety Measures

To improve the awareness of our employees on health and safety matters, the Group and our SBUs have conducted the following training sessions:

SBU	Initiative	Description
Group	OSH Coordinator Training Programme ("OSH-C")	<ul style="list-style-type: none"> In alignment with OSHA regulations, we have appointed an OSH Coordinator from each SBU to ensure workers are equipped with the knowledge and skills to coordinate health and safety initiatives and ensure compliance with OSH-related regulations with the aim to foster a safe workplace. To date, a total of 25 individuals across the Group have been designated as OSH-C.
	Health and Safety Training	<ul style="list-style-type: none"> Group QHSSE Department provided an overview on the Occupational Safety and Health (Amendment) Act 2022 to ensure understanding and compliance of all employees with the act. Internal HSE training conducted at Group QHSSE office and Cement Mambong focused on the basic understanding of ESG principles as well as the UN SDGs.



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

SBU	Initiative	Description
Cement	Safety Culture Week	<ul style="list-style-type: none"> Safety Culture Week aims to foster a strong safety culture by raising awareness, reinforcing the importance of safety in daily operations, encouraging employees to adopt and maintain safe behaviours, and promoting a proactive approach to accident prevention.
	Weekly Toolbox Talks and Stretching	<ul style="list-style-type: none"> A combined approach integrating discussions on key safety topics with stretching exercises to improve posture and overall physical well-being.
	Safety Awareness Trainings	<ul style="list-style-type: none"> This includes awareness sessions and briefings on the safe operation of machineries, such as forklifts and cranes, as well as on the proper usage of PPEs.
Oiltools	Safety leadership training	<ul style="list-style-type: none"> Safety leadership training aims to improve the ability of leaders to effectively manage safety risks and promote safe behaviours into all aspects of their operations. This compulsory training includes HSE induction of the project, Loss Prevention System and briefing for the project.
	Safe handling of hazardous substances	<ul style="list-style-type: none"> A Mercury Awareness course was conducted to educate employees on the safe handling and proper procedures for managing mercury in the workplace. Employees attend the Safe Handling of Chemicals course provided by ExxonMobil to ensure they are equipped with knowledge on safe chemical handling.
	Hydrogen Sulphide Training	<ul style="list-style-type: none"> Training was provided to all employees working on sites where hydrogen sulphide is present, ensuring they are equipped with the necessary knowledge and safety protocols.

Additionally, in FY2024, a groupwide HSE Risk Assessment was conducted by the Group QHSSE Department, and, on their recommendations, additional mitigation measures were implemented by the various SBUs to further mitigate their health and safety risks. The same assessment will be conducted regularly for monitoring purposes as well as to identify further improvement opportunities.

Fire Safety



Fires are considered a major hazard across our operations due to the catastrophic risks it poses to the health and safety of our employees. In this regard, we have implemented a series of initiatives to minimise the impact of such incidents, should they occur.

In FY2024, the Group QHSSE Department conducted a briefing at our corporate headquarter (“HQ”) to equip all employees at our HQ with the knowledge on fire extinguishers and emergency procedures. Fire drills are also conducted across all SBUs to ensure our employees are well-prepared in the event of such incidents. The Group has also developed a new Emergency Response Plan (“ERP”) at our Samalaju Resort Hotel and Workers Lodge.

Noise Management



Given the nature of business, our workers in the Oiltools and Cement SBUs are exposed to hazardous noise at the workplace. As such, we are committed to the minimisation of the risks posed by noise on the health of our employees. To this end, our Oiltools SBU has provided noise and hearing conservation awareness sessions to their employees, while our Cement SBU has conducted awareness talks on noise exposure as well as a noise risk assessment.

Ergonomic Assessment



Prolonged exposure to repetitive strain, awkward postures, or forceful exertions can lead to discomfort and musculoskeletal injuries over time. To safeguard employee well-being, our SBUs have taken proactive measures to mitigate these risks. The Oiltools SBU focuses on improving workplace setups, promoting healthy movement, and enhancing posture, while both the Oiltools and Cement SBUs conduct ergonomics awareness programmes.

These initiatives ensure an ergonomic work environment that supports the long-term health of our workforce.

Road Safety



To prioritise the safety of our employees on the road, our SBUs actively promote road safety and well-being through dedicated campaigns and initiatives. Road safety awareness campaigns were conducted by our Road Maintenance SBU at Sarikei and Saratok, with 250 and 120 attendees, in addition to regular inspections regular inspections, training programmes, and incident reviews.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

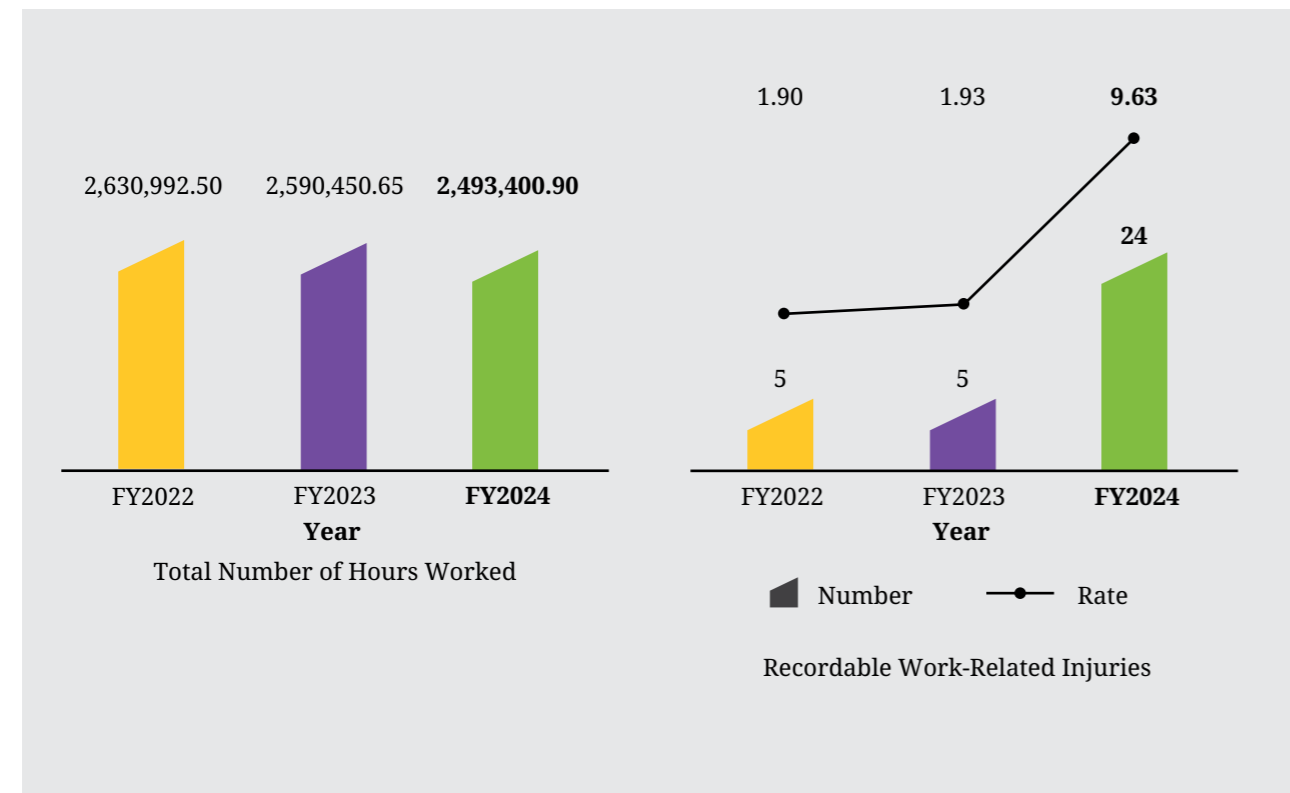
Our Performance

In FY2024, the Group successfully met its KPI of achieving zero (0) work-related fatalities. This was also achieved in FY2023 and FY2022, outlining our commitment to maintaining the health and safety of all our employees.



