

SUSTAINABILITY STATEMENT



SUSTAINABILITY STATEMENT

(CONT'D)

Contents

Our Path to Sustainable Growth	74
Defining Our Scope and Boundary	74
Ensuring Compliance and Transparency	76
Awards and Recognitions	76
Memberships and Associations	76
Data Integrity	76
Your Input Matters	76
Driving Positive Change	77
Our Sustainability Progress	78
Our Approach to Sustainability	79
Forming Our Strategy	79
Mudajaya's Sustainability and Climate Change Policy	80
Advancing Global Initiatives	82
Attaining Excellence in Key Performance Areas	84
Sustainability Management Structure	85
Addressing Stakeholder Needs	86
Identifying Critical Priorities	89
Evaluating Key Material Matters	89
Charting Our Material Sustainability Matters	90
Refining Climate Strategies	92
Delivering Excellence	96
Corporate Governance and Anti-Corruption	97
Attaining Regulatory Compliance	99
Securing Trust through Data Protection	99
Pursuing Supply Chain Excellence	100
Driving Quality and Innovation	101
Building Towards a Green Future	103
Driving Energy Efficiency and Emissions Reduction	104
Optimising Resource Utilisation	108
Promoting Sustainable Waste Management	108
Maximising Water Efficiency	111
Caring for Our People	112
Ensuring Safety at All Times	113
Upholding Ethical Labour Practices and Human Rights	116
Developing and Attracting Talent	116
Cultivating Equity and Inclusion	120
Contributing to Communities	123
Our Path to Sustainable Growth	125
Performance Data Table	126
GRI Content Index	128

SUSTAINABILITY STATEMENT

(CONT'D)

OUR PATH TO SUSTAINABLE GROWTH

OUR STATEMENT AT A GLANCE

Drawing on nearly six decades of “Advancing The Future Together”, Mudajaya Group Berhad (“Mudajaya” or the “Group”) presents our Sustainability Statement for the financial year ended 31 December 2024. This statement offers an overview of our environmental, social and governance (“ESG”) performance across our diverse sectors, including construction, property development, concession assets, manufacturing and trading.

OUR STRIDES TOWARD SUSTAINABILITY

Understanding the importance of managing our ESG impacts, we integrate sustainability practices across our operations, creating value for our business and stakeholders. This year, we expanded the scope of our reporting to cover activities from select subsidiaries operating in China.

We enhanced our ESG performance by establishing a Climate Change Policy that outlines strategies for integrating climate actions into our business operations. As a first step towards integrating ESG criteria into our procurement process, we initiated an ESG assessment for our top 20 suppliers in Malaysia to enhance supply chain resilience.

Resource efficiency remains central to our sustainability efforts. At Menara Mudajaya, we installed electric vehicle charging stations to support low-carbon mobility. Further to this, we are upgrading the water recirculating system in our cement manufacturing facilities in Shandong, China, to enhance water conservation efforts.

Workplace safety is a top priority in our commitment to social responsibility. Our health and safety initiatives have resulted in zero work-related fatalities over 2,262,246 hours worked across our operations in Malaysia and China. Beyond that, we have allocated resources to eight community programmes, demonstrating our dedication to the communities we serve.

Mudajaya’s sustainability efforts demonstrate our strategic approach to making a positive impact. These initiatives underscore our efforts to drive sustainable growth and deliver long-term value for our stakeholders.

DEFINING OUR SCOPE AND BOUNDARY

The disclosures in this statement encompasses the Group’s sustainability performance from 1 January to 31 December 2024 (“FY2024”), incorporating data from FY2022 and FY2023 to highlight yearly trends. The sustainability statement covers Mudajaya Group Berhad and our subsidiaries in Malaysia, with an expanded scope this year to cover select subsidiaries in China. For FY2022 and FY2023, the data from our China operations is limited to governance and environmental data unless stated otherwise.

SUSTAINABILITY STATEMENT

(CONT'D)



MALAYSIA

CONSTRUCTION

Mudajaya Corporation Berhad ("MCB")

Provides professional engineering services and construction. Active projects include:

- Light Rail Transit Line 3 ("LRT3") Package GS01
- Gurun Earthwork ("GEK")
- Kotra Pharma Melaka ("KPM")
- East Coast Rail Link ("ECRL") Station (Package 3)
- Senari Port Vehicle Yard ("Senari Port")

PROPERTY

Mudajaya Land Sdn. Bhd. ("MLSB")

Owns and manages Menara Mudajaya, a 16-storey office building serving as the corporate headquarters ("HQ")

MJC City Development Sdn. Bhd. ("MJCC")

Undertakes property development of the 265-acre Batu Kawah New Township in Kuching

MJC Development Sdn. Bhd. ("MJCD")

Owns and manages 39 residential units at Lumi Tropicana

MANUFACTURING

MJC Precast Sdn. Bhd. ("MJCP")

Manufactures and supplies precast concrete products

TRADING

MJC Trading Sdn. Bhd. ("MJCT")

Trades construction-related materials

POWER

Sinar Kamiri Sdn. Bhd. ("SKSB")

Operates and manages a 49MW solar plant in Sungai Siput, Perak

Special Universal Sdn. Bhd. ("SUSB")

Operates and manages a 10MW solar plant in Gebeng, Pahang

Mudajaya Facilities Management Sdn. Bhd.

Operates and manages power plants



CHINA

MANUFACTURING AND TRADING

Shandong Allied Wangchao Cement Limited ("SAWCL")

Manufactures and trades cement and clinker

Zaozhuang Laisheng New Building Materials Co., Ltd. ("ZLCL")

Manufactures and trades building stones

ENERGY SOLUTIONS

Shanghai Guorui Tongshun Environmental Protection Technology Co., Ltd. ("SHGT")

Provides services on environmental protection and energy conservation

Shanghai Guokunsheng Construction Group Co., Ltd. ("SGCG")

Provides services on energy conservation

SUSTAINABILITY STATEMENT

(CONT'D)

ENSURING COMPLIANCE AND TRANSPARENCY

The Group's sustainability statement complies with Bursa Malaysia's Main Market Listing Requirements ("MMLR") and the Sustainability Reporting Guide (3rd edition). It is also guided by the Global Reporting Initiative ("GRI") Standards and the United Nations Sustainable Development Goals ("UN SDGs"), ensuring transparent reporting of our sustainability performance and goals.



AWARDS AND RECOGNITIONS

SAWCL was recognised as one of Shandong Province's 2024 Specialised, Refined, Distinctive and Innovative Small and Medium-sized Enterprises.



MEMBERSHIPS AND ASSOCIATIONS

Mudajaya stays actively engaged with our diverse industries by holding memberships in the following associations, allowing us to stay informed on the latest developments, and industry best practices.

Construction Industry
Development Board ("CIDB")

Malaysian Photovoltaic Industry
Association ("MPIA")

Master Builders Association
Malaysia ("MBAM")

Real Estate and Housing Developers' Association
Malaysia ("REHDA")

Sarawak Housing and Real Estate Developers'
Association ("SHEDA")

Third Council of the Shanghai Energy Conservation
and Environmental Service Association

Shanghai Energy Conservation Engineering
Technology Association

DATA INTEGRITY

Data contained in this statement has been sourced and reviewed by the respective information owners within the Group. We remain focused on continually improving our data collection and analysis processes to further enhance the credibility and reliability of our disclosures.

YOUR INPUT MATTERS

We aim to continually enhance our sustainability reporting and value the insights and suggestions of our stakeholders. Please feel free to reach out to us with any questions, feedback, or suggestions at:

Mudajaya Group Berhad

PH1, Menara Mudajaya,
No. 12A, Jalan PJU 7/3,
Mutiar Damansara,
47810 Petaling Jaya, Selangor Darul Ehsan
Tel No: (603) 7806 7899
Email: info@mudajaya.com

SUSTAINABILITY STATEMENT

(CONT'D)

DRIVING POSITIVE CHANGE

FY2024 Sustainability Achievements

Our ESG performance in FY2024 highlights our ongoing efforts to integrate sustainability principles and initiatives across all aspects of our operations, underscoring our pursuit towards resilience and long-term growth

DELIVERING EXCELLENCE



ZERO substantiated incidents of corruption



ZERO whistleblowing cases reported



ZERO substantiated complaints concerning breaches in customer privacy or data loss



99.9% of procurement budget spent on local suppliers

BUILDING TOWARDS A GREEN FUTURE



Upgrading clinker production line at SAWCL to increase daily capacity from 2,500 t/d to **4,000** t/d upon completion



19% reduction in water intensity compared with FY2023

CARING FOR OUR PEOPLE



1,213,186 total training hours of Health, Safety and Environment ("HSE") training programmes conducted



ZERO fatality and Lost Time Injury Rate of **0.09**



ZERO substantiated cases of discrimination and harassment



ZERO substantiated complaints concerning human rights violations reported

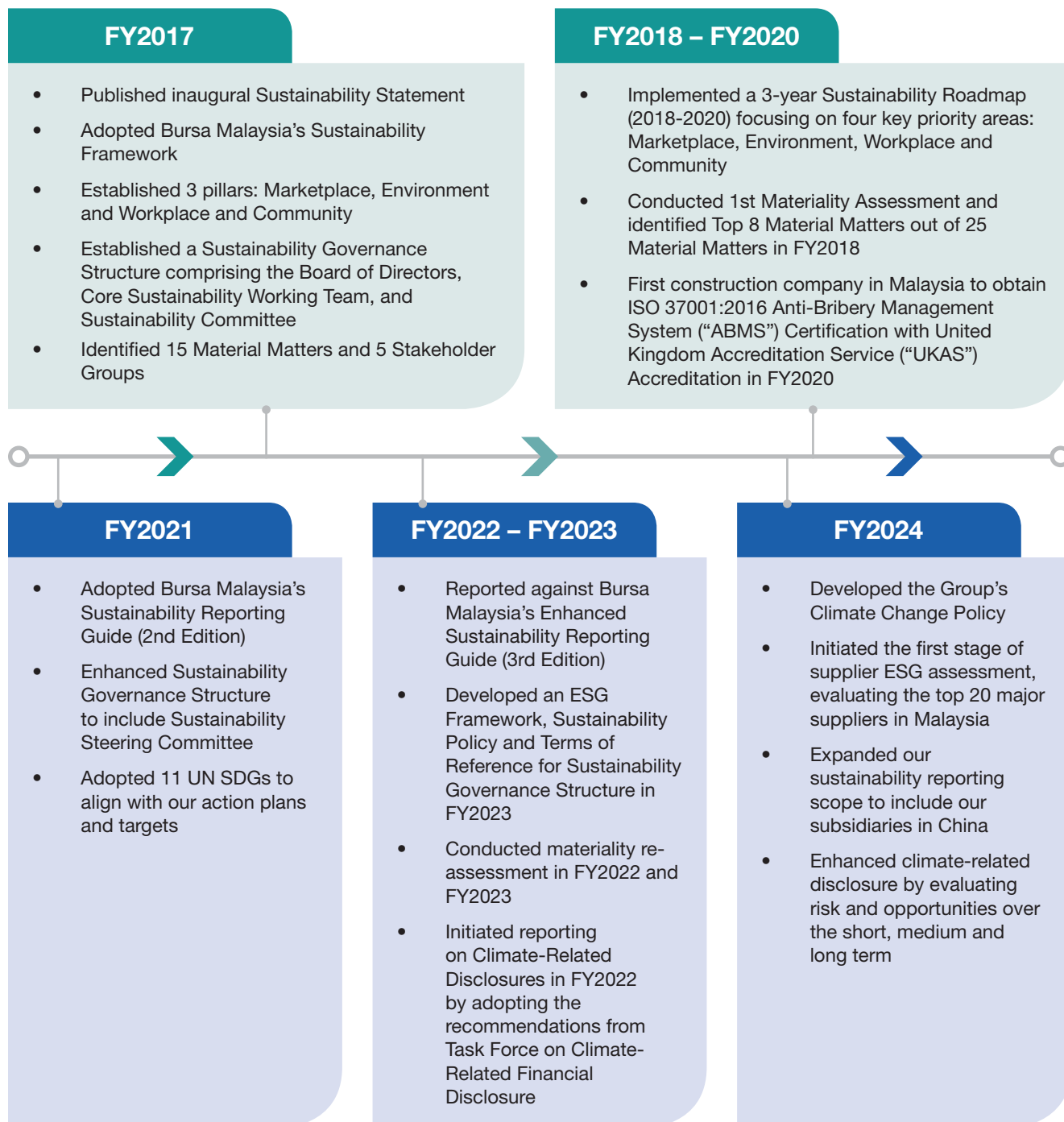
SUSTAINABILITY STATEMENT

(CONT'D)

OUR SUSTAINABILITY PROGRESS

Milestones Across Our Journey

Driven by our objective of 'Advancing the Future Together', Mudajaya constantly strives to enhance our sustainability frameworks and practices. We continue building on our past success to contribute meaningfully towards the global goal of reaching net-zero emissions by 2050.



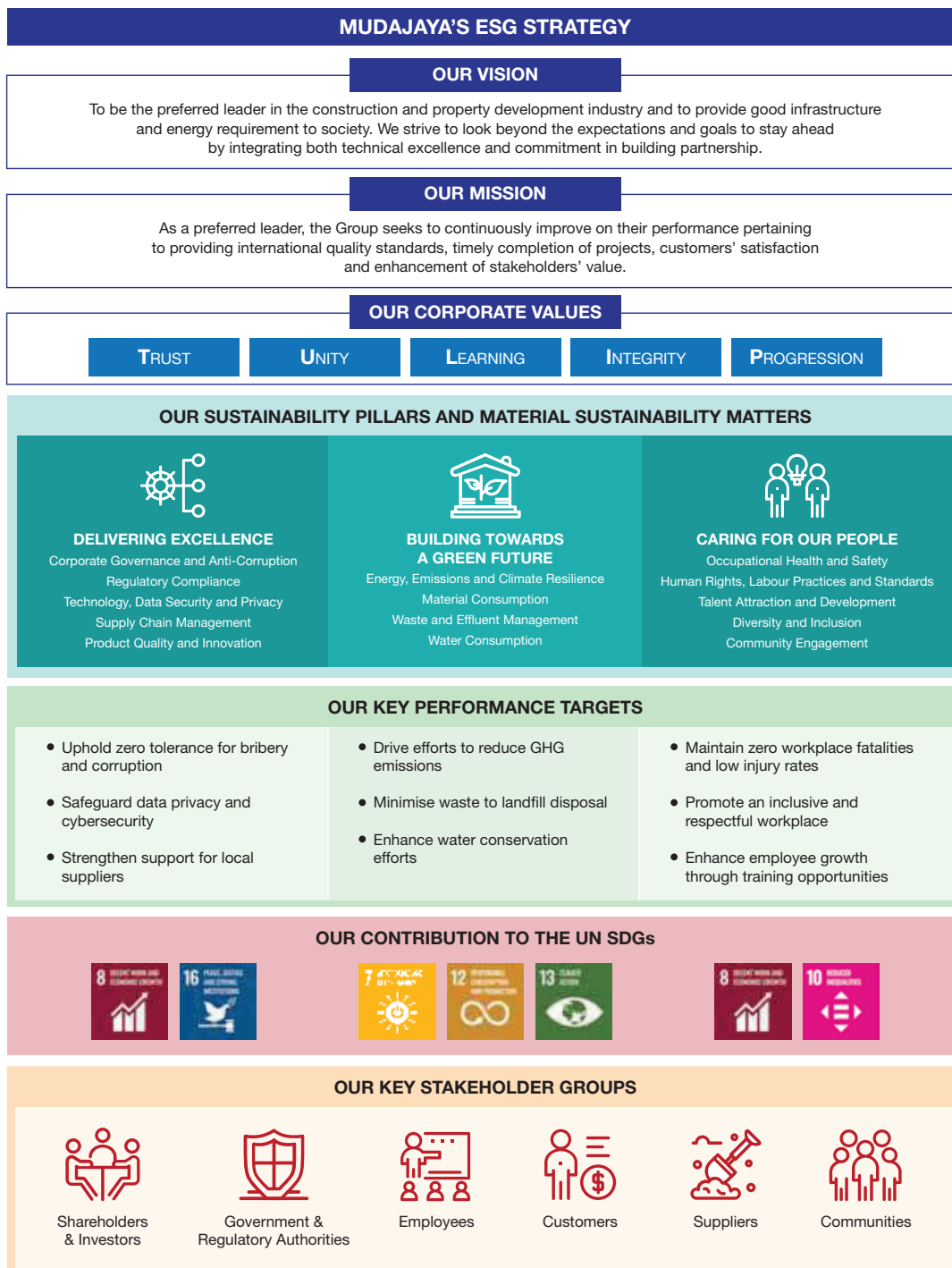
SUSTAINABILITY STATEMENT

(CONT'D)

OUR APPROACH TO SUSTAINABILITY

Forming Our Strategy

Our ESG Strategy drives responsible business practices by embedding sustainability into our corporate strategy. It encompasses our vision and mission and is built upon three key sustainability pillars that align with our material sustainability matters, Key Performance Indicators (“KPIs”), UN SDGs and stakeholders.






