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SUSTAINABILITY STATEMENT (CONT'D)

STRENGTHENING THE FOUNDATIONS OF SUSTAINABLE PERFORMANCE

Mudajaya's Performance in Brief

"Advancing The Future Together" remains Mudajaya's guiding principle in shaping our pursuit of sustainable growth across our diversified business operations. In this sustainability statement, we articulate the way sustainability-related considerations are integrated into our corporate strategies and report on the progress made towards our sustainability aspirations.

During the year, the Group commenced the early adoption of the International Financial Reporting Standards ("IFRS") S1 General Requirements for Disclosure of Sustainability-related Financial Information and S2 Climate-related Disclosures, ahead of the applicable transition period. These included the identification of sustainability-related risks and opportunities, supporting their integration into our risk management and corporate strategy. Enhancements were also made to climate-related disclosures across governance, strategy, risk management and metrics and targets, strengthening the consistency, comparability and transparency of the Group's sustainability and climate-related reporting in line with international standards.

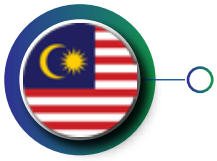
We also expanded our reporting boundary to include three China subsidiaries under our operational control. The inclusion of Shanghai Allied Cement Co., Ltd., Shandong Shanghai Allied Cement Co., Ltd. and Ji Feng Building Material Co., Ltd., together with our Group's Malaysian operations, supports the establishment of a baseline year for greenhouse gas ("GHG") emissions. This baseline underpins future emissions target-setting and climate transition planning across the Group's operations in Malaysia and China.

SUSTAINABILITY STATEMENT (CONT'D)

STRENGTHENING THE FOUNDATIONS OF SUSTAINABLE PERFORMANCE (CON'D)

OUR REPORTING BOUNDARY

The statement covers the sustainability performance of Mudajaya Group Berhad and our subsidiaries in Malaysia and China for the period from 1 January 2025 to 31 December 2025 ("FY2025"). Where relevant, historical data spanning three years is included to facilitate progress monitoring and year-on-year analysis.



MALAYSIA

Construction

Mudajaya Corporation Berhad ("MCB")

Provides professional engineering and construction services. Active projects include:

- Light Rail Transit Line 3 ("LRT3") Package GS01
- Kotra Pharma Melaka ("KPM")
- East Coast Rail Link ("ECRL") Station (Package 3)
- Skyvilla (Block E) in Batu Kawah
- 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 35 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.

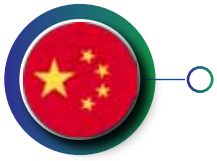
Mudajaya Facilities Management Sdn. Bhd.

Operates and manages power plants.

SUSTAINABILITY STATEMENT (CONT'D)

STRENGTHENING THE FOUNDATIONS OF SUSTAINABLE PERFORMANCE (CON'D)

OUR REPORTING BOUNDARY (CONT'D)



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.
Shanghai Allied Cement Co., Ltd. ("SHAC")
Trades cement and clinker.
Shandong Shanghai Allied Cement Co., Ltd. ("SSACC")
Manufacture and sells slag.
Ji Feng Building Material Co., Ltd
Trades building materials.

Energy Solutions
Shanghai Guorui Tongshun Environmental Protection Technology Co., Ltd. ("SHGT")
Provides services in environmental protection and energy conservation.
Shanghai Guokunsheng Construction Group Co., Ltd. ("SGCG")
Provides services in energy conservation.

BASIS OF PREPARATION

We prepared this statement in compliance with the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("MMLR") and in alignment with the Sustainability Reporting Guide (3rd Edition). Our disclosures are further guided by the Global Reporting Initiative ("GRI") Standards, and the IFRS Sustainability Disclosure Standards: IFRS S1 and S2. We also reference selected United Nations Sustainable Development Goals ("UN SDGs") to illustrate the broader societal relevance of our sustainability initiatives.

IMPROVING DATA ACCURACY

Our sustainability data was internally sourced and reviewed by the relevant departments and information owners, enhancing the reliability of our reporting.

SUSTAINABILITY STATEMENT (CONT'D)

STRENGTHENING THE FOUNDATIONS OF SUSTAINABLE PERFORMANCE (CON'D)

INSIGHTS DRIVING OUR IMPROVEMENT

Mudajaya welcomes feedback on our sustainability reporting and any enquiries regarding our performance, as they enable us to continuously improve the quality of our disclosures. Please contact us at:

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

AWARDS AND RECOGNITIONS

During the year, Mudajaya's achievements across our subsidiaries were recognised by government authorities and relevant industry bodies, reflecting the standards of excellence maintained by the Group.

MCB was awarded a 5-Star SCORE ("Strategic Construction Outstanding Rating") by the Construction Industry Development Board ("CIDB") Malaysia on 18 September 2025.

SHGT, under the Group's Energy Solutions operations in China, received multiple recognitions from government and industry bodies acknowledging its innovation capabilities, energy efficiency performance and contributions to sustainable development, including:

- Shanghai "Specialised, Refined, Distinctive and Innovative" ("SRDI") Small and Medium-sized Enterprise
- Shanghai Innovative Small and Medium-sized Enterprise
- National High-Tech Small and Medium-sized Enterprise
- Shanghai Intellectual Property Fast-Track Pre-Examination Filing Enterprise
- Shanghai AAA-Rated Energy Saving Service Enterprise

In addition, SHGT was selected as a representative case of sustainable development for small and medium-sized enterprises in Shanghai. It was submitted to the Ministry of Industry and Information Technology for evaluation, and was further awarded the Shanghai Energy Conservation and Emission Reduction Typical Innovative Case.

SUSTAINABILITY STATEMENT (CONT'D)

AWARDS AND RECOGNITIONS (CON'D)

MEMBERSHIPS AND ASSOCIATIONS

Maintaining active membership in the following industry associations enables Mudajaya to remain abreast of evolving industry standards, regulatory developments and best practices, supporting continuous improvement.

Malaysia

- 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")

China

- China Cement Association
- Shandong Cement Association
- Zaozhuang Cement Industry Association (Aggregates Branch)
- Shanghai Energy Conservation & Environmental Protection Service Industry Association
- Shanghai Energy Conservation Engineering & Technology Association

FY2025 KEY SUSTAINABILITY ACHIEVEMENTS

Delivering Excellence

Our corporate governance policies and management systems enable us to adhere to governance best practices and regulatory requirements.

Assessed **100%** of operations for corruption-related risks

Zero substantiated complaints concerning breaches in customer privacy or data loss

99.9% of procurement budget spent on local suppliers

53 new suppliers screened and assessed against Environmental, Social and Governance ("ESG") criteria

Building Towards a Green Future

We maintain operational resilience through integrating initiatives that mitigate climate-related risks and reduce environmental impacts across our operations.

31% reduction in total GHG emissions compared with FY2024

30 tCO_2e of emissions avoidance

39% reduction in total energy consumption compared with FY2024

33% reduction in electricity consumption compared with FY2024

Caring for our People

The Group upholds ethical and socially responsible practices, invests in employee growth and implements corporate social responsibility ("CSR") initiatives that create positive benefits for the communities we serve.

242,052 total training hours of Health, Safety and Environment ("HSE") training conducted

Zero fatality and Lost Time Injury Rate of **0.13**

4.11 average training hours per employee

SUSTAINABILITY STATEMENT (CONT'D)

OUR SUSTAINABILITY PROGRESS

Since the commencement of our sustainability journey, we have achieved notable progress and remain focused on advancing our performance. In FY2025, we continue to build on the foundations established in previous years and strengthen our efforts toward responsible development.

Sustainability Milestones

FY2017 - FY2020

- Published our **inaugural Sustainability Statement** in accordance with Bursa Malaysia's Sustainability Framework in FY2017, and established a **sustainability governance structure** comprising the Board of Directors, Core Sustainability Working Team and Sustainability Committee
- Reported the implementation of a **three-year Sustainability Roadmap** in FY2028 for the period 2018–2020
- Reported the achievement of **ISO 37001:2016 Anti-Bribery Management System ("ABMS")** certification with United Kingdom Accreditation Service ("UKAS") accreditation in FY2020

FY2021 – FY2023

- Reported in accordance with **Bursa Malaysia's Sustainability Reporting Guide (2nd Edition)** in FY2021, disclosed the establishment of the **Sustainability Steering Committee** and reported the alignment of our sustainability action plans and targets with 11 UN SDGs
- Reported in accordance with **Bursa Malaysia's Enhanced Sustainability Reporting Guide (3rd Edition)** in FY2022 and commenced reporting on **climate-related disclosures**
- Published our **Sustainability Framework**, including the Sustainability Policy and Terms of Reference for the sustainability governance structure, in FY2023

FY2024

- Expanded our sustainability reporting scope and boundary to include our **subsidiaries in China**
- Published our **Climate Change Policy**
- Enhanced our **climate-related disclosures** through the reporting of **climate-related risks and opportunities** over the short, medium and long term.
- Reported the **first phase of supplier ESG assessment**, covering the **top 20** major suppliers in Malaysia

FY2025

- Initiated early adoption of **IFRS S1 and IFRS S2**, ahead of the applicable transition period specified under the **National Sustainability Reporting Framework**
- Expanded our reporting scope and boundary to include **three subsidiaries in China**, covering **all entities under operational control**
- Reported the **second phase of the Group's supplier ESG assessment**, covering the top **50%** major suppliers in Malaysia

SUSTAINABILITY STATEMENT (CONT'D)

EMBEDDING SUSTAINABILITY INTO OUR OPERATIONS

DEVELOPING OUR STRATEGY

The Sustainability Strategy provides a structured framework for advancing sustainability across the Group. It aligns our sustainability pillars, material matters, key performance indicators ("KPIs") and adopted UN SDGs with our corporate vision and mission, supporting integration into strategy, risk management and day-to-day operations.

OUR VISION

To be the preferred leader in the construction and property development industry and to provide good infrastructure and energy requirement to society. We strive to look beyond the expectations and goals to stay ahead by integrating both technical excellence and commitment in building partnership.

OUR MISSION

As a preferred leader, the Group seeks to continuously improve on their performance pertaining to providing international quality standards, timely completion of projects, customers' satisfaction and enhancement of stakeholders' value.

OUR MISSION

TRUST UNITY LEARNING INTEGRITY PROGRESSION

OUR FOCUS AREAS AND MATERIAL SUSTAINABILITY MATTERS

Delivering Excellence

1. Corporate Governance and Anti-Corruption
2. Regulatory Compliance
3. Technology, Data Security and Privacy
4. Supply Chain Management
5. Product Quality and Innovation

Building Towards a Green Future

1. Energy, Emissions and Climate Resilience
2. Material Consumption
3. Waste and Effluent Management
4. Water Consumption

Caring for Our People

1. Occupational Health and Safety
2. Human Rights, Labour Practices and Standards
3. Talent Attraction and Development
4. Diversity and Inclusion
5. Community Engagement

OUR KEY PERFORMANCE TARGETS

- Uphold zero tolerance for bribery and corruption
- Safeguard data privacy and cybersecurity
- Strengthen support for local suppliers
- Drive efforts to reduce GHG emissions
- Minimise waste to landfill disposal
- Enhance water conservation efforts
- Maintain zero workplace fatalities and low injury rates
- Promote an inclusive and respectful workplace
- Enhance employee growth through training opportunities

OUR ALIGNMENT WITH THE UN SDGS

OUR KEY STAKEHOLDER GROUPS

Shareholders & Investors
Customers
Suppliers
Government & Regulatory Authorities
Employees
Communities

SUSTAINABILITY STATEMENT (CONT'D)

EMBEDDING SUSTAINABILITY INTO OUR OPERATIONS (CONT'D)

MUDAJAYA'S SUSTAINABILITY AND CLIMATE CHANGE POLICY

We integrate sustainability practices across our diversified operations through the Sustainability Policy, which defines the Group's core commitments across three pillars.

Core Values of Our Sustainability Policy

Delivering Excellence

- 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

- 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

- 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)

EMBEDDING SUSTAINABILITY INTO OUR OPERATIONS (CONT'D)

MUDAJAYA'S SUSTAINABILITY AND CLIMATE CHANGE POLICY (CONT'D)

Our Climate Change Policy establishes actionable measures to address emerging climate-related risks and opportunities, supporting the reduction of our carbon footprint and strengthening of climate resilience.

Core Values of Our Sustainability Policy

Climate Change Adaptation	Climate Change Mitigation
• Integrate climate-related risks and opportunities into our operations, decision-making processes, strategic development and risk management frameworks • Monitor and report energy consumption and GHG emissions (Scopes 1, 2 and 3), establish reduction targets and identify mitigation opportunities through technological and nature-based solutions • Expand our Scope 3 GHG reporting to enhance the comprehensiveness of sustainability disclosures • Strengthen climate-related disclosures in line with evolving standards and regulatory requirements, ensuring transparency and accountability	• Explore advanced technologies and solutions to improve energy efficiency, reduce resource consumption and manage materials sustainably • Expand our involvement in the renewable energy sector and integrate renewable energy sources throughout our operations to reduce GHG emissions and support climate change mitigation • Embed circular economy principles by enhancing waste management practices, increasing material reuse and recycling and minimising waste across operations • Collaborate with stakeholders, including suppliers and clients, to develop and implement effective strategies that address climate-related risks

SUPPORTING GLOBAL DEVELOPMENT

Mudajaya remains committed to the six UN SDGs most relevant to our operations and sustainability objectives. We focus our efforts on areas where we can deliver meaningful impact in support of the 2030 Agenda for Sustainable Development.