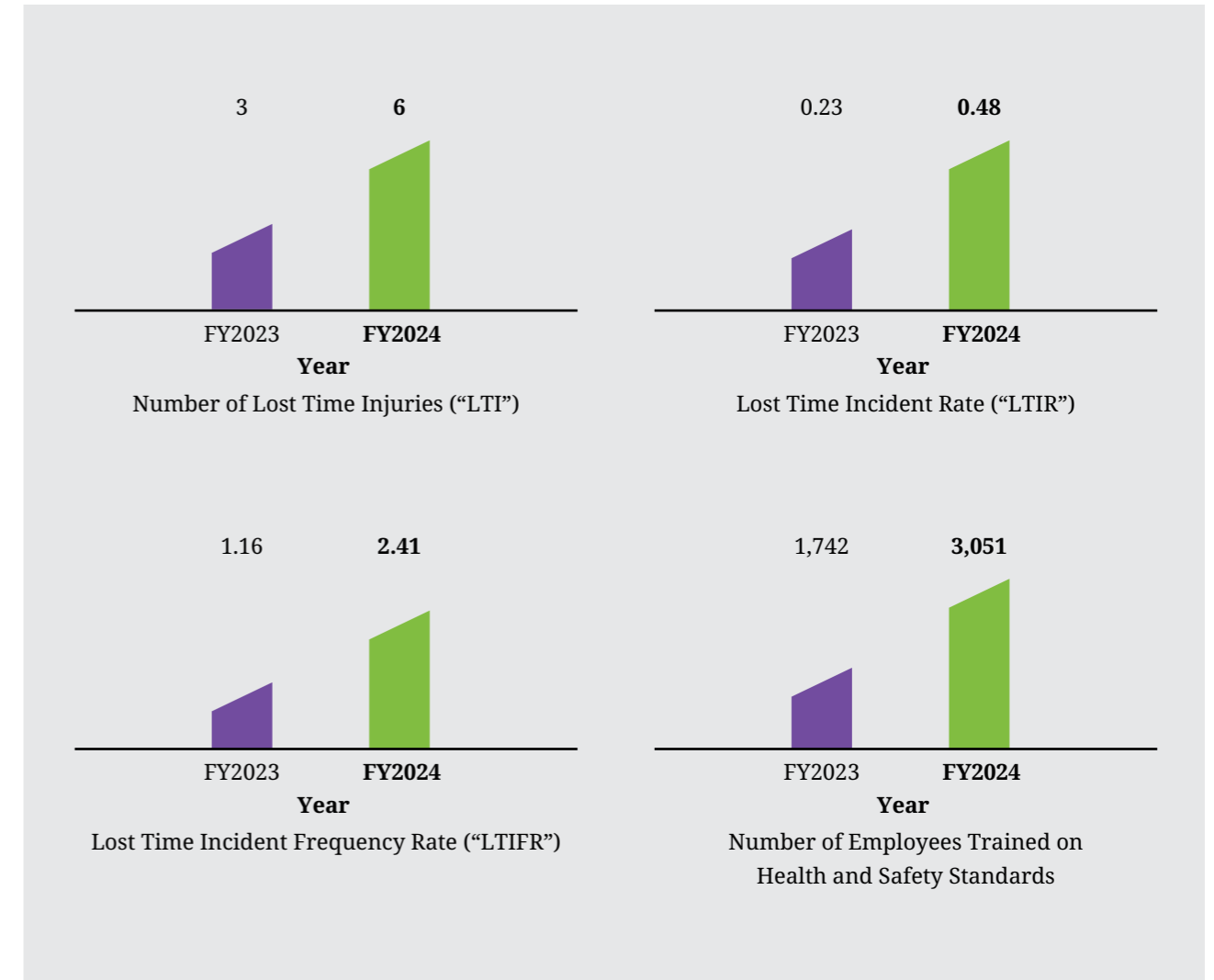
ZERO (0) WORK-RELATED FATALITIES SINCE FY2022.

Health and Safety Performance (Employees)



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Health and Safety Performance (Contractors)



Notes:

1. Aggregated employee health and safety data disclosed in FY2022 and FY2023 included Cement SBU and CMTD (SEDC Quarries, Cahya Mata Wires, SEDC Premix). In FY2024, aggregated data includes Cement SBU and CMTD (SEDC Quarries, Cahya Mata Wires).
2. Aggregated contractor health and safety data disclosed in FY2023 and FY2024 covers Cement SBU and CMTD (SEDC Quarries, Cahya Mata Wires).
3. Definition of Lost Time: Incident which results in injured person being absent from the workplace.
4. LTIR formula: Number of LTI / total number of hours worked x 200,000. (In accordance with Bursa Malaysia's Listing Requirements)
5. LTIFR formula: Number of LTI / total number of hours worked x 1,000,000. (Based on the Global Reporting Initiative ("GRI") recommendation)
6. Injury and fatality rates are calculated based on the GRI recommendation of per 1,000,000 hours worked.

Outlook

We remain committed to enhancing workplace safety through structured programmes and continuous improvements. In the short term, we will continue to conduct our annual safety awareness initiatives under the theme “Work Safe, Go Home Safe” and strengthen stakeholder engagement, including collaboration with relevant health and safety authorities such as DOSH.

Looking ahead, our 2025 Master Plan will focus on OSH audits, ERP training, and chemical safety training across all SBUs. Additionally, we are in the process of formalising a structured approach for incident management and investigation, ensuring a standardised safety framework across all SBUs of the Group.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

TALENT MANAGEMENT AND DEVELOPMENT

Employees are integral to driving the ongoing growth and success of our Group. At Cahya Mata, we are committed to attracting, motivating, retaining, and developing employees with the objective of cultivating a sustainable talented workforce within our Group. Through comprehensive training and development programmes, positive labour relations, and a focus on employee well-being, we strive to enhance retention rates and build a stronger leadership pipeline that contributes towards the success of our Group.

CAPITALS

- Human Capital
- Intellectual Capital

STAKEHOLDERS

- Employees
- Senior Management Team

UN SDGs



Management Approach

Cahya Mata is committed to developing and implementing a comprehensive approach in relation to talent management and development that focuses on employee recruitment, development, and retention in order to cultivate a skilled and high-performing workforce.

Empowering Our Employees Through Capacity Building and Skill Development

At Cahya Mata, we emphasise employee training, development, and capacity building, as we recognise these are essential to the long-term success of our Group. We understand that continuous training not only enhances employees' skills but also helps to nurture new talent, preparing them for greater responsibilities. Moreover, our focus on capacity building empowers employees to manage more complex challenges, adapt to evolving industry trends, and lead with greater confidence.

By equipping our workforce with up-to-date knowledge, cutting-edge technological expertise, and the ability to drive innovation, we ensure our employees remain competitive and satisfied. This approach fosters a culture of growth, improves performance, and supports both personal and organisational advancement, ultimately leading to sustained success and innovation within our Group.

For more information on the list of training programme to enhance employee skills, please refer to "Customer Relations and Satisfaction" section in pages 163 to 167.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Fostering Employee Engagement

We are dedicated to cultivating an engaging work environment where our employees feel deeply connected to the values and goals that drive our Group. By fostering this sense of belonging, we aim to create a workforce that is not only motivated but also highly invested in the success of our Group. In turn, an engaged workforce boosts productivity, enhances job satisfaction, and promotes a culture of collaboration, support, and mutual respect. This positive working environment ultimately strengthens the overall performance and long-term success of our Group.

Providing Strategic Remuneration and Benefits for a Thriving Workforce

As employees are the driving force behind the Group's growth and success, Cahya Mata believes that every employee should receive remuneration and benefits for their contribution. Our remuneration and benefits packages are designed to attract and retain a high-caliber workforce and aim to motivate our employees to perform even better in the future.

Performance Appraisals

At Cahya Mata, we are committed to fostering a culture of continuous improvement, where employees are encouraged to consistently enhance their performance and contribute to the Group's success. To support this, we have implemented a comprehensive Key Performance Indicator ("KPI") system designed to evaluate and assess employee performance in a fair and constructive manner. Employee performance is assessed through annual evaluations, with performance bonuses and salary increments determined based on overall job performance and contributions over the year. This approach not only allows us to recognise and celebrate achievements but also identifies areas for growth, enabling our employees to reach their full potential and drive long-term organisational success.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

How We Create Value

Cahya Mata remains dedicated in improving the Group’s learning and development programmes to identify talents that are suitable in driving the future success of Cahya Mata.

Talent Recruitment

Scholarship Programme

We have established our own scholarship programme to award scholarships to 30 of the best Sarawakian students, enabling them to pursue their bachelor’s degrees at various universities across Malaysia. This initiative aims to attract top student talent, fostering future leaders who can contribute to our business, investment, and corporate functions. Ultimately, the programme helps build a strong pool of innovative and competitive talent for the Group.



Local Recruitment

In FY2024, Cahya Mata organised multiple open interview sessions in collaboration with PERKESO Sarawak, with the goal of recruiting local talent and addressing the talent gap at the operator level. Our Human Resources (“HR”) Department from the Phosphates SBU also launched an Open Interview Programme in Kampung Nyalau to hire local talent. Additionally, we participated in a career fair organised by the PERKESO Bintulu Branch to connect with local candidates and provide them with detailed insights into our job opportunities.



Employee Engagement Programme

In FY2024, we introduced a monthly gathering for our employees, designed to boost productivity, improve retention, and elevate overall workplace morale. These sessions provided a platform for employees to connect, share ideas, and engage in meaningful discussions, fostering a sense of community and belonging. Moreover, we also conduct weekly ZUMBA sessions at Cahya Mata headquarter with the objective of promoting employee well-being. We strongly believe that employees who are physically and mentally healthy are more likely to be engaged with their work, leading to improved productivity. By promoting open communication and team bonding sessions, we aim to create a more collaborative and motivated workforce, driving both individual and organisational success.