SUSTAINABILITY STATEMENT

(CONT'D)

MUDAJAYA'S SUSTAINABILITY AND CLIMATE CHANGE POLICY

The Group's Sustainability Policy supports our ESG initiatives and core values, demonstrating our focus on governance, environmental and social pillars. It guides us in embedding sustainability practices throughout our operations, decision making and overall strategy.

Sustainability Policy

Core Values of Our Sustainability Policy	
Delivering Excellence 	<ul style="list-style-type: none"> • Uphold the highest standards of ethical business conduct and act with integrity in all our operations • Prevent all forms of bribery and corruption throughout the Group's value chain • Comply with regulatory and legal requirements in markets where we operate • Protect customer data and privacy against unauthorised access and use • Uphold the highest standards of product quality to sustain customer satisfaction and support long-term value creation • Support local economic growth by prioritising local suppliers
Building Towards a Green Future 	<ul style="list-style-type: none"> • Continuously improve energy efficiency and actively monitor our carbon footprint across operations • Enhance recycling, reduce waste and implement responsible disposal methods to contribute towards a circular economy • Minimise the Group's environmental footprint by promoting efficient material consumption • Promote water conservation practices throughout the Group
Caring for our People 	<ul style="list-style-type: none"> • Foster a safe workplace for our employees, prioritising their well-being • Allocate resources and organise capacity-building programmes to support employee development and growth • Ensure fair labour practices, treating all employees with dignity and fairness • Actively engage with and contribute to the communities in which we operate

SUSTAINABILITY STATEMENT

(CONT'D)

CLIMATE CHANGE POLICY

This year, the Group has developed a Climate Change Policy to establish clear and actionable directives for addressing climate-related risks and opportunities. The policy aims to provide guidance on carbon footprint reduction, enhance climate resilience, and promote sustainable practices across our operations.

CORE VALUES OF OUR CLIMATE CHANGE POLICY

CLIMATE CHANGE ADAPTATION

Integrate climate-related risks and opportunities into our operations, decision-making processes and strategic development and risk management frameworks

Monitor and report energy consumption, setting and implementing long-term reduction targets to reduce our carbon footprint

Continuously track, monitor and report on Scope 1, 2 and 3 GHG emissions, setting reduction targets while identifying opportunities for emission reduction through technological and/or biological means

Expand our Scope 3 GHG reporting to improve the comprehensiveness and accuracy of our sustainability disclosures

Enhance climate-related disclosures to align with evolving standards and requirements, ensuring transparency and accountability

Conduct climate awareness training for employees and suppliers to strengthen climate resilience and promote sustainable practices across all operations

CLIMATE CHANGE MITIGATION

Adopt advanced technologies and solutions to improve energy efficiency, reduce resource consumption, and manage materials sustainably across our operations

Expand our involvement in the renewable energy sector and integrate renewable energy sources throughout our operations to reduce greenhouse gas emissions and support climate change mitigation

Integrate circular economy principles by improving waste management practices, increasing material reuse and recycling, and minimising waste across our business divisions

Collaborate with stakeholders, including suppliers and clients, to develop and implement effective strategies that address climate-related risks

SUSTAINABILITY STATEMENT

(CONT'D)

ADVANCING GLOBAL INITIATIVES




The UN SDGs outline the global agenda for sustainable development by 2030 to foster peace, prosperity and an equitable future for all. Mudajaya has adopted six UN SDGs with specific targets that align with our initiatives, focusing on areas where we can make the most significant impact.

	7.2: Increase global percentage of renewable energy	
	<ul style="list-style-type: none"> Installed solar photovoltaic ("PV") panels with a capacity of 51.48 kWp on Menara Mudajaya to reduce reliance on purchased electricity. Holds concession rights for two solar PV plants in Malaysia totalling 59 MW and received the Sustainable Development Award from JCI Malaysia for the development of a 49 MW large scale solar PV facility in Perak in 2022. Retrofitted outdoor streetlights at SAWCL to solar-powered units. Deployed solar-powered equipment, including floodlights, lamps, fans and CCTV cameras at LRT3 project sites. 	
	8.7: End modern slavery, trafficking and child labour	8.8: Protect labour rights and promote safe working environments
	<ul style="list-style-type: none"> Maintained zero substantiated instances of child labour and human rights violations throughout our value chain. 	<ul style="list-style-type: none"> Implemented a Health, Safety and Environmental Policy to protect our employees from operational hazards. All employees and workers undergo safety training in line with ISO 45001 Occupational Health and Safety Management System.
	10.3: Ensure equal opportunities and end discrimination	
	<ul style="list-style-type: none"> Established Code of Conduct and Whistleblowing Policy that strictly prohibit discrimination based on race, age, gender, sexual orientation, marital status, or disability. 	
	12.2: Sustainable management and use of natural resources	12.4: Responsible management of chemicals and waste
	<ul style="list-style-type: none"> Installed an advanced rainwater harvesting system at Menara Mudajaya, collecting an average of 254,000 litres per year for non-potable purposes such as washing and sanitation. Implemented a water recirculating system and water-saving valves at our cement manufacturing facilities to increase water efficiency. 	<ul style="list-style-type: none"> Established a designated storage area at LRT3 for scheduled waste generated from vehicles, machinery and clean-up activities. Established designated areas at cement production plants for the temporary storage of hazardous wastes generated during production. Constructed six silt detention ponds and an Active Treatment System ("ATS") at the LRT3 construction site for sedimentation control.

SUSTAINABILITY STATEMENT

(CONT'D)

ADVANCING GLOBAL INITIATIVES (CONT'D)

	12.5: Substantially reduce waste generation <ul style="list-style-type: none"> Collaborated with the IPC Recycling Team to place recycling bins throughout Menara Mudajaya for employees and tenants. Implemented Industrialised Building Systems (“IBS”) to optimise raw materials use and reduce construction waste. 0.6% of waste diverted from disposal 	12.7: Promote sustainable public procurement practices <ul style="list-style-type: none"> Implemented a Supplier Code of Conduct to ensure suppliers adhere to sustainable practices. Conducted a Supplier ESG Assessment for the top 20 major suppliers in Malaysia to assess their alignment with key ESG criteria.
	13.1: Strengthen resilience and adaptive capacity to climate related disasters <ul style="list-style-type: none"> Established Climate Change Policy Enhanced climate-related disclosures <ul style="list-style-type: none"> Board oversight and management roles in climate-related risks and opportunities Climate-related risk and opportunities Risk management processes Metrics and targets 	
	16.5: Substantially reduce corruption and bribery <ul style="list-style-type: none"> First company in Malaysia to obtain ISO 37001:2016 ABMS certification with the UKAS Accreditation. Established a Whistleblowing Policy and an Anti-Bribery Policy to strengthen anti-corruption measures Recorded zero confirmed incidents of corruption for three consecutive years 	

SUSTAINABILITY STATEMENT

(CONT'D)

ATTAINING EXCELLENCE IN KEY PERFORMANCE AREAS

The Group's KPIs are essential metrics that provide quantifiable insights into our sustainability performance through a data-driven approach. This year, we enhanced our KPIs, enabling us to make informed strategic decisions and drive sustainable operational excellence.

MUDAJAYA'S KEY PERFORMANCE INDICATORS			
Material Matters		Our Target	Our Performance in FY2024
Delivering Excellence	Corporate Governance and Anti-Corruption	Zero cases of bribery and corruption	<ul style="list-style-type: none"> Achieved zero substantiated incidents of corruption in FY2024.
	Technology, Data Security and Privacy	Zero breaches in data privacy and cybersecurity	<ul style="list-style-type: none"> Received zero substantiated complaints concerning breaches in customer privacy or data loss.
	Responsible Procurement	90% expenditure allocated to local suppliers in Malaysia and China	<ul style="list-style-type: none"> 99.9% of procurement budget allocated to local suppliers in Malaysia and China.
Building Towards a Green Future	Climate Change and Energy	To establish a baseline year for Scope 1 and 2 GHG emissions by 2026	<ul style="list-style-type: none"> In progress. Continue tracking and monitoring of GHG Emissions across the Group.
	Waste and Effluent Management	Achieve 1% waste diversion from landfill by 2028	<ul style="list-style-type: none"> In progress. 0.6% of waste diverted from landfill.
	Water Consumption	To establish a baseline year for water intensity by 2026	<ul style="list-style-type: none"> In progress. Continue tracking and monitoring of water intensity across the Group.
Fostering Engagement	Occupational Health and Safety	Achieve zero fatal accidents and lost time incident rate ("LTIR") below 1.0	<ul style="list-style-type: none"> Achieved zero fatality and LTIR of 0.09.
	Human Rights, Labour Practices and Standards	Achieve zero cases of human rights violation, discrimination and harassment	<ul style="list-style-type: none"> Recorded zero substantiated cases of human rights violation, discrimination and harassment.
	Talent Attraction and Development	Achieve 4 hours of training per employee by 2028	<ul style="list-style-type: none"> In progress. Recorded an average of 2.22 hours of training per employee.

SUSTAINABILITY STATEMENT

(CONT'D)

SUSTAINABILITY MANAGEMENT STRUCTURE

The Board of Directors (“BOD” or “the Board”) leads our sustainability governance structure, overseeing the Group’s sustainability agenda, including both climate-related risks and opportunities. Supported by the Sustainability Steering Committee (“SSC”), the Board provides strategic direction and leadership. The SSC, in turn, guides the Sustainability Working Committee (“SWC”), which is responsible for executing strategies, managing data collection and monitoring sustainability initiatives.



BOD	<ul style="list-style-type: none"> Strategic oversight of the Group’s overall sustainability agenda, practices, performance and material sustainability matters Guides the integration of ESG-related risks and opportunities into the Group’s strategic and risk management frameworks, with an emphasis on climate-related concerns
SSC	<ul style="list-style-type: none"> Formulates and proposes sustainability strategies, initiatives and targets for Board approval Executes and evaluates the effectiveness of sustainability initiatives Evaluates and oversees the Group’s ESG and climate-related risks and opportunities Recommends adjustments to sustainability policies, standards and procedures to the Board as necessary
SWG	<ul style="list-style-type: none"> Executes and oversees the day-to-day implementation of sustainability initiatives Identifies and recommends key sustainability issues relevant to the Group for SSC consideration Monitors and regularly reports ESG-related data to the SSC

SUSTAINABILITY STATEMENT

(CONT'D)

ADDRESSING STAKEHOLDER NEEDS

Stakeholders play a crucial role in shaping our business, as their input helps us meet their requirements and expectations. We maintain open communication channels and effectively address material issues and areas of concern, striving to meet their expectations and enhance our corporate reputation.

☒ Annually



☐ Bi-annually

☐ Quarterly

☐ Monthly

☐ On-going

☐ As needed



Stakeholders	Key Areas of Concern	Our Response	Engagement Methods
Shareholders and Investors			
Shareholders and investors are vital for providing the financial support for Mudajaya's business operations. Their trust and investments drive our growth, innovation and long-term success.			
	<ul style="list-style-type: none"> Financial and operational performance 	<ul style="list-style-type: none"> Quarterly financial results and annual reports 	<input type="radio"/> Investor Relations in corporate website
	<ul style="list-style-type: none"> Good management and corporate governance 	<ul style="list-style-type: none"> Uphold good governance practices 	<input type="radio"/> Extraordinary General Meeting
	<ul style="list-style-type: none"> Mitigation and adaptation to climate change 	<ul style="list-style-type: none"> Outline carbon reduction strategies Monitor sustainability performance and targets 	<input type="radio"/> Financial results announcements <input checked="" type="radio"/> Annual General Meeting
Government and Regulatory Authorities			
Government and regulatory authorities play a key role in ensuring compliance, promoting fair business practices and upholding ethical standards. Their oversight fosters a stable and trustworthy business environment.			
	<ul style="list-style-type: none"> Anti-bribery and corruption 	<ul style="list-style-type: none"> Compliant with the ABMS requirement under ISO 37001:2016 	<input type="radio"/> Meetings <input type="radio"/> Seminars/ Webinars
	<ul style="list-style-type: none"> Corporate governance practices 	<ul style="list-style-type: none"> Establishment of Good Corporate Governance and Whistleblowing Policy 	
	<ul style="list-style-type: none"> Regulatory compliance 	<ul style="list-style-type: none"> Full compliance with regulatory requirements 	

SUSTAINABILITY STATEMENT

(CONT'D)

ADDRESSING STAKEHOLDER NEEDS (CONT'D)

☒ Annually☐ Bi-annually☐ Quarterly☐ Monthly☐ On-going☐ As needed

Stakeholders	Key Areas of Concern	Our Response	Engagement Methods
Customers			
Customers are the driving force behind the demand for Mudajaya’s products and services, directly impacting our revenue and growth. Their preferences and satisfaction are essential for our continued success and market expansion.			
	• Product quality and safety	• Compliant with ISO9001:2015 Quality Management System	<div><input type="radio"/> Email</div> <div><input type="radio"/> Meetings</div> <div><input type="radio"/> Customer surveys</div> <div><input type="radio"/> Customer engagement</div>
	• Product innovation	• Pre-fabrication technologies • Adoption of renewable energy via Corporate Green Power Programme • Green technology in construction	
	• Customer data privacy	• Compliant with Personal Data Protection Act (“PDPA”) 2010	
Employees			
Employees are crucial to Mudajaya’s success, providing their expertise and dedication to propel our operations forward. Their skills and commitment are essential for achieving our business objectives and sustaining growth.			
	• Career development and upskilling opportunities	• Provide relevant upskilling and development opportunities	<div><input type="radio"/> Internal communications</div> <div><input type="radio"/> Workshops and trainings</div> <div><input type="radio"/> Employee engagement and events</div> <div><input checked="" type="radio"/> Employee appraisals</div>
	• Occupational health and safety	• Compliant with the Occupational Safety and Health (Amendment) Act 2022	
	• Fair labour practices	• Compliant with laws governing work hours and wages • Maintain safe and hygienic accommodations for workers	
	• Whistleblowing policy/ procedures	• Promote transparent communication with employees	
	• Work-life balance	• Provide mothers with extended maternity leave and Flexi Work Arrangements	

SUSTAINABILITY STATEMENT

(CONT'D)

ADDRESSING STAKEHOLDER NEEDS (CONT'D)

☒ Annually



☐ Bi-annually

☐ Quarterly

☐ Monthly

☐ On-going

☐ As needed

Stakeholders	Key Areas of Concern	Our Response	Engagement Methods
Suppliers			
Suppliers play a key role by delivering the crucial resources and materials we need. Their reliable support is fundamental to our efficiency and overall success.			
	<ul style="list-style-type: none">• Anti-bribery and corruption• Supplier evaluation	<ul style="list-style-type: none">• Procurement and Supplier Assessment Policy• Supplier Code of Conduct	<div><input type="radio"/> Procurement processes and new suppliers screening</div> <div><input checked="" type="radio"/> Supplier assessment and performance reviews</div>
	<ul style="list-style-type: none">• Support of local suppliers and products	<ul style="list-style-type: none">• 99.9% of procurement sourced from local suppliers	
Communities			
Mudajaya can positively impact communities by implementing responsible and sustainable practices. Our commitment to sustainability fosters community well-being and strengthens our social responsibility.			
	<ul style="list-style-type: none">• Community development and support	<ul style="list-style-type: none">• Community investments• Provision of scholarships• Improving sustainability practices in communities	<div><input type="radio"/> Community impact programmes</div>

SUSTAINABILITY STATEMENT

(CONT'D)

IDENTIFYING CRITICAL PRIORITIES

Evaluating Key Material Matters

The materiality matrix showcases key ESG issues identified through a structured approach, utilising stakeholder consultations and weighted rankings to prioritise significant sustainability matters. It visually represents their importance to our operations and relevance to stakeholders, guiding our focus on critical environmental, social, and governance priorities.