UN SDGs	Targets and Initiatives
	Target 7.2: Increase global percentage of renewable energy • Generated 40,635 kWh of electricity through solar photovoltaic ("PV") panels for Menara Mudajaya • Maintained concession for two solar PV plants in Malaysia and generated 98,310,686 kWh through our solar plants in Sungai Siput and Gebeng in FY2025 • Deployed solar-powered equipment, including floodlights, lamps, fans and CCTV cameras at LRT3 project site
	Target 8.7: End modern slavery, trafficking and child labour • Enforced a zero-tolerance approach to child labour, forced labour and involuntary employment through age and identity verification, lawful employment contracts and pre-employment checks to support ethical recruitment and protect workers' rights

SUSTAINABILITY STATEMENT (CONT'D)

SUPPORTING GLOBAL DEVELOPMENT (CONT'D)

UN SDGs	Targets and Initiatives
	Target 8.8: Protect labour rights and promote safe working environments • Provided and monitored worker accommodation at both External Labour Quarters ("ELQs") and Centralised Labour Quarters ("CLQs") through regular inspections and welfare support to safeguard workers' wellbeing and labour rights • Required employees and workers, including personnel involved in high-risk tasks, to undergo safety training in line with the ISO 45001 Occupational Health and Safety Management System
	Target 10.3: Ensure equal opportunities and end discrimination • Upheld a Code of Conduct and Whistleblowing Policy that prohibits discrimination based on race, age, gender, sexual orientation, marital status and disability • Implemented fair and transparent recruitment practices and merit-based promotion practices to support equal opportunities across the Group
	Target 12.2: Sustainable management and use of natural resources • Utilised a rainwater harvesting system at Menara Mudajaya, collecting an average of 254,000 litres annually for non-potable uses such as sanitation • Deployed water recirculation systems and water-saving valves at cement manufacturing facilities to enhance water efficiency **Target 12.4: Responsible management of chemicals and waste** • Established designated storage areas for scheduled waste from vehicles, machinery and site activities at LRT3, alongside six silt detention ponds and an Active Treatment System ("ATS") for sedimentation control • Implemented hazardous waste management systems at cement production plants, ensuring secure storage, controlled transport and compliance with regulatory reporting requirements • Conducted Scheduled Waste Training programmes to raise employee awareness on the safe handling, transportation and disposal of hazardous waste **Target 12.5: Substantially reduce waste generation** • 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 material usage and reduce construction waste • Reused cement production by-products by incorporating clinker and dust into cement and stone powder, enhancing resource efficiency **Target 12.7: Promote sustainable public procurement practices** • Established a Procurement and Supplier Assessment Policy, aligning supplier evaluations with the Supplier Code of Conduct, ISO 9001 quality standards and bi-annual performance reviews • Conducted the second phase of the Supplier ESG Assessment, screening 53 new suppliers in Malaysia

SUSTAINABILITY STATEMENT (CONT'D)

SUPPORTING GLOBAL DEVELOPMENT (CONT'D)

UN SDGs	Targets and Initiatives
	Target 13.1: Strengthen resilience and adaptive capacity to climate related disasters • Established a Climate Change Policy to support the identification and management of physical climate risks and the integration of climate resilience in business planning • Enhanced climate-related disclosures by incorporating key elements of IFRS S2 to strengthen the Group's preparedness and adaptive capacity to climate-related impacts
	Target 16.5: Substantially reduce corruption and bribery • Became the first company in Malaysia to obtain ISO 37001:2016 ABMS certification with UKAS accreditation • Assessed 100% of operations in Malaysia for corruption-related risks

OPERATIONAL EXCELLENCE ACROSS KEY AREAS

Progress towards our sustainability ambitions is monitored through defined KPIs, enabling us to assess initiative performance, identify improvement areas and address emerging sustainability and climate-related risks and opportunities in a timely manner.

Key Performance Indicators — **Legend:** Achieved · In Progress

	Topic	Our Target	Our Performance in FY2025
Delivering Excellence	Corporate Governance and Anti-Corruption	**Zero** cases of bribery and corruption	• Achieved zero substantiated cases of corruption (FY2024: zero substantiated incidents)
	Technology, Data Security and Privacy	**Zero** breaches in data privacy and cybersecurity	• Received zero substantiated complaints concerning breaches in customer privacy or data loss (FY2024: zero substantiated complaints)
	Responsible Procurement	**90%** expenditure allocated to local suppliers in Malaysia and China	• 99.9% of procurement budget allocated to local suppliers in Malaysia and China (FY2024: 99.9% allocated to local suppliers)

SUSTAINABILITY STATEMENT (CONT'D)

OPERATIONAL EXCELLENCE ACROSS KEY AREAS (CONT'D)

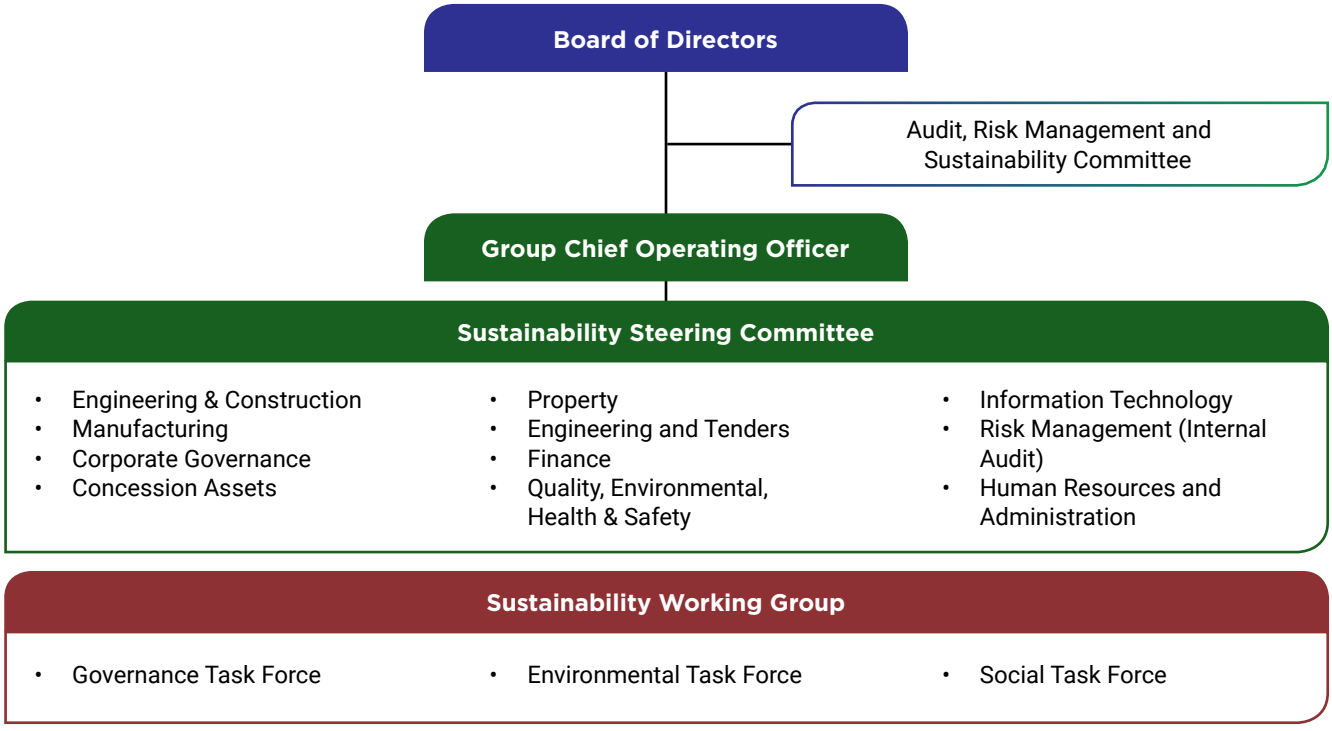
Key Performance Indicators — **Legend:** Achieved / In Progress

	Topic	Our Target	Our Performance in FY2025
Building Towards a Green Future	Climate Change and Energy	To establish a baseline year for Scope 1 and 2 GHG emissions by **2026**	• Expanded Scope 1 and 2 GHG emissions reporting boundary across operation under operational control (FY2024: Data tracking and monitoring ongoing)
	Waste and Effluent Management	Achieve **1%** waste diversion from landfill by **2028**	• Recorded 1.0% of waste diverted from landfill (FY2024: 0.6% of waste diverted from landfill)
	Water Consumption	To establish a baseline year for water intensity by **2026**	• Expanded water reporting boundaries to include all relevant operations across the Group (FY2024: Data tracking and monitoring ongoing)
Fostering Engagement	Occupational Health and Safety	Achieve **zero** fatal accidents and lost time incident rate ("LTIR") **below 1.0**	• Achieved zero fatalities, with LTIR at 0.13 (FY2024: Data tracking and monitoring ongoing)
	Human Rights, Labour Practices and Standards	Achieve **zero** substantiated cases of human rights violations, discrimination and harassment	• Recorded zero substantiated cases of human rights violations, discrimination and harassment. (FY2024: 0.6% of waste diverted from landfill)
	Talent Attraction and Development	Achieve **4 hours** of training per employee by **2028**	• Recorded an average of 4.11 hours of training per employee (FY2024: Data tracking and monitoring ongoing)

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY LEADERSHIP ACROSS OUR OPERATIONS

Our three-tier governance structure defines clear accountability and oversight for sustainability across the Group, setting our strategic direction while supporting effective implementation of policies and procedures.



Board Oversight

The Board has strategic oversight of the Group's sustainability and climate-related risks and opportunities, with support from the Sustainability Steering Committee.

Key responsibilities of the Board include:

- Providing strategic oversight of the Group's overall sustainability agenda, performance and material sustainability matters;
- Guiding the integration of sustainability and climate-related risks and opportunities into the Group's strategy and enterprise risk management framework; and
- Reviewing significant sustainability and climate-related risks and opportunities, including progress against related initiatives and targets.

The Board meets on a quarterly basis to consider key business matters, including sustainability- and climate-related risks and opportunities, where relevant. During the reporting year, Board members participated in five sustainability-related training sessions, including two programmes focused on climate-related topics.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY LEADERSHIP ACROSS OUR OPERATIONS (CONT'D)

Management's Role

Sustainability Steering Committee ("SSC")

The SSC supports the Board by providing management-level oversight of Mudajaya's sustainability agenda, including climate-related initiatives. It advises the Board on sustainability strategies, initiatives and targets, oversees implementation across the Group and reports regularly to the Board on sustainability and climate-related matters.

Key responsibilities of the SSC include:

- Formulating and recommending sustainability and climate-related strategies, initiatives and targets for Board approval;
- Overseeing the implementation and effectiveness of sustainability and climate-related initiatives;
- Evaluating sustainability and climate-related risks and opportunities and monitoring progress against agreed actions; and
- Recommending updates to sustainability-related policies, standards and procedures, where necessary

Sustainability Working Group ("SWG")

The SWG is responsible for the day-to-day implementation and coordination of sustainability initiatives across the Group.

Key responsibilities of the SWG include:

- Implementing sustainability and climate-related initiatives at the operational level;
- Identifying and escalating relevant sustainability issues and emerging risks for SWG consideration; and
- Collecting, monitoring and reporting sustainability-related data to support management oversight and Board reporting

Risk Management

Mudajaya has established an Enterprise Risk Management ("ERM") framework to identify, assess and manage risks that may affect the Group's operations, financial performance and long-term sustainability. The framework is overseen by the Audit, Risk Management and Sustainability Committee ("ARMSC") and applies across the Group's divisions and projects.

Identifying and Assessing Sustainability- and Climate-related Risks

Under the ERM framework, sustainability- and climate-related risks and opportunities are identified and assessed through internal assessments and management discussions. Risks are evaluated based on their potential impact and likelihood, and Risk Owners are assigned responsibility for oversight at divisional or corporate levels.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY LEADERSHIP ACROSS OUR OPERATIONS (CONT'D)

Risk Management (Cont'd)

Managing Sustainability- and Climate-related Risks

Sustainability- and climate-related considerations are incorporated into strategic planning, business planning, project management and investment or appraisal processes. Risk Owners manage risks within their scope of authority and escalate significant or emerging risks to senior management where appropriate. The Board and senior management maintain oversight of risk management and internal control systems within their respective areas of responsibility.

Integrating Sustainability- and Climate-related Risks

Sustainability- and climate-related risks and opportunities have been identified and are monitored by management. The integration of material climate-related risks into the ERM framework is ongoing and will be enhanced progressively, taking into account materiality, data readiness and the Group's evolving capabilities in climate risk management.

For further information on the Group's ERM framework and internal control processes, please refer to the Statement on Risk Management and Internal Control in Mudajaya's Annual Report 2025.

RESPONDING TO STAKEHOLDER EXPECTATIONS

Understanding our stakeholders' priorities enables us to take responsive and informed actions. We engage them through various platforms to gather meaningful input, supporting continuous improvement in our sustainability initiatives and long-term value creation.

Legend: ● Annually ● Bi-annually ● Quarterly ● Monthly ● On-going ● As needed

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.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Financial and operational performance • Corporate governance and management effectiveness • Climate change mitigation and adaptation strategies	• Transparent and timely disclosure of financial and operational performance through quarterly and annual reporting • Strengthening corporate governance practices in line with regulatory expectations and best practices • Development and disclosure of greenhouse gas emissions reduction and climate resilience strategies • Monitoring sustainability performance against defined targets to support long-term value creation	• Investor Relations section on the corporate website • Extraordinary General Meeting • Financial results announcements • Annual General Meeting

RESPONDING TO STAKEHOLDER EXPECTATIONS (CONT'D)

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.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Anti-bribery and corruption • Corporate governance practices • Regulatory compliance	• Compliant with the ABMS requirement under ISO 37001:2016 • Implementation of the Group's Code of Conduct, Corporate Governance and Whistleblowing frameworks • Monitoring and adherence to applicable regulatory and statutory requirements	• Meetings and consultations • Participation in seminars and webinars

Customers

Customers are the driving force behind the demand for Mudajaya's products and services, directly impacting our revenue and growth. Understanding customer expectations enables us to deliver quality, innovative and sustainable solutions.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Product quality and safety • Product innovation • Customer data privacy	• Compliance with ISO9001:2015 Quality Management System • Adoption of prefabrication technologies to enhance efficiency, product quality and delivery reliability • Integration of renewable energy initiatives through the Corporate Green Power Programme by Malaysia Energy Commission to reduce environmental impact and support sustainable product offerings • Safeguarding customer data and privacy in accordance with the Personal Data Protection Act ("PDPA") 2010	• Email and meetings • Customer surveys • Customer engagement sessions

SUSTAINABILITY STATEMENT (CONT'D)

RESPONDING TO STAKEHOLDER EXPECTATIONS (CONT'D)

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.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Career development and upskilling opportunities • Fair labour practices and occupational health and safety • Whistleblowing policy/ procedures • Work-life balance	• Delivery of structured training, upskilling and professional development programmes to enhance workforce capability • Compliance with applicable laws and regulations governing occupational health and safety, working hours, wages and employment conditions • Provision of safe and hygienic worker accommodations • Promotion of transparent communication and ethical workplace practices • Flexible working arrangements and extended maternity benefits to support employee well-being and retention	• Internal communications • Workshops and trainings programmes • Employee engagement activities and events • Employee appraisals

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.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Anti-bribery and corruption • Supplier evaluation and performance • Support for local suppliers and products	• Adoption of a Supplier Code of Conduct covering governance, environmental and labour standards • Implementation of procurement and supplier evaluation frameworks to ensure quality, reliability and ethical conduct • Monitoring supplier performance and compliance through regular assessments • Prioritisation of local sourcing to support economic development and supply chain resilience	• Procurement processes and new suppliers screening • Supplier assessment and performance reviews

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.