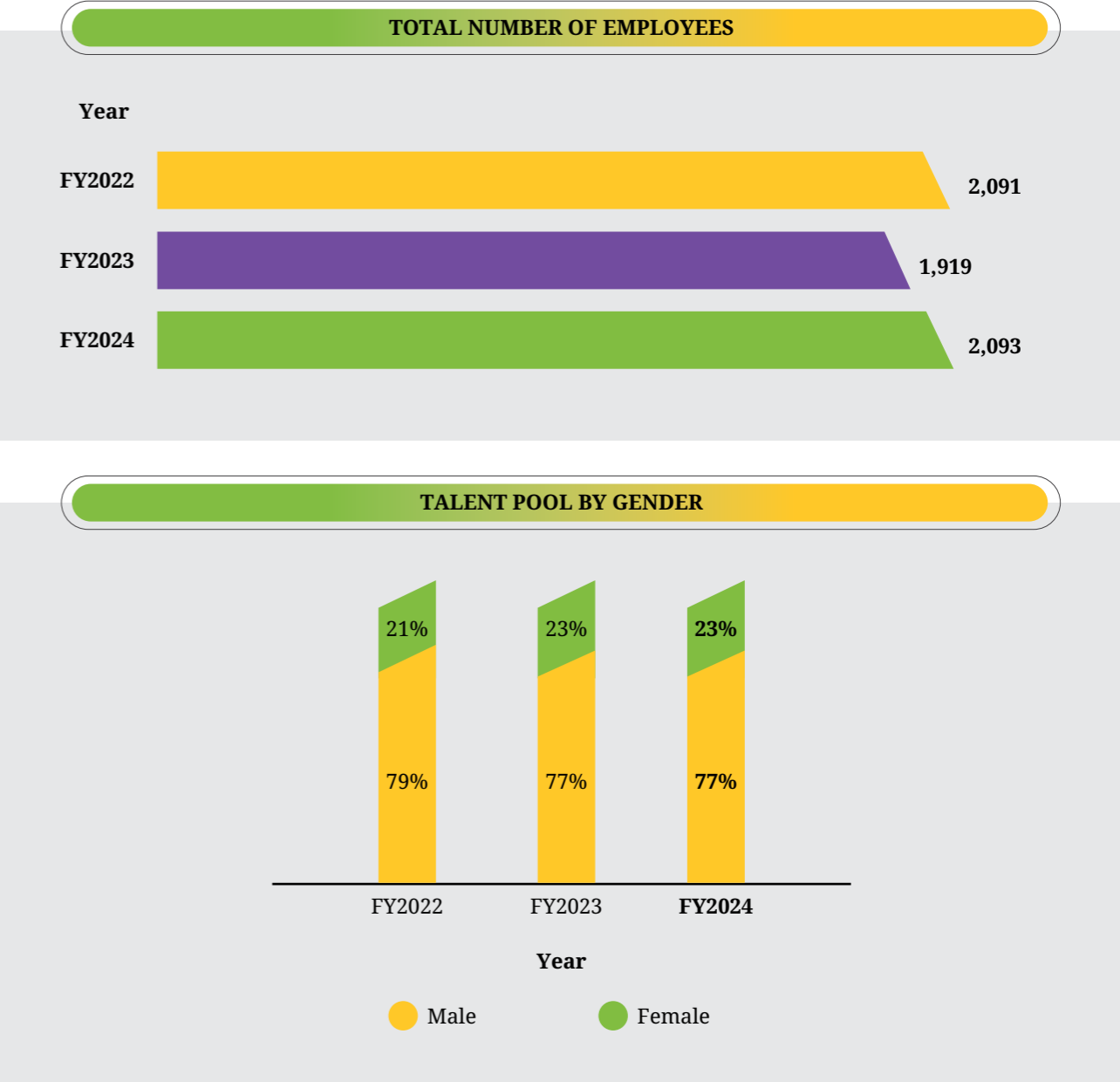
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Our Performance

Talent Pool

As of FY2024, our talent pool has grown by 174 compared to FY2023, reflecting the success of our Group in attracting a diverse range of talents through our targeted outreach programmes.



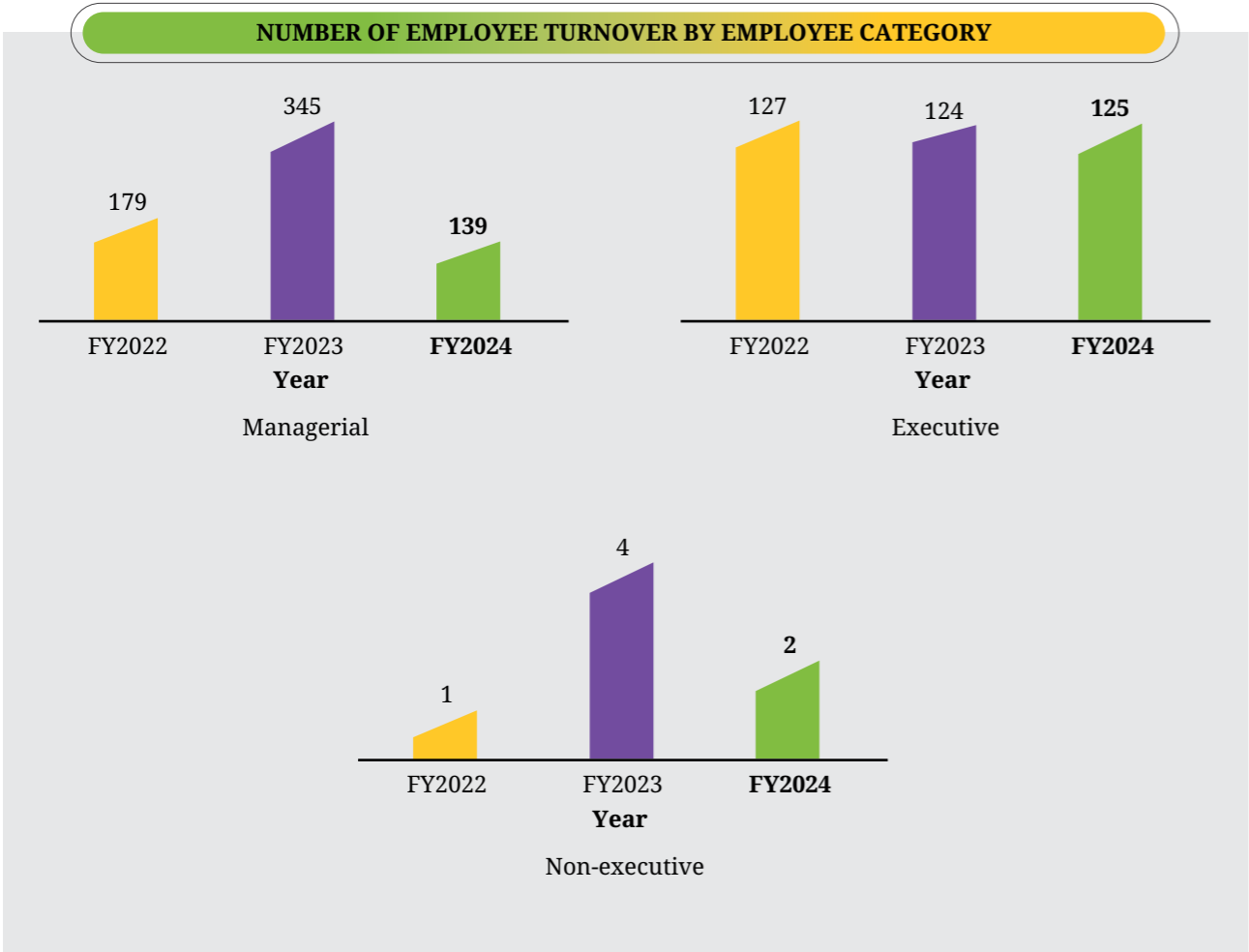
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Employee Turnover

The employee turnover rate has decreased from 24.65% in FY2023 to 12.71% in FY2024, highlighting an improvement in employee retention within our Group.

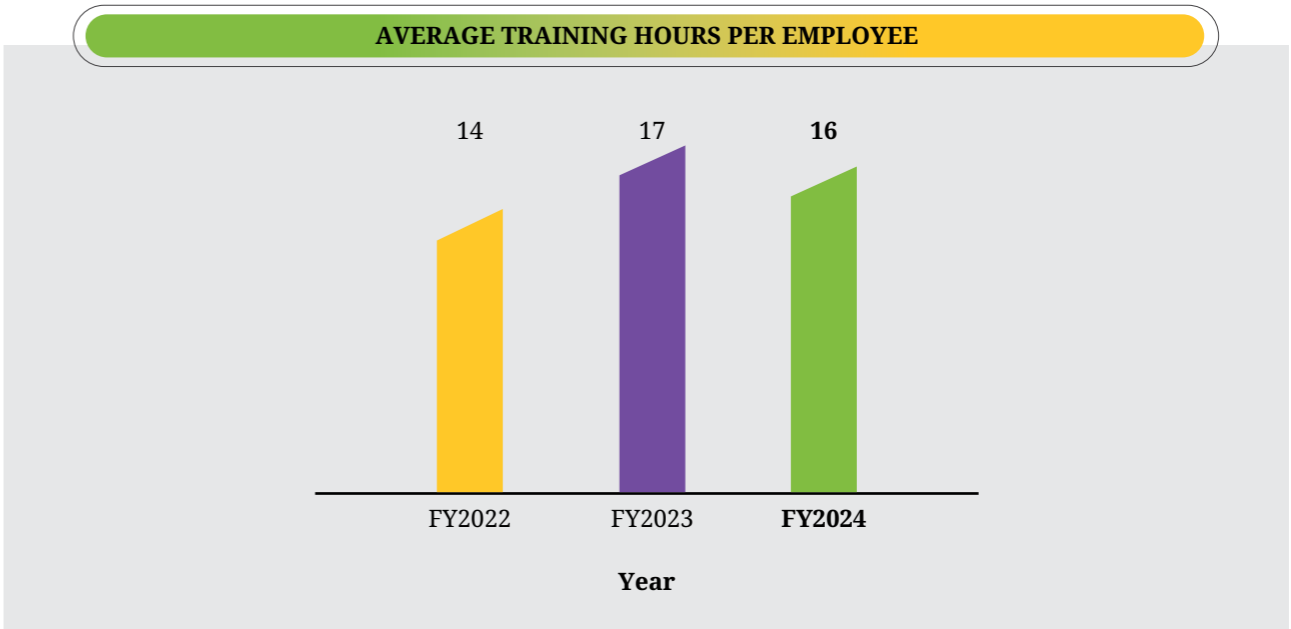
Total Employee Turnover			
	FY2022	FY2023	FY2024
Total Number of Employee	307	473	266
Employee Turnover Rate	14.68%	24.65%	12.71%