In FY2024, we retained the materiality matrix from FY2023 as the identified issues remained highly relevant to our business operations and stakeholder interests. Our top three material matters continue to be Corporate Governance & Anti-Corruption, Regulatory Compliance and Occupational Health & Safety.













Delivering Excellence		Building Towards a Green Future		Caring for our People	
1	Corporate Governance and Anti-Corruption	4	Energy, Emissions and Climate Resilience	3	Occupational Health and Safety
2	Regulatory Compliance	7	Material Consumption	5	Human Rights, Labour Practices and Standards
6	Technology, Data Security and Privacy	9	Waste and Effluent Management	10	Talent Attraction and Development
8	Supply Chain Management	12	Water Consumption	13	Diversity and Inclusion
11	Product Quality and Innovation			14	Community Engagement

SUSTAINABILITY STATEMENT

(CONT'D)

CHARTING OUR MATERIAL SUSTAINABILITY MATTERS

We aligned each material matter with the relevant UN SDGs and key stakeholder groups to clearly outline their interconnection with our strategies.





Material Matters	Our Approach	UN SDGs	Stakeholder Groups
Delivering Excellence			
Corporate Governance and Anti-Corruption	The Group is guided by a robust governance framework with comprehensive policies, codes, and procedures to reinforce ethical practices throughout all operations.		
Regulatory Compliance	We adhere strictly to relevant laws and regulations, conducting regular reviews of our policies to ensure alignment with evolving regulations and industry standards.		
Technology, Data Security and Privacy	We strengthen our data management practices with the implementation of rigorous policies and procedures, alongside adherence to industry best practices to prevent data breaches.		
Supply Chain Management	Our procurement practices prioritise responsible sourcing, assessing suppliers based on ESG criteria and quality of materials. We support the local economy by sourcing from local suppliers whenever feasible.		
Product Quality and Innovation	We continuously enhance the quality of our products and services by adhering to both local and international quality standards to ensure our deliverables consistently meet the highest expectations.		












Material Matters	Our Approach	UN SDGs	Stakeholder Groups
Building Towards a Green Future			
Energy, Emissions and Climate Resilience	We mitigate our impact on the environment and address climate change by managing our energy consumption to minimise greenhouse gas emissions across our operations.	 	
Material Consumption	We emphasise the efficient use of materials to reduce our overall environmental footprint to conserve resources for current and future developments.		

SUSTAINABILITY STATEMENT

(CONT'D)

CHARTING OUR MATERIAL SUSTAINABILITY MATTERS (CONT'D)

Material Matters	Our Approach	UN SDGs	Stakeholder Groups
Building Towards a Green Future			
Waste and Effluent Management	The Group minimises our environmental impact by managing waste disposal, enhancing recycling efforts, and implementing wastewater management to prevent adverse effects on the environment.		
Water Consumption	We optimise water usage through the adoption of efficient technologies and conservation practices, including rainwater harvesting, to reduce reliance on freshwater resources.		

Material Matters	Our Approach	UN SDGs	Stakeholder Groups
Caring for Our People			
Occupational Health and Safety	We cultivate a strong safety culture by adhering to stringent OHS standards, providing comprehensive training programmes, and equipping employees with protective equipment to mitigate risks and maintain a safe working environment.		
Human Rights, Labour Practices and Standards	We uphold high standards for human rights and labour practices, ensuring fair wages, safe working conditions, and non-discrimination, thereby fostering an ethical and respectful workplace.		
Talent Attraction and Development	The Group invests in employee development through ongoing learning opportunities, skill-building initiatives, and clearly defined career advancement pathways to attract and retain top talent.		
Diversity and Inclusion	We promote an inclusive workplace environment by strictly enforcing anti-discrimination policies and providing equal opportunities, regardless of gender or social background.	 	
Community Engagement	The Group allocates resources to support a range of community initiatives, aiming to create lasting positive impacts for communities in proximity to our operations.		

SUSTAINABILITY STATEMENT

(CONT'D)

REFINING CLIMATE STRATEGIES

In FY2024, we enhanced our climate-related disclosures to provide insights into how climate risks and opportunities may impact our business operations. Our climate-related disclosures are organised around four core elements: Governance, Strategy, Risk Management, and Metrics and Targets.

Governance

The Board oversees climate-related risks and opportunities in our operations, with support from the SSC in assessing and managing the Group's ESG and climate-related risks and opportunities. This reporting year, the Board participated in 16 ESG training sessions, including 3 programmes specifically on climate-related topics, to remain informed about relevant risks and opportunities.

Board's oversight of climate-related risks and opportunities

- The Board provides strategic oversight over the Group's overall sustainability and climate-related agenda, practices, strategies, performance and material sustainability matters.
- The Board provides direction on the integration of ESG-related risks and opportunities within the Group's strategy and risk management, including climate-related risks and opportunities.
- Quarterly Board meetings are held to discuss key business matters, including climate-related risks and opportunities.

Management's role in assessing and managing climate-related risks and opportunities

- The Group's SSC advises the Board on the adoption of sustainability strategies, initiatives and targets, including climate-related initiatives.
- The SSC also provides oversight of the implementation of the Group's sustainability initiatives including climate-related initiatives, and reports the progress to the Board.
- The SSC stays informed on climate change regulations through regular training and webinars.

Strategy



In FY2023, the Group identified potential risks related to climate change mitigation and adaptation, along with their impacts on our operations and associated opportunities. This year, we conducted a comprehensive review of our climate strategy, evaluating both transition and physical risks over short (1-5 years), medium (6-10 years), and long-term (>11 years) periods to develop a structured response to climate change.

SUSTAINABILITY STATEMENT



(CONT'D)

REFINING CLIMATE STRATEGIES (CONT'D)

Physical Risks: Climate Related Risks, Impacts and Opportunities

Risk	Description	Impact	Opportunities
Short term (1-5 years) to long-term (>11 years)			
Acute 	<ul style="list-style-type: none"> Potential short-term extreme climate-related events, i.e. heat waves, flooding, landslides, etc. 	<ul style="list-style-type: none"> Short-term extreme climate-related events may cause project delays, asset damages, development site issues and health risks to our workforce. 	<ul style="list-style-type: none"> By strengthening resilience measures and establishing contingency plans, we can enhance the ability of project sites and facilities to withstand extreme weather events.
Long-term (>11 years)			
Chronic 	<ul style="list-style-type: none"> Potential long-term effects such as changes in precipitation patterns and increasing temperatures. 	<ul style="list-style-type: none"> Long-term climate-related impacts may cause increase in capital costs and insurance premiums to manage impacts. Long-term disruption and delays in overall project progress may impact output and revenue. 	<ul style="list-style-type: none"> Implementing proactive climate risk measures, such as investing in energy-efficient technologies, can lower insurance costs, stabilise operations, and control capital expenses.

Transition Risks: Climate Related Risks, Impacts and Opportunities



Risk	Description	Impact	Opportunities
Medium term (6-10 years) to long-term (>11 years)			
Policy and Legal 	<ul style="list-style-type: none"> Regulations imposed in relation to climate-related compliance such as the future implementation of a carbon pricing mechanism. Enhanced climate-related reporting obligations. 	<ul style="list-style-type: none"> Exposure to financial penalties and legal actions from non-compliance with emissions and environmental regulations. Increased operational expenses from mandatory climate-related reporting. 	<ul style="list-style-type: none"> Implementing compliance procedures ensures we meet regulatory changes, enhancing investor confidence. Enhancing operational resilience by reducing reliance on carbon-intensive materials and practices.
Short term (1-5 years) to long-term (>11 years)			
Technology 	<ul style="list-style-type: none"> Costs to replace high-emission technologies to meet climate targets and regulatory standards. Replacement of existing products with lower emissions options. 	<ul style="list-style-type: none"> Increased capital investment to deploy low-emissions technologies and upgrading facilities. Resources required for research and development for sustainable precast products. 	<ul style="list-style-type: none"> Low-carbon technologies, such as renewable energy, reduce energy consumption and operational costs, offering long-term savings. Developing innovative low-carbon precast products attract clients prioritising sustainability, improving market competitiveness.

SUSTAINABILITY STATEMENT

(CONT'D)

REFINING CLIMATE STRATEGIES (CONT'D)

Transition Risks: Climate Related Risks, Impacts and Opportunities (Cont'd)

Risk	Description	Impact	Opportunities
Market 	<ul style="list-style-type: none"> Rising raw material costs and shifts in market preference. Increased costs for carbon-intensive construction materials. 	<ul style="list-style-type: none"> Increased product prices may reduce demand, prompting customers to seek substitutes from competitors. Rising material prices may increase project costs, straining budgets and delaying timelines. 	<ul style="list-style-type: none"> Improving energy and material efficiency can reduce costs, boosting profitability and competitiveness. Implementing IBS systems in construction can reduce costs, maintain quality and mitigate rising material prices.
Reputation 	<ul style="list-style-type: none"> Increased stakeholder concerns on environmental impacts and climate action. 	<ul style="list-style-type: none"> Negative stakeholder sentiment could reduce demand for products and services, affecting revenue. 	<ul style="list-style-type: none"> Enhancing reputation by strengthening sustainability reporting and prioritising climate change mitigation and adaptation.

RISK MANAGEMENT

Mudajaya has established an Enterprise Risk Management (“ERM”) framework to identify, assess, and mitigate risks that could impact our operations and overall performance. Overseen by the Audit, Risk Management and Sustainability Committee, the framework ensures a consistent approach to managing all risks, including climate-related risks, across the Group’s divisions and projects.

Identifying and Assessing Climate-related Risks
<ul style="list-style-type: none"> The ERM framework outlines a structured process for identifying, assessing, communicating, monitoring, and reviewing risks and the effectiveness of mitigation strategies at both divisional and corporate levels. Key business risks are identified with potential causes determined, and Risk Owners are assigned to manage each risk area.
Managing Climate-related Risks
<ul style="list-style-type: none"> Risk analysis is integrated into strategic planning, business planning, project management, and investment or appraisal processes. A risk-based approach to internal controls is embedded in day-to-day operations. Risk owners are responsible for managing risks within their scope and authority, escalating higher-level risks to management. The Board and senior management are accountable for identifying and managing risks within their areas, ensuring effective risk management systems are implemented.
Integrating Climate-related Risk Management
<ul style="list-style-type: none"> All risk management activities are documented in the ERM Policy and Procedures, forming part of the integrated ERM system. The process includes regular half-yearly progress reports and comparisons to assess changes in the risk environment and adjust strategies as necessary.

SUSTAINABILITY STATEMENT

(CONT'D)

METRICS AND TARGETS

The Group monitors and discloses our annual Scope 1, 2, and limited Scope 3 GHG emissions, which include emissions from business travel and employee commutes. Our GHG emissions are calculated in accordance with the methodology outlined within the GHG Protocol Corporate Accounting and Reporting Standard.

We track and disclose the following metrics to assess our performance in these areas.

Metric	Unit	Description
GHG Emissions	tCO ₂ e	Quantifies Scope 1, 2 and 3 (limited to business travels and employee commute) GHG emissions
Waste	MT	Measures total amount of waste generated
Energy Usage	Mwh	Tracks total fuel and electricity consumption
Water Usage	m3	Measures total water consumption

The Group has established Sustainability KPIs to monitor our progress, including targets for GHG emissions and waste management. As part of our climate strategy, we plan to establish a baseline year for Scope 1 and 2 GHG emissions by 2026, which will guide our reduction targets and emissions tracking. We also aim to achieve at least 1% of waste diversion from landfill by FY2028.

SUSTAINABILITY STATEMENT

(CONT'D)

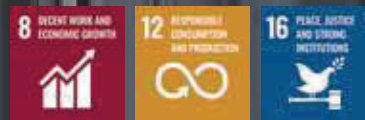
DELIVERING EXCELLENCE

Mudajaya upholds exemplary standards of governance, ethics and integrity to foster sustainable growth and enhance our corporate standing. We implement robust policies and management systems to support these values. Effective governance ultimately influences our organisational strategy and sustainability direction, setting a strong foundation for our framework.

Material Sustainability Matters

- Corporate Governance and Anti-Corruption
- Regulatory Compliance
- Technology, Data Security and Privacy
- Supply Chain Management
- Product Quality and Innovation

Contribution to UN SDGs



Key Stakeholder Groups



Key Highlights in FY2024

- Zero substantiated incidents of corruption
- Zero whistleblowing cases reported
- Zero substantiated complaints concerning breaches in customer privacy or data loss
- 99.9% of procurement budget spent on local suppliers

SUSTAINABILITY STATEMENT

(CONT'D)

CORPORATE GOVERNANCE AND ANTI-CORRUPTION

Effective corporate governance maintains the stability of our operations which builds trust with our stakeholders. Upholding responsible and effective governance across the Group ensures a fair, transparent, and ethical culture throughout our operations, central to our integrity and pursuit of excellence.

The Board of Directors and Senior Management of Mudajaya are guided by a set of policies and codes that ensure ethical conduct and effective governance throughout the Group.

Board Charter	Director Fit and Proper Policy	Remuneration Policies
The Board Charter outlines the roles, composition, and responsibilities of the Board, ensuring all members understand their duties in upholding high standards of corporate governance.	The policy sets criteria to evaluate Directors' suitability, ensuring they possess the necessary qualities, commitment, integrity, professionalism, and compliance to effectively serve the Board and stakeholders.	Our Remuneration Policies and Procedures determine our employment packages to attract and retain high-caliber Directors and senior management, driving Mudajaya's success and achieving our strategic goals.

The following corporate governance policies guide our employees in their operational conduct, ensuring alignment with our strategic and business objectives.

Code of Ethics and Conduct	The Code sets forth the principles and standards that govern the behaviour of employees, officers, and directors. It provides clear directives on disclosing conflicts of interest, maintaining confidentiality, and handling information disclosure appropriately. It includes best practices, internal controls, regulatory compliance, and stresses the obligation to report any breaches.
Anti-Bribery and Corruption ("ABC") Policy	Aligned with the Malaysian Anti-Corruption Commission (Amendment) Act 2018 and Bursa Securities' anti-bribery guidelines, our ABC Policy Statement is supported by the Anti-Bribery Manual and Anti-Bribery Objectives & Targets. These documents establish measures to prevent corruption and ensure compliance with anti-corruption laws across the Group's operations.
Whistleblowing Policy and Procedure	In alignment with ISO 37001:2016 ABMS standards, this policy provides a secure and confidential channel for employees and stakeholders to report misconduct. All reports are handled with discretion, ensuring protection from retaliation for the whistleblower. An independent investigation, led by the Group's Independent Non-Executive Director and the Integrity Unit, ensures a thorough review and appropriate action.



The Group's corporate governance policies are readily accessible to our stakeholders and are published on Mudajaya's website at www.mudajaya.com/corporate-governance/

SUSTAINABILITY STATEMENT

(CONT'D)



On 10 June 2020, Mudajaya became the first Malaysian construction company to receive ISO 37001:2016 ABMS certification from UKAS Accreditation and was re-certified in 2023.

Compliance is further extended to suppliers and subcontractors through an Anti-Corruption Obligation, requiring a Vendor Letter of Declaration to ensure that all business transactions are conducted ethically.

In FY2024, we conducted a corruption risk assessment covering 100% of our operations in Malaysia and China, with zero confirmed incidents of corruption recorded. Over the past three reporting years, no whistleblowing incidents have been reported.

	FY2022	FY2023	FY2024
Percentage of operations assessed for corruption-related risks (%)			
i. Malaysia	100%	100%	100%
ii. China	100%	100%	100%
Group-wide	FY2022	FY2023	FY2024
No. of confirmed incidents of corruption	0	0	0
No. of confirmed incidents of whistleblowing	0	0	0

The Group effectively communicates our anti-bribery policies to employees through multiple channels, including the employee handbook, new hire orientation programmes, and regular anti-bribery training sessions. In FY2024, anti-corruption training was completed by 50% of our employees in Malaysia and 6% of our workforce in China.