Key Areas of Concern	Key Areas of Concern	Engagement Methods
• Community development and support	• Implementation of community investment and social impact programmes aligned with local needs • Provision of scholarships and education initiatives to support future talent and social mobility	• Community impact and outreach programmes

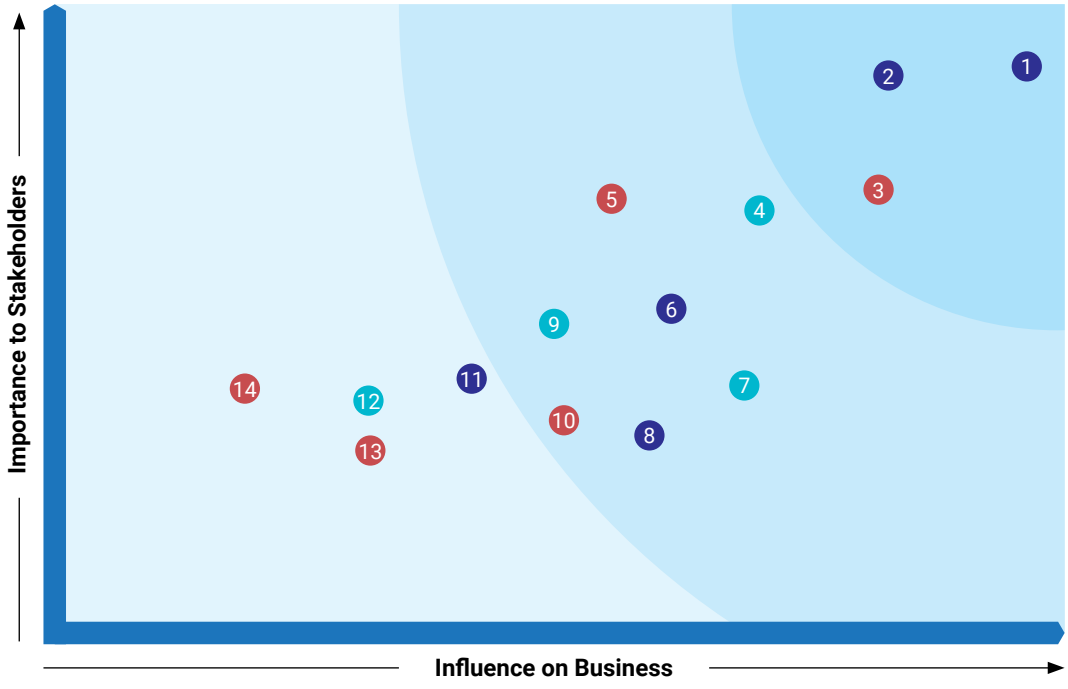
SUSTAINABILITY STATEMENT (CONT'D)

DETERMINING OUR MATERIAL PRIORITIES

Understanding the material matters that most significantly affect Mudajaya's projects, workforce, regulatory compliance and stakeholder expectations remains integral to managing risks and maintaining operational continuity. In FY2023, the Group conducted a materiality assessment that identified 14 material matters, which were prioritised through a materiality matrix based on their impact on the business and stakeholders.

In FY2025, the identified material matters remain relevant in light of evolving regulatory expectations, industry developments and operational priorities. Our top priorities continue to be Corporate Governance and Anti-Corruption, Regulatory Compliance and Occupational Health and Safety, given their critical importance in safeguarding business integrity and project execution.

Mudajaya's Materiality Matrix



Delivering Excellence	Delivering Excellence	Delivering Excellence
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

CHARTING OUR MATERIAL SUSTAINABILITY RISKS AND OPPORTUNITIES

The following section outlines our management approach and the key risks and opportunities associated with each material matter, alongside their interconnections to our adopted UN SDGs and stakeholders, illustrating how our initiatives align with global sustainability objectives and stakeholder priorities.

Delivering Excellence

Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
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.	• Breaches of governance or unethical practices could damage reputation and stakeholder trust	• Strong governance frameworks and ethics training could enhance transparency, stakeholder confidence and long-term operational integrity
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.	• Non-compliance with environmental, safety or regulatory requirements could result in fines, project delays, operational disruption or reputational damage	• Enhancing compliance frameworks, monitoring and regulatory engagement could enhance operational reliability and reinforce the Group's reputation as a responsible industry player
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.	• Ageing hardware, cybersecurity vulnerabilities, or inadequate disaster recovery could disrupt operations or compromise sensitive data	• Strengthening IT infrastructure and cybersecurity capabilities could enhance operational resilience, support digitalisation and protect stakeholder data
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.	• Supplier quality issues, limited availability of specialised materials or supply disruptions could delay projects, increase costs and affect delivery performance	• Supplier quality issues, limited availability of specialised materials or supply disruptions could delay projects, increase costs and affect delivery performance
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.	• Products failing to meet customer specifications, quality standards or delivery timelines could affect client relationships, project performance and revenue	• Continuous investment in quality control, innovation and low-carbon solutions could enhance client satisfaction, strengthen competitiveness and support sustainable growth

UNSDGs:

Stakeholder Groups:

SUSTAINABILITY STATEMENT (CONT'D)

CHARTING OUR MATERIAL SUSTAINABILITY RISKS AND OPPORTUNITIES (CONT'D)

Building Towards a Green Future

Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Energy, Emissions and Climate Resilience	We mitigate our impact on the environment and address climate change by managing our energy consumption to minimise GHG emissions across our operations.	**Transition Risks** • Evolving climate regulations and disclosure requirements may increase compliance costs and regulatory exposure • Facility upgrades and decarbonisation requirements may increase capital expenditure and affect operational efficiency • Rising material costs and reliance on carbon-intensive construction inputs may reduce profitability • Stakeholder and investor expectations regarding coal-fired assets may affect demand, financing access and reputation	• Strengthened compliance and disclosure practices could enhance transparency and investor confidence • Investments in energy-efficient and low-carbon technologies could improve operational efficiency and reduce costs • Adoption of IBS and sustainable materials could improve productivity, cost control and competitiveness • Enhanced sustainability reporting and climate initiatives could support reputation and long-term growth
		Physical Risks • Extreme weather events may disrupt construction activities, damage assets and affect workforce safety • Long-term climate changes may increase capital expenditure and lead to project delays, affecting output and revenuex	• Improved site resilience and contingency planning could minimise disruptions and enhance operational continuity • Climate risk management and energy-efficient solutions could improve project stability and cost performance
Material Consumption	We emphasise the efficient use of materials to reduce our overall environmental footprint to conserve resources for current and future developments.	• Rising raw material costs and inefficient usage can increase project costs and environmental footprint	• Efficient material use and low-carbon solutions could reduce costs, minimise environmental impact and improve resource resilience

SUSTAINABILITY STATEMENT (CONT'D)

CHARTING OUR MATERIAL SUSTAINABILITY RISKS AND OPPORTUNITIES (CONT'D)

Building Towards a Green Future (Cont'd)

Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
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.	• Improper waste disposal or wastewater management may lead to environmental harm, fines, or reputational damage	• Improper waste disposal or wastewater management may lead to environmental harm, fines, or reputational damage
Water Consumption	We optimise water usage through the adoption of efficient technologies and conservation practices, including rainwater harvesting, to reduce reliance on freshwater resources.	• Excessive water use may strain local water resources and attract regulatory scrutiny	• Efficient water management, including rainwater harvesting and reuse, could reduce operating costs and strengthen long-term water resilience

UNSDGs:

Stakeholder Groups:

Caring for our People

Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
Occupational Health and Safety	We cultivate a strong safety culture by adhering to stringent health and safety standards, providing comprehensive training programmes and equipping employees with protective equipment to mitigate risks and maintain a safe working environment.	• Workplace accidents or inadequate safety practices could result in injuries, lost productivity and regulatory penalties.	• A strong safety culture, continuous training and robust protective measures could enhance workforce well-being, productivity and operational continuity
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.	• Violations of labour or human rights standards could lead to legal exposure and reputational damage	• Upholding high labour and human rights standards supports ethical operations, strengthens workforce trust and improves talent retention

SUSTAINABILITY STATEMENT (CONT'D)

CHARTING OUR MATERIAL SUSTAINABILITY RISKS AND OPPORTUNITIES (CONT'D)

Caring for our People (Con'td)

Material Matters	Summary of Management Approach	Potential Risks	Potential Opportunities
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.	• Inadequate learning, development or career pathways could hinder retention of skilled employees	• Structured learning, leadership development and clear career pathways could attract and retain talent, strengthen succession planning and support operational performance
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.	• Failure to maintain an inclusive workplace could reduce employee engagement and limit innovation	• Promoting diversity, equity and inclusion could enhance collaboration, innovation and employee engagement
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.	• Lack of meaningful engagement could damage community relations and limit social license to operate	• Meaningful community engagement and local development initiatives could strengthen stakeholder trust, support social licence to operate and enhance long-term project sustainability

UNSDGs:

Stakeholder Groups:

Delivering Excellence

Our governance framework reinforces accountability, ethical conduct and sound-decision-making across the Group. We uphold strong internal controls, regulatory compliance and transparent reporting to safeguard business integrity, manage risks and support sustainable long-term performance

Material Sustainability Matters

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

Key Stakeholder Groups

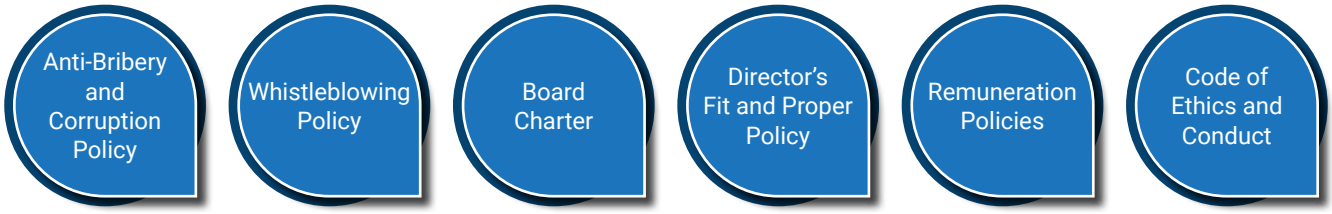
SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

CORPORATE GOVERNANCE AND ANTI-CORRUPTION

Ethical business conduct within the Group is guided by a suite of policies and codes that ensure consistent standards in our business activities. Mudajaya's Code of Ethics sets out the expected standards of professional conduct and applicable disciplinary measures, reinforcing our commitment to integrity.

The Group is guided by policies and codes listed below.



For more information on our policies, please visit: Corporate Governance - Mudajaya Group Berhad

During the year, we enhanced our Whistleblowing Policy and Anti-Bribery and Corruption ("ABC") Policy to strengthen transparency, accountability and ethical conduct across the Group. These policies are publicly available on our corporate website and are communicated internally through clear guidance in the Employee Handbook which is accessible to all employees.

Anti-Bribery and Corruption Policy	Whistleblowing Policy
• Updated to reflect expanded applicability to subsidiaries and directors. • Strengthened to incorporate commitments that reinforce ethical values and foster a culture of integrity across the organisation. • Enhanced to specify the termination of business relationships in the event of policy breaches by business associates.	• Enhanced to include Supporting Information requirements and a Whistleblower's Declaration, ensuring that reports are submitted in good faith. • Reporting channels revised such that disclosures are directed to the Chairman of the ARMSC, following changes in Board composition.

SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

CORPORATE GOVERNANCE AND ANTI-CORRUPTION (CONT'D)

We support the implementation of these through anti-corruption training for employees at all levels, including it as part of the onboarding process for new joiners.

Percentage of Employees Who Received Anti-Corruption Training (%)			
Malaysia	**FY2023**	**FY2024**	**FY2025**
Senior Management	84	84	14
Management	59	59	40
Executive	63	63	49
Non-Executive	16	16	11

China	FY2024	FY2025
Senior Management	27	31
Management	0	16
Executive	24	12
Non-Executive	0	14

Note:
1. The lower training coverage during the year was attributed to the deferral of the annual refresher to the next financial year to incorporate the latest updates to ABMS documentation in line with ISO 37001:2025.

Corruption risk assessments were conducted across our operations in Malaysia and China during the year, with no confirmed cases identified.

Percentage of Operations Assessed for Corruption-Related Risk (%)			
	FY2023	**FY2024**	**FY2025**
Malaysia	100	100	100
China	100	100	100

Prior to engagement, suppliers and subcontractors are required to undergo due diligence by submitting an Anti-Corruption Obligation Form and a Vendor Letter of Declaration. These measures help mitigate corruption risks and reinforce regulatory compliance across our supply chain.

SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

REGULATORY COMPLIANCE

Mudajaya maintains an internal control system that ensures we comply with the applicable industry standards and legal requirements across operating jurisdictions. The Group regularly reviews and enhances our internal policies, procedures and controls to address compliance amid an evolving regulatory landscape. Compliance is supported by established internal reporting mechanisms, periodic audits and the following structured investigation protocols.

Compliance awareness is enhanced through regular toolbox briefings and technical refresher sessions.

TECHNOLOGY, DATA SECURITY AND PRIVACY

Personal and sensitive data are managed in accordance with our Management Information System ("MIS") Policy and Procedures, which are aligned with the requirements of the Personal Data Protection Act 2010 ("PDPA"). These measures mitigate data breach risks and ensure responsible handling of personal data across the Group.

We also safeguard information systems through the following initiatives.

1. Conducted regular awareness training and assessments, such as phishing simulation exercises
2. Installed an anti-virus software on office computers to monitor and mitigate data breaches
3. Implemented independent access-control systems for sensitive locations, such as the finance department

The Group has maintained a record of no substantiated complaints relating to breaches of stakeholder privacy or customer data for the past three consecutive years.

SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

SUPPLY CHAIN MANAGEMENT

Responsible sourcing is embedded in our procurement policies and supplier selection criteria to promote transparency, ethical business conduct and operational reliability. These practices support Mudajaya's sustainability objectives and strengthens supply chain resilience across our projects and operations.

Procurement and Supplier Assessment Policy

Procurement and supplier assessments are aligned with the Supplier Code of Conduct and ABMS requirements.	Procurement processes comply with ISO 9001 QMS to ensure quality, consistency and regulatory compliance.	Bi-annual supplier performance reviews are conducted to monitor service quality and contractual compliance.

Our supplier selection process is based on a structured assessment of the following key factors.

Supplier Selection Criteria

Supplier ESG Assessment

Prior to onboarding, suppliers undergo ESG and regulatory due diligence to verify key documentation and ethical business conduct. These processes are strengthened through the progressive enhancement of the Group's tendering management systems.

In FY2025, we screened 53 new suppliers under Phase 2 of the supplier ESG assessment.

Phase 2 of Supplier ESG Assessment Outcome

Governance Criteria	Environment Criteria	Social Criteria
72% comply with all relevant laws and regulations	**68%** monitor energy consumption of their operations	**43%** provide a functional Occupational Health and Safety ("OHS") System
68% maintain policies or procedures to ensure project or service quality, specifications and safety	**64%** monitor water consumption at their facilities	**49%** offers Occupational Health and Safety ("OHS") training to their employees and senior management
77% have zero recorded incidents of corruption or bribery	**40%** track waste generation and disposal from their operations	**28%** have implemented a whistleblowing hotline or grievance mechanism

SUSTAINABILITY STATEMENT (CONT'D)

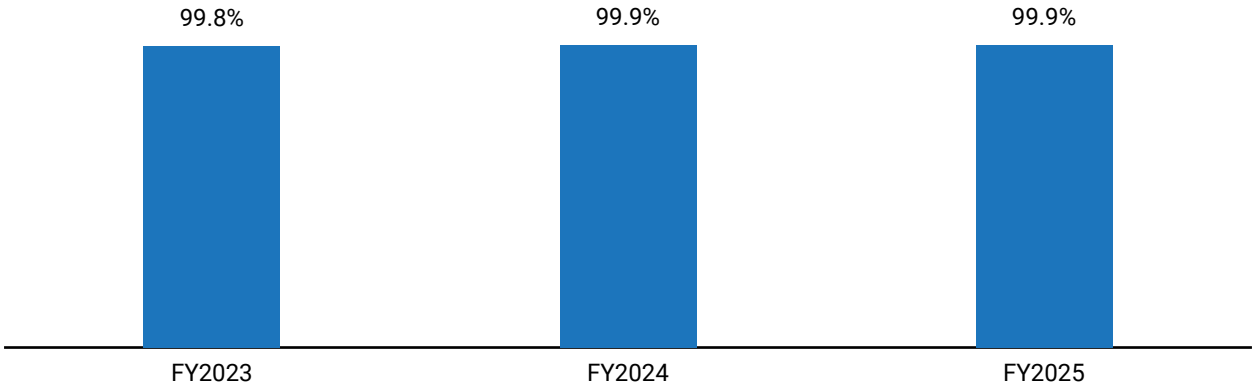
DELIVERY EXCELLENCE (CONT'D)

SUPPLY CHAIN MANAGEMENT (CONT'D)

Proportion of Procurement Spent on Local Suppliers

The Group prioritises local sourcing as part of our responsible procurement approach, recognising our role in supporting local supplier development, strengthening economic resilience and contributing to the communities in which we operate.