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Employee Training



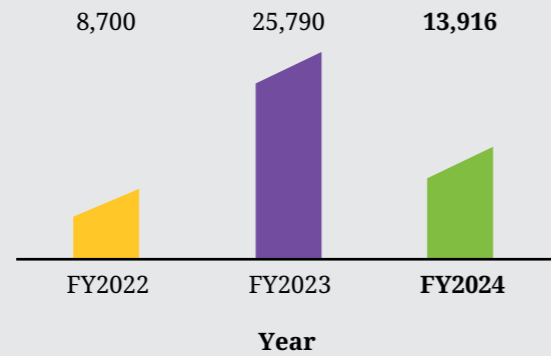
Average Training Hours per Employee by Gender	
Gender	FY2024
Male	11.22
Female	11.83

Total Training Hours by Employee Category			
Employee Category	FY2022	FY2023	FY2024
Managerial	1,029	2,389	2,640
Executive	3,915	17,721	7,158
Non-executive	3,756	5,680	4,117

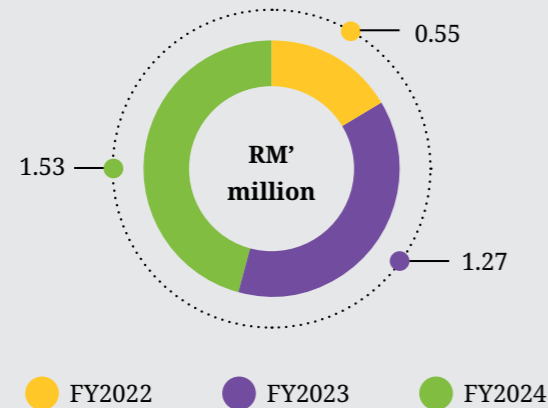
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

TOTAL EMPLOYEE TRAINING HOURS



TOTAL INVESTMENT ON TRAINING



Employees Subjected to Performance Appraisals

	FY2022	FY2023	FY2024
Percentage of employees subjected to performance appraisals	65%	90%	92%

Outlook

Talent is a key driver of an organisation's long-term success. To ensure continuous growth and engagement, Cahya Mata will be conducting regular pulse surveys to assess and improve employee engagement, as part of our short-term strategy. Additionally, in the coming year, we are committed to implementing a structured succession planning process to mitigate talent gaps and reinforce the long-term stability and growth of our Group.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

HUMAN RIGHTS

At Cahya Mata, we are dedicated to upholding human rights principles across our entire business operations. By recognising and respecting the rights of our employees, customers, suppliers, and community members, we aim to foster a positive and inclusive work environment. By prioritising human and labor rights, we prioritise the well-being and dignity of all those who work with us, ensuring a safe and respectful workplace for everyone involved.

We fully acknowledge the necessity of strict adherence to labour standards and regulatory requirements, demonstrating our dedication to creating a safe, respectful, and equitable working environment. This commitment not only bolsters our ethical business practices but also plays a crucial role in the overall success and integrity of our organisation, ensuring that human rights remain at the core of our operations.

CAPITALS

- Human Capital
- Intellectual Capital

STAKEHOLDERS

- Employees
- Suppliers and Contractors
- Local Community

UN SDGs



Management Approach

The Group Human Resources ("HR") Department at Cahya Mata plays a pivotal role in safeguarding our employees' rights and ensuring a fair and equitable workplace. The department is dedicated to preventing discrimination, harassment, and forced labour, ensuring compliance with laws regarding forced labour, working hours, and minimum wage.

Cahya Mata's commitment to addressing instances of bullying or harassment is explicitly articulated in our Code of Ethics and Business Conduct, which applies to all stakeholders that we have a business relationship with, including employees, contractors, suppliers and consultants. We firmly believe that actively combating these issues is essential for protecting our employees' rights and nurturing a healthy, supportive work culture. Upholding these principles is a fundamental aspect of our ethos, reflecting our dedication to maintaining an ethical, inclusive workplace environment that aligns with our core values and business practices.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Cahya Mata has developed a Staff Grievance Policy designed to ensure that our employees have a secure avenue to voice any concerns or complaints, including those related to illegal misconduct or violations of human rights. This policy underscores the Group’s commitment in fostering an open and transparent culture where workers are empowered to speak up without fear of retaliation. As of 2024, the Staff Grievance Policy is actively upheld across Cahya Mata and all its subsidiary companies, reinforcing our dedication to maintaining an ethical workplace that respects and protects individual rights.

Additionally, Cahya Mata also has in place a Whistleblowing Policy to foster workplace environment where employees feel safe to confidently voice concerns regarding potential human rights violations in a secure manner without facing any form of retaliation. This includes reporting discrimination, harassment, forced labour, child labour or any unethical practices that violates the human rights standards.



More details on Whistleblowing Policy can be read in the Business Ethics and Compliance section in pages 159 to 162.

Employee Working Hours and Minimum Wage Compliance

Cahya Mata rigorously applies the principles outlined under the Employment Act 1955, including strict adherence to regulated working hours. Our monitoring systems ensure that employees’ overtime does not surpass the legal limit of 104 hours per month, thereby safeguarding their health and well-being. Additionally, in line with the Minimum Wage Act 2012, Cahya Mata not only meets but strives to exceed the minimum wage requirements, ensuring fair compensation that reflects the dedication and hard work of our employees. This commitment to economic equality fosters a content and productive workforce that contributes to the stability and growth of the entire Group.

Supporting Freedom of Association and Collective Bargaining

At Cahya Mata, we recognise the vital role of freedom of association and collective bargaining in creating a balanced and harmonious workplace. We actively nurture an environment where all employees are encouraged and supported to join or form unions freely. Our robust Freedom of Association policy ensures effective dialogue between management and employees, facilitating collaborative problem-solving, fostering mutual respect, and enhancing labour-management relations. By upholding these principles, we empower our employees, paving the way for equitable negotiations and sustainable workplace policies.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Upholding Ethical Safety and Security Practices

Cahya Mata takes internal safety and security seriously. We have deployed our own in-house auxiliary police team that focuses on safeguarding the internal safety and security of our employees and our facilities across our business operations. We ensure that our auxiliary police team undergoes rigorous training and adheres strictly to the guidelines set forth in the Police Act 1967, ensuring that they are fully qualified and equipped to perform their crucial roles effectively.



Our Performance

In the past three (3) years, Cahya Mata has recorded zero (0) incidents of complaints in relation to human rights violation, including discriminations, child labour, forced or compulsory labour, or violation of rights of indigenous people.

	FY2022	FY2023	FY2024
Number of substantiated complaints concerning human rights violations	0	0	0
Number of discriminations, child labour, or forced or compulsory labour incidents	0	0	0
Incidents of violation involving rights of indigenous people	0	0	0

Outlook

Human rights are a fundamental priority at Cahya Mata, and our Group is deeply committed to addressing and preventing any violations related to human rights. We steadfastly adhere to the Sarawak Labour Ordinance, Employment Act, and other pertinent regulatory frameworks designed to protect and uphold human rights. To reinforce our commitment, we continuously review and refine our business practices to ensure that they consistently respect and promote human rights throughout our Group.

Moving forward, Cahya Mata plans to launch a new, holistic human rights policy that will further integrate human rights principles into every aspect of our business operations to reinforce our vision of fostering an ethical and inclusive working environment across the entire Group.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

COMMUNITY ENGAGEMENT AND DEVELOPMENT

At Cahya Mata, we understand that our success is intrinsically linked to the prosperity and well-being of the communities we operate in. Recognising this connection, we are committed to fostering sustainable growth throughout Sarawak as a cornerstone of our long-term strategic vision. This involves a focused approach to community engagement that not only enhances our business operations but also contributes significantly to the socio-economic development of the region. By actively participating in and supporting community initiatives, we can help cultivate a more vibrant, resilient communities. Such investments in community growth support both social and economic development, ensuring a resilient and sustainable future for both the communities and our business. This, in turn, fosters a supportive environment for our operations and reinforces our commitment to mutually beneficial progress.

CAPITALS

- Financial Capital
- Social and Relationship Capital
- Natural Capital

STAKEHOLDERS

 Local Communities

UN SDGs



Management Approach

At Cahya Mata, our community engagement and development efforts are guided by our Corporate Social Responsibility (“CSR”) Policy and Corporate Philanthropy, Sponsorship and Donations Policy, ensuring alignment with our broader sustainability goals across the Group. The Administration and HR Department oversees the implementation of these policy, monitoring initiatives to ensure consistency, compliance and effectiveness. This structured approach enables us to drive meaningful social impact, maintain accountability and continuously enhance our efforts in supporting the local communities.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

We believe in actively contributing to the welfare of the communities we serve. Our Employee Volunteerism Initiatives (“EVI”) are structured around five key pillars:



Beyond these efforts, we also provide financial support for initiatives that foster community development, sports, health, education, and cultural activities. By embedding community investment into our business strategy, we aim to catalyse sustainable economic growth and resilience, thereby creating a positive and lasting impact on the communities we serve. This integrated approach underscores our commitment to enriching both our business and the communities in which we operate.