Malaysia	FY2023	FY2024
Percentage of employees who received anti-corruption training		
i. Senior Management	84%	81%
ii. Management	59%	70%
iii. Executive	63%	69%
iv. Non-Executive	16%	13%
China	FY2024	
Percentage of employees who received anti-corruption training		
i. Senior Management	27%	
ii. Management	0%	
iii. Executive	24%	
iv. Non-Executive	0%	

Note:

1. Employee anti-corruption training in China was only conducted at SHGT and SGCG

SUSTAINABILITY STATEMENT

(CONT'D)

ATTAINING REGULATORY COMPLIANCE

At Mudajaya, we ensure regulatory compliance through a robust internal control system and supervision mechanism, staying aligned with legal requirements across all jurisdictions. We stay updated with regulatory changes and proactively prepare for emerging laws.

Non-compliance incidents are managed through an internal reporting system, audits, and investigations, with corrective actions to prevent recurrence and ensure continuous improvement.



The Group achieved zero Stop-Work Orders from the Department of Environment (“DOE”) and the Department of Occupational Safety and Health (“DOSH”) in Malaysia, as well as from the Ministry of Ecology and Environment (“MEE”) and the Ministry of Emergency Management (“MEM”) in China.

In FY2024, our Malaysian operations recorded zero substantiated non-compliance incidents, while SAWCL in China reported two incidents related to land use violations and safety management breaches. To address these issues, we promptly implemented corrective actions, including completing the necessary land use procedures and certification. Additionally, to meet safety standards, we restored vehicles to their original condition and imposed restrictions on their loading capacity.

SECURING TRUST THROUGH DATA PROTECTION

Protecting sensitive customer information and complying with data protection laws are essential to prevent breaches, maintain operational continuity, and build stakeholder trust. Our Management Information System (“MIS”) Policy and Procedures align with PDPA 2010, ensuring high standards of data security.

Our internal control and risk management framework includes robust security measures such as access control and network management, to prevent unauthorised access and cyberattacks.

Confidentiality clauses in employee contracts	To further safeguard data, employee contracts include confidentiality clauses, ensuring that sensitive information is protected.
Secure management of employee information	The Human Resources department securely manages employee data in SharePoint, with deletions flagged and notifications issued to enhance security.

Due to our data privacy and cybersecurity measures, there have been zero substantiated complaints regarding breaches in customer privacy or data loss across our operations in Malaysia and China since FY2022.

Group-wide	FY2022	FY2023	FY2024
No. of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0

SUSTAINABILITY STATEMENT

(CONT'D)

PURSuing SUPPLY CHAIN EXCELLENCE

Integrating sustainability into supply chain management ensures supplier quality and supports a value chain that meets industry standards and regulatory requirements. We maintain a responsible supply chain by carefully selecting and collaborating with suppliers, guided by our policies and criteria.

PROCUREMENT AND SUPPLIER ASSESSMENT POLICY

- Our procurement and supplier assessment system is integrated into the Supplier Code of Conduct and is fully compliant with ABMS standards.
- The Procurement Department adheres to ISO 9001 QMS guidelines to ensure that all sourced products and services consistently meet customer expectations and comply with regulatory requirements.
- We conduct biannual supplier performance reviews to maintain service quality, ensure ongoing policy compliance, and uphold contractual obligations.

We prioritise the following key criteria in selecting our suppliers.



By focusing on these aspects, we ensure that our supply chain remains efficient, resilient, and capable of meeting the evolving demands of our business and customers.

SUPPLIER ESG ASSESSMENT

This year, we introduced our Supplier ESG Assessment to strengthen sustainability practices across our supply chain, focusing on the top 20 of our major suppliers in our Malaysian operations to assess their alignment with key ESG criteria.

SUPPLIER

TOTAL NO. OF SUPPLIERS ASSESSED: 20

Governance Criteria	Environmental Criteria	Social Criteria
89% comply with all relevant laws and regulations.	83% monitor energy consumption of their operations.	69% provide a functional Occupational Health and Safety ("OHS") System.
89% maintain policies or procedures to ensure project or service quality, specifications and safety.	75% monitor water consumption at their facilities.	69% offer OHS training to their employees and senior management.
88% have zero recorded incidents of corruption or bribery.	88% track waste generation and disposal from their operations.	60% have implemented a whistleblowing hotline or grievance mechanism.

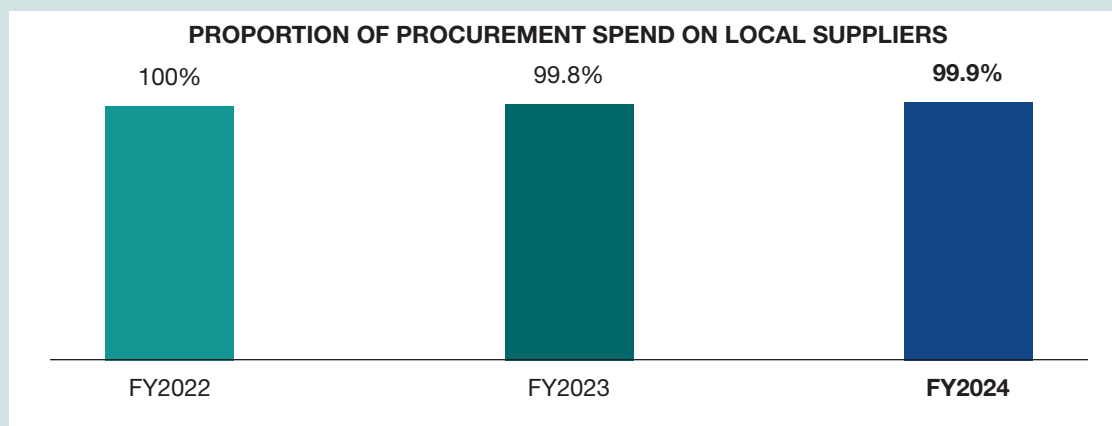
Moving forward, we plan to expand the assessment in phases to include the remaining suppliers, integrating ESG criteria into both our ongoing supplier evaluations and onboarding process for new partners.

SUSTAINABILITY STATEMENT

(CONT'D)

PROPORTION OF PROCUREMENT SPEND ON LOCAL SUPPLIERS

We prioritise sourcing from suppliers within the countries where we operate, aiming to allocate a minimum of 90% of our procurement budget towards local suppliers. Over the past three years, our operations in Malaysia and China have consistently directed over 99% of the allocated budget to local suppliers.



Note:

1. FY2022 and FY2023 have been restated to include our procurement budget spent in China.
2. Conversion of procurement from CNY to MYR for China operations used the exchange rate provided by Bank Negara Malaysia at the end of each financial year. FY2022 (0.6342), FY2023 (0.6469), FY2024 (0.6125).

DRIVING QUALITY AND INNOVATION

Quality is paramount in construction, property development, concession assets, and manufacturing, forming the basis of our brand credibility and customer trust. Driven by our pursuit of excellence, Mudajaya is dedicated to delivering innovative solutions and products of the highest quality across all our projects, ensuring exceptional customer satisfaction.

Our construction and manufacturing projects adhere to the ISO 9001 Quality Management System. This commitment is further articulated in our group Quality Policy Statement which underscores our pursuit for excellence and drive for high standards across all operations.

Group Quality Policy Statement

- 01 Providing cost-effective, innovative and timely delivery of high-quality products
- 02 Cultivating human capital and fostering a culture of teamwork within our workforce
- 03 Optimising resource utilisation to enhance efficiency and operational excellence
- 04 Ensuring total customer satisfaction by not only meeting but surpassing customer expectations
- 05 Upholding compliance with all relevant legal and other requirements
- 06 Continually improving the effectiveness of our Quality Management System

SUSTAINABILITY STATEMENT

(CONT'D)

SHGT prioritises employee upskilling and the establishment of a comprehensive service system to elevate product standards. We also actively listen to customer needs to drive continuous product improvement, while maintaining stringent quality control. At SAWCL, we adhere to the requirements for components and materials specified in Section 5 of GB 175-2023 Common Portland Cement to ensure the quality of our Ordinary Portland Cement products.

The following subsidiaries have attained ISO 9001:2015 Quality Management System Certification.

Accreditation	Subsidiaries	Scope of Approval	Issue Date	Expiry Date
ISO 9001:2015	MCB	Provision of Construction Services for Building, Civil, M&E Engineering, Water Supply and Marine Structure Works.	19.7.2002	18.7.2026
	MJC Precast	Manufacturing and Supply of Precast Components for Construction Industry.	30.12.2015	8.8.2027

Customer Satisfaction Evaluation

CUSTOMER SATISFACTION EVALUATION SURVEY FOR CONSTRUCTION PROJECTS

The Customer Satisfaction Evaluation Form was distributed to client representatives at the LRT3, GEK, and ECRL projects to assess their satisfaction with Mudajaya's performance.

The evaluation results indicated that all quality-related criteria were rated as good, while Mudajaya achieved an excellent score in HSE compliance. Additionally, client representatives who participated in the survey expressed their willingness to recommend Mudajaya to others. We scored over 70% in all three projects based on the evaluation criteria.

Evaluation Criteria:

- Site progress
- Quality of work
- Technical skills and knowledge
- HSE compliance
- Responsiveness in addressing client concerns and inquiries
- Overall satisfaction level

LRT3 Project	GEK Project	ECRL Project
Score: 83%	Score: 83%	Score: 73%

SUSTAINABILITY STATEMENT

(CONT'D)

BUILDING TOWARDS A GREEN FUTURE

Environmental stewardship is central to our ESG agenda, enabling us to address climate change and safeguard a healthy, thriving planet. Mudajaya mitigates the environmental impacts of our business activity through resource-efficient practices and waste management initiatives. We continually seek innovative solutions to minimise adverse effects, recognising that addressing climate change is a shared responsibility for all.

Material Sustainability Matters

- Energy, Emissions and Climate Resilience
- Material Consumption
- Waste and Effluent Management
- Water Consumption

Contribution to UN SDGs



Key Stakeholder Groups



Key Highlights in FY2024

- Upgrading clinker production line at SAWCL, increasing daily capacity from 2,500 t/d to 4,000 t/d upon completion
- 19% reduction in water intensity compared with FY2023

SUSTAINABILITY STATEMENT

(CONT'D)

DRIVING ENERGY EFFICIENCY AND EMISSIONS REDUCTION

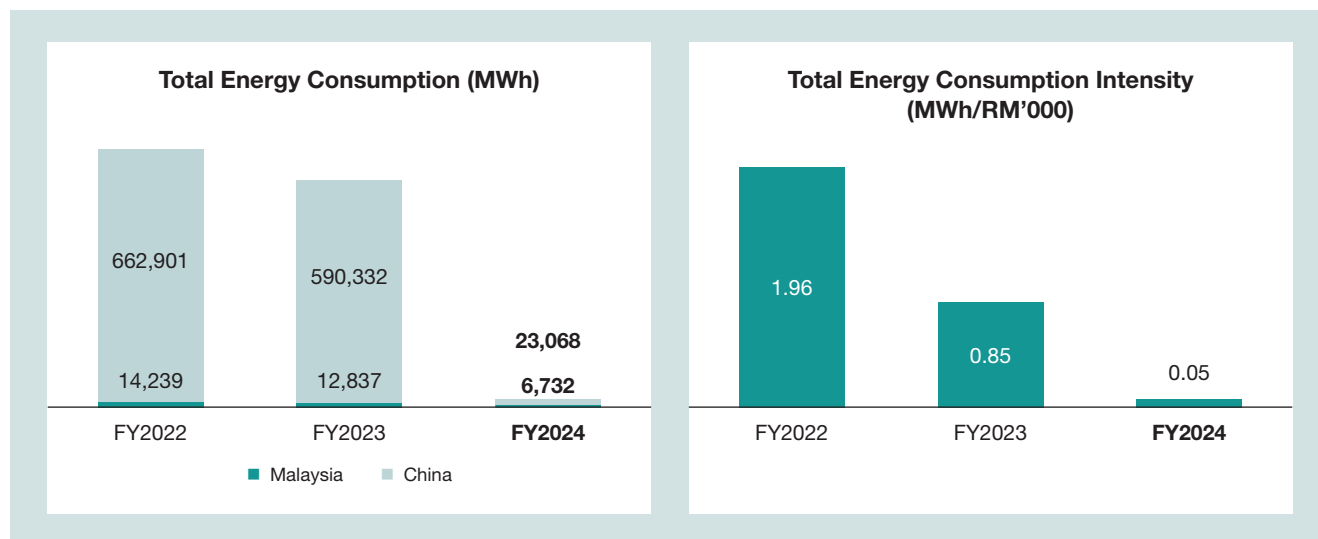
Energy efficiency and emissions management are key components in advancing sustainability in the construction and manufacturing industries. By integrating sustainable practices into our operations, we reduce greenhouse gas emissions, achieve significant cost savings, and enhance the resilience of our projects in a rapidly changing global landscape.

Energy Management

The Group has implemented a range of initiatives across our operations as part of our ongoing commitment to improving energy efficiency. At SAWCL, an energy management system has been established to enable real-time monitoring of energy consumption. This system allows us to track energy usage and conduct comprehensive data analysis to monitor energy consumption patterns and inefficiencies. We further advanced energy efficiency in the production plant by retrofitting fluorescent lighting with light-emitting diode ("LED") ceiling lights and converting outdoor streetlights to solar-powered alternatives.

The Group is currently constructing a new clinker production line at SAWCL, with completion expected by the end of 2025. Once completed, the daily capacity of the clinker production line will increase from 2,500 t/d to 4,000 t/d. This upgrade is expected to optimise resource use and improve energy efficiency, which could lead to a reduction in emissions associated with the production process.

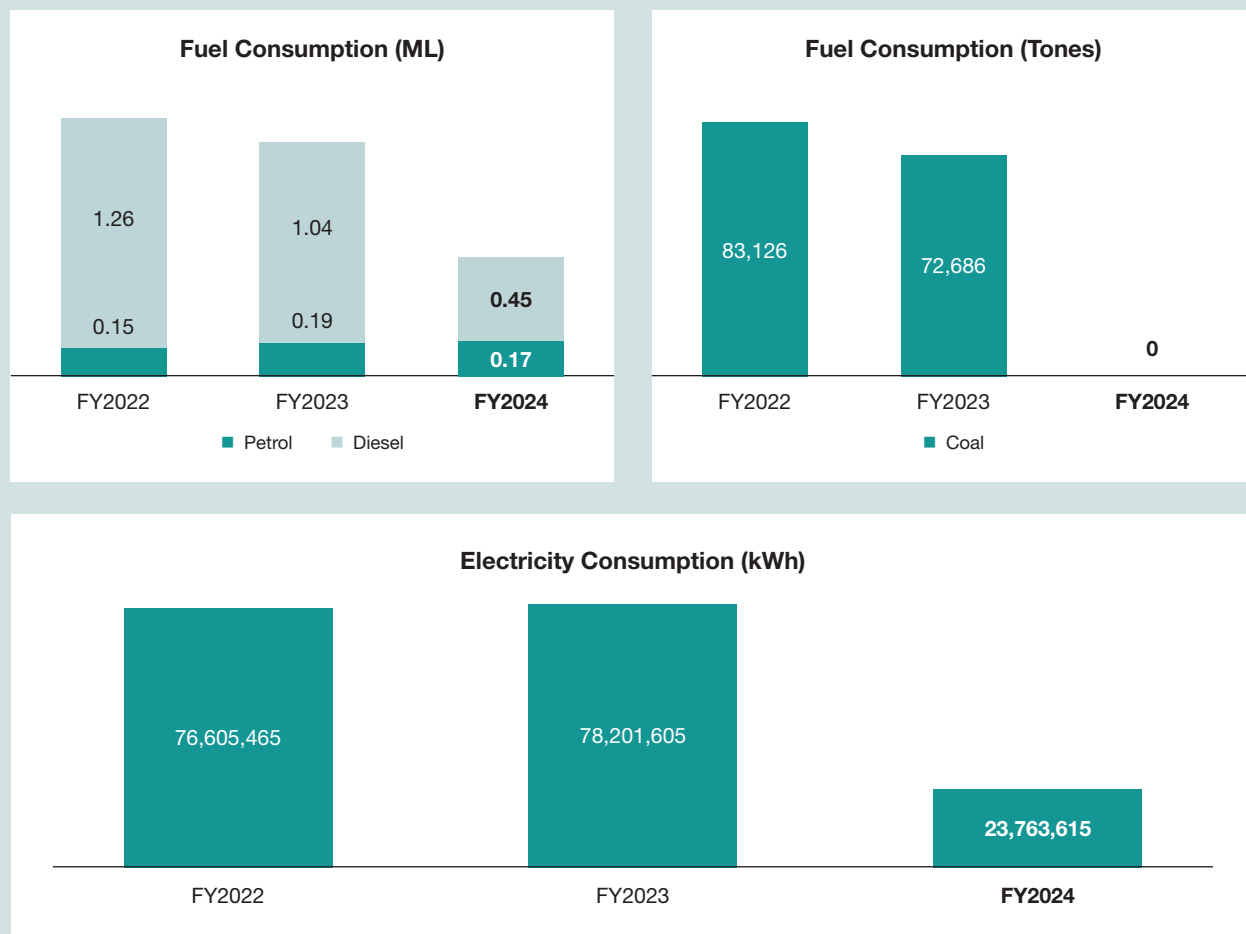
In FY2024, the Group recorded a total energy consumption of 29,800 MWh and a total energy intensity of 0.05 MWh/RM'000. Purchased electricity accounted for the majority (80%) of our energy usage across Malaysia and China, primarily due to the high electricity consumption at our cement production plants. The reduction in energy consumption and intensity is largely contributed by the temporary discontinuation of coal usage at SAWCL, as part of the technological upgrades for the new clinker production line. Coal usage will resume once the upgrades are completed.