Proportion of Procurement Spent on Local Suppliers



Note:

1. Conversion of procurement from Chinese Yuan Renminbi ("CNY") to Malaysian Ringgit ("MYR") for China operations used the exchange rate provided by Bank Negara Malaysia at the end of each financial year. FY2023 (0.6469), FY2024 (0.6125) and FY2025 (0.5805).
2. "Local suppliers" refer to suppliers that are incorporated and primarily operating in the same country as the Group's operations.

PRODUCT QUALITY AND INNOVATION

Product quality is central to Mudajaya's brand reputation, with the consistent delivery of high-quality products and services demonstrating our technical capabilities. Guided by the Quality Policy, we continuously monitor and enhance quality across our construction and manufacturing operations, ensuring they adhere to ISO 9001 Quality Management System standards.

Regular quality and strength testing are conducted at our China subsidiary on its cement products, ensuring product integrity and reliable service delivery. These efforts are supported by improvements in raw material blending, process optimisation and clinker quality to enhance overall cement performance and reliability.

ISO 9001:2015

MCB

Provision of Construction Services for Building, Civil, M&E Engineering, Water Supply and Marine Structure Works
Issue Date: 19.7.2002 Expiry Date: 18.7.2026

MJCP

Manufacturing and Supply of Precast Components for Construction Industry
Issue Date: 30.12.2015 Expiry Date: 8.8.2027

SHGT

Provision of Services in Environmental Protection and Energy Conservation
Issue Date: 27.12.2024 Expiry Date: 26.12.2027

SAWCL

Manufacture and Trading of Cement and Clinker
Issue Date: 22.1.2024 Expiry Date: 21.1.2027

SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

PRODUCT QUALITY AND INNOVATION (CONT'D)

Professional Qualifications Supporting Technical Excellence

Our SGCG and SHGT subsidiaries hold the Grade II Qualification for Mechanical and Electrical Installation Professional Contracting, which supports the Group's technical capability and quality standards in delivering complex building services and energy-efficient solutions.

Strengthening Energy-Efficient Building Solutions through Research Collaboration

We pursue operational improvements through ongoing research and development, driving innovation and the integration of new technologies. Leveraging their technical expertise, SGCG and SHGT jointly collaborated with the Shanghai Modern Urban Internationalisation Scientific Research Centre to establish the Commercial Energy Efficiency Research Institute.

Both parties, guided by the principles of equality, mutual trust, mutual benefit and reciprocity, aim to integrate resources, jointly develop and operate projects and expand into related markets to enhance social reputation and investment returns. Through this collaboration, we strive to establish a comprehensive strategy towards future sustainable development.

SUSTAINABILITY STATEMENT (CONT'D)

DELIVERY EXCELLENCE (CONT'D)

PRODUCT QUALITY AND INNOVATION (CONT'D)

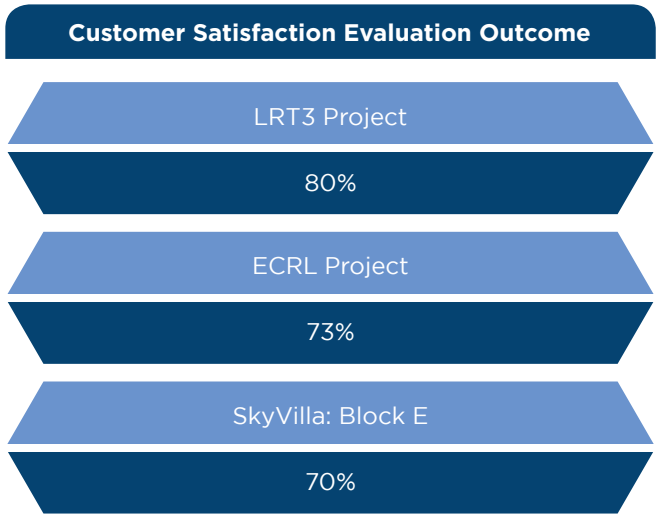
In FY2025, we strengthened product quality and operational efficiency through targeted production upgrades and innovation to our existing clinker production line, increasing daily capacity from 2,500 tonnes to 4,000 tonnes. This expansion enhances production efficiency and meet stricter environmental requirements, while improving cost efficiency and enabling higher-performance products, supporting more sustainable growth in our China operations.

Key innovation and product developments during the year included:

- Early-strength Ordinary Portland Cement ("OPC") 52.5 to enhance product quality and reliability
- Low-heat, sulfate-resistant silicate clinker 52.5 products following the commissioning of the 4,000 t/d clinker production line

Customer Satisfaction Evaluation

The Group monitors customer satisfaction through annual project evaluations conducted with client representatives for selected projects. These evaluations provide structured feedback on service quality, project delivery and client experience, supporting continuous improvement and long-term client relationships.



Building Toward a Green Future

Operational efficiency and efficient resource management are central to Mudajaya's resilience and long-term competitiveness. We manage emerging climate and environmental risks by strengthening energy efficiency, resource optimisation and sustainable construction practices across our operations and development activities.

Material Sustainability Matters

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

Key Stakeholder Groups

SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

ENERGY, EMISSIONS AND CLIMATE RESILIENCE

Understanding the potential impacts of climate change on our operations enables more effective management of climate-related risks and opportunities across our construction, manufacturing and infrastructure activities. We incorporated elements of IFRS S2 to strengthen climate-related disclosures and provide consistent, decision-useful information to support risk management, resilience and long-term value creation.

Physical Risks: Climate-related Risks, Impacts and Opportunities

Risk	Description	Impact	Opportunities
Short term (1-5 years) to long-term (>11 years)			
Acute	• Potential short-term extreme climate-related events, i.e. heat waves, flooding, landslides, etc.	• Short-term extreme climate-related events may cause project delays, cost overruns and health and safety risks to our workforce	• Strengthening resilience measures and establishing contingency plans can enhance the ability of project sites and facilities to withstand extreme weather events
Long-term (>11 years)			
Chronic	• Potential long-term effects such as changes in precipitation patterns and increasing temperatures.	• Long-term climate-related impacts may cause higher capital costs and increased insurance premiums to manage impacts • Long-term disruption and delays in overall project progress may impact output and revenue	• Proactive climate risk management, including energy-efficient technologies and resilient infrastructure design, improves operational stability, reduces long-term costs and supports sustainable growth

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	• Climate-related regulatory requirements, including the potential future implementation of carbon pricing mechanisms • Enhanced climate-related reporting obligations	• Exposure to financial penalties, legal actions and increased compliance costs arising from non-compliance with climate and environmental regulations • Increased operational and reporting costs, which may affect profitability	• Strengthening compliance procedures and governance frameworks enhances transparency, investor confidence and access to sustainable financing • Improving operational efficiency and reducing reliance on carbon-intensive materials supports competitiveness and long-term resilience

SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

ENERGY, EMISSIONS AND CLIMATE RESILIENCE (CONT'D)

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

Risk	Description	Impact	Opportunities
Short term (1-5 years) to long-term (>11 years)			
Technology	• Facility upgrades to address ageing power plants and inconsistent renewable energy output • Capital and resource requirements for low-carbon precast production	• Increased capital investment and potential disruptions from upgrading facilities • High upfront investment and resource requirements may affect financial performance and project timelines	• Investing in energy-efficient and low-carbon technologies improves productivity, stabilises operating costs and enhances competitiveness • Developing sustainable precast products can attract clients prioritising low-carbon solutions and improve market competitiveness
Market	• Rising material costs and evolving market preference for low-carbon and sustainable construction solutions • Reliance on carbon-intensive construction materials	• Increased product prices may reduce demand and affect competitiveness, prompting customers to seek alternatives • Rising material costs, regulatory pressures and shifting client requirements may affect project margins and competitiveness	• Improving energy and material efficiency can reduce production costs, enhance pricing competitiveness and support long-term profitability • Adoption of IBS systems and sustainable materials can reduce costs, improve efficiency and mitigate exposure to rising carbon and raw material prices
Reputation	• Increasing scrutiny from investors, clients and regulators on environmental performance and climate-related impacts	• Negative stakeholder sentiment may affect customer demand, project opportunities and revenue growth	• Strengthening transparency and climate disclosures enhances credibility, supports client confidence and positions the Group for sustainable growth

SUSTAINABILITY STATEMENT (CONT'D)

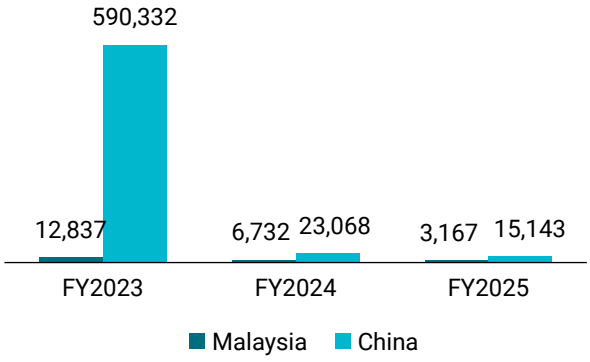
BUILDING TOWARD A GREEN FUTURE (CONT'D)

ENERGY, EMISSIONS AND CLIMATE RESILIENCE (CONT'D)

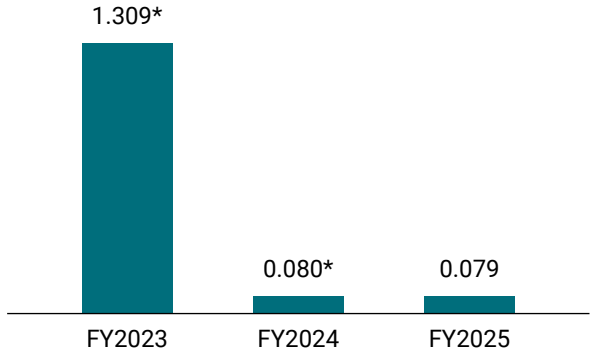
Energy Management

The Group's total energy consumption in FY2025 was 18,310 MWh, of which purchased electricity accounted for 87%. Energy consumption remained lower than in FY2023, primarily due to the temporary suspension of coal consumption at SAWCL as part of technological upgrades to the existing clinker production line. Coal usage is expected to resume upon the completion of these upgrades.

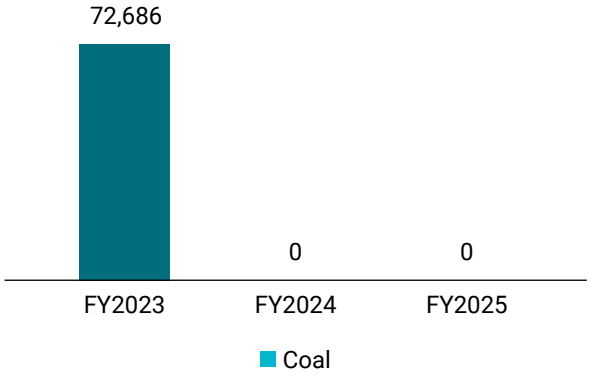
Total Energy Consumption (MWh)



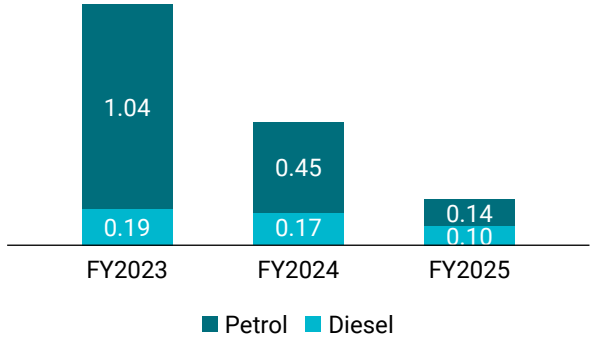
Total Energy Consumption Intensity MWh/RM'000)



Total Fuel Consumption (Tonnes)



Total Fuel Consumption (ML)



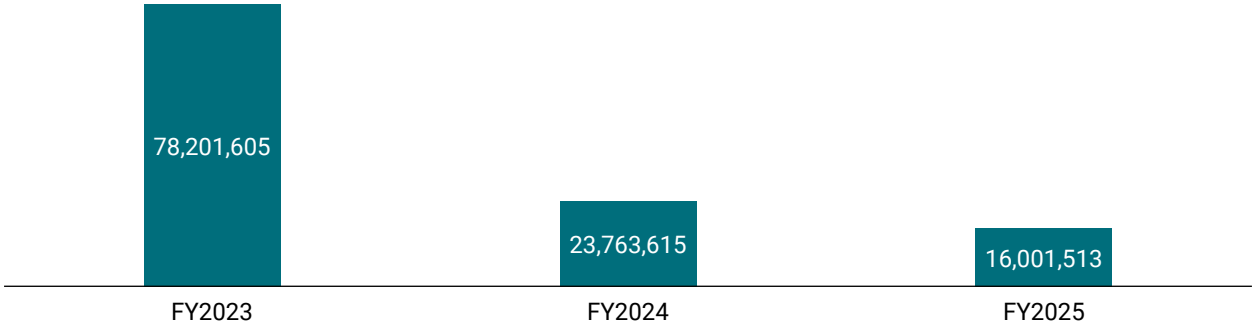
SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

ENERGY, EMISSIONS AND CLIMATE RESILIENCE (CONT'D)

Energy Management (Cont'd)

Total Electricity Consumption (kWh)



Solar PV panels installed at Menara Mudajaya generated 40,635 kWh of electricity during the year, which was exported to Tenaga Nasional Berhad ("TNB") under the Feed-in Tariff scheme. Our efforts resulted in 30 tCO2e of GHG emissions being avoided in FY2025.