Furthermore, Cahya Mata adopts a direct and needs-driven approach in selecting target communities, prioritising those within our operational areas that would benefit most from our support. Through active dialogue, we identify key social, economic, and environmental challenges to develop relevant and impactful initiatives. Employees from these communities play a key role in planning and implementation, ensuring cultural alignment and meaningful participation. This approach aligns with our business strategy, with each SBU addressing community needs within its scope.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

How We Create Value

At Cahya Mata, we drive long-term value creation by investing in Malaysian athletics, empowering talent, and strengthening communities.

One of the key developments is a three (3) year sponsorship agreement with the Malaysian Athletics Federation (“MAF”) from 2023-2025 amounting to RM5 million, enabling MAF to strategically implement programmes that results in the following impacts:



Empowering Grassroots Development



We support young athletes by providing better access to training and education and supporting initiatives in international coaching clinics for Hammer Throw and High Jump, benefiting over 120 coaches, and 27 Level 1 coaching certification courses, reaching 650+ coaches. The Kids Athletics programme has introduced over 10,000 children to sports, while our sponsorship has helped the National U18 team compete in the SEA U18 Championships, fostering future champions.

Enhancing Elite Athlete Training



To elevate Malaysia’s sporting potential, we provide support for international training in Australia and New Zealand and have hosted clinics with top Cuban coaches, including Olympic medalist Yuniaka Crawford Rojer. By supporting MAF’s hybrid decentralisation model, it allows athletes to train in their home states while staying connected to national programmes, making high-level coaching more accessible.

Pioneering Competitive Excellence



We sponsored the Cahya Mata Sarawak Super Series, Malaysia’s first World Athletics permit competition, creating a structured national competition system. Held across six locations, the series attracted over 4,000 athletes from 10 countries, with RM 180,000 in prize money across 20 events. This initiative has helped break national records and improved global rankings for Malaysian athletes.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Building Strategic Partnerships



Collaboration is key to long-term success, and Cahya Mata has partnered with Universiti Putra Malaysia (“UPM”) to establish a national athletics training base. We also secured top Cuban, Australian, and German coaches to enhance athlete development. Additionally, we brought Team Germany to Malaysia for pre-World Relay Championships training, creating opportunities for local athletes to train alongside world-class competitors.

Our initiatives increased social media engagement to 1.1 million views and promoted female participation in sports. We work with Institut Sukan Negara (“ISN”) on athlete health and career readiness.

Our ambition is to nurture and support the journey of a future Olympian towards podium success by 2032, through enhanced coaching, expanded competition exposure, and holistic athlete development.

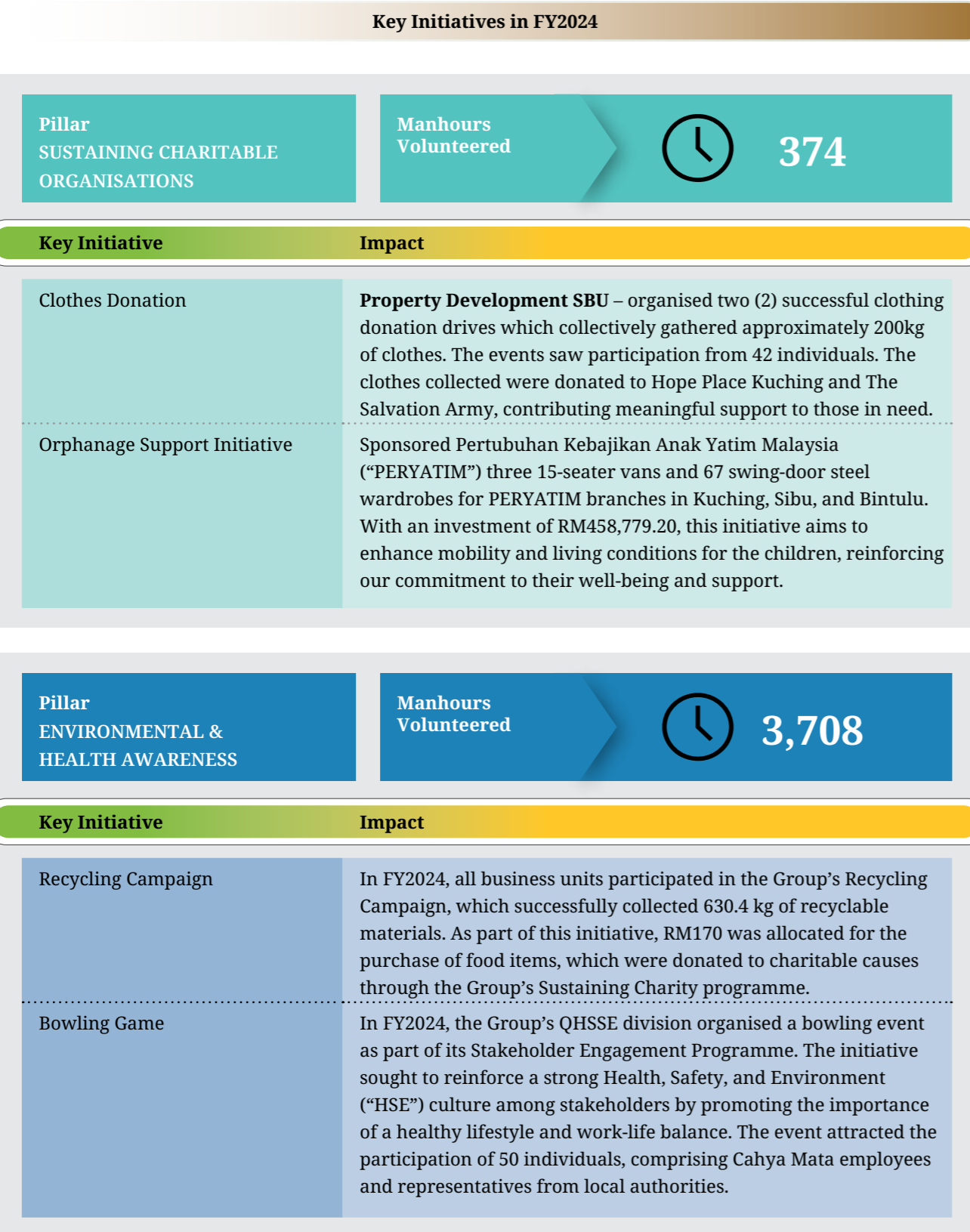
Key Initiatives in FY2024

In FY2024, we implemented various initiatives across five pillars to strengthen community engagement, reflecting our commitment to social well-being and sustainable development.

Pillar	Manhours Volunteered
REBUILDING COMMUNITIES	752
Key Initiative	Impact
Upgrade of School Facilities	Road Maintenance SBU - Partnered with SMK Rosli Dhoby in Sibu to upgrade school facilities, including enhancing a 788.02 sqm parking area and providing event support for JKR Sarawak. With an investment of RM50,000, these targeted efforts exemplify our dedication to improving community infrastructure and fostering a supportive environment for educational excellence and public activities.
Mosque Development and Facility Upgrades	Cahya Mata has implemented the “Adopt a Mosque” programme to enhance infrastructure and facilities for 303 mosques, ensuring improved community spaces for worship and gatherings. Additionally, we sponsored utilities for 12 mosques to maintain essential services. With an investment of RM 1,216,677.61, this initiative reflects our commitment to strengthening religious institutions and fostering a more comfortable and sustainable environment for congregants across Sarawak.

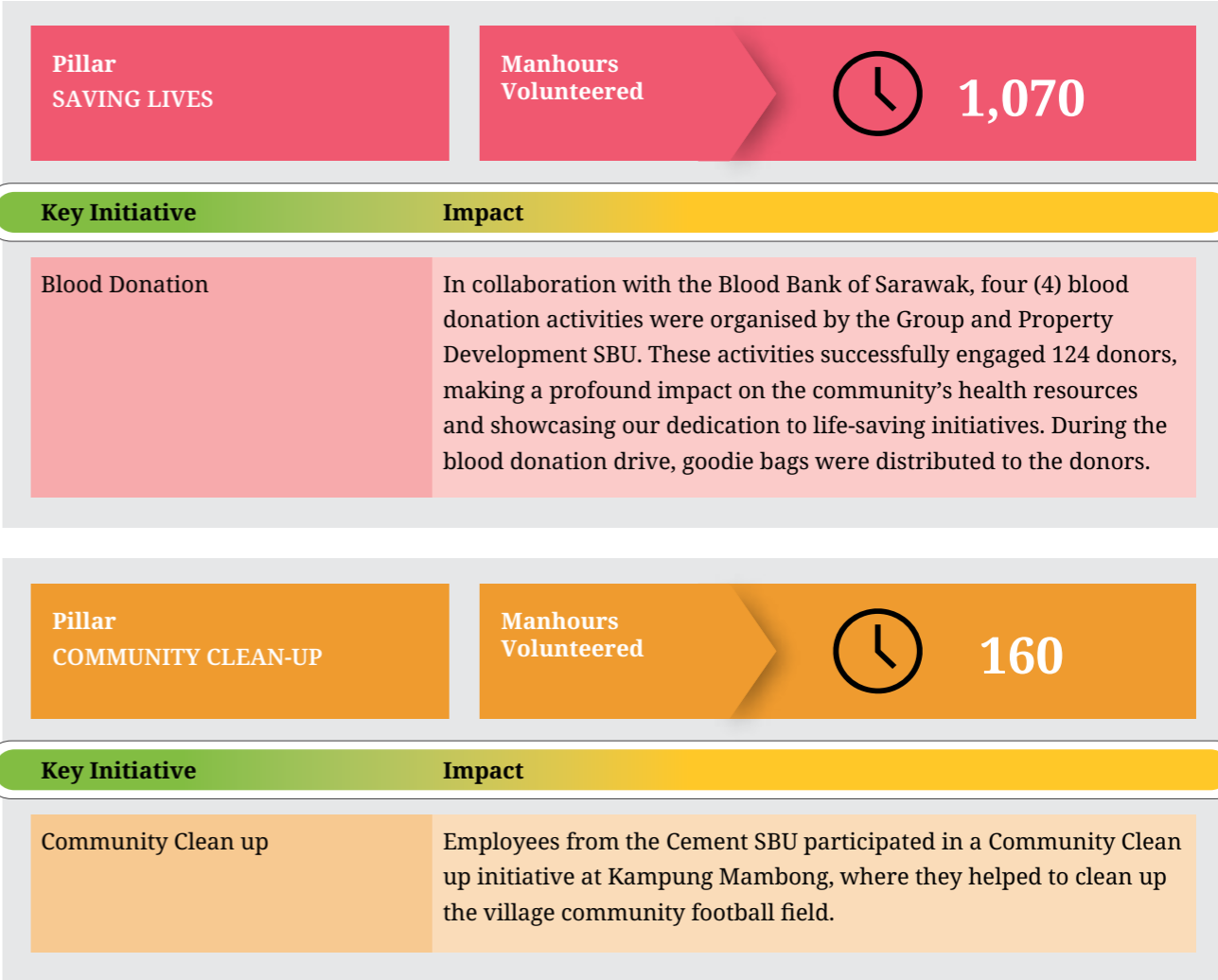
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