SUSTAINABILITY STATEMENT

(CONT'D)

DRIVING ENERGY EFFICIENCY AND EMISSIONS REDUCTION (CONT'D)



Note:

1. Electricity data for FY2024 is unavailable for SHGT and SGCG as they consolidated operations with another Group subsidiary and did not incur separate electricity charges.

GHG Emissions

The Group actively tracks emissions across our projects to identify areas for improvement and implement strategies to reduce carbon emissions. Solar PV panels installed at Menara Mudajaya generated 41,821 kWh of electricity in FY2024, which was sold to Tenaga Nasional Berhad (“TNB”) under the Feed-in Tariff scheme. The LRT3 project site is equipped with solar-powered floodlights, lamps, fans and closed-circuit television (“CCTV”) cameras. This year, the Group has also installed two electric vehicle (“EV”) charging stations in Menara Mudajaya to promote sustainable transportation and support the shift towards low-carbon mobility.

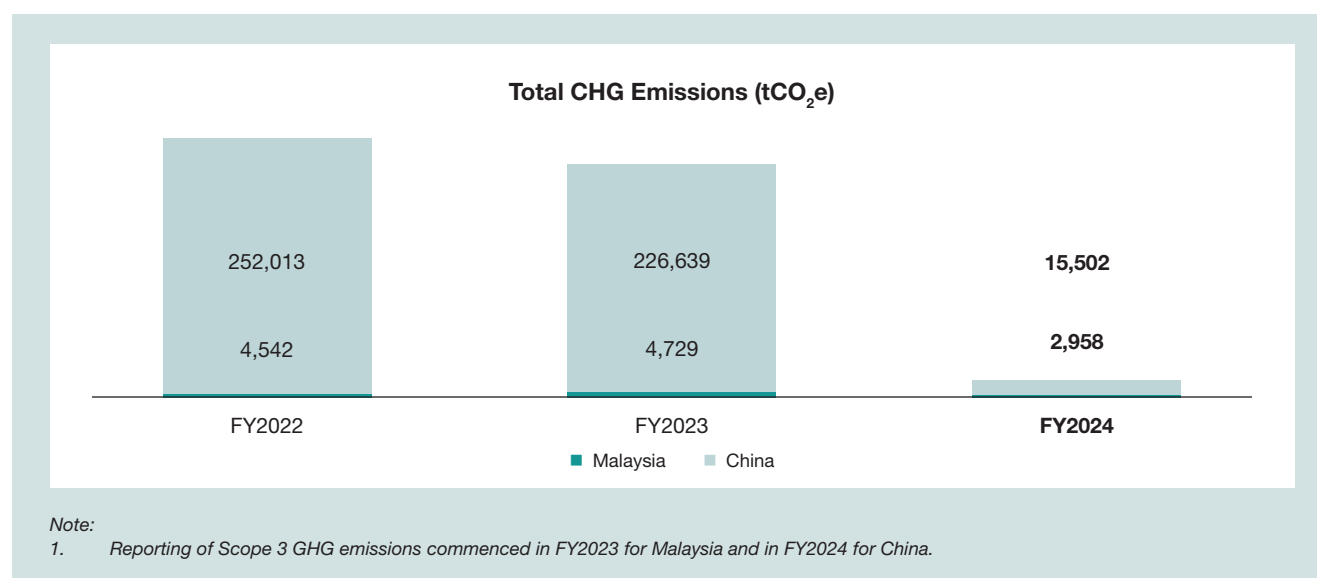
A Building Integrated Solar Panels (“BISP”) system has been proposed for installation at the guardhouse and rooftops of each block at SkyVilla Condominium, with the aim of supplying electricity to selected common areas. Additionally, the installation of EV charging stations is currently in progress, further supporting sustainable living. As part of our broader tree preservation programme, we continue to integrate green spaces into our project and development plans, prioritising the retention of existing trees on project sites wherever feasible.

In FY2024, our total GHG emissions amounted to 18,460 tCO₂e, marking a significant reduction compared to FY2023, primarily due to lower Scope 1 and Scope 2 emissions.

SUSTAINABILITY STATEMENT

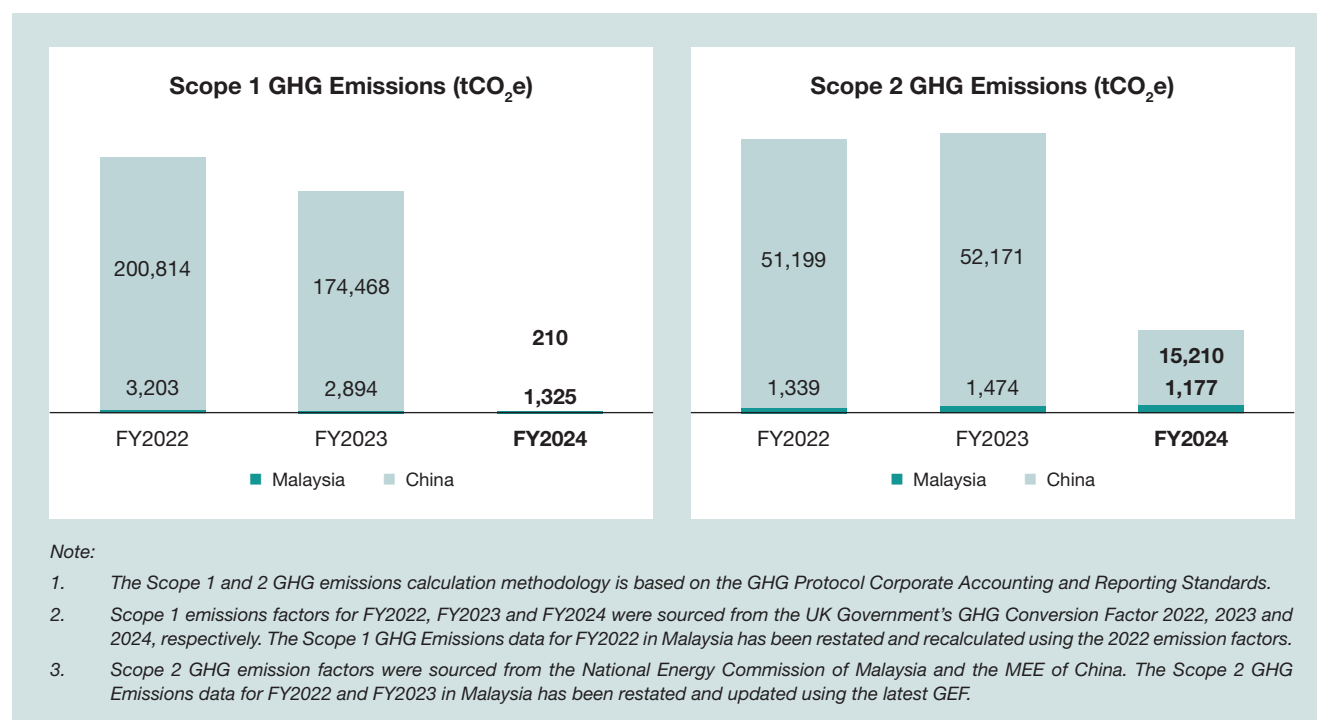
(CONT'D)

DRIVING ENERGY EFFICIENCY AND EMISSIONS REDUCTION (CONT'D)



The Group's Scope 1 GHG emissions include direct emissions from petrol and diesel consumption associated with construction activities at MCB, precast concrete manufacturing at MJCP and our cement production operations in SAWCL. The reduction in Scope 1 GHG emissions is primarily attributed to the temporary discontinuation of coal usage in our China operations during production line upgrades in FY2024, as well as the completion of the GEK project and the near completion of the LRT3 project in Malaysia.

Scope 2 GHG emissions represent the indirect emissions associated with purchased electricity used in our operations. The Group's total Scope 2 GHG emissions decreased from 53,645 tCO₂e in FY2023 to 16,387 tCO₂e in FY2024. Our subsidiaries in China accounted for the majority of electricity consumption (93%).

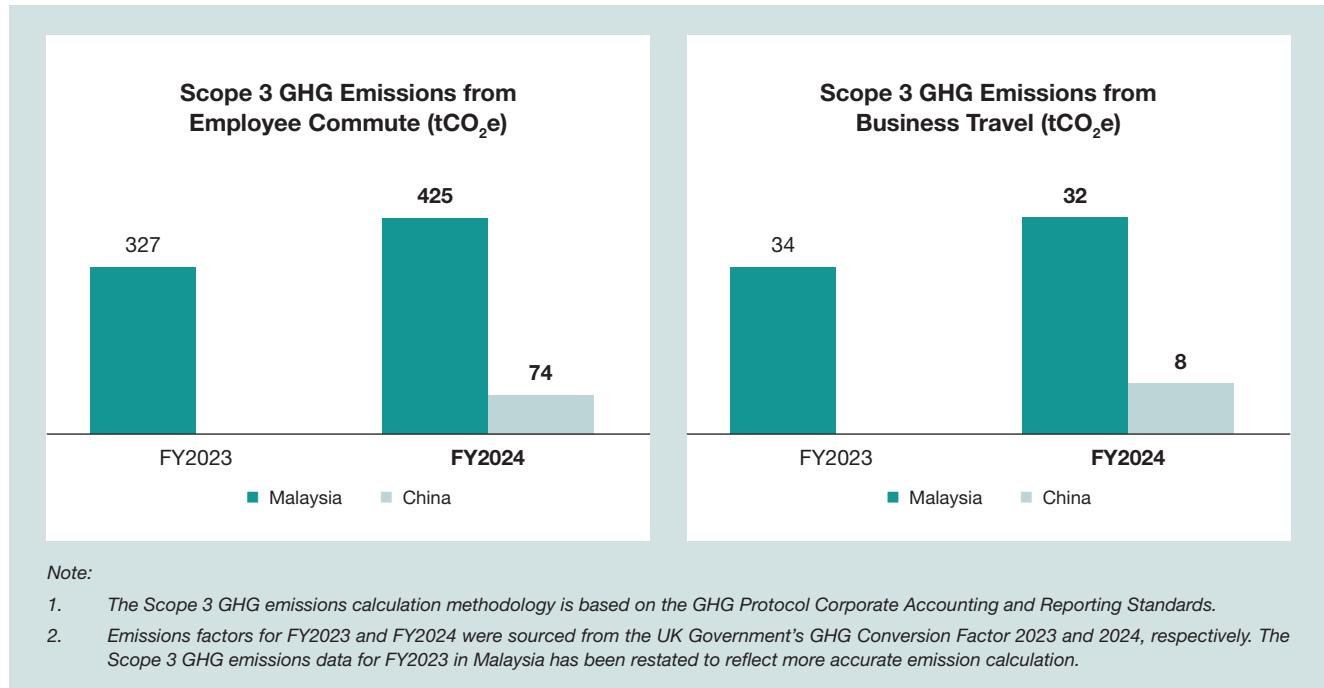


SUSTAINABILITY STATEMENT

(CONT'D)

DRIVING ENERGY EFFICIENCY AND EMISSIONS REDUCTION (CONT'D)

Mudajaya's Scope 3 GHG emissions include employee commuting and business travel, encompassing both air and land transportation. Our total Scope 3 GHG emissions for FY2024 are recorded at 539 tCO₂e.



OPTIMISING RESOURCE UTILISATION

With an increasing demand for raw materials for buildings and infrastructure, we aim to make the most of our finite resources. By adopting efficient methods and optimised processes, we strive to reduce resource consumption and enhance our operational efficiency.

We effectively reduce our environmental impact by employing prefabrication methods, primarily through Industrialised Building Systems ("IBS"). This technique enables more efficient use of raw materials via off-site manufacturing of building components, significantly reducing on-site waste and streamlining construction processes, leading to improved efficiency in our projects.

At our cement production plants, we develop monthly production and raw material consumption plans based on past production analysis and the established production budget, ensuring that our operations are aligned with both operational needs and waste minimisation efforts.

In FY2024, the top three materials utilised in our construction operations in Malaysia, primarily the LRT3 and Senari Port projects, were quarry products, ready-mixed concrete and pipes. In China, our operations primarily used mine waste rock, limestone and clinker.

SUSTAINABILITY STATEMENT

(CONT'D)

OPTIMISING RESOURCE UTILISATION (CONT'D)

TOP THREE MATERIAL CONSUMPTION – MALAYSIA		
FY2022	FY2023	FY2024
221 tonnes Steel bars	26,225 tonnes Quarry products	42,873 tonnes Quarry products
650 m³ Ready-mixed concrete	844 m³ Ready-mixed concrete	31,107 pcs Pipes
489 trips Earth	337 tonnes Steel bars	1,658 m3 Ready-mixed concrete

TOP THREE MATERIAL CONSUMPTION – CHINA		
FY2022	FY2023	FY2024
1,432,030 tonnes Mine waste rock	2,282,942 tonnes Mine waste rock	1,825,268 tonnes Mine waste rock
895,580 tonnes Limestone	800,119 tonnes Limestone	825,072 tonnes Limestone
135,969 tonnes Fly ash	140,441 tonnes Fly ash	213,186 tonnes Clinker

Note:

1. Data for other construction projects in Malaysia is not available, as materials are managed by subcontractors.

PROMOTING SUSTAINABLE WASTE MANAGEMENT

In the construction and cement production sectors, effective waste and effluent management are crucial in preventing adverse environmental impacts. By upholding stringent measures across our operations, we ensure that all waste is properly managed in compliance with relevant laws and regulations.

Waste Management

Mudajaya has established waste management plans to ensure the proper handling and disposal of scheduled wastes in both our operations in Malaysia and China.

SUSTAINABILITY STATEMENT

(CONT'D)

WASTE MANAGEMENT PLAN

Construction Sites in Malaysia

- Established designated areas for the storage of scheduled waste.
- Placed recycling bins at all construction sites.
- Appointed licensed contractors to manage all scheduled wastes, ensuring compliance with our environmental management plan and DOE's regulations and guidelines.

Cement Production Plants in China

- Designate areas for temporary storage of hazardous wastes generated during production.
- Collect and store hazardous waste in secure containers prior to transfer and disposal.
- Submit an application for a transfer document to the environmental protection department to authorise the transfer of hazardous waste.
- Transport hazardous waste using dedicated vehicles, ensuring entry and exit are monitored.
- Record and maintain vehicle details, loading footage, and personnel information.
- Ensure the transfer document is jointly signed by the hazardous waste generator, the transporter and the waste contractor.
- Ensure each party retains a copy and subsequently reports to the relevant authorities.