Total Electricity Generated by Solar PV Systems (kWh)

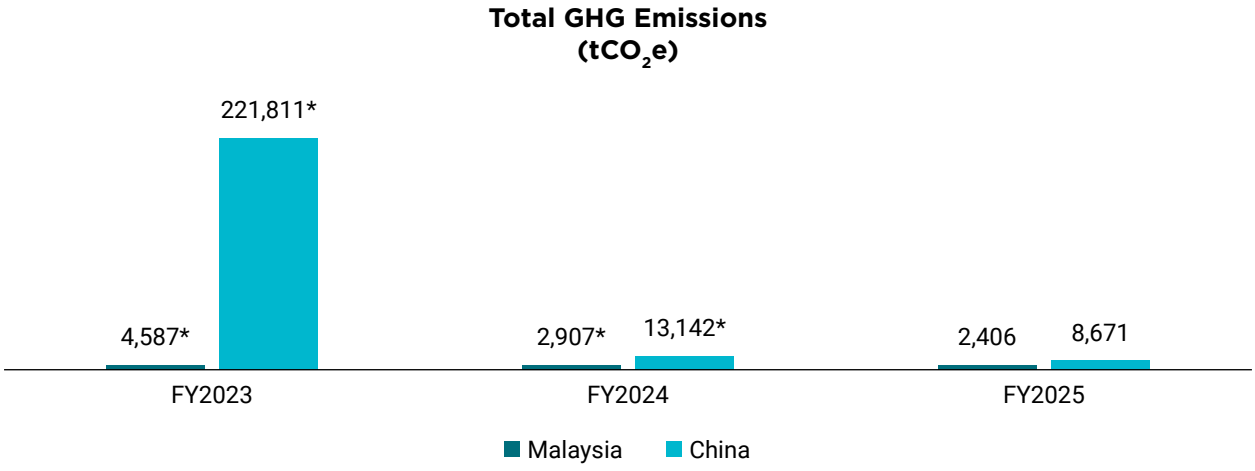
SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

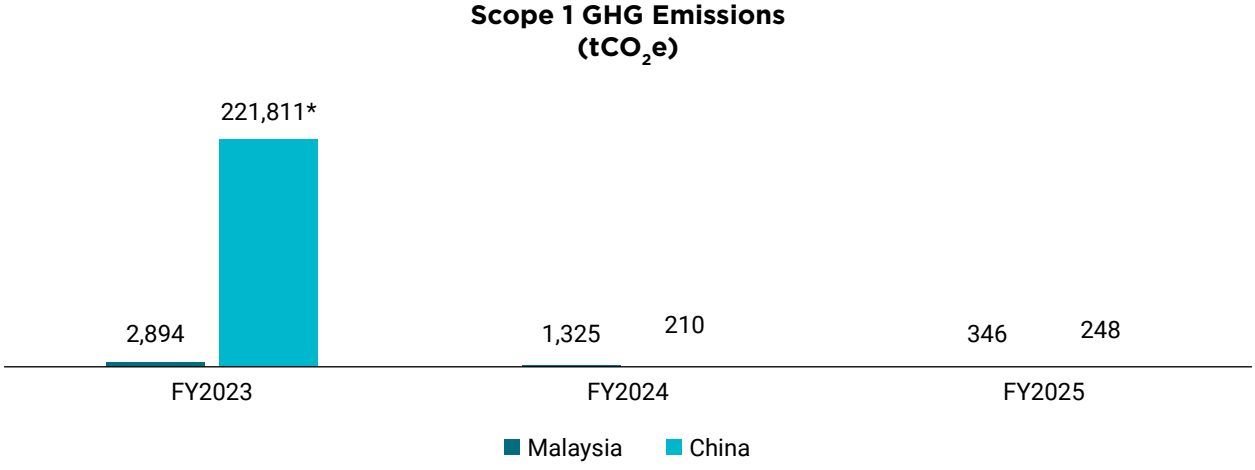
ENERGY, EMISSIONS AND CLIMATE RESILIENCE (CONT'D)

GHG Emissions

Mudajaya's total GHG emissions in FY2025 amounted to 11,077 tCO_2e, representing a 31% decrease compared to previous year.



Scope 1 emissions represent direct greenhouse gas ("GHG") emissions from petrol and diesel consumption across our construction, precast concrete manufacturing and cement production operations. Our Scope 1 GHG emissions decreased by 61% during the year, primarily due to reduced vehicle utilisation and lower fuel consumption across the Group's Malaysian subsidiaries. The decrease was also driven by the halt of precast concrete manufacturing operations in the second half of the reporting year and the subsequent divestment of the associated land.



Note:

1. The Scope 1 GHG emissions calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standards.
2. Scope 1 emissions factors for FY2023, FY2024 and FY2025 were sourced from the UK Government's GHG Conversion Factor 2023, 2024 and 2025, respectively.
3. The Scope 1 emissions from Mudajaya's China subsidiaries in FY2023 and FY2024 have been restated for accuracy following the latest data.

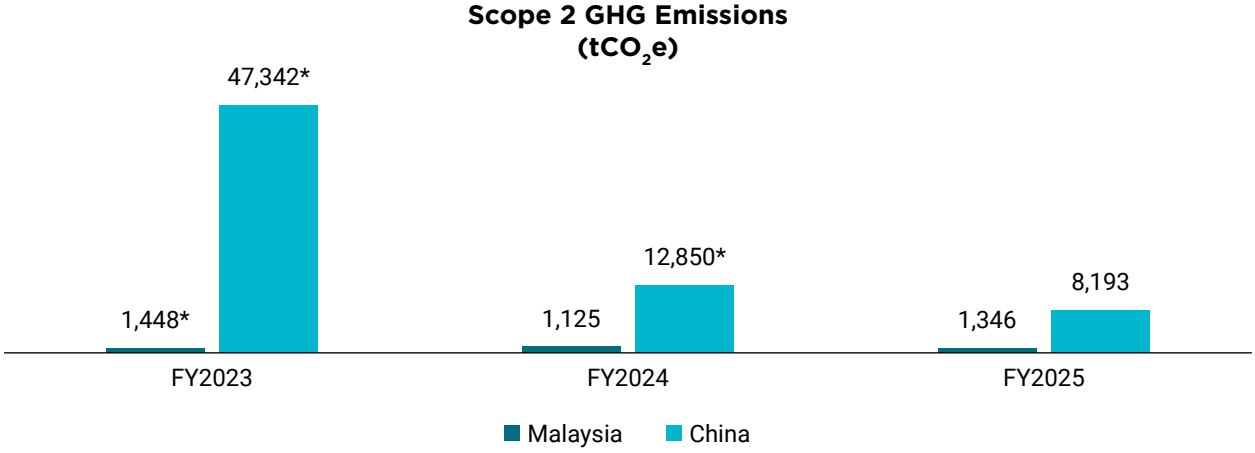
SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

ENERGY, EMISSIONS AND CLIMATE RESILIENCE (CONT'D)

GHG Emissions (Cont'd)

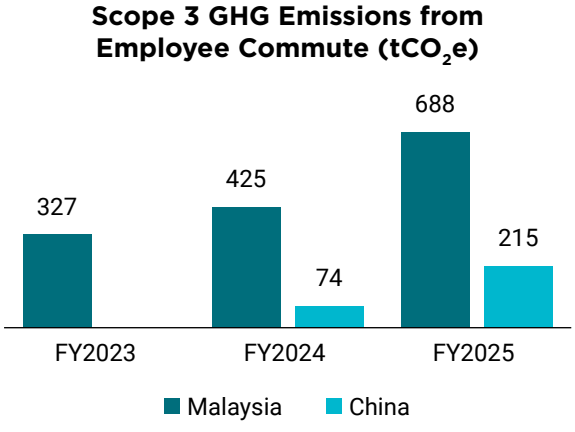
Scope 2 emissions represent indirect GHG emissions generated from purchased electricity consumed across the Group's operations. In FY2025, our Scope 2 emissions totalled 9,539 tCO2e with our subsidiaries in China, accounting for 86% of the electricity consumption.

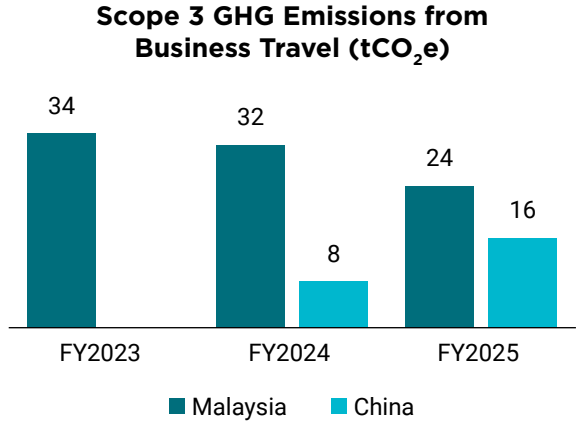


Note:

1. The Scope 2 GHG emissions calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standards.
2. Scope 2 emissions factors for FY2023, FY2024 and FY2025 were sourced from the National Energy Commission of Malaysia and the Ministry of Ecology and Environment of People's Republic of China.
3. *Scope 2 emissions data for FY2023 and FY2024 have been restated to reflect the latest emission factor.

Scope 3 emissions comprise indirect emissions from employee commuting and business travel. We recorded a total of 943 tCO2e in Scope 3 GHG emissions this year, with 96% of the emissions attributable to employee commute.





Note:

1. The Scope 3 GHG emissions calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standards.
2. Emissions factors for FY2023, FY2024 and FY2025 were sourced from the UK Government's GHG Conversion Factor 2023, 2024 and 2025, respectively.

SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

MATERIAL CONSUMPTION

Mudajaya seeks to minimise material wastage across our operations, reducing our reliance on finite materials. In our construction projects, we adopted prefabrication methods, particularly IBS, to optimise raw material consumption through off-site manufacturing of building components, significantly reducing on-site waste. Within our cement production plants, material blending and testing processes were optimised to improve efficiency, reducing raw material consumption and associated costs.

In FY2025, the top three materials utilised in operations in Malaysia were quarry products, earth and ready mixed concrete. Simultaneously, our operations in China consumed mine waste rock, limestone and purchased clinker.

Top Three Material Consumption – Malaysia		
FY2023	**FY2024**	**FY2025**
32,760 m³* Quarry Products	**32,132 m³*** Quarry Products	**47,397 m³** Quarry Products
17,516 pcs* Tiles	**31,107 pcs** Pipes	**2,277 trips** Earth
975 trips* Earth	**2,274 trips*** Earth	**107 m³** Ready Mixed Concrete

Top Three Material Consumption – China		
FY2023	**FY2024**	**FY2025**
2,282,942 tonnes Mine Waste Rock	**1,825,268 tonnes*** Mine Waste Rock	**1,486,499 tonnes** Mine Waste Rock
800,119 tonnes Limestone	**852,072 tonnes*** Limestone	**968,287 tonnes** Limestone
140,441 tonnes Fly Ash	**213,186 tonnes** Purchased Clinker	**138,356 tonnes** Purchased Clinker

* Data has been restated.

WASTE AND EFFLUENT MANAGEMENT

Effective waste and effluent management are important in reducing environmental impacts arising from our construction and cement production activities. Across our operations, we implement structured management plans and maintain stringent controls to support compliance with applicable laws and regulations.

Construction Sites in Malaysia
• Designated waste storage areas and recycling bins were provided at all construction sites to facilitate proper segregation and recycling.
• All scheduled waste is managed by licensed contractors in accordance with our environmental management plan and Department of Environment ("DOE") requirements.

SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

WASTE AND EFFLUENT MANAGEMENT (CONT'D)

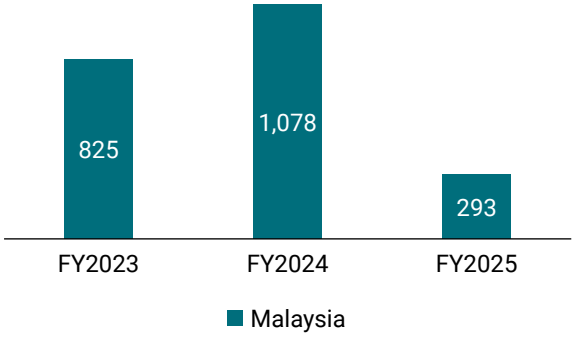
Cement Production Plants in China

- Hazardous waste is temporarily stored in designated areas and secure, labelled containers prior to transfer and disposal.
- Transfers of hazardous waste are approved by the relevant environmental authorities and conducted using dedicated vehicles, with movements monitored to ensure compliance.
- Detailed records of transportation, loading activities and personnel are maintained, with hazardous waste transfer documents jointly signed by the generator, transporter and waste contractor. Copies are retained and reported to the relevant authorities.

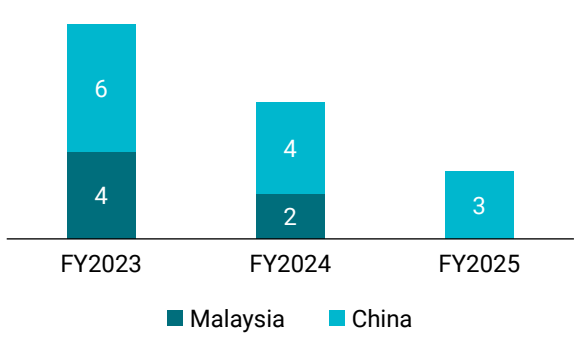
Mudajaya continued its collaboration with the Ikano Power Centre ("IPC") Recycling Team to implement recycling bins throughout Menara Mudajaya.

This year, we recorded total waste generation of 296 tonnes, of which 72% comprised construction waste. Of the total, 3 tonnes were diverted from disposal, while 293 tonnes were directed to disposal.

Waste Directed to Disposal (tonnes)



Waste Directed from Disposal (tonnes)



SUSTAINABILITY STATEMENT (CONT'D)

BUILDING TOWARD A GREEN FUTURE (CONT'D)

WASTE AND EFFLUENT MANAGEMENT (CONT'D)

Type of Waste		Scheduled Waste Generation (tonnes)		
		FY2023	FY2024	FY2025
Malaysia				
SW305	Spent lubricating oil	1.16	0.11	0.00
SW408	Contaminated soil	0.35	0.11	0.00
SW409	Used chemical container	0.23	0.01	0.00
SW410	Contaminated rag, paper, plastic, absorbent pad, used oil filter	0.20	0.03	0.00
Total		**1.94**	**0.26**	**0.00**
China				
SW305	Spent lubricating oil	4.81	3.97	2.98
SW408	Contaminated soil	0.77	0.07	0.00
Total		**5.58**	**4.04**	**2.98**
Grand Total		**7.52**	**4.30**	**2.98**

Type of Waste	Non-Scheduled Waste Generation (tonnes)		
	FY2023	FY2024	FY2025
Malaysia			
Domestic Waste	309	389	79
Construction Waste	518	691	214
Total	**827**	**1,080**	**293**

Note:

1. Scheduled waste data for Malaysia only includes waste from MCB, while data for China only includes SAWCL.
2. Non-scheduled waste data only includes waste from MCB, MJCP and MLSB. Data on recycled waste from IPC is not available.

BUILDING TOWARD A GREEN FUTURE (CONT'D)

WASTE AND EFFLUENT MANAGEMENT (CONT'D)

Effluent Management

In China, wastewater generated at SHAC is centrally collected by the property management and discharged to a licensed wastewater treatment plant for treatment prior to release. Meanwhile in Malaysia, water quality monitoring is conducted regularly at the ECRL Station (Package 3) and Senari Port projects in accordance with applicable regulatory requirements.