Our Performance

In FY2024, Cahya Mata recorded a total investment in CSR events of RM4,026,874.97. Reflecting our dedication to our stakeholders and the nation’s economic growth, the total investment was allocated among our stakeholders, as detailed in the table below.

Key Performance Indicator	Unit	FY2022	FY2023	FY2024
Total investment in CSR Events	RM	1,203,870	3,031,649	4,026,874.97
Number of individuals positively affected through CSR events	Number	>4,000	>7,000	>12,000
Number of outreach programmes	Number	8	10	13
Collaboration with NGOs and charities to provide essential services and support	Number	3	4	4
Number of operations with implemented local community engagement, impact assessments and/or development programmes	Number	4	4	4

Note:
The data covers all operating SBUs under Cahya Mata.

Outlook

Cahya Mata is committed to cultivating dynamic partnerships that leverage the collective strengths and resources of various stakeholders. By promoting a culture of collaboration, we aim to develop sustainable solutions that meet the changing needs and challenges faced by our communities. Committed to making a significant and enduring impact, Cahya Mata will continue to deploy resources strategically and engage proactively to explore new avenues for community development.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY

Cahya Mata is deeply committed to promoting diversity and inclusivity across the Group, recognising that they are critical drivers of innovation, creativity, and excellence in every facet of our operations. By embracing individuals from diverse backgrounds and experiences, we cultivate a dynamic and collaborative environment that fosters fresh perspectives and effective problem-solving.

A diverse and inclusive workforce also enhances our multilingual capabilities, enabling us to better understand and respond to the evolving needs of our customers. Over the years, we have continuously worked towards improving the diversity representation within our workforce, recognising its value in strengthening our operational effectiveness and organisational resilience.

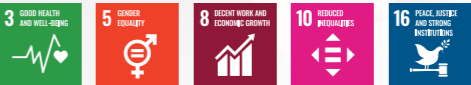
CAPITALS

- Social and Relationship Capital
- Human Capital

STAKEHOLDERS

- Employees
- Senior Management Team
- Board of Directors

UN SDGs



Management Approach

Cahya Mata’s Group HR Department is committed to fostering a work environment that epitomises diversity, inclusivity, and equality. Our focus is on creating a culture that appreciates diverse perspectives and backgrounds while providing equal opportunities for all employees. This commitment enhances a working atmosphere where each individual feels truly valued, empowered, and supported.

At Cahya Mata, our employment practices are governed by a thorough set of policies designed to recruit ideal candidates fairly and equitably. We are dedicated to a recruitment process that selects candidates based on merit and potential, regardless of the background, religion, race, nationality, birthplace, gender, or disability. This enables us to cultivate a diverse workforce where each individual is respected and can thrive in a prejudice-free environment, bolstering our commitment to fairness and mutual respect in the workplace.

SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

How We Create Value

Enhancing gender diversity

Cahya Mata is steadfast in its commitment to fostering gender diversity within its leadership positions. By recognising the indispensable benefits of incorporating diverse viewpoints, our Group has actively pursued strategies that enhance effective strategic decision-making and governance through a balanced representation of genders. This commitment to gender parity reflects our belief in the value of diverse leadership for comprehensive decision-making and innovative governance.



Cahya Mata has successfully achieved the targeted 30% female representation on our Board, aligning with the guidelines of the Malaysian Code on Corporate Governance (“MCCG”) 2021. With 3 of our 8 directors being women, we are committed to sustaining this balance, reflecting our dedication to diversity and inclusion at the leadership level.

Employee Grievances

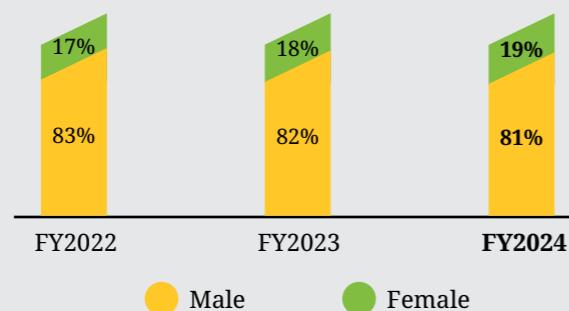
At Cahya Mata, employees are given the opportunity to submit their grievances through a formal channel to the HR Department, which will resolve the issue within a specific time frame. Furthermore, our Group Whistleblowing Policy also enables stakeholders to raise formal confidential reports on any potential incidents of discrimination such as race and gender bias, sexual orientation, or other form of violations associated with our Group policies, procedures, and regulatory standards.



Our Performance

Cahya Mata has made progress in increasing female representation across various levels of our organisation, including in managerial, executive, and non-executive roles. Committed to further progress, the Group remains dedicated to nurturing an inclusive workforce that champions gender diversity and actively combats discrimination. Our ongoing efforts are aimed at creating a balanced workplace where diverse perspectives are valued and equity is paramount.