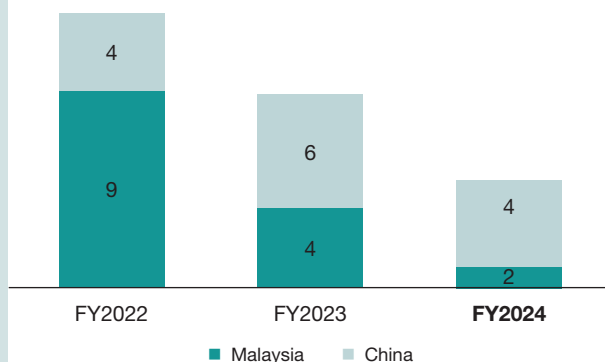
To further promote sustainability and responsible waste management, we have implemented a recycling initiative aimed at increasing recycling efforts across our operations.

COLLABORATION WITH IKANO POWER CENTRE ("IPC") RECYCLING TEAM

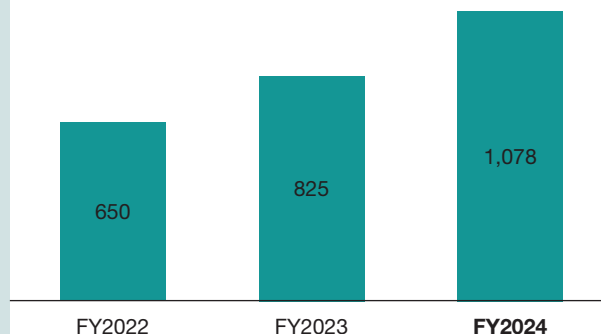
In FY2022, Mudajaya has collaborated with the IPC Recycling Team to place recycling bins throughout Menara Mudajaya, enabling our employees and tenants to dispose of recyclable items conveniently. We collected 1,700 kg of recyclables in FY2024.

In FY2024, we recorded a total waste generation of 1,084 tonnes, with the majority (64%) comprising construction waste. Of this total, 6 tonnes were diverted from disposal, while 1,078 tonnes were directed to disposal.

Waste Diverted from Disposal (tonnes)



Waste Directed to Disposal (tonnes)



SUSTAINABILITY STATEMENT

(CONT'D)

The total scheduled (hazardous) waste generated was of 4.30 tonnes, with 0.26 tonnes generated in Malaysia and 4.04 tonnes in China. The Group's total non-scheduled waste was recorded at 1,080 tonnes in FY2024.

Type of Waste		Scheduled Waste Generation (tonnes)		
		FY2022	FY2023	FY2024
Malaysia				
SW 305	Spent lubricating oil	0.38	1.16	0.11
SW 404	Pathogenic waste, clinical waste or quarantined materials	0.02	–	–
SW 408	Contaminated soil	0.19	0.35	0.11
SW 409	Used chemical container	0.14	0.23	0.01
SW 410	Contaminated rag, paper, plastic, absorbent pad, used oil filter	0.18	0.20	0.03
Total		0.91	1.94	0.26
China				
HW 08	Waste mineral oils	3.50	4.81	3.97
HW 49	Other wastes	0.22	0.77	0.07
Total		3.72	5.58	4.04
Grand Total		4.62	7.52	4.30

Type of Waste		Non-Scheduled Waste Generation (tonnes)		
		FY2022	FY2023	FY2024
Domestic Waste		266	309	389
Construction Waste		392	518	691
Grand Total		658	827	1,080

Note:

- Scheduled waste data for Malaysia only includes waste from MCB, while data for China only includes SAWCL.
- Non-scheduled waste data only includes waste from MCB and MLSB.

Effluent Management

Silt Detention Ponds	We have built six detention ponds at the LRT3 sites to effectively contain sediments before discharging into the adjacent river. Treated water from these ponds is reused for vehicle cleaning. Stockpiles of silt are repurposed as sandbags to aid in flood mitigation along the riverbanks.
Active Treatment System ("ATS")	Our LRT3 construction sites are equipped with ATS, designed to trap and filter particles from water. This system ensure compliance with DOE standards before any discharge into the river.
Water Quality Monitoring	The Group conducts regular water quality sampling of effluent discharged at our project sites, including LRT3, GEK and ECRL. Results indicate that most parameters remain within or below their specific limits. Any occasional exceedances are likely due to external factors such as discharges and surface runoff from nearby industrial, commercial or residential areas.

SUSTAINABILITY STATEMENT

(CONT'D)

Air Pollution Control and Emission Reduction System

Our low emission system at SAWCL, jointly constructed by China National Inspection Testing Control Group Co., Ltd. and its subsidiaries in June 2024, is designed to reduce and monitor exhaust emissions. The system comprises four key components, each essential for managing clean emissions in our cement production.

**Integrated Ultra-Low
Emission Control
Platform**

**Total Suspended
Particles Monitoring
Instrument**

**Factory Boundary Air
Quality Monitoring
Microstation**

**Environmental Air
Quality Testing
Microstation**

MAXIMISING WATER EFFICIENCY

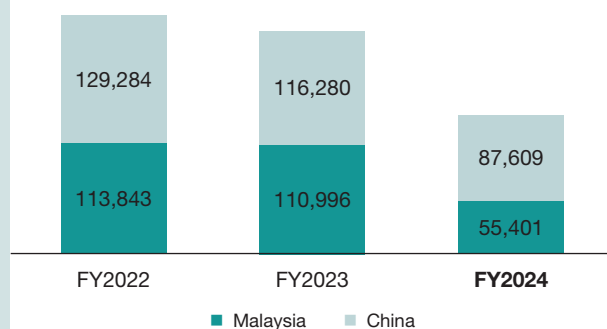
We recognise the importance of responsibly managing our water consumption to preserve this valuable resource. Mudajaya has adopted a proactive approach to water management, enhancing water efficiency across our operations by implementing water-saving technologies and practices.

Our rainwater harvesting system at Menara Mudajaya captures and stores rainwater for non-potable uses. The system collects an average of 254,000 litres of rainwater per year, equivalent to an annual cost savings of over RM700 for the Group. In future, we plan to install a similar system at SkyVilla Condominium.

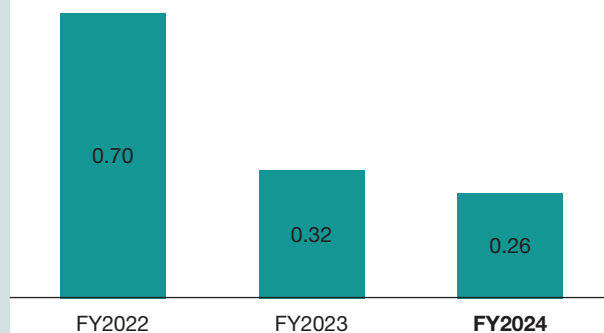
In our cement manufacturing facilities, the Group is currently upgrading our water recirculating system, alongside existing sedimentation tanks, to enhance water conservation efforts. Water-saving valves have been installed at the Shandong factory, and rainwater is utilised for cleaning purposes. Additionally, water conservation signs are posted throughout the factory, and receive training on water-saving principles.

Our total water consumption decreased by 37%, from 227,276 m³ to 143,010 m³ in FY2024. Water intensity has also decreased by 19%, from 0.32 m³/RM'000 in FY2023 to 0.26 m³/RM'000 in FY2024. This reduction was primarily due to the completion of the GEK project and the near completion of the LRT3 project.

Water Consumption (m³)



Water Intensity (m³/RM'000)



Note:

1. Water consumption data in China is available only for SAWCL and ZLCL.

SUSTAINABILITY STATEMENT

(CONT'D)

CARING FOR OUR PEOPLE

People are the heart of our organisation, where they fuel our success and performance. We create a vibrant work environment that empowers them to reach their full potential, fostering long-term engagement and loyalty. This active involvement nurtures a mutually beneficial relationship where employees can thrive and contribute to positive change in our communities.

Material Sustainability Matters

- Occupational Health and Safety
- Human Rights, Labour Practices and Standards
- Talent Attraction and Development
- Diversity and Inclusion
- Community Engagement

Contribution to UN SDGs



Key Stakeholder Groups



Key Highlights in FY2024

- 1,213,186 total training hours of HSE training programmes conducted
- Zero fatality and LTIR of 0.09
- Zero substantiated cases of discrimination and harassment
- Zero substantiated complaints concerning human rights violation reported

SUSTAINABILITY STATEMENT

(CONT'D)

ENSURING SAFETY AT ALL TIMES

Safety is integral to our business and essential for delivering innovative infrastructure solutions. Our safety performance is driven by people-centric leadership and streamlined Health, Safety and Environment (“HSE”) systems, fostering safer, more productive environments for our employees, workers and communities.

The Group HSE Committee oversees initiatives, ensuring adherence to industry standards and regulatory requirements. Our HSE Policy addresses operational risks and safeguards our workforce and the environment. Outsourced workers must also adhere to our Occupational Safety and Health (“OSH”) requirements, ensuring consistent compliance across all operations.

To ensure a comprehensive approach to HSE management, the Group has implemented a series of initiatives across our operations.

HSE INITIATIVES	
Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”)	
Conducted for each specific task to identify potential hazards and establish control measures prior to commencement of work.	
Pre-Task Talk (“PTT”)	Permit to Work (“PTW”)
Conducted to raise workers’ awareness on HSE risks and the implementation of control measures.	Implemented for high-risk activities, including lifting operations, working at heights, and hot work.
Plant and Machinery Inspection	Emergency Response Drills
Conducted monthly to ensure all equipment and machinery on site are safe for use.	Organised to assess the readiness and preparedness of the Emergency Response Team and employees in case of an emergency.
Workplace Inspection	
Weekly Workplace Inspection and Toolbox Meeting, fortnightly Management Site Walkabout and monthly Safety Hazard Inspection to address current and emerging OHS issues.	
Safety Production Diagnostics	
Conducted quarterly by a third-party organisation to evaluate safety production efforts Timely corrections are encouraged, with rectification reports regularly submitted to the local emergency management bureau for record-keeping.	
Safety and Health Campaigns	Occupational Health Examinations
Promoted and raised awareness among site personnel about the importance of OHS on site.	Conducted annually for all employees, with follow-up assessments recommended for those identified with health concerns.

As a result of our robust health and safety initiatives, we are proud to report zero work-related fatalities and an LTIR of 0.09 across 2,246,798 hours worked on MCB and MJCP projects, as well as 15,448 hours at cement production plants in China.

SUSTAINABILITY STATEMENT

(CONT'D)

ENSURING SAFETY AT ALL TIMES (CONT'D)

	FY2022	FY2023	FY2024
Malaysia			
Total number of hours worked	1,774,500	1,916,193	2,246,798
Total number of work-related fatalities	0	0	0
Total number of recordable work-related injuries	2	0	1
Total number of work-related ill health	0	0	0
Lost Time Incident	2	0	1
LTIR	0.23	0	0.09
China			
Total number of hours worked	N/A	N/A	15,448
Total number of work-related fatalities	N/A	N/A	0
Total number of recordable work-related injuries	N/A	N/A	0
Total number of work-related ill health	N/A	N/A	0
Lost Time Incident	N/A	N/A	0
LTIR	N/A	N/A	0
Grand total number of hours worked	1,774,500	1,916,193	2,262,246

Note:

1. N/A stands for "Not Available".
2. The total number of hours worked FY2023 in Malaysia has been restated to include Senari Port project.

SUSTAINABILITY STATEMENT

(CONT'D)

ENSURING SAFETY AT ALL TIMES (CONT'D)

Health and Safety Training

We ensure our employees stay current with the latest OSH standards and best practices through diverse training programmes, including personal protective equipment usage, working at heights, HSE induction and electrical safety training. This equips our workforce with essential skills for a safe work environment and fosters a commitment to high OSH compliance standards.

In line with our HSE Policy, all personnel and contractors involved in high-risk tasks must undergo training per our ISO 45001 Occupational Health and Safety Management System. This year, Mudajaya conducted 105 HSE training programmes, with 8,873 attendees, totalling 1,213,186 hours of training.

MALAYSIA

94 HSE training programmes
(FY2023: 181)

1,175,278 total training hours
(FY2023: 4,151,746)

7,415 attendees
(FY2023: 15,434)



CHINA

11 HSE training programmes

37,908 total training hours

1,458 attendees



SUSTAINABILITY STATEMENT

(CONT'D)

World OSH Day 2024: Celebrating Safety Milestones at LRT3

In conjunction with the International Labour Organisation's World Occupational Safety and Health Day, the Safety, Health, Environmental, and Traffic Department held a campaign at the LRT3 project site on 24 May 2024. Themed "Safety and Health at Work in a Changing Climate," the event aimed to promote workplace safety and health, while marking a key milestone of 8.5 million manhours without Lost Time Injury. Attendees included employees across all levels of MCB, sub-contractor workers, and representatives from DOSH Selangor, the Petaling District Health Office, and Prasarana.

The programme included an emergency safety briefing, award presentations for outstanding HSE performance and best-performing sub-contractor, as well as knowledge-sharing sessions led by engineers and site supervisors.

UPHOLDING ETHICAL LABOUR PRACTICES AND HUMAN RIGHTS

Maintaining high standards in labour practices and human rights ensures a safe, fair and ethical workforce. This safeguards the well-being of all employees, particularly foreign workers, who are among the most vulnerable. Active monitoring and adherence to these standards foster a productive, engaged and contented workforce, resulting in lower turnover rates.

Worker Accommodation, Wellbeing and Support

The Group provides safe, clean, and hygienic accommodation that meets the Workers' Minimum Standards of Housing and Amenities Act 1990 (Act 446). Our Centralised Labour Quarters ("CLQs") offers essential amenities such as beds, filtered water dispensers, lockers, kitchens, dining areas, prayer rooms and washrooms, as well as cleaning and transportation services. CLQ Supervisors conduct daily checks and the Department of Labour performs annual inspections to ensure the wellbeing and rights of our foreign workforce. Additionally, External Labour Quarters ("ELQ") Supervisors offer counselling services to address personal and work-related concerns, promoting a supportive environment.

We have maintained zero substantiated complaints concerning human rights violations for the past three reporting years.

Group-wide	FY2022	FY2023	FY2024
No. of substantiated complaints concerning human rights violation	0	0	0

Employment Practices and Fair Treatment

The Group ensures equal employment opportunities and fair treatment for all employees through a labour contract system. We strictly enforce the Employment Act (Amendment) 2022 and ensure compliance with the Minimum Wage Act 2022.

We also address critical issues such as fraudulent recruitment, misuse of job seekers' personal information, employment discrimination, and unlawful charges. Additionally, we have strengthened data security protocols to protect personal information, ensuring the protection of workers' legitimate rights and interests.



DEVELOPING AND ATTRACTING TALENT

Mudajaya's success is intrinsically linked to our ability to attract and retain top-tier talent that drives operational excellence and strategic growth. We focus on career advancement, competitive benefits, and targeted training programmes to cultivate a dynamic, high-performing workforce.

Engagement Activities

The Group nurtures a vibrant and positive workplace culture through a range of engagement activities. We hosted events including festival celebrations, weekly badminton sessions, a durian festival and our annual company dinner to cultivate a supportive and inclusive environment where employees feel valued and connected.

SUSTAINABILITY STATEMENT

(CONT'D)

Employee Benefits

We believe that offering competitive employee benefits significantly enhances the wellbeing and quality of life of our workforce. As such, we provide a range of benefits to all full-time employee.

Leave

- Annual Leave
- Medical Leave
- Maternity Leave
- Paternity Leave
- Marriage Leave
- Compassionate Leave

Allowance

- Shift Allowance
- Travelling Allowance
- Outstation Allowance
- Handphone Allowance
- Outstation Meal Allowance

Fringe Benefits

- Mileage Claim
- Entertainment Claim
- Accommodation Claim

Healthcare

- Medical Benefits
- Hospitalisation Benefits

Retirement Provision

- Employees Provident Fund ("KWSP")

Disability and Invalidity

- Social Security Organisation (SOCSO)

Group Insurance

- Life Insurance Coverage

Social Insurance System

- Basic Pension Insurance
- Medical Insurance
- Unemployment Insurance
- Work Injury Insurance
- Maternity Insurance

Parental Leaves

In FY2024, three male and seven female employees in Malaysia utilised parental leave and successfully returned to their roles upon completing their leave, achieving an 80% return-to-work rate.