At the ECRL Station (Package 3) project, monitoring results indicated that most parameters were within the prescribed limits. Occasional exceedances were observed at several sampling points, which were likely influenced by the naturally high organic content of peat soils commonly found in plantation and swamp areas.

At the Senari Port project, monitoring results indicated that overall water quality was generally comparable to baseline conditions. Readings above baseline levels were potentially influenced by surrounding activities and tidal movements from Sungai Sarawak.

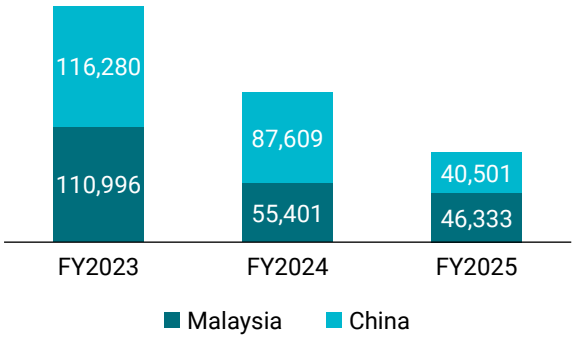
WATER CONSUMPTION

Mudajaya adopts a proactive approach to water management to maintain our water stewardship standards. Menara Mudajaya continues to utilise a rainwater harvesting system, which collects non-potable water for washing and sanitisation purposes. The system collects an average of 254,000 litres of rainwater per year, resulting in annual cost savings of over RM700.

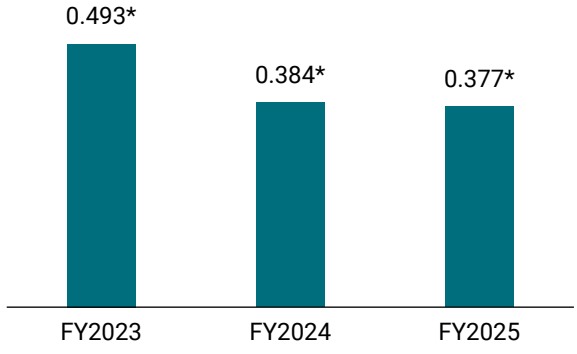
At our cement manufacturing facilities, the Group is upgrading our water recirculation system alongside existing sedimentation tanks to enhance water conservation and operational efficiency. During the current reporting period, the system is undergoing a trial phase to assess its performance and effectiveness. Meanwhile, employees were instructed to conduct end-of-day checks in their facility to ensure faucets are turned off, reducing unnecessary water consumption.

Our total water consumption decreased by 39% in FY2025, reflecting Mudajaya's efforts to minimise water usage across the Group's operations.

Water Consumption (m^3)



Water Intensity (m^3/RM'000)



* Data has been restated.

Caring for Our People

Mudajaya's operations place us in close contact with the people and communities we serve. We focus on safety, workforce capability and inclusive practices to support operational excellence, while contributing to community development and strengthening long-term trust.

Material Sustainability Matters

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

Key Stakeholder Groups

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY

Given the inherent safety risks in our construction and manufacturing operations, Occupational Health and Safety ("OSH") remains essential to safeguarding employee well-being and ensuring safe project delivery. The Group's Health, Safety and Environment ("HSE") systems foster a strong safety culture, reduce operational health hazards and support business continuity.

Compliance with HSE system requirements is overseen by the HSE Committee, which monitors safety initiatives and ensures adherence to industry OHS standards. These requirements extend to all personnel, including outsourced workers, to ensure consistent compliance across Mudajaya's operations.

HSE Initiative	Description
Hazard Identification, Risk Assessment, and Risk Control ("HIRARC")	HIRARC is conducted for each specific task to identify potential hazards and implement adequate control measures prior to work commencement. In FY2025, HIRARC assessments were carried out for concreting works, formwork, hot work, tower crane installation and operation, PAC unit installation, sewerage works and steel structure fabrication.
Pre-Task Talks ("PTT") and Permit-to-Work ("PTW")	PTTs were conducted to raise workers' awareness of HSE risks and reinforce appropriate control measures. For specialised high-risk activities, including confined space work, working at heights, hot work and mobile crane operations, PTWs protocols were enforced. HSE induction was organised for new employees to raise awareness of general site safety.
Emergency Preparedness and Workplace Inspections	Emergency response drills are conducted to assess the preparedness and efficiency of the Emergency Response Team. Plant and machinery are inspected monthly to ensure safe operations. Workplace inspections include toolbox meetings, site walk inspections, PPE compliance and heavy machinery safety awareness.
Safety Production Diagnostics	Quarterly safety diagnostics are conducted by external parties to evaluate safety production practices and supervise timely rectification, with rectification reports submitted to local authorities for record-keeping.
Safety and Health Campaigns & Occupational Health Examinations	The Group promotes safety and health awareness through campaigns targeting site personnel. Annual occupational health examinations are conducted for all employees, with follow-up assessments provided for those with identified health concerns. Regular check-ups ensure ongoing workforce health monitoring.

The HSE Committee's organisation chart was updated in 2025 following a restructuring exercise.

MCB, MJCP and our subsidiaries in China collectively recorded zero work-related fatalities and Lost Time Incident Rate ("LTIR") of 0.13. We recorded one work-related injury involving an employee handling the feed pipe. In response, the Group has implemented corrective measures to minimise the risk of recurrence, including the addition of anti-slip mats, regular cleaning of the discharge port to prevent material buildup and enhanced employee safety training on operation procedures.

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Malaysia	FY2023	FY2024	FY2025
Total number of hours worked	1,982,417*	2,312,190*	1,214,663
Total number of work-related fatalities	0	0	0
Total number of recordable work-related injuries	0	1	0
Total number of work-related ill health	0	0	0
Lost Time Incident	0	1	0
LTIR	0.00	0.09	0.00

China	FY2024	FY2025
Total number of hours worked	363,184*	337,692
Total number of work-related fatalities	0	0
Total number of recordable work-related injuries	0	1
Total number of work-related ill health	0	0
Lost Time Incident	0	1
LTIR	0	0.59

Group	FY2023	FY2024	FY2025
LTIR	0.00	0.07*	0.13

Note:

1. N/A stands for "Not Available".
2. The LTIR is calculated as the number of lost time incidents per 200,000 hours worked.
3. Data for China subsidiaries is not available for FY2023 as data collection commenced in FY2024.
4. *Data has been restated.

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Health and Safety Training

The Group provides occupational health and safety training sessions for employees across our construction and manufacturing operations in Malaysia and China, ensuring compliance with OSH standards and industry best practices. Training programmes cover general safety awareness, job-specific high-risk tasks, occupational health and regulatory requirements, supporting a safe and compliant working environment.

Personnel and contractors involved in high-risk tasks are required to undergo training under the ISO 45001 Occupational Health and Safety Management System. In FY2025, Mudajaya conducted 71 HSE training programmes involving 2,465 attendees, delivering a total of 242,052 training hours.

Malaysia	China
40 HSE Training Programmes	**31** HSE Training Programmes
135,700 Total Training Hours	**106,352** Total Training Hours
1,309 Attendees	**1,156** Attendees

Mass Toolbox Talk

First Aid Awareness Training

Scaffolding Awareness Training

Fire Fighting and Fire Extinguisher Use Training

SUSTAINABILITY STATEMENT (CONT'D)

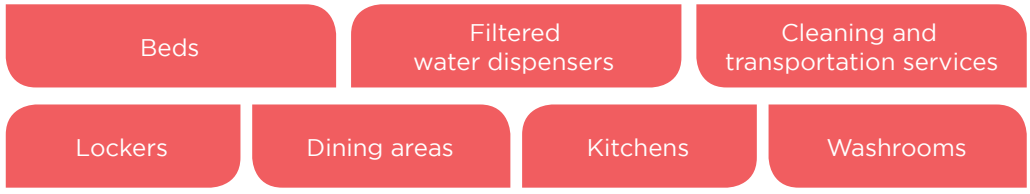
CARING FOR OUR PEOPLE (CONT'D)

HUMAN RIGHTS, LABOUR PRACTICES AND STANDARDS

Upholding fundamental human rights is key to fostering a respectful and inclusive workplace. Mudajaya upholds high labour standards our operations, with particular emphasis on safeguarding the welfare of foreign workers and ensuring compliance with applicable laws and regulations across the jurisdictions where we operate.

Worker Accommodation and Welfare

Our CLQs provide safe, hygienic and well-maintained accommodation in compliance with the Workers' Minimum Standards of Housing and Amenities Act 1990 (Act 446). The facilities are equipped with essential amenities and services, including:



Daily inspections are conducted by CLQ Supervisors, complemented by annual inspections by the Department of Labour, to ensure the well-being and rights of the Group's foreign workforce are upheld.

For employees housed in ELQs, Supervisors conduct daily inspections of accommodation conditions and provide counselling services to address personal and work-related concerns.

Equal Employment Practices and Fair Treatment

Mudajaya complies with applicable labour laws and regulations to ensure fair, inclusive and non-discriminatory employment practices, as well as safe and lawful working conditions. In Malaysia, our employment practices are aligned with the Employment Act 1955 and its amendments, as well as the Minimum Wages Order 2024. Subsidiaries in China operate in accordance with Labour Law of the People's Republic of China and other applicable local labour regulations to safeguard employees' rights and welfare.

We strictly prohibit all forms of child labour, forced labour and involuntary employment. Individuals below the legal working age are not employed and all employment relationships are formalised through lawful contracts supported by identity verification and pre-employment requirements. These measures promote ethical recruitment, protect workers' rights and reinforce responsible labour practices across the Group.

TALENT ATTRACTION AND DEVELOPMENT

The resilience and future-readiness of our workforce underpin our strategic expansion and operational excellence. We offer competitive remuneration packages and targeted capacity-building programmes that enhance employee proficiency, enabling us to attract, develop and retain a resilient and high-performing workforce.

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

TALENT ATTRACTION AND DEVELOPMENT (CONT'D)

Employee Engagement

Engagement activities were organised to foster a supportive workplace environment where employees feel valued and connected, contributing to a collaborative and productive culture. These included an induction programme, an appreciation dinner and a two-day teambuilding event.

Employee Benefits

Beyond mandatory statutory requirements, our employees receive additional non-statutory benefits that support their well-being and long-term career development. In FY2025, SHGT and SGCG in China introduced subsidies for safety and professional qualification certificates, encouraging continuous learning, capability enhancement and career progression.

Leave		Allowance	
• Annual Leave	• Paternity Leave	• Shift Allowance	• Handphone Allowance
• Medical Leave	• Marriage Leave	• Travelling Allowance	• Outstation Meal Allowance
• Maternity Leave	• Compassionate Leave	• Outstation Allowance	

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

TALENT ATTRACTION AND DEVELOPMENT (CONT'D)

Employee Benefits (Cont'd)

Fringe Benefits

- Mileage Claim
- Entertainment Claim
- Accommodation Claim

Healthcare

- Medical Benefits
- Hospitalisation Benefits

Retirement Provision (Malaysia)

- Employees Provident Fund ("KWSP")

Disability and Invalidity (Malaysia)

- Social Security Organisation ("SOCSO")

Retirement Provision (Malaysia)

- Basic Pension Insurance
- Medical Insurance
- Unemployment Insurance
- Work Injury Insurance
- Maternity Insurance
- Housing Provident Fund

Subsidy Provision (China)

- Safety Certificates
- Professional Qualification Level Certificates

Group Insurance

- Life Insurance Coverage

SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

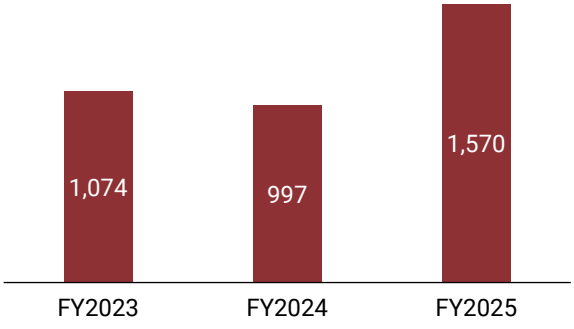
TALENT ATTRACTION AND DEVELOPMENT (CONT'D)

Employee Training and Development

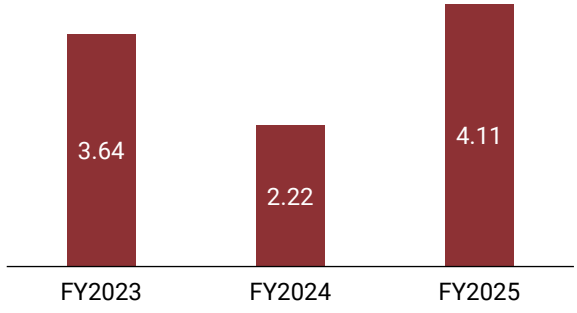
A total of 1,570 training hours were provided this year, covering taxation and compliance, technical training, soft-skills and professional development, and software and systems.

Training Programmes in FY2025

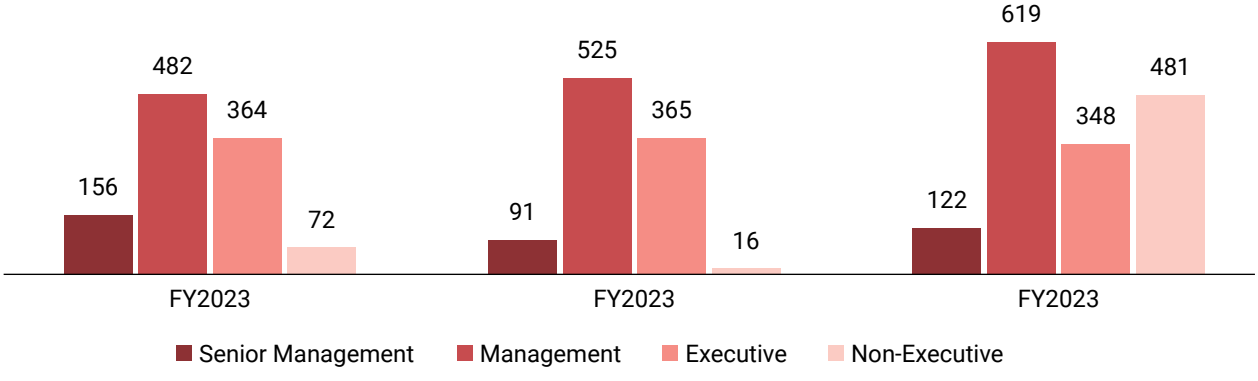
Total Training Hours



Average Training Hours per Employee



Total Training Hours by Employee Category



SUSTAINABILITY STATEMENT (CONT'D)

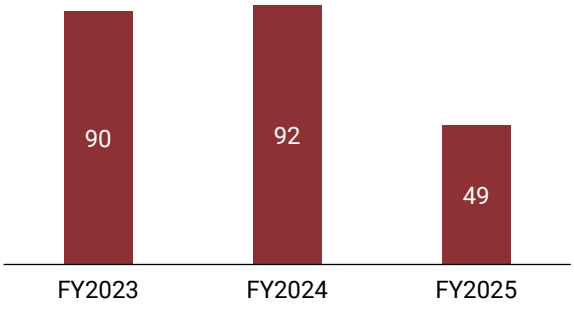
CARING FOR OUR PEOPLE (CONT'D)

TALENT ATTRACTION AND DEVELOPMENT (CONT'D)

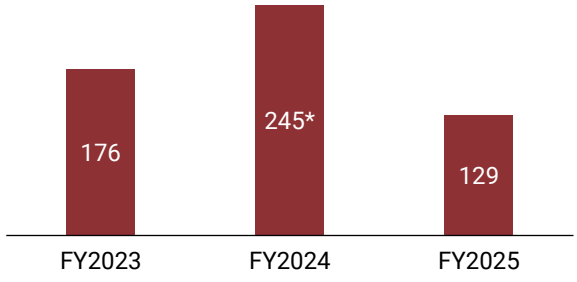
Employee New Hires and Turnovers

Our new hire and turnover for FY2025 are presented in the accompanying charts, showcasing data across age, gender and employee category.