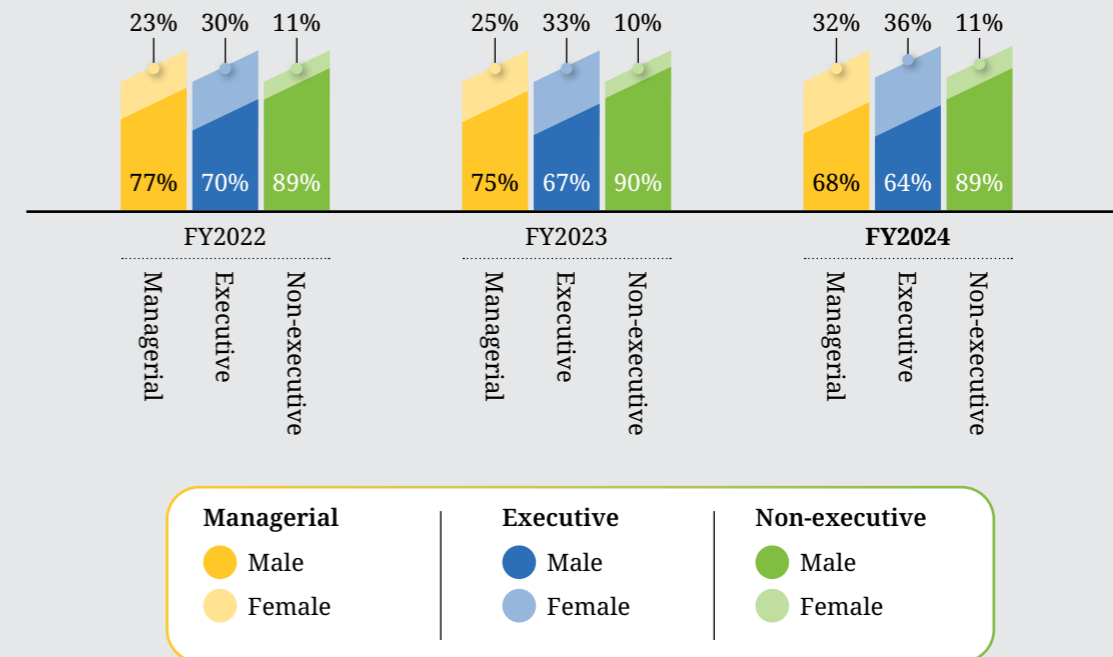
Workforce by Gender



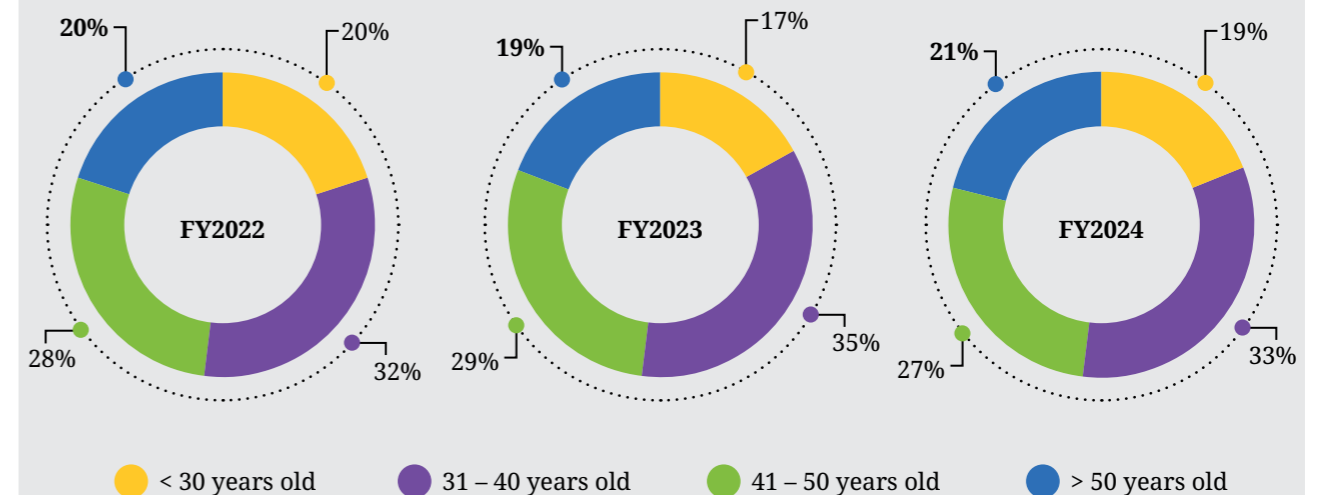
SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

WORKFORCE BY GENDER AND EMPLOYEE CATEGORY



WORKFORCE BY AGE GROUP

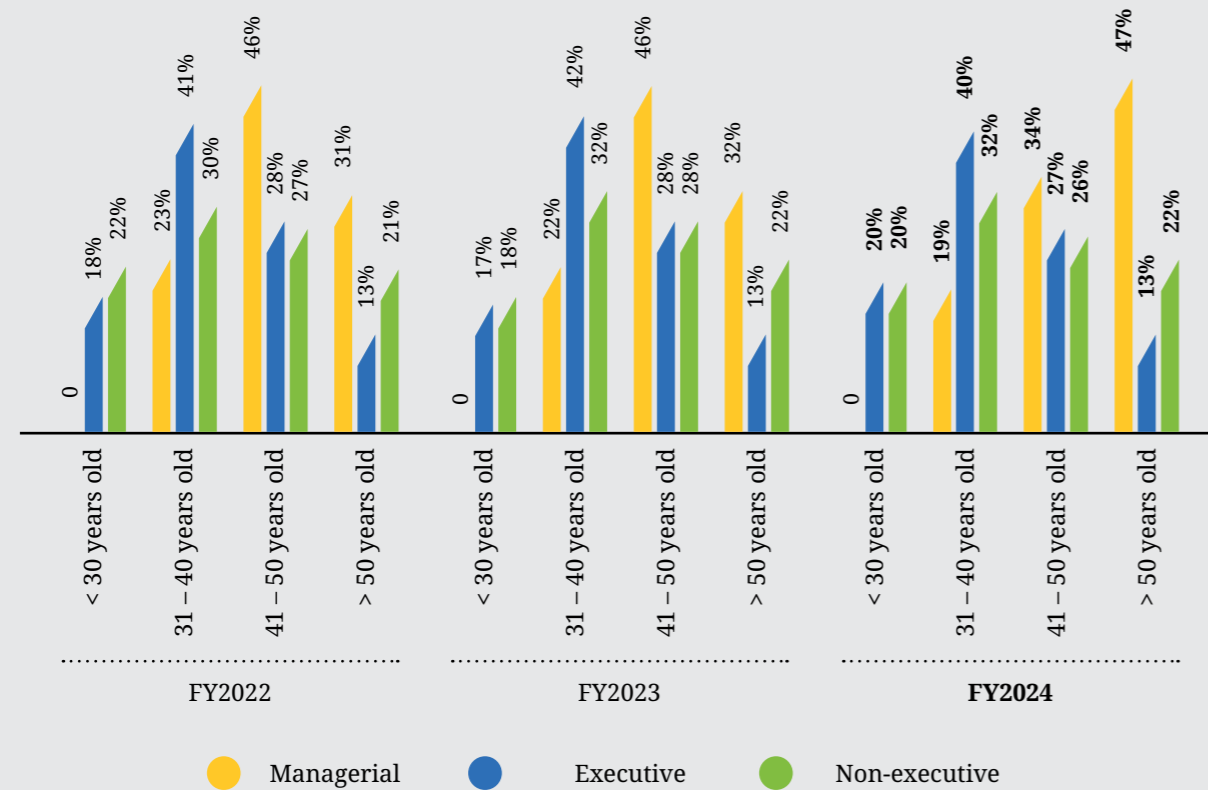


SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

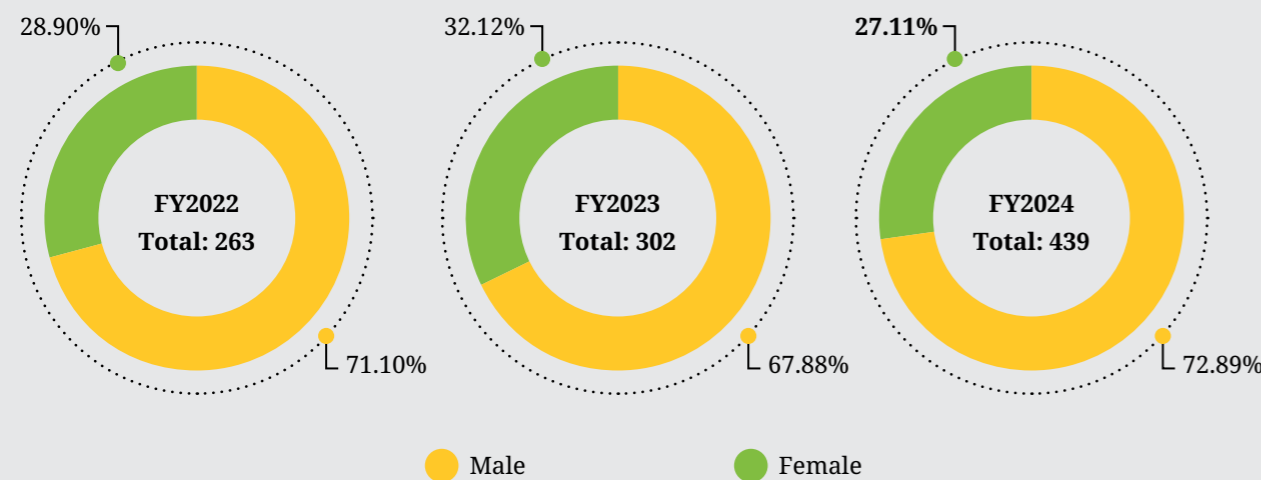
NURTURING GROWTH IN PEOPLE

Our Performance

WORKFORCE BY AGE GROUP AND EMPLOYEE CATEGORY



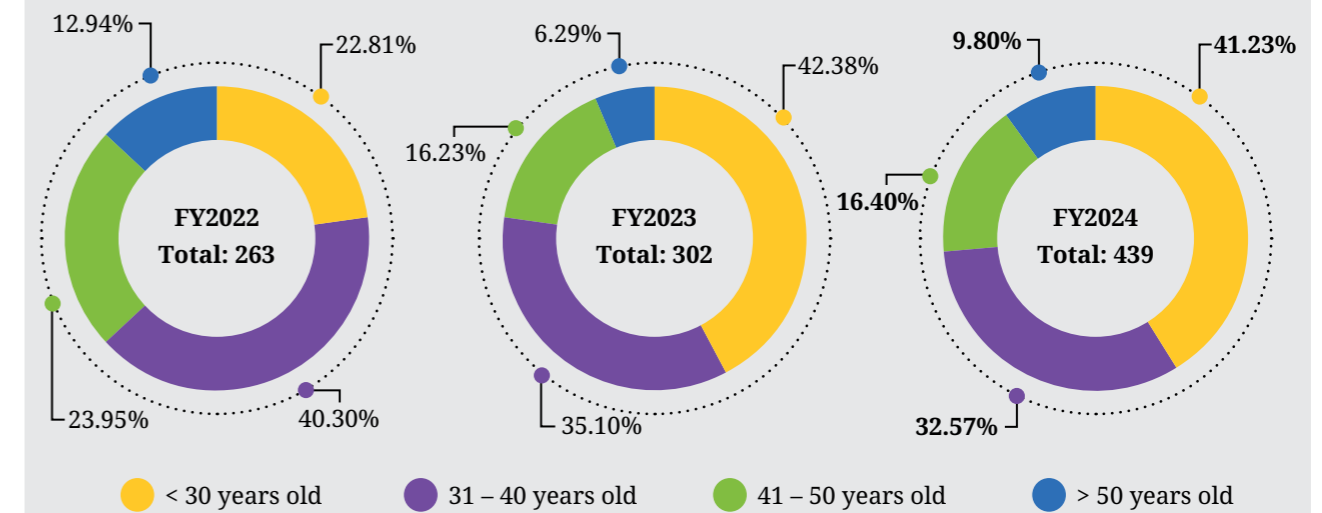
NEW STAFF HIRE RATE BY GENDER



SUSTAINABILITY IN FOCUS: KEY IMPACT AREAS

NURTURING GROWTH IN PEOPLE

NEW STAFF HIRE RATE BY AGE GROUP



Outlook

Moving forward, Cahya Mata remains firmly committed to fostering a diverse and inclusive workforce that champions equal opportunities for all, regardless of gender, age, background, or status. We will continue cultivating a workplace culture where employees feel valued, respected, and empowered to contribute their unique skills and perspectives. Through this inclusive approach, we aim to drive innovation, strengthen collaboration, and support the long-term success of our organisation.