Parental Leave	Gender	FY2024
Number of employees that took Parental Leave	Male	3
	Female	7
Number of employees that returned after Parental Leave	Male	3
	Female	5
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Male	0
	Female	2

SUSTAINABILITY STATEMENT

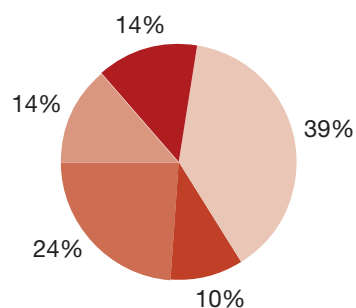
(CONT'D)

Employee Training and Development

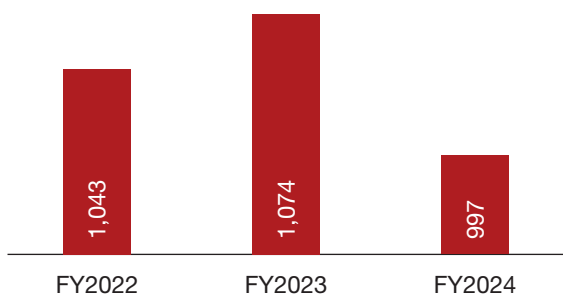
Our employees participated in a total of 997 hours of training across diverse areas, including taxation, software and systems, professional development and technical training.

Types of Training Programme

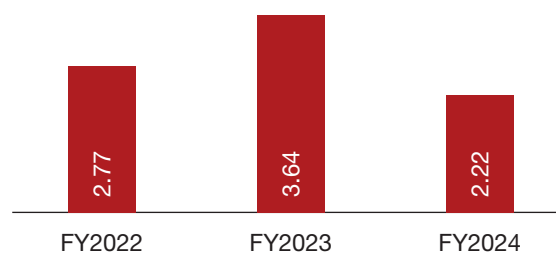
- Finance, Tax and Compliance Training
- HSE Technical Training
- Technical Training
- Softskills and Professional Development Training
- Software and Systems Training



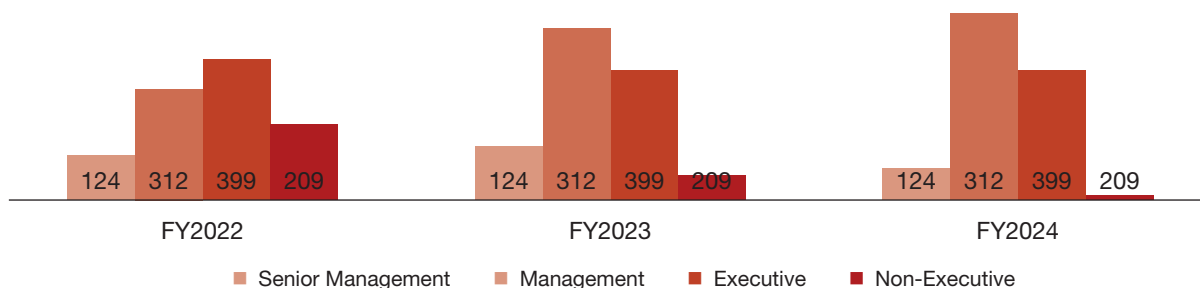
Total Training Hours



Average Training Hours per Employee



Total Training Hours by Employee Category



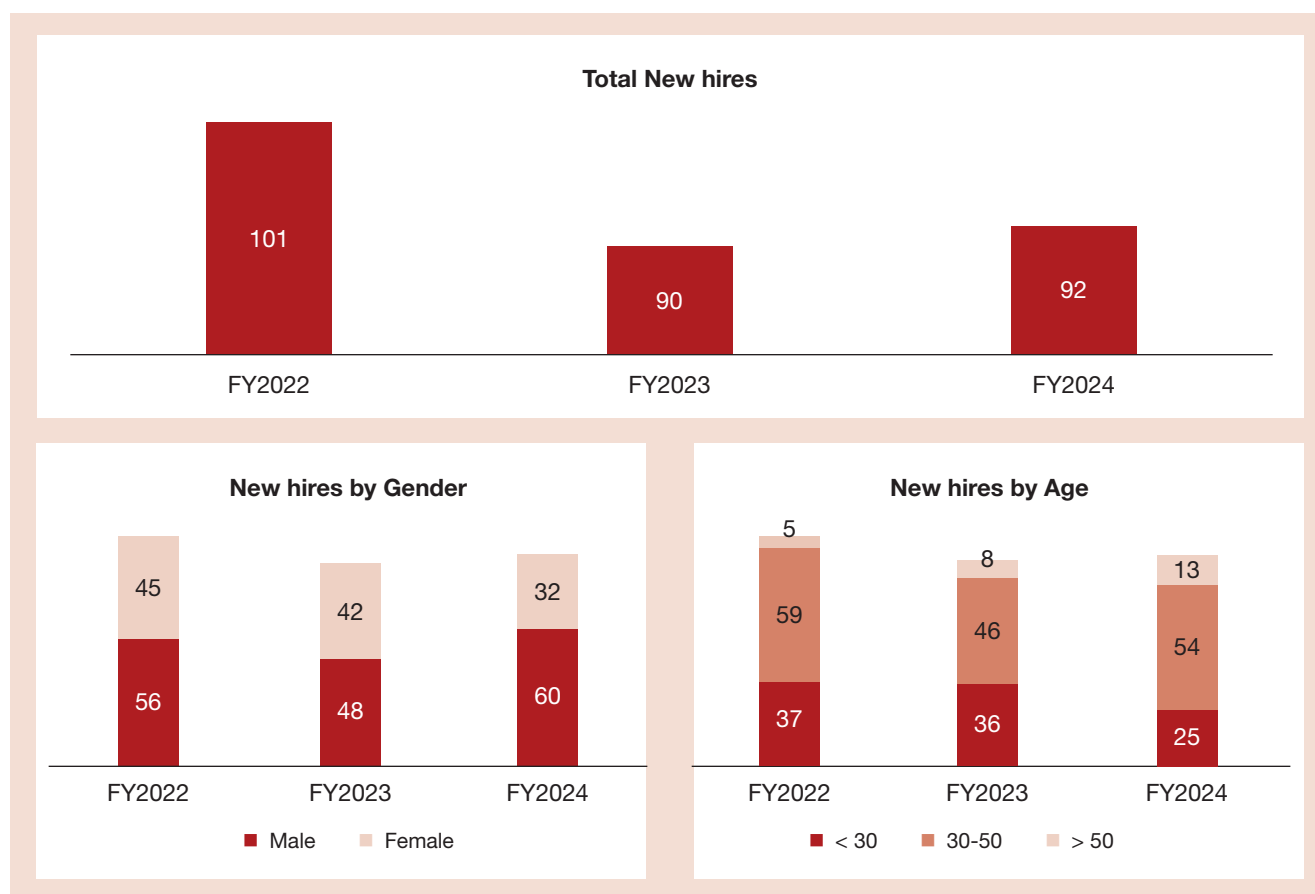
SUSTAINABILITY STATEMENT

(CONT'D)

Category	Average Training Hours		
	FY2022	FY2023	FY2024
By Employee Category			
Senior Management	8.27	8.18	2.94
Management	4.95	8.93	5.15
Executive	3.44	3.28	2.75
Non-Executive	1.14	0.65	0.09
By Gender			
Male	3.25	3.87	2.11
Female	1.96	3.22	2.57

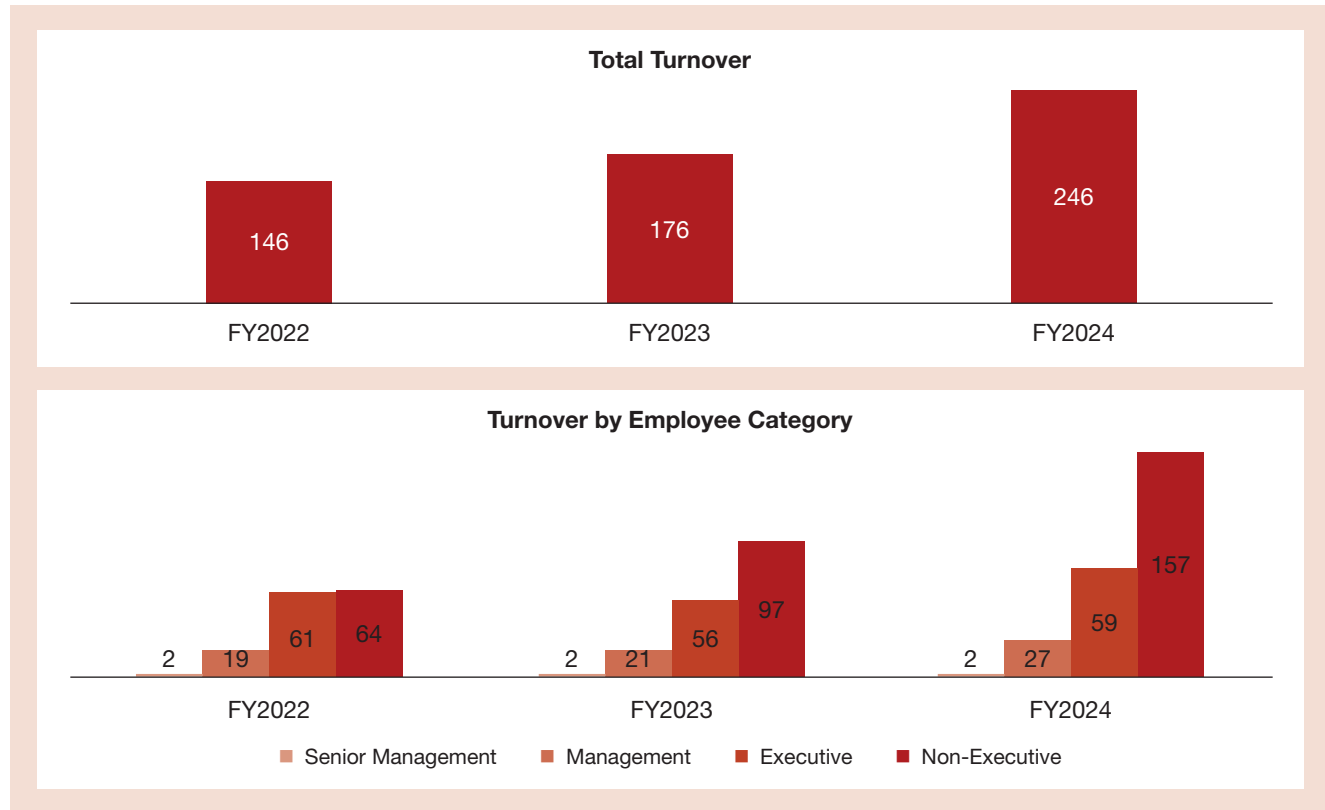
Employee New Hires and Turnover

In FY2024, Mudajaya recorded 92 new hires and 245 turnovers. The majority of both new hires and turnover were male, aged between 30 and 50 years.



SUSTAINABILITY STATEMENT

(CONT'D)

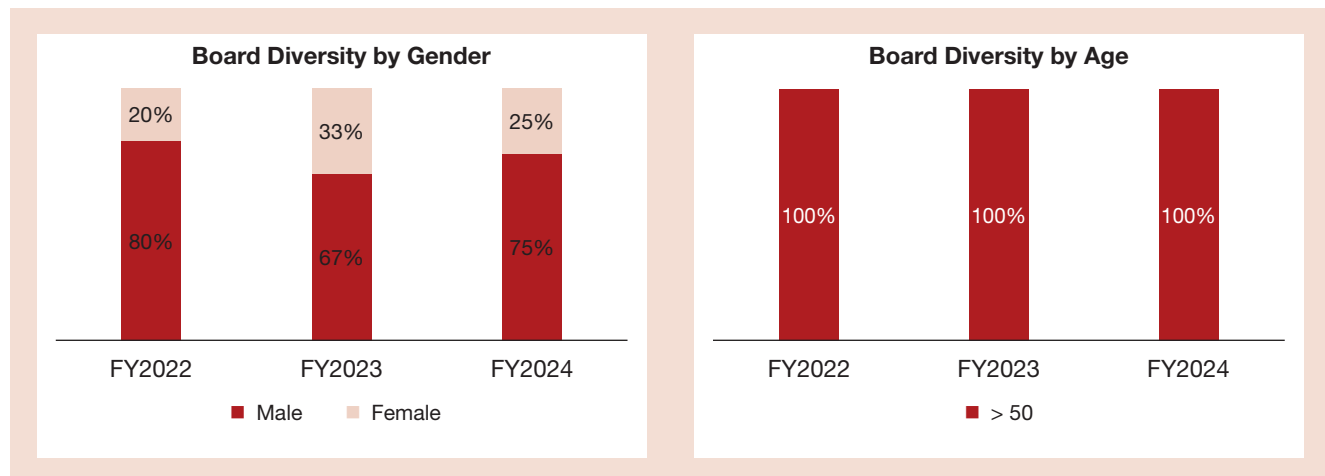


CULTIVATING EQUITY AND INCLUSION

We believe that promoting diversity and equal opportunity in the workplace brings diverse perspectives, creating opportunities for everyone to contribute and collaborate. By advocating for inclusion and equity, we unlock the full potential of our workforce, driving organisational success.

The Group is dedicated to upholding equality and prohibiting all forms of discrimination based on race, age, gender, sexual orientation, marital status, or disability. To foster an inclusive culture and ensure equal opportunities, we have implemented fair and transparent hiring practices, a merit-based promotion system and policies that eliminate discriminatory practices.

The Board comprises 75% men and 25% women, with all members being over the age of 50.

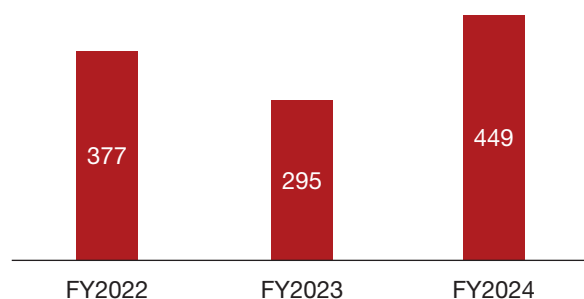


SUSTAINABILITY STATEMENT

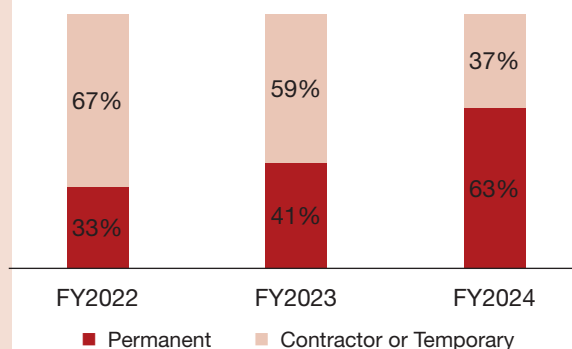
(CONT'D)

For FY2024, the Group's workforce, including our subsidiaries in China, comprises 449 employees. The majority are men (76%) aged between 30 and 50 (60%), reflecting the nature of the industries in which we operate. Additionally, 63% of our workforce consists of permanent employees.