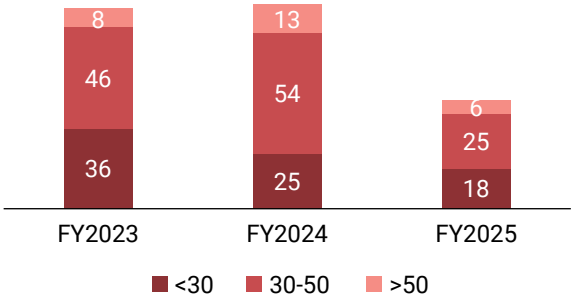
Total New Hires



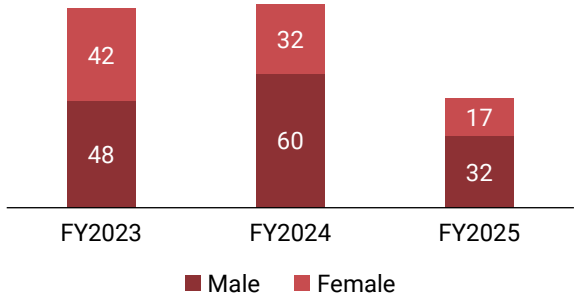
Total Turnover



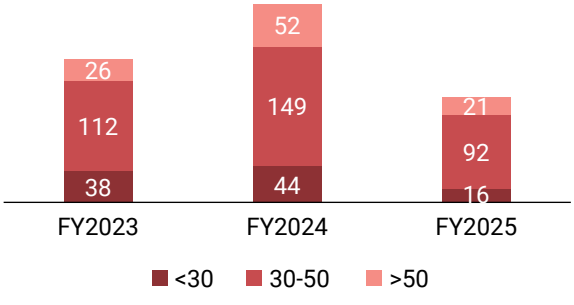
New Hires by Age



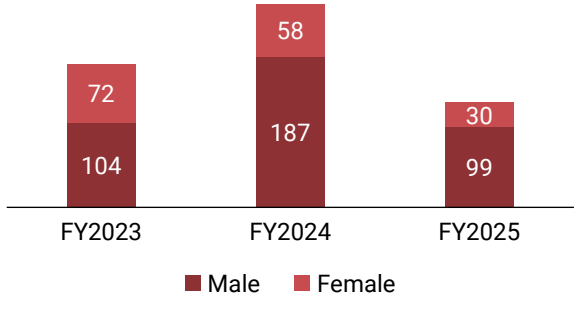
New Hires by Gender



Employee Turnover by Age



Employee Turnover by Gender



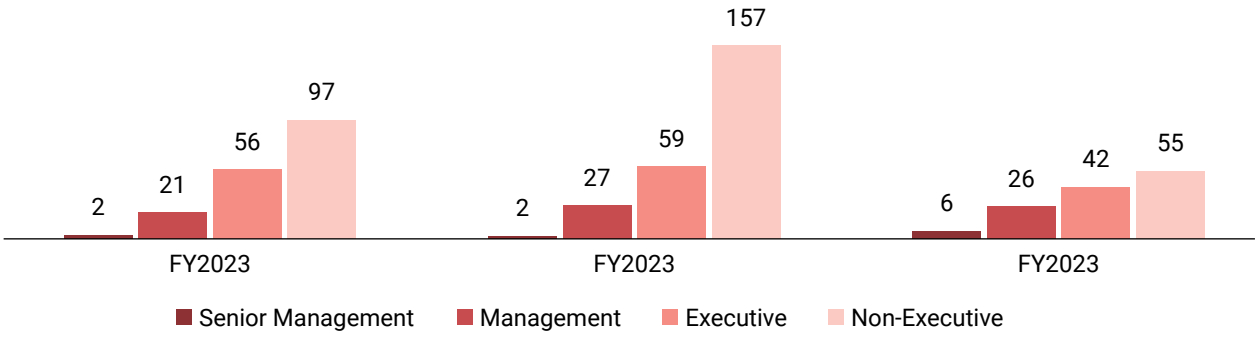
SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

TALENT ATTRACTION AND DEVELOPMENT (CONT'D)

Employee New Hires and Turnovers (Cont'd)

Total Turnover by Employee Category



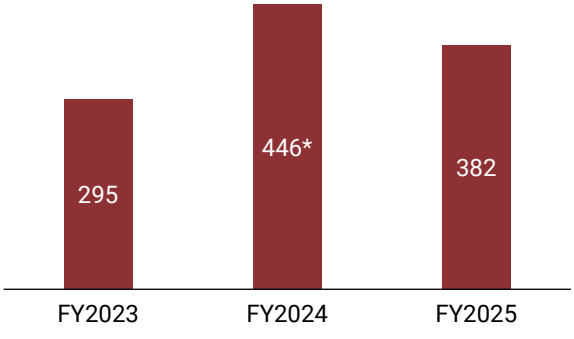
* Data has been restated.

DIVERSITY AND INCLUSION

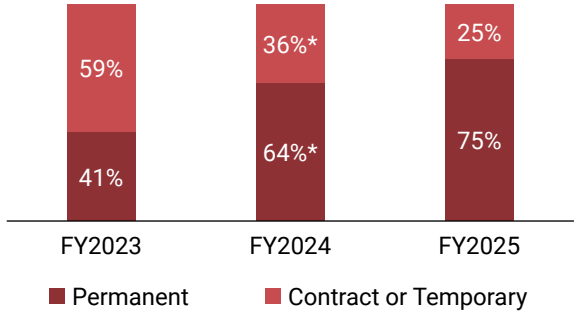
Diversity is integral to Mudajaya's business philosophy, fostering an inclusive workplace culture that encourages the innovation, collaboration and sustainable growth across our operations. Our talent acquisition and retention practices are based on meritocratic values, ensuring recruitment and career advancements are based strictly on merit regardless of age, race, gender, sexual orientation, disability and marital status.

In FY2025, Mudajaya's workforce comprises of 382 employees. Males make up the majority (74%) of our workforce reflecting the operational nature of the construction and manufacturing sectors. 55% are aged between 30 to 50 years.

Total Employees



Employment Category

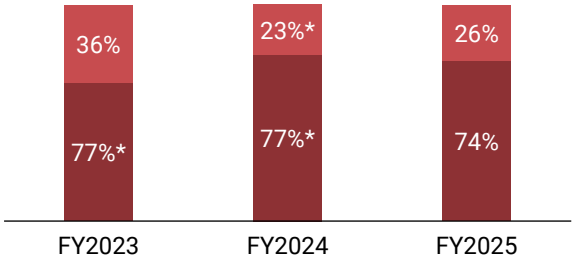


SUSTAINABILITY STATEMENT (CONT'D)

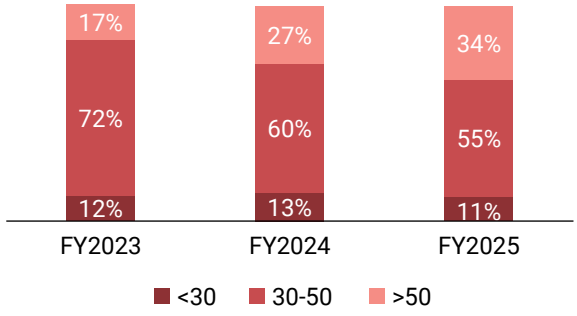
CARING FOR OUR PEOPLE (CONT'D)

DIVERSITY AND INCLUSION (CONT'D)

Employee Diversity by Gender

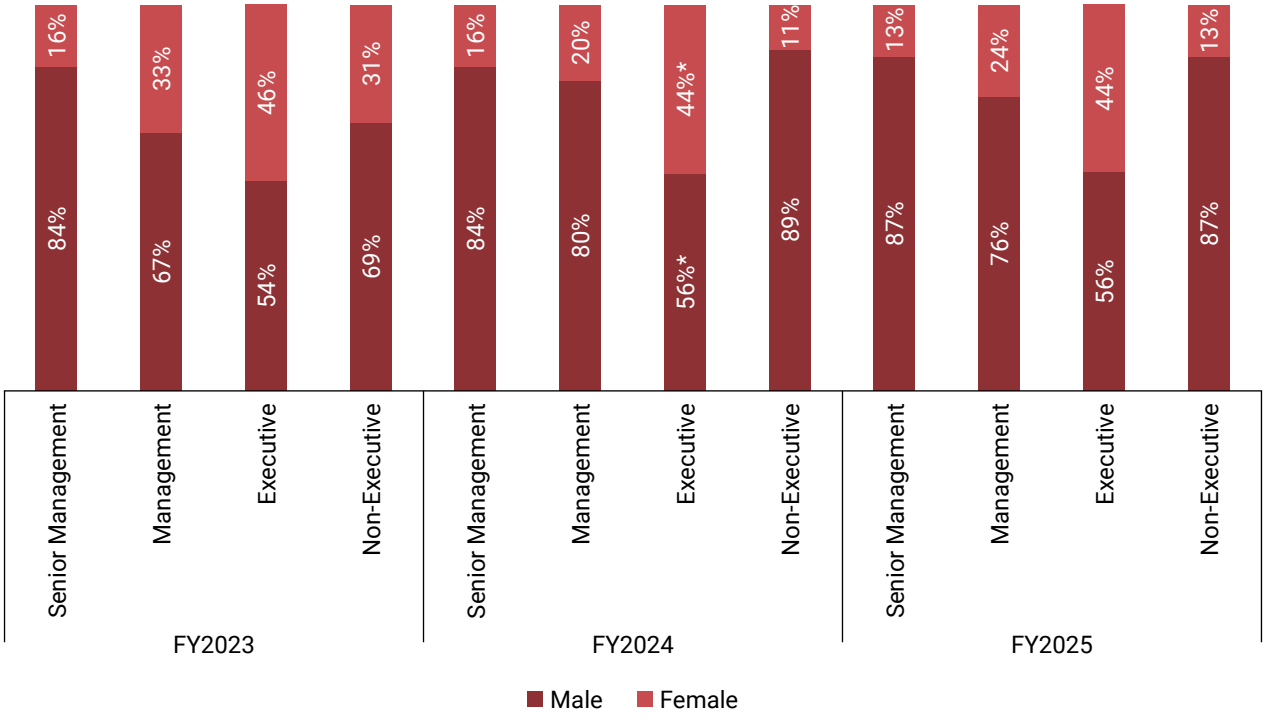


Employee Age Diversity



* Data has been restated.

Employee Gender Diversity by Employee Category

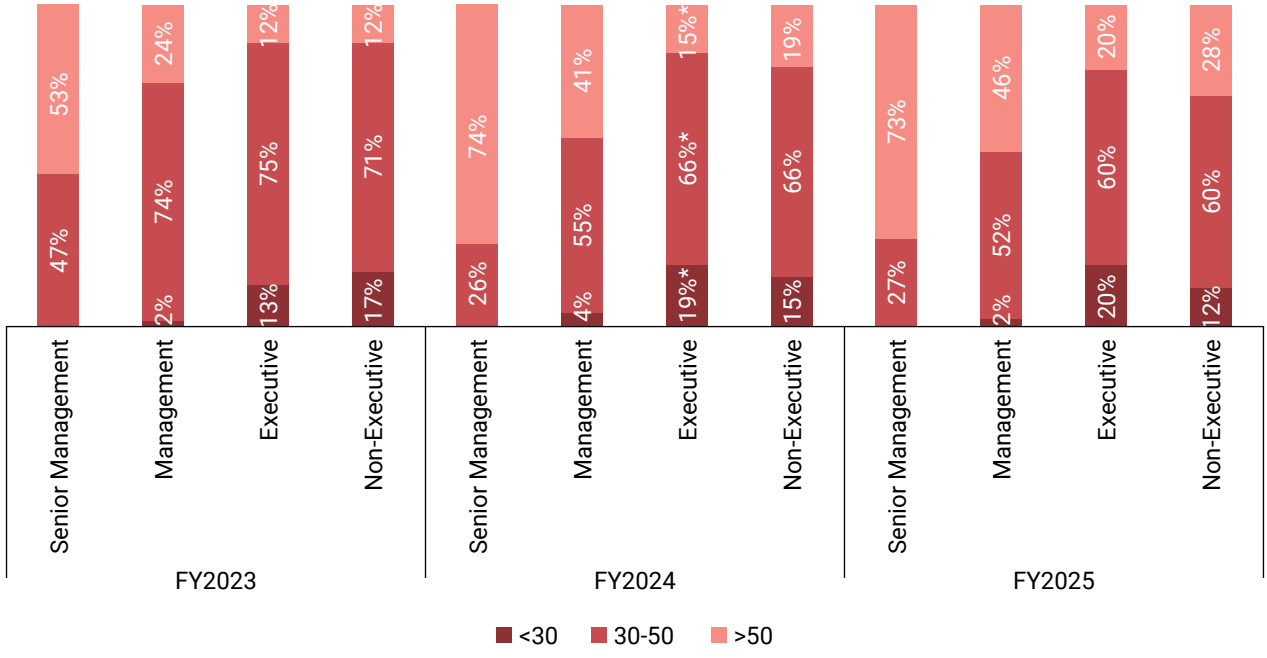


SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

DIVERSITY AND INCLUSION (CONT'D)

Employee Age Diversity by Employee Category



SUSTAINABILITY STATEMENT (CONT'D)

CARING FOR OUR PEOPLE (CONT'D)

COMMUNITY ENGAGEMENT

Mudajaya supports community development through targeted initiatives that promote social well-being and strengthen relationships with the communities where we operate. In FY2025, we contributed to the following four community initiatives, focusing on improving the well-being and quality of life of vulnerable groups.

Rompin Project Tile Donation

Remaining tiles from the Rompin Project were donated to support the construction of a community hall for the Orang Asli in Raub, Pahang.

Children's Day Donation

In celebration of Children's Day, school uniforms and gifts were provided to students and teachers at Dunzhuang Village Primary School, Jiantouji Town, Jiaerzhuang District, with a total contribution of 21,315 yuan, supporting local education and community development.