GRI CONTENT INDEX

GRI Standard	Code	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-1	Organisational details	Corporate Information	14 - 17
	2-2	Entities included in the organisation's sustainability reporting	Corporate Structure Reporting Boundary and Scope	14 - 17 8, 139
	2-3	Reporting period, frequency and contact point	About This Report About This Sustainability Statement	8 139
	2-4	Restatements of information	Restatement	140
	2-5	External assurance	Assurance Statement	9, 140
	2-6	Activities, value chain and other business relationships	What We Do Corporate Information and Structure	10 - 11 14 - 17
	2-7	Employees	Diversity and Equal Opportunity	231 - 235
	2-9	Governance structure and composition	Corporate Governance Overview Statement	284 - 307
	2-10	Nomination and selection of the highest governance body	Corporate Governance Overview Statement	284 - 307
	2-11	Chair of the highest governance body	Corporate Governance Overview Statement	284 - 307
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement	284 - 307
	2-13	Delegation of responsibility for managing impacts	Corporate Governance Overview Statement	284 - 307
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	142 - 143

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GRI Standard	Code	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	Corporate Governance Overview Statement Additional Compliance Information Analysis of Shareholdings	284 - 307 325 - 326 334 - 338
	2-16	Commitment of critical concerns	Corporate Governance Overview Statement	284 - 307
	2-17	Collective knowledge of the highest governance body	Board of Directors' Profile	250 - 269
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement	284 - 307
	2-19	Remuneration policies	Nomination and Remuneration Committee	291 - 293
	2-20	Process to determine remuneration		
	2-22	Statement on sustainable development strategy	Leadership Messages	38 - 57
	2-23	Policy commitments	Chairman's Perspective Our Sustainability Approach	38 - 45 141 - 143
	2-24	Embedding policy commitments	Our Sustainability Approach	141 - 153
	2-25	Processes to remediate negative impacts	Our Sustainability Approach Business Ethics and Compliance Diversity and Equal Opportunity Human Rights	141 - 153 159 - 162 231 - 235 221 - 223
	2-26	Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance Diversity and Equal Opportunity Human Rights	159 - 162 231 - 235 221 - 223
	2-27	Compliance with laws and regulations	Business Ethics and Compliance	159 - 162
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	143 - 148
	2-30	Collective bargaining agreements	Human Rights	221 - 223

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GRI Standard	Code	Disclosure	Location	Page
GRI 3: Material Topics	3-1	Process to determine material topics	Our Material Matters	148 - 153
	3-2	List of material topics	Our Material Matters	148 - 153
	3-3	Management of material topics	Our Material Matters	148 - 153
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Performance	156 - 158
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community Engagement & Development	224 - 230
	203-2	Significant indirect economic impacts	Community Engagement & Development	224 - 230
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management	168 - 170
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Business Ethics and Compliance	159 - 162
	205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Compliance	159 - 162
	205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Compliance	159 - 162
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Energy Management	179 - 182
	302-4	Reduction of energy consumption	Energy Management	179 - 182
	302-5	Reductions in energy requirements of products and services	Energy Management	179 - 182
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Management	195 - 197
	303-5	Water consumption	Water Management	195 - 197

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GRI Standard	Code	Disclosure	Location	Page
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	Biodiversity	198 - 199
	304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity	198 - 199
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Change and Emissions Management	183 - 187
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change and Emissions Management	183 - 187
	305-3	Other indirect (Scope 3) GHG emissions	Climate Change and Emissions Management	183 - 187
	305-4	GHG emissions intensity	Climate Change and Emissions Management	183 - 187
	305-5	Reduction of GHG emissions	Climate Change and Emissions Management	183 - 187
GRI 306: Waste 2020	305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Climate Change and Emissions Management	183 - 187
	306-1	Waste generation and significant waste-related impacts	Effluent and Waste Management	188 - 194
	306-2	Management of significant waste-related impacts	Effluent and Waste Management	188 - 194
	306-3	Waste generated	Effluent and Waste Management	188 - 194
	306-4	Waste diverted from disposal	Effluent and Waste Management	188 - 194
GRI 308: Supplier Environmental Awareness 2016	306-5	Waste directed to disposal	Effluent and Waste Management	188 - 194
	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	168 - 170
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	168 - 170

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GRI Standard	Code	Disclosure	Location	Page
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Talent Management and Development	214 - 220
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Management and Development	214 - 220
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety	201 - 213
	403-2	Hazard identification, risk assessment, and incident investigations	Occupational Health and Safety	201 - 213
	403-3	Occupational health services	Occupational Health and Safety	201 - 213
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	201 - 213
	403-5	Worker training on occupational health and safety	Occupational Health and Safety	201 - 213
	403-6	Promotion of worker health	Occupational Health and Safety	201 - 213
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	201 - 213
	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	201 - 213
	403-9	Work-related injuries	Occupational Health and Safety	201 - 213
	403-10	Work-related ill health	Occupational Health and Safety	201 - 213
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Talent Management and Development	214 - 220
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Talent Management and Development	214 - 220
	404-3	Percentage of employees receiving regular performance and career development reviews	Talent Management and Development	214 - 220

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GRI Standard	Code	Disclosure	Location	Page
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity	231 - 235
	405-2	Ratio of basic salary and remuneration of women to men	Diversity and Equal Opportunity	231 - 235
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Human Rights	221 - 223
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights	221 - 223
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights	221 - 223
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights	221 - 223
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Human Rights	221 - 223
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Human Rights	221 - 223
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	Community Engagement and Development	224 - 230
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity	175 - 177

BURSA PERFORMANCE DATA TABLE

The Company is pleased to present the mandatory ESG disclosures in accordance with the Main Market Listing Requirements, aligned with the Bursa Malaysia Sustainability Reporting Guide, 3rd Edition. The performance data table below summarises key indicators relevant to our Material Matters.

Indicator	Measurement Unit	FY2024
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
a) Management	Percentage	0
b) Executive	Percentage	12.95
c) Non-Executive	Percentage	0
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	4,026,874.97
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	12,000
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
a) Managerial Below 30	Percentage	0
b) Managerial Between 31 - 40	Percentage	19
c) Managerial Between 41 - 50	Percentage	34
d) Managerial Above 50	Percentage	47
e) Executive Below 30	Percentage	20
f) Executive Between 31 - 40	Percentage	40
g) Executive Between 41 - 50	Percentage	27
h) Executive Above 50	Percentage	13
i) Non-Executive Below 30	Percentage	20
j) Non-Executive Between 31 - 40	Percentage	32
k) Non-Executive Between 41 - 50	Percentage	26
l) Non-Executive Above 50	Percentage	22
Gender Group by Employee Category		
a) Managerial Male	Percentage	68
b) Managerial Female	Percentage	32
c) Executive Male	Percentage	64
d) Executive Female	Percentage	36
e) Non-Executive Male	Percentage	89
f) Non-Executive Female	Percentage	11

BURSA PERFORMANCE DATA TABLE

Indicator	Measurement Unit	FY2024
Bursa C3(b) Percentage of directors by gender and age group		
a) Male	Percentage	70
b) Female	Percentage	30
c) Between 41 - 50	Percentage	10
d) Above 50	Percentage	90
Bursa C4(a) Total energy consumption	Megawatt	144,603.84
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.48
Bursa C5(c) Number of employees trained on health and safety standards	Number	3,051
Bursa C6(a) Total hours of training by employee category		
a) Managerial	Hours	2,640.50
b) Executive	Hours	7,158.25
c) Non-Executive	Hours	4,116.50
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	-
Bursa C6(c) Total number of employee turnover by category		
a) Managerial	Number	139
b) Executive	Number	125
c) Non-Executive	Number	2
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa C7(a) Proportion of spending on local suppliers	Percentage	83
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa C9(a) Total volume of water used	Megalitres	1,045.97
Bursa C10 (a) Total waste generated, and a breakdown of the following:	Metric tonnes	295.79
i. Total waste diverted from disposal	Metric tonnes	262.71
ii. Total waste directed to disposal	Metric tonnes	33.08
Bursa C11 (a) Scope 1 emissions in tonnes of CO ₂ e	tonnes of CO ₂ e	1,202,610.38
Bursa C11 (b) Scope 2 emissions in tonnes of CO ₂ e	tonnes of CO ₂ e	43,661.86
Bursa C11 (c) Scope 3 emissions in tonnes of CO ₂ e	tonnes of CO ₂ e	342.82

Note:

- For more information on our sustainability performance, please refer to the disclosure of material topics in the Sustainability Section in this IAR 2024, in pages 155 to 235.
- The data marked with "-" indicate that the information is not available.
- For more data on the performance indicator "Anti-Corruption", kindly refer to the "Business Ethics and Compliance" section in pages 159 - 162.
- Scope 3 emissions only account for Category 6: Business Travel.