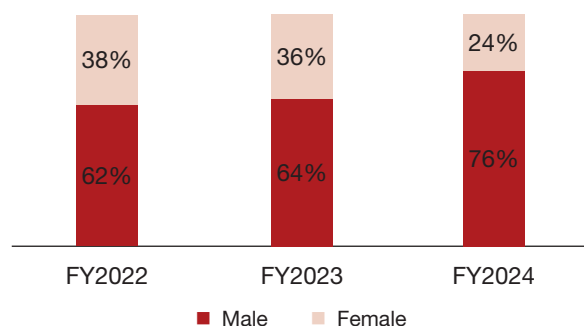
Total Employees



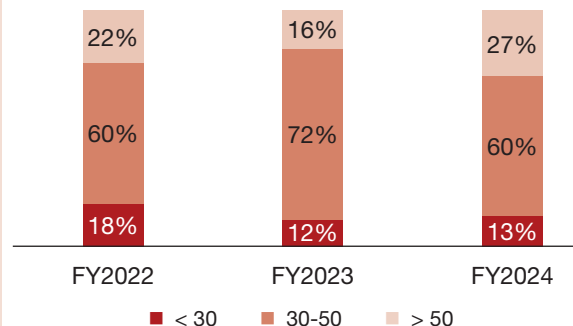
Employee Composition



Employee Gender Diversity



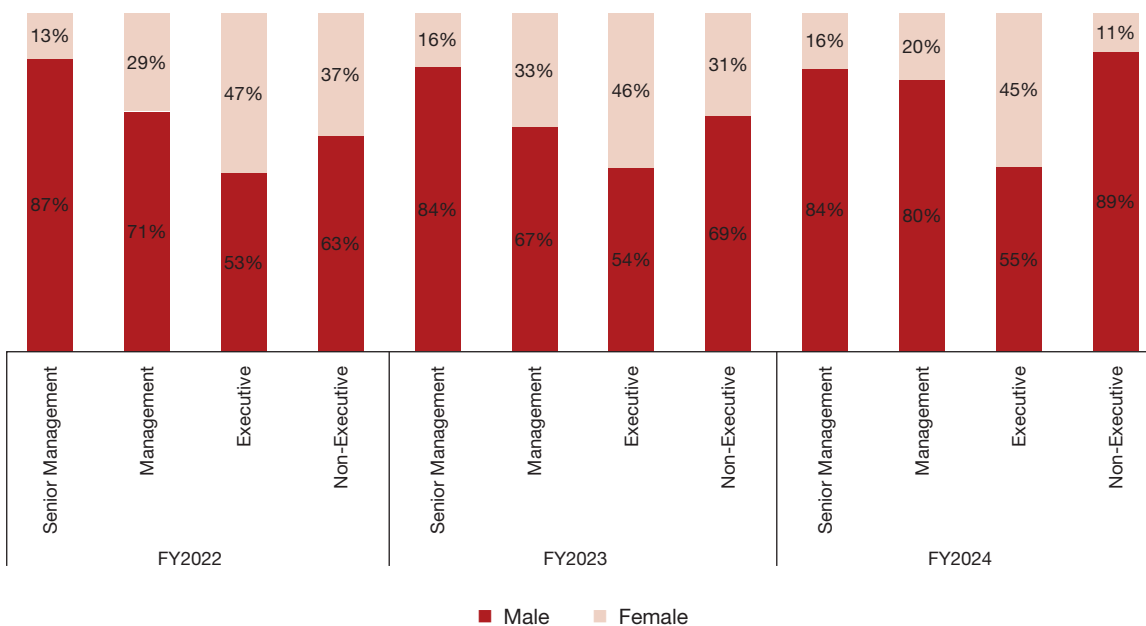
Employee Age Diversity



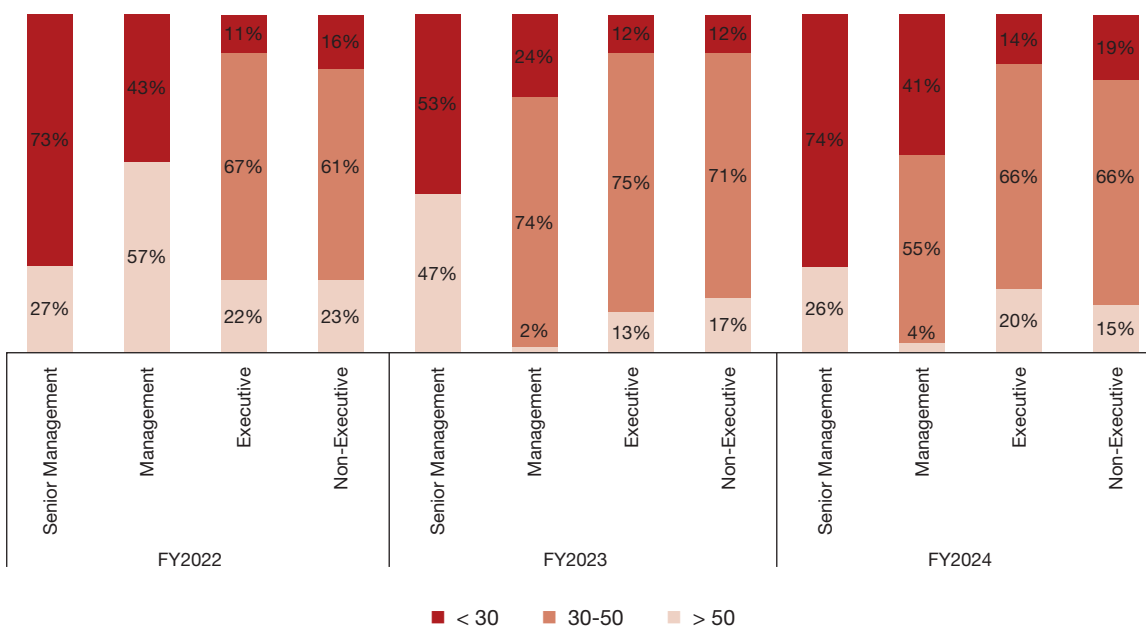
SUSTAINABILITY STATEMENT

(CONT'D)

Employee Gender Diversity by Employee Category



Employee Age Diversity by Employee Category



SUSTAINABILITY STATEMENT

(CONT'D)

CONTRIBUTING TO COMMUNITIES

Community engagement is vital to Mudajaya as it builds meaningful connections, trust, and goodwill with local communities. Our community initiatives create shared value and strengthen our reputation as a responsible corporate citizen, ensuring long-term success in the communities we serve.

Mudajaya collaborated with several organisations and local authorities in FY2024, dedicating resources to eight programmes that positively impact the communities we serve.

Malaysia	FY2023	FY2024
Total amount invested in CSR programmes (RM)	3,200	11,920
Total number of beneficiaries	NA	NA
China	FY2024	
Total amount invested in CSR programmes (Yuan)	32,735	
Total number of beneficiaries	NA	



Weekly Housekeeping – Damansara Utama Residents and Owners Association (“DUROA”)

Our workers carried out weekly housekeeping activities on the public roads adjacent to our Site Office, located along Jalan SS21/2 and Jalan SS21/13. This initiative aims to maintain cleanliness in these areas by providing the necessary manpower and tools for regular upkeep.



Gotong-Royong Kebersihan – Masjid Al'Makmuriah

We organised a community clean-up initiative at Masjid Al'Makmuriah in Kampung Sungai Kayu Ara, just before the start of Ramadan. Our aim was to prepare the mosque compound for the holy month by supplying skylift equipment, a roto bin for waste disposal, and the necessary manpower to carry out the cleaning activities.



Hari Raya Korban Celebration Preparation – Kampung Sungai Kayu Ara

The Group supported the preparations for the Hari Raya Korban celebration in Kampung Sungai Kayu Ara by providing a backhoe to assist in preparing the site for the event.

SUSTAINABILITY STATEMENT

(CONT'D)

CONTRIBUTING TO COMMUNITIES (CONT'D)



Educational Site Visit to SKSB

On 19 November 2024, 20 students and six officers from the Industrial Training Institute, Ipoh, visited SKSB's solar power plant as part of their educational programme. The visit provided valuable insights into solar energy operations and renewable energy technologies.



Donation of Used Hoardings for Roof Repairs

We donated 10 pieces of used hoardings to Surau Darul Ikhlas and 10 to Sekolah Kebangsaan Damansara Utama for roof repairs, helping to lower repair costs and ensure that both the surau and school can provide safe, functional spaces for the community and students.



Children's Day Donation

To celebrate Children's Day, we donated school uniforms and gifts to students and teachers at Dunzhuang Village Primary School in Jiantouji Town, Taierzhuang District, with a total expenditure of 22,379 yuan, supporting education in our local community.

Chinese Communist Party Founding Day – Support for Local Party Members

On 1st July, in commemoration of Chinese Communist Party Founding Day, our team provided care packages and assistance to retired party members in Dunzhuang Village, with a total expenditure of approximately 1,200 yuan.

Double Ninth Festival – Elder Care Activities

For the Double Ninth Festival, we organised Elder Care activities and provided assistance amounting to 9,156 yuan to support residents aged 60 and above in Dunzhuang Village.

SUSTAINABILITY STATEMENT

(CONT'D)

OUR PATH TO SUSTAINABLE GROWTH

Mudajaya's focus towards sustainability encompasses various aspects of our operations, from engaging with investors and customers to nurturing our employees and supporting local communities. Guided by robust governance, we adeptly navigate across our ESG journey, creating a positive impact on the world around us.

Today, we build upon our foundation of sustainable growth by leveraging the latest technology, processes, and techniques. By seeking innovative solutions, we mitigate impacts across our diverse sectors, ensuring our operations are efficient and environmentally responsible. With the right initiatives in place, our journey extends beyond business, ensuring a resilient future for generations to come.

[This space intentionally left blank.]

SUSTAINABILITY STATEMENT

(CONT'D)

PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2022	2023	2024
Anti-Corruption				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Management	Percentage	0.00	84.00	55.00
Management	Percentage	0.00	59.00	43.00
Executive	Percentage	0.00	63.00	60.00
Non-Executive	Percentage	0.00	16.00	7.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Technology, Data privacy and Security				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Supply chain management				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	99.83 *	99.90
Energy, Emissions and Climate Resilience				
Bursa C4(a) Total energy consumption	Megawatt	677,140.00	603,169.00 *	29,800.00
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	204,017.00	177,362.00 *	1,535.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	52,538.00	53,645.00 *	16,387.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	0.00	361.00 *	539.00
Material Consumption				
Bursa S5(a) Total weight or volume of materials that are used to produce products (Ready-mixed concrete)	Tonnes	650.00	844.00 *	1,658.00 *
Bursa S5(a) Total weight or volume of materials that are used to produce products (Mine waste rock)	Metric tonnes	1,432,030.00	2,282,942.00 *	1,825,268.00 *
Bursa S5(a) Total weight or volume of materials that are used to produce products (Limestone)	Metric tonnes	895,580.00	800,119.00 *	825,072.00 *
Waste and Effluent Management				
Bursa C10(a) Total waste generated	Metric tonnes	663.00	835.00 *	1,084.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	13.00	10.00 *	6.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	650.00	825.00 *	1,078.00
Bursa S8(a) Total volume of water (effluent) discharge over the reporting period	Cubic meters	0.00	0.00	0.00
Water Consumption				
Bursa C9(a) Total volume of water used	Megalitres	243.127000	227.276000 *	143.010000 *
Occupational Health and Safety				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.23	0.00	0.09
Bursa C5(c) Number of employees trained on health and safety standards	Number	0	15,434	7,415
Human Rights, Labour Practices and Standards				
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Talent Attraction and Development				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	124	156	91

SUSTAINABILITY STATEMENT

(CONT'D)

PERFORMANCE DATA TABLE (CONT'D)

Indicator	Measurement Unit	2022	2023	2024
Management	Hours	312	482	525
Executive	Hours	399	364	365
Non-Executive	Hours	209	72	16
Bursa C6(c) Total number of employee turnover by employee category				
Senior Management	Number	8	2	2
Management	Number	19	21	27
Executive	Number	61	56	59
Non-Executive	Number	64	97	157
Diversity and Inclusion				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	27.00	47.00	26.00
Senior Management Above 50	Percentage	73.00	53.00	74.00
Management Under 30	Percentage	0.00	2.00	4.00
Management Between 30-50	Percentage	57.00	74.00	55.00
Management Above 50	Percentage	43.00	24.00	41.00
Executive Under 30	Percentage	22.00	13.00	20.00
Executive Between 30-50	Percentage	67.00	75.00 *	66.00
Executive Above 50	Percentage	11.00	12.00	14.00
Non-Executive Under 30	Percentage	23.00	17.00	15.00
Non-Executive Between 30-50	Percentage	61.00	71.00	66.00
Non-Executive Above 50	Percentage	16.00	12.00	19.00
Gender Group by Employee Category				
Senior Management Male	Percentage	87.00	84.00	84.00
Senior Management Female	Percentage	13.00	16.00	16.00
Management Male	Percentage	71.00	67.00	80.00
Management Female	Percentage	29.00	33.00	20.00
Executive Male	Percentage	53.00	54.00	55.00
Executive Female	Percentage	47.00	46.00	45.00
Non-Executive Male	Percentage	63.00	69.00	89.00
Non-Executive Female	Percentage	37.00	31.00	11.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	80.00	67.00	75.00
Female	Percentage	20.00	33.00	25.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	100.00	100.00	100.00
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	67.00	59.00	37.00
Community Engagement				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	-	3,200.00	11,920.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	0	0 *
Internal assurance	External assurance	No assurance	(*) Restated	

Data marked with an asterisk (*) have been recalculated and restated in the current year to reflect an expanded reporting scope and updated emission factors.

SUSTAINABILITY STATEMENT

(CONT'D)

GRI CONTENT INDEX

Statement of use	Mudajaya Group Bhd has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	74-75
	2-2 Entities included in the organisation's sustainability reporting	75
	2-3 Reporting period, frequency and contact point	74, 76
	2-4 Restatements of information	74, 101, 106, 107, 114
	2-5 External assurance	-
	2-6 Activities, value chain and other business relationships	75, 101
	2-7 Employees	121-122
	2-8 Workers who are not employees	-
	2-9 Governance structure and composition	85
	2-10 Nomination and selection of the highest governance body	97
	2-11 Chair of the highest governance body	-
	2-12 Role of the highest governance body in overseeing the management of impacts	85,92
	2-13 Delegation of responsibility for managing impacts	85,92
	2-14 Role of the highest governance body in sustainability reporting	-
	2-15 Conflicts of interest	97
	2-16 Communication of critical concerns	85,92
	2-17 Collective knowledge of the highest governance body	92
	2-18 Evaluation of the performance of the highest governance body	-
	2-19 Remuneration policies	97
	2-20 Process to determine remuneration	-
	2-21 Annual total compensation ratio	-
	2-22 Statement on sustainable development strategy	79, 82-83
	2-23 Policy commitments	80-81
	2-24 Embedding policy commitments	80-81
	2-25 Processes to remediate negative impacts	-
	2-26 Mechanisms for seeking advice and raising concerns	97
	2-27 Compliance with laws and regulations	99
	2-28 Membership associations	76
	2-29 Approach to stakeholder engagement	86-88
	2-30 Collective bargaining agreements	-
GRI 3: Material Topics 2021	3-1 Process to determine material topics	89
	3-2 List of material topics	90-91
	3-3 Management of material topics	96-125
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	-
	201-2 Financial implications and other risks and opportunities due to climate change	93-94
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	101

SUSTAINABILITY STATEMENT

(CONT'D)

GRI CONTENT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	98
	205-2 Communication and training about anti-corruption policies and procedures	98
	205-3 Confirmed incidents of corruption and actions taken	98
GRI 301: Materials 2016	301-1 Materials used by weight or volume	108
	301-2 Recycled input materials used	-
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	104
	302-2 Energy consumption outside of the organisation	-
	302-3 Energy intensity	104
	302-4 Reduction of energy consumption	104
	302-5 Reductions in energy requirements of products and services	104
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	111
	303-2 Management of water discharge-related impacts	110
	303-3 Water withdrawal	111
	303-4 Water discharge	110
	303-5 Water consumption	111
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	106
	305-2 Energy indirect (Scope 2) GHG emissions	106
	305-3 Other indirect (Scope 3) GHG emissions	107
	305-4 GHG emissions intensity	-
	305-5 Reduction of GHG emissions	105-106
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	108-110
	306-2 Management of significant waste-related impacts	108-109
	306-3 Waste generated	109-110
	306-4 Waste diverted from disposal	109
	306-5 Waste directed to disposal	109
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	119-120
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	116-117
	401-3 Parental leave	117
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	113
	403-2 Hazard identification, risk assessment, and incident investigation	113
	403-3 Occupational health services	113
	403-4 Worker participation, consultation, and communication on occupational health and safety	113
	403-5 Worker training on occupational health and safety	114-115
	403-6 Promotion of worker health	113
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	113-115
	403-8 Workers covered by an occupational health and safety management system	113-114
	403-9 Work-related injuries	114
	403-10 Work-related ill health	114

SUSTAINABILITY STATEMENT

(CONT'D)

GRI CONTENT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	118-119
	404-2 Programmes for upgrading employee skills and transition assistance programs	118
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	120
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	112
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	-
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	-
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	123-124
	413-2 Operations with significant actual and potential negative impacts on local communities	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	99