Double Ninth Festival – Elder Care Activities

Elder care activities were organised for residents aged 60 and above in Dunzhuang Village, with assistance amounting to 4,608 yuan, supporting senior community members.

STRENGTHENING FOUNDATIONS FOR FUTURE GROWTH

Guided by our commitment to "Advancing The Future Together", Mudajaya will continue to integrate sustainability into our business strategies and operations, focusing on responsible project delivery, operational resilience and long-term value creation.

Building on the early adoption of IFRS S1 and S2 and the strengthening of our reporting practices, we will enhance data quality, risk management and governance to support informed decision-making. We will also advance initiatives in climate resilience, resource efficiency and workforce capability to navigate evolving regulatory expectations and industry challenges. Through these efforts, sustainability will remain integral to how we manage risks, deliver projects and create sustainable value for our stakeholders.

PERFORMANCE DATA TABLE

Mudajaya Group Berhad
BMLR Transition Period

Date & Time: 2026-04-29 16:51:50
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage (%)	21	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage (%)	28	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage (%)	36	-	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage (%)	13	-	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage (%)	100	-	No assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	0	No assurance
Technology, Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage (%)	99.9	90	No assurance
Energy, Emissions and Climate Resilience	Total energy consumption	Megawatt	18,310	-	No assurance
Energy, Emissions and Climate Resilience	Scope 1 emissions in tonnes of CO2e	tCO2e	594	-	No assurance
Energy, Emissions and Climate Resilience	Scope 2 emissions in tonnes of CO2e	tCO2e	9,539	-	No assurance

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PERFORMANCE DATA TABLE (CONT'D)

Mudajaya Group Berhad

BMLR Transition Period

Date & Time: 2026-04-29 16:51:50

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy, Emissions and Climate Resilience	Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	tCO2e	943	-	No assurance
Material Consumption	Total weight or volume of materials that are used to produce products (Ready-mixed concrete)	m3	107	-	No assurance
Material Consumption	Total weight or volume of materials that are used to produce products (Mine waste rock)	Metric tonnes	1,486,499	-	No assurance
Material Consumption	Total weight or volume of materials that are used to produce products (Limestone)	Metric tonnes	968,287	-	No assurance
Waste and Effluent Management	Total waste generated	Metric tonnes	296	-	No assurance
Waste and Effluent Management	Total waste diverted from disposal	Metric tonnes	3	-	No assurance
Waste and Effluent Management	Total waste directed to disposal	Metric tonnes	293	-	No assurance
Water Consumption	Total volume of water used	m3	86,834	-	No assurance
Occupational Health and Safety	Number of work-related fatalities	Number	0	0	No assurance
Occupational Health and Safety	Lost time incident rate ("LTIR")	Rate	0.13	<1.0	No assurance
Occupational Health and Safety	Number of employees trained on health and safety standards	Number	2,465	-	No assurance
Human Rights, Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Labour Practices and Standards	Total hours of training by employee category - Senior Management	Hours	122	-	No assurance

PERFORMANCE DATA TABLE (CONT'D)

Mudajaya Group Berhad
BMLR Transition Period

Date & Time: 2026-04-29 16:51:50
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	Total hours of training by employee category - Management	Hours	619	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - Executive	Hours	348	-	No assurance
Labour Practices and Standards	Total hours of training by employee category - Non-Executive	Hours	481	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Senior Management	Number	6	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Management	Number	26	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Executive	Number	42	-	No assurance
Labour Practices and Standards	Total number of employee turnover by employee category - Non-Executive	Number	55	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Senior Management (Male)	Percentage (%)	87	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Senior Management (Female)	Percentage (%)	13	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Management (Male)	Percentage (%)	76	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Management (Female)	Percentage (%)	24	-	No assurance

PERFORMANCE DATA TABLE (CONT'D)

Mudajaya Group Berhad

BMLR Transition Period

Date & Time: 2026-04-29 16:51:50

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by gender group, for each employee category - Executive (Male)	Percentage (%)	56	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Executive (Female)	Percentage (%)	44	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive (Male)	Percentage (%)	87	-	No assurance
Diversity	Percentage of employees by gender group, for each employee category - Non-Executive (Female)	Percentage (%)	13	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Senior Management Under 30	Percentage (%)	0	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Senior Management Between 30 - 50	Percentage (%)	27	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Senior Management Above 50	Percentage (%)	73	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Management Under 30	Percentage (%)	2	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Management Between 30-50	Percentage (%)	52	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Management Above 50	Percentage (%)	46	-	No assurance

PERFORMANCE DATA TABLE (CONT'D)

Mudajaya Group Berhad
BMLR Transition Period

Date & Time: 2026-04-29 16:51:50
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of employees by age group, for each employee category - Executive Under 30	Percentage (%)	20	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Executive Between 30 - 50	Percentage (%)	60	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Executive Above 50	Percentage (%)	20	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Under 30	Percentage (%)	12	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Between 30-50	Percentage (%)	60	-	No assurance
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Above 50	Percentage (%)	28	-	No assurance
Diversity	Percentage of directors by gender group - Male	Percentage (%)	75	-	No assurance
Diversity	Percentage of directors by gender group - Female	Percentage (%)	25	-	No assurance
Diversity	Percentage of directors by age group - Under 30	Percentage (%)	0	-	No assurance
Diversity	Percentage of directors by age group - Between 30-50	Percentage (%)	0	-	No assurance

PERFORMANCE DATA TABLE (CONT'D)

Mudajaya Group Berhad

BMLR Transition Period

Date & Time: 2026-04-29 16:51:50

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of directors by age group - Above 50	Percentage (%)	100	-	No assurance
Diversity	Percentage of employees that are contractors or temporary staff	Percentage (%)	25	-	No assurance
Community Engagement	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	0	-	No assurance
Community Engagement	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RMB	27,423	-	No assurance

SUSTAINABILITY STATEMENT (CONT'D)

IFRS CONTENT INDEX

IFRS S1		
Code	**Disclosure**	**Reference**
Governance		
IFRS S1.27(a)	Governance bodies responsible for oversight of sustainability-related risks and opportunities	Page 87 - 88
IFRS S1.27(a)(i)	Responsibilities reflected in terms of reference, mandates, role descriptions, and related policies	
IFRS S1.27(a)(ii)	How the governance body develops skills and competencies to oversee strategies addressing sustainability-related risks and opportunities	
IFRS S1.27(a)(iii)	How and how often the governance body is informed about sustainability-related risks and opportunities	
IFRS S1.27(a)(iv)	How sustainability-related risks and opportunities are considered in strategy, major transactions, risk management, and related policies	
IFRS S1.27(a)(v)	Oversight of target-setting and progress monitoring for sustainability-related risks and opportunities	
IFRS S1.27(b)	Management's role in oversight of sustainability-related risks and opportunities	
IFRS S1.27(b)(i)	Delegation to management-level positions or committees and oversight mechanisms	
IFRS S1.27(b)(ii)	Controls and procedures supporting oversight and integration with internal functions	
Strategy		
IFRS S1.29(a)	Sustainability-related risks and opportunities that could reasonably affect the entity's prospects	Page 95 - 96
IFRS S1.29(b)	Current and anticipated effects on business model and value chain	
IFRS S1.29(c)	Effects on strategy and decision-making	
IFRS S1.29(d)	Effects on financial position, performance, and cash flows	
Risk Management		
IFRS S1.44(a)	Processes and policies to identify, assess, prioritise, and monitor sustainability-related risks	Page 88 - 89
IFRS S1.44(a)(iii)	Assessment of risk nature, likelihood, and magnitude	
IFRS S1.44(a)(iv)	Prioritisation relative to other risks	
IFRS S1.44(a)(v)	Risk monitoring	
IFRS S1.44(b)	Processes and policies to identify, assess, prioritise, and monitor sustainability-related opportunities	
IFRS S1.44(c)	Integration of sustainability-related risk and opportunity processes into overall risk management	

SUSTAINABILITY STATEMENT (CONT'D)

IFRS CONTENT INDEX (CONT'D)

IFRS S1		
Code	**Disclosure**	**Reference**
Metrics and targets		
IFRS S1.46(b)(i)	Metrics used to measure and monitor performance in relation to sustainability-related risks or opportunities	Page 97 - 128
IFRS S1.46(b)(ii)	Progress towards targets the entity has set or is required to meet by law or regulation.	Page 85 - 86
IFRS S1.49	If metrics are from non-IFRS sources, the source and metric must be identified	Page 77
IFRS S1.50(b)	Whether the metric is absolute, relative, or qualitative	Page 97 - 128
IFRS S1.50(d)	Method for metric calculation, inputs, limitations, and assumptions	Page 102, 114, 118
IFRS S1.51(a)	Metric used to set the target and monitor progress	Page 85 - 86
IFRS S1.51(b)	Specific quantitative or qualitative target set or required	
IFRS S1.51(c)	Period over which the target applies	
IFRS S1.51(d)	Baseline year for measuring progress	
IFRS S1.51(f)	Performance against targets and analysis of trends	
IFRS S2		
Governance		
IFRS S2.6(a)	Governance bodies responsible for oversight of climate-related risks and opportunities	Page 87 - 88
IFRS S2.6(a)(i)	Responsibilities reflected in terms of reference, mandates, role descriptions, and related policies	
IFRS S2.6(a)(ii)	How the governance body develops skills and competencies to oversee strategies addressing climate-related risks and opportunities	
IFRS S2.6 (a)(iii)	How and how often the governance body is informed about climate-related risks and opportunities	
IFRS S2.6 (a)(iv)	Consideration of climate-related risks and opportunities in strategy, major transactions, risk management, and related policies, including trade-offs	
IFRS S2.6 (a)(v)	Oversight of target-setting, monitoring, and inclusion of metrics in remuneration policies	
IFRS S2.6 (b)	Management's role in overseeing climate-related risks and opportunities	
IFRS S2.6 (b)(i)	Delegation to management-level positions or committees and oversight mechanisms	
IFRS S2.6 (b)(ii)	Controls and procedures supporting oversight and integration with internal functions	

SUSTAINABILITY STATEMENT (CONT'D)

IFRS CONTENT INDEX (CONT'D)

IFRS S1		
Code	**Disclosure**	**Reference**
Strategy		
IFRS S2.9(a)	Climate-related risks and opportunities that could reasonably affect the entity's prospects	Page 106 - 107
IFRS S2.9(b)	Current and anticipated effects on business model and value chain	
IFRS S2.9(d)	Effects on financial position, performance, and cash flows	
Risk Management		
IFRS S2.25(a)	Processes and policies to identify, assess, prioritise, and monitor climate-related risks	Page 88 - 89
IFRS S2.25(a)(iii)	Assessment of risk nature, likelihood, and magnitude	
IFRS S2.25(a)(iv)	Prioritisation of climate-related risks relative to other risks	
IFRS S2.25(a)(v)	Risk monitoring	
IFRS S2.25(b)	Processes and policies to identify, assess, prioritise, and monitor climate-related opportunities	
IFRS S2.25(c)	Integration of risk and opportunity processes into overall risk management	
Metrics and Targets		
IFRS S2.28(c)	Targets set by the entity or required by law/regulation to mitigate or adapt to climate-related risks or exploit opportunities	Page 85 - 86
IFRS S2.29(a)(i)	Absolute gross Scope 1, 2, and 3 GHG emissions in metric tonnes CO_2e	Page 110 - 111
IFRS S2.29(a)(ii)	Measurement of GHG emissions in accordance with the Greenhouse gas Protocol: A Corporate Accounting and Reporting Standard (2004)	
IFRS S2.29(a)(iii)	Measurement approach, inputs, assumptions, and reasons for changes during the reporting period	
IFRS S2.29(a)(iv)	Consolidated accounting group, including excluded investees for Scope 1 and Scope 2 greenhouse gas emissions disclosed	
IFRS S2.29(a)(v)	Location-based Scope 2 emissions and contractual instruments (e.g., energy purchase agreements)	
IFRS S2.29(a)(vi)(1)	Categories included in Scope 3 emissions measurement	
IFRS S2.33	Quantitative and qualitative climate-related targets, including those required by law/regulation	Page 85 - 86
IFRS S2.33(a)	Metric used to set each target	
IFRS S2.33(d)	Period over which the target applies	
IFRS S2.33(e)	Baseline year for measuring progress	

SUSTAINABILITY STATEMENT (CONT'D)

IFRS CONTENT INDEX (CONT'D)

IFRS S2		
Code	**Disclosure**	**Reference**
Metrics and Targets (Cont'd)		
IFRS S2.34(b)	Processes for reviewing targets	Page 88 - 89
IFRS S2.34(c)	Metrics used to monitor progress	Page 85 - 86
IFRS S2.35	Performance against each target, including trends and changes	
IFRS S2.36(a)	Type of GHG emissions covered by each target	
IFRS S2.36(b)	Whether target covers Scope 1, 2, or 3 emissions	

SUSTAINABILITY STATEMENT (CONT'D)

GRI CONTENT INDEX

Statement of use	Mudajaya Group Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 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	76 - 77
	2-2 Entities included in the organisation's sustainability reporting	76 - 77
	2-3 Reporting period, frequency and contact point	77 - 78
	2-4 Restatements of information	110 - 112, 120
	2-6 Activities, value chain and other business relationships	76 - 77, 102
	2-7 Employees	126 - 128
	2-9 Governance structure and composition	87
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	98
	2-16 Communication of critical concerns	87
	2-17 Collective knowledge of the highest governance body	87
	2-19 Remuneration policies	98
	2-22 Statement on sustainable development strategy	81, 83 - 85
	2-23 Policy commitments	98
	2-24 Embedding policy commitments	98
	2-25 Processes to remediate negative impacts	
	2-26 Mechanisms for seeking advice and raising concerns	98
	2-27 Compliance with laws and regulations	100
	2-28 Membership associations	78 - 79
	2-29 Approach to stakeholder engagement	90 - 91
GRI 3: Material Topics 2021	3-1 Process to determine material topics	92
	3-2 List of material topics	
	3-3 Management of material topics	
GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions	110
	102-6 Scope 2 GHG emissions	111
	102-7 Scope 3 GHG emissions	111

SUSTAINABILITY STATEMENT (CONT'D)

GRI CONTENT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization	108 - 109
	103-4 Energy intensity	108
	103-5 Reduction in energy consumption	108 - 109
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	106 - 107
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	102
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	99
	205-2 Communication and training about anti-corruption policies and procedures	100
	205-3 Confirmed incidents of corruption and actions taken	100
GRI 301: Materials 2016	301-1 Materials used by weight or volume	112
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	115
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	112 - 115
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	113
	306-5 Waste directed to disposal	113
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	101
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	124
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	121 - 122

SUSTAINABILITY STATEMENT (CONT'D)

GRI CONTENT INDEX (CONT'D)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	119
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	119
	403-6 Promotion of worker health	119
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	120
	403-8 Workers covered by an occupational health and safety management system	120
	403-9 Work-related injuries	118
	403-10 Work-related ill health	118
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	123
	404-2 Programmes for upgrading employee skills and transition assistance programs	123
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	125 - 127
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	85 - 86
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	128
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	101
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	100